

# SOUTH YORKSHIRE FIRE AND RESCUE AUTHORITY

11 FEBRUARY 2019

PRESENT: Councillor C Lamb (Chair)  
Councillor A Atkin (Vice-Chair)  
Councillors: R Taylor, T Hussain, S Ayris, M Clements,  
T Damms, P Haith, C Hogarth, C Ransome and Dr A Billings

CFO J Courtney, QFSM, T/DCFO A Johnson, T/ACO T Carlin,  
S Booth, L Murray and AM S Helps  
(South Yorkshire Fire & Rescue Service)

N Copley, A Frosdick, M McCarthy, L Noble, M Potter and  
M McCoole  
(Barnsley MBC)

M Buttery  
(Office of the South Yorkshire Police and Crime Commissioner)

Apologies for absence were received from Councillor C Ross,  
Councillor J Satur and D Terris

## 1 APOLOGIES

Apologies for absence were noted as above.

## 2 ANNOUNCEMENTS

Councillor Lamb informed Members that the order of today's business would be amended to enable agenda item 16 entitled 'Digital Transformation Roadmap' to be taken directly before consideration of the '2019-20 Annual Revenue Budget and Council Tax Setting' report, owing to the financial implications therein.

## 3 URGENT ITEMS

None.

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

None.

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

Councillors Ayris and Atkin declared non-pecuniary interests, as Trustees of the HOPE Board, in relation to any related matters that may be discussed during the meeting.

6 REPORTS BY MEMBERS

Councillors Lamb and Haith had attended the recent Middle Managers' Engagement Day held on 6 February 2019 where a variety of topics had been discussed including finance, equality and inclusion.

Councillor Atkin congratulated SYFR and the volunteers involved in enabling Rotherham Fire Station to be utilised as a homeless shelter. He also gave his congratulations to Firefighter Mark Peart, from the Dearne Watch, who had been a successful winner of the 'SAS: Who Dares Wins' television programme.

Councillor Ayris referred to the closure of SYFR Safety Solutions UK Ltd (SSUK Ltd), and the DSO1 form 'Striking off application by a company', that had been submitted to Companies House on 24 January 2019. He added that the DSO1 form stated that the form must be sent to all notifiable parties, including shareholders, within 7 days of the application being made, and that failure to notify the interested parties was an offence. He commented that the DSO1 form also stated that any remaining assets would be passed to the Crown. He did not recall that the DSO1 form had been circulated to Authority Members, and he queried the financial position of the Authority if any profits were passed to the Crown.

The Monitoring Officer stated he would not have expected all Authority Members to have received that notice. He would liaise with the Company Secretary, who would have dealt with the procedures directly.

The Director of Support Services commented that a cash transfer from the SSUK Ltd bank account would be made to move the assets back to the Authority as expected. There was currently £27 remaining in the SSUK Ltd bank account, to cover Barclays Bank charges, which would lead to the clearance of the account. CFO Courtney would be the signatory responsible for closing down the bank account.

RESOLVED – That Members noted that the Monitoring Officer would liaise with the Company Secretary (D Cutting) regarding the circulation of the necessary documentation in relation to SSUK Ltd.

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 MINUTES OF THE AUTHORITY MEETING HELD ON 14 JANUARY 2019

Councillor Ayris queried when a final report in relation to the closure of SSUK Ltd would be presented to the Authority.

The Director of Support Services stated that the DSO1 'Striking Off Application by a Company' form had been submitted to Companies House, and a notice had been placed in the London Gazette on 5 February 2019. The company would be dissolved, provided that no objections were received within a 2 month period. It was intended to present a report to the Authority meeting on 8 April 2019, to summarise the financial position. This had shown a small retained profit for the year ended 25 August 2018 which had been transferred back to the Authority, and a small surplus which would be re-invested back into the Service.

Councillor Ransome requested that the minutes be amended to indicate when the technical failure in the webcasting facility had occurred during the course of the last meeting of the Authority.

M McCarthy highlighted a typographical error within the minutes which should have stated that the removal of the £5,000 annual payment to HOPE from the SYFR Community Safety budget was with effect from March 2019 and not March 2020.

RESOLVED – That subject to the above amendments, Members agreed that the minutes of the meeting held on 14 January 2019 be signed by the Chair as a correct record.

10 COLLABORATION UPDATE

A report of the Chief Fire Officer and Chief Executive was submitted providing Members with an update on the progress made on current areas of collaboration with South Yorkshire Police (SYP).

The SYFR Collaboration Programme Manager had now commenced in post to support the collaboration contacts and opportunities, together with the continued support for the SYP collaboration and the SYFR – Fire collaborations where appropriate. SYFR continued to chair the regional PPE collaboration group, which was attended by all Yorkshire and the Humber Fire and Rescue Services.

Members noted the SYP and SYFR lower level collaborations that were ongoing alongside the larger project work. SYFR's Blue Lights Champions had attended the SYP Wellbeing Conference held on 25 January 2019, which had proved useful to staff and had led to additional meetings with ACC Hartley and the SYP Wellbeing lead. Within the Yorkshire and Humber region, Fire – Fire collaboration continued, together with liaison with Nottingham Fire and Rescue Service regarding further resilience and closer working with specialist roles. SYFR staff were being trained to deliver fire education packages across the districts. The Joint Community Safety Department (JCSD) was in the process of finalising the legal schedule, and the budget management had now been established and shared with SYP and SYFR's legal teams; a closure report had been submitted to the Police and Fire Delivery Board on 31 January 2019. Other fire and rescue services including

Lincolnshire, Essex and Nottinghamshire, continued to express an interest in the JCSD, and how this had been set up.

T/DCFO Johnson referred to the presentation given by AM Helps to the Police and Fire Delivery Board held on 31 January 2019, which detailed the successes and achievements of the department. She suggested that the presentation be given to a future Corporate Advisory Group meeting.

Staff engagement continued in respect of the re-location of SYP body shop staff to the Eastwood workshop; 4 options had been mapped and costed. The interim SYFR Estates and Facilities Management team had now been identified, with ongoing work to manage the urgent SYFR estates and facilities activities.

Councillor Hogarth requested an update on the Pulse Survey.

T/DCFO Johnson stated that she would ascertain when the Pulse Survey would take place.

Councillor Ayris queried the reason why an interim Estates and Facilities Management team had been created, and when this would be made permanent.

The Head of Joint Estates, SYFR and SYP stated that an interim Estates and Facilities Management team had been created until both teams from SYFR and SYP could be fully integrated.

Councillor Hussain queried whether there was – or would be – collaboration with Yorkshire Ambulance Service (YAS).

T/DCFO Johnson referred to the previous attempts that had been made to engage with YAS. It has proved difficult due to a change in their management structures and the different pressures faced by YAS. SYFR was still open to collaborative working with YAS, but this was not currently progressing.

Councillor Lamb requested an update on the appointment of an additional surveyor, in order to provide further capacity within Estates and Facilities Management.

The Head of Joint Estates, SYFR and SYP referred to the engagement made with a number of agencies for the appointment of an additional surveyor. It was anticipated that interviews for the position would be held during the last week of February 2019.

RESOLVED – That Members noted the report.

## 11 DIGITAL TRANSFORMATION ROADMAP

A report of the Chief Fire Officer and Chief Executive was presented to seek the Authority's permission to progress and implement the deliverables in the Road Map and, in doing so, further utilise the Invest to Save Reserve to meet the estimated one off development and implementation cost of £0.683m. The Reserve, if approved, would facilitate and accelerate the modernisation and continuous

improvement in the efficiency and effectiveness of functions and services within SYFR.

Members recalled that the Authority had previously approved the utilisation of up to £70,000 from the Authority's Invest to Save Transformation Reserve, to enable a forensic analysis and review of SYFR's current operational and business processes across all service areas to be undertaken. The review was now complete and had provided the Executive and Senior Management with a clear Road Map for the continuance of professional services, and to ensure that they were as efficient and effective as possible.

The Director of Support Services reported that the actual cost for the procurement of the analysis and the review of the current operational and business processes across all service areas had totalled just short of £60,000 including reimbursables.

Councillor Ransome stated that she was pleased to observe the procurement process undertaken. She queried the number of companies that were in the market, the training programme to be undertaken, and the companies which actually provided the systems to SYFR.

The Director of Support Services stated that there were various transport systems available, and that SYFR used those systems which were the most suitable and fit for purpose for the Service. There was a training budget within the Human Resources' Organisational Development Team. Following the restructure of ICT services, arrangements had been made for the retained services of an individual that provided ICT training nationally, on 2 year fixed term contract, with the remit to identify specific training packages for individuals within each department that operated systems i.e. Microsoft Office.

Councillor Ayris stated that the request for £0.683m from the Invest to Save Reserve was a significant amount of money, and he highlighted that Members would need to consider this in the context of the Medium Term Financial Strategy and the new IRMP. He requested that Members be provided with regular updates.

The Director of Support Services stated updates on the digital transformation project would continue to be provided to the Authority. A further report would be presented to the Authority meeting on 8 April 2019. SYFR was leading the Yorkshire and Humber procurement on behalf of the four fire and rescue services. He gave Members the commitment that the procurement would be fully compliant with the Contract Standing Orders.

Councillor Ayris commented that he would like the reports to include the savings that had been made from the investment.

Councillor Haith made reference to SYFR being very reliant on a few key individuals within ICT, and she queried how this would be addressed in the future.

The Director of Support Services stated that this had been identified following an external review into SYFR's cyber security threat. The ICT structure and resources had since been reviewed to ascertain how greater resilience could be achieved. A

Deputy ICT Manager was now in post, who would be accountable to take on the roles and responsibilities in the absence of the ICT Manager.

Dr Billings queried whether SYFR could call upon any other fire and rescue service within the UK that was leading the way on the matter. He presumed that SYFR was liaising with SYP, who had made progress in a number of areas.

The Director of Support Services commented that SYFR was ahead of most other fire and rescue services in the UK in terms of expertise in this area; there were only a few other fire and rescue services that had such accreditation. He believed that SYFR had the internal resources available to work with external consultants to achieve the options for resilience. Members noted the professional view around the challenge of moving to more cloud based systems and disaster recovery. The cheapest option was to refrain from the cloud based systems, and for this to be retained within SYFR's secondary data; a financial case would be presented to the Corporate Management Board. SYFR was liaising with SYP in relation to the fleet management system, and the Techforge system, which was the same platform used by SYFR, to ensure the same data structures were adopted to enable information to be held in a similar format across SYFR, and to future proof the organisation.

RESOLVED – That Members:-

- a) Noted the report.
- b) Endorsed the Digital Transformation Road Map (the Road Map) as a key enabler for modernising and facilitating improvements in the efficiency and effectiveness of SYFR.
- c) Agreed to use £0.683m of the uncommitted Invest to Save Reserve to meet the development and implementation costs relating to the delivery of the Digital Road Map.
- d) Agreed to receive periodic updates on the delivery of the Road Map as part of the regular financial performance reports.

## 12 2019-20 ANNUAL REVENUE BUDGET AND COUNCIL TAX SETTING

A report of the Clerk and Treasurer and Chief Fire Officer/Chief Executive was submitted to seek Authority approval to the 2019/20 revenue budget and to set the Council Tax and precept by 28 February 2019.

Councillor Lamb referred to the importance of producing a balanced budget. He gave thanks to S Booth, N Copley and his team for the work undertaken.

Dr Billings gave thanks for the comprehensive report presented. From his perspective the report mirrored the issues raised around the Police Force settlement, the continuation of the Government policy which had been disguised by austerity, and the ongoing shift over the last 10 years of the burden of paying for the public services from central Government to the local Council Tax payers. He noted that BMBC were 40% down and DMBC were 38.1% down on the amount of

Government funding received during the period, and they were amongst the top three local authorities within the UK which had been hit with a reduction in Government funding. The SYP precept had been set at a 14% increase due to the Government's guidance in relation to taking the maximum advantage of the precept flexibility. SYP required special grant assistance for the legacy issues in relation to the civil claims arising from the Hillsborough Disaster, Rotherham CSE and the cost of the CSE National Crime Agency investigations into those non-recent CSE cases. In relation to SYP, it had to be assumed that the pension costs were covered for the coming year, and would be covered within the comprehensive spending review. He assumed that the Government would act upon pensions moving forwards which would impact on all authorities. In order for the SYP precept to be set, a consultation exercise had been conducted with the general public, the four SY Leaders' and Councillors. This had indicated an acceptance for an increase in the precept, but with the comment that they wanted to be able to observe a return to neighbourhood policing and a more visible police presence on the streets. He suggested that in relation to SYFR, the general public would want to observe a visible improvement to the service provided if the increase was approved.

Councillor Lamb stated that his greatest concern was the increasing precept. He commented that the suggested 2.99% Council Tax increase equated to an additional charge of 4 pence per week, per property. He considered that the people of South Yorkshire would agree to take on such an increase in the knowledge that they would receive a first class service from SYFR. Improvements would start to be observed in the fabric of SYFR's buildings, and the investments would begin to come to fruition this year and into 2020.

Councillor Ayris stated that he did not agree with a number of the comments made by Dr Billings. He considered that the Council Tax payers had taken a hard hit in recent times, in terms of the Council Tax increase. He considered that very little savings had been achieved in terms of smarter working for procurement, and it was still unclear as to whether the Authority would have to pay the full legal fees for the detriment claims in relation to Close Proximity Crewing. He would have preferred the report to outline some of the savings that had been quantified from the smarter working practices that had been introduced. He stated that he would not be supporting the recommendations outlined within the report.

Councillor Ransome commented that she would also be voting against the recommendations outlined within the report. She considered that SYFR could work smarter and that some unnecessary expenditure had been incurred.

Councillor Lamb assured Members that SYFR Managers were constantly reminded of the need to make efficiencies where possible, and this was frequently shown within the minutes of the Executive meetings. He was satisfied that the managers were doing everything possible to reduce the expenditure figures on an ongoing basis.

RESOLVED – That Members:-

- a) Approved the Authority's 2019/20 Revenue Budget at Appendix A to the report.

**All Members voted in favour of the Authority's 2019/20 Revenue Budget, with the exception of Councillors Ransome and Ayris, who voted against the decision.**

- b) Approved the Capital Investment Strategy including the updated 2018/19 to 2020/21 Capital Programme as set out in Appendix B to the report.

**All Members voted in favour of the Capital Investment Strategy including the updated 2018/19 to 2020/21 Capital Programme, with the exception of Councillors Ransome and Ayris, who voted against the decision.**

- c) Approved the Treasury Management and Investment Strategy at Appendix C to the report.

**All Members voted in favour of the Treasury Management and Investment Strategy, with the exception of Councillors Ransome and Ayris, who voted against the decision.**

- d) Approved the fees and charges schedule for 2019/20 at Appendix D to the report.

**All Members voted in favour of the fees and charges schedule for 2019/20, with the exception of Councillors Ransome and Ayris, who voted against the decision.**

- e) Approved a Council Tax Increase of 2.99% for 2019/20.

**All Members voted in favour of a Council Tax Increase of 2.99% for 2019/20, with the exception of Councillors Ransome and Ayris, who voted against the decision.**

13 SSCR SPRINKLER FUND - RAILWAY HOUSING APPROVAL

A report of the Chief Fire Officer and Chief Executive was presented to provide the details of a further bid to the Sprinkler Fund, in line with the Safer Stronger Community Reserve, for the Authority to consider supporting.

An application had been made from Railway Housing, which was a Sheltered Social Care facility run by a not for profit organisation. This would be the first time that the housing association would have installed a sprinkler system within the property. The total cost of the systems including training in maintenance and installation was £4,686.00, with an SYFR contribution of £2,343.00.

Councillor Hogarth queried whether local companies would be utilised for the installation of the sprinkler system.

AM Helps stated that SYFR would support applicants in procuring services. He would ascertain which companies across the UK had been used for the installation of the sprinkler systems, and inform Members accordingly.

Councillor Lamb commented that it was beneficial for the Authority to award such grants. He suggested that local ethical suppliers should be utilised for the installation of the sprinkler systems, but consideration would also need to be given to obtaining value for money for the local tax payers.

RESOLVED – That Members agreed to fund the following Fire Sprinkler Project from the Stronger Safer Community Reserve Sprinkler Fund. The total cost being £4,686.00 with a contribution from South Yorkshire Fire and Rescue of £2,343.00.

14 SSCR SPRINKLER FUND - SYHA 911 PROJECT APPROVAL

A report of the Chief Fire Officer and Chief Executive was presented to provide details of a further bid to the Sprinkler Fund, in line with the Safer Stronger Community Reserve (SSCR), for the Authority to consider supporting.

An application had been made from South Yorkshire Housing Association (SYHA) for the 911 Project which, for over 25 years, has provided supported housing to the most vulnerable and hard to reach people, and those who were deemed as 'multi-exclusion homeless' within the Sheffield City region. It was intended to install the sprinkler systems across 9 different properties with a total of 25 flats. The total cost being £64,320.00, with a contribution from SYFR of £44,160.00 and a contribution from SYHA of £20,160.00.

Councillor Damms stated that he had been a member of the SYHA some years ago, which had many projects that provided support to similar hard to reach individuals. He queried whether the Authority should anticipate additional sprinkler applications in future years.

AM Helps commented that the investment of the SSCR had been utilised as a platform to help support the local sector housing to introduce sprinkler systems. It was envisaged that the sector would take note of the benefits that had been achieved and would look to invest their own funding for future sprinkler system installation. Once the SSCR funding had ceased, it would be the responsibility of the individual properties to be self-sufficient in installing the sprinkler systems.

AM Helps would ascertain the exact remaining funding available within SSCR, and inform Members accordingly.

Councillor Clements commented that he welcomed the application presented. He had recently attended a SYHA meeting in Barnsley, which had 1,200 properties within the Barnsley area. He queried the possibility of further applications from SYHA for properties elsewhere within South Yorkshire.

AM Helps stated that SYFR had regularly requested Members to communicate the details of the SSCR funding that was available to their respective local authorities. SYFR looked forward to further applications being received.

RESOLVED – That Members agreed to fund the following Fire Sprinkler Project from the Stronger Safer Community Reserve Sprinkler Fund. The total cost being £64,320.00, with a contribution from South Yorkshire Fire and Rescue (SYFR) of £44,160.00 and a contribution from South Yorkshire Housing Association (SYHA) of £20,160.00.

15 PROGRESS REPORT ON ESTATES AND FACILITIES SERVICE IMPROVEMENTS

A report of the Chief Fire Officer and Chief Executive was presented, as the latest in a series of reports, to provide the details on progress to improve the Estates and Facilities Service within SYFR, together with the major work and projects that were underway and their present status. Positive and significant progress continued to be made towards the Service becoming fit for purpose.

The Head of Joint Estates, SYFR and SYP stated that a revised structure for the Estates and Facilities Team had now been agreed, with three long-term temporary members of staff being made permanent. In addition, an RICS qualified officer would be appointed on a fixed term basis, a Facilities Officer post would be advertised within the next few days, and a short-term appointment be made to increase capacity. She would continue to monitor the progress of the Action Plan, which she proposed to present to the Authority on a 6 monthly basis.

Members noted that the initial plans for the new Barnsley Fire Station had now been finalised, and approved by the Executive Team on 20 December 2018. The project would now move onto the RIBA Stage 2, which would enable a more detailed design process to be undertaken and engagement with potential contractors. The new build would comprise of a three bay station with a separate building to be utilised as a community room and for the Prince's Trust functions. SYFR had liaised with BMBC regarding the OPE4 works within the area, and discussions with Greenacre School and other parties were underway. A completion date for the development was Summer 2020, although it was envisaged to progress matters as quickly as possible to bring forward the design process.

Councillor Clements gave thanks for the comprehensive report presented. He referred to the building works for the new Barnsley Fire Station and he queried whether tenders would still have to be awarded under European Union legislation following Brexit on 29 March 2019. He also queried whether it would be best practice to replace the boiler systems at the same time as the refurbishment works at the CPC stations.

The Head of Joint Estates, SYFR and SYP stated that, in terms of procurement, the European Union legislation would be mirrored and therefore the same tendering process would be undertaken, which would enable local companies to submit tenders. She would ascertain the position in relation to the replacement of boilers at the CPC stations.

Councillor Ayris queried whether the 2019 dates outlined within the Action Plan would be achievable. He also queried whether the Estates Plan 2018 – 2025 document would be published on the Authority's website. He referred to the

structure chart for SYFR Estates and Facilities (Property Services) and he queried how many of the posts were temporary or interim positions, and when those specific posts would be made permanent.

The Head of Joint Estates, SYFR and SYP stated that the fixed term contracts related to the Senior Building Surveyor post which would be recruited to at the end of February 2019, together with the Contracts and Performance Officer post. She stated that the posts had been on fixed term contracts to enable flexibility before both SYP and SYFR teams were integrated. She had carefully reviewed the deadlines for the Estates Plan 2018 – 2025, which would be published on the Authority's website, and she considered that the dates outlined within the Action Plan were achievable.

Councillor Taylor queried what arrangements had been put in place for resources and personnel during the demolition of Barnsley Fire Station.

The Head of Joint Estates, SYFR and SYP commented that a temporary facility would be required and options were currently being identified, to ensure that it met the needs of operational crews. The additional cost for the temporary facility had been incorporated within the overall budget of the project.

Councillor Haith queried whether there would be any environmental elements within the new Barnsley Fire Station.

The Head of Joint Estates, SYFR and SYP stated that this would be dependent upon discussions with BMBC's Planning Department. SYFR was looking for a planning application which included a number of environmental elements.

Councillor Lamb queried whether the new community building at Barnsley Fire Station would be traditional or modular in design.

The Head of Joint Estates, SYFR and SYP stated that all options were being considered. It was envisaged that the new Barnsley Fire Station would be of traditional construction, and consideration was being given to a modular design for the new community building.

Councillor Lamb gave thanks for the comprehensive report presented.

RESOLVED – That Members:-

- a) Noted the contents of the report.
- b) Endorsed the ongoing, positive progress and improvements made so far in Estates and Facilities as part of the service's improvement journey towards becoming an effective and efficient support service of SYFR.
- c) Approved the content and format of the Estates Plan.

16 PAY POLICY STATEMENT

A report of the Chief Fire Officer and Chief Executive was submitted which provided details of the revised Pay Policy Statement for the Authority for 2018/19 for consideration by the Authority, as required under the Localism Act 2011.

T/DCFO Johnson stated that in comparison to other metropolitan brigades, the Authority's Pay Policy Statement was slightly lower to those other Fire and Rescue Authorities.

RESOLVED – That Members approved the Pay Policy Statement.

17 DRAFT MINUTES OF THE AUDIT AND GOVERNANCE COMMITTEE HELD ON 14 JANUARY 2019

RESOLVED – That Members noted the draft minutes of the Audit and Governance Committee held on 14 January 2019.

18 DRAFT MINUTES OF THE YORKSHIRE AND HUMBER EMPLOYERS ASSOCIATION HELD ON 10 JANUARY 2019

RESOLVED – That Members noted the draft minutes of the Yorkshire and Humber Employers Association held on 10 January 2019.

CHAIR