



# DEVON & SOMERSET FIRE & RESCUE AUTHORITY

**S.J. Sharman  
CLERK TO THE AUTHORITY**

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**To: The Chair and Members of the Devon &  
Somerset Fire & Rescue Authority**

**(see below)**

**SERVICE HEADQUARTERS  
THE KNOWLE  
CLYST ST GEORGE  
EXETER  
DEVON  
EX3 0NW**

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Your ref :  
Our ref : DSFRA/SJS/  
Website : www.dsfire.gov.uk

Date : 23 July 2024  
Please ask for : Samantha Sharman  
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## **DEVON & SOMERSET FIRE & RESCUE AUTHORITY**

**Wednesday, 31st July, 2024**

A meeting of the Devon & Somerset Fire & Rescue Authority will be held on the above date, **commencing at 10.00 am in The Committee Rooms, Somerset House, Devon & Somerset Fire & Rescue Service Headquarters, Clyst St George, Exeter** to consider the following matters.

S.J. Sharman  
Clerk to the Authority

## **A G E N D A**

***PLEASE REFER TO THE NOTES AT THE END OF THE AGENDA LISTING  
SHEETS***

- 1 Apologies**
- 2 Minutes**
  - a Minutes of the Annual General Meeting held on 10 June 2024 (Pages 1 - 6)  
Attached.**
  - b Minutes of the Ordinary Meeting held on 10 June 2024 (Pages 7 - 16)  
Attached.**

### **3 Items Requiring Urgent Attention**

Items which, in the opinion of the Chair, should be considered at the meeting as matters of urgency.

## **PART 1 - OPEN COMMITTEE**

### **4 Questions and Petitions from the Public**

In accordance with [Standing Orders](#), to consider any questions and petitions submitted by the public. Questions must relate to matters to be considered at this meeting of the Authority. Petitions must relate to matters for which the Authority is responsible, or which affect the Authority. Neither questions nor petitions may require the disclosure of confidential or exempt information. Questions and petitions must be submitted in writing or by e-mail to the Clerk to the Authority (e-mail address: [clerk@dsfire.gov.uk](mailto:clerk@dsfire.gov.uk)) **by midday on 26 July 2024.**

### **5 Addresses by Representative Bodies**

To receive addresses from representative bodies requested and approved in accordance with Standing Orders.

### **6 Questions from Members of the Authority**

To receive and answer any questions submitted in accordance with Standing Orders.

### **7 Minutes of Committees**

#### **a Audit & Governance Committee (Pages 17 - 22)**

The Chair of the Committee, Councillor Roome, to **MOVE** the Minutes of the meeting held on 16 July 2024 (attached).

**RECOMMENDATION** that the Minutes be adopted in accordance with Standing Orders.

#### **b Shareholder Committee (Pages 23 - 26)**

The Chair of the Committee, Councillor Cook-Woodman, to **MOVE** the Minutes of the meeting held on 22 July 2024 (attached).

#### **RECOMMENDATIONS**

- (a). that, in relation to the recommendation at Minute SC/24/5 (Red One Ltd. Financial Performance 2024-25: Quarter 1 (to 31 May 2024)) the Authority is asked to consider this in conjunction with the Restricted Minutes at agenda item 13 in Part 2 of this meeting.
- (b). Subject to (a). above, the Minutes of the Shareholder Committee held on 14 May 2024 be adopted in accordance with Standing Order.

c People Committee

The Chair of the Committee, Councillor Clayton, to **MOVE** the Minutes of the meeting held on 26 July 2024 (TO FOLLOW).

**RECOMMENDATION** that the Minutes be adopted in accordance with Standing Orders.

8 **Medium Term Financial Plan (Pages 27 - 32)**

Report of the Treasurer (DSFRA/24/28) attached.

9 **Executive Board Structure 2024 (Pages 33 - 44)**

Report of the Chief Fire Officer (DSFRA/24/29) attached.

10 **Red One Ltd. - Authority Appointed Non-Executive Director (Pages 45 - 46)**

Report of the Clerk to the Authority (& Monitoring Officer) (DSFRA/29/30) attached.

11 **Exclusion of the Press and Public**

**RECOMMENDATION** that, in accordance with Section 100A(4) of the Local Government Act 1972, the press and public (with the exception of Officers of Red One Ltd.) 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 the following Paragraph(s) of Part 1 of Schedule 12A (as amended) to the Act:

- Paragraph 1 (information relating to an individual);
- Paragraph 2 (information likely to reveal the identity of an individual);
- Paragraph 3 (information relating to the financial and business affairs of any particular person – including the authority holding that information);
- Paragraph 5 (information in respect of which a claim to legal professional privilege could be maintained in legal proceedings);

12 **Restricted Minutes of the Ordinary Meeting of the Authority held on 10 June 2024 (Pages 47 - 48)**

Attached.

13 **Restricted Minutes of the Shareholder Committee held on 22 July 2024**

The Chair of the Committee, Councillor Cook-Woodman, to **MOVE** the Restricted Minutes of the meeting held on 22 July 2024 (TO FOLLOW).

**RECOMMENDATIONS**

- (a). That the recommendation at Minute SC/24/5 (Red One Ltd. Financial Performance 2024-25: Quarter 1 (to 31 May 2024)) be approved; and.
- (b). Subject to (a). above, the Restricted Minutes of the Shareholder Committee held on 22 July 2024 be adopted in accordance with Standing Order.

**14 Red One Ltd. - revised Articles of Association**

Report of the Clerk to the Authority (& Monitoring Officer) (DSFRA/24/31) TO FOLLOW.

**15 Red One Ltd. - Business Opportunity (Pages 49 - 52)**

Report of the Co-Chief Executives of Red One Ltd. and Clerk to the Authority (& Monitoring Officer) (DSFRA/24/32) attached.

**MEMBERS ARE REQUESTED TO SIGN THE ATTENDANCE REGISTER**

Membership:-

Councillors Coles (Chair), Biederman (Vice-Chair), Atkinson, Best, Brazil, Carter, Chesterton, Clayton, Cook-Woodman, Fellows, Gilmour, Hendy, Kendall, Kerley, Lugger, Randall-Johnson, Peart, Power, Prowse, Radford, Roome, Sellis, Sproston, Sully and Trail BEM

## NOTES

### 1. **Access to Information**

Any person wishing to inspect any minutes, reports or lists of background papers relating to any item on this agenda should contact the person listed in the “Please ask for” section at the top of this agenda.

### 2. **Reporting of Meetings**

Any person attending a meeting may report (film, photograph or make an audio recording) on any part of the meeting which is open to the public – unless there is good reason not to do so, as directed by the Chair - and use any communication method, including the internet and social media (Facebook, Twitter etc.), to publish, post or otherwise share the report. The Authority accepts no liability for the content or accuracy of any such report, which should not be construed as representing the official, Authority record of the meeting. Similarly, any views expressed in such reports should not be interpreted as representing the views of the Authority.

Flash photography is not permitted and any filming must be done as unobtrusively as possible from a single fixed position without the use of any additional lighting; focusing only on those actively participating in the meeting and having regard also to the wishes of any member of the public present who may not wish to be filmed. As a matter of courtesy, anyone wishing to film proceedings is asked to advise the Chair or the Democratic Services Officer in attendance so that all those present may be made aware that is happening.

### 3. **Declarations of Interests at meetings (Authority Members only)**

If you are present at a meeting and you are aware that you have either a disclosable pecuniary interest, personal interest or non-registerable interest in any matter being considered or to be considered at the meeting then, unless you have a current and relevant dispensation in relation to the matter, you must:

- (i) disclose at that meeting, by no later than commencement of consideration of the item in which you have the interest or, if later, the time at which the interest becomes apparent to you, the existence of and – for anything other than a “sensitive” interest – the nature of that interest; and then
- (ii) withdraw from the room or chamber during consideration of the item in which you have the relevant interest.

If the interest is sensitive (as agreed with the Monitoring Officer), you need not disclose the nature of the interest but merely that you have an interest of a sensitive nature. You must still follow (i) and (ii) above.

Where a dispensation has been granted to you either by the Authority or its Monitoring Officer in relation to any relevant interest, then you must act in accordance with any terms and conditions associated with that dispensation.

Where you declare at a meeting a disclosable pecuniary or personal interest that you have not previously included in your Register of Interests then you must, within 28 days of the date of the meeting at which the declaration was made, ensure that your Register is updated to include details of the interest so declared.

	<b>NOTES (Continued)</b>
<b>4.</b>	<p><b><u>Part 2 Reports</u></b></p> <p>Members are reminded that any Part 2 reports as circulated with the agenda for this meeting contain exempt information and should therefore be treated accordingly. They should not be disclosed or passed on to any other person(s). Members are also reminded of the need to dispose of such reports carefully and are therefore invited to return them to the Committee Secretary at the conclusion of the meeting for disposal.</p>
<b>5.</b>	<p><b><u>Substitute Members (Committee Meetings only)</u></b></p> <p>Members are reminded that, in accordance with Standing Orders, the Clerk (or his representative) must be advised of any substitution prior to the start of the meeting. Members are also reminded that substitutions are not permitted for full Authority meetings.</p>
<b>6.</b>	<p><b><u>Other Attendance at Committees )</u></b></p> <p>Any Authority Member wishing to attend, in accordance with Standing Orders, a meeting of a Committee of which they are not a Member should contact the Democratic Services Officer (see “please ask for” on the front page of this agenda) in advance of the meeting.</p>

## **DEVON & SOMERSET FIRE & RESCUE AUTHORITY**

(Devon & Somerset Fire & Rescue Authority)

10 June 2024

### Present:

Councillors Atkinson, Best, Biederman (Vice-Chair), Brazil, Carter, Clayton, Coles (Chair), Cook-Woodman, Fellows, Gilmour, Hendy, Kendall, Kerley, Luggar, Randall-Johnson, Peart, Power, Prowse, Radford, Roome, Sproston, Sully and Trail BEM

### Apologies:

Councillors Chesterton and Sellis

### **DSFRA/24/1 Election of Chair**

**RESOLVED** that Councillor Coles be elected Chair of the Authority until its next Annual Meeting in 2025.

### **DSFRA/24/2 Election of Vice Chair**

**RESOLVED** that Councillor Biederman be elected Vice Chair of the Authority until its next Annual Meeting in 2025.

### **DSFRA/24/3 Minutes**

- a **Devon & Somerset Fire & Rescue Authority Minutes (Budget Meeting) held on 16 February 2024 (attached)**

**RESOLVED** that the Minutes of the meeting held on 16 February 2024 be signed as a correct record.

- b **Devon & Somerset Fire & Rescue Authority (Extraordinary Meeting) held on 25 March 2024 (attached).**

**RESOLVED** that the Minutes of the extraordinary meeting held on 25 March 2024 be signed as a correct record.

### **DSFRA/24/4 Review of Constitutional Governance Framework**

The Authority considered a report of the Clerk to the Authority (& Monitoring Officer) (DSFRA/24/18) on the latest review of the Authority's constitutional governance framework documents. The report identified each of the documents (e.g. Standing Orders; Financial Regulations; Scheme of Delegations) comprising the framework. While all the documents had been subject to review to correct any minor, inconsequential amendments, more substantial revisions had been made to some of the documents as identified in the appendices to the report.

Attention was drawn to the “low value” threshold of £20k within the proposed, revised Contract Standing Orders and whether this was at the appropriate level in view of the potential for fraud. The Clerk indicated that advice would be sought from the procurement team as to whether this was an appropriate value but, in the interim, the Authority was recommended to approve the revisions set out within the report. A further report could be submitted to the Authority once clarification was received.

**RESOLVED**

- (a). That the revised Contract Standing Orders as set out at Appendix A of this report be approved;
- (b). That, subject to revision to reflect the terminology of a safe, open and transparent culture consistently throughout the document, the revised Whistleblowing Code (Confidential Reporting Policy) as set out at Appendix B of this report be approved;
- (c). that the proposed addition to the Terms of Reference for the Shareholder Committee as set out in Section 5 of this report be approved;
- (d). that, subject to (a) to (c). above, the Authority’s constitutional governance framework documents as listed at paragraph 1.1 of this report be endorsed; and
- (e). that the Clerk be authorised to publish all revised constitutional governance framework documents on the website.

**DSFRA/24/5 Schedule of Appointments to Committees and Outside Bodies**

The Authority considered a report of the Clerk to the Authority (& Monitoring Officer) (DSFRA/24/19) to which was appended a Schedule of proposed Authority appointments to committees etc. and outside bodies for the 2024-25 municipal year (i.e. until the next Authority annual meeting).

**RESOLVED**

- (a). that the following appointments be made to Authority Committees etc. and outside bodies, the term of office to be until the Authority’s next annual meeting in 2025 unless otherwise indicated:

**AUDIT & GOVERNANCE COMMITTEE (9 Members)**

<b>Con</b>	<b>LD</b>	<b>Lab</b>	<b>Ind.</b>
Clayton	Kendall	Sproston	Biederman
Fellows	Kerley		
Prowse	Roome		
Sellis			



**COMMUNITY SAFETY COMMITTEE (7 Members)**

<b>Con</b>	<b>LD</b>	<b>Lab</b>	<b>Ind.</b>
Chesterton	Best	Hendy	
Fellows	Brazil		
Radford	Kerley		

**PEOPLE COMMITTEE (7 Members)**

<b>Con</b>	<b>LD</b>	<b>Lab</b>	<b>Ind.</b>
Clayton	Carter	Atkinson	
Peart	Coles		
Trail BEM	Kendall		

**RESOURCES COMMITTEE (7 Members)**

<b>Con</b>	<b>LD</b>	<b>Lab</b>	<b>Ind.</b>
Peart	Best	Gilmour	
Power	Carter		
Lugger	Sully		

**SHAREHOLDER COMMITTEE (7 Members)**

<b>Con</b>	<b>LD</b>	<b>Lab</b>	<b>Ind.</b>
Cook-Woodman	Coles	Hendy	Biederman
Peart	Sully		
Randall Johnson			

**APPOINTMENTS & DISCIPLINARY COMMITTEE (4 Members)**

<b>Con</b>	<b>LD</b>	<b>Lab</b>	<b>Ind.</b>
Cook-Woodman	Coles	Hendy	
Randall Johnson			

**APPEALS COMMITTEE (4 Members)**

<b>Con</b>	<b>LD</b>	<b>Lab</b>	<b>Ind.</b>
Clayton	Roome	Gilmour	
Power			

(NB. Membership must differ from that of the Appointments & Disciplinary Committee)

**SCHEME MANAGER APPOINTMENTS TO LOCAL PENSIONS BOARD**

Councillor Coles

Andrew Furbear (to replace Shayne Scott)

**EQUALITY AND DIVERSITY MEMBER CHAMPION**

Councillor Trail BEM

**CLIMATE CHANGE AND SUSTAINABILITY MEMBER CHAMPION**

Councillor Kendall

**LOCAL GOVERNMENT ASSOCIATION (LGA)**

**(a) Fire Commission**

Councillors Cook-Woodman and Coles

**(b) General Assembly**

Councillor Coles

**SOUTH WEST COUNCILS**

Councillor Coles

**SOUTH WEST PROVINCIAL COUNCIL**

Councillor Clayton

- (b). that, in accordance with Standing Orders, the following appointments be made to Committee Chair and Vice Chair positions until the Authority's next annual meeting in 2025:

***Audit & Governance Committee***

**Chair** Councillor Roome

**Vice-Chair** Councillor Kerley

***Community Safety Committee***

**Chair** Councillor Hendy

**Vice-Chair** Councillor Kerley

***People Committee***

**Chair** Councillor Clayton

**Vice-Chair** Councillor Trail BEM

***Resources Committee***

**Chair** Councillor Peart

**Vice-Chair** Councillor Best

***Shareholder Committee***

**Chair** Councillor Cook-Woodman

**Vice-Chair** Councillor Coles

***Appointments & Disciplinary Committee***

**Chair** Councillor Coles (Authority Chair)

**Vice-Chair** – appointment not made

***Appeals Committee***

**Chair** – Councillor Power

**Vice-Chair** Councillor Gilmour

**DSFRA/24/6 Draft Calendar of Meetings 2024-25**

The Authority considered a report of the Clerk to the Authority (& Monitoring Officer) (DSFRA/24/20) to which was appended a draft Authority Calendar of Meetings for the 2024-25 municipal year.

**RESOLVED** that, subject to clarification of the date of the Members' Forum in April 2025, the draft Calendar of Meetings for 2024-25 be approved.

The Meeting started at 10.00 am and finished at 10.53 am

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## DEVON & SOMERSET FIRE & RESCUE AUTHORITY

(Ordinary Meeting)

10 June 2024

### Present:

Councillors Coles (Chair), Atkinson, Best, Biederman (Vice-Chair), Brazil, Carter, Clayton, Cook-Woodman, Fellows, Gilmour, Hendy, Kendall, Kerley, Luggar, Randall-Johnson, Peart, Power, Radford, Roome, Sproston, Sully and Trail BEM.

### Apologies:

Councillors Chesterton and Sellis.

## **DSFRA/24/7 Minutes of Committees**

### **a Appointments & Disciplinary Committee**

The former Chair of the Committee, Councillor Cook-Woodman, **MOVED** the public Minutes of the meetings held on 18 March, 26 April and 13 May 2024 which, in each case, had considered matters relating to the appointment of the Chief Fire Officer/Chief Executive Officer.

#### **RESOLVED**

- (i). That the recommendation at Minute ADC/23/12 (Appointment of Chief Fire Officer/Chief Executive Officer) be considered in conjunction with Minute DSFRA/24/??);
- (ii). That, subject to (i) above, the Minutes be adopted in accordance with Standing Orders.

**(SEE ALSO MINUTE DSFRA/24/13) BELOW)**

### **b Audit & Governance Committee**

The former Chair of the Committee, Councillor Coles, **MOVED** the Minutes of the meeting of the Audit & Governance Committee held on 26 March 2024 which had considered, amongst other things:

- The Authority Financial Statements 2022-23;
- The Annual Statement of Assurance 2022-23;
- A report on journals posted during the 2023-24 financial year to date;
- The Annual Internal Audit Report 2023-24;
- An Internal Audit follow-up report;
- A report on the Internal Audit Charter 2024-25 Plan and Internal Audit 2023-25 Charter and Strategy; and

- A report on progress against the Action Plan to address Areas for Improvement falling within the remit of the Committee as identified by His Majesty's Inspectorate of Constabulary & Fire & Rescue Services following the last inspection of the Service.

**RESOLVED** that the Minutes be adopted in accordance with Standing Orders.

**c People Committee**

The Chair of the Committee, Councillor Clayton, **MOVED** the Minutes of the meeting held on 24 April 2024 which had considered, amongst other things:

- A report as at Quarter 4 of the 2023-24 financial year on performance against those Key Performance Indicators agreed by the Committee against three strategic priorities as approved by the Authority;
- The Diversity Data Annual Report 2023;
- A report on progress to date against the Action Plans developed to address both the Cause for Concern and Areas for Improvement falling within the remit of this Committee and as identified by His Majesty's Inspectorate of Constabulary & Fire & Rescue Services (HMICFRS) following its last inspection; and
- A report on progress against the 25 recommendations contained in the HMICFRS report on values and culture in the fire and rescue service.

**RESOLVED** that the Minutes be adopted in accordance with Standing Orders.

**d Community Safety Committee**

The Chair of the Committee, Councillor Hendy, **MOVED** the Minutes of the meeting held on 26 April 2024 which had considered, amongst other things:

- A report on performance as at Quarter 4 of the current (2023-24) financial year against those Key Performance Indicators (KPIs) falling within the remit of the Committee and aligned to Authority-approved Strategic Priorities 1 and 2;
- A report on the reasons for a backlog in the number of Home Fire Safety Visits completed;
- A report on charging for responses to unwanted fire signals;
- A report on the Service response to the Serious Violence duty;
- A report on Service Community Safety campaigns 2024-25; and
- A report on progress against the Action Plan to address Areas for Improvement falling within the remit of this Committee and as identified by His Majesty's Inspectorate of Constabulary & Fire & Rescue Services following its last inspection of the Service.

**RESOLVED** that the Minutes be adopted in accordance with Standing Orders.

**(SEE ALSO MINUTE DSFRA/24/11 BELOW)**

**e Resources Committee**

The Chair of the Committee, Councillor Peart, **MOVED** the Minutes of the meeting held on 9 May 2024 which had considered, amongst other things:

- A report on Treasury Management performance for quarter 4 of the current (2023-24) financial year together with a summary of annual performance as compared to the treasury management strategy;
- A report on the provisional financial outturn 2023-24;
- A report on revisions to the capital programme 2024-25 to 2026-27;
- A report on the Reserves Strategy 2024-25; and
- A report on progress against the Action Plan to address those Areas for Improvement falling within the remit of this Committee and as identified by His Majesty's Inspectorate of Constabulary & Fire & Rescue Services following its last inspection.

**RESOLVED**

- (i). That the recommendation at Minute RC/23/25 (Revisions to the Capital Programme 2024-25 to 2026-27) be approved;
- (ii). That the recommendations at Minutes RC/23/24 (Provisional Financial Outturn 2023-24) and RC/23/26 (Reserves Strategy 2024-25) be considered in conjunction with Minutes DSFRA/24/8 and DSFRA/24/9 below;
- (iii). That, subject to (i) and (ii) above, the Minutes be adopted in accordance with Standing Orders.

**(SEE ALSO MINUTES DSFRA/24/8 AND DSFRA/24/9 BELOW).**

**f Shareholder Committee**

The Chair of the Committee, Councillor Cook-Woodman, **MOVED** the public Minutes of the meeting held on 14 May 2024 which had considered, amongst other things:

- The Terms of Reference for the Committee;
- A report on proposed Revised Articles of Association for Red One Ltd.;
- A report on the financial performance of Red One Ltd. during Quarter 4 of the current (2023-24) financial year, together with the year end position;
- the Red One Ltd. draft financial accounts 2023-24; and
- a report on the appointment of the independent non-executive Chair of the Board of Red One Ltd.

## RESOLVED

- (i). that the recommendations at Minutes SC/23/3 (Revised Articles of Association – Red One Ltd.) and SC/23/6 (Appointment of Independent Non-Executive Chair of the Board of Red One Ltd.) be considered in conjunction with Minutes DSFRA/24/15 and DSFRA/24/16, respectively, below;
- (ii). That, subject to (i) above, the public Minutes be adopted in accordance with Standing Orders.

**(SEE ALSO MINUTES DSFRA/24/14, DSFRA/24/15 AND DSFRA/24/16 BELOW).**

### **DSFRA/24/8 Provisional Financial Outturn 2023-24**

The Authority considered a report of the Head of Finance (Treasurer) (DSFRA/24/21) on the provisional financial outturn 2023-24. This indicated that spending would be £4.968m (3.9%) below the approved revenue budget for the financial year. The report identified variances against the budget of 2% for pay lines or 5% for non-pay lines. The underspend was largely due to vacancies being held in light of a review of working patterns for wholetime station-based staff but the Authority had also benefited from significant returns on investments made.

When setting the 2023-24 budget, the Authority had delegated authority to the Treasurer to draw on reserves to a maximum of £2.8m to balance the budget in the event that operational staff final pay award settlements for 2022-23 and 2023-24 exceeded the budgeted amounts for those years (5% and 2% respectively) (Minute DSFRA/22/31(a)(iv)(a) refers). In the event, however, the Service had managed to absorb the increased pay award from within the approved budget for 2023-24 and still secure an indicative underspend of £4.968m.

Capital spending for 2023-24 was £5.966m against a final, approved Capital Programme of £13.086m. Of the unspent £7.120m, £7.039 was accounted for by timing differences and would be carried forward to 2024-25. £0.081m was accounted for by savings. There had been no new external borrowing during the 2023-24 financial year with £0.493m of previous borrowing having been repaid, resulting in a reduction of external borrowing to £23.771m as at 31 March 2024. The report also indicated provisional performance against the Prudential Indicators for:

- Capital Expenditure;
- Capital Financing Requirement – External Borrowing;
- Capital Financing Requirement – Other Long-term Liabilities;
- Authorised Limit and the Operational Boundary for External Debt; and
- Ratio of Financing Cost to Net Revenue Stream.

Capital control legislation required the Authority to determine its use of capital finance resources and proposals for this were set out in the report.



The Resources Committee, at its meeting on 9 May 2024, had considered the provisional financial outturn and resolved to recommend that the Authority transfer £2.356m of the indicative underspend to the Revenue Contribution to Capital Reserve, with an element transferred to the General Reserve to ensure it was within 5% of the revenue budget for 2023-24 (Minute RC/23/24 refers).

### **RESOLVED**

- (a). That, as recommended by the Resources Committee, £2.356m of the provisional underspend against the 2023-24 revenue budget be transferred to the Contribution to Capital reserve and £0.348m transferred to the General Reserve to ensure it is within 5% of the revenue budget for 2023-24;
- (b). that it be noted that the resultant net underspend of £2.264m is allocated as follows:
  - (i). £1.125m to fund the fire control system change;
  - (ii). £1.00m transfer to the Change & Improvement programme;
  - (iii). Transfer of £0.099m to the Grants Unapplied Reserve as required under International Financial Reporting Standards (IFRS) relating to a grant received during the 2023-24 financial year but not utilised;
  - (iv). £0.040m to fund the fire cover review.
- (c). that in accordance with capital control legislation, it be noted that actual capital expenditure of £5.966m in 2023-24 was funded as follows:
  - (i). £1.283m external borrowing from previous years;
  - (ii). £4.283m capitalised and funded from revenue contributions to capital spending, either directly from the 2023-24 revenue budget or from balances in Earmarked Reserves; and
  - (iii). £0.400m capital receipts.
- (d). that, subject to (a) to (c)above, the draft position in respect of the 2023-24 revenue and capital outturn, as indicated in report DSFRA/24/21, be noted.

**(SEE ALSO MINUTE DSFRA/24/7(e) ABOVE).**

### **DSFRA/24/9 Reserves Strategy 2024-25**

The Authority considered a report of the Head of Finance (Treasurer) (DSFRA/24/22) on a proposed Reserves Strategy 2024-25 as required by the current version of the Fire & Rescue National Framework for England.

The Strategy included a risk assessment and analysis of the General Fund and identified Earmarked Reserves with expected timing of expenditure from the reserves.

The proposed Reserves Strategy had been considered by the Resources Committee at its meeting on 9 May 2024 which had resolved to recommend that the Authority approve the Strategy for publication (Minute RC/23/26 refers).

**RESOLVED** that, as recommended by the Resources Committee, the Reserves Strategy 2024-25 as set out in report DSFRA/24/22 be approved for publication.

**(SEE ALSO MINUTE DSFRA/24/7(e) ABOVE).**

#### **DSFRA/24/10 Strategic Policy Objectives 2024-25**

The Authority considered a report of the Chief Fire Officer (DSFRA/24/23) to which was appended proposed Strategic Objectives 2024-25. The proposed Objectives remained unchanged, following review, from those adopted in previous years albeit it was acknowledged that an in-year amendment may be required depending on the outcome of the forthcoming fire cover review.

**RESOLVED** that the Strategic Policy Objectives 2024-25, as appended to report DSFRA/24/23, be approved.

#### **DSFRA/24/11 Devon & Somerset Fire & Rescue Authority Performance Report 2023-24 and Quarter Four**

The Authority received, for information, a report of the Assistant Director (Corporate Services) (DSFRA/24/24) on performance to the end of Quarter 4 of the 2023-24 financial year against Key Performance Indicators aligned to Authority-approved Strategic Policy Objectives.

In particular, the report focussed on those measures in exception (i.e. requiring improvement) and the outcome of scrutiny undertaken by the respective committees in relation to these.

#### **DSFRA/24/12 Exclusion of the Press and Public**

**RESOLVED** that the press and public, with the exception of representatives of the Board of Red One Ltd. for Minute DSFRA/24/17 only, be excluded from the meeting for the following items of business on the grounds that they involved the likely disclosure of exempt information as defined:

- For Minute DSFRA/24/13, in Paragraphs 1 and 2 of Part 1 of Schedule 12A (as amended) to the Local Government Act 1972, namely information relating to an individual and information likely to reveal the identity of an individual, respectively;
- For Minutes DSFRA/24/14 and DSFRA/24/15, in the following paragraphs of Schedule 12A (as amended) to the Local Government Act 1972:
  - Paragraph 3, namely the financial or business affairs of any particular person (including the authority holding that information); and

- Paragraph 5, namely information in respect of which a claim to legal or professional privilege could be maintained in legal proceedings;
- For Minute DSFRA/24/16, in the following paragraphs of Schedule 12A (as amended) to the Local Government Act 1972:
  - Paragraphs 1 and 2, namely information relating to an individual and information likely to reveal the identity of an individual, respectively; and
  - Paragraph 3, namely the financial or business affairs of any particular person (including the authority holding that information);
- For Minute DSFRA/24/17, in Paragraph 3 of Part 1 of Schedule 12A (as amended) to the Local Government Act 1972, namely the financial or business affairs of any particular person (including the authority holding that information).

**DSFRA/24/13 Restricted Minutes of the Appointments & Disciplinary Committee held on 13 May 2024**

(An item taken in accordance with Section 100A(4) of the Local Government Act 1972 during which the press and public were excluded from the meeting).

The Chair of the Committee, Councillor Cook-Woodman, **MOVED** the restricted Minutes of the meeting held on 13 May 2024 which had considered the appointment of the Chief Fire Officer/Chief Executive Officer.

**RESOLVED**

- (a). That, as recommended by the Committee (Minute ADC/23/12 refers), Gavin Ellis be appointed as Chief Fire Officer/Chief Executive Officer of the Devon & Somerset Fire & Rescue Service with effect from 13 September 2024 (on retirement of the current, substantive Chief Fire Officer);
- (b). That, subject to (a) above, the restricted Minutes be adopted in accordance with Standing Orders.

***(SEE ALSO MINUTE DSFRA/24/7(a) ABOVE).***

**DSFRA/24/14 Restricted Minutes of the Shareholder Committee held on 14 May 2024**

(An item taken in accordance with Section 100A(4) of the Local Government Act 1972 during which the press and public were excluded from the meeting). Councillors Brazil and Radford each declared a non-pecuniary interest in this matter by virtue of being Authority-appointed non-executive directors on the Board of Red One Ltd. In accordance with the dispensation granted by the Authority, Councillors Brazil and Radford participated in the debate but neither participated in any voting thereon and left the meeting at that time.

The Chair of the Committee, Councillor Cook-Woodman, **MOVED** the restricted Minutes of the meeting held on 14 May 2024 which had considered, amongst other things:

- The Terms of Reference for the Committee;
- A report on proposed Revised Articles of Association for Red One Ltd.;
- A report on the financial performance of Red One Ltd. during Quarter 4 of the current (2023-24) financial year, together with the year end position;
- the Red One Ltd. draft financial accounts 2023-24; and
- a report on the appointment of the independent non-executive Chair of the Board of Red One Ltd.

### **RESOLVED**

- (i). that the recommendations at Minutes SC/23/3 (Revised Articles of Association – Red One Ltd.) and SC/23/6 (Appointment of Independent Non-Executive Chair of the Board of Red One Ltd.) be considered in conjunction with Minutes DSFRA/24/15 and DSFRA/24/16, respectively, below;
- (ii). That, subject to (i) above, the restricted Minutes be adopted in accordance with Standing Orders.

***(SEE ALSO MINUTES DSFRA/24/7(f) ABOVE AND DSFRA/24/15 AND DSFRA/24/16 BELOW).***

### **DSFRA/24/15 Revised Articles of Association - Red One Ltd.**

(An item taken in accordance with Section 100A(4) of the Local Government Act 1972 during which the press and public were excluded from the meeting). Councillors Brazil and Radford each declared a non-pecuniary interest in this matter by virtue of being Authority-appointed non-executive directors on the Board of Red One Ltd. In accordance with the dispensation granted by the Authority, Councillors Brazil and Radford participated in the debate but neither participated in any voting thereon and left the meeting at that time.

The Authority considered a report of the Clerk to the Authority (and Monitoring Officer) (DSFRA/24/25) on proposed revisions to the Articles of Association for Red One Ltd. and the mechanism for securing adoption of the revised Articles.

Having debated the contents of the report, Councillor Randall Johnson **MOVED**, with Councillor Kerley seconding:

“that the matter be deferred and discussed further at the next full Authority meeting”.

Councillor Biederman **MOVED**, with Councillor Atkinson seconding, that the above Motion be **AMENDED** as follows:

“deletion of all words after “that the” and addition of the following “proposed Articles of Association (Fourth Edition) for Red One Ltd. as set out at Appendix B to report DSFRA/24/25 be approved””.

The Amendment was put to the vote and declared **CARRIED** whereupon it was

**RESOLVED**

- (a). That the proposed Articles of Association (Fourth Edition) for Red One Ltd., as set out at Appendix B to report DSFRA/24/25, be adopted;
- (b). That the Clerk to the Authority (and Monitoring Officer) be authorised to write to the Board of Red One Ltd. requesting that it proposes, passes and subsequently issues to the Authority (as sole Shareholder) a Written, Special Resolution for adoption of the new Articles.

**(SEE ALSO MINUTES DSFRA/24/7(f) AND DSFRA/24/14 ABOVE).**

**DSFRA/24/16 Appointment of Independent, Non Executive Director Chair of the Board of Red One Ltd.**

(An item taken in accordance with Section 100A(4) of the Local Government Act 1972 during which the press and public were excluded from the meeting).

Councillors Brazil and Radford each declared a non-pecuniary interest in this matter by virtue of being Authority-appointed non-executive directors on the Board of Red One Ltd. In accordance with the dispensation granted by the Authority, Councillors Brazil and Radford participated in the debate but neither participated in any voting thereon and left the meeting at that time.

The Authority considered a report of the Clerk to the Authority (and Monitoring Officer) (DSFRA/24/26) on a proposal for the appointment of an independent non-executive director to serve as the Chair of the Board of Red One Ltd.

The issue had originally been considered by the Shareholder Committee at its meeting on 14 May 2024 which had resolved to recommend that the current incumbent be reappointed for a further three years i.e. until 20 June 2027 (Minute SC/23/6 (a) of the Restricted Minutes refers).

**RESOLVED** that, as recommended by the Shareholder Committee, Dr. Sian George, be re-appointed as non-executive director to Chair the Board of Red One Ltd. for a further three years until 20 June 2027.

**(SEE ALSO MINUTES DSFRA/24/7(f) AND DSFRA/24/14 ABOVE).**

**DSFRA/24/17 Red One Ltd. Annual General Meeting 2024**

(An item taken in accordance with Section 100A(4) of the Local Government Act 1972 during which the press and public were excluded from the meeting).

The Authority, in its capacity as sole shareholder, attended the Red One Ltd. Annual General Meeting (chaired by Dr. Sian George) at which the following matters were discussed:

- Report and Accounts for the year to 31 March 2024;
- Debt Repayment Status and Dividend Policy;
- Business Objectives and Forecast for year to 31 March 2024;

- Re-appointment of Auditors for year to 31 March 2025;
- Reappointment of non-executive directors;
- Remuneration of non-executive directors; and
- New Articles of Association for approval.

The Meeting started at 10.55 am and finished at 2.00pm

## **AUDIT & GOVERNANCE COMMITTEE** (Devon & Somerset Fire & Rescue Authority)

16 July 2024

### Present:

Councillors Roome (Chair), Biederman, Clayton, Coles, Fellows, Kerley (Vice Chair), Prowse and Sully

### Independent, Co-opted Members:

Messrs. Perks and Turkington

### Apologies:

Councillors Sellis

\* **AGC/24/1**      **Minutes**

**RESOLVED** that the Minutes of the meeting held on 16 March 2024 be signed as a correct record.

\* **AGC/24/2**      **External Audit Plan 2023-24**

The Committee received for information a report of the Authority's external auditor, Bishop Fleming, setting out the nature and scope of the audit work to be undertaken for the 2023-24 financial statements and value for money arrangements. This work was to be carried out in accordance with the National Audit Office's Code of Practice and International Standards on Auditing.

Nathan Coughlin, partner at Bishop Fleming, was present at the meeting and gave an overview of the audit to be undertaken on the 2023-24 financial statements. He indicated that he had reviewed the previous auditor's findings and the significant risks to be examined were similar to those identified in 2022-23 by Grant Thornton. Such risks included, at Group Accounts level, the Authority's trading company which was generating substantial revenue and where there would be a need for liaison with the company's auditor (Albert Goodman) for consolidation into group accounts.

The report also included a timetable together with details of the fees applicable for the 2023-24 audit of financial statements (£103, 738) in accordance with the scale set out by the Public Sector Audit Appointments (PSAA) scheme (effective for five years from 2023-24).

The Committee enquire whether any further individual audit fees may be forthcoming on top of the scale fees. Nathan Coughlin responded that there may be a need to examine the Private Finance Initiative (PFI) issue in depth and ISO315 and thus, there may be additional fees circa. £0.005m for this work. The question was also raised as to how much the cost of auditing Red One Ltd. added to this process. Nathan Coughlin responded that he would provide an answer on this matter in due course but he was aware of changes in audit requirements in 2024-25 that would impact this.

\* **AGC/24/3** **Internal Audit Progress Report**

The Committee received for information a report of the Assistant Director, Corporate Services (AGC/24/11) that provided an update on the actions taken to address the findings of audits which had received a limited assurance opinion.

It was noted that good progress had been made in some areas although the number of actions where the timeline had been extended was of concern.

Good progress had been made in addressing the following two audit reports:

- Application of learning; and
- Productivity of the workforce.

Of the 132 outstanding actions (92 medium, 40 high risk), there were 9 high priority actions that had not been subject to deadline extensions. The Assistant Director, Corporate Services advised that these included the Safeguarding and Information Security audits. These matters would be clarified in future reports to the Committee.

Attention was drawn to the point that some of these deadline extensions were in excess of 12 months which was of concern to the Committee. The Assistant Director, Corporate Services, advised that this matter had been raised with the Executive Board. There were some links to matters such as His Majesty's Inspectorate of Constabulary & Fire & Rescue Services (HMICFRS) actions and others outside of the control of the Service such as delays with new information technology being purchased. Mr Perks commented that Chart 2 in the report circulated referred to 22 actions which had deadlines extended by more than a year but others in Appendix A that had actions that were partially complete. He suggested that it would be useful to re-assess the level of concern and the prioritisation of actions based upon the percentage completion of the actions in a report in order to reflect the good work that had been completed. He also requested that bar charts were used in future reports rather than screen shots from SharpCloud to make the position clearer which was accepted.

\* **AGC/24/4** **Draft Annual Statement of Assurance 2023-24**

The Committee considered the draft Annual Statement of Assurance for 2023-24, as appended to this report and required to comply with the requirements of the Accounts and Audit Regulations 2015 (as amended) and the Fire & Rescue Services National Framework for England.

Consideration was given to the following points raised by the Committee for inclusion in the draft Annual Statement of Assurance (ASA):

- paragraph 3.6 and the point that this paragraph did not state how many staff had received a DBS check already as it was considered that this was a risk that should be highlighted within the ASA. The Assistant Director, Corporate Services, advised the Committee that the Service had undertaken a risk based approach to the new requirements for DBS checks and this matter was also being tracked for HMICFRS;



- there were 64 complaints highlighted within the ASA with 31 resolved but it was hard to identify what the exact position was and the numbers didn't seem to add up. It was suggested that a simple table be added to the ASA to address this matter:
- numbers of Directors to be included in the description of the composition of the Board of Red One Ltd. to allow the reader to understand the size of the Board: and
- planned completion dates for the actions in Appendix A to be amended to month and calendar year.

The Assistant Director, Corporate Services agreed to include these points prior to submission of this document to the auditor.

### **RESOLVED**

- (a). that, subject to inclusion of the points raised above, the draft Annual Statement of Assurance as appended to report AGC/24/12, required to accompany the 2023-24 financial statements, be approved in principle with the caveat that section 18 was subject to the completion of the external audit work; and
- (b). that the draft Annual Statement of Assurance be submitted to the External Auditor alongside the draft Statement of Accounts for the same financial year.

### \* **AGC/24/5 Corporate Risk Register**

The Committee received for information a report of the Assistant Director, Corporate Services (AGC/24/13) that provided an update on the Corporate Risk Register. The Corporate Risk Register (CRR) captured and described the most significant risks, both internally and externally, facing the Devon & Somerset Fire & Rescue Service ("the Service"), with a focus on cross-cutting risks and major projects and was reported to the Committee on a bi-yearly basis.

The risk management process included the identification, assessment and recording of risks together with mitigating activities. The Service's Risk Manager advised that there were currently 12 risks entered on the Corporate Risk Register with 1 risk added and 5 de-escalated to local and thematic risk and no risks closed. Of the 12 risks on the CRR currently, 5 were high risk. The five high risks on the CRR were:

- CR044 - Cyber-attack causes sustained business systems outage, risk owner – Assistant Director, Corporate Services (SIRO). Risk added September 2018. Risk remains indefinitely on register;

- CR055 - (SSC003) Failure to thoroughly investigate and learn from safety events and take corrective action to prevent foreseeable reoccurrences. Risk owner – Assistant Director, Corporate Services. This risk was added December 2019. Based on current progress it was anticipated that this risk would not be de-escalated within the next six months;
- CR079 - Inability to assure ourselves that the HFS data created, held and reported on is correct. Risk owner – Assistant Chief Fire Officer – service Delivery. This risk was added February 2022. It was anticipated that this risk should be de-escalated by the end of 2024;
- CR082 – inability to maintain and provide safe Academy training facilities. Risk owner Assistant Chief Fire Officer – Service Delivery Support. This risk was added in April 2024 with a Contingency Response Team stood up on 4 April 2024, next meeting 9 July 2024;
- CR086 - lack of suitable workshop facilities and pits at Barnstaple and Crownhill Fire Stations. This risk was added to the register May 2024. Risk owner Assistant Chief Fire Officer – Service Delivery Support..

The report set out details of the current position in respect of each of the 5 high risks together with information on how long each risk had been on the Register. Based on current progress, it was noted that CR055 remained on the CRR whilst CR070 had been de-escalated to the Health & Safety thematic risk register as previously reported.

Mr Perks drew attention to the need to ensure that the difference between “static” and “dynamic” risks was identified within this report. The risk of Cyber Threat was likely to remain static (CRR044) whilst that for CRR086 would be dynamic and thus, likely could be removed in due course. This point was acknowledged and would be addressed in future reports.

Attention was also drawn to the point that risk CRR055 had not been de-escalated and the impact of this in the public arena. The Assistant Director, Corporate Services, advised that the Service had been working through the actions for some time. There had been systems that were not fit for purpose which had resulted in a backlog of reports and work to improve the safety culture was ongoing but this matter was being addressed as an area of focus.

\* **AGC/24/6** **Going Concern Review**

The Committee received for information a report of the Treasurer (AGC/24/14) that provided a formal response from management to the external auditor (Bishop Fleming) on the Authority as a going concern.

The report contained a review of the financial position as at 31 March 2024 alongside an assessment of the ability of the Authority to continue operating for the foreseeable future. This covered the following areas of the Authority’s business:

- The current financial position;
- The projected financial position;

- The Balance Sheet and Cash Flow;
- Governance arrangements; and
- the regulatory and control environment

The report confirmed that the Authority was operating within a robust control environment which was evidenced through review of its assurance such as external and internal audit (neither of which had identified any significant issues in the 2023-24 financial year) and financial and operational monitoring reports to the Authority.

\* **AGC/24/7** **Annual Review of Authority Standards Arrangements**

The Committee received for information a report (AGC/24/15) that identified the Standards arrangements adopted by the Authority to secure compliance with the legislative provisions of the Localism Act 2011 and associated Regulations. The report also provided an overview of operation of the regime during the 2023-24 financial year.

\* **AGC/24/8** **His Majesty's Inspectorate of Constabulary & Fire & Rescue Services (HMICFRS) - Update**

The Committee received for information a report of the Chief Fire Officer (AGC/24/16) setting out the progress that had been made against His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) Areas for Improvement as set out in the Action Plan appended to the report.

There were now three Areas for Improvement (AFIs) directly related to the work of this Committee (HMI-1.3-202205 - Quality Assurance of Audits and Fire Safety Checks will be reported to the Community Safety Committee). The report set out the progress made against these AFIs:

- HMI-1.-2-202202 – the Service should make sure its integrated risk management plan included clear outcomes that showed the public how it was currently mitigating risk;
- HMI-2-2-202207a – Prevention and Protection – the Service should be aware of and invest in developments in technology and future innovation to help improve and sustain operational efficiency and effectiveness; and
- HMI – 2.2-202207b – Response – the Service should be aware of and invest in developments in technology and future innovation to help improve and sustain operational efficiency and effectiveness.

It was noted that there were 18 individual actions sitting beneath these of which 7 were closed, 1 was in progress (on track), 6 had been completed and 2 had not been started but were on track. There had not been any deadline extensions since the previous report to the Committee.

One Area for Improvement, HMI-2.2-202207b (Response – Technology and Innovation), had now been marked as completed and was approved for closure by the Executive Board on 16 July 2024.

**\*DENOTES DELEGATED MATTER WITH POWER TO ACT**

The Meeting started at 2.00 pm and finished at 3.40 pm

## SHAREHOLDER COMMITTEE

(Devon & Somerset Fire & Rescue Authority)

22 July 2024

### Present:

Councillors Cook-Woodman (Chair), Biederman, Coles (Vice-Chair), Hendy, Peart, Randall-Johnson and Sully

### In attendance:

Alison Hassbrigg-Hartley, Alex Janson and Steve West – Executive Directors, Red One Ltd.  
Dr Sian George – Independent, Non-Executive Director Chair of the Board of Red One Ltd.  
Nicky Bottonley – Service appointed Non-Executive Director of Red One Ltd.  
Councillor Julian Brazil – Authority appointed Non-Executive Director of Red One Ltd.

\* **SC/24/1**

### **Minutes**

**RESOLVED** that the Minutes of the meeting held on 14 May 2024 be signed as a correct record.

\* **SC/24/2**

### **Forward Plan 2024-25**

The Committee considered a report of the Clerk to the Authority (& Monitoring Officer) (SC/24/4) setting out a proposed Forward Plan for the work of this Committee during the forthcoming 2024-25 municipal year.

**RESOLVED** that the Forward Plan for 2024-25 as appended to report SC/24/4 be approved.

\* **SC/24/3**

### **Exclusion of the Press and Public**

**RESOLVED** that, in accordance with Section 100A(4) of the Local Government Act 1972, the press and public (with the exception of Officers of Red One Ltd., Service appointed Executive Directors and Authority appointed Non-Executive Directors on the Board of Red One Ltd.) 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 the following Paragraph(s) of Part 1 of Schedule 12A (as amended) to the Act:

- Paragraph 1 (information relating to an individual) – agenda item 8;
- Paragraph 2 (information likely to reveal the identity of an individual) – agenda item 8;
- Paragraph 3 (information relating to the financial and business affairs of any particular person – including the authority holding that information) - agenda items 5, 6 and 7; and

- Paragraph 5 (information in respect of which a claim to legal professional privilege could be maintained in legal proceedings) - agenda item 5,

\* **SC/24/4**      **Restricted Minutes of the Shareholder Committee held on 14 May 2024**

(An item taken in accordance with Section 100A(4) of the Local Government Act 1972 during which the press and public (with the exception of Officers of Red One Ltd.) were excluded from the meeting).

**RESOLVED** that the Restricted Minutes of the meeting held on 14 May 2024 be signed as a correct record.

\* **SC/24/5**      **Red One Ltd. Financial Performance 2024-25 (to 31 May 2024)**

(An item taken in accordance with Section 100A(4) of the Local Government Act 1972 during which the press and public (with the exception of Officers of Red One Ltd.) were excluded from the meeting).

The Committee considered a report of the Co-Chief Executives and Finance Director of Red One Ltd. (SC/24/5) setting out the financial performance of the company in quarter 1 (to 31 May 2024) of the 2024-25 financial year.

**RESOLVED**

- (a). That the Authority be recommended to approve the recommendation contained within the appendix to report SC/24/5; and
- (b). Subject to (a). above, the financial performance of Red One Ltd. for the 2024-25 financial year (to 31 May 2024) as set out within the appendix to report SC/24/5 be noted.

\* **SC/24/6**      **Red One Ltd. Performance and Five Year Business Plan**

(An item taken in accordance with Section 100A(4) of the Local Government Act 1972 during which the press and public (with the exception of Officers of Red One Ltd.) were excluded from the meeting).

The Committee received for information a report of the Treasurer (SC/24/6) setting out the performance of Red One Ltd. since 2011 together with the five year business plan (2024-25 to 2028-29) detailing the way forward.

**\*DENOTES DELEGATED MATTER WITH POWER TO ACT**

The Meeting started at 2.02 pm and finished at 3.10 pm



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# Agenda Item 8

<b>REPORT REFERENCE NO.</b>	<b>DSFRA/24/28</b>
<b>MEETING</b>	<b>DEVON &amp; SOMERSET FIRE &amp; RESCUE AUTHORITY</b>
<b>DATE OF MEETING</b>	<b>31 JULY 2024</b>
<b>SUBJECT OF REPORT</b>	<b>MEDIUM-TERM FINANCIAL PLAN UPDATE 2024-25: QUARTER 1</b>
<b>LEAD OFFICER</b>	<b>Head of Finance (Treasurer)</b>
<b>RECOMMENDATIONS</b>	<b><i>That the report be noted.</i></b>
<b>EXECUTIVE SUMMARY</b>	<p>The requirement to produce and publish a Medium-Term Financial Plan (MTFP) is included in the current iteration of the Fire &amp; Rescue National Framework for England.</p> <p>This review is designed to update Members on the current position of the MTFP and also to monitor the progress of the 4 main initiatives presented to the Fire Authority on 11 December 2023. As a reminder, they were:-</p> <ul style="list-style-type: none"> <li>• A change to wholetime duty systems.</li> <li>• Changes to the operating model for specialist rescue capability.</li> <li>• Amendments to the Pay for Availability remuneration agreement;</li> <li>• Amendments to the policy fan practice for dealing with unwanted fire signals</li> </ul> <p>Progress against the Medium-Term Financial Plan is presented quarterly to the Fire Authority.</p>
<b>RESOURCE IMPLICATIONS</b>	None.
<b>EQUALITY RISKS AND BENEFITS ANALYSIS</b>	The contents of this report are considered compatible with existing Equalities and Human Rights legislation.
<b>APPENDICES</b>	None.
<b>BACKGROUND PAPERS</b>	<p><a href="#">Strategic Business Change Plan</a> – Tranche One – presented to the Fire Authority on 11 December 2023.</p> <p><a href="#">Medium-Term Financial Plan</a> Fire Authority meeting 16 February 2024.</p>

## **1. INTRODUCTION**

- 1.1. The Medium-Term Financial Plan was presented to the Fire Authority as part of the budget setting papers on 16<sup>th</sup> February 2024.
- 1.2. The Medium-Term Financial Plan and outlines funding, income and expenditure forecasts for the next five years. The Medium-Term Financial Plan is updated annually as part of the budget setting process and will be refreshed more frequently if information which makes a material difference becomes available. Understanding the Authority's finances is really important when making decisions about the future and this document should be read alongside the Authority's Community Risk Management Plan and Reserves Strategy together with the change Programme.
- 1.3 The MTFP is monitored, and reported on, quarterly to the Authority for noting.

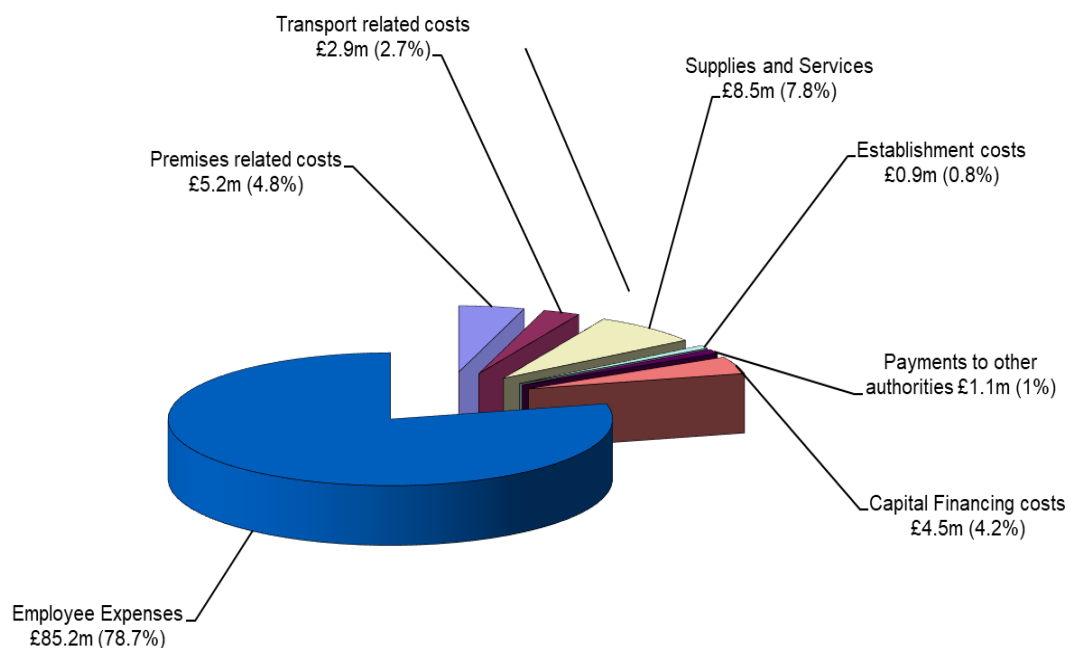
## **2. FUNDING AND INCOME**

- 2.1. The Authority has three main sources of revenue funding:
  - Council Tax Precept;
  - National Non-Domestic Rates Scheme; and
  - Revenue Support Grant.
- 2.2. Additionally, income from one-off grants, recharges and services is offset against our expenditure in order to reach the "net revenue budget" in each year.

### 3. **EXPENDITURE**

3.1. Assumptions are also made about forecast expenditure. The Authority can control some of its costs by managing its budget effectively; other elements are dependent on national drivers such as inflation, superannuation (pension) costs and pay awards. Expenditure is shown in the chart overleaf which highlights that 78.7% of Service costs are related to employees, meaning that increases in this area can have a significant impact on the budget.

**Devon & Somerset Fire & Rescue Authority - Analysis of Spending 2024/25**



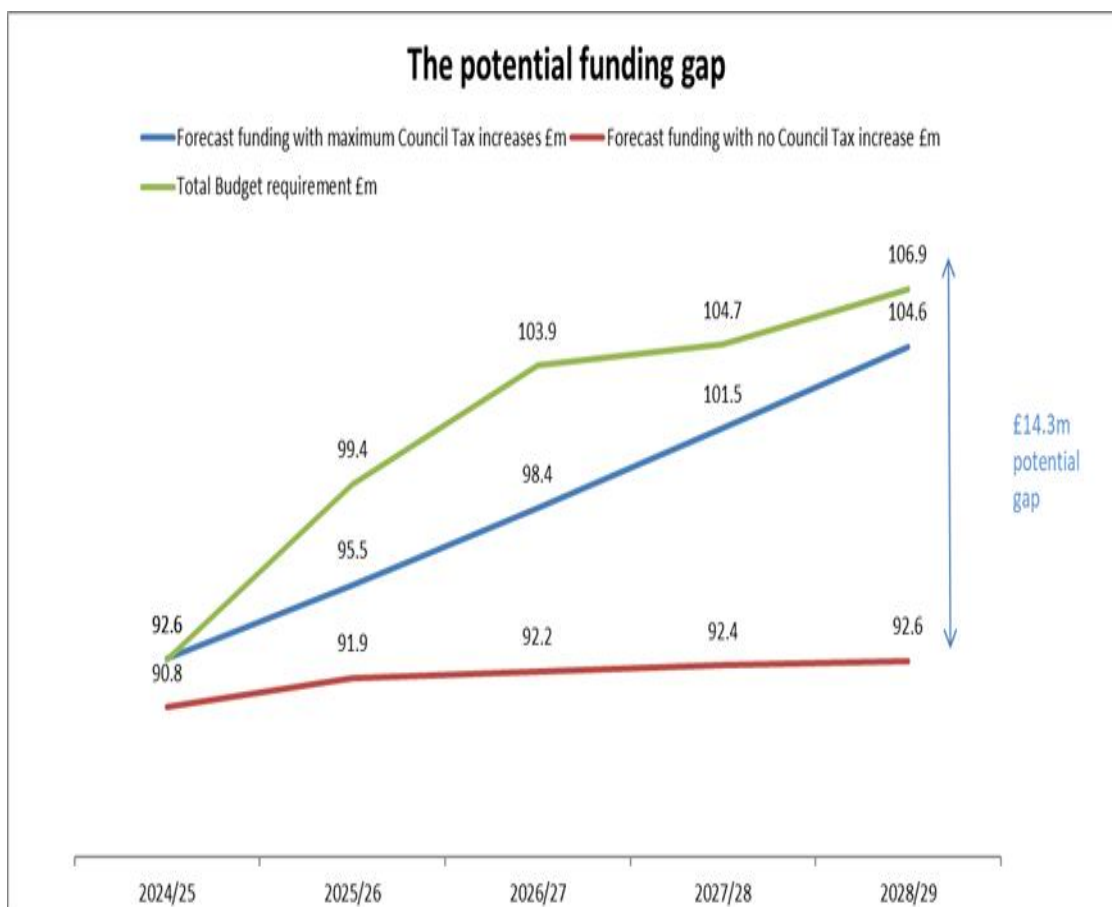
#### ***Cost Pressures***

3.2. The medium-term financial forecast identifies the following cost pressures within the next five years which are added to the current budget to reach the future budget requirement:

- Pay increases;
- Inflation;
- Pension increases;
- Reduction to one-off grant income; and
- Capital investment.

### **Savings targets and the Target Operating Model**

- 3.3. The chart overleaf shows the gap between potential funding available versus the budget requirement, including cost pressures. This is known as the funding gap. Over five years the funding gap could reach £14.3m if Council Tax is frozen, falling by £12.0m if increased in line with assumed referendum limits (i.e. 1.99%) set by HM Treasury.



## **4. FOUR MAIN PROJECTS INITIATED TO FIND THE SAVINGS.**

- 4.1. The Service reported to the Fire Authority on 11 December 2023 with the 4 main initiatives that are being implemented to reduce the gap within the MTFP:

**Annualised Hours** – following extensive research and engagement from the respective working groups, the business case was approved at Service Delivery Board on 15 July and will now be submitted for Executive Board agreement on which recommendation to take to the next phase of development, i.e. the formal engagement with the rep bodies and people impact assessments. To ensure that the Service is not over established, vacancies are being held, at a manageable level, so as not to impact on the ability to respond to emergencies.

**Specialist Rescue Team** – as above, the business case was approved by Service Delivery Board on 15 July and will now be submitted to the Executive Board for agreement on which recommendation to take forward.

**Pay for Availability** – The IR1 (Industrial Relations 1) was completed some time ago and submitted to the rep bodies. Responses have been received from the Fire Brigades Union (FBU) and Fire and Rescue Services Association (FRSA). Analysis has also been completed comparing the revised P4A offer with the new NJC on-call pay deal, that analysis was submitted to the rep bodies two weeks ago.

**Unwanted fire Signals** - has had a review of scope and is now moving forward with revised mandate due at the end of August.

## 5. CURRENT MEDIUM-TERM FINANCIAL PLAN.

The current MTFP is suggesting a potential £1.8m gap for 2025-26, ramping up further for 2026-27:

2. FINANCIAL PLANNING MODELLING					
	2024/25	2025/26	2026/27	2027/28	2028/29
CORE REVENUE BUDGET	£92,621,600	£97,472,557	£103,106,683	£105,918,329	£106,177,329
REVENUE SUPPORT GRANT	£11,679,714	£11,901,628	£12,127,759	£12,358,187	£12,592,992
TARRIF TOP-UP	£11,324,047	£11,550,528	£11,781,538	£12,017,169	£12,257,513
NNDR	5,375,324	£5,482,830	£5,592,487	£5,704,336	£5,818,423
COUNCIL TAX BASE	636,966	647,157	657,512	668,032	678,721
ANTICIPATED INCREASE IN CT INCOME RESULTING FROM SECOND HOMES		£1,507,265	£1,507,265	£1,507,265	£1,507,265
COUNCIL TAX COLLECTION FUND SURPLUS	£855,991	£864,551	£873,196	£881,928	£890,748
<b>COUNCIL TAX BAND 'D' %</b>					
COUNCIL TAX - BAND 'D' %	£99.68	£101.66	£103.68	£105.74	£107.84
<b>COUNCIL TAX BAND 'D' 0%</b>					
COUNCIL TAX - BAND 'D' 0%	£96.79	£96.79	£96.79	£96.79	£96.79
<b>3. SAVINGS REQUIRED TO MEET COUNCIL TAX FIGURE</b>					
REDUCTION REQUIRED TO BASE BUDGET (CUMULATIVE)	-	(1,883,228)	(4,563,132)	(4,322,167)	(1,425,313)

- 5.1 The Authority has an excellent history of achieving savings targets, with over £23.1m saved over the years since 2011-12 to 2023-24.
- 5.2 Given the big challenge posed by the funding gap and the need to reform the Service, plans have been approved to future-proof the organisation and deliver budget savings. The Community Risk Management Plan will define the Service high-level strategy alongside the published Target Operating Model (TOM) which will align the Service workforce in the most efficient and effective way.

**ANDREW FURBEAR**  
**Head of Finance (Treasurer)**

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<b>REPORT REFERENCE NO.</b>	<b>DSFRA/24/29</b>
<b>MEETING</b>	<b>DEVON &amp; SOMERSET FIRE &amp; RESCUE AUTHORITY</b>
<b>DATE OF MEETING</b>	<b>31 JULY 2024</b>
<b>SUBJECT OF REPORT</b>	<b>EXECUTIVE BOARD STRUCTURE 2024</b>
<b>LEAD OFFICER</b>	Chief Fire Officer (Designate)
<b>RECOMMENDATIONS</b>	<p><b>(a). <i>That the proposed Executive Board structure be endorsed and adopted;</i></b></p> <p><b>(b). <i>that the existing Head of Finance be appointed on a permanent basis as the Authority's proper officer by virtue of section 112 of the Local Government and Finance Act 1988 (Treasurer); and</i></b></p> <p><b>(c). <i>subject to (a). and (b). above, the report be noted.</i></b></p>
<b>EXECUTIVE SUMMARY</b>	<p>Following announcement of the retirement of the substantive Chief Fire Officer, Lee Howell, on 13 September 2024, a selection process was undertaken by the Devon &amp; Somerset Fire &amp; Rescue Authority in May 2024 (Minute DSFRA/24/7a refers) where a new, permanent Chief Fire Officer (designate) and Head of Paid Service was appointed.</p> <p>This followed a temporary Executive Board structure being in place for over 16 months (since May 2023 – Minute DSFRA/23/10 refers), due to the Director of Corporate Services retiring, the Monitoring Officer retiring as well as the Director of Finance and Corporate Services moving on for career development. The Authority appointed a substantive Chief Fire Officer (designate), a new Treasurer and Monitoring Officer as the 'Golden Triangle' of statutory officers.</p> <p>The Chief Fire Officer (designate) has identified a new, permanent Executive Board structure that provides resilience, capacity to drive change as well as managing operational preparedness and community safety as well as providing career pathways for operational and non-operational posts. This new structure together with the rationale behind it are set out in this report.</p>
<b>RESOURCE IMPLICATIONS</b>	None.

<b>EQUALITY RISKS AND BENEFITS ANALYSIS</b>	The contents of this report are considered compatible with existing Equalities and Human Rights legislation.
<b>APPENDICES</b>	A. Structure charts for existing, temporary and proposed Executive Board structures
<b>BACKGROUND PAPERS</b>	Report DSFRA/23/16 and associated Minute DSFRA/23/10.



## **1. INTRODUCTION**

- 1.1. Following announcement of the retirement of the substantive Chief Fire Officer, Lee Howell, on September 13, 2024, a selection process was undertaken by the Devon & Somerset Fire & Rescue Authority (hereinafter referred to as “the Authority”) in May 2024 (Minute DSFRA/24/7a refers) where a new, permanent Chief Fire Officer (designate) and Head of Paid Service was appointed.
- 1.2. This followed a temporary Executive Board structure being in place for over 16 months (since May 2023 – Minute DSFRA/23/10 refers), due to the Director of Corporate Services retiring, the Monitoring Officer retiring as well as the Director of Finance and Corporate Services moving on. The Authority appointed a substantive Chief Fire Officer (designate), a new Treasurer and Monitoring Officer as the ‘Golden Triangle.’
- 1.3. The Chief Fire Officer has identified a new permanent Executive Board structure that provides resilience, capacity to drive change as well as managing operational preparedness and community safety as well as providing career pathways for operational and non-operational posts.

## **2. BACKGROUND**

- 2.1. Following the secondment of the permanent Chief Fire Officer, retirement of the Director of Governance & Corporate Services (and Monitoring Officer) and resignation of the Director of Finance and Corporate Services, a temporary structure for the Executive Board was established (Minute DSFRA/23/xx refers).
- 2.2. The permanent structure as was, and the proposed structure with the temporary arrangements can be found in appendix A of this report.
- 2.3. The interim Chief Fire Officer has embarked on an ambitious transformation programme for the Service, which drives the outcomes of the Community Risk Management Plan (CRMP), a people improvement plan in response to His Majesty’s Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) and the introduction of a Target Operating Model which provides the guiding principles for driving strategic change to meet the needs of the medium-term financial plan and overall budget.
- 2.4. The transformation plan identifies a number of areas where financial efficiencies can be made, but also where fundamental changes are required around the way in which we operate and provide our services to our communities and partners. This is against the backdrop of new and emerging risks being identified within the CRMP, such as severe weather events and the growing risks associated with electric vehicles, bulk battery storage, flooding and inland water rescues and incidents related to welfare and mental health. All of this shows that the Fire & Rescue Service is in a pivotal role of supporting partners and the community to become more resilient and prepared for the changing environment.

- 2.5. The Fire & Rescue National Framework document set in 2018 is currently being reviewed which may be out for consultation later in 2024. There has also been a change in Government which may impact from a legislative and procedural perspective. Dame Diana Johnson has been appointed as the new Policing, Fire and Crime Minister. The service does not currently know the impact of these two areas on the sector, however, work is underway across the Local Government Association, National Fire Chiefs Council and with the Authority to request a change to legislation and funding to support the fire and rescue service to become the primary organisation to respond to and deal with flooding and in-land water rescues.
- 2.6. Due to a number of areas including the need to take interim savings from the Executive Board, a temporary structure was put in place, with only four members of the Board. Over the last 16 months, this has worked but has shown a significant impact on the capacity of individuals to balance their day jobs, while driving transformation change as well as responding to our people improvement plan. Therefore, the temporary structure does not provide the resilience required to meet the demands of the workload, or on the wellbeing of its leaders that hold the posts. It is of strategic importance that the Executive Board provides the leadership, capacity, and capability to match the needs and direction of travel within the transformation programme, and that require the executive leaders to role model exemplary behaviours for the rest of the organisation.
- 2.7. The Chief Fire Officer (designate) has considered the position carefully considering the points raised at paragraph 2.6 above and, as a result, is putting into place a new structure to address these matters. This is as set out in the following paragraphs 3 to 11 of this report.

### **Operational Rota Requirements**

- 2.8. There is a requirement to ensure the appropriate level of Incident Command Level 4 cover and Gold Command on the Principal Officer and Area Manager rota as shown below. There is a requirement to maintain four members on each rota system as part of the existing conditions of service and requirements to provide operational preparedness and resilience.

<b>Current permanent arrangement</b>	<b>Proposed arrangement</b>
<i>Principal Officer Rota</i>	<i>Principal Officer Rota</i>
Chief Fire Officer	Chief Fire Officer
Deputy Chief Fire Officer	Deputy Chief Fire Officer
Assistant Chief Fire Officer	Assistant Chief Fire Officer
Assistant Chief Fire Officer	Deputy Assistant Chief Fire Officer
<i>Area Manager Rota</i>	<i>Area Manager Rota</i>
4 x Area Manager	4 x Area Manager

### **3. DEPUTY CHIEF FIRE OFFICER**

- 3.1. Due to the size of the organisation, as the largest non-metropolitan fire & rescue service it is recommended that the deputy role remains within the structure.
- 3.2. The workload identified through the ambitious change programme, as well as the external drivers mentioned previously, have created large workloads outside of 'business as usual' activity. The Deputy Chief Fire Officer (DCFO) post remains within the structure and was last held by the newly appointed Chief Fire Officer (CFO) in May 2023. The post was held vacant to realise financial efficiencies.
- 3.3. Under the proposed structure, the DCFO would support the CFO alongside the Director of Strategy & Improvement to lead the Service. The post will be responsible for the day-to-day running of the service and the implementation of plans and strategies, allowing the CFO to focus on the national drivers and influence national direction.
- 3.4. They will support the CFO to create and drive the vision and organisational strategy and continue to drive organisational trust through our people improvement journey and cultural improvements.
- 3.5. The DCFO would be the Director of Service Delivery with direct responsibility for Community Safety, Response and Resilience, People and would be the safeguarding lead for the Service.

### **4. DEPUTY CHIEF OFFICER - DIRECTOR OF STRATEGY & IMPROVEMENT**

- 4.1 The Director of Strategy & Improvement would sit under the CFO as a non-uniformed Deputy Chief equivalent.
- 4.2 The Director of Strategy & Improvement would directly line manage the Director of Corporate Services and the Deputy Assistant Chief Fire Officer.
- 4.3 The post would be responsible for driving the strategy and vision on behalf of the Chief Fire Officer working directly along side the Deputy Chief Fire Officer, ensuring the vision, strategy, improvement plans, and performance are driven from the most senior levels of the organisation encompassing all areas of the service. This also provides additional resilience during major incidents that impact on the operational side of the organisation allowing continuity of workload while operational officers are required for operational activity.

**5. ASSISTANT DIRECTOR OF PEOPLE SERVICES.**

- 5.1. Following a number of inspections of the Service by the 'His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS), it has identified cultural and people improvements that are required across the sector and the service. DSFRS received a cause for concern for culture within the last inspection.
- 5.2. A large amount of work has been developed and driven from the very top by the then Deputy Chief Fire Officer and then into the Temporary Chief Fire Officer.
- 5.3. With the workload required to continually develop the people improvement journey and the Service's people strategy, there is a need for a dedicated assistant director's role on the Executive Board, to provide guidance and shape the organisations people services with up-to-date experience on employment law and organisational development change programmes.
- 5.4. This post will also provide broader diversity of thinking to the Executive Board as the strategy is continually developed to drive the organisation forward, particularly in-line with the ambitious change programme and medium-term financial plan.
- 5.5. This would be accountable to the Deputy Chief Fire Officer and be a new post to the Executive Board set at pay scale EB 1

**6. DIRECTOR OF CORPORATE SERVICES**

- 6.1. The Director of Finance & Corporate Services is an established post on the Executive Board and is currently vacant. The post is currently held on a temporary basis as the Assistant Director of Corporate Services, with the Temporary Treasurer maintaining responsibility for Finance. The Director of Corporate Services will be responsible for support functions such as Digital and Data, Organisational Assurance, Health & Safety and Corporate Communications. The role will also be the nominated Senior Information Risk Owner (SIRO) for the service. The post would be a part of the Executive Board and set at pay scale EB 3.

**7. ASSISTANT DIRECTOR (DEPUTY ASSISTANT CHIEF FIRE OFFICER)**

- 7.1. The role of Deputy Assistant Chief Fire Officer (DACO) will form the fourth member of the operational Principal Officer Rota and will support the Director of Strategy and Improvement to discharge their functions as they will be responsible for organisational strategy and performance.
- 7.2. As an interim, the Service has been rotating the Area Managers onto the Principal Officer rota for experience and due to the Executive Board being in a temporary state to provide the fourth senior operational officer. This has been of benefit and will continue.

7.3. The DACO would not be a sitting member of the Executive Board. The DACO would chair the Service Leadership Team meetings and be an advisor to the Executive Board.

## **8. ASSISTANT CHIEF FIRE OFFICER POSTS**

8.1. The two Assistant Chief Fire Officers (ACFO's) with responsibility for Service Delivery and Service Delivery Support are existing permanent posts within the Executive Board structure. One post is filled on a permanent basis, with the second post is currently filled on a temporary basis.

8.2. The proposal would be to remove one ACFO post currently designated Service Delivery Support.

## **9. TREASURER POST**

9.1. On 25 March 2024 (Minute DSFRA/23/41 refers), the Authority appointed the existing Service Head of Finance as the proper officer for the administration of financial affairs, in accordance with Section 112 of the Local Government Finance Act 1988, for a period of twelve months to allow sufficient time for the appointment of a new Chief Fire Officer and review of Service Executive Board structure thereafter.

9.2. Since the CFO designate has now been appointed and has considered the structure at Executive Board level, this paper also proposes that the Authority appoints the Head of Finance as permanent Treasurer to the Authority.

## **10. OTHER CONSIDERATIONS**

10.1. Since the introduction of the current temporary Executive Board structure in May 2023, an additional Area Manager (AM) was introduced, which allowed for the rotation of an AM onto the Principal Officer rota, as well as supporting the four AM on their rota. The introduction of the additional AM allowed the geographical Area Commander role to be split. Rather than one AM responsible for all fire stations, assets, and people across Devon & Somerset, a second AM was introduced to allow geographical responsibilities for Devon & for Somerset.

10.2. This has also allowed the Area Managers and officers and staff within their counties to align more to partners and local authorities. This has shown significant benefits, and it is intended that this model remains. The introduction of the DACO role allows the current Area Managers to maintain their responsibilities with the DACO post being enhanced to become an assistant director.

- 10.3. As the service moves forward, it is vital that the ability to broaden the diversity of thinking on the Executive Board and therefore the influence onto the Service Leadership Team and the wider organisation is key to enable the organisation to achieve its ambitious change programme. We want to be an excellent organisation, attracting and retaining high-performing talent must be a requirement for the organisation.
- 10.4. The additional post onto the Executive Board provides greater overall resilience and the ability to maintain continuity within the organisation. This is evident through the ability to maintain Executive Board meetings with the quorate numbers being three to maintain the meeting schedule which has not always been possible with the temporary structure.

## **11. RECRUITMENT**

- 11.1. There is a requirement to undertake a national recruitment process for the following posts:
- Deputy Chief Fire Officer
  - Deputy Chief Officer, Director of Strategy & Improvement
  - Assistant Director of People
  - Director of Corporate Services
  - Assistant Director, Deputy Assistant Chief Fire Officer (Delegated to the CFO)
- 11.2. The Chief Fire Officer will request that the Monitoring Officer identifies appropriate dates and a process in the first instance for the Deputy Chief Fire Officer and Director of Strategy & Improvement roles.

## **12. FINANCIAL COST**

- 12.1. The Chief Fire Officer designate is leading on a service wide re-structure and the costs of the Executive Board would be factored into the wider efficiencies of the service.
- 12.2. Following the recruitment of the Director of Corporate Services and Assistant Director of People, should they be internal appointments, the vacated posts would be reviewed for efficiencies.

## **13. CONCLUSION**

- 13.1. The change required for the Service, to meet the needs of the medium-term financial plan, external factors such as the Grenfell Inquiry recommendations, HMICFRS inspection framework, re-write of the national framework, change to national government and a drive to improve culture requires additional capacity at the Executive Board.

- 13.2. The temporary board, currently made up of four directors is currently does not have enough capacity to drive meaningful change and will have an impact on leading a good work/life balance and on decision making due to the diversity of thinking being reduced to a temporary structure. This also does not provide enough resilience to service the number of meetings required within the 'business as usual' work.
- 13.3. The Executive Board structure as attached in Appendix A shows the line management of the directors, this also allows a formalisation of the structure below the Executive Board.
- 13.4. The balance of Operational and Non-Operational posts on the Executive Board allows career pathways for all staff within the service as part of the wider leadership framework.
- 13.5. If the proposed structure is not agreed, there will need to be further proposals developed and presented back to the Authority. Which will have a further impact on capacity and the ability of the temporary Executive Board to drive sustainable change.
- 13.6. In accordance with the National Framework for England 2018 (paragraph 6.1), posts at Executive Board level need to be advertised nationally to ensure a competitive process. This will also impact on timescales for recruitment of candidates to potential new roles in the proposed structure.
- 13.7. The Authority's Appointments & Disciplinary Committee already has delegated power to appoint to all Executive Board posts with the exception of the statutory officers - CFO, Treasurer and Monitoring Officer. If the proposal is adopted, recruitment to the post of Deputy Chief Fire Officer can commence with potential other vacancies being filled in due course.
- 13.8. The Authority's Pay Policy Statement will also require amendment in due course to reflect the potential new structure.

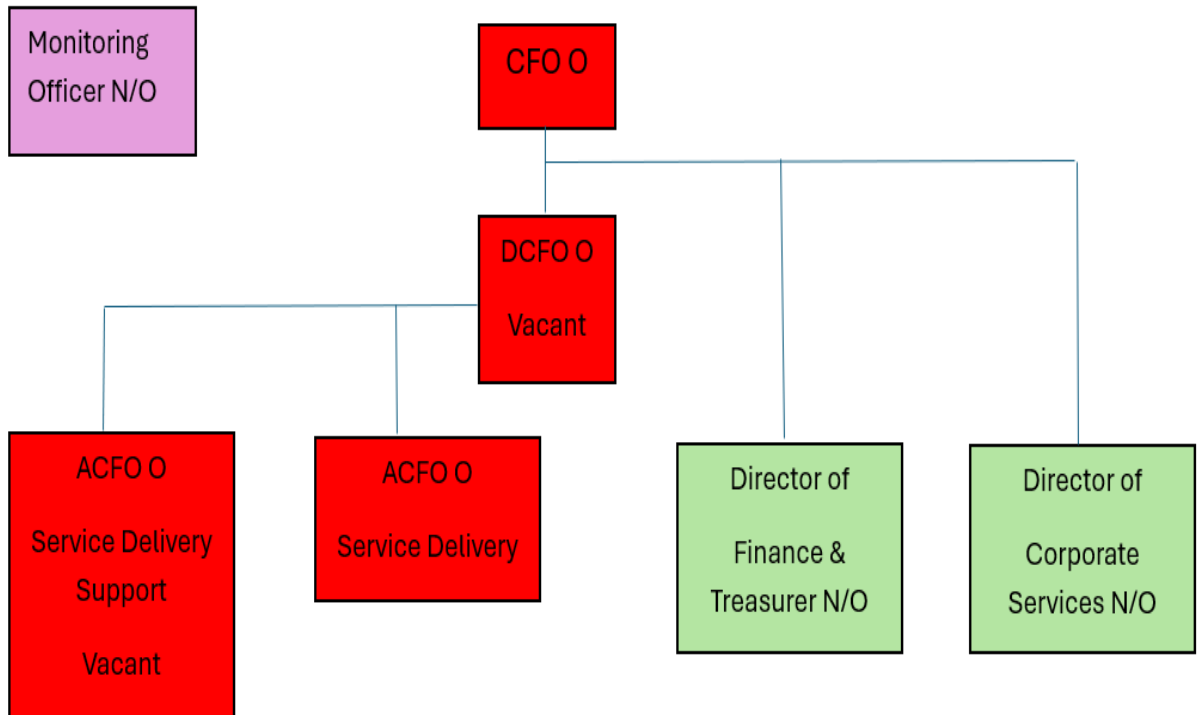
**GAVIN ELLIS**  
**Chief Fire Officer**

## APPENDIX A TO REPORT DSFRA/24/29

Structure Established Posts

O = Operational Posts

N/O = Non-Operational Posts

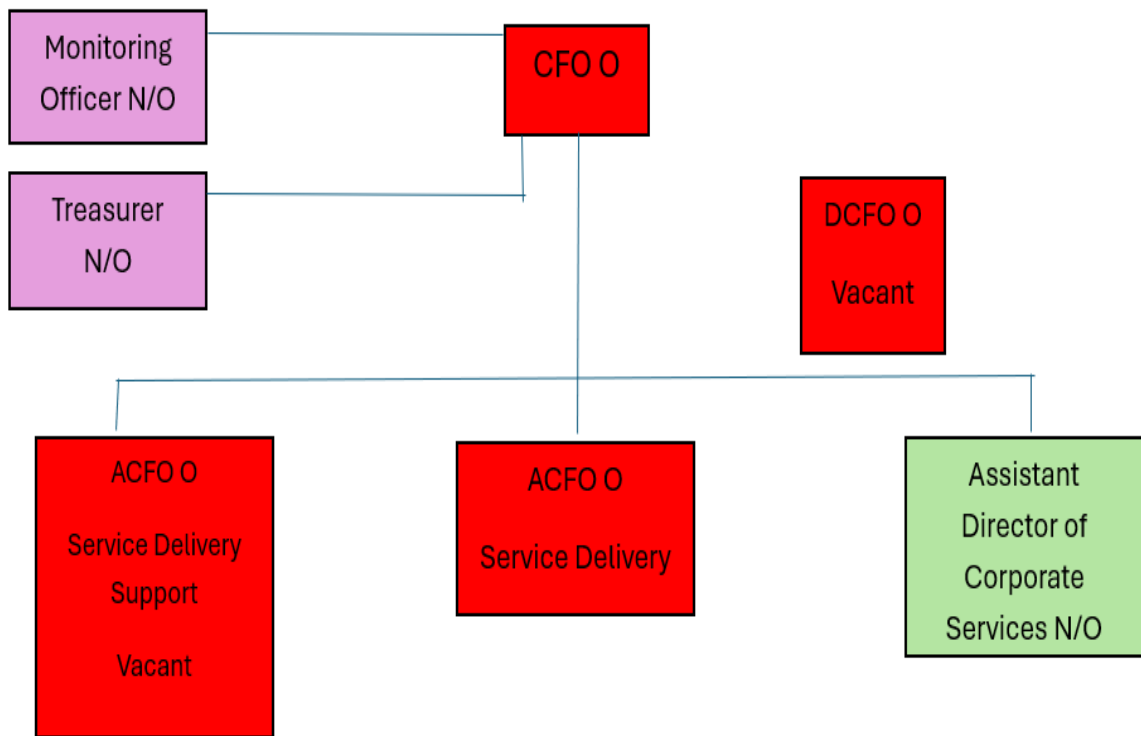




Current Temporary Structure May 2023 -

O = Operational Posts

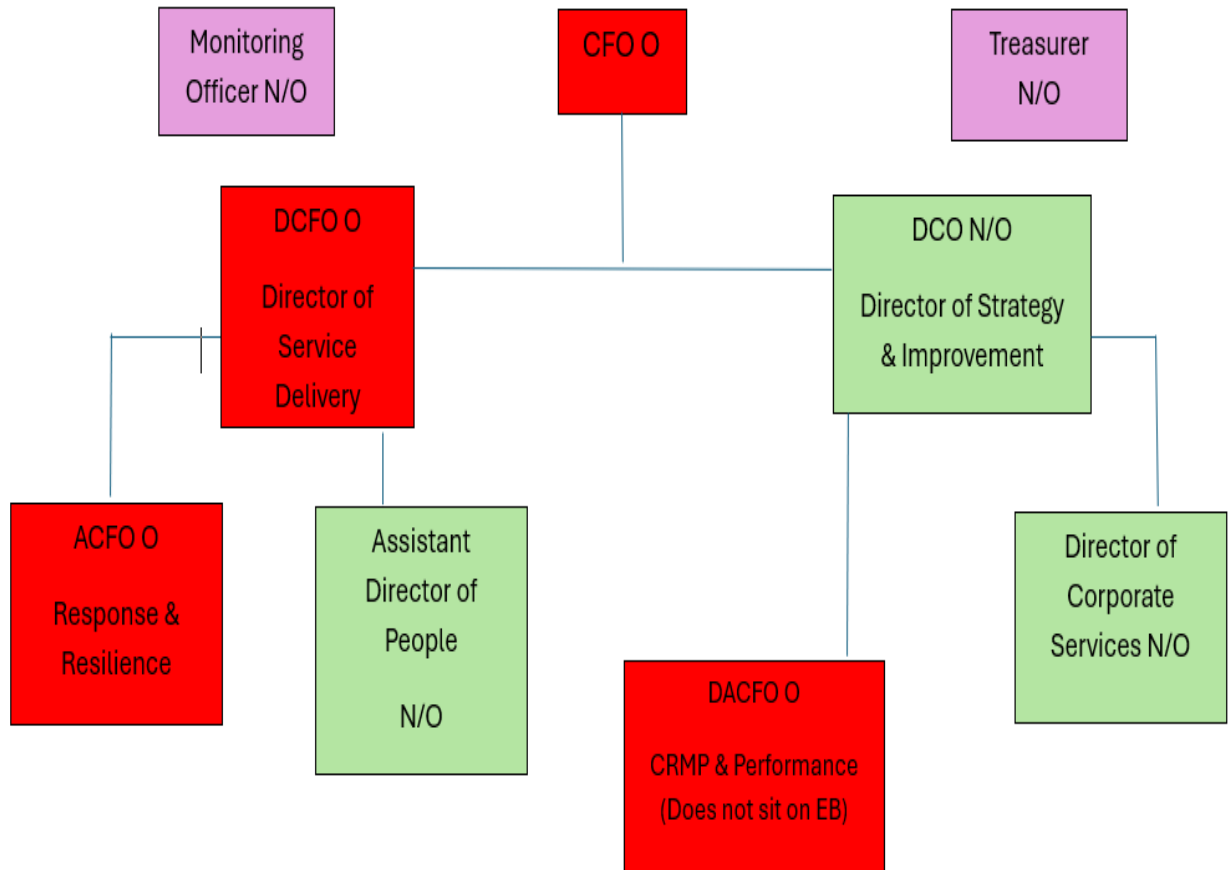
N/O = Non-Operational Posts



Proposed Structure Post Sept 2024

O = Operational Posts

N/O = Non-Operational Posts



# Agenda Item 10

<b>REPORT REFERENCE NO.</b>	<b>DSFRA/24/30</b>
<b>MEETING</b>	<b>DEVON &amp; SOMERSET FIRE &amp; RESCUE AUTHORITY</b>
<b>DATE OF MEETING</b>	<b>31 JULY 2024</b>
<b>SUBJECT OF REPORT</b>	<b>RED ONE LTD. – AUTHORITY APPOINTED NON-EXECUTIVE DIRECTOR</b>
<b>LEAD OFFICER</b>	<b>Clerk to the Authority (&amp; Monitoring Officer)</b>
<b>RECOMMENDATIONS</b>	<p><b>(a). <i>That, in accordance with the Articles of Association of Red One Ltd., the Clerk to the Authority (&amp; Monitoring Officer) be authorised either:</i></b></p> <p style="padding-left: 40px;"><b>(i). <i>to re-appoint the existing incumbent as a Non-Executive Director on the Board of Red One Ltd. for a further term of up to 12 months (dependent on re-election to the County Council on 1 May 2025 and subsequent appointment to the Authority); or</i></b></p> <p style="padding-left: 40px;"><b>(ii) <i>to instigate a process to identify appropriate candidates for the vacancy of Authority Appointed Non-Executive Director on the Board of Red One Ltd. in the event that the current incumbent should stand down effective from 12 August 2024; and</i></b></p> <p><b>(b). <i>in the event of (b). above, the Appointments &amp; Disciplinary Committee be delegated authority to determine the eventual appointment.</i></b></p>
<b>EXECUTIVE SUMMARY</b>	<p>The current Articles of Association (v4) for Red One Ltd. (“the company”) provide for the Authority (as sole shareholder) to appoint Authority Members as Non-Executive Directors. Such appointments would usually be for an initial period of three years.</p> <p>The current incumbent of one of the two Authority appointed Non-Executive Directors was appointed on 12 August 2021 and is thus reaching the end of the initial term. The Clerk to the Authority (&amp; Monitoring Officer) has written to the Authority Member to ascertain whether an extension in appointment is desired at this stage. In the event that an extension in appointment is not requested, then the Clerk to the Authority (&amp; Monitoring Officer) is seeking delegated authority to run a process for appointment of a Non-Executive Director to the Board of Red One Ltd.</p> <p>This was undertaken successfully by the Authority’s Appointments &amp; Disciplinary Committee when a vacancy arose in 2023 and it is proposed that this approach is instigated again.</p>

<b>RESOURCE IMPLICATIONS</b>	The cost of running this appointment process with First Flight is estimated to be between £4 to £8k but this has been undertaken internally successfully on a previous appointment.
<b>EQUALITY RISKS AND BENEFITS ANALYSIS</b>	N/A
<b>APPENDICES</b>	Nil.
<b>BACKGROUND PAPERS</b>	Red One Ltd. Articles of Association (4th edition).

**SAMANTHA SHARMAN**  
**Clerk to the Authority (& Monitoring Officer)**

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of the Local Government Act 1972.

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of the Local Government Act 1972.

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