



Meeting	Performance & Resources Board	Agenda Item	
Meeting Date		Report Number	
Report Author:	Jayesh Padania, Finance Manager		
Presented By	Glenn McGuinness, Assistant Director of Finance		
Subject	Budget Review – July 2019		
Type of Report:	Information		

SUMMARY

This paper reports on expenditure against budget as at 31st July 2019, identifies and comments on major budget variations. In addition the report includes key indicators that act as lead indicators for expenditure across the Authority.

RECOMMENDATIONS

The Performance and Resources Board is asked to:

1. Note the position on the income and expenditure at 31st July 2019 compared to the budget.
2. Note the Capital Expenditure spend against budget for period to 31st July 2019.

BACKGROUND

This table below shows actual expenditure against budget to 31st July 2019.

Description	YTD Actual £'000s	YTD Budget £'000s	Variance YTD £'000s	Variance YTD %
Whole Time Firefighters	11,003	11,370	(367)	-3.2%
On Call Firefighters	1,821	1,934	(112)	-5.8%
Control	454	484	(30)	-6.1%
Support Staff	4,456	4,563	(107)	-2.3%
Total Employment Costs	17,735	18,351	(616)	-3.4%
Support Costs	759	732	27	3.7%
Premises & Equipment	3,299	3,488	(189)	-5.4%
Other Costs & Services	985	1,122	(138)	-12.3%
Firefighters pension costs	833	850	(17)	-2.0%
Lease and Interest Charges	433	464	(32)	-6.8%
Inflation Provision	-	-	-	0.0%
Total Other Costs	6,309	6,657	(348)	-5.2%
Gross Expenditure	24,044	25,007	(964)	-3.9%
Total Operational Income	(2,434)	(2,416)	(19)	0.8%
Net Expenditure	21,609	22,592	(982)	-4.3%
Revenue Support Grant	(4,295)	(4,295)	-	0.0%
National Non-Domestic Rates	(5,568)	(5,568)	-	0.0%
Council Tax Collection Account	(208)	(208)	-	0.0%
Council Tax Precepts	(14,390)	(14,395)	5	0.0%
NNCR (surplus)/deficit	(35)	(26)	(9)	33.4%
Cont'ns (to)/from General Bals	-	-	-	0.0%
Total Funding	(24,495)	(24,491)	(4)	0.0%
Funding Gap / (Surplus)	(2,886)	(1,899)	(986)	

More detailed figures are provided at appendix 1

STAFFING

Overall employment costs are £616K (3.4%) under budget for the 4 months to 31st July 2019.

Spend for whole time fire-fighters is £367K (3.2%) under budget:-

- Total ASW spend for financial year to end of July 2019 = £190K
- Also included in the pay costs to date are Pay Protection payments to some of the Day Crewed Fire Fighters as part of the planned conversion of the day crewed stations to on-call.
 - These payments were not included in the 2019-20 budget
 - There are no further planned additional payments for the Day Crewed firefighter conversion this financial year

For On-Call firefighters, spend is £112K (5.8%) under budget

For Control staff, spend is £30K (6.1%) under budget:-

- £19K underspend on Control Staff Pay
- £ 3K underspend on Control Staff Overtime
- £ 8K underspend on Control staff pay on-costs

Support staff pay is £107K (2.3%) under budget for the 4 months to 31st July 2019.

- £178K overspend for Agency Temp Staff
- £199K underspend on Support Staff pay
- £ 86K underspend on Support Staff pay on-costs and Secondary Contracts

Appendix 3 – Table Summary of Support Staff FTE numbers

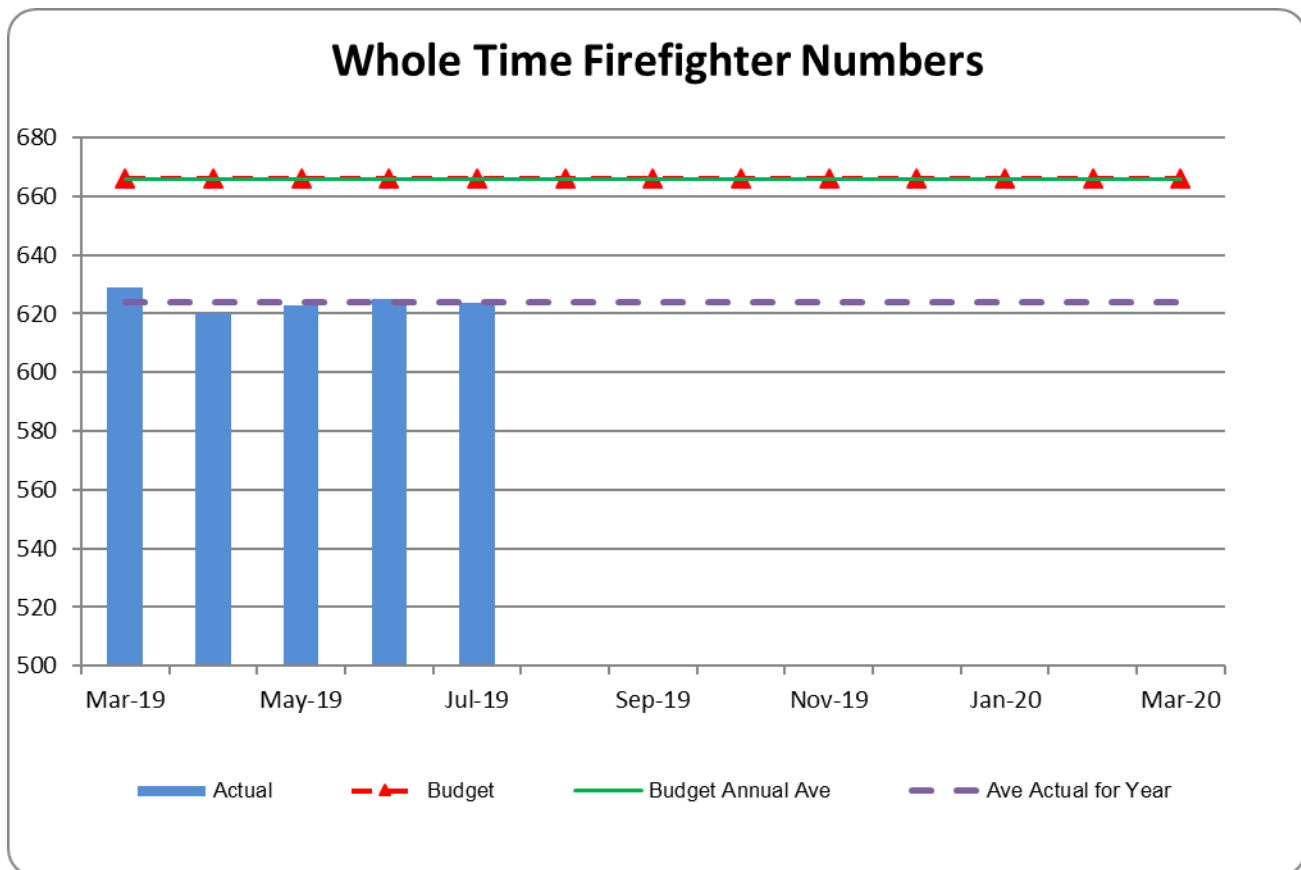
Whole-time fire-fighter numbers at 623.5 are 42.5 (6.4%) below budget for July.

The staffing position at the end of July is summarised below (% figures rounded):

31 Jul 2019	Actual	Phased Budget	Variance	
Wholetime Firefighters - FTE (Excl. ASW)	623.5	666.0	-42.5	-6%
On-Call Firefighters - FTE	406.75	453.75	-47.00	-10%
Control - FTE	33.3	33.5	-0.2	-1%
Support Staff :-	295.1	296.4	-1.3	0%
Total	1,358.6	1,449.7	-91.0	-6%

As at the end of July the number of whole-time fire-fighters aged over 50 with more than 25 years' service was 81, of these 13 have more than 30 years' service.

The graph below shows the numbers of whole-time fire-fighters compared to the budget for the year.



WATCH BASED FIREFIGHTERS

The numbers of Watch Based Fire-fighters compared to the target levels set by the Authority are shown below.

Rider Numbers for July 2019	Budgeted Rider Resource	Optimum Rider Resilience Level	Critical Minimum Rider Requirement	Actual Riders	Additional Shift Working (FTE) Based on Payroll + CRT Data
Riders (Excl Day Crew + Clacton Additional Cover)	480	456	432	449.5	12.1
Clacton	2	2	2	3	0
Rider numbers (excl Day Crew)	482	458	434	452.5	12.1
Day Crew	32	32	32	35	0
Total Firefighters (Exl Career Breaks)	514	490	466	487.5	12.1

ON-CALL FIREFIGHTERS

Appendix 2 -On Call Firefighter nos. by Station

The table (top of page 4) shows that the total FTE at 31st July 2019 was 406.75, a net increase of 9.25 FTE from 1st April 2019.

NON-PAY RELATED EXPENDITURE

Non-pay expenditure is £348K underspent for the 4 months to 31st July, in addition operational income is £19K more than budget (as shown in Appendix 4).

Support Costs are £27K (3.7%), overspent for the 4 months to 31st July 2019

Support Costs sub section	Over/Under spent	£000's	%
Training	Overspent	£33	13.4%
Employee Support Costs	Overspent	£21	8.5%
Travel & Subsistence	Underspent	(£27)	(11.2%)

- £33K overspend on Training
 - £ 39K overspend for External Training – L&D Panel
 - £ 27K for overspend Operational Training Contacts
 - £ 33K for the underspend of Leadership Development and In House Operational Training
 - A proposal for the use of the reserves earmarked for Operational Training are currently being worked on
- £21K overspend on Employee Support Costs related to:-
 - £10K overspend for Fitness Equipment costs included in 2018-19 Budget and received in April 2019
 - £39K overspend for Occupational Health, which is being reviewed with the Budget Holder
 - £19K overspend for Redundancy costs
 - £52K underspend on Clothing & Footwear and Laundry, spend is expected to pick up in line with the recruitment programme
- £27K underspend on Travel and Subsistence
 - £15K underspend on mileage
 - £ 6K underspend on Subsistence Allowances

Premises & Equipment are £189K (5.4%), underspent for the 4 months to 31st July 2019

Premises & Equipment sub section	Over/Under spent	£000's	%
Property Maintenance	Underspent	(£3)	(0.4%)
Utilities	Underspent	(£25)	(12.4%)
Rent & Rates	Overspent	£4	0.8%
Equipment & Supplies	Overspent	£26	4.8%
Communications	Underspent	(£26)	(5.1%)
Information Systems	Underspent	(£139)	(19.6%)
Transport	Underspent	(£25)	(7.8%)

- £139K underspend on Information Systems
 - £107K underspend on IT Consumables relating to ICT project against budget to date, this is expected to pick up once the ICT strategy has been agreed and approved
 - £ 32K underspend on IT Maintenance and Contracts
- £ 26K underspend on Communications
 - £ 26K underspend on IT Communication

Other Costs & Services are £138K (12.3%), underspent for the 4 months to 31st July 2019

Other Costs & Services sub section	Over/Under spent	£000's	%
Establishment Expenses	Underspent	(£62)	(17.7%)
Risk Protection	Underspent	(£26)	(12.4%)
Professional Fees & Services	Underspent	(£97)	(21.3%)
Democratic Representation	Overspent	£24	49.0%
Agency Services	Overspent	£24	40.8%

- £ 97K underspend on Professional Fees & Services
 - £53K underspend on Legal Fees
 - £58K underspend on Other Local Authority Services
 - £14K overspend on Consultancy Fees
 - Overspend relates to budget phasing for HR consultancy

- Establishment Expenses underspend of £62K
 - £18K underspend on Media Expenses
 - £17K underspend on Community Safety and Home Safety
 - £10K underspend on Stationery
 - £17K overspend on Recruitment

FORECAST

The forecast for the year has been prepared partly by finance and partly in conjunction with budget holders, this will be updated once all forecasts for 2019/20 have been reviewed with budget holders as part of the 2020/21 budget setting process and the implementation of the Medium Term Financial Plan for 2020-2024.

This forecast shows a deficit for the year of £740K, and is before any planned release from reserves, which is £1,648K better than budget. Additional Resources requested by Budget Holders has added £1,597K to the Forecast, which will be funded from earmarked reserves.

The main variances for this change from budget are:

- £1,050K forecast saving for Firefighters pay and on-costs, as the actual number of Firefighters remains below the 2019-20 budget
- £485K saving for On Call Firefighters pay, as combination of both lower headcount and activity level against budget
- £118K forecast saving for Premises and Equipment, from a predicted underspend on IT Consumables (for ICT Projects)
- £153K forecast savings for Other Costs and Services, from Professional Fees and Services as Consultancy and Other Local Authority Services are predicted to be underspent this year
- £226K forecast use of reserves on Firefighter Costs, mainly related to the additional costs and resourcing for Operational Training for new recruits and the On-Call Development programme
- £546K forecast use of reserves on Support Staff pay and £824K on Support Costs, related to the additional resources for ICT infrastructure projects, Operational Training and On-Call Development programmes

Please find below the summary of the current forecast against budget:-

Description	2019-20 Current Full Year Budget £'000s	2019-20 Current Forecast £'000s	2019-20 Forecast Variance £'000s	2019-20 Forecast Variance %	Forecast Additional Resource from Reserves	Comments
Firefighters	34,251	33,202	(1,050)	(3.1%)	226	Forecast based on current run rate Includes Additional Pension Employers Contributions + Day Crew Pay Protection payments made to date
On Call Firefighters	6,692	6,207	(485)	(7.3%)	-	Forecast based on current run rate Includes Additional Pension Employers Contributions
Control	1,438	1,395	(43)	(3.0%)	-	Forecast based on current run rate
Support Staff	13,918	14,036	119	0.9%	546	Increase in Forecast predominately for additional resources for anticipated projects
Total Employment Costs	56,299	54,840	(1,459)	(2.6%)	773	
Support Costs	2,196	2,187	(9)	(0.4%)	824	Increase in Forecast for Training and On-Call Development programmes
Premises & Equipment	10,464	10,347	(118)	(1.1%)	-	Anticipated underspends on IT Communications and Projects Budgets
Other Costs & Services	3,399	3,247	(153)	(4.5%)	-	Expected underspend in Professional Fees and Services
Ill health pension costs	2,250	2,236	(14)	(0.6%)	-	
Financing Items	6,493	6,486	(7)	(0.1%)	-	
Inflation Provision	-	-	-	0.0%	-	
Total Other Costs	24,803	24,502	(301)	(1.2%)	824	
Gross Expenditure	81,102	79,341	(1,761)	(2.2%)	1,597	
Operational income	(7,305)	(7,192)	113	(1.5%)	-	anticipated reduction in income from Community Safety Youth Work
Net Expenditure	73,797	72,149	(1,648)	(2.2%)	1,597	
Funding						
Revenue Support Grant	(8,337)	(8,337)	-	0.0%	-	
National Non-Domestic Rates	(16,196)	(16,196)	-	0.0%	-	
Council Tax Collection Account	(643)	(643)	-	0.0%	-	
Council Tax	(46,233)	(46,233)	-	0.0%	-	
Cont'ns to/(from) General Bals	(2,388)	(740)	1,648	(69.0%)	(1,597)	
Total Funding	(73,797)	(72,149)	1,648	(2.2%)	(1,597)	
Funding Gap / (Surplus)	2,388	740	(1,648)	(2.1%)	1,597	

VIREMENTS

- £3,517K Full Year virement reflecting the Additional Pension costs for Grey Book staff, which is offset by a Government Grant.
 - The Government Grant covers 88% of the total estimated additional pension costs £3,817K
 - £300K to be funded by the service and has been included in the 2019-20 Budget
- £34K Full Year virement for Driver Trainers moving to a Fixed Term Contract from Secondary Contract Staff

CAPITAL EXPENDITURE

Capital expenditure for the 4 months to 31st July 2019 is shown in the table below.

Total capital expenditure and commitments is £1.2m.

The largest item included is £0.7m for asset protection.

- £367K invoices received
- £369K commitments from various PO's raised to date for anticipated spend throughout the year

Vehicle £340K:-

- £275K related to Off Road Vehicles

	Original Budget 2019/20 £'000s	Approved Changes £'000s	Revised Budget £'000s	Total Spend including Commitments to end of July 2019 £'000s
Property				
New Premises				
Service Workshops	100	-	100	-
Existing Premises	-	-	-	-
Asset Protection	2,000	-	2,000	725
Asset Improvement Works	500	-	500	-
Total Property	2,600	-	2,600	725
Equipment	360	25	385	107
Information Technology				
Projects	1,425	-	1,425	5
Total Information Technology	1,425	-	1,425	5
Vehicles				
New Appliances	-	-	-	-
Other Vehicles	940	540	1,480	340
Total Vehicles	940	540	1,480	340
Total Capital Expenditure	5,325	565	5,890	1,177

BENEFITS AND RISK/ FINANCIAL IMPLICATIONS

The review of expenditure against the profiled budget is part of the overall financial control process of the Authority. In exceptional circumstances it allows for budget virements to ensure that under spending against budget heads can be utilised to fund expenditure against other priorities. If virements are not made there is a risk that the Authority will miss out on opportunities to improve performance and meet key objectives during the year. The Authority's reserves are at the upper end of their target range and the Authority is able to fund short term fluctuations in activity from them when necessary.

The review of the management accounts is one control measure to mitigate the risk of overspending the Authority's budget for the year.

EQUALITY AND DIVERSITY IMPLICATIONS

There are no direct Equality or Diversity implications within this report

LEGAL IMPLICATIONS

There are no direct legal implications within this report.

HEALTH & SAFETY IMPLICATIONS

There are no direct Health and Safety implications within this report.

ACTIONS / NEXT STEPS

1. Review with Budget Holders and Directorates to identify efficiencies and savings, particularly in preparation of the 2020-21 Budgets setting process and Medium Term Financial Plan

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985	
List of background documents – including appendices, hardcopy or electronic including any relevant link/s.	
Appendix 1 Management Accounts – July 2019 Appendix 2 On Call Firefighter Headcount Numbers Appendix 3 Support Staff and Agency/Temp numbers Appendix 4 Operational Income Table	
Proper Officer:	Acting Finance Director to PFCC Fire & Rescue Authority
Contact Officer:	Glenn McGuinness Essex County Fire & Rescue Service, Kelvedon Park, London Road, Rivenhall, Witham CM8 3HB Tel: 01376 576186 Email: glenn.mcguinness@essex-fire.gov.uk

Appendix 1
MANAGEMENT ACCOUNTS – July 2019

Description	YTD	YTD	Variance	%	2019-20	Current	Forecast	%	Forecast
	Actual	Budget	YTD	Variance	Current Full	Base	Variance	Forecast	Additional
	£'000s	£'000s	£'000s	YTD	Year Budget	Forecast	£'000s	Variance	Resource
					£'000s	£'000s			from
									Reserves
Firefighters	8,311	8,498	(188)	-2%	34,251	33,202	(1,050)	-3%	226
On-Call Fire-Fighters	1,291	1,372	(81)	-6%	6,692	6,207	(485)	-7%	-
Control	338	365	(27)	-7%	1,438	1,395	(43)	-3%	-
Support Staff	3,318	3,368	(50)	-1%	13,918	14,036	119	1%	546
Total Employment Costs	13,257	13,604	(347)	-3%	56,299	54,840	(1,459)	-3%	773
Training	234	183	52	28%	730	642	(88)	-12%	798
Employee Support Costs	221	189	32	17%	756	780	24	3%	-
Travel & Subsistence	158	178	(20)	-11%	710	764	54	8%	26
Support Costs	613	549	64	12%	2,196	2,187	(9)	0%	824
Property Maintenance	515	521	(6)	-1%	2,083	2,084	1	0%	-
Utilities	129	152	(23)	-15%	608	608	-	0%	-
Rent & Rates	393	390	3	1%	1,560	1,570	10	1%	-
Equipment & Supplies	413	398	16	4%	1,590	1,591	0	0%	-
Communications	373	377	(4)	-1%	1,510	1,477	(33)	-2%	-
Information Systems	400	533	(132)	-25%	2,130	2,033	(97)	-5%	-
Transport	226	246	(20)	-8%	983	983	0	0%	-
Premises & Equipment	2,448	2,616	(168)	-6%	10,464	10,347	(118)	-1%	-
Establishment Expenses	216	261	(44)	-17%	1,043	1,024	(19)	-2%	-
Risk Protection	133	158	(25)	-16%	633	633	0	0%	-
Professional Fees & Services	267	343	(76)	-22%	1,404	1,240	(164)	-12%	-
Democratic Representation	54	36	18	49%	145	216	71	49%	-
Agency Services	2	44	(41)	-94%	175	134	(41)	-24%	-
Other Costs & Services	673	842	(169)	-20%	3,399	3,247	(153)	-4%	-
III Health Pension costs	661	675	(14)	-2%	2,250	2,236	(14)	-1%	-
Lease & Interest Charges	325	348	(24)	-7%	1,393	1,386	(7)	-1%	-
Statutory Provision for Capital Financing	-	-	-	0%	5,100	5,100	-	0%	-
Inflation Provision	-	-	-	0%	-	-	-	0%	-
Financing Items	325	348	(24)	-7%	6,493	6,486	(7)	0%	-
Gross Expenditure	325	348	(24)	-7%	11,593	11,586	(7)	0%	-
Total Operational income	(1,934)	(1,804)	(130)	7%	(7,305)	(7,192)	113	-2%	-
Net Expenditure	16,043	16,830	(787)	-5%	73,797	72,149	(1,648)	-2%	1,597
Revenue Support Grant	(3,789)	(3,789)	-	0%	(8,337)	(8,337)	-	0%	-
National Non-Domestic Rates	(4,145)	(4,136)	(9)	0%	(16,196)	(16,196)	-	0%	-
Council Tax Collection Account	(150)	(150)	-	0%	(643)	(643)	-	0%	-
Council Tax	(10,352)	(10,357)	5	0%	(46,233)	(46,233)	-	0%	-
Contribns to/from Gen Balances	-	-	-	0%	(2,388)	(740)	1,648	-69%	(1,597)
Total Funding	(18,437)	(18,433)	(4)	0%	(73,797)	(72,149)	1,648	-2%	(1,597)
Funding Gap/(Surplus)	(2,394)	(1,603)	(791)	0%	-	-	(0)	0%	-

Appendix 2

ON CALL FIREFIGHTER HEADCOUNT NUMBERS

Station	Appliances Pumps	Other / Special Vehicles	Actual FTE for End of Jul 2019	Movement (FTE) since 01 Apr 2019	Actual Headcount for End of Jul 2019	Movement (Headcount) since 01 Apr 2019	Joiners (Headcount) since 01 Apr 2019	Leavers (Headcount) since 01 Apr 2019
Billericay	1	1	9.25	(0.75)	12	(1)	0	(1)
Braintree	2	1	18.25	3.50	23	5	5	0
Brentwood	2	0	6.25	(0.50)	8	(1)	1	(2)
Brightlingsea	1	0	10.25	(0.75)	12	(1)	0	(1)
Burnham	1	0	10.00	1.50	12	1	1	0
Canvey Island	2	0	11.25	(1.00)	15	(1)	1	(2)
Clacton	2	0	15.00	0.25	19	0	0	0
Coggeshall	1	1	8.75	0.25	11	0	0	0
Corringham	1	1	9.25	(0.25)	12	0	0	0
Dovercourt	2	1	14.25	3.25	18	4	6	(2)
Dunmow	2	0	13.25	0.75	17	1	2	(1)
Epping	1	0	9.25	(1.25)	12	(1)	0	(1)
Frinton	1	2	12.00	0.00	15	0	0	0
Great Baddow	1	0	3.75	(0.50)	5	0	0	0
Halstead	2	1	14.00	1.25	18	1	2	(1)
Hawkeell	1	0	12.00	1.25	15	1	1	0
Ingatestone	1	0	6.25	(0.25)	8	0	0	0
Leaden Roding	1	0	6.75	(0.50)	8	0	0	0
Maldon	2	1	16.50	1.00	20	2	2	0
Manningtree	1	1	13.00	0.75	17	1	0	0
Newport	1	2	8.50	0.75	11	1	1	0
Old Harlow	1	0	7.75	(0.75)	10	(1)	0	(1)
Ongar	1	0	8.25	1.25	11	2	2	0
Rochford	1	0	8.50	0.00	11	0	0	0
Saffron Walden	2	0	17.00	(0.75)	21	(1)	0	(1)
Shoeburyness	1	0	10.50	(0.25)	14	0	1	(1)
Sible Hedingham	1	0	8.50	(1.00)	11	(1)	0	(1)
South Woodham Ferrers	1	2	3.25	1.00	4	1	1	0
Stansted	1	2	11.50	0.00	15	0	0	0
Thaxted	1	0	8.50	0.00	11	0	0	0
Tillingham	1	0	8.50	0.50	10	1	2	(1)
Tiptree	1	0	10.75	(0.25)	14	0	0	0
Tollesbury	1	0	8.75	0.50	10	0	1	(1)
Waltham Abbey	1	1	7.50	0.75	10	1	1	0
Weeley	1	0	11.25	0.00	13	0	1	(1)
West Mersea	1	1	8.75	(0.75)	11	(1)	1	(1)
Wethersfield	1	0	8.25	(0.75)	10	(1)	1	(2)
Wickford	1	0	7.75	0.00	9	0	0	0
Witham	2	0	14.50	1.00	18	1	1	0
Wivenhoe	1	0	9.25	0.00	12	0	0	0
Grand Total	50	18	406.75	9.25	513	13	34	(21)

Appendix 3

FTE for Support Staff (Incl. Temps) for July 2019 against Budget

Cost Centre / Department	Director	Budgeted FTE	Employed	Agency Temp	Total Actual FTE for July 2019 <small>(incl. Agency Temps)</small>	Below Budgeted FTE <small>(Above)</small>	Adjustment for Maternity, Long Term Sickness (LTS) and Project <small>(Project FTE resourced within Dept. & not in EX202A)</small>		Adjusted FTE <small>Below/Above Budgeted</small>	Notes and Comments
							Maternity	LTS Projects		
Service Leadership Team	Chief Fire Officer / CEO	8.0	8.0	0.0	8.0	0.0			0.0	
TOTAL - Chief Fire Officer / CEO		8.0	8.0	0.0	8.0	0.0	0.0	0.0	0.0	
Fleet Management	Deputy Chief Fire Officer	43.6	40.6	0.0	40.6	3.0	0.0	0.0	3.0	
Fleet Mgmt & Impr	Deputy Chief Fire Officer	13.4	8.6	0.0	8.6	4.8	0.0	0.0	4.8	Recruitment has begun for vacant posts
Property, Water + Catering Services	Deputy Chief Fire Officer	30.2	21.6	6.8	28.4	1.8	0.0	0.0	1.8	
Police Collaboration	Deputy Chief Fire Officer	7.0	2.0	0.0	2.0	5.0	0.0	0.0	5.0	
TOTAL - Deputy Chief Fire Officer		94.2	72.8	6.8	79.6	14.6	0.0	0.0	14.6	
Corporate Comms	Director of Corporate Services	5.0	6.0	0.0	6.0	(1.0)			(1.0)	
Human Resources	Director of Corporate Services	31.8	37.1	2.0	39.1	(7.3)	1.0	4.0	(2.3)	Review of Dept. being undertaken by Budget Holder
ICT	Director of Corporate Services	21.0	19.0	0.0	19.0	2.0			2.0	
Finance & Pay	Director of Corporate Services									2.0 Temps working in Payroll as support changes to processing as part of the Civica post implementation. 0.7 FTE additional cover for payroll over budget
Purchasing & Supply	Director of Corporate Services	13.0	13.7	2.0	15.7	(2.7)			(2.7)	
External Secondments	Director of Corporate Services	12.0	11.0	0.0	11.0	1.0			1.0	
TOTAL - Director of Corporate Services		2.5	2.5	0.0	2.5	0.0	0.5	0.5	0.5	Project Ingt funded by Govt Grant 1.0 FTE for ESN (COSMOS)
Control	Director of Operations	1.6	1.6	0.0	1.6	0.0			0.0	
Operations	Director of Operations	4.0	2.0	0.0	2.0	2.0			2.0	
Station Group Admin	Director of Operations	11.6	12.5	0.0	12.5	(0.9)			(0.9)	
Community Safety	Director of Operations	30.2	31.6	0.0	31.6	(1.4)			(1.4)	
Technical Fire Safety	Director of Operations	26.3	25.4	0.7	26.1	0.2		1.0	1.2	
Health & Safety	Director of Operations	4.0	4.0	0.0	4.0	0.0			0.0	
TOTAL - Director of Operations		76.1	75.5	0.7	76.2	(0.1)	0.0	1.0	0.9	
Innovation & Change	Director of Innovation, Risk & Future Development	14.0	16.4	1.0	17.4	(3.4)			(3.4)	
Projects	Director of Innovation, Risk & Future Development	1.0	1.0	0.0	1.0	0.0			0.0	
Emergency Planning	Director of Innovation, Risk & Future Development	1.0	1.0	0.0	1.0	0.0			0.0	
Corp Risk & Bus Cont	Director of Innovation, Risk & Future Development	3.0	3.0	0.0	3.0	0.0			0.0	
TOTAL - Director of Innovation, Risk & Future Development		19.0	21.4	1.0	22.4	(3.4)	0.0	0.0	(3.4)	
Training	ACEO People, Values & Culture	12.1	14.0	0.0	14.0	(1.9)			(1.9)	
TOTAL - ACEO People, Values & Culture		12.1	14.0	0.0	14.0	(1.9)	0.0	0.0	(1.9)	
TOTAL Support Staff FTE		296.3	282.6	12.5	295.1	1.2	1.0	5.5	7.7	

Note:-

- In addition to headcount target above:
- 1. £376K secondary contracts (£350K in Community Safety + £26K in Training)
- 2. £100K for Agency/ Temp Staff within Innovation and Change
- 3. Information for Maternity and LTS provided by HR
- 4. Police Collaboration - Some posts funded by external parties (i.e. Essex Police, PFCG, etc.)

Appendix 4

Operational Income - MANAGEMENT ACCOUNTS – July 2019

Description	YTD Actual £'000s	YTD Budget £'000s	Variance YTD £'000s
Income as at 31st July 2019			
Government Grants	(1,956)	(1,953)	(3)
Cycle to Work Scheme	(6)	(7)	0
Childcare Vouchers	(19)	(23)	4
Canteen Income	(26)	(23)	(4)
Sale of Vehicle Spares	(8)	(7)	(2)
Aerial Sites	(52)	(47)	(5)
Solar Panel Income	(16)	(17)	0
Hydrant Tests	(23)	(30)	7
Lease Cars - Employee Contributions	(1)	-	(1)
Service Charges	(1)	(0)	(1)
Secondments	(30)	(19)	(11)
Community Safety general	(21)	-	(21)
Labour Credit	(15)	(17)	1
Section 13/16	(25)	(15)	(10)
Provision of Hire Vehicles & Equipment	(1)	(1)	(0)
Interest Received Short Term Investments	(24)	(13)	(11)
Community Safety Youth Work	(22)	(107)	84
Shared Services Income	(112)	(81)	(31)
Reimbursements from EFA(T)	(33)	(36)	3
Other Miscellaneous Income	(42)	(21)	(21)
Total Operational Income	(2,434)	(2,416)	(19)