



Meeting	Performance & Resources Board	Agenda Item	4
Meeting Date	18 December 2019	Report Number	
Report Author:	Jayesh Padania, Finance Manager		
Presented By	Glenn McGuinness, Assistant Director of Finance		
Subject	Budget Review – November 2019		
Type of Report:	Information		

SUMMARY

This paper reports on expenditure against budget as at 30th November 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 30th November 2019 compared to the budget.
2. Note the Capital Expenditure spend against budget for period to 30th November 2019.

BACKGROUND

This table below shows actual expenditure against budget to 30th November 2019.

Description	YTD Actual £'000s	YTD Budget £'000s	Variance YTD £'000s	% Variance YTD
Wholetime Firefighters	22,142	22,891	(750)	-3%
On Call Firefighters	4,263	4,180	83	2%
Control	931	959	(27)	-3%
Support Staff	9,128	9,125	3	0%
Total Employment Costs	36,464	37,155	(691)	-2%
Support Costs	1,460	1,464	(4)	0%
Premises & Equipment	6,830	6,976	(147)	-2%
Other Costs & Services	2,068	2,261	(193)	-9%
Ill health pension costs	1,525	1,550	(25)	-2%
Financing Items	865	929	(63)	-7%
Inflation Provision	-	-	-	0%
Total Other Costs	12,747	13,180	(433)	-3%
Gross Expenditure	49,211	50,335	(1,124)	-2%
Operational income	(5,254)	(4,860)	(394)	8%
Net Expenditure	43,957	45,475	(1,518)	-3%
Funding				
Revenue Support Grant	(6,316)	(6,316)	-	0%
National Non-Domestic Rates	(11,442)	(11,063)	(379)	0%
Council Tax Collection Account	(442)	(442)	-	0%
Council Tax	(30,860)	(30,865)	5	0%
Cont'ns to/(from) General Bals	-	-	-	0%
Total Funding	(49,060)	(48,686)	(374)	1%
Funding Gap / (Surplus)	(5,103)	(3,211)	(1,892)	59%

More detailed figures are provided at appendix 1

STAFFING

Overall employment costs are £691K (1.9%) under budget for the 8 months to 30th November 2019.

Spend for whole time fire-fighters is £750K (3.3%) under budget after absorption of:

- Total ASW spend for financial year to end of November 2019 = £367K
- 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 of circ. £500k.

For On-Call firefighters, spend is £83K (2.0%) over budget

- Higher activity over the summer leading to higher spend on on-call pay

For Control staff, spend is £27K (2.9%) under budget:-

- £24K underspend on Control Staff Pay
- £ 5K overspend on Control Staff Overtime
- £ 8K underspend on Control staff pay on-costs

Support staff pay is £ 3K (0.0%) over budget for the 8 months to 30th November 2019.

- £328K overspend for Agency Temp Staff
- £198K underspend on Support Staff pay and overtime
- £ 64K underspend on Secondary Contracts
- £ 63K underspend on Support Staff on-costs

Appendix 3 – Table Summary of Support Staff FTE numbers

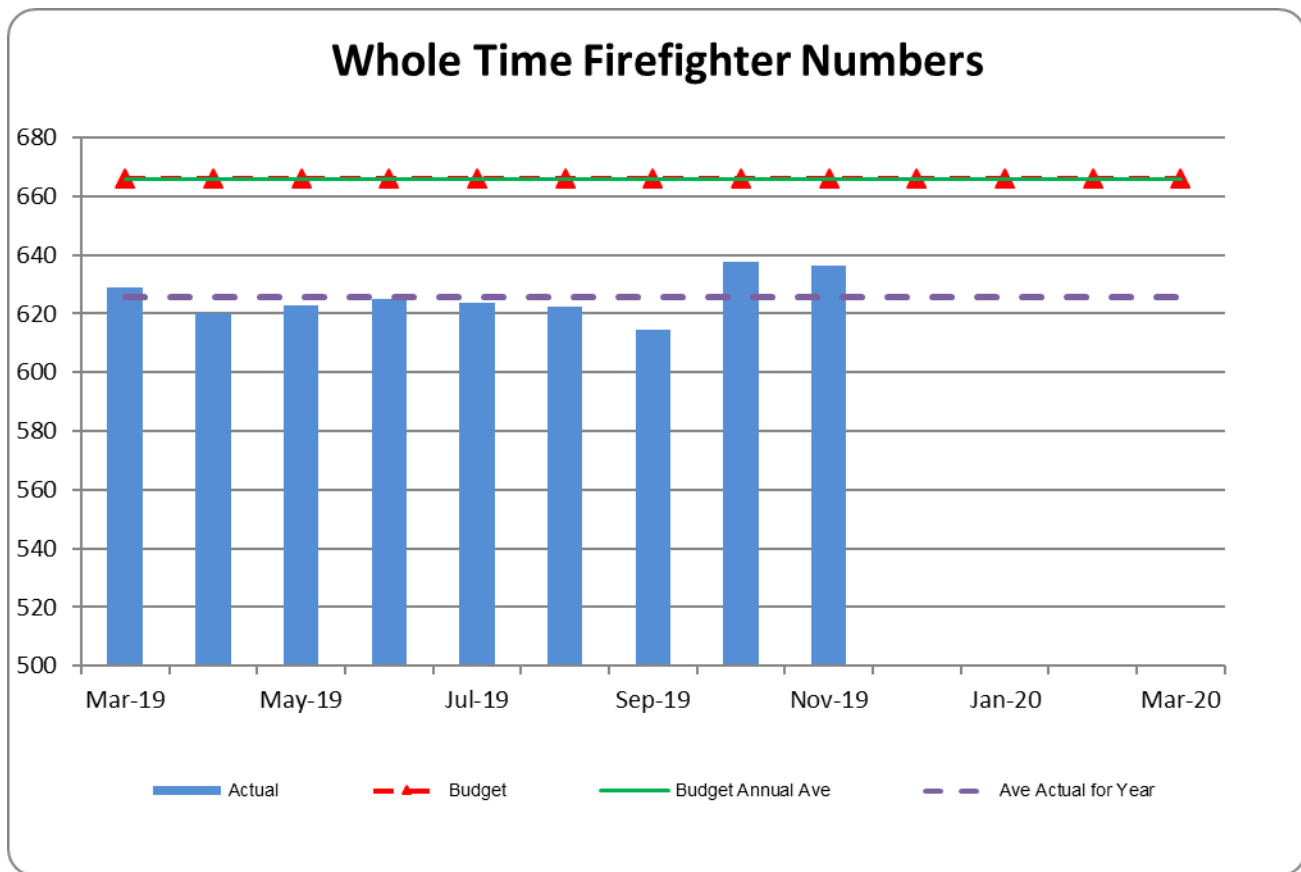
Whole-time fire-fighter numbers at 636.5 are 29.5 (4.4%) below budget for November.

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

30 Nov 2019	Actual	Phased Budget	Variance	
Wholetime Firefighters - FTE (Excl. ASW)	636.5	666.0	-29.5	-4%
On-Call Firefighters - FTE	405.00	453.75	-48.75	-11%
Control - FTE	33.8	33.5	0.3	1%
Support Staff :-	300.4	296.4	4.0	1%
Total	1,375.7	1,449.7	-73.9	-5%

As at the end of November the number of whole-time fire-fighters aged over 50 with more than 25 years' service was 76, of these 15 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 November 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	467.6	12.5
Clacton	2	2	2	0.0	0
Rider numbers (excl Day Crew)	482	458	434	467.6	12.5
Day Crew	32	32	32	34.0	0
Total Firefighters (Exl Career Breaks)	514	490	466	501.6	12.5

ON-CALL FIREFIGHTERS

Appendix 2 -On Call Firefighter nos. by Station

The table (top of page 4) shows that the total FTE at 30th November 2019 was 405.00, a net increase of 7.50 FTE from 1st April 2019.

NON-PAY RELATED EXPENDITURE

Non-pay expenditure is £206K underspent for the 8 months to 30th November, in addition operational income is £394K more than budget, there was an additional £370K received for the NNDR Polling Adjustment for 2018-19 (as shown in Appendix 4).

Support Costs are £4K (0.3%), underspent for the 8 months to 30th November 2019

Support Costs sub section	Over/Under spent	£000's	%
Training	Overspent	£80	16.4%
Employee Support Costs	Underspent	(£22)	(4.3%)
Travel & Subsistence	Underspent	(£62)	(13.1%)

- £80K overspend on Training
 - £ 81K overspend for External Training – L&D Panel
 - £ 80K for overspend Operational Training Contacts
 - A proposal for the use of the reserves earmarked for Operational Training are currently being worked on
 - £ 80K for the underspend of Leadership Development and In House Operational Training

- £ 22K underspend on Employee Support Costs related to:-
 - £21K overspend for Occupational Health, which is being reviewed with the Budget Holder
 - £36K overspend for Redundancy costs
 - £24K overspend on Financial Strain
 - £97K underspend on Clothing & Footwear and Laundry, spend is expected to pick up in line with the recruitment programme

- £62K underspend on Travel and Subsistence
 - £48K underspend on mileage
 - £19K underspend on Subsistence Allowances
 - £12K overspend on Travelling Expenses

Premises & Equipment are £147K (2.1%), underspent for the 8 months to 30th November 2019

Premises & Equipment sub section	Over/Under spent	£000's	%
Property Maintenance	Underspent	(£7)	(0.5%)
Utilities	Underspent	(£30)	(7.4%)
Rent & Rates	Underspent	(£10)	(0.9%)
Equipment & Supplies	Overspent	£52	4.9%
Communications	Underspent	(£26)	(2.6%)
Information Systems	Underspent	(£149)	(10.5%)
Transport	Overspent	£24	3.7%

- £149K underspend on Information Systems
 - £157K underspend on IT Consumables
 - £ 8K overspend on IT Maintenance and Contracts
- £ 52K overspend on Equipment and Supplies
 - £98K overspend on Managed Personal Protective Equipment
 - £54K underspend on Operational Equip – Initial Purchase

Other Costs & Services are £193K (8.5%), underspent for the 8 months to 30th November 2019

Other Costs & Services sub section	Over/Under spent	£000's	%
Establishment Expenses	Underspent	(£49)	(7.0%)
Risk Protection	Underspent	(£60)	(14.3%)
Professional Fees & Services	Underspent	(£131)	(14.1%)
Democratic Representation	Overspent	-	0.0%
Agency Services	Overspent	£47	40.4%

- £ 49K underspend underspend on Establishment Expenses
 - £34K underspend on Media Expenses
 - £17K underspend on Stationery
 - £57K overspend on Recruitment
- £131K underspend on Professional Fees & Services
 - £73K underspend on Legal Fees
 - £98K underspend on Other Local Authority Services
 - £40K overspend on Consultancy Fees
 - Overspend relates to budget phasing for HR consultancy
- £ 47K overspend on Agency Services
 - Relates to Section 13/16 Cross Border changes

FORECAST

The forecast for the year has been prepared partly by finance and partly in conjunction with budget holders.

This forecast shows a deficit for the year of £166K, and is before any planned release from reserves, which is £2,222K better than budget. Additional Resources requested by Budget Holders has added £1,820K to the Forecast, which will be funded from earmarked reserves.

The main variances for this change from budget are:

- £661K forecast saving for Firefighters pay and on-costs, as the actual number of Firefighters remains below the 2019-20 budget
- £100K saving for On Call Firefighters pay, as combination of both lower headcount and activity level against budget
- £120K forecast saving for Premises and Equipment, from a predicted underspend on IT Consumables (for ICT Projects)
- £200K 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
- £314K 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
- £542K forecast use of reserves on Support Staff pay; £796K on Support Costs and £135K on Premises & Equipment, 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	Current Base Forecast £'000s	Forecast Variance £'000s	Forecast Variance %	Forecast Additional Resource from Reserves	Comments
Firefighters	34,251	33,591	(661)	-2%	314	Forecast based on current run rate Includes additional pension Employers Contributions + Day Crewed Pay Protection payments made to date Resourcing of Training and On-Call programmes funded from Earmarked Reserves
On-Call Fire-Fighters	6,692	6,592	(100)	-2%	-	Forecast based on current run rate Includes additional pension Employers Contributions
Control	1,438	1,476	38	3%	-	Forecast based on current run rate
Support Staff	13,918	13,633	(285)	-2%	542	Forecast predominately for additional resources for anticipated projects funded from Earmarked Reserves
Total Employment Costs	56,299	55,292	(1,008)	-2%	856	
Support Costs	2,196	2,102	(94)	-4%	796	Forecast for Training and On-Call Development programmes frunded from Earmarked Reserves Anticipated IT Communications and Project Budgets funded from Earmarked Reserves
Premises & Equipment	10,464	10,345	(120)	-1%	135	
Other Costs & Services	3,399	3,199	(200)	-6%	931	
Firefighters Pension costs	2,250	2,228	(14)	-1%	-	
Lease & Interest Charges	1,393	1,297	(96)	-7%	-	
Statutory Provision for Capital Financing	5,100	5,100	-	0%	-	
Total Other Costs	24,803	24,271	(524)	-2%	931	
Gross Expenditure	81,102	79,563	(1,531)	-2%	1,787	
Total Operational Income	(7,305)	(7,530)	(225)	3%	-	
Net Expenditure	73,797	72,033	(1,756)	-2%	1,787	
Revenue Support Grant	(8,337)	(8,337)	-	0%	-	
National Non-Domestic Rates	(16,254)	(16,625)	(371)	2%	-	
Council Tax Collection Account	(643)	(643)	-	0%	-	
Council Tax receipts	(46,233)	(46,233)	-	0%	-	
NNCR (Surplus)/deficit	58	(82)	(140)	++	-	
Contributions to/(from) General Balances	(2,388)	(113)	2,275	++	(1,787)	
Total Funding	(73,797)	(72,033)	1,764	-2%	(1,787)	
Funding Gap/(Surplus)	(2,388)	113	2,275	1,787		

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
- £32K Full year virement reducing the collaboration costs and resourcing for Rural Engagement

CAPITAL EXPENDITURE

Capital expenditure for the 8 months to 30th November 2019 is shown in the table below.

Total capital expenditure and commitments is £2.2m.

The largest item included is £1,101K for asset protection.

- £601K invoices received
- £500K commitments from various PO's raised to date for anticipated spend throughout the year

Information Technology = £600K

- £317K on SAN replacement
- £227K on Thin Client & Laptop rollout
- £54K on VDI Infrastructure

Vehicle £386K:-

- £320K related to Off Road Vehicles

Equipment = £107K

- £56K relates to Light Portable Pumps
- £26K relates to BA Compressors
- £25K relates to Exercise Equipment

	Original Budget 2019/20 £'000s	Approved Changes £'000s	Revised Budget £'000s	Total Spend including Commitments to end of November 2019 £'000s	Forecast 2019/20 £'000s
Property					
New Premises					
Service Workshops	100	-	100	-	-
Existing Premises	-	-	-	-	-
Asset Protection	2,000	-	2,000	1,101	1,900
Asset Improvement Works	500	-	500	-	-
Total Property	2,600	-	2,600	1,101	1,900
Equipment	360	25	385	107	111
Information Technology					
Projects	1,425	-	1,425	600	1,220
Total Information Technology	1,425	-	1,425	600	1,220
Vehicles					
New Appliances	-	-	-	-	-
Other Vehicles	940	540	1,480	386	1,161
Total Vehicles	940	540	1,480	386	1,161
Total Capital Expenditure	5,325	565	5,890	2,193	4,392

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

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 – November 2019 Appendix 2 On Call Firefighter Headcount Numbers Appendix 3 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 – November 2019

Description	YTD	YTD	Variance	Variance	2019-20	Current			Additional
	Actual	Budget	YTD	YTD	Current Full	Base	Forecast	Forecast	Resource
	£'000s	£'000s	£'000s	%	Year Budget	Forecast	Variance	Variance	from
					£'000s	£'000s	£'000s	%	Reserves
Firefighters	22,142	22,891	(750)	-3.3%	34,251	33,591	(661)	-2%	314
On-Call Fire-Fighters	4,263	4,180	83	2.0%	6,692	6,592	(100)	-2%	-
Control	931	959	(27)	-2.9%	1,438	1,476	38	3%	-
Support Staff	9,128	9,125	3	0.0%	13,918	13,633	(285)	-2%	542
Total Employment Costs	36,464	37,155	(691)	-1.9%	56,299	55,292	(1,008)	-2%	856
Training	567	487	80	16.4%	730	629	(101)	-16%	796
Employee Support Costs	482	504	(22)	-4.3%	756	863	107	12%	-
Travel & Subsistence	411	473	(62)	-13.1%	710	611	(99)	-16%	-
Support Costs	1,460	1,464	(4)	-0.3%	2,196	2,102	(94)	-4%	796
Property Maintenance	1,381	1,389	(7)	-0.5%	2,083	2,051	(32)	-2%	-
Utilities	376	406	(30)	-7.4%	608	638	30	5%	-
Rent & Rates	1,030	1,040	(10)	-0.9%	1,560	1,570	10	1%	-
Equipment & Supplies	1,112	1,060	52	4.9%	1,590	1,676	86	5%	-
Communications	980	1,007	(26)	-2.6%	1,510	1,481	(29)	-2%	-
Information Systems	1,271	1,420	(149)	-10.5%	2,130	1,996	(134)	-7%	135
Transport	679	655	24	3.7%	983	933	(50)	-5%	-
Premises & Equipment	6,830	6,976	(147)	-2.1%	10,464	10,345	(120)	-1%	135
Establishment Expenses	647	695	(49)	-7.0%	1,043	1,026	(17)	-2%	-
Risk Protection	362	422	(60)	-14.3%	633	637	4	1%	-
Professional Fees & Services	799	930	(131)	-14.1%	1,404	1,121	(282)	-25%	-
Democratic Representation	97	97	-	0.0%	145	216	71	33%	-
Agency Services	164	117	47	40.4%	175	198	23	12%	-
Other Costs & Services	2,068	2,261	(193)	-8.5%	3,399	3,199	(200)	-6%	-
Firefighters Pension costs	1,525	1,550	(25)	-1.6%	2,250	2,228	(14)	-1%	-
Lease & Interest Charges	865	929	(63)	-6.8%	1,393	1,297	(96)	-7%	-
Statutory Provision for Capital Financing	-	-	-	0.0%	5,100	5,100	-	0%	-
Total Other Costs	865	929	(63)	-6.8%	6,493	6,397	(96)	-1%	-
Gross Expenditure	49,211	50,335	(1,124)	-2.2%	81,102	79,563	(1,531)	-2%	1,787
Total Operational Income	(5,251)	(4,860)	(391)	8.0%	(7,305)	(7,530)	(225)	3%	-
Net Expenditure	43,960	45,475	(1,515)	-3.3%	73,797	72,033	(1,764)	0%	1,787
Revenue Support Grant	(6,316)	(6,316)	-	0.0%	(8,337)	(8,337)	-	0%	-
National Non-Domestic Rates	(11,380)	(11,009)	(371)	3.4%	(16,254)	(16,625)	(371)	2%	-
Council Tax Collection Account	(442)	(442)	-	0.0%	(643)	(643)	-	0%	-
Council Tax receipts	(30,860)	(30,865)	5	0.0%	(46,233)	(46,233)	-	0%	-
NNCR (Surplus)/deficit	(62)	(54)	(9)	16.1%	58	(82)	(140)	++	-
Contributions to/(from) General Balances	-	-	-	0.0%	(2,388)	(113)	2,275	++	(1,787)
Total Funding	(49,060)	(48,686)	(374)	0.8%	(73,797)	(72,033)	1,764	-2%	(1,787)
Funding Gap/(Surplus)	(5,100)	(3,211)	(1,889)		(2,388)	113	2,275		1,787

Appendix 2

ON CALL FIREFIGHTER HEADCOUNT NUMBERS

Station	Appliances Pumps	Other / Special Vehicles	Actual FTE for End of Nov 2019	Movement (FTE) since 01 Apr 2019	Actual Headcount for End of Nov 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)	13	0	0	(1)
Braintree	2	1	20.50	5.75	26	8	8	0
Brentwood	2	0	7.00	0.25	9	0	2	(2)
Brightlingsea	1	0	11.00	0.00	13	0	0	0
Burnham	1	0	10.00	1.50	12	1	2	0
Canvey Island	2	0	9.75	(2.50)	13	(3)	2	(5)
Clacton	2	0	13.00	(1.75)	17	(2)	0	(2)
Coggeshall	1	1	8.75	0.25	11	0	0	0
Corringham	1	1	9.25	(0.25)	12	0	1	(1)
Dovercourt	2	1	13.50	2.50	17	3	5	(2)
Dunmow	2	0	13.50	1.00	17	1	2	(1)
Epping	1	0	10.00	(0.50)	13	0	1	(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	12.25	(0.50)	16	(1)	2	(3)
Hawkwell	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	7.50	0.25	9	1	1	0
Maldon	2	1	15.50	0.00	19	1	2	(1)
Manningtree	1	1	12.25	0.00	16	0	0	0
Newport	1	2	8.50	0.75	11	1	1	0
Old Harlow	1	0	7.00	(1.50)	9	(2)	0	(1)
Ongar	1	0	7.50	0.50	10	1	2	(1)
Rochford	1	0	8.25	(0.25)	11	0	1	(1)
Saffron Walden	2	0	17.25	(0.50)	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	3.50	1.25	4	1	1	(1)
Stansted	1	2	11.50	0.00	15	0	1	(1)
Thaxted	1	0	8.50	0.00	11	0	0	0
Tillingham	1	0	9.25	1.25	11	2	3	(1)
Tiptree	1	0	10.00	(1.00)	13	(1)	0	(1)
Tollesbury	1	0	8.50	0.25	10	0	2	(2)
Waltham Abbey	1	1	9.75	3.00	13	4	3	0
Weeley	1	0	11.50	0.25	14	1	1	(1)
West Mersea	1	1	8.75	(0.75)	11	(1)	3	(3)
Wethersfield	1	0	8.25	(0.75)	10	(1)	2	(3)
Wickford	1	0	7.75	0.00	9	0	1	(1)
Witham	2	0	13.00	(0.50)	16	(1)	2	(3)
Wivenhoe	1	0	10.25	1.00	13	1	0	0
Grand Total	50	18	405.00	7.50	513	13	53	(42)

Appendix 3

FTE for Support Staff (incl. Temps) for November 2019 against Budget										
Reporting month = Nov 2019										
Cost Centre / Department	Director	Budgeted FTE <small>Total Support Staff FTE Budget as agreed by BS1</small>	Employed	Agency Temp	Total Actual FTE for November 2019 <small>(incl Agency Temps)</small>	Below/Budgeted FTE	Adjustment for Planned			Adjusted FTE <small>Below/Above Budgeted</small>
							Planned Leave	Sickness (LTS) and Project	LTS Projects	
Service Leadership Team	Chief Fire Officer/ CEO	8.0	8.0	0.0	8.0	0.0	0.0	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	42.6	0.0	42.6	1.0	0.0	0.0	1.0	
Perf Mgmt & Impr	Deputy Chief Fire Officer	13.4	11.6	1.0	12.6	0.8	0.0	0.0	0.8	
Property, Water & Caring Services	Deputy Chief Fire Officer	30.2	24.4	1.1	25.5	4.7	0.0	0.0	4.7	
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	80.6	2.1	82.7	11.5	0.0	0.0	11.5	
Corporate Comms	Director of Corporate Services	5.0	7.0	0.0	7.0	(2.0)	1.0		(1.0)	
Human Resources	Director of Corporate Services	33.1	37.7	1.0	38.7	(5.6)	2.6	1.7	(1.3)	2.0 Temps in Payroll to support the Civica post implementation. 0.7 FTE additional cover for payroll over budget 1.0 FTE additional for Apprentice within Processing Team Please note that included in FTE is individual seconded to Civica Project Team
ICT	Director of Corporate Services	21.0	20.0	0.0	20.0	1.0			1.0	
Finance & Pay	Director of Corporate Services									
Purchasing & Supply	Director of Corporate Services	13.0	14.7	2.0	16.7	(3.7)			(3.7)	
External Secondments	Director of Corporate Services	12.0	10.0	0.0	10.0	2.0			2.0	
TOTAL - Director of Corporate Services		86.6	92.9	3.0	95.9	(9.3)	3.6	1.7	(4.0)	
Control	Director of Operations	1.6	1.6	0.0	1.6	0.0			0.0	
Operations	Director of Operations	4.0	3.0	0.0	3.0	1.0			1.0	
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	32.0	1.0	33.0	(2.8)	2.0		(0.8)	
Technical Fire Safety	Director of Operations	26.3	25.4	0.0	25.4	0.9			0.9	
Health & Safety	Director of Operations	4.0	4.0	0.0	4.0	0.0			0.0	
TOTAL - Director of Operations		76.1	76.9	1.0	77.9	(1.8)	0.0	2.0	0.0	
Innovation & Change	Director of Innovation, Risk & Future Development	14.0	18.4	2.0	20.4	(6.4)	0.6	1.0	(4.8)	Dept establishment and structure being review
Projects	Director of Innovation, Risk & Future Development	1.0	0.0	0.0	0.0	1.0			1.0	
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	22.4	2.0	24.4	(5.4)	0.6	1.0	(3.8)	
Training	ACEO People, Values & Culture	10.8	11.0	0.0	11.0	(0.2)	0.0	0.0	(0.2)	
TOTAL - ACEO People, Values & Culture		10.8	11.0	0.0	11.0	(0.2)	0.0	0.0	(0.2)	
TOTAL Support Staff FTE		296.3	293.4	8.1	301.5	(5.2)	4.2	4.7	0.0	3.7

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, PFCC, etc.)

Appendix 4
Operational Income - MANAGEMENT ACCOUNTS – November 2019

Description	YTD Actual £'000s	YTD Budget £'000s	Variance YTD £'000s
Income as at 30 November 2019			
Government Grants	(4,198)	(3,936)	(263)
Cycle to Work Scheme	(14)	(13)	(1)
Childcare Vouchers	(36)	(46)	10
Canteen Income	(60)	(46)	(14)
Sale of Vehicle Spares	(23)	(13)	(10)
Aerial Sites	(100)	(93)	(6)
Solar Panel Income	(33)	(33)	0
Hydrant Tests	(71)	(60)	(11)
Lease Cars - Employee Contributions	(5)	-	(5)
Service Charges	(2)	(0)	(2)
Secondments	(54)	(38)	(15)
Community Safety general	(41)	-	(41)
Labour Credit	(51)	(33)	(18)
Section 13/16	(62)	(30)	(32)
Provision of Hire Vehicles & Equipment	(12)	(1)	(10)
Interest Received Short Term Investments	(62)	(27)	(36)
Community Safety Youth Work	(64)	(213)	150
Shared Services Income	(218)	(162)	(56)
Reimbursements from EFA(T)	(85)	(72)	(13)
Other Miscellaneous Income	(56)	(43)	(13)
Total Operational Income	(5,254)	(4,860)	(394)