



Meeting	Performance & Resources Board	Agenda Item	4
Meeting Date	28 February 2020	Report Number	
Report Author:	Jayesh Padania, Finance Manager		
Presented By	Neil Cross, Chief Finance Officer		
Subject	Budget Review – January 2019		
Type of Report:	Information		

SUMMARY

This paper reports on expenditure against budget as at 31st January 2020, 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 January 2020 compared to the budget.
2. Note the Capital Expenditure spend against budget for period to 31st January 2020.

BACKGROUND

This table below shows actual expenditure against budget to 31st January 2020.

Description	YTD Actual £'000s	YTD Budget £'000s	Variance YTD £'000s	Variance YTD %
Whole Time Firefighters	27,841	28,738	(897)	-3.1%
On Call Firefighters	5,398	5,304	95	1.8%
Control	1,177	1,200	(23)	-1.9%
Support Staff	11,703	11,618	85	0.7%
Total Employment Costs	46,120	46,860	(740)	-1.6%
Support Costs	1,718	1,830	(112)	-6.1%
Premises & Equipment	8,690	8,720	(30)	-0.3%
Other Costs & Services	2,710	2,834	(124)	-4.4%
Firefighters pension costs	1,868	1,900	(32)	-1.7%
Lease and Interest Charges	1,082	1,161	(78)	-6.8%
Total Other Costs	16,068	16,445	(377)	-2.3%
Gross Expenditure	62,189	63,306	(1,117)	-1.8%
Total Operational Income	(6,500)	(6,083)	(417)	6.9%
Net Expenditure	55,689	57,223	(1,534)	-2.7%
Revenue Support Grant	(7,326)	(7,326)	-	0.0%
National Non-Domestic Rates	(14,083)	(13,713)	(371)	2.7%
Council Tax Collection Account	(557)	(557)	-	0.0%
Council Tax Precepts	(38,937)	(38,942)	5	0.0%
NNCR (surplus)/deficit	(76)	(67)	(9)	12.8%
Total Funding	(60,979)	(60,605)	(374)	0.6%

More detailed figures are provided at appendix 1

STAFFING

Overall employment costs are £740K (1.6%) under budget for the 10 months to 31st January 2020.

Spend for whole time fire-fighters is £897K (3.1%) under budget after absorption of :-

- Total ASW spend for financial year to end of January 2020 = £452K
- Included in 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 £95K (1.8%) over budget

- Higher activity from training and cover for the Operational Training Programme leading to higher spend on on-call pay

For Control staff, spend is £23K (1.9%) under budget:-

- £20K underspend on Control Staff Pay
- £ 4K overspend on Control Staff Overtime
- £ 7K underspend on Control staff pay on-costs

Support staff pay is £85K (0.7%) over budget for the 10 months to 31st January 2020.

- £394K overspend for Agency Temp Staff
 - With the delivery of the ICT programmes from January 2020, there is expected to be a related increase in the pay costs
- £146K underspend on Support Staff pay and overtime
- £ 38K underspend on Secondary Contracts
- £125K underspend on Support Staff on-costs

Appendix 3 – Table Summary of Support Staff FTE numbers

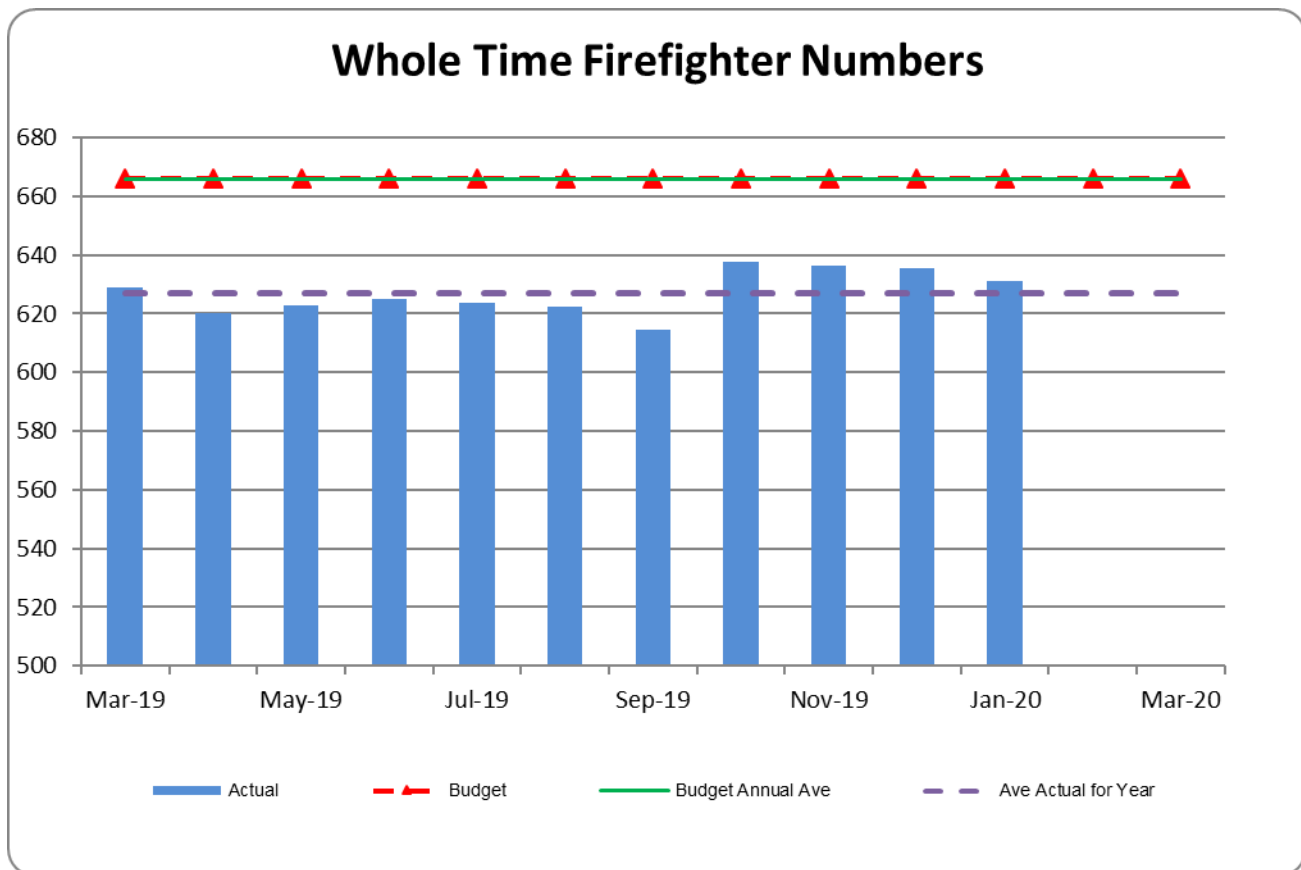
Whole-time fire-fighter numbers at 630.9 are 35.1 (5.3%) below budget for January.

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

31 Jan 2020	Actual	Phased Budget	Variance	
Wholetime Firefighters - FTE (Excl. ASW)	630.9	666.0	-35.1	-5%
On-Call Firefighters - FTE	407.25	453.75	-46.50	-10%
Control - FTE	33.3	33.5	-0.2	-1%
Support Staff :-	310.4	296.4	14.0	5%
Total	1,381.8	1,449.7	-67.8	-5%

As at the end of January the number of whole-time fire-fighters aged over 50 with more than 25 years' service was 87, of these 21 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 January 2020	Budgeted Rider Resource	Optimum Rider Resilience Level	Critical Minimum Rider Requirement	Actual Riders	Additional Shift Working (FTE) <small>Based on CRT Data</small>
Riders (Excl Day Crew + Clacton Additional Cover)	480	456	432	460.0	8.3
Clacton	2	2	2	0.0	0
Rider numbers (excl Day Crew)	482	458	434	460.0	8.3
Day Crew	32	32	32	34.0	0
Total Firefighters (Exl Career Breaks)	514	490	466	494.0	8.3

ON-CALL FIREFIGHTERS

Appendix 2 -On Call Firefighter nos. by Station

The table (top of page 4) shows that the total FTE at 31st January 2020 was 407.25, a net increase of 9.75 FTE from 1st April 2019.

NON-PAY RELATED EXPENDITURE

Non-pay expenditure is £377K underspent for the 10 months to 31st January, in addition operational income is £417K more than budget, and within the Funding Income there was an additional £370K received for the NNDR Polling Adjustment for 2018-19.

Support Costs are £112K (6.1%), underspent for the 10 months to 31st January 2020

Support Costs sub section	Over/Under spent	£000's	%
Training	Overspent	£24	3.9%
Employee Support Costs	Underspent	(£35)	(5.6%)
Travel & Subsistence	Underspent	(£101)	(17.0%)

- £24K overspend on Training
 - £ 70K overspend for External Training – L&D Panel
 - £ 72K overspend on Operational Training Contacts
 - £118K for the underspend of Leadership Development and In House Operational Training

- £ 35K underspend on Employee Support Costs related to:-
 - £50K overspend for Occupational Health
 - £36K overspend for Redundancy costs
 - £18K overspend on Financial Strain
 - £125K underspend on Clothing & Footwear and Laundry, spend is expected to pick up in line with the recruitment programme

- £101K underspend on Travel and Subsistence
 - £69K underspend on mileage
 - £33K underspend on Subsistence Allowances

Premises & Equipment are £30K (0.3%), underspent for the 10 months to 31st January 2020

Premises & Equipment sub section	Over/Under spent	£000's	%
Property Maintenance	Overspent	£85	5.0%
Utilities	Underspent	(£4)	(0.8%)
Rent & Rates	Underspent	(£3)	(0.3%)
Equipment & Supplies	Overspent	£95	7.2%
Communications	Underspent	(£13)	(1.0%)
Information Systems	Underspent	(£208)	(11.7%)
Transport	Overspent	£18	2.2%

- £ 85K overspend on Property Maintenance
 - £ 80K overspend on Building Maintenance
 - £ 82K overspend on Building Cleaning
 - £ 80K underspend on Planned Works
- £ 95K overspend on Equipment and Supplies
 - £193K overspend on Managed Personal Protective Equipment, mainly for the new recruits
 - £ 79K underspend on Operational Equip – Initial Purchase
- £208K underspend on Information Systems
 - £185K underspend on IT Consumables
 - £ 23K underspend on IT Maintenance and Contracts

Other Costs & Services are £124K (4.4%), underspent for the 10 months to 31st January 2020

Other Costs & Services sub section	Over/Under spent	£000's	%
Establishment Expenses	Underspent	(£36)	(4.1%)
Risk Protection	Underspent	(£80)	(15.1%)
Professional Fees & Services	Underspent	(£57)	(5.2%)
Democratic Representation	Underspent	(£3)	(1.8%)
Agency Services	Overspent	£52	35.6%

- £ 36K underspend underspend on Establishment Expenses
 - £46K underspend on Media Expenses
 - £20K underspend on Stationery
 - £62K overspend on Recruitment
 - £ 8K overspend on Community Safety + Home Safety
 - £40K underspend on various other Establishment Expenses
- £ 80K underspend on Risk Protection
 - Savings on premiums for Insurance Policies
- £ 57K underspend on Professional Fees & Services
 - £91K underspend on Legal Fees
 - £95K underspend on Other Local Authority Services
 - £130K overspend on Consultancy Fees, includes Property Services Consultancy commitments of £106K
- £ 52K overspend on Agency Services, Relates to Section 13/16 Cross Border charges

FORECAST

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

This forecast for Business As Usual shows a surplus for the year of £154K and additional resources requested by Budget Holders forecast of £1,029K, which will be funded from earmarked reserves.

The main variances for this change from budget are:

- £1,111K forecast saving for Firefighters pay and on-costs, as the actual number of Firefighters remains below the 2019-20 budget
- £82K overspend for On Call Firefighters pay, the overspend is due to activity level being higher than budget and offset in part by savings from the headcount being lower than budget
- £389K forecast overspend on Support Staff (excl. £328K from Earmarked Reserves)
- £340K forecast savings for Other Costs and Services, mainly from Professional Fees and Services as Consultancy and Other Local Authority Services are predicted to be underspent this year
- £204K forecast savings on Premises and Equipment, predominately from Forecast savings of £285K from IT Consumables and Maintenance & Contracts. There is also a Forecast overspend within Property Maintenance of £143K (£175K related to the works on the heating/cooling system at Kelvedon Park)
- £1,029K forecast use of reserves - £629K on the Operational Training Programme + £400K within Innovation and Change (£135K for the On-Call Programmes and £265K for the ICT Projects)

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	33,140	(1,111)	-3%	373	Forecast based on current run rate Includes additional pension Employers Contributions + Day Crewed Pay Protection payments made to date
On-Call Fire-Fighters Control	6,692	6,774	82	1%	-	Resourcing of Training and On-Call programmes funded from Earmarked Reserves Forecast based on current run rate
Support Staff	1,438	1,413	(25)	-2%	-	Forecast based on current run rate
Support Staff	13,914	14,302	389	3%	328	Forecast predominately for additional resources for anticipated projects funded from Earmarked Reserves
Total Employment Costs	56,295	55,630	(665)	-1%	700	
Support Costs	2,196	1,846	(350)	-19%	308	Forecast for Training and On-Call Development programmes funded from Earmarked Reserves
Premises & Equipment	10,464	10,260	(204)	-2%	-	Incl. estimated revenue costs of £175K for the heating fix at Kelvedon Park offset by savings of £368K for Information Systems, Transport and Communications
Other Costs & Services	3,403	3,063	(340)	-11%	20	
Firefighters Pension costs	2,250	2,243	(14)	-1%	-	
Lease & Interest Charges	1,393	1,299	(94)	-7%	-	
Statutory Provision for Capital Financing	5,100	5,100	-	0%	-	
Total Other Costs	24,807	23,811	(1,004)	-4%	329	
Gross Expenditure	81,102	79,441	(1,669)	-2%	1,029	
Total Operational Income	(7,305)	(7,675)	(370)	5%	-	
Net Expenditure	73,797	71,766	(2,039)	-3%	1,029	
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)	++	-	
Total Funding	(71,409)	(71,920)	(511)	1%	-	
Contributions to/(from) General Balances	(2,388)	154	2,542	++	(1,029)	

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
- £75K Full year virement for the Legal Support and Monitoring services provided by the Office of the Police, Fire and Crime Commissioner, which was originally budgeted within Legal Fees for the 2019-20 Budget

CAPITAL EXPENDITURE

Capital expenditure for the 10 months to 31st January 2020 is shown in the table below.

Total capital expenditure and commitments is £2.5m.

The largest item included is £1,173K for asset protection.

- £890K invoices received
- £283K commitments from various PO's raised to date for anticipated spend throughout the year

Information Technology = £704K

- £317K on SAN replacement
- £320K on Thin Client & Laptop rollout
- £ 56K on VDI Infrastructure

Vehicle £548K:-

- £320K related to Off Road Vehicles
- £162K for Light Vans

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 January 2019 £'000s	Forecast 2019/20 £'000s
Property					
New Premises					
Service Workshops	100	-	100	-	-
Existing Premises	-	-	-	-	-
Asset Protection	2,000	-	2,000	1,173	1,900
Asset Improvement Works	500	-	500	-	-
Total Property	2,600	-	2,600	1,173	1,900
Equipment	360	25	385	107	111
Information Technology					
Projects	1,425	-	1,425	704	1,220
Total Information Technology	1,425	-	1,425	704	1,220
Vehicles					
New Appliances	-	-	-	-	-
Other Vehicles	940	540	1,480	548	1,161
Total Vehicles	940	540	1,480	548	1,161
Total Capital Expenditure	5,325	565	5,890	2,532	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

1. Ongoing monitoring and review of the Operational Training Programme and On-Call Programmes being funded from Earmarked Reserves
2. Monitoring of the ICT projects and costs
3. Review with the Budget Holder on the repair/replacement costs for the remedial and replacement of the heating system at Kelvedon Park, once there is more detailed information and figures available for the work required to remedy this issue

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 – January 2020 Appendix 2 On Call Firefighter Headcount Numbers Appendix 3 Staff and Agency/Temp numbers Appendix 4 Operational Income Table	
Proper Officer:	Chief Finance Officer to PFCC Fire & Rescue Authority
Contact Officer:	Neil Cross Essex County Fire & Rescue Service, Kelvedon Park, London Road, Rivenhall, Witham CM8 3HB Tel: 01376 576020 Email: neil.cross@essex-fire.gov.uk

Appendix 1
 MANAGEMENT ACCOUNTS – January 2020

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	27,841	28,738	(897)	-3.1%	34,251	33,140	(1,111)	-3%	373
On-Call Fire-Fighters	5,398	5,304	95	1.8%	6,692	6,774	82	1%	-
Control	1,177	1,200	(23)	-1.9%	1,438	1,413	(25)	-2%	-
Support Staff	11,703	11,618	85	0.7%	13,914	14,302	389	3%	328
Total Employment Costs	46,120	46,860	(740)	-1.6%	56,295	55,630	(665)	-1%	700
Training	632	608	24	3.9%	730	547	(183)	-33%	308
Employee Support Costs	595	630	(35)	-5.6%	756	679	(77)	-11%	-
Travel & Subsistence	491	592	(101)	-17.0%	710	620	(90)	-15%	-
Support Costs	1,718	1,830	(112)	-6.1%	2,196	1,846	(350)	-19%	308
Property Maintenance	1,795	1,710	85	5.0%	2,052	2,225	173	8%	-
Utilities	529	533	(4)	-0.8%	640	618	(22)	-4%	-
Rent & Rates	1,297	1,300	(3)	-0.3%	1,560	1,560	-	0%	-
Equipment & Supplies	1,421	1,325	95	7.2%	1,590	1,603	12	1%	-
Communications	1,245	1,258	(13)	-1.0%	1,510	1,496	(14)	-1%	-
Information Systems	1,567	1,775	(208)	-11.7%	2,130	1,845	(285)	-15%	-
Transport	837	819	18	2.2%	983	913	(69)	-8%	-
Premises & Equipment	8,690	8,720	(30)	-0.3%	10,464	10,260	(204)	-2%	-
Establishment Expenses	833	869	(36)	-4.1%	1,043	992	(51)	-5%	-
Risk Protection	448	527	(80)	-15.1%	633	547	(86)	-16%	-
Professional Fees & Services	1,051	1,108	(57)	-5.2%	1,333	1,101	(232)	-21%	20
Democratic Representation	180	183	(3)	-1.8%	220	216	(4)	-2%	-
Agency Services	198	146	52	35.6%	175	207	32	16%	-
Other Costs & Services	2,710	2,834	(124)	-4.4%	3,403	3,063	(340)	-11%	20
Firefighters Pension costs	1,868	1,900	(32)	-1.7%	2,250	2,243	(14)	-1%	-
Lease & Interest Charges	1,082	1,161	(78)	-6.8%	1,393	1,299	(94)	-7%	-
Statutory Provision for Capital Financing	-	-	-	0.0%	5,100	5,100	-	0%	-
Total Other Costs	1,082	1,161	(78)	-6.8%	6,493	6,399	(94)	-1%	-
Gross Expenditure	62,189	63,306	(1,117)	-1.8%	81,102	79,441	(1,669)	-2%	1,029
Total Operational Income	(6,500)	(6,083)	(417)	6.9%	(7,305)	(7,675)	(370)	5%	-
Net Expenditure	55,689	57,223	(1,534)	-2.7%	73,797	71,766	(2,039)	0%	1,029
Revenue Support Grant	(7,326)	(7,326)	-	0.0%	(8,337)	(8,337)	-	0%	-
National Non-Domestic Rates	(14,083)	(13,713)	(371)	2.7%	(16,254)	(16,625)	(371)	2%	-
Council Tax Collection Account	(557)	(557)	-	0.0%	(643)	(643)	-	0%	-
Council Tax receipts	(38,937)	(38,942)	5	0.0%	(46,233)	(46,233)	-	0%	-
NNCR (Surplus)/deficit	(76)	(67)	(9)	12.8%	58	(82)	(140)	++	-
Total Funding	(60,979)	(60,605)	(374)	0.6%	(71,409)	(71,920)	(511)	1%	-
Contributions to/(from) General Balances	-	-	-	0.0%	(2,388)	154	2,542	0%	(1,029)

Appendix 2

ON CALL FIREFIGHTER HEADCOUNT NUMBERS

Station	Appliances Pumps	Other / Special Vehicles	Actual FTE for End of Jan 2020	Movement (FTE) since 01 Apr 2019	Actual Headcount for End of Jan 2020	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	20.50	5.75	26	8	8	0
Brentwood	2	0	6.00	(0.75)	8	(1)	1	(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	9.25	(3.00)	12	(4)	2	(6)
Clacton	2	0	13.00	(1.75)	17	(2)	0	(2)
Coggeshall	1	1	8.00	(0.50)	10	(1)	0	(1)
Corringham	1	1	9.25	(0.25)	12	0	1	(1)
Dovercourt	2	1	12.75	1.75	16	2	4	(2)
Dunmow	2	0	13.50	1.00	17	1	3	(2)
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)
Hawkeell	1	0	12.00	1.25	15	1	1	0
Ingatestone	1	0	7.00	0.50	9	1	1	0
Leaden Roding	1	0	8.25	1.00	10	2	2	0
Maldon	2	1	16.25	0.75	20	2	3	(1)
Manningtree	1	1	13.00	0.75	17	1	1	0
Newport	1	2	8.50	0.75	11	1	1	0
Old Harlow	1	0	9.25	0.75	12	1	3	(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	16.25	(1.50)	20	(2)	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	9.50	1.00	12	1	0	0
Tillingham	1	0	9.25	1.25	11	2	3	0
Tiptree	1	0	9.25	(1.75)	12	(2)	0	(1)
Tollesbury	1	0	7.75	(0.50)	9	(1)	1	(2)
Waltham Abbey	1	1	9.75	3.00	13	4	3	0
Weeley	1	0	11.50	0.25	13	0	1	(1)
West Mersea	1	1	8.75	(0.75)	11	(1)	4	(4)
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	13.75	0.25	17	0	3	(3)
Wivenhoe	1	0	11.00	1.75	14	2	1	0
Grand Total	50	18	407.25	9.75	514	14	61	(45)

Appendix 3

Cost Centre	Code	SITOWNER	GREY BOOK				GREEN BOOK				Comments			
			Adjusted Budgeted FTE	Employed Headcount	Employed FTE	Adjusted Total FTE	VARIANCE Budget v Actual	Adjusted Budgeted FTE	Employed Headcount	Employed FTE		Agency FTE ¹	Adjusted Total FTE	VARIANCE Budget v Actual
Catering	9401	Deputy Chief Fire Officer	0.0	0	0.0	0.0	4.0	5	3.3	0.0	3.3	0.7		
Community Safety	9201	Director of Operations	21.0	6	5.0	5.0	16.0	30.2	36	33.0	2.0	35.0	4.8	Costs for some roles recharged to Station Group Admin/Operational Commands
Control	9102	Director of Operations	0.0	0	0.0	0.0	0.0	1.6	2	1.6	0.0	1.6	0.0	Control Admin Team only
Corp Risk & Bus Cont	9209	Director of Innovation, Risk & Future Dev't	0.0	0	0.0	0.0	0.0	3.0	2	2.0	0.0	2.0	1.0	
Corporate Comms	9104	Director of Corporate Services	0.0	0	0.0	0.0	0.0	5.0	7	7.0	0.0	6.0	1.0	1.0 FTE x mat leave
Emergency Planning	9208	Director of Innovation, Risk & Future Dev't	3.0	2	2.0	2.0	1.0	1.0	1	1.0	0.0	1.0	0.0	0.0 what is 2 FTE adjustment?
External Secondments	9900	Director of Corporate Services	3.0	5	5.0	5.0	2.0	2.5	3	2.5	0.0	2.5	0.0	0.0 includes FBU secondments, recreational fund admin - what is 2 FTE adjustment?
Finance & Pay	9402	Director of Corporate Services	0.0	0	0.0	0.0	0.0	13.0	16	15.4	0.0	16.4	3.4	Excess reflects add'l FTE in Payroll employed due HODS implementation
Health & Safety	9303	Director of Operations	6.0	1	1.0	1.0	5.0	4.0	4	4.0	0.0	4.0	0.0	
Human Resources	9504	Director of Corporate Services	0.0	0	0.0	0.0	0.0	33.1	41	36.4	1.0	35.1	2.0	1.65 FTE x maternity leave, 0.7 FTE long term sick. Dept restructure in progress.
ICT	9505	Director of Corporate Services	0.0	0	0.0	0.0	0.0	21.0	21	21.0	0.0	21.0	0.0	
Innovation & Change	9300	Director of Innovation, Risk & Future Dev't	1.0	5	5.0	5.0	4.0	15.0	22	21.4	3.0	22.8	7.8	0.5 FTE maternity leave, 1 FTE long term sick. Dept restructure in progress.
Operations	9103	Director of Operations	9.0	9	9.0	9.0	0.0	4.0	3	3.0	0.0	3.0	1.0	
Perf Mgmt & Impr	9108	Deputy Chief Fire Officer	0.0	1	1.0	1.0	1.0	13.4	12	10.6	0.0	11.6	1.8	
Police Collaboration	9305	Deputy Chief Fire Officer	1.0	0	0.0	0.0	1.0	7.0	2	2.0	0.0	2.0	5.0	
Projects			0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	cost centre dormant?
Property Services	9405	Deputy Chief Fire Officer	0.0	0	0.0	0.0	0.0	16.0	15	13.0	1.6	14.6	1.4	
Purchasing & Supply	9404	Director of Corporate Services	0.0	0	0.0	0.0	0.0	12.0	10	10.0	0.0	10.0	2.0	
Service Leadership Team	9100	Chief Fire Officer / Chief Executive	3.0	4	4.0	4.0	4.9	8.0	9	9.0	0.0	8.0	0.0	0.1 FTE x long term sick
Station Group Admin	8200	Director of Operations	32.0	37	36.9	36.9	4.9	11.6	12	11.5	0.0	11.5	0.1	No current support budget for this cost centre - excess will reflect recharges for some Comm Safety roles
Technical Fire Safety	9202	Director of Operations	25.0	17	17.0	17.0	8.0	26.3	34	30.8	0.0	29.3	3.0	0.5 FTE maternity leave
Technical Services	9301	Deputy Chief Fire Officer	2.0	2	2.0	2.0	0.0	5.4	6	5.4	0.0	5.4	0.0	
Training	9304	ACED People, Values & Culture	30.0	31	31.0	31.0	1.0	10.8	13	12.0	0.0	12.0	1.2	
Water Services	9204	Deputy Chief Fire Officer	0.0	0	0.0	0.0	0.0	10.2	8	7.7	0.0	7.7	2.6	
Workshop Engineering	9420	Deputy Chief Fire Officer	0.0	0	0.0	0.0	0.0	29.4	29	28.4	0.0	28.4	1.0	
Workshops Management	9400	Deputy Chief Fire Officer	0.0	0	0.0	0.0	0.0	8.8	9	8.8	0.0	8.8	0.0	
TOTALS			136.0	120.0	118.9	118.9	17.1	256.4	322	300.8	9.6	303.0	6.6	

Note:
 1) Agency Worker FTE reflects Active Agency Workers at 31 Jan 2020 - this may not correspond with the actual hours worked and for which we have been charged by providers

Note:
 In addition to FTE/headcount target above:

- 1. £376K secondary contracts (£35K in Community Safety + £26K in Training)
- 2. £100K for Agency Temp Staff within Innovation and Change
- 3. Report and information provided by HR - Civica

Appendix 4
Operational Income - MANAGEMENT ACCOUNTS – January 2020

Description	YTD Actual £'000s	YTD Budget £'000s	Variance YTD £'000s
Income as at 31 January 2020			
Government Grants	(5,200)	(4,927)	(273)
Cycle to Work Scheme	(19)	(17)	(2)
Childcare Vouchers	(45)	(58)	13
Canteen Income	(70)	(57)	(13)
Sale of Vehicle Spares	(28)	(17)	(11)
Aerial Sites	(123)	(117)	(7)
Solar Panel Income	(41)	(42)	1
Hydrant Tests	(93)	(75)	(18)
Lease Cars - Employee Contributions	(8)	-	(8)
Service Charges	(3)	(1)	(2)
Secondments	(86)	(48)	(38)
Community Safety general	(53)	-	(53)
Labour Credit	(73)	(42)	(31)
Section 13/16	(75)	(38)	(38)
Provision of Hire Vehicles & Equipment	(12)	(2)	(10)
Interest Received Short Term Investments	(57)	(33)	(23)
Community Safety Youth Work	(51)	(267)	216
Shared Services Income	(276)	(202)	(74)
Reimbursements from EFA(T)	(107)	(90)	(17)
Other Miscellaneous Income	(73)	(53)	(20)
Total Operational Income	(6,500)	(6,083)	(417)