



| | | | |
|-----------------|--|---------------|----------|
| Meeting | Performance & Resources Board | Agenda Item | 4 |
| Meeting Date | 31 March 2020 | Report Number | |
| Report Author: | Jayesh Padania, Finance Manager | | |
| Presented By | Neil Cross, Chief Finance Officer | | |
| Subject | Budget Review – February 2020 | | |
| Type of Report: | Information | | |

SUMMARY

This paper reports on expenditure against budget as at 29 February 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 P&R Board is asked to:

1. Note the position on the income and expenditure at 29 February 2020 compared to the budget.
2. Note the Capital Expenditure spend against budget for period to 29 February 2020.

BACKGROUND

This table below shows actual expenditure against budget to 29 February 2020.

| Description | YTD Actual £'000s | YTD Budget £'000s | Variance YTD £'000s | % Variance YTD |
|--------------------------------|----------------------|----------------------|------------------------|-------------------|
| Wholetime Firefighters | 30,617 | 31,609 | (992) | -3% |
| On Call Firefighters | 5,946 | 5,866 | 80 | 1% |
| Control | 1,299 | 1,319 | (20) | -2% |
| Support Staff | 12,924 | 12,759 | 166 | 1% |
| Total Employment Costs | 50,786 | 51,552 | (766) | -1% |
| Support Costs | 1,892 | 2,013 | (121) | -6% |
| Premises & Equipment | 9,594 | 9,768 | (174) | -2% |
| Other Costs & Services | 2,985 | 3,119 | (134) | -4% |
| Ill health pension costs | 2,039 | 2,075 | (36) | -2% |
| Financing Items | 1,189 | 1,277 | (88) | -7% |
| Inflation Provision | - | - | - | 0% |
| Total Other Costs | 17,699 | 18,252 | (553) | -3% |
| Gross Expenditure | 68,485 | 69,805 | (1,320) | -2% |
| Operational income | (7,302) | (6,694) | (608) | 9% |
| Net Expenditure | 61,183 | 63,111 | (1,928) | -3% |
| Funding | | | | |
| Revenue Support Grant | (7,884) | (7,831) | (52) | 0% |
| National Non-Domestic Rates | (15,518) | (15,139) | (379) | 0% |
| Council Tax Collection Account | (615) | (615) | (0) | 0% |
| Council Tax | (42,975) | (42,980) | 5 | 0% |
| Cont'ns to/(from) General Bals | - | (176) | 176 | 0% |
| Total Funding | (66,991) | (66,741) | (251) | 0% |

More detailed figures are provided at appendix 1

STAFFING

Overall employment costs are £766K (1.5%) under budget for the 11 months to 29 February 2020.

Spend for whole time fire-fighters is £992K (3.1%) under budget after absorption of :-

- Total ASW spend for financial year to end of February 2020 = £572K
- 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 £80K (1.54%) 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 £20K (1.5%) under budget:-

- £19K underspend on Control Staff Pay
- £ 6K overspend on Control Staff Overtime
- £ 7K underspend on Control staff pay on-costs

Support staff pay is £166K (1.3%) over budget for the 11 months to 29 February 2020.

- £420K 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
- £120K underspend on Support Staff pay and overtime
- £ 53K underspend on Secondary Contracts
- £ 81K underspend on Support Staff on-costs

Appendix 3 – Table Summary of Support Staff FTE numbers

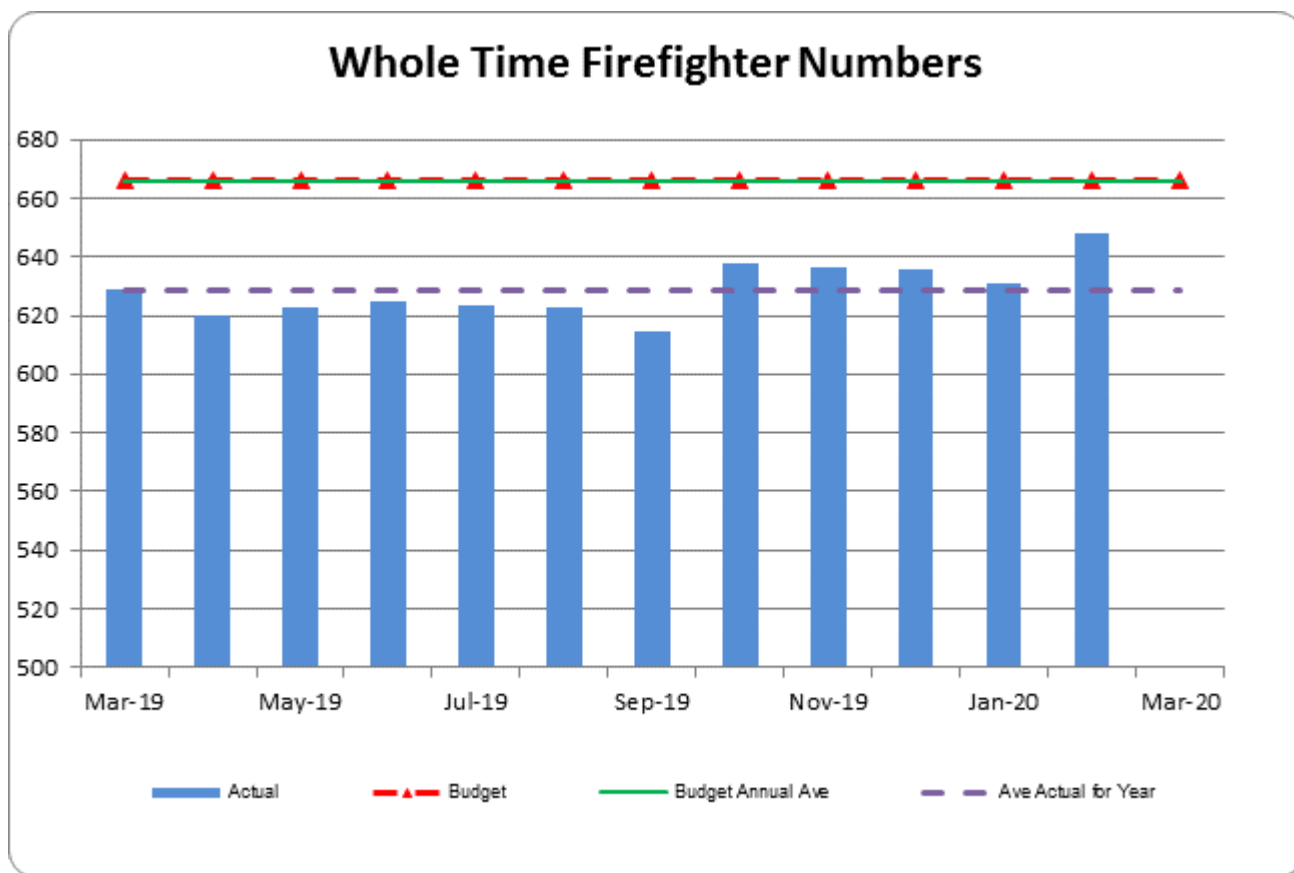
Whole-time fire-fighter numbers at 648.0 are 18.0 (2.7%) below budget for February.

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

| 29 Feb 2020 | Actual | Phased Budget | Variance | |
|--|----------------|----------------|--------------|------------|
| Wholetime Firefighters - FTE (Excl. ASW) | 648.0 | 666.0 | -18.0 | -3% |
| On-Call Firefighters - FTE | 402.75 | 453.75 | -51.00 | -11% |
| Control - FTE | 33.3 | 33.5 | -0.2 | -1% |
| Support Staff :- | 308.6 | 296.4 | 12.2 | 4% |
| Total | 1,392.6 | 1,449.7 | -57.0 | -4% |

As at the end of February the number of whole-time fire-fighters aged over 50 with more than 25 years' service was 88 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 February 2020 | Budgeted Rider Resource | Optimum Rider Resilience Level | Critical Minimum Rider Requirement | Actual Riders | Additional Shift Working (FTE) Based on CRT Data |
|--|--------------------------------|---------------------------------------|---|----------------------|--|
| Riders (Excl Day Crew + Clacton Additional Cover) | 480 | 456 | 432 | 477.0 | 13.3 |
| Clacton | 2 | 2 | 2 | 1.0 | 0 |
| Rider numbers (excl Day Crew) | 482 | 458 | 434 | 478.0 | 13.3 |
| Day Crew | 32 | 32 | 32 | 34.0 | 0 |
| Total Firefighters (Exl Career Breaks) | 514 | 490 | 466 | 512.0 | 13.3 |

ON-CALL FIREFIGHTERS

Appendix 2 -On Call Firefighter nos. by Station

The table (top of page 4) shows that the total FTE at 29 February 2020 was 402.75, a net increase of 5.25 FTE from 1 April 2019.

NON-PAY RELATED EXPENDITURE

Non-pay expenditure is £553K underspent for the 11 months to 29 February, in addition operational income is £608K 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 £121K (6.1%), underspent for the 11 months to 29th February 2020

| Support Costs sub section | Over/Under spent | £000's | % |
|---------------------------|------------------|--------|---------|
| Training | Overspent | £23 | 3.5% |
| Employee Support Costs | Underspent | (£31) | (4.5%) |
| Travel & Subsistence | Underspent | (£113) | (17.4%) |

- £23K overspend on Training
 - £ 65K overspend for External Training – L&D Panel
 - £ 97K overspend on Operational Training Contacts
 - £139K for the underspend of Leadership Development and In House Operational Training
- £ 31K underspend on Employee Support Costs related to:-
 - £58K overspend for Occupational Health
 - £36K overspend for Redundancy costs
 - £15K overspend on Financial Strain
 - £136K underspend on Clothing & Footwear and Laundry, underspend is related to the budget for the new uniforms which are now going to be issued next Financial Year
- £113K underspend on Travel and Subsistence
 - £82K underspend on mileage
 - £35K underspend on Subsistence Allowances

Premises & Equipment are £174K (1.8%), underspent for the 11 months to 29 February 2020

| Premises & Equipment sub section | Over/Under spent | £000's | % |
|----------------------------------|------------------|--------|--------|
| Property Maintenance | Underspent | (£84) | (4.1%) |
| Utilities | Overspent | £15 | 2.6% |
| Rent & Rates | Underspent | (£4) | (0.3%) |
| Equipment & Supplies | Overspent | £85 | 5.9% |
| Communications | Underspent | (£17) | (1.3%) |
| Information Systems | Underspent | (£166) | (8.5%) |
| Transport | Underspent | (£3) | (0.4%) |

- £ 84K underspend on Property Maintenance (following release of £176K virement in February 2020, for work on the heating and cooling system at Kelvedon Park due to commence soon)
 - £120K underspend on Building Maintenance
 - £ 45K overspend on Building Cleaning
 - £ 31K underspend on Internal Decorations/Alteration and Improvement
- £ 85K overspend on Equipment and Supplies
 - £175K overspend on Managed Personal Protective Equipment, mainly for the new recruits
 - £ 76K underspend on Operational Equip – Initial Purchase
- £166K underspend on Information Systems
 - £148K underspend on IT Consumables
 - £ 18K underspend on IT Maintenance and Contracts

Other Costs & Services are £134K (4.3%), underspent for the 11 months to 29 February 2020

| Other Costs & Services sub section | Over/Under spent | £000's | % |
|------------------------------------|------------------|--------|---------|
| Establishment Expenses | Underspent | (£57) | (6.0%) |
| Risk Protection | Underspent | (£90) | (15.4%) |
| Professional Fees & Services | Underspent | (£37) | (3.0%) |
| Democratic Representation | Underspent | (£4) | (1.8%) |
| Agency Services | Overspent | £53 | 33.2% |

- £ 57K underspend underspend on Establishment Expenses
 - £46K underspend on Media Expenses
 - £22K underspend on Stationery
 - £59K overspend on Recruitment
 - £48K underspend on various other Establishment Expenses
- £ 90K underspend on Risk Protection
 - Savings on premiums for Insurance Policies
- £ 37K underspend on Professional Fees & Services
 - £102K underspend on Legal Fees
 - £ 95K underspend on Other Local Authority Services
 - £130K overspend on Consultancy Fees, includes Property Services Consultancy commitments of £106K
- £ 53K 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 £790K and additional resources requested by Budget Holders forecast of £1,070K, which will be funded from earmarked reserves.

The main variances for this change from budget are:-

- £1,347K forecast saving for Firefighters pay and on-costs, as the actual number of Firefighters remains below the 2019-20 budget. Increase in Funding from Earmarked Reserves Forecast for additional resources for the On-Call & Training programmes
There is an increase in the Forecast for staff working on Projects funded from Earmarked reserves
- £79K overspend forecast for On Call Firefighters pay is due to activity level being higher than budget and offset in part by savings from the headcount being lower than budget
- £86K forecast underspend on Support Staff (excl. £336K forecast spend from Earmarked Reserves which has increased from the previous Forecast due to increases in resources for change projects mainly for the ICT Infrastructure project
- Support Costs current base forecast is £447K underspend, predominately from the underspend on Business As Usual Training budget, the forecast for use of Earmarked Reserves relates to the Operational Training Programme
- £105K forecast savings for Other Costs and Services, mainly from Professional Fees and Services (£99K) as Consultancy and Other Local Authority Services are predicted to be underspent this year. Please note included within the forecast are the Everyone Matters costs which have been absorbed within the existing budgetary provision within the year.
- £44K forecast savings on Premises and Equipment, predominately from Forecast savings of £179K from IT Consumables and Maintenance & Contracts. The Forecast includes the virement of £175K for the works on the heating/cooling system at Kelvedon Park
- £1,070K forecast use of earmarked reserves - £666K on the Operational Training Programme + £404K within Innovation and Change (£142K for the On-Call Programmes and £262K for the ICT Projects)
- The latest review of Capital Expenditure in early March resulted in the reduction of the Statutory Provision for Capital Financing, which is now forecast to be £298K less than budget, and is due to the lower than planned Capital Expenditure in the year

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

| Description | 2019-20 Current Full Year Budget £'000s | Current | | | Forecast Additional Resource from Reserves | Comments |
|---|--|----------------------------|--------------------------------|---------------------------|--|---|
| | | Base Forecast £'000s | Forecast Variance £'000s | Forecast Variance % | | |
| Firefighters | 34,251 | 32,904 | (1,347) | -4% | 387 | Forecast based on current run rate Resourcing of Training and On-Call programmes funded from Earmarked Reserves |
| On-Call Fire-Fighters | 6,692 | 6,771 | 79 | 1% | - | Forecast based on current run rate |
| Control | 1,438 | 1,428 | (10) | -1% | - | Forecast based on current run rate |
| Support Staff | 13,914 | 13,828 | (86) | -1% | 336 | Forecast predominately for additional resources for anticipated projects funded from Earmarked Reserves Increase in Support Staff for projects has lead to additional forecast costs |
| Total Employment Costs | 56,295 | 54,931 | (1,365) | -2% | 723 | |
| Support Costs | 2,196 | 1,749 | (447) | -26% | 327 | Forecast for Training and On-Call Development programmes funded from Earmarked Reserves Increase in Forecast due to costs of external training college |
| Premises & Equipment | 10,716 | 10,672 | (44) | 0% | - | 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 | 3,443 | 3,338 | (105) | -3% | 20 | |
| Firefighters Pension costs | 2,250 | 2,243 | (14) | -1% | - | |
| Lease & Interest Charges | 1,393 | 1,301 | (92) | -7% | - | |
| Statutory Provision for Capital Financing | 5,100 | 4,802 | (298) | -6% | - | |
| Total Other Costs | 25,099 | 24,105 | (1,002) | -4% | 347 | |
| Gross Expenditure | 81,394 | 79,036 | (2,366) | -3% | 1,070 | |
| Total Operational Income | (7,305) | (7,906) | (601) | 8% | - | |
| Net Expenditure | 74,089 | 71,130 | (2,967) | -4% | 1,070 | |
| 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 | (2,564) | 790 | 3,354 ++ | | (1,070) | |

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
- £176K Full year virement from General Reserves for property revenue costs related to the remedial works to replace and refurbish the heating and cooling system at Kelvedon Park

CAPITAL EXPENDITURE

Capital expenditure for the 11 months to 29TH February 2020 is shown in the table below.

Total capital expenditure and commitments is £2.7m.

The largest item included is £1,375K for asset protection.

- £959K invoices received
- £416K commitments from various PO's raised to date for anticipated spend throughout the year

Information Technology = £559K

- £173K on SAN replacement
- £320K on Thin Client & Laptop rollout
- £ 56K on VDI Infrastructure

Vehicle £579K:-

- £342K related to Off Road Vehicles
- £168K for Light Vans

Equipment = £145K

- £56K relates to Light Portable Pumps
- £38K relates to RPE Masks and Equipment
- £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 February 2020 £'000s | Forecast 2019/20 @ 12th March 2020 £'000s |
|-------------------------------------|--------------------------------|-------------------------|-----------------------|--|---|
| Property | | | | | |
| New Premises | | | | | |
| Service Workshops | 100 | - | 100 | - | - |
| Existing Premises | - | - | - | - | - |
| Asset Protection | 2,000 | - | 2,000 | 1,375 | 1,320 |
| Asset Improvement Works | 500 | - | 500 | - | - |
| Total Property | 2,600 | - | 2,600 | 1,375 | 1,320 |
| Equipment | 360 | 25 | 385 | 145 | 151 |
| Information Technology | | | | | |
| Projects | 1,425 | - | 1,425 | 559 | 650 |
| Total Information Technology | 1,425 | - | 1,425 | 559 | 650 |
| Vehicles | | | | | |
| New Appliances | - | - | - | - | 6 |
| Other Vehicles | 940 | 540 | 1,480 | 579 | 704 |
| Total Vehicles | 940 | 540 | 1,480 | 579 | 711 |
| Total Capital Expenditure | 5,325 | 565 | 5,890 | 2,658 | 2,832 |

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 – February 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 – February 2020

| Description | YTD Actual £'000s | YTD Budget £'000s | Variance YTD £'000s | Variance YTD % | 2019-20 | Current | | | Additional Resource from Reserves |
|---|-------------------------|-------------------------|---------------------------|----------------------|---------------------------------------|----------------------------|--------------------------------|---------------------------|--|
| | | | | | Current Full Year Budget £'000s | Base Forecast £'000s | Forecast Variance £'000s | Forecast Variance % | |
| Firefighters | 30,617 | 31,609 | (992) | -3.1% | 34,251 | 32,904 | (1,347) | -4% | 387 |
| On-Call Fire-Fighters | 5,946 | 5,866 | 80 | 1.4% | 6,692 | 6,771 | 79 | 1% | - |
| Control | 1,299 | 1,319 | (20) | -1.5% | 1,438 | 1,428 | (10) | -1% | - |
| Support Staff | 12,924 | 12,759 | 166 | 1.3% | 13,914 | 13,828 | (86) | -1% | 336 |
| Total Employment Costs | 50,786 | 51,552 | (766) | -1.5% | 56,295 | 54,931 | (1,365) | -2% | 723 |
| Training | 693 | 669 | 23 | 3.5% | 730 | 427 | (303) | -71% | 327 |
| Employee Support Costs | 662 | 693 | (31) | -4.5% | 756 | 721 | (35) | -5% | - |
| Travel & Subsistence | 538 | 651 | (113) | -17.4% | 710 | 601 | (109) | -18% | - |
| Support Costs | 1,892 | 2,013 | (121) | -6.0% | 2,196 | 1,749 | (447) | -26% | 327 |
| Property Maintenance | 1,973 | 2,057 | (84) | -4.1% | 2,244 | 2,243 | (1) | 0% | - |
| Utilities | 602 | 586 | 15 | 2.6% | 700 | 689 | (11) | -2% | - |
| Rent & Rates | 1,426 | 1,430 | (4) | -0.3% | 1,560 | 1,552 | (8) | -1% | - |
| Equipment & Supplies | 1,543 | 1,458 | 85 | 5.9% | 1,590 | 1,741 | 150 | 9% | - |
| Communications | 1,367 | 1,384 | (17) | -1.3% | 1,510 | 1,498 | (12) | -1% | - |
| Information Systems | 1,786 | 1,953 | (166) | -8.5% | 2,130 | 1,951 | (179) | -9% | - |
| Transport | 897 | 901 | (3) | -0.4% | 983 | 999 | 17 | 2% | - |
| Premises & Equipment | 9,594 | 9,768 | (174) | -1.8% | 10,716 | 10,672 | (44) | 0% | - |
| Establishment Expenses | 899 | 956 | (57) | -6.0% | 1,043 | 1,020 | (23) | -2% | - |
| Risk Protection | 491 | 580 | (90) | -15.4% | 633 | 579 | (54) | -9% | - |
| Professional Fees & Services | 1,184 | 1,220 | (37) | -3.0% | 1,373 | 1,273 | (99) | -8% | 20 |
| Democratic Representation | 198 | 202 | (4) | -1.8% | 220 | 216 | (4) | -2% | - |
| Agency Services | 214 | 160 | 53 | 33.2% | 175 | 250 | 75 | 30% | - |
| Other Costs & Services | 2,985 | 3,119 | (134) | -4.3% | 3,443 | 3,338 | (105) | -3% | 20 |
| Firefighters Pension costs | 2,039 | 2,075 | (36) | -1.7% | 2,250 | 2,243 | (14) | -1% | - |
| Lease & Interest Charges | 1,189 | 1,277 | (88) | -6.9% | 1,393 | 1,301 | (92) | -7% | - |
| Statutory Provision for Capital Financing | - | - | - | 0.0% | 5,100 | 4,802 | (298) | -6% | - |
| Total Other Costs | 1,189 | 1,277 | (88) | -6.9% | 6,493 | 6,102 | (391) | -6% | - |
| Gross Expenditure | 68,485 | 69,805 | (1,320) | -1.9% | 81,394 | 79,036 | (2,366) | -3% | 1,070 |
| Total Operational Income | (7,302) | (6,694) | (608) | 9.1% | (7,305) | (7,906) | (601) | 8% | - |
| Net Expenditure | 61,183 | 63,111 | (1,928) | -3.1% | 74,089 | 71,130 | (2,967) | 0% | 1,070 |
| Revenue Support Grant | (7,884) | (7,831) | (52) | 0.7% | (8,337) | (8,337) | - | 0% | - |
| National Non-Domestic Rates | (15,435) | (15,064) | (371) | 2.5% | (16,254) | (16,625) | (371) | 2% | - |
| Council Tax Collection Account | (615) | (615) | (0) | 0.0% | (643) | (643) | - | 0% | - |
| Council Tax receipts | (42,975) | (42,980) | 5 | 0.0% | (46,233) | (46,233) | - | 0% | - |
| NNCR (Surplus)/deficit | (83) | (74) | (9) | 11.6% | 58 | (82) | (140) | ++ | - |
| Total Funding | (66,991) | (66,565) | (427) | 0.6% | (71,409) | (71,920) | (511) | 1% | - |
| Contributions to/(from) General Balances | - | (176) | 176 | 0.0% | (2,564) | 790 | 3,354 | 0% | (1,070) |
| Funding Gap/(Surplus) | (5,808) | (3,454) | (2,354) | | (2,564) | (790) | 3,354 | | 1,070 |

Appendix 2

ON CALL FIREFIGHTER HEADCOUNT NUMBERS

| Station | Appliances Pumps | Other / Special Vehicles | Actual FTE for End of Feb 2020 | Movement (FTE) since 01 Apr 2019 | Actual Headcount for End of Feb 2020 | Movement (Headcount) since 01 Apr 2019 | Joiners (Headcount) since 01 Apr 2019 | Leavers (Headcount) since 01 Apr 2019 |
|-----------------------|---------------------|--------------------------------|--------------------------------------|--|---|---|--|--|
| Billericay | 1 | 1 | 10.75 | 0.75 | 15 | 2 | 2 | (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 | 1 | (1) |
| Burnham | 1 | 0 | 9.50 | 1.00 | 12 | 1 | 2 | 0 |
| Canvey Island | 2 | 0 | 8.25 | (4.00) | 11 | (5) | 1 | (6) |
| Clacton | 2 | 0 | 13.00 | (1.75) | 17 | (2) | 0 | (2) |
| Coggeshall | 1 | 1 | 7.25 | (1.25) | 9 | (2) | 0 | (2) |
| Corringham | 1 | 1 | 10.00 | 0.50 | 13 | 1 | 2 | (1) |
| Dovercourt | 2 | 1 | 12.75 | 1.75 | 16 | 2 | 4 | (2) |
| Dunmow | 2 | 0 | 13.25 | 0.75 | 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 | 4.50 | 0.25 | 6 | 1 | 1 | 0 |
| Halstead | 2 | 1 | 12.25 | (0.50) | 16 | (1) | 2 | (3) |
| Hawkeell | 1 | 0 | 11.75 | 1.00 | 15 | 1 | 1 | 0 |
| Ingatestone | 1 | 0 | 8.50 | 2.00 | 11 | 3 | 3 | 0 |
| Leaden Roding | 1 | 0 | 7.75 | 0.50 | 10 | 2 | 2 | 0 |
| Maldon | 2 | 1 | 16.25 | 0.75 | 20 | 2 | 3 | (1) |
| Manningtree | 1 | 1 | 12.25 | 0.00 | 16 | 0 | 1 | (1) |
| 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 | 16.00 | (1.75) | 20 | (2) | 1 | (1) |
| Shoeburyness | 1 | 0 | 9.75 | (1.00) | 13 | (1) | 1 | (2) |
| Sible Hedingham | 1 | 0 | 8.50 | (1.00) | 11 | (1) | 0 | (1) |
| South Woodham Ferrers | 1 | 2 | 4.25 | 2.00 | 5 | 2 | 2 | (1) |
| Stansted | 1 | 2 | 12.50 | 1.00 | 16 | 1 | 1 | (1) |
| Thaxted | 1 | 0 | 8.50 | 0.00 | 11 | 0 | 0 | (1) |
| 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 | 7.50 | (0.75) | 9 | (1) | 1 | (2) |
| Waltham Abbey | 1 | 1 | 9.75 | 3.00 | 13 | 4 | 3 | 0 |
| Weeley | 1 | 0 | 10.75 | (0.50) | 14 | 1 | 1 | (1) |
| West Mersea | 1 | 1 | 7.25 | (2.25) | 9 | (3) | 3 | (5) |
| 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 | 13.25 | (0.25) | 17 | 0 | 3 | (3) |
| Wivenhoe | 1 | 0 | 9.25 | 0.00 | 12 | 0 | 1 | (1) |
| Grand Total | 50 | 18 | 402.75 | 5.25 | 515 | 15 | 68 | (52) |

Appendix 3

| Cost Centre | Code | SITOWNR | 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 | 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 | 37 | 34.0 | 1.0 | 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 | 6 | 6.0 | 0.0 | 5.0 | 0.0 | 1 FTE 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 | 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 | 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 | 1.0 | 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 | 34.9 | 1.8 | 1.55 FTE 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 | 14.0 | 22 | 21.4 | 3.0 | 23.8 | 9.8 | 0.15 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 | 1.0 | 11.0 | 2.4 | |
| 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 | 1.0 | 0 | 0.0 | 0.0 | 0.0 | 0.0 | 1.0 cost centre dormant? |
| Property Services | 9405 | Deputy Chief Fire Officer | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 16.0 | 15 | 13.0 | 1.4 | 14.5 | 1.5 | |
| 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 | 1.0 | 8.0 | 9 | 9.0 | 0.0 | 8.0 | 0.0 | 1 FTE long term sick |
| Station Group Admin | 8200 | Director of Operations | 32.0 | 36 | 36.0 | 36.0 | 4.0 | 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 | 16 | 16.0 | 16.0 | 9.0 | 26.3 | 35 | 31.2 | 0.0 | 30.7 | 4.4 | 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 | 32 | 32.0 | 32.0 | 2.0 | 10.8 | 13 | 12.0 | 0.0 | 12.0 | 1.2 | Green Book 1.0 FTE funded by earmarked Reserves - Operational Training Programme |
| 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 | 28 | 27.4 | 0.0 | 26.4 | 3.0 | |
| 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 | 119.0 | 118.0 | 118.0 | 18.0 | 256.4 | 322 | 300.2 | 8.4 | 301.4 | 5.0 | |

Note: 1) Agency Worker FTE reflects Active Agency Workers at 29 Feb 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 (£350k in Community Safety + £26k in Training)
- 2. £100k for Agency Temp Staff within Innovation and Change

Appendix 4 Operational Income - MANAGEMENT ACCOUNTS

| Description | YTD Actual £'000s | YTD Budget £'000s | Variance YTD £'000s |
|--|-------------------------|-------------------------|---------------------------|
| Income as at 29 February 2020 | | | |
| Government Grants | (5,848) | (5,423) | (426) |
| Cycle to Work Scheme | (21) | (18) | (2) |
| Childcare Vouchers | (49) | (63) | 14 |
| Canteen Income | (75) | (63) | (12) |
| Sale of Vehicle Spares | (31) | (18) | (13) |
| Aerial Sites | (135) | (128) | (7) |
| Solar Panel Income | (45) | (46) | 1 |
| Hydrant Tests | (109) | (83) | (27) |
| Lease Cars - Employee Contributions | (9) | - | (9) |
| Service Charges | (3) | (1) | (2) |
| Secondments | (86) | (53) | (33) |
| Community Safety general | (80) | - | (80) |
| Labour Credit | (70) | (46) | (24) |
| Section 13/16 | (81) | (41) | (40) |
| Provision of Hire Vehicles & Equipment | (12) | (2) | (10) |
| Interest Received Short Term Investments | (89) | (37) | (53) |
| Community Safety Youth Work | (57) | (293) | 236 |
| Shared Services Income | (303) | (222) | (81) |
| Reimbursements from EFA(T) | (114) | (99) | (15) |
| Other Miscellaneous Income | (78) | (59) | (19) |
| Total Operational Income | (7,302) | (6,694) | (608) |