



**NOTTINGHAMSHIRE**  
**Fire & Rescue Service**  
*Creating Safer Communities*

Nottinghamshire and City of Nottingham  
Fire and Rescue Authority  
Finance and Resources Committee

# REVENUE, CAPITAL AND PRUDENTIAL CODE MONITORING REPORT TO NOVEMBER 2022

Report of the Chief Fire Officer

**Date:** 20 January 2023

**Purpose of Report:**

To report to Members on the 2022/23 financial performance of the Service and Prudential Code monitoring to the end of November 2022.

**Recommendations:**

That Members:

- Note the contents of this report.
- Approve slippage to the capital programme as detailed below.

<b>Capital Project</b>	<b>Amount to be slipped to 2023/24 £'000</b>	<b>Section</b>
Community Fire Risk Management Information	150	2.24
Cyber Security	45	2.26
Rescue Pumps	2,006	2.37
Light Vehicles	140	2.40
<b>Total</b>	<b>2,341</b>	

## CONTACT OFFICER

**Name :** Becky Smeathers  
Head of Finance/Treasurer to the Authority

**Tel :** 0115 967 0880

**Email :** becky.smeathers@notts-fire.gov.uk

**Media Enquiries Contact :** Corporate Communications Team  
(0115) 967 0880 corporatecomms@notts-fire.gov.uk

## 1. BACKGROUND

- 1.1 Budget monitoring is a key aspect of financial management for the Fire Authority. Regular reporting of spending against the revenue budgets is a check that spending is within available resources and if necessary, allows for financial resources to be re-assigned to meet changing priorities.
- 1.2 This report covers those areas with a higher risk of significant variance. An assessment of this risk has been made in the light of the size of the budgets selected and/or previous experience of variances, as well as the emergence of actual variances. It is vital that an overview of the budgetary position during the year is maintained, so that appropriate action can be taken in respect of significant variances and the budget is managed as a whole.
- 1.3 Monitoring against the revised prudential indicators is also included in this report, as required in the Prudential Code published by the Chartered Institute of Finance and Accountancy (CIPFA).

## 2. REPORT

- 2.1 The revenue monitoring position is set out in Table 1 below. It shows a forecast outturn position of £46.085m, which is an £220k underspend against the revised budget of £46.305m. The approved budget of £46.006m included a £153k contribution from general reserves to address a funding deficit. The revised budget reflects the planned use of £299k of earmarked reserves.

**Table 1 – Summary Expenditure and Funding Position**

	<b>2022/23 Budget £'000</b>	<b>Revised Budget £'000</b>	<b>Forecast Outturn £'000</b>	<b>Variance £'000</b>
Net Expenditure	46,006	46,305	46,085	(220)
Revenue Support Grant	(5,619)	(5,619)	(5,619)	0
Business Rates (including related grants)	(10,202)	(10,202)	(10,202)	0
Pension Grant	(2,340)	(2,340)	(2,340)	0
Council Tax	(27,692)	(27,692)	(27,692)	0
General Fund	(153)	(153)	67	220
Earmarked Reserves	0	(299)	(299)	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

- 2.2 October's monitoring report to this committee reported a projected underspend position of £687k after taking account of the approved recommendations. This position included a 3% pay award in line with the

original budget assumptions in February 2022. The National Joint Council has now revised its pay offer to firefighters to 5%, and this is now reflected in the revised outturn figures shown in Table 1. This is the main reason behind the movement between the two reports.

- 2.3 The underspend position is largely attributable to the deliberate delay in wholetime recruitment and a high level of support staff vacancies. This will help fund 2022/23 pay awards for uniformed staff once settled. The current estimated pay costs are based on an assumed pay award of 5% which is the latest offer from employers. However, this offer has been rejected and the Fire Brigades Union is now balloting its members on potential strike action. A 6% pay settlement will increase the estimated pay costs by around £190k, reducing the forecasted underspend to £30k.
- 2.4 Whilst the forecast outturn includes some costs which are being incurred whilst preparing for potential strike action, it does not include any additional costs or savings that may arise in the event that strike action is taken. The financial impact of strike action cannot be estimated until the outcome of the ballot is known, and more details become available.
- 2.5 A more detailed analysis of expenditure can be found at Appendix A. Major variances on specific budgets are shown below.
- 2.6 **WHOLETIME PAY:** Wholetime pay is expected to underspend by £489k. Recruitment has been delayed pending the outcome of the Futures 25 Efficiency Strategy. As a result, the number of posts is currently 20.7 FTE below the approved establishment. A wholetime trainee recruitment process has commenced but the actual training course is not due to start until April 2023. The current estimated outturn assumes a pay increase of 5%, which is the latest offer made by employers. The budgeted figure assumed a pay increase of 3%. A pay award of 6% would increase the estimated cost by £169k, reducing the wholetime pay underspend to £320k.
- 2.7 **ON-CALL PAY:** On-call pay can vary significantly from month to month depending on levels of activity and so it is difficult to forecast with any certainty. Currently the On-call pay budget is expected to overspend by £42k overall. There was a significant increase in activity levels during July and August due to the hot, dry weather. This has led to a large increase in turnout related costs. The estimated overspend relating to turnout related costs now stands at £173k as a result. This overspend is offset by estimated underspends of £53k and £99k relating to NI and Drills and Training respectively. The level of employer's NI contributions depends on the extent to which each individual's earnings breach the secondary NI threshold. So far this year the level of individual's earnings exceeding this threshold is lower than expected, hence the underspend, also the employer's NI contribution rate was reduced from 15.05% to 13.8% in November. The £99k underspend for Drills and Training is largely due to the number of new recruits being fewer than the amount budgeted for, and the level of drill activity being lower than expected. The current estimated outturn assumes a pay award of 5% (the budgeted increase was 3%). A

pay award of 6% would increase estimated cost by £21k, bringing the overspend up to £63k.

- 2.8 **NON-UNIFORMED PAY:** Non-Uniformed pay is expected to underspend by £47k. The budget included planned in year savings of £250k which have not been achieved in total within the current year. However, there is currently a high level of vacant posts, and the savings from these vacancies are offsetting the overspend on the savings target of £250k.
- 2.9 **PENSIONS:** The pension budgets are expected to overspend by £108k. We are anticipating an unusually high number of ill health retirements, and this is resulting in an estimated overspend of £135k for ill health charges. There are forecasted underspends of £27k relating to the payment of pensions and injury allowances.
- 2.10 **PREMISES:** Overall premises related costs are expected to underspend by £23k. The most significant variance is a £30k underspend relating to the annual charges for the Joint Headquarters which have been reduced as the allocated office space has not been fully occupied for a proportion of the year.
- 2.11 **TRANSPORT COSTS:** transport costs are expected to overspend by £479k. This includes the following significant variances:
- Unplanned fleet maintenance is expected to overspend by £100k. This is due to increased maintenance costs and an ageing fleet. The capital replacement programme for vehicles will help to reduce unplanned maintenance costs in the future. Details of slippage in the capital programme can be found in paragraph 2.38
  - The fuel budget is expected to overspend by £429k. The cost of diesel has increased significantly since the budget was set. There has also been an increase in the amount of fuel being used by the Police (the resulting increase in recharge income of £103k is detailed in paragraph 2.13).
  - The budget for vehicle insurance is underspending by £49k due to savings arising from the retendering of the contract.
- 2.12 **SUPPLIES AND SERVICES:** there is a forecast underspend of £175k for supplies and services. The includes the following significant variances:
- There is an £72k overspend on insurance premiums (excluding premise and vehicle insurance). This overspend has been caused in part by an increase in the cost of cyber security premiums and a transfer of £40k from the budget to fund new cyber security software.
  - Computer maintenance contracts are expected to overspend by £74k due to an increase in the cost of licences for the payroll and HR system.

- The budget for Firelink contract charges is expected to overspend by £55k. £35k of this is due to inflation. The budget assumed that charges would increase by 3% but the increase was actually in excess of 8%. The remaining £20k relates to additional charges that are expected due to high levels of radio usage during the exceptionally busy period in the summer months.

2.13 **SALES, FEES AND CHARGES:** there is an expected surplus of £80k. This relates to recovered costs and is largely a result of an increase in the amount recharged to the Police for fuel usage.

2.14 **OTHER INCOME:** there is an expected surplus of £327k. The significant variances in this category are as follows:

- There is a forecast surplus of £180k relating to the apprenticeship levy income. Whilst the Service has to demonstrate that it does not profit from the receipt of income from the levy, the majority of the costs associated with delivering the training are already accounted for in the revenue budget (e.g. the salaries of the training staff). This income therefore represents a budgetary surplus.
- There is a £75k surplus relating to council tax collection due to an adjustment to the collection fund made by one of the billing authorities.
- There is an estimated surplus of £145k relating to interest receivable. Capital slippage means that surplus cash balances can be invested for longer, and interest rates have risen as a result of the recent increases in the Bank of England base rate.
- There is an estimated surplus of £54k relating to secondment income, as a result of secondments that have been agreed during the year and were therefore not included in the budget.
- There is an estimated deficit of £37k relating to non-specific government grant income, as the budgeted amounts for council tax and business rates guarantee funding were higher than the amounts actually received.
- There is an estimated deficit of £90k relating to revenue grants, as the amount of Firelink grant allocated to the Service has been less than expected. However, the Service will be receiving £147k in additional grant funding for Fire Protection. This grant is not included in the forecast outturn at this stage as permission will be sought at year end to write forward any unused amounts to fund medium term plans that have been agreed with the National Fire Chiefs Council. The receipt of the grant will therefore not impact on the overall revenue outturn as the income will be fully matched by a combination of expenditure and contributions to earmarked reserves (subject to approval). Any unspent grant at the year-end will have the impact on increasing earmarked reserves – this will be reported at year end.

- 2.15 **CAPITAL FINANCING COSTS:** there is an expected underspend of £97k. This is largely due a forecasted underspend of £269k in the minimum revenue provision budget. This underspend is partly caused by a decision in 2021/22 to fund £400k of the ICT equipment from revenue rather than from the capital budget, and partly caused by slippage in the 2021/22 capital programme. Finally, the budget for interest payable is expected to overspend by £22k due to rises in interest rates.

## RESERVES

- 2.16 Details of the use of reserves during 2022/23 can be found in Appendix B.
- 2.17 Expected levels of reserves at 31 March 2023 are £9.8m as detailed in Table 3 below.

**Table 3 – Anticipated Movement in Reserves 2022/23**

Reserves	Balance 01/04/22 £'000	Anticipated Use 2022/23 £'000	Expected Balance 31/03/23 £'000
Net contributions from earmarked reserves	4,739	(286)	4,453
General Fund	5,191	67	5,258
<b>Total</b>	<b>9,930</b>	<b>(219)</b>	<b>9,711</b>
<b>ESMCP<sup>1</sup> Regional Reserve</b>	114	(13)	101
<b>Total</b>	<b>10,044</b>	<b>(232)</b>	<b>9,812</b>

<sup>1</sup>Emergency Services Mobile Communications Programme

- 2.18 The Emergency Services Mobile Communications Programme (ESMCP) regional reserve has been shown separately to those reserves held by the Authority to reflect that the funds are to be allocated regionally and do not belong to Nottinghamshire Fire and Rescue Service (NFRS).
- 2.19 The general reserve is predicted to be £5.3m at the end of the financial year, although it should be noted that this may change once the pay award is agreed (section 2.3). It remains above the minimum level of £4.5m general fund reserve agreed by Fire Authority in December 2022.

## CAPITAL PROGRAMME

- 2.20 The 2022/23 Capital Programme approved by Fire Authority in February 2022 was £3.909m. The programme has since been amended to take account of approved slippage from 2021/22, scheme changes and some slippage into 2023/24, taking the programme value up to £6.774m. The total capital spend to date is £1.630m. The current capital programme is shown at Appendix C. The forecasted outturn for 2022/23 is £3.498m. The most significant areas of variances are detailed below.

## **ICT**

- 2.21 The ICT programme includes replacement equipment and software and supports specific schemes which underpin the Community Risk Management Plan (CRMP). Overall spend has got off to a slow start due to vacancies in the ICT team. Whilst spend is expected to pick up as the year progresses there may be some slippage into 2023/24.
- 2.22 The National Emergency Services Network programme has been effectively paused at this stage although some local work on system coverage is still progressing.
- 2.23 The Rostering project is expected to be fully completed by March 2023, with some staff training and testing on the mobilising system still to be completed.
- 2.24 CFRMIS (Community Fire Risk Management Information System) – These 2 projects are still in the scoping stage due to priorities of other projects. Work is planned to commence in the later part of year it is forecasted to spend £100k over the 2 projects, therefore it is requested that £150k is slipped into 2023/24.
- 2.25 Cloud Migration – this project is on track to move of all our systems to the cloud before Bestwood Lodge is sold. Many systems have already been migrated: iTrent, Tranman, Agresso, Teams Telephony and Tri-Service data routing, SQL servers, CFRMIS, Active Directory authentication, backup, storage and security. A forecast outturn of £50k is expected at this stage and the slippage will not be required.
- 2.26 The cyber security project is underway on the implementation of a Network Access Solution to restrict access to NFRS network. A consultant will be appointed in the new financial year to implement the system and £45k is requested to be slipped into 2023/24.

## **ESTATES**

- 2.27 Phase 4 of the Joint Headquarters project (alterations and refurbishment of the existing buildings) is now complete, all departments have relocated from Bestwood Lodge into JHQ with only some equipment and the ICT servers remaining at the old HQ. These are planned to be relocated early in the new year. It is likely the overall project budget will be overspent in the region of £500k on completion, largely due to the tender for phase 4 works being higher than originally estimated at the commencement of the project. The Service's contribution is capped at £3.461m. A £150k revenue contribution to fund a change in scope was approved by Finance and Resources Committee in October 22.
- 2.28 Worksoop Station was opened in May 2022. The final account has now been agreed. The sale the former station is proceeding and will be reported to Finance and Resources Committee separately.

- 2.29 Eastwood Station – This project was initially planned to be a joint Fire and Ambulance Station but it has now been placed on hold following the withdrawal of EMAS from the project on cost grounds.
- 2.30 The Command Training Suite at Mansfield Fire Station is officially open. The new facilities include an office space and control room to facilitate the incident command simulated scenarios, as well as four training rooms to enable their delivery. These four training rooms can be opened into one larger area, to allow the Service to host multi-agency meetings in the event of a major incident, or training events with partners.
- 2.31 Property Capital Programme – a review of future property capital projects is underway with the emphasis on accessibility and inclusion across the estate rather than replacing aging fire stations. Additional to the programme will be a review and potential upgrade of the services centralised training facilities at Service Delivery Centre Ollerton and a programme towards decarbonisation of the Service's Estate. The capital programme for future years will be approved as part of the budget process for 2023/24.

## **EQUIPMENT**

- 2.32 Foam Branches – this project is in its early stages with pre-market engagement with suppliers. The specification has been drawn up and will be going out to tender January 2023.
- 2.33 The Fire Gloves project was approved July 2021 and is now complete. The expenditure in 2022/23 will be met from the Fire Gloves Earmarked Reserve.
- 2.34 The Water Rescue project - the procurement of the thermal base layers, water / flood rescue boots and helmet lights is now complete (£106k). The remaining budget of £50k is for the procurement of the water rescue poles. This is expected to be completed by the end of the financial year.
- 2.35 Replacement Duty Rig – trials are now taking place to finalise the specification of replacement uniform. The order is anticipated to be placed before the end of the year, a review of the project has taken place during the budget process for 2023/24 and due to lead times and budget pressures the project will now be phased over 2023/24, 2024/25 and 2025/26. The budget has been built into the future and the £250k in 2022/23 is no longer required.

## **TRANSPORT**

- 2.36 The Fleet Replacement programme reflects current and future expected demand for vehicles. Progress of the projects will be reported as they commence.
- 2.37 The Rescue Pump budget of £1.166m is for the purchase of fire appliances in 2022/23. Due to the current lead time of chassis (12 to 15 months) and the volatility of the market, permission was granted for an order to be placed for the Year 1 (7 Appliances) and Year 2 (5 Appliances). The budget of £2,006m

is requested to be slipped into 2023/24, due to the delay in the vehicles being delivered to the service.

- 2.38 Specials Aerial Ladder Platforms (ALPS) - an order will be placed for the chassis this financial year but due to lead times the two ALPS are now expected to be delivered in 24/25. In 2023/24 a payment for the chassis of approximately £300k will be made, therefore £755k was approved in October to be slipped into the relevant years.
- 2.39 The light vehicles budget of £352k, is underspending due to a worldwide shortage of parts and current lead times for new vehicles being longer, a review of the services fleet has resulted in some vehicles no longer being required this year. A forecasted outturn of £74k is anticipated for the purchase of 2 electric vans, these are expected to be delivered in March at this stage.
- 2.40 In addition, slippage of £140k is requested for the purchase of 5 pool cars for the Flexi Duty Officers at a cost of £140k including blue light fit. The delivery date is expected to be June 2023. The surplus budget of £138k is no longer required this financial year.

#### **PRUDENTIAL CODE MONITORING**

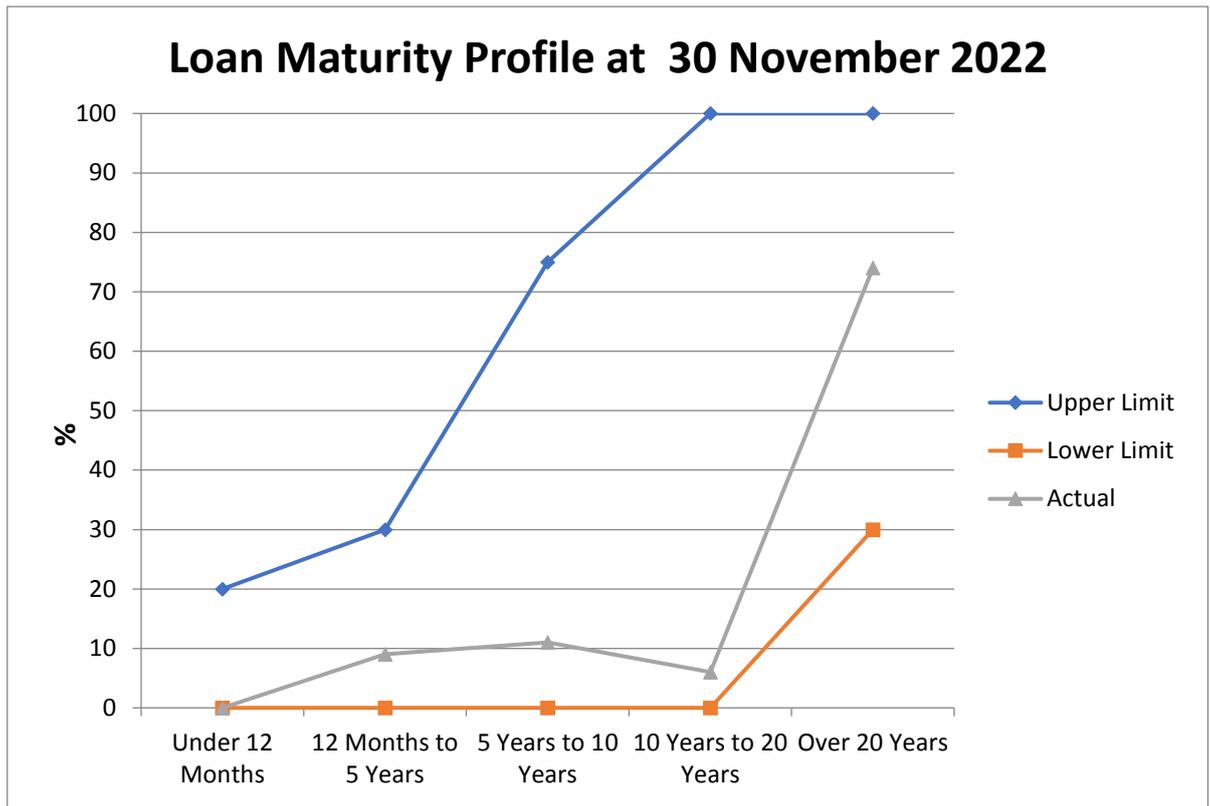
- 2.41 The Fire Authority approved the prudential indicators for 2022/23 at its meeting on 25 February 2022. The Prudential Code requires that performance against these indicators is reported to Members.
- 2.42 The approved indicators along with performance as of 30 November 2022 are shown in the table below. There are some indicators which cannot be calculated until the year end expenditure is known.

**Table 4 - Prudential Code Monitoring**

<b>Prudential Indicator</b>	<b>Approved Indicator</b>	<b>As of 30 November 2022</b>
Estimate of Ratio of Financing Costs to Net Revenue Stream	5.6%	Year End Only
Estimate of Total Capital Expenditure to be Incurred	£3,909,000	Year End Only
Actual Borrowing		£32,906,000
Estimate of Capital Financing Requirement	£34,526,000	£34,526,000
Operational Boundary	£36,907,000	£36,907,000
Authorised Limit	£40,598,000	£40,598,000
Upper limit for fixed rate interest exposures	100%	100%
Upper limit for variable rate interest exposures	30%	30%
Loan Maturity:	<u>Limits:</u>	
Under 12 months	Upper 20% Lower 0%	See Graph
12 months to 5 years	Upper 30% Lower 0%	See Graph
5 years to 10 years	Upper 75% Lower 0%	See Graph
Over 10 years	Upper 100% Lower 0%	See Graph
Over 20 years	Upper 100% Lower 30%	See Graph
Upper Limit for Principal Sums Invested for Periods Longer than 365 Days	£2,000,000	0
Upper limit for internal borrowing as a % of the Capital Financing Requirement	20%	12.35%

2.43 The total borrowing at the end of November 2022 was £32.9m. This is within the estimates for the Capital Financing Requirement and the Operational and Authorised Limits set out in Table 4. The Authority should ensure that gross debt does not, except in the short term, exceed the total capital financing requirement in the preceding year plus the estimate of any additional capital financing requirement for the current and next two financial years. The Service will be undertaking a review of the long-term capital programme in the coming months to ensure it best meets the needs of the Community Risk Management Plan and ensures the long-term sustainability of the Authorities resources.

2.44 The loan maturity profiles are all within the limits set. These are best demonstrated by graph:



2.45 Investments as of 30 November 2022 totalled £15m. Investment rates are monitored by the benchmarking group supported by Link Asset Services. There are seven councils and NFRS within the group. As at the end of September 2022, NFRS weighted average rate of return was 0.16%, compared with a group average of 0.19%.

### 3. FINANCIAL IMPLICATIONS

The financial implications are set out in the body of the report.

### 4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

There are no human resources or learning and development implications arising directly from this report. Some of the efficiency targets will have had staffing implications which were considered as part of the decision-making process at the time.

### 5. EQUALITIES IMPLICATIONS

An equality impact assessment has not been undertaken because this report is not associated with a policy, function or service. Its purpose is to explain variances to the approved budget which reflects existing policies.

## 6. CRIME AND DISORDER IMPLICATIONS

There are no crime and disorder implications arising from this report.

## 7. LEGAL IMPLICATIONS

There are no legal implications arising directly from this report.

## 8. RISK MANAGEMENT IMPLICATIONS

Budget monitoring and the regular receipt of financial reports is key to managing one of the most significant risks to the organisation, that of financial risk. The process of budget monitoring is a key risk management control measure, as are the management actions which are stimulated by such reporting.

## 9. COLLABORATION IMPLICATIONS

This report identifies several areas where collaboration is taking place between NFRS, other fire authorities, East Midland Ambulance Service and Nottinghamshire Police. Opportunities for collaboration around asset use and ownership are continually being investigated.

## 10. RECOMMENDATIONS

It is recommended that Members:

10.1 Note the contents of this report.

10.2 To approve slippage to the capital programme as detailed in Table 5 below.

**Table 5 – Capital Slippage to be Approved**

<b>Capital Project</b>	<b>Amount to be slipped to 2023/24 £'000</b>	<b>Section</b>
Community Fire Risk Management Information System	150	2.24
Cyber Security	45	2.26
Rescue Pumps	2,006	2.37
Light Vehicles	140	2.40
<b>Total</b>	<b>2,341</b>	

**11. BACKGROUND PAPERS FOR INSPECTION (OTHER THAN PUBLISHED DOCUMENTS)**

None.

Craig Parkin  
**CHIEF FIRE OFFICER**

**REVENUE BUDGET MONITORING POSITION  
AS AT 30 NOVEMBER 2022**

<b>Budget Area</b>	<b>Annual Budget £'000</b>	<b>Revised Budget £'000</b>	<b>Exp to Date £'000</b>	<b>Forecast Outturn £'000</b>	<b>(Under) / Over Spend Against Revised budget  £'000</b>
Employees	37,150	37,163	23,518	36,777	(386)
Premises	3,346	3,454	1,764	3,431	(23)
Transport	1,766	1,809	1,526	2,288	479
Supplies & Services	3,945	3,969	2,448	4,144	175
Third Party	908	908	17	945	37
Support Services	166	166	23	166	0
Capital Financing Costs	2,761	2,907	2,411	2,811	(96)
Fees and Charges	(374)	(409)	(205)	(489)	(80)
Other Income	(3,662)	(3,662)	(2,441)	(3,988)	(326)
<b>Net Cost</b>	<b>46,006</b>	<b>46,305</b>	<b>29,061</b>	<b>46,085</b>	<b>(220)</b>
<b>Financed by:</b>					
Revenue Support Grant	(5,619)	(5,619)	(4,256)	(5,619)	0
Non-Domestic Rates	(9,602)	(9,602)	(6,583)	(9,602)	0
Council Tax	(27,692)	(27,692)	(19,384)	(27,692)	0
Pension Grant	(2,340)	(2,340)	(2,340)	(2,340)	0
Business Rates Covid Relief Grant	(600)	(600)	0	(600)	0
Earmarked Reserves	0	(299)	(299)	(299)	0
General Reserve	(153)	(153)	0	67	220
<b>Funding Total</b>	<b>(46,006)</b>	<b>(46,305)</b>	<b>(32,862)</b>	<b>(45,342)</b>	<b>220</b>
<b>Total</b>	<b>0</b>	<b>0</b>	<b>(3,801)</b>	<b>0</b>	<b>0</b>

**ESTIMATED RESERVE POSITION AT 31 AUGUST 2022**

<b>Reserve</b>	<b>Opening Balance* 01/4/22 £'000</b>	<b>Movement During 2022/23 £'000</b>	<b>Closing Balance 31/3/23 £'000</b>
Resilience Crewing and Training	36	(1)	35
Prevention Protection and Partnerships	245	(37)	208
Business Systems Development	59	0	59
Transformation and Collaboration	553	(289)	264
Operational	444	35	479
Covid-19	30	(8)	22
ESN Reserve	1,243	(243)	1,000
Headquarters move	50	61	111
Budget Pressure Support	936	190	1,126
Efficiency Programme	900	(7)	893
Other	357	0	357
<b>Total</b>	<b>4,853</b>	<b>(299)</b>	<b>4,554</b>
General Reserve	5,191	67	5,258
<b>Total Reserves</b>	<b>10,044</b>	<b>(232)</b>	<b>9,812</b>

\*Provisional opening balance figures

## APPENDIX C

### CAPITAL - BUDGET MONITORING REPORT - November 2022

ICT & COMMUNICATIONS	Approved Budget 2022/23	Approved Changes to Budget 2022/23	Revised Budget 2022/23	Spend to Date	(Under)/Over Budget	Estimated Outturn	Outturn Variance
Business Process Automation	40		40	2	-38	30	-10
Mobile Computing	30	18	48		-48	48	
HQ - Link ICT Replacement	30	60	90	39	-51	90	
ICT SharePoint Internet/Intranet	20		20	5	-15	20	
Emergency Services Network		41	41		-41		-41
Tri-Service Control Project		144	144	-9	-153		-144
Replacement Equipment	200	16	216	-75	-291	216	
HQ Cloud Migration Work		137	137	14	-123	50	-87
Emergency Services Mobile Communication Programme ESN		100	100		-100		-100
Rostering Project		188	188	122	-66	188	
CFRMIS Quick Screens	100		100		-100	50	-50
CFRMIS Accessibility	150		150		-150	50	-100
Cyber Security	75		75		-75	30	-45
HQ Core Switch upgrade	50		50		-50	50	
Upgrade of Switches - Estate Wide	100		100		-100	100	
Airwave - Mobilisation system	60		60		-60	60	
Tri Service Mobilisation System	40		40		-40		-40
Mobile Data Terminal Replacement Project	80		80		-80	15	-65
HQ Occupational Health		43	43	15	-28	38	-5
<b>Sub Total - ICT &amp; COMMUNICATIONS</b>	<b>975</b>	<b>747</b>	<b>1,722</b>	<b>113</b>	<b>-1,609</b>	<b>1,035</b>	<b>-687</b>
<b>ESTATES</b>							
Joint Headquarters Project	199	821	1,020	480	-540	1,020	
Workshop Fire Station	292	394	686	610	-76	625	-61
Command Training Suite	450		450	285	-165	467	17
Newark Fire Station		10	10		-10		-10
Eastwood Fire Station		1	1	2	1		-1
<b>Sub Total - ESTATES</b>	<b>941</b>	<b>1,226</b>	<b>2,167</b>	<b>1,377</b>	<b>-790</b>	<b>2,112</b>	<b>-55</b>
<b>EQUIPMENT</b>							
Replacement Duty Rig	250		250		-250		-250
Foam Branches	70		70		-70	70	
Water Rescue - Capital	50	106	156	103	-53	156	
Fire Gloves		37	37	37		37	
NILO Equipment		14				14	
<b>Sub Total - EQUIPMENT</b>	<b>370</b>	<b>157</b>	<b>527</b>	<b>140</b>	<b>-373</b>	<b>277</b>	<b>-250</b>
<b>TRANSPORT</b>							
Vans & Other Light Vehicles	158	194	352		-352	74	-278
Rescue Pumps	840	1,166	2,006		-2,006		-2,006
Special Appliances	625	-625					
<b>Sub Total - TRANSPORT</b>	<b>1,623</b>	<b>735</b>	<b>2,358</b>		<b>-2,358</b>	<b>74</b>	<b>-2,284</b>
<b>Total</b>	<b>3,909</b>	<b>2,865</b>	<b>6,774</b>	<b>1,630</b>	<b>-5,130</b>	<b>3,498</b>	<b>-3,276</b>

TO BE FINANCED BY	Actual	Estimated Outturn
Revenue contributions to capital	207	207
Capital Grant (NIL0)	13	13
Internal Financing	1,410	3,278
<b>Total</b>	<b>1,630</b>	<b>3,498</b>