



**NOTTINGHAMSHIRE**

**Fire & Rescue Service**

*Creating Safer Communities*

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

# REVENUE AND CAPITAL MONITORING REPORT TO 31 JANUARY 2019

Report of the Chief Fire Officer

**Date:** 29 March 2019

**Purpose of Report:**

To report to Members on the financial performance of the Service in the year 2018/19 to the end of January 2019.

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## 1. BACKGROUND

- 1.1 Budget monitoring is a key aspect of financial management for the Fire and Rescue 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 For this report, those key areas with a higher risk of significant variance are reported on. 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.

## 2 REPORT

### REVENUE BUDGET

- 2.1 The revenue monitoring position is attached at Appendix A. It shows a forecast outturn position of £43.082m against a revised budget of £43.149m. Within the forecast outturn of £43.082m there is expenditure of £922k that will be met from the earmarked reserves. A summary position of expenditure and funding is shown in the table below:

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

	<b>2018/19 Budget £'000</b>	<b>Revised Budget £'000</b>	<b>Forecast Outturn £'000</b>	<b>Variance £'000</b>
Expenditure	42,227	43,149	43,082	(67)
Income	(40,783)	(40,783)	(40,783)	0
General Fund Reserves	(1,444)	(1,444)	(1,377)	67
Earmarked Reserves	0	(922)	(922)	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

- 2.2 A more detailed analysis of expenditure can be found at Appendix A.
- 2.3 Details of the major variances are shown below:
- **Wholetime pay** (Including overtime) is forecast to **overspend** by **£234k**.
  - **Non-uniformed pay** is forecast to **underspend** by **£117k**
  - **Retained pay** is forecast to **underspend** by **£351k**

- **Redundancy payments and pension strain costs** are forecast to **overspend** by **£432k**.
- **Car Tax Liabilities** prior year liabilities to be met by the Authority have been estimated at **£225k**.
- **Firefighter pension charges to revenue** are forecast to **underspend** by **£108k**.
- **Capital financing costs** (interest costs and minimum revenue provision charges) are forecast to **underspend** by **£173k**.
- There is a forecast **deficit** of **£183k** relating to **the Prince's Trust**.

2.4 These significant variances are explained further in the report below, together with details of other key variances.

2.5 **Wholetime pay:** the total forecast overspend on wholetime pay is **£234k**.

- Basic pay is forecast to underspend by **£256k**. This represents 1.6% of the budget and is due to vacancies earlier on in the year. Wholetime was under-established by an average of 4 posts during the period from April to December 2018. 12 trainee firefighters were recruited in January 2019.
- Pre-planned overtime is forecast to overspend by **£420k**. This is due to the use of overtime to plug gaps in the ridership. At the end of January there was a shortfall of 17.5 FTE posts in the wholetime ridership.
- Unplanned overtime relating to late fire calls is forecast to overspend by **£58k**. However, £28k of this related to assistance given to Lancashire and Greater Manchester Fire and Rescue Services during the moorland fires, and these costs have been recovered. The remaining overspend is therefore **£30k**.
- Employer's national insurance and pension contributions are expected to overspend by a total of **£21k** as a result of the overspend on overtime.

2.6 **Retained pay:** This overall retained pay budget is expected to underspend by **£351k**.

- The most significant area of underspend relates to drills and training, which is forecast to underspend by **£373k**. The budget calculation was based on the assumption that RDS staff would undertake 3 hours of drills per week, which has not been achieved. This budget has been reduced for 2019/20. Recruitment levels are lower than budgeted and this has also contributed to the training underspend.
- The underspend on drills and training is partially offset by a forecast overspend of **£120k** relating to turnouts, disturbance allowances and attendance fees. This was largely caused by the spike in incident numbers caused by the unusually warm weather in the summer. The forecast overspend includes £43k relating to the assistance given to Lancashire and Greater Manchester Fire and Rescue Services during the moorland fires. These costs have been recovered under the Bellwin Scheme (contributing to the surplus relating to recovered costs).

- The budget for RDS community safety activity is forecast to underspend by **£37k**. Activity levels are expected to increase now that the Safe and Well project has been fully implemented.
- 2.7 **Non-uniformed pay:** non-uniformed pay is expected to underspend by **£117k** due to vacancies (there were 15 vacant posts at the end of January).
- 2.8 **Provision for pay awards:** a provision of £183k was charged to revenue in 2017/18 as it had seemed likely that an additional pay award of 1% would be backdated to July 2017. The National Joint Council (NJC) have now confirmed a 2% pay award for 2018/19 and that there will be no additional amount backdated for 2017/18. The provision is therefore no longer required and has been written back to revenue.
- 2.9 **Car Tax Liabilities:** The Authority recently commissioned a tax review which has identified that some travel related expenses have been incorrectly treated for tax purposes. This has been corrected going forward. At its meeting on 28 September 2018 Fire Authority approved that the service would meet the tax liabilities previously incurred up to a maximum of £250k. **£225k** has been included in the forecast outturn figures to cover the liability.
- 2.10 **Redundancy and pension strain costs:** the forecast overspend is **£432k**. Members will be aware of the planned redundancies arising from the Joint Control Project, and as a result of the decision to close the Prince's Trust Programme. A provision for the cost of redundancies, notice pay and pension strain (known collectively as "termination benefits") totalling £682k has been created in 2018/19. £250k of this will be funded from the Organisational Transition earmarked reserve. This provision has been created in 2018/19 in order to comply with the relevant accounting standard relating to termination benefits.
- 2.11 **Pension costs:** the forecast underspend is **£108k**. Ill health retirement costs can be difficult to predict as they are dependent on the number of ill health retirements during the year, and costs for each retirement can vary greatly. The current forecast is based on one ill health retirement of an on-call firefighter. This budget will be monitored closely and any changes will be reported.
- 2.12 **Premises related costs:** the budgets for premises related costs are expected to overspend by **£87k**. Business Rates are expected to overspend by **£54k** due to backdated rating appeals not being expected to result in the reductions first anticipated. The gas and electricity budget are expected to overspend by **£59k** due to price increases but this has been offset slightly by reduced energy consumption over the summer. In addition, the insurance costs overall have come in lower than anticipated at budget time, this has resulted in an underspend of **£20k** on the premises insurance costs.
- 2.13 **Transport related costs:** the budgets for transport related costs are expected to overspend by **£46k**. Travel costs (e.g. mileage claims, car

allowances and public transport) are expected to underspend by **£57k**, due to a reduction in travel compared to previous years. Fuel is forecast to overspend by **£43k**. There have been some difficulties with the maintenance contract for which a temporary solution has been put into place. As a result of these issues with the maintenance contract, some services have been outsourced to a third party in order to maintain legal compliance. In addition, two vehicles have been damaged and repair costs are included in the expenditure pending the settlement of the insurance claims. This has resulted in an overall net overspend of **£69k** on the planned, unplanned and outsourced services. The contract is currently out to tender and the results will be known shortly.

- 2.14 **Supplies and services costs:** expenditure is forecast to be over budget by **£59k** which is a slight increase on that previously reported due to increased professional fees for work undertaken on the Joint Estates Strategy.
- 2.16 **Prince's Trust income:** there is a forecast deficit of £155k relating to the net cost of the Prince's Trust project for 2018/19. As previously reported, there have been ongoing issues with the Princes Trust project which has been struggling to attract sufficient numbers to make it cost efficient. The project was the subject of a separate report to Policy and Resources Committee in February where the decision was made to draw a close to the programme.
- 2.17 **Capital Financing Costs:** overall the capital financing budgets are forecast to underspend by £173k by the end of the financial year. This variance is comprised of two elements:
- **Interest charges:** underspend of **£103k**. The forecast is based on current loans and additional loans of £2m being taken out in December to replace a maturing £1.5m loan and to support current year capital expenditure. In addition, it is anticipated at this stage that additional short term loans could be taken out towards the end of March for cash flow purposes.
  - **Minimum Revenue Provision:** the budget for the minimum revenue provision (MRP) charge is expected to underspend by **£70k**. The budget for the MRP charge was calculated in the autumn of 2017 and was based on estimated capital expenditure for 2017/18 of £4,827k. The actual capital expenditure for the year was £4,060k due to slippage into 2018/19. In addition, the MRP calculation was realigned to finance the appliances over 20 years. This has resulted in an underspend for 2018/19.

## RESERVES

- 2.18 Details of the use of reserve movement during 2018/19 can be found in Appendix B.
- 2.19 The current reserve position is attached at Appendix B. Expected levels of reserves at 31 March 2019 are £9.810m:

Reserves	Balance	Anticipated	Expected
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	<b>01/04/18</b>	<b>Use 2018/19</b>	<b>Balance</b>
	<b>£'000</b>	<b>£'000</b>	<b>31/03/19</b>
			<b>£'000</b>
Earmarked	4,919	(779)	4,140
General Fund	6,953	(1,377)	5,576
<b>Total</b>	<b>11,872</b>	<b>(2,156)</b>	<b>9,716</b>
<b>ESMCP* Regional Reserve</b>	237	(143)	94
<b>Total</b>	<b>12,109</b>	<b>(2,299)</b>	<b>9,810</b>

\* Emergency Services Mobile Communications Programme

- 2.20 The General Reserve is expected to be £5.576m. This remains above the minimum level of £3.9m agreed by Fire Authority on 15 February 2019.
- 2.21 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 NFRS. This further demonstrates the Authority's commitment to collaboration and regional working.
- 2.22 In order to simplify the coding of transactions and improve the management of earmarked reserve balances, it is proposed that the 29 earmarked reserves that are currently held by the Authority are grouped together into 9 larger "themed" earmarked reserves. A table showing the proposed changes can be found at Appendix C. Going forward reserves will be reported on using these summary groups.

## **CAPITAL PROGRAMME**

- 2.23 The current approved 2018/19 capital programme is £3.2m. The total spend to date is £835k, the forecast out-turn expenditure is £1.2m and estimated slippage of £2,009k, the current capital programme is shown at Appendix D.

## **Transport**

- 2.24 The Command Support Unit requires upgrading to allow it to perform in line with current operational procedures. Following a successful collaboration project with Derbyshire Fire and Rescue Service (DFRS) there is no longer a requirement to purchase a second command support vehicle. NFRS and DFRS have also successfully collaborated on the use of the HMEPU. This will still require replacement in 2018/19. After initial difficulties in securing a contract to build the body of this £150k vehicle it has now been completed and we expect delivery of the vehicle in May/June 2019.
- 2.25 A review of light vehicle utilisation has been undertaken. Further work is now underway to promote more effective use of the light vehicle fleet. Whilst orders were placed over 5 months ago, the vans from Renault will not arrive until after April 2019. The delivery date for the Kia is still to be confirmed 5 months after placing the order. Alternatives are now being considered due to the wait, but these are all electric vehicles and there is a high demand for

them at present and a small order such as this is not taken as priority by suppliers. Slippage will be required for these vehicles.

## **Equipment**

- 2.26 Derbyshire Fire and Rescue Service have recently awarded a contract to the same BA supplier as NFRS and as a consequence, discussions have taken place about collaborating with DFRS over the procurement of the BA communications equipment. This will provide a saving of £15k-£20k for each FRS if we procure together. The breathing apparatus project of, £110k was slipped from 2017/18 and is expected to be completed in the 2019/20.
- 2.27 The drums and hose have now been delivered (£45k) and the conversion of hose reel equipment project can now commence.
- 2.28 CCTV in vehicles - this is a major project that, due to resourcing issues, will be delayed until 2019/20 and therefore the budget will be slipped.
- 2.29 The £180k procurement of the lightweight fire coats will be slipped into 2019/20. The project will be amalgamated with the structural PPE project and will be delivered in collaboration with DFRS. There is a six months' lead time on purchase of light weight jackets which has caused the delay in the project. The order for the jacket is expected to be placed by the end of March with delivery anticipated June 2019.

## **Estates**

- 2.30 The new Newark Fire Station is now complete and operational. The building contractor is currently working on completion of a number of outstanding items; these are being dealt with through the contract. The demolition of what's left of the old fire station will be completed over the next three months subject to the tenders being received in February.
- 2.31 The disposal of the old fire station land will be the subject of an options report to the Finance and Resources Committee in the new financial year.
- 2.32 Work with the East Midlands Ambulance Service on the collaboration concerning the existing Hucknall Fire Station continues and the draft lease and agreement to lease are almost agreed and with our respective solicitors of the final terms and conditions.
- 2.33 The initial work for a new Worksop Fire Station is currently on hold. The due diligence has been carried out for the purchase of the land for the new site between our solicitors and the appointed professional team. As part of the due diligence searches it has been identified that there are no rights to lay services (water, sewage, gas etc) in the road to the site. The project has been temporarily paused due to ongoing negotiations for the rights to lay services to the site; these negotiations are being undertaken by the land owner and owner of the adjacent business park. It is anticipated that once the rights have been granted to the site NFRS can then purchase the land and proceed with the project.

- 2.34 The business case for the proposed Joint Headquarters between Nottinghamshire Police and NFRS was presented to the Fire Authority on 15<sup>th</sup> February where it was agreed to proceed with the recommendations of the report.

## **ICT**

- 2.35 Mobile Computing – this budget is financing a variety of projects and equipment purchases relating to the growing use of mobile computing across the Service. All work scheduled for 2018-19 has been completed.
- 2.36 Business Process Automation – this budget has been used to finance ICT Strategic developments, most notably small digital transformation projects related to the implementation of the new Microsoft SharePoint workflows. All work scheduled for 2018-19 has been completed.
- 2.37 Performance Management – the Performance Management Framework is scheduled to be completed at the end of the 2018-19 Financial Year.
- 2.38 ICT SharePoint Internet/Intranet – this budget will be used to finance the final phase of the ICT SharePoint Strategy, which will involve the implementation of a new Microsoft SharePoint document management solution and the digitisation of current manual business process using SharePoint workflows. Work is scheduled to continue into Financial Year 2019-20 with a project end-date of January 2020.
- 2.39 The HQ Core Switch Upgrade project has placed on-hold after reviewing the long-term needs of the Service in relation to IT networking at HQ. No expenditure will be recorded during the Financial Year 2019-20; however, network architecture will be required during the 2019-20 Financial Year to support the Joint HQ project.
- 2.40 Community Fire Safety - Innovation Fund has been used to purchase a sophisticated data matching, cleansing and geocoding solution to improve the accuracy of address data used throughout the Service. All work scheduled for 2018-19 has been completed.
- 2.41 The ICT Capital Programme - Replacement Equipment is being utilised to maintain the current ICT infrastructure throughout the financial year. All work scheduled for 2018-19 has been completed.
- 2.42 The Tri-service project – it is anticipated that the cost relating to this project will be system maintenance cost which would be funded from the revenue budget. Following the decision by Fire Authority on the joint control room, the Tri-Service contract with Systel will be reviewed to determine future requirements, requiring the budget for the Tri Control Project to be slipped into 2019/20.
- 2.43 The Finance Agresso upgrade was due to commence during 2018/19 however due to regional timescales and priorities the project has been delayed. The project is now expected to commence in June 2019 and completed by Oct 2019, therefore the budget will be slipped to 2019/20.

### **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. EQUALITY 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 Constabulary. 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 Approve the proposed changes to earmarked reserves which are set out in Paragraph 2.22 and Appendix C.

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

None.

John Buckley  
**CHIEF FIRE OFFICER**

APPENDIX A

Revenue Budget Monitoring Position as at 31 January 2019

Budget Area	Annual Budget £'000	Revised Budget £'000	Exp to Date £'000	Forecast Outturn £'000	Variance against Revised budget £'000
Employees	33,577	34,367	28,278	34,606	239
Premises	2,367	2,412	2,271	2,499	87
Transport	1,747	1,762	1,778	1,808	46
Supplies & Services	3,407	3,576	3,352	3,440	(136)
Third Party	58	63	38	58	(5)
Support Services	168	179	232	167	(12)
Capital Financing Costs	2,430	2,496	1,888	2,323	(173)
Fees and Charges	(210)	(206)	(289)	(299)	(93)
Other Income	(1,317)	(1,500)	(1,488)	(1,520)	(20)
<b>Net Cost</b>	<b>42,227</b>	<b>43,149</b>	<b>36,060</b>	<b>43,082</b>	<b>(67)</b>
<b>Financed by:</b>					
RSG	(5,962)	(5,962)	(5,238)	(5,962)	0
Non Domestic Rates	(10,585)	(10,585)	(8,741)	(10,585)	0
Council Tax	(24,236)	(24,236)	(19,389)	(24,236)	0
Reserves	(1,444)	(1,444)	0	(1,377)	67
Earmarked Reserves	0	(922)	0	(922)	0
<b>Funding Total</b>	<b>(42,227)</b>	<b>(43,149)</b>	<b>(33,368)</b>	<b>(43,082)</b>	<b>67</b>
<b>(Under) / Over Spend</b>	<b>0</b>	<b>0</b>	<b>2,692</b>	<b>0</b>	<b>0</b>

## APPENDIX B

<b>Anticipated Use of Reserves up to January 2019</b>				
	<b>Balance at 31 March 2018</b>	<b>Revenue Expenditure up to January 2019</b>	<b>Committed Expenditure up to 31 March 2019</b>	<b>Estimated Balance</b>
<b>Funded by Grants</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
LPSA Reward Grant	(126)	63		(63)
Fire Investigation	(72)	48		(24)
Safe as Houses - Smoke Alarms	(22)	3		(19)
Community Fire Safety - Innovation Fund	(194)	36	(1)	(159)
Resilience Crewing and Training	(382)	48	(2)	(336)
New Threats / MTFA	(22)			(22)
Thoresby Estate Charitable Trust	(3)			(3)
<b>SubTotal</b>	<b>(821)</b>	<b>198</b>	<b>(3)</b>	<b>(626)</b>
	<b>Balance at 31 March 2018</b>	<b>Revenue Expenditure up to January 2019</b>	<b>Committed Expenditure up to 31 March 2019</b>	<b>Estimated Balance</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>Earmarked Reserves</b>				
Pensions - Ill Health	(209)			(209)
Pensions - General	(100)			(100)
Fire Safety - On Fire Fund	(75)		4	(71)
Business Systems Development	(60)			(60)
ICT Sharepoint / Internet / Intranet	(62)		62	0
Operational Equipment	(10)			(10)
Capital Reserve	(1,114)	36	7	(1,071)
Organisational Transition - One-off Costs	(849)	93	282	(474)
Backlog Buildings Maintenance	(95)		95	0
Duke of Edinburgh	(23)			(23)
Tri Service Control Project Phase 2	(258)		4	(254)
HEP B Vaccinations	(21)			(21)
Taxation Compliance	(10)			(10)
Retained Policy Change	(212)			(212)
Communications Development – ESN -1276	(192)			(192)

	Balance at 31 March 2018	Revenue Expenditure up to January 2019	Committed Expenditure up to 31 March 2019	Estimated Balance
	£'000	£'000	£'000	£'000
System Security PSN Work -1272	(266)			(266)
System Airwave ESN Transition 1277	(173)			(173)
Emergency Services Network – RAP Work – 1273	(348)			(348)
ESN Control Room ICT -1275	(20)			(20)
<b>Sub Total</b>	<b>(4,097)</b>	<b>129</b>	<b>454</b>	<b>(3,514)</b>
<b>ESN Regional Reserves</b>				
ESN Regional Balance - 1274	(221)	76	67	(78)
Emergency Services Mobile Communications Programme - 1280	(16)			(16)
<b>Sub Total</b>	<b>(237)</b>	<b>76</b>	<b>67</b>	<b>(94)</b>
<b>Total</b>	<b>(5,156)</b>	<b>403</b>	<b>518</b>	<b>(4,234)</b>

## APPENDIX C

Current Earmarked Reserve	Grouped Earmarked Reserve
Fire Safety - On Fire Fund Duke of Edinburgh LPSA Reward Grant Fire Investigation Safe as Houses - Smoke Alarms Community Fire Safety - Innovation Fund Thoresby Estate Charitable Trust Public Health England - Safe and Well	<b>Prevention, Protection and Partnership</b>
Resilience Crewing and Training New Threats / MTFA	<b>Resilience</b>
Capital Reserve	<b>Capital</b>
Organisational Transition - One-off Costs	<b>Transition</b>
Backlog Buildings Maintenance	<b>Estates</b>
Business Systems Development Emergency Services Mobile Communications Programme ICT SharePoint / Internet / Intranet Communications Development - ESN ESN Balance ESN Control Room ICT Emergency Services Network - RAP Work Systel Security PSN Work Systel Airwave ESN Transition	<b>ICT</b>
Operational Equipment Tri Service Control Project Phase 2 Retained Policy Change	<b>Operational</b>
Pensions - Ill Health Pensions - General	<b>Pension</b>
HEP B Vaccinations Taxation Compliance	<b>Other</b>

## CAPITAL BUDGET MONITORING REPORT FOR JANUARY 2019

CAPITAL PROGRAMME	2018/19 Approved Budget £000's	Slippage from 2017/18 £000's	2018/19 Revised Budget £000's	Actual to January £000's	Remaining Budget to be Spent £000's	Estimated Outturn £000's	Outturn Variance £000's
<b>TRANSPORT</b>							
Special Appliances		150	150		-150		-150
Light Vehicle Replacement	197	25	222	37	-185	37	-185
	<b>197</b>	<b>175</b>	<b>372</b>	<b>37</b>	<b>-335</b>	<b>37</b>	<b>-335</b>
<b>EQUIPMENT</b>							
Special Appliances Equipment (Holmatro)							
BA Sets		110	110	-3	-113		-110
Conversion of hose reel equipment	200		200	0	-200	50	-150
CCTV - vehicles	200		200		-200		-200
Lightweight Fire Coat		180	180		-180		-180
	<b>400</b>	<b>290</b>	<b>690</b>	<b>-3</b>	<b>-693</b>	<b>50</b>	<b>-640</b>
<b>ESTATES</b>							
Refurbishment and Rebuilding Fire Stations	0	126	126		-126		-126
Central Fire Station				10	10	10	10
Newark Fire Station	707		707	426	-281	600	-107
Hucknall Fire Station		380	380	17	-363	35	-345
Worksop Fire Station	240	0	240	69	-171	70	-170
Retention Payments	0						
	<b>947</b>	<b>506</b>	<b>1,453</b>	<b>522</b>	<b>-931</b>	<b>715</b>	<b>-738</b>
<b>I.T. &amp; COMMUNICATIONS</b>							
ICT Capital Programme - Replacement Equipment	140		140	37	-103	115	-25
Mobile Computing	20		20	20		20	
SharePoint Development	150		150	103	-47	105	-45
HQ Core Switch Upgrade	30		30		-30		-30

Business Process Automation		49	49	38	-11	49	
Performance Management System		67	67	57	-10	67	
Community Fire Safety - Innovation Fund				2	2	6	6
	<b>340</b>	<b>116</b>	<b>456</b>	<b>256</b>	<b>-200</b>	<b>362</b>	<b>-94</b>
<b>CONTROL</b>							
Emergency Services Mobile Communications	41		41	10	-31	41	
Tri-Service Control & Mobilising System	0	171	171		-171		-171
	<b>41</b>	<b>171</b>	<b>212</b>	<b>10</b>	<b>-202</b>	<b>41</b>	<b>-171</b>
<b>FINANCE</b>							
Payroll System Replacement				14	14	14	14
Finance Agresso Upgrade	30	15	45		-45		-45
	<b>30</b>	<b>15</b>	<b>45</b>	<b>14</b>	<b>-31</b>	<b>14</b>	<b>-31</b>
<b>Grand Total</b>	<b>1,954</b>	<b>1,273</b>	<b>3,227</b>	<b>835</b>	<b>-2,392</b>	<b>1,219</b>	<b>-2,009</b>

	<b>Actual August 2018 £000's</b>	<b>Estimated Outturn £000's</b>
<b>To Be Financed By :</b>		
Capital Grant - General		
Capital Grant - TriService Control		
Emergency Services Mobile Communications - Earmarked Reserve	10	41
ICT SharePoint Internet/Intranet - Earmarked Reserve	62	62
Community Fire Safety - Innovation Fund	2	6
Capital Receipts - Property		300
Capital Receipts - Vehicles	-100	49
New Borrowing	860	760
Internal Financing		
Revenue contributions to capital	1	1
<b>Total</b>	<b>835</b>	<b>1,219</b>