

SFJ EFSM11

Determine effective use of physical and financial resources



Overview

This standard relates to your allocation of resources to meet demand, your investigation of sources of further resources to meet shortfall and your management of budgets associated with resource utilisation.

There are three elements

1 Allocate resources to meet service delivery needs

This involves identifying service delivery objectives, reviewing current resource utilisation and analysing resourcing options

2 Make recommendations for expenditure

This involves preparing recommendations for expenditure on resources, with supporting information on benefits, implications and costs

3 Control expenditure against budgets

This involves managing financial resources and regular reporting on financial allocation and utilisation

SFJ EFSM11

Determine effective use of physical and financial resources

Performance criteria

You must be able to:

Allocate resources to meet service delivery needs

- P1 identify service delivery objectives and resources required to meet them
- P2 review current resource utilisation to meet operational delivery requirements
- P3 identify discrepancies between future service delivery needs and current resource provision
- P4 analyse available resource options and evaluate each option to select those suitable for future needs
- P5 communicate your findings to those involved in the allocation and use of resources
- P6 identify the implications of resource management by consulting with relevant stakeholders
- P7 initiate and manage a review process that anticipates changes in service delivery objectives and evaluates resource allocation

Make recommendations for expenditure

You must be able to:

- P8 base expenditure decisions on achieving the organisation's strategic plans and objectives
- P9 seek contributions from others to inform recommendations for future expenditure
- P10 investigate implications and benefits of the recommended expenditure
- P11 complete a full risk analysis of new or innovative means of funding before recommending expenditure
- P12 provide sufficient and accurate information on all options for expenditure to enable those with responsibility for approval of expenditure to make a decision
- P13 make recommendations which are synchronised to the organisation's budgetary timetable and include contingency arrangements

Control expenditure against budgets

You must be able to:

- P14 identify levels of authority for budget control
- P15 confirm items of agreed expenditure and their associated costs
- P16 ensure effective monitoring and record keeping systems are in place and correctly maintained and audited
- P17 make all relevant people are fully aware of their roles, responsibilities and level of authority within the monitoring and recording systems
- P18 ensure that all records are stored securely and available only to authorised people
- P19 identify discrepancies and take appropriate corrective action
- P20 seek advice or refer matters falling outside your scope of financial responsibility to people with responsibility for financial control

SFJ EFSM11

Determine effective use of physical and financial resources

- P21 accurately monitor and report expenditure against agreed budgets at appropriate intervals to meet audit requirements
- P22 report changes to service delivery with budgetary implications are to people who have audit and approval responsibility and agree suitable action

SFJ EFSM11

Determine effective use of physical and financial resources

Knowledge and understanding

You need to know and understand:

- K1 organisational financial policies, procedures and practice, including budgetary timescales
- K2 budgetary controls and financial record keeping requirements
- K3 current and future service delivery objectives and how to identify resource implications and needs
- K4 principles of best value
- K5 models and tools for resource control, including finance
- K6 the range and purpose of physical resources available, sources of procurement and specifications for obtaining resources
- K7 the range of stakeholders in resource management, their roles, responsibilities, authority and interests
- K8 record keeping and auditing requirements
- K9 the range of approved suppliers, processes for approval
- K10 relevant legislation and statutory requirements
- K11 how to conduct a risk assessment relating to resource management
- K12 funding streams and responsibility for access
- K13 how to maintain confidentiality and security of information
- K14 how to perform a cost benefit analysis when making recommendations for expenditure
- K15 approved options for income generation
- K16 information management methods and techniques
- K17 expected and approved methods of presenting proposals
- K18 recommendations and findings related to physical and financial resource management

SFJ EFSM11

Determine effective use of physical and financial resources

Additional Information

Glossary

Service delivery objectives

Organisational objectives as defined in the strategic plan

Resource utilisation

The procurement, allocation, use, replacement of resources within your span of control

Available resource options

Approved suppliers, local, national and regional options for supply of resources

Review process

Your own, agreed process for checking resource allocation against current, future and emerging service needs and objectives

Expenditure decisions

Decisions regarding expenditure on resources which may require input from a range of stakeholders

Risk analysis

Use of accepted methods and tools to evaluate cost/benefit and implications of insufficient funding or excess expenditure

Physical resources

Facilities, equipment, IT systems

SFJ EFSM11

Determine effective use of physical and financial resources

Developed by	Skills for Justice
---------------------	--------------------

Version number	2
-----------------------	---

Date approved	January 2013
----------------------	--------------

Indicative review date	January 2018
-------------------------------	--------------

Validity	Current
-----------------	---------

Status	Original
---------------	----------

Originating organisation	Skills for Justice
---------------------------------	--------------------

Original URN	SFJ EFSM11
---------------------	------------

Relevant occupations	Fire and Rescue Service – Group Manager; Fire and Rescue Service – Area Manager; Fire and Rescue Service - Group Manager (Control)
-----------------------------	--

Suite	Emergency Fire Services Management
--------------	------------------------------------

Key words	Control; budgeting; expenditure; spending; risk analysis; cost; benefit; assessment
------------------	---