

**Portfolio Holder: Councillor David Clements**

**Senior Officer: Strategic Manager – People & Performance**

<b>Performance, People, Special Projects &amp; Cabinet Support - Total</b>	<b>2015/16 Approved Budget</b>	<b>2015/16 Revised Estimate</b>	<b>2016/17 Proposed Budget</b>	<b>Variance [C] - [A]</b>	<b>Variance [C] - [B]</b>	<b>Reason for Variance</b>
	<b>[A]</b>	<b>[B]</b>	<b>[C]</b>			
<b>Establishment Costs</b>	<b>£442,134</b>	<b>£431,761</b>	<b>£458,412</b>	<b>£16,278</b> 3.68%	<b>£26,651</b> 6.17%	
<b>Other Gross Direct Expenditure</b>	<b>£229,906</b>	<b>£241,508</b>	<b>£200,074</b>	<b>-£29,832</b> -12.98%	<b>-£41,434</b> -17.16%	
<b>Direct Income</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b> 0.00%	<b>£0</b> 0.00%	
<b>Net Direct Expenditure</b>	<b>£672,040</b>	<b>£673,269</b>	<b>£658,486</b>	<b>-£13,554</b> -2.02%	<b>-£14,783</b> -2.20%	
<b>Overall No. of Posts (FTE)</b>	<b>10.70</b>	<b>10.61</b>	<b>10.61</b>	<b>-0.09</b> -0.84%	<b>0.00</b> 0.00%	

<b>Performance</b>	<b>2015/16 Approved Budget</b>	<b>2015/16 Revised Estimate</b>	<b>2016/17 Proposed Budget</b>	<b>Variance [C] - [A]</b>	<b>Variance [C] - [B]</b>	<b>Reason for Variance</b>
	<b>[A]</b>	<b>[B]</b>	<b>[C]</b>			
<b>Establishment Costs</b>	<b>£163,630</b>	<b>£163,630</b>	<b>£171,910</b>	<b>£8,280</b> 5.06%	<b>£8,280</b> 5.06%	Pay award, contractual increments, increased pension contributions.
<b>Other Gross Direct Expenditure</b>	<b>£34,200</b>	<b>£36,535</b>	<b>£33,590</b>	<b>-£610</b> -1.78%	<b>-£2,945</b> -8.06%	
<b>Direct Income</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b> 0.00%	<b>£0</b> 0.00%	
<b>Net Direct Expenditure</b>	<b>£197,830</b>	<b>£200,165</b>	<b>£205,500</b>	<b>£7,670</b> 3.88%	<b>£5,335</b> 2.67%	
<b>Overall No. of Posts (FTE)</b>	<b>4.49</b>	<b>4.49</b>	<b>4.49</b>	<b>0.00</b> 0.00%	<b>0.00</b> 0.00%	

<b>Human Resources</b>	<b>2015/16 Approved Budget</b>	<b>2015/16 Revised Estimate</b>	<b>2016/17 Proposed Budget</b>	<b>Variance [C] - [A]</b>	<b>Variance [C] - [B]</b>	<b>Reason for Variance</b>
	<b>[A]</b>	<b>[B]</b>	<b>[C]</b>			
<b>Establishment Costs</b>	<b>£278,504</b>	<b>£268,131</b>	<b>£286,502</b>	<b>£7,998</b>  2.87%	<b>£18,371</b>  6.85%	Pay award, contractual increments, increased pension contributions.
<b>Other Gross Direct Expenditure</b>	<b>£195,706</b>	<b>£204,973</b>	<b>£166,484</b>	<b>-£29,222</b>  -14.93%	<b>-£38,489</b>  -18.78%	Main savings relate to corporate training, and IT software maintenance for the former flexitime system.
<b>Direct Income</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>  0.00%	<b>£0</b>  0.00%	
<b>Net Direct Expenditure</b>	<b>£474,210</b>	<b>£473,104</b>	<b>£452,986</b>	<b>-£21,224</b>  -4.48%	<b>-£20,118</b>  -4.25%	
<b>Overall No. of Posts (FTE)</b>	<b>6.21</b>	<b>6.12</b>	<b>6.12</b>	<b>-0.09</b>  -1.45%	<b>0.00</b>  0.00%	

### **Movement in budget and staff from last year**

A small reduction in the level of HR staffing has been achieved this year through the voluntary reduction in working hours without affecting the level of service provided to the Council. An element of income generation is also being developed through the provision of Disclosure and Barring Service (DBS) checks and clearances for other organisations. Gross expenditure has also been significantly reduced through efficiently managing the Corporate Training budget, with sessions being delivered internally rather than via external providers.

### **Portfolio Priorities**

1. To lead the Council in its implementation and delivery of the People Strategy
2. To ensure that effective performance practices are in place
3. To provide a range of additional support and guidance to Cabinet members
4. To lead the Council in its delivery of any special projects

### **Services**

Performance - To help other services succeed in improving their performance.

Human Resources - To help and guide the Council in delivering a first class service through our staff.

## Key Points

<p>Doing things differently – plans for the coming year</p>	<p><u>Performance</u></p> <ul style="list-style-type: none"><li>• Our approach to developing Systems Thinking throughout the Council will be tailored to take into account of the improvements that have already occurred, and the diverse challenges now faced by different departments. The provision of regular and ongoing training, guidance and challenge to all levels of staff throughout the Council continues to make service improvements by understanding customer demand and eliminating waste.</li><li>• The Performance team will continue to support the implementation of Channel Shift and an officer has been seconded to Communications to provide an additional and specialist resource to ensure that progress is being made on all areas of the project.</li><li>• An IT system, InPhase, has recently been introduced which has reduced costs and added efficiency improvements across the Council. The continual development of this system will continue to remain a priority so that it delivers further efficiencies such as the management of projects, service plans and the Blaby Plan.</li><li>• Additionally the system has been linked directly with the Channel Shift IT system to provide additional reporting, there are plans to make direct links to other IT systems used across the Council for improved monitoring and management, consistency of data and information, to eliminate waste, and therefore generate further cost savings as a result.</li><li>• The focus on Customer Service Excellence (CSE) will continue with a further external review and evaluation scheduled for March 2016.</li></ul> <p><u>Human Resources</u></p> <ul style="list-style-type: none"><li>• Continual joint working with staff and Trade Unions on the People Strategy 2015-18 will ensure that employees are engaged with the development and progress of the Council.</li><li>• The support provided to developing managers capabilities will be increased to take into account of the expected level of skills that are now required. A proactive approach to the management of sickness absence will also continue to be a key focus over the forthcoming year.</li><li>• Learning &amp; Development will continue to be a key focus throughout 2016-17 to ensure that the demands on both resources and services are positively met by the skill set of our staff. This will include management development, basic IT, customer service skills and also basic literacy and numeracy for those employees who require it. The provision of these skills will help develop individuals</li></ul>
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	<p>outside of work and within their own lives, alongside their employment with BDC.</p> <ul style="list-style-type: none"> <li>The Athena on-line learning package will also continue be redeveloped throughout 2016, ensuring that development can continue in a flexible and cost effective manner</li> </ul>
Income generation	<ul style="list-style-type: none"> <li>Not applicable to this portfolio although a small element of income will be generated via the provision of DBS checks to other organisations</li> </ul>
Capital plans for the portfolio	<ul style="list-style-type: none"> <li>Not applicable to this portfolio, no capital expenditure projects are required within this portfolio in 2016/17.</li> </ul>

### **Key Performance Indicators**

<b>PERFORMANCE INDICATOR</b>	<b>2014/15 RESULTS</b>	<b>2015/16 YEAR TO DATE</b>	<b>COMMENTS</b>
The average number of working days lost to sickness	7.41 days	5.3 days	
The % of staff turnover	N/A	1.125%	This is a new indicator to ensure that any issues relating to turnover are addressed. Currently no concerns have been raised as a result of these figures.
The % of staff from ethnic minorities	10%	8%	This figure remains broadly in line with our demographics
The % of staff who are disabled	2.64%	3%	
The % of managers completed Systems Thinking training	93%	96%	
% Value Demand in Performance	N/A	64%	This is a new indicator for 2015/16.
Number of system queries	N/A	910	74% of which were regarding Flare system. This is a new indicator for 2015/16.

## **Customers**

Services continue to use a variety of customer feedback methods in order to understand and improve service provision. Feedback from the forthcoming visit from the Customer Excellence assessor will assist the Council in its continued focus to understand the needs within the community and give good customer service. The Performance team also provide data on the make up of residents and customers so that services can continue to understand and meet their needs and provide a quality service.

Consultation exercises with residents have been undertaken which has enabled the Council to understand customer priorities and these have fed into the development of the Blaby Plan. The current Resident's Survey is vital to this feedback and the results are currently being analysed by the Performance team.

The HR and Performance teams also working closely together to consider and provide more web based opportunities for those wishing to do business with the Council over the internet.

Maintaining awareness of Equalities and Human Rights across the Council by staff and members to ensure fair access to services by customers remains a focus. Training, information articles and advice are provided by the Performance team supported by HR. An e-learning package on Athena is to be launched imminently and hearing loss training is to be delivered shortly. A new Equalities and Human Rights policy was adopted in 2015 and the Councils Equality objectives are monitored regularly.

## **Risks**

A full risk register is maintained on InPhase in relation to both teams, and is regularly reviewed to ensure its accuracy. However, significant potential risks include the following issues:

- A failure to effectively embed a Systems Thinking approach could impact on service delivery and customer and staff satisfaction.
- The non delivery of the People Strategy may have an impact on staff absence, morale and overall performance.