

LEADER'S PORTFOLIO

Portfolio Holder: Councillor Terry Richardson

Senior Officers: Chief Executive, Director of People & Finance, Strategic Manager – People, Performance & Assets, Corporate Services Group Manager, Regulatory & Leisure Services Group Manager

Portfolio Total

	2016/17 Approved Budget [A]	2016/17 Revised Estimate [B]	2017/18 Proposed Budget [C]	Variance [C] - [A]	Variance [C] - [B]
1. Establishment Costs	£1,080,261	£975,011	£1,011,837	-£68,424 -6.33%	£36,826 3.78%
2. Other Gross Direct Expenditure	£403,942	£403,056	£435,802	£31,860 7.89%	£32,746 8.12%
3. Direct Income	-£62,500	-£73,770	-£72,000	-£9,500 15.20%	£1,770 -2.40%
4. Net Direct Expenditure	£1,421,703	£1,304,297	£1,375,639	-£46,064 -3.24%	£71,342 5.47%
5. Overall No. of Posts (FTE)	22.33	21.28	21.28	-1.05 -4.70%	0.00 0.00%

Performance

	2016/17 Approved Budget	2016/17 Revised Estimate	2017/18 Proposed Budget	Variance [C] - [A]	Variance [C] - [B]
	[A]	[B]	[C]		
1. Establishment Costs	£171,910	£171,910	£179,121	£7,211 4.19%	£7,211 4.19%
2. Other Gross Direct Expenditure	£33,590	£30,654	£35,164	£1,574 4.69%	£4,510 14.71%
3. Direct Income	£0	£0	£0	£0 0.00%	£0 0.00%
4. Net Direct Expenditure	£205,500	£202,564	£214,285	£8,785 4.27%	£11,721 5.79%
5. Overall No. of Posts (FTE)	4.49	4.49	4.49	0.00 0.00%	0.00 0.00%

Reasons for Variances

1. The 2017/18 Establishment budget allows for a 1% pay award, contractual increments where applicable, and increases to employer's national insurance and pension contributions.
2. The cost of undertaking a residents survey has been removed from the 2016/17 budget as this survey only takes place biannually.
3. Not applicable.
4. Net impact of variances listed above.
5. No change in headcount.

Human Resources

	2016/17 Approved Budget	2016/17 Revised Estimate	2017/18 Proposed Budget	Variance [C] - [A]	Variance [C] - [B]
	[A]	[B]	[C]		
1. Establishment Costs	£286,502	£274,141	£297,322	£10,820 3.78%	£23,181 8.46%
2. Other Gross Direct Expenditure	£166,484	£159,331	£186,606	£20,122 12.09%	£27,275 17.12%
3. Direct Income	£0	-£890	£0	£0 0.00%	£890 -100.00%
4. Net Direct Expenditure	£452,986	£432,582	£483,928	£30,942 6.83%	£51,346 11.87%
5. Overall No. of Posts (FTE)	8.12	8.07	8.07	-0.05 -0.62%	0.00 0.00%

Reasons for Variances

1. The reduction in 2016/17 reflects the transfer of apprentice budgets to the Neighbourhood Services portfolio. Also, 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. The 2017/18 Establishment budget allows for a 1% pay award, contractual increments where applicable, and increases to employer's national insurance and pension contributions.
2. Other gross direct expenditure reflects a reduction of £7,000 in the corporate staff advertising budget. However, this is offset in 2017/18 by the addition of a provision for the new Apprenticeship Levy, which is payable by all organisations with a payroll over £3m per annum. It is estimated that this will cost Blaby around £34,650 in 2017/18.
3. An element of income generation is also being developed through the provision of Disclosure and Barring Service (DBS) checks and clearances for other organisations.
4. Net impact of variances listed above.
5. Minor changes to working hours.

Chief Executive & Directors

	2016/17 Approved Budget	2016/17 Revised Estimate	2017/18 Proposed Budget	Variance [C] - [A]	Variance [C] - [B]
	[A]	[B]	[C]		
1. Establishment Costs	£540,163	£447,274	£450,894	-£89,269 -16.53%	£3,620 0.81%
2. Other Gross Direct Expenditure	£28,387	£25,312	£24,955	-£3,432 -12.09%	-£357 -1.41%
3. Direct Income	-£500	£0	£0	£500 -100.00%	£0 0.00%
4. Net Direct Expenditure	£568,050	£472,586	£475,849	-£92,201 -16.23%	£3,263 0.69%
5. Overall No. of Posts (FTE)	7.04	6.04	6.04	-1.00 -14.20%	0.00 0.00%

Reasons for Variances

1. The 2017/18 Establishment budget allows for a 1% pay award, contractual increments where applicable, and increases to employer's national insurance and pension contributions. The overall reduction reflects the approved changes to the senior management staffing structure.
2. No significant variances.
3. Not applicable.
4. Net impact of variances listed above.
5. Reduction in headcount relates to the retirement of the former Chief Executive.

Electoral Registration

	2016/17 Approved Budget [A]	2016/17 Revised Estimate [B]	2017/18 Proposed Budget [C]	Variance [C] - [A]	Variance [C] - [B]
1. Establishment Costs	£81,686	£81,686	£84,500	£2,814 3.44%	£2,814 3.44%
2. Other Gross Direct Expenditure	£146,970	£159,748	£159,245	£12,275 8.35%	-£503 -0.31%
3. Direct Income	-£62,000	-£72,880	-£72,000	-£10,000 16.13%	£880 -1.21%
4. Net Direct Expenditure	£166,656	£168,554	£171,745	£5,089 3.05%	£3,191 1.89%
5. Overall No. of Posts (FTE)	2.68	2.68	2.68	0.00 0.00%	0.00 0.00%

Reasons for Variances

1. The 2017/18 Establishment budget allows for a 1% pay award, contractual increments where applicable, and increases to employer's national insurance and pension contributions. The overall reduction reflects the approved changes to the senior management staffing structure.
2. Other gross direct expenditure includes an increase of £70,000 in 2017/18 in respect of the County Council and Parish Council elections – these costs are generally recoverable. This is offset by a reduction of £60,000 which was included in the 2016/17 budget to cover the costs of the Police and Crime Commissioner elections and EU Referendum, also recoverable.
3. The increase in income offsets the additional expenditure explained above – this is the recovery of election expenses.
4. Net impact of variances listed above.
5. No change in headcount.

Emergency Planning & Business Continuity

	2016/17 Approved Budget [A]	2016/17 Revised Estimate [B]	2017/18 Proposed Budget [C]	Variance [C] - [A]	Variance [C] - [B]
1. Establishment Costs	£0	£0	£0	£0 0.00%	£0 0.00%
2. Other Gross Direct Expenditure	£28,511	£28,011	£29,832	£1,321 4.63%	£1,821 6.50%
3. Direct Income	£0	£0	£0	£0 0.00%	£0 0.00%
4. Net Direct Expenditure	£28,511	£28,011	£29,832	£1,321 4.63%	£1,821 6.50%
5. Overall No. of Posts (FTE)	0.00	0.00	0.00	0.00 0.00%	0.00 0.00%

Reasons for Variances

1. No establishment costs associated with this service.
2. Increased contribution to the Resilience Partnership to reflect additional costs experienced by host authority.
3. Not applicable.
4. See note 2 above,
5. Not applicable.

Movement in budget and staff from last year

Emergency Planning – although there are no direct staffing costs associated with this budget, the Council does contribute towards the Resilience Partnership hosted by Leicestershire County Council. The contribution for 2017/18 is set to rise to reflect contractual pay awards for staff employed by the host authority.

Portfolio Priorities

- To ensure that effective performance and fair practices are in place across the Council
- To ensure that staff are managed effectively
- To lead the Council in its implementation and delivery of the People Strategy
- To ensure the Council has robust arrangements in place for responding to emergencies and can fulfil its statutory obligations
- To ensure the Council has robust Health and Safety advisory capacity and arrangements in place for fulfilling its statutory obligations.

Services

Performance

This includes staffing and operational costs for the Performance team, including licence costs for corporate systems such as InPhase, Flare and Mosaic. The Performance team also help other services succeed in improving their performance, ensuring that our systems work effectively and providing advice on measuring, monitoring and improvement.

Human Resources

This includes staffing and operational costs for the HR team alongside other budgets such as recruitment advertising and a corporate training budget to help deliver generic skills that are required across all areas of the Council. The HR service helps and guides the Council in delivering a first class service through the management and development of our staff.

Chief Executive & Directors

Includes costs for the Chief Executive and Directors' budgets and in addition the costs for Corporate Health & Safety. Corporate Health and Safety is an advisory function providing technical and management support and guidance to all Council services, and on all aspects of the Council's undertakings.

Emergency Planning

This includes the costs associated with the provision for Emergency Planning within the Authority, which is delivered across the Leicester, Leicestershire and Rutland area.

Electoral Services

Includes costs for electoral registration and elections (national election/referenda, County and parish election expenses are recoverable).

Key Points

<p>Doing things differently – plans for the coming year</p>	<p><u>Performance</u></p> <ul style="list-style-type: none">• Our approach to developing Systems Thinking throughout the Council will continue to 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.• The Performance team will continue to support the implementation of Channel Shift to ensure that progress is being made on all areas of the project.• The InPhase performance IT system will continue to be developed so that it delivers further efficiencies such as the management of projects, service plans and the Blaby Plan. Performance reports to Members will continue to be revised to ensure that the best quality and most effective information is provided.• 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, eliminate waste, and therefore further cost savings as a result. This credits the Council for processes that focus on providing high quality and efficient customer services which will contribute to organisational improvement and cost reduction across the council in coming years.• A procurement exercise is being undertaken to provide the Council with a ICT system to support a number of services to deliver greater efficiency and effectiveness through improved technology such as mobile working ability• The focus on Customer Service Excellence (CSE) will continue with a further external review and evaluation scheduled for January 2017. The Local Government Association (LGA) are undertaking a review of the Peer Challenge which is due to take place in March 2017. <p><u>Human Resources</u></p> <ul style="list-style-type: none">• 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.• 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.• Learning & Development will continue to be a key focus
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	<p>throughout 2017-18 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 sessions on key issues such as commerciality and project management, alongside other opportunities for all staff on beneficial topics such as personal resilience.</p> <ul style="list-style-type: none"> • The Athena on-line learning package will also continue to be redeveloped throughout 2017, ensuring that development can continue in a flexible and cost effective manner. • The careers and job pages (“What’s it like to work at Blaby”) of the website will be developed to attract a wider audience and fulfil our commitment as a Disability Confident employer. <p><u>Corporate Health & Safety</u></p> <ul style="list-style-type: none"> • Blueprint for health and safety review, new depot consolidation. <p><u>Emergency Planning</u></p> <ul style="list-style-type: none"> • Partnership business plan to be refreshed to reflect current risks. Further work on prepared communities aided by the successful bid for Community Stores Funding. This initiative will deliver £600 for 12 parishes within the district towards emergency equipment and clothing.
Income generation	<ul style="list-style-type: none"> • Not applicable to this portfolio although a small element of income will be generated via the provision of DBS checks to other organisations.
Capital plans for the portfolio	<ul style="list-style-type: none"> • Not applicable to this portfolio, no capital expenditure projects are required within this portfolio in 2017/18. • Procurement and implementation of a new back office system to replace Flare. £141,000 has been identified for this project which forms part of the carry-over to 2017/18 from the previous year.

Key Performance Indicators

PERFORMANCE INDICATOR	2015/16 RESULTS	2016/17 YEAR TO DATE	COMMENTS
The average number of working days lost to sickness	8.21 days	4.58 days	
The % of staff from ethnic minorities	9%	11%	
The % of staff who are disabled	3.2%	3.4%	
The % of managers completed Systems Thinking training	88%	89.4%	
% Value Demand in Performance	64%	50%	
Testing, exercising, preparation and delivery of agreed emergency work plans.	100%	100%	The Resilience Partnership Board hold quarterly meetings to ensure delivery of agreed work plans

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 most recent Resident's Survey is vital to this feedback with the data and results being collected by the Performance team. A budget survey is currently being carried out to obtain the views from residents on potential Council Tax rises and priorities.

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 with face to face training being delivered for manual staff based at the Depot. Following approval of the Council's Equalities and Human Rights Policy the Equality Objectives for 2016-20 are now being monitored regularly, with clear links feeding the results into the Blaby Plan.

Channel Shift

The Performance team has made clear and objective links with the Channel Shift project, in particular ensuring the use of data and measures to identify progress and also providing a challenge and reminder over the use of system thinking methods and how the customer is kept central to any developments. The team also lead on the use of Survey Monkey (an on-line survey process) which reduces the requirement and necessity for paperwork and manual analysis

The HR team has regularly developed processes that are in the spirit of Channel Shift. These have historically included the development of an e-recruitment process for job applications, however recently this has also increased to include the development of on-line forms for internal use such as vacancy approvals, feedback from training sessions and gaining immediate feedback from leavers via exit questionnaires.

Risks

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

- **Performance** - A failure to effectively embed a Systems Thinking approach could impact on service delivery and customer and staff satisfaction.
- **Human Resources** - The non delivery of the People Strategy may have an impact on staff absence, morale and overall performance.
- **Health and Safety** - financial, legal, moral, reputational risk - negligence. Control measures managed through advisory service and internal policies, procedures and departmental audits.
- **Emergency Planning** – reputational risk with partners and customers if appropriate response not available or given.