

LEADER'S PORTFOLIO

Portfolio Holder: Councillor Terry Richardson

Senior Officers: Chief Executive, Strategic Director (S151), Strategic HR Manager, Strategic Director, Corporate Services Group Manager, Regulatory & Leisure Services Group Manager

Portfolio Total

	2017/18 Approved Budget [A]	2017/18 Revised Estimate [B]	2018/19 Proposed Budget [C]	Variance [C] - [A]	Variance [C] - [B]
1. Establishment Costs	£1,053,062	£1,034,284	£1,109,819	£56,757 5.39%	£75,535 7.30%
2. Other Gross Direct Expenditure	£394,577	£525,662	£409,779	£15,202 3.85%	-£115,883 -22.05%
3. Direct Income	-£72,000	-£131,063	-£72,300	-£300 0.42%	£58,763 -44.84%
4. Net Direct Expenditure	£1,375,639	£1,428,883	£1,447,298	£71,659 5.21%	£18,415 1.29%
5. Overall No. of Posts (FTE)	21.28	20.28	21.28	0.00 0.00%	1.00 4.93%

Performance

	2017/18 Approved Budget	2017/18 Revised Estimate	2018/19 Proposed Budget	Variance [C] - [A]	Variance [C] - [B]
	[A]	[B]	[C]		
1. Establishment Costs	£179,121	£201,406	£228,682	£49,561 27.67%	£27,276 13.54%
2. Other Gross Direct Expenditure	£35,164	£51,618	£45,608	£10,444 29.70%	£-6,010 -11.64%
3. Direct Income	£0	£-500	£0	£0 #DIV/0!	£500 -100.00%
4. Net Direct Expenditure	£214,285	£252,524	£274,290	£60,005 28.00%	£21,766 8.62%
5. Overall No. of Posts (FTE)	4.49	4.49	5.49	1.00 22.27%	1.00 22.27%

Reasons for Variances

1. The 2018/19 Establishment budget allows for a 1% pay award, contractual increments where applicable, and increases to employer's national insurance and pension contributions, plus the new post of Project Officer. 2017/18 Revised Estimate also includes a temporary budget for backfilling during the implementation of the new back office system.
2. Increased expenditure in relation to maintenance of new back office system.
3. Not applicable.
4. Net impact of variances listed above.
5. Additional post of Project Officer approved in November 2017.

Human Resources

	2017/18 Approved Budget	2017/18 Revised Estimate	2018/19 Proposed Budget	Variance [C] - [A]	Variance [C] - [B]
	[A]	[B]	[C]		
1. Establishment Costs	£384,883	£366,506	£376,097	-£8,786 -2.28%	£9,591 2.62%
2. Other Gross Direct Expenditure	£148,385	£185,660	£148,672	£287 0.19%	-£36,988 -19.92%
3. Direct Income	£0	-£1,000	-£1,000	-£1,000 0.00%	£0 0.00%
4. Net Direct Expenditure	£533,268	£551,166	£523,769	-£9,499 -1.78%	-£27,397 -4.97%
5. Overall No. of Posts (FTE)	9.07	8.07	8.07	-1.00 -11.03%	0.00 0.00%

Reasons for Variances

1. The 2018/19 Establishment budget allows for a 1% pay award, contractual increments where applicable, and increases to employer's national insurance and pension contributions. This is offset by the transfer of apprentice budgets to individual services.
2. The 2017/18 Revised Estimate includes one-off capital costs of early retirement arising from the Planning restructure undertaken earlier in the year.
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. Transfer of apprentice post to Property Services.

Chief Executive & Directors

	2017/18 Approved Budget	2017/18 Revised Estimate	2018/19 Proposed Budget	Variance [C] - [A]	Variance [C] - [B]
	[A]	[B]	[C]		
1. Establishment Costs	£404,558	£381,872	£419,762	£15,204 3.76%	£37,890 9.92%
2. Other Gross Direct Expenditure	£21,951	£31,435	£24,932	£2,981 13.58%	-£6,503 -20.69%
3. Direct Income	£0	-£140	£0	£0 0.00%	£140 -100.00%
4. Net Direct Expenditure	£426,509	£413,167	£444,694	£18,185 4.26%	£31,527 7.63%
5. Overall No. of Posts (FTE)	5.04	5.04	5.04	0.00 0.00%	0.00 0.00%

Reasons for Variances

1. The 2018/19 Establishment budget allows for a 1% pay award, contractual increments where applicable, and increases to employer's national insurance and pension contributions. Vacancy savings relating to the Strategic Director post have been built into the revised estimate.
2. Revised estimate includes final payment for the previous year's budget survey.
3. Not applicable.
4. Net impact of variances listed above.
5. No change in headcount.

Electoral Registration

	2017/18 Approved Budget	2017/18 Revised Estimate	2018/19 Proposed Budget	Variance [C] - [A]	Variance [C] - [B]
	[A]	[B]	[C]		
1. Establishment Costs	£84,500	£84,500	£85,278	£778 0.92%	£778 0.92%
2. Other Gross Direct Expenditure	£159,245	£227,117	£159,118	-£127 -0.08%	-£67,999 -29.94%
3. Direct Income	-£72,000	-£129,423	-£71,300	£700 -0.97%	£58,123 -44.91%
4. Net Direct Expenditure	£171,745	£182,194	£173,096	£1,351 0.79%	-£9,098 -4.99%
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 2018/19 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 includes one off costs in relation to elections held in 2017/18 which are generally recoverable and reflected in direct income below.
3. The increase in income reflects the recovery of election expenses.
4. Net impact of variances listed above.
5. No change in headcount.

Emergency Planning & Business Continuity

	2017/18 Approved Budget [A]	2017/18 Revised Estimate [B]	2018/19 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	£29,832	£29,832	£31,449	£1,617 5.42%	£1,617 5.42%
3. Direct Income	£0	£0	£0	£0 0.00%	£0 0.00%
4. Net Direct Expenditure	£29,832	£29,832	£31,449	£1,617 5.42%	£1,617 5.42%
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

The overall number of posts for this portfolio has remained unchanged apart from the addition of the post of Project Manager within the Performance team and the movement of the apprentice post from HR into property services.

The increase in expenditure is due mostly to the pay award along with a number of specific elements of expenditure which has been detailed within the previous pages.

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 (in the process of being replaced with Idox) 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. Also includes the costs of 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.

Chief Executive & Directors

Includes costs for the Chief Executive and Directors' budgets and in addition the costs for the PA team.

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 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.• A procurement exercise undertaken during 2017/18 to replace the current back office system, Flare, has been led by the performance team. The new system will provide the Council with an ICT system to support a number of services to deliver greater efficiency and effectiveness through improved technology such as mobile working ability, and will be fully rolled out during 2018/19.• The focus on Customer Service Excellence (CSE) will continue with a further external review and evaluation scheduled for March 2018.• The team will help to embed a new Project Management approach across the organisation and will oversee the governance arrangements around major corporate projects. This will drive efficiencies and consistency across our approach to project management. <p><u>Human Resources</u></p> <ul style="list-style-type: none">• Continual joint working with staff and Trade Unions on the People Strategy will ensure that employees are engaged with the development and progress of the Council.• The support provided to developing managers capabilities will continue to be increased to take into account of the expected level of skills that are now required.• Learning & Development for all employees will continue to be a key focus to ensure that the demands on both resources and services are positively met by the skill set of our staff.• Employees will also require support throughout organisational changes and also personal periods of ill health.• Across Public Sector employers are looking at Workplace health and HR will be leading this initiative to look at how organisationally we improve the health of our employees.• The Athena on-line learning package will also continue to be redeveloped, ensuring that development can continue in a flexible and cost effective manner.
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	<p><u>Corporate Health & Safety</u></p> <ul style="list-style-type: none"> The safety of our staff will continue to be a key focus with a review of our organisational Blueprint and all Health & Safety policies. <p><u>Emergency Planning</u></p> <ul style="list-style-type: none"> Partnership business plan is to be refreshed to reflect current risks.
Income generation	<ul style="list-style-type: none"> A small element of income is 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 2018/19.

Key Performance Indicators

PERFORMANCE INDICATOR	2016/17 RESULTS	2017/18 YEAR TO DATE	COMMENTS
The average number of working days lost to sickness	8.02 days	5.89 days	
The % of staff from ethnic minorities	11%	10%	11.5% of Blaby District population are from minority ethnic groups (Census 2011)
The % of staff who are disabled	4%	5%	
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.

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.

Channel Shift

The HR team continues to develop processes that are in the spirit of Channel Shift. These include an e-recruitment process for job applications, 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. An audit carried out during November 2017 graded the delivery of his service as a 1 – adequate in all important aspects.