

**CORPORATE SERVICES & NEIGHBOURHOOD SERVICES PORTFOLIO**

**Portfolio Holder: Councillor David Freer**

**Senior Officer: Corporate Services Group Manager, Neighbourhood Services Group Manager**

**Portfolio Total**

	<b>2017/18 Approved Budget</b>	<b>2017/18 Revised Estimate</b>	<b>2018/19 Proposed Budget</b>	<b>Variance [C] - [A]</b>	<b>Variance [C] - [B]</b>
	<b>[A]</b>	<b>[B]</b>	<b>[C]</b>		
<b>1. Establishment Costs</b>	<b>£3,313,886</b>	<b>£3,381,249</b>	<b>£3,592,216</b>	<b>£278,330</b> 8.40%	<b>£210,967</b> 6.24%
<b>2. Other Gross Direct Expenditure</b>	<b>£2,211,723</b>	<b>£2,459,711</b>	<b>£2,361,112</b>	<b>£149,389</b> 6.75%	<b>-£98,599</b> -4.01%
<b>3. Direct Income</b>	<b>-£2,143,860</b>	<b>-£2,167,485</b>	<b>-£1,442,683</b>	<b>£701,177</b> -32.71%	<b>£724,802</b> -33.44%
<b>4. Net Direct Expenditure</b>	<b>£3,381,749</b>	<b>£3,673,475</b>	<b>£4,510,645</b>	<b>£1,128,896</b> 33.38%	<b>£837,170</b> 22.79%
<b>5. Overall No. of Posts (FTE)</b>	<b>99.00</b>	<b>109.67</b>	<b>109.33</b>	<b>10.33</b> 10.44%	<b>-0.33</b> -0.30%

## Grounds Maintenance

	2017/18 Approved Budget	2017/18 Revised Estimate	2018/19 Proposed Budget	Variance [C] - [A]	Variance [C] - [B]
	[A]	[B]	[C]		
1. Establishment Costs	£214,666	£214,666	£154,246	-£60,420 -28.15%	-£60,420 -28.15%
2. Other Gross Direct Expenditure	£104,775	£124,725	£104,425	-£350 -0.33%	-£20,300 -16.28%
3. Direct Income	-£197,488	-£217,788	-£44,488	£153,000 -77.47%	£173,300 -79.57%
4. Net Direct Expenditure	£121,953	£121,603	£214,183	£92,230 75.63%	£92,580 76.13%
5. Overall No. of Posts (FTE)	6.00	6.00	4.00	-2.00 -33.33%	-2.00 -33.33%

## Reasons for Variances

1. The 2018/19 budget makes allowance for a 1% pay award, contractual increments where applicable, and increases in employer's national insurance and pension contributions. Two full time equivalents assumed to be transferred to Leicestershire County Council following termination of the highways verge cutting contract.
2. The revised estimate allows for £20,000 initial expenditure on Countesthorpe Country Park, funded by way of a S106 commuted maintenance contribution. Work is still in progress to understand if elements of the gross direct expenditure relate to the LCC contract and can be removed from the budget for 2018/19.
3. The revised estimate reflects the additional £20,000 S106 contribution referred to above. For 2018/19 the highways verge maintenance contract with Leicestershire County Council ends on 1<sup>st</sup> March 2018. Income in 2017/18 amounted to £153,000 for this contract.
4. The net impact of changes referred to above.
5. See 1 above.

## District Cleansing

	2017/18 Approved Budget	2017/18 Revised Estimate	2018/19 Proposed Budget	Variance [C] - [A]	Variance [C] - [B]
	[A]	[B]	[C]		
1. Establishment Costs	£331,474	£331,474	£341,691	£10,217 3.08%	£10,217 3.08%
2. Other Gross Direct Expenditure	£19,365	£19,715	£19,715	£350 1.81%	£0 0.00%
3. Direct Income	-£62,000	-£62,000	-£62,000	£0 0.00%	£0 0.00%
4. Net Direct Expenditure	£288,839	£289,189	£299,406	£10,567 3.66%	£10,217 3.53%
5. Overall No. of Posts (FTE)	10.41	10.41	10.41	0.00 0.00%	0.00 0.00%

## Reasons for Variances

1. The 2018/19 budget makes allowance for a 1% pay award, contractual increments where applicable, and increases in employer's national insurance and pension contributions.
2. No significant changes.
3. No change.
4. Net impact of variances listed above.
5. No change.

## Refuse Collection & Recycling

	2017/18 Approved Budget  [A]	2017/18 Revised Estimate  [B]	2018/19 Proposed Budget  [C]	Variance [C] - [A]	Variance [C] - [B]
1. Establishment Costs	£1,568,463	£1,618,026	£1,810,494	£242,031 15.43%	£192,468 11.90%
2. Other Gross Direct Expenditure	£374,730	£516,328	£383,056	£8,326 2.22%	-£133,272 -25.81%
3. Direct Income	-£1,610,402	-£1,610,402	-£1,056,500	£553,902 -34.40%	£553,902 -34.40%
4. Net Direct Expenditure	£332,791	£523,952	£1,137,050	£804,259 241.67%	£613,098 117.01%
5. Overall No. of Posts (FTE)	48.59	58.59	58.59	10.00 20.58%	0.00 0.00%

### Reasons for Variances

1. The 2018/19 budget makes allowance for a 1% pay award, contractual increments where applicable, and increases in employer's national insurance and pension contributions. An additional 10 refuse loaders have been added to the establishment with effect from the mid point of 2017/18 in an attempt to reduce the call on temporary and/or agency workers, and to reflect the structure required to deliver an ongoing weekly collection service.
2. The revised estimate includes £110,000 approved by Council in September towards the cost of undertaking the public consultation exercise regarding possible changes to the service. Also includes £23,000 non recurring expenditure backed by a recycling reward scheme grant brought forward from 2016/17..
3. Reflects the removal of recycling credit income currently paid by Leicestershire County Council..
4. Net impact of variances listed above.
5. See 1 above.

## Fleet Management

	2017/18 Approved Budget	2017/18 Revised Estimate	2018/19 Proposed Budget	Variance [C] - [A]	Variance [C] - [B]
	[A]	[B]	[C]		
1. Establishment Costs	£168,132	£185,932	£188,021	£19,889 11.83%	£2,089 1.12%
2. Other Gross Direct Expenditure	£504,180	£509,390	£514,640	£10,460 2.07%	£5,250 1.03%
3. Direct Income	£0	£0	£0	£0	£0
4. Net Direct Expenditure	£672,312	£695,322	£702,661	£30,349 4.51%	£7,339 1.06%
5. Overall No. of Posts (FTE)	4.00	4.67	4.33	0.33 8.33%	-0.33 -7.14%

## Reasons for Variances

1. The 2018/19 budget makes allowance for a 1% pay award, contractual increments where applicable, and increases in employer's national insurance and pension contributions. Also included is the cost of a temporary Vehicle Fitter on a 12 month fixed term contract until July 2018.
2. Revised estimate includes £9,000 expenditure on the purchase of vehicle tracking equipment which will help to monitor refuse and recycling rounds helping ensure vehicles are operated safely and efficiently.
3. No income.
4. Net impact of the variances listed above.
5. See 1 above.

## Corporate Services

	2017/18 Approved Budget  [A]	2017/18 Revised Estimate  [B]	2018/19 Proposed Budget  [C]	Variance [C] - [A]	Variance [C] - [B]
1. Establishment Costs	£1,031,151	£1,031,151	£1,097,764	£66,613 6.46%	£66,613 6.46%
2. Other Gross Direct Expenditure	£1,208,673	£1,289,553	£1,339,276	£130,603 10.81%	£49,723 3.86%
3. Direct Income	-£273,970	-£277,295	-£279,695	-£5,725 2.09%	-£2,400 0.87%
4. Net Direct Expenditure	£1,965,854	£2,043,409	£2,157,345	£191,491 9.74%	£113,936 5.58%
5. Overall No. of Posts (FTE)	30.00	30.00	32.00	2.00 6.67%	2.00 6.67%

## Reasons for Variances

1. The 2018/19 makes allowance for a 1% pay award, contractual increments where applicable, and increases in employer's national insurance and pension contributions. The 2018/19 budget also includes two additional posts, a Land Charges Officer and a Graduate Web Application Developer.
2. Revised estimate includes an additional £64,600 for external legal fees, which reflects an increase in the requirement for specialist advice – in particular for planning matters. This increase is continued into 2018/19, which also includes an additional £54,000 for Microsoft licences due to a change in the charging mechanism to an annual subscription basis.
3. No significant changes.
4. Net impact of the variances listed above.
5. See 1 above.

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

### **Neighbourhood Services**

The considerable movement in budget for Neighbourhood Services has resulted from the reduction of recycling credit income and the LCC Highways contract being terminated.

All income and costs are prior to any adjustment being made for potential savings from moving to an alternate weekly collection. This is the subject of a report being considered by Council on the 23<sup>rd</sup> January and includes details of all the financial implications should this decision be taken.

## **Portfolio Priorities**

### **Neighbourhood Services**

To provide an efficient and cost efficient refuse and recycling service, to keep the district clean and to maintain areas of open space.

### **Corporate Services**

To put the customer at the heart of everything we do.

## **Services**

### **Corporate Services**

- **Customer Services**

The team provide the main front of house services for the authority, including main reception, payments, incoming/outgoing post and telephony services. The team also assist with linking residents and businesses to our partners and other service providers and promote the use of online services.

- **Electoral Services**

The budget element of this service is included within the Leader's portfolio.

- **ICT**

ICT services continue to be provided through a partnership arrangement with Hinckley & Bosworth Borough Council, Oadby & Wigston Borough Council and Melton Borough Council. The external providers for the partnership (Sopra Steria Ltd) have recently competed for and won a new 5 year contract for the partnership.

- **Communications**

Includes the provision of internal and external communications and marketing including Contact magazine, public relations, website, intranet, corporate branding and print and design services. The Communications team are leading on the Channel shift strategy and are responsible for customer relationship management software, the development of technologies and online processes allowing the Council to become more accessible to our customers.

- **Democratic and Governance Services**

Including:

**Democratic Services** - Provides Member Support, including training and development and committee management.

**Scrutiny** - Provides Member support for the Scrutiny process

**Legal Services** - Provides legal advice and support for the organisation including, Information management, Data Protection and Land Charges.

### Neighbourhood Services

- **Refuse & Recycling**

The Refuse and Recycling service provides a weekly service to over 40,000 Households and a fortnightly service to over 11,000 properties. The frequency of both refuse and recycling collection for 2018/19 will be determined by the outcome of the Council decision to be taken on 23<sup>rd</sup> January.

- **Grounds Maintenance**

The Grounds Maintenance service carries out the amenity mowing and horticultural services on all the Strategic Parks and Open Spaces owned by Blaby District Council. Additional works are also carried out for Parishes, local sports clubs and some businesses based on tendered works.

- **District Cleansing**

District Cleansing delivers the litter picking, dog and litter bin emptying and street sweeping throughout Blaby District. In addition to this we also offer a litter and dog bin emptying service and the option of additional litter picking operatives for Parish Councils at agreed rates. We currently have in excess of 500 litter bins and a similar number of dog bins which are emptied on frequencies dependant on their usage.



- **Fleet Management**

The Fleet consists of 20 HGV's, 27 Vans (below 3.5 Tonnes), and 28 items of small plant and equipment all of which is maintained and serviced in house at Whetstone Depot. The O licence for the fleet, for which there is a legal requirement in order to operate the service, is held by the Servicing and Fleet Manager.

**Key Points**

<p>Doing things differently – plans for the coming year</p>	<p><u>Corporate Services</u></p> <ul style="list-style-type: none"> <li>• Continue to improve strategic approach to marketing.</li> <li>• Continue to develop digital processes and on line services making it easier for customers to access services and track progress.</li> <li>• Continually review and update the approach to customer services in line with developing technologies.</li> <li>• The new ICT partnership will work towards new innovative approaches to service delivery which should assist services in creating efficiencies and increased access options.</li> </ul> <p><u>Refuse &amp; Recycling</u></p> <ul style="list-style-type: none"> <li>• Should Council decide to change to an alternate weekly collection this will be implemented during 2018/19, details of which can be found within the Council paper of 23<sup>rd</sup> January.</li> <li>• The use of bring sites will also be evaluated.</li> <li>• Replacement of the current R&amp;R system will be planned. This system is an in-house system that has been utilised by the Council for a considerable number of years. The Council will need to consider changing the system to ensure compliance with the Public Service Network requirements.</li> </ul> <p><u>Grounds Maintenance/District Cleansing</u></p> <ul style="list-style-type: none"> <li>• The loss of LCC highway contract will now allow focus of the grounds maintenance crews on Council owned land.</li> <li>• Those officers involved in various aspects of grounds maintenance have been brought together under the Neighbourhood Services Group Manager to ensure efficiencies are developed and the teams work effectively.</li> <li>• An Open Space Strategy will be developed to guide how the Councils open spaces will be maintained and utilised by our communities.</li> <li>• With the loss of the highways contract the Council will develop a way of working in partnership with LCC to ensure that our litter picking dovetails with some of the LCC cutting schedule in key areas.</li> </ul>
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Income generation	<p><u>Corporate Services</u></p> <ul style="list-style-type: none"> <li>Income generation for this portfolio is limited as the services are mainly internal support services.</li> </ul> <p><u>Refuse &amp; Recycling</u></p> <ul style="list-style-type: none"> <li>Charging for refuse and recycling bins are subject to the Council report to be discussed on the 23<sup>rd</sup> January.</li> <li>The Council will continue to charge for Garden bins.</li> </ul> <p><u>Grounds Maintenance</u></p> <ul style="list-style-type: none"> <li>Work will be undertaken to assess the current costs of providing grounds maintenance services, ensuring all contracts are profitable and whether there is ability for the Council to expand the service to generate further income.</li> </ul>
Capital plans for the portfolio	<ul style="list-style-type: none"> <li>Various IT and telephony upgrades totalling £82,000.</li> <li>Single Local Land Charges System and Customer Portal will lead to administrative savings and a reduction in manual data handling.</li> <li>Replacement of the website content management system, for which the current contract expires in 2018/19 – various options are under investigation..</li> <li>It is planned to spend £922k on the replacement of fleet vehicles in accordance with the Capital Programme. It is important to note that should Council make the decision to move to an alternate weekly collection the planned capital expenditure on vehicles in 2018/19 will reduce by £495k.</li> </ul>

### Key Performance Indicators

PERFORMANCE INDICATOR – NEIGHBOURHOOD SERVICES	CURRENTLY	COMMENTS
Percentage of waste collected which is recycled	49.05%	Recycling performance is static which reflects the national trend. Blaby sits within the top 25% of recycling rates for Local Authorities.

PERFORMANCE INDICATORS – CORPORATE SERVICES	2017 (Qtr 3)	2016 (Qtr 3)	2015	2014	2013	2012

<b>Number of followers on Facebook</b>	1,747	990	768	610	374	266
<b>Number of followers on Twitter</b>	3,598	3,196	2,729	1,665	1,165	629
<b>Number of followers on LinkedIn</b>	697	591	366	n/a	n/a	n/a
<b>Number of online forms submitted by customers</b>	18,391	16,047 (to end Nov 2016)	2,672	n/a	n/a	n/a
<b>Number of email new subscribers</b>	12,215	5,789	2,195	n/a	n/a	n/a
<b>My Account Subscribers</b>	15,169	7,901	n/a	n/a	n/a	n/a

### **Customers**

The portfolio delivers many frontline services. Customer feedback is essential with all services to ensure we are outcome focussed and are actually delivering what really matters to and is valued by the customer. This information is used to help shape and measure service delivery.

### **Channel Shift**

The teams will continue to work on developing channel shift opportunities to increase and improve access to services to the relevant section of the community. Channel shift work will continue to focus on bringing more electronic services to those customers who wish to access services in that way. The Channel shift ethos is now much better embedded within delivery of digital services including on-line forms which are now being provided as a standard approach to part of service delivery.

### **Risks**

- Increased fuel prices over and above what has been budgeted for in 2018/19, which is beyond our control.
- Risks associated with any change in service to an alternate weekly service were detailed within the Council report of the 23<sup>rd</sup> January.