

It has been normal for me in the last couple of years to comment on the overall vision of Blaby and our sustainability and I propose to continue with this.

Over the last three and a half years we as a council have made difficult decisions to reduce the level of expenditure of the council in certain areas such as Waste Collection, Car parking, Parish Council funding and many more. This was done to ensure that the Council can still provide quality services for all its statutory responsibilities as well as continue to provide funding in those areas which are just as important to our residents such as Leisure facilities and Parks and open spaces.

This has been done against a backdrop of uncertainty caused by government consultations on how local Government should be funded. You will see from the papers that you have received that there is not yet any great clarity in this area which underscores the financial prudence we have exercised. It would be wrong as Leader to leave the new Council in May in an unsustainable position ill prepared to meet the undoubted challenges ahead and this has not happened on my 'watch'. I know that this Council supported by the excellence of our officers will continue to deliver and adapt to whatever comes our way.

Within my own portfolio responsibilities the notes attached to the budget are self-explanatory. However what I would highlight is the work done on the Blaby Plan which pulls together all the strands of what we do and how we operate and which will give a vision of where we want to go. Staff are crucial in delivery of this plan and Human Resources has continued to evolve to ensure that the management and development of the team meet an ever changing remit. Electoral Services are somewhat of an unsung service as they go quietly and professionally about their work. This should not underplay the excellence of what they do and we have all benefitted from their help and expertise. As ever they continue to encourage residents to register and vote to protect the democratic process. Emergency planning covers a huge area but provides this Council with the resilience to meet all challenges. No Council can be effective if it does not measure what it does and great strides have been made and will continue to be made in providing the information that underpins good decision making.

Any great team needs excellent leadership, this we have in abundance, but what I would highlight is the drive, focus and determination to continuous improvement.

I believe that few Councils' are as effective and harmonious as Blaby and I am committed to making sure this does not change.

Portfolio Holder: Councillor Terry Richardson

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

Portfolio Total

	2018/19 Approved Budget	2018/19 Revised Estimate	2019/20 Proposed Budget	Variance [C] - [A]	Variance [C] - [B]
	[A]	[B]	[C]		
1. Establishment Costs	£1,113,917	£1,049,228	£1,127,785	£13,868 1.24%	£78,557 7.49%
2. Other Gross Direct Expenditure	£409,779	£343,608	£417,175	£7,396 1.80%	£73,567 21.41%
3. Direct Income	-£72,300	-£14,121	-£2,300	£70,000 -96.82%	£11,821 -83.71%
4. Net Direct Expenditure	£1,451,396	£1,378,715	£1,542,660	£91,264 6.29%	£163,945 11.89%
5. Overall No. of Posts (FTE)	21.28	19.27	19.75	-1.53 -7.19%	0.48 2.49%

Performance

	2018/19 Approved Budget	2018/19 Revised Estimate	2019/20 Proposed Budget	Variance [C] - [A]	Variance [C] - [B]
	[A]	[B]	[C]		
1. Establishment Costs	£228,682	£244,108	£236,677	£7,995 3.50%	-£7,431 -3.04%
2. Other Gross Direct Expenditure	£45,608	£50,771	£43,552	-£2,056 -4.51%	-£7,219 -14.22%
3. Direct Income	£0	£0	£0	£0 0.00%	£0 0.00%
4. Net Direct Expenditure	£274,290	£294,879	£280,229	£5,939 2.17%	-£14,650 -4.97%
5. Overall No. of Posts (FTE)	5.49	5.49	5.49	0.00 0.00%	0.00 0.00%

Reasons for Variances

1. The 2019/20 Establishment budget takes account of the new pay spine effective from 1st April 2019, contractual increments where applicable, and increases to employer's national insurance and pension contributions. 2018/19 Revised Estimate also includes a temporary budget for backfilling during the implementation of the new back office system.
2. The revised estimate includes non-recurring budget provision in relation to the implementation of the new back office system.
3. Not applicable.
4. Net impact of variances listed above.
5. No change in headcount – one additional 0.61 FTE Officer seconded for the Idox project until end May 2019

Human Resources

	2018/19 Approved Budget	2018/19 Revised Estimate	2019/20 Proposed Budget	Variance [C] - [A]	Variance [C] - [B]
	[A]	[B]	[C]		
1. Establishment Costs	£380,195	£307,827	£344,041	-£36,154 -9.51%	£36,214 11.76%
2. Other Gross Direct Expenditure	£148,672	£143,222	£143,741	-£4,931 -3.32%	£519 0.36%
3. Direct Income	-£1,000	-£1,000	-£1,000	£0 0.00%	£0 0.00%
4. Net Direct Expenditure	£527,867	£450,049	£486,782	-£41,085 -7.78%	£36,733 8.16%
5. Overall No. of Posts (FTE)	8.07	6.07	6.16	-1.91 -23.67%	0.09 1.48%

Reasons for Variances

1. The 2019/20 Establishment budget takes account of the new pay spine effective from 1st April 2019, 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. Reduction in LGPS added years pension contributions and expected savings against the corporate training budget.
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

	2018/19 Approved Budget	2018/19 Revised Estimate	2019/20 Proposed Budget	Variance [C] - [A]	Variance [C] - [B]
	[A]	[B]	[C]		
1. Establishment Costs	£419,762	£412,980	£459,831	£40,069 9.55%	£46,851 11.34%
2. Other Gross Direct Expenditure	£24,932	£29,982	£20,172	-£4,760 -19.09%	-£9,810 -32.72%
3. Direct Income	£0	-£2,250	£0	£0 0.00%	£2,250 -100.00%
4. Net Direct Expenditure	£444,694	£440,712	£480,003	£35,309 7.94%	£39,291 8.92%
5. Overall No. of Posts (FTE)	5.04	5.04	5.43	0.39 7.74%	0.39 7.74%

Reasons for Variances

1. The 2019/20 Establishment budget takes account of the new pay spine effective from 1st April 2019, 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 provision for budget consultation, now combined with satisfaction survey within Performance Team budget.
3. Non-recurring income included in revised estimate, offsetting expenditure budget included in line 2.
4. Net impact of variances listed above.
5. Full time Senior PA replacing vacant part time position.

Electoral Registration

	2018/19 Approved Budget	2018/19 Revised Estimate	2019/20 Proposed Budget	Variance [C] - [A]	Variance [C] - [B]
	[A]	[B]	[C]		
1. Establishment Costs	£85,278	£84,314	£87,236	£1,958 2.30%	£2,922 3.47%
2. Other Gross Direct Expenditure	£159,118	£88,184	£176,862	£17,744 11.15%	£88,678 100.56%
3. Direct Income	-£71,300	-£10,871	-£1,300	£70,000 -98.18%	£9,571 -88.04%
4. Net Direct Expenditure	£173,096	£161,627	£262,798	£89,702 51.82%	£101,171 62.60%
5. Overall No. of Posts (FTE)	2.68	2.67	2.67	-0.01 -0.37%	0.00 0.00%

Reasons for Variances

1. The 2019/20 Establishment budget takes account of the new pay spine effective from 1st April 2019, contractual increments where applicable, and increases to employer's national insurance and pension contributions.
2. Approved budget 2018/19 allows for a contribution to the Elections Reserve which is no longer required. 2019/20 includes provision for the District Election to be held in May 2019 which will be met from the earmarked reserve.
3. The original budget allows for recovery of election expenses which is no longer applicable.
4. Net impact of variances listed above.
5. No change in headcount.

Emergency Planning & Business Continuity

	2018/19 Approved Budget [A]	2018/19 Revised Estimate [B]	2019/20 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	£31,449	£31,449	£32,848	£1,399 4.45%	£1,399 4.45%
3. Direct Income	£0	£0	£0	£0 0.00%	£0 0.00%
4. Net Direct Expenditure	£31,449	£31,449	£32,848	£1,399 4.45%	£1,399 4.45%
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 movement of the central provision for apprentice posts from HR into services.

The increase in expenditure is due mostly to the impact of the new pay spine 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.

The service provides corporate performance management systems and reporting, this includes service planning, production of the Blaby Plan and Annual Report. The service also covers business improvement through Systems Thinking, customer insight and consultation, equality and human rights, risk management, and project management. Costs are included where the team are leading on the implementation of the new back office system working closely with other services.

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">• 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 System has also now been procured for the Licensing Service, which will go live by the end of May 2019.• The team is leading on embedding 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.• A procurement exercise will take place in 2019 to review the current Performance and Risk software system (InPhase) and assess options going forward. <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 and will be tailored to the need of individual skill gaps.• 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.• Across Public Sector employers are looking at Workplace health and mental 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. This will also extend to include Athena modules for new Members in 2019.• The Council is working towards being a Level 2 Disability
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	<p>confident employer and HR will lead on this initiative.</p> <ul style="list-style-type: none"> • The employee benefit scheme will be reviewed with staff involvement in determining what a new scheme should look like. • The Personal Development Appraisal process, through which staff progress and development needs are monitored, will be reviewed and new process implemented. • With the appointment of the new HR Strategic Manager work will re-commence on working towards creating an agile culture in the Council to create effective and efficient ways of working that also improve customer service. <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. • Further training to be offered to staff to manage, assist and record notes in an emergency situation. • Work with parishes on how they can support major incidents or severe weather situations.
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"> • Capital plans for this portfolio include the provision to review and replace the current performance management system and also the HR and payroll systems. The HR and Payroll system is also detailed within the Finance Portfolio given the functionality spans both Finance and HR.

Key Performance Indicators

PERFORMANCE INDICATOR	2017/18 RESULTS	2018/19 YEAR TO DATE	COMMENTS
The average number of working days lost to sickness	8.46 days	3.72 days	
The % of staff from ethnic minorities	9.70%	8.98%	
The % of staff who are disabled	5.15%	4.79%	
Testing, exercising, preparation and delivery of agreed emergency work plans.	100%	100%	Group Manager meets with Resilience Officer on a monthly basis to review progress and 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. The Council uses feedback from various sources to assist with the continued drive 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.

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. From July 2018 a rota has been introduced to ensure a senior manager is on call and therefore always available to lead the response to incidents.