

To Members of the Scrutiny of the Administration's Budget Proposals

Cllr. Geoff Welsh (Chairman)
Cllr. Bill Wright (Vice-Chairman)
and Cllr. Mark Jackson (Vice-Chairman)

Cllr. Shabbir Aslam
Cllr. Marian Broomhead
Cllr. Cheryl Cashmore
Cllr. Stuart Coar
Cllr. Sharon Coe
Cllr. Lindsey Dracup
Cllr. Tony Greenwood
Cllr. Graham Huss
Cllr. Guy Jackson
Cllr. David Jennings

Cllr. Sam Maxwell
Cllr. Antony Moseley
Cllr. Les Phillimore
Cllr. Louise Richardson
Cllr. Deanne Woods
Cllr. David Clements
Cllr. Adrian Clifford
Cllr. Roy Denney
Cllr. Alex DeWinter
Cllr. David Findlay

Cllr. Chris Frost
Cllr. Barry Garner
Cllr. Christine Merrill
Cllr. Phil Moitt
Cllr. Gary Sanders
Cllr. Alan Tanner
Cllr. Ben Taylor
Cllr. Bev Welsh

Dear Councillor,

A meeting of the **SCRUTINY OF THE ADMINISTRATION'S BUDGET PROPOSALS** will be held in the Council Chamber - Council Offices, Narborough on **WEDNESDAY, 9 JANUARY 2019 at 5.30 p.m.** Please find attached a number of supplemental items that are required for the meeting and are in addition to the agenda and report pack that has already been circulated.

Yours faithfully



Colin Jones
Corporate Services Group Manager

SUPPLEMENTAL ITEMS

2. 2019-20 Budget - Context and Overview (Pages 3 - 28)

To consider the report of the Strategic Director (Section 151 Officer).

3. 2019/20 Draft Budget Proposals (Pages 29 - 112)

- a) To consider Portfolio proposed budget and spending plans for 2019-20; and
- b) Prepare lines of questioning for Portfolio Holders written response in advance of the next meeting on Wednesday 16 January 2019.

Blaby District Council Scrutiny Commission

Date of Meeting 9 January 2019
Title of Report **Budget Context Setting and Overview**
Report Author Strategic Director (Section 151 Officer)

1. What is this report about?

- 1.1 This is an information report which gives Members and overview of the budget proposals for 2019/20 Financial year. This includes an update on significant points arising from the Settlement of December 2018 and recent Consultation papers released by the Ministry of Housing, Communities & Local Government (MHCLG).

2. Recommendation(s) to Scrutiny Commission

- 2.1 That Scrutiny Commission considers the information contained in the report and comments on the budget process and arrangements for the scrutiny of the budget proposals.

3. Reason for Decision(s) Recommended

- 3.1 To inform and seek Scrutiny Commissions comments on the proposals.

4. Matters to consider

4.1 Background

The purpose of this first budget session is to give Members a view of the following:

- Impact of the Settlement Dec 2018
- Total Budget Requirement for the Authority 2019/20 financial year
- Funding the Budget
- Budget Gap
- Options open to the Council to meet the funding gap and future funding gaps
- General Budget Assumptions
- Draft revised Medium Term Financial Strategy (MTFS) financial summary
- Future Business Rates and Fairer Funding position

4.2 Proposal(s)

This information is presented in documents within the appendices and are provided to inform Scrutiny in order to understand and scrutinise the budget prior to Council considering the budget proposals at February Council. It is important to note that this budget is in draft format and may change prior to the February meeting should additional information becoming available.

4.3 Relevant Consultations

Officers from Finance and all services have worked closely together to compile the draft budget.

4.4 Significant Issues

None

5. What will it cost and are there opportunities for savings?

5.1 Detailed budgets for each portfolio are included within the appendices, as are the overall budget costs and funding levels.

6. What are the risks and how can they be reduced?

6.1

Current Risk	Actions to reduce the risks
Reductions in the Government Grant Settlement over and above that which had been built in to the MTFS.	The Council has taken a prudent approach in forecasting its core grant funding for the MTFS and included figures provided in the 4 year settlement for 2019/20. General fund balances remain healthy and can be used in the short to medium term.
Withdrawal of external funding.	External funding has only been built into the base budget where it has been confirmed by external partners. Officers continue to work with partners to minimise the impact of funding cuts on services.
Change to the Business Rate Retention Scheme and the Fair Funding Review.	Changes to Business Rate Retention and funding levels are expected to be implemented in 20/21. Recent technical consultation papers have been released and from these officers will attempt to understand how the changes may impact Blaby. Officers will respond to the consultation papers and if required, lobby the MHCLG should there be concern regarding the changes.

7. Other options considered

- 7.1 None. It is necessary for Members to understand the financial context in which the budget is set and the detail of the budget.

8. Other significant issues

- 8.1 In preparing this report, the author has considered issues related to Human Rights, Legal Matters, Human Resources, Equalities, Public Health Inequalities, and Climate Local and there are no areas of concern.

9. Appendix

- 9.1 Appendix A – 2019/20 Budget Overview 9th January (to follow)
- 9.2 Appendix B – Schedule of Reserves (to follow)
- 9.3 Appendix C – Schedule of External Funding (to follow)
- 9.4 Appendix D – Establishment Trend information (to follow)
- 9.5 Appendix E – Draft MTFFS Financial Summary (to follow)
- 9.6 Appendix F – Leaders Portfolio Budget (to follow)
- 9.7 Appendix G – Finance, Efficiency & Assets Portfolio Budget (to follow)
- 9.8 Appendix H – Community Services Portfolio Budget (to follow)
- 9.9 Appendix I – Corporate & Neighbourhood Services Portfolio Budget (to follow)
- 9.10 Appendix J – Health Improvement, Leisure & Regulatory Services Portfolio Budget (to follow)
- 9.11 Appendix K – Planning, Housing Strategy, Economic & Community Development Portfolio Budget (to follow)

10. Background paper(s)

None

11. Report author's contact details

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2019/20 Budget Overview 9th January 2019

Impact of the Settlement December 2018

Councillors will be aware that the Settlement figures are distributed to the Council in mid December and at the same time the Secretary of State makes his statement on local government funding for 2019/20. (referred to as 'the Statement' in this paper). Key elements of the Statement that impact on the budget position for 2019/20 are:

- Confirmation of settlement figures for 2019/20 which had been included in the multi-year settlement of 2016.
- Whether there were any changes to how the New Homes Bonus is distributed.
- Council Tax increase thresholds
- Outcome of the bids to become a 75% business rate pilot area

Alongside the Settlement the government also published technical consultation papers on:

- "Business Rate Retention Reform" – a paper setting out proposals to reform the Business Rate Retention System.
- "A review of local authorities relative needs, relative resources and transitional arrangements" – a paper setting out proposals on the Fair Funding Review.

Whilst there is still substantial uncertainty surrounding how changes to Business Rate Retention and the Fair Funding Review will impact on Blaby, these changes are proposed to be put in place for 2020/21 and will not directly impact on the budget for 2019/20.

The Council submitted an efficiency plan to the Department for Communities and Local Government (DCLG) in October 2016 and accepted the offer of the 4 Year Settlement, which spanned years 2016/17 to 2019/20.

The figures distributed in mid-December for 2019/20 were as expected.

Throughout this document reference is made to the Settlement Statement within the relevant section to provide information to Members.

Total Budget Requirement

The proposed General Fund Revenue Account net budget requirement for 2019/20 is **£12.3m**. The comparable net budget requirement for 2017/18 was **£11.3m**.

The MTFs generated in February 2018 forecast a budget gap of £108k for 2019/20 after taking into account the savings that were expected to be generated by the decision to move to an alternate weekly collection regime for refuse and recycling.

Funding the Budget

The table below illustrates how the budget is funded and shows the reliance the Council places on income streams relating to Business Rate Retention and New Homes Bonus.

Sources of funding are as follows:-

	Working Budget 2018/19	Base 2019/20	Variance
Redistributed National Non Domestic Rates	2,354,254	3,096,714	742,460
Revenue Support Grant	167,114	0	(167,114)
New Homes Bonus Grant	2,409,779	2,851,626	441,847
Transition Grant	0	0	0
Other Non Ringfenced Government Grants	775,977	836,553	60,576
Council Tax (Surplus)/Deficit	14,756	13,383	(1,373)
Council Tax Precept	5,215,580	5,294,368	78,788
	<u>10,937,460</u>	<u>12,092,644</u>	<u>1,155,184</u>

This reflects:

- Redistributed NNDR has increased by £743k
- £167k reduction in Revenue Support grant funding to zero. A reduction from that received in 2018/19 and is reflective of that forecast within the MTFs.
- New Homes Bonus (NHB) Grant has risen by £442k. This is £31k higher than that forecast within the MTFs. A total amount of £2.9m of NHB is utilised to support the budget.
- Other Non Ringfenced grants relate to S31 grants which compensate the Council for providing Business Rate Reliefs such as Small Business Rate Relief.
- Council Tax precept has increased by £79k. This is before any increase is applied, but reflects the increase in the tax base (increase in properties) in the district.

Budget Gap

Members will be aware that leading up to this point Council has made difficult decisions to ensure budget gaps that were forecast were filled. These included decisions as follows:

- to reduce Council Tax Support (CTS) payments to Parish Councils (£196k saving)
- to reduce New Homes Bonus (NHB) payments distributed to Parishes to zero from 2018/19 (£153k saving).
- Movement to an alternate weekly refuse and recycling system (£350k saving).

Council making such decisions, alongside increases to Business Rates retained income and growth in New Homes Bonus, has closed the Council's funding gap for 2019/20 to a gap of **£166k**.

There is substantial future financial risk to the Council that may result from the proposed changes to the Business Rate Reform, the Fair Funding Review and the Future of New Homes Bonus payments – as can be seen in the draft Medium Term Financial Summary document at Appendix E.

Council has the option to increase Council Tax in recognition of the future financial challenges that may result from the proposed changes.

1. Council Tax Increase

Members will be aware that over recent years there has been more of an expectation nationally that Councils will increase Council Tax as a mechanism for closing the financial gap.

For 2019/20 the threshold for Council Tax increases for “core” Band D Council Tax has remained unchanged with local authorities able to increase their Council Tax by up to 3% (2.99%). An additional amount of **£158k** would be generated with a 2.99% increase which equates to an increase of £4.73 per annum, £163.05 for a Band D equivalent property.

District Councils may however raise Council Tax by **£5** without triggering a referendum. This is still an option that Blaby may look to adopt given it is marginally larger (3.16%) than the 2.99% increase. This option would generate an additional **£167k**, £163.32 for a Band D equivalent property.

For Shire County Councils increases for ‘core’ Band D Council Tax has remained unchanged with an increase of up to 3% being allowed.

It is important to also note that within the Settlement those Authorities with responsibility for Adult Social Care, such as Leicestershire County Council, retain the additional flexibility to increase their current Council Tax referendum threshold by up to 2% subject to total increases for the Adult Social Care precept not exceeding 6% between 2017-18 and 2019/20.

The Leicestershire County Council proportion of the total Council Tax charge forms approx. 70% of the total charge (based on 2018/19).

Police and Crime Commissioners will be able to increase their Band D Council Tax by up to £24 (£12 in the previous year).

General Assumptions within Budget Requirement

- The establishment budget allows for the fact that the National Joint Council for Local Government announced a two year pay settlement on 10th April 2018, covering the financial years 2018/19 and 2019/20. The two year settlement incorporated a new pay spine effective from 1st April 2019, and the implications of this were approved by Council on 25th September 2018.

The budget proposals for 2019/20 take into account the new pay spine, the cost of employers’ national insurance and pension contributions, contractual increments, and the Apprenticeship Levy. (More detail relating to this point was included within the report “Establishment 2018/19 19/20” presented to

Cabinet Executive on 5th November 2018 and presented at a Scrutiny Commission on 28th November).

- Planning appeals are not included within the budget requirement but expenditure will be funded from balances if it is necessary.
- Portfolio figures are shown before any recharges from department to department in order that the spending service is scrutinised rather than the method of apportionment across departments.
- Capital expenditure is as per the draft previously presented to Scrutiny Commission on 28nd November 2018.

Fees and Charges

All fees and charges have been individually reviewed by the service to which they apply and will be uplifted where possible. It is important to note that many charges are statutory fees and can not be altered.

Any significant changes will be discussed within the individual service portfolio reviews.

New Homes Bonus

The Council has continued to improve its performance in terms of generating New Homes Bonus (NHB). Since 2013/14 the New Homes Bonus has been used to underpin the budget requirement as government funding has reduced. In 2019/20 an amount of **£2.851m** is being utilised to fund services.

In 2017/18 the government brought in changes to NHB which reduced the period of years that NHB was paid from 6 years down to 5. 2018/19 saw a further reduction to 4 years.

In 2017/18 a new baseline was brought in, the baseline being 0.4% growth in housing. No NHB will be paid up to 0.4% growth. It was expected that this baseline was going to be increased in 2019/20 but no changes have been made this year.

The future of NHB is very uncertain and poses a future financial risk for the Council. There is little mention of the future of NHB in the Fair Funding review and it is unclear whether there will be any damping allowance should NHB Funding be removed. Indications are currently that if NHB is removed it will be done on a phased basis with no future payments being received. If this were to be the case this would remove £750k from the NHB funding each year from 2020/21, with a cumulative impact of removing £3m from the funding envelope by the 4th year (2023/24).

Business Rates

Since the Localisation of Business Rates in 2013/14 local authorities have been in a position to benefit from a proportion of growth in business rates and Blaby has in past years begun to release some of this growth to support the budget.

There has however, always been a risk that appeals put forward by businesses may impact unfavourably on the amount of income that Blaby is able to release.

It has been difficult to forecast the growth given the impact of appeals against the rateable values of commercial properties in the District.

A revaluation exercise was run by the Valuation Office (VO) in 2010 and there are still appeals outstanding that date back to this time.

This was complicated in 2017/18 by a further revaluation exercise which has been completed nationally and may cause further appeals to be made against rateable values.

Blaby use advice from experts to understand the appeals that have been put forward and to make a provision for these appeals. Increasing the provision will reduce the amount of business rate income that can be retained.

Councillors will be aware that the mechanism for the distribution of business rates is expected to be changed in 2020/21. This does not impact on 2019/20 financial year but is covered later on within this appendix.

Councillors will also recall that Blaby was part of a Leicestershire bid to become a 75% business rate pilot scheme for 2019/20. The Statement listed those authorities that were successful applicants – Leicestershire being one of them. This means that an additional £13.7m will be retained in Leicestershire with an estimated apportionment to Blaby specifically of approx. £400k to support invest to save expenditure and infrastructure to promote housing and business growth. This additional income is not included in the budget at this point in time but will be incorporated in initiatives throughout the year in line with the bid and reported to Members through individual reports and the quarterly financial reporting.

Financial Budget Summary

	Approved 2018/19 £	Working 2018/19 £	Base 2019/20 £
<u>Net Direct Expenditure by Portfolio</u>			
Community Services	1,274,610	1,793,619	1,531,817
Corporate Services & Neighbourhood Services	4,186,078	4,161,060	4,411,616
Finance, Efficiency & Assets	1,917,272	1,785,654	1,708,030
Health Improvement, Leisure & Regulatory Services	790,703	989,412	853,737
Leader	1,451,396	1,378,715	1,542,660
Planning, Housing Strategy, Economic & Community Development	1,065,071	1,581,172	1,261,328
Net Direct Expenditure	10,685,130	11,689,632	11,309,188
Net Recharges	0	0	0
Capital Charges	0	0	0
IAS19 Adjustments	0	0	0
	10,685,130	11,689,632	11,309,188
Revenue Contributions towards Capital Expenditure	140,000	1,374,704	0
Minimum Revenue Provision	886,351	857,511	913,484
Council Tax Support Grant paid to Parish Councils	0	0	0
Other Appropriations & Accounting Adjustments	126,457	233,100	0
Adjustments for forthcoming costs			211,146
Net Total Expenditure	11,837,938	14,154,947	12,433,818
Contribution to/(from) Earmarked Reserves	(366,666)	(3,048,199)	(175,484)
Contribution to/(from) General Fund Balances	(214,526)	(169,288)	0
Net Budget Requirement	11,256,746	10,937,460	12,258,334
Redistributed National Non Domestic Rates	(2,590,645)	(2,354,254)	(3,096,714)
Revenue Support Grant	(167,114)	(167,114)	0
New Homes Bonus Grant	(2,409,779)	(2,409,779)	(2,851,626)
Transition Grant	0	0	0
Other Non Ringfenced Government Grants	(858,872)	(775,977)	(836,553)
Council Tax (Surplus)/Deficit	(14,756)	(14,756)	(13,383)
Council Tax Precept	(5,215,580)	(5,215,580)	(5,294,368)
	(11,256,746)	(10,937,460)	(12,092,644)
Funding Surplus/(Gap) 2019/20			(165,690)

Fair Funding Review

The current system for allocating local government funding has been in place for over a decade and during that time demand for local government services has changed. There is a desire for local government funding to be decided on a fair, robust and evidenced-based way, one that reflects the most up-to-date picture of council's relative needs and resources.

A technical consultation has therefore been released to refine how the government determines relative needs for services with a further consultation being undertaken later in 2019.

The aims of the review have remained unchanged from those detailed in 2017 and are as follows:

- **set new baseline funding allocations** for local authorities,
- deliver an **up-to-date assessment of the relative needs of local authorities**. The Government has been clear that there will continue to be redistribution of business rates between local authorities to take account of relative needs; the review will determine what the redistribution should be,
- **examine the relative resources of local authorities**. The Government will take a fresh look at how council tax income should be taken into account when redistributing business rates at local government finance settlements, and will also consider other potential sources of income available to councils,
- focus initially on the **services currently funded through the local government finance settlement**, and
- be **developed through close collaboration with local government** to seek views on the right approach. Alongside on-going engagement with the sector and formal consultation, government plan to publish a series of technical papers to ensure that local authorities are well sighted on the progress. This will include careful consideration of transitional arrangements to ensure any changes in funding are introduced in a manageable way.

Whilst the consultation paper has been released, there is still lack of clarity as to how the review impacts directly on Blaby District Council. Detailed below are elements from the consultation which are relevant and may help to inform members as to how the review may progress:

- Proposals appear to result in a simpler 'needs' assessment – this usually results in a flatter distribution of funding.
- Government's proposal is to set up a Foundation Formula. Within such a formula, funding would be distributed largely on a per head basis and it will form the largest element of the new funding formula.
- Accompanying the Foundation Formula will be 7 service-specific funding formulae (currently there are 15). Only 2 of these impact upon Shire Districts; Legacy Capital Finance and Flood Defence and Coastal Protection. Neither of which are of particular relevance to Blaby.

RELATIVE NEED FORMULAS		SHIRE AREAS			METROPOLITAN AREAS	LONDON	OTHER
		Unitaries	Counties	Districts	Metropolitan Districts	London boroughs	Fire authorities ⁴
Foundation Formula	Upper tier	●	●		●	●	
	Lower tier	●		●	●	●	
1) Adult Social Care		●	●		●	●	
2) Children and Young People's Services		●	●		●	●	
3) Public Health		●	●		●	●	
4) Highways Maintenance		●	●		●	●	
5) Fire & Rescue ⁵		●	●				●
6) Legacy Capital Finance		●	●	●	●	●	●
7) Flood Defence and Coastal Protection		●		●	●	●	

- Deprivation has been a primary driver for funding in the past (other than population). It is proposed that deprivation is removed from the calculation of the Foundation Formula.
- An Area Cost Adjustment (ACA) will exist to compensate authorities for the difference in unit costs of providing services. Elements of the ACA include; rates cost adjustment; labour cost adjustment and a remoteness adjustment.
- It is expected that the Government will use population projections in the funding formula from 2020/21.
- A Relative Resource Adjustment may be used to take into account the authorities ability to generate Council Tax and there is the suggestion that this could be expanded to include income from sales and fees and charges. The one income stream that is still being considered to include are off-street car parking income.
- Government is considering devising a damping regime that takes into account all the various changes in the Fair Funding Review, the baseline reset (Business Rate Reform) and any other changes in funding.

Business Rate Retention Reform

The Government's ambition for business rates retention is:

- To give local government greater control over the money it raises
- To incentivise local authorities to support local economic growth

As such the business rate retention scheme is designed to transfer a level of risk and reward to local authorities.

The consultation paper still does not give clarity on how Business Rate Retention Reform will impact Blaby, however, there are some concerning elements that pose considerable risk to the retained business rates that Blaby District Council currently rely upon.

Detailed below are elements from the consultation which are relevant and may help to inform members as to how the review may progress:

- Ministers are still minded to have a full baseline reset from 2020/21. This is the line from which growth is measured. If this goes ahead, there is potential for Blaby to lose the benefit of the growth it has generated since 2013/14.
- The new system is likely to reward growth more generously. (75% retention rate rather than 50% with a limited levy).
- The tier split of the increased retained rates is likely to alter. Currently Blaby retains 40% (but is subject to a further levy) with County Council at 9% and Fire at 1%.
- There are still suggestions that some specific grants will be funded from Business Rate retention e.g. Public Health.

Medium Term Financial Summary

The impact of the changes that the Fair Funding Review; Business Rate Retention Reform and New Homes Bonus will cause are difficult to model.

The Fair Funding Review consultation suggests that some damping will be brought in to protect local authorities from dramatic changes in funding levels but that this will unwind over time, something that hasn't historically happened.

The Medium Term Financial Summary at appendix E attempts to model some of the financial impact of changes to future funding.

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ANALYSIS OF RESERVES - REVISED BUDGET 2018/19 & BASE BUDGET 2019/20

Appendix B

	GL Code	Balance at 31/03/18 £	Movement in 2018/19 £	Estimated 31/03/19 £	Movement in 2019/20 £	Estimated 31/03/20 £
Earmarked Reserves						
Leisure Centre Renewals Fund	0001/VBA	(79,364)	0	(79,364)		(79,364)
Computer Room Environment	0001/VBB	(182,000)	131,000	(51,000)	0	(51,000)
Special Schemes Reserve - capital	0001/VBH	(556,777)	401,113	(155,664)	0	(155,664)
Capital Earmarked Reserves		(818,141)	532,113	(286,028)	0	(286,028)
Licensing Reserve	0001/VBC	(27,868)	0	(27,868)	0	(27,868)
Insurance Reserve Fund	0001/VBD	(100,000)	0	(100,000)	0	(100,000)
Special Schemes Reserve - revenue	0001/VBJ	(573,828)	513,465	(60,363)	0	(60,363)
General Fund Reserve	0001/VBK	(1,848,673)	254,181	(1,594,492)	0	(1,594,492)
Ongoing Projects Reserve	0001/VBM	(1,417,671)	1,352,187	(65,484)	65,484	0
Elections Reserve	0001/VBQ	(175,349)	0	(175,349)	110,000	(65,349)
Choice Based Lettings Reserve	0001/VBR	(952)	952	0	0	0
New Home Bonus	0001/VBT	(59,627)	46,349	(13,278)	0	(13,278)
Economic Development Reserve	0001/VBX	(50,000)	0	(50,000)	0	(50,000)
Troubled Families Reserve	0001/VBY	(26,666)	26,666	0	0	0
Community Rights Reserve	0001/VCB	(48,724)	0	(48,724)	0	(48,724)
Council Tax Support Reserve	0001/VCD	(250,000)	0	(250,000)	0	(250,000)
Parish New Homes Bonus Reserve	0001/VCE	(881)	0	(881)	0	(881)
NNDR Income Reserve	0001/VCF	(1,953,371)	319,286	(1,634,085)		(1,634,085)
Agile Working Reserve	0001/VCG	(100,000)	3,000	(97,000)	0	(97,000)
Revenue Earmarked Reserves		(6,633,610)	2,516,086	(4,117,524)	175,484	(3,942,040)
Total - All Earmarked Reserves		(7,451,751)	3,048,199	(4,403,552)	175,484	(4,228,068)
General Fund Balance	9999/ZZA	(3,165,454)	169,288	(2,996,166)	165,690	(2,830,476)

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SCHEDULE OF EXTERNAL FUNDING**Budget 2018/19**

Portfolio	Description	2018/19	Notes
<u>Community Services</u>			
Leicestershire County Council	Council Tax Support Hardship Funding	£8,614	Confirmed funding until 31st March 2019.
Police & Crime Commissioner	Children's Support	£33,000	Agreed contribution for 2018/19.
Hinckley & Bosworth Borough Council	Children's Support	£23,084	HBBC currently pay for 0.61 FTE. Family Support Workers transferred to County Council as from 1st November 2018.
Leicestershire County Council	Supporting Leicestershire Families	£35,273	
Leicestershire County Council	Hospital Housing Enabler Service	£95,000	Agreed contribution for 2018/19.
Leicestershire Partnership NHS Trust	Hospital Housing Enabler Service	£65,712	Agreed contribution for 2018/19.
NHS Leicester City CCG	Hospital Housing Enabler Service	£120,000	Agreed contribution for 2018/19.
EMH Housing	Floating Support Contribution	£20,000	Will only be confirmed on a quarterly basis, i.e. £5,000 at a time.
Leicestershire County Council	Contributions towards Lightbulb Central Hub	£79,413	Agreed funding.
District Councils	Contributions towards Lightbulb Central Hub	£77,756	Agreed funding in line with budgeted establishment.
Leicestershire County Council	Lightbulb Locality Contributions	£212,419	Agreed funding (excluding Charnwood).
District Councils	Lightbulb Locality Contributions	£192,689	Agreed funding in line with budgeted establishment.
<u>Corporate Services & Neighbourhood Services</u>			
Hinckley & Bosworth Borough Council	Contribution towards EIR costs	£22,094	Recovery of statutory costs associated with the provision of personal search responses which are not permitted to be charged to customers.
Oadby & Wigston Borough Council	Contribution towards EIR costs	£7,425	
<u>Health Improvement, Leisure & Regulatory Services</u>			
Leicestershire County Council	LRS Commissioning	£75,596	Agreed contribution for 2018/19.
Leicestershire Partnership NHS Trust	LEAP & FLIC Programmes	£5,080	Agreed contribution for 2018/19.
Leicestershire County Council	Falls Prevention Programme	£13,200	Agreed contribution for 2018/19.
Harborough District Council	Building Control Partnership	£150,000	Based on existing agreement with HDC.
		<u>£1,236,355</u>	

Current Position 2019/20

Portfolio	Description	2019/20	Notes
<u>Community Services</u>			
Leicestershire County Council	Council Tax Support Hardship Funding	£0	Funding stream withdrawn.
Police & Crime Commissioner	Children's Support	£23,000	Provisional contribution yet to be confirmed.
Hinckley & Bosworth Borough Council	Children's Support	£23,785	HBBC currently pay for 0.61 FTE.
Leicestershire County Council	Hospital Housing Enabler Service	£0	Awaiting confirmation.
Leicestershire Partnership NHS Trust	Hospital Housing Enabler Service	£0	Awaiting confirmation.
NHS Leicester City CCG	Hospital Housing Enabler Service	£0	Awaiting confirmation.
EMH Housing	Floating Support Contribution	£0	Will only be confirmed on a quarterly basis, i.e. £5,000 at a time.
Leicestershire County Council	Contributions towards Lightbulb Central Hub	£83,134	Final details to be confirmed following agreement of new Lightbulb Business Case
District Councils	Contributions towards Lightbulb Central Hub	£99,705	
Leicestershire County Council	Lightbulb Locality Contributions	£210,839	
District Councils	Lightbulb Locality Contributions	£246,967	
<u>Corporate Services & Neighbourhood Services</u>			
Hinckley & Bosworth Borough Council	Contribution towards EIR costs	£22,535	Recovery of statutory costs associated with the provision of personal search responses which are not permitted to be charged to customers.
Oadby & Wigston Borough Council	Contribution towards EIR costs	£7,574	
<u>Health Improvement, Leisure & Regulatory Services</u>			
Leicestershire County Council	LRS Commissioning	£77,734	Indicative funding but yet to be confirmed.
Leicestershire Partnership NHS Trust	LEAP & FLIC Programmes	£0	Unconfirmed.
Leicestershire County Council	Falls Prevention Funding	£13,200	Provisional contribution, awaiting confirmation.
Harborough District Council and Oadby & Wigston Borough Council	Building Control Partnership	£226,104	Based on expected contributions from HDC and OWBC.
		<u>£1,034,577</u>	

Service	No. of FTEs 2017/18 Budget	Movement in FTEs 2017/18 to 2018/19	No. of FTEs 2018/19 Budget	Movement in FTEs 2018/19 to 2019/20	No. of FTEs 2019/20 Budget	Notes
CORPORATE MANAGEMENT						
CHIEF EXECUTIVE & DIRECTORS	3.00	0.00	3.00	0.00	3.00	
PA TEAM	2.04	0.00	2.04	0.39	2.43	Full time Senior PA appointed.
CORPORATE SERVICES						
CORPORATE SERVICES GROUP MANAGER	2.00	0.00	2.00	-0.09	1.91	Includes PA to Group Manager (hours reduced).
DEMOCRATIC SERVICES & GOVERNANCE	4.57	0.00	4.57	0.75	5.32	New FT Solicitor Post/Admin post reduced hours.
INFORMATION MANAGEMNT	2.00	0.00	2.00	0.00	2.00	
CUSTOMER SERVICES	14.89	1.00	15.89	0.00	15.89	
COMMUNICATIONS	2.54	1.00	3.54	0.00	3.54	New post of Web Application Developer.
ELECTORAL SERVICES	2.68	0.00	2.68	0.00	2.68	
LAND CHARGES	4.00	1.00	5.00	0.80	5.80	New Team Assistant Post 29.5 hrs
CORPORATE PERFORMANCE	4.49	1.00	5.49	0.00	5.49	Corporate Projects Officer recruited.
FINANCIAL SERVICES						
FINANCE	10.30	0.26	10.56	-1.01	9.55	Finance Assistant post deleted.
INCOME & COLLECTIONS	0.00	5.81	5.81	1.19	7.00	Apprentice added plus increased job share hours.
COMMUNITY SERVICES						
COMMUNITY SERVICES GROUP MANAGER	1.50	0.00	1.50	0.00	1.50	Includes PA to Group Manager.
HOUSING SERVICES	6.00	3.00	9.00	1.50	10.50	New Housing Options Officer and 18.5hrs increase on Officer Post
COMMUNITY SERVICES	9.34	0.09	9.43	-1.87	7.56	Team restructured.
REVENUES & BENEFITS	33.81	-5.81	28.00	0.00	28.00	Income & Collections Team transferred to Finance.
LIGHTBULB CENTRAL HUB	2.00	2.00	4.00	0.96	4.96	Part externally funded.
BLABY LIGHTBULB LOCALITY TEAM	2.50	0.00	2.50	0.41	2.91	Part externally funded.
OTHER DISTRICT LIGHTBULB LOCALITY TEAM	0.00	10.83	10.83	0.79	11.62	Employed by Blaby but funded by other districts and County Council.
CHILDRENS SERVICES	2.11	0.00	2.11	0.00	2.11	
SUPPORTING LEICESTERSHIRE FAMILIES	3.00	-1.00	2.00	-2.00	0.00	Transferred to County Council under TUPE.
HOSPITAL HOUSING ENABLER TEAM	3.00	-1.00	2.00	-2.00	0.00	No confirmed external funding for 2019/20
NEIGHBOURHOOD SERVICES AND ASSETS						
NEIGHBOURHOOD SERVICES GROUP MANAGER	2.00	0.00	2.00	0.00	2.00	Includes Senior Admin Assistant to Group Manager.
NEIGHBOURHOOD SERVICES MGMT & ADM	3.00	0.00	3.00	0.00	3.00	
CLEANSING	10.20	0.21	10.41	0.59	11.00	
REFUSE & RECYCLING	53.59	-10.00	43.59	0.41	44.00	
VEHICLE MAINTENANCE	5.00	1.00	6.00	-1.00	5.00	1 Fitter post deleted. Includes Apprentice Fitter.
OPEN SPACES & GROUNDS MAINTENANCE	4.00	2.00	6.00	3.00	9.00	2 officers transferred from other services plus 3 new Operative posts added Contract terminated 31st March 2018 - supervisor transferred to Open Spaces.
HIGHWAYS CYCLICAL MAINTENANCE	2.00	-2.00	0.00	0.00	0.00	
PROPERTY SERVICES	3.00	0.00	3.00	0.00	3.00	
COUNCIL OFFICES/CLEANERS/CARETAKERS	2.34	0.00	2.34	-0.34	2.00	1 cleaner post deleted (Cleaning to be done by Outside Contractors)
CORPORATE HEALTH & SAFETY	1.00	0.00	1.00	0.00	1.00	
HUMAN RESOURCES						
HR & TRAINING	6.07	0.09	6.16	0.00	6.16	
PLANNING, ECONOMIC DEVELOPMENT & HOUSING STRATEGY						
PLANNING GROUP MANAGER	1.00	0.00	1.00	0.00	1.00	
STRATEGIC GROWTH TEAM	1.00	2.00	3.00	1.00	4.00	New Major Schemes Post added (Externally Funded)
PLANNING DELIVERY	13.76	-2.35	11.41	2.00	13.41	New Senior Planning Officer and Planning Apprentice added
PLANNING ENFORCEMENT	4.81	0.00	4.81	0.00	4.81	
PLANNING ADMINISTRATION	1.00	0.00	1.00	0.00	1.00	
DEVELOPMENT STRATEGY	8.65	-2.00	6.65	1.00	7.65	Principal Planning Policy Officer post added
REGULATORY & LEISURE SERVICES						
REGULATORY & LEISURE SERVICES GRP MGR	1.61	0.00	1.61	0.00	1.61	Includes PA to Group Manager.
ENVIRONMENTAL SERVICES/HEALTH	18.17	1.50	19.67	0.00	19.67	Empty Homes Service brought back in-house (1.5 FTE). New posts added as part of the Shared Service with Harborough/Oadby & Wigston
BUILDING CONTROL	5.00	2.61	7.61	1.00	8.61	
HEALTH & RECREATION	3.00	-1.00	2.00	-0.19	1.81	Green Space Engagement Officer transferred to Open Spaces Team.
LEISURE DEVELOPMENT - SPORTS	1.00	0.00	1.00	0.00	1.00	
A PLACE TO GROW	0.53	0.00	0.53	0.00	0.53	
CORPORATE HEALTH IMPROVEMENTS	0.81	0.00	0.81	0.00	0.81	
PAVILION	10.33	0.00	10.33	-10.33	0.00	Pavilion staff to be transferred to new Leisure Management contractor.
SPORT & PHYSICAL ACTIVITY	4.76	-1.00	3.76	-3.76	0.00	No confirmed external funding for 2019/20.
COMMUNITY DEVELOPMENT AND PARTNER	2.51	0.61	3.12	-0.61	2.51	No confirmed external Funding for Employment, Skills & Training Project Co-ordinator
TOTALS	285.91	9.85	295.76	-7.41	288.35	

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Appendix E

Medium Term Financial Strategy

The Medium Term Financial Strategy (MTFS) is the Council's key financial planning document.

The MTFS forms part of the '**Blaby Plan**' which brings together the Council's Community Plan, the Corporate Plan, the MTFS and the People Strategy.

The current MTFS document contains a financial forecast which is updated each year to reflect the changes to funding. This update has been extended to include the year 2021/22 to ensure the Council continues to consider the financial picture with a long term strategic view and have an understanding of the financial resources available.

The Council made a submission to the Department for Communities and Local Government in October 2016 and accepted the 4 Year Settlement spanning years 2016/17 to 2019/20.

The future funding envelope extending after 2019/20 has little degree of certainty given, there are changes to Funding in future years with the Fair Funding Review and Business Rate Review, both of which are expected to take effect from 2020/21. The future funding estimates within the MTFS do therefore take into account any information that can be gained from the national picture and documents within the public domain on this subject.

Whilst the future funding levels are uncertain it is not unrealistic to assume there will continue to be funding reductions or higher demand placed upon the Authority. With this in mind it is important that the Authority understands the potential future funding gaps and scenarios have been included to illustrate possible financial impacts of the changes.

For this current version the provisional budget of 2019/20 has been used as the base expenditure to roll forward to establish the budget requirement for future years however, priorities and services may have to be revised to ensure the Council remains financially sustainable.

Forecast Assumptions

Set out below is a commentary relating to the key assumptions that have been made in drafting the future financial forecast.

The numbering relates to the lines of the Forecast Revenue Budget table.

1. **Net Direct Expenditure** has been compiled by rolling forward the 2018/19 draft budget numbers and applying inflationary factors where appropriate to the elements. Key areas of note are:
 - Establishment Costs – An increase of 3% has been allowed for year on year in relation to establishment costs, which includes basic salaries, employer's national insurance, and employer's pension contributions.
 - Other Costs – Where contractual arrangements exist any contractual uplift has been allowed for and where applicable an inflationary rate of 5% for utilities, and 3% for other costs has been included year on year.
 - Income – In this draft estimate an inflationary uplift of 3% has been applied to the 2018/19 income levels for non statutory fees and charges, or where it is deemed applicable.
2. **Minimum Revenue Provision (MRP)** is based upon the current level of capital expenditure that results in a MRP charge. The bulk of this charge is related to the purchase of fleet vehicles but historic Disabled Facilities Grants also contribute to this charge.
3. **Contributions to/(from) Earmarked Reserves** represents the release of reserves to support the budget requirement.
4. **Additional Resource Requirement** – not yet included.
5. **Net Revenue Expenditure** is the resulting expenditure figure to match the available funding.
- 6/7. **Revenue Support Grant/Redistributed NNDR** Together these form the Council's core grant funding and now includes growth generated from Business Rates. Only figures for 2019/20 are confirmed in the 4 year settlement.
8. **New Homes Bonus Grant (NHB)** This is the total grant forecast to be received based on the current mechanism and distribution of NHB. It assumes that in years 2021/22 onwards £750k will be generated from the increase in new homes each year. The hurdle growth rate of 0.4% has been maintained at the current level for future years.
9. **Council Tax Surplus** represents the amount of Council Tax Collected above the anticipated collection rate.

10. **Council Tax** represents the expected revenue received from Council Tax billed. For modelling purposes, no increase has been included. An assumed uplift in tax base has however, been included year on year to reflect the continued development of housing in the district.

Financial Risks

- **New Homes Bonus (NHB)** When the New Homes Bonus commenced it was a non-ring fenced grant introduced to encourage the building of new housing. This, in effect, was top sliced from the existing funding streams for local government and therefore has provided an alternative source of funding as the core grant has been reduced. In the early years Blaby was in the position to support local housing schemes with some of the New Homes Bonus. However, in recent years it has been necessary to include the NHB as a source of funding to underpin the budget requirement.

In 2019/20 **£2.9m** of NHB has been utilised to fund the budget requirement.

The future of NHB is very uncertain and poses a future financial risk for the Council. There is little mention of the future of NHB in the Fair Funding Review and it is unclear whether there will be any damping allowance should NHB Funding be removed. Indications are currently that if NHB is removed it will be done on a phased basis with no future payments being received. If this were to be the case this would remove £750k from the NHB funding each year from 2020/21, with a cumulative impact of removing £3m from the funding envelope by the 4th year (2023/24). This has been modelled within the sensitivity section of the Financial Summary to illustrate the potential impact of this change.

- **Business Rates Retention Reform**

The recent consultation suggested that this will take effect in the year 2020/21 at the same time as the results of the Fair Funding Review is expected to be implemented.

The overriding question will be how this additional retention locally will be distributed between Districts and County Councils given the financial pressures being experienced by County Councils because of Social Care costs. In addition, it is suggested that there will be a full Business Rate Baseline reset. If there is a full reset of the Baseline the Council may lose the benefit of any significant growth that has been generated in recent years. This element of the changes to Business Rates provides a substantial risk to the Council which could result in growth being lost. The potential impact of this change is shown in the sensitivity section of the Financial Summary.

Blaby will benefit from any future growth in Business Rates, however quantifying the benefit is not yet possible.

- **Fair Funding Review**

The recent consultation suggests that this will take effect in the year 2020/21. Whilst the consultation details considerations that are being taken into consideration it is not possible to assess how Blaby District will be impacted by this change. How future changes are softened through a 'damping process' will be key as to how Blaby's financial position may change.

- **County Council Funding Reductions.** The County Council has openly illustrated the level of funding cuts that they will be required to make over the coming years. Whilst we can plan to mitigate any obvious impacts of this, some are more subtle and the increased demand that results from this is difficult to quantify financially. This is a considerable risk to which we will put financial values to as and when we are in a position to do so.

- **New Demands from Residents.** Blaby has an ageing population which brings with it challenges such as dealing with dementia and issues such as loneliness. What role Blaby will play in our community to combat these challenges and what different demand this drives for services that are needed have not yet been identified.

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 [A]	2018/19 Revised Estimate [B]	2019/20 Proposed Budget [C]	Variance [C] - [A]	Variance [C] - [B]
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

Doing things differently – plans for the coming year	<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.

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Without a doubt the biggest priority for my Portfolio is “**to lead the Council through the financial challenges in 2020/21 and beyond**”. The Financial Services team continue to work across all departments of the Council to ensure budgets are closely monitored and achieved. Audit and Fraud Services ensure our resources are concentrated on the areas of highest risk and our Income and Collections team maximise income collection through continually refreshed Debt policies and principles. These practices and their robustness are even more crucial going forward to ensure we stay on track and remain sustainable as a Council.

I was delighted to hear that the Leicestershire bid for the 75% Business Rate Pilot had been successful. Christmas had come early! Blaby’s expected share is approx. £400k of additional funding. The annual government settlement was as expected, with the New Homes Bonus baseline staying the same at 0.4% for 2019/20 and the Council Tax thresholds remaining constant with the exception of the Police. However, my glee was short lived when I realised that beyond 2019/20 the Council will face the significant challenges of the Fair Funding Review, the reform of Business Rate Retention and the fact that in the future we may lose the growth element of New Homes Bonus - all major funding streams for the Council. Council Tax is expected to rise for our residents as we and other preceptors consider increases to meet service demand and future uncertainty. An impact that may be reflected on collection rates and on debt collection.

Our biggest challenge is predicting a secure and accurate MTFs through such uncertainty and unknowns. Without this platform it will be difficult to plan and deliver services. Operationally, another major challenge will be procuring the replacement of a number of key financial systems again detailed in the report.

As well as delivering a responsive and high-quality financial service we must continue to **maximise the Council’s assets**. The relatively new Asset Team is identifying efficiencies and potential income generation, in addition to the day job of running operational buildings. A few examples include, the office refurbishment, disposal of sites for self-build opportunities, the Littlethorpe development site, seeking opportunities for “The Grange” (ex Nat West Bank property), transfers and disposals to Parish Councils, lease occupancy of the building, bus shelter advertising contracts, an Acquisitions and Disposal strategy, procuring a cleaning contract and developing an Assets Management Plan.

Looking beyond 2019/20 and predicting the accurate financial position of the Council is going to be challenging and will be reliant upon detailed information being released to be in a position to update the MTFs.

Portfolio Holder: Councillor Maggie Wright

Senior Officers: Strategic Director (S151), Neighbourhood Services & Assets Group Manager, Strategic Finance 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	£814,656	£797,128	£770,376	-£44,280 -5.44%	-£26,752 -3.36%
2. Other Gross Direct Expenditure	£1,560,354	£1,671,021	£1,606,878	£46,524 2.98%	-£64,143 -3.84%
3. Direct Income	-£457,738	-£682,495	-£669,224	-£211,486 46.20%	£13,271 -1.94%
4. Net Direct Expenditure	£1,917,272	£1,785,654	£1,708,030	-£209,242 -10.91%	-£77,624 -4.35%
5. Overall No. of Posts (FTE)	21.71	20.55	20.55	-1.16 -5.34%	0.00 0.00%

Financial Services

	2018/19 Approved Budget	2018/19 Revised Estimate	2019/20 Proposed Budget	Variance [C] - [A]	Variance [C] - [B]
	[A]	[B]	[C]		
1. Establishment Costs	£400,704	£395,707	£401,555	£851 0.21%	£5,848 1.48%
2. Other Gross Direct Expenditure	£834,493	£842,253	£936,579	£102,086 12.23%	£94,326 11.20%
3. Direct Income	-£81,000	-£150,500	-£150,500	-£69,500 85.80%	£0 0.00%
4. Net Direct Expenditure	£1,154,197	£1,087,460	£1,187,634	£33,437 2.90%	£100,174 9.21%
5. Overall No. of Posts (FTE)	10.56	9.55	9.55	-1.01 -9.56%	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. Apprentice post removed.
2. Other Gross Direct Expenditure – the main variances include an estimated increase in insurance premiums as a result of entering into a new long term contract, and IT software maintenance arising from the extension of the current contract for provision of the financial management system. The 2019/20 budget allows for six months loan interest applicable to the £5m capital investment in our leisure centres.
3. Investment income has increased significantly due to increases in the Bank of England base rate, and the healthy state of our reserves and balances.
4. Net impact of variances listed above.
5. Apprentice post removed from structure in 2019/20.

Income & Collections Team

	2018/19 Approved Budget	2018/19 Revised Estimate	2019/20 Proposed Budget	Variance [C] - [A]	Variance [C] - [B]
	[A]	[B]	[C]		
1. Establishment Costs	£182,004	£180,900	£205,124	£23,120 12.70%	£24,224 13.39%
2. Other Gross Direct Expenditure	£0	£29,816	£29,191	£29,191 0.00%	-£625 -2.10%
3. Direct Income	£0	-£162,300	-£162,300	-£162,300 0.00%	£0 0.00%
4. Net Direct Expenditure	£182,004	£48,416	£72,015	-£109,989 -60.43%	£23,599 48.74%
5. Overall No. of Posts (FTE)	5.81	7.00	7.00	1.19 20.48%	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. Apprentice post added along with a change to job share arrangements funded from Finance savings above.
2. Other Gross Direct Expenditure – various budgets transferred from the Revenues & Benefits Team, including court fees, postages and other office expenses.
3. Recovery of summons and liability costs, transferred from Revenues & Benefits.
4. Net impact of variances listed above.
5. See 1 above – new Apprentice post and job share resulting in an increase in FTEs.

Audit & Fraud

Audit & Fraud	2018/19 Approved Budget	2018/19 Revised Estimate	2019/20 Proposed Budget	Variance [C] - [A]	Variance [C] - [B]
	[A]	[B]	[C]		
1. Establishment Costs	£0	£0	£0	£0 0.00%	£0 0.00%
2. Other Gross Direct Expenditure	£134,278	£117,928	£109,500	-£24,778 -18.45%	-£8,428 -7.15%
3. Direct Income	£0	£0	£0	£0 0.00%	£0 0.00%
4. Net Direct Expenditure	£134,278	£117,928	£109,500	-£24,778 -18.45%	-£8,428 -7.15%
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 applicable to this service.
2. Anticipated reduction in external audit fees following move to new contract.
3. Not applicable.
4. See note 2 above.
5. Not applicable.

Assets

	2018/19 Approved Budget	2018/19 Revised Estimate	2019/20 Proposed Budget	Variance [C] - [A]	Variance [C] - [B]
	[A]	[B]	[C]		
1. Establishment Costs	£231,948	£220,521	£163,697	-£68,251 -29.43%	-£56,824 -25.77%
2. Other Gross Direct Expenditure	£591,583	£681,024	£531,608	-£59,975 -10.14%	-£149,416 -21.94%
3. Direct Income	-£376,738	-£363,695	-£356,424	£20,314 -5.39%	£7,271 -2.00%
4. Net Direct Expenditure	£446,793	£537,850	£338,881	-£107,912 -24.15%	-£198,969 -36.99%
5. Overall No. of Posts (FTE)	5.34	4.00	4.00	-1.34 -25.09%	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. Assets & Open Spaces Manager transferred to Corporate Services & Neighbourhood Services (Open Spaces Team), and post of cleaner removed from the establishment.
2. The revised budget includes non-recurring expenditure brought forward from 2017/18. Both the revised budget and 2019/20 base budget also reflect the use of a contract cleaner for the Council Offices and Depot. Costs relating to the Pavilion have been removed from the 2019/20 budget as the service is transferring to SLM under the terms of the new leisure management contract.
3. Loss of income in respect of the Grange, Narborough..
4. Net impact of variances listed above.
5. The Assets & Open Spaces Manager has been transferred to the Parks & Open Spaces Team within Neighbourhood Services, and 0.34FTE Cleaner post has been deleted as reported to Council earlier this year.

Portfolio Priorities

- Maximising the use of the council's assets.
- To lead the Council through the financial challenges in 2019/20 and beyond.
- Understand costs and deliver a responsive, cost effective and high quality financial service.
- Instilling principles of good, sustainable procurement.
- Continue a culture of transparency with emphasis on financial control, audit, with regard for the prevention of fraud and management of risk.
- To maximise income collection and recovery of outstanding debt.

Services

Financial Services

The Finance team is responsible for the provision and monitoring of financial information to maintain control of the Council's finances. The team also prepares the annual accounts, and looks after various other functions including treasury management, insurance, payroll, procurement, and payment of supplier invoices.

Assets

This includes costs for the Council Offices and the Depot, both old and new, including the facilities management and maintenance of the buildings and the associated grounds maintenance. Also includes costs incurred for Leisure Centre buildings (pending the award of the leisure management contract), public conveniences, caravan site, bus shelters, tree works on open spaces and cemeteries, Enderby Road Industrial Estate and costs associated with the administration of property and assets owned by the Council. The team also administers Asset of Community Value applications made by residents.

Audit and Fraud

This includes the delivery of fraud initiatives across the Council, as well as external and internal audit services. Internal Audit Services is currently provided by North West Leicestershire as part of a shared service arrangement.

Income & Collections

The Income & Collections team is responsible for maximising income generation in respect of council tax, business rates, and overpayment of housing benefits, in terms of the collection of unpaid debt. Following the delivery of the Council's new Corporate Debt Principles, this remit has been extended to cover all outstanding debt to ensure a consistent approach to debt recovery across the Council. The Council Tax Income and Debt Manager also ensures all guidance in relation to fraud is up to date and procedures are in place to prevent fraud across the Council.

Key Points

<p>Doing things differently – plans for the coming year</p>	<p><u>Financial Services</u></p> <ul style="list-style-type: none"> • The forthcoming changes to the Business Rates Retention scheme and the introduction of Fairer Funding are likely to have a significant impact on the Council's future funding stream. The Finance team will be closely monitoring developments to ensure that the impact is promptly reflected in the Medium Term Financial Strategy (MTFS). • The Finance team will shortly be undertaking a number of significant procurement exercises including the potential replacement of a number of key financial systems – the main Financial Management System, BACS payments and collections software, and the joint HR/Payroll System. <p><u>Assets</u></p> <ul style="list-style-type: none"> • The Assets team will be completing the refurbishment of staff toilets and refresh of the civic chamber in the summer of 2019 before reviewing the next phase of improvements to office accommodation. • The Assets team will develop an accommodation plan to better utilise the existing space at the Council Offices including shared office space such as 'hot desking'. • A review of the process and development of strategy for managing the acquisitions and disposal of Council assets will be completed in 2019/20. • A competitive procurement process will be undertaken in 2019/20 for the cleaning of office accommodation including the Council and depot buildings. <p><u>Audit</u></p> <ul style="list-style-type: none"> • The Internal Audit Shared Service will continue to comply with the Public Sector Internal Audit Standards. The annual audit plan and individual audit programmes will be developed using a risk based approach. This will ensure that our resources are focussed on the areas of highest risk across the council so that our assurance work adds value. • The audit plan will include planned and ad-hoc advisory work so that the Internal Audit team can support new developments across the Council, and try to ensure that appropriate controls are built into new systems and ways of working.
<p>Income generation</p>	<ul style="list-style-type: none"> • Within the Finance, Assets & Efficiency portfolio there is little scope to significantly improve income streams without capital investment in the asset portfolio. However, the Finance Team is working with the Council's treasury advisors to select a suitable property fund in which to invest a proportion of surplus funds in order to generate an increased rate of return.

	<ul style="list-style-type: none"> • Support will be provided in assessing investment opportunities open to the Council, including the creation of new build houses. • The utilisation of the Council's assets to obtain revenue or improve usage is an ongoing initiative. The lease of the Council offices to Nottingham Health Trust, Narborough Parish Council and Citizens Advice Bureau not only bring revenue opportunities but also better outcomes for our customers with partners such as these delivering services alongside our own officers. The office refurbishment project will potentially help to provide further opportunities to rent out office space to partners, with the new multi use room scheduled to be completed early in 2019/20. • Elements of income generation are also obtained via leased rental agreements on the Enderby Road Industrial Estate, and Countesthorpe Mobile Home Site.
Capital plans for the portfolio	<p>Completion of the civic area, staff toilets, and a refresh of office accommodation are included in the 2019/20 Capital Programme.</p> <p>Commencement of three year plan to upgrade heating and lighting including replacement of boilers, pipework, and radiators that are at end of life will commence in 2019/20 and be completed in 2022 totalling £155,000.</p> <p>Resurfacing works within the St Johns car park in Blaby will take place during 2019/20 totalling £65,000.</p> <p>Capital plans for this portfolio also include the provision to review and replace the current HR and payroll systems. The HR and Payroll system is also detailed within the Leaders Portfolio given the functionality spans both Finance and HR.</p>

Key Performance Indicators

PERFORMANCE INDICATOR – FINANCE	2018/19 QTR3	2017/18 QTR3	Full Year 2017/18	Full Year 2016/17
Invoices Paid within 10 days	91.12%	92.39%	91.99%	92.53%

Customers

The Finance team's external customers include suppliers who invoice the Council for goods and services, and companies and individuals who owe the Council money. Otherwise, the team's customers are largely internal, i.e. colleagues from other service areas, and Members.

The Income and Collection team has a variety of customers, mainly residents of the district and business rate payers who have incurred debts by not paying Council Tax, Non-Domestic Rates or Housing Benefit overpayments. These range from customers that owe small to very large amounts of money to the Authority. Some customers have other debts too so the team work at collecting payments from them in a manageable manner and signpost them to other agencies that can assist them. Often customers will have vulnerability issues that need addressing in other ways so key skills must be used when dealing with the debt collection.

The Assets team has a variety of different customers, both internal and external. These include, for example, requests from staff and managers for changes to the layout of the offices, local businesses in respect of the Enderby Road Industrial Estate and also Parish Councils and a variety of legal representatives. Internally the team provides professional property advice as required. The team also has a clear responsibility to ensure that all council buildings are accessible and meet the wide needs of residents who visit the offices.

Risks

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

- **Overall Financial Risk** – The financial risks facing the Council are not necessarily specific to this portfolio but the Finance team's input into financial issues across all aspects of the Council's services will continue. Officers work closely with the various services to monitor budgets but also to provide sound financial input into all decisions that have financial implications.
- **Local Government Funding** – the Government is undertaking two major reviews of the Business Rates Retention Scheme, and the wider Fairer Funding mechanism. The results of both of these reviews are awaited but both pose a significant risk to the Council's future funding envelope.
- **Business Rates Appeals** – notwithstanding the ongoing review of the overall Business Rates Retention Scheme, the Council also faces a risk in terms of businesses registering appeals against their rateable value. Where these are successful the Council loses 40% of any reduction in rates payable, and the extent to which these appeals are submitted and upheld is outside of the Council's control.
- **Debt** – the economic climate and Welfare Reform continues to affect our customers and debt may increasingly become an issue. The Council continues to provide for debt that has aged or appears likely to become bad to even out the financial impact of debt issues.
- **Assets** – a failure to effectively manage our assets could result in a loss of income streams and an increased in associated legal costs.
- **Audit** – insufficient resources to complete the audit plan due to unplanned corporate/fraud work or long term staff absences. As the service is provided through

a shared service arrangement there is a risk that either side may want to withdraw from the arrangement.

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Our Portfolio Priorities for 2019 /20 are as follows:

For **Revenues & Benefits** we need to continue the work to integrate roles within the combined team, implement the Full Service Universal Credit delivery and implement and embed the changes to both Council Tax Support and changes to discretionary areas of Council Tax effective from April 2019. We will have to agree with the Customer Services Team and implement the Customer Services Model.

For the **Community Services** Team, to produce the Early Help and Prevention Strategy, deliver training and awareness sessions on Friends Against Scams and Cyber Crime and refresh the Community Safety Partnership Action Plan and deliver Housing Skills 4 Life and other community support services.

In **Housing Services**, priorities include procuring and implementing another Choice Based Lettings software system incorporating the software to manage the Homelessness Reduction Act. We need to take an active role in the delivery of the County wide funded Homelessness Prevention Trailblazers and Preventing Rough Sleeping projects and ensure all staff receive adequate training on the Homelessness Reduction Act. We must ensure we maximise our affordable housing delivery and increase Private Sector Housing provision and review the Housing/Homelessness Strategies and the Supplementary Planning Document and provide further Member training.

For **Lightbulb**, we must ensure parity of service for homeowners and social/private tenants by delivering the service through Lightbulb instead of the current service delivery model. We need to fully implement and deliver the revised Homes Support Grant and mainstream the Hospital Enablement Team and merge and manage the County's Assistive In-Reach Team based in the Bradgate Unit and procure a Framework Agreement for Builders which will improve process flow.

Our main Challenges / Opportunities for 2019/20 will be:

- Funding for the Lightbulb Service is currently being considered by partners following the refreshed Business Case being provided with options for spend going forward
- The restructure of the Revenues and Benefits Team may cause loss of experienced officers during the process
- Vulnerable people may be at increased risk of cyber crime and fraud through the implementation of digital/electronic services.
- Universal Credit may impact on residents and the Council services, such as rent arrears, their ability to access and maintain their accounts digitally.
- Reductions in external funding may result in the loss of officers or services and unconfirmed funding may result in skills loss as officers look for work elsewhere.
- Lack of affordable housing will increase homelessness as well as the implementation of the Homelessness Reduction Act may increase homelessness.
- The increase in homelessness cases will impact on the availability of temporary accommodation and the complexity of cases.
- Failure to procure a robust IT system for housing services may result in social rented properties not being advertised and customers being unable to bid for properties and will result in capacity issues within the Housing Services Team

- Lack of land availability or suitability for Registered Providers to acquire will result in a drop in new affordable housing units and available public subsidy being repositioned elsewhere.

Portfolio Holder: Councillor Lee Breckon

Senior Officer: Community 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	£2,361,569	£2,510,983	£2,337,207	-£24,362 -1.03%	-£173,776 -6.92%
2. Other Gross Direct Expenditure	£14,930,886	£15,372,663	£14,935,052	£4,166 0.03%	-£437,611 -2.85%
3. Direct Income	-£16,017,845	-£16,090,027	-£15,740,442	£277,403 -1.73%	£349,585 -2.17%
4. Net Direct Expenditure	£1,274,610	£1,793,619	£1,531,817	£257,207 20.18%	-£261,802 -14.60%
5. Overall No. of Posts (FTE)	71.97	76.55	68.95	-3.02 -4.20%	-7.60 -9.93%

Revenues & Benefits

	2018/19 Approved Budget	2018/19 Revised Estimate	2019/20 Proposed Budget	Variance [C] - [A]	Variance [C] - [B]
	[A]	[B]	[C]		
1. Establishment Costs	£818,198	£826,075	£833,978	£15,780 1.93%	£7,904 0.96%
2. Other Gross Direct Expenditure	£14,666,983	£14,784,876	£14,631,519	-£35,464 -0.24%	-£153,357 -1.04%
3. Direct Income	-£15,176,211	-£15,037,999	-£14,943,835	£232,376 -1.53%	£94,164 -0.63%
4. Net Direct Expenditure	£308,970	£572,952	£521,662	£212,692 68.84%	-£51,290 -8.95%
5. Overall No. of Posts (FTE)	28.19	28.19	28.19	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. The revised estimate makes provision for agency staffing costs to cover a short term vacancy.
2. Gross Direct Expenditure mainly comprises the amount of estimated rent allowance that is due to be paid out by the authority to assist local residents in staying in their homes because they are on a low income, or in receipt of certain benefits. The revised estimate includes non-recurring budget provision brought forward from 2017/18.
3. The Direct Income figures include all government grants, one off costs, new burdens, rewards and subsidy.
4. This represents the net impact of the variances listed above.
5. No change.

Community Services

	2018/19 Approved Budget	2018/19 Revised Estimate	2019/20 Proposed Budget	Variance [C] - [A]	Variance [C] - [B]
	[A]	[B]	[C]		
1. Establishment Costs	£479,684	£434,409	£394,077	-£85,607 -17.85%	-£40,332 -9.28%
2. Other Gross Direct Expenditure	£62,547	£122,783	£65,788	£3,242 5.18%	-£56,995 -46.42%
3. Direct Income	-£111,000	-£96,357	-£23,785	£87,215 -78.57%	£72,572 -75.32%
4. Net Direct Expenditure	£431,231	£460,835	£436,080	£4,850 1.12%	-£24,755 -5.37%
5. Overall No. of Posts (FTE)	13.54	9.67	9.67	-3.87 -28.58%	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. The budget also allows for the implications of the recently implemented Community Services restructure, and allows for the transfer of two Supporting Leicestershire Families workers to Leicestershire County Council.
2. Gross direct expenditure for the 2018/19 revised estimate includes externally funded costs relating to Residents Support projects. These costs have not been included in the proposed budget for 2019/20 as external funding is as yet unconfirmed.
3. Direct income has reduced following the transfer of the Supporting Leicestershire Families workers to the County Council, and the removal of any unconfirmed external funding in relation to Resident Support and Children's Workers
4. This represents the net impact of the variances listed above.
5. Reflects the future staffing position following the recent restructure, and the removal of two SLF Family Worker posts.

Housing Services

	2018/19 Approved Budget	2018/19 Revised Estimate	2019/20 Proposed Budget	Variance [C] - [A]	Variance [C] - [B]
	[A]	[B]	[C]		
1. Establishment Costs	£291,097	£307,387	£321,792	£30,695 10.54%	£14,406 4.69%
2. Other Gross Direct Expenditure	£108,404	£160,725	£157,875	£49,471 45.64%	-£2,850 -1.77%
3. Direct Income	-£71,782	-£82,841	-£104,336	-£32,554 45.35%	-£21,495 25.95%
4. Net Direct Expenditure	£327,719	£385,271	£375,331	£47,612 14.53%	-£9,940 -2.58%
5. Overall No. of Posts (FTE)	9.00	10.50	10.50	1.50 16.67%	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. Also reflects an increase of 1.5 FTE Housing Options Officers which are being funded through the Flexible Homelessness Support Grant. The above variance is mitigated due to one full time Housing Assistants post being temporarily vacant.
2. Other gross direct expenditure for 2018/19 and 2019/20 includes budget provision for 1.5 additional posts which are backed by the government grant provided to support the implementation of the Homelessness Reduction Act in April 2018.
3. This represents income from Housing Benefit for households placed in temporary accommodation as well as Government grant provided for implementation of the Homelessness Reduction Act as above, represented by Flexible Homelessness Support Grant and New Burdens Grant.
4. This represents the net impact of the variances listed above.
5. Additional 1.5 FTE backed by grant funding.

Lightbulb

	2018/19 Approved Budget	2018/19 Revised Estimate	2019/20 Proposed Budget	Variance [C] - [A]	Variance [C] - [B]
	[A]	[B]	[C]		
1. Establishment Costs	£670,995	£843,190	£679,470	£8,475 1.26%	-£163,720 -19.42%
2. Other Gross Direct Expenditure	£90,165	£301,491	£77,082	-£13,083 -14.51%	-£224,409 -74.43%
3. Direct Income	-£658,852	-£872,830	-£668,486	-£9,634 1.46%	£204,344 -23.41%
4. Net Direct Expenditure	£102,308	£271,851	£88,066	-£14,242 -13.92%	-£183,785 -67.61%
5. Overall No. of Posts (FTE)	19.74	26.69	19.09	-0.65 -3.29%	-7.60 -28.48%

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. The 2018/19 revised estimate includes the Housing Enabler Team, which is 100% externally funded. However, only those posts within the Housing Enabler Team for which external funding has been confirmed are currently included.
2. Much of the 2018/19 Revised estimate relates to expenditure in respect of the Housing Enabler Team. This has been removed from 2019/20 pending confirmation of external funding.
3. This includes income from Leicestershire County Council and the districts in respect of the Lightbulb Central Hub and Locality teams. No external funding has been allowed for in 2019/20 in respect of the Housing Enabler Team..
4. This represents the net impact of the variances listed above.
5. The reduction in headcount is largely due to the removal of externally funded posts within the Housing Enabler Team, for which funding for 2019/20 is as yet unconfirmed..

Management & Administration

	2018/19 Approved Budget	2018/19 Revised Estimate	2019/20 Proposed Budget	Variance [C] - [A]	Variance [C] - [B]
	[A]	[B]	[C]		
1. Establishment Costs	£101,595	£99,923	£107,890	£6,295 6.20%	£7,967 7.97%
2. Other Gross Direct Expenditure	£2,788	£2,788	£2,788	£0 0.00%	£0 0.00%
3. Direct Income	£0	£0	£0	£0 0.00%	£0 0.00%
4. Net Direct Expenditure	£104,383	£102,711	£110,678	£6,295 6.03%	£7,967 7.76%
5. Overall No. of Posts (FTE)	1.50	1.50	1.50	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.
2. No change.
3. No income in respect of this cost centre.
4. Net impact of the variances listed above.
5. No change.

Movement in budget and staff from last year

Revenues & Benefits

The 2019/20 direct income does not include any new burdens funding or one off cost contributions made by either the DWP or other organisations for implementation of changes or software change costs for Universal Credit or any other initiative

Community Services

2019/20 income only includes external funding where that funding stream has been confirmed. Similarly, staffing costs do not include externally funded posts for which funding is unconfirmed (0.5 FTE Children's Worker funded by Hinckley & Bosworth Borough Council) The variance in income and expenditure compared to last year is due to the effects of the Community Services restructure having a full year effect on 2019/20 budgets and external funding being unconfirmed.

Housing Services

The implementation of the Homelessness Reduction Act (HRA) has seen a requirement to increase the number of posts from 9 to 10.5. The additional posts have been funded mainly through Government Grant funding awarded for the implementation of the HRA. It is proposed that these posts will be extended beyond their current end dates.

Lightbulb

The funding for staffing comes from Leicestershire County Council and all those district and borough councils for which we are running Lightbulb. In terms of the central hub team this is a shared cost with all 8 partners making contributions based upon an assumed caseload. A small contingency budget remains out of the Transformational Challenge Award Grant, and this will be used to support the delivery of Lightbulb across Leicestershire.

The Hospital Housing team is funded through Leicestershire and Leicester City Better Care Funds and a contribution from Leicestershire Partnership Trust (LPT). The County element, the City and LPT funding ends on the 31st March 2019. Work is in progress to secure funding for 2019/20 and onwards.

Portfolio Priorities

Services

Revenues & Benefits

The team priorities for 2019/20 are:

- To continue the work to integrate roles within the combined team including Team leader level
- To consider the timing of the next review phase for the team
- To implement the further (delayed) Full Service Universal Credit delivery
- To implement and embed the changes to both Council Tax Support and changes to discretionary areas of Council Tax effective from April 2019
- To agree with the Customer Services Team and implement the Customer Services Model

Community Services Team

Team priorities are:

- To produce the Early Help and Prevention Strategy
- To deliver training and awareness sessions on Friends Against Scams and Cyber Crime
- To deliver Housing Skills 4 Life and other community support services
- To refresh the Community Safety Partnership Action Plan

Housing Services:

Team priorities are:

- To procure and implement another Choice Based Lettings software system incorporating the software to manage the Homelessness Reduction Act
- To take an active role in the delivery of the County wide funded Homelessness Prevention Trailblazers and Preventing Rough Sleeping projects
- To ensure all staff receive adequate training on the Homelessness Reduction Act
- To ensure maximisation of affordable housing delivery
- To increase Private Sector Housing provision
- To provide further Member Training on the Housing changes
- To review the Housing/Homelessness Strategies and the Supplementary Planning Document

Lightbulb

Lightbulb priorities for 2019/20 are:

- To ensure parity of service for homeowners and social/private tenants by delivering the service through Lightbulb instead of split as is the current service delivery model
- Implement the revised Homes Support Grant

- Mainstream the Hospital Enablement Team and merge and manage the County's Assistive In Reach Team based in the Bradgate Unit.
- Procure a Framework Agreement for Builders which will improve process flow

Key points

<p>Doing things differently – plans for the coming year</p>	<p><u>Revenues & Benefits</u></p> <ul style="list-style-type: none"> • Further integration of roles within the team • Revise the service to take account of the impacts of Universal Credit as it continues to roll out • Review Staffing structure • Benchmark service elements with relevant neighbouring Local Authorities to achieve best practice <p><u>Housing Services</u></p> <ul style="list-style-type: none"> • To review staffing structure • To continue to influence housing requirements on major planning applications • To enable new affordable housing • To manage the implications of the HRA • To acquire, monitor and manage leased properties for temporary accommodation <p><u>Community Services</u></p> <ul style="list-style-type: none"> • Develop the Early Help and Prevention Strategy and Action Plan • Develop and deliver community support services such as Friends against Scams, Housing Skills 4 Life, schools and youth work and Feeling Safe, Recovery Toolkit and Freedom programmes • Implement the Community Safety Strategy Action Plan <p><u>Lightbulb</u></p> <ul style="list-style-type: none"> • Deliver County's Major Adaptations Service • Amalgamate the Hospital Enablement Team with County's Assistive In Reach Team • Implement a Framework for Builders
<p>Income generation</p>	<ul style="list-style-type: none"> • To continue to maximise income generation from housing benefit overpayments recovered.
<p>Capital plans for the portfolio</p>	<ul style="list-style-type: none"> • The contract for provision of the Revenues & Benefits system, Northgate, expires in February 2020. Whilst there is no pressing need to replace the current software, the Council needs to ensure that it complies with procurement rules. A

	<p>market testing exercise will be undertaken to establish the best way forward but a provisional sum of £250,000 has been included in the Capital Programme to cover the potential replacement cost.</p> <ul style="list-style-type: none"> • Purchase a document retention product with full workflow capabilities for the Revenues & Benefits system, subject to the market testing exercise above. • Purchase new Choice Based Lettings software
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Key Performance Indicators

PERFORMANCE INDICATOR	2017/18 RESULTS	2018/19 YEAR TO DATE	COMMENTS
Number of cases where homelessness has been prevented	330	245	The Homelessness Reduction Act (HRA) places a duty on the Council to work with applicants for longer in order to help prevent them from becoming homeless. The figure currently remains consistent with previous years.
Number of homelessness applications taken	47	87	The total number of applications no longer applies as the HRA splits cases into 'prevention' and 'relief'. This 2018/19 figure represents the number of homeless cases that fall into the relief category.
Number of Affordable Houses	132	43	The affordable housing figures to date this year are lower than last year. This is due to a delay in completions being received. There are a significant number of completion due between now and the end of the financial year.
End to end times for completion of DFGs (time taken from receipt of recommendation to approval of grant – average days)	16.5 weeks	Average 10 weeks	This is below the target agreed by the Management Board of 20 weeks, and is an improvement on last year's figure/
Demand for DFGs (number of recommendations received)	150	100	The number of DFG recommendations has decreased which is believed to be attributed to the increase in preventative cases negating the need for DFG work

Time taken to complete DFGs (from initial enquiry by customer to completion of work, broken down by stages)	26 weeks	14 weeks	This shows a 54% improvement year on year
Number of hospital admissions/readmissions avoided as a result of Lightbulb intervention	Need Care track to assess	Need Care track to assess	<p>UHL service three months post intervention analysis on 357 patients saw:</p> <ul style="list-style-type: none"> - 57% reduction in A&E attendances - 54% reduction in A&E admissions - 27% increase in no activity - 84% reduction in NHS costs for this cohort of patients 3 months post intervention – saving £222,000, scaled up this could mean a potential £550,000 saved over 12 months <p>115 patients at the Bradgate Unit analysed saw:</p> <ul style="list-style-type: none"> • 920 delayed bed days saved • Of 40 service users who continued to receive support in the community following discharge only one was readmitted • Over 12 months the projected housing DTOC costs would be £175,000 compared to £650,000; a potential reduction of £475,000 • Referrals to the Bradgate Unit have risen by 67% in last 6 months. In contrast resolution times have reduced by 60% meaning despite the rise in referral patients are receiving a speedier service reducing the chance of delays
Number of holistic housing needs assessment carried out (through Lightbulb Programme) and	1532	2497	This has increased by 38% and is believed to have positively impacted on the decrease of DFG recommendations

outcome			
Average number of days taken to process housing & council tax support claims	21.14 days	16.68 days	The current out turn figures exceed the national Great Britain averages and is an improvement on last year
Percentage of benefit claims which were paid correctly	95.74%	86.69%	Internal monitoring identified poor performance which has since been rectified, which has enabled the team to achieve a 99.9% external performance measure for HB Subsidy Claim
Number of ASB cases reported in Blaby	1083	571	The trend continues downward for the number of ASB cases reported for the second year. This year's to date figure is a 21% decrease on the same period as 2017/18. It is predicted that the end of year figure will maintain this level of decreased ASB activity. This is in line with County, regional and national trends.
Support services (Resident Support/Substance Use/Children's Worker/Domestic Abuse)– number of people supported/outcomes	301	184	These figures are YTD to end October 2018. Total number of referrals into support services is predicted to be higher than that in 2017/18. However, whilst Domestic Abuse and Resident Support referrals remain high, Children's workers have seen a reduction in referrals in Qtr 1 + 2. This is mainly due to the loss of the locality hub which has led to fewer referrals from early help services. This is being addressed and is likely to resolve by the end of Q4. Resident support have made changes to the way they report outcomes and as well as monitoring the number of referrals and the type of work being done, we are now able to report on the "cash value" of the support provided. In Q1 and 2 Support Workers added £65, 308 to residents through dealing with debt and arrears, claiming benefits owed, and applying for grants .

Customers

- Lightbulb measures service outcomes with every service user. The biggest impact recorded was against the quality of life and mental health outcomes, followed by home warmth and managing in the home.
- 96% of Lightbulb service users answered yes to being asked if the service achieved everything that they wanted.
- Revenue and Benefits are using software to enable and maximise digital access for residents wanting to maintain contact with the Council using this method
- Revenue and Benefits continue to manage the impact of Universal Credit on residents.
- Community Services will carry out the annual Community Safety Partnership survey asking residents for their views on how safe the district is and what their community safety priorities are.
- Housing services have carried out a further review of the housing register following changes to the housing allocations policy and the implementation of a new CBL system. This will be carried out again due to the failure of the system and the need to purchase a more robust software package

Risks

- Funding for the Lightbulb Service is currently being considered by partners following the refreshed Business Case being provided with options for spend going forward.
- Demand for Lightbulb preventative work may increase as a result of Lightbulb Programme's proactive/early identification of need.
- Any reduction in funding for the Hospital Housing team from both the city and county will impact on the team establishment and the number of patients the service can help.
- The restructure of the Revenues and Benefits Team may cause loss of experienced officers during the process.
- Vulnerable people may be at increased risk of cyber crime and fraud through the implementation of digital/electronic services.
- Universal Credit may impact on residents and the Council services, such as rent arrears, their ability to access and maintain their accounts digitally.
- Reductions in external funding may result in the loss of officers or services.
- Unconfirmed funding may result in skills loss as officers look for work elsewhere..
- Lack of affordable housing will increase homelessness.
- The implementation of the Homelessness Reduction Act may increase homelessness.
- The increase in homelessness cases will impact on the availability of temporary accommodation and the complexity of cases.
- Failure to procure a robust IT system for housing services may result in social rented properties not being advertised and customers being unable to bid for properties.
- The above will result in capacity issues within the Housing Services Team
- Lack of land availability or suitability for Registered Providers to acquire will result in a drop in new affordable housing units and available public subsidy being repositioned elsewhere.

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My Key focus for Neighbourhood Services 2019/20**Refuse and Recycling**

1. Following the successful implementation of the GPS vehicle tracking system earlier this year the next step is to replace the domestic and trade waste collection software system with market leading software including in cab technology. The new system will enable crews and customer services to communicate information in real time. This will improve efficiencies by reducing missed bin rates and will and will significantly reduce paper consumption in the service.
2. Having focussed on the implementation of the alternate weekly collection our attention in 2019/20 will focus on making improvements to our trade waste offering to local businesses including the introduction of a commingled collection service, optimising the current rounds, and improving our marketing strategy to win new business and keep existing customers happy.

District Cleansing

1. Having completed the review of the Parks and Open Spaces with great results the focus this year is on improving operational efficiencies within the cleansing service. This will include a review of road sweeping frequencies based on the condition of the road rather than operating to a set frequency. Litter bin collection rounds will be optimised to improve efficiency by saving fuel through reduced mileage, and attaining satisfactory response times to service requests by customers.

Parks and Open Spaces

1. Following the transformation of the Parks and Open Spaces service the team will be focussed on delivering further improvements to the Countryside parks such as new paths, accessible gates, and replacing steps, funded by a combination of capital bid and section 106 contributions. The team will work together with the Health and Leisure Team and Communications Team to update the current promotional material highlighting the connectivity between sites to raise awareness and inspire even more people to get out and use the parks.
2. As well as refining operations to be more efficient the team will be considering options to maximise income opportunities by looking to expand works provided to Parishes and other organisations.

Fleet Management

1. The focus of the team this year will be to attain status as an approved MOT testing facility. This will enable the Council to be more productive by testing our own vehicle fleet up to 7.5t on site; and will also allow the Council to implement taxi vehicle inspections on behalf of the licensing team to ensure high standards of roadworthiness of taxi's operating in the district.

2. Other initiatives to maximise income by providing other regulatory services to neighbouring districts such as brake testing for large waste collection vehicles will also be explored.

My Key focus for Corporate Services 2019/20

1. Following on from the great success of the channel shift work (as noted by Scrutiny Performance Working Group), the Communications Team will continue working with services to create more opportunities to help customer move to more digital services where appropriate to do so, but also continue to be mindful of our none digital or hard to reach residents. (For example, to date we have 23532 My account users & 18292 Mail Chimp registrations). We also intend as high priority the continued development of the web site and approach to delivery of on-line services.
2. With the Elections in May, our Democratic Services Team will be taking Members through induction and refresher training to ensure that all Members are well equipped to support the community in their Councillor roles. The team will also be supporting the set up of the New Lubbethorpe Parish Council.
3. As per a previous Cabinet paper, the Corporate Services Team will be leading on the introduction of a new telephony system which will bring about new opportunities for introducing new technologies and improving access services for our residents.
4. As mentioned in the paper, the new legal service post will help develop a more commercial legal service offering. Opportunities to create more income/reduce expenditure through an increased internal legal service will be considered throughout the year.
5. I intend to task the team to explore ways of making better use of Social Media and understanding the skills required. I will be assessing during the year, if we have the correct resource in place to do so.

In summary, the Corporate Team are there to support the rest of the organisation and will continue to review service provision throughout the year, to create efficiencies and improved access to services for our service users.

My great thanks goes out to the Service Managers & teams that provide the services and the support I receive within my portfolio!

Portfolio Holder: Councillor David Freer

Senior Officer: Corporate Services Group Manager, Neighbourhood Services & Assets 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	£3,396,551	£3,447,008	£3,662,033	£265,482 7.82%	£215,025 6.24%
2. Other Gross Direct Expenditure	£2,313,154	£2,546,649	£2,235,634	-£77,520 -3.35%	-£311,015 -12.21%
3. Direct Income	-£1,523,627	-£1,832,597	-£1,486,051	£37,576 -2.47%	£346,546 -18.91%
4. Net Direct Expenditure	£4,186,078	£4,161,060	£4,411,616	£225,538 5.39%	£250,556 6.02%
5. Overall No. of Posts (FTE)	109.16	115.16	116.62	7.46 6.83%	1.46 1.27%

Parks & Open Spaces

	2018/19 Approved Budget	2018/19 Revised Estimate	2019/20 Proposed Budget	Variance [C] - [A]	Variance [C] - [B]
	[A]	[B]	[C]		
1. Establishment Costs	£154,246	£209,388	£312,945	£158,699 102.89%	£103,557 49.46%
2. Other Gross Direct Expenditure	£104,425	£156,852	£131,650	£27,225 26.07%	-£25,202 -16.07%
3. Direct Income	-£44,488	-£54,231	-£33,805	£10,683 -24.01%	£20,426 -37.66%
4. Net Direct Expenditure	£214,183	£312,009	£410,790	£196,607 91.79%	£98,781 31.66%
5. Overall No. of Posts (FTE)	4.00	9.00	9.00	5.00 125.00%	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. Also allows for the transfer of the Assets/Open Spaces Manager from Property Services and the Green Space Engagement Officer from Leisure Services, as well as three new operatives following a service review.
2. Includes one off budget provision carried forward from 2017/18, and the consolidation of budgets formerly held within other portfolios.
3. Reduction in commuted S106 contributions due to transfer of open space to Stoney Stanton Parish Council, and reduced number of cuts.
4. The net impact of changes referred to above.
5. See 1 above.

District Cleansing

	2018/19 Approved Budget	2018/19 Revised Estimate	2019/20 Proposed Budget	Variance [C] - [A]	Variance [C] - [B]
	[A]	[B]	[C]		
1. Establishment Costs	£341,691	£339,387	£362,528	£20,837 6.10%	£23,141 6.82%
2. Other Gross Direct Expenditure	£19,715	£32,695	£25,895	£6,180 31.35%	£-6,800 -20.80%
3. Direct Income	£-62,000	£-52,000	£-44,000	£18,000 -29.03%	£8,000 -15.38%
4. Net Direct Expenditure	£299,406	£320,082	£344,423	£45,017 15.04%	£24,341 7.60%
5. Overall No. of Posts (FTE)	10.41	11.00	11.00	0.59 5.67%	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. Revised budget includes one-off carry forward from 2017/18..
3. Loss of contract with Groby Parish Council.
4. Net impact of variances listed above.
5. No significant change.

Refuse Collection & Recycling

	2018/19 Approved Budget	2018/19 Revised Estimate	2019/20 Proposed Budget	Variance [C] - [A]	Variance [C] - [B]
	[A]	[B]	[C]		
1. Establishment Costs	£1,613,635	£1,600,010	£1,594,778	-£18,857 -1.17%	-£5,232 -0.33%
2. Other Gross Direct Expenditure	£380,330	£567,774	£363,608	-£16,722 -4.40%	-£204,166 -35.96%
3. Direct Income	-£1,137,444	-£1,445,019	-£1,113,767	£23,677 -2.08%	£331,252 -22.92%
4. Net Direct Expenditure	£856,521	£722,765	£844,619	-£11,902 -1.39%	£121,854 16.86%
5. Overall No. of Posts (FTE)	48.59	49.00	49.00	0.41 0.84%	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. New Group Manager appointed on lower grade point than predecessor.
2. The revised estimate includes £50,476 remaining from the Alternate Weekly Collection project. Also includes provision for redundancy costs associated with the move from weekly to alternate weekly collections.
3. Reflects the removal of recycling credit income previously paid by Leicestershire County Council. The revised estimate also includes £250,000 non recurring income from residents in respect of purchase of larger bins.
4. Net impact of variances listed above.
5. No significant change.

Fleet Management

	2018/19 Approved Budget	2018/19 Revised Estimate	2019/20 Proposed Budget	Variance [C] - [A]	Variance [C] - [B]
	[A]	[B]	[C]		
1. Establishment Costs	£189,215	£186,514	£218,540	£29,325 15.50%	£32,026 17.17%
2. Other Gross Direct Expenditure	£467,590	£412,273	£421,846	-£45,744 -9.78%	£9,573 2.32%
3. Direct Income	£0	£0	£0	£0 0.00%	£0 0.00%
4. Net Direct Expenditure	£656,805	£598,787	£640,386	-£16,419 -2.50%	£41,599 6.95%
5. Overall No. of Posts (FTE)	5.00	5.00	5.00	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.
2. The fuel budget has been reduced to reflect the latest estimate of price and usage.
3. No income.
4. Net impact of the variances listed above.
5. No change.

Corporate Services

	2018/19 Approved Budget	2018/19 Revised Estimate	2019/20 Proposed Budget	Variance [C] - [A]	Variance [C] - [B]
	[A]	[B]	[C]		
1. Establishment Costs	£1,097,764	£1,111,709	£1,173,242	£75,478 6.88%	£61,533 5.53%
2. Other Gross Direct Expenditure	£1,341,094	£1,377,055	£1,292,635	-£48,459 -3.61%	-£84,420 -6.13%
3. Direct Income	-£279,695	-£281,347	-£294,479	-£14,784 5.29%	-£13,132 4.67%
4. Net Direct Expenditure	£2,159,163	£2,207,417	£2,171,398	£12,235 0.57%	-£36,019 -1.63%
5. Overall No. of Posts (FTE)	41.16	42.62	42.62	1.46 3.55%	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. Also includes a new Solicitor post, and a part time Land Charges Team Assistant.
2. The external legal fees budget has been reduced following the appointment of a new in house Solicitor.
3. Anticipated increase in legal- related fees and charges.
4. Net impact of the variances listed above.
5. See 1 above.

Movement in budget and staff from last year

Neighbourhood Services

Other than contractual salary increases, the most significant increase in this portfolio is in relation to Parks and Open Spaces following a review of the service. The increase is partly due to two FTEs being transferred from other portfolios, and partly due to the addition of three new Grounds Maintenance Operative posts.

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.

- **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 an alternate weekly collection service to over 40,000 households and a chargeable garden waste collection service to over 25,000 households. The service also provides bulky waste collection services with over 2,000 collections made per year. Trade waste collections are provided to over 500 local businesses

- **Parks & Open Spaces**

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.

- **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 approximately of 1,000 litter and dog bins which are emptied on frequencies dependant on their usage.

- **Fleet Management**

The Fleet consists of 17 HGV's, 27 Vans (below 3.5 Tonnes), 1 pool car, and 26 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"> • Continue to develop digital processes and on line services making it easier for customers to access services and track progress. • Continually review and update the approach to customer services in line with developing technologies. • The ICT Partnership Strategy will work towards new innovative approaches to service delivery which should assist services in creating efficiencies and increased access options. <p><u>Refuse & Recycling</u></p> <ul style="list-style-type: none"> • Replacement of the current R&R system will be implemented and will include in-cab devices removing the need for paper based systems to modernise the service. The new system will comply fully with the Public Service Network requirements. • The trade waste collection service will be reviewed including options of providing a comingled recycling service to local businesses. <p><u>District Cleansing</u></p> <ul style="list-style-type: none"> • Following the review of both the Parks and Open Spaces and Refuse and Recycling services the focus will be on reviewing District Cleansing operations to improve efficiencies including optimising litter bin collections rounds, reviewing types of vehicle used and frequency of road sweeping based on need. <p>Parks and Open Spaces</p> <ul style="list-style-type: none"> • Following the review of the service in 2018/19 the Parks and Open Spaces team will be undertaking further refinements to grass cutting schedules to improve efficiencies.
<p>Income generation</p>	<p><u>Corporate Services</u></p> <p>Income generation for this portfolio is limited as the services are mainly internal support services. However; Cabinet agreed in 2018, to an Invest to Save proposal to reduce the external legal costs and increase income to the Authority by developing and growing the in house provision of legal services.</p> <p>This represents an increase in the establishment by one post, and following a successful recruitment we will be offering further legal support.</p> <p>The benefits expected are:</p> <ul style="list-style-type: none"> • Resilience and capacity • Increased in house expertise and onsite presence • Staff development and progression • Income growth - It is clear we can generate more particularly in

	<p>the areas of section 106 agreements, land and property matters, prosecutions and support to other organisations</p> <ul style="list-style-type: none"> • Savings, - buying legal services can prove expensive. • Customer confidence and security – effective enforcement and delivery of council functions at the right price. <p><u>Refuse & Recycling</u></p> <ul style="list-style-type: none"> • The Council will continue to charge for larger or additional bins following the introduction of alternate weekly collection. • The Council will continue to charge for Garden bins. <p><u>District Cleansing</u></p> <ul style="list-style-type: none"> • The Council will continue to provide chargeable services to parish councils and developers for litter bin collections. <p><u>Parks and Open Spaces</u></p> <ul style="list-style-type: none"> • The service will continue to provide services for Parish Council's and will explore other opportunities to maximise income. <p><u>Fleet Management</u></p> <ul style="list-style-type: none"> • The Council will implement chargeable taxi vehicle inspections in 2019/20. • Other options for maximising income by providing regulatory services such as providing brake testing facilities to other local authorities.
Capital plans for the portfolio	<ul style="list-style-type: none"> • Various IT projects totalling £76,600. • Replacing Refuse and Recycling waste software system totalling £98,000. • Various schemes to improve the accessibility and enjoyment of the Council's strategic countryside parks totalling £170,000. • Replacing end of life fleet vehicles in accordance with the 5 year capital programme.

Key Performance Indicators

PERFORMANCE INDICATOR – NEIGHBOURHOOD SERVICES	CURRENTLY	COMMENTS
Percentage of waste collected which is recycled	47.90%	Recycling performance is static which reflects the national trend. Blaby sits within the top 30% of recycling rates for Local Authorities.

PERFORMANCE INDICATORS – CORPORATE SERVICES	2018 (Qtr 3)	2017	2016	2015	2014	2013
Number of followers on Facebook	2,402	1,997	1,115	768	610	374
Number of followers on Twitter	3,903	3,696	3,329	2,729	1,665	1,165
Number of followers on LinkedIn	812	732	621	366	n/a	n/a
Number of online forms submitted by customers	43,659	43,053	53,487	2,672	n/a	n/a
Number of email new subscribers	18,231	12,862	6,712	2,195	n/a	n/a
My Account Subscribers	23,219	16,106	10,495	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.

Risks

- Increased fuel prices over and above what has been budgeted for in 2018/19, which is beyond our control.
- Local authorities receive priority fuel deliveries in the event of potential national fuel supply issues following Brexit to reduce the likelihood of service disruption.

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**HEALTH IMPROVEMENT, LEISURE
& REGULATORY SERVICES PORTFOLIO
Councillor Iain Hewson**

Appendix J

I am delighted to present my second years Portfolio Budget to you.

As you can see the services include a very broad and wide range to support Employers, Employees and Residents within our district.

We also manage services for other District / Borough Council's these being Building Control and Licensing which contribute too our income.

We have seen many achievements this year, the new SLM contract which now includes the Pavilion. The car park evaluation has taken place after the first year of new service, we have listened to residents and businesses and changes have been made.

New funding from DEFRA to support our challenge to ensure air quality is monitored correctly

Still considerable success with our food premises to achieve the 5* rating

A record number of users have attended our APTG community garden

Portfolio Priorities for the group include:

- To ensure that the new SLM contract is monitored and that the leisure service is not affected during the new building alterations.
- Ensuring that BDC can benefit from Tourism, including new tourism growth plan and the web site is up and running
- Ensuring that we manage empty homes to be turned around and back into use
- That we implement any new regulatory requirements as and when required
- Active Blaby scheme to increase physical activity levels across the District
- Continue to tackle health inequalities with a focus on APTG
- Continue to work to move our car parks to a position where they are cost neutral.
- To deliver actions within the air quality strategy.
- Monitor the Building Control contracts with other local authorities

Risks:-

- External funding of a number of posts within the Health & Leisure Services Team.
- Performance of the Leisure Contract.
- Commitment from partners including health and local tourism businesses.
- Market share for Building Control who are in competition with may private sector Building Control Providers

Portfolio Holder: Councillor Iain Hewson

Senior Officer: 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	£1,718,778	£1,803,838	£1,547,702	-£171,076 -9.95%	-£256,136 -14.20%
2. Other Gross Direct Expenditure	£520,554	£737,093	£479,225	-£41,329 -7.94%	-£257,868 -34.98%
3. Direct Income	-£1,448,629	-£1,551,519	-£1,173,190	£275,439 -19.01%	£378,329 -24.38%
4. Net Direct Expenditure	£790,703	£989,412	£853,737	£63,034 7.97%	-£135,675 -13.71%
5. Overall No. of Posts (FTE)	45.55	48.70	36.54	-9.01 -19.78%	-12.16 -24.96%

Leisure Centres

	2018/19 Approved Budget	2018/19 Revised Estimate	2019/20 Proposed Budget	Variance [C] - [A]	Variance [C] - [B]
	[A]	[B]	[C]		
1. Establishment Costs	£327,507	£322,856	£0	-£327,507 -100.00%	-£322,856 -100.00%
2. Other Gross Direct Expenditure	£71,218	£66,018	£0	-£71,218 -100.00%	-£66,018 -100.00%
3. Direct Income	-£587,713	-£587,713	-£239,596	£348,117 -59.23%	£348,117 -59.23%
4. Net Direct Expenditure	-£188,988	-£198,839	-£239,596	-£50,608 26.78%	-£40,757 20.50%
5. Overall No. of Posts (FTE)	10.32	10.33	0.00	-10.32 -100.00%	-10.33 -100.00%

Reasons for Variances

1. Pavilion staff have been removed from the budget as they will be transferred to SLM under TUPE arrangements following the outsourcing of the new leisure management contract..
2. Reduction in expenditure due to outsourcing..
3. Income reflects the new leisure management fee due from SLM in year one, with Pavilion fees and charges being removed.
4. Net impact of variances listed above.
5. Pavilion staff removed from establishment – see note 1.

Health & Leisure

	2018/19 Approved Budget	2018/19 Revised Estimate	2019/20 Proposed Budget	Variance [C] - [A]	Variance [C] - [B]
	[A]	[B]	[C]		
1. Establishment Costs	£228,332	£290,735	£225,547	-£2,785 -1.22%	-£65,188 -22.42%
2. Other Gross Direct Expenditure	£80,764	£168,013	£77,809	-£2,955 -3.66%	-£90,204 -53.69%
3. Direct Income	-£13,100	-£117,316	-£11,000	£2,100 -16.03%	£106,316 -90.62%
4. Net Direct Expenditure	£295,996	£341,432	£292,356	-£3,640 -1.23%	-£49,076 -14.37%
5. Overall No. of Posts (FTE)	6.34	8.35	5.15	-1.19 -18.77%	-3.20 -38.32%

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. An Active Travel Officer has been added to the establishment for a period of 20 months from January 2019, largely funded from existing DEFRA grants. There are a number of externally funded posts where confirmation of ongoing funding hasn't been received so they are not included. Green Space Engagement Officer transferred to Neighbourhood and Asset Services.
2. Revised budget includes externally funded project expenditure (level currently unknown for 2019/20), as well as various non-recurring expenditure carried forward from 2017/18.
3. Awaiting level of external funding to be confirmed.
4. Net impact of variances listed above.
5. Externally funded posts have been removed from the budget where this funding has not yet been confirmed for 2019/20. Includes the new Active Travel Officer.

Environmental Health and Environmental Services

	2018/19 Approved Budget	2018/19 Revised Estimate	2019/20 Proposed Budget	Variance [C] - [A]	Variance [C] - [B]
	[A]	[B]	[C]		
1. Establishment Costs	£815,486	£828,518	£860,026	£44,540 5.46%	£31,508 3.80%
2. Other Gross Direct Expenditure	£338,097	£470,364	£368,832	£30,735 9.09%	£-101,532 -21.59%
3. Direct Income	£-417,816	£-443,490	£-443,490	£-25,674 6.14%	£0 0.00%
4. Net Direct Expenditure	£735,767	£855,392	£785,368	£49,601 6.74%	£-70,024 -8.19%
5. Overall No. of Posts (FTE)	21.28	21.41	21.78	0.50 2.35%	0.38 1.75%

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. Also includes a new Air Quality Monitoring Officer post paid for from DEFRA funding for a period of 20 months (0.5 FTE).
2. Revised budget includes grant funded expenditure on air quality monitoring and other non-recurring items of expenditure. 2019/20 budget increases are mainly contractual, e.g. business rates, water charges, software maintenance.
3. Estimated increase in income from penalty charges.
4. Net impact of variances listed above.
5. Air Quality Officer added from external funding – 0.5 FTE.

Building Control

	2018/19 Approved Budget	2018/19 Revised Estimate	2019/20 Proposed Budget	Variance [C] - [A]	Variance [C] - [B]
	[A]	[B]	[C]		
1. Establishment Costs	£347,453	£361,728	£462,129	£114,676 33.00%	£100,401 27.76%
2. Other Gross Direct Expenditure	£30,475	£32,698	£32,584	£2,109 6.92%	-£114 -0.35%
3. Direct Income	-£430,000	-£403,000	-£479,104	-£49,104 11.42%	-£76,104 18.88%
4. Net Direct Expenditure	-£52,072	-£8,574	£15,609	£67,681 -129.98%	£24,183 -282.05%
5. Overall No. of Posts (FTE)	7.61	8.61	9.61	2.00 26.28%	1.00 11.61%

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. The budget also allows for a new Surveyor post to backfill as the Building Control Manager also covers Harborough, and a Team Leader shared with Harborough and Oadby & Wigston.
2. No significant change.
3. Blaby's own forecast income from fees and charges has been reduced by £27,000 but this is offset by an increase in the costs rechargeable to Harborough and Oadby & Wigston.
4. Net impact of variances listed above.
5. See 1 above.

Movement in budget and staff from last year

Leisure Centres

2019/20 is the start of the Council's new 10-year contract with SLM. SLM will now operate both Enderby Leisure Centre and the Pavilion Leisure Centre. The impact of these new arrangements for 2019/20 is an improvement of just under £140,000. This situation will improve further from 2020/21 when the full impact of SLM's business case and expected income takes effect.

Health & Leisure Services

The reduction in income and expenditure in relation to Health & Leisure Services is in recognition of the fact that no confirmation has yet been received of external funding. External funding currently supports services such as exercise referral, positive activities for young people, heartsmart and 'falls prevention' programmes.

The service provides a range of outreach services across the District engaging over 5,000 residents, and continues to be successful in securing significant levels of external funding from various sources.

Environmental Health and Environmental Services

The change in budget is due to the inclusion of Air Quality Grant money, received following a bid to DEFRA and following the receipt of a Ministerial Direction for Air Quality. This money is to be spent on a behavioural change campaign. Business rates and water rates for the car parks have increased in this year, however a number of the car parks have now been gifted to the Parish Councils. Due to the delay with implementation of the Idox system increases in the maintenance costs for existing software packages have occurred.

Building Control Services

The Service continues to operate as a lean self-financing business unit, competing for work against the private sector. Competition is still fierce and, therefore, Blaby's Building Control charges have remained the same as last year to enable it to maintain its customer base and income streams. Income figures for the current year have been positive. In the last 4 years the team have delivered a year on year increase in income levels. Harborough District Council and Oadby & Wigston Borough Council have signed up to a shared service agreement for the delivery of this service for 2019/20.

Portfolio Priorities

1. Implement a new Leisure Contract and capital works at Enderby and the Pavilion Leisure Centres in 2019.
2. Monitor and manage the performance of the Leisure Contract with SLM.
3. Develop and implement a new Tourism Growth Plan.
4. Increase physical activity levels across the District by delivering the Sport & Physical Activity Commissioning Plan, a Playing Pitch Strategy and the new 'Active Blaby' scheme.
5. Continue to tackle health inequalities with a focus on A Place To Grow, Dementia, Workplace Health and delivering a new Urgent Care Centre at Enderby Leisure Centre.
6. Protect and improve the health, safety and wellbeing of local residents, visitors and people who live and work in the District of Blaby.
7. Ensure the safety and quality of the built environment.
8. Lead and maintain a Building Control Partnership with other local authorities.

Services

Leisure Centres

The Pavilion provides a range of leisure services including; a fitness suite (gym), exercise classes, all weather pitches, squash courts, sports hall, café, dance studio and meeting room. This service is delivered through a leisure contract with SLM (expires 2029).

Enderby Leisure Centre provides a range of leisure services including a swimming pool, swimming lessons, fitness suite, health suite, indoor bowls, golf course, fitness studios, all weather pitches, café and meeting room (some of these will be developed during 2019/20). This service is delivered through a leisure contract with SLM (expires 2029).

Health & Leisure

- Health Improvement & Arts Development – services include A Place to Grow, Dementia Action Alliance, Health Promotion, delivering the Blaby District Staying Healthy Partnership and an Arts Development Programme. This area of work also includes links with our Clinical Commissioning Group (CCG), Public Health, GPs and other partners around health.
- Tourism & Heritage – services include development of a Blaby District Tourism Growth Plan, new Tourism Website, a range of projects such as English Tourism Week and developing the local Tourism Partnership.
- Sport & Physical Activity – these services complement the universal offer in our Leisure Centres by providing outreach programmes throughout our District to residents who may not be able to access our centres. They also provide support to help develop our network of community sports clubs. The services include exercise referral, outreach physical activity sessions, cardiac rehabilitation scheme, falls prevention, older people activities, weight management, inclusive activities, sports development, events, a commercial programme, the Positive Activities Referral Scheme (PARS), Sports Awards, , the Mobile Skatepark,

JUST (women’s activity programme), national and local awareness campaigns and co-ordinating the Local Sports Alliance (LSA). This service secures a significant amount of external funding from Public Health (this amount is still to be confirmed for 2019/20).

Environmental Health and Environmental Services

Environmental Health is predominately a statutory service that safeguards public health and the environment. The areas of work include food safety, noise, ‘envirocrime’ (graffiti, fly posting, litter, fly tipping, abandoned vehicles), private sector housing enforcement, empty homes, waste accumulations, filthy and verminous premises and hoarding, health and safety at work, public health, infectious disease control.

Environmental Service key areas are – air quality management, contaminated land, pollution control, car parking, land drainage/flood management, climate change, stray dogs and fouling, licensing of taxis and private hire operators, licensing of sale of alcohol, regulated entertainment and gambling.

Building Control

A statutory service that safeguards public health and safety within the built environment in addition to controlling accessibility and improving energy efficiency of buildings by ensuring the requirements of the Building Regulations and associated legislation are complied with.

This service competes with other private sector building control providers. Additional services are provided to deal with dangerous structures, safe demolition of buildings and street naming and numbering, in addition to providing support and added resilience to the Council’s Property Services team and other services as and when required.

Blaby Building Control currently supports the delivery of building control services at Harborough District Council and Oadby & Wigston Borough Council.

Key Points

<p>Doing things differently – plans for the coming year</p>	<p><u>New Leisure Contract:</u> Pavilion: <ul style="list-style-type: none"> • Increased fitness suite offer • Refurbishment of changing rooms • Refurbishment of fitness studios Enderby Leisure Centre: <ul style="list-style-type: none"> • Increased fitness suite offer • New café • New health suite (sauna & steam rooms) • New 3G pitches <u>Health & Leisure:</u> <ul style="list-style-type: none"> • Launch Active Blaby </p>
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	<ul style="list-style-type: none"> • Beat the Streets project • Active Travel & Rutland Cycling partnership <p><u>Tourism:</u></p> <ul style="list-style-type: none"> • New Tourism Growth Plan with a range of projects • New Tourism website <p><u>Environmental Services</u></p> <ul style="list-style-type: none"> • Integrating the licensing process into the new combined back office system. • Implement back office system for EPR, Contaminated Land, Service Requests and Planning Consultations. • Online access to Licensing Services. • Delivery of projects using the Air Quality Grant obtained from DEFRA • Further assess the possibility of taxi testing provision at the new depot and online access for all licenses to improve the customer journey. • Deliver actions within the adopted air quality strategy. <p><u>Environmental Health</u></p> <ul style="list-style-type: none"> • To develop the work around envirocrime including a more proactive enforcement element.
Income generation	<p><u>Health & Leisure</u></p> <ul style="list-style-type: none"> • Secure income from the new Leisure Contract. • Continue to secure external funding to support front line delivery. • Achieve income goal for the Events Hire equipment scheme. <p><u>Environmental Health</u></p> <ul style="list-style-type: none"> • Regulatory income <p><u>Environmental Services</u></p> <ul style="list-style-type: none"> • Car parks • Licensing for animal health • Permitted process income <p><u>Building Control</u></p> <ul style="list-style-type: none"> • Building Control fees and charges are to remain the same as they have done for the last 4 years due to fierce competition from the private sector. • Market share and income levels are closely monitored. Blaby Building Control continues to perform well against both the private sector and other Leicestershire Building Control providers. • Blaby Building Control to lead a new partnership covering OWBC and HDC. This will generate revenue from partner income share and providing staff with an overhead recharge. • Lightbulb have commissioned Building Control to support the delivery of Disabled Facilities Grants.

Capital plans for the portfolio	<ul style="list-style-type: none"> Investment of £5m in Enderby Leisure Centre and the Pavilion as part of the new Leisure Management contract with SLM. £50,000 to be spent on works to the landfill gas monitoring system at the Pavilion, to ensure that the monitoring and extraction equipment is operating effectively.
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Key Performance Indicators

- Health, Leisure & Tourism Services:
 - Active People Survey (measures levels of physical activity).
 - STEAM Data (provides local Tourism statistics).
 - Health Profile & Joint Strategic Needs Assessment (provides local Health statistics).
- Leisure Contract (Enderby & The Pavilion Leisure Centres):
 - Usage levels
 - Income levels
 - Number of complaints
 - QUEST score (independent inspection)

PERFORMANCE INDICATOR	2017/18 RESULTS	2018/19 YEAR TO DATE	COMMENTS
Building Control inspections carried out on the same day as requested	3,421	2,379	Building Control has maintained its 100% record of undertaking inspections on the same day when requested to do so.
Total number of long term empty homes returned into use	124	447	The stage 1-3 of the empty properties role has now been brought back in house hence the large jump in numbers. Empty properties are now listed as soon as they are empty.
Number of large fly tipping incidents	446	341	A countywide campaign was undertaken across May & June this year which received a lot of media coverage and was very successful in raising awareness amongst residents.

Number of food premises with a rating of 3 or above (satisfactory)	523	547	Businesses are generally performing better and on average have a higher rating due to an increased focus on the poor performers.
Total number of flare case management reviews	434	168	Measure to ensure proactive monitoring of service requests. We have also been externally audited by two agencies this year and scored well so internal monitoring was not undertaken during the same period.

Customers

- Use data to understand our customers and local trends, such as the Joint Strategy Needs Assessment, Health Profiles, Sport England data and Mosaic.
- Conduct evaluations and seek customer feedback to improve services.
- SLM – monthly joint working meetings and quarterly contract monitoring

Risks

- External Funding:

External funding supports 3.76 posts (Physical Activity Development Officers – PADOs) across the Health and Leisure Services Team. These posts currently deliver physical activity and GP referral services that support inactive, vulnerable, the elderly, people with dementia and disability, residents at risk of developing health conditions including mental health and vulnerable young people.

Securing external funding is, therefore, essential to continue these services. A significant amount of this is received from Sport and Physical Activity Strategic Commissioning funded by Leicestershire Country Council Public Health (PH). Informal indications for 2019/20 suggest we will receive a similar level of funding to 2018/19, although this has not been confirmed. Other funding is made available through partnership working with Leicestershire and Rutland Sport (LRS).

- Commitment from health partners
- Performance of Leisure Contractor (SLM)

- Reducing Council budgets
- Recruitment and retention of qualified staff.
- Competency of all Regulatory Officers (continued professional development).
- Building Control's inability to react to increased workloads and economic upturn whilst funding and staffing levels within the Council and Public sector as a whole are in active decline.
- Market share for Building Control who are in competition with many private sector Building Control providers.

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Portfolio priorities 2019/2020 for the group include:

1 Large Scale Strategic Projects

The team are managing a full range of large scale projects, including a Rail Freight terminal, Garden Village and Castle Acres. J20a/Garden Village - a preferred bidder has now been identified, and contracts will be signed with the landowners.

A bid was submitted to the latest round of Garden Village funding and BDC have been advised that they will be notified of the outcome by March 2019.

Preparations well underway for the Design Day on the 17th of January. This will be a workshop looking at the make up of Garden Villages, key principles, and design.

Strategic Rail Freight Interchange, management of this project continues to be priority for 2019 and future years, even though this application will be determined by the Planning Inspectorate in London. Primarily transport modelling in preparation for the formal public consultations in the spring.

2. The Economic Development Strategy

The team have been working pro-actively with Blaby Parish Council, and a number of businesses to develop a new action plan. This will focus on small and medium term business support activities, and the longer term vision for the town centre. The strategy will also set out a range of support for other village centres.

3. Love Blaby Lottery, ongoing priority.

4. High Profile Enforcement, ongoing action across the district.

5. New Local Plan - Work will commence during 2019/20 on a new Local Plan, report to Council February 2019.

6. Leicester and Leicestershire SGP -The plan has now been adopted by all authorities, work will commence on a Delivery Plan during 2019/2020. This project will be ongoing for many years 2030-2050.

7. Lubbethorpe SUE -Good progress continues, work is now underway on preparing for the new parish council next year. Approx 200 houses now completed with the first primary school under construction. Number of houses completed will be monitored to ensure the 5 year land supply.

8. Partnerships -Academies are a key partner in our community, work will continue to ensure our youth have a voice. The Youth Council will continue to grow in confidence and we will ensure that they have a voice in our community.

Risks:

Increased level of Major Applications will place demands on the service. Recent recruitments to the department should help mitigate against this.

Failure to progress the New Local Plan would leave the district vulnerable to unacceptable future development.

High number of appeals place pressure on the team

Inability to progress with the delivery of a clear and robust policy framework would put delivery of sustainable development at risk.

Failure to deliver an effective enforcement service could result in reputational damage.

Delivery of Lubbethorpe against the current proposed timetable is essential, failure to do so could effect the 5 year housing land supply, and in turn the Councils ability to defend against undesirable development.

Challenges -Failure to secure external bids ie Infrastructure Bids including M1, M69 and the A46 expressway.

Portfolio Holder: Councillor Sheila Scott

**Senior Officer: Planning 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	£1,301,125	£1,348,373	£1,481,969	£180,844 13.90%	£133,596 9.91%
2. Other Gross Direct Expenditure	£427,216	£1,084,627	£650,880	£223,664 52.35%	-£433,747 -39.99%
3. Direct Income	-£663,270	-£851,828	-£871,521	-£208,251 31.40%	-£19,693 2.31%
4. Net Direct Expenditure	£1,065,071	£1,581,172	£1,261,328	£196,257 18.43%	-£319,844 -20.23%
5. Overall No. of Posts (FTE)	30.99	32.99	34.38	3.39 10.94%	1.39 4.21%

DEVELOPMENT STRATEGY

	2018/19 Approved Budget	2018/19 Revised Estimate	2019/20 Proposed Budget	Variance [C] - [A]	Variance [C] - [B]
	[A]	[B]	[C]		
1. Establishment Costs	£277,804	£274,740	£341,927	£64,123 23.08%	£67,187 24.45%
2. Other Gross Direct Expenditure	£207,999	£588,534	£333,923	£125,924 60.54%	-£254,611 -43.26%
3. Direct Income	-£2,000	-£2,000	-£2,000	£0 0.00%	£0 0.00%
4. Net Direct Expenditure	£483,803	£861,274	£673,850	£190,047 39.28%	-£187,424 -21.76%
5. Overall No. of Posts (FTE)	6.65	6.65	7.65	1.00 15.04%	1.00 15.04%

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. Also included is a new Principal Planning Policy Officer post which is to be paid for from excess planning fee income arising from the 20% surcharge.
2. The costs associated with strategic planning have increased significantly as work progresses on the Leicester and Leicestershire Strategic Growth Plan. There is a significant cost associated with the production of the Delivery Development Plan Document (DPD). Costs include consultation, specialist studies, printing, publication of materials and consultants. It is very difficult to predict with accuracy exactly when the costs will arise due to the nature of the work. Overall though there is no significant increase in the total cost of producing the DPD.
3. Income relates to monitoring contributions in respect of Section 106 agreements.
4. Net impact of variances listed above.
5. New post of Principal Planning Policy Officer added to the establishment.

PLANNING DELIVERY

	2018/19 Approved Budget	2018/19 Revised Estimate	2019/20 Proposed Budget	Variance [C] - [A]	Variance [C] - [B]
	[A]	[B]	[C]		
1. Establishment Costs	£434,446	£462,183	£486,653	£52,207 12.02%	£24,470 5.29%
2. Other Gross Direct Expenditure	£91,563	£185,330	£136,270	£44,707 48.83%	-£49,060 -26.47%
3. Direct Income	-£640,000	-£768,000	-£768,000	-£128,000 20.00%	£0 0.00%
4. Net Direct Expenditure	-£113,991	-£120,487	-£145,077	-£31,086 27.27%	-£24,590 20.41%
5. Overall No. of Posts (FTE)	11.41	13.41	13.41	2.00 17.53%	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. Two new posts of Senior Planning Officer and Planning Apprentice have been added on the back of additional income receivable.
2. The revised estimate and base budget for 2019/20 includes provision for ringfenced income not yet allocated.
3. Allows for an increase of 20% in planning fees. This additional income must be ringfenced to provide increased resource to the planning service.
4. Net impact of variances listed above.
5. Reflects the addition of the Senior Planning Officer and Planning Apprentice posts.

ENFORCEMENT

	2018/19 Approved Budget	2018/19 Revised Estimate	2019/20 Proposed Budget	Variance [C] - [A]	Variance [C] - [B]
	[A]	[B]	[C]		
1. Establishment Costs	£181,835	£180,436	£198,329	£16,494 9.07%	£17,893 9.92%
2. Other Gross Direct Expenditure	£14,246	£14,246	£14,246	£0 0.00%	£0 0.00%
3. Direct Income	£0	£0	£0	£0 0.00%	£0 0.00%
4. Net Direct Expenditure	£196,081	£194,682	£212,575	£16,494 8.41%	£17,893 9.19%
5. Overall No. of Posts (FTE)	4.81	4.81	4.81	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.
2. No increase in other gross direct expenditure.
3. Not applicable.
4. Net impact of variances listed above.
5. No change.

STRATEGIC GROWTH

	2018/19 Approved Budget	2018/19 Revised Estimate	2019/20 Proposed Budget	Variance [C] - [A]	Variance [C] - [B]
	[A]	[B]	[C]		
1. Establishment Costs	£155,351	£153,649	£218,640	£63,289 40.74%	£64,991 42.30%
2. Other Gross Direct Expenditure	£5,152	£122,095	£7,747	£2,595 50.37%	-£114,348 -93.65%
3. Direct Income	£0	-£21,240	-£53,762	-£53,762 0%	-£32,522 153.12%
4. Net Direct Expenditure	£160,503	£254,504	£172,625	£12,122 7.55%	-£81,879 -32.17%
5. Overall No. of Posts (FTE)	3.00	3.00	4.00	1.00 33.33%	1.00 33.33%

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. 2019/20 includes the new post of Major Schemes Officer paid for through external funding.
2. 2018/19 revised estimate includes non recurring expenditure backed by Site Capacity funding and Garden Village funding brought forward from 2017/18.
3. External funding towards the Major Schemes Officer post.
4. Net impact of variances listed above.
5. Major Schemes Officer added on two year fixed term contract.

MANAGEMENT & ADMINISTRATION

	2018/19 Approved Budget	2018/19 Revised Estimate	2019/20 Proposed Budget	Variance [C] - [A]	Variance [C] - [B]
	[A]	[B]	[C]		
1. Establishment Costs	£127,654	£125,337	£132,454	£4,800 3.76%	£7,117 5.68%
2. Other Gross Direct Expenditure	£53,846	£68,195	£56,695	£2,849 5.29%	-£11,500 -16.86%
3. Direct Income	£0	£0	£0	£0 0.00%	£0 0.00%
4. Net Direct Expenditure	£181,500	£193,532	£189,149	£7,649 4.21%	-£4,383 -2.26%
5. Overall No. of Posts (FTE)	2.00	2.00	2.00	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.
2. Increases in software maintenance costs in relation to iDOX and the GIS system..
3. No income receivable in respect of this service.
4. Net impact of variances listed above.
5. No change.

PARTNERSHIPS

Partnerships	2018/19 Approved Budget	2018/19 Revised Estimate	2019/20 Proposed Budget	Variance [C] - [A]	Variance [C] - [B]
	[A]	[B]	[C]		
1. Establishment Costs	£124,035	£122,919	£103,966	-£20,069 -16.18%	-£18,953 -15.42%
2. Other Gross Direct Expenditure	£54,410	£122,922	£101,999	£47,589 87.46%	-£20,923 -17.02%
3. Direct Income	-£21,270	-£48,174	-£47,759	-£26,489 124.54%	£415 -0.86%
4. Net Direct Expenditure	£157,175	£197,667	£158,206	£1,031 0.66%	-£39,461 -19.96%
5. Overall No. of Posts (FTE)	3.12	3.12	2.51	-0.61 -19.55%	-0.61 -19.55%

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. The post of Employment, Skills and Training Officer has been removed pending confirmation of the availability of external funding. However, subject to formal agreement it is proposed to put additional community development in place to support new communities going forward.
2. 2018/19 revised estimate includes non recurring expenditure brought forward from 2017/18. Additional budget provision has been built in to reflect anticipated income from the Blaby Lottery. This covers management fees, lottery prizes and Blaby's share of the income which will be added to the grants fund.
3. Includes S106 contributions to cover the cost of employing the Employment, Skills and Training Co-ordinator in 2018/19, as well as forecast income from the Blaby Lottery.
4. Net impact of the variances listed above.
5. The increase relates to the removal of the part time post of Employment, Skills and Training Co-ordinator. See note 1 above.

Movement in budget and staff from last year

The establishment budget for this portfolio includes contractual increases in relation to the new pay spine, increments and employer contributions for national insurance and pensions. The headcount has increased by 3.39 FTE compared to 2018/19, largely due to new posts covered by additional planning fee income and/or external funding.

Other than establishment costs the main variances in expenditure are associated with the Strategic Growth Plan and Delivery DPD, the allocation of external capacity funding to specific projects, and one off expenditure brought forward from the previous year.

Portfolio Priorities

Priorities for 2019/20 for the group include:

- 1. Large scale strategic projects.** The strategic growth team is now managing a full range of large scale projects. These include a Rail Freight Terminal, garden village and Castle Acres..
- 2. Deliver “Building Blaby, Shaping Futures” – the Council’s Economic Development Strategy.** The Economic Development Strategy was refreshed and the new strategy adopted in September 2016, and good progress has been made against the action plan. During 2019/20 a new strategy will be produced..
- 3. “Love Blaby Lottery”** - work will continue to promote the lottery to good causes across the district.
- 4. High profile enforcement action.** Ongoing action is expected for a number of current high profile cases; and the team will continue their pro-active approach across the District.
- 5. New Local Plan –** Work will start during 2019/20 on a brand new local plan for the district (pending Council decision in February 2019)..
- 6. Leicester and Leicestershire Strategic Growth Plan –** this has now been adopted by all authorities. Work will commence on a delivery plan during 2019/20.
- 7. Delivery of the Lubbethorpe Sustainable Urban Extension (SUE).** The new community is going from strength to strength. Nearly 200 houses have been completed, the first primary school is under construction, and works continue to deliver the road infrastructure. During 2018 the development won a Procon Award for the best infrastructure project in Leicestershire, and has also been shortlisted for an LGC Award.
- 8. To facilitate, develop and enable effective partnership working** to ensure the best possible outcomes for our residents.

Services

The Vision for the Planning and Economic Development Group is:

“To have a pro-active, customer centred and comprehensive planning service that delivers the Council’s development and economic aspirations and ambitions for the District, and enhances the Council’s reputation”.

This is delivered through the following core functions:

Development Strategy

The purpose of the Development Strategy Service is to ensure that the district has a robust and up-to-date strategic framework for Planning, Economic Development and Housing and to enable the delivery of these strategies.

This budget includes the costs of Planning Policy Officers, Economic Development Officers, and a Planning Obligations Officer; all involved in developing robust policies and guidance, gathering and interpreting the data necessary to do this, advising on the interpretation of policies and designing and implementing initiatives to deliver strategic objectives.

Planning Delivery

The purpose of the Planning Delivery Service is to ensure that development is acceptable whilst determining planning applications as fast as possible.

This budget includes the costs of Planning Officers and Technical staff involved in providing advice to potential applicants and determining applications.

Planning Enforcement

This budget includes the costs of Enforcement Officers, who monitor development across the district and enforce planning controls.

Strategic Growth Team

This team manages a range of high profile, large-scale, strategic projects. These are considered to be projects which fall outside of the usual planning process, due to their profile and need for a more complex range of skills – a typical example would be housing developments of more than 1,000 houses.

This budget includes the cost of a manager and three Major Schemes Officers, along with some external funding.

Management & Administration

This budget includes the costs of the Group Manager and the support staff who manage the departmental budgets and systems.

Partnerships

This budget includes the cost of the manager and officers who work in partnership with the voluntary and community sector to deliver the best outcomes for our residents and good causes.

The team are also managing the lottery, the Youth Council, and are developing a new approach to Corporate Social Responsibility and work & skills.

Key Points

<p>Doing things differently – plans for the coming year</p>	<p>The department continues to perform well and staff are highly motivated. Over the last year the remit of the group has grown significantly – particularly in the areas of strategic growth and infrastructure planning.</p> <p><u>Development Strategy</u> The team will continue to focus on strategic planning and the Local Plan</p> <p>Subject to Council decision, work will commence during 2019/20 on a new Local Plan. Additional resource has already been put in place in preparation for this.</p> <p>The focus on economic development will continue to be widened out across the organisation, and a new strategy will be produced.</p> <p><u>Planning Delivery</u> The workload of the team has continued to increase over the last year, as application levels remain high.</p> <p>During 2019/20 the team will focus on ensuring the continued delivery of an excellent service in this demanding environment.</p> <p><u>Enforcement</u> The enforcement team will continue its proactive monitoring approach next year. During 2018/19 there have been a number of successful prosecutions, and this is expected to continue.</p> <p><u>Management & Administration</u> The focus for 2019/20 will be on continuing the growth of the department, whilst supporting enabling staff development.</p> <p><u>Partnerships</u> The focus for 2019/20 will be developing the Work & Skills Agenda and Corporate Social Responsibility; whilst still supporting our VCS and good causes.</p>
<p>Income generation</p>	<p>The fees and charges for all aspects of the service will be kept under review to ensure that these maximise income without impacting on the quality of communications and applications</p>

	<p>submitted and increasing costs elsewhere in the delivery of the services.</p> <p>Income generation across the group is restricted to fees for documents; and national set planning application fees. The Government implemented a 20% increase to planning application fees during 2018, which is reflected in the revised income figures. This increased income is ring-fenced to expenditure on planning staffing only, and additional post shave now been put in place.</p> <p>The group will seek to maximise income into the district through the delivery of economic development support and large scale project management; which will bring in NNDR, New Homes Bonus and LLEP investment.</p> <p>Savings will be sought wherever possible.</p> <p><u>Partnerships</u></p> <ul style="list-style-type: none"> • Develop a menu of business support for the community grants programme to ensure we can take full advantage of their corporate social responsibility obligations. • Promote the Local Authority Lottery.
Capital plans for the portfolio	<p><u>Partnerships</u></p> <p>Continue to provide a capital grants programme (£54,500) for community groups. Looking at the process for making groups more sustainable and involve Corporate Social Responsibility to bring maximum benefits for all the community.</p>

Key Performance Indicators

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19*
Number of planning applications received	1080	1018	1091	1132	1089	588
Planning application fee income	£711,229	£574,632	£676,273	£470,671	656,689	471,450
Number of planning applications determined	962	1064	1010	1048	1076	334
% of applications delegated	90.28	89.65	94.06	93.73	93.60	93.41
% of major applications determined in 13 weeks	75.67	84.62	94.44	100.00	93.54	100.00
E2E (householders)	50.28	38.13	44.03	33.55	46.50	55.71
E2E (minors)	89.14	80.52	65.85	53.07	65.92	90.30
E2E (others)	49.07	46.20	55.98	48.02	38.61	43.69
Housing Land Supply	Currently at 6.31 years					

*year to date; **1st and 2nd quarter only

PERFORMANCE INDICATORS - PARTNERSHIPS	2017/18 RESULTS	2018/19 YEAR TO DATE	COMMENTS
Number of Community Groups supported by the grants programme	49	27	One funding round remaining in 2018/19. Not including Youth Grants which come out of Youth Council budget and are not part of the community grants programme.
Number of Voluntary and Community Sector events	<p>3 CNBD meetings: July – Generating a Sustainable Income (19 delegates)</p> <p>November – Meet the Funders(24 delegates)</p> <p>March – Boost Your Volunteer Power (10 delegates)</p> <p>2 Training events: October and January – Safeguarding & Risk Assessments(34 delegates in total)</p> <p>June 2017 – Community Volunteer Week (12 projects completed)</p>	<p>1 CNBD has taken place: October – what can we (BDC) do for you? (30 delegates)</p> <p>1 training event has taken place: November – Safeguarding . (25 delegates)</p> <p>Another is planned for 5/2/2019</p> <p>Another is planned for January 2019 – Food Hygiene</p> <p>June 2018 – Community Volunteer Week (24 projects completed)</p>	Many of the community groups are driven by values and beliefs and often have common themes around support, the workshops are designed to this.
Employment, Skills and Training - Lubbesthorpe apprenticeships/Jobs	4 Curriculum support activities-events in schools and site visits (65 young people) 6 Work	4 Curriculum support activities-events in schools and site visits (potentially	Three out of the four planned activities for 2019 are girls only events, potentially 314 young people could benefit.

	<p>experience placements (schools) 6 Work experience placements (WIRE) 7 Work experience placements (over 18's) 8 Apprentices 32 Jobs (hard to reach groups) 1 Sector Based Work Academy</p>	<p>314 young people)* 3 Work experience placements (schools) 3 Work experience placements (schools) 1 Sector Based Work Academy</p>	
Youth Number of Council members	10	13	Numbers have remained fairly constant. A recruitment event is planned for 25 th January 2019.
Number of Good Neighbour Schemes	4 existing schemes in operation	6 schemes operating	Number of schemes progressing to being operational has dried up and Connect Blaby Together has been developed using a different model, with support from the local LAC. Potential to explore using this model in another parish's who have LAC representation.
Love Blaby Lottery Community Lottery	39 groups signed up before 4/4/2018	11 new groups signed up since 5/4/2018 Currently 45 live groups	Number of groups signed up to the scheme 5 groups closed since April 2018 – either group has disbanded or not got enough local support/poor ticket sales.

Customers

- The Planning Delivery and Enforcement services in particular have heavy interaction with residents and we will continue to monitor customer feedback to ensure that all interactions with customers and stakeholders to these services are conducted appropriately and professionally. Complaints remain at a low level.
- There are a number of significant public consultations planned for 2019/20 including the first stage of the new Local Plan, and a number of large strategic sites.
- Additional community development resource will be put in place to support new communities, subject to formal decision.
- The Youth Council will continue to be a voice for their respective age group

- The team will continue to support our Parish Councils and what is important to them through the Parish Liaison/ Seminar meetings and continue to take direction for the Local Council Working Group.
- Academies are a key partner in our community. Work will continue to ensure our youth have a voice and opportunities are taken to encourage work experience and work readiness.

Risks

- The increased level of major applications will continue to place significant demands on the service. Recent recruitment however should help to mitigate against this.
- Failure to progress the new Local Plan could leave the District vulnerable to unacceptable types of future development.
- High number of appeals will place further pressures on the Development Services Team.
- Inability to progress with the delivery of a clear and robust policy framework would put delivery of sustainable development at risk.
- Delivery of Lubbesthorpe against the current proposed timetable is essential – failure to do so could affect the 5 year housing land supply, and in turn the council's ability to defend against undesirable development.
- Significant reliance on partners and the wider economy to effectively implement the Economic Development Strategy.
- Failure to deliver an effective enforcement service could result in reputational damage.
 - Financial support for the Grants Programme.
 - Loss of external support and expertise to support Good Neighbour Schemes and the Community Network Blaby District.