

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

Cllr. Geoff Welsh (Chairman)

Cllr. Mark Jackson
Cllr. Shabbir Aslam
Cllr. Cheryl Cashmore
Cllr. Stuart Coar
Cllr. Sam Maxwell
Cllr. Antony Moseley
Cllr. Louise Richardson
Cllr. Deanne Freer
Cllr. David Clements
Cllr. Adrian Clifford
Cllr. Roy Denney

Cllr. Alex DeWinter
Cllr. David Findlay
Cllr. Chris Frost
Cllr. Christine Merrill
Cllr. Phil Moitt
Cllr. Ben Taylor
Cllr. Bev Welsh
Cllr. Trevor Matthews
Cllr. Shane Blackwell
Cllr. Nick Chapman
Cllr. Michael O'Hare

Cllr. Kirsteen Thomson
Cllr. Jane Wolfe
Cllr. Sharon Coe
Cllr. Les Phillimore
Cllr. Janet Forey
Cllr. Nigel Grundy
Cllr. Paul Hartshorn
Cllr. Iain Hewson
Cllr. Mat Mortel
Cllr. Tracey Shepherd
Cllr. Lee Breckon

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, 15 JANUARY 2020** 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. 2020-21 Budget - Context and Overview

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

Appendix C – Schedule of External Funding (page 3 - 4)

Appendix D – Establishment Trend information (page 5)

Appendix F – Leaders Portfolio Budget (pages 7 - 17)

Appendix G – Finance, Efficiency & Assets Portfolio Budget (pages 19 - 30)

Appendix H – Community Services Portfolio Budget (pages 31 - 45)

Appendix I – Corporate & Neighbourhood Services Portfolio Budget (pages 47 - 58)

Appendix J – Health Improvement, Leisure & Regulatory Services Portfolio Budget (pages 59 - 74)

Appendix K – Planning, Housing Strategy, Economic & Community Development Portfolio Budget (pages 75 - 88)

SCHEDULE OF EXTERNAL FUNDING**Budget 2019/20**

Portfolio	Description	2019/20	Notes
<u>Community Services</u>			
Police & Crime Commissioner	Children's Support	£33,000	To be invoiced.
Hinckley & Bosworth Borough Council	Children's Support	£23,790	HBBC currently pay for 0.61 FTE.
Leicestershire County Council	Hospital Housing Enabler Service	£104,000	
Leicestershire Partnership NHS Trust	Hospital Housing Enabler Service	£77,000	
NHS Leicester City CCG	Hospital Housing Enabler Service	£155,000	
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	£107,512	
District Councils	Contributions towards Lightbulb Central Hub	£106,979	In accordance with Lightbulb Business Case; allowing for the addition of
Leicestershire County Council	Lightbulb Locality Contributions	£239,373	an Office Manager and updated demand levels.
District Councils	Lightbulb Locality Contributions	£225,245	
<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
Oadby & Wigston Borough Council	Contribution towards EIR costs	£7,574	search responses which are not permitted to be charged to customers.
<u>Health Improvement, Leisure & Regulatory Services</u>			
Mather Jamie	Employment Training & Skills Co-ordinator	£15,881	
Leicestershire County Council	LRS Commissioning	£77,734	
Leicestershire Partnership NHS Trust	LEAP & FLIC Programmes	£2,540	
Leicestershire County Council	Falls Prevention Funding	£18,360	
Leicestershire County Council	Graduate Trainee	£6,430	
Other Leicestershire District Councils	Building Control Partnership	£249,600	Based on expected contributions from HDC and OWBC.
		<u>£1,492,553</u>	

Current Position 2020/21

Portfolio	Description	2020/21	Notes
<u>Community Services</u>			
Police & Crime Commissioner	Children's Support	£33,000	Expecting the same funding as for 2019/20 but awaiting confirmation.
Hinckley & Bosworth Borough Council	Children's Support	£25,217	HBBC currently pay for 0.61 FTE.
Leicestershire County Council	Hospital Housing Enabler Service	£104,000	Confirmed funding.
Leicestershire Partnership NHS Trust	Hospital Housing Enabler Service	£77,000	Confirmed funding.
NHS Leicester City CCG	Hospital Housing Enabler Service	£155,000	Confirmed funding.
EMH Housing	Floating Support Contribution	£0	Unlikely to receive confirmation before March 2020.
Leicestershire County Council	Contributions towards Lightbulb Central Hub	£106,537	
District Councils	Contributions towards Lightbulb Central Hub	£105,793	Allowing for provisional pay award.
Leicestershire County Council	Lightbulb Locality Contributions	£255,759	
District Councils	Lightbulb Locality Contributions	£240,662	
<u>Corporate Services & Neighbourhood Services</u>			
Hinckley & Bosworth Borough Council	Contribution towards EIR costs	£23,210	
Oadby & Wigston Borough Council	Contribution towards EIR costs	£7,800	Recovery of statutory costs associated with the provision of personal search responses which are not permitted to be charged to customers.
<u>Health Improvement, Leisure & Regulatory Services</u>			
Mather Jamie	Employment Training & Skills Co-ordinator	£15,881	
Leicestershire County Council	LRS Commissioning	£72,706	Not included in budget - indicative funding awaiting confirmation.
Leicestershire County Council	Falls Prevention Funding	£18,360	Not included in budget - bid submitted for funding.
Leicestershire County Council	Graduate Trainee	£11,020	Not included in budget but funding now secured.
Sport England	Active Families Funding	£4,389	Not included in budget - one off programme.
Sport England	Satellite Club Funding	£8,000	Not included in budget - one off programme.
Other Leicestershire District Councils	Building Control Partnership	£314,225	Based on expected contributions from HDC and OWBC.
		<u>£1,578,559</u>	

MOVEMENT IN ESTABLISHMENT HEADCOUNT

Service	No. of FTEs 2018/19 Budget	Movement in FTEs 2018/19 to 2019/20	No. of FTEs 2019/20 Budget	Movement in FTEs 2019/20 to 2020/21	No. of FTEs 2020/21 Budget	Notes
CORPORATE MANAGEMENT						
CHIEF EXECUTIVE & DIRECTORS	3.00	0.00	3.00	0.00	3.00	
PA TEAM	2.04	0.39	2.43	0.00	2.43	
CORPORATE SERVICES						
CORPORATE SERVICES GROUP MANAGER	2.00	-0.09	1.91	0.00	1.91	
DEMOCRATIC SERVICES & GOVERNANCE	4.57	1.43	6.00	-0.16	5.84	
INFORMATION MANAGEMNT	2.00	0.32	2.32	0.00	2.32	
CUSTOMER SERVICES	15.89	0.00	15.89	-1.00	14.89	Apprentice post ended October 2019.
COMMUNICATIONS	3.54	0.00	3.54	-1.00	2.54	End of fixed term post.
ELECTORAL SERVICES	2.68	-0.01	2.67	0.00	2.67	
LAND CHARGES	5.00	0.80	5.80	0.01	5.81	Minor changes to working hours.
CORPORATE PERFORMANCE	5.49	0.00	5.49	-0.07	5.42	Minor changes to working hours.
FINANCIAL SERVICES						
FINANCE	10.56	-0.01	10.55	-0.11	10.44	Minor changes to working hours.
INCOME & COLLECTIONS	5.81	1.19	7.00	1.00	8.00	Addition of an Apprentice post.
COMMUNITY SERVICES						
COMMUNITY SERVICES GROUP MANAGER	1.50	0.00	1.50	0.00	1.50	Includes PA to Group Manager.
HOUSING SERVICES	9.00	1.50	10.50	-2.00	8.50	End of fixed term contracts.
COMMUNITY SERVICES	9.43	-1.87	7.56	-0.08	7.48	Minor changes to working hours.
REVENUES & BENEFITS	28.00	-1.01	26.99	-1.30	25.69	Reduction in posts following restructure in July 2019.
LIGHTBULB CENTRAL HUB	4.00	1.39	5.39	0.43	5.82	Part externally funded.
LIGHTBULB LOCALITY TEAMS	13.33	1.36	14.69	1.07	15.76	Employed by Blaby but part funded by other districts and County Council.
CHILDRENS SERVICES	2.11	0.00	2.11	0.00	2.11	
HOSPITAL HOUSING ENABLER TEAM	2.00	-2.00	0.00	7.00	7.00	External funding confirmed for 8 posts/7 FTEs.
NEIGHBOURHOOD SERVICES AND ASSETS						
NEIGHBOURHOOD SERVICES GROUP MANAGER	2.00	0.00	2.00	-1.00	1.00	Senior Administrator post deleted.
NEIGHBOURHOOD SERVICES MGMT & ADMIN	3.00	0.00	3.00	1.61	4.61	Team Leader and Administrative Assistant posts added.
CLEANSING	10.41	0.59	11.00	0.00	11.00	
REFUSE & RECYCLING	43.59	0.41	44.00	0.00	44.00	
VEHICLE MAINTENANCE	6.00	-1.00	5.00	-1.00	4.00	Apprentice post ending January 2020.
OPEN SPACES & GROUNDS MAINTENANCE	6.00	3.00	9.00	0.00	9.00	
PROPERTY SERVICES	3.00	1.00	4.00	0.00	4.00	
COUNCIL OFFICES/CLEANERS/CARETAKERS	2.34	-0.34	2.00	0.00	2.00	
CORPORATE HEALTH & SAFETY	1.00	0.00	1.00	0.00	1.00	
HUMAN RESOURCES						
HR & TRAINING	6.16	0.00	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	3.00	1.00	4.00	0.86	4.86	Additional funding for Garden Village post.
PLANNING DELIVERY	11.41	2.00	13.41	0.20	13.61	Minor changes to working hours.
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	6.65	1.00	7.65	0.29	7.94	Part time High Street Co-ordinator post added; minor changes to working hours.
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	9.61	0.50	10.11	0.86	10.97	Green Officer post and part time Technical Officer post added.
ENVIRONMENTAL HEALTH	10.06	0.00	10.06	0.50	10.56	Enviro Crime post added; Student EHO post removed; Part time post made full time.
BUILDING CONTROL	7.61	2.00	9.61	2.00	11.61	2 Apprentice posts added within Building Control Partnership.
HEALTH & RECREATION	2.00	-0.19	1.81	0.00	1.81	
LEISURE DEVELOPMENT - SPORTS	1.00	0.00	1.00	0.00	1.00	
A PLACE TO GROW	0.53	0.00	0.53	-0.08	0.45	Minor changes to working hours.
CORPORATE HEALTH IMPROVEMENTS	0.81	0.00	0.81	1.19	2.00	Fixed term Social Prescribing Link Worker posts added.
PAVILION	10.33	-10.33	0.00	0.00	0.00	Pavilion staff transferred to new Leisure Management contractor.
SPORT & PHYSICAL ACTIVITY	3.76	-1.76	2.00	0.57	2.57	Awaiting confirmation of further external funding for 2020/21.
TOURISM	0.00	0.00	0.00	1.00	1.00	Tourism Officer post approved in November.
COMMUNITY DEVELOPMENT AND PARTNERSHIPS	3.12	3.39	6.51	-0.58	5.93	Minor changes to working hours.
TOTALS	293.76	4.66	298.42	10.21	308.63	

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As we look to set the first budget since the District elections, I am able to say with confidence that the difficult decisions made over the last four years have meant that we can face the immediate future with confidence. However, we must be mindful that there is still no certainty of how Local Government is to be funded in the future.

Recent decisions taken by the Council mean that we can look to focus not just on our core services but also continue to further develop an on-going strategy for those areas which we have determined are important to our residents such as the green agenda and environmental issues to name a couple. We have also continued to invest in other areas especially in Leisure Services with the current expenditure in our Leisure Centres, our parks and open spaces. I am also extremely pleased that we are continuing with the essential refurbishment of our offices to provide our most important resource, our staff, with suitable facilities in which to carry out their duties.

Within my own portfolio responsibilities, the notes attached to the budget are self-explanatory.

However, I would again highlight the work done on the Blaby Plan which pulls together all the strands of what we do and how we operate, and which continues to provide our vision for the future.

Staff are crucial in the delivery of this plan and one of the key aspects going forward will be to determine the best working models across the Council and truly bring 'agile working' to life. Human Resources will play a key role in this area providing support to our Senior management on which to make evidence-based decisions.

Electoral Services have shown that they will always meet the challenges thrown at them as exemplified during the last year and their work in protecting the democratic process is a key aspect of the Council's services.

It should also be noted that the Performance team provide the data used effectively, not just by the Portfolio holders but also during the Scrutiny process.

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

	2019/20 Approved Budget	2019/20 Revised Estimate	2020/21 Proposed Budget	Variance [C] - [A]	Variance [C] - [B]
Leader - Total	[A]	[B]	[C]		
Establishment Costs	£1,079,431	£1,079,431	£1,122,454	£43,023 3.99%	£43,023 3.99%
Other Gross Direct Expenditure	£414,528	£503,597	£310,497	-£104,031 -25.10%	-£193,100 -38.34%
Direct Income	-£2,300	-£2,800	-£2,800	-£500 21.74%	£0 0.00%
Net Direct Expenditure	£1,491,659	£1,580,228	£1,430,151	-£61,508 -4.12%	-£150,077 -9.50%
Overall No. of Posts (FTE)	19.75	19.68	19.68	-0.07 -0.35%	0.00 0.00%

Performance

Performance	2019/20 Approved Budget [A]	2019/20 Revised Estimate [B]	2020/21 Proposed Budget [C]	Variance [C] - [A]	Variance [C] - [B]
1.Establishment Costs	£236,677	£236,677	£243,289	£6,612 2.79%	£6,612 2.79%
2.Other Gross Direct Expenditure	£43,552	£73,580	£41,050	-£2,502 -5.74%	-£32,530 -44.21%
3.Direct Income	£0	£0	£0	£0 0.00%	£0 0.00%
4.Net Direct Expenditure	£280,229	£310,257	£284,339	£4,110 1.47%	-£25,918 -8.35%
5.Overall No. of Posts (FTE)	5.49	5.49	5.42	-0.07 -1.28%	-0.07 -1.28%

Reasons for Variances

1. The 2020/21 Establishment budget takes account of the estimated pay award yet to be confirmed, contractual increments where applicable, and increases to employer's national insurance and pension contributions.
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. 1 Officer has reduced their hours in 2020/21.

Human Resources

	2019/20 Approved Budget	2019/20 Revised Estimate	2020/21 Proposed Budget	Variance [C] - [A]	Variance [C] - [B]
Human Resources	[A]	[B]	[C]		
1.Establishment Costs	£295,687	£295,687	£310,308	£14,621 4.94%	£14,621 4.94%
2.Other Gross Direct Expenditure	£141,094	£157,685	£150,249	£9,155 6.49%	-£7,436 -4.72%
3.Direct Income	-£1,000	-£1,000	-£1,000	£0 0.00%	£0 0.00%
4.Net Direct Expenditure	£435,781	£452,372	£459,557	£23,776 5.46%	£7,185 1.59%
5.Overall No. of Posts (FTE)	6.16	6.16	6.16	0.00 0.00%	0.00 0.00%

Reasons for Variances

1. The 2020/21 Establishment budget takes account of the estimated pay award yet to be confirmed, contractual increments where applicable, and increases to employer's national insurance and pension contributions
2. Revised estimate includes non reoccurring budget carried forward from 2018/19 into 2019/20 for staff training and development, and for purchase of additional licenses for members to develop e-learning modules on Athena. There has also been an increase to the software maintenance budget due to the updated Gauge system.
3. The income is for Disclosure and Barring Service (DBS) checks and clearances for other organisations.
4. Net impact of variances listed above.
5. No change to No. of Posts.

Chief Executive & Directors

	2019/20 Approved Budget	2019/20 Revised Estimate	2020/21 Proposed Budget	Variance [C] - [A]	Variance [C] - [B]
Chief Executive & Directors	[A]	[B]	[C]		
1.Establishment Costs	£459,831	£459,831	£479,256	£19,425 4.22%	£19,425 4.22%
2.Other Gross Direct Expenditure	£20,172	£40,600	£19,800	-£372 -1.84%	-£20,800 -51.23%
3.Direct Income	£0	£0	£0	£0 0.00%	£0 0.00%
4.Net Direct Expenditure	£480,003	£500,431	£499,056	£19,053 3.97%	-£1,375 -0.27%
5.Overall No. of Posts (FTE)	5.43	5.43	5.43	0.00 0.00%	0.00 0.00%

Reasons for Variances

1. The 2020/21 Establishment budget takes account of the estimated pay award yet to be confirmed, contractual increments where applicable, and increases to employer's national insurance and pension contributions.
2. Revised estimate includes a non reoccurring carry forward from 2018/19 to 2019/20 for provision of Brexit costs.
3. Not applicable
4. Net impact of variances listed above.
5. No change to headcount

Electoral Registration

	2019/20 Approved Budget	2019/20 Revised Estimate	2020/21 Proposed Budget	Variance [C] - [A]	Variance [C] - [B]
Electoral Registration	[A]	[B]	[C]		
1.Establishment Costs	£87,236	£87,236	£89,601	£2,365 2.71%	£2,365 2.71%
2.Other Gross Direct Expenditure	£176,862	£198,384	£66,050	-£110,812 -62.65%	-£132,334 -66.71%
3.Direct Income	-£1,300	-£1,800	-£1,800	-£500 38.46%	£0 0.00%
4.Net Direct Expenditure	£262,798	£283,820	£153,851	-£108,947 -41.46%	-£129,969 -45.79%
5.Overall No. of Posts (FTE)	2.67	2.67	2.67	0.00 0.00%	0.00 0.00%

Reasons for Variances

1. The 2020/21 Establishment budget takes account of the estimated pay award yet to be confirmed, contractual increments where applicable, and increases to employer's national insurance and pension contributions.
2. Approved budget 2019/20 and revised estimate includes budget for the Local Election and a non reoccurring carry forward from 2018/19 relating to the IER Grant funding is also included within the revised estimate.
3. Income for sale of register of electors.
4. Net impact of variances listed above.
5. No change in headcount.

Emergency Planning & Business Continuity

Emergency Planning & Business Continuity	2019/20 Approved Budget	2019/20 Revised Estimate	2020/21 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	£32,848	£33,348	£33,348	£500 1.52%	£0 0.00%
3.Direct Income	£0	£0	£0	£0 0.00%	£0 0.00%
4.Net Direct Expenditure	£32,848	£33,348	£33,348	£500 1.52%	£0 0.00%
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. Revised estimate and 2020/21 proposed budget takes into account the increased cost of the out of hours service.
3. Not applicable.
4. Net impact.
5. Not applicable.

Movement in budget and staff from last year

The overall number of posts for this portfolio has remained unchanged.

The increase in expenditure is due mostly to the estimated pay award, contractual increments where applicable and an increase in employers national insurance and pension contributions.

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

Services

Performance

This includes staffing and operational costs for the Performance team, including licence costs for corporate systems such as InPhase, I Dox. 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, and project management.

Human Resources

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

Chief Executive & Directors

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

Emergency Planning

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

Electoral Services

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

Key Points

<p>Doing things differently – plans for the coming year</p>	<p><u>Performance</u></p> <ul style="list-style-type: none">• A procurement exercise previously undertaken to replace the back office system, Flare, has been led by the Performance Team. The new system provides 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 has now been fully rolled out. Next year will see teams working closely together to maximise the benefits of this new system• The team has been leading on embedding a new Project Management approach across the organisation and will oversee the governance arrangements around major corporate projects. This will continue to drive efficiencies and consistency across our approach to project management.• A procurement exercise will take place in 2020 to review the current Performance software system (InPhase) and assess options going forward <p><u>Human Resources</u></p> <ul style="list-style-type: none">• Ongoing partnership working with staff, managers and Trade Unions on the People Strategy to ensure engagement with the development and progress of the Council.• Development and implementation of a structured learning programme for Blaby District Council with particular focus on skills for line managers, core skills development for all staff and opportunities for aspiring staff to support talent management and succession planning.• Development and implementation of an effective health and wellbeing offer to improve the health of employees including mental wellbeing.• Working closely with equalities experts and the Communities team to support our aims to be a level 2 Disability Confident Employer and achieve an improved level of Armed Forces Covenant recognition• Working together with facilities and IT to implement smarter ways of working to support service delivery, efficient use of resources and staff wellbeing• The employee benefit scheme will be reviewed. <p><u>Emergency Planning</u></p> <ul style="list-style-type: none">• Partnership business plan is to be refreshed to reflect current risks.• Major Incident plan and Flood plan to be updated.
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	<ul style="list-style-type: none"> • Work with parishes on how they can support major incidents or severe weather situations. • To work with other local authorities using a shared resource to review our Business Continuity arrangements.
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 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	2018/19 RESULTS	2019/20 YEAR TO DATE	COMMENTS
The average number of working days lost to sickness	7.13 days	6.37 days	
The % of staff from ethnic minorities	8.9%	9.3%	
The % of staff who are disabled	4.8%	5.1%	
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:

- **Human Resources** - The non delivery of the People Strategy may have an impact on staff absence, morale and overall performance.
- **Emergency Planning** – reputational risk with partners and customers if appropriate response not available or given. Lessons learnt from a recent flooding incident has helped us to review our plans and add to them to support our residents specifically in relation to recovery following an incident.

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Last Year I said the biggest priority for my Portfolio was “to lead the Council through the financial challenges in 2020/21 and beyond”. Well I am now here and the priorities remain the same but with probably more uncertainty and volatility. We know we need to ensure a sustainable MTFs to ensure financial stability and resilience. However, this is difficult when we do not have a solid platform to work on. The uncertainty comes in several forms. The delayed Fair Funding Review until 2021/22. The potential ending of the New Homes Bonus Scheme. The impact of Business rates into the future. We know that the 75% Business Rate Pilot Scheme has come to an end and go back to 50% allocations. What we don’t know is how the distribution of Business Rates Retention will operate through the system of top ups and tariffs and a move to a new baseline. We will, therefore, be watching and participating in 2021/22 consultations. These are all key income streams to the Council. Our projected MTFs into 2023/24 could be as much as £4m deficit if all factors work against us. It is, therefore, even more essential that our Financial Services team continue to work across all departments to ensure budgets are closely monitored and achieved. The recently procured and improved Financial Management System will provide significant benefits to make sure this happens. Going forward we will need to ensure effective controls and prioritise our service delivery. The Property Investment Fund for £1m with the Lothbury Property Fund commenced in late November and provides an opportunity to increase income generation. Our Commercial Strategy for 2018-2021 details our priority action plan and clearly demonstrates our commitment to strengthening and providing efficiencies of service. I highlight the Homelessness minimisation costs by leasing properties for temporary accommodation saving £16K; the savings made and income generated in legal costs and of course the re-letting of the leisure contract: all of which have contributed to the financial position in 2020/21. The Council has also been successful in securing both revenue and capital bids through the LLEP. As a Council we continue to work in partnership to deliver efficiently and sustainably working across the county as demonstrated by the Lightbulb project and shared Audit Services.

The Asset Team continue to make good progress to identify efficiencies and potential income generation opportunities. This is in addition to their routine operational responsibilities and maintenance work. As Portfolio Holder I have learnt nothing connected with Assets is straightforward and is often complicated. The first phases of the Office Refurbishment programme(s) have been successfully completed and energy savings are already being reaped. The next stage is to complete the staff accommodation project and ensure we are using the whole premises in the most efficient way. To do this we will be commissioning Pick Everard Consultants to data gather, make recommendations and manage implementation. It was agreed to sell the Littlethorpe Depot to EMH and Members will have seen a

proposal that the sale price be reduced to £1.125m. The site is to be developed as market affordable homes. Ongoing project work continues between EMH and BDC Housing Services team. The Grange (old Nat West Building) represents a good future investment and will deliver much needed private rental opportunities. Several parcels of land and car parks have been transferred to Parish Councils to save on ongoing maintenance costs. Others have been identified and are currently being appraised for possible sale or transfer. An additional Property and Asset Officer (12-month FTC) was appointed in November to assist with the workload.

Clearly a number of challenges to conquer but as always as a collective Council we are rising to these challenges.

Portfolio Holder: Councillor Maggie Wright

Senior Officers: Strategic Director (S151), Neighbourhood Services & Assets Group Manager, Strategic Finance Manager

Portfolio Total

Finance, Efficiency & Assets - Total	2019/20 Approved Budget	2019/20 Revised Estimate	2020/21 Proposed Budget	Variance [C] - [A]	Variance [C] - [B]
	[A]	[B]	[C]		
Establishment Costs	£912,697	£912,697	£923,652	£10,955 1.20%	£10,955 1.20%
Other Gross Direct Expenditure	£1,665,525	£1,581,490	£1,562,571	-£102,954 -6.18%	-£18,919 -1.20%
Direct Income	-£668,724	-£756,396	-£711,883	-£43,159 6.45%	£44,513 -5.88%
Net Direct Expenditure	£1,909,498	£1,737,791	£1,774,340	-£135,158 -7.08%	£36,549 2.10%
Overall No. of Posts (FTE)	24.55	24.55	25.44	0.89 3.63%	0.89 3.63%

Financial Services

	2019/20 Approved Budget	2019/20 Revised Estimate	2020/21 Proposed Budget	Variance [C] - [A]	Variance [C] - [B]
Financial Services	[A]	[B]	[C]		
1.Establishment Costs	£452,549	£452,549	£463,291	£10,742 2.37%	£10,742 2.37%
2.Other Gross Direct Expenditure	£927,579	£847,791	£901,177	-£26,402 -2.85%	£53,386 6.30%
3.Direct Income	-£150,000	-£185,000	-£185,000	-£35,000 23.33%	£0 0.00%
4.Net Direct Expenditure	£1,230,128	£1,115,340	£1,179,468	-£50,660 -4.12%	£64,128 5.75%
5.Overall No. of Posts (FTE)	10.55	10.55	10.44	-0.11 -1.04%	-0.11 -1.04%

Reasons for Variances

1. The 2020/21 Establishment budget takes account of the estimated pay award yet to be confirmed, contractual increments where applicable, and increases to employer's national insurance and pension contributions.
2. Other Gross Direct Expenditure – the main variance is in relation to a decrease in insurance premiums following the award of the new contract in April 2019. The revised budget allows for part year funding of the new finance system, including set up of cloud-hosting and licensing costs. The full year costs relating to the new finance system have been added to 2020/21.
3. Investment income surpassed initial expectations and the revised budget has been increased to reflect this.
4. Net impact of variances listed above.
5. 1 post holder has reduced their hours in 2020/21.

Income & Collections Team

	2019/20 Approved Budget	2019/20 Revised Estimate	2020/21 Proposed Budget	Variance [C] - [A]	Variance [C] - [B]
Financial Services	[A]	[B]	[C]		
1.Establishment Costs	£205,124	£205,124	£212,325	£7,201 3.51%	£7,201 3.51%
2.Other Gross Direct Expenditure	£29,191	£22,183	£21,583	-£7,608 -26.06%	-£600 -2.70%
3.Direct Income	-£162,300	-£168,300	-£168,300	-£6,000 3.70%	£0 0.00%
4.Net Direct Expenditure	£72,015	£59,007	£65,608	-£6,407 -8.90%	£6,601 11.19%
5.Overall No. of Posts (FTE)	7.00	7.00	8.00	1.00 14.29%	1.00 14.29%

Reasons for Variances

1. The 2020/21 Establishment budget takes account of the estimated pay award yet to be confirmed, contractual increments where applicable, and increases to employer's national insurance and pension contributions.
2. Other Gross Direct Expenditure – reduction to the revised estimate in the postages budget, in line with expenditure to date, and expected spend by year end.
3. Recovery of summons and liability costs.
4. Net impact of variances listed above.
5. Income and Collection Apprentice post added.

Audit

Audit	2019/20 Approved Budget	2019/20 Revised Estimate	2020/21 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	£109,500	£92,172	£103,274	-£6,226 -5.69%	£11,102 12.04%
3.Direct Income	£0	£0	£0	£0 0.00%	£0 0.00%
4.Net Direct Expenditure	£109,500	£92,172	£103,274	-£6,226 -5.69%	£11,102 12.04%
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. Reduction to revised estimate for internal audit costs due to a credit for reduced days relating to 2018/19 and reduced Audit Manager costs as currently part time.
3. Not applicable.
4. See note 2 above.
5. Not applicable.

Assets

Assets	2019/20 Approved Budget	2019/20 Revised Estimate	2020/21 Proposed Budget	Variance [C] - [A]	Variance [C] - [B]
	[A]	[B]	[C]		
1.Establishment Costs	£255,024	£255,024	£248,036	-£6,988 -2.74%	-£6,988 -2.74%
2.Other Gross Direct Expenditure	£599,255	£619,344	£536,537	-£62,718 -10.47%	-£82,807 -13.37%
3.Direct Income	-£356,424	-£403,096	-£358,583	-£2,159 0.61%	£44,513 -11.04%
4.Net Direct Expenditure	£497,855	£471,272	£425,990	-£71,865 -14.43%	-£45,282 -9.61%
5.Overall No. of Posts (FTE)	7.00	7.00	7.00	0.00 0.00%	0.00 0.00%

Reasons for Variances

1. The 2020/21 Establishment budget takes account of the estimated pay award yet to be confirmed, contractual increments where applicable, and increases to employer's national insurance and pension contributions. The reduction from 2019/20 to 2020/21 is due to a new starter appointed on a lower grade point than predecessor.
2. Non-recurring budget relating to the agile working and accommodation strategy has been removed in the 2020/21 proposed budget. Additional budget has been added to the revised budget for business rates and security costs in relation to the Grange, Narborough whilst it remains empty, and for an increase in office furniture purchased throughout the Council offices.
3. The revised budget includes non recurring income in respect of dilapidations at the Grange, Narborough.
4. Net impact of variances listed above.
5. No change to head count.

Portfolio Priorities

- Maximising the use of the council's assets.
- To lead the Council through the financial challenges in 2020/21 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, and having due regard for the prevention of fraud and management of risk.
- To maximise income collection and recovery of outstanding debt.
- To ensure the Council has robust Health and Safety advisory capacity and arrangements in place for fulfilling its statutory obligations.

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, including the facilities management and maintenance of the buildings and the associated grounds maintenance. Also includes expenditure incurred in relation to public conveniences, the Glebe Road Caravan site in Countesthorpe, 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. A new Leisure Management contract came into force on 1st April 2019, and both Enderby Leisure Centre and the Pavilion are now managed by SLM. Most of the running costs associated with the two leisure centres have also passed to SLM, although the Council retains responsibility for insuring the buildings. The team also administers Asset of Community Value applications made by residents.

Audit

Internal Audit Services is provided by North West Leicestershire as part of a shared service arrangement.

Income & Collection

The Income & Collection 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 that 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 delayed changes to the Business Rates Retention scheme and the introduction of Fairer Funding are expected to now take effect from 2021/22. Along with changes to New Homes Bonus, they 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 contract for the provision of a Financial Management System has been awarded to Advanced, the current supplier, but the new version of the system will be cloud-hosted rather than on premise. Implementation will commence shortly but will continue into the new financial year. The new version of eFinancials is expected to bring significant benefits in terms of budget monitoring and forecasting. Another procurement exercise to be undertaken during 2020/21 is the joint HR/Payroll System, which will commence once the implementation of eFinancials has been completed. <p><u>Assets</u></p> <ul style="list-style-type: none">• The refurbishment to the Civic area of the Council Offices is complete, in addition to the memorial garden, and staff side toilets. Further works will be undertaken to better understand our accommodation needs as we aspire to more agile and flexible working with improvement works due to commence in 2020/21 subject to Council approval.• The Assets team will be undertaking a procurement exercise for the replacement of Boilers, Radiators and Pipework at the Council Offices with works to take place in 2020/21. <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.• Charnwood Borough Council will be joining the shared service arrangement which should increase resilience and access to a
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	<p>wider range of skills for all partners.</p> <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.
Income generation	<ul style="list-style-type: none"> • Within the Finance, Assets & Efficiency portfolio there is limited scope to significantly improve income streams without capital investment in the asset portfolio. However, the Finance Team has now finalised the investment of £1m in a property fund, following a shortlisting exercise to identify the fund manager that is most closely aligned to the Council's requirements. It is expected that the returns from the Lothbury Property Fund will outstrip those made from standard money market investments, although results must be viewed over a number of years in order to gain maximum benefit. • The utilisation of the Council's assets to obtain revenue or improve usage is an ongoing initiative. The lease of the Council offices to NHS 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. • 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>Refurbishment works to the office accommodation is included in the 2020/21 Capital Programme, although this is subject to a further report to Council once the requirements are better understood.</p> <p>Implementation costs in relation to the Financial Management System, eFinancials, will mainly occur during 2020/21, although there will be some limited expenditure falling in the current financial year.</p> <p>Other capital plans for this portfolio include the replacement of boilers, radiators and pipework, installation of digital CCTV, external lighting and signage, and replacement of fire escape doors, all at the Council Offices; resurfacing of car parks; procurement of a joint HR and Payroll system; and various works at our strategic parks and open spaces. HR and Payroll system is also detailed within the Leader's Portfolio since the functionality spans both Finance and HR.</p>

Key Performance Indicators

PERFORMANCE INDICATOR – FINANCE	2019/20 Quarter 3	2018/19 Quarter 3	Full Year 2018/19	Full Year 2017/18
Invoices Paid within 10 days	90.23%	91.12%	91.44%	91.99%

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 Council. Some customers have other debts too, so the team work at collecting payments from them in a manageable way 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

Corporate and service risks are regularly reviewed to ensure that they are up to date, still valid, and accurately rated. Significant risks attached to this portfolio 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. The future of New Homes Bonus is also in doubt, with no indication as to whether or not it will be replaced with a different funding stream.
- **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 makes provision in the accounts where it expects there to be a likelihood that certain debts or categories of debt will be uncollectable.
- **Assets** – a failure to effectively manage our assets could result in a loss of income streams and an increase in associated legal costs.
- **Health and Safety** - financial, legal, moral, reputational risk - negligence. Control measures managed through advisory service and internal policies, procedures and departmental audits.
- **Audit** – insufficient resources to complete the audit plan due to unplanned corporate investigations 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.

Our Portfolio Priorities for 2020/21 are as follows:

For **Council Tax and Benefits** we need to observe how any potential newly introduced changes or phases of the national implementation of Universal Credit affect local residents and service delivery. Consideration to any further potential changes in the discretionary areas of Council Tax liability will be made. The team will continue the work to enable digitalisation of the service.

For the **Community Services** Team, to produce the Community Safety Partnership Strategy 2020-2023 and associated action plan for 2020/21 informed by a strategic assessment of needs and risk across the district. We will be focusing on emerging threats such as criminal exploitation, violent crime and modern slavery/human trafficking and ensuring our staff, communities and businesses know how to spot the signs, what help is available and how to report. We will be developing and implementing a BDC workplace Domestic Abuse Policy and promoting the adoption of workplace Domestic Abuse policies in local businesses. We will deliver and evaluate the South PCN GP referred Complex Case scheme. Our schools work offer (Safety Crew) will be delivered to the 3 high schools in the area and we will continue to develop and deliver Housing Skills 4 Life and other community support services.

In **Housing Services**, we aim to continue to manage the implications of the Homelessness Reduction Act and in doing so manage the additional footfall that has been experienced by the housing options team. This will include reducing the use of Bed and Breakfast Accommodation, increasing the supply of affordable housing and enabling more supported provision for our most vulnerable customers. We will continue to support and utilise our partnership links and the projects set up through the likes of the trailblazer funding, Rapid Rehousing Pathways and the Cold Weather Fund. We also have plans to work collaboratively to increase availability of accommodation in the Private Rented Sector. 2020/21 will see the implementation of a new Housing Strategy which will set out our strategic housing priorities for the next five years and will build upon some of the excellent partnership work that has previously helped us to deliver our housing services.

For **Lightbulb**, we will fully deliver the revised Homes Support Grant and other elements of the Regulatory Reform Order. We will implement a Framework Agreement for Builders which will improve process flow and review the career pathway for Officers to better enable progression, and to provide better team resilience of key posts. Following successful recurrent funding being agreed by the Clinical Commissioning Group for the Hospital Enablement Team, a review of service will be initiated.

Our main Challenges / Opportunities for 2020/21 will be:

- Utilisation of the Disabled Facilities Grant is restricted by legislation and is a challenge to being able to provide more options for residents to remain independent at home for longer.
- Any new phase or change to the Universal Credit programme of implementation may impact on local residents, Council services, rent arrears for tenants and ability to be able to manage their benefit matters digitally.

- A replacement of the document management system needs to take place in quarters 1 and 2. Failure to procure a robust IT system for this purpose will seriously hamper the digitalisation process for the team and result in an inadequate storage of personal and sensitive document copies belonging to local residents.
- Increasing complexity of cases will impact on capacity of support workers and may mean that skill sets required are not available for the salary offered.
- We cannot build enough affordable housing to meet the demand, this continues to be tested by an increase in homelessness cases.
- The increase in homelessness cases will impact on the availability of temporary accommodation
- Any reduction in Government grant will lead to an impact on the housing services team and their ability to deal with homelessness demand.
- A reduction in affordable housing funding or Strategic Partnership funding will impact upon new affordable housing for both general needs and supported accommodation
- Lack of land availability or suitability for Registered Providers to acquire land will result in a drop in new affordable housing units and available public subsidy being repositioned elsewhere.

Portfolio Holder: Councillor Les Phillimore

Senior Officer: Housing & Community Services Group Manager

Portfolio Total

	2019/20 Approved Budget	2019/20 Revised Estimate	2020/21 Proposed Budget	Variance [C] - [A]	Variance [C] - [B]
Community Services - Total	[A]	[B]	[C]		
Establishment Costs	£2,370,901	£2,595,705	£2,631,820	£260,919 11.01%	£36,115 1.39%
Other Gross Direct Expenditure	£14,956,531	£13,167,157	£12,688,550	-£2,267,981 -15.16%	-£478,607 -3.63%
Direct Income	-£15,762,208	-£13,816,420	-£13,746,982	£2,015,226 -12.79%	£69,438 -0.50%
Net Direct Expenditure	£1,565,224	£1,946,442	£1,573,388	£8,164 0.52%	-£373,054 -19.17%
Overall No. of Posts (FTE)	68.74	77.90	73.86	5.12 7.45%	-4.04 -5.19%

Council Tax & Benefits

	2019/20 Approved Budget	2019/20 Revised Estimate	2020/21 Proposed Budget	Variance [C] - [A]	Variance [C] - [B]
Revenues & Benefits	[A]	[B]	[C]		
1.Establishment Costs	£833,978	£802,526	£799,502	-£34,476 -4.13%	-£3,024 -0.38%
2.Other Gross Direct Expenditure	£14,652,998	£12,332,702	£12,267,150	-£2,385,848 -16.28%	-£65,552 -0.53%
3.Direct Income	-£14,993,995	-£12,667,034	-£12,573,490	£2,420,505 -16.14%	£93,544 -0.74%
4.Net Direct Expenditure	£492,981	£468,194	£493,162	£181 0.04%	£24,968 5.33%
5.Overall No. of Posts (FTE)	26.99	26.88	25.69	-1.30 -4.82%	-1.19 -4.43%

Reasons for Variances

1. The 2020/21 Establishment budget takes account of the estimated pay award yet to be confirmed, contractual increments where applicable, and increases to employer's national insurance and pension contributions. Restructure in within the department and a senior fixed term post added.
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.
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. As per note 1.

Community Services

	2019/20 Approved Budget	2019/20 Revised Estimate	2020/21 Proposed Budget	Variance [C] - [A]	Variance [C] - [B]
Community Services	[A]	[B]	[C]		
1.Establishment Costs	£394,077	£404,792	£402,425	£8,348 2.12%	-£2,367 -0.58%
2.Other Gross Direct Expenditure	£65,788	£116,443	£40,670	-£25,118 -38.18%	-£75,773 -65.07%
3.Direct Income	-£23,785	-£23,790	-£25,217	-£1,432 6.02%	-£1,427 6.00%
4.Net Direct Expenditure	£436,080	£497,445	£417,878	-£18,202 -4.17%	-£79,567 -16.00%
5.Overall No. of Posts (FTE)	9.67	11.67	9.59	-0.08 -0.83%	-2.08 -17.82%

Reasons for Variances

1. The 2020/21 Establishment budget takes account of the estimated pay award yet to be confirmed, contractual increments where applicable, and increases to employer's national insurance and pension contributions.
2. One off budget provision carried forward from 2018/19 is included in the revised budget. Contribution made for Supporting Leicestershire Families is not due to continue in 2020/21.
3. Income increase in line with expected.
4. This represents the net impact of the variances listed above.
5. 2 fixed term domestic abuse outreach posts added.

Housing Services

	2019/20 Approved Budget	2019/20 Revised Estimate	2020/21 Proposed Budget	Variance [C] - [A]	Variance [C] - [B]
Housing Options	[A]	[B]	[C]		
1.Establishment Costs	£321,792	£337,633	£283,377	-£38,415 -11.94%	-£54,256 -16.07%
2.Other Gross Direct Expenditure	£157,875	£396,179	£192,420	£34,545 21.88%	-£203,759 -51.43%
3.Direct Income	-£74,336	-£81,040	-£83,140	-£8,804 11.84%	-£2,100 2.59%
4.Net Direct Expenditure	£405,331	£652,772	£392,657	-£12,674 -3.13%	-£260,115 -39.85%
5.Overall No. of Posts (FTE)	10.50	10.50	8.50	-2.00 -19.05%	-2.00 -19.05%

Reasons for Variances

1. The 2020/21 Establishment budget takes account of the estimated pay award yet to be confirmed, contractual increments where applicable, and increases to employer's national insurance and pension contributions. Tenancy sustainment post extended in 2019/20. The overall number of posts have been reduced by 2, this is due to fixed term contracts ending. It is acknowledged that this is likely to change again following the pending review of service.
2. Revised includes Government grant funding carried forward from 2018/19 to be used for reducing homelessness.
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. As per note 1.

Lightbulb

	2019/20 Approved Budget	2019/20 Revised Estimate	20/21 Proposed Budget	Variance [C] - [A]	Variance [C] - [B]
Light Bulb	[A]	[B]	[C]		
1.Establishment Costs	£713,164	£942,864	£1,035,664	£322,500 45.22%	£92,800 9.84%
2.Other Gross Direct Expenditure	£77,082	£319,053	£185,530	£108,448 140.69%	-£133,523 -41.85%
3.Direct Income	-£670,092	-£1,044,556	-£1,065,135	-£395,043 58.95%	-£20,579 1.97%
4.Net Direct Expenditure	£120,154	£217,361	£156,059	£35,905 29.88%	-£61,302 -28.20%
5.Overall No. of Posts (FTE)	20.08	27.35	28.58	8.50 42.33%	1.23 4.50%

Reasons for Variances

1. The 2020/21 Establishment budget takes account of the estimated pay award yet to be confirmed, contractual increments where applicable, and increases to employer's national insurance and pension contributions.
2. The revised includes one off budget provision for funding carried forward from 2018/19 in relation to the HET team and Lightbulb project.
3. Income from the Districts and County for the Lightbulb project, and funding for the HET team.
4. This represents the net impact of the variances listed above.
5. Change in hours within the department.

Management & Administration

Group Manager	2019/20 Approved Budget	2019/20 Revised Estimate	2020/21 Proposed Budget	Variance [C] - [A]	Variance [C] - [B]
	[A]	[B]	[C]		
1.Establishment Costs	£107,890	£107,890	£110,852	£2,962 2.75%	£2,962 2.75%
2.Other Gross Direct Expenditure	£2,788	£2,780	£2,780	-£8 -0.29%	£0 0.00%
3.Direct Income	£0	£0	£0	£0 0.00%	£0 0.00%
4.Net Direct Expenditure	£110,678	£110,670	£113,632	£2,954 2.67%	£2,962 2.68%
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 2020/21 Establishment budget takes account of the estimated pay award yet to be confirmed, contractual increments where applicable, and increases to employer's national insurance and pension contributions.
2. Minimal 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

Council Tax & Benefits

The 2020/21 direct income does not include any new burdens funding or any one off cost contributions made by either the Department for Work and Pensions, or other organisations provided for the implementation of any new, sudden or software changes or costs that should be borne by the DWP for Universal Credit, amendments to legislation, other specialised works or exercises or initiatives.

Community Services

2020/21 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) 2 FTE fixed term Community Services Staff have been included in the budget for 2020/21

Housing Services

An increase in staffing numbers and also an increase in salaries to bring the team structure in line with neighbouring authorities is proposed. This will assist the Housing Services Team in managing the impact of the Homelessness Reduction Act as well as being able to retain experienced staff members that have previously been lost to higher paying neighbouring authorities.

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 Fund and with a contribution from Leicestershire Partnership Trust (LPT). The County element, the City and LPT funding ends on the 31st March 2020. Going forward the funding will come from the LPT and the amalgamated Clinical Commissioners Group.

Portfolio Priorities

Services

Council Tax & Benefits

The team priorities for 2020/21 are:

- To prepare for and implement any changes to the Full Service Universal Credit delivery including any change or reversion of the DWP approach
- To introduce an electronic change of circumstances form

Community Services Team

Team priorities for 2020/21 are:

- To produce the Community Safety Partnership Strategy 2020-23
- To deliver “Safety Crew” schools programme to all High Schools in BDC
- To deliver Housing Skills 4 Life, Friends Against Scams, Ask for Angela and Keep Safe Places
- To refresh the Early Help and Prevention Strategy Action Plan
- To deliver the annual programme of campaigns and awareness for Community Safety
- To deliver and evaluate the “top 10” complex cases scheme for South Blaby PCN

Housing Services:

Team priorities for 2020/21 are:

- To take an active role in the delivery of the County wide funded Homelessness Prevention Trailblazers and Preventing Rough Sleeping projects
- Preventing and relieving homelessness in accordance with the Homelessness Reduction Act
- To implement a viable staffing structure that meets the demands of the service
- To ensure maximisation of affordable housing delivery
- To increase Private Sector Housing provision
- To review the current Housing Strategy
- To provide further Member Training on the local housing and homelessness picture

Lightbulb

Lightbulb priorities for 2020/21 are:

- Review pathways for the new Regulatory Reform Order which includes the new pathway for Home Support Grants
- To ensure that advantage is taken in any flexibility in the DFG mandatory legislation to allow new initiatives and provide more options to residents to keep them at home and enable independence.
- Review the staff structure for the Hospital Enablement Team ready for their transition from project to mainstream service
- 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>Council Tax & Benefits</u></p> <ul style="list-style-type: none"> • Revise service to take account of legislative changes or Universal Credit changes • Digitalise change of circumstance reporting <p><u>Housing Services</u></p> <ul style="list-style-type: none"> • To review and implement a new staffing structure • To continue to influence housing requirements on major planning applications • Improve housing statistics reporting and information management • Development and delivery of a new housing strategy • Enabling new supported provision within the District • Operating an effective private rented sector service for both tenants and landlords <p><u>Community Services</u></p> <ul style="list-style-type: none"> • To produce the Community Safety Partnership Strategy 2020-23 • To deliver “Safety Crew” schools programme to all High Schools in BDC • To deliver Housing Skills 4 Life, Friends Against Scams, Ask for Angela and Keep Safe Places • To refresh the Early Help and Prevention Strategy Action Plan • To deliver the annual programme of campaigns and awareness for Community Safety • To deliver and evaluate the “top 10” complex cases scheme for South Blaby PCN <p><u>Lightbulb</u></p> <ul style="list-style-type: none"> • To develop the preventative offers to residents • Develop the Hospital Enablement Service • Implement a Framework for Builders
<p>Income generation</p>	<ul style="list-style-type: none"> • Continue to work to maximum efficiency to receive local authority error rewards from the DWP • To maximise income generation for the percentage of housing benefits recovered. • To work towards maximising opportunity to increase income to the Council from the timely and efficiently paid instalments of Council Tax and Business Rates

Capital plans for the portfolio	<ul style="list-style-type: none"> • The contract for the provision of the Council Tax and Benefits software, currently Northgate has been extended until February 2021. Whilst there is no pressing need to replace the current software, the Council needs to ensure that it complies with the prevailing procurement rules. Given the value of the contract the full procurement rules will apply. • The purchase of a document storage and management product with full workflow capability for the Council Tax and Benefits Team and the Income and Collection Team.
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Key Performance Indicators

PERFORMANCE INDICATOR	2017/18 RESULTS	2018/19	2019/20 YEAR TO DATE	COMMENTS
Number of cases where homelessness has been prevented	330	262	216	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	132	141	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. It should be noted that in addition to this figure there have been a further 216 prevention cases that have also been opened and to which the Council has a duty to take reasonable steps (including setting up personalised housing plans) in order to prevent homelessness.
Number of	132	119	41	The affordable housing

Affordable Houses				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 completions due between now and the end of the financial year.
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End to end times for completion of DFGs (time taken from receipt of recommendation to approval of grant – average days)	16.5 weeks	20.20 weeks	14.70 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	169	178	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	25 weeks	39 weeks	In quarter 1, the average was 32 weeks. We have some historic cases being picked up by consultants which have increased the end to end times, however this is being monitored and we predict will decrease by the end of the financial year.
Number of hospital admissions/readmissions avoided as a result of Lightbulb intervention	647 patients seen, Referral to resolution times 6.8 days	786 patients seen, Referral to resolution times 7.79 days	486 patients seen, Referral to resolution 5.28 days so far	The number of cases the team deal with has increased and referral to resolution times has decreased.
Number of holistic housing needs assessment carried out (through	1532	2497	1618	Based on projected end of year figures the, there will be an increase of 22% from 18/19 (52% increase

Lightbulb Programme) and outcome				from 17/18)
Percentage of benefit claims which were paid correctly	95.74%	83.75%	85.55%	This is a year on year improvement. We continue to provide an active refresher and on the job training solution for staff. The yearly subsidy claim to the DWP last year confirmed a 99.9% accuracy rate in terms of entitlements and subsidy due to the authority. Whilst the current years DWP outcome is still awaited it is anticipated to be in the same ratio percentage (ie 99.9%).
Number of ASB cases reported in Blaby		887	491	The trend continues downward for the number of ASB cases reported for the third year. This year's to date figure is a 12% decrease on the same period as 2018/19. 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		371	265	In 2018/19 the total number of referrals into support services was 371, slightly lower than in 2017/18. However, 2019/20 is on target to exceed last years total by a significant amount with increases in numbers referred to Children's workers and resident support in particular.

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.
- In quarter 2 of 2019/20 100% of Lightbulb service users answered yes to being asked if the service achieved everything that they wanted.

- Digital access for changes in circumstance will reduce postage costs for customers
- Customers personal records will be held securely
- Changes to the DWP Universal Credit process will receive careful and considered preparation
- Community Services carry out an annual Community Safety Partnership survey asking residents for their views on how safe the district is and what their community safety priorities are. This survey runs until January when the results will be fed into the 2020-23 CSP strategy
- The new housing jigsaw system includes an on-line module which measures customer satisfaction. This module will be available later in 2020 and feedback will be available towards the end of the 2020/21 financial year.

Risks

- Demand for Lightbulb preventative work has increased as a result of Lightbulb Programme's proactive/early identification of need. The flexibility in the DFG legislation has not, which could hinder new initiatives
- 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.
- Universal Credit may impact local residents greater than anticipated causing difficulties in meeting other liabilities such as payments towards rent and council tax liabilities, and other council services
- Lack of affordable housing options will increase homelessness.
- Lack of suitable supported provision in the affordable sector could lead to a lack of appropriate accommodation for the more complex homelessness cases.
- Any reduction in homelessness grant funding will impact upon service delivery.
- 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 Corporate Services & Neighbourhood Services in 2020/21

Following on from the great successes of providing digital services to our customers in recent years, I intend to focus even more so on providing our services with the latest up to date methods of communication (where possible) to customers in the coming years. It is with great pleasure that I can confirm that over 28,000 customers have now signed up for the on line "My Account" Service and over 21,000 customers use our e news letters.

These extremely high take up figures tell us that many of our customers prefer to use on line services where they are available. This, together with the fact that Blaby has recently been rated as the top public sector web site nationally (Sitemorse), shows us that we also have a very technically competent and ambitious team to provide these services moving forward.

The latest in waste software and in cab technology to the refuse and recycling service has been implemented this year. This will ensure we have a modern and efficient service and we will be introducing this to our commercial services in the coming year to continue modernising, thereby offering services that our customers continue to value highly.

My main focus during the coming year for all Services will be to review how we are best to continue to provide and improve these digital services to residents that want them, whilst at the same time ensure that we continue to deliver first class traditional services to those who either do not want or are not able to use the digital approach.

Both the Corporate & Neighbourhood services teams have a great hunger for not only the most effective and efficient way in which we provide services but also to develop commercial opportunities where possible. I will continue to challenge but support my portfolio teams to achieve these goals.

Social media is another priority high on my list for the forthcoming year, as mentioned in previous statements and reports. Social media should be utilised where possible to target all residents but particularly our younger generation. I will be challenging officers for action and results throughout 2020.

Again I thank my Group Managers Colin, Paul and all officers for their continued hard work, help & support.

Portfolio Holder: Councillor David Freer

Senior Officer: Corporate Services Group Manager, Neighbourhood Services & Assets Group Manager

Portfolio Total

Corporate & Neighbourhood Services - Total	2019/20 Approved Budget	2019/20 Revised Estimate	2020/21 Proposed Budget	Variance [C] - [A]	Variance [C] - [B]
	[A]	[B]	[C]		
Establishment Costs	£3,693,717	£3,720,792	£3,765,090	£71,373 1.93%	£44,298 1.19%
Other Gross Direct Expenditure	£2,240,634	£2,325,824	£2,297,027	£56,393 2.52%	-£28,797 -1.24%
Direct Income	-£1,486,051	-£1,565,079	-£1,624,175	-£138,124 9.29%	-£59,096 3.78%
Net Direct Expenditure	£4,448,300	£4,481,537	£4,437,942	-£10,358 -0.23%	-£43,595 -0.97%
Overall No. of Posts (FTE)	110.46	110.46	106.92	-3.54 -3.20%	-3.54 -3.20%

Parks & Open Spaces

	2019/20 Approved Budget	2019/20 Revised Estimate	2020/21 Proposed Budget	Variance [C] - [A]	Variance [C] - [B]
Parks and Open Spaces	[A]	[B]	[C]		
1.Establishment Costs	£312,945	£302,945	£329,275	£16,330 5.22%	£26,330 8.69%
2.Other Gross Direct Expenditure	£131,650	£158,195	£128,654	-£2,996 -2.28%	-£29,541 -18.67%
3.Direct Income	-£33,805	-£39,805	-£39,805	-£6,000 17.75%	£0 0.00%
4.Net Direct Expenditure	£410,790	£421,335	£418,124	£7,334 1.79%	-£3,211 -0.76%
5.Overall No. of Posts (FTE)	9.00	9.00	9.00	0.00 0.00%	0.00 0.00%

Reasons for Variances

1. The 2020/21 Establishment budget takes account of the estimated pay award yet to be confirmed, contractual increments where applicable, and increases to employer's national insurance and pension contributions.
2. The revised estimate includes the local parks improvement grant carried forward from 2018/19.
3. Budget increased in line with income received to date, and income expected by year end.
4. The net impact of changes referred to above.
5. No change to head count.

District Cleansing

	2019/20 Approved Budget	2019/20 Revised Estimate	2020/21 Proposed Budget	Variance [C] - [A]	Variance [C] - [B]
District Cleansing	[A]	[B]	[C]		
1.Establishment Costs	£362,528	£362,528	£371,908	£9,380 2.59%	£9,380 2.59%
2.Other Gross Direct Expenditure	£25,895	£43,246	£32,095	£6,200 23.94%	-£11,151 -25.79%
3.Direct Income	-£44,000	-£44,000	-£44,000	£0 0.00%	£0 0.00%
4.Net Direct Expenditure	£344,423	£361,774	£360,003	£15,580 4.52%	-£1,771 -0.49%
5.Overall No. of Posts (FTE)	11.00	11.00	11.00	0.00 0.00%	0.00 0.00%

Reasons for Variances

1. The 2020/21 Establishment budget takes account of the estimated pay award yet to be confirmed, contractual increments where applicable, and increases to employer's national insurance and pension contributions.
2. The revised estimate includes one off budget provision carried forward from 2018/19 for litter picking kits.
3. No change to income.
4. Net impact of variances listed above.
5. No changes to head count.

Refuse Collection & Recycling

	2019/20 Approved Budget	2019/20 Revised Estimate	2020/21 Proposed Budget	Variance [C] - [A]	Variance [C] - [B]
Refuse Collection & Recycling	[A]	[B]	[C]		
1.Establishment Costs	£1,594,778	£1,594,778	£1,658,948	£64,170 4.02%	£64,170 4.02%
2.Other Gross Direct Expenditure	£368,608	£399,200	£408,778	£40,170 10.90%	£9,578 2.40%
3.Direct Income	-£1,113,767	-£1,184,755	-£1,241,150	-£127,383 11.44%	-£56,395 4.76%
4.Net Direct Expenditure	£849,619	£809,223	£826,576	-£23,043 -2.71%	£17,353 2.14%
5.Overall No. of Posts (FTE)	49.00	49.00	49.61	0.61 1.24%	0.61 1.24%

Reasons for Variances

1. The 2020/21 Establishment budget takes account of the estimated pay award yet to be confirmed, contractual increments where applicable, and increases to employer's national insurance and pension contributions.
2. Increase in the revised estimate for Garden waste tonnage, and decrease for purchase of domestic bins due to sufficient stock from 2018/19.
3. Increase in garden waste bin income, in revised due to additional take up and proposed 2020/21 budget due to price increase.
4. Net impact of variances listed above.
5. No significant change.

Fleet Management

	2019/20 Approved Budget	2019/20 Revised Estimate	2020/21 Proposed Budget	Variance [C] - [A]	Variance [C] - [B]
Fleet Management	[A]	[B]	[C]		
1.Establishment Costs	£218,540	£218,540	£198,757	-£19,783 -9.05%	-£19,783 -9.05%
2.Other Gross Direct Expenditure	£421,846	£398,750	£416,680	-£5,166 -1.22%	£17,930 4.50%
3.Direct Income	£0	£0	£0	£0 0.00%	£0 0.00%
4.Net Direct Expenditure	£640,386	£617,290	£615,437	-£24,949 -3.90%	-£1,853 -0.30%
5.Overall No. of Posts (FTE)	5.00	5.00	4.00	-1.00 -20.00%	-1.00 -20.00%

Reasons for Variances

1. The 2020/21 Establishment budget takes account of the estimated pay award yet to be confirmed, contractual increments where applicable, and increases to employer's national insurance and pension contributions. The Apprentice post ends in 2019/20 therefore the budget has been removed from 2020/21.
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. As per point 1 above.

Corporate Services

	2019/20 Approved Budget	2019/20 Revised Estimate	2020/21 Proposed Budget	Variance [C] - [A]	Variance [C] - [B]
Corporate Services	[A]	[B]	[C]		
1.Establishment Costs	£1,204,926	£1,242,001	£1,206,202	£1,276 0.11%	-£35,799 -2.88%
2.Other Gross Direct Expenditure	£1,292,635	£1,326,433	£1,310,820	£18,185 1.41%	-£15,613 -1.18%
3.Direct Income	-£294,479	-£296,519	-£299,220	-£4,741 1.61%	-£2,701 0.91%
4.Net Direct Expenditure	£2,203,082	£2,271,915	£2,217,802	£14,720 0.67%	-£54,113 -2.38%
5.Overall No. of Posts (FTE)	34.14	35.46	33.31	-0.83 -2.43%	-2.15 -6.06%

Reasons for Variances

1. The 2020/21 Establishment budget takes account of the estimated pay award yet to be confirmed, contractual increments where applicable, and increases to employer's national insurance and pension contributions. Also the transformation officer post has been extended and budget added for this in the revised.
2. The revised estimate includes one off budget provision carried forward from 2018/19
3. Increase in line with fees and charges..
4. Net impact of the variances listed above.
5. Fixed term posts removed, and change in hours.

Movement in budget and staff from last year

Neighbourhood Services

It is intended to increase the establishment by one Grounds Maintenance Operative and one Skilled HGV fitter FTE at the back end of 2019/20 to provide sufficient staff to meet the current needs and demands of the service.

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 43,000 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 a number of Parishes, local sports clubs and external partners.

- **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"> • 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"> • Develop and build on the success of the Council’s volunteer litter picking initiative. <p><u>Parks and Open Spaces</u></p> <ul style="list-style-type: none"> • Review long term strategy for the development of countryside sites.
<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; the Legal Service Team continues to offer services for other authorities and continually looks for opportunities to attract additional income.</p> <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 and MOT’s in 2020/21.
<p>Capital plans for the</p>	<ul style="list-style-type: none"> • Various schemes to improve the accessibility and enjoyment of the Council’s strategic countryside parks totalling £121,500.

portfolio	<ul style="list-style-type: none"> Replacing end of life fleet vehicles in accordance with the 5 year capital programme.
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Key Performance Indicators

PERFORMANCE INDICATOR NEIGHBOURHOOD SERVICES	2018/19	COMMENTS
Percentage of waste collected which is recycled.	42 %	<ul style="list-style-type: none"> Recycling performance has remained relatively static which is a national trend. This is mainly due to the reduced garden waste tonnages collected as a result of the long dry summer of 2018. The amount of waste Blaby DC sent to landfill has reduced by 29.1 kgs per household. This is 7 times the reduction seen from the other districts in Leicestershire (on average) and is as a result of the introduction of alternate weekly collection.

PERFORMANCE INDICATORS – CORPORATE SERVICES	2019 (Qtr 3)	2018	2017	2016	2015	2014
Number of followers on Facebook	3,503	2,680	1,997	1,115	768	610
Number of followers on Twitter	4,281	4,028	3,696	3,329	2,729	1,665
Number of followers on LinkedIn	1,038	880	732	621	366	n/a
Number of online forms submitted by customers	27,074	39,613	43,053	53,487	2,672	n/a
Number of email new subscribers	21,469	18,684	12,862	6,712	2,195	n/a
My Account Subscribers	29,098	25,063	16,106	10,495	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 following Brexit over and above what has been budgeted for in 2020/21, which is beyond our control.

I am delighted to be able to present my first year Portfolio Budget to you.

This has been a learning curve for me and I would like to put on record my sincere thanks, specially to Teresa and the whole of her individual teams, for the patience and support whilst I have been, and still am, learning the ropes of this diverse portfolio.

The services we provide include a very broad and wide range to support Employers, Employees and Residents within our district. This year we have also stepped in to assist and manage services for other District / Borough Council's in Building Control, Licensing and Food Inspections. This has been on a temporary basis but has had the welcome effect of contributing to our overall income. This however has put constraints on our staff but they have gone the extra mile in all cases for which I thank them.

We have seen many achievements this year, the success of our work and skills programme with the construction industry, the refurbishment of Enderby Leisure Centre and the Pavilion making these up to date and welcoming for both our residents and indeed the wider community. Fantastic work was done on putting together and securing Heritage Lottery Funding to restore the Ice House in Blaby, which will form part of our Tourism offer. We have improved conditions on our mobile home sites by the use of licensing conditions and we are now commencing the exciting work on our green agenda and climate change, with our Green Officer coming on board in December. We are conscious that this should be a practical working strategy not just words on a paper which others have done by declaring a climate emergency policy rather than instituting physical and sustainable change!

The priorities for my portfolio are

- To ensure that the refurbishment of Enderby Leisure Centre and the Pavilion remains on target and that we begin to see a return on our investment.
- Ensuring that BDC can benefit from Tourism, including delivering the new tourism growth plan
- To deliver our Work & Skills Plan
- 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
- To expand our offer to health including the provision of staff for the social prescribing role
- 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
- To develop a green strategy and action plan.
- To deliver Walk & Ride

The risks and challenges to my Portfolio are

- External funding of a number of posts within the Health & Leisure Services Team.
- Performance of the Leisure Contract.
- Commitment from partners including health, local tourism businesses, developers and contractors in terms of delivery of our work & skills offer.
- Market share for Building Control who are in competition with many private sector Building Control Providers.

Portfolio Holder: Councillor Sharon Coe

Senior Officer: Regulatory & Leisure Services Group Manager

Portfolio Total

Health Improvement, Leisure & Regulatory Services - Total	2019/20 Approved Budget	2019/20 Revised Estimate	2020/21 Proposed Budget	Variance [C] - [A]	Variance [C] - [B]
	[A]	[B]	[C]		
Establishment Costs	£1,770,418	£1,969,173	£2,015,542	£245,124 13.85%	£46,369 2.35%
Other Gross Direct Expenditure	£583,363	£965,478	£619,251	£35,888 6.15%	-£346,227 -35.86%
Direct Income	-£1,260,326	-£1,375,976	-£1,646,187	-£385,861 30.62%	-£270,211 19.64%
Net Direct Expenditure	£1,093,455	£1,558,675	£988,606	-£104,849 -9.59%	-£570,069 -36.57%
Overall No. of Posts (FTE)	44.05	46.88	49.51	5.46 12.40%	2.63 5.61%

Leisure Centres

Leisure Centres	2019/20 Approved Budget	2019/20 Revised Estimate	2020/21 Proposed Budget	Variance [C] - [A]	Variance [C] - [B]
	[A]	[B]	[C]		
1.Establishment Costs	£0	£0	£0	£0	£0
2.Other Gross Direct Expenditure	£0	£0	£0	£0	£0
3.Direct Income	-£239,596	-£247,120	-£549,807	-£310,211 129.47%	-£302,687 122.49%
4.Net Direct Expenditure	-£239,596	-£247,120	-£549,807	-£310,211 129.47%	-£302,687 122.49%
5.Overall No. of Posts (FTE)	0.00	0.00	0.00	0.00	0.00

Reasons for Variances

1. Not applicable.
2. Not applicable.
3. Increased in line with schedule and inflation.
4. Net impact of variances listed above.
5. Not applicable.

Health & Leisure

	2019/20 Approved Budget	2019/20 Revised Estimate	2020/21 Proposed Budget	Variance [C] - [A]	Variance [C] - [B]
Health & Leisure	[A]	[B]	[C]		
1.Establishment Costs	£235,059	£381,942	£310,810	£75,751 32.23%	-£71,132 -18.62%
2.Other Gross Direct Expenditure	£77,809	£335,813	£102,038	£24,229 31.14%	-£233,775 -69.61%
3.Direct Income	-£11,000	-£184,795	-£43,894	-£32,894 299.04%	£140,901 -76.25%
4.Net Direct Expenditure	£301,868	£532,960	£368,954	£67,086 22.22%	-£164,006 -30.77%
5.Overall No. of Posts (FTE)	6.15	8.48	8.83	2.68 43.58%	0.35 4.13%

Reasons for Variances

1. The 2020/21 Establishment budget takes account of the estimated pay award yet to be confirmed, contractual increments where applicable, and increases to employer's national insurance and pension contributions. Revised budget includes externally funded posts that hadn't been confirmed at the time of budget setting. 2 x Social prescribing link workers have also been added.
2. Revised budget includes externally funded project expenditure (level currently unknown for 2020/21) as well as various non-recurring expenditure carried forward from 2018/19. The proposed budget includes Tourism action plan budget.
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 2020/21. Tourism post added and funding confirmed for a new graduate post.

Environmental Health and Environmental Services

	2019/20 Approved Budget	2019/20 Revised Estimate	2020/21 Proposed Budget	Variance [C] - [A]	Variance [C] - [B]
Environmental Health	[A]	[B]	[C]		
1.Establishment Costs	£860,026	£911,898	£954,826	£94,800 11.02%	£42,928 4.71%
2.Other Gross Direct Expenditure	£368,832	£391,303	£359,747	-£9,085 -2.46%	-£31,556 -8.06%
3.Direct Income	-£443,490	-£363,821	-£419,621	£23,869 -5.38%	-£55,800 15.34%
4.Net Direct Expenditure	£785,368	£939,380	£894,952	£109,584 13.95%	-£44,428 -4.73%
5.Overall No. of Posts (FTE)	21.78	22.28	23.14	1.36 6.24%	0.86 3.86%

Reasons for Variances

1. The 2020/21 Establishment budget takes account of the estimated pay award yet to be confirmed, contractual increments where applicable, and increases to employer's national insurance and pension contributions. Green Officer and Technical Officer Post added.
- 2.
3. Reduced income in line with reduction to car parking income following free parking period in Blaby and theft of parking machines, other reductions in line with income received to date, and expected by year end.
4. Net impact of variances listed above.
5. See above point 1. Also Apprentice post removed.

Building Control

	2019/20 Approved Budget	2019/20 Revised Estimate	2020/21 Proposed Budget	Variance [C] - [A]	Variance [C] - [B]
Building Control	[A]	[B]	[C]		
1.Establishment Costs	£462,129	£462,129	£538,155	£76,026 16.45%	£76,026 16.45%
2.Other Gross Direct Expenditure	£32,584	£66,031	£50,694	£18,110 55.58%	-£15,337 -23.23%
3.Direct Income	-£502,600	-£512,600	-£567,225	-£64,625 12.86%	-£54,625 10.66%
4.Net Direct Expenditure	-£7,887	£15,560	£21,624	£29,511 -374.17%	£6,064 38.97%
5.Overall No. of Posts (FTE)	9.61	9.61	11.61	2.00 20.81%	2.00 20.81%

Reasons for Variances

1. The 2020/21 Establishment budget takes account of the estimated pay award yet to be confirmed, contractual increments where applicable, and increases to employer's national insurance and pension contributions. Also 2 Apprentice posts added.
2. Partnership marketing budget added which is partly funded from partners, one off ICT Equipment purchases added and travel costs increased in line with spend to date and expected spend at year end.
3. Increase in line with Partnership agreement.
4. Net impact of variances listed above.
5. See 1 above.

COMMUNITY DEVELOPMENT WORK & SKILLS

	2019/20 Approved Budget	2019/20 Revised Estimate	2020/21 Proposed Budget	Variance [C] - [A]	Variance [C] - [B]
Partnerships	[A]	[B]	[C]		
1.Establishment Costs	£213,204	£213,204	£211,751	-£1,453 -0.68%	-£1,453 -0.68%
2.Other Gross Direct Expenditure	£104,138	£172,331	£106,772	£2,634 2.53%	-£65,559 -38.04%
3.Direct Income	-£63,640	-£67,640	-£65,640	-£2,000 3.14%	£2,000 -2.96%
4.Net Direct Expenditure	£253,702	£317,895	£252,883	-£819 -0.32%	-£65,012 -20.45%
5.Overall No. of Posts (FTE)	6.51	6.51	5.93	-0.58 -8.91%	-0.58 -8.91%

Reasons for Variances

1. The 2020/21 Establishment budget takes account of the estimated pay award yet to be confirmed, contractual increments where applicable, and increases to employer's national insurance and pension contributions.
2. 2019/20 revised estimate includes non recurring expenditure brought forward from 2018/19.
3. Includes S106 contributions to cover the cost of employing the Employment, Skills and Training Co-ordinator in 2020/21.
4. Net impact of the variances listed above.
5. No significant change.

Movement in budget and staff from last year

Leisure Centres

Last year saw the start of the Council's new 10-year contract with SLM. Since April 2019 SLM have been operating both Enderby Leisure Centre and the Pavilion Leisure Centre. This led to a financial benefit of just under £140,000 in 2019/20. The management fee for 2020/21 is set to rise by around £300,000 to just under £550,000 as the full impact of SLM's business case begins to take effect. The net annual benefit to the Council is expected to average £340,000 per annum over the life of the 10 year contract.

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.

Tourism

The Council will be launching its Tourism Growth Plan; this includes the appointment of a Tourism and Heritage Officer.

Environmental Health and Environmental Services

A bid has been submitted to DEFRA for an Air Quality Grant, we should know the result of this in February 2020. 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, Oadby & Wigston Borough Council, Hinckley & Bosworth Borough Council and Melton Borough Council have signed up to a shared service agreement for the delivery of this service. A Management Board has been established which meets quarterly and reviews performance and income.

Portfolio Priorities

1. Monitor and manage the performance of the Leisure Contract with SLM.
2. Implement a new Tourism Growth Plan.
3. 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.
4. Protect and improve the health, safety and wellbeing of local residents, visitors and people who live and work in the District of Blaby.
5. Ensure the safety and quality of the built environment.
6. Lead and maintain a Building Control Partnership with other local authorities.
7. Deliver the Work & Skills Action Plan.
8. Deliver our Air Quality Action Plan
9. Deliver the Buried Bouskell Heritage Lottery Fund Project
10. Continue the development of our Walk & Ride Work
11. Develop a Green Strategy and action plan.

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, Virtual Spinning 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 delivery of the Social Prescribing model and links with our Clinical Commissioning Group (CCG), Public Health, GPs and other partners around health.
- Tourism & Heritage – services include the delivery the Blaby District Tourism Growth Plan, new Tourism Website, a range of projects such as Walk & Ride, 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, 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 2020/21).

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), supported through the recruitment of an Envirocrime Officer, 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, Oadby & Wigston Borough Council, Hinckley & Bosworth Borough Council and Melton Borough Council.

Community Development, Work and Skills

The Community Grants scheme supports the voluntary and community sector to develop and strengthen facilities and activities. The health checks that are offered to community group's support them to have the correct governing documentation. Our community volunteer week supports the voluntary and community sector to achieve tasks it may not ordinarily have capacity to do. It also encourages individuals and groups to partake in social, charitable and environmental activities on a voluntary basis.

The Love Blaby Lottery is a weekly online lottery created to support local good causes within the district. The lottery mission is to raise money in the community for the community and has an annual income of around £30,000.

The Work and Skills action plan is our approach to how we will focus ideas to meet the 3 overarching themes contained within the plan. The themes have helped shape the priorities around the work and skills agenda, giving a clear timetable and defined steps for how this will be implemented, measured and reported against.

Key Points

<p>Doing things differently – plans for the coming year</p>	<p><u>New Leisure Contract:</u></p> <ul style="list-style-type: none"> • Increase usage of new facilities across both sites <p><u>Health & Leisure:</u></p> <ul style="list-style-type: none"> • Launch Active Blaby • 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 • Improve Tourism website • Deliver the Buried Bouskell HLF project <p><u>Environmental Services</u></p> <ul style="list-style-type: none"> • Scanning of licensing documents into the DMS system and getting rid of paper files. • Work continues to implement back office system for EPR, Contaminated Land, Service Requests, Licensing and Planning Consultations. • Online access to Licensing Services. • Further assess the 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 action plan. • Deliver the Green strategy and action plan. <p><u>Environmental Health</u></p> <ul style="list-style-type: none"> • To develop the work around envirocrime including working more closely with colleagues at the depot and a more proactive enforcement element. <p><u>Work & Skills</u></p> <ul style="list-style-type: none"> • To expand our work & skills offer to other industries apart from construction for example Tourism and Retail. • To deliver a comprehensive offer to our schools and academies for those young people who are not choosing an academic route.
<p>Income generation</p>	<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.

	<ul style="list-style-type: none"> • 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 leads the Leicestershire Building Control Partnership covering HDC, OWBC, HBBC and MBC. 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"> • Deliver the Ice House restoration project with Funding Secured from the Heritage Lottery Fund. • Money to be carried forward from 2019/20 to ensure the equipment is maintained at the Pavilion with regard to landfill gas.

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)
- Work & Skills
- Number of people supported to take up a work, placement, trial and or a job.

- Number of VCS groups supported via the Community Grants Programme and Health checks
- Number of community development projects completed

PERFORMANCE INDICATOR	2018/19 RESULTS	2019/20 YEAR TO DATE	COMMENTS
Building Control inspections carried out on the same day as requested	3,807 (100%)	2,819 to 16/12/2019 (100%)	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			Due to the transfer to a new database the data for this is year not available. We do know that the number of long term empties (empty over 6 months) has increased by 9 – which due to the low number could just be down to speed of house sales/probate as the figure is taken from a single snapshot of one day of the return in October every year.
Number of large fly tipping incidents	534	327	We have undertaken a number of well publicised fly tipping prosecution cases this year and produced articles to raise the awareness amongst members of the public in relation to their legal responsibilities for the disposal of waste. In addition to this a number of the large recycling

			banks have also been removed which were previously targeted as fly tipping “hot spot” locations which has reduced the number of incidents.
Number of food premises with a rating of 3 or above (satisfactory)	530 (figure is not cumulative)	550 (figure is not cumulative)	The standard of food hygiene within the premises in the district has generally been seen to improve even with an increase in the number of food businesses open in the district.
Total number of flare case management reviews			Due to the change in database used by the team – these have been picked up individually with the officers during monthly 1-2-1’s rather than recorded electronically on the system.

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.
- Collection of positive comments and compliments from our customers and partners.
- SLM – monthly joint working meetings and quarterly contract monitoring

Risks

- External Funding:

External funding supports 6 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 2020/21 suggest we will receive a similar level of funding to 2019/20, although this has not been confirmed. Other funding is made available through partnership working with Leicestershire and Rutland Sport (LRS).

- Commitment from health partners and construction 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.

PLANNING & ECONOMIC DEVELOPMENT PORTFOLIO
Councillor Sheila Scott

The last year has seen some significant changes for the Group. The number, scope and profile of strategic projects have grown significantly. This has led to a bigger remit, and more officers, for the Strategic Growth Team, not least of all due to the granting of Garden Village status and receipt of external funding.

At the same time, work has commenced, and is now well underway, on a new Local Plan. In addition, the focus on sensitive enforcement sites – with well planned action – has also increased.

Portfolio Priorities

Priorities for 2020/21 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 Fosse Park West. During 2020/21 the new offices, beer hall and brewery at Everards Meadows and Fosse Park West will both open.
- 2. Develop, adopt and deliver a new Economic Development Strategy.** The current Economic Development Strategy was refreshed and the new strategy adopted in September 2016, and good progress has been made against the action plan. It is now time to consider our priorities and action plan for the next four year period.
- 3. Develop a clear support offer and plan for our town centres and high streets.** Work has started on this, with much achieved in Blaby Town Centre over the last 12 months; and this will be further developed and rolled out to other areas within the district.
- 4. High profile enforcement action.** Ongoing action will continue 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 continue on the brand new local plan for the district.
- 6. Leicester and Leicestershire Strategic Growth Plan –** The Statement of Common Ground to support this will be developed and adopted during 2020/21.
- 7. Delivery of the Lubbethorpe Sustainable Urban Extension (SUE).** The new community is going from strength to strength. Around 350 houses have been completed, the first primary school is open, and works continue to deliver the road infrastructure. During 2018 the development won three awards. Key milestones for 2020/21 will include the opening of the first Local Centre (including health centre), and development of the leisure offer.

Risks

- The increased level of planning applications will continue to place significant demands on the service. Ongoing resource reviews 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.
- Failure to secure ongoing Garden Village Programme funding could jeopardise our ability to ensure that any such sites are delivered well.

Portfolio Holder: Councillor Sheila Scott

Senior Officer: Planning & Economic Development Group Manager

Portfolio Total

Planning, Housing Strategy, Economic & Community Development - Total	2019/20 Approved Budget	2019/20 Revised Estimate	2020/21 Proposed Budget	Variance [C] - [A]	Variance [C] - [B]
	[A]	[B]	[C]		
Establishment Costs	£1,378,003	£1,358,692	£1,474,004	£96,001 6.97%	£115,312 8.49%
Other Gross Direct Expenditure	£548,881	£921,629	£373,968	-£174,913 -31.87%	-£547,661 -59.42%
Direct Income	-£823,762	-£860,762	-£826,412	-£2,650 0.32%	£34,350 -3.99%
Net Direct Expenditure	£1,103,122	£1,419,559	£1,021,560	-£81,562 -7.39%	-£397,999 -28.04%
Overall No. of Posts (FTE)	31.87	31.48	33.22	1.35 4.24%	1.74 5.53%

DEVELOPMENT STRATEGY

Development Strategy	2019/20 Approved Budget	2019/20 Revised Estimate	2020/21 Proposed Budget	Variance [C] - [A]	Variance [C] - [B]
	[A]	[B]	[C]		
1.Establishment Costs	£341,927	£322,616	£356,539	£14,612 4.27%	£33,923 10.51%
2.Other Gross Direct Expenditure	£333,923	£627,249	£134,144	-£199,779 -59.83%	-£493,105 -78.61%
3.Direct Income	-£2,000	-£12,000	-£2,000	£0 0.00%	£10,000 -83.33%
4.Net Direct Expenditure	£673,850	£937,865	£488,683	-£185,167 -27.48%	-£449,182 -47.89%
5.Overall No. of Posts (FTE)	7.65	7.26	7.94	0.29 3.79%	0.68 9.37%

Reasons for Variances

1. The 2020/21 Establishment budget takes account of the estimated pay award yet to be confirmed, contractual increments where applicable, and increases to employer's national insurance and pension contributions. Reduction in revised is due to the Principal Planning Policy Officer working reduced hours and the High Street Coordinator post has been added into 2020/21 budget.
2. The revised budget includes significant grants and S106 monies carried forward from 2018/19 relating to the Neighbourhood planning, Local Development Framework and the production of the Delivery Development Plan Document (DPD).
3. No Significant change.
4. Net impact of variances listed above.
5. As per point 1.

PLANNING DELIVERY

	2019/20 Approved Budget	2019/20 Revised Estimate	2020/21 Proposed Budget	Variance [C] - [A]	Variance [C] - [B]
Planning Delivery	[A]	[B]	[C]		
1.Establishment Costs	£486,653	£486,653	£540,632	£53,979 11.09%	£53,979 11.09%
2.Other Gross Direct Expenditure	£136,270	£151,541	£125,016	-£11,254 -8.26%	-£26,525 -17.50%
3.Direct Income	-£768,000	-£768,000	-£768,000	£0 0.00%	£0 0.00%
4.Net Direct Expenditure	-£145,077	-£129,806	-£102,352	£42,725 -29.45%	£27,454 -21.15%
5.Overall No. of Posts (FTE)	13.41	13.41	13.61	0.20 1.49%	0.20 1.49%

Reasons for Variances

1. The 2020/21 Establishment budget takes account of the estimated pay award yet to be confirmed, contractual increments where applicable, and increases to employer's national insurance and pension contributions. 2 x fixed term Planning Officer Posts included in 2020/21 budget to be funded from 20% fee income.
2. The revised estimate includes provision budget yet to be allocated.
3. No change.
4. Net impact of variances listed above.
5. As above point 1. Apprentice post and fixed term planning officer post removed.

ENFORCEMENT

	2019/20 Approved Budget	2019/20 Revised Estimate	2020/21 Proposed Budget	Variance [C] - [A]	Variance [C] - [B]
Planning Enforcement	[A]	[B]	[C]		
1.Establishment Costs	£198,329	£198,329	£195,723	-£2,606 -1.31%	-£2,606 -1.31%
2.Other Gross Direct Expenditure	£14,246	£24,546	£13,046	-£1,200 -8.42%	-£11,500 -46.85%
3.Direct Income	£0	£0	£0	£0 0.00%	£0 0.00%
4.Net Direct Expenditure	£212,575	£222,875	£208,769	-£3,806 -1.79%	-£14,106 -6.33%
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 2020/21 Establishment budget takes account of the estimated pay award yet to be confirmed, contractual increments where applicable, and increases to employer's national insurance and pension contributions.
2. The revised budget includes budget approved for consultants' fees relating to Enforcement action.
3. Not applicable.
4. Net impact of variances listed above.
5. No change.

STRATEGIC GROWTH

	2019/20 Approved Budget	2019/20 Revised Estimate	2020/21 Proposed Budget	Variance [C] - [A]	Variance [C] - [B]
Strategic Growth	[A]	[B]	[C]		
1.Establishment Costs	£218,640	£218,640	£240,638	£21,998 10.06%	£21,998 10.06%
2.Other Gross Direct Expenditure	£7,747	£60,648	£41,567	£33,820 436.56%	-£19,081 -31.46%
3.Direct Income	-£53,762	-£80,762	-£56,412	-£2,650 4.93%	£24,350 -30.15%
4.Net Direct Expenditure	£172,625	£198,526	£225,793	£53,168 30.80%	£27,267 13.73%
5.Overall No. of Posts (FTE)	4.00	4.00	4.86	0.86 21.50%	0.86 21.50%

Reasons for Variances

1. The 2020/21 Establishment budget takes account of the estimated pay award yet to be confirmed, contractual increments where applicable, and increases to employer's national insurance and pension contributions. The budget also includes a 2 year externally funded Garden Village Project post.
2. 2019/20 revised estimate includes non recurring expenditure relating to the Lubbethorpe project brought forward from 2018/19.
3. Additional funding received in relation to the Garden Village Project Post.
4. Net impact of variances listed above.
5. As per note 1, and 1 post reduced hours.

MANAGEMENT & ADMINISTRATION

	2019/20 Approved Budget	2019/20 Revised Estimate	2020/21 Proposed Budget	Variance [C] - [A]	Variance [C] - [B]
Management & Admin	[A]	[B]	[C]		
1.Establishment Costs	£132,454	£132,454	£140,472	£8,018 6.05%	£8,018 6.05%
2.Other Gross Direct Expenditure	£56,695	£57,645	£60,195	£3,500 6.17%	£2,550 4.42%
3.Direct Income	£0	£0	£0	£0 0.00%	£0 0.00%
4.Net Direct Expenditure	£189,149	£190,099	£200,667	£11,518 6.09%	£10,568 5.56%
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 2020/21 Establishment budget takes account of the estimated pay award yet to be confirmed, contractual increments where applicable, and increases to employer's national insurance and pension contributions.
2. No change.
3. No income receivable in respect of this service.
4. Net impact of variances listed above.
5. No change.

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 1.74 FTE compared to 2019/20, largely due to new posts covered by external (Garden Village Programme) funding.

Other than establishment costs the main variances in expenditure are associated with the completion of the work on the Delivery DPD the new Local Plan starting, the receipt of Garden Village Programme external funding, and consultant costs increasing in relation to sensitive enforcement cases.

Portfolio Priorities

Priorities for 2020/21 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 Fosse Park West. During 2020/21 the new offices, beer hall and brewery at Everards Meadows and Fosse Park West will both open.
- 2. Develop, adopt and deliver a new Economic Development Strategy.** The current Economic Development Strategy was refreshed and the new strategy adopted in September 2016, and good progress has been made against the action plan. It is now time to consider our priorities and action plan for the next four year period.
- 3. Develop a clear support offer and plan for our town centres and high streets.** Work has started on this, with much achieved in Blaby Town Centre over the last 12 months; and this will be further developed and rolled out to other areas within the district.
- 4. High profile enforcement action.** Ongoing action will continue 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 continue on the brand new local plan for the district.
- 6. Leicester and Leicestershire Strategic Growth Plan –** The Statement of Common Ground to support this will be developed and adopted during 2020/21.
- 7. Delivery of the Lubbethorpe Sustainable Urban Extension (SUE).** The new community is going from strength to strength. Around 350 houses have been completed, the first primary school is open, and works continue to deliver the road infrastructure. During 2018 the development won three awards. Key milestones for 2020/21 will include the opening of the first Local Centre (including health centre), and development of the leisure offer.

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, four Major Schemes Officers and an admin officer, along with some external funding which covers the cost of two of these posts.

Management & Administration

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

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 continued to grow – particularly in the areas of strategic growth and infrastructure planning.</p> <p>The climate change agenda continues to gather pace and become more important; and this will be reflected across the work of the department – particularly in the areas of Strategic Growth and Development Strategy.</p> <p><u>Strategic Growth</u></p> <p>The team will continue to project manage some of the district’s most high profile and complex strategic projects. This includes a wide range of sites; from retail and commercial developments, to a garden village, and of course Lubbesthorpe.</p> <p><u>Development Strategy</u></p> <p>The team will continue to focus on strategic planning and the Local Plan</p> <p>Work will continue during 2020/21 on the new Local Plan. Additional resource has already been put in place in preparation for this.</p> <p>The focus on economic development will continue with the production and adoption of a new strategy during the next year.</p> <p><u>Planning Delivery</u></p> <p>The workload of the team has continued to increase over the last year, as application levels remain high.</p> <p>During 2020/21 the team will focus on ensuring the continued delivery of an excellent service in this demanding environment.</p> <p><u>Enforcement</u></p> <p>The enforcement team will continue its proactive monitoring approach next year. In addition, work on the high profile and sensitive sites will also progress.</p> <p><u>Management & Administration</u></p> <p>The focus for 2020/21 will be on continuing the growth of the department, whilst supporting and enabling staff development.</p>
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Income generation	<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 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 ongoing income figures. This increased income is ring-fenced to expenditure on planning staffing only, and additional posts were put in place over the last year.</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>
Capital plans for the portfolio	There are no current capital plans for the portfolio.

Key Performance Indicators

	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20*
Number of planning applications received	1018	1091	1132	1089	1111	582
Planning application fee income	£574,632	£676,273	£470,671	£656,689	£775,940	£403,841
Number of planning applications determined	1064	1010	1048	1076	1099	520
% of applications delegated	89.65	94.06	93.73	93.60	94.2	96.1
% of major applications determined in 13 weeks	84.62	94.44	100.00	93.54	100	100.00
E2E (householders)	38.13	44.03	33.55	46.50	47.89	46.2
E2E (minors)	80.52	65.85	53.07	65.92	84.5	80.33
E2E (others)	46.20	55.98	48.02	38.61	44.8	50.59
Housing Land Supply	Currently at 7.07 years					

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

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 2020/21 including the next stage of the new Local Plan, and a number of large strategic sites.
- We continue to engage and consult with our businesses through business surveys, business breakfasts, monthly bulletins, and targeted consultations such as the one undertaken for the emerging new Economic Development Strategy.

Risks

- The increased level of planning applications will continue to place significant demands on the service. Ongoing resource reviews 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 Lubbethorpe 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.
- Failure to secure ongoing Garden Village Programme funding could jeopardise our ability to ensure that any such sites are delivered well.

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