

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**

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

## Performance

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

<b>Emergency Planning &amp; Business Continuity</b>	<b>2019/20 Approved Budget</b>	<b>2019/20 Revised Estimate</b>	<b>2020/21 Proposed Budget</b>	<b>Variance [C] - [A]</b>	<b>Variance [C] - [B]</b>
	<b>[A]</b>	<b>[B]</b>	<b>[C]</b>		
<b>1.Establishment Costs</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b> 0.00%	<b>£0</b> 0.00%
<b>2.Other Gross Direct Expenditure</b>	<b>£32,848</b>	<b>£33,348</b>	<b>£33,348</b>	<b>£500</b> 1.52%	<b>£0</b> 0.00%
<b>3.Direct Income</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b> 0.00%	<b>£0</b> 0.00%
<b>4.Net Direct Expenditure</b>	<b>£32,848</b>	<b>£33,348</b>	<b>£33,348</b>	<b>£500</b> 1.52%	<b>£0</b> 0.00%
<b>5.Overall No. of Posts (FTE)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b> 0.00%	<b>0.00</b> 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"><li>• 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</li><li>• 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.</li><li>• A procurement exercise will take place in 2020 to review the current Performance software system (InPhase) and assess options going forward</li></ul> <p><u>Human Resources</u></p> <ul style="list-style-type: none"><li>• Ongoing partnership working with staff, managers and Trade Unions on the People Strategy to ensure engagement with the development and progress of the Council.</li><li>• 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.</li><li>• Development and implementation of an effective health and wellbeing offer to improve the health of employees including mental wellbeing.</li><li>• 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</li><li>• Working together with facilities and IT to implement smarter ways of working to support service delivery, efficient use of resources and staff wellbeing</li><li>• The employee benefit scheme will be reviewed.</li></ul> <p><u>Emergency Planning</u></p> <ul style="list-style-type: none"><li>• Partnership business plan is to be refreshed to reflect current risks.</li><li>• Major Incident plan and Flood plan to be updated.</li></ul>
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	<ul style="list-style-type: none"> <li>• Work with parishes on how they can support major incidents or severe weather situations.</li> <li>• To work with other local authorities using a shared resource to review our Business Continuity arrangements.</li> </ul>
Income generation	<ul style="list-style-type: none"> <li>• A small element of income is generated via the provision of DBS checks to other organisations.</li> </ul>
Capital plans for the portfolio	<ul style="list-style-type: none"> <li>• 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.</li> </ul>

### **Key Performance Indicators**

<b>PERFORMANCE INDICATOR</b>	<b>2018/19 RESULTS</b>	<b>2019/20 YEAR TO DATE</b>	<b>COMMENTS</b>
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.