

Leicester
City Council

MEETING OF THE OVERVIEW SELECT COMMITTEE

DATE: THURSDAY, 9 NOVEMBER 2023

TIME: 5:30 pm

**PLACE: Meeting Rooms G.01 and G.02, Ground Floor, City Hall, 115
Charles Street, Leicester, LE1 1FZ**

Members of the Committee

Councillor Cassidy (Chair)

Councillor Surti (Vice-Chair)

Councillors Bajaj, Batool, Dave, March, Porter and Whittle

Youth Council Representatives

To be advised

Members of the Committee are invited to attend the above meeting to consider the items of business listed overleaf.

For Monitoring Officer

Officer contacts:

Francis Connolly (Scrutiny Policy Officer)

Jacob Mann (Senior Democratic Support Officer)

Tel: 0116 454 5843, e-mail: jacob.mann@leicester.gov.uk
Leicester City Council, 115 Charles Street, Leicester, LE1 1FZ

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Further information

If you have any queries about any of the above or the business to be discussed, please contact:

Democratic Support Officer on 0116 454 5843.

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PUBLIC SESSION

AGENDA

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1. APOLOGIES FOR ABSENCE

2. DECLARATIONS OF INTEREST

Members are asked to declare any interests they may have in the business to be discussed.

3. CHAIR'S ANNOUNCEMENTS

4. MINUTES OF THE PREVIOUS MEETING

[App A, page 1](#)

The minutes of the meeting of the Overview Select Committee held on 20 September 2023 are attached and Members are asked to confirm them as a correct record.

5. PROGRESS ON ACTIONS AGREED AT THE LAST MEETING

To note progress on actions agreed at the previous meeting and not reported elsewhere on the agenda (if any).

6. QUESTIONS, REPRESENTATIONS AND STATEMENTS OF CASE

The Monitoring Officer to report on the receipt of any questions, representations and statements of case submitted in accordance with the

Council's procedures.

7. PETITIONS

The Monitoring Officer to report on any petitions received.

8. TRACKING OF PETITIONS - MONITORING REPORT [App B, page 11](#)

The Monitoring Officer submits a report that updates Members on the monitoring of outstanding petitions. The Committee is asked to note the current outstanding petitions and agree to remove those petitions marked 'Petitions Process Complete' from the report.

9. QUESTIONS FOR THE CITY MAYOR

The City Mayor will answer questions raised by members of the Overview Select Committee on issues not covered elsewhere on the agenda.

10. COST OF LIVING CRISIS UPDATE [App C, page 13](#)

The Director of Public Health will provide an update on the Council's current position regarding the cost of living crisis.

11. CUSTOMER SERVICES OVERVIEW [App D, page 33](#)

The Head of the City Mayor's Office and Customer Support Transformation submits a report to give an overview of the current Customer Service offer provided by the Council.

The Committee is asked to note the information provided in this report and the accompanying presentation, and to make any recommendations regarding the customer services offer at the Council for consideration by the Deputy City Mayor for Housing and Communities.

12. BUDGET SAVINGS [App E, page 55](#)

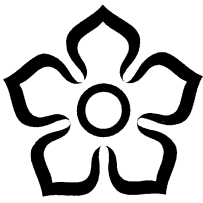
The Director of Finance submits a report to advise the OSC and Executive of decisions Directors have taken to reduce revenue expenditure in advance of the 2024/25 budget, and thereby achieve savings as quickly as possible (Appendix A). This will reduce the requirement for managed reserves.

The Committee is recommended to comment on the proposals in the report.

13. OVERVIEW SELECT COMMITTEE WORK PROGRAMME [App F, page 63](#)

The current work programme for the Committee is attached. The Committee is asked to consider this and make comments and/or amendments as it considers necessary.

14. ANY OTHER URGENT BUSINESS



Leicester
City Council

Appendix A

Minutes of the Meeting of the
OVERVIEW SELECT COMMITTEE

Held: WEDNESDAY, 20 SEPTEMBER 2023 at 5:30 pm

P R E S E N T :

Councillor Cassidy (Chair)

Councillor Bajaj
Councillor Batool

Councillor Porter
Councillor Whittle

Councillor Dave
Councillor March

Also present:

Sir Peter Soulsby

City Mayor

* * * * *

19. APOLOGIES FOR ABSENCE

There were no apologies for absence.

20. DECLARATIONS OF INTEREST

Members were asked to disclose any pecuniary or other interests they may have in the business on the agenda.

There were no declarations of interest.

21. CHAIR'S ANNOUNCEMENTS

The Chair made the following two announcements:

- (i) The Chair paid thanks to Cllr Diane Cank, who had recently stood down as Vice-Chair of the Overview Select Committee. It was anticipated that a new Vice-Chair would be appointed soon.
- (ii) The Chair thanked the City Mayor for inviting all members to the recent site visit to the new Haymarket Theatre. He commented that the visit served as a great opportunity for members to see a prime example of

how the cultural offer in Leicester was ever-expanding. The City Mayor thanked those members who had attended and confirmed that a further event would be held later in the calendar year to mark the 50th Anniversary of the theatre.

22. MINUTES OF THE PREVIOUS MEETING

AGREED:

That the minutes of the meeting held on 13 July 2022 be confirmed as a correct record.

23. PROGRESS ON ACTIONS AGREED AT THE LAST MEETING

The Chair explained that following several queries and requests for additional information at the previous meeting, particularly in relation to the financial reports, a note was circulated to members with further detail. Progress regarding other actions from the last meeting was reflected on the OSC work programme.

24. QUESTIONS, REPRESENTATIONS AND STATEMENTS OF CASE

The Monitoring Officer reported that no questions, representations and statements of case had been submitted in accordance with the Council's procedures.

25. PETITIONS

The Monitoring Officer reported that no petitions had been received.

26. TRACKING OF PETITIONS - MONITORING REPORT

The Monitoring Officer submitted a report which provided an update on the status of outstanding petitions against the Council's target of providing a formal response within three months of being referred to the Divisional Director.

It was noted that there were currently four outstanding petitions, each of which were marked as 'green'.

AGREED:

That the status of the outstanding petitions be noted, and to remove those petitions marked 'Petition Complete' Ref: from the report.

27. QUESTIONS FOR THE CITY MAYOR

The Chair reminded members that he would prefer for all questions to be provided in advance, which can help in providing more detailed responses at meetings. The Chair accepted the following questions to be asked to the City

Mayor:

1. Councillor Cassidy asked:

From the reports that I've read, the Radio 2 in the Park festival was clearly a huge success and I'd like to thank all involved in contributing to a fantastic occasion for Leicester. In terms of the rail travel problems that arose following the damage caused by storms, please can the City Mayor tell us a little about how the immediate response was handled, including the role of the City Council?

The City Mayor agreed that the event had been extremely successful and that it reflected very well on both the city and the City Council. There were very few issues of note throughout the weekend.

In respect of the disruption to rail travel following the event on Sunday, he confirmed that follow-up discussions had taken place with East Midlands Trains who had been apologetic and have acknowledged that communication could have been better, particular in terms of informing the incident management team. He was confident that lessons had been learnt by East Midlands Trains.

Eashan (co-producer representative) asked questions 2-5:

2. *I know a local football club in my community has recently been shut down without explanation. The young people of the area of the area are concerned that they won't have a space to play football. Can the city mayor please give us an update on going on as we are afraid that Rushey Mead will lose even more facilities for young people.*

In response, the City Mayor confirmed that partnership arrangements had been established to provide facilities to cater for local sporting needs. The Rushey Mead facility had been problematic in respect of other issues relating to the facilities that did not relate to the provision of football. The existing tenants had been advised to use the facility appropriately, but that there has been no prevention by the City Council in allowing football to be played at the Rushey Mead facility.

As Ward Councillor for Rushey Mead, Cllr Dave also confirmed that he had received assurances from City Council officers that the football activities would not stop and that pre-arranged fixtures have been taking place as scheduled. He added that the building remained open and would not be closing.

3. *Have all e-bike scheme stands been removed? What's going to go on their place?*

The City Mayor confirmed that almost all of the existing stands had been removed and the remainder would be removed in the near future. He explained that there had been difficulties across the country

in implementing successful e-bike schemes. It was hoped that suitable alternative models could be considered but that this should not be expected in the short-term.

4. *In young people's council we've been consulted on the potential removal of one of the events during diwali. I've spoken to my peers and they're worried about losing an important event during a religiously important festive period. What's the plan moving forward? Can we get an update?*

The City Mayor responded by stating how proud he was of the festival programme provided in Leicester, though reminded members that public events required a high level of security and the supply of additional staff to ensure that people were safe. He confirmed that the cost of Diwali switch-on and the Diwali day event amounted to £260k; a significant sum at a time of enormous financial pressure, as well as a sum that was significantly higher to that granted for other similar events. It was therefore suggested to in future provide one single event and that a number of meetings had taken place with Councillors and partners to put suitable plans in place. For the coming year, both the switch-on and Diwali events would be taking place, but the level of City Council funding required to hold both events on an annual basis was not sustainable. He added that there had been some encouragement with regard to future support and sponsorship.

5. *Following what looks like a success in Radio 2 in the park, what's the councils plan to bring more events like this to the city?*

The City Mayor stated that he was keen to receive resident feedback following the recent event to understand impact and to help inform views on holding similar events in the future. He re-affirmed his earlier comments about the recent event being successful though stressed that such events must also work well for residents. He reminded members that Victoria Park had also previously staged several other key events such as the LCFC Premier League title-winning victory event.

Dina (youth representative) asked:

6. *How do you support those with no recourse to public funds?*

The City Mayor stated that the City Council could not support people directly and that this support was led by a number of voluntary sector organisations. He expressed great sympathy for those affected and was hopeful that a future government would help to address the problem.

Councillor Porter asked questions 7-9:

7. *A series of concrete blocks had been installed along the highway on*

Aylestone Road without public consultation. Please can the scheme be paused to allow for consultation before a decision is taken whether to proceed with any work?

The City Mayor agreed to provide further detail on this matter to Councillor Porter.

8. *Why is there not full transparency for contacts relating to SEN provision?*

The City Mayor responded by stating that to the best of his knowledge, the City Council was fully transparent in respect of such arrangements and that these were published. He asked Councillor Porter and other members to let him know if they had any particular concerns.

9. *Would the City Mayor support an inquiry into what happened to Haymarket Consortium Ltd and whether equipment that the City Council had invested in had gone missing?*

The City Mayor stated that he had addressed this matter previously and re-iterated that the company in question unfortunately went out of business as a result of the covid pandemic.

28. REVENUE BUDGET MONITORING APRIL - JUNE 2023/24

The Director of Finance submitted a report which was the first in the revenue monitoring cycle for 2023/24 and provided early indication of the significant financial pressures the Council was facing this year, and the worsening picture for future years' budgets.

The Director of Finance noted that there was currently a £12.7m forecast overspend against the latest approved budget. She referred to £17m of cost pressures that were partially offset by £4.3m of lower than budgeted costs and additional income.

She reported that the £17m of cost pressures consisted of the following:

- £9.9m in Education and Children's Services, of which £9.2m was increased costs of children looked after where placement costs have increased faster than budgeted.
- £4.9m in City Development and Neighbourhoods, of which £3m was additional costs of temporary accommodation for homeless households and £1.2m was the higher costs of waste management after the use of a provision set aside for this purpose.
- £2.2m likely additional costs of the local government pay award over and above the budget provision, based on the current pay offer.

The Director of Finance noted that the £4.3m of lower than budgeted costs and additional income related to additional income of £0.3m in Sports Services, and expected £3m lower costs of energy and underspends of £1.0m in corporate

budgets.

In response to comments and questions from members, the following were stated:

- There was a significant overspend in relation to homelessness services. This had resulted from an increase in the number of families identifying as homelessness and from the deepening cost-of-living crisis. It was also forecast that temporary accommodation costs were likely to increase. Further detail on the amount of time people generally spent in temporary accommodation was to be provided.
- In response to a question around the work being undertaken to ensure that people were safe from domestic abuse and violence (as a result of the cost-of-living crisis) it was agreed that additional information would be provided.
- Relating to queries re the level of overspend in relation to Looked After Children placements, it was confirmed that this was a significant issue for the City Council and although placement costs had risen rapidly, there was a huge variance in individual placement cost depending on individual need.
- It was reported that items in relation to the DFE recovery plan, Childrens placement costs and SEND transport to be on the workplan for the relevant scrutiny.
- In relation to the DFE recovery plan, it was noted that many other local authorities had a level of deficit significantly higher than that of the City Council and officers agreed to provide a list of examples to members separately.
- It was agreed that further detail in relation to why a recent application for a free school was rejected by the Department for Education be provided to commission members.
- Following concerns raised in relation to recruiting agency staff to fulfil roles within Adult Social Care, the it was stated that the authority had launched a number of campaigns to try and attract staff but that it was financially advantageous for individuals to be employed via an agency rather than the City Council directly. It was acknowledged that many Councils struggled as a result of this and that there had been continued work to invest in our own staff.
- That confirmation of the number of employees that work within the Tourism, Culture and Inward Investment service be provided.
- Levels of school meal uptake had not recovered to the levels experienced pre-pandemic.
- It was acknowledged that landfill tax costs were relatively high, but that this was in part as a result of greater levels of waste disposals from home given the surge in the number of people regularly working from home.
- Further detail would be provided on the number of HRA properties that were presently vacant.

In response to a question from a youth representative regarding how the authority would respond should it be in a similar financial position to that

experienced by Birmingham City Council, the City Mayor stated that a range of factors led to Birmingham's plight and that the approach Leicester City Council has adopted in managing its finances has allowed the authority to be aware of and be able to respond to the increased financial pressures. He explained that the challenges ahead for the City Council were significant and that some difficult decisions would be required to be taken to ensure that the authority did not suffer similar consequences to Birmingham.

AGREED:

- 1) That the overall position presented within the report be noted
- 2) That as outlined above, further responses be provide in relation to the requests by commission members for additional information.
- 3) That the scrutiny commissions continue to examine the detail of the finances relating to those policy areas of particular significance, as outlined in the report and discussed during the consideration of this item.

29. CAPITAL BUDGET MONITORING APRIL - JUNE 2023/24

The Director of Finance submitted a report which showed the position of the capital programme at the end of June 2023 (Period 3). She reminded members that the programme provided an oversight in relation to progress on project spending, and once the budget for a project had been reset, it was marked as green on the monitoring report. She also explained that the City Council was continuing to experience delays in the construction market which were having an impact on the delivery of some projects.

In response to member questions and comments, the following were stated:

- In relation to a query regarding right-to-buy receipts, it was confirmed that overall cost was different when the authority built its own homes and that the same equation for calculating cost cannot be used in calculating costs in all circumstances.
- On a related matter, it was agreed that further detail in relation to the types of property that had been sold via right-to-buy during the last year would be provided to members.
- In response to concerns that there had been delays in spending related to the Jewry Wall project, the Director of Finance confirmed that the £776k figure listed in the report related to the first spending period of 2023/24. Further spending would be reflected in future reports to OSC and it was stated that spending was generally weighted towards the end of such projects.
- Further detail would be provided in relation to the number of houses that had been built to date at Ashton Green and the level of infrastructure works that had been carried out. The City Mayor also offered to set up a site visit for members to show how the scheme had recently been developing.

AGREED:

- (1) That the report and the recommendations outlined be noted
- (2) That further information be provided in relation to right-to-buy properties and progress in relation to Ashton Green; and
- (3) That consideration be given to convening a site-visit to Ashton Green as suggested by the City Mayor.

30. SCRUTINY ANNUAL REPORT 2022-23

The Director of Delivery, Communications and Political Governance submitted a report that presented the Annual Scrutiny Report 2022/23 from the Chair of the Overview Select Committee which detailed the activity performed by the City Council's scrutiny bodies during 2022/23.

In presenting the report, the Chair made the following points:

- Full Council was required to approve a Scrutiny Annual Report each year, and that OSC would consider the report in advance.
- The report was set out on a commission basis, drawing on particular highlights and areas of achievement and referring to scrutiny ambitions for the current year.
- The Chair stated that he was very pleased with the volume and quality of scrutiny that took place last year and was enthused by the work that had already taken place so far this year.
- Scrutiny had a fundamental role to play in the governance of running the city and he intended for it to continue to examine those issues that were of the most significant public interest, and of interest to members.
- Scrutiny would continue to utilise a range of methods to examine, and ultimately to try and improve public services.
- He noted that he was particularly pleased that OSC were beginning to undertake some focussed, in-depth scrutiny in relation to city council workforce representation.
- He thanked all political colleagues who had served as chairs throughout the period, and for all members who were currently and previously involved with scrutiny.
- He also thanked the City Mayor and his team, along with officers from across the City Council and within partner organisations that supported and equipped the scrutiny function.

Members generally endorsed the annual report. Particular thanks were paid to Anita Patel, a long-serving Scrutiny Support Officer who was to shortly retire from service at the City Council.

AGREED:

That the report be endorsed in advance of its submission to Full Council.

31. UPDATE ON INFORMAL SCRUTINY - EQUALITIES / WORKFORCE REPRESENTATION

The Director of Delivery, Communications and Political Governance provided a verbal update to reflect progress to date and the proposed next steps with the informal scrutiny work in relation to equalities and workforce representation.

She made the following points to members:

- A detailed discussion took place at the previous meeting which formed the basis of taking forward some in-depth work in relation to this area.
- The Equalities Manager had recently led a session that set out how the City Council adhered to the Public Sector Equality Duty. This served as helpful context for carrying out more detailed scrutiny.
- Two dates were being arranged for later in the calendar year to examine workforce data in detail, with an initial session setting out data in relation to the City Council's workforce and a second session focussing on issues regarding recruitment.
- She welcomed the involvement of scrutiny on this matter and any observations and recommendations that would be made in due course.

Members and the City Mayor both welcomed the direction this work was taking and was pleased that an exercise for both members and officers to examine data sets together was scheduled.

AGREED:

That the progress update be noted

32. OVERVIEW SELECT COMMITTEE WORK PROGRAMME

The Committee was asked to consider the current work programme and to make comments and/or amendments as it considered necessary.

In response to a suggestion, the Director of Finance confirmed that a report that outlined the environmental impact of construction projects could be brought to a future meeting.

AGREED:

That subject to the above addition, the current work programme be noted.

33. ANY OTHER URGENT BUSINESS

There being no other items of urgent business, the meeting closed at 7:15pm.

Date Petition referred to Divisional Director	Received From	Subject	Type - Cncr (C) Public (P)	No. of Sig	Ward	Date Receipt Reported to Council (C) / Committee (Cttee)	Lead Divisional Director	Current Position	Scrutiny Chair Involvement	Date of Final Response Letter Sent to Lead Petitioner	Current Status
17/03/2023	Linzi Nash	Road safety measures for Woodstock Primary Academy pupils	(p)	34	Abbey		Andrew L Smith	Petition sent to lead director. Proforma is with scrutiny chair awaiting signature.			GREEN
21/03/2023	Frederick John Ray	Save Hansom Taxis!	(p)	163	Castle		Andrew L Smith	Petition is currently being investigated by officers, whilst still in planning stage.			GREEN
03/05/2023	Shital Adatia	Say NO to a Smokehouse next to Shree Hindu Temple & Community Centre	(p)	339	North Evington		Andrew L Smith	The proforma has been completed and is awaiting sign off. It is expected the petition will be complete by the next OSC meeting.			GREEN
10/05/2023	Ben Glass	Knighton Area Experimental Traffic Order 2022 (TME 2980) Craighill Road Closure	(p)	79	Knighton		Andrew L Smith	The proforma has been completed and is awaiting sign off. It is expected the petition will be complete by the next OSC meeting.			GREEN
15/05/2023	Abdul Karim	Steps to be demolished to stop antisocial behaviour on Mercury Close.	(p)	15	Wycliffe		Caroline Tote	The proforma has been completed and further work needs to be completed before an outcome can be confirmed.			GREEN

Cost of Living Update

Overview Select Committee: 9th November 2023

Lead director/officer: Rob Howard

Useful information

- Ward(s) affected: All
- Report author: Rob Howard
- Author contact details: Rob.Howard@leicester.gov.uk
- Report version number: 1

1. Summary

As we head into autumn and winter 2023, the cost-of-living crisis continues to have serious impacts on the residents of Leicester.

The City Council has continued to deliver a range of programmes and interventions to address the rising cost of living.

There is still a requirement for coordinated activity across Divisions. It is also important to recognise that the interventions needed to address the cost-of-living crisis are varied; there is no single mitigating intervention that could address the multiple factors that contribute to whether a household can cope with insufficient income, high cost of essentials, and financial insecurity and debt.

The extent of the current crisis means that support continues to be needed on a greater scale than we have previously experienced, including for those who have not previously sought support before, and who may not have experience with our access channels, or be known to our services.

As such we need to target available support, reaching the maximum number of people with our available resources while working with our partners and stakeholders across different sectors.

The cost-of-living IMT brings together different divisions, sectors, partners and organisations to consider all possible impacts of the crisis, facilitate a structured and coordinated response, and provide opportunity for partners to provide regular updates and discussions around our local response.

This presentation outlines our data dashboard looking at the impact of the cost-of-living crisis, and the work of the IMT and associated cells.

2. Recommended actions/decision

That OSC to note the ongoing work in response to the cost-of-living crisis and to make any observations as it sees fit.

3. Scrutiny / stakeholder engagement

Similar updates have previously been presented to OSC and other scrutiny commissions.

4. Background and options with supporting evidence

This is covered in the set of slides that will be presented at the meeting

5. Detailed report

The detail of the update will be presented in the set of slides that will be presented at the meeting.

6.5 Other implications (You will need to have considered other implications in preparing this report. Please indicate which ones apply?)

N/A

7. Background information and other papers: N/A

8. Summary of appendices: N/A

9. Is this a private report (If so, please indicate the reasons and state why it is not in the public interest to be dealt with publicly)? No

10. Is this a “key decision”? If so, why? No

Cost of Living update

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Appendix C

Rob Howard, Director of Public Health

Current situation



As we head into autumn and winter 2023, the cost-of-living crisis continues to have serious impacts on the residents of Leicester.



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There is still a requirement for coordinated activity across Divisions.



The extent of the current crisis means that support continues to be needed on a greater scale than we have previously experienced, including for those who have not previously sought support before, and who may not have experience with our access channels, or be known to our services.



As such we need to target available support, reaching the maximum number of people with our available resources while working with our partners and stakeholders across different sectors.

What support is needed?

Insufficient income

Low-income households are more likely to struggle with the impact of inflation. This is because their income may not keep up with the rising cost of living.

Our support is focussed on immediate assistance for those in urgent need, alongside income maximisation and pathways into longer-term sustainability.



Financial resilience and debt

Financial resilience is the ability to cope with unexpected financial shocks, such as a sudden increase in prices. Many households in Leicester have low levels of financial resilience and are already struggling with debt.

Interventions include providing important financial advice and support to households, again looking at finding long-term solutions.



High essential outgoings

High essential outgoings, such as housing costs and utility bills, can leave households with little room to cope with rising prices. Those with dependent children or adults are most at-risk of higher-than-average costs.

Our support provides for those in most need and aims for longer-term sustainability through initiatives such as the fuel poverty programme and investment in line with our anti-poverty strategy.



It is important to recognise that the interventions needed to address the cost-of-living crisis are varied; there is no single mitigating intervention that could address the multiple factors that contribute to whether a household can cope with insufficient income, high cost of essentials, and financial insecurity and debt.

Established support programmes

20



- Our existing offer is extensive and varied across divisions
- We look at short-term support and long-term change
- There is a limit to what we can do

Caveats to the local response



There is no new money to tackle the crisis - the council does not have resources to provide large scale additional local financial payments to people. Our aim is to maximise effectiveness of existing interventions being delivered across the council to mitigate the impact of the crisis



Just about managing group: people who may not have needed to access any of this type of support previously.



How do we know who we don't know about? We don't know who is struggling if they're not on our radar. Having an open and accessible system



Further Government support is likely to be limited



We need to be as prepared as possible for winter 2023

IMT Membership

Finance

Planning, Development and Transportation

Delivery, Communications and Political Governance

De Montfort University

Leicester University

Housing

Public Health

22 SEND Early Help and Education

Adult Social Care and Commissioning/Safeguarding

Neighbourhoods and Environmental Services

Social Care and Education

Estates and Building Services

Tourism, Culture and Inward Investment

NHS

DWP

Emergency Food Cell

23



Monitoring the health of foodbanks



Supporting providers



Facilitating advice within foodbanks



Working with Leicester Food Partnership

Revenues and Welfare Advice Cell

24



Successful administration
of HSF



Focus on income
maximisation



Grants to foodbanks and
other providers



Two waves of Anti-
poverty grants



Monitoring advice
provision, and debt
position across the
authority

Adult Social Care and Education Cell

25

01

Monitoring
Social Care
Worker
Welfare

02

Supporting
SEND schools

03

Administering
Holiday Activity
and Food
Programme

04

Supporting the
most vulnerable
in the city

Voluntary Sector and Communities Cell

26



REGULAR COST OF
LIVING DROP IN
SESSIONS



TAKING SCHEMES
AND PROGRAMMES
INTO THE HEART OF
COMMUNITIES



LISTENING TO THE
ISSUES FACING
COMMUNITIES



BREAKING DOWN
BARRIERS AND
TACKLING INEQUITIES



BRINGING FIRST-
HAND ISSUES TO IMT

Public Health Cell

Advice provision

27 Working to embed mental health conversations into financial advice and support conversations

Infant Nutrition

Advice and support programmes within Warm Spaces

Fuel Poverty Programme

LCC Housing

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Continuing to support tenants with an emphasis on sustaining tenancies



Focus on engaging with tenants in difficulty



Linking tenants with the right advice and support

Partners

Not working alone

Universities

NHS

29 CITAL, CALS

Leicester Food Partnership

Community Organisations

Mental Health Board

Learning Disabilities Partnership Board

Warm welcome

- LCC offered warm welcome across Neighbourhood Services buildings over winter 2022/ 2023.
- Public Health supported warm welcome by funding refreshments and activities (Let's Get Resourceful and 'Taster' Sessions).
- 85% of people accessing these sessions and other COL support were 'Happy or very happy' with the support they received.

Warm spaces offer 2023/2024

- All Leicester libraries re-signed up to the scheme and the spaces are open from September offering around 800hrs of opening time
- A programme of activities will be launched in October 2023, to include Let's Get Creative, 'taster' sessions and advice and information sessions (NEA, debt advice, mental health)
- The Warm Welcome will be promoted to people most in need (food bank users, families accessing free school meals, unemployment hubs and people in contact with housing services)

Overview Select Committee

Customer Services

Date of Commission meeting: 9th November 2023

Deputy City for Housing & Neighbourhoods

Lead officer: Andrew Shilliam, Head of the City Mayor's
Office and Customer Support Transformation

Useful information

- Ward(s) affected: All Wards
- Report author: Andrew Shilliam, Head of the City Mayor's Office
- Author contact details: 0116 454 0131 / andrew.shilliam@leicester.gov.uk
- Report version number: V1



1. Summary

- 1.1. The Council continues to operate a multi-channel corporate customer services function, with people able to make contact face-to-face, by phone, by email/webform, and through an increasingly comprehensive digital offering.
- 1.2. The presentation that accompanies this report sets out some key national industry trends and provides more information to the Overview Select Committee about the corporate customer service arrangements we have in place.

2. Recommendation(s) to scrutiny

- 2.1. To note the information provided in this report and the accompanying presentation, and to make any recommendations regarding the customer services offer at the Council for consideration by the Deputy City Mayor for Housing and Communities.

3. Supporting Information

- 3.1 The appended presentation explains:
 - Current industry trends regarding customer services in the UK.
 - Our approach to handling customer contact and operating a corporate customer service offer.
 - The Council's digital contact offer.
 - The Council's telephony customer contact offer through the Customer Service Line.
 - The Council's face-to-face contact offer, enabled through the Customer Service Centre.
 - Customer Service Centre use.
 - Customer Service Line performance.
 - Service improvement and change activities taking place or planned.
- 3.2 It is expected that the Overview Select Committee will be interested elements of the corporate customer services function, and as such may want more information about some of the above. This presentation is intended to provide an initial, yet reasonably detailed outline of what we do now and what improvements are planned so that the committee can consider for themselves what further information or review might be required.

4. Background information and other papers:

N/A

5. Summary of appendices:

Appendix A – LCC Customer Services presentation slides

6. Is this a private report (If so, please indicate the reasons and state why it is not in the public interest to be dealt with publicly)?

N/A

LCC Customer Services

Customer Contact – National Industry Trends

- Average call durations have doubled
- Voice channel not diminished
- Omni-channel expectations
- Multichannel handling
- ☞ Complex and more varied telephony contact
 - Speed to answer
 - Single sign on and integrated applications – not straightforward
 - Recruitment & retention challenges
 - Handling contact - hybrid operation preferred
 - Growing emphasis on customer experience

Customer Contact – Key Trends

Good afternoon

I just wanted to drop a line to the management of Customer services re my experience today.

After many and I mean many attempts to get an update on the dropped Kerb at XXXXXXXX I finally managed to get through to a human voice and I have to say what a pleasure that was. XXXXXX introduced herself to me and it was a very positive conversation. She was like a breath of fresh air and so person centred in her approach. She was kind, professional, and respectful ensuring that the concern being raised was passed to the relevant body. She was the epitome of Customer Care in her compassion and determination to find the right person/department for the enquiry to be directed to and utilised her team leader for advice and support therefore giving the best outcome I could have hoped for.

In a world full of stress and pockets of self-centred approach it was lovely to speak with her and find someone who embraces the core values of care and support – I hope your management value your team as I value you as a person and partner in the provision of person-centred care and support to those who need it.

From the bottom of my heart, I thank you and hope that the rest of the day is as positive as our call. You were amazing XXXXXX.

Warmest Regards

XXXXX

Customer Contact – LCC Model

Typical routes in:

- Customer service line (telephony provision)
- Customer service centre (face to face provision)
- Email and webform queries (digital provision)
- Direct to service

Two-tiered approach

Online Portal Name	Link to Online Portal
My Account	Landing - Self (leicester.gov.uk)
Housing Online	Welcome to Housing Online (leicester.gov.uk)
Housing Application	Applying for housing and other housing options (leicester.gov.uk)
Open Portal (Revenue and Benefits)	My Revenues and Benefits (leicester.gov.uk)
Housing Benefit and Council Tax Support Application	Housing benefit (leicester.gov.uk)
Love Clean Streets	Love Leicester - Log In
School admissions	Citizen Portal - Sign in (leicester.gov.uk)
Libraries	Home - Leicester Arena
Sport services	Swim Leicester
Adult social care portal	Secure login - step 1 (leicester.gov.uk)
Residents parking permits	Permit Gateway - (leicester.gov.uk)
Register to vote	Register to vote - GOV.UK (www.gov.uk)
Payments	Make a payment (leicester.gov.uk)
Apply for a blue badge	Apply for a Blue Badge (leicester.gov.uk)
Apply for a senior citizen's bus pass	Apply for a senior citizens bus pass (leicester.gov.uk)
Do it online	Do it online (leicester.gov.uk)
Adult Social Care	https://mysupportneeds.leicester.gov.uk/web/portal/pages/home

Customer Contact – LCC Customer Service Line

Service Area	Opening Hours	Service Type/Activity
Corporate General Enquiries	10:30-15:30hrs	Point of contact where it isn't clear how to proceed, where to get information, or who to speak to, and includes anything covered by the dedicated lines
Environment line	08:00-18:00hrs	Pest control; Stray/Nuisance Dogs; Noise; Pollution; Private Sector Housing; Food Safety general enquiry; Street lighting; Highways; City Wardens; Street Cleansing; Trees; Parks
General Switchboard	08:00-18:00hrs	Redirection to named officer – automated or advisor; Named officer not known – advisor redirect
Housing Benefit line	09:30-15:30hrs	General enquiry – new & existing claims; Universal credit; Council tax support enquiry; Discretionary award enquiry; Payments; Change of details; Energy rebate enquiry
Housing Repairs line	08:00-18:00hrs	Emergency Repairs; Non-Emergency Repairs; Communal Repairs; Housing Online query; Leaseholder repairs
Housing Options line	08:30-17:00hrs	Housing application – commence/update; Homelessness 1 st contact; Private sector housing query; Options Duty Desk referral
Housing Management line	10:30-17:00hrs	ASB; Domestic Violence; Harassment; Property Alterations; Gardening/Landscaping; Moving Home; Rent Account Query; Changes of Tenancies etc.

Customer Contact – LCC Customer Service Line

Service Area	Opening Hours	Service Type/Activity
Local Taxation line	08:30-17:00hrs	General account and bill queries; Change of details; Council tax adjustments and exemptions; Debt related queries
Waste Management line	09:30-15:30hrs	Bulky collections; Assisted collections; New bin requests; Garden waste requests; Missed collections
Social Care Switchboard	08:30-17:00hrs	Crisis calls; Non-crisis calls; CSC enquiry
School Admissions line	09:30-15:00hrs	School appeals – 1 st contact; Catchment enquiry; New school application; In-year transfers; General school enquiry
Registrars line	08:00-18:00hrs	Births, deaths, marriages registration enquiries; Replacement certificates; Citizenship ceremony enquiries
Electoral Registration	08:00-18:00hrs	General enquiries; Voter registration; Change of address
Support Grants	09:30-16:00hrs	Community support grant; Household support fund
Parking & Transport line	10:30-15:30hrs	General enquiry; PCN enquiry & payments; PCN challenge; Permits; Bus Pass enquiries & applications; Blue Badge enquiries & applications; Bus Lane enforcement enquiries & applications

Customer Contact – LCC Customer Service Centre

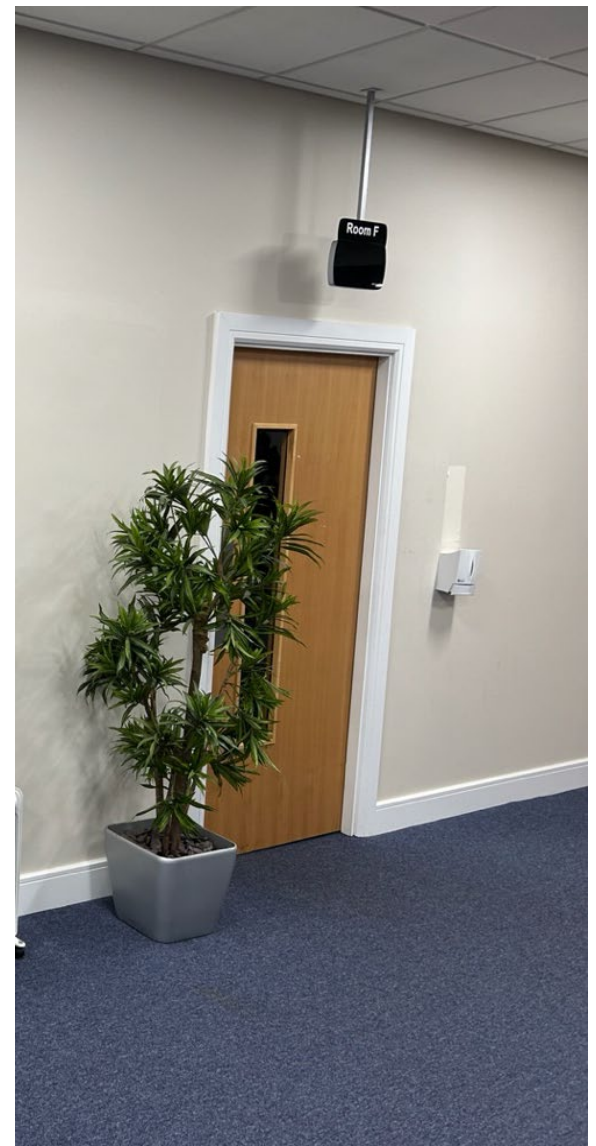
York House

- Tuesdays and Thursdays, 9.30am to 4.30pm
- Ground and first floor space
- 4- Corporate Customer Service triage and support activities
- Service specific and led activities, incl. Housing Options, Licensing, Private Rented Sector housing advice, and Business Support Payments etc.

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Customer Contact – LCC Customer Service Centre

Ground floor Corporate CS activity consists of:

- Walk in attendance for general advice
- Walk in attendance for additional support
- Appointment based services
- Scan station use
- Self-service facilities

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First floor activity consists of:

- Desks space for Citizens Advice face to face appointments
- Interview rooms for interviews under formal caution
- Crisis room – customers fleeing DV and present as walk in's
- Other meeting room and office space

Customer Contact – Performance Snapshot

- Review – April to June
- 49 • 1600+ visitors
- Ave. 60 per day

2023 April - June	
	Vol.
Scan Stations	583
Telephones	295
Self-Service PC	211
Advice	191
Payment Kiosk	122
Forms	109
Support	74
Appointments	17
Total Vistors	1602

Customer Contact – Performance Snapshot

2023 YTD	Total Calls	% Change	
Total CSL Calls	254875	12.5	↓
Housing Repairs	44456	33.3	↓
LT Tier 1 Calls	42474	3.2	↓
General Switchboard	28611	7.8	↓
Housing Management	22052	7.0	↓
Housing Options	20980	7.7	↓
HB Tier 1 Calls	17739	13.1	↓
Social Care Switchboard	14843	2.5	↓
Waste Management Service Line	11131	15.1	↓
Payments and Rent Enquiries	10387	10.2	↓
School Admissions	9716	0.1	↓
Parking Bus Passes and Blue Badge	9109	7.0	↑
Electoral Registration	6370	94.7	↑
Environment Service Line	6058	8.6	↓
Community Support Grants	5800	39.2	↓
General Enquiries	5064	0.6	↓

- Volume down, wait and handle time up
- Housing Repairs – improvement effort
- Resource availability & capability key
- Unpick ‘reason’ for calling

Customer Contact – Performance Snapshot

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Total CSL Calls	2022	2023 YTD (end Aug)	
Presented CSL Lines	436950	254875	↓
Answered CSL Lines	339044	188256	↓
Average Time to Answer	0:06:57	0:09:25	↑
Average Handling Time	0:05:19	0:06:18	↑
Electoral Registration			
Presented Electoral Registration	4907	6370	↑
Answered Electoral Registration	4521	5894	↑
Average Time to Answer	0:01:34	0:01:24	↓
Average Handling Time	0:04:33	0:08:00	↑
Environment Service Line			
Presented	9938	6058	↓
Answered	7468	4594	↓
Average Time to Answer	0:07:58	0:10:21	↑
Average Handling Time	0:06:40	0:08:44	↑
General Enquiries			
Presented	7640	5064	↓
Answered	5340	3308	↓
Average Time to Answer	0:10:20	0:14:57	↑
Average Handling Time	0:05:18	0:06:13	↑
General Switchboard			
Presented	46527	28611	↓
Answered	28553	12969	↓
Average Time to Answer	0:06:15	0:12:06	↑
Average Handling Time	0:01:26	0:01:54	↑
HB Tier 1 Calls			
Presented	30614	17739	↓
Answered	24064	12882	↓
Average Time to Answer	0:12:39	0:18:02	↑
Average Handling Time	0:06:40	0:18:02	↑

Calls	2022	2023 YTD (end Aug)	
Housing Management			
Presented	35563	22052	↓
Answered	25718	15217	↓
Average Time to Answer	0:08:49	0:14:21	↑
Average Handling Time	0:05:54	0:07:04	↑
Housing Options			
Presented	34111	20980	↓
Answered	33053	20237	↓
Average Time to Answer	0:01:31	0:02:01	↑
Average Handling Time	0:05:03	0:06:40	↑
% Transferred to Duty Line	50%		
Housing Repairs			
Presented	100018	44456	↓
Answered	77276	36223	↓
Average Time to Answer	0:06:18	0:07:49	↑
Average Handling Time	0:05:31	0:07:30	↑
Housing Repairs			
Presented	99256	43407	↓
Answered	76738	35497	↓
Average Time to Answer	0:06:32	0:08:17	↑
Average Handling Time	0:05:34	0:07:22	↑
LT Tier 1 Calls			
Presented	65786	42474	↓
Answered	52073	31362	↓
Average Time to Answer	0:09:40	0:14:29	↑
Average Handling Time	0:05:47	0:07:08	↑
% Transferred to Tier 2 Lines	22%		

Customer Contact – Performance Snapshot

Calls	2022	2023 YTD (end Aug)	
Parking Bus Passes and Blue Badge			
Presented	12768	9109	↑
Answered	8588	5466	↓
Average Time to Answer	0:10:24	0:16:38	↑
Average Handling Time	0:05:20	0:06:30	↑
Payments and Rent Enquiries			
Presented	17344	10387	↓
Answered	12691	6825	↓
Average Time to Answer	0:08:33	0:15:40	↑
Average Handling Time	0:06:05	0:08:29	↑
Social Care Switchboard			
Presented	22840	14843	↓
Answered	21363	13752	↓
Average Time to Answer	0:01:45	0:02:19	↑
Average Handling Time	0:04:03	0:05:01	↑
Waste Management Service Line			
Presented	19672	11131	↓
Answered	14627	7933	↓
Average Time to Answer	0:07:34	0:11:50	↑
Average Handling Time	0:05:19	0:06:49	↑
School Admissions			
Presented	14594	9716	↓
Answered	10771	6593	↓
Average Time to Answer	0:09:58	0:12:19	↑
Average Handling Time	0:05:34	0:06:46	↑
Community Support Grants			
Presented	14315	5800	↓
Answered	12669	4936	↓
Average Time to Answer	0:02:03	0:02:32	↑
Average Handling Time	0:05:55	0:09:22	↑

Customer Contact – Service Transformation & Change

Areas of focus:

- Themes – Resources, Customer Experience, Workforce Development, Digital & Technology, Quality & Standards, Data & Insight
- Resources
 - CSL opening hours – review
 - Relocation of the Customer Service Line team
 - Face-to-face customer service provision – options
- Quality & Standards AND Customer Experience
 - Customer service standards
 - Call queues/routes and customer experience
- Data & Insight
 - Failure demand / duplicate contact
 - Targeted service improvement
- Digital & Technology
 - Microsoft Digital Contact Centre
- Workforce Development
 - CSM recruitment & review of management team roles

Executive Decision- Budget Savings

Decision to be taken by: City Mayor

Decision to be taken on: 9th November 2023

Lead director: Amy Oliver, Director of Finance

- Ward(s) affected: All
- Report author: Kirsty Cowell
- Author contact details: kirsty.cowell@leicester.gov.uk
- Report version number: 2

1. Summary

1.1 As members are aware, the funding outlook for 2024/25 and beyond is bleak. The Council's "managed reserves" (which provide a cushion to support budget reductions) are facing exhaustion.

1.2 The purpose of this report is to advise the OSC and Executive of decisions directors have taken to reduce revenue expenditure in advance of the 2024/25 budget, and thereby achieve savings as quickly as possible (Appendix A). This will reduce the requirement for managed reserves.

1.3 The report follows a now established process whereby directors have identified savings and approval to reduce the budget has been sought through periodic budget monitoring reports. Given the scale of the current challenge it is felt more appropriate to present the current tranche in a separate report. The monitoring report for period 6 of 2023/24 will be presented to OSC members on 14 December 2023: potentially, this will include further savings.

1.4 In the 2023/24 budget report, it was noted the Council will need to continue to find savings in future budgets, to manage the impact of government funding settlements which are expected to be inadequate.

1.5 Total savings presented in this report amount to £5m by 2025/26.

2. Recommended actions/decision

2.1 The Executive is recommended to:

- Note the savings described in Appendix A, which result from decisions taken by directors to reduce cost.
- Approve the consequent reductions in the budget described in Appendix A, and delegate authority to the Director of Finance to determine the specific budget ceilings affected.
- Transfer the saving achieved in 2023/24 to the managed reserve, in order to reduce the amount we need this year.

2.2 The OSC is recommended to:

- Comment on the proposals in this report.

3. Financial Background

3.1 Members will be aware from the General Fund Budget report for 2023/24 that the medium-term financial outlook is the most severe we have known, in all our years as a unitary authority. This is a common position across the local authority sector. The City Mayor has written to the Secretary of State to express his grave concern at the position we face. We are facing restricted Government funding at a time of increasing costs, which will inevitably lead to painful spending cuts. The situation has been compounded by recent budget pressures, particularly in respect of children's social care and accommodating homeless people. These pressures were described in the period 3 budget monitoring report. The period 6 budget monitoring report will provide a further update in December to OSC.

3.2 The medium-term forecasts that accompanied the budget in February showed that expenditure was expected to exceed our income in both 2023/24 and 2024/25 and be supported by reserves. The 2023/24 budget is supported by £34.1m of reserves; the draft budget for 2024/25 will be published in December and will again show a substantial requirement for reserves. This position is unsustainable and will leave us facing the next round of austerity in 2025/26 with very little (if anything) in the bank.

3.3 Since approving the budget for 2023/24, savings of £5.3m have been achieved and reflected in previous decisions. The savings in this report will (if approved) mean that a further £5.0m (full year effect) have been delivered and will support the next budget.

4. Background Reports

4.1 The General Fund budget set for the financial year 2023/24 was £382.7m, before the use of managed reserves of £34.1m, bringing the general fund requirement down to £348.6m.

4.2 The Revenue Budget monitoring April to June 2023/24 highlighted the known budget pressures and identified savings decisions that had been taken, and the reduced call on the managed reserves.

5. Detailed report

5.1 A table of savings is included at appendix A, which for the 2025/26 budget will save £5.0m.

6. Financial, legal, equalities, climate emergency and other implications

6.1 Financial implications

This report is solely concerned with financial issues.

6.2 Legal implications

The report notes the savings decisions made by directors and seeks endorsement of the resultant budget reductions. Where needed by law, any due diligence needed to comply

with public law and statutory requirements should have been undertaken during the formulation of the relevant proposals.

Kamal Adatia Ext 37 1401

6.3 Equalities implications

Under the Equality Act 2010, public authorities have a Public Sector Equality Duty (PSED) which means that, in carrying out their functions, they have a statutory duty to pay due regard to the need to eliminate unlawful discrimination, harassment and victimisation and any other conduct prohibited by the Act, to advance equality of opportunity between people who share a protected characteristic and those who don't and to foster good relations between people who share a protected characteristic and those who don't.

Protected Characteristics under the Equality Act 2010 are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

The report describes the savings programme for the general fund budget. Where savings are made, there could be changes to how we provide services and thus an impact on people from a range of protected characteristics. It is important to understand what these impacts might be and give due regard to them so it will be important to ensure that an Equalities Impact Assessment (EIA) is considered for each service proposal/project as it develops. The EIA process can support the Council to take appropriate action such as removing or mitigating any negative impacts, where possible, and maximising any potential for positive impact.

Kalvaran Sandhu, Equalities Manager, Ext 6344

6.4 Climate Emergency implications

The climate emergency implications of the savings outlined in this report will depend significantly on the specific details of the changes planned. In general, however, for some of these areas there may be carbon savings as a result of a reduction in service delivery or increased efficiency. For example, this could include areas where there is an overall reduction in the use of travel/transport and fuel consumption, the use of buildings and energy consumption and the consumption of materials, but only where this would not lead to increased emissions from other services or organisations as a result of these changes.

Aidan Davis, Sustainability Officer, Ext 37 2284

6.5 Other implications (You will need to have considered other implications in preparing this report. Please indicate which ones apply?)

7. Background information and other papers:

Report to Council on the 22 February 2023 on the General Fund Revenue budget 2023/24.
Report to OSC on the 20 September 2023 on the Revenue Budget monitoring April to June 2023/24.

8. Summary of appendices:

Appendix A – Savings

9. Is this a private report (If so, please indicate the reasons and state why it is not in the public interest to be dealt with publicly)? No

10. Is this a “key decision”? If so, why? Yes – recurrent savings in excess of £0.5m

Savings Achieved

	2023/24 £000's	2024/25 £000's	2025/26 £000's
<u>City Development and Neighbourhood savings</u>			
Use of grant funding to offset expenditure	299	324	324
Restructuring of the provision of Waste Services	0	75	75
Efficiency savings in Fleet Services	56	183	239
Reduced expenditure on Parks & Open Spaces	30	339	339
Efficiency savings within Regulatory Services	0	113	113
Multi-Agency Hub	0	85	85
Premises savings	57	215	215
Efficiency savings resulting from staffing reviews/vacant posts	0	228	228
Efficiency savings resulting from review of printing	0	1	1
Review of gritters	0	33	33
Capitalisation of posts - Fleet management / Standards & Development	0	68	89
Additional income within Bereavement & EBS	0	127	194
Prudential Borrowing Costs - Fleet management	0	101	202
Efficiency savings in training budget	0	20	20
Waste Services - additional income	0	60	80
Public conveniences - remote locking	0	0	50
Corporate Landlord - facilities management efficiency	0	200	200
TCI operational budget	0	32	32
Recharge to HRA - overcrowding inspections	0	25	25
Use of technology to make efficiencies in Noise Control	0	30	30
Public Safety - efficiencies in processes	0	50	50
Efficiency savings from an organisational review of Graffiti service	0	0	30
Efficiency Savings from Street Cleansing	0	90	180
Total City Development & Neighbourhood savings	442	2,399	2,834
<u>Social Care and Education savings</u>			
Alternative funding arrangements for CAMHS support	0	155	155
Alternative funding arrangements for Domestic Abuse service	92	252	252
Enablement services - Organisational Review	100	400	400
Total Social Care and Education savings	192	807	807
<u>Public Health savings</u>			
Efficiencies and elimination of reoccurring underspend when the core substance misuse contract is retendered.	0	0	200
Total Public Health savings	0	0	200
<u>Corporate Resources & Support Services savings</u>			
Efficiency savings resulting from staffing reviews	49	1,149	1,149
Review of running costs for Risk, Emergency and Business Resilience	0	10	10
Total Corporate Resources & Support savings	49	1,159	1,159
Total Proposed Savings	683	4,365	5,000

Overview Select Committee
Work Programme 2023 – 2024

Meeting Date	Item	Recommendations / Actions	Progress
13 July 2023	<ol style="list-style-type: none"> 1. Revenue Outturn 2022/23 2. Capital Outturn 2022/23 3. Income Collection April 2022 – March 2023 4. Review of Treasury Management Activities 2022/23 5. Overview of OSC 	<ol style="list-style-type: none"> 1. A number of requests for further information/clarification were sought. 2. A number of requests for further information/clarification were sought. 3. That further information be circulated regarding parking enforcement staffing figures. 5 To conduct some additional informal scrutiny in relation to corporate equalities/workforce representation 	<ol style="list-style-type: none"> 1. A note that summarised responses was sent to members on 5 September. 2. A note that summarised responses was sent to members on 5 September. 3. This has been provided and was included in the information sent to members on 5 September 5 Initial informal work has commenced and an update will be provided to OSC on 20 September.

Meeting Date	Item	Recommendations / Actions	Progress
20 September 2023	<ol style="list-style-type: none"> 1. Revenue Monitoring Period 2. Capital Monitoring Period 3 3. Scrutiny Annual Report 2022/23 4. Informal Scrutiny update - Equalities/workforce monitoring 	<p>1a) That as outlined above, further responses be provide in relation to the requests by commission members for additional information.</p> <p>1b) That the scrutiny commissions continue to examine the detail of the finances relating to those policy areas of particular significance, as outlined in the report and discussed during the consideration of this item.</p> <p>2a) That further information be provided in relation to right-to-buy properties and progress in relation to Ashton Green; and</p> <p>2b) That consideration be given to convening a site-visit to Ashton Green as suggested by the City Mayor.</p>	<p>1a) A briefing note that summarised progress to all actions has been circulated separately to members.</p> <p>1b) This is being picked up as part of the work programming for relevant scrutiny commissions.</p> <p>2a) This has been covered as part of the briefing note referred to above in 1a.</p> <p>2b) Further detail to be confirmed.</p>
9 November 2023	<ol style="list-style-type: none"> 1. Update on work in response to Cost-of-Living Crisis 2. Customer Services Overview (or 14 December) 3. Budget Savings - update 4. Verbal update on informal work 		

Meeting Date	Item	Recommendations / Actions	Progress
14 December 2023	<ol style="list-style-type: none">1. Revenue Monitoring Period 62. Capital Monitoring Period 63. Income Collection Report – Half-Yearly4. Treasury Report – Half Yearly		
6 February 2024	<ol style="list-style-type: none">1. Budget2. Corporate Equality Strategy		
11 April 2024	<ol style="list-style-type: none">1. Revenue Monitoring Period 92. Capital Monitoring Period 9		

Forward Plan Items (suggested)

Topic	Detail	Proposed Date
Child Poverty Overview	Suggested as a potential future item at OSC on 13 July	TBC
Recruitment Challenges/Vacant Posts	Suggested as a potential future item at OSC on 13 July	TBC
Environmental Impact of Construction Projects	Requested as a future agenda item at OSC on 20 September	Nov/Dec 2023