



Leicester
City Council

MEETING OF THE CABINET

DATE: MONDAY, 30 NOVEMBER 2009
TIME: 1PM
**PLACE: TEA ROOM, TOWN HALL, TOWN HALL SQUARE,
LEICESTER**

Members of the Cabinet

Councillor Willmott (Chair)
Councillor Dempster (Vice-Chair)

Councillors Connelly, Dawood, Kitterick, Osman, Palmer, Patel, Russell,
and Westley

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

for Director of Democratic Services

MEMBERS OF THE PUBLIC:

**YOU ARE VERY WELCOME TO ATTEND TO OBSERVE THE PROCEEDINGS.
HOWEVER, PLEASE NOTE THAT YOU ARE NOT ABLE TO PARTICIPATE IN
THE MEETING.**

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INFORMATION FOR MEMBERS OF THE PUBLIC

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Dates of meetings are available at the Customer Service Centre, King Street, Town Hall Reception and on the Website.

There are certain occasions when the Council's meetings may need to discuss issues in private session. The reasons for dealing with matters in private session are set down in law.

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Meetings are held at the Town Hall. The Meeting rooms are all accessible to wheelchair users. Wheelchair access to the Town Hall is from Horsefair Street (Take the lift to the ground floor and go straight ahead to main reception).

BRAILLE/AUDIO TAPE/TRANSLATION

If there are any particular reports that you would like translating or providing on audio tape, the Democratic Support Officer can organise this for you (production times will depend upon equipment/facility availability).

INDUCTION LOOPS

There are induction loop facilities in meeting rooms. Please speak to the Democratic Support Officer at the meeting if you wish to use this facility or contact them as detailed below.

General Enquiries - if you have any queries about any of the above or the business to be discussed, please contact Heather Kent or Julie Harget, Democratic Support on (0116) 229 8816/8809 or email heather.kent@leicester.gov.uk or call in at the Town Hall.

Press Enquiries - please phone the Communications Unit on 252 6081

PUBLIC SESSION

AGENDA

1. APOLOGIES FOR ABSENCE

2. DECLARATIONS OF INTEREST

Members are asked to declare any interests they may have in the business to be discussed and/or indicate that Section 106 of the Local Government Finance Act 1992 applies to them.

3. LEADER'S ANNOUNCEMENTS

4. MINUTES OF PREVIOUS MEETING

The minutes of the meeting held on 9 November 2009 and 23 November 2009, have been circulated to Members and the Cabinet is asked to approve them as a correct record.

5. MATTERS REFERRED FROM COMMITTEES

6. PROPOSAL FOR IMPROVEMENTS TO KITCHENS AND DINING FACILITIES IN SEVERAL PRIMARY AND SECONDARY SCHOOLS [Appendix A](#)

Councillor Dempster submits a report which requests approval for the addition of kitchen and dining refurbishment projects to the Capital Programme. Cabinet is asked to approve the recommendations set out in Paragraph 3 of the report.

A minute extract from the meeting of the Children and Young People's Scrutiny Committee held on 26 November 2009 will be circulated as soon as it is available.

7. TRANSFORMING THE LEARNING ENVIRONMENT (TLE) PROGRAMME STRUCTURE AND BUDGET [Appendix B](#)

Councillor Dempster submits a report that proposes changes to the existing Children and Young People's Services (CYPS) Property Services Team and Building Schools for the Future (BSF) Team to deliver the Council's capital programme for children and young people. Cabinet is asked to approve the recommendations set out in Paragraph 3 of the Report.

A minute extract from the meeting of the Children and Young People's Scrutiny Committee held on 26 November 2009 will be circulated as soon as it is available.

8. LEICESTER INTEGRATED YOUTH SUPPORT STRATEGY **Appendix C**

Councillor Dempster submits a report that sets out proposals for an Integrated Youth Support strategy (IYSS) for Leicester. Cabinet is asked to approve the recommendations set out in Paragraph 3 of the report.

A minute extract from the meeting of the Children and Young People's Scrutiny Committee held on 26 November 2009 will be circulated as soon as it is available.

9. CITY WARDEN SERVICE **Appendix D**

Councillor Russell submits a report that provides an update on the work of the City Warden Service during its first year of operation and outlines proposals for the city-wide roll-out of the service. Cabinet is recommended to note the progress of the first year of operation and to endorse the proposals for the city-wide roll- out of the service.

A minute extract from the meeting of the Performance and Value for Money Select Committee held on 26 November 2009 will be circulated as soon as it is available.

10. SERVICE PLAN FOR FOOD LAW ENFORCEMENT 2009/2010 **Appendix E**

Councillor Russell submits a report that has been produced to meet the requirements of the Food Standards Agency's Framework Agreement and Service Planning Guidance. Cabinet is asked to note the Service Plan for Food Law Enforcement 2009/10 and refer this to Council for approval.

11. ECO MANAGEMENT AND AUDIT SCHEME (EMAS) ANNUAL REPORT: REVIEW OF AUDIT FINDINGS, PROGRESS TOWARDS TARGETS AND PROPOSED ACTION **Appendix F**

Councillor Russell submits a report that provides Cabinet with information on the Council's annual environmental progress through the Eco-Management and Audit Scheme (EMAS). Cabinet is asked to approve the recommendations set out in Paragraph 3 of the report.

Copies of Appendices 2 and 3 to the report are available on the Council's website at www.cabinet.leicester.gov.uk

12. CORPORATE RISK MANAGEMENT STRATEGY 2009- 2010 **Appendix G**

Councillor Willmott submits a report that seeks the agreement and support of Cabinet for the revised Risk Management Strategy and Risk Management

Policy Statement as contained in the report. Cabinet is asked to approve the recommendations set out in Paragraph 5 of the report.

13. COMPULSORY PURCHASE OF EMPTY HOMES **Appendix H**

Councillor Westley submits a report that proposes that compulsory purchase orders are made on ten long-standing empty homes. Cabinet is asked to approve the recommendations set out in Paragraph 3 of the report.

Please note that the supporting information to the report contains exempt information and is attached for Members at Appendix B3 at the back of the agenda. These papers are marked 'NOT FOR PUBLICATION'. The information in these papers will be exempt as defined in paragraphs 1, 2 and 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended and it is considered that the public interest in maintaining the exemption outweighs the public interest in disclosing the information. The information therefore must not be disclosed or discussed at the meeting. Should Members wish to refer to any of these details it is recommended that the meeting move to exclude the Press and Public during its consideration.

14. ANY OTHER URGENT BUSINESS

15. PRIVATE SESSION

AGENDA

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MEMBERS OF THE PUBLIC TO NOTE

Cabinet deals with most business in public but is legally entitled to consider certain items in private. Members of the public and the press will be asked to leave the meeting when such items are discussed.

Cabinet is recommended to consider whether or not to deal with the following report in private on the grounds that it contains 'exempt' information as defined in the Local Government (Access to Information) Act 1985, as amended, and consequently that the Cabinet makes the following resolution:-

- i. "that the press and public be excluded during consideration of the following reports in accordance with the provisions of Section 100A(4) of the Local Government Act 1972, as amended, because they involve the likely disclosure of 'exempt' information, as defined in the Paragraphs detailed below of Part 1 of Schedule 12A of the Act; **AND**
- ii. taking all the circumstances into account, it is considered that the public interest in maintaining the information as exempt outweighs the public interest in disclosing the information.

62- 64 NEW WALK

Paragraph 3

Information relating to the financial or business affairs of any particular person (including the Authority holding that information)".

RE-HOUSING FOR PEOPLE WITH LEARNING DISABILITIES - NHS CAMPUS RE-PROVISION PROGRAMME (HEALTH HOMES)

Paragraph 3

Information relating to the financial or business affairs of any particular person (including the Authority holding that information)".

16. 62-64 NEW WALK

Appendix B1

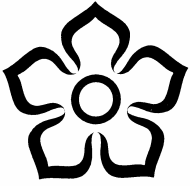
Councillor Wilmott submits a report.

17. RE-HOUSING FOR PEOPLE WITH LEARNING DISABILITIES - NHS CAMPUS RE-PROVISION PROGRAMME (HEALTH HOMES)

Appendix B2

Councillor Palmer submits a report.

18. ANY OTHER URGENT BUSINESS



Leicester
City Council

WARDS AFFECTED
All Wards

FORWARD TIMETABLE OF CONSULTATION AND MEETINGS:

CYP Scrutiny meeting
Cabinet

Wednesday 25 November 2009
Monday 30 November 2009

Proposal for improvements to kitchens and dining facilities in several Primary and Secondary Schools

Report of the Strategic Director, Children

1. Purpose of Report

The purpose of this report is to:

- 1.1 Request approval for the addition of kitchen and dining refurbishment projects to the Capital Programme.
- 1.2 Demonstrate the strong links between this part of the Council's Children's Capital programme (school kitchen and dining improvement grant and the key priority to narrow the well-being gap by providing healthy meals for children prepared on school sites, wherever possible.
- 1.3 Evidence how, the chosen procurement route and integrated project plans will ensure the maximum possible value for money.

2. Summary

- 2.1 The Children and Young Peoples Services (CYPS) Capital Programme 2009-10 to 2011-12 Report (March 2009) included funding of £1.160m for kitchen and dining improvements. In June 2009 the Council secured a further £3.267m of capital funding from the DCSF to improve the kitchen and dining facilities within several schools. The main purpose of the DCSF funding is to increase the uptake of hot healthy meals and to improve the dining environment in schools. This report set outs the proposals for the allocation of this funding which are in line with the Investing in our Children Priority of narrowing the well-being gap.

3. Recommendations

- 3.1 Cabinet is recommended to:

- a. Authorise the proposed capital kitchen improvement works and approve the addition of schemes relating to Block C of the Council's Capital Programme, detailed within paragraph 4.9 and Table 3;
- b. Approve the release of the £0.5m of funding within "Block C" of the CYPS capital programme approved by Cabinet and Council in March 2009;
- c. Approve the addition of the additional associated funding to the Capital Programme - being £2.58m of DCSF grant; £1.125m of BSF match funding; and £0.205m to be contributed by schools from their Devolved Formula Capital allocations; and
- d. Note that a further report will be brought concerning the scheme(s) to be funded from the remaining DCSF grant of £0.688m.

4. Report

- 4.1. The DCSF announced in October 2008 capital grants of £100m nationally for investment in kitchens and dining facilities within Schools. The criteria and conditions of the funding are listed below:
 - a) Increasing the up take of free school meals
 - b) Increasing the overall uptake of school meals
 - c) Improving the quality of food on offer
 - d) Increasing the seating capacity of dining areas
 - e) Improving the dining environment and providing social spaces inside and outside
 - f) Decreasing queuing time
 - g) Innovative approaches for the eating experience
 - h) The Council must provide 50% match funding
 - i) The funding must be expended by August 2011.
- 4.2 The main criteria of the funding is to increase the uptake of school meals, which can be best achieved through improvements to existing facilities rather than building a limited number of brand new kitchen facilities. The funding criteria relating to 50% match funding and time line for expenditure limits the number and scope of projects that can be completed. The focus of the feasibility was to identify schools with existing servery kitchens, which could be converted into full service kitchens and the refurbishment and extension of existing full service kitchens. The match funding of 50% and the time line for completion also meant that schools within the Building Schools for the Future programme and Primary Capital Programme (PCP) were considered in the feasibility process.
- 4.3 Increased uptake of hot meals, in particular free school meals is the main priority of the DCSF funding. For many children a free school meal is their only opportunity for a hot balanced meal in the day. Studies show that a nice environment with the time to eat and enjoy a hot meal is beneficial to pupils overall health and well being and also improves pupils attainment in afternoon lessons. Hot meals provide a wide variety of ingredients and the opportunity to try new food, whereas the quality and variety within pack-ups may be poor. The six projects show a 2,227 potential increase in the uptake of school meals. (see appendix A)

- 4.4 Appendix A to the report lists the schools considered and states the reasons why the schools were either put forward to the DCSF as a potential project or discounted at that stage. At the end of December 2008 the Council submitted a bid for £6.473m, which consisted of proposals for 12 potential projects, 2 secondary schools and 10 Primary Schools.
- 4.5 The Government received over £200m of bids from local authorities and in the end of May 2009 allocated £3.267m to Leicester City Council, which is half of the amount of the original bid. The decision of which projects in the original bid that should not be carried out was delegated by the DCSF to the Council.
- 4.6 In June 2009 the Council submitted the revised plans to the DCSF (subject to final approval by Cabinet), the details of which can also be found in Appendix A. The revised plan consisted of proposals for 7 projects - 2 secondary schools and 5 primary schools. Of the five primary school projects that were included in the revised plan, one is being processed through the PCP, three are being proposed as part of this report and the fifth is discussed in the next paragraph.
- 4.7 Although the revised plan submitted to the DCSF for primary schools included Alderman Richard Hallam Primary School, a possible alternative project is Overdale Infant and Junior Schools. The latter is ranked fourth under the prioritisation matrix detailed in Appendix B, ahead of Alderman Richard Hallam, however it requires more funding than is available. It is suggested that neither school should proceed at present, until the actual costs of the other schools are known and the funding remaining for the fifth primary school can be more accurately quantified. A further report will be brought to Cabinet at that time.
- 4.8 Appendix B of the report details the matrix that has been used to prioritise the schools, which considers the condition of the existing kitchens, deprivation, number of potential free school meals, number of overall potential to take up a school meal and value for money. The table 1 below summarises the results of the prioritisation matrix.

Table 1 – The results of the prioritisation matrix

Name of Primary School	Ranking	Potential increase in the uptake of free school meals
Woodstock Primary School	First	611
Northfields House Primary School	Second	371
Merrydale Infant and Junior Schools	Third	332
Overdale Infant and Junior Schools	Fourth	241
Alderman Richard Hallam Primary School	Fifth	152

- 4.9 The funding available for this current kitchen programme totals £5.759m and consists of a carry forward of surplus capital funds from a previous round of kitchen works, Building

Schools for the Future funds, Primary Capital Programme funds and schools' Devolved Formula Capital. This is set out in Table 2 below.

Table 2 - Funding Available for Improvements to School Kitchen and Dining Facilities

Source	Amount
DCSF Grant	£3.268m
BSF match funding	£1.125m
Allocation in Capital Programme for kitchens (£0.5m in Block A and £0.5m in Block C)	£1.000m
Unallocated funding from previous kitchen programme	£0.160m
School Contributions from Devolved Formula Capital	£0.205m
Total Funding Available	£5.759m

Table 3 below shows the projects proposed to make up this current improvement programme, in accordance with the plans and prioritisation criteria referred to above. It includes the projects approved previously under Block A of the CYPS Capital Programme Report (March 2009) and sets out the projects proposed to be added to the Capital Programme under this Cabinet paper (Block C). It should be noted that estimated costs for each project are based upon a desktop study rather than full feasibility studies on site. It will be noted that firm proposals are made for £5.071m of the available funding, and that proposals for the balance of £0.688m will be brought forward at a later date as described in para. 4.6 above.

Table 3 – Proposed Kitchen and Dining Facilities Improvement Programme

School	Brief description of work	Approximate cost of works	Block A (approved) or Block C (proposed)
Rushey Mead School (BSF)	New kitchen and extend dining area	£1.093m	Block A
Crown Hills Community College (BSF)	New kitchen and extend dining area	£1.156m	Block A
Marriott Primary (Primary Capital Programme)	New fully functional kitchen off hall	£0.150m	Block A
Northfields House Primary	New fully functional kitchen off hall	£1.073m	Block C
Woodstock Primary	Refurbish and extend current provision, inc. food tech room	£0.943m	Block C
Merrydale Inf & Jun	Refurbish and extend current provision, inc. food tech room	£0.656m	Block C
Total Funds to be Allocated at this Stage		£5.071m	

Funds to be Allocated Later	Proposed as either Alderman Richard Hallam or Overdale Infant and Junior	£0.688m	
Total Funds to be Allocated Overall		£5.759m	

4.10 The designs for the kitchens will be completed in partnership with City Catering and the individual schools. The projects will be procured through either framework contracts such as the East Midlands Property Alliance or through competitive tendering. Either route will ensure that the council secures value for money for the new facilities either by removing the necessity to spend on procurement processes or by maximizing the opportunities available to drive down contract costs due to the favourable economic climate. In some cases it may be possible to carry out the kitchen projects at the same time as another scheme (eg BSF or PCP [Primary Capital Programme] project to minimize disruption to the school and to reduce costs for the council by increasing efficiencies and economies of scale. These measures will also improve environmental sustainability outcomes eg by reducing number of journeys by materials delivery vehicles.

5. FINANCIAL, LEGAL AND OTHER IMPLICATIONS

5.1. Financial Implications

This report is concerned with financial implications throughout. It will be noted that the DCSF grant must be expended by August 2011. The DCSF funding relating to the secondary schools will need to be appropriately linked in with the timelines and accounting arrangements for the Building Schools for the Future programme. No significant on-going revenue implications are envisaged as a result of this capital expenditure, although the cost of increased take-up of free school meals would be chargeable to the Dedicated Schools Grant. - Colin Sharpe, Head of Finance and Efficiency, CYPS, ext. 29 7750.

5.2 Legal Implications

This report has no legal implications from an "Education" perspective. - Kamal Adatia, Team Leader Community Legal Services x29 7044

Legal Services should be consulted about the use of framework contracts and contract terms. - Joanna Bunting, Head of Commercial & Property Law x29 6450

6. Other Implications

OTHER IMPLICATIONS	YES/NO	Paragraph Within Supporting information	References
Equal Opportunities	Yes	Entire report	
Policy	Yes	Entire report	
Sustainable and Environmental	Yes	Entire report	
Crime and Disorder	No		

Human Rights Act	No	
Elderly/People on Low Income	No	

7. Risk Assessment Matrix

Risk	Likelihood L/M/H	Severity Impact L/M/H	Control Actions (if necessary/appropriate)
Market prices too high / supply chain has insufficient capacity	L	M	Procure work through framework contracts with strategic Partnerships. Ensure more than one supply chain.
Delivery of projects on time and within budget	M	M	Ensure proper project management arrangements in place, procure through strategic partnering arrangements
Disruption to schools and temporary downturn in achievement during construction	M	H	Careful pre-planning and liaison with schools. Early involvement of contractors. LA officers to support school leadership during building works.
New kitchen and dining facilities do not improve the meal take up	M	M	Involve stakeholders in building design
Design not suitable to users	L	M	Close engagement with governors, parents,, Teachers, catering staff and pupils during design development.
Local authority has insufficient capacity to deliver	M	H	Adopt appropriate structure and ensure Sufficient financial and human resources.

8. Background Papers – Local Government Act 1972

Not applicable

9. Consultations

City Catering and schools.

10. Report Authors

Jim Bowditch, Interim 0-11 Programme Manager, CYPS Ext 39 1640

Vicki Chapman, Development Officer, Learning Environment, CYPS, Ext 39 1648

Helen Ryan, Service Director, Learning Environment, CYPS, Ext 29 8791

Key Decision	Yes
Reason	Is significant in terms of its effect on communities living or working in an area comprising more than one ward
Appeared in Forward Plan	Yes
Executive or Council Decision	Executive (Cabinet)

Appendix A – Schools which were considered for kitchen works

School	Works required	Socio-economic	PCP ranking	Potential increase in meals	DCSF original Submission Dec 08?	DCSF Revised submission June 09
					No, why? Yes, value £	No, why? Yes, value £
Alderman Richard Hallam Primary	Refurbishment of kitchen and dining due to poor condition	1	71	152	Yes submitted in bid, value £0.607	Yes, £0.607m
Crown Hills	Potential new build school	N/A - BSF	N/A - BSF	358	Yes submitted in bid, value £2.311m	Yes, value £1.156m
Eyres Monsell Primary	In need of refurbishment	3	3	92	Yes submitted in bid, value £0.380m	No, going ahead, through PCP
Forest Lodge Primary	Flat roof & damp	4	5	114	No, a later PCP project, proposed new build	N/A
Humberstone Inf & Jun	Horsa hut, poor condition	2	Inf = 67 Jun = 19	190	Yes submitted in bid, value £1.793m	No, going ahead, funded by current project in the capital programme
Marriott Primary	Currently dining/kitchen mobile accommodation	4	1	77	Yes submitted in bid, value £0.798m	Yes, value £0.150m
Mayflower Primary	In need of refurbishment, poor condition	1	81	206	No, low ranking in PCP, so match funding is not available	N/A
Merrydale Inf & Jun	Horsa hut, poor condition, in need of refurbishment	4	Inf = 20 Jun = 10	332	Yes submitted in bid, value £0.656m	Yes, value £0.656M
Mowmacre Hill Primary	Extending to make if full service kitchen	3	5	78	No, later phase of PCP (scope not defined at this stage) & CLASP construction would make it difficult to extend	N/A
Northfield House Primary	Horsa hut, very poor condition Env' Health considered building not fit for purpose, and in need of replacement asap	3	20	371	Yes submitted in bid, value £1.073m	Yes, value £1.073m
Overdale Inf & Jun	Existing building in very poor condition, in need of refurbishment	1	Inf = 80 Jun = 51	240	Yes submitted in bid value £0.870m	No, due to insufficient funding

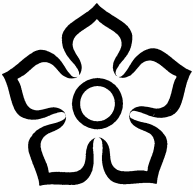
Parks Primary	In need of extension to form additional space	2	71	71	No, low ranking in PCP, so match funding is not available	N/A
Rowlatts Hill Primary	In need of refurbishment	4	10	89	Yes submitted in bid , value £0.826m	No, value engineered as part of PCP implementation
Rushey Mead School	Extend & refurb existing kitchen & dining facility	N/A - BSF	N/A - BSF	478	Yes submitted in bid , value £2.187m	Yes, value £1.093m
St Barnabas Primary	Create a full service kitchen, currently a servery	2	41	85	Yes submitted in bid , value £0.502m	No, part of a PCP scheme being developed
Thurnby Lodge Primary	In need of refurbishment, poor condition	1	38	30	No, low ranking in PCP, so no match funding available	N/A
Whitehall Primary	In need of refurbishment, poor condition	1	67	67	No, low ranking in PCP, so no match funding is available	N/A
Woodstock Primary	In need of refurbishment, poor condition	4	13	611	Yes submitted in bid , value £0.943m	Yes, value £0.943m
				Contingency	£0	£0.81m
					TOTAL £12.946m	TOTAL £5.759m

Appendix B – Prioritisation of selected schemes

School	Condition of Building Score:		Deprivation	Potential uptake of free school meals			Potential uptake of meals overall			Aproximate cost	Value for money compared to the potential increase overall for school meals
	A to D	1 to 4		1 to 4	Actual	Potential	Difference	Actual	Potential		
Alderman Richard	C	3	1	52	58	6	142	293.5	151.5	£606,825.00	£4,005.45
Feeder School - N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Merrydale	B	2	4	165	198	33	232	564	332	£655,877.00	£1,975.53
Feeder School - N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Northfield House	C	3	3	90	120	30	106	268	162	£1,073,349.00	£2,893.12
Feeder school - St Patricks	N/A	N/A	3	26	34	8	76	285	209	N/A	N/A
Overdale inf/Jun	B	2	1	22	32	10	171	316.5	145.5	£869,662.00	£3,616.06
Knighton Field Primary	N/A	N/A	2	58	66	8	86	181	95	N/A	N/A
Woodstock	C	3	4	96	129	33	127	288	161	£943,294.00	£1,542.84
Feeder School - M'macre	N/A	N/A	3	53	82	29	70	207	137	N/A	N/A
Feeder School - Wolsey	N/A	N/A	2	74	94	20	114	391	277	N/A	N/A
Feeder School - B.lodge	N/A	N/A	1	44	52	8	65	101.4	36.4	N/A	N/A

SUMMARY	Condition of Building Score:	Deprivation weighted x 2	Potential uptake of free school meals difference weighted x 2	Potential uptake of meals overall difference	Ranked value for money	Total	Results of Prioritisation Matrix
Northfield House	3	12	76	371	3	465	2nd
Woodstock	3	20	180	611.4	5	819.4	1st
Merrydale	2	8	66	332	4	412	3rd
Alderman Richard	3	2	12	151.5	1	169.5	5th
Overdale Inf & Jun	2	6	130	240.5	2	380.5	4th

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**WARDS AFFECTED
ALL**

Leicester
City Council

FORWARD TIMETABLE OF CONSULTATION AND MEETINGS:

**Children's Scrutiny
Cabinet**

**25th November 2009
30th November 2009**

Transforming the Learning Environment (TLE) programme structure and budget

Report of the Strategic Director, Children

1. Purpose of Report

- 1.1. To propose changes to the existing CYPS Property Services Team and Building Schools for the Future (BSF) Team to deliver the Council's capital programme for children and young people. Over the next five years the Council must deliver an educational transformation programme. This programme combines the Building Schools for the Future (Secondary transformation) Programme, the Primary Capital Programme (PCP) and all other capital funding projects that fall within the remit of the Investing in our Children Priority Board.
- 1.2. The report proposes re-structuring to establish a Transforming the Learning Environment Division within the Council thereby reflecting the One Leicester commitment to deliver a 0 – 19 integrated and inclusive education service by exploiting capital programmes estimated at £500m associated with early years, primary, secondary and youth projects including the My Place project as well as extended schools and integrated service hub developments.
- 1.3. The changes proposed will significantly reduce the Division's current reliance on consultants and agency staff and thereby help in the achievement of corporate efficiency targets. It is anticipated that the current economic climate will assist in the recruitment of high quality staff.

2. Summary

- 2.1. BSF, PCP and other capital programmes associated with Children and Young People's Services that make up the TLE programmes, represent an unprecedented £500 million funding opportunity over 14 years to help transform the learning environment across the city. Setting up a TLE Division as proposed here will enable the Council to effectively manage TLE programmes whilst maximising the strategic value to be gained from the large amounts of capital funding coming into the city.
- 2.2. The levels of revenue funding proposed to support this structure are necessary to ensure that this once in a lifetime opportunity is managed effectively and that the city reaps the maximum benefits from the funding that is available. These benefits include the opportunity to take a major step towards delivering the One Leicester priority to "invest in our children" by transforming the physical environment to improve education attainment and narrow the well-being gap. The strategy of bringing together planning for children and young people's services into an integrated 0-19 strategy will enable

added value to be gained from the programme as long as an adequate operational resource is put in place.

- 2.3. The current interim arrangements draw on significant levels of temporary consultant support to ensure that the Council is able to progress plans for future phases. The additional costs of these arrangements are unsustainable. In order to effectively develop the plan for Leicester, respond to very challenging deadlines and requirements set by the Department for Children Schools and Families (DCSF) and Partnerships for Schools (PFS) to deliver the programmes, and to provide the support that schools need, more robust arrangements are urgently required.
- 2.4. The timescale for delivery of the BSF capital programme is five years and the timescales for delivery of the PCP is 14 years. It is proposed to strengthen capacity (increasing posts) in the TLE Division over the next 5 years. That is the period during which time the city's programme to replace/refurbish secondary schools will be delivered and BSF funds spent. After five years the TLE Division will be reduced and a smaller team will remain in place to complete the delivery of the PCP, all other non BSF capital projects and the on-going contract management of the Private Finance Initiative estate, outsourced Facilities Management contracts and ICT facilities at BSF schools.
- 2.5. The DCSF through its agent PFS closely scrutinise the progress of all participating authorities in delivering capital projects. The latest assessment carried out by 4Ps earlier in the year gave the 'Delivery Confidence Assessment' an Amber rating. Increased interim TLE programme management capacity was identified as a critical success factor and assurances are now being sought that there will be sufficient capacity to deliver the TLE programme. The Audit Commission have also made comment on the Authority's response to BSF, concluding that the Council does not yet have sufficient 'in-house' resource to manage this complex and extensive programme of work. The proposed restructured and strengthened TLE Division will be an effective response to these assessments.

3. Recommendations

- 3.1 CYP Scrutiny is recommended to note the report and make any comments to Cabinet
- 3.2 Cabinet is recommended to;
 - a) Approve the proposed TLE Division structure as set out at Appendix A.
 - b) Approve the TLE Programme budgeted expenditure for 2009/10 and 2010/11 as set out at Appendix B.
 - c) Approve in principle the TLE Programme budgeted expenditure for 2011/12 to 2013/14 which will be subject to further Cabinet approval nearer the time (Appendix B).
 - d) Approve the application of the funding identified at Appendix B, subject to a review and further approval for 2011/12 onwards nearer the time.
 - e) Support the creation of a TLE earmarked reserve, to which the one-off funding would be credited and on which interest would be paid annually.
 - f) Approve the capitalisation and addition of £1,169,000 of BSF development costs to the 2009/10 capital programmes, funded by Dedicated Schools Grant.

4. **Context**

- 4.1 The restructured Division will bring together for the first time the pupil forecasting; admissions; school organisation and children and young people's service capital programme functions. This will result in a significant improvement in the ability of the Council to closely align the planning and delivery of school capital programmes with the analysis of the population projections (and the changes in those projections) for children and young people within the city.
- 4.2 The proposal provides an effective response to the recommendations of two external evaluations of the Council's capacity to deliver such a large capital programme. (The Audit Commission and 4Ps Gateway Review reports of October 2009 and February 2009 respectively.)
- 4.3 The proposal recommends the reallocation of existing resources to create the Division. The budget for the proposed changes is set out in the report.
- 4.4 Excluding the admissions service, there are around 36 posts in the division and only nine of these are filled by permanent staff. The 25 vacant posts have been covered by consultants and interim staff, and subject to successful recruitment it is expected that this would reduce to around 5-6 to handle workload peaks and specialist work. However, the implementation of the new structure will need to take into account the emerging requirements and direction of the Support Services review, in particular the Facilities Management/Property Services and Administration strands. It should be noted that if the general freeze on recruitment for support services leads to delays in recruiting to the posts identified in the proposed new structure, then the use of external consultants and internal interim arrangements would be prolonged.
- 4.5 It is recognised that the required staffing levels are likely to fall significantly in particular areas once the BSF programme is complete. Job Descriptions will be drafted in such a way as to maximise the potential redeployment opportunities within the Council at that time.
- 4.6 The Transforming the Learning Environment Division is not fit for purpose as it currently stands. The existing organisation, roles and numbers of staff within the Division are insufficient to deliver this extensive capital programme over the next five years. Delay in making the required adjustments to ensure that the Council has the capacity to deliver the programme will result in a risk to the whole scheme.
- 4.7 The ability of authorities to deliver their next stages of the Building Schools for the Future programme is currently being assessed. The Council must be judged to have the capacity to deliver in order to receive further capital funding. There is a national imperative to commit BSF capital funding without delay. This imperative has been brought more sharply into focus recently due to the global economic slow down and the Government's intention to fast track public spending on Capital Projects.
- 4.8 In the event that the Council is unable to attract capital funding for the BSF programme now an opportunity will be lost to significantly improve educational outcomes for Leicester children, young people and communities through development of state of the art learning and community facilities on school sites.
- 4.9 The Council has set out its ambition to raise aspiration and improve educational attainment. It is critical that every opportunity is taken to deliver this ambition. This is particularly the case as the Local Authority was issued with a notice to improve in June 2008. A further consequence of a halt or none delivery of the BSF programme is the potential of legal action from partners in the LEP.

4.10 The Cabinet is not being asked to identify any additional funding to support the new structure. All the funds required have been identified within existing Children's Services resources and contributions from schools.

5. Background

5.1 'One Leicester' sets out the council's ambitious plans for Transformation and Regeneration of the City. As a key component of this initiative, TLE seeks to transform and regenerate the city's learning environment for children and young people, their families and communities. The initiative is made possible by funding opportunities provided by the Department for Children, Schools and Families (DCSF) through their BSF programme and PCP. Together with anticipated post-16 capital funding projects these programmes present a funding envelope of approximately £500 million over a period of fourteen years.

5.2 The BSF funding programme is managed on behalf of the DCSF by Partnerships for Schools (PfS) who evaluate any final submissions for funding approval. The key control documents for securing this funding are the Strategy for Change documents, and the Outline Business Case. PCP is managed directly now by PfS. These control mechanisms are demanding and have to be adhered to for the funding to be released and it is imperative on the council to make sure that adequate resources are in place to enable the effective management of the programmes. PfS require evidence that this is the case before release of funds.

5.3 The controls put in place for BSF by both PfS and the DCSF are designed to ensure that all funding is targeted at capital building, additions, replacement or refurbishment only. Therefore, the council is required to find its own method of funding the establishment and management of the programmes if they are to have maximum impact. It should be noted that part of the funding package for BSF includes scheme development costs, and this funding is expected to be passed in full to the LEP in line with national practice and as applied at Phase 1. The position with the Primary Capital Programme is easier, as the funding is more traditional and usual accounting and charging arrangements apply.

5.4 The importance of all these capital initiatives has been recognised by the Council through the establishment of the Transforming the Learning Environment Partnership Board (TLEPB) and it is proposed to re-engineer the currently separate BSF Team, CYPS Property Services Team together with the Admissions and Appeals Team into one TLE Team in order to effectively manage the programme at an operational level and strategically plan the integration of the disparate funding streams. Currently the TLE team is configured in this way on an interim basis pending the completion of the organisational review. This team is governed by Investing in our Children Priority Board through the Divisional Director and is tasked with the effective management of BSF, PCP as well as all other capital funding programmes.

5.5 Development over time of the Investing in Children Priority Board will ensure strategic alignment of funding and focus delivery at the most critical areas of need. This action is consistent with the local policy shift to community-based infrastructure investment exemplified in Leicester by successful implementation and roll out of the ISH programme. Nationally the launch of The Children's Plan at the beginning of 2008 identified community-based infrastructure investment as a natural outcome of joining up services for children and families in localities and in this respect the TLE structural changes proposed put Leicester City Council significantly ahead of other councils across the country and form an important part of the Council's ambitions around new models of neighbourhood working.

- 5.6 The ultimate goal of the TLE Team is to ensure that funding resources are organised, co-ordinated and managed in such a way as to ensure that transformation of education services is maximised and all children's services are delivering a 'fit for purpose' offer to all stakeholders. It is also a key outcome of the work of the TLE Team that there will be alignment of funding from DCSF and all other sources. This alignment will bring together facilities and services commissioned by all partners including NHS Leicester, the Police Authority and private sector partners, ensuring best value for money and best outcomes for children, families and communities. Establishing a TLE Team along the lines proposed in this report is the best way of ensuring this goal and outcomes and this is recognised by the 4Ps Gateway Team in their recommendations; which can be found in their full report available to Cabinet Members

6. TLE Team Structure

- 6.1 The proposals offered for the TLE Team structure ensure that key resources are made available for the effective management of BSF and PCP and a significant number of additional projects which make up the existing Property and Planning capital programme. This enables the council to maximise the use of each resource across more than one programme and will also provide continuity of thinking, learning and strategic master-planning. Details of the proposed structure are set out at Appendix A.
- 6.2 The new structure includes posts and grades that are the same as posts and grades already within the established structure for the CYPs Property Team and a number of posts that are different. The new structure includes significantly more posts than the existing team. In particular the new structure includes increased capacity for project and programme management and strategic master-planning for community facilities on school sites – a key recommendation in the 4Ps Gateway Review:
- 6.3 There are also two posts proposed in the new structure to manage and drive the commercial elements of TLE business. These posts will ensure that procurement processes, negotiations with LEP partners and monitoring and performance-managing contract arrangements are robust and rigorous.
- 6.4 HR officers and Trades Unions are currently involved in a full Appendix R review. This organisational review is scheduled for completion in December 2009 with the aim of establishing a dedicated specialist team that will manage the projects and programmes of work that make up the TLE portfolio and ensure that;
- These projects and programmes are managed efficiently and effectively.
 - Value for money is ensured.
 - The projects and programmes are designed to deliver the priorities set out by the Council in 'One Leicester'.
 - The risk of losing the £500 million Capital due to 'claw back' by DCSF/PfS is minimised.
 - The current reliance on consultants and agency staff to manage these projects is much reduced.

7. Costs and Funding Proposals

7.1 Costs of the New Programme Structure

- i. The proposed staffing and external support arrangements to progress BSF, the PCP, other capital schemes and to support to the CYPS property portfolio generally are projected to cost an average of £2.9m per year over the five year period 2009/10 to 2013/14, a total of £14.4m.
- ii. The BSF programme is expected to be complete by December 2013. However, the potential costs of any slippage to March 2014 are included in the 2013/14 costs. If the programme were to slip beyond March 2014, the cost implications would need to be considered at that time.
- iii. Excluding any BSF slippage, the costs from 2014/15 onwards will be lower, as the TLE Division focuses on the PCP, on-going monitoring and management of the completed BSF schools and other on-going matters. The on-going structure has not been developed at this stage and therefore costs beyond 2014/15 cannot be estimated. The structure and costs will need to be reviewed in the light of circumstances nearer the time.
- iv. It should be noted that a number of key assumptions have been made, in addition to the expected programme timescales. The key additional assumption is that charges for BSF work by the Council's corporate Property Services have been included in full in 2009/10; however from 2010/11, integrated working is intended to be moving into place and therefore Property Services activities will be capitalised as part of the LEP's development costs. This is a key consideration in estimating future years' costs and a substantial reduction in the net cost to the Council from 2011/12 has been assumed in this report.
- v. It should also be noted that the costs and funding for the School Admissions team are excluded, as they are not directly affected by the proposals in this report and the existing costs and budget will be on-going.

The projected expenditure is shown in more detail at Appendix B.

7.2 Funding the Programme Structure

- i. Within Leicester, the starting point is that funding should be on the basis of a partnership between Children's Services, the wider Council and schools. Research amongst other councils with BSF programmes revealed a range of approaches to funding programme management and clientside costs, with varying degrees of relevance to the local circumstances in Leicester.
- ii. A package of funding is proposed which draws on current budgets and reserves and which should be sufficient to meet the programme costs over a five year period. This includes:
 - The annual revenue budget for BSF clientside, as approved by the Council at the start of the BSF programme in Leicester;
 - The annual revenue budget for the former Children's Services Property team;

- Annual funding from the Dedicated Schools Grant, which is supported by the Schools Forum and the Secondary Education Improvement Partnership;
 - Contributions from the former CYPS Departmental reserve and the Secondary Review Reserve;
 - Interest accrued on the BSF funding received by the Council in advance of the associated phases going ahead; and
 - Provision to support the Strategy for Change in the CYPS Capital Programme.
- iii. Cabinet has previously approved further Prudential Borrowing, which will be kept in reserve should there be any cost increases or reductions to the above funding streams.
- iv. Whilst the funding streams are believed to be secure, it should be noted that the contribution from the Dedicated Schools Grant is subject to annual approval by the Schools Forum, and could be affected by future changes to national arrangements for funding schools or the uses to which the grant may be applied.
- v. It should also be noted that the use of interest on BSF funds advanced by the Government could be subject to clawback in the event of BSF not progressing, and assuming that BSF does continue then the interest would not be available as a buffer against increased construction costs. These risks are mitigated to a certain extent by not bring the funds into account until 2011/12, by which time the future of BSF locally and nationally should be clearer.

The proposed funding is shown in more detail at Appendix C.

- vi. Further details on the costs and funding are available in a separate briefing for Members.

8. Financial Implications

This report sets out proposals for the new TLE programme structure and budget. The costs and funding are summarised in the report, set out at Appendices B and C. Funding sufficient to cover the projected costs has been identified, however the report refers to a number of key risks and assumptions and the situation will need to be monitored and updated on an on-going basis.

Colin Sharpe, Head of Finance and Efficiency, CYPS, ext. 29 7750.

9. Legal Implications

- 9.1 This report is about the budget and programme structure for the TLE programme which will include the BSF programme
- 9.2 The Council has entered into a Strategic Partnering Agreement with Leicester Miller Education Company Limited (the LEP) which governs the implementation of the BSF projects and grants exclusivity for the resulting constructions and hard FM contracts (with some exceptions)

- 9.3 Under this agreement the Strategic Partnering Board (SPB) for BSF has been established.
- 9.4 Whilst there is some flexibility about the projects that can use the SPB/LEP as a procurement route this flexibility is around projects relating to secondary schools. Therefore not all projects can be procured in this way.
- 9.5 The Strategic Partnering Agreement also requires the LEP to provide Partnering Services to the Council. The general objective of these services is to contribute to the development of the strategic business case for, and the implementation of, the BSF school projects so that those projects can deliver the local education vision and the BSF vision nationally.
- 9.6 Thought needs to be given as to how this is reflected in the alignment of programme structure. The purpose of “partnering” is not just to deliver new educational facilities but to deliver educational achievement and regeneration. At the moment this is not directly reflected in the workstreams and there is a risk that the project development within the Council will not reflect the interface with the LEP.
- 9.7 I have been asked to comment on two potential sources of funding, prudential borrowing and schools funds.
- 9.8 The Council has power to use “prudential borrowing”. At the moment there is no upper limit on this as long as the prudential rules are met but the legislation does contain provision for the Government to act in future to limit prudential borrowing.
- 9.9 Some schools have accumulated reserves. It would be possible (within the rules on financing for schools and what that money can be used for) to reach agreements with schools on the use of this money (and indeed any “buy back” arrangements for revenue funding) The current position is that BSF schools will pay a contribution back from their delegated funding to the Council in respect of the BSF Unitary Charge (PFI) or Monthly Payment (non PFI) once the new or refurbished/remodelled schools are handed over from the contractor. There could be an additional contribution towards the BSF “affordability gap”, which will be calculated periodically.
- 9.10 Joanna Bunting (Head of Commercial & Property Law) Tel. 252 (29) 6450

10. Background Papers

- 10.1 Supporting Documentation available in Cabinet member’s rooms:
- 4Ps Gateway Review (referenced in section 4.2 of this report)

11. Risk Assessment Matrix

Risk	Likelihood L/M/H	Severity Impact	Control Actions (if necessary/appropriate)
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		L/M/H	
PfS withdraw their support for the Leicester BSF programme and Secondary schools remain in a poor state of repair with opportunity reduced for transformation of Learning. Consequent loss of new job opportunities and economic activity across the city.	M	H	<ul style="list-style-type: none"> • Sufficient capacity is planned within the “client side” structure • Budgets reflect the new more focussed work of TLE • Funding has all been identified

12. Other Implications

OTHER IMPLICATIONS	YES/NO	Paragraph References Within Supporting information
Equal Opportunities	No	
Policy	No	
Sustainable and Environmental	Yes	7.1.2(f)
Crime and Disorder	No	
Human Rights Act	No	
Elderly/People on Low Income	No	

13. Report Authorship

Helen Ryan (Service Director – Transforming the Learning Environment), Tel. 29- 8791
Colin Sharpe (Head of Finance and Efficiency – Investing in Our Children), Tel. 29-7750

Key Decision	Yes
Reason	Is significant in terms of its effect on communities living or working in an area comprising more than one ward
Appeared in Forward Plan	Yes
Executive or Council Decision	Executive (Cabinet)

Appendix A

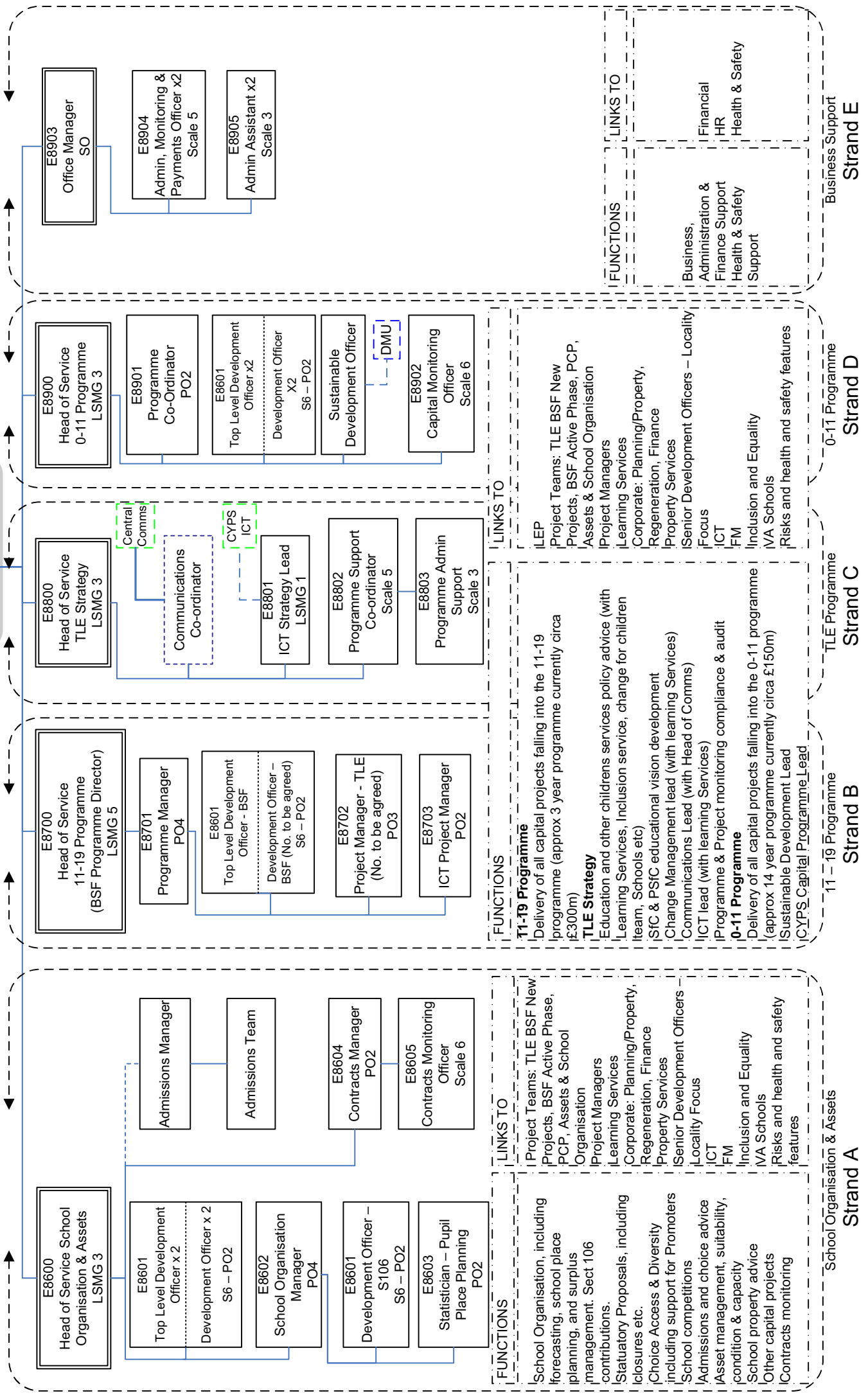
See attached Proposed Organisational Structure

APPENDIX B**PROJECTED EXPENDITURE APRIL 2009 – MARCH 2014**

	EXPENDITURE	1	2	3	4	5	6
		2009/10	2010/11	2011/12	2012/13	2013/14	Full Programme
		£	£	£	£	£	£
1	Organisation and Assets	473,900	473,900	473,900	473,900	473,900	2,369,500
2	0 - 11 Programme	460,900	460,900	460,900	460,900	460,900	2,304,500
3	11 - 19 Programme	627,500	627,500	627,500	627,500	627,500	3,137,500
4	TLE Strategy	276,300	276,300	276,300	276,300	276,300	1,381,500
5	TLE Office Manager	151,200	151,200	151,200	151,200	151,200	756,000
6	Contract Procurement Fees	0	775,200	474,700	515,100	424,200	2,189,200
7	Corporate Property Services (net cost to LCC)	549,400	426,200	101,000	101,000	101,000	1,278,600
8	Interim Project Management & Technical Consultancy	673,700	336,300	0	0	0	1,010,000
9	TOTAL FORECAST EXPENDITURE	3,212,900	3,527,500	2,565,500	2,605,900	2,515,000	14,426,800

APPENDIX C**PROJECTED FUNDING APRIL 2009 – MARCH 2014**

		1	2	3	4	5	6
	FUNDING	2009/10	2010/11	2011/12	2012/13	2013/14	Full Programme
		£	£	£	£	£	£
1	Annual Clientside Budget	323,000	323,000	323,000	323,000	323,000	1,615,000
2	Annual CYPS Property Services Budget	567,600	567,700	567,700	567,700	567,700	2,838,400
3	Capitalised Development Costs to be funded from Dedicated Schools Grant	1,169,000	1,169,000	1,020,000	720,000	540,000	4,618,000
4	CYPS Secondary Review Reserve	153,300	967,800	456,900	-	-	1,578,000
5	CYPS Departmental Reserve	500,000	-	-	-	-	500,000
6	Accumulated Interest on BSF Phase 2 funding (£2.9m had been accrued by March 2009)	-	-	197,900	995,200	1,084,300	2,277,400
7	CYPS Capital Programme : Strategy for Change	500,000	500,000	-	-	-	1,000,000
8	TOTAL PROPOSED FUNDING	3,212,900	3,527,500	2,565,500	2,605,900	2,515,000	14,426,800



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WARDS AFFECTED: All Wards

FORWARD TIMETABLE OF CONSULTATION AND MEETINGS:

CYP Scrutiny
Cabinet

26 November 2009
30 November 2009

LEICESTER INTEGRATED YOUTH SUPPORT STRATEGY

Report of the Strategic Director, Children

1 PURPOSE OF THE REPORT

- 1.1 This report sets out proposals for an Integrated Youth Support strategy (IYSS) for Leicester. This meets the statutory duty to provide an integrated youth offer to young people living within a local authority area. The report also proposes a change to the co-ordination and management of 13-19 youth support services.¹
- 1.2 Implementing the Leicester IYSS will add to the One Leicester Strategy priority of Investing in our Children. It will improve the ability of services provided both by the Council and partners to work in a co-ordinated way to meet the needs of young people. The IYSS supports our priorities to narrow the wellbeing gap, to remove barriers to raising educational attainment and to improve our ability to allocate, co-ordinate and manage resources in response to local needs.
- 1.3 This report seeks agreement around four areas:
 - A locality model for delivering the IYSS as part of a city-wide strategy.
 - Bringing an integrated approach to the management of 13-19 youth support services.
 - A commissioning strategy for how we deploy funding.
 - Further work on the development of integrated processes and functions

2 SUMMARY

- 2.1 The Leicester vision for the IYSS is to improve outcomes and opportunities for all young people in line with the One Leicester vision. It builds on the commitment given by Cabinet in June 2008 to Roll out Integrated Services across 8 locality areas of the City – that is:

“To develop an entitlement offer to all children and young people that provides integrated neighbourhood services that are accessible, inclusive, sustainable, evidence-based where funding follows need and results in measurable improvement of outcomes.”

¹ Legislation requires the IYS to be available for young people up to 25 for those leaving care or young people with Learning Difficulties and Disabilities – LDD. Future references to 13 – 19 in this paper also applies to these young people.

2.2 The IYSS meets the statutory duty for an integrated youth offer². It's about making sure that young people and their parents/carers, have the right support at the right time and given in the right way. Meeting this duty continues the Every Child Matters principle to use our resources well to meet the needs of young people and to use them efficiently to support early prevention.

2.3 To get the IYSS right in Leicester we will focus on:

- Delivery of a clear offer in localities and across the city.
- How 13-19 services are managed and co-ordinated.
- Planning ahead for how we will use resources to secure the services we need.
- Having a clear framework that shows how we are making a difference to young people.

2.4 The attached report sets out the vision for an Integrated Youth Support Strategy in Leicester and details how this approach will be implemented across the city.

3 RECOMMENDATIONS

3.1 CYP Scrutiny is recommended to note the report and make any comments to Cabinet

3.2 Cabinet is requested to approve:

- i. The proposals for locality working bringing together Integrated Service Hubs and proposals for Integrated Youth Support.
- ii. The proposals for management arrangements and co location of 13–19 services.
- iii. The proposals for using Youth Service funds and additional resources for positive activities to balance provision against need and population.
- iv. The proposals for developing a 3 year commissioning strategy for the local youth offer.
- v. Further work with Connexions Leicester Shire to explore the integration of processes and back office functions across services as a means of achieving greater efficiency.

4 REPORT

4.1 Background

4.1.1 The provision of an IYSS meets the statutory duty for an Integrated Youth Offer. It responds to a range of Government policy documents to improve services and support to young people as they grow up. Whilst most young people progress well in life, national research shows that there are still too many young people who experience poor outcomes. This is sometimes the result of not knowing where to get the right support, or because some support isn't offered early enough or because some services have not worked well together.

4.1.2 Through an IYSS, Government wants Local Authorities to respond to these challenges and show an improvement in the quality of life for young people. The IYSS continues this review of how services are provided in Leicester. It will provide for greater integration of services, which will result in improving outcomes and the

² Children Act 2004, Section 6 of the Education and Inspection Act 2006, supporting careers education and guidance (Section 8 of the Employment and Training Act 1973 & Section 114, Learning and Skills Act 2000) and supporting educational progression of young people with LDD (Section 140 of the Learning and Skills Act 2000)

experience of service users, greater organisational efficiency and show an alignment with national policy.

4.1.3 Government will monitor how well we support young people through five indicators in the Local Area Agreement that form a particular Public Service Agreement framework³. These indicators will show how we have:

- Increased engagement in Positive Activities
- Reduced first time entrants (FTE) to the youth offending service
- Reduced under-18 conception rates
- Reduced reported substance misuse
- Reduced the numbers not in education training or employment (NEET)

4.1.4 Having an IYSS will therefore make a real difference to the lives of young people locally. The council's commitment to deliver integrated neighbourhood services that are accessible, evidenced based, where funding follows need, will provide the foundation for an IYSS that will have the greatest impact and narrow the well-being gap for young people in different parts of the city.

4.2 **The Local Youth Offer**⁴: - All young people in Leicester are entitled to:

4.2.1 **Positive Activities** – provision that guarantees at least 2 hours per week of constructive activities or things to do outside of school hours. This will be near where young people live or within easy reach by transport across the city. It can include youth work opportunities, but also sport/physical exercise, culture, volunteering, creative media etc. Further information on the wide choice of activities can be found at www.activities4u.co.uk.

4.2.2 **Information Advice and Guidance** – provision that guarantees:

- Independent and impartial information, advice, guidance and support about options and choices. This will include support on education, training and employment as well as other issues that concern young people to help them make the right choice at the right time.
- Access via a Personal Adviser to additional support on a range of issues that may prevent them making the most of their learning and life chances.

4.2.3 In addition, **Targeted Youth Support** – specific services and support given to young people who are vulnerable or at risk of poor outcomes. In Leicester this is co-ordinated through the work of Integrated Service Hubs but also includes support via specialist advice and services.

4.2.4 **Active Involvement of Young People**: Young people continuing to have their say, being part of how services are planned and provided as well as giving feedback on what they receive.

³ Public Service Agreement 14: Increase the number of Children and Young people on the Path to Success

⁴ See www.dcsf.gov.uk/everychildmatters/Youth for guidance on youth support

4.3 Delivering the IYSS in Leicester

4.3.1 To deliver the Local Youth Offer, the vision for the 13-19 services is to establish facilities and coordinate support in each neighbourhood. This means bringing staff and resources within 13–19 services to work together to respond to local needs. It requires:

- Joint planning and a coordinated approach to management across 13 – 19 services working towards integration, which may necessitate a Youth Service Organisational Review.
- A central role for Integrated Services (ISH) hubs to provide targeted youth support.
- Developing Youth Support Centres (working title) in each locality to set the standard of what activities and services young people should be able to access locally.
- To bring together some support functions that are common across services to create efficiencies.

4.3.2 We are striving for a single hub in each locality, where staff are co-located together in a staff base. Services will also be provided in a number of other places within the same locality (spokes). This follows the ISH model of hub and spoke delivery as set out in the Report to Cabinet of 9 November 2009 on the ISH Capital Strategy. Making the best use of the premises we have, the hubs will be sites for the co-location of staff from a range of services and agencies supporting children, young people and their families within each locality. In some cases the Youth Support Centres will also house the ISH. The MyPlace city-centre/city wide provision will similarly operate on a hub and spoke basis with local Youth Support Centres

4.3.3 Appendix 1 sets out the proposed locations for ISH and Youth Support Centres. These state the preferred options for each locality and require further detailed feasibility study and costing work to be undertaken. A further report outlining this work and a detailed revenue strategy to support the capital developments in will be presented in early 2010

4.3.4 This model will provide a basis for all staff working in neighbourhoods to share a common responsibility for local children and young people. It enables them to work with communities to identify local need and work together to improve outcomes for children, young people and families. Staff based in the same building or hub, will carry out joint assessments (e.g. Common Assessment Framework {CAF}), share information and will know of activities and support available locally. Therefore they will become more effective and efficient in the delivery of service and, through sharing space, support services and management arrangements. Implementing the model effectively will need strong leadership across the partnership and cultural change.

4.3.5 For parents/young people, the model will mean that they can access activities, services and professionals close to their own home. Services all young people can access will be clearly signposted and within easy reach. When in need young people can explain their difficulties to one professional only once, ensuring young people and their parents/carers get early help and support. This approach will support a young person's educational attainment, help reduce risk of NEET (not in education, employment or training) or reduce early involvement with the Youth Justice system or the incidence of under-18 conceptions.

4.4 Using Our Current and Future Resources:

- 4.4.1 Extensive work and analysis has been completed over the past two years looking at the deployment of youth work and Positive Activities resources⁵. Further work has also looked at deployment against need; levels of deprivation and population in wards and neighbourhoods. Other work has mapped out the funds available to support young people both in terms of universal provision and targeted support. A very simple analysis in 2008 of the relative deployment of the Youth Service Budget is that 75% of budget is spent on “open-access” and 25% on targeted provision. Currently, all Area Based Grant funding is being reviewed within Children’s Services. The overall conclusion from this work is that the funding streams available for Positive Activities and the provision of some targeted services are not aligned as well as they could or should be.
- 4.4.2 Therefore we need a new approach to securing Positive Activities and an integrated commissioning strategy to manage the ongoing delivery of the local youth offer and move to a position where funding follows need.
- 4.4.3 Appendix 2 presents options for how funding provided for Positive Activities can be more fairly distributed in wards and neighbourhoods. It is based on a statistical, weighted formula that takes account of the youth population, deprivation levels and PSA14 indicators of young people at risk in each ward. The funding table shows the link between funds committed to youth work⁶ and additional funds for positive activities⁷. The weighted formula is designed to meet the Council’s commitment to allocate that funding in relation to need in order to narrow the well-being gap.
- 4.4.4 Youth work resources are currently spent on a historical pattern not clearly related to levels of need but which gives a base line of universal youth work provision across the city. The appendix 2 shows the financial difference wards would receive if the base level of youth work funding is retained and the weighted formula is applied solely to the additional funding (Positive Activities).
- 4.4.5 The paper presents a funding model to support Positive Activities that sustains current funding arrangements whilst allowing for additional funds to be targeted according to levels of identified need. It represents a phased approach to the re-alignment of resources in response to levels of need. The report recognises that some of the facilities earmarked to be “Youth Support Centres” also attract young people from across the city (notably the Watershed). To balance this, an additional allocation of £25K from the additional positive activity funds is allocated in principal to the Westcotes area for 2010/11 in recognition of additional city wide usage of the Watershed centre. It is proposed that a centre analysis of usage by centres be completed to identify the proportion of local versus city wide access. The results of this analysis will then inform future funding allocations methods beyond 2010/11 as part of the future commissioning strategy. **Cabinet is asked to approve the adoption of the Model in Appendix 2 as the basis for securing Positive Activities in 2010-11.**

⁵ Children, Schools and Young People Scrutiny Task Group (CYPS STG) 2007, *Leicester City Youth Services* report to Overview Scrutiny & Management Board (OSMB) and CYPS STG report to OSMB December 2007) all addressing the Government’s expectations within *Every Child Matters* and *Youth Matters* and on the development of integrated youth support services.

⁶ Via the Youth Service budget.

⁷ Via Positive Activities for Young People, Regional Improvement and Efficiency Partnership and additional LCC funds committed to targeted support.

- 4.4.6 Appendix 3 sets out a summary of funds in excess of £10.6 million used to support young people for universal services and targeted support. Under an IYSS, Leicester has the opportunity to make good and efficient use of these resources as part of the One Leicester vision and priorities. This includes the potential to bring **efficiency gains** from services working together better (**integration**) and less costly intervention as a result of early preventative work (**savings**). It is also proposed to explore the integration of processes and back office functions across services as a means of achieving greater efficiency.
- 4.4.7 To respond to the gap between current alignment of funds with levels of need and to work towards efficiency goals we need to adopt a 3 year commissioning cycle. Such a strategy will help determine what services and support are needed where and when. Services will be based on an assessment of need and against agreed measures of performance. The strategy will guide the choice between what can be “made” (provided by the council) and what needs to be “bought” (provided by partners under contract). A 3 year cycle means we can sustain a level of service provision to young people for a reasonable period in which to measure its impact. Managing a 3 year cycle is more realistic to achieve within Divisional resources and joins up with the plan to develop a commissioning framework under the Children’s Trust. It will also allow sufficient flexibility to start new support if this is required and to improve delivery where performance is shown to be weak or of concern.
- 4.4.8 Initial scoping work has identified that a 3 year commissioning strategy could be established for 2011-2012 onwards and could result in up to a 5% efficiency gain on the use of funds identified in Appendix 2.
- 4.4.9 The Strategy will however take between 12 – 15 months to complete and should be managed as a major project within Leicester City Council. The development of the strategy follows the 9 step commissioning process established by DCSF⁸ and will also need to comply with Leicester City Council Procurement rules. **Cabinet is asked to approve the development of the commissioning strategy and its project management.** The development of the project will include regular opportunities for member involvement. Cabinet is asked to give a mandate to the Director of Access Inclusion and Participation to commence the work on the strategy from December 2009.

5 Equality Impact Assessment

- 5.1 An equality impact assessment has been completed on the IYSS proposals and has concluded the IYSS will improve the capacity of Leicester to respond to equality themes. Further information on the analysis, recommendations and action plan can be found on the EIA links of www.leicester.gov.uk/iyss.

6 Consultation with Staff and Young People

- 6.1 Implementing the IYSS is a major development for Leicester City Council and its partners. A communication and stakeholder strategy developed for the IYSS has sought to keep staff at senior management and operational levels informed of progress as well as ensuring regular communication with partner agencies. A series of events exploring what integrated working will mean for staff involved in 13–19 services will be held in November 2009.

⁸ The DCSF have developed a [Framework for Joint Planning and Commissioning](#) to guide the procurement of children and young people services

- 6.2 In addition, an involving young people task group produced excellent resources and materials to explain the IYSS to young people resulting in *IN2GR8 Leicester*, and *A Starter for 8 – a summary of young people’s consultation over the last 2 years*.

7 FINANCIAL AND LEGAL IMPLICATIONS

7.1 Financial Implications

7.1.1 This report sets out the proposed approach to Integrated Youth Support Services. A schedule of funding considered to be within the scope of IYSS has been drawn together and is included at Appendix 3, proposing a longer-term commissioning strategy to be implemented from April 2011, with a one-year funding strategy for April 2010 to April 2011 (at Appendix 2). All services will need to be provided within the funding available at the time. The report notes that efficiencies will be sought through greater integration and alignment.

7.1.2 Particular risks to note are that:

i) The Area Based Grant funding for Positive Activities is secure only until March 2011. Its use is in any event subject to any local variations that may be required from the ABG commissioning process. It should also be noted that £200,000 is proposed to be set aside in Appendix 1 to contribute to the development of the MyPlace Youth Hub in 2010/11, which in the Youth Hub business plan is set to rise to £300,000 in 2011/12 and beyond as the centre opens. This means that the allocations to neighbourhoods/wards in Appendix 1 would then reduce by £100,000 in 2011/12 and beyond compared to 2010/11, unless offset by an increase in overall PAYP funding, which is unlikely given the national public finance situation. This will be reflected in the development of the new commissioning strategy.

ii) The development of new or improved facilities, such as the Youth Support Centres, would require capital investment, and the only identified resources are from the Co-location Fund for 13-19 Integrated Service Hubs, which is subject to appropriate alignment with the ISH Programme.

iii) Any provision that is to be the subject of new procurement, would require full specifications to be drawn up and procurement procedures to be followed, together with any HR or other related procedures.

iv) Opportunities to commission services from external partners including the voluntary and community sector should meet corporate procurement guidance and the Compact guidance in terms of notification and support. It is also noted that small, local community and voluntary sector groups may need support ahead of any commissioning / procurement process to enable them to participate effectively and to secure contracts where appropriate.

7.1.3 There are revenue implications of continuing the Integrated Service management function beyond March 2010. The ongoing funding of these posts requires further consideration as the ISH and IYSS programmes develop.

7.1.4 The report states that the current distribution of the Council's core youth work budget across the various areas of the City is largely historical, and does not relate well to levels of need as suggested by the current population and deprivation indicators. It is

proposed that the distribution of core funding should remain broadly the same and that the varying levels of need should be addressed using more recent funding streams such as the Positive Activities for Young People funding (See Appendix 2, Table1).

Colin Sharpe, Head of Finance and Efficiency, CYPS, Ext 29 7750

7.2 Legal Implications:

7.2.1 The development of an IYSS has its roots in Every Child Matters. It has led to a statutory requirement as a result of a series of Government guidance emerging since 2002. This includes:

- Transforming Youth Work: Resourcing Excellent Youth Work: DfES (2002)
- Youth Matters: DfES (2005)
- Youth Matters: The Next Steps: DfES (2005)
- Aiming high for young people: a ten year strategy for Positive Activities, HM Treasury and DCSF: (2007)
- Statutory Guidance on Section 507B Education Act 1996: DCSF: (2008)
- Statutory guidance within the Children’s Plan for use of Positive Activities to reduce “risky behaviour”

7.2.2 The statutory duties are noted in footnote 2 on page 2. Later Government guidance through Public Service Agreement 14 (*PSA14 - Increase the number of Children and Young people on the Path to Success*) also specifies how progress under an Integrated Youth Support Strategy is to be measured.

7.2.3 There is a need for legal advice at a relevant time in respect of any staffing/HR (if envisaged by the “back office” changes.

7.2.4 There is a need for legal advice (contracts/procurement) when it comes to developing the Commissioning Strategy.

Cathy Healy/Kamal Adatia, Legal Services, Ext-29 7004

8 OTHER IMPLICATIONS

OTHER IMPLICATIONS	YES/NO	Paragraph References within Supporting Information
Equal Opportunities	Yes	5
Policy	No	
Sustainable and Environmental	No	
Crime and Disorder	Yes	4.1.3; 4.3.3
Human Rights Act	No	
Elderly/People on Low Income	No	

9 RISK ASSESSMENT MATRIX

Risk	Likelihood L/M/H	Severity Impact L/M/H	Control Actions (if necessary/appropriate)
1. Failure to meet statutory duty	M	H	<ul style="list-style-type: none"> Detailed Action Plan with clear deadlines and outputs
2. Proposed IYSS is not acceptable to communities and young people	M	H	<ul style="list-style-type: none"> Actively involve young people, families and communities in consultation, design and delivery of IYS Plan Engage through the involving young people network using specialist consultation tool developed by Youth Service Communication strategy and highlight reports on progress
3. Partners don't engage with/accept proposals	M	H	<ul style="list-style-type: none"> Actively involve partners in consultation, design and delivery of IYS Plan through partnership events Action Plan to engage all stakeholders via Communication Strategy Communication strategy and highlight reports on progress
4. De-motivation /loss of staff	M	M	<ul style="list-style-type: none"> Actively involve staff/unions in consultation, design and delivery of IYS through consultation process. Consult with staff and unions in accordance with LCC protocol in the event of any organizational change Communication strategy and highlight reports on progress
5. Project does not meet time thresholds – project creep	M	M	<ul style="list-style-type: none"> Agree project objectives and project scope Establish clear project phases and project stages to complete defined outputs Carry out project review at key points in project lifespan to review project progress

10 BACKGROUND PAPERS – LOCAL GOVERNMENT ACT 1972

10.1 See:

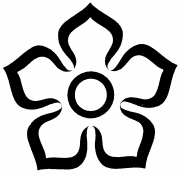
- Section 4.4.1
- Cabinet Report: *13-19 Integrated Service Hubs (ISH) Capital Strategy*, 9.11.09

11 CONSULTATIONS 11.1 See Section 6 – Consultation (Staff and Young People)

12 AUTHORS

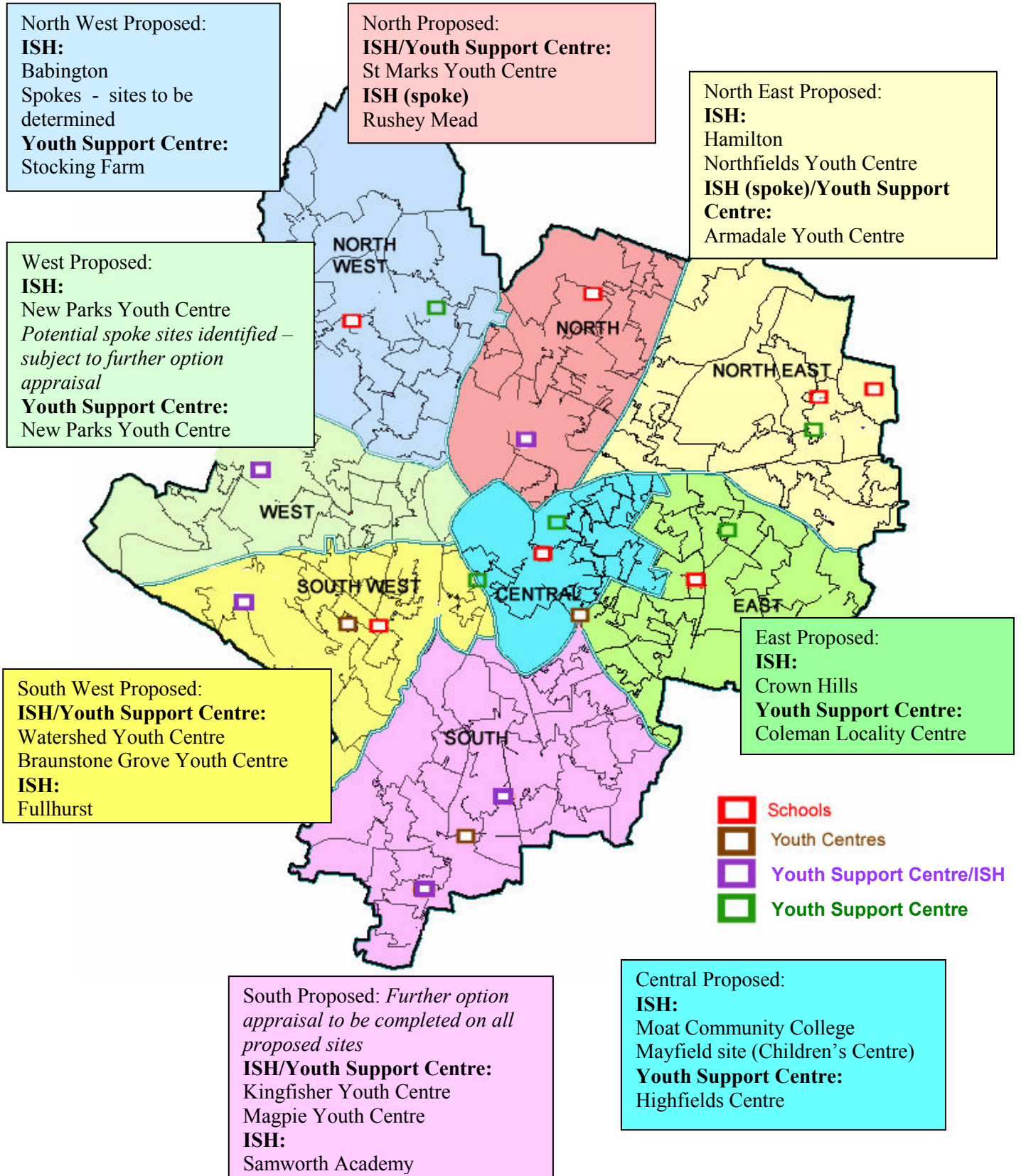
Paul Vaughan, Head of Service Young People's Support, Ext: (39) 4361, paul.vaughan@leicester.gov.uk

Penny Hajek, Divisional Director, Access Inclusion and Participation, Ext: (29) 7704, penny.hajek@leicester.gov.uk



Leicester
City Council

Appendix 1 – Leicester IYSS Cabinet Report Proposed Locations of Integrated Service Hubs and Youth Support Centres



Appendix 2: Leicester Integrated Youth Support Strategy

Proposals for Changes Funding For Positive Activities

1 Background:

- 1.1 Three columns are presented. The status quo (Column 1 - base level) reflects current levels of funding committed to youth work, which aggregates to £1.612m. With effect from 2010-11 it is proposed that the base level of funding is combined with funding from Positive Activities for Young People (PAYP) and other specific funds provided for targeted support for positive activities⁹ (Column 2 – proposed funding). The subsequent table show the effect of applying a weighted formula to these funds and the relative increase/decrease to wards (Column 3 – additional funding allocation).
- 1.2 PAYP is a national Government programme for young people aged 8-19. It offers arts, sports, cultural and educational activities for young people at risk of social exclusion, crime or anti-social behaviour. Whilst funding for PAYP of £699,000 is within the Area Based Grant, there is a strong ministerial steer to use PAYP as a targeted preventative measure and to maintain the previous pilot work that increased Friday and Saturday night youth provision.
- 1.3 £200k of PAYP has been earmarked to support positive activity provision in My Place Centre in 2011 and a further £25K (subject to agreement) has been earmarked to Westcotes area in recognition of the city wide usage of the Watershed Centre. Initial analysis has shown that circa 25% of the centre's users come from outside the Westcotes area. Therefore the balance of aggregated funds to support Positive Activities of additional capacity funding to be devolved to the remaining localities is £508,000 .
- 1.4 Wards are ranked in order of those have the highest combined incidence of the PSA14 indicators. Appendix 2A sets out the underlying data set for each neighbourhood / ward.

2 Options Analysis

- 2.1 The following model is based upon a new method of distribution, which maintains the current base level of funding (£1.612m) at the current levels of funding for each neighbourhood / ward, and distributes the £533,000 PAYP funding using the following methodology.
 - 20% distributed based upon the 13-19 population, weighted by the Index of Multiple Deprivation (IMD) to reflect the relative incidence of deprivation within the locality. Further information relating to this measure can be provided if required.
 - 20% distributed based upon the percentage of 16-18 year olds not in education employment or training (NEET);
 - 20% distributed based upon the percentage of number of first- time entrants to the Criminal Justice System (10-17 year olds);
 - 20% distributed based upon the relative percentage of under- 18 conception rate;
 - 20% distributed based upon the percentage of cases relating to young people frequently using drugs, alcohol or volatile substances.

⁹ Regional Improvement and Efficiency Partnership fund (£14K), LCC funds committed to targeted youth support via the Youth Service - Youth Service Holiday Activities funding (£39k)

The figures presented in Table 1 represent the aggregate funds for each neighbourhood /ward, based upon the above methodology.

Table 1 - NEW

IYSS FUNDING PROPOSALS:

Model

Area	Neighbourhoods / wards	Base Level Funding £	Proposed Funding £	Increase/ (Decrease) in Funding £
1	New Parks	125,705	184,409	50,983
	Braunstone Park & R. Fields	146,168	197,151	48,349
1	Beaumont Leys	77,782	127,881	50,099
3	Eyres Monsell	85,800	128,321	42,521
1	Abbey	115,090	140,487	25,397
3	Westcotes (1)	187,950	231,017	43,067
2	Castle	0	19,538	19,538
2	Charnwood	120,400	142,022	21,622
2	Spinney Hills	235,282	262,181	26,899
2	Thurncourt	48,395	64,137	15,742
2	Humberstone/Hamilton	84,865	105,060	20,195
3	Aylestone	2,200	22,251	20,051
3	Stoneygate	2,200	18,628	16,428
1	Fosse	0	17,996	17,996
2	Coleman	55,379	71,144	15,765
2	Evington	9,900	16,704	6,804
3	Freeman	127,595	157,765	30,170
1	Belgrave	47,870	63,019	15,149
1	Rushey Mead	19,500	31,277	11,777
1	Latimer	120,815	130,232	9,417
3	Knighton	0	6,785	6,785
1	Western Park	0	7,893	7,893
		1,612,896	2145896	533,000

(1) NB includes £25K PAYP commitment to Watershed in recognition of additional city wide usage.

3 Conclusion and Recommendation

3.1 Cabinet is asked to approve the above table as the basis for supporting Positive Activities in 2010/11.

Appendix 2A

Underlying Base PSA 14 Data

Area	Neighbourhoods / wards	IMD Score	13-19 Population	NEET %	First Time Entrants to Criminal System (%)	Teenage Pregnancies (%)	Drug and Alcohol Abuse (%)
1	New Parks	43.04	1667	9.3	10.9	12.01	18.4
3	Braunstone Park & R. Fields	45.90	1811	6.8	12.3	11.23	11.2
1	Beaumont Leys	40.45	1536	5.8	12.7	15.40	8.8
3	Eyres Monsell	41.98	1167	8.6	8.4	7.83	12.0
1	Abbey	40.88	1219	6.0	3.8	8.36	1.6
3	Westcotes	31.22	719	6.9	1.9	4.18	2.4
2	Castle	28.87	1278	4.8	1.2	1.57	8.0
2	Charnwood	46.00	1160	4.6	5.1	4.44	1.6
2	Spinney Hills	42.70	2516	2.4	5.6	3.66	4.0
2	Thurncourt	28.07	961	3.9	2.8	4.44	1.6
2	Humberstone/Hamilton	22.18	1046	4.0	7.6	4.18	1.6
3	Aylestone	23.27	882	6.0	3.4	1.83	6.4
3	Stoneygate	29.54	1904	2.7	3.0	2.61	2.4
1	Fosse	26.56	865	4.9	3.2	3.13	4.0
2	Coleman	36.49	1340	3.1	3.1	3.39	0.8
2	Evington	19.30	876	1.5	3.0	0.52	0.0
3	Freeman	43.83	1048	7.6	3.6	6.79	7.2
1	Belgrave	35.23	1209	2.7	2.3	2.09	3.2
1	Rushey Mead	22.04	1552	1.8	2.1	0.78	3.2
1	Latimer	35.56	1268	1.7	1.4	0.52	0.8
3	Knighton	11.40	1683	1.5	1.7	0.26	0.0
1	Western Park	20.75	789	3.4	0.9	0.78	0.8
			28496	100.0	100.0	100.00	100.0



Appendix 3

Leicester Integrated Youth Support Strategy – Proposed Scope of Funding Streams

Funding Source	2009/10	2010/11
Area Based Grant:		
Connexions	4,139,000	3,723,000
PAYP funding (See note below)	509,000	699,000
LCC Budgets:		
Leicester Youth Service budget (See note below)	3,249,000	3,280,000
Child and Family Support Team	300,000	300,000
Educational Welfare Service	488,100	488,200
Behaviour and Attendance Teenage Pregnancy Re-integration Budget	50,900	50,900
Behaviour and Attendance School Anxiety Support Team Budget	77,100	77,100
Behaviour and Attendance Young Carers Work	5,050	5,050
Behaviour and Attendance Parenting Work	2,550	2,550
Contribution to Youth Offending Service (YOS) preventative work via Youth Justice Board (YJB) (NB see note below)	200,000	200,000
YOS Youth Support Budget (via Youth Support Service)	53,000	53,000
Youth Opportunity fund (Determined by young people)	364,000	364,000
Youth Capital fund (Determined by young people)	209,000	209,000
RESPECT - Youth Task Force	25,000	25,000
Other Partnership Funds		
Aiming Higher for Disabled Young People Grant (Revenue)	285,000	925,000
Aiming Higher for Disabled Young People Grant (Capital)	145,000	335,000
Working Neighbourhoods Fund (WNF) NEET Proposal bid (circa)	200,000	659,000
Youth Crime Action Plan (Under Youth Task Force) (See note below)	300,000	300,000
Total	10,601,700	11,695,800

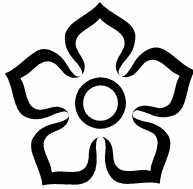
The above table is illustrative and is prepared with the following notes:

- The Connexions grant to Leicester (now in the ABG) is reducing due to changes in the national formula.
- All Area Based Grant (ABG) allocations are agreed within the Local Authority but are subject to top slice variably applied across the funding streams. Figures are shown **before** any top slice is applied. All ABG funds are also subject to an internal review within Children's Services.
- The priorities for the £900K Youth Crime Action Plan are negotiated and agreed with the Government Youth Task Force and the whole budget is a notional allocation spread across 3 years. (2008-11). 50% of this budget is required to be spent on the Family Intervention Project and the Think Family reforms by March 2011.
- The YJB Preventative Grant I committed to youth crime prevention programmes until, March 2011.
- PAYP funding beyond 2010/11 is unknown at this point in time. In addition £200k of the PAYP is earmarked to support the MyPlace development in 2010/11.

- Some of the above proposed budgets support work across the 0-19 age range. The 13 – 19 proportion of these funds (e.g. Educational Welfare Service, Behaviour and Attendance School Anxiety Support Team Budget) are shown in the table i.e. actual overall budgets given to LCC are higher than the figures given above.
- The Aiming Higher for Disabled revenue and capital grant is earmarked for young people with LDD needs.

Key Decision	Yes
Reason	Is significant in terms of its effect on communities living or working in an area comprising more than one ward
Appeared in Forward Plan	Yes
Executive or Council Decision	Executive (Cabinet)

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Leicester
City Council

WARDS AFFECTED
ALL

**PERFORMANCE AND VALUE FOR
MONEY SELECT COMMITTEE
CABINET**

26 NOVEMBER 2009
30 NOVEMBER 2009

CITY WARDEN SERVICE

Report of the Director of Environmental Services

1. PURPOSE OF REPORT

- 1.1 This report provides an update on the work of the City Warden Service during its first year of operation and outlines proposals for the city-wide roll-out of the service.

2. SUMMARY

- 2.1 In October 2008 the City Warden Service was established as a pilot operating in half of the wards in the city. Its objective was to improve the quality of the local environment and work with the community in order to address issues important to local people. The aim was also to establish good practice, ready for a city wide roll-out of the service in 2010/11. The report charts progress over the first year of operation including some of the challenges faced, lessons learnt and successes achieved. The report also puts forward proposals to for the city-wide roll-out of the service.

3. RECOMMENDATIONS

- 3.1 Cabinet is recommended to note the progress made during the first year of operation and to endorse the proposals for the city-wide roll-out of the service, as presented in this report.

4. REPORT

- 4.1 The creation of a City Warden Service was a manifesto and One Leicester commitment. The initial phase commenced in October 2008 with City Wardens operating in approximately half of the city on a pilot basis. The aim of the pilot was to establish good practice before developing a city wide service in 2010/11.
- 4.2 The main objectives of the service were to:
- Improve the quality of the local environment (on a more pro-active basis);
 - To work more closely with local communities in this respect; and
 - To provide a visible and approachable “on-the-street” reassuring presence and point of contact for the public.
- 4.3 The selection of wards for the pilot phase included a variety of different wards so as to enable the resource implications for city-wide implementation to be properly assessed.

4.4 The pilot phase had 11 City Wardens (9 plus 2 Senior Wardens) and a manager covering a total of 11 wards and the city centre. Some wardens covered two wards.

4.5 The 11 wards chosen were selected as representative across the city and comprised:

Castle	(Inner city ward including the city centre)
Westcotes	(inner city ward)
Spinney Hills and Stoneygate	(inner city ward)
Belgrave and Latimer	(inner city wards)
Beaumont Leys	(outer city ward, large geographical area)
Charnwood and Coleman	(smaller and outer city wards)
Freeman and Eyres Monsell	(smaller and outer city wards)

A “skeleton” service was provided in the non piloted wards through responding to complaints on a prioritised basis.

4.6 Full details of the achievements and lessons learnt from the pilot phase are detailed from paragraph 4.13 onwards.

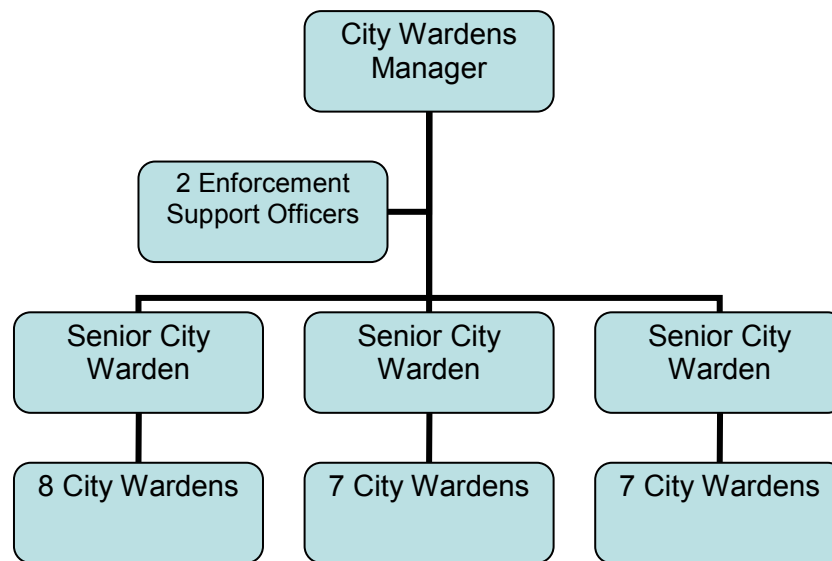
Proposals for the City-wide Roll-out of the Service

4.7 To fund the new City Warden service, the 2008-2011 budget strategy included £300k growth for 2008/09 and 2009/10, rising to £500k p.a. for the city-wide roll-out from 2010/11. Budgets for the new service were added to the existing budget of £102,000 relating to the former Litter Warden posts. Hence, an operating budget of £402,500 was available for 2009/10, with approved growth taking the available budget for the service to £602,400 with effect from 2010/11.

4.8 The pilot phase of the City Warden initiative has highlighted the valuable contribution that the City Wardens can make to waste-related issues (e.g. bins on pavements) within the context of working to improve the local environment. However, work to tackle the problem of bins on pavements in particular has shown that this is a resource-intensive process and extending this work on a city-wide basis presents a major challenge, one that would benefit from a “big push” type approach.

4.9 The Council has also recently undertaken a review of resident participation in waste recycling, which has highlighted that further intensive work at a local level (“door-stepping”) would help drive-up participation and waste recycling rates. Within current waste budgets, some one-off funding is available (e.g. from the Government’s Waste Efficiency Grant and waste management contract rebates) to fund work of this nature. It would seem logical to bring together “door-step” work with local residents to improve waste recycling rates with similar work to get bins off of pavements.

4.10 It is therefore proposed that this waste-related funding is directed into the City Warden service, thereby providing sufficient budgets to fund a total of 22 wardens across the city for a two year period, nominally one warden per ward, organised on a three team basis:



- 4.11 The aim of this option would be to maximise the City Wardens impact and “visibility” throughout the city over the next two years, working to support the One Leicester policy of zero toleration towards litter and graffiti, extending the piloted local environment improvement works to the whole of the city, but also undertaking the additional waste-related works that are needed to maximise recycling rates and improve the city’s carbon footprint. It is also proposed that recruitment of additional wardens commences as soon as possible, with the aim that they can be fully trained and “ready to hit the ground running” on 1st April 2010 (or sooner) as part of the city-wide launch of the service.
- 4.12 There may well be other opportunities to develop the City Warden service, e.g. by leveraging-in certain other warden-type resources and services within the council and these will be considered in the near future. However it is felt that it is advantageous for the city-wide roll-out to be based on the role and remit successfully established during pilot phase, rather than at the same time trying to develop their role to encompass additional duties.

ACHIEVEMENTS AND LESSONS LEARNT FROM PILOT PHASE

Collaborative Working

- 4.13 Initially the newly appointed City Wardens underwent an intensive three week training programme to become familiar with the city, its culture and their responsibilities as wardens. Next they sought to make themselves aware of the wards they would be working and the local environmental problems needing to be addressed.
- 4.14 As part of this process contact was made with key people living and working in the ward. This included the ward councillors, tenants and residents, Police and Community Support Officers, Cleansing Area Services Managers and Waste Management Officers, Housing Neighbourhood Managers, Highway Officers and Enviro-Crime Officers. The City Wardens have also attended around 281 local meetings in the first year of operation. This has included ward community meetings, Police Joint Action Group meetings and weekly briefings, patch walks and other resident meetings as appropriate.

- 4.15 This collaborative approach to working has helped the wardens to identify priorities and plan targeted education and enforcement activities. Addressing the ward community action plan priorities has been instrumental to this approach.
- 4.16 Some ward councillors in the pilot areas have said they would like more frequent dialogue with their City Warden on ward issues. In order to keep them up to date, environmental issues addressed by the City Warden are now recorded on a weekly basis and sent to each ward councillor. In addition the City Wardens have just started to complete a six month action plan of proposed education prevention and enforcement initiatives. Ward councillors will shortly be consulted on them and so have opportunity to influence future work programmes within their ward, prior to implementation. Where ward councillors consider it appropriate these six month warden action plans could be shared at the ward community meeting, improving local community engagement.
- 4.17 A survey of partners in May reinforces the mutual benefit collaborative working brings. 73% of partners say the City Wardens have helped them achieve their objectives and 80% are satisfied with the City Warden Service. Despite only in the latter months having deployed the wardens on specific local priorities, 45% of partners say the wardens have already made environmental improvements and helped to reduce environmental crime in the wards. A further customer satisfaction survey is to be undertaken next year, once the service is more fully established across the whole of the city.
- 4.18 From the outset, the aim has also been to extend fixed penalty notice (FPN) powers to other council officers who have a neighbourhood/patrolling remit. Earlier this year, approximately thirty parks and cemetery staff were trained to issue FPNs for littering and dog control matters as part of their routine work.

Education and Enforcement Activities

- 4.19 Collaborative working and the building of local intelligence has been beneficial in targeting patrol routes at local “hotspots” and over 2,270 patrols have been conducted in the last year. These have been for littering, graffiti, dog fouling, fly posting, leaflet distribution and flytipping.
- 4.20 On-the-spot environmental enforcement undertaken by the City Wardens includes:
- FPN for littering offences.
 - Fly tipping (low level incidents).
 - FPN for graffiti & fly-posting offences.
 - FPN for unauthorised distribution of free printed material (city centre only).
 - FPN for Dog Control Order Offences.
 - FPNs re waste receptacle offences (e.g. bins on pavements).
 - Nuisance parking offences (i.e. commercial sales or repairing on highway).
 - Failure to comply with Street Litter Control Notice (e.g. takeaway litter).
 - Failure to produce waste transfer/license documents.
 - Removal of unauthorised highway signs.
- 4.21 The City Wardens work a flexible 37 hour week and have been deployed to work at times when environmental problems are known to occur. 217 targeted enforcement initiatives have been undertaken during the year. Examples have

included city centre fly posting and leaflet distribution, dog fouling hot spots and littering in district shopping areas.

- 4.22 The City Wardens have also attended 385 promotional and educational events such as Diwali and Riverside festival, Kidmah, Ramadan, summer fetes and carnivals, open days and taken lessons in schools to promote environmental responsibility. Since February the City Wardens have taken on the investigation of low level fly tipping and it has enabled the Enviro-Crime team to better focus resources on tackling persistent commercial fly tipping of which incidents last year increased.
- 4.23 The ability of the City Wardens to work flexibly has been a key factor in their success and will feature significantly once a city wide implementation has been established.
- 4.24 Some examples of successful City Warden intervention include:
- A substantial reduction in the distribution of printed material in the city centre and university areas. These are areas where licensing consent is required before printed material can be given out. The City Wardens on patrol in these areas have promoted and enforced the consent including taking away leaflets from unlicensed distributors.
 - A substantial reduction in fly posting through the removal of 11,734 unauthorised highway signs found during regular patrols. Promoters and club owners have been interviewed and in some cases prosecution proceedings are pending.
 - A substantial reduction in the number of wheelie bins and recycling boxes left on streets outside collection day, from around 500 wheelie bins to 100 in selected areas over a 3 month period. The work is ongoing but so far 243 enforcement and 75 FPNs have been served following promotional and enforcement campaigns.
 - Getting owners to remove “for sale vehicles“ parked in Spinney Hills, Coleman and Belgrave wards, which were blocking the pavements and causing an obstruction to traffic flow in the areas.
 - Substantially reducing the number of fly tipping incidents at the Belgrave Road recycling centre (located within Sainsbury’s car park). 146 small fly tips have been investigated, 37 warning letters issued and interviews conducted with a view to prosecutions being instituted.
 - Joint operations with the police including Operation Stay Safe and Ramadan which has resulted in a decrease of anti social behaviour during the period of these operations.
- 4.25 On the impact of the City Wardens within the Castle ward, Colleen Thorneycroft of De Montfort University’s Estates Department writes in the partner survey: *“The roads around the university’s City campus are now virtually permanently free from unsightly posters and leaflets which previously used to litter the area. The roads now contribute towards a more attractive and safer environment”*.

- 4.26 It is hoped these initiatives and the resulting environmental improvements, will help to enhance pride and community spirit and encourage local residents to work together to sustain and build upon them. It is early days but the “bins on the street” initiative is also showing signs of bringing local residents together.
- 4.27 Appendix 1 provides a full summary of City Warden activity during the first year of operation and covers the environmental problems addressed and promotional work undertaken. Appendix 2 comprises a table showing the number of investigations and levels of enforcement action undertaken.
- 4.28 Work is currently being undertaken with partners on a juvenile enforcement policy to include education, reparation and enforcement. In order to ensure young people’s views are considered. The policy will be submitted to the Youth Council as part of the consultation process. The policy is aimed at 10 to 17 year olds found littering, fly posting or graffitiing and for dog fouling offences. The policy will provide an opportunity to promote individual responsibility as well as a flexible approach to environmental enforcement. Repeat offenders will be offered reparation activities like taking part in litter picks or environmental action days as an alternative to being issued a FPN.

Signposting Activities

- 4.29 City Wardens wear a bright red uniform to improve their visibility and support the objective of being an approachable “on the street” reassuring presence and point of contact for the public in relation to council services, and providing an opportunity for them to raise local environmental or other concerns.
- 4.30 City Wardens have signposted over 1,052 requests to other services for action. This relates to issues directly raised by them or to them by members of the public whilst on patrol. These issues have commonly included the reporting of parking offences, highway and street lighting defects, untidy front gardens, graffiti removal, illegal advertising, fly tipping, bulky waste or assisted refuse collections. A customer survey in May indicates nearly 60% felt the City Wardens help the local community better access Council services and 67% consider that their work has resulted in environmental improvements in the ward. The amount and variety of work undertaken by the wardens has gradually increased over the year. Despite this, nearly 56% of customers said they were satisfied with the service. A further customer satisfaction survey is to be undertaken next year when the service will have had longer to establish itself with the community.
- 4.31 Traditionally, Cleansing Services have always worked to clean-up litter, fly tipped waste and graffiti as quickly as possible. Whilst serious flytipping incidents would be reported to the Enviro-crime Team for investigation, the majority of incidents would not be investigated in any way. It was felt that whilst prompt clean-ups are important, more needed to be done to try and address the underlying cause of the problem, deter offenders and thereby reduce the significant clean-up costs incurred to the Council in the long-term. The City Warden Service provides such an opportunity, through the use of education, promotion and where necessary enforcement. The disadvantage of this approach is that in some cases, e.g. flytipping on the street, the clean-up may take a little longer whilst the investigation is carried out and the waste is photographed, bagged and tagged in case the matter is brought before the Magistrates’ Court. However, as part of the pilot the service is working closely with Cleansing Services to ensure the City Warden

responds as quickly as possible, so the clean-up can then also be completed as quickly as possible.

- 4.32 The aim has always been to have the City Warden patrolling or engaged on initiatives in the ward for at least 80% of their time. To facilitate this approach and reduce travelling time to and from their office base within New Walk Centre, local bases (somewhere with access to toilets, desk and computer) have been found for wardens working outer city wards like Beaumont Leys and Charnwood. Identifying additional local bases will continue as we consider a city wide implementation.

Organisation of City Warden Service

- 4.33 The pilot phase of the initiative had 11 City Wardens (9 plus 2 Senior Wardens) and a manager covering a total of 11 wards including the city centre.

- 4.34 Experience from the pilot phase has highlighted some key considerations to take in to account in establishing a city wide structure:

- It is important the City Wardens continue to work a flexible 37 hour week and are deployed to work at times when environmental problems are known to occur. This includes regular Saturday working on a rota basis and evening and weekend working as necessary. The Senior City Wardens, under the direction of the City Warden Manager, will continue to deploy the City Wardens in his/her team flexibly on targeted initiatives. This includes the deployment of several wardens on one initiative where necessary in order to resolve the problem quickly for the benefit of the local community.
- Sufficient resources need to be incorporated to cover staff sickness, annual leave and vacancies. Experience during the pilot phase has shown that service delivery has been adversely affected on some occasions through such absences.
- Adequate management resources, particularly at Senior Warden level need to be allocated in order to effectively plan control and monitor City Warden performance. Experience from the pilot suggests most newly appointed City Wardens are likely to have little or no experience of enforcement work and will need lots of training and close supervision initially. The Senior City Warden under the control of the manager is responsible for service delivery across several wards and in flexibly deploying their team to meet local needs. This includes close staff supervision and establishing with the warden a weekly work plan of patrol routes and appropriate education and enforcement initiatives. Experience suggests that to be effective in this role Senior City Wardens should supervise a maximum of 6 to 8 City Wardens. This is critical as the Senior Warden is also likely to need “on the job” training from the service manager as part of their development.
- The pilot has demonstrated that City Wardens working in some wards have some spare capacity and some wards may not justify a full-time warden. Similarly, a ward like Beaumont Leys, despite its large geographical area, does not necessarily generate sufficient work for one full-time warden at all times. However, some other wards, e.g. Westcotes, with a large student/dynamic population and close location to the city centre, provide a challenging workload for one warden. Castle ward, which includes the city

centre, has also demonstrated the need for input from more than one warden. Therefore, the flexible deployment of City Warden resources between wards is critically important. Nevertheless the key principle of every ward having one named warden (and one named Senior Warden, which helps maintain continuity during warden absences) should be maintained, notwithstanding the fact that that named warden may undertake supporting work in other wards.

- It is intended to use the fixed penalty receipts in accordance with guidance issued by DEFRA in the document “Local Environmental Enforcement - Guidance on the use of Fixed Penalty Notices” (2006). In practice this means covering our legal costs and putting funds towards education and preventative measures relevant to the offences committed.

On-going Performance Measures

- 4.35 The measures chosen to evaluate the effectiveness of the City Warden Service should reflect its objectives of improving the quality of the local environment, working more closely with local communities and providing a visible and approachable “on-the-street” reassuring presence and point of contact for the public. Also important is the effectiveness of the City Warden Service is in aligning itself to One Leicester, as the key strategy driving the Council forward over the next 25 years.
- 4.36 A priority in the One Leicester strategy is to “create thriving, safe communities”. The City Wardens make a significant contribution by working with local communities in the enforcement of a common sense zero tolerance policy towards, littering, graffiti; fly tipping and fly posting, dog fouling etc. City Wardens also make a valid contribution “talking up Leicester”, acting as ambassadors for the city and an on-street point of contact for council services. In tackling public health problems they seek to “improve the wellbeing and health” of local communities.
- 4.37 To this end the following performance measures would seem appropriate for the service:

Local Indicators

- Customer satisfaction.
- Annual local environmental quality audit by Tidy Britain.
- Mori Survey (2011).
- Number of FPN and other enforcement actions.
- Response and resolution times to service requests.
- Number of bins taken of the street by the occupier.(Annually)
- Number of duty of care inspections of businesses.(Annually)
- Number of targeted enforcement initiatives.(Annually)
- Number of education and schools work. (Annually)
- Number of fly tipping investigations within target time.
- Number of dog fouling investigations with in target time.
- Number of sign posted requests to other service areas with in target time.

National Indicators the service contributes:

- NI 196 Improved street and environmental cleanliness (reduced levels of fly-tipping).

- NI 195 Improved street and environmental cleanliness (reduced levels of litter, detritus, graffiti, fly posting).
- NI 184 Satisfaction from businesses.
- NI 27 Understanding of local concerns about ASB and crime.
- NI 5 Overall/general satisfaction with local area.
- NI140 Increase fair treatment by local services (Local Area Agreement target)

Possible Future Development of the Service

4.38 Additional City Warden duties for consideration after full implementation and once the newly appointed wardens have been trained and are working to existing procedure and policy could include:

- Enforcement of A-boards and similar highway obstructions.
- Parks Byelaw enforcement (particularly on smaller parks/open spaces).
- Smokefree FPNs (primarily whilst travelling on public transport)
- Illegal street trading

4.39 However, it is felt that the main priority for the service in the immediate future is to focus on core duties and establish the service on this basis throughout the city. Therefore, it is recommended that any further extension of the duties of City Wardens should be deferred until the city-wide roll-out is established. Additionally, new approaches to neighbourhood management could have a significant bearing on the service, which will need to be taken into account over the next 2 years.

5.0 FINANCIAL, LEGAL AND OTHER IMPLICATIONS

5.1 Financial Implications

The approved budget for the City Wardens service is £402.5K for 2009/10. From 2010/11 & subsequent years the budget increases to £602.4K as agreed in last year's budget strategy.

Surplus one off grant funds and other monies are available to fund the proposals presented in this report, and this could free up the budget increase currently planned for 2010/11. These options are forming part of the priority board budget discussions for 2010/11.

Martin Judson, extension 7390

5.2 Legal Implications

Legal advice has been provided in respect of the work undertaken under the pilot scheme. Continuing legal support will be necessary for the duration of the scheme, in particular if it is the intention in the future to develop the remit of the City wardens as suggested in paragraph 4.7 onwards. This support includes input into the form and content of the standard documents such as FPNs up to and including representation at any trials.

Sarah Khawaja Senior Solicitor for Head of Legal Services

Tel. Internal 29 6399 Email: sarah.khawaja@leicester.gov.uk

6.0 OTHER IMPLICATIONS

OTHER IMPLICATIONS	YES/NO	Paragraph Within the Report	References
Equal Opportunities	NO		
Policy	NO		
Sustainable and Environmental	YES	Throughout report	
Crime and Disorder	YES	Throughout report	
Human Rights Act	NO		
Elderly/People on Low Income	NO		

7.0 CONSULTATIONS

Customer, partner and ward member satisfaction surveys were undertaken April/ May 2009.

8.0 REPORT AUTHORS

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Key Decision	No
Reason	N/A
Appeared in Forward Plan	N/A
Executive or Council Decision	Executive (Cabinet)

APPENDIX 1

City Warden Activities November 2008 to September 2009

Littering

The City Wardens have the power to issue a fixed penalty notice against an individual who deposits any litter on land open to the air. 287 service requests have been investigated and 125 FPNs issued, 5 of which have been for littering from vehicles. Monitoring and education work has been done in the out of town shopping areas where the wardens have spoken to the owners of fast food outlets about street litter and also given them posters to display in their premises. The wardens have taken part in the national awareness campaign concerning littering from vehicles which was run by Keep Britain Tidy from 7th July.

Graffiti

The term graffiti refers to drawing, patterns, scribbles, messages or tags that are painted, written or carved on walls and other surfaces. In recent times the craze has been for 'tagging', the stylised scrawling of names. The wardens have photographed as evidence 98 instances of graffiti and forwarded the information to the Graffiti team for removal. £2,500 towards the removal of graffiti in the Charnwood ward was allocated from ward action plan funds following a successful initiative between City Wardens and Cleansing. The wardens have the power to issue a FPN should they witness graffiti but it is difficult to do this in practice.

Dog Fouling

Dog fouling is a major concern to the public. 363 service requests from the public have so far been investigated by the wardens in the first year of operation. Since the notices were first made available to staff in April, 4 FPNs have so far been served. Earlier this year, as part of their routine work around thirty parks and cemetery staff were trained to administer FPNs for littering and dog control matters. The wardens have undertaken 36 joint patrols with Parks Officers to help support them in their new role. The wardens have worked closely with the Dog Warden Service who put up the dog fouling signage and Cleansing Services who clean it up.

Bins on the streets

Over 516 service requests from the public complaining about domestic wheelie bins left out on the street and investigated by City Wardens. The service has had to prioritise its response in order to tackle the worst areas first. The criteria chosen was linked to the number of bin fires in an area and if it appeared as a priority in community ward action plans. These criteria will need to be reviewed as the programme is rolled out city wide. Selected streets representing over 1100 properties were chosen in parts of Castle and Westcotes wards. A substantial reduction in the number of wheelie bins and recycling boxes left on these streets outside collection day has resulted following the 3 month campaign, from around 500 wheelie bins down to around 100. The work is ongoing but so far 243 enforcement and 75 FPNs have been served following promotional and enforcement campaigns. Of these

The wardens have also dealt with 255 complaints regarding commercial bins on the streets and have served 19 notices for duty of care to check on the waste contracts and served 3 FPN's for non compliance with the duty of care requests

Leaflet Distribution

Streets throughout the city centre and especially around the 2 University campuses were once littered with flyers until the Council bought in the policy to control the free distribution of printed material under the Clean Neighbourhoods and Environment Act 2005 (CNEA 2005). The education and enforcement carried out by the City Wardens has had an immediate effect on the amount of litter left from night time businesses. Those who have not applied for a licence to distribute have been warned, those persistent offenders have had their leaflets confiscated and issued with a FPN. To date 1 FPN has been issued to a repeat offender.

Fly Posting

Fly posting has been a long established problem in the City and has previously only been dealt with by removal. Since the start of the City Warden Service all the fly posters that have been removed have been photographed and stored as evidence. This has resulted in 996 investigations, 26 referrals to the planning department regarding banners attached to buildings and 11,734 posters removed from highway furniture. All the establishments that have been advertising have been written to explaining that it is a criminal offence and they face prosecution if it continues. This first stage saw a huge reduction in the fly posters that were attached to highway furniture.

The persistent offenders have been written to a second time and all have been served a legal notice with photographs of the offending posters to determine who is responsible for the offences, those who have failed to comply have been interviewed and we are currently putting together two court files for persistent offenders.

This work would not have been possible without the assistance of the City's Cleansing team who have also taken photographs and have kept a database of those posters removed. De Montfort University has also assisted in giving witness statements and CCTV footage when they witnessed people putting up the posters around the University campus.

Colleen Thorneycroft, Estates Manager at De Montfort University, said "*the campus environment has improved significantly, with a virtual eradication of unsightly leaflets and posters littering the area*" (Source Leicester Mercury)

Waste Duty of Care Visits

A waste holder (any person who imports, produces, carries, keeps, treats or disposes of controlled waste or as a broker, has control of such waste) is under a 'duty of care' with regard to that waste and it is an offence if he fails to take reasonable measures to prevent the escape of the waste from his or another person's control; and to transfer the waste to an authorised person or to any person for authorised transport purposes and to provide that person with a written description of the waste (Environmental Protection Act 1990 S34).

The wardens have visited 303 premises to check that they have a waste contract in place and the correct documentation for the transfer of the waste from their business and that

they are storing their bins correctly, safely and complying with legislation. Many of these visits have been in areas with a high incident of fly tipping or with local recycling centres suspected of use by tradesmen. Some of these visits have been done with the food team as other issues have raised concern on the visits or from complaints received. Ensuring that the waste is stored and disposed of correctly greatly reduces bins being left out on the street, side waste and fly tipping

Fly Tipping

This is defined as ‘the illegal deposit of any waste onto land i.e. waste dumped or tipped on a site with no licence to accept waste’.

The wardens are responsible for the small scale fly tipping which is anything larger than one bin bag and smaller than a van load, but they have also assisted in collecting evidence for large scale tips and with PACE interviews with the Environmental Crime Team. 1190 investigations have been carried out by the City Wardens.

The area with one of the most persistent fly tipping problems is Sainsbury’s domestic bring site on Belgrave Road where trade waste from businesses is being dumped and domestic waste is being left on the floor instead of being put into the recycling receptacles. Over 150 investigations have been carried out on this site alone which has resulted in 37 warning letters being issued and 18 PACE interviews. We will now be following these up with formal cautions or prosecutions in the Magistrates court

Nuisance Vehicles

183 service requests have been received about vehicles that have no registered keeper, or are abandoned, not displaying a current tax disk, causing a nuisance or being detrimental to the amenity of an area. Under CNEA 2005, nuisance vehicles also include 2 or more vehicles parked on a street in order to be sold or repaired by a garage or other business.

One of the successes of the wardens is the removal of the for sale vehicles on East Park Road, this was a problem that had been going on for years and could not be resolved by the police or highways as they did not have the legislation to enforce.

Education and prevention

The use of FPNs is just one element of enforcement, DEFRA guidance also shows other ways where an authority can improve the local environmental quality and reduce environmental crime. As part of the enforcement policy educating the public and making them aware of the offence, powers of the wardens and the effect environmental crime has on where they live, work and play is necessary. It is more cost effective to prevent environmental crime than to enforce and clear it up. Preventing offences happening and educating the public is a vital part of the warden’s work.

Education and Prevention Work

Meetings attended <ul style="list-style-type: none">• Ward meetings	281
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<ul style="list-style-type: none"> • Police JAG • City Watch • Police briefings • University • Religious groups • Cleansing • Team meetings • Councillors • Parks meeting • Tenants and residents with housing • Religious meetings • Community lead meetings 	
<p>Initiatives and education</p> <ul style="list-style-type: none"> • Schools work • Fetes, carnivals • Open days • Riverside Festival • Kidmah • Religious events 	366
<p>Targeted enforcement</p> <ul style="list-style-type: none"> • Dog fouling patrols • Environmental Action Days • The Big Tidy Up • Ward litter picks • Police action days • Bins on the streets • Work with Trading Standards • Stopping cars with Enviro –Crime on Bridge Road to stop traders dumping. • Fast food litter • Leafleting during late night economy • Litter patrols • Duty of care visits with food team • Patrols with Fire Service • Patrols with police 	217
<p>Handing out of freebies to prevent offences</p> <ul style="list-style-type: none"> • Pocket ashtrays (stubbies) • Dog bags • Posters 	1995

<p>Number of schools visited</p> <ul style="list-style-type: none"> • Kingfisher Youth Centre • Whitehall Primary School • Overdale Infant School • Glebelands Primary • Sacred Heart • Beaumont Lodge Primary School • St Barnabas Primary School • Sure Start At Home Farm • Shenton Primary School • Northfield House Primary School • Sparkenhoe Primary School • Catherine Junior School • Rolleston Primary School • Uplands Primary School 	14
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The work in the schools has concentrated on littering and has been delivered in the format of assemblies and lessons. City Wardens are also involved with the County Schools Forum ensuring that we work with other councils and waste agencies across Leicestershire in giving the same message and also share ideas and resources and work jointing at events.

CITY WARDEN SERVICE PUBLICITY

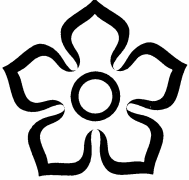
	DATE	MEDIA	ITEM
1	6 th October 08	Leicester Mercury	Wardens Make Clean Start
2	6 th October 08	Radio Leicester	Adrian Russell re on the spot fines by City wardens
3	6 th October 08	BBC TV Breakfast and Lunchtime News	Adrian Russell interview for new wardens
4	22 nd October 08	Leicester Mercury	Crackdown off to a flyer Photograph of Scott Clarke in City Centre
5		Leicester Mercury	Bulbs help create a beauty spot Jessica Philips in Eyres Monsell
6		Leicester Mercury	Dog owners face £80 fines Photo of Kerrie Bullough with dog wardens
7		LINK	City wardens hit the street Photo of Steve and Kerrie
8	Issue 12	FACE	Me and my shadow Barbara and Ian Lomas with Chief Exec
9	Friday 9 th January 09	Leicester Mercury	Store fire-risk bins safely or face a fine Photo of Steve and fire officer
10	Jan/Feb	LINK	So what do you think of us? Feedback from residents' survey.

			Photo of wardens talking to public
11	13 th January 09	BBC news Radio Leicester City Sky News 24	Barbara Whitcombe and Ian Lomas interviewed re fast food litter
12	14 th January 09	Leicester Mercury	Flyers ban reversed to help city festival
13	14 th January 09	Leicester Mercury	Dropped fast food wrappings creating an eye sore
14	28 th January 09	Leicester Mercury	A toast to our treasures! Photo of Jessica with Cllr Palmer
15	January/February	Leicester Link	So what do you think of us?
16	3 rd February 09	BBC lunchtime news	Bins on streets with the fire brigade
17	5 th February 09	BBC East Midlands today	Bins on streets with the fire brigade
18	9 th February 09	Leicester Mercury	Bring in your bin or face a fine
19	17 th February 09	Leicester Mercury	Long are lends a hand in clean –ups
20	27 th February 09	Leicester Mercury	Street car sellers face fine
21	6 th March 09	Leicester Mercury	£80 penalty for feeding the birds
22	20 th March 09	Leicester Mercury	New powers to tackle dog fouling problems
23	26 th March 09	Leicester Mercury letters page	Irresponsible dog owners Instant fines for fouling welcomed
24	April 09	Face	Front cover and 3 page special on the City wardens
25	18 th April 09	Leicester Mercury	Biggest haul of illegal DVD's is seized in City
26	24 th April 09	Leicester Mercury	First fine in dog mess purge
27	27 th April 09	Leicester Mercury	Streets are like ashtrays
28	28 th April 09	Leicester Mercury	Fines handed out for leaving bins in street
29	May 09	Leicester Link	Talk turns into action
30	27 th May 2009	Leicester Mercury	Public join in to give park spring clean
31	30 th May 2009	Leicester Mercury	Estates are cleaned up in campaign
32	30 th May 2009	Leicester Mercury	Don't leave items on show in your vehicle
33	June 2009	Recycling Matters	Wardens education visit
34	6 th July 2009	I.T services	Put the brakes on car litter

35	9 th July 2009	Leicester Mercury	Residents 'sick' of rubbish left in streets by students
36	9 th July 2009	Leicester Mercury	'Too few' given dog mess fines
37	9 th July 2009	Leicester Mercury	OPINION – law on dog fouling lacks any real bite
38	14 th July 2009	Leicester Mercury	Hazard bins in the firing line of clear up campaign
39	16 th July 2009	Leicester Mail	Step up war on dog mess says residents
40	7 th August 2009	Radio Leicester	Fly tipping in Belgrave
41	7 th August 2009	Leicester Mercury	Estates are cleaned up in Campaign
42	10 th August 2009	East Midlands Today	Fly tipping in Belgrave
43	11 th August 2009	Leicester Mercury	Recycling sites a dumping ground
44	2 nd September 09	Daily Mail	£500 fine if you put out wheelie bin on wrong day
45	2 nd September 09	Telegraph	Homes could face £500 fines for breaking wheelie bin rules
46	3 rd September 09	Leicester Mercury	Householders given multiple bin fines
47	8 th September 09	Leicester Mercury letters page	Wheelie bin crackdown not before time
48	10 th September 09	Leicester Mercury letters page	City wheelie bin fines entirely fair
49	2 nd October 09	Radio Leicester	For Sale Vehicles - Belgrave
50	2 nd October 09	East Midlands today	For sale vehicles - Belgrave

APPENDIX 2 - INVESTIGATIONS AND ENFORCEMENT ACTION

Type	Number of investigations	Enforcement action taken using powers under Clean Neighbourhoods and Environment Act 2005 and Environmental Protection Act 1990
Referrals to other service areas (Planning, Cleansing, Food, AEH, Trading Standards, Housing etc.)	521	
Graffiti referrals	98	Evidence photographed
Fly posting buildings	26	Evidence collected and referred to planning
Abandoned vehicles	34	Investigated and forwarded to cleansing
Bins on the street (commercial)	255	15 s34 notices served 2 s 47 notice served
Bins on the street (domestic)	516	227 s46 notices served 3 s34 notices served 4 108 notices served requesting information 75 FPNs issued
Causing leaflet distribution	16	
Leaflet distribution	110	6 108 notices served requesting information 1 FPN issued
Leaving litter	287	1 s108 notice served requiring information 125 FPNs issued
Litter clearance	28	Advice and posters given
Nuisance parking	183	
Repairing vehicles	21	
Street litter control	11	
Fly tipping	1190	14 s108 notices served requesting information 3 s34 notices served 73 warning letters sent 18 PACE recorded interviews
Dogs excluded from land	10	1 FPN issued
Dogs fouling of land	331	2 FPNs issued
Dogs keeping on leads	22	1 FPN issued
Proactive patrols in wards alone or targeted with other agencies	2270	
Sign posting direct from the public	1052	
Fly posting highways	996	28 s108 notices served requesting information 2 PACE interviews 14042 posters removed from highways furniture
Failure to produce waste carrier authority	13	
Failure to produce waste transfer note	57	
Total	8,047	



Leicester
City Council

WARDS AFFECTED
All Wards

FORWARD TIMETABLE OF CONSULTATION AND MEETINGS:

**Cabinet
Council**

**30 November 2009
28 January 2009**

Service Plan For Food Law Enforcement 2009/2010

Report of the Director of Environmental Services

1. PURPOSE OF REPORT

- 1.1 This report and the Service Plan for Food Law Enforcement 2009/2010 (appendix) have been produced to meet the requirements of the Food Standards Agency's Framework Agreement and Service Planning Guidance. This guidance recommends that service plans should be approved by the relevant member forum to ensure local transparency and accountability.

2. SUMMARY

- 2.1 The Service Plan for Food Law Enforcement 2009/2010 outlines how the City Council intends to fulfill its statutory duties and other obligations and, how these link to the Council's priorities. The planned activities are set out below:
- Inspections of food businesses and food products
 - Investigation of complaints
 - Sampling and analysis of food for hygiene, composition and accurate description
 - Training of food handlers
 - Provision of advice and support to businesses.
- 2.2 **SmileSafe:** The service intends to maintain and expand of this successful scheme, which informs consumers about hygiene standards found upon inspection. This provides beneficial information to the public and the public display of "scores on the doors" acts as an incentive for businesses to raise or maintain standards.
- 2.3 **Takeaway meals:** As part of the Government's drive towards healthier diets, we will take part in a regionally-coordinated project to assess the levels of salt, saturated fats and total calories in takeaway meals, with the view of developing a "social marketing" campaign that will advise local businesses how to formulate healthier recipes.
- 2.4 **Allergens in food:** Although pre-packed foods have to include allergens warnings in their labeling, there are no such statutory requirements for caterers. Following a pilot

project in 2008/9, which was well-received by traders, an education and advice programme will be extended to takeaways and restaurants to improve point-of-sale information and reduce cross-contamination in kitchens.

- 2.5 **Basmati Rice:** Intelligence reports indicate that some imports contain a mixture of cheaper varieties and/or are contaminated with mycotoxins (due to storage in damp conditions). With rice forming a staple part of the diet of many communities in the City, the sampling of rice will be undertaken to assess whether this premium price variety has been adulterated with cheaper varieties or contains unsafe levels of toxins.
- 2.6 **Alcoholic spirits:** Experience in 2008/9 has shown that some licensed premises have substituted branded spirits, mainly vodka, by refilling bottles with cheaper makes and counterfeit or bootleg product, so making an unfair profit. A spirit sampling programme will be undertaken with a view to the prosecution of offenders and possible reviews of premises licenses.
- 2.7 **The “Pennington Report”:** Our response to the findings of this public enquiry into an outbreak of *E coli* O157 in South Wales, butchers’ shops in Leicester with raw meat and ready to eat foods will be inspected and samples taken for microbiological examination. We shall carry out related surveys on cleaning cloths, pre-cooked rice, pre-packed sandwiches, and kebab meat.
- 2.8 **Raising industry standards:** Over 1,000 food handlers will be trained in food hygiene and many of these courses will be held in languages other than English, including Gujarati, Hindi, Punjabi, Chinese and Turkish.

3. **RECOMMENDATIONS (OR OPTIONS)**

- 3.1 Cabinet is asked to:
Note the Service Plan for Food Law Enforcement 2009/2010 and refer this to Council for approval.
- 3.2 Council is asked to:
Approve the Service Plan for Food Law Enforcement 2009/2010.

4. **REPORT**

- 4.1 Please see Service Plan for Food Law Enforcement 2009/2010 (appended).

5. **FINANCIAL, LEGAL AND OTHER IMPLICATIONS**

- 5.1. **Financial Implications**
There are no direct financial implications. The Service Plan has been written to make best use of the existing budget.

Martin Judson, Ex 7390

5.2 Legal Implications

The Service Plan accords with the Council's statutory responsibilities. Legal Service support includes assessing files passed for prosecution in accordance with the Council's prosecution policy and where files are taken forward for prosecution undertaking the necessary work to enable cases to be brought before the Courts as speedily as possible. In accordance with Article 4 of the Constitution, approval of the plan is a matter reserved to full Council as a matter of local choice.

Anthony Cross, Head of Environment & Advocacy Law, Ex 6362

6. OTHER IMPLICATIONS

OTHER IMPLICATIONS	YES/NO	Paragraph references within the report
Equal Opportunities	No	
Policy	No	
Sustainable and Environmental	No	
Crime and Disorder	No	
Human Rights Act	No	
Elderly/People on Low Income	No	

7. BACKGROUND PAPERS – LOCAL GOVERNMENT ACT 1972

None

8. CONSULTATIONS

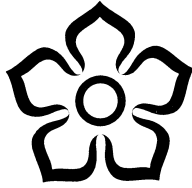
None

9. REPORT AUTHORS

David Barclay Rhodes	Food Safety Team Manager	29 6425
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Key Decision	No
Reason	N/A
Appeared in Forward Plan	N/A
Executive or Council Decision	Executive (Cabinet)

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Leicester
City Council

WARDS AFFECTED: All

Cabinet

30th November 2009

ECO-MANAGEMENT AND AUDIT SCHEME (EMAS) ANNUAL REPORT
Review of audit findings, progress towards targets and proposed action

Report of the Director of Regeneration Highways and Transportation

1 Purpose of Report

1.1 The report provides Cabinet with information on the Council's annual environmental progress through the Eco-Management and Audit Scheme (EMAS). Amended targets are proposed for the management of biodiversity (linked to NI197), street cleanliness targets (linked to NI195) and park-user satisfaction. Members are asked to consider possible targets for city-wide adaptation to climate change, reducing paper consumption and Green Flag parks. The report includes the draft text of the EMAS public statement covering the financial year 2008/09, and the proposed actions to be included in the next action programme (both documents available in the Members Area).

2 Summary

2.1 EMAS is being used to manage and improve the environmental performance of the Council, under the priorities of One Leicester. In particular the system is managing the commitment to reduce our carbon footprint and the delivery of the carbon dioxide reduction targets for the council (through Priority Board for Reducing Our Carbon Footprint) and city (through Environment Partnership Board of Leicester Partnership).

2.2 EMAS is managing the City Council's performance against National Indicators relating to climate change (NI185, 186 and 188), Council air pollution emissions (NI194) air quality (national air quality objective values), biodiversity (NI197), waste, street cleanliness (NI195), litter, and children travelling to school.

2.3 The City Council continues to take a national lead by including 71 schools within the scope of its EMAS registration. This is a partnership project with Groundwork Leicester & Leicestershire. EMAS assists schools in delivering the Government's Sustainable Schools agenda which is now included in Ofsted inspections.

2.4 EMAS drives improvements in environmental performance, reduces the risk of breaching environmental legislation and demonstrates a level of performance management which was viewed favourably in the Managing Resources section of the Comprehensive Area Assessment (scored at Level 3). Appendix 5 provides a

summary review of the management of EMAS during 2008/9 and the corrective action required from audits.

- 2.5 Underpinning EMAS is the commitment to “continuous environmental improvement”. The EMAS process identifies priority areas (or significant effects) and sets improvement objectives and targets to reduce their impact. A key concern from the 2008 verification was the adequacy of actions in place to meet our EMAS targets, in particular those relating to energy and climate change. Recommendations to address this finding were presented to Corporate Directors on 12th May and resulted in the finding being downgraded during the Verifier’s interim visit in June. However, Members should note that failure to keep addressing this finding might result in its escalation again at the November visit.
- 2.6 In the light of this finding, Members are asked to consider the progress towards targets in 2008/09 as given in full in Appendix 1. 20 targets were measured during 2008/09. Of these, 7 targets have been met or are successfully on track to be met (see paragraph 4.19 of the report). A snapshot of results from these targets is 71 schools now EMAS registered, over 97% of paper used being 75% or more recycled, nearly 3,000 trees planted and user satisfaction with parks increased to 78%. Paragraph 4.25 draws attention to concerns around the targets for city-wide carbon dioxide emissions, building energy use, renewable energy and household waste. Of the remainder, progress is inconclusive, or not yet known.
- 2.7 The monitoring exercise has informed the annual EMAS public statement (appendix 2 in Members Area). The statement is a requirement of the EMAS regulation and will be made available on the internet. In addition, we will publish regular bulletins of headline issues throughout the year, for wider distribution in libraries etc.
- 2.8 Elected members should note that the next EMAS Verification will take place from 16th – 23rd November, with schools visits taking place on 16th and 17th.

3. Recommendations

Overview and Scrutiny Management Board are recommended to:

1. Note progress towards the EMAS targets during 2008/09 (see appendix 1)
2. Note the adequacy of proposed action towards targets 2009/10 (see appendix 3, in the Members Area)
3. Note the management response to matters outstanding from audits (appendix 5)

Cabinet members are recommended to:

1. Note progress towards the EMAS targets during 2008/09 (see appendix 1).
2. Agree new targets and amendments to existing corporate targets (see appendix 4).
3. Agree the implementation of the proposed 2009/10 action programme (see appendix 3, Members Area).

4. Agree the draft text for the 12th EMAS Public Statement (see appendix 2, Members Area).

5. Agree the management review of EMAS (appendix 5).

4. Report

Summary of EMAS news during 2008/09

Comprehensive Area Assessment

4.1 EMAS was assessed favourably as part of the CAA assessment under the Key Line of Enquiry KLOE 3.1 (Use of resources), and was given a score of 3. Key findings and conclusions stated that;

“The council makes effective use of natural resources by understanding and reducing its impact on the environment. It is registered with the eco-management and audit scheme (EMAS) and through this it performance manages its environmental effects including carbon emissions. “

Schools EMAS

4.2 A major news story of 2008/09 is the substantial increase in Leicester schools joining our EMAS registration, from 50 to 71 in November 2008. The project is already nationally recognised by Government and Groundwork UK and was put forward as a case study for the European Commission’s review of best practice amongst EMAS municipalities in 2009. The project is self-financing, with schools paying for the services of Groundwork Leicester and Leicestershire, to support them in working towards EMAS registration. The numbers of schools choosing to use this service illustrates the value they place in using EMAS to help deliver the Government’s Sustainable Schools agenda in addition to the other benefits arising from reducing their environmental impact and ensuring legal compliance. Being an EMAS school will also assist in achieving certain BREEAM credits as required under the Building Schools for the Future programme. (BREEAM is the Building Research Establishments Environmental Assessment Mechanism).

4.3 Data collection for aggregated schools EMAS targets has been improving during 2008/09 with NI 185 providing a useful stimulus for collecting schools data on energy consumption. From this baseline data a number of targets for improvement should be able to be recommended to cabinet next year.

Climate Change Adaptation

4.4 Leicester City Council produced the first Climate Change Adaptation Action Plan in the East Midlands region in June 2008. As a result of undertaking this work we were invited to host a regional conference in January 2009 to showcase the council’s work on Climate Change Adaptation and bring together key local partners to consider how they may best tackle the issues of adaptation for their own organisations.

The Adaptation Action plan is fully integrated with our EMAS system and covers three significant effects:

1. Flood Risk

2. Summer Heat waves and Prolonged Periods of Increased Average Temperatures
 3. Water Availability
- 4.5 5 key objectives have been developed to respond to these Significant Effects. A series of service level actions or responses, identified from officer recommendations, case studies and best practice guidance, have been developed to deliver each of the objectives.
- 4.6 One year on, much of the action has focused on flood risk issues. It is hoped to have a Surface Water Management plan created this year to lead future work. Locations of flood hotspots are being recorded and mapped onto the drainage asset map. We have developed a database for storage of flood information. Initial investigation into climate resilient highway infrastructure has begun. Work on Sustainable Urban Drainage Systems (SUDS) has started with schemes and a workshop (organised by Urban Design).
- 4.7 By undertaking this range of work we have achieved Level 3 in delivering National Indicator 188, Adapting to Climate Change, and are currently working towards Level 4 by encouraging partner action in the city. This progress and commitment is underlined in the council's Local Area Agreement target to reach Level 4 by April 2011 and it is proposed to adopt this as EMAS target 11.1 (refer to paragraph 4.50).

Environment Network

- 4.8 The Environment Network now has 70 members, with representation being stronger in CLABs buildings. Since its launch last September, we have run 3 successful campaigns: Big Switch Off, (September) Big Paper Cut (February) and Breathing Space (June).

Big Switch Off

Over the two hours of the Big Switch Off, energy data from 8 LCC buildings showed a 10.1% reduction in electricity demand when compared to the average energy demand for a Friday in September/October. If this were repeated for every working day of the year we would save around £6,000 from these 8 buildings alone.

Big Paper Cut

Environment Network members were asked to let the Environment Team know what actions they would be taking on the Big Paper Cut day and these were placed on Insite for all Council staff to view. Although it was not possible to collate paper-use figures on the day, based on feedback and comments received the day did seem to raise awareness of the issues amongst staff and made staff think about how they could reduce their unnecessary paper use.

Breathing Space

270 Travel Pledges were made and an estimated 1.7 tonnes of carbon dioxide were saved during Travel Pledge Week - equivalent to cutting out the emissions from nearly 5200 miles of car travel. This would translate to an estimated 96 tonnes if all staff were to make a travel pledge in next year's campaign.

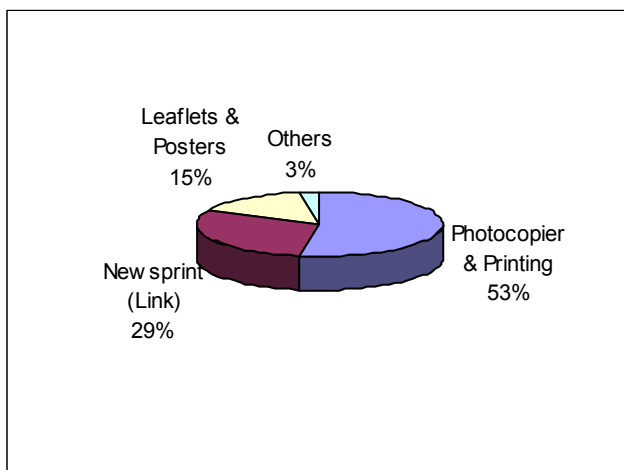
Covenant of Mayors

- 4.9 The Covenant of Mayors is a major new initiative launched by the European Commission that places cities at the centre of the Sustainable Energy / Climate Change challenge. As a Vice President of the Board of Energie-Cities Leicester became a signatory to the covenant in 2009 and was amongst the first group of signatories at the EU Sustainable Energy Week event, in January 2009.
- 4.10 As a signatory, Leicester will be bound to go beyond the 3 objectives set up by the EU for 2020,
- to reduce greenhouse gas emissions by 20%
 - to reduce energy use by 20%
 - to achieve 20% renewable energy in its energy supply

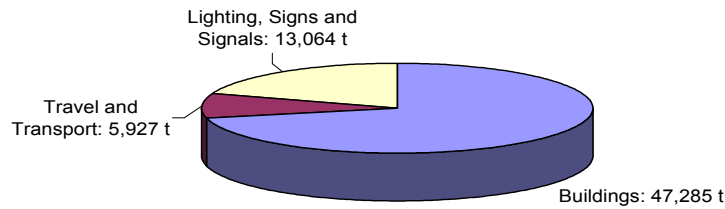
These align well with current EMAS targets and the city's overall CO₂ target exceeds the 20% level (to achieve a 50% reduction in CO₂ emissions by 2025, as part of the Climate Change Strategy and the "One Leicester" vision for the City).

Improvements in data collection

- 4.11 A significant step forward has been achieved in data-collection for a number of EMAS targets during 2008/09, for example carbon dioxide emissions, air pollution emissions and paper use/recycled content.
- 4.12 All print procurement is now routed through the print procurement unit. We are now able to monitor paper consumption accurately and be able to set a corporate target (see paragraph 4.40). In 2008/09 nearly **64 million sheets of A4 paper** was used by the council (excluding schools), of which 53% was photocopying, printing and stationary paper and 29% was newsprint (eg Link magazine).

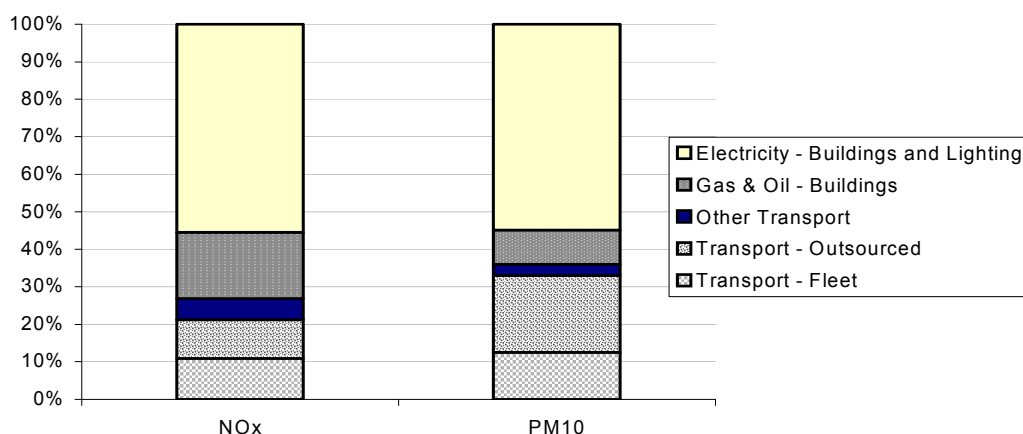


- 4.13 A comprehensive set of data on carbon dioxide emissions was collected and submitted to DEFRA as part of NI 185 (CO₂ from the council). For the first time this includes data from all schools and major out-sourced service contracts, together with street lights and traffic signs and a much better understanding of the breakdown in categories of staff travel.



- 4.14 The total figure submitted for NI 185 was **66,184 Tonnes emitted in 2008/09**. The breakdown by category highlights the importance of managing CO₂ emissions from buildings and in particular, school buildings (which are approximately half of the buildings total). Lighting and signage has also assumed greater significance than predicted in previous models. The Waste Management Service accounts for the majority of the emissions from outsourced services (67% of outsourced building emissions and 91% of outsourced transport emissions).
- 4.15 The Housing Service is excluded from the NI185 figure but data was collected from the exercise to feed into the EMAS target. Emissions from the Housing Service total **22,689 tonnes p.a.** This includes emissions from district heating provided to council tenants.
- 4.16 The data collected for NI 185 has been used to report on NI 194: “Air Quality - % reduction in NO_x and primary PM₁₀ emissions through the local authority’s estate and operations”. For the first time the council is able to report on air pollution emissions across all its operations (previously only fleet vehicle emissions were recorded under EMAS by using fuel use as a proxy indicator) and will be in a position to propose a target in next year’s cabinet report. The bar charts below illustrate the relative contributions of activities to air pollution emissions. In terms of our impact on the local air quality in Leicester (emissions from electricity use occur elsewhere) fleet transport (in house and from outsourced services) is the main concern for both NO_x and PM₁₀. In particular, the emissions of PM₁₀ from the heavy goods vehicles in the refuse collection and recycling service are the main source of emissions from the category “Transport Outsourced”.

The Council's Estimated NO_x and PM₁₀ Emissions in 2008/09: Percentages by Source



Managing environmental progress through objectives and targets

- 4.17 During the previous verification concern was raised about the adequacy of the programmes in place to support the delivery of our EMAS targets:

*LRQA Report Nov 08 Ref 0811CER03 The EMAS Action Programme was reviewed. This includes numerous initiatives that should lead to **incremental improvements** in Leicester City and Leicester City Council's environmental performance. The council was unable to demonstrate that the current planned initiatives for reducing council energy use, reducing city wide and council carbon dioxide emissions and increased use of renewable energy in city developments alone will not deliver the 50% reduction in council and city carbon dioxide emissions by 2025 from the 1990 baseline. As these programmes are over halfway through the target timescale (18 years) there needs to be a clear idea of how these targets will be achieved. EMAS requires that objectives and targets are supported by programmes which should describe how the organization's objectives and targets will be achieved, including timescales, necessary resources and personnel responsible for implementing the programme. The programme may be subdivided to address specific elements of the organisation's operations. To achieve these targets, the council will need to consider **step changes in performance**, rather than incremental changes*

- 4.18 Action has subsequently been taken to improve the management of the action programme by using the capability of Access Databases to track the effectiveness of individual actions in meeting targets. In June Strategic Management Board received a further report which identified areas of step change in action required to meet CO₂ and energy targets, as these are particularly identified as areas of concern by LRQA. These actions are now managed by the "Reducing Carbon Priority Board". LRQA reviewed this progress favourably during their June health check visit and have down-graded the finding.

Positive Progress towards existing targets

- 4.19 Appendix 1 summarises progress towards all EMAS targets. Performance is on track to meet the following targets:

Target no.

18.2 - **numbers of schools participating in EMAS** – on track

14.3 – **waste minimisation from BSF programme** – standards met

5.1a - **litter** – target met:

17.2 – **recycled paper use** – standards met. .
5.1d - **fly-posting** – target met
6.2a - **10,000 trees** – on track
6.3c – **increased parks user satisfaction** – on track

- 4.20 The Council started 2008/09 with 71 schools participating in EMAS which is on track to meet the target of 90 schools by 2010/11. (The number of schools subsequently participating in September 2009 has dropped to 61 however), within the BSF programme, the continuous improvement plan target to “reduce construction waste to landfill”, remains on track at the end of the 08/09 financial year.
- 4.21 Street cleanliness – There is a new National PI 195 which has 4 parts. 08/09 targets were met for litter and fly posting but not for detritus and graffiti. 09/10 targets for the latter will be set at more realistic level.
- 4.22 In last year’s cabinet report, members adopted new targets for use of recycled paper as follows:
By 2009/10
- All publications, leaflets, flyers and posters to use at least 75% recycled paper.
 - All site and volume photocopying to use 100% post consumer waste paper.
 - All Council stationery to use 100% post consumer waste.
 - All printing of web products (e.g. Link) to be 100% recycled paper.
 - All basic digital colour low volume printing to be on 100% post consumer waste paper.
- 4.23 In 2008/09, over 97% of paper used was 75% or more recycled, with over 80% being 100% recycled from post consumer waste. This is well on the way to meeting next year’s targets.
- 4.24 Nearly 3,000 trees were planted during the winters of 2007/08 and 2008/09 as part of the 10,000 trees project. Groundwork Leicester and Leicestershire worked with schools to involve them in planting trees on school grounds and Ward Community meetings provided the vehicle for involving local people in the programme.

The percentage of users satisfied with parks has increased from 76% in 2005 to 78% in 2008, as measured from MORI surveys. This is on track to meet the target of 79% by 2013.

Areas of concern

City-wide CO2 emissions

- 4.25 Data collected as part of the new national indicator NI 186 has provided 3 estimates of Leicester’s emissions, for: 2005, 2006 and 2007. They suggest that despite some progress, the City is not on track to meet its long term target to reduce emissions by 50% from the 1990 base by 2025. Breakdowns of the figures show that substantial increases in emissions from the domestic sector are largely offsetting reductions achieved in the commercial and transport sectors.

- 4.26 Strengthening of the Climate Change Work Programme will continue in 2009/10 as a springboard to seek the additional resourcing needed for a 'step change' in CO₂ emissions reduction – and ultimately to achieve target 2.1.

For the domestic sector, funding to be sought is expected to include further roll-out of the Hot Lofts initiative, to match available funds already committed by British Gas under the Government CERT scheme and potentially to lever in further utility funds before this scheme ends in December 2012.

Work to influence new developments will continue through the application of Local Plan Policy BE16 and a Supplementary Planning Document (SPD) providing detailed guidance to developers on addressing climate change will be drafted for adoption as part of the new Local Development Framework.

In the area of transport, continued delivery of the current Local Transport Plan will be complemented by the start of work on proposals for the next (third) LTP which will come into effect from April 2011. Delivery of CO₂ emissions reductions from transport will be one of the key outcomes required of the new plan, so all measures considered will need to be carefully assessed for their ability to contribute to this goal.

Council's total building energy consumption

- 4.27 The council is not on track to meet its target for building energy use and only appears to be holding its energy use steady compared to the 1990 base level. There are a number of factors influencing this. The winter of 2008/09 was cooler overall than any of the previous five winters, which will have influenced heating energy use. Another factor is changes in the Council's portfolio of buildings. The opening of Knighton Tennis Centre as a new facility in 2008, for example, will have added to the energy demand. These factors may have offset any reductions from energy efficiency measures installed during the year.
- 4.28 The key actions to address this target are through the building survey and investment programme and measures focusing on behavioural change. A programme has been put in place to reduce CO₂ from Leisure Centres by 26% over the next two years, by implementing the recommended energy efficiency improvement work and training. A further 12% could be saved at these facilities when planned maintenance or improvement work is done. The opportunity to do much of this work is likely to arise within the period to 2026. The next phase of the programme will focus on the main administrative buildings.
- 4.29 The importance of behavioural change was highlighted through the Environmental Network's first campaign in October "The Big Switch Off". The campaign in 2008 achieved a high profile and, based on Intelligent Metering from 8 buildings, at least a temporary reduction in energy demand. The campaign will run again in October 2009. It will last a week and build on awareness generated by the 2008 event.
- 4.30 An Energy Project Officer will work with building managers and tenants to reduce energy use through behavioural change, technological innovation and signposting to funding opportunities. The project officer will help implement the findings of the "Green review of LCC IT".

Council's use of renewable energy in corporate buildings

- 4.31 The Environmental Policy makes a clear commitment to “encourage the appropriate generation and use of renewable energy”, and in 2009 the council became a signatory to the Covenant of Mayors which commits the council to 20% renewables by 2020.
- 4.32 However, the target and adequacy of action continues to be of concern. The council now buys its electricity from “good quality” Combined Heat and Power (CHP) sources rather than from renewables. Whilst this results in lower carbon dioxide emissions by using fuel more efficiently, it does not count towards this target.
- 4.33 There has been no further installation of renewables in corporate buildings, but some installations in schools through the Primary Capital Programme and BSF (eg Coleman Primary).
- 4.34 However, the key action is to consider renewables as part of the Energy Team's Survey and Implementation Programme, where the scope for on site renewables is being looked at for every building. The Leisure Centres report identified measures to achieve 10-12% reduction in CO₂ from capital installations such as plant replacement and renewables.
- 4.35 Expressions of interest are currently being analysed for the Combined Heat and Power project. The specification requires a reduction in CO₂ of 7,300 tonnes p.a. on existing by 2013 and 13,100 by 2019. The specification does not dictate the use of renewables, but it is expected to be a solution to meeting these levels of CO₂ reduction.

Travel to school

- 4.36 Data for 2008/09 shows a slight move towards the target to reduce the proportion of journeys to school by car but we are not on track to meet it. Further resources have been made available for school travel planning which should help re-address this concern, together with helping to meet the government target for school travel planning.

Household Waste Recycled/composted

- 4.37 The target is to recycle (including composting) 40% of household waste collected in 2009/10 (NI 192). The latest figure for 2008/9 shows a drop in recycling rates from 33.5% (07/08) to 30.6%. This was associated with technical problems at the recycling facility which were addressed by Biffa in the last quarter of the year. (Figures for the first quarter of 09/10 recorded 40%). Household participation in the kerbside scheme is currently 47%. More promotion of the recycling scheme should increase participation. A DVD has already been produced for use in schools and the promotional work will initially focus on students' participation rates in the green box scheme.
- 4.38 When the production of refuse derived fuel is included, the figure rises to 43% for 2008/09. However, the Government does not allow this to be included within the definition of recycling for National Indicator 192 (but it is included in NI 193).

Council's use of water

- 4.39 2008/09 water use shows a slight increase from the previous year, but variations in the timing of billing mean that it is not possible to conclude with any certainty what the overall trend for this target is. A partnership water-saving project with Severn Trent and Leicester schools has shown significant water-savings, where full intelligent metering is available. Following the success of the schools pilot, Severn Trent (ST) is working with LCC to install water efficiency technologies in up to 20 buildings. These buildings are surveyed, a list of water saving interventions is developed and approved, then installed by an approved supplier funded by Severn Trent. It is also planned to make the data from intelligent metering available on-line to council staff encouraging them to introduce good-housekeeping measures by providing feedback the next day. The building survey and investment programme will continue to identify a programme of measures to reduce water consumption.

Further Development of Targets and Monitoring Systems

Development of target 17.1 Reduce the quantity of paper used by? from the 2008/09 baseline by ?

- 4.40 Cabinet are asked to consider where action should be targeted to reduce paper consumption with regard to setting a target for paper reduction.
- 4.41 All print procurement is now routed through the print procurement Unit. For the first time since registering with EMAS we are now able to monitor paper consumption accurately and set a corporate target. In 2008/09 nearly **64 million A4 sheets of paper** were used by the council, of which 43% was photocopying/computer printing paper and 29% newsprint (eg Link magazine).
- 4.42 Paper is an important issue for the Council to address; paper use for 2008/2009 equates to 267 tonnes of CO₂ which is equivalent to the Council's total CO₂ produced from all air, taxi, rail and bus journeys undertaken by council staff.
- 4.43 Work is currently underway on '*printing quick wins*' which has been developed between ODI and the Information and Support team. This work is intended to reduce print spend across the authority and as a consequence of some of these actions a resultant drop in paper use should be achieved, although no projections of what this will be are currently available.
- 4.44 The printing of Link magazine (which for 2008/2009 accounted for 29% of paper use) has been increased in 2009/2010 to 10 issues per annum up from 6 issues in 2008/2009. This increase in Link will result in approximately 12,413,300 additional sheets of A4 paper being used annually (this is equivalent to approximately 52 tonnes of carbon). With this projected increase it is difficult to set an overall paper reduction target. Cabinet may wish to consider the wider use of printed marketing – if more information is being distributed and communicated through Link is there a case for reducing the amount of posters/leaflets being distributed? Some consideration around the use of marketing is already underway by Mark Bentley in the Communications Unit. The *Talking up Leicester* project will be considering the publications that the Council is distributing (both

paper and electronically) to see where these publications can be rationalised. The main driver of the project is to increase the quality of material produced; it is unclear at this stage what impact this work will have on paper consumption.

- 4.45 Due to the increased frequency of Link it is difficult to establish a realistic target for 2009/2010 and Cabinet may wish to consider where action should be targeted to reduce paper consumption to counter the impact of the increase in the Link print run.

Amendments and proposed targets

- 4.46 Appendix 4 proposes amended wording, a new objective and new targets.

Target 5.1 (expired and reset) Percentage of relevant land and highways that is assessed as having deposits of the following that fall below the acceptable level during 2009/10:

a. litter - 10%

b. detritus - 13%

c. graffiti - 14%

d. fly posting - 0%

The previous target expired in 2008/09 and the new proposed targets align with NI 195. They are considered more realistic within existing resources, but it may be necessary to target resources in particular wards to improve the overall scores.

Target 6.1 (amendment) Increase the percentage of local wildlife sites that have received or are receiving positive conservation management to 65% in 2009/10.

- 4.47 It is recommended to align this target with the wording of National Indicator NI197: Improved Local Biodiversity.

Target 6.3a (new) Increase the number 'Green Flag' parks from 6 to 10 by 2013.

- 4.48 In 2008, Cabinet agreed that a target should be investigated for increasing the quality of city and district parks – the first and second tier of parks and open spaces in the city. The proposed target is included in the recently adopted Greenspace Strategy as a performance measure for the Parks Service. Its achievement will be resourced through a combination of revenue, (potentially) capital and external grant funding, with key actions covering horticultural, infrastructure, access and maintenance improvements, plus the creation of more 'Friends of' groups.

Target 6.3c (Amendment) Increase park user satisfaction levels from 76% (2005) to 79% (2013)

- 4.49 The baseline figure of 74% previously quoted was found to be incorrect.

Objective 11.1 (new) Prepare for Leicester to address the risks and opportunities of a changing climate; and Target 11.1 (new) To achieve the following levels of preparedness in assessing and addressing the risks and

opportunities of a changing climate: April 2009 – Level 2, April 2010 – Level 3, April 2011 – Level 4.

- 4.50 A new significant effect: “Leicester’s vulnerability to the impact of climate change” was adopted in December 2008, when it was agreed that an objective and target for improvement would be developed. The proposed target is the Council’s existing Local Area Agreement target for performance against NI188 and we are currently on track to achieve it. The levels are set by the Government in the NI188 guidance.

Targets remaining without data

- 4.51 In 2008, the target relating to **council office waste** was highlighted as an area of concern, because a system had not been developed to measure the amount of waste collected from council buildings. Unfortunately a bid for funding to establish a corporate waste production database was unsuccessful in 2008. However, the appointment of a waste minimisation officer and the introduction of a pilot recycling scheme for the central admin buildings should establish recycling rates, residual waste and levels of contamination. It is hoped that information from the pilot scheme may help to set an improvement target in future. The waste minimisation officer is also investigating a corporate contract for the recycling of toner cartridges and the waste management requirements of council depots.
- 4.52 In addition, a number of the school targets adopted in November 2006 remain without adequate systems for aggregating and reporting data. The measurement of the **collection of waste for recycling from schools** is a particular case in point. Initially, the school children were involved in monitoring waste production and although this had educational benefits the quality of the data collected was not suitable for long term monitoring. Discussions have taken place with some of the waste management companies servicing the schools. These will be progressed further in the hope that the companies can provide the data.

Management review of EMAS and progress with the issues raised in the EMAS Cabinet Report, November 2007

- 4.53 Appendix 5 provides an overview of the EMAS management system in accordance with the EMAS regulation. It provides an update of the key changes to legislation affecting the system and draws attention to the major outstanding non conformity issues, from internal and external audits. The following issues are identified:
- Environmental Legislation – There have been a number of changes to legislation during the year and, in response to an Internal Audit finding, the Environment Team has updated its procedure for ensuring staff are kept abreast of their responsibilities.
 - Contractor Control – the Verifier raised a non-conformity on this issue at his June 2009 visit and training for relevant contract managers is to be organised as part of the Council response.
 - Environmental Aspects of Council activities – both Internal Audit and Verification findings have highlighted the need for a better approach to identifying and recording significant environmental aspects of Council activities. The Environment Team is currently developing a corporate register

of aspects to be used by service and site managers with the support of the Team.

Proposed EMAS Action Programme for 2009/10

- 4.54 Appendix 3 (draft) reports on progress towards actions in the EMAS programme and recommends their continued inclusion in the 2009/10 action programme. Following the non conformity raised by the EMAS Verifier in November 2008, actions in the programme are monitored more closely by the Environment Team using a traffic light system.

The text for the eleventh EMAS Environmental Statement

- 4.55 EMAS requires us to keep the public informed of the City Council's environmental progress. We do this by publishing an annual EMAS public statement. The text is checked for its accuracy by the external EMAS Verifier before being made available to the public.
- 4.56 The proposed draft text for the annual statement is attached in appendix 2. The statement reports progress towards the EMAS targets during 2008/09. The statement also provides a commentary on the key issues influencing our progress and presents some of the important future actions.
- 4.57 The full statement will be available on the internet, with the option of obtaining a printed version from the Environment Team. This is in response to a desire to minimise paper consumption and also a reflection of the increased length of the statement now that schools information is included. Last year, a summary leaflet was printed containing extracted "validated" information of most interest to the general public. This year it is proposed to produce more regular information to the public, members and staff throughout the year about successful and upcoming initiatives. Due to the increased frequency these wouldn't be able to be externally validated and therefore not able to carry the EMAS logo. Existing publications such as Link and Face, and electronic media including the Council website and Insite will be used to avoid creating additional paper use.

Next Steps

- 4.58 The next steps are as follows:
1. The proposed action programme will be implemented from December 2009.
 2. External re-verification of EMAS will take place during November 2009, including the validation of the public statement.
 3. The next EMAS public statement will be published following validation.
 4. Members will receive the next annual report on progress towards the targets in November 2010.

5. FINANCIAL, LEGAL AND OTHER IMPLICATIONS

5.1. Financial Implications

- 5.1.1 EMAS is managed by the staff in the Environment Team and is financed through the Team's budget. The team's expenditure budget for 2009/10 is £352.K. This

covers the verification costs and all associated printing of documents required for the process, including publication of the annual public statement. The implementation of the proposed 2009/10 action programme will be met from resources that are already committed by the services.

Paresh Radia–Finance, R&C (ext. 297390)

5.2 Legal Implications

5.2.1 The corporate Environmental Policy commits the organisation to "fulfil our statutory environmental responsibilities". A prosecution for breaching the relevant legislation would result in automatic removal from the EMAS register. The Council does take effective measures to ensure that its contractors comply with the EMAS obligations by ensuring it is an evaluation criterion in the procurement process and including clauses requiring compliance within all standard and bespoke contract terms. This enables officers to monitor and ensure compliance.

This report also refers to an update in Appendix 5 of the changes in legislation. Should officers require any specific advice on Environmental legislation and its impact on any of the matters contained in this report they should contact Legal Services further.

Beena Adatia Senior Solicitor, Contracts and Commercial Team Legal Services (ext. 296378)

6. Other Implications

OTHER IMPLICATIONS	YES/NO	PARAGRAPH REFERENCES WITHIN THE REPORT
Equal Opportunities	No	
Policy	Yes	EMAS is the management system we use to implement the corporate environmental policy
Sustainable and Environmental	Yes	EMAS is the management system we use to implement the corporate environmental policy
Crime and Disorder	No	
Human Rights Act	No	
Older People on Low Income	No	

7. Risk Assessment Matrix

Risk	Likelihood L/M/H	Severity Impact L/M/H	Control Actions (if necessary/or appropriate)
1 – Failure to take corrective action	L	L	Progress is reviewed annually

<p>necessary to meet our EMAS targets Meeting the EMAS targets is not a requirement of the EMAS regulation, but progress needs to be reviewed regularly and corrective action taken as necessary to improve performance.</p>			<p>by members at Cabinet and corrective action agreed through the review of the EMAS Action Plan. The process of closing out non-compliances raised by internal EMAS audits provides another mechanism for taking corrective action.</p>
<p>2 – Failure to maintain an EMAS Action programme The EMAS action programme is a requirement of the EMAS regulation. Without this EMAS registration could not continue.</p>	L	H	<p>Env Team have work instructions in place to review the action programme every 6 months and to report annually to members.</p>
<p>3 – Failure to produce a verifiable public statement The EMAS public statement is a requirement of the EMAS regulation. Without this EMAS registration could not continue.</p>	L	L	<p>The text of the Public Statement is presented to members at Cabinet for agreement and subjected to checking by internal audit prior to verification taking place.</p>

L - Low
M - Medium
H - High

L - Low
M - Medium
H - High

8. Background Papers – Local Government Act 1972

- LRQA EMAS Verification reports November 2007, , May 2008, November 2009, June 2009
- EMAS Progress for 2006/7, proposed action for 2008/9. Cabinet, November 2007, Cabinet Nov 2008.

9. Consultations

Consultee

Individual officers named in the action programme (appendix 2)
Nick Morris
Mukund Narshi
David Poxon
Alan Gledhill
Helen O'Brien
Steve Weston
Kevin Vernon
Bob Mullins
Neville Stork
Evan Davies
Groundwork Leicester and Leicestershire
Debbie White

Date Consulted

September 2009

10. Report Author

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Appendices

- Appendix 1 – Progress Towards EMAS Targets 2008/09
- Appendix 2 – Environmental Statement April 2008–March 2009 (available in the Members resource area)
- Appendix 3 – Updated EMAS Action Programme 2009/10 (available in Members Resource area)
- Appendix 4 – Proposed Amendments to EMAS Targets 2009/10
- Appendix 5 – Management Review 2008/09

Key Decision	No
Reason	N/A
Appeared in Forward Plan	N/A
Executive or Council Decision	Executive (Cabinet)

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Appendix 1 – Progress Towards EMAS Targets 2008/09

Table 1 presents progress towards those EMAS objectives with an active target in place during 2008/09 and where monitoring data are available. Table 2 presents those objectives without progress data to report for 2008/09 and summarises the current position in establishing an active target, baseline and ongoing monitoring arrangements.

Table 1 - Summary of Progress Towards the Active EMAS Targets 2008/09			
Objective (in Bold) and Target	Progress in 2008/09	On Course to Meet the Target?	Page Refs. for Details
1.1 Reduce the Council's carbon dioxide emissions 1.1 To 50% of the 1990 level by 2025/26.	Uncertain	Uncertain	Report: 4.13-15 Appendix 2: 18
2.1 Reduce city-wide carbon dioxide emissions 2.1 To 50% of the 1990 level by 2025/26	No information available	Uncertain	Report: 4.25-26 Appendix 2: 22
4.1 Improve air quality in the city 4.1a By achieving the 4 key point targets set in the Local Transport Plan for air quality (target date 2010).	Uncertain	Uncertain	Appendix 2: 28
4.1b Change in the number of vehicles crossing the Central Transport Zone cordon from 42,683 vehicles in 2004/05 to 43,963 vehicles in 2010/11.	No information available	No information available	Appendix 2: 29
4.1c Reduce the share of journeys to school by car (including vans and taxis but excluding car share journeys) from 24% in 2006/07 to 22% in 2010/11. (All schools)	Improvem [†]	✘	Appendix 2: 30
5.1 Improve street cleanliness in Leicester 5.1 Relevant land and highways that is assessed as having deposits of the following that fall below the acceptable level: a. Litter 10% by 08/09 b. Detritus 10% by 08/09 c. Graffiti 5% by 08/09 d. Fly posting 0% by 08/09	Standard Met	✓	Report: 4.46 Appendix 2: 32
	Standard Not Met	✘	
	Standard Not Met	✘	
	Standard Met	✓	
6.2 Improve the City's tree cover and condition 6.2a Plant 10,000 trees by 2011	Improvem [†]	✓	Report: 4.19, 4.24 Appendix 2: 34
6.3 Improve the quality of Council-owned public open space 6.3b Achieve a 2% increase in the overall quality of provision by 2010/11 from a baseline average of 50% in 2008/09, as measured against the Green Flag Award Criteria 6.3c Increase park user satisfaction levels from 74% (2005) to 79% (2013)	No information available	No information available	Report: 4.19, 4.49 Appendix 2: 35-36
	Improvem [†]	✓	
6.4 Enhance the quality of the natural environment in school grounds (EMAS schools) 6.4 90% of EMAS schools to have a wildlife or food growing area by April 2012	No information available	No information available	Appendix 2: 36
8.2 Create sustainable school buildings 8.2 By ensuring that from 2007/08 all new or refurbished schools exceed* "very good" standards as defined by BREEAM (* to achieve an overall score of 65%)	No information available ¹	No information available	Appendix 2: 41
9.1 Create a sustainable built environment within the City 9.1 Increase the percentage of Planning Applications for Major	Worsening	Uncertain	Appendix 2: 42

¹ At the end of 2008/09 none of the Council's school building projects registered for BREEAM Design were complete. However, all four of the BSF phase 1 secondary schools were on target to achieve BREEAM "excellent" or "very good".

Developments applying Policy BE16: 75% in 2007/08 85% in 2008/09 90% in 2009/10			
12.1 Reduce the Council's total energy consumption 12.1a Whole Council: To 50% of the 1990 level by 2025	No information available	No information available	Appendix 2: 48
12.1b Buildings: To 50% of the 1990 level by 2025	Worsening	x	Report: 4.27-30 Appendix 2: 49
12.2 Increase the Council's generation and use of renewable energy 12.2 From 0% of the energy requirement of all Council buildings in 1997 to 20% of the energy requirement of all buildings in 2020	No change	x	Report: 4.31-35 Appendix 2: 50
12.3 Reduce schools total energy consumption. (All schools) 12.3 By an average of 1.43 % per annum between 2008/09 and 2025/26	Uncertain	Uncertain	Appendix 2: 50-51
12.4 Increase schools generation and use of renewable energy. (All schools) 12.4 To 20% of energy requirements in 2020/2021	No information available	No information available	Appendix 2: 51
14.3 Reduce the amount of school construction waste going to landfill. (All schools) 14.3 By ensuring the secondary schools within the BSF programme exceed target 4 from the Continuous Improvement Plan (All schools)	Worsening	✓	Appendix 2: 55
15.1 Reduce household waste and the percentage landfilled 15.1 To recycle 40% of household waste collected in 2009/10	Worsening	x	Report: 4.37-38 Appendix 2: 56-57
16.1 Reduce the Council's total mains water consumption 16.1 By 5% of 2006/07 level by 2011/12	Worsening	Uncertain	Report: 4.39 Appendix 2: 58-59
16.2 Reduce schools' total mains water consumption (All schools) 16.2 To 5% of the 2006/7 level by 2011/12	No information available	No information available	Appendix 2: 59
17.2 Increase the use of recycled paper as a percentage of overall paper use 17.2 To meet the following standards for recycled paper use from 2009/10: <ul style="list-style-type: none"> ▪ All publications, leaflets, flyers and posters to use at least 75% recycled paper. ▪ All site and volume photocopying to use 100% post consumer waste paper. ▪ All Council stationery to use 100% post consumer waste. ▪ All printing of web products (e.g. Link) to be 100% recycled paper. ▪ All basic digital colour low volume printing to be on 100% post consumer waste paper 	Standard Met	✓	Report: 4.22-23 Appendix 2: 61
17.3 Increase the use of recycled paper in schools (EMAS schools) 17.3 All EMAS schools to use recycled paper by 2012	No information available	No information available	Appendix 2: 62
18.2 Raise levels of environmental awareness and action within schools. (EMAS schools) 18.2 By annually increasing the number of Leicester schools participating in EMAS from 13 schools in 2003/4 to 90 schools in 2010/11	Improvement	✓	Report: 4.2 Appendix 2: 64-65

Table 2 - Environmental Improvement Objectives Where Targets are Under Development or Data is Not Yet Available		
No.	Objective (and target where set)	Progress with development of target, data collection/monitoring system or baseline data
1.2	Reduce schools' carbon dioxide emissions. (All Schools)	2008/09 baseline data now available (Appendix 2, section 1) and system for annual monitoring now in place for reporting NI185. Target to be proposed in the November 2010 EMAS report.
3.1	Reduce the Council's emissions of nitrogen oxides (NO _x) and primary particulates (PM ₁₀).	Baseline data now available for 2008/09 (see Appendix 2, section 3) and system for annual monitoring in place for NI194. A target will be proposed in the November 2010 EMAS report.
6.1	Protect and improve the network of Local Sites.	Data available. Target proposed in November 2009 EMAS report (see Appendix 4).
6.3	Improve the quality of Council-owned public open space.	Targets 6.3b and c already in place and being monitored. Target 6.3a proposed in Appendix 4.
7.1	Provide Leicester people with enough accessible public open space.	Target to be developed to align with standards in Local Development Framework and Greenspaces Strategy. Timetable dependent on adoption of both. Data collection system to be developed.
7.2	To retain a net area of open space in school grounds. (All schools).	A data collection system involving Property Services' database records is being investigated. If this can be resolved, a target will be proposed in the November 2010 EMAS report.
8.1	Create a sustainable built environment on Council owned land.	Target to be proposed in November 2010 EMAS report based on application of Council Sustainable Construction Standard currently being developed.
10.1.1	Reduce the risk and impact of flooding across the city-wide road network	Target to be developed and proposed in November 2010 EMAS report.
10.2.1	Future development of the built environment to be "climate proofed"	As above.
10.2.2	Reduce the impact of the urban heat island effect	As above.
10.3.1	Reduce risk to the Council's property portfolio and infrastructure	As above.
10.3.2	Reduce the risk of damage to private property through subsidence caused or exacerbated by LCC owned trees	As above.
13.1	Reduce Leicester's total energy consumption.	As above.
14.1	Reduce Council waste and the percentage landfilled.	Potential to establish baseline data, ongoing monitoring and EMAS target(s) from roll-out of office waste recycling schemes to be investigated with Waste Management Service.
14.2	Reduce schools' waste and the percentage landfilled. (EMAS Schools)	Data availability to be discussed with waste management contractors collecting from schools, with a view to establishing a data collection system, baseline and target to be proposed in the November 2010 EMAS report.
17.1	Reduce the quantity of paper used.	Data collection system now in place and baseline data for 2008/09 reported. Target to be proposed in November 2010 EMAS report, subject to Cabinet views.
18.1	Increase action by the public and partner organisations to improve Leicester's environmental sustainability.	Target to be developed and proposed in November 2010 EMAS report.

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Appendix 4: Proposed Changes to EMAS Objectives and Targets – November 2009

Existing Objective and Target	Proposed Amendment	Reasons
<p>Objective 4.1 Improve air quality in the city</p> <p>Target 4.1b Change in the number of vehicles crossing the Central Transport Zone cordon from 42,683 vehicles in 2004/05 to 43,963 vehicles in 2010/11</p>	<p>Removal of target 4.1b.</p>	<p>This target was taken from the Second Central Leicestershire Local Transport Plan. However, it was removed from the Government's list of mandatory indicators at the start of 2008/09 and the Council decided not to continue measuring it.</p>
<p>Objective 5.1 Improve street cleanliness in Leicester.</p> <p>Target 5.1 Relevant land and highways that is assessed as having deposits of the following that fall below the acceptable level:</p> <ul style="list-style-type: none"> - Litter 10% by 08/09 - Detritus 10% by 08/09 - Graffiti 5% by 08/09 - Fly posting 0% by 08/09 	<p>Replacement of target 5.1 with:</p> <p>Percentage of relevant land and highways that is assessed as having deposits of the following that fall below the acceptable level during 2009/10:</p> <ul style="list-style-type: none"> a. litter - 10% b. detritus - 13% c. graffiti - 14% d. fly posting - 0% 	<p>The previous target expired at the end of 2008/09. The proposed replacement is the Council's 2009/10 target for performance against National Indicator NI195: Improved Street and Environmental Cleanliness. The targets proposed for parts b and c are considered more realistic than those set (and not achieved) in 2008/09.</p>
<p>Objective 6.1 Protect and improve the network of Local Sites</p> <p>Target 6.1 Maintain the area of Local Sites at or above the 2008/09 baseline and increase the percentage (by area) that are assessed as being in a favourable or recovering condition. Target to be set by April 2009.</p>	<p>Proposed amendment to target 6.1 and setting of performance level as follows:</p> <p>Increase the percentage of local wildlife sites that have received or are receiving positive conservation management to 65% in 2009/10.</p>	<p>To align the EMAS target with that already set for performance against National Indicator NI197: Improved Local Biodiversity.</p>
<p>6.3 Improve the quality of Council-owned public open space</p> <p>6.3a During the coming year, we will investigate an appropriate target for increasing the quality of City and District Parks as defined in the Greenspaces Strategy</p>	<p>Target 6.3a proposed to be:</p> <p>Increase the number 'Green Flag' parks from 6 to 10 by 2013.</p>	<p>A specific target for improving the quality of City and District Parks (the first and second tiers of the parks hierarchy) is considered important alongside the existing target 6.3b which covers improvement across all greenspace sites.</p> <p>The proposed target is included in the draft Greenspace Strategy, which will also go to Cabinet for approval.</p>
<p>6.3 Improve the quality of Council-owned public open space</p> <p>6.3c Increase park user satisfaction levels from 74% (2005) to 79% (2013).</p>	<p>Amendment of target 6.3c to read:</p> <p>Increase park user satisfaction levels from 76% (2005) to 79% (2013)</p>	<p>The figure of 74% previously quoted was found to be incorrect.</p>

<p>Significant Effect 11: Leicester's Vulnerability to the Impact of Climate Change</p> <p>No existing objective and target as this is a new Significant Effect introduced in 2008.</p>	<p>Proposed new objective and target:</p> <p><i>Objective 11.1: Prepare for Leicester to address the risks and opportunities of a changing climate.</i></p> <p><i>Target 11.1: To achieve the following levels of preparedness* in assessing and addressing the risks and opportunities of a changing climate:</i></p> <p><i>April 2009: Level 2</i></p> <p><i>April 2010: Level 3</i></p> <p><i>April 2011: Level 4</i></p> <p><i>* Levels defined in Guidance for National Performance Indicator NI188: Planning to Adapt to Climate Change.</i></p>	<p>The new significant effect was approved by the Cabinet on 8th December 2008 as part of the EMAS report for 2007/08, when it was agreed that an objective and target would be developed.</p> <p>Target 11.1 is consistent with the level of performance already agreed by the Council in the Local Area Agreement. Level 2 has already been reached and we are on course to reach level 3 by April 2010.</p>
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Appendix 5

Management Review of EMAS for 2008/9 Summary for Cabinet November 2009

Purpose

It is a requirement of the EMAS regulation for top management to review the adequacy and effectiveness of Leicester City Council's environmental management system. Appendix 5 provides elected members with a summary of this management review, as defined by the EMAS regulation, clause I-A.6.

Cabinet members will receive a summary of the management review prior to the annual visits by the external EMAS Verifiers.

The current Management review covers the time period from November 2008 to November 2009.

Summary of EMAS Management Review

a) Results of internal audits and evaluations of compliance with legal requirements and with other requirements to which the organisation subscribes.

The LRQA verifier Ted Rosser visited the authority between 16th – 27th November 2007 and 17th June 2009, to undertake EMAS verification. LRQA included schools within the November visit. The Internal Audit programme is an on-going cycle on a three year rolling programme. The current programme runs from April 2008-March 2011.

The process resulted in a recommendation to approve the authority for EMAS registration with the scope of the registration to include 71 schools. On 17 June 2009, Corporate Directors received a summary report of the major and minor non compliances raised by internal and external audits, and the corrective action proposed. Issues raised by LRQA are tracked by the Environment Team but will remain open until their next visit in November 2009. Internal issues are tracked by internal audit and all, except the following, are now signed off.

Outstanding major/ minor non compliances

External audit minor non compliances

Status of the outstanding minor non-conformities following the June 2009 "health check" visit including the verifier's comments on progress and any proposed further action where the non-conformity remains open

Non-conformity	Verifier's comment on	Status	Lead Officer
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	progress & proposed further action where non-conformity status remains "Open"		
<p>0906CER01</p> <p>Contractor control</p> <p>A minor non-compliance has been raised against contractor control. The verifier noted that a contractor's skip located in the visitors' car park at the New Walk Centre contained gypsum and metal containers containing waste paint thinners. All gypsum waste in any quantity is banned from normal landfill by the Environment Agency from 1 April 2009, and must now go to a separate cell for high sulphate waste. Solvent wastes are classified as Hazardous Wastes and need to be segregated from other wastes for separate disposal.</p>	<p>Verifier's comment – New finding June 2009</p> <p>Proposed action: The solvent was removed from the skip, securely stored and collected by the decorating sub-contractor as a useable product. The skip containing the gypsum waste was removed by the main contractor. The main contractor will be contacted and asked to supply (i) 'duty of care' documentation to demonstrate appropriate disposal of the gypsum waste (ii) evidence to demonstrate how waste disposal awareness has been improved amongst staff working on council projects (iii) evidence to demonstrate how sub-contractor control will be improved when using sub-contractors on council projects.</p> <p>Managers from across the council with responsibility for contracts with an associated environmental risk will be identified and trained on improving environmental management and control in their contract monitoring procedures.</p>	Open	David Lockhart Environment Team
<p>0906CER02</p> <p>Legal and other requirements</p> <p>A minor non-compliance has been raised against the Environment Team for not identifying a number of minor pieces of environmental</p>	<p>Verifier's comment – New finding June 2009</p> <p>Proposed action: Access the ELUS environmental legislation database at the beginning of every month and then inform relevant LCC</p>	Open	Mark Jeffcote

<p>legislation. In addition to the banning of gypsum from normal landfill, LCC has not identified a number of new regulations including The Environmental Damage (Prevention and Remediation) Regulations 2009, the Fluorinated Greenhouse Gases Regulations 2009 and the ODS (Qualifications) Regulations 2009.</p>	<p>officers of any legal compliance issues that they need to be aware of.</p>		
<p>0811DRF04 Depot management of local aspects A minor non-compliance has been raised against Blackbird Road depot because the current site inspection mechanism only addresses limited environmental aspects. A clearer system for reporting to managers is also required so that corrective action can be taken.</p>	<p>Verifier's comment - A revised checklist is under development and will follow a site aspects assessment.</p> <p>Proposed further action: A revised checklist covering all of the environmental aspects associated with activities at the depot is being developed. A schedule for site inspection will be put in place and completed checklists will be returned to the site manager. The site manager will agree corrective action with appropriate staff and ensure that this is completed before an agreed date. Staff responsible for site inspection and checklist completion will receive training.</p>	<p>Open</p>	<p>Brian Knifton</p>
<p>0811DRF09 Property Services Maintenance Schedules A minor non-compliance has been raised against Property Services because a number of buildings (eg. Contractors had not issued Evington</p>	<p>Verifier's comment - Maintenance schedules have been issued for leisure centres.</p> <p>Proposed further action: The provision of schedules for other buildings is being further</p>	<p>Open</p>	<p>Brian Pawley</p>

<p>Leisure Centre) with schedules for planned maintenance work. This is imperative to manage the legal requirements of certain maintenance activities.</p>	<p>investigated.</p>		
<p>0811DRF13 Management of local environmental aspects A minor non-compliance has been raised against the Environment Team because the corporate register of environmental aspects (activities that result in significant environmental effects) does not allow the environmental aspects associated with individual sites (eg. Blackbird Road depot) to be identified.</p>	<p>Verifier's comment - LCC is in the process of developing site aspects registers.</p> <p>Proposed further action: A procedure will be developed and used to prepare a corporate list of environmental aspects, in consultation with key services. This will be made available to service and site managers as a starting point for them to develop service or site based Aspects Registers. The Environment Team will lead the development of the corporate aspects list and support managers in preparing their own local Registers.</p>	<p>Open</p>	<p>Environment Team</p>
<p>0811DRF14 Compliance with the waste management 'Duty of Care' at Blackbird Road depot A minor non-compliance has been raised against Blackbird Road depot because the management of waste across the depot appeared fragmented and compliance with the legal 'duty of care' could not be fully demonstrated from the documentary evidence available.</p>	<p>Verifier's comment - Not reviewed</p> <p>Proposed further action: An audit of the waste produced by the depot is currently being compiled together with the associated paperwork necessary for demonstrating compliance with the 'duty of care'. Once the replacement waste officer has been appointed then they will take on responsibility for maintaining the audit and paperwork.</p>	<p>Open</p>	<p>Brian Knifton</p>
<p>0711WPS02 School Travel Plans</p>	<p>Verifier's comment - Good progress has been</p>	<p>Open</p>	<p>David Poxon</p>

<p>The LTP requires 90% of all schools to have Travel Plans by 2011. In order to more fully demonstrate their commitment to environmental management beyond the school premises, all EMAS schools should have formally developed Travel Plans to meet with LCC and governmental expectations.</p>	<p>made with the travel plans.</p> <p>Proposed further action: Extra staff resources are being allocated to School Travel Planning in order to ensure that the government's target that all schools have travel plans by 2010 is met.</p>		
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Internal audit outstanding major and minor non compliances

The Internal Audit programme is an on-going cycle on a three year rolling programme. The current programme runs from April 2008-March 2011. EMAS Internal audits are performed at 4 levels:

Level 1

- An EMAS system overview audit to assess whether all of the necessary parts of the system are in place and are operating effectively.

Level 2

- Audits of a number of the significant environmental effects that the Council has identified, assessing targets and progress towards them including compliance with relevant legislation. In 2008-9, this work was concentrated on the Regeneration & Culture Department as lead department for EMAS.

Level 3

- Audits of the range of service units and establishments (eleven establishments and eight schools), assessing whether relevant environmental legislation, Council environmental policies and EMAS procedures are complied with.

Level 4

- An audit of the draft EMAS Public Statement.

Summary of EMAS non compliances raised by Internal Audit during 2008-9

Analysis of Major and Minor Non-Compliances Raised		
Type	Major	Minor
Level 1: EMAS System	3	15
Level 2: R&C Culture Marketing & Communications	0	0
Level 2: R&C Environmental Services	1	5
Level 2: R&C Planning & Policy	6	19
Level 2: R&C Regeneration, Highways & Transportation	4	6
Level 3: Non School Establishments	10	22

Level 3: EMAS Schools	2	10
Level 4: Draft Public Statement	0	4
Total	26	81

EMAS Level 1 Overview of the EMAS System Audit: Main Conclusion: Overall Summary:

No outstanding non-compliances.

The EMAS system documentation addresses the majority of the requirements of the EMAS Regulation. However, the audit identified a number of deficiencies. Some of these related to up-dating issues and the Environment Team has a programme for completing these, although this has been delayed. The main issue, however, relates to the on-going problem of a lack of clarity in the system about which elements of activities carried out at service level must be subject to operational controls.

EMAS Level 2 R&C Significant Effects: Environmental Services 2008-9 Main Conclusion: Overall Summary:

Overall, the audit found some areas of good practice and others where improvements are needed. Strategic planning to identify, control and improve environmental impacts at service level needs to be strengthened though the Environment Team is an effective resource and management monitoring processes are in place. It remains to be seen, however, whether targets for reducing CO2 levels are met. Environmental Services, including licensing and waste management, showed a high degree of commitment to EMAS.

EMAS Level 3 Establishment audits excluding schools 2008-9 Main Conclusion: Overall Summary:

Non-School Establishments:

The level of EMAS compliance varied, with some areas of good practice especially at parks and depots. Other areas were less satisfactory. Material findings at individual locations concerned inadequate fire precautions, management of hazardous substances, water hygiene, drainage and management of waste. In all such cases, non-compliance notices have been issued to and accepted by management .

Schools:

Overall, there was a high degree of environmental awareness and compliance at the Schools. The commitment to EMAS was demonstrably high, with much good work being done by pupils' 'Eco-clubs' or equivalent to raise awareness and take a pride in, for example, wildlife areas in the school grounds. One area that a number of schools need to address is travel plans, to reduce dependence on cars.

All four non compliances raised at Judgemeanow Community College remain outstanding although, these do not relate to issues that would have been

addressed by the move to new BSF building. A follow-up audit has been sent to the school.

EMAS Level 4 Audit of the Draft Public Statement 2007-8: Main Conclusion: Overall Summary:

Though it was generally satisfactory, a number of minor errors (mainly typographical) were identified in the draft EMAS Public Statement. The majority of those were rectified prior to the publication of the Public Statement. However, there were errors in numerous items of specific data, or they were not substantiated by evidence. Internal Audit discussed these with management and earlier involvement by Internal Audit in future years will help to ensure that the published statement is fully reliable.

b) Communications from external interested parties including complaints

A new system for recording environmental complaints became live in July 08. 2 departments, Housing and Regeneration and Culture receive the majority of such complaints. During July – September, Regeneration and Culture department recorded 84 EMAS complaints which were split between the following issues:

Litter	28%
Landscape	22%
Noise	20%
Overhanging greenery	19%
Pollution	10%

Update for same period 09 to be added.

During the period, 2 complaints regarding the enforcement of domestic noise pollution were dealt with by the Ombudsman who found in favour of Leicester City Council.

No communications were received from the Environment Agency during the period of this management review.

c) The environmental performance of the organisation and d) The extent to which objectives and targets have been met

A summary of our environmental performance is given to members in the EMAS cabinet report, November 30th 2009. This is supported by:

- Appendix 1 Detailed progress towards objectives and targets
- Appendix 2 Text for the Public Statement 2007/08
- Appendix 3 The Action programme in place to support targets
- Appendix 4 Proposed new or amended targets

e) status of corrective and preventive actions

Issues raised by LRQA are tracked by the Environment Team but will remain open until their next visit in November 2009. Internal Audit tracks internal issues. Those outstanding, are listed in Section a) above.

f) follow-up actions from previous management reviews

issues raised in management review November 2008

paragraph	concern	action update 30/11/09
a)	External audit School Travel Plans The LTP requires 90% of all schools to have Travel Plans by 2011. In order to more fully demonstrate their commitment to environmental management beyond the school premises, all EMAS schools should have formally developed Travel Plans to meet with LCC and governmental expectations	Open Verifier's comment - Good progress has been made with the travel plans. Proposed further action: Extra staff resources are being allocated to School Travel Planning in order to ensure that the government's target that all schools have travel plans by 2010 is met.
a)	External audit contractor competencies Leicester city council has well established procedures for engaging contractors however the determination of the competence of the individuals who actually undertake the work is less well established	Closed Nov 2009
a)	Internal audit major non conformity because the Air Quality Action Plan does not make provision for reaching the EU Air Quality Objectives.	Downgraded Verifier's comment - The internal audit finding has been downgraded to a 'Minor' following corrective action and there is a programme in place for compliance.
a)	Internal audit NC2 Quality of the natural environment on council owned land The council is failing to conserve a significant number of sites of importance for nature conservation (SINCS)	Non Compliance closed following Management Response with evidence: On receipt of the SINC condition assessment report for 2007/08 completed by the Nature Conservation Officer a meeting was held on 14/02/08 to review each site and identify the actions

g) changing circumstances including developments in legal and other requirements related to its environmental aspects

Changes to policy and legislation during the management review period are listed below.

Covenant of Mayors

Leicester became a signatory to the covenant in 2009 and was amongst the first group of signatories at the EU Sustainable Energy Week event, in January 2009. As a signatory, Leicester will be bound to go beyond the 3 objectives set up by the EU for 2020,

- to reduce greenhouse gas emissions by 20%
- to reduce energy use by 20%
- to achieve 20% renewable energy in its energy supply

These align well with current EMAS targets and the city's overall CO₂ target exceeds the 20% level (to achieve a 50% reduction in CO₂ emissions by 2025, as part of the Climate Change Strategy and the "One Leicester" vision for the City).

National Indicators for Local Authorities (Local Government Act and Public Involvement in Health Act 2007)

2008/09 was the first year of reporting against the 198 national indicators under the Local Government Act and Public Involvement in Health Act 2007. EMAS is managing the City Council's performance against National Indicators relating to climate change (NI185, 186 and 188), Council air pollution emissions (NI194) air quality (national air quality objective values), biodiversity (NI197), waste, street cleanliness (NI195), litter, and children travelling to school.

Climate Change Act 2008

The Climate Change Act will bring into force legislation that will improve carbon management in the UK and help move towards a low carbon economy, whilst demonstrating the UK's commitment to reducing carbon emissions.

The 2008 Climate Change Act enables targets to be set for the reduction of greenhouse emissions, a target of at least 80% lower than the 1990 levels by 2050. It will provide a system of carbon budgeting; establish a committee on Climate Change; confer powers to establish trading schemes for limiting greenhouse gas emissions or encourage activities that reduce emissions or greenhouse gases; make provisions for adaption to climate change; provide financial incentive schemes; to produce less domestic waste; to amend the Energy Act 2004 regarding renewable transport fuel obligations and to make provisions for climate change and any connected purposes.

The Act will set up a framework to achieve the UK's long term goals for climate change. The six parts to the Act are; Carbon Targets and Budgeting, The Committee on Climate Change, Trading Schemes, Impact of and Adaption to Climate Change, Other Provisions and General Supplementary Provisions.

Carbon Reduction Commitment (CRC)

The Climate Change Act 2008 contains enabling powers to introduce new trading schemes, including CRC

The CRC is a new mandatory scheme intended to drive energy efficiency in both the private and public sectors, including local authorities. Participation in the scheme is mandatory if an organisation consumed more than 6,000 MWh of electricity through half hourly electricity meters (HHM) in 2008 (calendar year) or has at least one HHM settled on the half hourly market. This means that Leicester City Council qualifies.

The scheme has four key features:

- emissions trading - organisations caught within the scheme will have to pay for carbon allowances in addition to paying for their energy;
- performance league table – this will be published and revised annually, providing a reputational driver for better performance;
- revenue recycling - each organisation will receive a payment based on their organisation's proportion of the total CRC emissions in the first year of the scheme (2010/11). (For example, if Organisation X has emissions of 100 tonnes of CO₂ in 2010/11 and the total emissions from all participants in 2010/11 is 10,000 tonnes of CO₂ then Organization X's share will be 1 per cent of the total pot of revenue adjusted by a bonus or penalty based on their position in the CRC league table);
- penalties plus naming and shaming for non-compliance.

In September 2009, the Environment Agency (EA) will send out qualification packs. The registration period will run between April 2010 and September 2010, it is during this period that organisations must register for the scheme and report how much half hourly electricity they consumed during 2008. This registry will all be online.

From April 2010 it will be mandatory requirement to:

- monitor and report energy consumption (not just electricity consumption);
- purchase carbon allowances to cover your predicted energy-related CO₂ emissions;
- surrender carbon allowances to cover your actual energy-related emissions.

There will be an introductory phase running from April 2010. During this phase, it will be necessary to buy 'carbon allowances' to cover energy-related emissions. The government will sell allowances at a fixed price of £12 per tonne CO₂ (tCO₂) with no limit on the number of allowances that an individual organisation can buy.

However, from April 2013, carbon allowances will be auctioned, rather than sold at a fixed price. The government will place a 'cap' on the total CO₂ emissions (and therefore carbon allowances) within the scheme. There will be no cap on any individual organisation but the scheme cap will be less than all

participants need. In this way, the CRC creates a market for carbon but allows the market to set the price.

The third round of Government consultation on the implementation of CRC closed in June 2009.

The Environmental Damage (Prevention and Remediation) Regulations 2009 (SI 2009/153)

The regulations impose duties on operators of economic activities to take immediate steps to prevent damage occurring so as to limit its effects. Operators of the activities listed below will be liable for damage caused by this activity regardless of whether they were at fault. These Regulations apply to environmental damage to protected species or natural habitats, a site of special scientific interest (SSSI), surface water or ground water, or to land resulting from:

- A Permitted Installation as specified in the PPC regime
- Waste Management operations
- Mining waste
- Discharges requiring consent
- Water abstraction and impoundment
- Dangerous substances, plant protection products and biocidal products
- Transport of any dangerous goods
- Polluting substances
- Genetically Modified Organisms
- Transboundary shipment of waste

Local Authorities regulate Part A (2) and Part B installations and will also have responsibility for granting exemption permits.

The Ozone-Depleting Substances (Qualifications) Regulations 2009 (SI 2009/216)

These regulations revoke and replace, with amendments the Ozone Depleting Substances (Qualifications) Regulations 2006 (SI 2006/1510) as amended and give effect to the provisions of regulation EC No. 2037/2000 on substances that deplete the ozone layer. This instrument updates the minimum qualifications that have been set out in the legislation, in order to take into account changes made by the Fluorinated Gas Regulations 2009. The authority must comply with this legislation.

The Fluorinated Greenhouse Gases Regulations 2009 (SI 2009/261)

These regulations revoke and replace the Fluorinated Greenhouse Gases Regulations 2008. The regulations prescribe offences and penalties applicable to infringements of EC regulation 842/2006 (the 2006 regulations) on certain fluorinated gases (F gases). The regulations extend to England, Wales, and Scotland and in relation to Northern Ireland anything relating to importation into the UK from outside the customs territory of the community.

The 2009 regulations prescribes offences and penalties applicable to infringements of the 2006 EC regulations, they flesh out the legal requirements for companies and qualifications that were made in the revoked 2008 regulations. The authority must comply with this legislation.

The Carriage of Dangerous Goods and Use of Transportable Pressure Equipment Regulations 2007 (SI 2007/573)

These Regulations impose requirements and prohibitions in relation to the carriage of dangerous goods by road and by rail and, in so far as they relate to safety advisers, by inland waterway. The Regulations implement Council Directive 94/55/EC on the approximation of the laws of Member States with regard to the transport of dangerous goods by road. This Directive applies the Annexes to the 'European Agreement concerning the International Carriage of Dangerous Goods by Road as amended (ADR)'.

The Regulations implement Council Directive 96/35/EC on the appointment and vocational qualification of safety advisers for the transport of dangerous goods by road, rail and inland waterway and the connected Directive 2000/18/EC on minimum examination requirements for safety advisers for the transport of dangerous goods by road, rail or inland waterway.

The Regulations implement Council Directive 1999/36/EC on transportable pressure equipment.

The authority must comply with this legislation. This could be relevant to council vehicles if they are carrying dangerous goods over the specified thresholds. Vehicles loaded with dangerous goods above the ADR load size thresholds are subject to the full operational provisions of the Regulations, including:

- Driver training
- Vehicle placards
- Transport documentation and emergency information in writing
- Protective and emergency equipment including fire extinguishers
- A Dangerous Goods Safety Adviser must be appointed.

Regulatory Enforcement and Sanctions Act 2008 and Commencement Orders

The Regulatory Enforcement and Sanctions Act will implement key recommendations contained in Government reports and papers. The Act comprises of four key parts:

Part 1: The Local Better Regulation Office (LBROs)

Part 2: Co-ordination of Regulatory Enforcement

Part 3: Civil Sanctions

Part 4: Regulatory Burdens

There are no specific requirements to businesses as a result of this Act; however there may be implications relating to the enforcement of law,

particularly permits in the case of environmental law. Parts 1 and 2 of the Act aim to bring greater cohesion to the enforcement of regulations across local authority borders. This is in an attempt to reduce the difficulties of organisations with multiple sites to complying with legislation that is interpreted differently in different localities. This act is relevant to the Environmental Services division.

Energy Act 2008 and Commencement Orders

This Act makes provisions for:

- Gas importation and storage;
- Electricity generated from renewable sources;
- Electricity transmission;
- Payments to small-scale generators of low-carbon electricity;
- The decommissioning of energy installations and wells;
- The management and disposal of waste produced during the operation of nuclear installations;
- Petroleum licenses;
- Third party access to oil and gas infrastructure and modifications of pipelines;
- Reports relating to energy matters;
- The duties of the Gas and Electricity Markets Authority;
- Payments in respect of the renewable generation of heat;
- Gas meters and electricity meters and provision relating to electricity safety;
- The security of equipment, software and information relating to nuclear matters; and for connected purposes.

This Act introduces provisions which will protect the UK's future energy security. It will introduce legislation reflecting any technological development and challenges whilst protecting the environment and the tax payer as energy markets change. The act will be relevant where the council is generating energy from on-site renewables.

Town and Country Planning (Environmental Impact Assessment) (England and Wales Regulations 1999 (SI 1999/293) as amended SI 2000/2867, SI 2008/2093

The Regulations implement Council Directive 85/337/EEC on the assessment of the effects of certain public and private projects on the environment, as amended by Council Directive 97/11/EC (EIA Directive).

The Regulations revoke and re-enact, with amendments, the Town and Country Planning (Assessment of Environmental Effects) and all later instruments amending them, and the Town and Country Planning (Environmental assessment and Unauthorised Development) Regulations 1995 and Regulation 22 of the Town and Country Planning (Simplified

Planning Zones) Regulation 1992, and enact provisions with similar effect.

The Regulations impose procedural requirements in connection with the consideration of applications for planning permission and applications for planning permission deemed to be made where an appeal is made against an enforcement notice.

This will be relevant to the Planning and Policy as they we assess planning applications that may require an EIA under this Directive and Regulations.

The planning authority must consider, first, whether a proposed project is likely to have a significant effect on the environment. If so, the authority must ensure that the applicant carries out an assessment and prepares and submits to the planning authority a report that identifies, describes and assesses the effects that the project is likely to have on the environment. The process is referred to as Environmental Impact Assessment (EIA), the report as the Environmental Statement (ES).

The REACH Enforcement Regulations 2008 (SI 2008/2852)

These regulations provide for the enforcement of Registration, Evaluation, Authentication and Restriction of Chemicals in the United Kingdom. The regulations cover enforcement, exemptions, offences and penalties, appeals and revocations and amendments and revocations.

Part 2, of these regulations detail the duties placed on enforcing authorities, and provisions for co-operation and information sharing between these enforcing authorities along with any enforcement agreements that are then reached.

Part 3, provides for defence exemption certificates made by the Secretary of State. Further details regarding the conditions are listed in schedule 4 of the regulations. The marketing and use of leaded paint is also exempt from the REACH regulations, provided that the provisions listed in Schedule 5 are complied with. These provisions relate to the marketing and uses of leaded paints. As listed in Article 67 of the EC Regulations.

Part 4, brings into force powers of enforcement for the relevant authorities, as listed in Schedule 6 of the regulations. The powers of enforcement give enforcing authorities; powers of entry and warrants; warrants, evidence and compensations; seizure in cases of imminent danger of serious pollution and notices.

Offences and Penalties are covered in Part 5 of the regulations, with regard to any area covered by REACH provisions. It is an offence to contravene any of the REACH provisions or to cause or permit another person to do so. The failure to provide a defence exemption certificate or related documents on demand or falsifying any such document is also an offence. The intentional obstruction of an enforcement body, false statements, failure to comply with any requirement or failure to aid enforcing authorities are also offences.

Any council division that uses chemicals may be asked to supply data on their use by the chemical suppliers.

Draft Flood and Water Management Bill

The draft Flood and Water Management Bill, designed to improve how the UK prepares for and responds to flood emergencies and better protect water supplies during drought. The aims of the draft Bill are to:

- Reduce the likelihood and impacts of flooding
- Improve our ability to manage the risk of flooding, by clarifying who is responsible for what
- Improve water quality
- Give water companies better powers to conserve water during drought
- Reduce red tape and other burdens on water and sewerage companies
- Improve the overall efficiency and management of the industry
- Reduce pollution and improve water quality

The draft Bill gives local authorities a clear leadership role in local flood risk management and introduces the requirement for a surface water management plan.

Changes to requirements for the disposal of gypsum and plasterboard wastes to landfill

From the 1st of April 2009 gypsum and plasterboard wastes could be no longer be sent to landfill mixed with biodegradable waste. This is due to the high sulphate content that can produce hydrogen sulphide gas which is both toxic and odorous. Gypsum and plasterboard wastes produced as a result of council building works should be segregated for recycling or separate disposal to landfill. Contractors working on behalf of the council should be monitored by contract monitoring officers to ensure that they are complying.

This new requirement introduced by the Environment Agency stems from the Landfill (England and Wales) Regulations.

h) Recommendations for improvement

Recommendations for improvement are given in paragraph 4 of this report to Cabinet, 17th November 2008.

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Leicester City Council's

Environmental Statement

Draft 4

28th October 2009

April 2008 – March 2009

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I. Statement from the Leader and the Chief Executive of the Council

Welcome to Leicester City Council's 12th Environmental Statement. Here, we report our progress from April 2008 to the end of March 2009.

The Council has long recognised the importance of the environment in people's quality of life and introduced the Eco Management and Audit Scheme (EMAS) in 1998/99 to manage and improve its performance. Our 'One Leicester' vision for improving the city enshrines the twin goals of a beautiful, healthy local environment and a city whose overall impact on the world is sustainable. EMAS, and related initiatives addressing sustainable procurement and fair trade, are helping us to play our part in delivering these goals. We have actively worked with our citizens to promote a greater shared responsibility for green issues.

2008/09 saw the Council continue to deliver a wide range of practical environmental action, ranging from 'core' ongoing environmental services such as pollution control and waste management through to specific improvement projects. Highlights from some of those covered in this Statement include:

- *'Hot Lofts'* – free loft and/or cavity wall insulation provided to 1394 more home owners during the year (page 20);
- *School buildings* – we're reducing the 'carbon footprint' of schools as part of the Building Schools for the Future (BSF) and Primary Schools Capital Programmes (pages 40-41 and 48) and secured Government funds to give Rushey Mead Secondary School a 'carbon neutral refurbishment' (page 51);
- *Environmental education* – 71 schools involved their pupils through the EMAS in Schools programme (page 64);
- *Recycled paper* – over 97% of paper we used had a high recycled content of 75% or more (pages 61-2);
- *Public transport* – work started on a new Park and Ride service from Enderby to the city centre (page 27);
- *'10,000 Trees'* – we're on course to reach our target for boosting Leicester's tree cover by 2011 (page 34).

We're aware, of course, that there's still a long way to go if the Council is to achieve its ambitious targets. So our practical action during the year was matched with work behind the scenes to plan our next steps – particularly those we need to take to reduce both the Council's and Leicester's 'carbon footprint' (pages 16 and 20). We also set up a thorough new system for measuring our own carbon dioxide emissions each year (pages 16 – 18) which will improve our ability to track progress.

The Council remains committed to meeting the high standards for environmental management of our services set through EMAS and has ambitious and aspirational plans to assist us to achieve our 'One Leicester' vision for a sustainable city.

II. Background

The City of Leicester

The City of Leicester covers an area of over 7,300 hectares and in 2008 had a population of 294,700 based on the Government's mid-year estimates. It is a multi-racial city, with nearly 40% of the population being of ethnic minority origin or mixed race. A large student population is associated with its two universities.

Historically, Leicester's economy has built up around manufacturing industries including engineering, hosiery and knitwear. Manufacturing remains a significant employer, but its ongoing decline across the UK is one factor behind the significant deprivation affecting parts of the city. Regeneration programmes over recent years, including the creation of a 'cultural quarter', have sought to address this.

Leicester City Council

Since April 1997, Leicester City Council has been a unitary authority, responsible for providing services such as household waste collection, environmental health, education, libraries, social services, housing, museums, leisure centres, roads, planning, parks and street cleaning.

The Council has 54 Councillors, elected from 22 wards. Its Cabinet oversees the provision of Council services and is made up of the following positions and portfolios:

- Leader – Strategy, Property and Communications
- Deputy Leader - Children and Schools
- Culture and Leisure
- Health and Community
- Regeneration and Transport
- Front Line Service Improvement and Neighbourhoods
- Adults
- Finance, Community Cohesion and Human Resources
- Environment
- Housing

Other Councillors sit on Scrutiny Committees that scrutinise and advise on Council and Cabinet activities. A system of regular Ward Community Meetings are held across all wards involving both Councillors and local residents.

The City Council manages approximately 400 buildings across Leicester where its staff are based. These include: 19 libraries, 10 sports and leisure centres and 109 schools and learning centres as well as its main offices at New Walk Centre and 12 other "Centrally Located Administrative Buildings" (CLABs). A number of depots also fall within this total; the main one being at Leycroft Road near the north-western edge of the city. Services including cleansing, highways maintenance, landscape services and housing repairs operate from these.

Over 15,000 staff (including manual workers, teachers, casual and temporary staff) work for the Council within 19 Divisions.

Leicester City Council and the Environment

For many years the Council has played an active role in stewardship of the city's environment, taking action itself and encouraging others to do so too. Its development of partnerships with other organisations to respond to environmental issues helped secure Leicester's award as Britain's first 'Environment City' in June 1990.

It jointly established Leicester Environment Partnership (LEP) in 2001 and helped develop both the City of Leicester Climate Change Strategy (October 2003) and the Leicester Environment Strategy (October 2004). The Council was awarded Beacon Council status for 'Maintaining a Quality Environment' in 2001 and for 'Sustainable Energy' in 2005.

One Leicester

Following the election of a new political administration in May 2007 the Council has worked through the Leicester Partnership to create a 25 year vision for Leicester to become "Britain's Sustainable City". The vision is called "One Leicester" and it forms the basis of both the City's Sustainable Community Strategy and the Council's Corporate Plan.

One Leicester identifies key environmental strengths and challenges and establishes priorities for the Council and its partners around "Reducing Our Carbon Footprint" and "Planning for People Not Cars" along with five other areas. It sets the policy framework for the Council's Environmental Policy and management system.

Systems of resource allocation and forward planning within the Council are being realigned around the One Leicester priorities and Strategic Directors have been appointed as 'champions' to co-ordinate and manage the Council's role in their delivery.

III. Managing Our Environmental Impact

The Council started to introduce its Eco Management and Audit Scheme (EMAS) in 1997/98. The scheme provides a framework which is used throughout the authority to manage our varied environmental impacts and to achieve improvement. It is based on the European EMAS standard for good environmental management, which the Council has met consistently since 1999.

Schools are able to join the scheme on request and by April 2008 71 had done so (refer to section 18 for more details). In addition, from 2008/09 EMAS was extended to manage Leicester's city-wide programme of action to tackle climate change – which involves local partner organisations working with the Council through the Leicester Partnership.

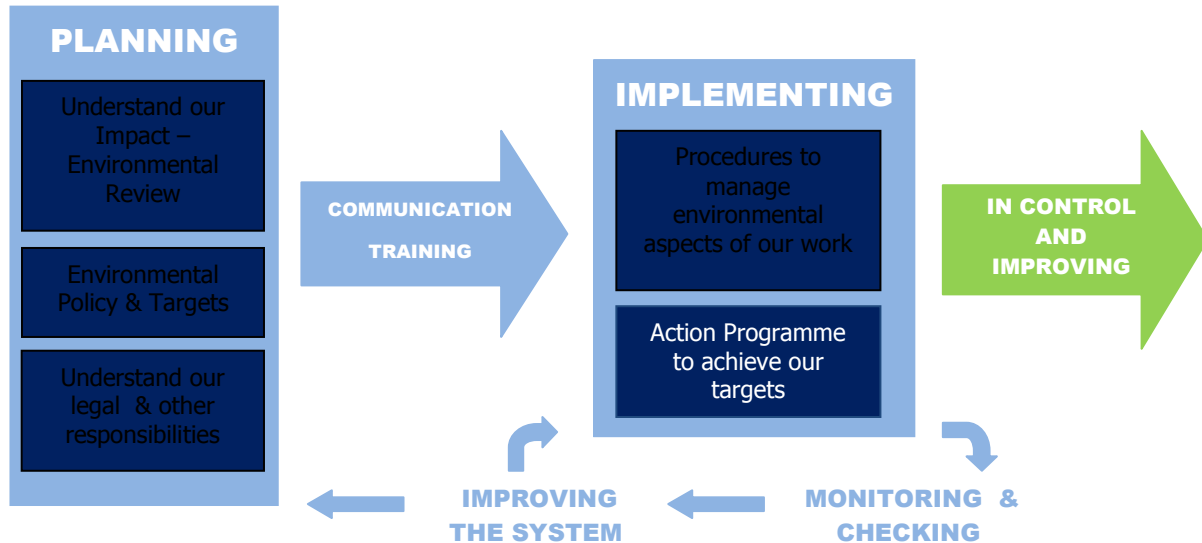
EMAS in a Nutshell

The starting point of the scheme is for the Council to get a good understanding of how its activities affect the environment (known as the 'significant aspects' of its activities), to identify the main impacts (the 'significant effects') and to set an Environmental Policy. To meet the EMAS standard the Council must also show that it is complying with environmental law.

The significant aspects of our activities are managed through a set of authority-wide procedures that apply to common activities, along with equivalent 'local work instructions' governing aspects which are specific to certain services. Information and training is provided to staff to ensure everyone can play their part.

The Council's significant effects are monitored and targets are set for improvement. Refer to later sections of this statement for details.

The Council's Internal Audit service checks that the system is being properly managed and complies with the EMAS Regulation. A management review is presented to the Cabinet annually. An independent 'Verifier' makes a yearly inspection to confirm whether EMAS in Leicester City Council continues to operate to the European standards. Figure III.I illustrates some of these key features of EMAS.

Figure III.I – Summary of EMAS in Leicester City Council

Responsibilities

The Chief Executive is the 'Authorising Officer' for EMAS, with day-to-day management of the system being the responsibility of the Environment Team. Progress reports and the annual review are taken to the Strategic Management Board and then to the Cabinet for approval, as are any key decisions that may be needed during the year.

Environmental Legislation and Commitments

Environmental legislation effectively sets the minimum standards which the Council must adhere to, and it was not prosecuted under any environmental law during this statement period: April 2008 to March 2009.

As a local authority, we must not only comply with environmental laws in the way we go about our day-to-day business; we have further responsibilities for enforcing legislation too. For example, the Pollution Control team enforces regulations to control air pollution from certain industrial processes in the city.

While individual services are responsible for ensuring that they comply with environmental laws, the Environment Team maintains a corporate resource of information which can be made available to colleagues on request.

From time to time the Council may make additional environmental commitments above and beyond legal requirements and those of its own policies and targets. During 2008/09 the Council made a new commitment by signing up to the Covenant of Mayors, which commits us to achieving new energy targets.

Staff Involvement

The effectiveness of EMAS relies on everyone playing their part, so communication is critical. A Procedures Manual is regularly updated by the Environment Team and circulated to all relevant services. The Council's intranet 'Insite' is increasingly used as a paper-free communication channel, but with hard copies of materials available for outlying sites where electronic access may not be convenient.

Environmental training is provided at a number of levels, ranging from introductory/new starters' courses through to sessions about environmental responsibilities for depot managers.

An Environment Network of volunteer staff from across the authority was launched in September 2008 to help promote environmental messages within the workplace. The Network helped deliver two campaigns during 2008/09:

- *The Big Switch Off* – promoting energy saving
- *The Big Paper Cut* – encouraging staff to save paper

Preparations were also made for the third campaign: *Breathing Space* – to be held in June 2009 encouraging car commuters to try an alternative.

Procurement of Goods and Services

The Council's purchase of goods and its outsourcing of a wide range of services is a key area of activity with environmental implications. The Cabinet adopted a Sustainable Procurement Policy in February 2009 which sets out the environmental, social and economic policies to be used in procurement decisions. A detailed set of guidance to accompany the policy will be available from autumn 2009. These replace the previous Guide to Environmentally Friendly Purchasing.

New procedures are being developed to implement the policy, taking a risk based approach to target more effort on those procurement decisions likely to have the greatest sustainability implications.

Contractors and suppliers will continue to be encouraged to adopt equivalent environmental standards to the Council, and monitoring of the delivery of outsourced contracts will continue to check that environmental standards are met.

Communicating with the Public About the Environment

As well as its promotion of environmental stewardship to the public and partner organisations, examples of which are outlined later in this statement, the Council has defined systems for enabling the public to make enquiries or complaints – and for dealing with them. Details of the main ones are provided in section V on Further Information.

Records of complaints are kept, and in 2008/09 the divisions within the former Regeneration and Culture Department, which includes the planning, waste collection, street cleansing and environmental health services, received and responded to just over 300 environmental complaints.

Leicester City Council's Environmental Policy

“Our vision is of a beautiful, vibrant, clean and green city that is a great place for people to live, but that does not create an unacceptable burden on the planet.” One Leicester – Shaping Britain's Sustainable City

The Council is committed to transforming Leicester into “Britain's sustainable city”.

Our Environmental Policy supports this goal. Through it we will use our powers and influence to protect and improve the environment and make continual improvement in our own environmental performance, as set out below.

Reducing Our Carbon Footprint

- Reduce our emissions of greenhouse gases and work with our partners to achieve reductions in the wider city.

Creating a Quality Local Environment

- Prevent or minimise pollution to air, water or land (including noise pollution, litter, fly tipping and the impact of car travel).
- Protect and, where possible, enhance the quality, extent and accessibility of Leicester's open space, trees and natural environment.
- Contribute to the creation of a sustainable built environment through the planning process and our own developments.
- Anticipate the effects of climate change and adapt our services to protect the City.

The Wise Use of Natural Resources

- Adopt energy and water-saving measures in our buildings and reduce the fuel used by vehicles on Council business, promoting equivalent measures across the City.
- Encourage the appropriate generation and use of renewable energy.
- Minimise waste and the impact of its disposal, based on the principle of reducing, reusing, recycling or composting and energy recovery before landfill of what remains.
- Use products and materials such as paper efficiently and specify goods that, wherever possible, have a minimal environmental impact in the extraction or sourcing of materials, manufacture, use and disposal.

Implementing the Policy

Scope of the Policy

We affect the environment through our services and policies, enforcement of laws and regulations and the choices we make when buying goods and services. This Policy covers all our activities and extends to schools by invitation.

Environmental Management

We will manage our impact and monitor compliance with this Policy through EMAS, fulfilling our environmental responsibilities and ensuring that all Council activities, and those carried out on our behalf, comply with or exceed statutory environmental requirements and any other relevant commitments we make.

We will take steps to understand and control any risks of harm to the environment resulting from our activities.

Involvement

We will enable the full involvement of Councillors and employees by providing training and other support. We will work with our contractors and suppliers to help them improve their environmental performance and ensure that, when working for the Council, they adopt equivalent environmental standards.

We will encourage the public and partners to take action too, through environmental information, advice and services.

Schools

We will encourage schools to adopt this Policy by joining 'EMAS in Schools'.

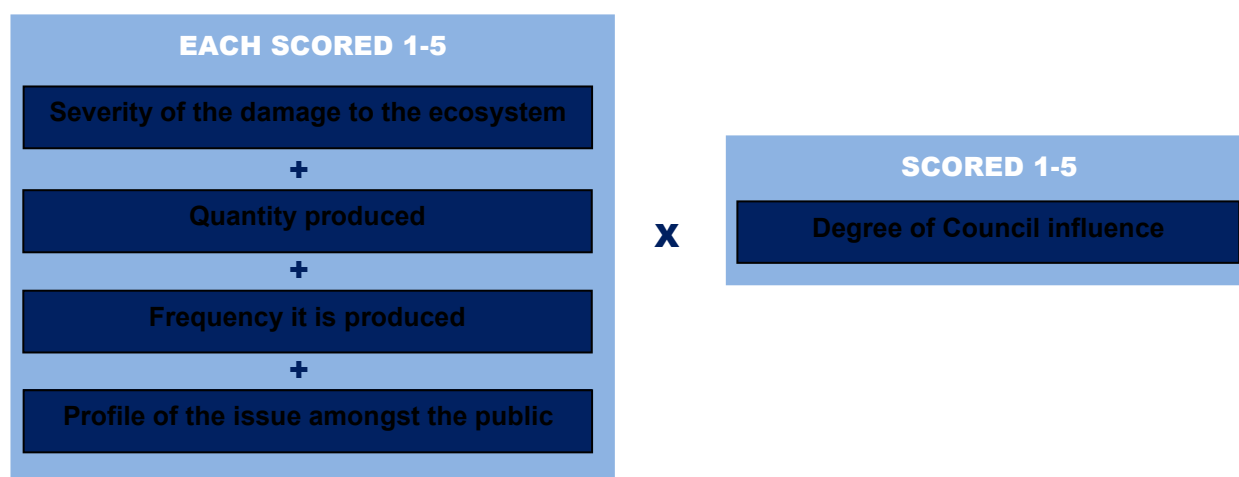
Accountability

This Policy was approved by the Cabinet on 8th December 2008 and will be reviewed annually. Its delivery is the overall responsibility of the Chief Executive. The Council will publicise its environmental performance each year to enable the people of Leicester to hold us to account.

Significant Environmental Effects

An environmental review of all Council activities was undertaken in 1997 which identified some 80 different environmental effects. A scoring system (see Figure III.II below) was used to identify those considered to be significant and a register of these was drawn up. Further significant effects were identified and added to the register in 2002/03 and 2008/09.

Figure III.II – How the Council Scored the Significance of its Environmental Effects



All of the significant effects are managed through EMAS and the Council has set itself objectives and targets for improving its performance against those it considers most significant. Table III.I lists all of the significant effects and details those with improvement objectives and/or environmental legislation relating to them. Some reasons for their environmental importance are also highlighted.

Table III.I – Leicester City Council’s Significant Environmental Effects

Significant Effects With Objectives And Targets For Improvement	Legal Compliance Requirements	Environmental Importance (key points only)
1. The Council’s carbon dioxide emissions	✓	The global threat posed by climate change.
2. Leicester’s carbon dioxide emissions	✓	
3. The Council’s contribution to air pollution	✓	Local health impacts.
4. Air quality in Leicester	✓	
5. Street cleanliness	✓	Contribution to Leicester’s attractiveness; health risks of litter.
6. The quality of the natural environment on Council owned land	✓	Needed for thriving urban wildlife; recreation and health opportunities for

7.	Council provision of public open space	✓	local people.
8.	The quality of the built environment on Council owned land	✓	Impact of building design and planning on a wide range of environmental issues – particularly energy use.
9.	The quality of Leicester's built environment	✓	
10.	The Council's vulnerability to the impact of climate change: 10.1 Flash flooding 10.2 Summer heatwaves and prolonged periods of increased average temperatures 10.3 Reduced summer water availability	✓	Risks to health and safety; damage to built environment; threat to wildlife.
11.	Leicester's vulnerability to the impact of climate change	✓	
12.	The Council's energy and fuel use	✓	Unsustainable levels of use of non-renewable resources; contribution to climate change.
13.	Leicester's energy and fuel use	✓	
14.	The Council's waste	✓	Unsustainable levels of use of non-renewable resources; environmental impacts of waste treatment options.
15.	Waste from Leicester	✓	
16.	The Council's use of water	✓	Environmental impacts of water storage, treatment and distribution.
17.	The Council's use of paper	-	Environmental impacts of timber extraction and paper manufacture.
18.	Education, awareness and action	-	Contribution of each of us to environmental problems and, potentially, to their solution.

Significant Effects Without Improvement Objectives And Targets	Legal Compliance Requirements	Environmental Importance (key points only)
a. The Council's use of timber	-	Environmental impacts of timber extraction.
b. The Council's use of peat	-	Environmental impacts of peat extraction.
c. Land use in Leicester	✓	Contribution to urban wildlife, recreation, health and amenity.
d. The Council's Hazardous Waste	✓	Pollution, health and safety risks.
e. Land contamination on the Council's own land	✓	
f. Land contamination in Leicester	✓	
g. Noise from the Council's own activities	✓	Detrimental to local quality of life.
h. Noise in Leicester	✓	
i. The Council's discharges to water	✓	Pollution risks; threat to wildlife.

j.	Leicester's discharges to water	✓	
k.	Dust and odour from the Council's own activities	✓	Health risks; detrimental to local quality of life.
l.	Dust and odour in Leicester	✓	
m.	The quality of Leicester's natural environment	✓	Needed for thriving urban wildlife; recreation and health opportunities for local people.

Our Environmental Improvement Programme

At a corporate level, environmental improvement is driven through a set of objectives and targets, with a programme of action to achieve them. The objectives and targets are detailed in sections 1 to 18 of this statement and a number of current actions from the programme are highlighted in these sections too.

The objectives, targets and actions are regularly reviewed in the light of monitoring results and other factors.

A complete review was carried out in 2008 and the Cabinet has approved the 36 objectives and 24 targets reported on in the following sections. In several cases there are specific objectives and targets for schools (either EMAS schools only, or all schools where appropriate).

At a divisional, service and site level, managers must take account of the authority's EMAS objectives and targets in their own programming of actions in their improvement plans. Currently, this applies to Strategic Improvement and Investment Plans provided at a divisional level.

IV. Objectives and Targets for Improvement

Table IV.I – Summary of Progress Towards the Active EMAS Targets in 2008/09

Objective (in Bold) and Target	Progress in 2008/09	On Course to Meet the Target?	Page Refs. for Details
1.1 Reduce the Council's carbon dioxide emissions 1.1 To 50% of the 1990 level by 2025/26.	Uncertain	Uncertain	18
2.1 Reduce city-wide carbon dioxide emissions 2.1 To 50% of the 1990 level by 2025/26	No information available	Uncertain	22
4.1 Improve air quality in the city 4.1a By achieving the 4 key point targets set in the Local Transport Plan for air quality (target date 2010). 4.1b Change in the number of vehicles crossing the Central Transport Zone cordon from 42,683 in 2004/05 to 43,963 in 2010/11. 4.1c Reduce the share of journeys to school by car (including vans and taxis but excluding car share journeys) from 24% in 2006/07 to 22% in 2010/11. (All schools)	Uncertain	Uncertain	28
	No information available	No information available	29
	Improvem ¹	x	30
5.1 Improve street cleanliness in Leicester 5.1 Relevant land and highways that is assessed as having deposits of the following that fall below the acceptable level: a. Litter 10% by 08/09 b. Detritus 10% by 08/09 c. Graffiti 5% by 08/09 d. Fly posting 0% by 08/09	Standard Met	✓	32
	Standard Not Met	x	
	Standard Not Met	x	
	Standard Met	✓	
6.2 Improve the City's tree cover and condition 6.2a Plant 10,000 trees by 2011	Improvem ¹	✓	34
6.3 Improve the quality of Council-owned public open space 6.3b Achieve a 2% increase in the overall quality of provision by 2010/11 from a baseline average of 50% in 2008/09, as measured against the Green Flag Award Criteria 6.3c Increase park user satisfaction levels from 74% (2005) to 79% (2013)	No information available	No information available	35
	Improvem ¹	✓	35-36
6.4 Enhance the quality of the natural environment in school grounds (EMAS schools) 6.4 90% of EMAS schools to have a wildlife or food growing area by April 2012	No information available	No information available	36
8.2 Create sustainable school buildings 8.2 By ensuring that from 2007/08 all new or refurbished schools exceed* "very good" standards as defined by BREEAM (* to achieve an overall score of 65%)	No information available ¹	No information available	41
9.1 Create a sustainable built environment within the City 9.1 Increase the percentage of Planning Applications for Major	Worsening	Uncertain	42

¹ At the end of 2008/09 none of the Council's school building projects registered for BREEAM Design were complete. However, all four of the BSF phase 1 secondary schools were on target to achieve BREEAM "excellent" or "very good".

Developments applying Policy BE16: 75% in 2007/08 85% in 2008/09 90% in 2009/10			
12.1 Reduce the Council's total energy consumption 12.1a To 50% of the 1990 level by 2025	No information available	No information available	48
12.1b Buildings: To 50% of the 1990 level by 2025	Worsening	✘	49
12.2 Increase the Council's generation and use of renewable energy 12.2 From 0% of the energy requirement of all Council buildings in 1997 to 20% of the energy requirement of all buildings in 2020	No change	✘	50
12.3 Reduce schools total energy consumption. (All schools) 12.3 By an average of 1.43 % per annum between 2008/09 and 2025/26	No information available	No information available	50-51
12.4 Increase schools generation and use of renewable energy. (All schools) 12.4 To 20% of energy requirements in 2020/2021	No information available	No information available	51
14.3 Reduce the amount of school construction waste going to landfill. (All schools) 14.3 By ensuring the secondary schools within the BSF programme exceed target 4 from the Continuous Improvement Plan (All schools)	Worsening	✓	55
15.1 Reduce household waste and the percentage landfilled 15.1 To recycle 40% of household waste collected in 2009/10	Worsening	✘	56-57
16.1 Reduce the Council's total mains water consumption 16.1 By 5% of 2006/07 level by 2011/12	Worsening	Uncertain	58-59
16.2 Reduce schools' total mains water consumption (All schools) 16.2 By 5% of the 2006/7 level by 2011/12	No information available	No information available	59
17.2 Increase the use of recycled paper as a percentage of overall paper use 17.2 To meet the following standards for recycled paper use from 2009/10: <ul style="list-style-type: none"> ▪ All publications, leaflets, flyers and posters to use at least 75% recycled paper. ▪ All site and volume photocopying to use 100% post consumer waste paper. ▪ All Council stationery to use 100% post consumer waste. ▪ All printing of web products (e.g. Link) to be 100% recycled paper. ▪ All basic digital colour low volume printing to be on 100% post consumer waste paper 	Standard Met	✓	61
17.3 Increase the use of recycled paper in schools (EMAS schools) 17.3 All EMAS schools to use recycled paper by 2012	No information available	No information available	62
18.2 Raise levels of environmental awareness and action within schools. (EMAS schools) 18.2 By annually increasing the number of Leicester schools participating in EMAS from 13 schools in 2003/4 to 90 schools in 2010/11	Improvement	✓	64-65

REDUCING OUR CARBON FOOTPRINT

1. The Council's Carbon Dioxide Emissions

Progress During the Year

Key areas of action in 2008/09 included the installation of energy saving measures for street lighting and the start of a programme of energy efficiency measures to Leisure Centres following the completion of detailed site surveys. The Council took part in the "Big Switch Off" campaign in October (see section 12) and the fleet manager reduced emissions from the fleet by continuing the programme of vehicle replacement with newer, more fuel efficient vehicles (see section 3).

However, a detailed analysis of the ability of planned actions to meet Target 1.1 concluded that a step-change in the level of action was required to achieve it. Refer to the section on Future Action below for details of the Council's response to this.

For the first time, we have been collecting comprehensive data on emissions from schools and this has underlined the significance of those from school buildings (see Chart 1b below) in particular. On the positive side we have secured Government funding to substantially replace primary and secondary school buildings in the city - with the potential to save more than an estimated 6,000 tonnes of CO₂ per annum through these programmes.

Chart 1a – 2008/09 Carbon Dioxide Emissions Reported for NI185 Shown by Major Source

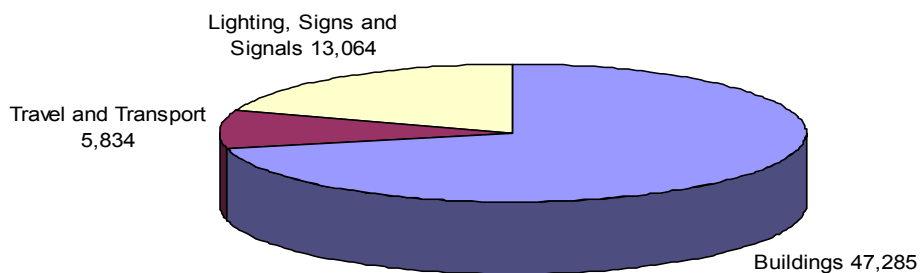


Chart 1b – Breakdown of NI185 Carbon Dioxide Emissions from Buildings

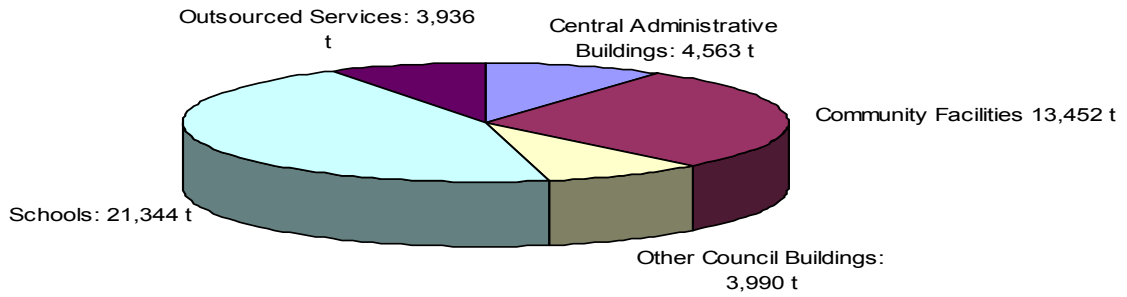


Chart 1c – Breakdown of NI185 Carbon Dioxide Emissions from Travel and Transport

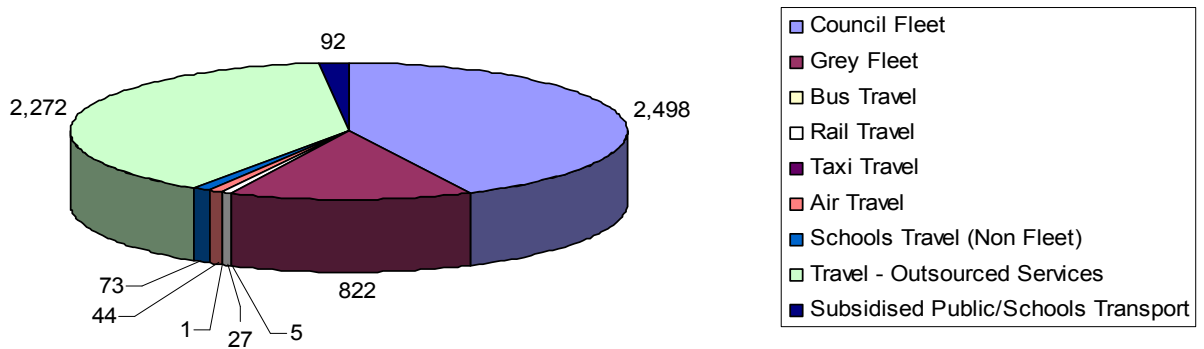


Chart 1d – Breakdown of NI185 Carbon Dioxide Emissions from Lighting, Signs and Signals

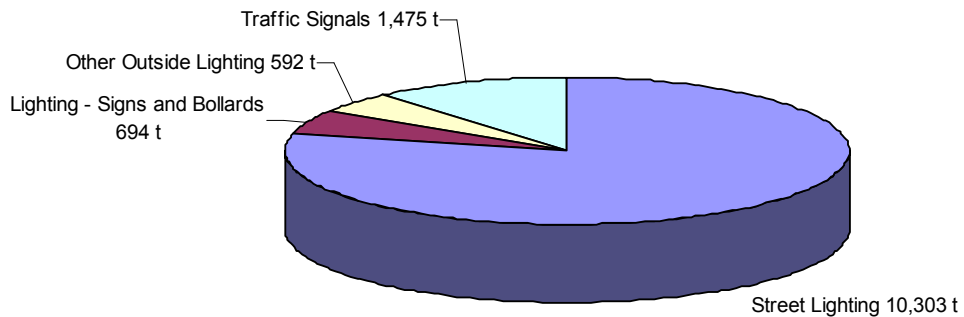
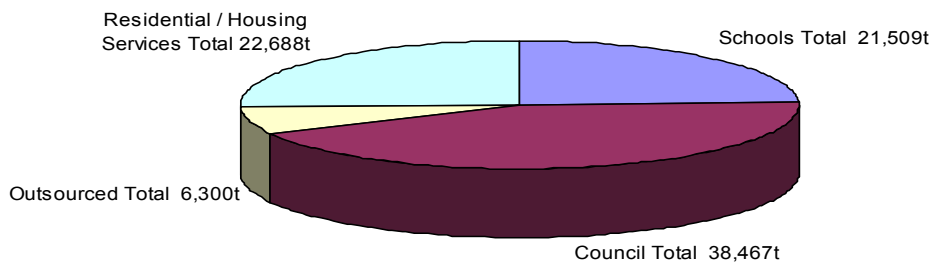


Chart 1e – Comparison of NI185 Direct CO₂ Emissions from the Council with Emissions from Schools, Outsourced Services and Housing Services



Objective 1.1: Reduce the Council’s Carbon Dioxide Emissions

TARGET: To 50% of the 1990 level by 2025/26

Progress in 2008/09	Uncertain	On Course to Meet the Target?	Uncertain
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Details

- Previously, progress towards this target has been assessed by DeMontfort University’s Institute for Energy and Sustainable Development (refer also to target 2.1 in section 2) which produced an estimate of the Council’s emissions for 2006.
- There hasn’t been a repeat of the DMU study during this reporting period so it isn’t possible to identify progress towards the target, based on the DMU data set.
- However, we have spent the year forming a new database of Council emissions to report to the Government on National Indicator NI185. As this indicator will be reported every year, this could offer the ability to monitor progress annually.
- However, the data sets covered by this database are slightly different to those used in the DMU study, so further work will be undertaken during 2009/10 to propose a way forward with collecting data for this EMAS target.
- The 2008/09 baseline figure reported to the Government for NI185 is 66,184 tonnes. A preliminary breakdown of this figure (see charts 1a – 1e below) indicates the importance of managing CO₂ emissions from Council buildings and in particular, those from school buildings.

Objective 1.2: Reduce Schools' Carbon Dioxide Emissions (All Schools)

TARGET: To be developed

Details

- During 2008/09 we have been collecting baseline data on carbon emissions from schools as part of the National Indicator NI185. This will be the first year we have had a comprehensive dataset for all schools in the city.
- The total emissions for schools (excluding fleet vehicles) is 21,509 tonnes. The breakdown of this figure is 21,344 tonnes arising from school buildings and 73 tonnes from school transport.

Future Action

Action to reduce the Council's carbon footprint will be managed by a new Strategic Priority Board for Reducing Carbon which will be up and running from June 2009.

From 2009/10 all services will be required to manage their individual carbon profiles more closely and to develop action at service level. The programmes for saving CO₂ from street lighting, buildings and from the fleet of vehicles will continue. In addition it is proposed to put further emphasis on driver training and staff awareness as extremely cost effective ways of reducing carbon and we will continue to participate in the annual Big Switch Off Campaign.

2. Leicester's Carbon Dioxide Emissions

Progress During the Year

Work on this issue by the Council and its partners is overseen by the Leicester Partnership (the City's Local Strategic Partnership) and "reducing our carbon footprint" is one of 7 key priorities in the Partnership's Sustainable Community Strategy for the City: "One Leicester". Reflecting this, the Partnership selected city-wide carbon dioxide (CO₂) emissions as one of the key performance measures in its Local Area Agreement (LAA) with the Government for the period 2008/09 – 2010/11. Emissions are reported for a new National Performance Indicator: NI186 (refer to the details for Target 2.1 below).

A Climate Change Board set up by the Partnership in 2008 commissioned the development of a work programme covering the three key CO₂ emitting sectors: domestic, transport and organisations. The programme included a number of proposed new projects as well as existing work. However, the difficulty in identifying resources for the new proposals along with a lack of clarity about the carbon reductions expected from the programme drew criticism from the independent Verifier (auditor) of the Council's EMAS system in December 2008. He recommended that a 'step change' was needed in the Council's and its partners' action to reduce emissions along with better evaluation of the CO₂ reduction expected from each initiative.

In response to this, work began in the last quarter of 2008/09 to evaluate and strengthen the work programme and is ongoing into 2009/10.

In parallel to this strategic work, a number of Council and Leicester Partnership initiatives continued to make a contribution to reducing the City's CO₂ emissions during the year. These included:

- *Awareness raising and promotional projects* - a programme was led by the Leicester Partnership's Head of Environmental Sustainability and its Climate Change Officer to involve businesses, community groups and the public in action on climate change (refer to section 18 for more details).
- *Hot Lofts* – roll-out of this scheme offering free loft and/or cavity wall insulation to private home owners on an area-by-area basis continued in 2008/09. A total of 1606 measures were completed in 1394 houses saving an estimated 1254.6 tonnes of CO₂.
- *Combined Heat and Power* – based on a feasibility study the Cabinet approved the next stage of preparations for an expansion of the Council's existing District Heating network, powered by Combined Heat and Power (CHP) generators. A decision was taken to outsource the extended network and a Project Manager was appointed.
- *Local Transport Plan (LTP)* – this ongoing programme of initiatives with a strong focus on encouraging 'modal shift' from car journeys to alternative (lower carbon) modes of travel continued (refer to section 4 for more details).

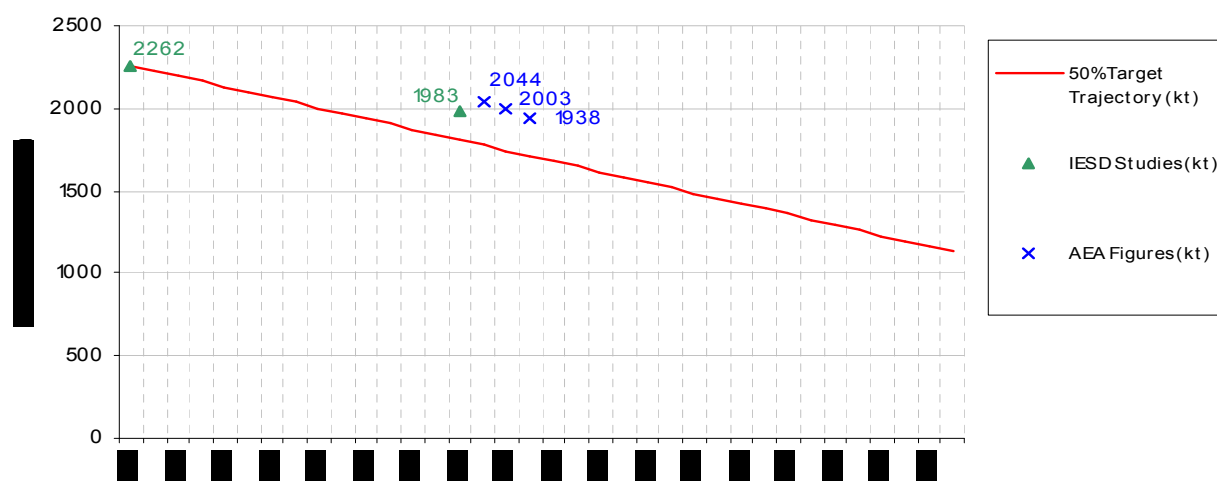
Objective 2.1: Reduce City-Wide Carbon Dioxide Emissions

TARGET 2.1: To 50% of the 1990 level by 2025/26

Progress in 2008/09	No information available	On Course to Meet the Target?	Uncertain
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Details

- The Council adopted this ambitious long term target in 1994, but until recently it was unable to assess progress towards it on a regular basis.
- A study undertaken by DeMontfort University's Institute for Energy and Sustainable Development (IESD) estimated the 1990 baseline carbon dioxide emissions to be 2,262,000 tonnes. Further work provided an estimate of 1,983,000 tonnes emitted in 2004 – suggesting that whilst a reduction had been achieved, the city was not on track to meet the target (refer to Chart 2.1).
- In 2008 the Government introduced a new set of National Indicators for local authorities which included, for the first time, a performance indicator for the reduction of carbon dioxide emissions from the local authority area: NI186. The Government commissioned AEA Technology to provide annual estimates of emissions from each local authority area. Although AEA use a methodology which probably has differences to the IESD, their estimate for 2005 is very similar to the IESD figure for 2004.
- The Council has therefore decided that it is valid to treat the two sets of figures as comparable, enabling these and future annual estimates from AEA to be used to monitor progress against the target trajectory set from the original IESD baseline figure.
- The three AEA estimates of Leicester's emissions, for 2005, 2006 and 2007 respectively, show some progress towards target 2.1. However, when the two IESD estimates are considered alongside them, it is uncertain whether Leicester is on track to meet it. Breakdowns of the AEA figures show that substantial increases in emissions from the domestic sector are largely offsetting reductions achieved in the commercial and transport sectors.
- As the AEA figures are produced two years in arrears, the position at the end of 2008 will not be known until the end of 2010.
- Supplementing target 2.1, the Council and its partners adopted a shorter-term target in the Local Area Agreement for reducing Leicester's carbon dioxide emissions by 11.4% from 2005 levels during the three years of the LAA (2008/09 – 2010/11).
- Table 2.1 below presents Leicester's long and shorter term targets, along with the annual rate of progress required to achieve each one. The shorter term LAA target has not been formally adopted within EMAS, but provides an important stepping stone to achieving the long term EMAS target 2.1.

Chart 2.1 – Leicester’s Estimated Carbon Dioxide Emissions**Table 2.1 – Summary of Leicester’s Targets for Reducing City-Wide Carbon Dioxide Emissions**

Target Name / Description	Baseline Year	Baseline Emissions Level (t)	Finish Year	Target Emissions Level (t)	Annual Rate of Reduction to Achieve the Target (t)
EMAS Target 2.1	1990	2,262,000	2025	1,131,000	32,314
EMAS Target 2.1 (starting from 2006 actual position*)	2006	1,982,000	2025	1,131,000	44,789
LAA Target – 11.4% reduction from 2005 level by 2011	2005	1,985,640**	2011	1,759,277	75,454***

* This line included in the table to illustrate the extent of ‘catch up’ needed to achieve the 2025 target.

** This figure differs from the figure of 2044kt for the year 2005 shown in Chart 2.1 because it is based on an earlier Government estimate. As the LAA target is set by the Government Office for the East Midlands (GOEM), updating of the baseline must be agreed with GOEM. This is currently awaited.

*** Calculated based on the 3 years of the LAA rather than 6 years from 2005-11.

Future Action

Strengthening of the Climate Change Work Programme will continue in 2009/10 as a springboard to seek the additional resourcing needed for a ‘step change’ in CO₂ emissions reduction – and ultimately to achieve target 2.1.

For the domestic sector, funding to be sought is expected to include further roll-out of the Hot Lofts initiative, to match available funds already committed by British Gas under the Government CERT scheme and potentially to lever in further utility funds before this scheme ends in December 2012.

Work to influence new developments will continue through the application of Local Plan Policy BE16 (refer to section 9) and a Supplementary Planning Document (SPD) providing detailed guidance to developers on addressing climate change will be drafted for adoption as part of the new Local Development Framework.

In the area of transport, continued delivery of the current Local Transport Plan will be complemented by the start of work on proposals for the next (third) LTP which will come into effect from April 2011. Delivery of CO₂ emissions reductions from transport will be one of the key outcomes required of the new plan, so all measures considered will need to be carefully assessed for their ability to contribute to this goal.

CREATING A QUALITY LOCAL ENVIRONMENT

3. The Council's Contribution to Air Pollution

Progress During the Year

In practice, there is a considerable overlap between the Council's actions to reduce air pollution emissions and those to reduce carbon dioxide emissions. Probably the most significant action during the year was the annual Fleet Replacement Programme for the Central Vehicle Pool. The programme is designed to replace the whole fleet on an eight year cycle and 100 of the older vehicles were replaced in 2008/09. Due to steadily rising 'euro' standards that new vehicles must meet, each one will produce significantly less pollution for every litre of fuels used than the vehicle it replaces.

Objective 3.1: Reduce the Council's Emissions of Nitrogen Oxides (NO_x) and Primary Particulates (PM₁₀)

TARGET 3.1: To be developed

Details

- From 2008/09 the Government introduced a new set of National Performance Indicators for local authorities. These included a new indicator NI194: "Air quality - % reduction in NO_x and primary PM₁₀ emissions through local authority's estate and operations".
- The Council's performance against this indicator is reported to the Government annually. Calculations of estimated emissions are based on details of energy and fuel used by the Council combined with the types of vehicles, heating boilers and other equipment using the energy and fuel.
- This new requirement to report annually on progress against NI194 means that, for the first time, the Council has estimates for its NO_x and primary PM₁₀ emissions across its whole estate and operations, based on a recognised methodology common to all local authorities.
- The data provide a baseline from which a target can be developed and reported on in future Environmental Statements.
- Chart 3.1 illustrates the relative contributions of the different air pollution emissions sources to the Council's total. Aside from the electricity used in buildings and lighting, whose emissions will mainly occur at power stations rather than in Leicester itself, the Chart shows the importance of the Council's vehicle fleet and of transport undertaken by contractors delivering outsourced services as key sources of local air pollution. The main emissions source within the 'Transport – Outsourced' category is waste management, which includes refuse and recycling collection services.
- Looking at two areas of Council travel that have been monitored for a number of years, Tables and Charts 3.2 and 3.3 below present the latest data for fuel used by the Council vehicle fleet and for miles travelled by staff in their own cars on Council business (the 'grey fleet').

- Chart 3.2 shows a further reduction in fuel use, and this comes despite an increase in the size of the fleet during the year. Ongoing modernising of the fleet may be one factor behind this reduction.
- Chart 3.3 on 'grey fleet' mileage also shows a reduction, both from the previous year's total and from the baseline figure in 1999/2000. Whilst there have been fluctuations, the long term trend does appear to be a slight downward one. The reasons for this are not clear, although the EMAS procedure P23-1 for all staff "Travelling on Council Business" may have had some influence.

Chart 3.1 – The Council’s Estimated NO_x and PM₁₀ Emissions in 2008/09: Percentages by Source

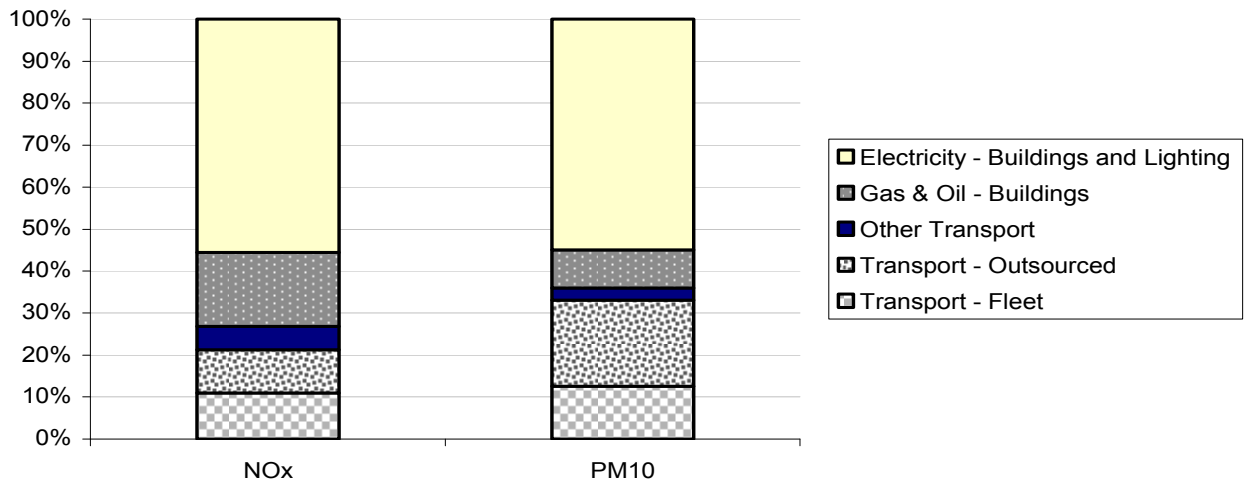


Chart 3.2 – Changes in Fuel Used by the Council’s Vehicle Fleet

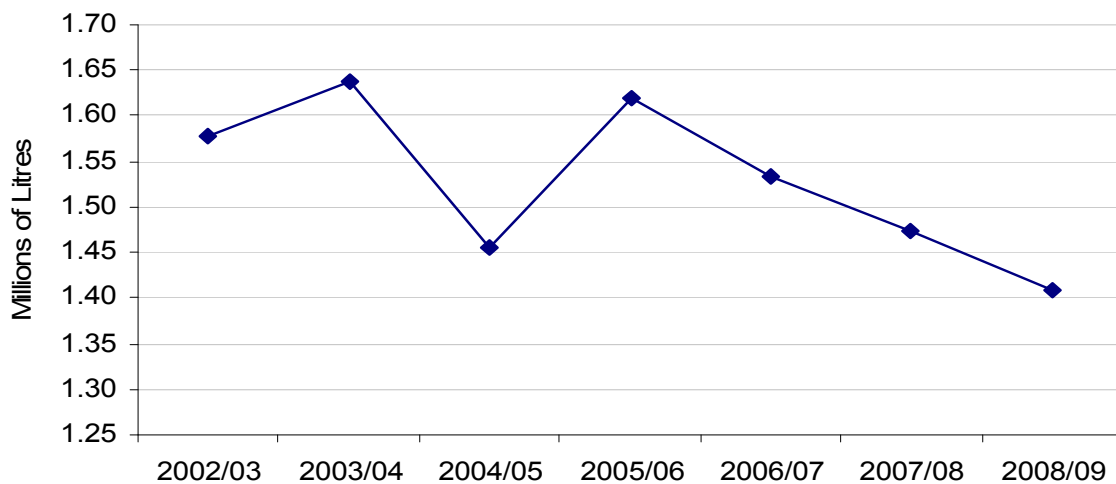
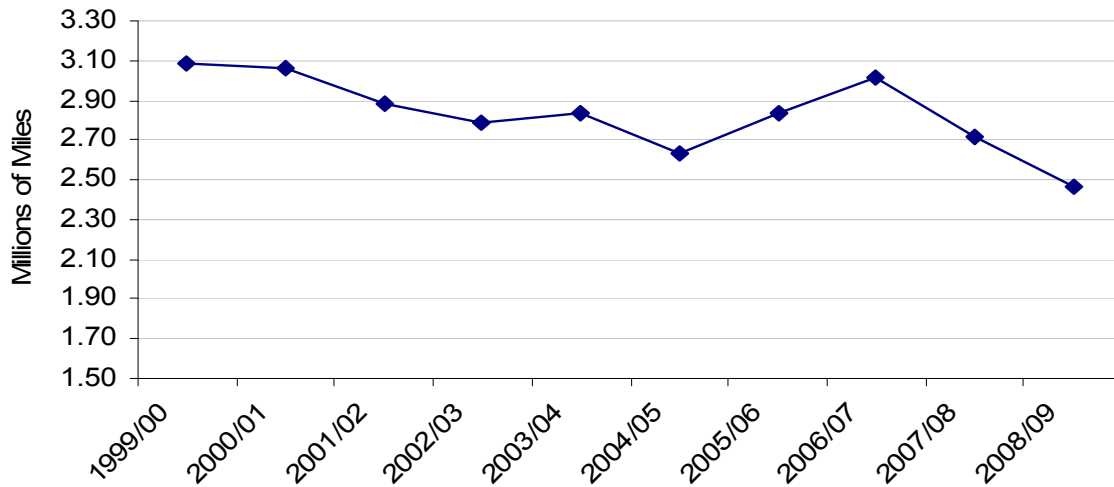


Chart 3.3 – Changes in Miles Travelled by Staff in Their Own Cars on Council Business



Future Action

A target will be set in the coming year for reducing the Council's air pollution emissions, with the help of baseline figures provided from Leicester's National Indicator 194 report.

In practical terms, the Fleet Replacement Programme will continue to reduce fleet emissions for every mile travelled. It is hoped to introduce some more electric vehicles into the fleet on a pilot basis, which could make a bigger contribution to emissions reduction locally in Leicester. Other potential lower emissions technologies will be investigated too.

Reductions in 'grey fleet' emissions will also be sought, with the roll out of a corporate Grey Fleet Project in 2009/10 aimed at combining both environmental and costs savings improvements.

4. Air Quality in Leicester

Progress During the Year

The Council's main activities to improve air quality in Leicester are its work in transport planning and management and in air quality management. Both areas of work are planned and delivered through the Central Leicestershire Local Transport Plan (LTP), which incorporates Leicester's Air Quality Action Plan.

Progress during the year included:

- *Low Emissions Approach* - Further work to link the Council's efforts to tackle climate change with those to improve air quality, aiming to identify 'win-win' actions which reduce carbon dioxide and air pollution emissions at the same time.
- *Review of Air Quality Action Plan* – Despite being rated as 'excellent' by the Government when it was produced, the measures in the current Plan aren't enough to achieve the national/EU targets for nitrogen dioxide (NO₂) levels. The Council commissioned experts from the Transport Research Laboratory to identify possible future options Leicester could consider for improving its air quality. The results of the work will inform the development of the next (third) LTP and Air Quality Action Plan, covering the period from 2011/12.
- *Local Transport Plan* – Work started on the Enderby Park and Ride site as well as the Humberstone Road Quality Bus Corridor. Staff resources for travel planning were increased, with the start of four new part-time secondees in the Travel Planning and Development Co-ordination Team. Completion of public realm improvements in the city centre significantly improved the infrastructure for cycling and walking.

Objective 4.1: Improve Air Quality in the City

The targets below are all from the second Central Leicestershire Local Transport Plan. LTP target reference numbers are included in italics at the end of each target definition.

TARGET 4.1a: By achieving the 4 key point targets set in the Local Transport Plan for air quality (target date 2010) (*LTP8 – Key Outcome Indicator*)

Progress in 2008/09	Uncertain	On Course to Meet the Target?	Uncertain
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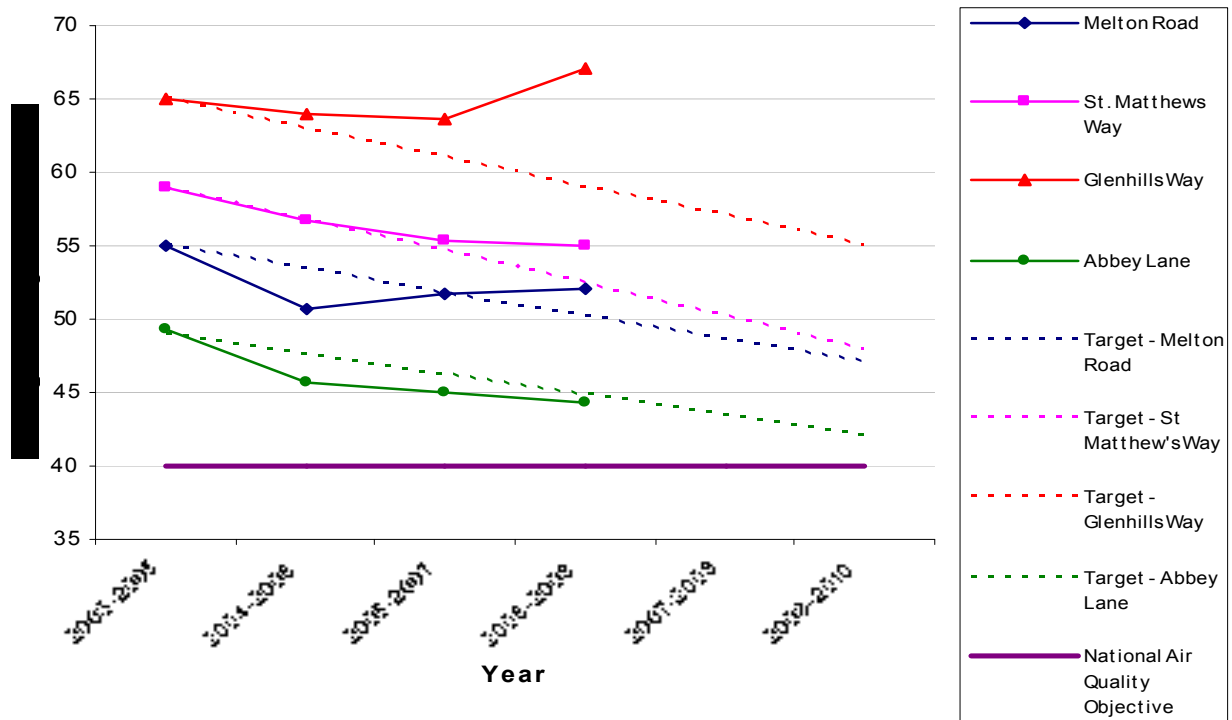
Details

- The 'key point' targets require reductions in the annual mean concentrations of nitrogen dioxide (NO₂) as measured by the Council's automated monitoring equipment at four key locations listed in table 4.1a. The target concentrations are given in column 6 of the table.
- The data for these targets are reported in microgrammes per cubic metre (µg/m³) as three year rolling averages to reduce the impact of weather variations.
- Leicester's most recent Air Quality Assessment identified emissions from road transport as the main contributor to pollution from NO₂.
- The UK is required to meet European Air Quality Limits for long term exposure to NO₂ of no more than 40 µg/m³ annual mean levels. Leicester, in common with a number of other urban areas, currently experiences levels above this in certain

locations - including the key points referred to in the target.

- Predictions made for the LTP suggest that traffic in Leicester will increase. While improvements in the environmental performance of new vehicles and the Council's efforts to reduce congestion will offset this, the overall effect is expected to be to limit any improvements in air quality that can be achieved. Hence the Council's targets for the four key point sites fall short of meeting national/EU limits, as shown on Chart 4.1a.
- As the graph illustrates, current and past figures don't paint a clear picture of the extent of progress. No common long term trend is apparent across the four sites as a whole and the differing shorter term changes between the sites suggest that local factors are important. In conclusion, it is not yet clear whether the Council is on course to achieve its targets.

Chart 4.1a – Changes in Nitrogen Dioxide Levels at Leicester's Key Point Air Quality Monitoring Sites



TARGET 4.1b: Change in the number of vehicles crossing the Central Transport Zone cordon from 42,683 in 2004/05 to 43,963 in 2010/11 (LTP6 – Intermediate Outcome Indicator)

Progress in 2008/09	No information available	On Course to Meet the Target?	No information available
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Details

- When the LTP was developed, modelling suggested that the measures to be introduced would have the effect of limiting the growth of traffic entering and leaving the city centre during the morning peak period (7am – 10am) from 10% to 3% over

- the five years of the plan. The figure of 3% was the basis for target 4.1b (LTP6).
- Data for reporting on this target was collected through an annual ten-day survey.
 - However, the Government has recently removed the requirement for this indicator to be monitored, so target LTP6 has been removed from the LTP and the annual 10 day survey no longer takes place. Target 4.1b will therefore be removed from EMAS (see Future Action, below).
 - The volume of traffic entering and leaving the Central Transport Zone continues to be measured each year though - through a one-day 'Strategic Cordon Survey' (SCS). Whilst the figures are not directly comparable to those previously reported for target 4.1b due to the differences in survey methodology, data from the one-day surveys is presented in Chart 4.1b below to give an indication of progress in limiting traffic growth. A trend line representing 3% growth has been plotted for comparison.
 - Chart 4.1b shows an overall reduction in morning peak-time traffic between 2004/05 and 2008/09 as measured by the SCS. If this trend continues, it puts us on course to stay well within the original predicted trend. Ultimately, if traffic growth can be limited, this should contribute to managing air quality.
 - There are a number of factors likely to affect levels of traffic in the city centre including: retail and residential developments and policies in the LTP to promote alternatives to car travel. The current economic downturn is almost certain to depress travel levels.

Chart 4.1b – Change in the Number of Vehicles Crossing the Central Transport Zone Cordon



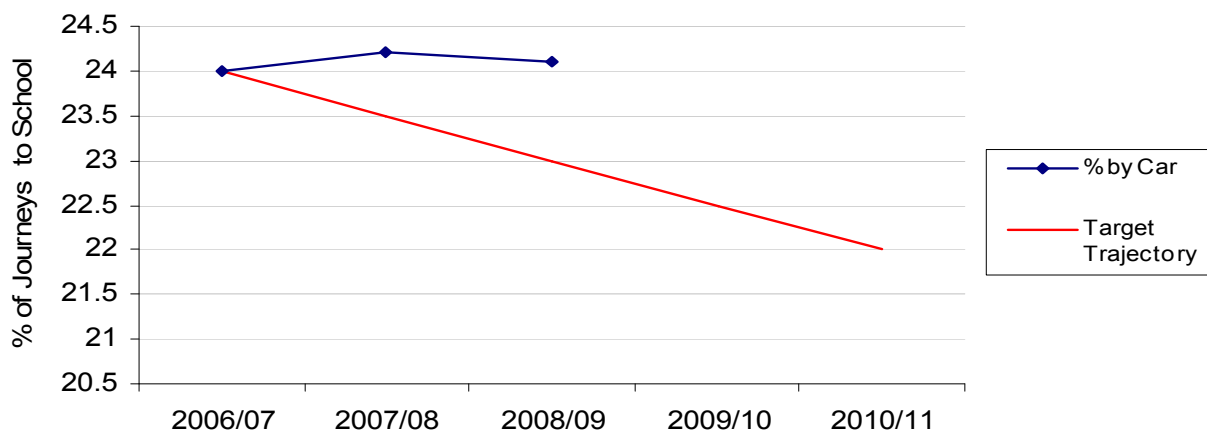
TARGET 4.1c: Reduce the Share of Journeys to School by Car (Including Vans and Taxis but Excluding Car Share Journeys) From 24% in 2006/07 to 22% in 2010/11 (All Schools)

Progress in 2008/09	Improvement	On Course to Meet the Target?	x
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Details

- Target 4.1c is taken from the Local Transport Plan.
- The data for measuring progress towards this target is provided through the Government's annual schools census. It's based on a sample including all schools with a school travel plan plus 50% of those without.
- As Chart 4.1c shows the schools surveyed have not, so far, been able to achieve an overall reduction in the percentage of journeys made by car; the figure for 2008/09 is 24.1%. So the Council is not yet on course to meet its 2010/11 target.
- The reasons for the lack of progress towards the target shown by these figures are not clear, as work on School Travel Plans has continued during the year. 70 schools had Travel Plans in place by the end of 2008/09.

Chart 4.1c – Changes in the Percentage of Journeys to School Made by Car



Future Action

The Council will continue to work towards the current targets by delivering the programme of action set out in the LTP. In parallel with this, proposals will be developed in partnership with Leicestershire County Council for the third LTP – incorporating a new Air Quality Action Plan.

Improving air quality will be one of the aims of the next LTP and amongst the evidence used to inform its proposals will be the review of the current Air Quality Action Plan recently completed by the Transport Research Laboratory and a new Air Quality Assessment which will begin in the coming year.

It is proposed to remove the current target 4.1b from the EMAS programme, in response to its removal from the LTP. Whilst a new target 4.1b is not proposed to replace it, figures for traffic entering and leaving the city centre will continue to be reported to provide an indication of changes in city traffic – the main factor contributing to air pollution.

5. Street Cleanliness

Progress During the Year

The streets in the City are cleaned at varying frequencies from a guaranteed daily clean to a minimum of a weekly clean. This includes the footpath, highway channel, shrubs and grassy open spaces. The Council's Graffiti Removal Team is responsible for removing graffiti and fly posters.

The City Wardens can also call upon these services. The Wardens operate in 11 wards and their duties cover a wide range of issues including: litter, graffiti, fly-posting, nuisance parking (vehicles for sale or being repaired on the highway), leaflet distribution, dog fouling and bins left on the streets.

During the year:

- Performance targets on litter and fly posting were met.
- Performance on removing deposits of detritus and graffiti fell short of new targets although these targets have been revised to reflect more realistic levels of performance within existing resources.

Objective 5.1: Improve Street Cleanliness in Leicester

The targets below are National Performance Indicators.

TARGET 5.1a: Reduce the % of relevant land and highways that is assessed as having deposits of litter that fall below the acceptable level to 10% by 2008/09 (NI 195a)

TARGET 5.1b: Reduce the % of relevant land and highways that is assessed as having deposits of detritus that fall below the acceptable level to 10% by 2008/09 (NI 195b)

TARGET 5.1c: Reduce the % of relevant land and highways that is assessed as having deposits of graffiti that fall below the acceptable level to 5% by 2008/09 (NI 195 c)

TARGET 5.1d: Reduce the % of relevant land and highways that is assessed as having deposits of fly posting that fall below the acceptable level to 0% by 2008/09 (NI 195d)

Progress in 2008/09	Uncertain	On Course to Meet the Target?	a – Met b - Not met c - Not met d - Met

Details

- NI195 requires an annual reduction in litter, detritus, graffiti and fly posting and targets were set for the 2008/09 reporting period.
- The data shows that the targets were met for litter (10% or below) and fly posting (0%). The 10% or below target for detritus was not met with a score of 13% obtained. The target of 5 % or below for graffiti was not met either with a score of 14%.

- The data for these targets are reported in % of *relevant land* assessed at an *acceptable level*. A detailed methodology is provided by the Government for making these judgements.
- The good performance on litter reflects a well resourced service. City wardens, introduced in October 2008, are based in 11 city wards and are proactive in removing placards and fly posters.
- Graffiti in particular can be problematic on private property where the owner does not wish to pay for subsidised removal for fear of the graffiti returning.

Table 5.1 – Relevant Land and Highways That is Assessed as Having Deposits of Litter, Detritus, Graffiti or Fly Posting Below the Acceptable Level

Category	2008/09 Performance	Target for 2008/09
Litter	9%	10% or below
Detritus	13%	10% or below
Graffiti	14%	5% or below
Fly posting	0%	0%

Future Action

New targets have been set for performance against NI195 in 2009/10 as follows:

- a. litter - 10%
- b. detritus - 13%
- c. graffiti - 14%
- d. fly posting - 0%

They are proposed for adoption as the new EMAS target 5.1.

These targets are considered more realistic within existing resources. However, an analysis of detritus and graffiti removal operations in individual wards will establish if it is necessary to target resources in particular wards to improve the overall scores.

6. The Quality of the Natural Environment on Council Owned Land

Progress During the Year

A habitat survey of Leicester's open spaces, completed in 2007/08 and reported in the previous Environmental Statement, revealed 9 Local Wildlife Sites owned and managed by the Council to be in 'unfavourable-declining' condition. This represents a challenge for the Council to turn the situation around.

Since then the Council's ecologist has been working with the Parks Service to address the problems through the Management Plans for these sites. Many of the declining habitats are grasslands, and part of the problem stems from the difficulty in scheduling the cutting and bailing at these sites within a very tight work programme, yet to allow the plants to set seed – the timing of which is weather dependent.

In terms of the wider quality of the Council's public open space, the Parks Service has continued to develop a Greenspaces Strategy for the city. This is expected to be put before the Cabinet in the autumn of 2009 for approval. Other progress has included:

- Planting of nearly 3000 new trees during 2007/08 and 2008/09 as part of the 10,000 Trees project – involving the public in deciding where the trees should go through the Ward Community Meetings;
- Continued development of a database of trees and woodlands across the city by the Trees and Woodlands Team. The database will store details of maintenance carried out / scheduled and tree condition for all Council owned trees.
- Drafting of a new Biodiversity Action Plan for the city, in partnership with Groundwork Leicester and Leicestershire, to replace the current plan: "Wild About Leicester".
- Launch of a Garden Watch survey with Groundwork to involve the public and gain new information about wildlife in back gardens.

Objective 6.1: Protect and Improve the Network of Local Wildlife Sites

TARGET 6.1: Under development

Details

- In 2008 the Cabinet agreed the following basis for a new target to improve Wildlife Sites: *"Maintain the area of Local Sites at or above the 2008/09 baseline and increase the percentage (by area) that are assessed as being in a favourable or recovering condition"*. It was intended that this target would align with a new national performance indicator for improving Wildlife Sites: NI197 Improved Local Biodiversity. Details about how this indicator would be measured were being finalised by the Government at the time.
- The Government has now confirmed that NI197 will measure the percentage of Local Sites where positive conservation management has been or is being implemented. In practice, positive conservation management can be demonstrated by evidence from: a site management plan, grant funding for conservation management (through a recognised scheme), site-specific action contained in a Biodiversity Action Plan and/or the issuing of advice about conservation

management to the site owner.

- We propose to amend the wording of the EMAS target to realign with NI 197, as given under Future Actions below.
- In the absence of an agreed EMAS target for 2008/09, this Statement presents details of both the Council's performance against NI197 during the year and of the condition of Leicester's Local Wildlife Sites. It is intended to continue to report both these aspects in future years as the condition data can indicate the situation for wildlife 'on the ground' while NI197 indicates efforts to improve it.

Table 6.1a – Leicester City Council Performance Against National Indicator 197: Improved Local Biodiversity

Year	Total No. of Sites	No. of Sites with Positive Conservation Management	NI197 Measure: % of Sites with Positive Conservation Management	Target
2008/09	31	14	45%	No target set for 2008/09.
2009/10	-	-	-	65%

Table 6.1b – Condition of Leicester's Local Wildlife Sites in 2008/09

Condition	All Sites		Council Owned Sites	
	No. of Sites	% by Area	No. of Sites	% by Area
Favourable – Improving	0	0	0	0
Favourable - Stable	13	27	12	32
Unfavourable – Recovering	3	23	3	31
Unfavourable – Declining	10	21	9	23
Suffered significant decline / damage	5	29	4	11

Objective 6.2: Improve the City's Tree Cover and Condition

TARGET 6.2a: Plant 10,000 trees by 2011

Progress in 2008/09	Improvement	On Course to Meet the Target?	✓
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Details

- A net total of 2,986 trees was planted up to the end of 2008/09. (The net total takes account of trees removed during the year.)
- With project milestones to achieve 3000 trees planted by the end of 2008/09 and 6800 by the end of 2009/10 the current total is more or less on track to meet the 10,000 target by the end of March 2011.
- The 10,000 Trees project includes schools and Groundwork Leicester and Leicestershire are working with schools to involve them in tree planting in their grounds.

Objective 6.3: Improve the Quality of Council-Owned Public Open Space**TARGET 6.3a: Under development****Details**

- In 2008 the Cabinet agreed that a target should be investigated for increasing the quality of City and District Parks specifically. These are the two highest categories of parks in terms of the range of functions they are expected to fulfill.
- A proposed target, set out under Future Actions below, will be put to the Cabinet in autumn 2009 for approval.

TARGET 6.3b: Achieve a 2% increase in the overall quality of provision by 2010/11 from a baseline average of 50% in 2008/09, as measured against the Green Flag Award criteria.

Progress in 2008/09	No information available	On Course to Meet the Target?	No information available
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Details

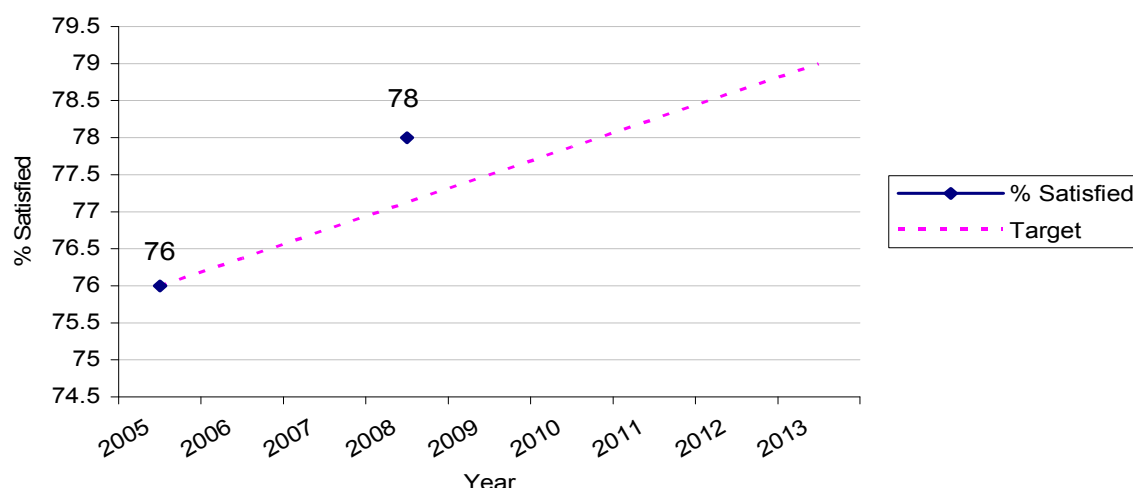
- The Council uses the Green Flag Award criteria to measure the quality of its open spaces.
- The baseline assessments were carried out by consultants in 2007/08 as part of a wider Open Space Study for the Council.
- It is planned to update the original assessments biennially and the first update is currently underway. The results will be available in the 2009/10 Environmental Statement.

TARGET 6.3c: Increase park user satisfaction levels from 74% (2005) to 79% (2013).

Progress in 2008/09	Improvement	On Course to Meet the Target?	✓
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Details

- As Chart 6.3c shows, the Council is currently on track to meet this target. However, the baseline figure of 74% quoted has been found to be incorrect. The chart shows the correct 2005 figure of 76%.
- The data is sourced from MORI surveys commissioned in 2005 and 2008.

Chart 6.3c – Percentage of Users Satisfied with Parks

Objective 6.4: Enhance the Quality of the Natural Environment in School Grounds (EMAS Schools)

TARGET 6.4: 90% of EMAS schools to have a wildlife or food growing area by April 2012

Progress in 2008/09	No information available	On Course to Meet the Target?	No information available

Details

- Figures are not currently available, but will be included in the 2009/10 Statement.

Future Action

Efforts will continue, on a site-by-site basis, to turn around the decline of the 9 Local Wildlife Sites referred to earlier.

With the current Biodiversity Action Plan: “Wild About Leicester” finishing at the end of 2009, the new plan will be completed and adopted by the start of 2010. The 2009 Garden Watch project, led by Groundwork, is planned to lead into a series of annual single-species surveys for the public to get involved in from 2010.

Subject to Cabinet approval in the autumn of 2009, the new Greenspaces Strategy will set the framework for maintaining and improving the overall quality of Council-managed open spaces in the coming years. The Strategy will guide the targeting of resources towards improving the quality and accessibility of green spaces in priority areas.

The following new targets will be put before the Cabinet in the autumn of 2009 for approval:

- Proposed Target 6.1*:** Increase the percentage of local wildlife sites that have received or are receiving positive conservation management to 65% in 2009/10.

* This is the Council's target for improving wildlife habitats in line with the national performance indicator NI197.

- ***Proposed Target 6.3a*: Increase the number 'Green Flag' parks from 6 to 10 by 2013.***

* This target is also being proposed as part of the Greenspace Strategy which will go before the Cabinet in the autumn of 2009.

7. Council Provision of Public Open Space

Progress During the Year

During the year, the Parks Service continued to develop a new Greenspace Strategy for the Council which, when approved, will form the basis for prioritising resources to best meet Leicester's needs for public open space. Preparation of the new Local Development Framework also continued during the year, with public consultation completed on a draft of the Core Strategy (the overarching policy document). The LDF will be important in protecting public open space in the future.

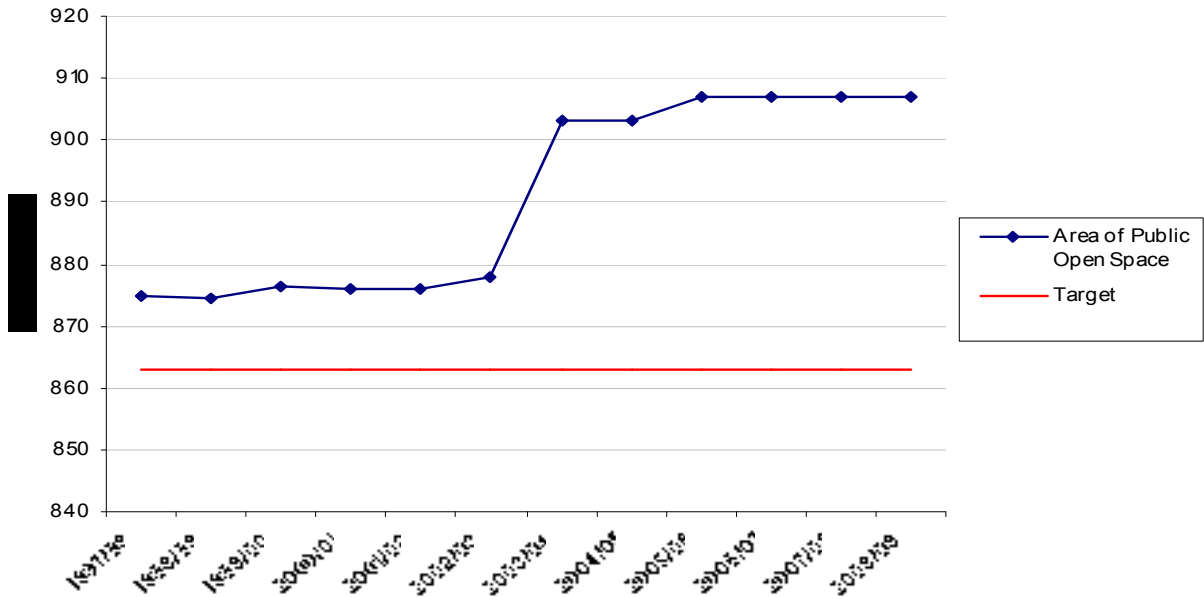
Objective 7.1: Provide Leicester People With Enough Accessible Public Open Space

TARGET 7.1: Under development

Details

- An Open Space Study commissioned by the Council as part of the evidence base for the new Local Development Framework proposed a set of standards for open space provision in Leicester - in relation to both the area provided and its accessibility ie the distance people have to travel to reach it.
- These standards took account of a range of factors including national Planning Policy Guidance, levels of provision in other UK cities and local factors specific to Leicester.
- As well as informing local planning policy development, the Study has provided an evidence base for the development of a new Greenspace Strategy for the city by the Parks Service, incorporating the recommended open space standards within the long-term goals for parks and opens spaces development.
- The previous EMAS target for public open space provision was removed from the programme in December 2008 and will be replaced with a target which aligns with the goals of both the LDF and Greenspace Strategy .
- In the meantime, any net gains or losses of Council owned public open space will be monitored and reported in the Environmental Statement.
- There were no losses or gains of Council owned public open space during 2008/09, as illustrated in Chart 7.1 below.

Chart 7.1 – Area of Council Owned Publicly Accessible Open Space



Objective 7.2: To Retain a Net Area of Open Space in School Grounds (All Schools)

TARGET 7.2: To be developed

Details
<ul style="list-style-type: none"> The data collection methodology for this objective is still being developed through the Property Services' PAMIS system and a target for the minimum area of open space in school grounds to be retained will be set when the data collection methodology has been established.

Future Action

Both the Core Strategy of the Local Development Framework and the Greenspace Strategy are expected to go before the Cabinet for approval in the late summer or autumn of 2009.

8. The Quality of the Built Environment on Council Owned Land

Progress During the Year

The Council regularly needs to build new buildings or refurbish old ones. Currently most of its building work is for schools. The Building Schools for the Future (BSF) programme, for example, is the Council's largest capital investment for the last 50 years. There are sixteen secondary schools due for re-build or major refurbishment, with capital funds reserved for a Secondary Pupil Referral Unit and Secondary Special Schools. BSF is being led by the Leicester Miller Education Company Limited, a joint venture company between the local authority and the private sector.

It is important that Council buildings are built to minimise their impact on the environment and the Council is seeking to adopt the BREEAM* environmental construction standard for new buildings and major refurbishments over £1,000,000.

* Refer to details section below for Target 8.1.

Objective 8.1: Create a Sustainable Built Environment on Council Owned Land

TARGET 8.1: To be developed

Details

- BREEAM (the Building Research Establishment Environmental Assessment Methodology) is a widely used suite of environmental construction standards that cover many of the Council's environmental objectives.
- BREEAM standards can be applied to most common building types including offices and schools. The BREEAM Design assessment rates a building design from 'pass' through to 'outstanding'. The rating is based on an overall score that is calculated by awarding credit scores based on achievement across a wide range of environmental issues. The assessment is undertaken by an independent, qualified assessor and the BREEAM certificate is issued by the Building Research Establishment (BRE) on project completion.
- The Council is considering adopting the BREEAM environmental construction standard for new buildings and major refurbishment over £1,000,000. Major refurbishments will be required to achieve a BREEAM Design rating of "very good" and new buildings "excellent".
- If the standard is adopted, it will form the basis for EMAS target 8.1.

Objective 8.2: Create Sustainable School Buildings

TARGET 8.2: By ensuring that from 2007/08 all new or refurbished schools exceed* “very good” standards as defined by BREEAM (* to achieve an overall score of 65%)

Progress in 2008/09	No information available	On Course to Meet the Target?	No information available
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Details

- At the end of 2008/09 none of the Council’s school building projects that had been registered for BREEAM Design had actually been completed. However, all four of the Building Schools for the Future (BSF) phase 1 secondary schools were on target to achieve BREEAM “excellent” or “very good”. The BSF phase 1 schools are: Beaumont Leys Specialist Science School, Fullhurst Community College, Soar Valley Community College and Judgemeadow Community College.
- The schools currently being refurbished or rebuilt as part of the Primary School Capital Programme will target BREEAM “very good”.

Future Action

The sustainable construction standard based around BREEAM that is being developed for new Council buildings and major refurbishments (see 8.1 above) will form the basis of a target for Objective 8.1.

Building Schools for the Future phase 2 has commenced. The schools in phase 2 will also be designed to achieve BREEAM “excellent”.

9. The Quality of Leicester's Built Environment

Progress During the Year

In April 2008 a new requirement was introduced for developers submitting applications for Major Developments to include an Energy Statement. The Statement should identify the overall energy requirement of a new development and demonstrate how the required on-site renewable percentage will be met. During the year the Leicester Better Buildings Project continued to provide advice to developers and planners, both on appropriate renewable technologies for developments and on the preparation of Energy Statements.

Work also started on the preparation of a Supplementary Planning Document (SPD) on Climate Change. This is intended to form part of the new Local Development Framework (LDF), which will be adopted in 2011 and includes tackling climate change as a priority for the planning system locally. The SPD which will offer guidance to developers and planners on interpreting the LDF policy in practice.

Objective 9.1: Create a Sustainable Built Environment Within the City

TARGET 9.1: Increase the percentage of Planning Applications for Major Developments applying Policy BE16:

75% in 2007/08

85% in 2008/09

90% in 2009/10

Progress in 2008/09	Worsening	On Course to Meet the Target?	Uncertain
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Details

- Local Plan Policy BE16 requires planning conditions to be applied to consents for Major Developments, specifying a percentage of the energy demand of the development to be provided by on-site renewable sources. In 2008/09 this was 12%.
- Target 9.1 is to increase the percentage of applications where these planning conditions are applied to the consent.
- Since implementation in April 2007 performance has exceeded the target figure for the first full year, as indicated in Table 9.1, and not quite achieved the target compliance outcome for the period 2008-09.

Table 9.1 – Percentage of Planning Applications for Major Developments Applying Policy BE16

Year	Actual Performance	Target
2007/08	84.3%	75%
2008/09	79.5%	85%
2009/10	-	90%

Future Action

Over the coming year the priorities will include to:

- Improve the levels of compliance with energy policy by training planners, supporting developers with guidance and streamlining monitoring and reporting.
- Identify the most cost effective way for development to deliver low and zero carbon outcomes, including building fabric and services efficiency, as well as energy sourcing. Investigate the scope for local community energy networks to contribute to these outcomes and the means by which this approach could be pursued.
- Prepare a first draft of the Climate Change SPD for public consultation.

10. The Council's Vulnerability to the Impact of Climate Change

10.1 Flash Flooding

10.2 Summer Heatwaves and Prolonged Periods of Increased Average Temperatures

10.3 Reduced Summer Water Availability

Progress During the Year

Climate change adaptation is the anticipation of, and preparation for, key impacts of climate change across the complete range of Council services and estate. The impacts predicted by the UK Climate Impacts Programme (UKCIP) include hotter, drier summers, milder, wetter winters and more frequent extreme weather events such as localised flash flooding, heat waves and increased storminess.

During 2008, the Council undertook a comprehensive risk assessment of the vulnerability of its services to these predicted impacts. The process identified issues considered to require immediate attention and these were categorised under three new EMAS significant effects:

- | | |
|------|--|
| 10.1 | Flood risk |
| 10.2 | Summer heatwaves and prolonged periods of increased average temperatures |
| 10.3 | Water availability |

A description of the key action taken towards these three significant effects is provided below:

10.1 Flood risk

- Mapping of the highway drainage infrastructure is the vital first step in order to identify flood hotspots and to be able to respond to these through amended maintenance regimes for clearing gullies and culverts, etc. The mapping is approximately 80% completed with footways and verges still outstanding.
- In order to ensure that emergency response procedures are adequate to cover the eventuality of a major flood affecting the road network, an Emergency Management Local Flood Plan was completed in July 2008. Attention has now focused on implementing the flood plan, developing community flood plans and training flood wardens.

10.2 Summer heatwaves and prolonged periods of increased average temperatures

- A key action for the City Council estate is to develop a pro-forma to enable the assessment of the risks of the impact of climate change on new developments. A supplementary planning document is to be developed to help manage city-wide projects through the planning process.

- A national heat-wave plan produced by the NHS is now available on the Internet. The Council is reviewing the opportunity to plant trees to shade and cool the urban areas in a tree strategy. Work started on this in summer 2008. In addition, elected members are committed to a manifesto to plant up to 10,000 new trees with consultations taking place through Ward Community Meetings in 2008.

10.3 Water availability

- The Council will need to identify buildings and infrastructure most susceptible to subsidence and introduce regular maintenance inspections to check for damage. A guidance note will be developed for all responsible officers that includes instructions to conduct annual inspections and to inform of any suspected subsidence. Any new project must give due consideration to the suitability of trees and shrubs to reduce the subsidence risk.

The Council also considered the vulnerability and cost to its services of extreme weather events that have already occurred over the previous 8 years in a project known as Local Climate Impact Profile (LCLIP). The key findings of this project were that weather events between 2000 and July 2008 have cost Leicester City Council £3.56 million, and have severely impaired the Council's service provision on several occasions. Weather events have also benefitted the Council; mainly due to increased attendance at events and the recent trend of reduced gritting requirements.

The Council's work on adaptation was showcased at the regional conference in January 2009 (refer to section 11).

Targets for each of these significant effects will be set over the next twelve months and reported in the 2009/2010 Public Statement.

11. Leicester's Vulnerability to the Impact of Climate Change

Progress During the Year

This new 'Significant Environmental Effect' was adopted by the Council as part of EMAS in December 2008. Specific objectives and targets were not proposed at that stage, but a target has been set in Leicester's Local Area Agreement and this target, together with an accompanying Objective, will be proposed to the Cabinet in November 2009 for inclusion in EMAS (see Future Action below).

The Council completed a comprehensive risk assessment of vulnerabilities to weather and climate for its own services in 2008, enabling priority risks to be identified and an action plan to be developed (refer to section 10). It also completed stage one of a Local Climate Impact Profile (LCLIP) identifying the vulnerability of local authority services to extreme weather events over the last 8 years and providing an estimate of the impact on resources.

Building on this work, subsequent LCLIP stages 2 and 3 have involved other key organisations from the Leicester Partnership and 13 partners provided data on their current level of understanding and activity.

A regional conference: Adaptation 2009, organised and hosted by the Council in partnership with the Government Office for the East Midlands in January 2009 was successful in sharing experience with peer organisations outside the city – attracting 180 delegates.

Leicester City, Leicestershire County and Rutland County Councils have agreed to work together to deliver the next stages of work towards NI188, as all three have key partners in common.

Future Action

The Council has begun engaging with partners to identify how prepared they are for inevitable climate change. In the next phase of work (level 3), it aims to encourage the identification of major weather and climate vulnerabilities and opportunities that affect the delivery of the Leicester Partnership's objectives, and to inspire partners to embark on a risk assessment process for their own service delivery.

A key task will also be to write a climate change adaptation action plan for the sub-region of Leicester, Leicestershire and Rutland. A Climate Adaptation Research Officer has been appointed to undertake this work and will be in post from September 2009. The work is being financed by the East Midlands Regional Improvement and Efficiency Partnership (EMRIEP), co-ordinated by the East Midlands Regional Climate Change Coordinator and StudentForce for Sustainability and supported by the UK Climate Impacts Programme.

A work plan has been agreed between the three counties in the sub-region and will be used by all other local authorities in the East Midlands. By utilising this 'common methodology' it will be possible to share tasks, avoid duplication of work, learn from each other and compare results.

The following Objective and Target will be proposed to the Cabinet in November 2009 for inclusion in EMAS:

Proposed Objective 11.1: Prepare for Leicester to address the risks and opportunities of a changing climate.

Proposed Target 11.1: To achieve the following levels of preparedness* in assessing and addressing the risks and opportunities of a changing climate:

<i>April 2009</i>	<i>April 2010</i>	<i>April 2011</i>
<i>Level 2</i>	<i>Level 3</i>	<i>Level 4</i>

* Levels defined in Guidance for National Performance Indicator NI188: Planning to Adapt to Climate Change.

THE WISE USE OF NATURAL RESOURCES

12. The Council's Energy and Fuel Use

Progress During the Year

Due to the close links between the Council's energy and fuel use and its carbon dioxide emissions, the progress reported below will be relevant to section 1 of the Statement too. Key areas of work during the year were:

- *Energy in Buildings Survey and Investment Programme* – A survey of Leisure Centres was completed, identifying energy efficiency measures that could achieve 38% carbon dioxide reductions. The measures feasible immediately could achieve 26%, with others needing to be written into planned maintenance programmes. Implementation began in 2008/09 and will continue over several years.
- *Energy efficient street lighting* – Schemes were completed in Victoria Park, the Clock Tower and the Town Hall and Methodist Church.
- *The Coleman Primary School* – The extension at Coleman Primary School has just been completed. It includes a wind turbine, photo-voltaic cells, thermal hot water and straw bale insulation. The extension will be opening in September 2009.
- *Vehicle Fleet Replacement Programme* - 100 of the older vehicles from the Central Vehicle Pool were replaced in 2008/09 with new models, expected to be more fuel efficient.
- *The Big Switch Off* – Over the two hours of the Big Switch Off, Intelligent Metering data from eight buildings showed a 10.1% reduction in electricity demand compared to the average for a Friday in September/October.

Objective 12.1: Reduce the Council's Total Energy Consumption

TARGET 12.1a: To 50% of the 1990 level by 2025

Progress in 2008/09	No information available	On Course to Meet the Target?	No information available
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Details

- In 2008 the Cabinet agreed to widen the existing target for reducing energy use in buildings to cover all the Council's energy use. This resulted in the new target 12.1a above. It was further agreed to set a series of sub-targets for each element of energy use, that would between them achieve the overall 50% cut. The existing target for buildings was, for the time being, retained at its existing level of 50% (see target 12.1b below).
- During 2008/09 the Council expanded and improved its systems for collection and interpretation of energy data to enable reporting of carbon dioxide and air pollution figures to central Government for the new National Performance Indicators NI185 and NI194. These new indicators are explained in more detail in sections 1 and 3 respectively.
- Data collected for NI185 and 194 from 2008/09 onwards will form the basis for reporting on target 12.1a and its sub-targets in the 2009/10 and subsequent

- Environmental Statements.
- Reporting of energy and fuel use will be aligned with the reporting of carbon dioxide emissions, as the two are closely related.

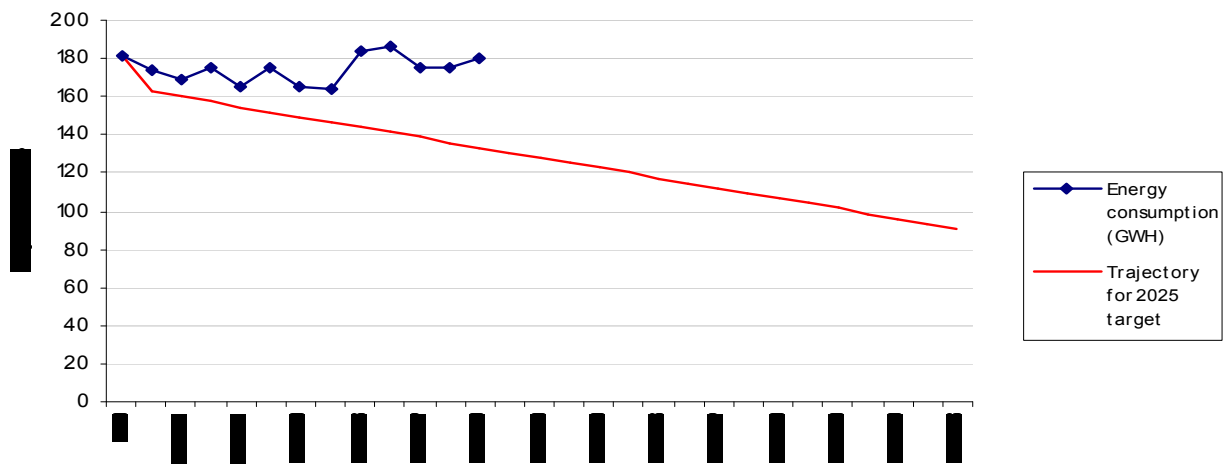
TARGET 12.1b (Council buildings): To 50% of the 1990 level by 2025

Progress in 2008/09	Worsening	On Course to Meet the Target?	x
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Details

- The figures illustrated in Chart 12.1b below are based on the same definitions and reporting methodology used in previous Environmental Statements.
- There are notable differences from the energy figures used in reporting to central Government for NI185 and 194. During 2009/10 the Council will review its methodology for reporting its buildings energy use for EMAS to consider whether it should be aligned with reporting for NI185 and 194.
- A small increase in use during 2008/09 is shown in Chart 12.1b, although variations in the timing of billing can be responsible for fluctuations of this size.
- However, as the Chart shows, the Council is not on track to meet Target 12.1b and only appears to be holding its energy use steady compared to the 1990 level.
- There are a number of factors influencing this. The winter of 2008/09 was cooler overall than any of the previous five winters, which will have influenced heating energy use. Another factor is changes in the Council's portfolio of buildings. The opening of Knighton Tennis Centre as a new facility in 2008, for example, will have added to the energy demand. These factors may have offset any reductions from energy efficiency measures installed during the year.

Chart 12.1b: Energy Use in Council Buildings



Objective 12.2: Increase the Council's Generation and Use of Renewable Energy

TARGET 12.2: From 0% of the energy requirement of all Council buildings in 1997 to 20% of the energy requirement of all buildings in 2020

Progress in 2008/09	No change	On Course to Meet the Target?	x
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Details

- When this target was originally set, the Council's objective focused on increasing its use of renewable energy and it worked towards the target by buying renewably generated 'green tariff' electricity from the National Grid.
- However, the rising cost of 'green tariff' electricity, driven by increasing demand, led the Council to stop buying it during 2006/07. As a result, the percentage of the buildings energy demand supplied quickly declined to reach zero in 2007/08.
- The new objective 12.2 was approved by the Cabinet in December 2008 and now reflects the importance of local generation of renewables – not just their use. Target 12.2 will be revised to reflect this in the coming year.
- Whilst the loss of green tariff electricity is disappointing, the Council now buys its hourly and half-hourly metered electricity from 'good quality' Combined Heat and Power (CHP) sources. CHP makes much more efficient use of fuel to generate heat and electricity, resulting in lower carbon dioxide emissions for each kilowatt of electricity produced.

Objective 12.3: Reduce Schools Total Energy Consumption (All Schools)

TARGET 12.3: By an average of 1.43% per annum between 2008/09 and 2025/26

Progress in 2008/09	No information available	On Course to Meet the Target?	No information available
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Details

- Details of schools energy use in 2008/09 have been gathered as part of the Council's reporting for National Indicators NI185 and 194 (refer to section 1 for details). The figures for school buildings are presented below in Table 12.3.
- These figures will form the baseline from which progress towards Target 12.3 is judged in future years.

Table 12.3 – Energy Used in School Buildings in 2008/09

	Energy Used (kWh)	Percentage
Electricity	19,964,162	25.45
Natural Gas	56,943,817	72.59
Burning Oil	1,339,187	1.71
LPG	192,687	0.25
TOTAL	78,439,854	100.00

Notes for Table 12.3:

1. The figures cover all state funded schools in Leicester. These include Samworth Academy, a number of voluntary aided schools and BSF schools. The Council is not responsible for these schools' buildings, but is required to include them for reporting of NI185/194.
2. The figure for buildings energy use includes an element of estimation, as some schools were unable to provide information.

Objective 12.4: Increase Schools Generation and Use of Renewable Energy (All Schools)

TARGET 12.4: To 20% of energy requirements in 2020/21

Progress in 2008/09	No information available	On Course to Meet the Target?	No information available
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Details

The Council is not able to monitor progress towards this target and it will be reviewed together with target 12.2 during 2009/10.

Future Action

Action in 2009/10 will include (subject to funding being available):

- *Energy in Buildings Survey and Investment Programme* – Continued introduction of energy saving measures recommended for Leisure Centres and carrying out a review to produce proposals for the central administrative buildings (CLABs).
- *Street Light Dimming* – Two major programmes, funded through the Regional Efficiency and Improvement Partnership and Spend to Save respectively, will install controllers to dim street lights later at night, saving a significant amount of energy.
- *Driver Training Programme* – Introduction of a one day training course for drivers of fleet vehicles, to develop safer and more fuel efficient driving skills.
- *Rushey Mead School* – The BSF phase 2 school has been awarded Department for Children, Schools and Families (DCSF) funding for a carbon neutral refurbishment. This will involve a comprehensive range of energy efficiency measures such as low energy lighting, better thermal insulation, improved controls. A virtual energy centre will also provide pupils with real time data on energy use. Renewable energy technologies such as solar thermal hot water, photovoltaic cells, wind turbine and small scale hydro from the local brook will also be installed.

13. Leicester's Use of Energy and Fuel

Progress During the Year

Leicester's work to reduce energy and fuel use is key also to its efforts to reduce carbon dioxide emissions, so a number of areas of progress are described in section 2 of this statement which looks at Leicester's carbon dioxide emissions. The details below supplement section 2, looking in more detail at energy efficiency in housing.

Until 2008 the Council's EMAS target for city wide energy related to increasing the average 'SAP' rating of the housing stock. SAP (Standard Assessment Procedure) is the Government's approved method for assessing energy efficiency in houses. We demonstrated good progress in increasing the average SAP rating of Council housing, but have not been able to establish an average SAP rating for private sector households to allow us to track progress in the same way across all tenures.

However, information about energy efficiency improvement measures carried out to the city's housing stock is collected and reported annually as part of Leicester's Home Energy Conservation Act (HECA) returns. It covers all housing tenures and is expressed in terms of "percentage improvement in energy efficiency". There is also a figure produced for the resulting reduction in carbon dioxide (CO₂) emissions too.

HECA legislation is likely to be repealed but Leicester will continue to gather domestic energy efficiency information as the basis for estimating progress towards a CO₂ reduction target for the household sector.

The following projects or programmes made a significant contribution during 2008/09:

Energy efficiency in Council owned houses

- The Housing Capital Programme continued to support annual central heating boiler replacement work, heating controls upgrades, topping up of loft insulation and installation of double glazed replacement windows.
- All of the Council's standard cavity wall properties have been filled with insulation material but we have been awarded funding to fill non-standard cavities in system built houses and flats (see Future Action, below).

Energy efficiency in privately owned houses

- Leicester's Hot Lofts project, in partnership with British Gas, has made a significant impact on reducing domestic CO₂ emissions for the private sector (details in section 2).
- The Home Energy Team provides advice and information to help private homeowners invest in energy efficiency and also works with partners to maximise the amount of Government funding spent on energy efficiency for low-income households in the city.
- We secured National Growth Point funding of £400,000 over 2 years (up to March 2010) for an energy efficiency / renewable energy scheme in the private sector.

Objective 13.1 - Reduce Leicester's total energy consumption

TARGET: The need for a separate energy target will be reviewed in light of the close links to existing carbon dioxide reduction targets.

Future Action

- 1,055 'non-standard' cavity walls in system built houses and flats will be used to insulated using funding from the Social Housing Energy Saving Programme.
- An expansion of the Hot Lofts scheme is proposed – having been agreed by the Council's Reducing Carbon Priority Theme Board as being one of the most cost effective schemes per tonne of CO₂ saved.

14. The Council's Waste

Progress During the Year

All Council services produce waste. It is a large and varied waste stream - ranging from old traffic lights to the waste paper produced in the offices - that is managed by several companies. These companies do not provide dedicated vehicles for the Council's waste, which is collected alongside the waste of other organisations. For this reason it is very difficult to monitor the amount of Council waste produced.

Despite this difficulty work continues within the Council to reduce, reuse and recycle.

Progress during the year included:

- The appointment of a Waste Minimisation Officer and a pilot recycling scheme for paper, card and other recyclables in a mix of city centre administrative buildings and community buildings.
- Continued good performance on limiting the amount of construction waste produced as part of the Building Schools for the Future programme; phase 1 projects being limited to 7.16 m³ per £100,000 of completed work.

Objective 14.1: Reduce Council Waste and the Percentage Landfilled

TARGET 14.1: To be developed

Details

- A bid for funding to establish a corporate waste production database was unsuccessful, so progress on the development of a monitoring system and improvement target has been limited.
- The pilot recycling scheme highlighted above will aim to establish recycling rates, residual waste and levels of contamination. It is hoped that information from the pilot scheme may help to set an improvement target in the future.

Objective 14.2: Reduce Schools' Waste and the Percentage Landfilled (EMAS Schools)

TARGET 14.2: To be developed

Details

- Obtaining data on the amount of waste produced by schools has also proved problematic. Initially, the school children were involved in monitoring waste production and although this had educational benefits the quality of the data collected was not suitable for long term monitoring.
- Discussions have taken place with some of the waste management companies servicing the schools. These will be progressed further in the hope that the companies can provide the data.

Objective 14.3: Reduce the Amount of School Construction Waste Going to Landfill (All Schools)

This target is a performance indicator from the BSF project.

TARGET 14.3: By ensuring that the secondary schools within the BSF programme exceed target 4 from the Continuous Improvement Plan (All schools)

Progress in 2008/09	Worsening	On Course to Meet the Target?	✓
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Details

- At the end of 2008/09 levels of construction and demolition waste produced in the Building Schools for the Future (BSF) phase 1 projects were 7.16 m³ per £100,000 of completed work. This exceeds both BSF target level 1 (less than 43m³) and target level 2 (less than 65m³).
- This is a higher level of waste production than the 2007/08 rate of 2m³ per £100,000 of completed work, but nonetheless maintains the good overall performance in terms of waste minimisation being achieved in the BSF programme.
- There is more information about BSF and the environment in Chapter 8.

Table 14.3 – The Amount of Construction and Demolition Waste Produced in BSF Phase 1 for Every £100,000 of Completed Work

Year	Construction and demolition waste produced (m ³ per £100,000 of completed work)	BSF Level 2 Target (m ³ per £100,000 of completed work)	BSF Level 1 Target (m ³ per £100,000 of completed work)
2007/08	2.0	Less than 65	Less than 43
2008/09	7.16	Less than 65	Less than 43

Future Action

Work will continue to establish a methodology for collecting data on Council waste production and the pilot recycling scheme will be expanded into more buildings. The Council and Groundwork Leicester and Leicestershire will work in partnership with Biffa, the main schools waste contractor, to ensure that all EMAS schools use the free plastic, glass and paper recycling service provided by them and to make them aware that Biffa also offer a free cardboard recycling scheme.

15. The Waste from Leicester

Progress During the Year

One of the main services provided by the Council is the collection of household waste. This service is undertaken on behalf of the Council by a private contractor: Biffa Leicester. Every week the collection service visits over 120,000 dwellings across the city. The recyclables collected from the green kerbside collection boxes, together with the residual waste in the wheelie bins, are taken to the "Ball Mill" at the Bursom Business Park for processing. Here, the residual waste is processed and sorted by machinery to separate recyclable and compostable waste and 'floc' for sale as a refuse-derived fuel. Compostable waste is taken to an anaerobic digester at the Severn Trent sewage treatment works at Wanlip where gas is produced from it for use as a fuel to generate electricity. The digestate is further treated to produce a soil conditioner.

Waste is also collected for recycling from the string of "bring sites" across the city and the two Community Recycling Centres.

Objective 15.1: Reduce Household Waste and the Percentage Landfilled

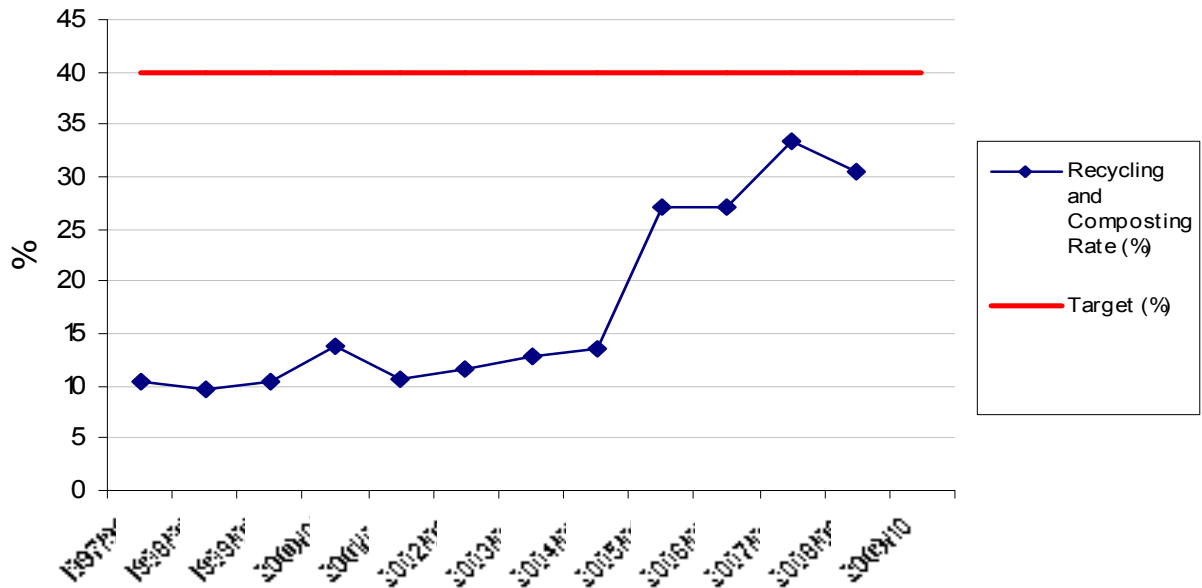
TARGET 15.1: To recycle 40% of household waste collected in 2009/10 (NI 192)

Progress in 2008/09	Worsening	On Course to Meet the Target?	x
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Details

- This target, for improvement against the National Performance Indicator NI192, requires the Council to increase the amount of household waste recycled and composted.
- The data shows that following an increase from 10.3% in 1997/98 to 33.5% in 2007/08 there was a reduction in 2008/09 to 30.6%.
- The suspected reasons for the decline in 2008/09 were problems with the technology in the recycling facility. These problems were addressed by the facility operator, Biffa Leicester, in the last quarter of the year. In order to achieve the target of 40% in 2009/10 more promotion of the kerbside recycling scheme is needed to increase participation.
- When the production of refuse derived fuel (known as 'floc') from the household waste is included in the overall figure then it goes up to 43% for 2008/09. This fuel is used for example in cement kilns. Production of refuse derived fuel is not included within the definition of recycling for National Indicator 192.

Chart 15.1 – Changes in the Percentage of Leicester’s Household Waste Recycled or Composted



Future Action

Further promotion of the kerbside recycling scheme will take place to increase participation and so increase recycling and composting.

16. The Council's Use of Water

Progress During the Year

During 2009 the partnership water saving project with Severn Trent Water reported in the 2007/08 Environmental Statement was rolled out to the remaining schools, with 42 taking up the offer of free water saving upgrades. For those schools with fully operational Intelligent Metering of their water use, significant water savings are being confirmed. However, gaps in the Intelligent Metering network mean that the full water savings across all schools can't be calculated.

An attempt to gather water usage figures directly from schools to allow a baseline to be set for future monitoring was unsuccessful (see details for Target 16.2 below).

Further expansion of the programme into some of the Council's central administrative (CLABs) buildings, expected to take place in 2009, has been delayed but is expected to take place in the coming year.

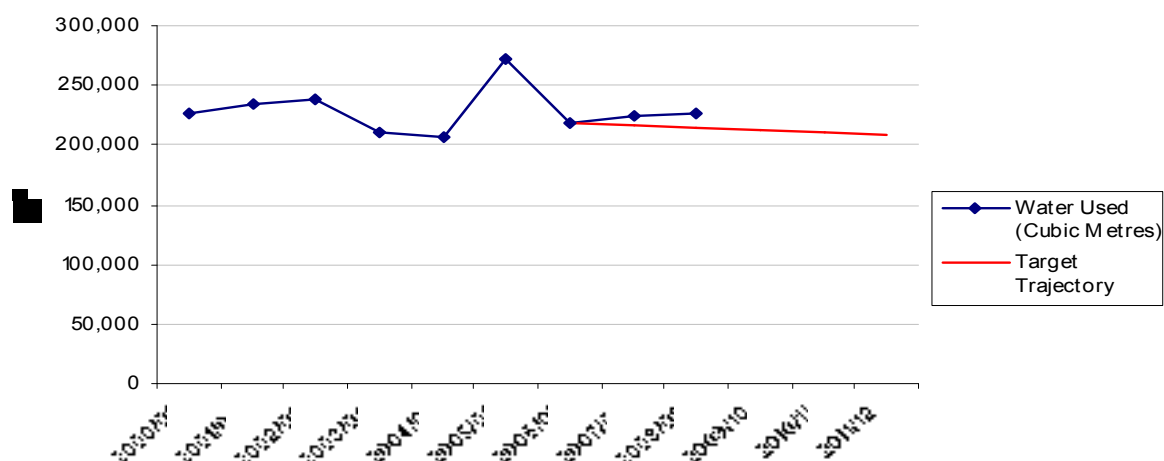
Objective 16.1 – Reduce the Council's Total Mains Water Consumption

TARGET 16.1: By 5% of 2006/07 level by 2011/12

Progress in 2008/09	Worsening	On Course to Meet the Target?	Uncertain
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Details

- Council water demand arises from a combination of day-to-day requirements in buildings plus a wide range of services to the public ranging from golf courses, bowling greens and swimming pools to street cleaning operations.
- Chart 16.1 illustrates the usage figures since 2000/01 alongside the trajectory for achieving the target.
- Whilst the 2008/09 usage shows an increase on the previous two years, variations in the timing of the billing mean that it is not possible to conclude with certainty whether there is an overall upward trend. Hence, it is currently uncertain whether the Council is on course to meet its target.
- The installation of Intelligent Metering equipment in many Council buildings over recent years – enabling significant leaks to be more easily detected and dealt with, might be expected to show an impact on usage levels, which is not apparent from the graph.
- However, the main focus of investment in water saving measures during 2006/07 and 2007/08 has been in school buildings, which may help to explain the lack of a clear downward trend in water use in corporate Council buildings.

Chart 16.1 – Council Water Use

Objective 16.2: Reduce Schools' Total Mains Water Consumption (All Schools)

TARGET 16.2: Reduce schools' total mains water consumption by 5% of the 2006/07 level by 2011/12

Progress in 2008/09	No information available	On Course to Meet the Target?	No information available
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Details

- When this target was set, it was anticipated that monitoring of schools' water use would become possible through the installation of intelligent metering by the Energy Team. However, technical issues have prevented its full roll-out to schools and comprehensive monitoring has not been possible to date.
- During 2009 an attempt was made to gather water use billing data directly from schools by 'piggy-backing' on another piece of work requesting data from them about their energy and fuel use for the new National Indicator NI185 (refer to section 1). This proved difficult due to the time involved for school staff and difficulties interpreting the information on the bills. The result was that data was received from only a small proportion of schools.
- The potential to monitor this schools target will be reviewed over the coming year.

Future Action

It is hoped to progress the roll-out of the partnership with Severn Trent Water into some of the Council's central administrative (CLABs) buildings in the coming year as originally intended. If this goes ahead, it is hoped to begin achieving a clear improvement towards Target 16.1.

It is also planned to begin making data from the Intelligent Metering system (for gas and electricity use as well as water) available on-line to Council staff – encouraging them to introduce 'good housekeeping' measures in their buildings by giving them the chance to see the impact of their actions on screen the next day.

17. Council Use of Paper

Progress During the Year

- All print procurement is now routed through the Print Procurement Unit which provides the opportunity to monitor the use of paper; this has not been possible in the past.
- In February 2009 the Council’s Environment Network (refer to section III for details about the Network) held a promotional campaign: ‘The Big Paper Cut’. The campaign was intended to raise staff awareness of paper use and paper wastage. It challenged people to try and spend a day without using paper or to reduce their use as much as possible.

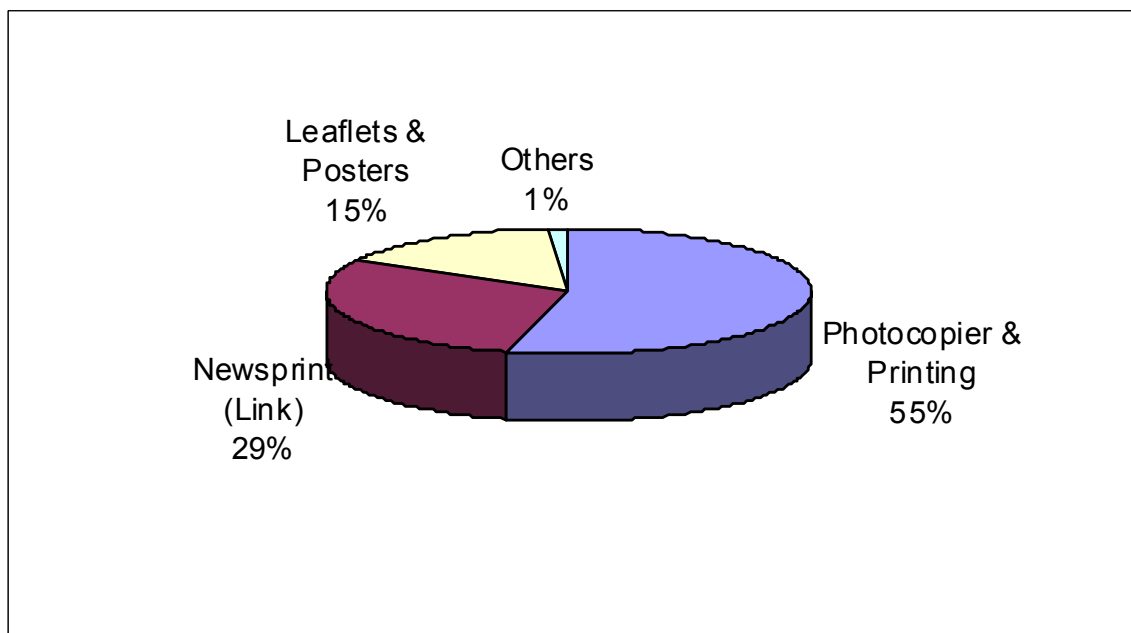
Objective 17.1: Reduce the Quantity of Paper Used

TARGET: Under Development

Details

- From the beginning of the 2008/09 financial year the Print Procurement Unit has collected and monitored print procurement figures.
- The Council used a total of 63,966,414 sheets of paper (expressed as A4 sheets) in 2008/09
- Chart 17.1 illustrates how this figure is broken down by category.

Chart 17.1: Paper Used by Type



Objective 17.2: Increase the Use of Recycled Paper as a Percentage of Overall Paper Use

TARGET 17.2: To meet the following standards for recycled paper use from 2009/10:

- All publications, leaflets, flyers and posters to use at least 75% recycled paper.
- All site and volume photocopying to use 100% post consumer waste paper.
- All Council stationery to use 100% post consumer waste.
- All printing of web products (e.g. Link) to be 100% recycled paper.
- All basic digital colour low volume printing to be on 100% post consumer waste paper

Progress in 2008/09	Standard Met	On Course to Meet the Target?	✓
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Details

- In December 2008 the Cabinet approved Target 17.2 as the standards to be met for recycled paper use.
- From the beginning of the 2008/09 financial year the Print Procurement Unit has collected and monitored print procurement figures, which enable us to monitor whether the standard is being met.
- The figures in Table 17.2 show that the standard was met in 2008/09.

Table 17.2 – Quantity of Paper Used by Type and Recycled Content

Type of Material	Examples of Use	% Recycled Available	% used meeting highest recycled content	Percentage of overall paper use
White photocopying paper	Site and volume photocopying	100% post consumer waste	100%	43.53%
Newsprint	Printing of web products (e.g. Link)	100%	100%	29.11%
Silk, satin papers/board	Quality publications, leaflets, posters	75%	100%	15.28%
Stationery paper & basic digital colour print paper	Printing of all Council stationery & digital colour low volume print	100% post consumer waste	100%	9.29%
NCR paper	Carbonless forms	None currently available with recycled content	N/A	1.38%
Tinted paper	Tinted paper for	No suitable	N/A	1.01%

	photocopiers	paper currently available		
High quality digital colour print paper	Digital colour low volume print	Currently testing	N/A	0.40%

Objective 17.3: Increase the Use of Recycled Paper in Schools (EMAS Schools)

TARGET 17.3: All EMAS schools to use recycled paper by 2012

Progress in 2008/09	No information available	On Course to Meet the Target?	No information available

Details

- Figures are not currently available, but will be included in the 2009/10 Statement.

Future Action

Efforts will continue to find increased recycled content paper for use in leaflets, posters, carbonless form paper and digital colour low volume printing. Work will also continue to increase staff awareness about the use of paper and encourage behavioural change to reduce the quantity of paper used.

A CARING COMMUNITY – MAKING LEICESTER A GREAT PLACE

18. Education, Awareness and Action

Progress During the Year

At the start of 2008/09 an Environmental Sustainability Team was created. The team, which is hosted by the Council, brings together two existing posts to work on behalf of the Leicester Partnership (Leicester's Local Strategic Partnership). Its role is to promote environmental action by organisations and individuals in the city, with a particular focus on climate change.

During the year the team has organised a series of events and initiatives designed to raise the profile of environmental sustainability issues and to stimulate action. These included:

- *“Climate Change – What’s Your Plan?”* – a scheme launched in 2007/08 as a means for involving businesses and other organisations in tackling climate change. Continued promotion during the year contributed to a running total of 48 visits made and 34 Climate Change Action Plans completed through the scheme to date.
- *“Reducing the Carbon Costs of Your Business”* – a half day event run in partnership with Business Link.
- *“God’s Fragile Earth”* – an initiative with Leicester Diocese including an event at Leicester Cathedral at which 8 world bishops spoke, attracting 500 people.
- *“The Big Switch Off”* – a one-day mass effort across Leicester and Leicestershire by the local authorities, schools, businesses and public to save energy by switching off any appliances and lights not in use.
- *“Greening the Laughs”* – offered environmental assessments to Leicester Comedy Festival venues with ‘The Green Room’ award for the best. 10 venues took part.
- A partnership with community group Transition Leicester involving a workshop and screenings of “A Crude Awakening” and “The Power of Community” to invited audiences from the business, public and voluntary sectors.

A number of other teams in the Council, plus contracted services and partner organisations also promoted environmental action in the community during the year or played an enabling role. For example:

- *Energy Team* – encouraged homeowners to install loft and cavity wall insulation through the Hot Lofts scheme (refer to section 2).
- *Sustainable Transport Team* – promoted cycling, walking and bus use through an active programme of campaigns and initiatives.
- *Travel Planning and Development Co-ordination Team* – supported employers in the development of Travel Plans.
- *BIFFA Leicester* – encouraged resident participation in the recycling services for household waste (refer to section 15).
- *Groundwork Leicester and Leicestershire* – supported 71 schools to implement EMAS (see Target 18.2 below).

Objective 18.1: Increase Action by the Public and Partner Organisations to Improve Leicester's Environmental Sustainability

TARGET 18.1: To be developed

Details

- Objective 18.1 was amended in 2008 to focus directly on environmental action by the community rather than on awareness – for which the previous target was achieved.
- The Cabinet agreed that a new target should be developed during 2009/10 for the revised objective.

Objective 18.2: Raise Levels of Environmental Awareness and Action Within Schools (EMAS schools)

TARGET 18.2: By annually increasing the number of Leicester schools participating in EMAS from 13 schools in 2003/04 to 90 schools in 2010/11

Progress in 2008/09

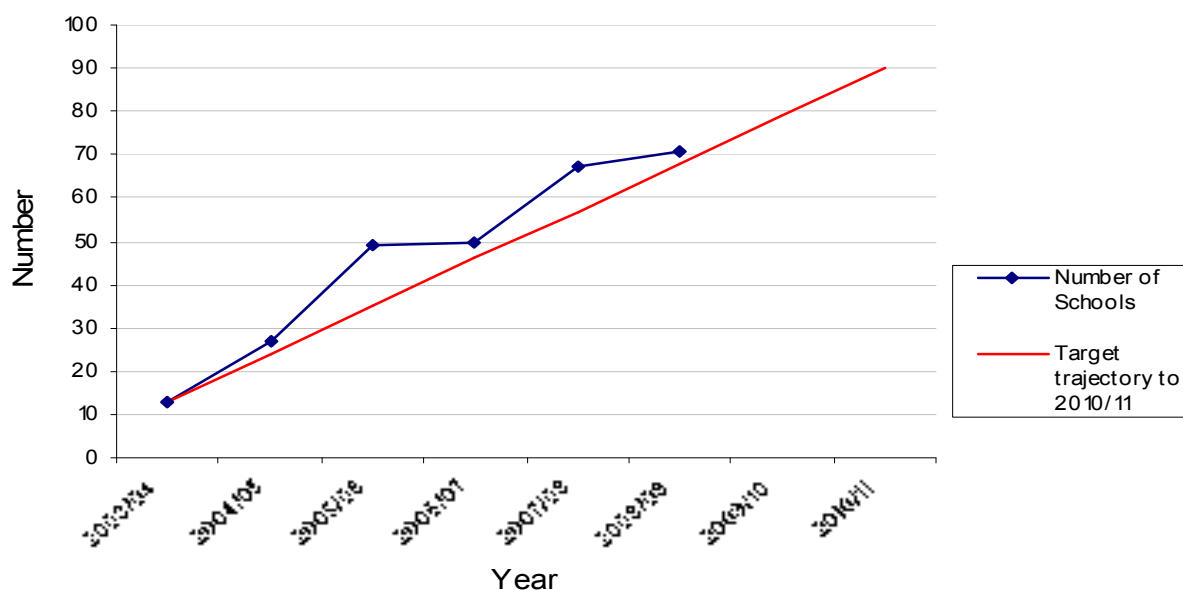
Improvement

On Course to Meet the Target?

✓

Details

- The city is nationally recognised for its work to incorporate schools within the scope of the EMAS environmental management system and has a target of including 90 schools by 2010/11.
- At the start of 2008/09 71 schools had signed up for EMAS through the support programme provided by the local environmental charity Groundwork Leicester and Leicestershire. All of these schools were included in the updated system scope following the November 2008 EMAS verification.
- 71 schools is an improvement over the 2007/08 figure of 67 schools and remains on track to meet the 2010/11 target (refer to Chart 18.2).
- EMAS in schools aims to raise the environmental awareness of youngsters across the city and reduce the environmental impacts of schools.

Chart 18.2 – Changes in the number of Leicester schools participating in EMAS

Future Action

A Communications Strategy for climate change will be developed during 2009/10 and an appropriate target or set of targets for raising awareness and inspiring action outside the Council will be investigated for inclusion in EMAS.

Work on specific promotional projects will include:

- Continuing to build up an annual programme of promotional events and initiatives, including an expanded Big Switch Off, continuation of Greening the Laughs and development of a regular annual campaign: “Breathing Space” to encourage car commuters to try an alternative travel mode for their journey to work.
- Continued roll-out of “Climate Change – What’s Your Plan?” to businesses and community organisations.
- Seeking funding to continue the Hot Lofts initiative (refer to section 2 for details);
- Further support for employers – particularly those based in the Central Transport Zone – to develop Travel Plans.
- A promotional campaign to encourage the public to use recycling services.

V. Further Information

The Council encourages people to protect the environment by providing or signposting appropriate information, advice and opportunities for involvement. Publications including the Council's Link magazine (distributed to every household), the Leicester Mercury and other media including the Council website are regularly used to publicise information about progress and new initiatives.

The details below are provided to help you find further information you might want – whether it relates to Leicester's environment, progress by the Council and its partners or action that you or your organisation could take.

Finding Out More About What's Going On

EMAS in Leicester City Council

Statements of progress such as this one are published every year. These and other details can be found on the Council's website (www.leicester.gov.uk) by clicking on the "Environmental Information" button at the bottom of the home-page. We encourage you to give us feedback on ways we can improve our environmental performance. If you have suggestions or a specific query about the scheme, contact the **Environment Team**:

Environment Team
 Regeneration, Highways and Transport Division
 Leicester City Council
 New Walk Centre A13
 Leicester LE1 6ZG
 Tel: 0116 252 6775
 Fax: 0116 255 2451
 E-mail: emas@leicester.gov.uk

One Leicester

One Leicester is an initiative developed by the Leicester Partnership to improve the city. It is based on a 25 year 'vision' for Leicester. Details of the One Leicester vision and what's going on in the city are available on the One Leicester website: www.oneleicester.com

Making a Complaint or Reporting a Problem

Leicester City Council deals with complaints and problems relating to many different aspects of the local environment including: noise, bonfires, dust and odours, litter and fly tipping, condition of pavements and management of parks and open spaces. To report an environmental problem or make a complaint or enquiry, you can contact the Council in any of the following ways:

- **Environment Line: 0116 252 7001** To report environmental problems including noise nuisance, dog fouling, fly-tipping, pollution, blocked drains and potholes.
- **Waste Management Line: 0116 252 7002** For enquires about recycling, requests for new and replacement wheelie bins, and bulk collections.
- **Parks and Green Spaces Line: 0116 252 7003** For information on grounds maintenance, play areas, woodlands, events on parks and to report litter.
- **General Enquiries Line: 0116 252 7000** If you have a general enquiry about any Council service or are unsure who you need to contact, please call this number.
- Alternatively you can submit you query using our online form at <http://eforms.leicester.gov.uk/AF3/an/default.aspx/RenderForm/?F.Name=fj4a7eEmLdX&serviceID=218> or
- Visit the **Customer Service Centre**, B Block, New Walk Centre, or
- Write to the City Council at New Walk Centre, Welford Place, Leicester LE1 6ZG

Getting Involved

If you or your organisation would like to get involved in improving the City and its environment, here are some ideas:

Individuals

- Go to Leicester's **Climate Change Website** (<http://www.leicester.gov.uk/climate-change.asp>) for help and ideas about cutting your Carbon Dioxide emissions and signposts to further information about action you can take to protect the environment.
- Visit Leicester's **Eco House** at Western Park to see at first hand what you can do. (For directions and opening times, go to www.gwill.org.uk or telephone 0116 254 5489 or 222 0258.
- Join the **People's Panel** to have your say about Council services and issues affecting Leicester. To find out more or apply to join, contact the Council's Partnership Executive Team. Telephone 0116 252 6173, e-mail: peoplespanel@leicester.gov.uk or write to: People's Panel, Partnership Executive Team in B Block at the Council's New Walk Centre address.

Organisations

- Contact the Leicester Partnership's **Environmental Sustainability Team** for ideas about what your organisation can do. Ask about the "Climate Change – What's Your Plan?" initiative for businesses and other organisations to get involved in. Contact Debbie Hill on 0116 252 6741 or by email to debbie.hill@leicester.gov.uk
- Go to the **Environment City Website** (www.environmentcity.org.uk) for ideas and links to further information about what organisations can do.

Council Staff

- Find environmental tips for your workplace in the **Environment Network** pages on Insite. Go to: <http://insite.council.leicester.gov.uk/regeneration-and-culture/resources/et/environment-network>
- Council staff will also find plenty of guidance in the **Green Work Guide**. The Guide is, available on Insite (go to the Environment Team section within Regeneration and Culture, click on EMAS and you'll find the Guide available as a download).

- For details about EMAS environmental procedures you should be following in the workplace, visit the **Staff Handbook** on Insite and click on the EMAS link.

Schools

- Go to www.emasinschools.org.uk for a wealth of ideas for action, or contact Groundwork Leicester and Leicestershire to join the EMAS in Schools programme and get expert support. E-mail: gforrester@gwll.org.uk or telephone 0116 222 1596.

Appendix 3 - EMAS Action Programme 2009-10

ID No	Project Title	Description	Status	Current Progress Update
1	Programme of surveying and investment in buildings to reduce energy consumption	A planned programme of survey and investment in all LCC buildings to reduce energy consumption and assess the potential for the adoption of Renewable Energy technologies. Detailed energy and water surveys will be conducted to identify potential savings across the LCC estate starting with the most energy intensive buildings in Phase 1. Funding opportunities will be identified to deliver these improvements including the LAEF Scheme, capital budgets, prudential borrowing etc. The data collected during the surveys could be used to benchmark each building against good practice.	Green	Survey and report completed for the first tranche of buildings which are the Leisure centres. Programme put in place to reduce CO2 by 26% over the next two years, by implementing the recommended energy efficiency improvement work and training. A further 12% could be saved at Leisure Centres when planned maintenance or improvement work is done. The opportunity to do much of this work is likely to arise within the period to 2026.
2	Energy Project Officer	Appointment of a Project Officer to work on energy and water efficiency within LCC buildings. This post will work with building managers, facilities managers and building tenants to reduce energy and water use through behavioural change, awareness raising, technological innovation and signposting to funding opportunities and working within the context of the LCC Environment Network.	New	Postholder left, now re-appointing to post. Person appointed and will be starting in the autumn 2009.
3	Intelligent Metering Reports - LCC Buildings	Monitoring of LCC buildings energy consumption using the Intelligent Metering system. Reporting unusual energy patterns to building managers and tenants by exception.	Green	Business as Usual
4	Display Energy Certificates and Energy Performance Certificates	All LCC public buildings with a floor area over 1000m2 must have a Display Energy Certificate to comply with legislation from Oct 2008. (Estimated to be around 200 buildings including schools) All LCC buildings over 2500m2 will be required to display an Energy Performance Certificate from 1st July 2008 when built, sold or rented.	New	Work in progress, buildings should be completed this autumn.
5	Dimming Projects in 2008	Victoria Park, Methodist Church and Town Hall, Clock Tower	Completed	Project completed
6	Watt Savers - Phase 2	Programme to install 2000 'Watt Savers' in lamps across the city. £164,000 secured through the 'Spend to Save' scheme to finance the purchase of equipment - savings of £65k per year in energy cost. In addition RIEP funding of £18000 has added to this programme.	Green	Update to follow.
7	Spend to Save proposals for 2010	Festive lights, maintenance lantern change, and bollard change.	New	Update to follow.
8	Watt Savers - Further expansion	Investigation of the expansion of energy efficient 'Watt Savers'. Over 34,000 street lights across Leicester, estimated that between 10,000 -20,000 lights could achieve energy savings using the 'Watt Saver'. Also include maintenance lantern change, bollard lighting, sign lighting and bollard change.	New	Update to follow.
9	Architectural Lighting Efficiency	Programme to replace all architectural lighting across the city with more energy efficient equivalents and investigate the opportunities for dimming and/or switching off between 11.00pm and 6.00am to cut energy use and CO2 emissions	New	Update to follow.
10	LED Traffic Signals	Programme to replace Traffic Signals with LED lighting.	New	Update to follow.

EMAS Action Programme 2009-10

11	Programme of surveying and investment in buildings to reduce water consumption	A planned programme of survey and investment in all LCC buildings to reduce water consumption and assess the potential for the adoption water conservation technologies Detailed energy and water surveys will be conducted to identify potential savings across the LCC estate, starting with the most energy intensive buildings in Phase 1. Funding opportunities will be identified to deliver these improvements including the LAEF Scheme, capital budgets, prudential borrowing etc. The data collected during the surveys could be used to benchmark each building against good practice.	Green	Survey and report completed for the first tranche of buildings which are the Leisure centres.
12	Intelligent Metering Reports - LCC Buildings	Monitoring of LCC buildings water consumption using the Intelligent Metering system. Reporting unusual water use patterns to building managers and tenants by exception to reduce use.	Green	Business as Usual
13	Water Efficiency Project (LCC Buildings)	Water efficiency project in LCC buildings. Following the success of the schools pilot, SevernTrent (ST) working with LCC are to install water efficiency technologies in up to 20 buildings. These buildings will be surveyed, a list of water saving interventions developed, these are then approved and installed by approved supplier funded by ST	Completed	Completed
14	Greywater and Solar Thermal Schemes	Investigate options to return the existing 7 LCC greywater schemes to full operation. Option to explore the potential to include greywater and solar thermal schemes in the Sustainable Construction Standard for new or refurbished LCC buildings	Red	No progress to report
15	Sustainable Construction Standard	To adopt a Sustainable Construction Standard for LCC new build and major refurbishments that specifies BREEAM "excellent" for new build and "very good" for major refurbishments.	Green	Policy paper written and agreed by Cabinet Lead. Expected to go to Cabinet before the end of December 2009.
16	Sustainability of Major Projects	Develop instructions to be included in the LCC Major Project guidelines and training to ensure that all Project Managers, who commission new LCC buildings, major refurbishments or moves, consider energy and water assessments as part of the Whole Life Assessment of the project.	Superseded	This project has been superseded by Project 15 (Sept 2009) because Whole Life Costing will be developed as standard for use as a BREEAM credit.
17	Energy Efficient Electrical Equipment	Sustainable Procurement officer to work with ITC and ESPO to develop guidelines to ensure that all new or replacement electrical equipment is the most energy efficient available within budget constraints. Work with Energy services to disseminate this information.	New	Update to follow.
18	Corporate Waste Audit	Audit council waste to: set reduction targets for waste streams and, in addition to the corporate office waste recycling scheme below, introduce appropriate reduce, reuse, recycle projects.	Green	An officer has been recruited who is currently investigating the council's office waste stream. Initial discussions have taken place with depots. A recycling scheme for toner cartridges is being investigated.
19	Corporate Office Waste Recycling Scheme	Expand the office waste recycling scheme to all Council offices.	New	Update to follow.
20	Grey Fleet Project	Package of measures to reduce the costs and carbon emissions of 'grey fleet' business travel by staff including: review of essential user status, allowances and parking and introduction of Carbon Profiles at a divisional level.	Green	Review of Essential Car Users and free parking spaces underway, along with best practice research. Carbon Profiling sessions currently being piloted in autumn 2009 prior to full roll-out early in 2010.
21	Carbon Neutral Council	Report on policy options for the Council on becoming Carbon Neutral including an assessment of 'off-setting'	Green	Update to follow.

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22	Intelligent Metering (Energy)	All Council buildings to have intelligent metering facilities installed.	Green	Over 320 LCC buildings now have intelligent metering installed. This accounts for over 80% of LCC buildings and those remaining have energy bills below the threshold of £1000 to make installation of this equipment cost effective. Should this situation change, due to increases in energy prices, the installation of intelligent metering equipment will be considered for the remaining building stock.
23	Green Energy Tariff	Assess costs of securing increased level of energy from renewable sources as part of the energy contract	Red	Now buying parcels of energy at cheapest price, so there is currently no renewable sources as part of this procurement process.
24	Major Renewable Energy Projects	Undertake major renewable energy projects every year until 2020. The loan scheme should ensure that there can be an active programme of these.	Red	The Schools capital programme is installing a number of renewable energy projects. There have been no major renewables installed on LCC's operational buildings.
25	Inventory of LCC Renewables	Complete inventory of on-site generation of renewable electricity. Calculate contribution towards target 1.2	Amber	Ongoing
26	Benchmarking Renewable Energy	Benchmark target progress with other authorities	Amber	Outstanding
27	Central Vehicle Pool Replacement Programme	Replacement of fleet with newer, more efficient vehicles (rolling programme) to the latest standards. Monitoring of alternative fuels and vehicle technologies and piloting or wider introduction through the replacement programme where appropriate.	Green	100 vehicles are being replaced in the 2008/09 round of the Central Vehicle Pool Replacement Programme, at a cost of around £1,797,500. Subject to tenders received, it is hoped that two of these will be electric vehicles. The 2009/10 round of the programme is expected to include 103 vehicles at a cost of around £2,028,400. Subject to tenders, one further electric vehicle may be included.
28	Greener, Safer Driver Training Programme	Development and roll-out of a training programme for all staff who drive on Council business, aimed at improving safety and fuel efficiency.	New	A proposal to train 2000 staff over three years at a cost of £67,000 has been approved by the Carbon Reduction Priority Board and will go forward into the project commissioning process in late summer / autumn 2009. If funding is allocated to it, delivery could begin from the start of 2010/11.
29	Intelligent Metering Reports - Schools	Monitoring of LCC schools energy consumption using the Intelligent Metering system. Unusual energy patterns are reported to building managers and bursars by exception and the information forwarded to the EMAS in Schools team at Groundwork.	New	Update to follow.
30	Schools Carbon Emissions Reduction Officer	Proposal to appoint a Project Officer to work on energy and water efficiency within Leicester schools. This post will work with building managers, caretakers and bursars to reduce energy and water use through behavioural change, awareness raising and sign posting to funding opportunities.	New	Update to follow.
31	Energy Efficiency Quick Wins in Schools	Pilot project to install energy efficiency equipment into schools. This involves conducting an energy audit, identifying the most cost effective energy efficient interventions and identifying funding opportunities. Once installed, a report will be written to describe the success of energy saving measures. A follow up report next summer will identify the full annual cost savings.	New	Update to follow.

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32	Energy Efficiency Quick Wins in Schools Extension	Extension of the pilot project described in 2.4 to include all schools starting with the remaining 15 identified in the pilot project.	New	Update to follow.
33	Costs of Developing Zero Carbon Schools Study	Commissioning of a report to outline the costs of developing Zero Carbon Schools. The report will outline costs for achieving 60% and 100% on site renewables both for new primary and secondary schools and for refurbishments and/or extensions to primary and secondary schools.	New	Update to follow.
34	BSF Phase 1 - Beaumont Leys School	Achieve BREEAM Excellent	Green	Update to follow.
35	BSF Phase 1 - Fullhurst Community College	Achieve BREEAM Very Good (refurbishment)	Green	Update to follow.
36	BSF Phase 1 - Judgemeadow Community College	Achieve BREEAM Excellent	Green	Update to follow.
37	BSF Phase 1 - Soar Valley College	Achieve BREEAM Excellent	Green	Update to follow.
38	Taylor Road Primary School	Achieve BREEAM Very Good minimum	Green	Update to follow.
39	Renewable Energy Generation in BSF Schools	Installation of a range of renewable energy in BSF schools.	Green	Update to follow.
40	Renewable Energy Generation Through the Primary School Capital Programme	Installation of a range of renewable energy in primary schools.	Green	Update to follow.
41	Renewable Energy Generation in Primary Schools through the Modernisation funding	Installation of a range of renewable energy in primary schools.	Green	Update to follow.
42	EMAS in Schools - Energy Saving	Supporting behavioural change to reduce energy consumption within schools, coupled with monitoring and evaluation of CO2 emissions through Intelligent Metering data.	New	Update to follow.
43	Installation of a Range of Renewable Energy in Schools		New	Update to follow.
44	Intelligent Metering Reports - Schools	Monitoring of schools' water consumption using the Intelligent Metering system. Reporting unusual water use patterns to building managers and bursars by exception and the information passed to the EMAS in schools team at Groundwork.	New	Update to follow.
45	Water Efficiency Project (Schools)	Water efficiency project in Schools. Working with SevernTrent (ST) to install water efficiency technologies in all Leicester schools. The schools are surveyed, a list of water saving interventions developed, these are then approved and installed by approved supplier funded by ST	New	Update to follow.
46	EMAS in Schools - Water Saving	Supporting behavioural change to reduce water consumption within schools, coupled with monitoring and evaluation of CO2 emissions through Intelligent Metering data.	New	Update to follow.
47	Provision of Data on Renewable Energy Generation in Schools		Red	Update to follow.
48	Renewable Energy Supply Contract for Schools	Groundwork will work with schools to set up renewable energy supply contracts	Red	Update to follow.

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49	Ashton Green	Ensure the development of Ashton Green meets highest possible housing standard for low carbon development. One Leicester - All new development Zero Carbon by 2013. National target Zero Carbon by 2016.	Green	A draft Masterplan for the site is nearing completion, which will set out proposed housing layouts, densities and mix along with proposals for the most appropriate low carbon energy solutions. Those being assessed for their feasibility and appropriateness include district heating and building-integral solutions along with a number of others. The draft Masterplan will be published in late 2009 for consultation, leading to the submission of a Planning Application early in 2010.
50	Housing Association Developments	Ensure Housing Association development meets highest possible housing standard for low carbon development. One Leicester – All new development Zero Carbon by 2013. National target Zero Carbon by 2016.	Green	This is ongoing as part of the Better Buildings Project and the application of planning policy.
51	Private Housing Developments	Encourage private housing development to meet highest possible standard for low carbon development. One Leicester – All new development Zero Carbon by 2013. National target Zero Carbon by 2016.	Green	This is ongoing as part of the Better Buildings Project and the application of planning policy.
52	Local Development Framework (LDF) - Core Strategy	Reducing Leicester's carbon footprint and use of resources, improvement of the local environment and minimising the impacts of unavoidable climate change - through inclusion of appropriate land use planning policies in the Core Strategy.	Green	Informal public consultation on an emerging preferred strategy took place in 2008 and a draft Core Strategy will be published for public consultation between 18th September and 30th October 2009, before its submission to the Secretary of State and Examination in Public. Adoption of the Core Strategy is expected by 2011. The Strategy will include a requirement for progressively higher standards to be achieved in low carbon development, reflecting those in the Code for Sustainable Homes.
53	Climate Change Supplementary Planning Document (LDF)	Development of an SPD on Climate Change and Sustainable Development to support implementation of relevant Core Strategy policies on climate change mitigation and adaptation relating to buildings, travel and other aspects of land use.	Amber	Work on this project has been delayed while recruitment of a new Climate Change Officer has taken place. With the officer now in post, a revised timetable will be set.
54	Large Scale Wind Projects	The development of large scale Wind Turbines within the city	New	Report being prepared for Cabinet autumn 2009.
55	Medium Scale Wind Projects	Support the development of medium scale wind turbines to meet new and existing housing demand.	Proposed	No resource to do this at current time
58	Growth Point Domestic Solar	Electricity and hot water.	Green	40+ houses have been completed by September 2009.
59	RSL and Council Housing Domestic Solar	Electricity and hot water.	Proposed	Project not yet programmed.
60	Heat Pumps	Promote the installation of Ground Source / Air Source Heat Pumps.	Proposed	Project not yet programmed.
61	Energy from Biomass and Waste	Investigate opportunities to provide energy from Biomass and or Waste products.	Proposed	Project not yet programmed.
64	Central Leicester: Extending District Heating	Project 1 is to link together the current district heating networks: St Marks, St Matthews, St Peters and St Andrews. Phase 1 involves the appointment of a Project Manager and the identification of a provider to deliver the scheme. Project 2 is to extend the network round the inner ring road to the west of the city and to the east of the city centre	Green	Expressions of interest have been invited from potential suppliers and evaluation of completed Pre Qualification Questionnaires is currently taking place (September 09). It is expected that by June 2010 a provider will have been appointed and will be in a position to start.

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65	Ashton Green District Heating	Investigate appropriateness and feasibility of a district heating scheme for the Ashton Green development, with a view to its inclusion in the Masterplan for the site.	Superseded	Refer to action 49: Ashton Green, which includes this action in it.
66	Abbey Meadows and Waterside CHP	Feasibility study on the development of Abbey Meadows and Waterside District Heating schemes	Green	Funding has been allocated from the New Growth Points initiative to pay for this feasibility study. A programme for the work will be developed, working to a completion date of spring 2010. The aim will be to find low/zero carbon energy solutions for these sites, taking account of the standards set by the Code for Sustainable Homes.
67	Scope for District Heating City Extension	Identify other parts of the city suitable for an extension to the district heating	Proposed	This project relates to opportunities that might arise through the planning process. It is therefore dependent on proposals that come in.
68	Domestic Energy Consumption Model	Develop model for domestic energy consumption in Leicester to inform work programme.	Completed	Complete
69	Hot Lofts	Hot loft Insulation Scheme for private loft and cavity walls (Housing Capital Programme) 5000 homes to be insulated	Green	All money has been spent for 2009/10 financial year. ??? Properties have been insulated.
70	Hot Loft (Extension)	Hot loft Insulation Scheme for private loft and cavity walls (Housing Capital Programme) 1,350 additional homes to be insulated from growth point funding.	New	Update to follow.
71	Programme of Energy Advice and Funding for Private Householders	Comprehensive programme providing tailored energy advice, home visits and explanation of funding available for private householders to make their homes more energy efficient and cut energy costs. This includes Energy Sense, Warm Front, Housing Investment Programme for private homes (Decent homes Standard) Leicester Loan, Health Through Warmth and other schemes.	Green	Update to follow.
72	Housing Capital Programme - Council Stock	A programme of improvement across LCC's social housing stock. This includes upgrading central heating systems, boiler replacements, increasing insulation levels, installing double-glazing. These interventions cut energy costs and reduce CO2 emissions	Green	Update to follow.
73	Solid Wall Insulation Scheme	For LCC, RSL and private homes.	Proposed	Project not yet programmed.
74	Smart Meters	Installation programme for LCC, RSL and private homes.	Proposed	Project not yet programmed.
75	Energy Certificates - Rented Sector	Ensure compliance with Energy Performance Certificates (EPCs) and Display Energy Certificates (DECs) in the social and private rented sector.	Completed	Completed
77	Green Doctor		Green	300 homes being visited as part of Hot Lofts programme.
78	Eco House - Climate Change Hub	Eco House to become a Climate Change Hub.	Proposed	Project not yet programmed.

79	Core Strategy (LDF) - Travel Policies	Development of policies in the Local Development Framework Core Strategy to reduce the need to travel and ensure access to facilities by sustainable modes.	Green	Informal public consultation on an emerging preferred strategy took place in 2008 and a draft Core Strategy will be published for public consultation between 18th September and 30th October 2009, before its submission to the Secretary of State and Examination in Public. Adoption of the Core Strategy is expected by 2011. Policy 14 in the draft Strategy relates to reducing the need to travel, whilst Policy 15 covers access to developments by a range of travel modes. A Supplementary Planning Document (SPD) will be developed on Parking Standards and Travel Plans.
81	Local Food	The setting up of local food selling points within schools to reduce food miles.	Proposed	The pilot project was very successful and a roll out across the city is planned. However this work would need commissioning through the Environment Partnership Board, perhaps in partnership with the PCT. We would still like to develop the project as it provides significant CO2 reduction as well as meeting many of the Health issues we are trying to tackle in the city.
82	Quality Bus Corridors (LTP)	Humberstone Road, A426/Aylestone Road, A50 Groby Road and Mansfield Street (City Centre Development Project).	Green	The construction of Phase One of the A47(E) Quality Bus Corridor is in progress and well on target to be completed by March 2010. The detailed design and construction phase for the Groby Road corridor is being developed.
83	Park and Ride Services (LTP)	Leicester (Enderby) Park & Ride.	Green	The main scheme for 09/10 is the introduction of the Enderby Park and Ride service - supported by St Nicholas Place Bus Stops Scheme complete by November 2009.
84	Public Transport Interchanges (LTP)	Programme including new bus stops, shelters and improvements to St Margaret's Bus Station.	Green	Improvements to St Margaret's Bus Station including new toilets and a travel shop are complete. In addition, the City Centre Development Project included new bus stops outside the Highcross Shopping Centre.
85	Bus Improvements (LTP)	Including Star Trak improvements, level access bus stops.	Green	The number of Star Trak signs at bus stops was increased from 280 to 365 between April 2006 and April 2008, increasing the reliability of real time information at bus stops. Roll-out of level access bus stops (covered 72% of stops at end of 2008/09, compared to target of 70%) has been concentrated on the radial routes into the city and priority areas such as Beaumont Leys and North Braunstone.
86	Walking & Cycling (LTP)	Capital measures including: pelican and zebra crossings, Green Ringway and other cycle route improvements, additional Bike Park and cycle parking.	Green	The City Centre Development Project has created a large, high quality pedestrianised area which is also accessible for cyclists, with increased levels of cycle parking available. In addition, junction improvements such as at Saffron Lane/Pork Pie Roundabout have improved facilities for pedestrians and cyclists, and cycle route infrastructure improvement schemes are ongoing.

87	Bike Park - Town Hall	Expansion of the Bike Park from 50 to 200 parking spaces.	Proposed	The Bike Park has been under direct management by GWLL since June 2009. There are plans to refurbish the project and increase user numbers. Funding may be available through the LTP, but is subject to Groundwork finding match funding - which is currently being sought.
88	Bike Park - Highcross	Development of a new Bike Park in the Highcross shopping centre.	Proposed	Highcross Bike Park submission has not been successful at this stage, therefore there are no outputs. The submission needs to be reviewed by partners and a decision taken whether we look for further funding.
89	Pedestrian and Cycle Training (LTP)	Programme of training in schools and other settings.	Amber	Cycle training in schools is on track to meet the LTP target of 60% Year 5 and 6 children being trained by 2010/11. However, pedestrian training is not on track. We have recruited two Road Safety Education officers to assist with the delivery of pedestrian and cyclist training. They are targeting schools at the beginning of the new academic year. We are also planning to relaunch the Junior Road Safety Officer scheme.
90	Bikes 4 All	Expansion of bike recycling and bike courier service, and introduction of a pedicab service.	Proposed	Funding not yet secured for this proposed expansion of the service.
91	Safer Routes to School (LTP)	Capital funding for measures, including those identified in School Travel Plans.	Green	Update to follow.
92	School Travel Plans (LTP)	Support service for Schools' development and implementation of Travel Plans.	Amber	Update to follow.
93	Travel Plans (LTP)	Support, approvals and monitoring for employers' Travel Plans - voluntary and via Planning Conditions. Some capital to fund approved measures.	Green	We are on track to achieve the LTP target for 50% of the workforce in the Central Transport Zone to be covered by a Travel Plan by the end of 2010/11. Substantial progress has been made on Travel Plan measures with the two Universities, Highcross, the three Hospitals and the PCT's in the city. There will be a push to promote voluntary Travel Plans in September this year, with proposed seminars and event days to increase organizations with them in the Central Transport Zone and beyond
94	Leicester University Travel Plan	A package of measures to support the uptake of alternative travel modes.	Green	A Travel Plan Officer has been recruited and a travel survey is about to be undertaken (autumn 2009). The University is on schedule to have its Travel Plan approved by August 2010.
95	Leicester City Council Internal Travel Plan	Package of measures including (subject to funding and approval): staff travel survey, 'salary sacrifice' schemes for bike purchase and bus season tickets, pedestrian travel support website and other measures to be developed.	Green	Staff travel survey undertaken in November 2008 and key results now available. 'Breathing Space' internal travel campaign in June 2009 raised the profile of the Plan and the accompanying 'Lifestyle' pages on Insite. Salary sacrifice scheme for bus season tickets launched in July 2009. Salary sacrifice for bike purchase delayed slightly from expected September start.

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96	Showing of "Crude Awakening" - Phoenix Cinema		Completed	This film about the implications of reaching 'peak oil' was shown to audiences totalling over 200 people from the Council and partner organisations on 11th and 25th September 2008.
97	Transition Leicester Training Event	Leicester Partnership support for a training event organised by Transition Leicester.	Completed	The event took place on 9th September 2008. Participants received information about One Leicester and the work of Leicester Partnership's Environmental Sustainability Team.
98	Energy efficiency with Kafila Al Ard	Organisation and hosting of a conference for local community representatives about Islam and the environment.	Completed	The conference, entitled "Q67.15" (refers to a section of the Quran which talks about the environment) took place on 6th August 2009 and attracted 80 attendees.
100	Market creation - Electric Vehicles	A promotional event in the Highcross shopping centre to raise awareness of electric vehicles and gauge current public attitudes.	Completed	An exhibition of electric vehicles was held on 30th October 2008, showcasing electric cars, vans and bikes. 58 people completed a questionnaire, of whom 47 said they would consider buying an electric vehicle.
102	Carbon Reduction Commitments and Intelligent metering	Presentation by Head of Environmental Sustainability to an international conference in London.	Completed	Conference held in April 2009.
103	Greening the Laughs	Engaging with Comedy Festival venues to promote their involvement in reducing Leicester's carbon footprint and other environmental measures.	Green	10 festival venues were given an environmental assessment in 2008 and Bowie's bar at The Belmont won the 2008/09 Green Room Award. The project continues for the 2009 festival.
104	Adaptation 2009	Organisation and hosting of a one day regional conference on adapting to the effects of climate change.	Completed	The conference took place on 29th January 2009. It was supported by GOEM and attracted 180 delegates. The Council's work on climate change adaptation was showcased as part of the event.
105	Clean Tech Hub		Superseded	Funding not secured for this project.
106	Intelligent Metering (AIM for SMEs)	The Environmental Sustainability Team is supporting this EU funded project led by the Energy Team to encourage SMEs to have intelligent metering equipment installed.	Green	Update to follow.
107	Low Carbon Energy	Assistance for a local company to introduce wood pellet fuelled heating equipment.	Green	The project is advancing and the company has secured grant funding to cover some of the costs of the equipment.
108	Air Quality Action Plan	A package of measures, many drawn from the Local Transport Plan, to reduce pollution and improve air quality - particularly in respect of nitrogen dioxide (NO2).	Red	Progress in delivering the Air Quality Action Plan has not been completely satisfactory, as reported in the 2008 EMAS report.
109	Integrated 'Low Emissions' Approach	Integrated approach to developing, delivering and monitoring actions to tackle climate change and improve air quality.	Amber	Whilst the integration of climate change and air quality work was approved by the Climate Change Board in June 2008, further work remains to fully embed it as an approach. In the area of transport, an officer working group has been agreed to look at the air quality and climate change implications of options for LTP3, and a similar approach is developing to look at low emissions options for the Council vehicle fleet. However, there is not yet a systematic approach to considering air quality implications of proposals developed for reducing carbon dioxide emissions.

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110	Review of Air Quality Action Plan	Carry out a review of the current Air Quality Action Plan to identify further steps to meet EU limit values for key pollutants. Use the review recommendations to inform the development of a new Air Quality Action Plan forming part of the next Central Leicestershire Local Transport Plan.	Green	The Transport Research Laboratory (TRL) undertook a review of the current Air Quality Action Plan at the end of 2008/09. Their report will include an assessment of a wide range of options for future air quality improvement. This will be used to inform the development of LTP3.
111	Riverside Management Plan	Development of a Management Plan for the Riverside.	Amber	The timetable for this work has slipped further during the year; due in part to reduced staff capacity in the Riverside Team. However, work is underway on an overview document for the whole of the riverside and is planned to be completed in draft by December 2009. The overview document will identify the key issues and priorities for the riverside as a whole. A series of more detailed site or issue-specific plans will then be developed during 2010.
112	Wild About Leicester	Wild About Leicester is the City's Biodiversity Action Plan (BAP). The Plan sets out 11 key actions to be delivered in partnership with Groundwork Leicester and Leicestershire.	Amber	In 2008 we reported that 8 out of the 11 actions were complete. The position in September 2009 is that one of the three outstanding actions: establishing annual public surveys of popular species and habitats, has been completed during the year - with the introduction of a Garden Wildlife Survey as a joint initiative between Groundwork and the Council. The two remaining actions: improving all Council owned Local Wildlife Sites to favourable condition and making all data on Leicester's biodiversity available on the internet, will not be completed before the end of 2009 when Wild About Leicester is replaced with a new Biodiversity Action Plan.
113	Wild About Leicester 2010-2020	Develop, adoption and implementation of a new Biodiversity Action Plan (BAP) for Leicester.	Green	Draft plan produced. On track for completion and adoption by start of 2010. This is a partnership project with Groundwork Leicester and Leicestershire.
114	Database and Management Plans for Trees and Woodland	Develop and populate a database/GIS for trees and woodland managed by the Trees and Woodlands Section. Use the database to record, monitor and update Management Plans for each tree, cluster of trees or woodland area.	Green	Further records continue to be added to the database, with about 40% of Parks sites and an unknown percentage of Property Services sites still outstanding. The latter comes out of the problem that we have no comprehensive list of PS sites. This results in our list of them growing only as we become aware of them, mostly through enquiries being directed at us.
115	10,000 Trees Project	This project involves planting 10,000 trees across Leicester, to help achieve the One Leicester vision of a green and beautiful city.	Green	A net total of 2986 trees have been planted up to the end of 2008/09 and we are on course to meet the 10,000 target by the end of 2010/11.
116	Greenspaces Strategy	Develop and adopt a Greenspaces Strategy to maintain and develop the quality, quantity and accessibility of public open space in the City.	Amber	Further work on the draft strategy has been undertaken during the year and it is expected to go forward to the Cabinet for approval in the autumn of 2009 - slightly later than expected.

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117	Open Space Planning Policy (LDF)	Prepare and adopt a new planning policy for open space provision in the Local Development Framework, through the Core Strategy and a Supplementary Planning Document.	Green	Informal public consultation on an emerging preferred strategy took place in 2008 and a draft Core Strategy will be published for public consultation between 18th September and 30th October 2009, before its submission to the Secretary of State and Examination in Public. Adoption of the Core Strategy is expected by 2011.
118	Tree Planting on School Grounds	Carry out tree planting in school grounds	Green	Update to follow.
119	Develop data collection methodology	Develop data collection methodology for establishing the area of open space in school grounds.	New	Update to follow.
123	Roadside Maintenance	Review maintenance regimes for the clearance of roadside gullies, culverts and the drainage network and amend as necessary to cope with changing climate. This can only take place once the citywide drainage assets have been mapped and flood hotspots identified (See 1.1.5 and 1.1.6)	New	Mapping of drainage assets has begun. Once complete, a fully automated rolling maintenance programme, using GIS equipment to identify and record work completed, will be established based on areas of greatest flood risk. This work is now 80% complete for the roads. Footway gullies and drainage channels still to do
124	Emergency Response to Flooding	Ensure that a procedure to cover the emergency response to a major flood event affecting the city wide road network is included in the Business Continuity and Emergency Plan for the LCC	New	New. Emergency Management Local Flood Plan completed July 2008 - Now working on the implementation of the flood plan and developing community flood plans and flood wardens. The flood plan is in place, Emergency planning are doing an annual review of the flood emergency plan, 4 training sessions (of 60) have been held for Flood Wardens
126	Improvements to Storm Sewer Network	Seek improvements where possible to the existing storm sewer network to increase capacity to accommodate higher flow rates	New	Initial work has begun to review options in light of the Pitt report and the future Floods and Water Bill. A replacement programme for old cast iron pots is underway this year. We are developing a better relationship with STW about existing storm water sewers network. It is hoped to have a Surface water Management plan (SWMP) this year to lead future work
127	Map of Drainage Asset	Create a citywide map of all drainage assets (culverts, gullies etc) Once complete this will allow a more effective review of the drainage maintenance regime (See 1.1.1)	New	The Master Naught GPS gully mapping software is now being used by three gully cleaning crews to record all gullies as they are cleaned, Information on the type and accessibility is also recorded. This should be completed within 12-18 months. Still ongoing, we also have funding from DfT (jointly with Derby and Nottingham Cities) to look at mapping our drainage assets
128	Map of Flood Hotspots	Identify and map all flash flood hotspots within Leicester and identify the causes of flooding such as lack of capacity, poor maintenance etc. This in conjunction with 1.1.5 will result in a more effective maintenance regime (see 1.1.1)	Green	Locations of flood hotspots are being recorded and mapped onto the drainage asset map. We have developed a database for storage of flood information and will transfer eventually all historical info to it. DfT funding (see 1.1.5) will also help.

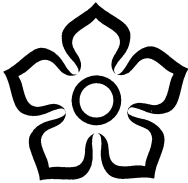
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129	Adaptation to Climate Change in Project Guidelines for Major Projects	New LCC developments and major projects to include a risk assessment of the impacts of future climate change at the design stage	New	Update to follow.
132	Heatwave Recovery Plan	Ensure that a heatwave recovery plan forms part of the council's emergency plan. (air pollution incidents etc)	New	A Current National Heatwave Plan produced by the NHS is available on the Intranet
133	Shading the Urban Environment	Review opportunity for the provision of trees to shade and cool the urban areas through evapotranspiration as part of the LCC Tree Strategy	New	Public consultation on the 10,000 trees commitment has begun and 18 ward meeting have been attended. Several events are organised during National Tree week (26th Nov-7th Dec) Barbara Barnes (Urban Design) is working on the tree strategy for LCC with a draft version ready by Jan 2009. Groundwork are covering schools. Ongoing
134	Green Roofs	Investigate and cost opportunities to retrofit 'cool' or green roofs to council buildings as part of any refurbishment, renewal or maintenance programme to help mitigate the UHI effect	New	Currently not included in any refurbishment programme
135	LCC Buildings and Infrastructure Susceptible to Subsidence	Identify buildings and infrastructure susceptible to subsidence risk and introduce regular maintenance checks to check for damage. Carry out preventative work where required to reduce damage	New	Work yet to be started on this action
136	Investigation into Best practice Design for Building Foundations	Investigate and cost best practice examples of suitable foundation design to cope with the increased likelihood and extent of subsidence and heave resulting from warmer wetter winters and hotter summers with reduced rainfall expected as a result of climate change	New	Work yet to be started on this action
137	Consideration of Tree Locations	Specialist advice sought and careful consideration given to the location and species of new trees to be planted by LCC to ensure they are at a sufficient distance from existing buildings and infrastructure to reduce subsidence risk to an acceptable level	New	Advice is being sought on tree type and suitability of the location of trees to meet the 10,000 tree's commitment
138	Tree Stock Inspection	Regular inspection and maintenance to be carried out on the existing tree stock to reduce the risk of damage to private property from subsidence	New	The Trees and Woodland team currently have 4 full time and 2 part time agency staff inspecting the Highways, Adults and housing and CYPS tree stock. Parks and Green space and Property's tree population are not reviewed as part of a regular maintenance programme.
139	Corporate Waste Monitoring Methodology	Further investigate monitoring methods for this target (eg. bin chips for council buildings)	New	Update to follow.
140	Site Waste Management Plans	Introduce arrangements for the Council to enforce and comply with the new legal requirement for Site Waste Management Plans.	New	Update to follow.
141	Establish a Construction and Demolition Waste Recycling Facility	Establish a pilot construction and demolition waste recycling centre in the City	Green	Update to follow.
142	Trees and Woodlands Zero Waste Project	Work towards zero waste going to landfill from trees and woodlands management work, by finding alternative uses for all waste materials: - Use of chipped material as a mulch and sale for energy generation - Use of logs by staff and public - On-site production of sawn timber for sale and/or reuse	Completed	This project has been successfully completed with the purchase of mobile milling equipment, which is producing sawn timber for sale externally and reuse within the Council from around 400 tonnes of tree waste per year. Both chipped wood and firewood are sold.
143	School Waste Monitoring Methodology	Further investigate monitoring methods for this target with Biffa.	New	Update to follow.

EMAS Action Programme 2009-10

144	Plastic, Glass and Paper Recycling Service for Schools	Ensure all EMAS schools use the free plastic, glass and paper recycling service provided by Biffa.	New	Update to follow.
145	Promote the Biffa Waste Collection Service in Schools	Make all schools aware that the Biffa waste collection service is the most environmentally friendly available (ie all waste is processed at Bursom and a separate free cardboard recycling service is provided).	New	Update to follow.
146	Actions to be developed relating to BSF programme		Green	Update to follow.
147	Actions to be developed relating to Primary school rebuilding programme through Site Waste Management Plans.		Amber	Update to follow.
148	Evaluate the potential of energy from waste using the refuse derived fuel via gasification / pyrolysis in addition to our current market of cement production		Amber	Update to follow.
149	Reusable 'One Leicester' Shopping Bags	Introduce reusable One Leicester shopping bags to replace single use plastic bags provided by the Council and partner organisations to their customers and run awareness raising campaign.	New	Update to follow.
150	Target Development	Corporate printing contract in place from Sept 07. Develop improved figure for corporate paper consumption by March 08 to provide new base year for target. Propose new target to cabinet.	Completed	Completed
151	Design Select List	Develop new design select list to ensure it helps deliver paper reduction and recycling targets	Completed	Completed
152	Locate supplier of tinted paper which is from post consumer waste		Amber	No suitable paper currently available on the market – monitoring of the paper market will continue with the aim of identifying a suitable source. HL
153	NCR Paper from Post Consumer Waste	Locate supplier of NCR paper (carbonless forms) which is from post consumer waste.	Amber	No suitable paper currently available on the market - monitoring of the paper market will continue with the aim of identifying a suitable source. HL
154	Reduce Purchase Price of Recycled Paper in the region.		Green	Update to follow.
155	Green Life Awards	Present the Green Life Awards annually to recognise the efforts of Leicester citizens and organisations to protect and improve the environment and to inspire further action.	Green	The 5th Greenlife Awards were presented by the Lord Mayor at a ceremony in New Walk Museum on 7th May 2009. As in previous years, the awards involved numerous schools, community groups and other partners as well as recognising achievements by teams within the Council. It also continued to generate favourable media coverage.
156	Continue with the programme for schools to gain EMAS registration		Green	Update to follow.

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Leicester
City Council

WARDS AFFECTED:

Cabinet

30 November 2009

Corporate Risk Management Strategy 2009-2010

Report of the Chief Financial Officer

1. Purpose of Report

To seek the agreement and support of Strategic Management Board and Cabinet for the revised Risk Management Strategy and Risk Management Policy Statement as contained in this report.

2. Summary

- 2.1. The Council's existing risk management strategy was last updated early in 2008. Since then significant progress has been made improving and strengthening risk management arrangements. The strategy has now been reviewed and reflects those improvements, sets out the procedures that are now being implemented to support further improvements in risk management across the Council and seeks to extend our approach to work with partners. Risk Management is being driven by increasing demands for better governance (BS31100:2008 Risk Management Code of Practice) and the Comprehensive Area Assessment which states that an organisation's internal control systems should be built upon recognition of:-
 - The risks faced by the organisation; and,
 - The organisation's appetite/capacity to accept and manage risks.
- 2.2. Effective Risk Management is essential for an organisation and its partners to achieve strategic objectives and improve outcomes for local people. Good Risk Management looks at and manages both positive and negative aspects of risk. It is not about being risk averse, but is the process whereby the Council methodically addresses the risks attaching to its activities with the aim of achieving sustained benefit within each activity and across the portfolio of all activities.
- 2.3. The Council currently manages and controls risk in a variety of ways. The challenge over the past few years has been to integrate risk management into our culture, our everyday business operations and those of our contractors and partners. A risk matrix should now be included in the standard format for all business cases and for significant proposals to Cabinet and the Board and has been included in the Council's training for report writing. With the adoption of Prince 2 as a standard for project management, every project must now have a risk log; the Corporate Risk Manager provides risk assessment training; and, recently, a project assurance team has been established to audit project compliance. Both Internal Audit and Risk Management are, currently, part of that team.

2.4. Notwithstanding this, there is still further progress to be made. The review of last year's strategy (Section 3 below) indicates many 'new' processes which need to be revisited to confirm that they are now properly integrated. Additionally, there are several areas of the current risk management processes that need revitalising and reinvigorating to allow the Council to demonstrate an acceptable level of compliance.

- 2.5. As a consequence, an action plan has been proposed. This is targeted at the following:-
- Establishing and integrating a risk infrastructure that reflects the new Council governance structure;
 - Establishing and delivering a specific risk based decision making training programme for Members, Senior Managers and management;
 - Recreation/revitalisation of existing operational risk processes/mechanisms within operational services;
 - Developing and strengthening the approach to Partnership working; and
 - Establishing a risk based review process to test the maturity and integration of the Risk Strategy. This will be an agreed programme of Internal Audit financial and Risk Management process audit reviews that will provide assurance on the effectiveness of processes and procedures.

3. Review of Last Year's Strategy

3.1 The key deliverables for the last 12 months included:-

- Corporate Policies
Following the success of the E-handbook on the intranet to guide individuals to the pertinent corporate policies and guidelines, last year's strategy envisaged rationalisation of the remaining policies and guidelines within each Department to bring all policies into one cohesive framework.
This remains work in progress.
- Risk Assessments in all Board papers
Despite the requirement for all relevant papers to CDB and Cabinet to contain an appropriate risk assessment, this needed implementing fully. It was proposed in 2007/2008 that any reports in 2008/2009 without risk assessments tabled at the Board are challenged by a risk champion at Board level.
The Chief Finance Officer carries out this task.
- Risk Analysis in Service Plans and Project Plans
It was proposed that Risk Management Section provide an assurance statement on risk for all Department Service Plans and Major Projects.
A paper was approved by SMB setting out proposed arrangements for monitoring risk across each aspect of the new governance arrangements, These are still to be fully integrated and are set out in the current strategy. Service Improvement and Efficiency Plans for 2009/10 did not include a specific analysis of risks although some chose to include this as an appendix to their plan. Work needs to be undertaken to fully integrate the proposals which would negate the need for service plans to include a specific risk analysis as this would be monitored via the Operational Board.
In relation to medium/large projects and programmes within the Council it will be the responsibility of the new Corporate Portfolio Management Office (CPMO) (which is to be fully operational from autumn 2009) to monitor risks across medium/large projects and programmes and to report to the relevant Board, in particular the Priority Boards. The new project management standards (currently being piloted) include the requirement for projects to maintain a risk log to a common corporate format and this will also be required in the programme management

standards which are currently being developed. Use of the standards is checked via assurance reviews conducted on projects and programmes across the Council.

The Organisational Development and Improvement (ODI) Board is already monitoring risks across the ODI Plan and specific programmes as part of its regular monthly progress reporting.

- Risk Registers & Risk Improvement linked to Performance Management

The relationship between performance and the management of risk was to be further strengthened by the loading of Corporate and Department Risks into Performance+.

The SMB has mandated the use of Performance+ as the corporate performance management system. The implementation of this is part of the performance management improvement project. At this current time risks are not fully loaded into Performance+ - this needs to be developed as part of the improvement project.

- Business Continuity Plan Testing

Once all recovery plans for all business-critical activities were completed by the Departments, the quality of data was to be tested by the Department Recovery Teams to ensure that the processes and initial action points were comprehensive. The Business Continuity Management Team were also to undertake an annual scenario desk-top enactment.

Recovery Teams and the Corporate Business Continuity Management Team are well established and members of all teams are trained. Whilst the desk top enactment did not occur, these are now planned in and there have been 12 incidents (four of which triggered the full BCP plan) in the past 12 months which Internal Audit considered an adequate replacement for this exercise.

- Insurance Tender

Last year's contract expired on 30th September 2008 and required re-tendering.

Completed on time and renewed with a saving of £750k p.a. over the three years of the contract.

- Incident Reporting & new Injury Civil Procedure Rules

Risk Management Section and central H&S Unit were to align the existing reporting of recorded incidents and claims on the claims handling database.

The ICP rules were subsequently shelved by Government. Risk Management Section has investigated the many strands of incident reporting within the Council and are seeking to co-ordinate and manage these in the coming year.

- Risk Audits

Internal Audit were to liaise with Risk Management to undertake process risk audits where significant weaknesses had been identified.

In view of Internal Audit's annual plan having been agreed and already being in place, Risk Management undertook a series of process risk audits relating to high financial risk and are continuing with a programme of reviews, alongside Internal Audit's plan. These reviews have brought about fundamental changes to the way that the areas looked at now do things.

- Loss Reduction Fund Initiatives

This is an annual fund set aside from the claims provision to reduce the impact, re-occurrence or the probability of loss, damage, injury, or claims for which the Council would be responsible.

This scheme is working successfully and will continue. There are clear, published terms and conditions of the scheme which are properly used. All monies placed within the fund have been allocated appropriately to support the business in reducing loss under the strict criteria in place. Feedback from successful applicants has indicated that the initiatives that have been funded have proved successful in preventing further losses e.g:-

- ***Parks Services – provision of goal racking units have prevented vandalism and theft of goal posts along with reduction in trip hazards.***
- ***Ashfield Special School - provision of hoists in the bath/shower areas has reduced risk of manual handling injuries for the staff and enriched the quality of life for the residents.***
- ***Forest Lodge Education Centre – installation of CCTV system has reduced incidents of anti-social behaviour and numerous broken windows.***

4. Preview of This Year's Strategy

4.1 The key deliverables in this years Strategy include:-

- Adapting the Risk Management Framework at LCC to reflect the New organisational structure, and ensure strategic risks to the delivery of 'One Leicester' are properly identified and managed;
- Establish a process whereby Strategic Risks are identified by the appropriate Priority Board (and Operational Board where appropriate) and then reported to the Strategic Management Board;
- Create a process whereby operational service areas all have individual risk registers which feed through to an Operational Risk Register which will be reviewed by the Operational Board, led by the Chief Operating Officer and supported by Divisional Directors and the Corporate Risk Manager;
- Support the operational service areas in the development and improvement of their individual risk registers by identifying and delivering training support and guidance;
- Corporate Risk Manager will support the ODI team in the management of their Programme (and ultimately project) risks; and
- Directors and Managers should identify staff requiring risk management training through the staff appraisals and via the job specification processes for any new, or existing, staff that are unclear about the risk management methodology to be followed.

5. Recommendations

Cabinet is recommended to:-

- Approve the Corporate Risk Management Policy Statement at Appendix I. This sets out our attitude to risk and the approach to the challenges and opportunities facing us.
- Approve the Risk Management Strategy. Appendix II–Risk Management Strategy.
- Approve the Action Plan detailing the actions arising from this paper necessary to integrate an acceptable Risk culture within the Council. Appendix III–Risk Management Strategy – Action Plan.

6. Headline Financial, Risk and Legal Implications of the Risk Management Strategy

6.1 The cost of risk falls into two categories:

6.1.1 The direct cost of paying premiums to insurance companies, meeting insured claims, encouraging low cost risk improvement initiatives, supporting essential risk control measures, and associated administration of the risk management function. For 2009/10 this is estimated to be about £6m.

6.1.2 The indirect cost of service disruption associated with incidents, which amounts to many times the direct cost.

6.2 Whilst our insurance arrangements protect the Council from catastrophic loss in any given year without additional charge in that year, any overall deterioration in the Council's loss experience will have an impact on premiums for future years. It is never possible to eliminate the cost of loss, however, low incident rates can be maintained, and by proper attention to risk control and the prevention of incidents, the financial impact can be managed.

6.3 With the Council adopting a 'Risk Awareness' approach rather than 'Risk Averse', it is in a better position to identify opportunities that may benefit the council (including financially) where associated risks are managed rather than eliminated or avoided altogether.

6.4 By building in risk awareness into the root of all business cases and proposals to Cabinet and the Board, driving risk management from both a top down and bottom up approach, and maintaining and periodically reviewing the relevant risk registers (Operational and Strategic) the Council is also putting itself in a better position to highlight unacceptable risks (individually or collectively) and take appropriate action where necessary to minimise the risk of potential losses (including financial).

6.5 A potential financial implication of losses that could be incurred in areas of partnership working (where the partner may not have effective risk management procedures for example) is also being addressed in this strategy which should help reduce the risk of such losses.

7. Report Author/Officer to contact:

Tony Edeson, Corporate Risk Manager

Mark Noble, Chief Finance Officer

Key Decision	No
Reason	N/A
Appeared in Forward Plan	N/A
Executive or Council Decision	Executive (Cabinet)

Appendix I - The Council's Risk Management Policy Statement 2009-2010

Our approach to the management of risk

Risk management is all about managing the Council's threats and opportunities. By managing the Council's threats effectively we will be in a stronger position to deliver the Council's objectives. It is acknowledged that risk is a feature of all business activity and is a particular attribute of the more creative of its strategic developments. The Council accepts the need to take proportionate risk to achieve its strategic obligations, but expects that these are appropriately identified and managed. By managing these opportunities in a structured process the Council will be in a better position to provide improved services and better value for money.

The Council will undertake to:-

1. Identify, manage and act on opportunities as well as risks to enable the Council to achieve its objectives and integrate risk management into the culture and day to day working of the Council.
2. Manage risks in accordance with best practices and comply with statutory requirements.
3. Ensure that a systematic approach to risk management is adopted as part of Service Planning and Performance Management.
4. Anticipate and respond to changing social, environmental and legislative requirements.
5. Keep up to date and develop processes for the management of risk.
6. Have in place a defined outline of individual roles and responsibilities.
7. Raise awareness of the need for risk management to those involved in developing the Council's policies and delivering services.
8. Demonstrate the benefits of effective Risk Management by
 - Cohesive leadership and improved management controls;
 - Improved resource management – people, time, and assets;
 - Improved efficiency and effectiveness in service and project delivery;
 - Better protection of employees, residents and others from harm;
 - Reduction in likelihood/impact of losses; and lower insurance premiums;
 - Improved reputation for the Council.
9. Ensure risk identification and plans to manage risk will be an integral part of service plans.
10. Recognise that it is not always possible, nor desirable, to eliminate risk entirely, and so will have a comprehensive insurance programme that protects the Council from significant financial loss following damage or loss of its assets.

Sheila Lock

Cllr. Ross Wilmott

Appendix II – Risk Management Strategy

INTRODUCTION

1. This Risk Management Strategy is a high level document that seeks to promote identification, assessment and response to key risks that may adversely impact the achievement of the Council's aims and objectives. This strategy builds on and replaces the previous Risk Management Strategy.

AIMS & OBJECTIVES

2. The aims & objectives of Leicester City Council's Risk Management Strategy are:-
 - To assist the Council and its partners to adopt a "fit for purpose" methodology towards identification, evaluation and control of risks and to help ensure those risks are reduced to an acceptable level;
 - To ensure that transparent and robust systems are in place to track and report upon existing and emerging risks which potentially could cause damage to the Council;
 - To help further integrate risk management into the culture and day to day working of the Council and ensure a cross divisional/operational approach is applied;
 - To provide reliable information on which to base the annual strategic and operational risk assurance statements.

ROLES & RESPONSIBILITIES

3. Given the diversity of services and the wide range of potential risks, it is essential that responsibility for identifying and taking action to address potential risks is clear. No one person or group should perform risk management. Commitment and involvement of staff at every level is needed to effectively carry out risk management. Although different staff/Members will have specific duties to perform to assist, in this process.

RISK APPETITE

4. When discussing risk management it is easy to give the impression that all risks must be reduced or eliminated. However, risk is a part of every day life and may also be a source of success, if managed properly. Risk appetite is the amount of risk an organisation is prepared to accept, tolerate or be exposed to at any point in time. Risk appetite needs to be considered at all levels of the organisation – from strategic decisions to operational delivery.
5. Local Government is historically risk averse. The aim of most local authorities is that key strategic and operational risks are well controlled, minimising the likelihood of an occurrence. However, it is recognised that there are costs involved in being too risk averse and avoiding risk, both in terms of bureaucracy costs and opportunity costs.
6. Leicester City Council's approach is to be risk aware rather than risk averse, and to manage risk rather than seek to eliminate risk altogether. As set out in its Risk Management Policy Statement, it is acknowledged that risk is a feature of all business activity and is a particular attribute of the more creative of its strategic developments. Directors and Members are not opposed to risk, however they are committed to taking risk in full awareness of the potential implications of those risks and in the knowledge that a robust plan is to be implemented to manage them.

7. Having a risk management framework does not mean that mistakes and losses will not occur. Effective risk management means that unacceptable risks are highlighted, allowing appropriate action to be taken minimising the risk of potential loss. The principle is simple, but this relies upon a number of individuals acting in unity, applying the same methodology to reach a soundly based conclusion. However, it is recognised that risk management is judgemental, and is not infallible.

RISK FINANCING

8. Risk Financing is a process to determine the optimal balance between retaining and transferring risk within an organisation. It also addresses the financial management of retained risk and may best be defined as money consumed in losses, funded either from internal reserves or from the purchase of insurance.
9. Leicester City Council's strategy for Risk Financing is to maintain an insurance fund and only externally insure for catastrophe cover etc. The Council's strategy is to review the balance between external/internal cover on an annual basis in the light of market conditions and claims experience.

RISK MANAGEMENT PROCESS

10. There are four main steps in the risk management process. These stages are covered in greater detail in the Risk Management Toolkit which will be available on the Intranet:-
 - Identify - Management identify risks through discussion as a group, or discussion with their staff. The Risk Management team are available to support this process either by attending the risk identification sessions or delivering risk identification and mitigation training to managers and their business teams in advance of these sessions;
 - Analyse - Management assess the likelihood of such risks occurring and the impact on the Council. Once again, the Risk Management team will be available to support management and their business teams in this process;
 - Manage - Management determine the best way to manage the risk e.g. terminate, treat, transfer or tolerate (see 13 below and the Risk Management Toolkit for more detail);
 - Review - Management ensure identified risks are regularly reviewed. This will normally be managed by means of a Risk Register (see sections 14 – 21 below for more detail).
11. The Strategic and Operational objectives of the Council provide the starting point for the management of risk. Managers should not think about risk in the abstract, but consider events that might effect the Council's achievement of its objectives. Strategic risks linked to the Strategic Objectives and Operational risks linked to Service plans need (as a minimum) to be identified and monitored. This is to be done by the effective use of Risk Registers.
12. Risk Management is driven both top down and bottom up, to ensure risks are appropriately considered. To do this, all managers need to encourage participation in the process, through regular discussions/review with staff. The Risk Management process seeks to work with and support the business and **not** add a layer of bureaucracy.

MANAGE THE RISKS

13. Management should determine how identified risks are to be dealt with – commonly known as the four T's:-
- “Terminate” or avoid the activity or circumstance that gives rise to the risk e.g. stop doing something or find a different way of doing it;
 - “Treat” the risk e.g. take actions to reduce the likelihood that the risk event will materialise or controlling the consequences if it does;
 - “Transfer” the risk e.g. pass the risk to another party through insurance or by contracting it out. This reduces the impact if a risk event occurs. Note that business and reputation risks cannot be transferred;
 - “Tolerate” the risk. By taking an informed decision to retain risks, monitor situation and bear losses out of normal operating costs. Typically this method will be used when the cost of treating the risk is more than the cost of the risk occurring.

REVIEWING THE RISKS

14. It is important that those risks that have been identified as needing action are subject to periodic review, to assess whether the risk of an event or occurrence still remains acceptable. If not, appropriate action(s) should be determined and noted. The frequency of reviews to be decided by management, depending on the type and value of the risks identified (see also 21 below).

RISK EXPOSURE AND TRACKING

15. After evaluating the measures already in existence to mitigate and control risk, there may still be some remaining exposure to risk. It is important to stress that such exposure is not necessarily wrong, what is important is that the Council knows what its key business risks are, what controls are in place and what the potential impact of any remaining risk exposure is. It is also important that the Council are able to demonstrate that risk management actions in the operational and service areas are implemented.
16. Operational risks should continue to be logged and monitored using the existing operational services risk registers (until the risk module on Performance+ is available). It is the responsibility of each Divisional Director to ensure that operational risks are recorded and monitored via a risk register. The Risk Management team have a pro-forma risk register and it is recommended that, for consistency in reporting, these are used by all business areas. These registers and the risks identified are to be aligned to the new operating structure. Each Divisional Director should review the risk registers of their direct reports (it is suggested that this review should be carried out at least monthly, probably by having Risk Management as the main agenda item at an SMT) prior to identifying which of these risks are considered significant enough to be reported to the Operational Board by means of a Divisional risk register.
17. These most significant divisional risks identified by the operational services areas will feed into the proposed Operational Risk Register which will be managed by the Operational Board (the group of divisional directors chaired by the Chief Operating Officer). The Operational Board will be accountable for ensuring that all operational risks are identified against service delivery objectives; that plans are implemented to control those exposures; and that key risks are included within individual service plans.

18. The Operational Risk Register will also be populated with significant risks arising from both the Financial Risk Register and the Assurance and Democratic Services Risk Register. Currently there is a Financial Risk Register which the Chief Finance Officer will expand to cover the re-organised Financial Managers Group (comprising representatives from Adults and Housing; CYPS; Regeneration and Culture; Accountancy; Internal Audit; Procurement; Revenues and Benefits). The Assurance and Democratic Services Group (comprising representatives from Legal Services; Information Governance; Democratic Services and Risk Management) needs to be established under the stewardship of the Director of Assurance and Democratic Services, once appointed, and in the interim period, under the stewardship of the Director of Legal Services.
19. For Strategic risks each of the Priority Boards will need to create, manage and monitor a Priority Board Risk Register for the risks which affect achievement of their strategic programmes. Responsibility for this rests with each strategic Director. The most significant of these identified risks, along with any operational risks identified by the Operational Board that may threaten the Council's overall strategic aims, will form the Council's Strategic Risk Register which will be reviewed by the Strategic Management Board.
20. There will also be strategic risks (and, as their projects commence and progress, operational risks too) arising from the Change and Programme Management team – who currently manage all the Council's projects. To ensure that all appropriate programme/project risks are captured, the agreed Prince2 methodology will be followed by all projects with risk registers identifying threats and opportunities associated with the projects. Every project will be rigorously risk assessed throughout the project's lifespan. Every project should commence with a risk 'workshop' attended by a member of the Risk Management team. Risk Management will also work with the Programme Manager in developing a quality based risk assurance process.
21. The Risk Management team will facilitate and support this process and will maintain the Operational and Strategic Risk Registers, using the input from the operational services risk registers and the Priority Board Risk Registers. These registers will be reported periodically to both Cabinet and the Audit Committee. The Risk Management section will also progress, chase and challenge individual service area submissions. As part of this process, bespoke training needs may be identified and the Risk Management team will provide ongoing training and support.
22. All risks, both operational and strategic, identified will need to be tracked and monitored by regular, periodic (ideally at least quarterly for the Strategic risks and for the operational risks this will be monthly) reviews of the risk registers. This will ensure that:-
 - Changes in risks are identified for action;
 - There is an effective audit trail;
 - The necessary information for ongoing monitoring and reports exists.

PARTNERSHIP RISK

23. It is recognised that Partnership Working is a key area where associated risk needs to be identified and controlled. Best practice states that local authorities must meet two key responsibilities for each partnership they have. They must:-
 - Provide assurance that the risks associated with working in partnership with another organisation have been identified and prioritised and are appropriately managed;
 - Ensure that the partnership has effective risk management procedures in place.

24. To help mitigate the risks associated with partnership working Risk Management will develop a guidance note with a responsibilities matrix to identify where the risks lie i.e. with the Council or our partners on partnership working and a generic partnership risk register for use in all Council partnerships. This will be rolled out as part of Risk Management's training programme, leading to the Council being able to establish a register of partnership arrangements recording the key elements of those agreements. This register will identify committed Council resources in terms of Officer time, finance, activities and liabilities. Governance, delivery and performance measures also need to be clarified and understood.

RISK MANAGEMENT TRAINING

25. Risk workshops have been held to explain the risk management methodology to Members and many Senior Officers. An annual programme of training will be developed at Senior Management level and operational level. However, Directors and Managers should identify staff that require risk management training through the staff appraisal process and be included the jobs specification processes for any new staff. Appropriate training will be provided by the Risk Management Section, within the financial resources available.

REVIEW OF RISK MANAGEMENT STRATEGY AND POLICY

26. This Risk Management Strategy and the Policy Statement (Appendix I) are intended to assist in the development/integration of risk management from September 2009 until March 2011. All such documents and processes will be subject to periodic review. The next planned review to occur in December 2010.

RISK MANAGEMENT AT LCC

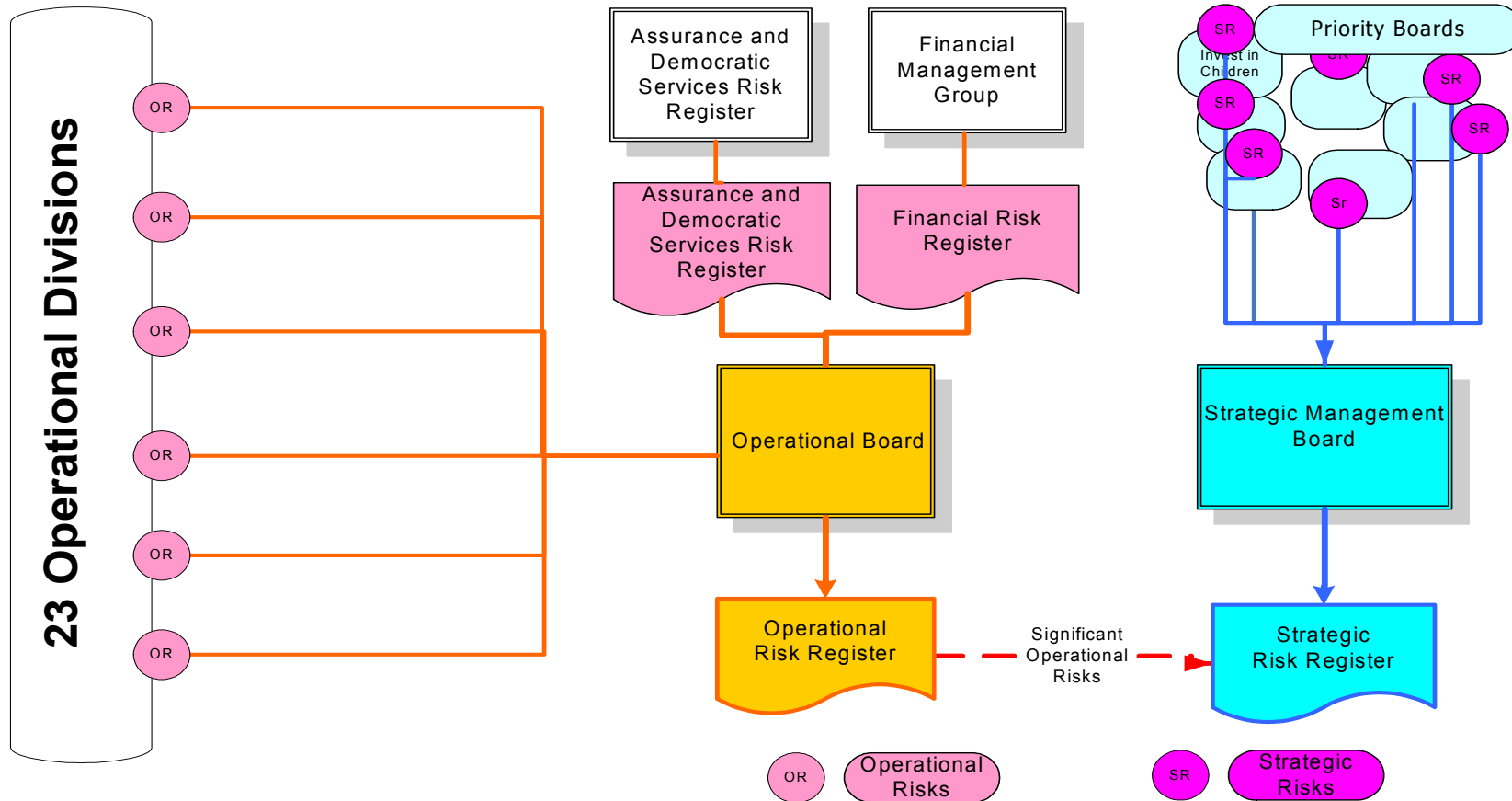
27. More robust risk management processes need to be applied to all our activities during the next 12 months (and beyond). To achieve this we need to identify our priority exposures, address these, incorporate appropriate risk management strategies and risk improvements into our service delivery in line with the 'One Leicester' Priorities, monitoring and reviewing emerging risk to account for changes in our operations and to enable us to make well-informed decisions. Risk must be considered as an integral part of service planning, performance management, financial planning and strategic policy-making processes.
28. The Corporate Risk Manager will maintain a central copy of the Strategic and the Operational Risk Registers, as well as facilitating the maintenance of each of the operational service areas, Assurance and Democratic Services and Financial Management Group's individual risk registers. Using these registers and the outputs from the Operational Board the Corporate Risk Manager will create a programme of 'process audits' to be undertaken that will test the maturity and embeddings of the risk strategy in the business areas.
29. The management of risk to be included in job descriptions for all operational service area managers with responsibility and accountability for risks included in every director/managers objectives and performance appraisal. Directors and managers will also ensure that all stakeholders (employees, volunteers, contractors and partners) are made aware of their responsibilities for risk management and are aware of the lines of escalation of risk related issues.

Appendix III – Risk Management Strategy – Action Plan

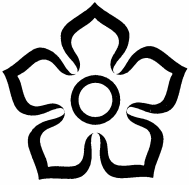
Action	Responsible Officer	Target Date(s)
Establish risk infrastructure for new Council governance structure, including strategic risk registers for each Priority Board and an Operational Risk Management Group.	Corporate Risk Manager	February 2010
Agree Terms of Reference for Operational Risk Management Group (as a sub-Group of the Operational Board) and arrange for the risk registers to be reviewed quarterly.	Corporate Risk Manager	December 2009
Using the membership of the Operational Risk Management Group revitalise the individual service area's risk registers and establish an Operational Risk Register that will be monitored by Operational Board and the COO. This will best be achieved by the Operational Service Directors monthly SMT meetings having Risk Registers as a standing agenda item and the Corporate Risk Management team attending these meetings, where possible, for this agenda item.	Corporate Risk Manager	February 2010
Develop Guidance on partnership working and establish arrangements for ensuring that each partnership is supported in managing risk and provides assurance to Council.	Corporate Risk Manager	December 2009
Each Operational Service area's key operational risks reviewed and new significant risks or opportunities fed into the Operational Risk register on a quarterly basis. This will include a review of the appropriateness and effectiveness of the mitigating actions/controls. These key risks to be informed by Divisional, Service areas and project risk registers. Any operational risks identified by the Operational Board that may threaten the Council's overall strategic aims should be referred for inclusion on the Strategic Risk Register.	Operational Board	Every 31 January 30 April 31 July 31 October
Each of the Priority Boards will need to create, manage and monitor a strategic risk register for the risks which affect achievement of their strategic programmes. The most significant of these identified risks, along with any operational risks identified by the Operational Board and project risks from the Programme Office that may threaten the Council's overall strategic aims, will form the Council's Strategic Risk Register which will be reviewed by the Strategic Management Board.	Strategic Directors responsible for Priority Boards	31 January (production) Then Reviewed Every 31 January 30 April 31 July 31 October
Updates of Strategic Risk Register reported to Audit Committee at alternate meetings i.e. twice a year as the Committee meets 4/5 times a year.	Corporate Risk Manager (produce) Strategic Management Board (approve)	Every 30 April 31 October
Establish and deliver a specific risk based decision making training programme for Members, all senior management and managers during the next 12 months.	Corporate Risk Manager	Between November 2009 and September 2010

Action	Responsible Officer	Target Date(s)
Include performance on managing risks within performance monitoring of service Plans and of Senior Officer's performance contracts/plans and Appraisal t Reviews, identifying fresh risk management training needs when appropriate.	Strategic Management Board Divisional Directors	31 March Annually
Establish a targeted training delivery plan based upon recent experience of operational involvement in risk activity; the outcomes of specific risk audits; recent insurance events; and, key financial risks being identified by the Operational Risk Management Group.	Corporate Risk Manager	31 March Annually
Implement new system of reporting lessons from risk audits, business continuity events and claims experience:- ➤ Report to be produced annually ➤ Actions to be implemented and monitored	Corporate Risk Manager (Report) Divisional Directors (Actions)	31 March Annually
Develop project risk assessments, as appropriate and in line with the principles of Prince2, where these do not exist, producing risk matrices where significant decisions are required. Develop a quality based risk assurance process for projects.	Director of Change and Programme Management	31 March Annually (confirmation to SMB)
Include risk management in staff induction/refresher training where this has not yet been incorporated. This training/advice can be delivered by the Risk Management Team if preferred.	Divisional Directors	New Staff – when they commence duty Existing Staff – by 31 March Annually

**Appendix IV
Corporate Risk Management Framework – Risk Management Groups & Risk Registers**



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Leicester
City Council

WARDS AFFECTED

Aylestone, Coleman, Eyres Monsell, Fosse, New Parks, Stoneygate, Thurncourt, Westcotes & Western Park

FORWARD TIMETABLE OF CONSULTATION AND MEETINGS:

CABINET

30th November 2009

Compulsory Purchase of Empty Homes

**48 The Newry, 161 Uppingham Road, 64 Keightley Road, 26 Fastnet Road,
5 Worcester Road, 107 Warwick Street, 171 Anstey Lane, 28 Meadhurst Road &
106 St Margaret's Way, 88 Kimberley Road**

Report of the Director of Housing Strategy & Options

1. Purpose of Report

To propose that compulsory purchase orders are made on ten long-standing empty homes.

2. Summary

This report proposes that a Compulsory Purchase Order is sought under the City Council's Empty Homes Strategy for ten privately owned empty properties that have been vacant for between 3 to 15 years, where owners have not responded to the council's request to repair and bring them back into use.

Financial and confidential information relating to the properties are contained in the supplementary report on the 'B' agenda.

The Empty Homes Strategy aims to bring vacant residential properties empty for more than 18 months back into use. It contributes towards our strategic objective to, "Improve our environment to make local neighbourhoods and the city centre places for people to be proud of". This will also assist in creating thriving safe communities improving wellbeing and health thereby promoting neighbourhood sustainability preventing areas from becoming rundown, two of the themes of the One Leicester vision.

The Council now also has powers to make Empty Dwelling Management Orders as well as Compulsory Purchase Orders and long-standing empty homes are considered for

both alternatives. Due to the cost of improving these homes, they are recommended for compulsory purchase.

3. Recommendations

Cabinet is recommended to:

- 3:1 Make Compulsory Purchase Orders (CPO) under s17 Housing Act 1985 on the land and dwellings, as outlined in Appendix D, and as listed below in order to secure their improvement, proper management and occupation as residential dwellings:

48 The Newry	161 Uppingham Road	64 Keightley Road
26 Fastnet Road	5 Worcester Road	107 Warwick Street
171 Anstey Lane	28 Meadhurst Road	106 St Margaret's Way
88 Kimberley Road		

- 3:2 Authorise the necessary capital expenditure from the Housing Capital Programme.

4. Policy Background

The Empty Homes Strategy was adopted in 1995 and revised in March 2009 and forms part of Leicester's Housing Strategy (2005 – 2010), which contributes towards our strategic objective to "Improve our environment to make local neighbourhoods and the city centre places for people to be proud of". This supports the One Leicester vision of creating thriving safe communities. The corporate plan target is to reduce the number of private homes that have been empty for more than 5 years to nil.

On 19 January 2004, Cabinet approved additional resources to increase the impact of the Empty Homes Strategy and to target all properties vacant for more than 18 months. A dedicated Empty Homes Team began work in April 2004. The purpose is to work with owners to bring empty properties back into use, which will help to address the housing shortage. The addition of two Empty Homes Officers in 2008 has meant that the team is making progress in tackling properties vacant for more than 5 years.

Please see Appendix A for brief details of how the Empty Homes Strategy works and Appendix B, which briefly sets out the CPO process.

The action to be taken has links with a number of key corporate and departmental strategies as listed below:

- 'One Leicester' our Sustainable Community Strategy
- Leicester City Council Corporate Plan 2006 - 2008
- The Community Plan – Diversity Action Plan
- Housing Strategy for Leicester 2005 –2010
- The Citywide Empty Homes Strategy 1996
- Revised Empty Homes Strategy 30th March 2009
- 'Unlocking the Potential' published in May 2003 – Government Guidance

5. Progress to date with Empty Homes Strategy

- 5:1 As at 30th September 2009, the Empty Homes Team had a total active caseload of 830 properties. Contact is yet to be made with 180 of the owners.
- 5:2 Since 2002, Cabinet has approved the making of 71 compulsory purchase orders of which, 23 have been confirmed by the Department for Communities and Local Government (DCLG), with 34 occupied before confirmation was requested.

	Restarted Prior to Cabinet	Occupied After Cabinet	Monitoring @ Stage 8	Confirmed	Confirmed and Occupied	Un-con-Firmed	Un-con-firmed & Occupied
Before Public Inquiry	1	34	6				
Public Inquiry				7	6	3	2
Written Representation				5	3	4	4
Un-contested				11	9	0	0
TOTAL = 71	1	34	6	23		7	

- 5:3 As a result of the work of the Empty Homes Team between 1 April 2004 – 30th September 2009, 837 properties have become occupied.

6. Report

The properties in Appendix D have been empty for more than eighteen months and therefore meet the criteria for CPO action as set out in Appendix B.

The details of the properties and grounds for action are set out in Appendix D attached to this report.

7. General

Plans of the proposed CPO properties are attached to this report. See Appendix D.

Following Cabinet approval the Empty Homes Team prepares the cases for CPOs and forwards them to Legal Services to make the CPOs and deal with the legal formalities.

The Council is required to advertise the making of the orders for a minimum period of 28 days in which objections can be made.

The orders are sent to the Department of Communities & Local Government (DCLG) for confirmation.

Following the expiry of the objection period, if any objections are made, where necessary DCLG will arrange for a public local Inquiry to be held. Although since November 2004, owners have been able to opt for written representation, if they wish to object to the CPO rather than an inquiry being held.

The Council will be required to pay compensation to the owner at the open market value of the property in the event that possession of the property is taken, together with a basic loss payment of 7.5% of that valuation. (Subject to a maximum payment of £75,000)

The basic loss payment came into force where a Compulsory Purchase Order has been made after 31st October 2004 under the Planning and Compulsory Purchase Order Act 2004. It means that the owner of a property is entitled to a basic loss payment of 7.5% of the market value up to a maximum of £75,000 on a £1m property. However, if certain Notices and Orders are served and not complied with, then Leicester City Council will not incur this extra cost.

8. FINANCIAL, LEGAL AND OTHER IMPLICATIONS

Financial Implications: Danny McGrath, Principal Accountant

**See Appendix D
7.1**

Legal Implications: Zoë Ayriss, Principal Legal Officer

**See Appendix C
C1-C7**

A note on the legal and policy basis for making a CPO is contained for members' information at Appendix C.

- For the purposes of the EHS, all CPOs are made under section 17 of the Housing Act 1985.
- **Human Right Consideration** – The Human Rights Act 1998 incorporated into domestic law the European Convention on Human Rights ('The Convention'). The Convention includes provisions in the form of articles, the aim of which is to protect the rights of the individual. DCLG Circular 06/2004 states that an acquiring Authority should be sure that the purposes for which it is making a CPO sufficiently justify interfering with the human rights of those with an interest in the land affected, having regard to the provisions of Article 1 of the First Protocol to the Convention and Article 8 of the Convention. Paragraph 16 of the Circular states that "Parliament has always taken the view that land should only be taken compulsorily where there is clear evidence that the public benefit will outweigh the private loss. The coming into force of the Human Rights

Act has simply served to reinforce the basic requirement.” In resolving to make the Order, the Council has duly considered the rights of property owners under the Convention, notably under the Articles 1, 8 and 14 of the Convention and Article 14 of the First Protocol to the Convention.

9. Other Implications

OTHER IMPLICATIONS	YES/NO	Paragraph References Within Supporting Information
Equal Opportunities	NO	
Policy	YES	4
Sustainable and Environmental	YES	2, 3
Crime and Disorder	YES	1
Human Rights Act	YES	7:2
Elderly/People on Low Income	NO	

10. Details of Consultation for this Report

- Legal Services
- Financial Planning and Control, Adults & Housing Department
- Strategy & Performance, Personalisation & Business Support
- Property Services, Strategic Asset Management
- Committee Services, Democratic Support

11. Background Papers:

Local Government Act 1972

Human Rights Act 1985 Section 17

DCLG Circular 06/2004

Article 1, 8 & 14 of the First Protocol of the European Convention of Human Rights

Property files held in the Empty Homes Team

Report Author:

Carole Thompson

Empty & Decent Homes Team Leader

Empty Homes Team

Housing Strategy & Options

Renewal & Grants Service

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Key Decision	No
Reason	N/A
Appeared in Forward Plan	N/A
Executive or Council Decision	Executive (Cabinet)

APPENDIX A

A What happens to referrals made to Leicester City Council's Empty Homes Team?

- A.1 Any dwelling in the city that has been empty for at least 18 months and is not held by the Housing Revenue Account can be registered with the Empty Homes Team.
- A.2 Standard questions are asked to enable officers to determine how long the property has been vacant and whether the dwelling is:
- Located within a Home Improvement Area (if not, it is classed as 'City-wide')
 - Of a type that requires a minimum investment in order to bring it back into use, and has been vacant for 18 months or more
 - Of a type that is in very poor condition, requires significant investment to bring it back into use and has been vacant for less than 18 months
 - Of a type currently outside the scope of the Empty Homes Strategy and therefore not required to meet housing needs, i.e. a property with a commercial element without a separate entrance to the living accommodation and/or has only one bedroom
- A.3 Depending on the assessment of the referred property, the following actions may be taken in order to bring them back into use. Usually these actions are targeted at dwellings, which have been vacant for more than 18 months, but action can also be directed at very run-down houses, which have been empty for a shorter period.
- i. Standard letters are sent to empty property owners to maintain contact and provide advice and encouragement to enable them to make an informed decision about the future improvement and occupation of the property such as whether to sell or let. If the owner's response is unsatisfactory or there is no response, then statutory action will be considered.
 - ii. Face to face and/or phone conversations are offered to assist owners with their decisions.
 - iii. Where appropriate, owners are put in touch with HomeCome, LeicesterLet or Registered Social Landlords.
 - iv. As a last resort, statutory action in the form of a Compulsory Purchase Order or an Empty Dwelling Management Order is taken.

APPENDIX B

An outline of the Compulsory Purchase Order Procedure

Criteria for CPO action	
Identify property falling within the CPO policy: -	
<ul style="list-style-type: none"> Property vacant and unimproved for over 18 months located in area of priority housing need and where no attempt has been made by the owner to improve the property. CPO action may also be considered on properties that have been vacant for less than 18 months if they are blighting the neighbourhood. 	
<i>CPO Procedure over a period of approximately 24 months</i>	
Stage 0	Awaiting allocation to Empty Homes Team.
Stage 1	Stage 1 letter is sent advising the owner of Leicester City Council's Empty Homes Strategy and setting out options available for returning the house to occupation. Includes a 'statement of intentions form' for the property for owner completion.
Stage 1a	Monitoring work in progress after reply to stage 1 letter.
Stage 2	A Stage 2 letter is sent reminding the owner of the Empty Homes Strategy if there has been no response to the first letter
Stage 3	Site visits are conducted to monitor properties where work is in progress. Stage 3 letter 1 is sent if there has been no response to Stage 1 & 2 letters asking to respond or the file will be passed to an EHO (Empty Homes Officer). If still no response then Stage 3 letter 2 is sent informing the owner of the Empty Homes Officer now dealing with their property.
Stage 4	If no progress to the Stage 1, 2 & 3 letters, a Stage 4 letter is sent, informing the owner that a CPO or EDMO is being considered.
Stage 5	EHT refer to Property Services for valuation and to try to negotiate purchase, obviating need for CPO. Also, HIOs draw up schedule of works for improvement.
Stage 6	Cabinet CPO report prepared if no progress.
Stage 7	CPO approved by Cabinet.
Stage 8	Statement of Reasons sent to Legal Services.
Stage 9	CPO advertisement placed – objection period minimum 28 days.
Stage 10	Order submitted to Department of Communities & Local Government (DCLG).
Stage 11	Written representation invited or public inquiry date set if owner objects and DCLG deems it necessary.
Stage 12	Public inquiry held/written representation submitted – awaiting outcome
Stage 13	DCLG decision received.
Stage 14	Confirmed CPO Notice placed – 6 weeks to challenge legal process, but not CPO.
Stage 15	EHT Monitoring properties where time/undertaking allowed.
Stage 16	Negotiation to buy by agreement underway.
Stage 17	Property Services and Legal Services instructed to take possession.
Stage 18	Possession taken.
Stage 19	Property Services and Legal Services instructed to dispose.
Stage 20	Disposal to new owner await compliance with conditions and occupation.

APPENDIX C

CPO Advice from Legal Services

- C.1 In considering proposals to bring forward a CPO, the Council is required to comply with and have regard to Government guidance, and in particular, the guidance contained in DCLG Circular 06/2004. The Council is required to justify how the CPO of any land and/or dwelling thereon demonstrates a compelling case in the public interest, sufficient to defend its proposals at public inquiry (or written representations), or in the courts.
- C.2 To demonstrate a compelling case, the authority will need to be sure that the purposes for which it is making the CPO sufficiently justify interference with the human rights of those with an interest in the property. The Council will need to consider the rights of owners to the free and undisturbed use of their property, provided by Article 1 of the First Protocol to the European Convention on Human Rights. This means that the Council will fail to show a compelling case if it cannot justify the public benefit, which would result in a lawful interference with an owner's human rights. Indeed, the Council has occasionally failed to have a housing CPO confirmed on these grounds.
- C.3 The Circular goes on to state that the Council must demonstrate that there are no planning problems or other impediments to the scheme proceeding following confirmation of the CPO. The Council will need to show that it also has sufficient resources to bring forward a scheme, or an indication of how potential shortfalls will be met, for example, the degree to which other bodies have agreed to make financial contributions or have agreed to underwrite the scheme.
- C.4 To meet this test the Council would need to have in place firm, viable proposals for bringing the property back into use as housing accommodation in accordance with the purpose that underlines the CPO. (It will be difficult to show justification for a CPO in the public interest if there is no clear idea as to how the land and/or dwelling thereon will be used, or that the necessary resources will be available in a reasonable time-scale). It would only be in exceptional (and fully justified) circumstances where it might be reasonable to acquire land and/or a dwelling thereon where there was little prospect of implementation within a reasonable timescale.
- C.5 The Council should also be able to demonstrate that the public benefit will outweigh the private loss and that the human rights of those affected are fully considered (see above).
- C.6 CPO is a **last resort** – Government guidance suggests that acquisition should always be attempted by negotiation in the first instance. If CPO is used, the Council is required to show that negotiations with the landowner to buy the site and/or dwelling have been pursued and that an ongoing dialogue has been maintained, but that the use of the property as housing accommodation cannot be achieved unless a CPO is made and confirmed.
- C.7 Any perceived abuse of CPO powers could lead to the CPO being refused, or a claim against the Council for abuse of statutory powers. The Council would need to

demonstrate a significant need to interfere with the owner's human rights in these circumstances. Such action is likely to be considered to be an unlawful interference with the owner's human rights and could potentially lead to the Order being made void, with the consequences referred to above.

Prepared by:

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