



Leicester  
City Council

## **MEETING OF THE OVERVIEW SELECT COMMITTEE**

**DATE: THURSDAY, 24 SEPTEMBER 2020**

**TIME: 4:00 pm**

**PLACE: Virtual meeting via Teams Live**

### **Members of the Committee**

Councillor Cassidy (Chair)  
Councillor Joel (Vice-Chair)

Councillors Dawood, Halford, Joshi, Kitterick, Porter, Thalukdar (substitute),  
Waddington and Westley

One unallocated Labour group place

### **Youth Council Representatives**

To be advised

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

*Elaine Baker*

For Monitoring Officer

#### **Officer contacts:**

***Kalvaran Sandhu (Scrutiny Policy Officer)***

***Elaine Baker (Democratic Support Officer),***

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**PLEASE NOTE** that any member of the press and public may view or listen in to proceedings at this 'virtual' meeting via a weblink which is included in this agenda. It is important, however, that Councillors can discuss and take decisions without disruption. The only participants in this virtual meeting therefore will be the Committee members, the officers advising the Committee and any members of the public who have registered to participate in accordance with the Committee's rules relating to petitions and to questions, representations, or statements of case.

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If you have any queries about any of the above or the business to be discussed, please contact:  
**Elaine Baker, Democratic Support Officer on 0116 454 6355.**  
Alternatively, email [elaine.baker@leicester.gov.uk](mailto:elaine.baker@leicester.gov.uk) or call in at City Hall.

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# **PUBLIC SESSION**

## **AGENDA**

### **LIVE STREAM OF MEETING**

A live stream of the meeting can be followed on this link: <https://tinyurl.com/y2zq62sw>

#### **1. APOLOGIES FOR ABSENCE**

#### **2. DECLARATIONS OF INTEREST**

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

#### **3. CHAIR'S ANNOUNCEMENTS**

#### **4. MINUTES OF THE PREVIOUS MEETING**

**Appendix A**

The minutes of the meeting of the Overview Select Committee held on 28 July 2020 are attached and Members are asked to confirm them as a correct record.

#### **5. PROGRESS ON ACTIONS AGREED AT THE LAST MEETING**

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

#### **6. QUESTIONS, REPRESENTATIONS AND STATEMENTS OF CASE**

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

#### **7. PETITIONS**

The Monitoring Officer to report on any petitions received.

#### **8. TRACKING OF PETITIONS - MONITORING REPORT**

**Appendix B**

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

**9. DRAFT CLIMATE EMERGENCY STRATEGY AND ACTION PLAN**

**Appendix C**

The Director of Estates and Building Services submits a report presenting a draft three-year strategy for addressing the Climate Emergency declared in February 2019, along with a draft of the first iteration of a three-year action plan.

The Commission is recommended to:

- a) Consider and comment on the drafts of Leicester's Climate Emergency Strategy 2020 – 2023 (Appendix 1) and Leicester City Council's Climate Emergency Action Plan 2020 – 2023 Version 1 (Appendix 2) to inform the completion of their development prior to their formal implementation through an Executive Decision by the Deputy City Mayor for Environment and Transportation;
- b) Note the extensive consultation and engagement undertaken in preparing the Strategy and the Plan, and the resulting mandate for an ambitious response to the Climate Emergency;
- c) Note the intention to actively encourage and support organisations in the city to join with the Council in taking action, including developing their own action plans; and
- d) Note the commitment made in the strategy to monitoring and publicly reporting on progress.

**10. SCRUTINY COMMISSIONS' WORK**

**Appendix D**

To receive and endorse the following report of a review carried out by a Scrutiny Commission:

Adult Social Care Workforce Planning: Looking to the future (Adult Social Care Scrutiny Commission)

**11. COVID-19 PANDEMIC - UPDATE**

A verbal update will be given at the meeting on the current situation regarding the Covid-19 pandemic. The Committee is recommended to receive the update and comment as wished.

**12. REVENUE BUDGET MONITORING APRIL-JULY 2020/21**

**Appendix E**

The Director of Finance submits the first report in the monitoring cycle for the 2020/21 Revenue Budget, which also forecasts the expected performance against the budget for the year. The Committee is recommended to consider the overall position presented within this report and make any observations it sees fit.



**13. CAPITAL BUDGET MONITORING APRIL-JULY  
2020/21**

**Appendix F**

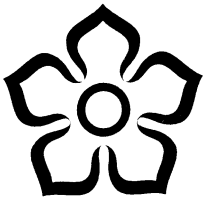
The Director of Finance submits a report showing the position of the capital programme for 2020/21 as at the end of July 2020 (Period 4). The Committee is recommended to consider the overall position presented within this report and make any observations it sees fit.

**14. QUESTIONS FOR THE CITY MAYOR**

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

**15. ANY OTHER URGENT BUSINESS**





Leicester  
City Council

# Appendix A

## Minutes of the Meeting of the OVERVIEW SELECT COMMITTEE

Held: TUESDAY, 28 JULY 2020 at 4:00 pm

### P R E S E N T :

Councillor Cassidy (Chair)  
Councillor Joel (Vice Chair)

Councillor Dawood	Councillor Porter
Councillor Halford	Councillor Thalukdar (substitute member)
Councillor Joshi	Councillor Waddington
Councillor Kitterick	Councillor Westley

### Also present:

Councillor Hunter – Lead Executive Member for Black Lives Matter  
Councillor Patel - Assistant City Mayor – Equalities and Special Projects  
Sir Peter Soulsby – City Mayor

\* \* \* \* \*

## **85. WELCOME AND INTRODUCTIONS**

The Chair welcomed everyone to the meeting, reminding everyone that this was a virtual meeting, as permitted under Section 78 of the Coronavirus Act 2020, to enable meetings to take place whilst observing social distancing measures.

At the invitation of the Chair, Members and officers present at the meeting introduced themselves.

The Committee noted that Councillor Thalukdar was present as a substitute member.

The Chair also advised that he would be taking items in a different order to that listed in the agenda.

## **86. DECLARATIONS OF INTEREST**

Councillor Halford declared an Other Disclosable Interest in the general business of the meeting, in that she and family members were Council tenants.

Councillor Joshi declared an Other Disclosable Interest in the general business of the meeting, in that his wife worked for the Council.

Councillor Thalukdar declared an Other Disclosable Interest in the general business of the meeting, in that a family member was a Council tenant.

In accordance with the Council's Code of Conduct, these interests were not considered so significant that they were likely to prejudice the Councillors' judgement of the public interest. They were not, therefore, required to withdraw from the meeting.

## **87. CHAIR'S ANNOUNCEMENTS**

On behalf of the Committee, the Chair thanked management, staff and volunteers for their hard work in addressing the Covid-19 crisis. He also acknowledged the difficulty residents in the city had faced in a prolonged lockdown. He asked them to ensure they stayed safe, thanking them for their perseverance, and wished everyone well.

## **88. MINUTES OF THE PREVIOUS MEETING**

AGREED:

That the minutes of the meeting of the Overview Select Committee held on 21 May 2020 be confirmed as a correct record.

## **89. PROGRESS ON ACTIONS AGREED AT THE LAST MEETING**

The Committee noted that, further to minute 81, "Leicester City Council's Coronavirus Response":

- Letters had been sent to Leicestershire County Care, the Department of Health and Social Care, and to Ministers condemning the actions of Leicestershire Community Care in trying to cut the terms and conditions of hard-working staff during the Covid-19 crisis; and
- An update on the Covid-19 situation in the city was being submitted to all scrutiny commissions.

AGREED:

That the Strategic Director Social Care and Education be asked to keep the Adult Social Care Scrutiny Commission updated on the situation regarding the reduction in terms and conditions of staff employed by Leicestershire County Care.

## **90. QUESTIONS, REPRESENTATIONS AND STATEMENTS OF CASE**

The Monitoring Officer reported that no questions, representations, or statements of case had been received.

## **91. PETITIONS**

The Monitoring Officer advised that there were no petitions to report.

## **92. TRACKING OF PETITIONS - MONITORING REPORT**

The Monitoring Officer submitted a report updating Members on the monitoring of outstanding petitions.

AGREED:

That the petition marked 'petition complete', namely 20/02/01, be removed from the Monitoring Report.

## **93. COVID-19 PANDEMIC - UPDATE**

The City Mayor stated that he had been very impressed with how people in the city and officers from the Council had responded to the local lockdown that had been imposed on Leicester in relation to the Covid-19 pandemic. A review of the local arrangements was due on Thursday 30 July, but no firm indication had been received to date on what the outcome of this was likely to be. However, available data suggested that the rate of transmission had been reducing for a number of weeks and that Leicester was no longer one of the worst-affected areas in the United Kingdom.

The Director of Public Health then gave a presentation reviewing the Covid-19 data in Leicester. A copy of this presentation is attached at the end of these minutes for information.

The Director advised that:

- At the start of the local lockdown approximately 130 – 140 cases of Covid-19 were being reported in Leicester per day. This was now reducing and, as at 22 July, was reported to be approximately 66 cases per thousand population;
- Volunteers were going door-to-door to help identify cases;
- Nationally, 1.1% of tests for Covid-19 currently were positive, but in Leicester 2.2% were positive. However, the number was decreasing;
- Pillar 1 tests were done in hospitals. There had been a very strong peak in positive Pillar 1 cases in April, but the number had then reduced in line with the national figure;

- Pillar 2 data was that from the community. Initially, tests were not done in the community nationally, so meaningful data on these figures was only available from the end of June;
- Pillar 1 tests had a focus on older age groups, but an increasing number of cases in Leicester were not related to older people, with 30 – 39 being the age band with the largest number of cases;
- Opportunities had been created to enable people to get tested for Covid-19 in all areas of the city. People who tested positive therefore were able to isolate and stop transmission;
- People had tested positive across the city, but clusters were identified in north-east area. These Super Output Areas were very small – sometimes just a few households – but could have a significant impact;
- In Leicester, transmission of Covid-19 was predominantly in the community, not transferring in to hospitals and care homes;
- Work was constantly underway to identify ways of breaking chains of transmission; and
- The rate of excess deaths in the city had slowed in June and levels were now more normal for the time of year, but Covid-19 was still circulating.

The City Mayor thanked all involved for the work they had done in sharing public health messages in community languages, stressing the importance of providing information in languages that were most likely to be understood. The Committee also welcomed this work, noting that the use of different languages had been positively received and had had a significant impact in ensuring that public health messages were widely received.

The Committee welcomed the reduction in the number of cases of Covid-19 and thanked everyone working on the testing programme. The City Mayor also welcomed this reduction, but stressed the need to remain cautious about the figures. The way in which tests were taken had changed over time, from just people with symptoms, which gave a high level of positive tests, to a much wider range of testing, so a lower proportion tests were positive. Caution therefore also was needed when comparing the number of positive tests in Leicester with numbers in other parts of the country.

Members asked if any indication had been received of when the local lockdown in Leicester would be eased. In reply, the City Mayor advised that a particular “trigger point” had not been set for this, so it was not known what measure(s) would be used to assess whether the local lockdown should be eased, but the continuing reduction in the number of Covid-19 cases in the city was encouraging. The information provided to the Secretary of State to assist in his review of the local lockdown on 30 July was reflected in the presentation made by the Director of Public Health.

The mass testing being undertaken in the city was welcomed by the Committee, but it questioned why some areas with lower levels of deaths appeared to have had higher levels of testing than areas with higher levels of deaths. The Director of Public Health explained that there were a number of different ways in which testing was done, including mass testing units at different sites, door-to-door testing and leaving kits with households for collection later, which could result in different levels of tests being completed in different areas.

In reply to comments from the Committee, the City Mayor advised that he believed the national lockdown in response to the Covid-19 virus should have happened earlier and that local data should have been provided by national agencies earlier than it was. Local data still was not complete and was not being supplied in a meaningful form, which made it difficult to target areas where the rate of transmission was higher and prevent the whole city being in local lockdown.

The Director of Public Health explained that initially regional testing units were established by the government. Later, mobile testing units were sent to the city, with the locations of these dependent on each unit being on at least one acre of land. Over time, the Council was able to take more control of testing and develop ways in which to usefully map data. From this, it had been identified that household spread of the virus was a key concern, so testing and containment strategies were now based on households. The Director noted that data from Public Health England had a five day lag, although other bodies used live data.

Some concern as expressed that there appeared to be a significant number of cases in Leicester West, but it was noted that a high number of elderly people lived in that area, which could have contributed to the number of cases there. The Director of Public Health advised that testing over the next couple of days would be taking place in the Bede Park and Mowmacre areas, with door-to-door testing being done in Beaumont Leys. Although case numbers overall were reducing, there was still more work to do to bring the numbers down further, with the main focus now being Super Output Areas.

In response to concerns about whether the requirement to wear face masks was being adhered to, the Director of Public Health advised that reports showed that there was a higher level of adherence to the rules in Leicester than in other parts of the country.

The Director of Finance advised Members that letters sent to people who were shielding currently were sent at the direction of the Chief Medical Officer, not by the Council. However, the national shielding service would end in July and this Council would be the first to take over the shielding role. When this happened, everyone in the city and county who was shielding would be contacted to make sure their support needs were being met.

AGREED:

- 1) That the current situation regarding the Covid-19 pandemic be noted; and
- 2) That the thanks of this Committee be extended to everyone involved for all the work they have done, and continue to do, in response to the Covid-19 pandemic.

#### **94. IMPACT OF CORONAVIRUS PANDEMIC ON THE 2020/21 BUDGET**

The Director of Finance submitted a report summarising the expected financial impacts of the Covid-19 pandemic on the Council's budget.

The City Mayor introduced the report, expressing his anger that the government had not kept its promise to support local businesses throughout the extended local lockdown period.

The Director of Finance drew Members' attention to the information in the report on estimates of additional costs of the lockdown and estimated loss of service income, as well as support available. It was noted that:

- Rates paid to care home staff had been increased, to encourage staff to remain working at the care homes in which they currently were employed;
- Accommodation would continue to be provided for rough sleepers while lockdown restrictions were eased and work with rough sleepers to find them long-term accommodation would continue;
- The costs of shielding were now reducing, but some questions remained about how long this support would be needed for;
- Nearly £800,000 would be lost every month that the Council's leisure centres remained closed, due to loss of income and ongoing building costs;
- The Government had made a number of grants available, but on a piecemeal basis;
- Over 6,000 businesses had received business rates support. As approximately £2million provided for this remained unallocated, the Council had asked for permission to use the funding for other support in the city, but this had been refused;
- It was anticipated that the extent of the economic recovery over the next 12 – 36 months would impact on the amount of Council Tax that could be collected during that period;
- A lot of engagement had been done to support housing tenants;
- Major capital schemes had been impacted by supply chain issues, the exit from the European Union and increased costs due to social distancing on



construction sites; and

- A major concern was the long-term impact of the Covid-19 pandemic. There would be a government spending review in the autumn, which it was anticipated would have a negative result for local government.

The Committee thanked officers for the response that had been made to the pandemic and expressed disappointment that the government had not fulfilled its pledge to provide funding.

Concern was expressed that any underspend on the ringfenced business grant scheme would have to be returned to the government. The City Mayor confirmed that, at present, all unused funding from this allocation would have to be returned to the government.

The Director of Finance advised that funding for a discretionary business grants scheme, for businesses not eligible to receive assistance from the main business grants scheme, was funded from money received for the ringfenced business grants scheme. The first round of applications for funding from the discretionary scheme had closed and the second round, which would include charities with fixed building costs who had lost income, would open soon.

The Committee requested that as many businesses as possible be helped, especially those adversely affected by the extended lockdown period. In reply, the Director of Finance explained that businesses had to suffer a significant loss of income to be eligible for assistance, the Council having set the amount at 40%. However, some flexibility would be applied where possible, (for example, if a charity had had a loss within a couple of percentage points of this amount). The amount of money available for discretionary awards was fixed, so the more businesses that applied, the less individual businesses could receive.

It was asked whether the threshold of 40% loss of income for eligibility for business support could be reviewed, as this appeared to be high. However, the Director of Finance explained that increasing the number of businesses assisted would reduce, or remove, the amount available for the discretionary scheme, meaning it would not be possible to launch the forthcoming second round of that scheme. The government had announced that all support to businesses would end on 27 August 2020, so all assistance needed to be given before that date.

The City Mayor advised that the Council wanted to use this situation as an opportunity to provide people currently living on the streets with decent accommodation and to help them remain in that accommodation. The recently announced national fund for this work would be used to facilitate this.

In reply to enquiries by Members about whether all recipients of Council Tax support needed it, the Director of Finance explained that all recipients would be credited with the award. If the recipients paid their full Council Tax, the support amount would show as a credit on their account.

The Committee requested clarification of the anticipated cost to the capital programme of social distancing requirements. The Director of Finance drew Members' attention to the information set out in the report, explaining that all capital schemes and contractual commitments had been reviewed.

Some concern was expressed that the approach being taken by the City Mayor in dealings with the government did not help the city. In reply, the City Mayor explained that, as City Mayor, he had a responsibility to speak clearly and firmly on behalf of the people and businesses of Leicester, particularly as the city had been promised support that was not now being provided. The Conservative Member of Parliament for Oadby and Wigston also had been angry at the way in which his constituency had been treated and had been outspoken in expressing this.

AGREED:

- 1) That the report be noted;
- 2) That the City Mayor and Director of Finance be asked to note the comments recorded above and take these in to account when further considering the financial impacts of the Covid-19 pandemic on the Council's budget; and
- 3) That the City Mayor's stance that the Government is expected to meet the full costs incurred as a result of the Covid-19 pandemic be supported.

## **95. BLACK LIVES MATTER**

The City Mayor introduced this item, recognising the broad range of issues to be considered when looking at Black Lives Matter and stressed the seriousness with which the Council took these. Much work remained to be done, with issues to be addressed by the Council, the city and other institutions in the city.

The City Mayor explained that it was important to have a particular individual leading on this and advised the Committee that Councillor Hunter had been appointed to take this lead.

Discussions had been held with the Stephen Lawrence Research Centre at De Montfort University, which would be providing support, including critical support, and helping with engagement with the wider community, to ensure that concerns were heard and responded to. It also was hoped that initiatives could be identified that helped the Caribbean Centre be even more effective in embodying the dialogue needed in the wider community.

The City Mayor advised that a fuller report would be brought to the Committee when a work programme had been established that encompassed the priorities of wider communities and not just the Council's priorities.

Councillor Hunter addressed the Committee, stating that she looked forward to working closely with other Councillors and with the wider community to move this work forward. Consideration needed to be given to what was meant by Black Lives Matter, so that work could be done with the community to eradicate racism and racist practice. Working with the Stephen Lawrence Research Centre, the community and Councillors were important goals, as this was an issue that everyone needed to address, not just the Council.

Councillor Patel, (Assistant City Mayor – Equalities and Special Projects), advised the Committee that before the Black Lives Matter movement came to prominence, investigation of disparities in the Council already had been undertaken. Directors had been tasked with looking at past recommendations, to see what had been implemented and what had not, and this information would be used to help find real solutions as the work progressed.

The Committee welcomed the update, noting that it would lead the scrutiny of Black Lives Matter, but it was stressed that this also would be a focus for all scrutiny commissions.

Members stressed the importance of being able to dismantle racist practices and create structures that would allow better practices to replace them, working towards being one community working for Leicester. Successive governments and legislation had failed to address racism, but the opportunity now needed to be taken to produce tangible results.

The Committee agreed that a lot of work had been done in Leicester to facilitate community cohesion and other parts of the country had looked to the city for guidance on how serious issues had been addressed, but it was important for the Council to now address the issues from within all service areas before better practices could be developed with other communities or institutions. In this way, it was hoped that a national template could be provided for other parts of the country to follow.

One area of work for the Council and other bodies would be to address inequalities in the education system. Opportunities should not be closed to people because of the colour of their skin, so there was a need to re-educate the education system.

It was suggested that clear targets needed to be set, in order to be clear about which direction the work was moving in and to encourage participation, as work by all bodies needed to be transparent.

The City Mayor thanked the Committee for its comments and agreed that complacency needed to be avoided, as there was still much work to be done.

**AGREED:**

- 1) That this Committee welcomes the opportunity to scrutinise Black Lives Matter work and looks forward to receiving a full written report on Black Lives Matter at an appropriate time; and

- 2) That, in preparing the report referred to under 1) above, Councillor Hunter be asked to:
  - a) Take account of the comments recorded above; and
  - b) As well as identifying what the Council can do itself, explain how it is considered that the Council can influence partners and wider society.

## **96. SCRUTINY COMMISSIONS' WORK**

Councillor Waddington, Chair of the Economic Development, Transport and Tourism Scrutiny Commission, presented the report of the review carried out by that Commission of Economic Development at Local Level.

Councillor Waddington thanked everyone involved in the review for their contributions. She drew attention to the recommendations set out in the report, noting that the Covid-19 pandemic was likely to have a disproportionate impact in low income areas and stressing the need to build a local economy that was not dependent on low pay and zero hours contracts.

The City Mayor welcomed the report, thanking the Scrutiny Commission for its work and looking forward to receiving it when it was presented to the Executive.

The Committee also thanked the Scrutiny Commission for the report, expressing the hope that the findings would complement the forthcoming work on Black Lives Matter, (minute 95, "Black Lives Matter", refers), particularly in relation to employment, investment, training and development opportunities, and growth opportunities. It was noted that using ward boundaries to identify geographical areas of concern in relation to these issues presented difficulties, as they crossed boundaries.

Members also expressed the hope that an economic development model similar to that used in Preston could be adopted in Leicester. This was particularly important for young people aged 18 – 24, who were the age group most likely to be impacted by the economic crisis created by the Covid-19 pandemic. This emphasised the importance of investment in education and training.

Some concern was expressed that the Covid-19 pandemic crisis had highlighted the fact that some people on low wages sometimes felt that they needed to abuse the social security system in order to increase their income and that those on low wages easily could be economically abused by employers. It therefore was important that ways be found to address these issues.

Councillor Waddington thanked the Committee for its support, noting that the review had been undertaken in partnership with a wide range of stakeholders, to ensure that recommendations made for future services were focussed on

those who needed them.

Councillor Waddington also noted that to date it had unfortunately not been possible to visit Preston to discuss the model of economic development used there, due to the Covid-19 pandemic, but it was hoped that a visit could be undertaken in due course. Any members of this Committee interested in being included in this visit were asked to contact Councillor Waddington.

AGREED:

- 1) That the report of the Economic Development, Transport & Tourism Scrutiny Commission on its review of Economic Development at Local Level be welcomed and endorsed;
- 2) That, further to 1) above, the Executive be asked to consider the report referred to, taking in to account the comments recorded above; and
- 3) That the Scrutiny Policy Officer be asked to present a summary of the Executive's response to the report referred to in 1) above to this Committee in due course.

## **97. REVENUE BUDGET MONITORING OUTTURN 2019/20**

The Director of Finance submitted a report setting out the Council's financial performance against its revenue budget for the financial year 2019/20. She explained that, due to delays caused by the Covid-19 crisis, assumptions had had to be made about some elements of the Statement of Accounts, but these could be rectified later if necessary.

The Director further explained that:

- It was difficult to predict care costs, due to the different needs of those entering and leaving the care system;
- There was year-on-year continued growth on the Adult Social Care budget; and
- The VAT refund referred to in the report was a one-off windfall and would be used to support match-funding for the Transforming Cities programme.

The Committee noted the underspend on preventative services, that had been caused by staff vacancies. The Director of Finance confirmed that there had been problems recruiting new staff to the service and that it had been suggested to the Strategic Director Social Care and Education that a report could be presented to the Adult Social Care Scrutiny Commission discussing how this could be addressed.

Members noted that the use of independent fostering agencies continued to increase and enquired whether anything could be done to encourage more people to become foster carers through the Council, rather than through these

agencies. The Director of Finance suggested that consideration could be given to whether publicity could be strengthened to identify the support the Council gave to foster carers beyond that offered by independent fostering agencies.

It also was questioned whether it would be more economical for the Council to use independent providers for specialised residential placements for children. In reply, the Director of Finance noted that every child's needs were different, so the best ways of addressing those needs required more than just premises. However, active discussions were being held with Leicestershire County Council regarding the possibility of making use of some of that authority's premises.

The Committee suggested that a decision on repurposing the welfare reserve, to give it a wider remit, be deferred until full information was available on a broad post-Covid anti-poverty strategy, as it was felt that insufficient information currently was available to consider if a widening of the remit could be supported. The Director of Finance reminded Members that reserves could only be used for the purpose for which they had been set up. The report suggested increasing the reserve, but this could be reviewed if wished.

AGREED:

- 1) That the report be received and noted;
- 2) That, in order to help address concerns about the increasing use of independent fostering agencies, the Strategic Director Social Care and Education be asked to consider whether publicity can be strengthened to include more information on the additional support that the Council provides to foster carers compared to that provided by independent fostering agencies;
- 3) That the Executive be asked to consider deferring a decision on the proposal to repurpose the welfare reserve to give it a wider remit until full information is available on a broad post-Covid anti-poverty strategy, due to this Committee's concerns that insufficient information currently is available to consider if a widening of the remit can be supported;
- 4) That the Director of Finance be asked to include the purpose of reserves held by the Council in future budget monitoring reports; and
- 5) That the Executive be asked to take account of the comments and concerns of this Committee recorded above when considering this report.

## **98. CAPITAL BUDGET MONITORING - OUTTURN 2019/20**

The Director of Finance submitted a report showing the position of the capital programme at the end of 2019/20 and reminded Members that capital spending often covered more than one year.

The Committee questioned whether the programme of work on the Jewry Wall Museum Improvements should be reviewed, as it represented significant expenditure at a time when some sectors of the local economy were in difficulty. In reply, the City Mayor recognised that the economic situation had changed since the work was commissioned, but reconfirmed his commitment to the scheme and that the scheme would be delivered at a cost very close to that budgeted for.

The Committee asked how social distancing requirements resulting from the current Covid-19 pandemic increased the cost of a project and whether officers could be certain that these cost increases were genuine. The Director of Finance explained that all claims were carefully monitored by the Director of Capital Projects, so he could be asked to come to a future meeting of the Committee to explain what additional costs were being incurred.

AGREED:

- 1) That the report be received and noted;
- 2) That the Director of Finance be asked to advise members of the Committee in writing what the programmed work on Welford Road related to;
- 3) That the Director of Capital Projects be asked to attend the meeting of this Committee at which the next capital budget monitoring report is presented, to explain what additional costs are being incurred due to social distancing requirements in relation to the Covid-19 pandemic; and
- 4) That the Executive be asked to take account of the comments and concerns of this Committee recorded above when considering this report.

#### **99. INCOME COLLECTION APRIL 2019 - MARCH 2020**

The Director of Finance submitted a report detailing progress made in collecting debts raised by the Council during 2019/20, together with debts outstanding and brought forward from the previous year. It also set out details of debts written off under delegated authority that it had not been possible to collect after reasonable effort and expense. The Director advised that it was not possible to forecast what level of debt recovery could be expected over the coming year, as there were too many variables that could affect this.

The Director drew attention to the three year moving average of debt owed to the Council, stressing that the Council continued to collect debt beyond the year in which it occurred, such as Council Tax being repaid over a number of years, or money owed by companies that had gone in to administration.

Concern was expressed that some businesses saw insolvency as a way of avoiding debt and information was requested in future annual income collection reports on how many insolvencies were challenged by the Council and how a

genuine insolvency could be identified. The Director confirmed that the Council was aware of the national issue of “phoenix” companies. The National Fraud Office was considering how this could be addressed, so a further report could be made when more information was known.

The Committee noted that bailiffs were not used to collect fines from motoring offences. The Director of Finance advised that care had to be taken to ensure that the cost of enforcement of a fine was not greater than the fine. However, the courts were introducing a new electronic system to administer fines, which it was hoped would make their collection more straightforward.

It also was noted that the Haymarket Consortium owed the Council approximately £600,000, but at present it was considered unlikely that this would be recovered.

AGREED:

- 1) That the overall position in relation to income collection April 2019 – March 2020 presented within the report be noted;
- 2) That, once the current investigation by the National Fraud Office in to the problem is complete, the Director of Finance be asked to submit a report to this Committee on how the issue of companies using insolvency to avoid debt can be addressed; and
- 3) That the Director of Finance be asked to include information in the next income collection monitoring report about the new system of administration for fines being introduced by the courts.

## **100. REVIEW OF TREASURY MANAGEMENT ACTIVITIES 2019/20**

The Director of Finance submitted a report reviewing how the Council conducted its borrowing and investments during 2019/20, noting that the Council had not undertaken any borrowing during that time.

The Committee noted that Leicestershire Cricket Club currently was unable to play matches, due to Covid-19 restrictions, and for the same reason also would lose income from having had to cancel large events at its ground. It therefore was questioned whether the Club would still have to pay the same rate of interest on its loan from the Council and whether the Council would be able to recover its money.

In reply, the Director of Finance advised that, as the loan had been underwritten by the English Cricket Board, the Council had no concerns at this stage.

AGREED:

- 1) That the report be noted; and
- 2) That officers be thanked for their work in managing the Council’s treasury activities.



## **101. QUESTIONS FOR THE CITY MAYOR**

### **Covid-19 Local Lockdown of Leicester**

Councillor Porter asked the City Mayor for his views on the terms of the restrictions imposed by the government through the local Covid-19 lockdown and what impact he felt these would have on the city's population. Councillor Porter also asked the City Mayor if, in advance of the review of the restrictions scheduled for 30 July, he would be preparing an indication of where he would like to see the boundary of the lockdown drawn.

The City Mayor assured the Committee that he would not be drawing a map, but would be reiterating his view that the political decision to place local restrictions on Leicester should change and the restrictions should be removed. He reminded the Committee that during the lockdown period he had made it very clear that the government owed a duty to local government to provide the data needed to properly address local outbreaks of Covid-19 and the tools with which to work with the community that were now being given to other local councils.

## **102. CLOSE OF MEETING**

The meeting closed at 7.38 pm



# Coronavirus (COVID-19)

## A review of COVID-19 data in Leicester

17

### SOURCES:

*Leicester COVID-19 positive test data to 19<sup>th</sup> July*  
*University Hospitals Leicester COVID-19 Admissions to 17<sup>th</sup> July*  
*Leicester deaths registrations/ONS mortality data to 10<sup>th</sup> July*  
*Care Home Intel Tracker*

*NOTE: Last updated 22/07/20*

### Prepared by:

*Gurjeet Rajania [Gurjeet.Rajania@Leicester.gov.uk](mailto:Gurjeet.Rajania@Leicester.gov.uk)*

*Helen Reeve [Helen.Reeve@Leicester.gov.uk](mailto:Helen.Reeve@Leicester.gov.uk)*

*Division of Public Health, Leicester City Council*



Leicester  
City Council

Minute Item 93

# National Comparators (Rates and Positivity)

**High level summary** - List of the Upper Tier Local Authorities (UTLA) with highest incidence rates in 7 days 16 to 22 July (official sensitive)

	Weekly incidence rate from 9-15 July	Weekly incidence rate from 16-22 July	Difference in weekly incidence rate from previous week
Blackburn with Darwen	69.8	85.9	16.1
Leicester	90.9	66.4	-24.5
Rochdale	37.3	47.3	10
Bradford	39.8	42.3	2.5
Oldham	12.3	36.9	24.6
Sandwell	15	28.1	13.1
Kirklees	28	26	-2
Trafford	8	25.8	17.8
City of London*	0	23	23
Luton	38.8	22.74	-16.4
<b>England</b>	<b>7.2</b>	<b>7.3</b>	<b>0.1</b>

# National Comparators (Testing)

19

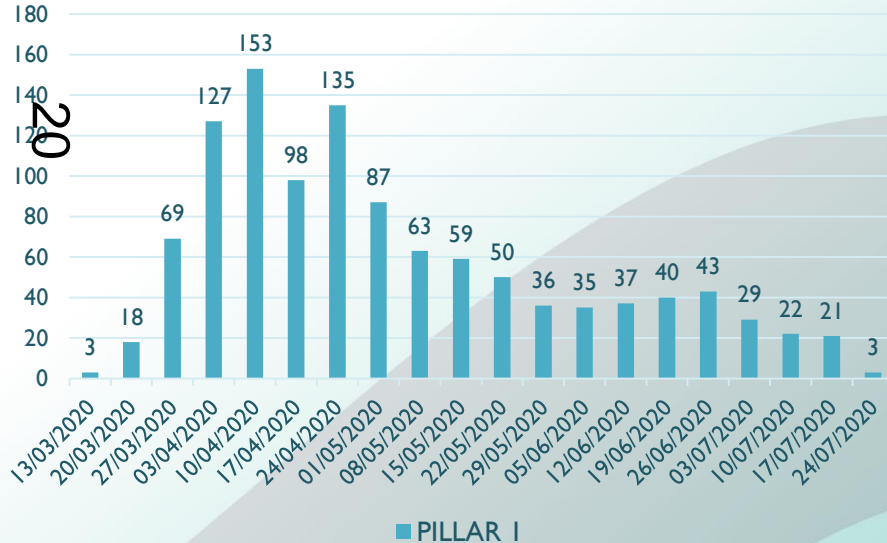
	Individuals tested per day per 100,000 population (7 day moving average)	Percentage individuals test positive (7 day moving average)	Daily incidence per 100,000 population (7 day moving average)	Daily incidence per 100,000 population (14 day moving average)
Blackburn with Darwen	439.5	2.8%	12.3	11.1
Leicester	432.2	2.2%	9.5	11.2
Hyndburn	187.9	3.7%	6.9	4.7
Rochdale	165.6	4.1%	6.8	6.0
Oadby & Wigston	1196.6	0.6%	6.8	7.8
Eden	200.5	3.1%	6.2	4.1
Pendle	167.2	3.6%	6.1	6.1
Bradford	113.6	5.3%	6.0	5.9
Oldham	116.7	4.5%	5.3	3.5
Sandwell	76.3	5.3%	4.0	3.1
Kirklees	104.1	3.6%	3.7	3.9
Trafford	125.3	2.9%	3.7	2.4
City of London*	111.6	2.9%	3.3	1.6
<b>England</b>	<b>96.6</b>	<b>1.1%</b>	<b>1.0</b>	<b>1.0</b>

# COVID-19 positive results in Leicester

11/03/2020 – 19/07/2020: 4613 positive results | Pillar One 1030

Last 14 days to 19/07/2020: 626 positive results | Pillar One 43

Pillar One COVID-19 positive results in Leicester by week



Leicester COVID-19 positive results Pillar One 7 day moving average (daily)



**NOTE:** Pillar One testing is completed in a clinical setting (usually a hospital) of patients and staff.

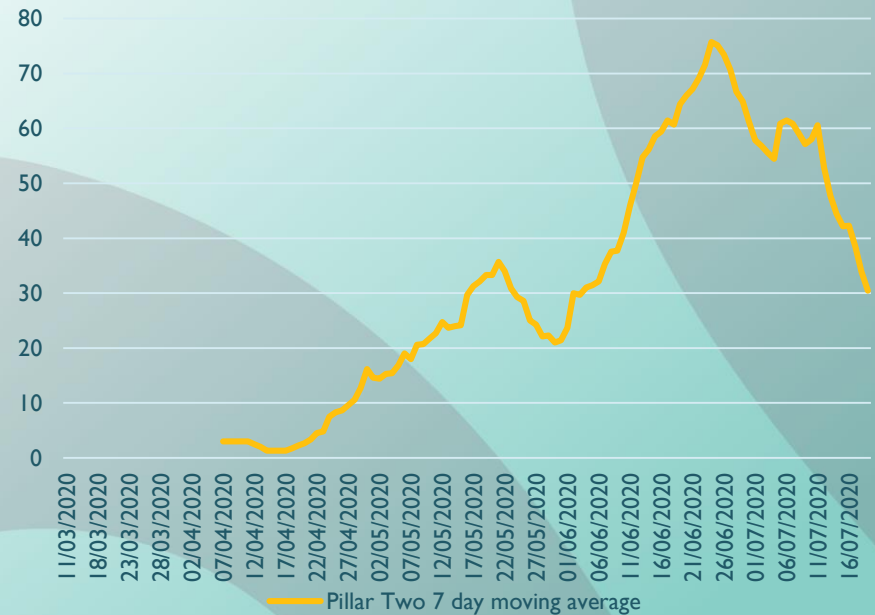
11/03/2020 – 19/07/2020: 4613 positive results | Pillar Two 3485

Last 14 days to 19/07/2020: 626 positive results | Pillar Two 583

Pillar Two COVID-19 positive results in Leicester by week



Leicester COVID-19 positive results Pillar two 7 day moving average (daily)

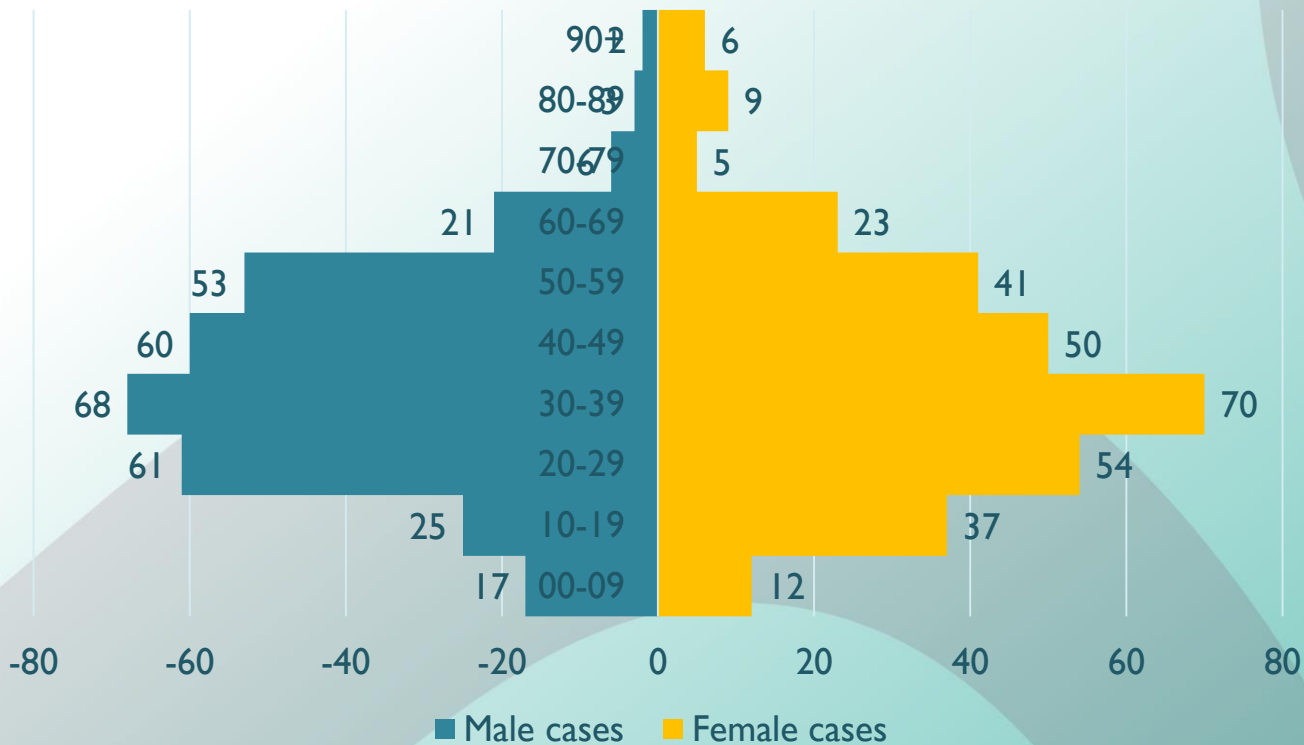


**NOTE:** Pillar Two testing is all other testing including those completed at the mobile mass testing sites. There are open to all who would like to be tested.

Most of the positive cases in the last two weeks have been amongst working age people, there have also been some in the

Number of positive cases of COVID-19 in Leicester by age and sex: 06 to 19 July

22





Leicester COVID-19 positive tests:  
1036 29th June up to 19th July 2020

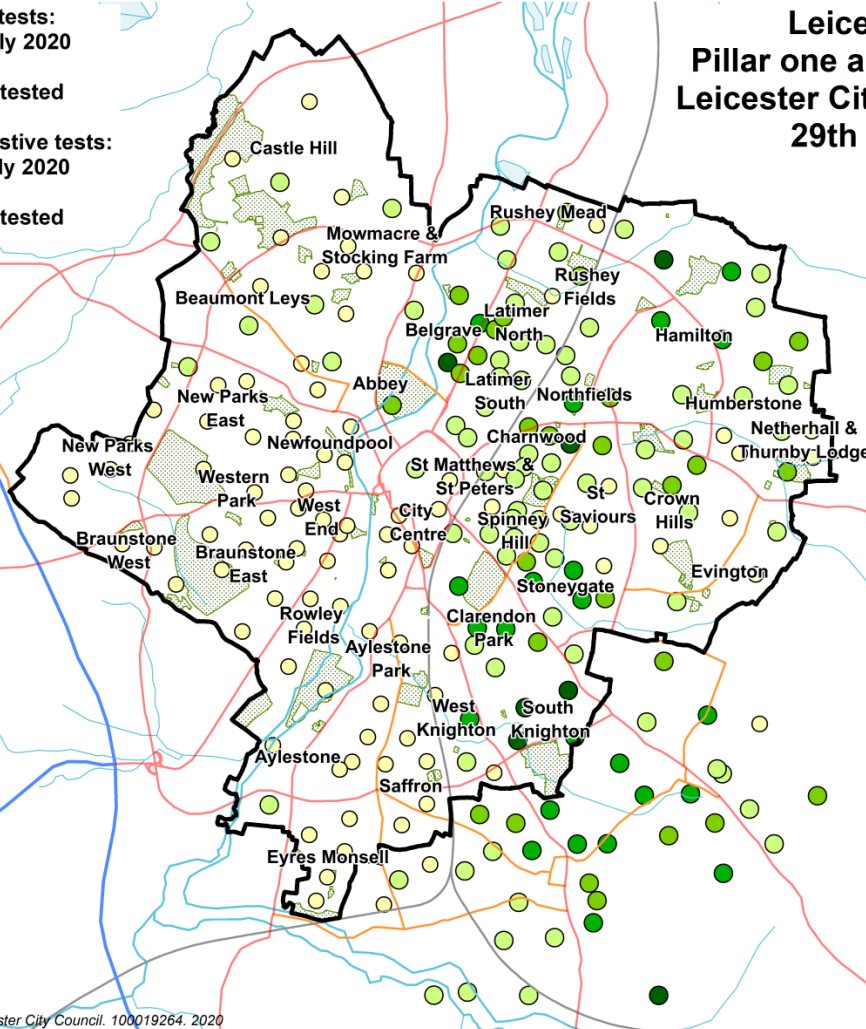
28986 individuals have been tested

Lockdown area COVID-19 positive tests:  
1103 29th June up to 19th July 2020

37416 individuals have been tested

**PHE testing data**

**Leicester COVID-19 Tests  
Pillar one and pillar two testing  
Leicester City with MSOA names  
29th June up to 19th July**



Leicester LSOAs have an average population of 1800 people, and range from 1200 to 4500 people

Public Health Division  
Leicester City Council  
Created: July 2020

Source: COVID-19 cases, PHE

**COVID-19 Tested People  
by LSOA**

- 500 to 645 (7)
- 300 to 500 (23)
- 200 to 300 (29)
- 100 to 200 (74)
- 45 to 100 (95)

Leicester COVID-19 positive tests:  
1036 29th June up to 19th July 2020

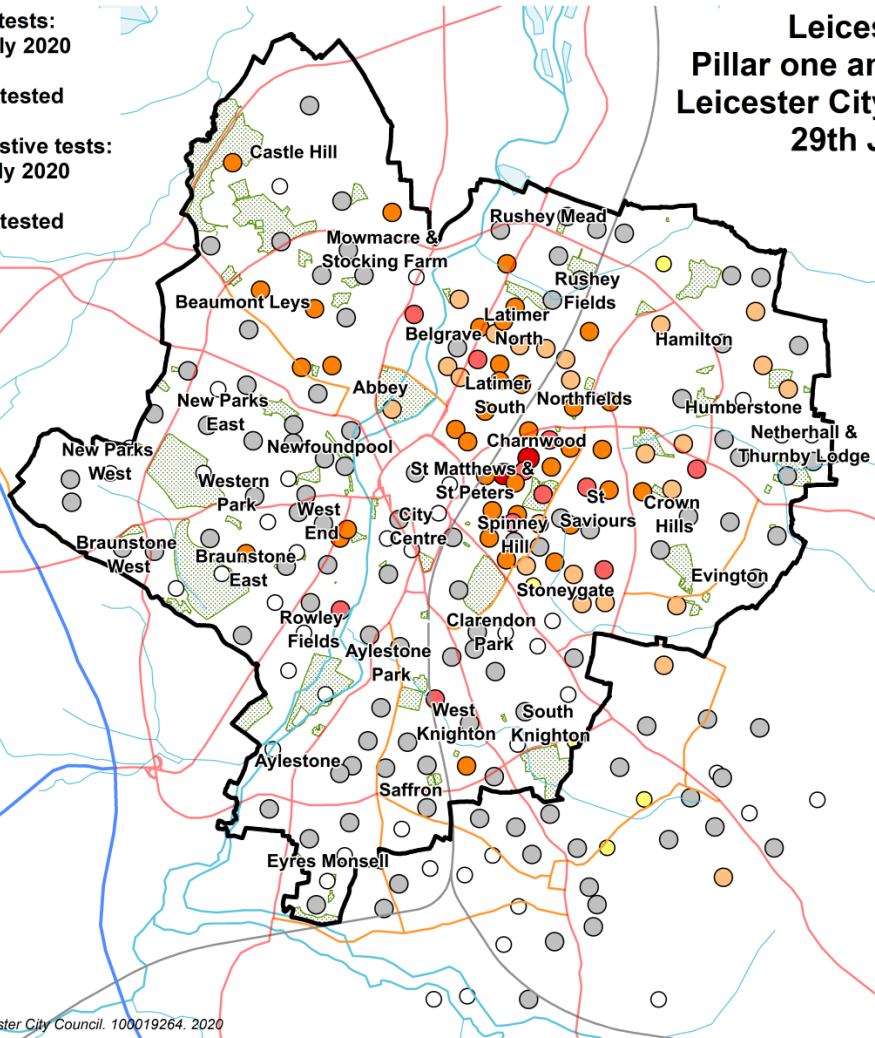
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1103 29th June up to 19th July 2020

37416 individuals have been tested

**PHE testing data**

**Leicester COVID-19 Tests  
Pillar one and pillar two testing  
Leicester City with MSOA names  
29th June up to 19th July**



**% COVID-19 Positive  
by LSOA**

- 15 to 17.4 (2)
- 10 to 15 (11)
- 5 to 10 (41)
- 2 to 5 (59)
- 0.1 to 2 (73)
- 0 to 0 (42)

● 1 to 4 positive cases

Leicester LSOAs have an average population of 1800 people, and range from 1200 to 4500 people

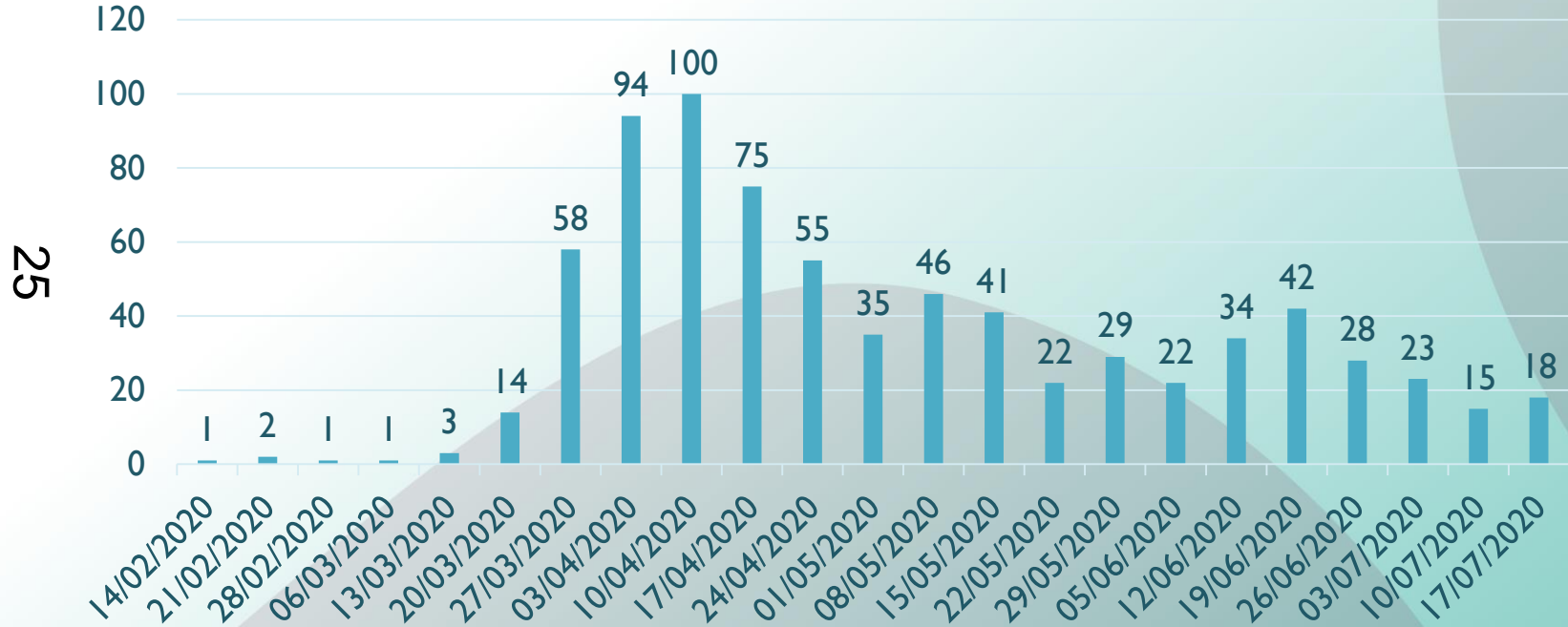
Public Health Division  
Leicester City Council  
Created: July 2020

Source: COVID-19 cases, PHE

(c) Crown copyright. All rights reserved Leicester City Council. 100019264. 2020

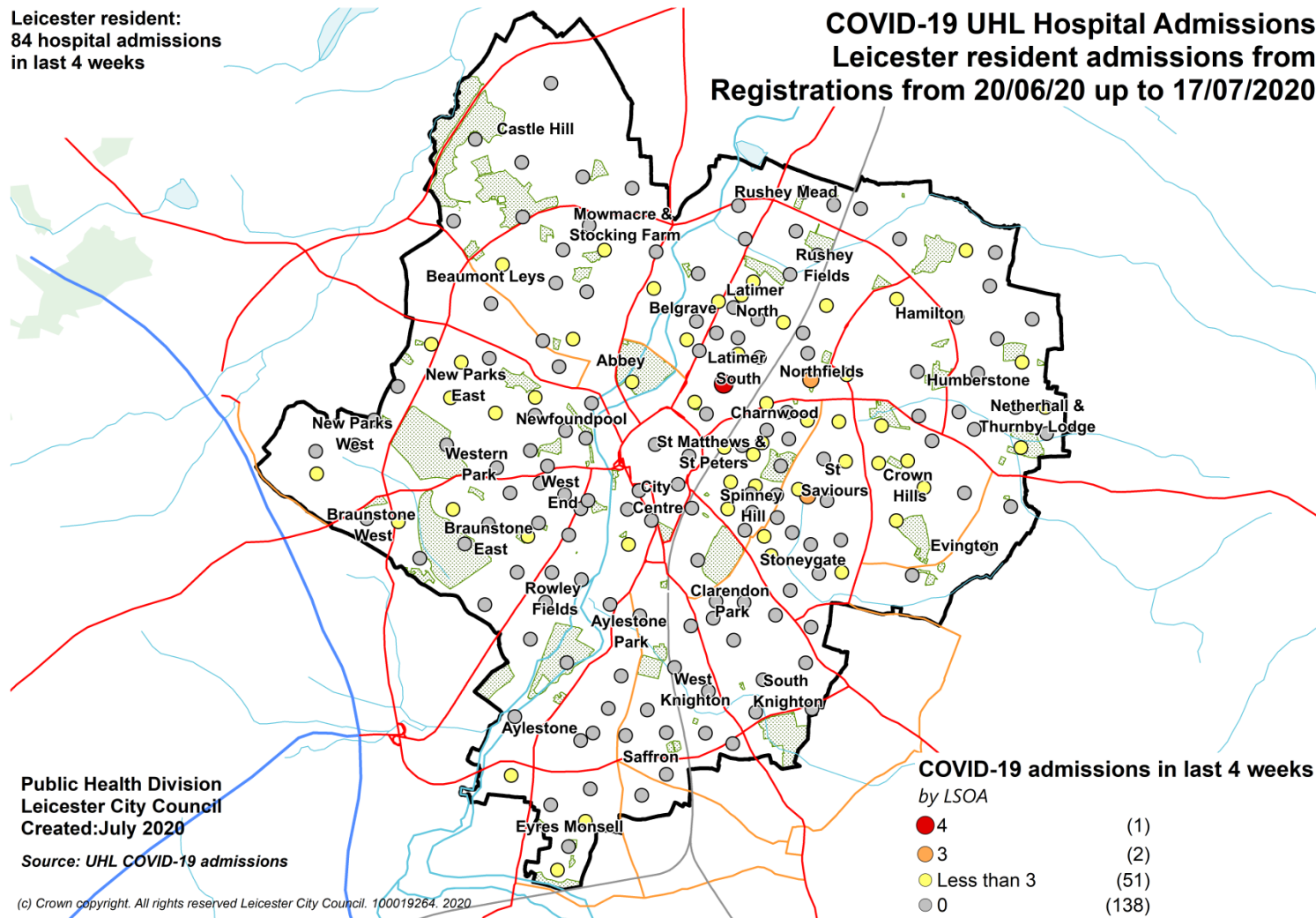
There have been 762 Leicester resident UHL hospital admissions for COVID-19 up to 19<sup>th</sup> July. There was a peak of admissions in early to mid April and the number of admissions have fallen, however in mid June we experienced another small increase in admissions.

### COVID-19 UHL Admissions - Leicester residents



Leicester resident:  
84 hospital admissions  
in last 4 weeks

# COVID-19 UHL Hospital Admissions Leicester resident admissions from Registrations from 20/06/20 up to 17/07/2020



26

Public Health Division  
Leicester City Council  
Created: July 2020

Source: UHL COVID-19 admissions

### COVID-19 admissions in last 4 weeks

by LSOA

- 4 (1)
- 3 (2)
- Less than 3 (51)
- 0 (138)

# COVID-19 deaths in Leicester

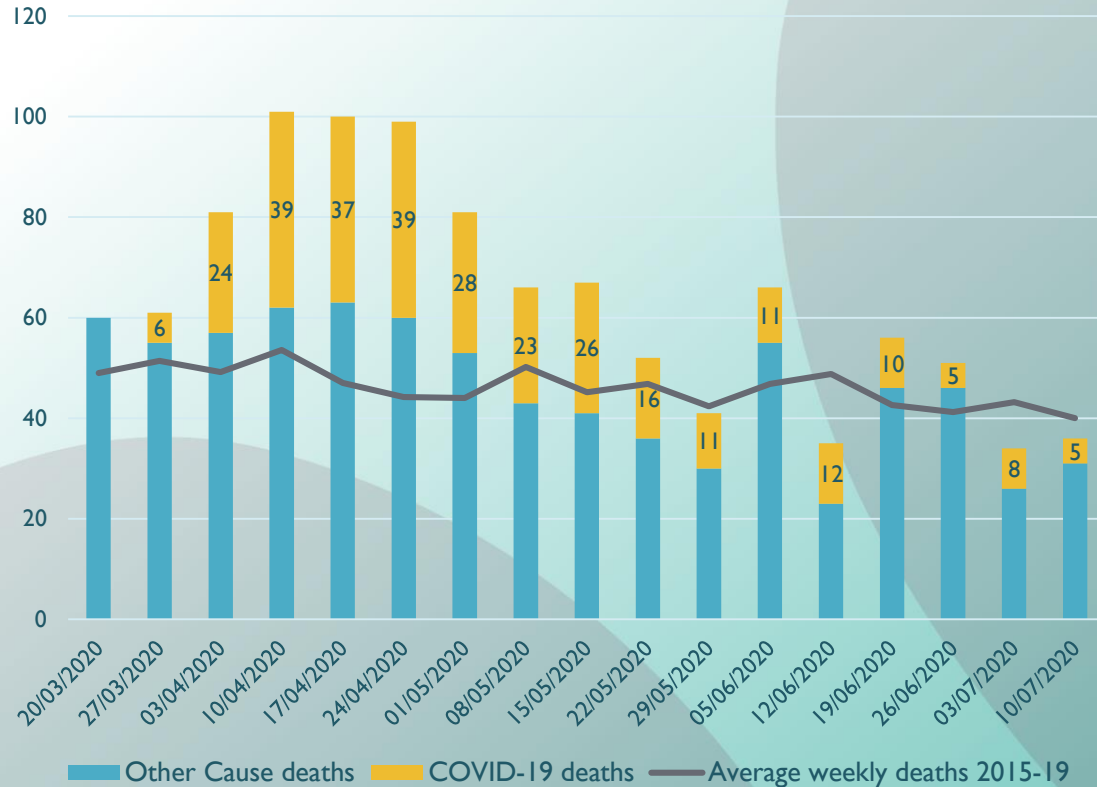
Since the first registered COVID-19 death in Leicester there have been a total of 1027 deaths in Leicester, a third of these deaths (n=300) have been COVID-19 related. (ONS)

The fewer weekly deaths due to the milder winter can be seen in the first weeks of 2020. By the week up to 20/03 deaths have exceeded what is usually expected and in week up to 27/03 the first COVID-19 deaths have been recorded.

An excess in other deaths can be seen from 20/03 to 01/05. Local death registration analysis shows more respiratory/pneumonia cause deaths recorded in this period compared to previous years suggesting some of these deaths were unconfirmed COVID-19 deaths.

In the weeks of late June and early July COVID-19 deaths have remained at 10 or under, however other cause deaths have fluctuated.

## Leicester weekly deaths Covid 19 and Other deaths

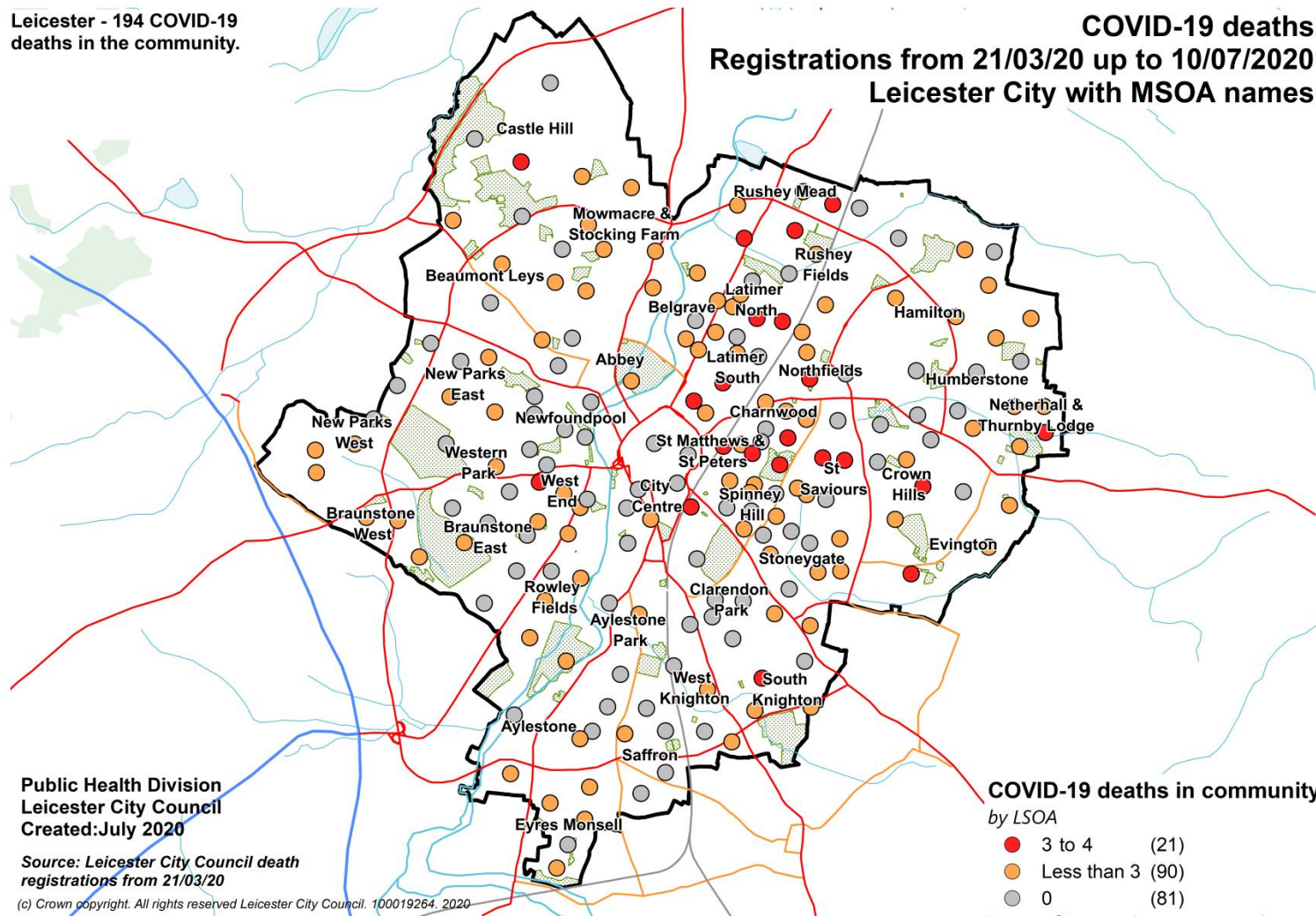


Source: ONS



Leicester - 194 COVID-19 deaths in the community.

**COVID-19 deaths Registrations from 21/03/20 up to 10/07/2020 Leicester City with MSOA names**



Public Health Division  
Leicester City Council  
Created: July 2020

Source: Leicester City Council death registrations from 21/03/20

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**COVID-19 deaths in community by LSOA**

- 3 to 4 (21)
- Less than 3 (90)
- 0 (81)

# Covid-19 local data sources

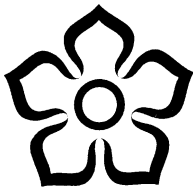
Topic	Title	Responsible organisation	Description	Update schedule	Link
Cases	Coronavirus (COVID-19) in the UK	Department of Health and Social Care	Daily cases and rates by specimen date from Pillar 1 and 2 testing at LA level.	Daily	<a href="https://coronavirus.data.gov.uk">https://coronavirus.data.gov.uk</a>
Cases	National COVID-19 surveillance reports	Public Health England	Weekly cases and rates by specimen date from Pillar 1 and 2 testing at LA level.	Weekly	<a href="https://www.gov.uk/government/publications/national-covid-19-surveillance-reports">https://www.gov.uk/government/publications/national-covid-19-surveillance-reports</a>
29 Cases	COVID-19 test case data	Public Health England	Daily cases by postcode, age band, gender. Ethnicity and Occupation fields unreliable	Weekly	Unpublished
Cases positive and negative	COVID-19 testing planner - LSOA	Public Health England	Positive and negative tests in the last two weeks up to 4 <sup>th</sup> July by LSOA	One dataset received	Unpublished
Cases	Weekly MSOA COVID-19 positive cases	Public Health England	Weekly cases and rates by specimen date from Pillar 1 and 2 testing at LA level. Includes a map.	Weekly	<a href="https://phe.maps.arcgis.com/apps/webappviewer/index.html?id=47574f7a6e454dc6a42c5f6912ed7076">https://phe.maps.arcgis.com/apps/webappviewer/index.html?id=47574f7a6e454dc6a42c5f6912ed7076</a>
Mortality	Weekly Mortality	Office for National Statistics	Deaths at local authority level broken down by cause, including COVID-19.	Weekly	<a href="https://www.ons.gov.uk/peoplepopulationandcommunity/birthsdeathsandmarriages/deaths/datasets/weekly-provisionalfiguresondeathsregisteredinenglandandwales">https://www.ons.gov.uk/peoplepopulationandcommunity/birthsdeathsandmarriages/deaths/datasets/weekly-provisionalfiguresondeathsregisteredinenglandandwales</a>

## Unpublished local data

City council divisions (Adult Social Care) and partner organisations (University Hospitals of Leicester, Public Health England) also supply some data with different time periods and frequencies that have been used to inform the COVID-19 response at a more granular level. Unpublished data should not be shared widely.







Leicester  
City Council

WARDS AFFECTED  
All Wards - Corporate Issue

**FORWARD TIMETABLE OF CONSULTATION AND MEETINGS:**  
Overview Select Committee

24 September 2020

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## Tracking of Petitions - Monitoring Report

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### Report of the Monitoring Officer

#### 1. Purpose of Report

To provide Members with an update on the current status of responses to petitions against the Council's target of providing a formal response within 3 months of being referred to the Divisional Director.

#### 2. Recommendations

The Committee is asked to note the current status of outstanding petitions and to agree to remove those petitions marked 'Petition Process Complete' from the report.

#### 3. Report

The Committee is responsible for monitoring the progress and outcomes of petitions received within the Council. An Exception Report, showing those petitions currently outstanding or for consideration at the current Overview Select Committee meeting is attached.

The Exception Report contains comments on the current progress on each of the petitions. The following colour scheme approved by the Committee is used to highlight progress and the report has now been re-arranged to list the petitions in their colour groups for ease of reference:

- **Red** – denotes those petitions for which a pro-forma has not been completed within three months of being referred to the Divisional Director.
- **Petition Process Complete** - denotes petitions for which a response pro-forma has sent to the relevant Scrutiny Commission Chair for comment, subsequently endorsed by the Lead Executive Member and the Lead Petitioner and Ward Members informed of the response to the petition.

- **Green** – denotes petitions for which officers have proposed a recommendation in response to a petition, and a response pro-forma has been sent to the relevant Scrutiny Commission Chair for comment, before being endorsed by the Lead Executive Member.
- **Amber** – denotes petitions which are progressing within the prescribed timescales, or have provided clear reasoning for why the three-month deadline for completing the response pro-forma has elapsed.

In addition, all Divisional Directors have been asked to ensure that details of **all** petitions received direct into the Council (not just those formally accepted via a Council Meeting or similar) are passed to the Monitoring Officer for logging and inclusion on this monitoring schedule.

#### **4. Financial, Legal and Other Implications**

There are no legal, financial or other implications arising from this report.

#### **5. Background Papers – Local Government Act 1972**

The Council's current overall internal process for responding to petitions.

#### **6. Consultations**

Staff in all teams who are progressing outstanding petitions.

#### **7. Report Author**

Angie Smith  
Democratic Services Officer  
tel: 0116 454 6354

Date Petition referred to Divisional Director	Received From	Subject	Type - Cncr (C) Public (P)	No. of Sig	Ward	Date Receipt Reported to Council (C) / Committee (Cttee)	Lead Divisional Director	Current Position	Scrutiny Chair Involvement	Date of Final Response Letter Sent to Lead Petitioner	Current Status	Ref. No.
11/03/2020	Brenda Worrall (on behalf of Leicester CND)	Petition asking the council to make Leicester a Nuclear Ban Community	(p)	96	City-wide	19/03/2020 (C)	Miranda Cannon / Kamal Adatia	Following a question on the topic raised by the petition, at full Council on 19 March 2020, the City Mayor confirmed that he intended to bring a motion to the Council seeking to resolve a clear position in relation to the global threat of nuclear weaponry and the particular developments referred to in the petition. Due to the current abeyance of Council meetings, it is not currently possible to indicate when that will be.	Proforma returned by the Scrutiny Chair		GREEN	20/03/01
22/07/2020	St Matthews Tenants and Residents Association	Petition asking the council to take action against ASB in Calgary Road / Vancouver Road / Willow Street Courtyard	(p)	23	Wycliffe		Chris Burgin	PCSO Karen Reed dealt with ASB in the area following a petition in February 2020 and has been allocated to deal with the current petition and is keeping in regular contact with residents. A sentinel incident report has been created. Details of the case have also been passed to Crasbu following a major incident involving Police on Willow Street. On 28/8/20 the lead petitioner was contacted by Housing and reported she is continuing to keep diary sheets and will contact the police if and when any issues occur. On 3/9/20 she was given another incident number for a further incident. One youth was recognised and details of his address passed to the Police. Ward Councillors are being kept informed of progress.			AMBER	20/07/01
05/08/2020	Sarah Bell / Alan Speck	Petition asking for the removal of a tree outside 21 Knighton Church Road, Leicester	(p)	12	Knighton		John Leach	No further action. During the recent storm (Storm Francis) the tree in question fell due to the excessive conditions. All materials have been removed from site. The petition request has been overtaken by natural events.			GREEN	20/07/02

33

RED - Pro-forma not completed within 3 months of being referred to Divisional Director

PETITION PROCESS COMPLETE - Scrutiny Chair commented on Pro-forma, Lead Executive Member signed off response and final letter sent to Lead Petitioner.

GREEN - Lead Executive Member consulted on proposed response and Pro-forma sent to Scrutiny Chair

AMBER - Petition response progressing within 3 months of being referred to Divisional Director



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## **Draft Climate Emergency Strategy and Action Plan**

Overview Select Committee

Date of meeting: 24<sup>th</sup> September 2020

Decision to be taken by: Councillor Adam Clarke, Deputy  
City Mayor Environment and Transportation

Date of decision: TBC

Lead director/officer: Matthew Wallace, Director of  
Estates & Building Services

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### **Useful information**

- Ward(s) affected: All
- Report author: Duncan Bell, Corporate Environmental Consultant
- Author contact details: duncan.bell@leicester.gov.uk Tel: 0116 454 2249
- Report version number: 1

## **1. Summary**

Following the council's declaration of a Climate Emergency in February 2019 and an extensive process of engagement – first internally and later externally with the public and other stakeholders – this report presents a draft three-year strategy for addressing the emergency, along with a draft of the first iteration of a three-year action plan, for comment.

## **2. Recommended actions/decision**

Overview Select Committee is recommended to:

1. Consider and comment on the drafts of Leicester's Climate Emergency Strategy 2020 – 2023 (Appendix 1) and Leicester City Council's Climate Emergency Action Plan 2020 – 2023 Version 1 (Appendix 2) to inform the completion of their development prior to their formal implementation through an Executive Decision by the Deputy City Mayor for Environment and Transportation.
2. Note the extensive consultation and engagement undertaken in preparing the strategy and the plan, and the resulting mandate for an ambitious response to the Climate Emergency (Appendix 1, pages 21-23), including the comments from the External Expert Commission (Appendix 3).
3. Note the intention to actively encourage and support organisations in the city to join with the council in taking action, including developing their own action plans (Appendix 1, page 53).
4. Note the commitment made in the strategy (Appendix 1, page 52) to monitoring and publicly reporting on progress.

## **3. Scrutiny / stakeholder engagement**

Development of the strategy and action plan has involved an extensive programme of stakeholder engagement and scrutiny under the title of Leicester's Climate Emergency Conversation, as summarised below and in Appendix 1. The Conversation took an innovative approach based on 'deliberative democracy' principles and sought to involve a representative cross-section of Leicester's diverse population. This included an emphasis on engaging with young people, with the help of Leicester Young People's Council. An External Expert Commission was convened to provide a review and critique of emerging proposals and will have an ongoing role offering further advice and insight as the programme progresses.

A summary of engagement is given below. Further details are provided in the draft of Leicester's Climate Emergency Strategy (Appendix 1). The Committee should also note that this same report on the Draft Climate Emergency Strategy and Action Plan is, at the time of writing, also scheduled to be considered by the Economic Development, Transport and

Tourism Scrutiny Commission on 17<sup>th</sup> September 2020.

18 <sup>th</sup> November 2019 - 9 <sup>th</sup> February 2020	Community engagement through Leicester's Climate Emergency Conversation (refer to Appendix 1 pages 3-4 and 21-23 for details).
4 <sup>th</sup> December 2019	EDTT Scrutiny Commission consulted.
13 <sup>th</sup> January 2020	Housing Scrutiny Commission consulted.
12 <sup>th</sup> February 2020	OSC consulted.
22 <sup>nd</sup> April - 23 <sup>rd</sup> June 2020	External Expert Commission – panel of academic experts and sustainability professionals reviewed drafts of the strategy and action plan and provided a constructive critique and endorsement. Refer to Appendix 3.

#### 4. Background and options with supporting evidence

Climate change presents a critical threat to the wellbeing of the people of Leicester, and of humanity and biodiversity globally. The council recognised this when it declared a Climate Emergency and committed to respond to it. If nations and communities do not respond, scientists are warning of catastrophic consequences. This is therefore not an option.

The draft of Leicester's Climate Emergency Strategy (Appendix 1) sets out the nature and scale of action needed both to limit the extent of climate change and to protect communities from its impacts. It identifies the sources of greenhouse gas emissions caused by the city and opportunities for the council to reduce them. This information is used as the basis for a recommended set of overall aims and thematic objectives from which the actions in the action plan (Appendix 2) have been developed. These aims and objectives, along with the overarching vision, form the preferred options being recommended. The supporting evidence is directly provided and/or referenced throughout the strategy.

#### 5. Detailed report

Leicester City Council has a strong track record of policy and action to make the city more environmentally sustainable including, since 2006, targets and programmes specifically addressing climate change. Substantial progress has been achieved through a combination of local action and national changes. As a result, the existing targets to halve both the city-wide and city council carbon footprints by 2025 are on course to be achieved.

However, emerging scientific evidence of the rate, scale and impacts of climate change under a 'business-as-usual' scenario have demonstrated the need for nations, cities and communities to go much further and faster. Drawing upon work by the Tyndall Centre at Manchester University to translate science-based targets for limiting global emissions down to a local authority level, it is recommended that Leicester needs to aim to become 'carbon neutral' by 2030 or sooner. This is discussed in more detail in the section: "Playing our part" in the draft strategy at Appendix 1 (pages 19-20).

The strategy acknowledges that becoming carbon-neutral within this timescale is hugely challenging and is not within the gift of the council to achieve on its own. As well as a city-wide effort involving the whole community including businesses, public sector, civil society

and individuals, it will require an unprecedented increase in the level of government action and support too. For this reason, lobbying of, and engagement with, central government to press for this support is strongly emphasised.

It should be noted that by declaring an ambition for the city and the city council to become carbon-neutral by 2030, legal advice is that there is a risk of future legal challenge to actions by the council which are perceived to be incompatible with reaching the ambition. This risk applies in relation to any quantifiable goal for decarbonisation, including the current 50% reduction targets, and needs to be weighed against the reputational risk of not establishing a quantified ambition which is commensurate with what the science is telling us needs to happen.

The draft strategy and action plan address 6 themes based upon the key sources of greenhouse gas emissions generated by the city and the council as well as the areas for adaptation to climate change:

- At home
- Travel and transport
- Consumer choices and waste
- At work
- Land use, green spaces and development
- The council (addressing Leicester City Council's own estate and operations).

Initial programmes of action around these themes are set out in Appendix 2, based on identified resources, and the action plan will be updated annually. A preliminary review of the impact of the COVID-19 pandemic and 'lockdown' measures on these actions has been undertaken and amendments made where necessary to timescales and outputs, although it should be emphasised that uncertainty about the course of the pandemic and the response to it means that further changes cannot be ruled out. The draft strategy includes a set of principles (Appendix 1, page 24) to guide the city towards a 'green recovery' in relation to the Climate Emergency. Careful consideration has also been given to the implications of the Climate Emergency and the council's response for addressing poverty and inequality in the city. The draft strategy aligns the approach in key areas such as fuel poverty and travel to ensure that climate actions wherever possible support efforts to reduce poverty and inequality.

Amongst the highlights of the draft action plan, the council will:

- Build 38 A-rated low-carbon council houses at Saffron Lane, achieving 70% carbon savings, as well as low running costs for tenants (Action 2.01)
- Install more than 800 energy saving measures on council housing estates saving nearly 580 tonnes of carbon emissions (Actions 2.02 - 2.04)
- Save over 530 tonnes of carbon emissions from schools, investing £2.2M including a £400K Climate Emergency Schools Capital Fund (Actions 7.06 - 7.08)
- Support 200 SMEs to save an estimated 1200 tonnes of carbon emissions through energy-saving and renewable energy measures in the second phase of the Green BELLE project (Action 5.01)
- Prepare feasibility studies and/or funding bids for 8 more flood alleviation schemes (Actions 6.16 - 6.21)
- Introduce 19 more electric vehicles into the council fleet (Action 7.19)
- Implement multi-million-pound programmes of investment in walking, cycling, public transport, electric vehicles and charge points, including over 40km of new



permanent and pop-up cycleways, electric buses and £1.4M of grants for local businesses towards low-emissions vehicles (Actions 3.01 - 3.28)

- Provide 'carbon literacy' training to over 2100 young people, teachers and decision-makers (Actions 1.02 and 1.09)
- Establish a Young People's Climate Emergency Board (Action 1.11).

In addition to these and other immediate steps, the draft action plan sets in train important forward planning activities necessary to understand and prepare for the longer-term steps towards carbon-neutrality. These include the development of carbon neutral 'roadmaps' for decarbonising the city and the council's own estate and operations (Actions 1.01 and 7.01 respectively).

Operational delivery of the action plan will be overseen by a newly created Climate Emergency Board chaired by the Chief Operations Officer, and with senior management representation from key divisions.

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

### 6.1 Financial implications

The costs and benefits of the various aspects of the plan are wide ranging, and hence some may require little additional resource, others may require more resources but which are in place or confidently expected, and others will as yet have no funding identified. Such actions will need to be considered on a case by case over time, drawing on funding opportunities as may become available, building a business case to support investment, setting in the context of wider investment programmes, etc.

Colin Sharpe, Deputy Director of Finance. Ext. 37 4081

### 6.2 Legal implications

Advice has been provided in relation to the strategy throughout.

Emma Jackman, Head of Law (Commercial, Property and Planning).

### 6.3 Equalities implications

Under the Equality Act 2010, public authorities have a Public Sector Equality Duty (PSED) which means that, in carrying out their functions, they have a statutory duty to pay due regard to the need to eliminate unlawful discrimination, harassment and victimisation and any other conduct prohibited by the Act, to advance equality of opportunity between people who share a protected characteristic and those who don't and to foster good relations between people who share a protected characteristic and those who don't. Due regard to the Public Sector Equality Duty should be paid before and at the time a decision is taken, in such a way that it can influence the final decision.

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

In approving the content of the strategy and action plan, the decision maker must pay due regard proactively and with rigour. General regard to equality is not enough to comply with

the duty.

A RAG rating has been undertaken to identify priority areas to target further work and is attached. The RAG rating is an initial assessment of the potential equalities implications or areas where further work is required based on basic evidence and assumptions which will need to be explored in more detail before actions are finalised or implemented. It will be an iterative process to ensure that we pay due regard to our Public Sector Equality Duty at every stage of decision making. The reason that this approach has been taken is because the actions identified in the plan often rely upon other service areas to develop proposals around the actions, in order to implement them.

As due regard has to be paid before and at the time a decision is taken, there needs to be a continued flexibility in how these actions are achieved - for example at such a point as the service area starts to develop proposals around the action, equalities must be fully integrated into development of proposals and have sufficient influence in decision making, in order to allow for any disproportionate negative impacts identified on any protected characteristic/s (as part of more detailed assessments) to be responded to and mitigated appropriately. Continued engagement with a representative range of people on individual proposals will aid in assessing the equalities implications, although there may also need to be some targeted engagement on certain proposals where particular protected groups will be impacted, for example changes to street design may require specific engagement with disability access groups.

The Equalities Team previously recommended that involved service leads be contacted, to make them aware that they may need to undertake an Equality Impact Assessment to inform proposals around the actions assigned to them. Colleagues can book onto Equality Impact Assessment training to aid them in this and the Equalities Team will continue to provide support. Some of the actions identified have already been subject to a full equality impact assessment.

Hannah Watkins, Equalities Manager ext. 37 5811

#### 6.4 Climate Emergency implications

Contained in the body of the report and in Appendices 1 and 2.

Duncan Bell, Corporate Environmental Consultant. Ext. 37 2249

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

Climate change presents a threat to people’s health, for example through the increased risk of heatwaves. It is also likely to create further disadvantage for those already experiencing poverty – and who are less able to afford to protect themselves from its impacts. Responding to the Climate Emergency is therefore essential to prevent or limit future impacts on health, poverty and inequality.

The type of strategy chosen for responding to the emergency has implications for these issues, to ensure that no-one is ‘left behind’ as the city moves to decarbonise and adapt. This was a common concern raised during the Climate Emergency Conversation.

The approach being recommended in Appendix 1 is therefore based on addressing carbon reduction in ways which also support improved health and reduced poverty and inequality. Examples include a strong emphasis on energy efficiency in housing to prevent heating bills from rising and to reduce health problems arising from cold, damp housing, and following the ‘travel hierarchy’ to provide good access to services and facilities on foot, by bike and by bus for those without a car, rather than focusing only on ultra-low-emissions vehicles.

**7. Background information and other papers:**

**8. Summary of appendices:**

Appendix 1: Leicester’s Climate Emergency Strategy 2020-2023 (Draft, v3.8)

Appendix 2: Leicester City Council’s Climate Emergency Action Plan 2020-2023 (Draft, v3.2)

Appendix 3: Feedback on Leicester City Council’s Climate Emergency Strategy and Action Plan, Leicester Climate Emergency External Expert Commission.

Appendix 4: Equalities RAG Rating

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

No.

**10. Is this a “key decision”? If so, why?**

Yes, due to the significant public interest in the issue of climate change, and the nature and extent of the council’s response to it.



# Leicester Climate Emergency Strategy

April 2020 – March 2023



**Towards a carbon-neutral and  
climate-adapted city**



**VERSION 3.8**



# Foreword

*This is the draft version 3.8 of the strategy, for consultation with scrutiny. The foreword will be added prior to publication of the final document.*

DRAFT

# Our Thanks

The development of this strategy and the accompanying action plan have been supported and shaped through a huge number of conversations and discussions under the umbrella of Leicester's Climate Emergency Conversation. These have involved individual residents, community groups, businesses, academic experts, public sector partners and more. Their contributions have been invaluable, and we'd like to thank everyone who has helped.

We would like to acknowledge the following contributions:

**Leicester's External Expert Commission** – academic experts and sustainability professionals from De Montfort University, the University of Leicester and Leicestershire County Council who reviewed drafts of the strategy and action plan, and whose constructive critique helped us improve our plans and how we communicate them.

**Leicester's Climate Assembly** – the 53 residents from across the city who spent a day deliberating over the challenges and how to tackle them, as well as the Royal Society of Arts, which with facilitators from Talkshop –helped us to plan and run the event.

**Young People's Climate Assembly** – the 104 young people, representing the following schools, who spent a day discussing the Climate Emergency at City Hall:

- Al Aqsa School
- City of Leicester College
- Fullhurst Community College
- Judgemeanow Community College
- Madani Girls School
- Madani Boys School
- Millgate School
- Moat Community College
- New College
- Rushey Mead Academy
- Sir Jonathan North College
- Soar Valley College

Our thanks also to the speakers and facilitators from Ashden, Black Environment Network, Sustrans, De Montfort University and Leicester Young People's Council.

**Citizen Space** – the 374 respondents to our questionnaire survey, including 349 individuals as well as organisations and businesses.

**Group Conversations** – members of the following groups who fed into responses via our Group Conversation Packs:

- Belgrave Neighbours
- Community of Grace
- Countesthorpe Environment Group
- De Montfort University – staff and students
- GraceWorks

- Leicester City of Sanctuary
- Near Neighbours
- St Denys Church
- South Highfields Neighbours
- University of Leicester – staff and students of the Physics and Astronomy Department
- Western Park community
- Westleigh Road Neighbourhood Group
- Wycliffe United Reformed Church
- Young Employees Network of Leicester City Council

**Primary School Conversations** – over 200 pupils from the following primary schools who gave us their ideas through the Primary School Conversation Packs:

- Buswells Lodge Primary School
- Christ the King Catholic Voluntary Academy
- Highfields Primary School
- Leicester High School for Girls
- Overdale Junior School
- Rowlatts Mead Primary Academy
- Shaftesbury Junior School
- Whitehall Primary School

**Organisations** – the following organisations who met individually with us, offering their expertise and support:

- Arriva
- De Montfort University
- ENGIE
- Haymarket Shopping Centre
- Highcross Leicester (Hammerson)
- Leicester and Leicestershire Enterprise Partnership (LLEP)
- Leicester College
- Leicester City Clinical Commissioning Group (CCG)
- Leicester Riders
- Mattioli Woods
- Pick Everard
- University of Leicester
- Leicester Young People's Council

Finally, not to forget the local campaigning groups who have helped raise awareness about the Climate Emergency and constructively laid out the challenge for a bold and ambitious response.



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# Executive Summary

## Playing our part in tackling the Climate Emergency

Climate change is a critical threat to people in Leicester and across the globe. Scientific evidence is now overwhelming that human activity is causing the world to heat up, and that urgent, far-reaching action is needed to prevent global heating reaching catastrophic levels. Climate change has been described as the “ultimate threat multiplier”, with the potential to make other geopolitical situations a lot worse; risking dangerous increases in social tensions and resultant upheaval<sup>1</sup>. For these reasons, Leicester City Council declared a Climate Emergency in February 2019.

We support the commitment made by world leaders in the Paris Agreement, and signed up to by the UK Government, to keep global temperature rise within 2°C and seek to limit it to 1.5°C. The council is committed to playing a leading role in driving the city towards achieving this, as well as adapting to the changes in our climate which are already happening. This Climate Emergency strategy, and the accompanying action plan, provide the first steps towards this ambition.

In Leicester we can be proud of the progress that's been made up to now. City-wide emissions of carbon dioxide (CO<sub>2</sub>) – the main greenhouse gas – from our transport, housing and other buildings, have nearly halved since 1990. The council's own emissions have been cut by a similar amount over the last 10 years. While this is not all down to local action, the city has played a leading role in facing up to the threat from climate change. The council set its first carbon reduction targets nearly 15 years ago and is one of only a handful of UK cities to join the international Carbon Disclosure Project – committing to monitoring and publicly reporting our emissions. Leicester City Council was also one of the first UK local authorities to develop a plan for adapting to changes in the climate.

However, the science is now telling us that we all need to go much, much further.

Based on scientific estimates of the reductions in CO<sub>2</sub> emissions needed to achieve the Paris Agreement goal, our ambition is for Leicester to become ‘carbon neutral’ by 2030 or sooner. This means reducing the city's and the council's CO<sub>2</sub> emissions to nearly zero – low enough to be able to ‘offset’ what's left. This is a huge challenge for the city and one which we as the local authority take seriously, although we know that we can't achieve it on our own. It will take a collective effort from individuals, businesses, groups and organisations across the city, backed by a massive ramping up of effort and support from the UK Government.

## Building a collective approach

We are committed to providing leadership to galvanise the collective approach that's needed. It will involve working with partners to raise awareness about the Climate Emergency throughout the city, providing clear and straightforward information to people about steps they can take, and

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<sup>1</sup> <https://www.unenvironment.org/explore-topics/disasters-conflicts/what-we-do/risk-reduction/climate-change-and-security-risks>

listening to the public and partner organisations to better understand the barriers to change – and their solutions.

We began this process in autumn 2019 by launching Leicester's Climate Emergency Conversation – an innovative series of engagement activities including climate assemblies for schools and for the public.

The Conversation used 'deliberative democracy' principles to engage with a representative cross-section of people about the changes needed to tackle the emergency and their implications. The process generated an overwhelming response and showed that there is strong public support for action – and for the council to lead by example.

We are now inviting all organisations in the city, including businesses, the public sector, educational institutions and community organisations to join us in producing and implementing their own action plans setting out what they will do to help tackle the Climate Emergency. We will establish a partnership forum to promote this collective approach. To encourage as many as possible to join us in making a commitment, we will provide a template and advice for creating an action plan, as well as an online space for all commitments to be publicised.

Working with partners including local universities, and drawing on a range of expertise, we will develop a 'roadmap' setting out the steps on the journey for Leicester to become carbon neutral. In addition to local actions, we will use this roadmap to identify the national-level action and the additional help and resources Leicester is going to need from central government. We will vigorously make the case to government for this essential support, working with partners including other local authorities.

## Key areas for action

This Climate Emergency Strategy presents a vision for the changes we believe will be necessary for the city and the council to become carbon neutral and adapt to a changing climate. Leicester's Climate Emergency Conversation confirmed that there is strong public support for making these changes, provided that they are introduced fairly, and that people are helped to make them. The strategy identifies aims and objectives for achieving the vision, with an initial focus on areas where the council can have the most impact. The accompanying Climate Emergency Action Plan reflects these areas, with ambitious programmes set out across six themes. These programmes include:

**At home** – reducing carbon emissions and energy bills for council tenants by fitting insulation, energy-saving heating and lighting, and solar panels, and by building new A-rated, low-carbon council housing. Also helping people facing fuel poverty through support with insulation and new, more energy-efficient heating.

**Travel and transport** - delivering an ambitious series of programmes investing in infrastructure, services and promotion for walking and cycling, low-carbon public transport and electric 'ultra-low-emission' vehicles and charging. Also putting the Climate Emergency at the heart of our Transport Recovery Plan for the COVID-19 crisis, alongside safety and social equity, including creating 10 miles of new 'pop-up' cycle routes.

**Consumer choices and waste** – creating a new Waste Strategy to substantially increase recycling in Leicester and setting up a network of drinking water refill points in the city centre to reduce single-use plastic bottles.

**At work** – providing grants for small and medium-sized businesses to reduce their carbon emissions and cut their energy costs. Also creating new, low-carbon business units and managed workspaces for start-ups and small companies.

**Land use, green space and development** – adopting a new Local Plan for the city with policies to ensure that new development addresses the Climate Emergency. Also delivering further schemes to reduce flood risk and ensuring that new developments are designed to deal with rainfall runoff sustainably.

**The council** – creating a 'roadmap' for the council to become carbon neutral, with programmes to decarbonise our buildings and vehicle fleet. For schools, delivering a programme of investment in energy efficiency and renewable energy in the school buildings we are responsible for and offering support to all city schools through our Eco Schools programme, BESS (Built Environment in Schools Service) and other projects.

Looking beyond these specific projects and programmes, we are taking steps to make sure that our response to the Climate Emergency sits at the heart of how we operate as a council, including the development of an Energy Strategy for the council. Staff and councillors are being trained in 'carbon literacy', a Climate Emergency Board of directors has been established to take responsibility for delivery and an External Expert Commission has been convened to provide impartial advice and comment on our approach. Low-carbon standards and guidelines are being developed for key areas of the council's work, including construction projects, and systems are being introduced to monitor the carbon impact of projects and decisions.

We commit to publishing details of our progress and to updating our action plan each year – allowing the public to be the judge of our efforts and achievements.

We are very aware of the enormity of the challenge we all face, and we know that this strategy, and the accompanying action plan, can only provide the first steps on the ambitious journey to a carbon-neutral, climate-adapted city. We also know that it's vital we start taking those first steps urgently, to make rapid and significant carbon savings early on, whilst planning for the next stages of the journey and building support to do even more.

# Our Vision

We all need to respond to the Climate Emergency. In Leicester we believe that our city needs to become carbon neutral, and to adapt to protect its citizens and the natural world as the climate changes.

This is our vision for the city:

## At home<sup>2</sup>

- Highly insulated housing with low-carbon heating systems. All homes affordable to heat.
- Efficient heating, lighting, appliances and fittings, plus smart controls – saving energy and water.
- Solar panels providing zero-carbon electricity.
- Homes protected from overheating during heatwaves – including summer shading.

## Travel and transport

- Less traffic, and less need to own a car – great alternatives available.
- Good online services mean fewer journeys. Good local facilities mean shorter trips.
- More walking and cycling – safe and convenient with a great network of routes, plenty of bike parking and an e-bike hire service.
- Much more bus and train use – affordable, reliable and convenient, with bus routes throughout the city.
- Petrol and diesel replaced with cleaner, low carbon and carbon-neutral alternatives – electric, and perhaps hydrogen. Charge points where people need them.

## Consumer choices and waste

- Young people leaving school with knowledge of climate change and what they can do to help.
- Everyone well-informed about climate-friendly options for food, consumer goods and travel.
- Climate-friendly foods affordable and widely available. Much bigger role for plant-based ingredients.
- More items repaired or passed on. Long-lasting, low-packaged products favoured over disposable ones.
- High levels of recycling and composting – excellent, well-promoted services for all the main materials.

## At work

- Leicester's businesses 'ahead of the curve' – offering carbon-neutral services and producing durable, repairable, recyclable products made with sustainable materials.

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<sup>2</sup> Under this theme we address existing homes. New housebuilding is covered under Land Use, Green Space and Development

- Energy efficient, carbon-neutral premises and production processes.
- Businesses generating their own renewable energy – and making use of any waste heat.
- Minimal waste created. Carefully segregated to sell on for recycling or reuse.
- Electric or hydrogen business fleets.
- Online meetings to cut travel.
- Employment sites well served for transport – many staff arrive by bus or train, by bike or on foot.

## Land use, green space and development

- Leicester reaches a position where its development and new buildings no longer add to carbon emissions.
- Development is designed for walking, cycling and bus services. Electric charge points are provided too.
- New buildings are designed for a changing climate – to keep cool in heatwaves and use less water.
- Tree cover and biodiversity increases, with new trees and green spaces being part and parcel of development. Careful management keeps the tree stock healthy and addresses the threat of disease.
- Sustainable drainage to slow down and store rainwater, so development doesn't add to flood risk.

# Introduction

Scientists agree that the climate is changing as a result of human activity. Global average temperatures have increased by 1°C from pre-industrial levels and sea levels are rising. If humanity doesn't act decisively now, climate change will threaten the lives of many millions of people as well as much of the world's wildlife. We are already seeing the beginnings of this today in the devastating impacts of floods, hurricanes, droughts and wildfires around the world, along with the many new reports of species on the brink of extinction. This is why Leicester City Council declared a Climate Emergency in February 2019.

Leicester will be affected by climate change, like everywhere else. Hotter summers are expected to become more common, with the Met Office predicting a 50 per cent chance of temperatures similar to the 2018 heatwave by mid-century. This presents a threat to the health of many in our society and risks widening the 'equality gap'.

Summers are expected to become drier and winters wetter on average, but with increasing variability. This means that Leicester will not only need to deal with more frequent intense rainfall, but also prolonged dry periods. More homes and employment sites could be put at risk of flooding, with added pressure on the city's drainage infrastructure and rivers. At the same time water will need to be conserved.

Global climate impacts will also affect the city. For example, changes in weather patterns will affect the productivity and even viability of farmland in some areas of the world, threatening food production. The exact impact of global changes like these on Leicester are not yet known, but what we can say is that the city's future is bound up with that of the rest of the world in almost every aspect of life. Through the imported food and goods we rely on, family links between continents, and in countless other ways, local interests and global interests are the same. We are all in this together.

## Purpose and scope of this strategy

The purpose of this strategy is:

- To present a positive vision, based on what the public have told us, for Leicester to thrive as a carbon-neutral, climate-adapted city
- To identify how quickly the science suggests we need to make this change, and to set out our ambition for achieving it
- Taking account of the views of the public from our Climate Emergency Conversation, and advice received from the External Expert Commission, to review the key opportunities open to us, as well as the barriers and constraints facing us
- Based on the above, to present an ambitious and comprehensive set of aims and objectives on which we will base our action plan.

The strategy looks at how to reduce Leicester's city-wide carbon emissions and how to adapt to the expected impacts of climate change. It considers all the city's carbon emissions, not just the council's – those generated directly in the city and those created outside Leicester and which the

city is, in part, responsible for. This includes emissions from generating the electricity households and organisations use, from producing the goods and services everyone buys and from dealing with waste generated in the city.

The strategy focuses principally on what the council can do about city-wide emissions and its own emissions, based on its main areas of responsibility. However, this includes opportunities for us to promote action by others – both in central government and locally in Leicester – which we know will be necessary to achieve our ambitions. It covers the three years from April 2020 until March 2023 and is accompanied by an action plan that will be updated annually over the three-year period.

The strategy forms part of a wider approach by the council to work towards a sustainable Leicester, addressing the key social, environmental and economic challenges in an integrated way. References are made to other relevant council documents, and the roles of some of the key documents are outlined below.

<b>Other Relevant Strategies and Plans</b>
<p><b>Anti-Poverty Strategy and Action Plan</b></p> <p>Aims to address barriers caused by poverty, which prevent people from leading happy, healthy and purposefully engaged lives. Aligns and links with the council's Climate Emergency Strategy and its Climate Emergency Action Plan in areas including fuel poverty and transport, to ensure that Leicester achieves a socially just transition to a carbon-neutral city.</p> <p>To be published in 2020 on the council website.</p>
<p><b>Healthier Air for Leicester: Leicester's Air Quality Action Plan 2015-2026</b></p> <p>Sets out a programme of actions to reduce air pollution emissions – primarily from traffic. Contributes to reducing carbon emissions from traffic too, through measures to reduce traffic levels, encourage walking and cycling and promote the introduction and increase of ultra-low-emissions vehicles.</p> <p>Available on the council website at <a href="https://www.leicester.gov.uk/media/180653/air-quality-action-plan.pdf">https://www.leicester.gov.uk/media/180653/air-quality-action-plan.pdf</a></p>
<p><b>Leicester's Biodiversity Action Plan 2011-2021</b></p> <p>Summarises what is known about the most important areas of green space for wildlife and how they provide habitats to help with their conservation in Leicester. Sets out how we will manage, promote and extend the city's natural habitats and ecological networks with our partners. Both the current and new BAP (currently being developed) contribute to sustaining and enhancing Leicester's biodiversity in the face of challenges, including the threat posed by climate change.</p> <p>Available on the council website at <a href="https://www.leicester.gov.uk/media/180024/biodiversity-action-plan-bap-2011-2021.pdf">https://www.leicester.gov.uk/media/180024/biodiversity-action-plan-bap-2011-2021.pdf</a></p>
<p><b>Leicester Green Infrastructure Strategy 2015-2025</b></p> <p>Sets out the strategic vision for our green sites in Leicester and the ways in which they can be created, managed and maintained to provide maximum benefits to the people who live, work or visit Leicester. The strategy forms part of our approach to addressing climate change as green infrastructure can help make the city more resilient to climate change – for example by reducing flood risk and moderating the 'urban heat island effect'.</p>



<p>Available on the council website at <a href="https://www.leicester.gov.uk/your-council/policies-plans-and-strategies/environment-and-sustainability/green-infrastructure-strategy/">https://www.leicester.gov.uk/your-council/policies-plans-and-strategies/environment-and-sustainability/green-infrastructure-strategy/</a></p>
<p><b>Leicester's Food Plan</b></p> <p>Aims to make Leicester a healthy and sustainable food city, where the production, distribution, purchase and use of food supports better health, stronger communities and a successful economy – while protecting the environment and conserving natural resources. Aligns with, and helps to implement, the Climate Emergency Strategy through actions to reduce food waste and the ecological footprint of the food system – including its carbon emissions.</p> <p>Updated plan for 2020-2025 to be published in 2020 on the council website.</p>
<p><b>Leicester Tree Strategy 2018-2023</b></p> <p>Guides the council in sustaining and increasing our tree stock as well as helping us to improve the quality of the city's trees. The Climate Emergency Strategy identifies the important role of trees in making the city resilient to a changing climate and in retaining carbon stored in trees and soils. The Tree Strategy provides the approach to realising these benefits in our management of trees.</p> <p>Available on the council website at <a href="https://www.leicester.gov.uk/media/185470/trees-strategy-2018-23-v2.pdf">https://www.leicester.gov.uk/media/185470/trees-strategy-2018-23-v2.pdf</a></p>
<p><b>Local Transport Plan</b></p> <p>The Local Transport Plan sets out a vision and objectives for improving transport in Leicester to provide access and connectivity for people and businesses. It aligns with the Climate Emergency Strategy by seeking to do this in ways which reduce carbon emissions from transport.</p> <p>The third Local Transport Plan is available on the council website at <a href="https://www.leicester.gov.uk/your-council/policies-plans-and-strategies/transport-and-streets/">https://www.leicester.gov.uk/your-council/policies-plans-and-strategies/transport-and-streets/</a></p> <p>The fourth LTP is currently being prepared. It will inform a consultation into the potential introduction of a <a href="#">Workplace Parking Levy</a> to help us tackle traffic congestion and provide attractive sustainable transport choices which improve air quality and reduce carbon emissions.</p>
<p><b>Current and emerging Local Plan</b></p> <p>The Local Plan is a plan for the future land use and development of an area, produced by the local planning authority, in consultation with the community. It includes policies to address climate change and guides decisions on planning applications to help determine whether new development in the city is acceptable. The current Local Plan consists of the Core Strategy (2014) and saved policies from the saved Local Plan (2006). The Council is also preparing a new Local Plan for consultation which will replace these documents. The Local Plan is a means by which the council can begin to implement its Climate Emergency Strategy when it comes to managing new development and making decisions about land uses. Information about the existing and emerging Local Plan, alongside supporting documents, can be found on the council's website. Refer to the <a href="#">Planning and Development</a> pages. The government has recently consulted on wholesale changes to the planning system in England through the 'Planning for the Future' White Paper (<a href="https://www.gov.uk/government/consultations/planning-for-the-future">https://www.gov.uk/government/consultations/planning-for-the-future</a>).</p> <p>This will have substantial implications for the council's local planning work, and the changing policy context will be monitored and kept under close review.</p>
<p><b>Leicester Street Design Guide</b></p> <p>This innovative document provides guidance for the council's urban designers, and for developers, on how any changes to city streets must prioritise people-friendly design which encourages walking, cycling and the use of public transport. The document introduces 'healthy</p>

streets' principles to the city, which include the benefits of shade and shelter to protect people from adverse weather conditions whilst traveling sustainably. The document applies to existing streets and those created or modified through new development.

(<https://www.leicester.gov.uk/media/186708/leicester-street-design-guide-first-edition.pdf>).

#### **Local Flood Risk Management Strategy**

We are a lead local flood authority and are responsible for producing, maintaining, applying and monitoring a local flood risk management strategy. This forms the framework we use to engage local communities in developing local flood risk management decisions, and explains how we support them to become better informed about flood risk issues. As climate change leads to more frequent intense rainfall, addressing flood risk forms a key element of our work to make Leicester a climate-adapted city.

The local flood risk management strategy is available on the council website at:

<https://www.leicester.gov.uk/your-environment/flooding-and-severe-weather/local-flood-risk-management-strategy/>

#### **Smart Leicester Strategy**

The Smart Leicester Strategy will catalyse the city's capabilities and, empowered with smart digital connectivity and accessible data, describe how we will better tackle the climate crisis, deprivation and poverty and together improve the quality of life in Leicester. The Strategy will include a theme around smart buildings and city infrastructure, which promotes the transition to sustainable buildings and transport, powered by clean, low-carbon energy.

To be published summer 2020.

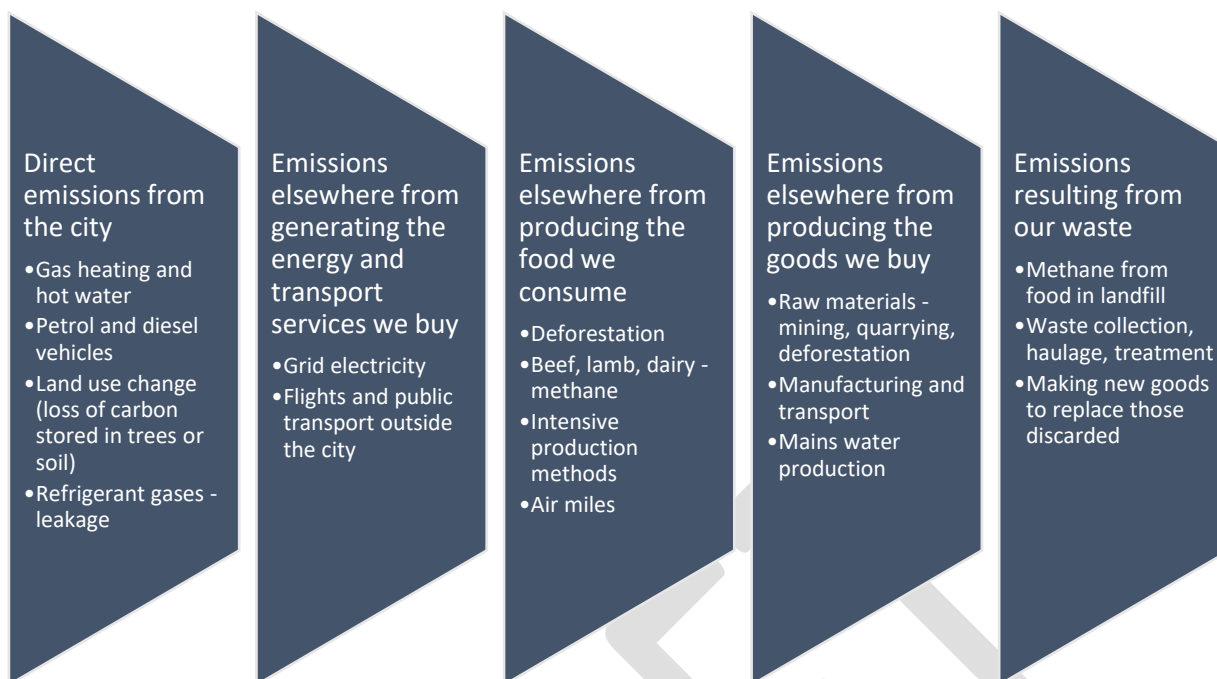
## **Leicester's impact on climate change**

As growing centres of population, activity and resource consumption, cities are thought to be responsible for around 70 per cent of global carbon dioxide (CO<sub>2</sub>) emissions from human activity<sup>3</sup>. This impact isn't just caused by activities inside the city, but also by the production of the goods and services outside it, which we buy in, and by the disposal of our waste, as outlined in Figure 1.

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<sup>3</sup> Estimate from C40 Cities.

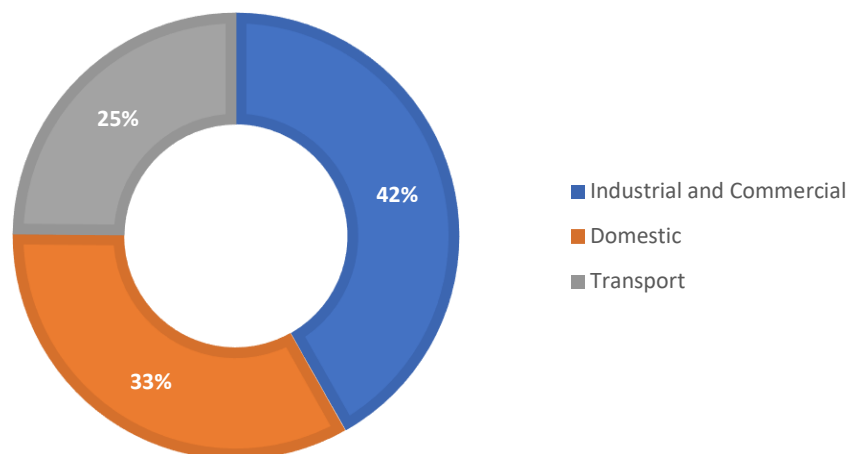
**Figure 1: How cities cause carbon emissions**



Looking at Leicester’s emissions caused by our direct energy use in the city from gas, electricity, diesel, petrol and other fuels, the most recent government figures show that collectively we were responsible for 1.3 million tonnes of CO<sub>2</sub> emissions<sup>4</sup> in 2017. This worked out at 3.7 tonnes per person, which is similar to levels in other comparable UK cities<sup>5</sup>. For Leicester to become carbon neutral this will need to reduce to almost zero. In the section on Playing Our Part later in this strategy we discuss how quickly this might need to happen. Figure 2 shows where Leicester’s emissions in 2017 came from.

<sup>4</sup> The government figures only cover CO<sub>2</sub>, which is the main greenhouse gas. However, where we refer to “carbon emissions” in other parts of this document we are including other greenhouse gases too.

<sup>5</sup> 2017 per capita emissions were 3.5t in Nottingham, 3.7t in Sheffield, 4.0t in Leeds and 3.2t in Bristol. Source: Department for Business, Environment and Industrial Strategy (BEIS).

**Figure 2: Sources of Leicester's CO<sub>2</sub> emissions from energy use in the city in 2017**

The council's and schools' carbon emissions totalled 42,569 tonnes in 2017/18, which represents just over 3 per cent of the city's emissions. While this is a small proportion of the city's total, it is an area we have more control over, and we believe it is important to lead by example. We look in more detail at the opportunities to reduce our own emissions and those of schools in the section on The Council.

Figures are not available for the emissions Leicester is responsible for through its consumption of goods, raw materials and services from outside the city, or the disposal of its waste. However, as discussed later, in the section on Consumer Choices and Waste, these sources might add another 60 per cent or more to the direct emissions.

## Our achievements so far

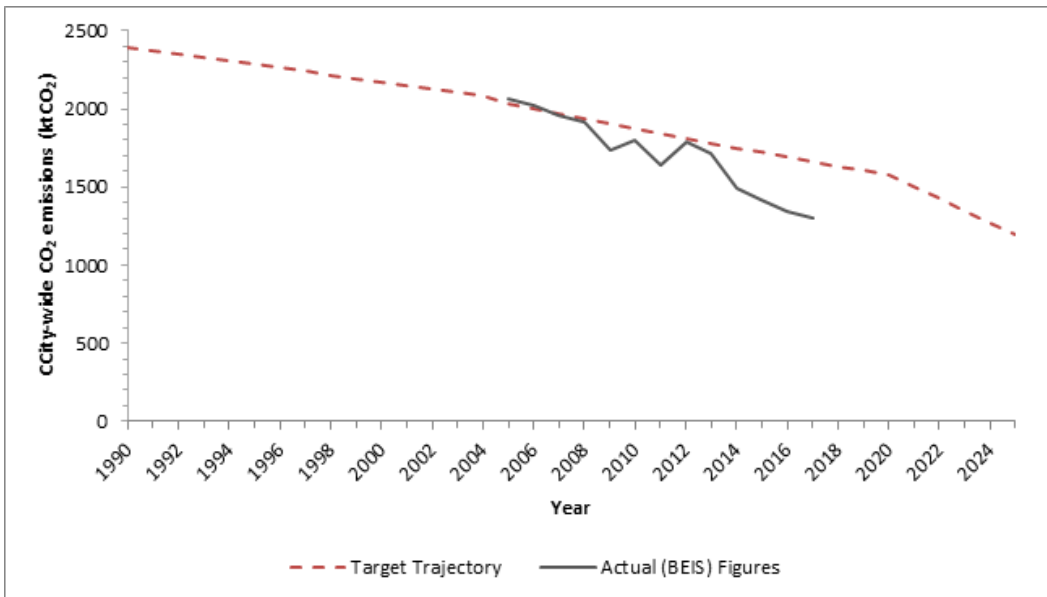
The council has been working to reduce carbon emissions and to adapt the city to the changing climate for a number of years. Well before the Climate Emergency we had set long-term targets to:

- halve city-wide carbon dioxide (CO<sub>2</sub>) emissions<sup>6</sup> from their 1990 levels by 2025, and
- halve the council's own carbon emissions from their 2008/09 levels by the same year.

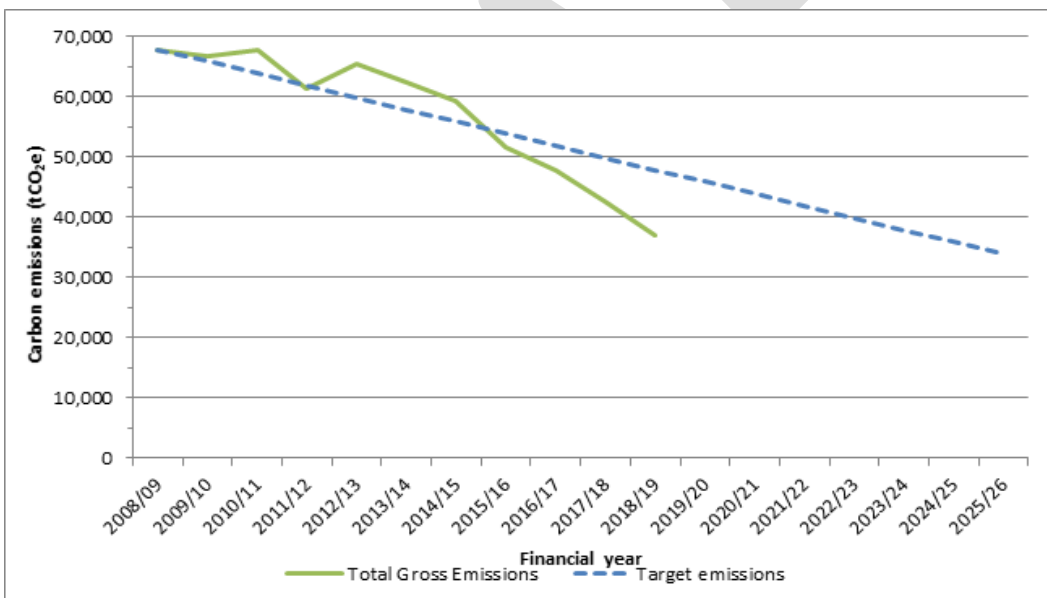
As the graphs below show, we are on track to meet both these targets. Emissions from the city as a whole fell by 45.7 per cent from the 1990 baseline level by 2017 and the council's own emissions had fallen by 45.5 per cent from their 2008/09 baseline level by 2018/19.

<sup>6</sup> Our target for the city only covered carbon dioxide, because central government figures used for monitoring progress don't include other greenhouse gases.

**Figure 3: Leicester’s CO<sub>2</sub> emissions compared with our previous target trajectory**



**Figure 4: The council’s carbon emissions compared with our previous target trajectory**



For both the city and the council, the majority of the reduction so far has been the result of lower emissions from electricity use. Some of this has been achieved by local action to increase energy efficiency – for example installing LED lighting – while the rest has come from the decarbonisation of the national grid. The opportunities for further carbon emissions reduction over the coming years are discussed in the themed sections in Our Strategy for the City.

The council has carried out a wide range of actions and projects, dating back to the 1990s and even earlier, to play our part at the local level in reducing emissions. Some more recent examples, and their impacts, are highlighted below.

- **CUTTING ENERGY USE AND HEATING BILLS IN HOMES.** In the three years up to March 2019 we installed efficient new boilers in 3,870 council houses and fitted external wall insulation to another 141. The Health Through Warmth programme also secured almost £327,000 of funding from charities, energy companies and the NHS to reduce fuel poverty for 1,400 people in vulnerable households.
- **CONNECTING LEICESTER** has invested millions of pounds to provide safer, better-connected and more attractive walking, cycling and public transport infrastructure. The programme has created new cycle lanes throughout the city, redeveloped the Haymarket Bus Station to create extra capacity for buses and provided new public space in Jubilee Square, Cathedral Gardens, Market Square and New Walk Place.
- **LEICESTER'S FOOD PLAN** has delivered a programme of action to support better access to healthy and sustainable food, and to address food poverty. This includes supporting over 60 groups through the Community Food Growing Support Programme and 83 schools through the Food for Life Programme. Our school meals service has also achieved the Food for Life Silver Award.
- **SAVED FROM LANDFILL.** A Reuse Shop was opened at the Gypsum Close Recycling Centre in partnership with local charity LOROS. Over the last three years, almost 700 tonnes of items have been diverted from landfill.
- **WORKING WITH CHILDREN AND YOUNG PEOPLE.** Our Eco Schools programme works with local schools to provide environmental education to thousands of students, along with assistance to reduce schools' energy use and carbon emissions. 48 schools have now achieved a Green Flag award under the scheme – one of the highest rates in the country.
- **SUPPORTING SMALL BUSINESSES.** Our ERDF<sup>7</sup> funded Green BELLE project has provided over £270,000 in match-funded grants towards insulation, LED lighting and efficient heating and equipment in 42 small and medium-sized businesses in the city, reducing carbon emissions and energy costs.
- **RESPONDING TO THE CHANGING CLIMATE.** The River Soar Strategic Flood Risk Management Programme has carried out £7.5 million of work to reduce flood risk to over 2,000 local homes and businesses. This includes creating the award-winning Ellis Meadows flood storage site, which doubles as a vital new wetland habitat for wildlife, as well as a recreational space.
- **THE WHITE LIGHTS PROJECT** has replaced street lighting across the city with low energy LEDs, reducing electricity consumption by 58 per cent and annual carbon emissions by 8,450 tonnes while saving over £1.7 million in energy bills each year.
- **COUNCIL BUILDINGS.** We've reduced energy use in our buildings, led by our flagship redevelopment of City Hall in 2014. The building is connected to district heating and had 90 solar PV panels installed, as well as insulation, double glazing and low energy lighting. We've also saved energy by reducing the size of our corporate estate by over 7,000m<sup>2</sup> since 2015, and now operate from fewer, more efficient buildings.

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<sup>7</sup> European Regional Development Fund

- SOLAR PV PANELS have been installed on council buildings across the city, with 965kWp of capacity installed or in progress. These are currently generating over half a million kWh of electricity and saving more than 500 tonnes of carbon emissions each year.
- SUSTAINABLE PROCUREMENT GUIDANCE has been updated and a Social Value Charter published to help staff achieve reductions in energy use, carbon emissions, waste and impact on natural resources when buying goods and commissioning outsourced services for the council. Our environmental standards include a requirement for all timber to be sourced from certified sustainably managed forests. We also look for electric or other low-emissions models as the preferred choice for our fleet, where they are available, affordable and can do the job.

## Playing our part

### Ambition for a carbon-neutral city

We believe that the city of Leicester must play its part in national and global efforts to implement the Paris Agreement on climate change. Scientific estimates for the speed and scale of global carbon reduction needed suggest that the City of Leicester needs to become carbon neutral by 2030 or sooner.

The council will lead by example, working towards the city and the council becoming carbon neutral, while at the same time tackling poverty and inequality, and enabling the city to continue developing to meet the needs of its growing population for housing, jobs, access to services and other essentials.

A carbon-neutral Leicester cannot be achieved by the council on its own. We will continue to work in partnership with other like-minded organisations, businesses, groups and individuals to make our own actions more effective, and to support progress throughout the city.

Becoming carbon neutral will require unprecedented levels of central government support including legislative and regulatory changes, huge national investment programmes and greatly increased funding to local government. The council commits to engaging with the government to seek the changes we think are needed.

### Background

In 2016 world leaders from 195 countries, including the UK, signed the Paris Agreement on climate change. They committed to take steps to limit global temperature rise to well below 2°C and pursue efforts to keep it to 1.5°C. This is what scientists think is necessary to prevent the worst impacts of climate change on humanity and the natural world.

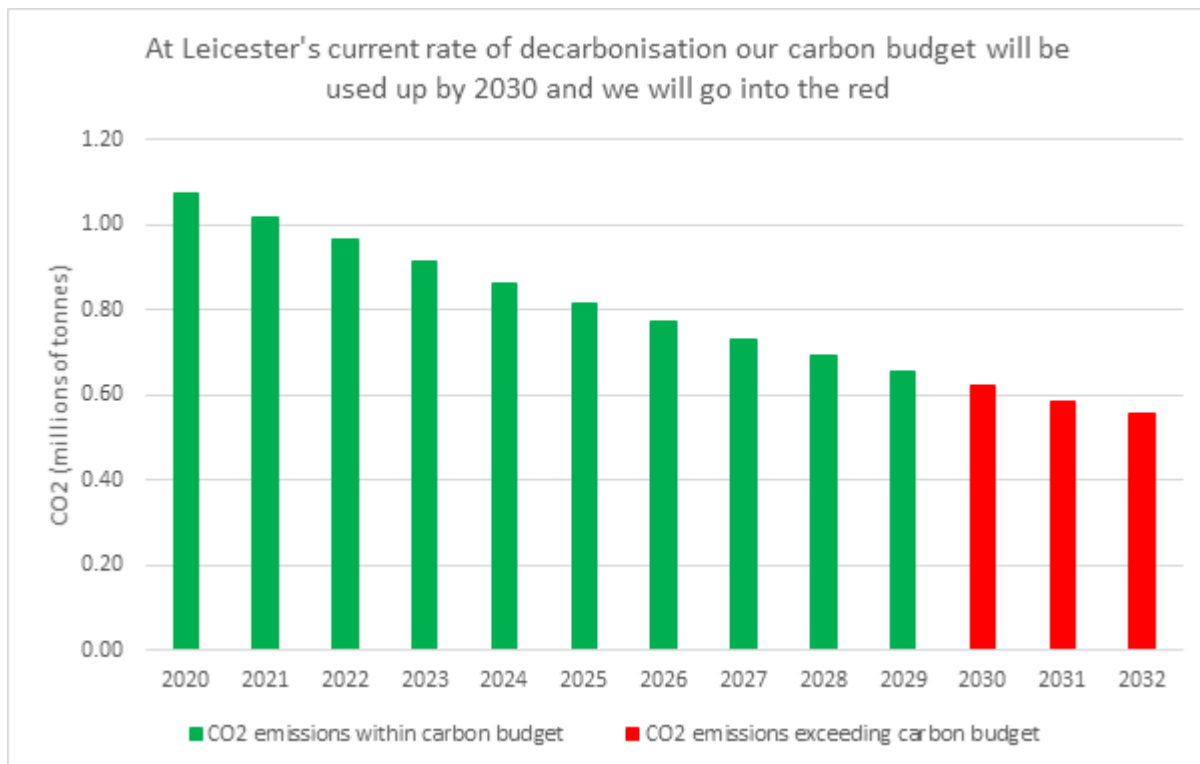
To have a chance of achieving this, it is estimated that we must limit human-made emissions of carbon dioxide (CO<sub>2</sub>) – the main greenhouse gas – to no more than 900 gigatonnes in total<sup>8</sup>. This is the global 'carbon budget'.

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<sup>8</sup> Up until the year 2100.

Scientists have calculated Leicester’s share of this budget to be 8.5 million tonnes of CO<sub>2</sub> in total<sup>9</sup> from our energy use in the city<sup>10</sup>. On this basis, if the city’s emissions continue to reduce at the current rate, this budget will be exceeded from 2030. This is illustrated in the chart below.

**Figure 5: Leicester’s projected CO<sub>2</sub> emissions if the most recent rate of reduction continues**



The city therefore needs to speed up its rate of decarbonisation in the coming years to improve the chances of its emissions being limited to within this figure.

To help us consider the best options for taking action, we will work with partners to develop an ambitious indicative pathway for reducing the city’s carbon emissions. By this we mean a series of practical steps, with quantifiable carbon savings, to transform our energy use in homes, workplaces and transport in ways which are fair and sustainable – reducing poverty and inequality and supporting a thriving economy while protecting the environment and working towards becoming carbon neutral. We will regularly review the pathway and our carbon-neutral ambition to take account of changes in scientific understanding, technology options, regulation, resourcing and other factors.

Based on this pathway, we will identify the funding, enabling measures and other support we think is needed from central government. We will make our case to them – looking to strengthen our voice by joining forces with partners in the city and with other local authorities.

<sup>9</sup> Up until the year 2100.

<sup>10</sup> [Setting Climate Commitments for Leicester – Quantifying the implications of the United Nations Paris Agreement for Leicester](#). Tyndall Centre for Climate Change Research.



# Responses to Leicester's Climate Emergency Conversation

To help develop this strategy, we wanted to make sure that local people, groups and organisations had a chance to have their say. We also wanted to engage with people from a wide variety of backgrounds, who could bring their own views and experiences into the conversation.

During 'Leicester's Climate Emergency Conversation' between November 2019 and February 2020 we used different methods to involve a wide range of people and organisations. We developed proposals for how Leicester might need to change to become carbon neutral and adapt to climate change. We also suggested possible actions that could be taken. We used these proposals as a starting point for people to respond, while also encouraging them to suggest their own ideas.

Leicester's Climate Emergency Conversation	
Activity	Details
Leicester's Climate Assembly	A whole-day event with a group of attendees selected to provide a representative sample of Leicester's population.
Young People's Climate Assembly	A whole-day event with pupils from secondary schools across the city.
Online Questionnaire	A website open to all respondents including residents and non-residents with an interest in Leicester.
Dialogue	An online discussion forum open to all respondents.
Conversation Pack	A pack for local groups and communities to allow them to hold their own consultation events in their preferred format.
Key Organisation Meetings	One-to-one meetings with selected public and private local organisations, to look at the potential for future partnerships.

Hundreds of individuals and organisations took part in the process, including:

- Leicester's Climate Assembly – 53 attendees from diverse backgrounds
- Young People's Assembly – 104 pupils from 12 schools
- Online Questionnaire – 374 responses, including 4,307 individual comments
- Conversation Pack – 8 groups responded, involving over 100 people
- 13 meetings held with key organisations

## Summary of Responses

The following is a summary. More detail is available in the consultation reports on our website.

### Support for the proposals

There was a high level of support for all the proposed actions across the conversation, as well as support for them to be more ambitious and urgent. Many of the proposals were also seen to offer further benefits, for example to health and wellbeing, reducing costs and improving the wider environment in Leicester. Some of the specific areas that were the highest priorities were:

- Investing in infrastructure for public transport, walking and cycling
- Making sure that the new Local Plan addresses the Climate Emergency
- The government leading on changes and providing support and funding
- The council increasing the efficiency of its buildings and homes and making sure that new buildings on its land are low carbon
- Planting more trees and providing quality green spaces locally
- Education on the Climate Emergency, especially in schools

### Concerns

One of the main concerns was that proposals could have unintended negative impacts, particularly on the less well-off and small businesses. Ensuring that sustainable living and choices are affordable and available to all, and that no-one is unfairly disadvantaged were seen as vital to the overall programme. There were also a number of comments that many of the actions would be hard to measure or monitor, and that clearer targets would be needed. More joined-up working between the council and other groups, organisations and local and national government was also viewed as important in maximising the impact of the proposals.

### Barriers to action, and suggestions for overcoming them

The most widely discussed barrier was the cost of many of the actions, and the lack of funding for them. This applied to individuals, organisations and the council. Some proposals were also seen as difficult to enact, especially where the council has limited influence. Similarly, the difficulty of engaging people, and the reluctance of many people and organisations to make significant changes was a concern.

One of the key messages was that national government funding, support and legislation will be needed to encourage and enforce actions where necessary. There were also calls for the council and other organisations to take a leading role, and lead by example in various areas. Education and engagement were also viewed as vital to tackling many of these issues.

### New ideas suggested

Hundreds of new ideas were shared, and we are continuing to investigate how more of these could be taken forwards in the future. One of the most popular areas for new ideas was ways of educating city residents and organisations through different technologies, services and

communities. There were also lots of ideas on raising and using funds, supporting new and existing groups and schemes within communities and making it easier, simpler and cheaper for people and organisations to act.

We will continue to use the links we've developed with people, groups and organisations throughout the city, to drive future engagement, seek ideas and opinions and look for opportunities for partnership working.

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# Our Strategy for the City

## **Preface to the strategy: lessons from the COVID-19 pandemic and opportunities for a 'green recovery'**

COVID-19 hit the UK and the 'lockdown' was imposed just as the work on this strategy and the accompanying action plan was nearing completion. Rather than delay the publication and implementation until the pandemic had passed, we decided to go ahead as planned so that our programme can – as far as the circumstances allow – progress with the urgency needed in a climate emergency.

At the time of writing, there is a lot of comment and debate about the environmental implications of the pandemic itself and the steps being taken to respond to it. Many positive environmental consequences from the lockdown have been evident – in terms of traffic levels and air quality, for example. There have been downsides too though, such as the dramatically reduced role for public transport. For many, society's ability, when it's necessary, to make and adapt to big and rapid changes in the way we live our lives illustrates that we are also capable of responding to the Climate Emergency with the urgency and ambition needed.

As work gets underway at a government level and in local authorities to plan for the recovery phase of the pandemic response, we have a critical opportunity to make the recovery a 'green recovery' rather than simply trying to restore things to their pre-pandemic position – but what does that mean in practice? Drawing upon the advice of the Committee on Climate Change to the Prime Minister in terms of the government's recovery planning, we will seek to support a recovery in Leicester that takes us towards our ambition of becoming a carbon-neutral and climate-adapted city. This includes:

- Looking at how we can make it convenient and attractive for people to maintain the low-carbon lifestyle changes they've adopted out of necessity during the crisis – making them permanent.
- Supporting a business and economic recovery that takes us towards a low-carbon economy in the city. This includes supporting job creation and skills development in key sectors needed for the transition to carbon neutrality such as low-carbon construction and heating. Also looking at how we can enhance support for businesses to introduce carbon reduction and climate adaptation measures, which will reduce running costs and business continuity risks.
- Targeting the investment that the council is able to make in low-carbon and climate-adaptation infrastructure, such as in improving insulation of homes and other buildings through 'retrofit' programmes, in ways which create jobs in the local economy to replace jobs that may be lost during the COVID-19 crisis, and to reduce poverty and inequality.
- Lobbying the government to embed carbon reduction and climate adaptation in its own recovery planning, including providing the necessary funding to local councils to play their part.

As an example of how we're following the above approach, our Transport Recovery Plan responding to the COVID-19 crisis puts sustainability at its heart alongside safety and social equity, with measures including the creation of 10 miles of new pop-up cycle lanes.

## Aims

In order for Leicester to progress from where it is today, to become carbon neutral and to sustainably adapt to the changing climate, we believe it needs to:

1. Improve existing housing, workplaces and community buildings in the city to enable them to become carbon neutral, and energy and water-efficient.
2. Progressively improve the environmental standards achieved by new development, including construction materials, until developments ultimately achieve a carbon-neutral standard and are energy and water-efficient.
3. Rapidly increase renewable energy generation in the city and encourage storage of surplus to help meet demand at peak times.
4. Reduce carbon emissions from travel and transport towards the goal of becoming carbon neutral, based on walking, cycling, public transport and ultra-low emissions vehicles, as well as reducing the need to travel.
5. Work towards the prevention of carbon emissions outside and inside the city resulting from its use of goods and raw materials – including dietary choices – and its waste.
6. Protect the city from the increased risk of heatwaves and flooding as the climate changes, focusing on nature-based solutions involving trees, green spaces and sustainable drainage where possible.
7. Protect biodiversity, green spaces and trees as far as we can from the negative impacts of a changing climate.
8. Increase the net amount of carbon locked up in soil, trees and vegetation, and in timber used in buildings, within the limits of a compact, densely populated urban area.
9. Respond to climate change in ways that reduce poverty and inequality, improve health, stimulate innovation in the economy and bring communities together.
10. Engage with people, groups, organisations and businesses in the city to encourage everyone to play their part in tackling the Climate Emergency, and form partnerships to increase the effectiveness of our response.

## At home

In this theme we look at existing homes in the city. Building of new housing is discussed in the Land use, green space and development theme.

### Climate impacts

Housing accounts for about a third of carbon dioxide (CO<sub>2</sub>) emissions from energy use in the city. 70 per cent of this is from gas used for heating and hot water, while the rest is from the generation and transmission of electricity – used mainly for lighting, appliances and electronics, as well as heating and hot water in some homes.

Emissions from housing in Leicester reduced by 35 per cent between 2005 and 2017, despite the number of households increasing by 12 per cent over a similar period. This is partly the result of electricity becoming 'greener', so that there are less emissions from each kilowatt-hour used. The introduction of more efficient boilers and appliances, and fitting of more insulation, also helped, but cuts in government support led to a decline in the rate of fitting new efficiency measures after 2012<sup>11</sup>.

Electricity is expected to continue to become greener, but with more housing needed<sup>12</sup> to meet the needs of a growing city population, and the majority of existing homes still heated by gas boilers, housing cannot become fully carbon neutral until heating and hot water systems change. This could create a risk of more fuel poverty if electric systems are needed, because electricity costs more than gas per kilowatt-hour of energy. This was a concern highlighted by the public during our Climate Emergency Conversation. So, our vision for carbon-neutral housing in Leicester includes:

- High levels of insulation to keep bills as low as possible
- Smart controls to help people use their heating, lighting and appliances efficiently, as well as energy efficient lighting and appliances, to keep bills down
- Low-carbon heating – probably mainly using heat pumps<sup>13</sup>
- Renewable energy generated from homes wherever possible – with some of it stored for times of peak demand.

As well as causing carbon emissions, housing can also be vulnerable to the impacts of climate change too. Experts are warning that more homes may be at risk of overheating<sup>14</sup> as heatwaves become more frequent. Some areas of the city are also at risk from flooding, and housing can add

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<sup>11</sup> The number of major energy efficiency measures installed in homes each year fell by 80 per cent between 2012 and 2015. Source: [Carbon Brief](#).

<sup>12</sup> An estimated 29,104 homes will need to be built by 2036.

<sup>13</sup> Unless government policy supports mass production of low carbon hydrogen to replace natural gas, as an alternative.

<sup>14</sup> Nationally, 20 per cent of homes are already prone to overheating (Committee on Climate Change), and maximum summer temperatures could rise by 6-9°C by the end of this century (Met Office forecast under a 'high emissions' scenario).

to flood risk by preventing rainfall from soaking away. This is covered in the section on Land Use, Green Space and Development.

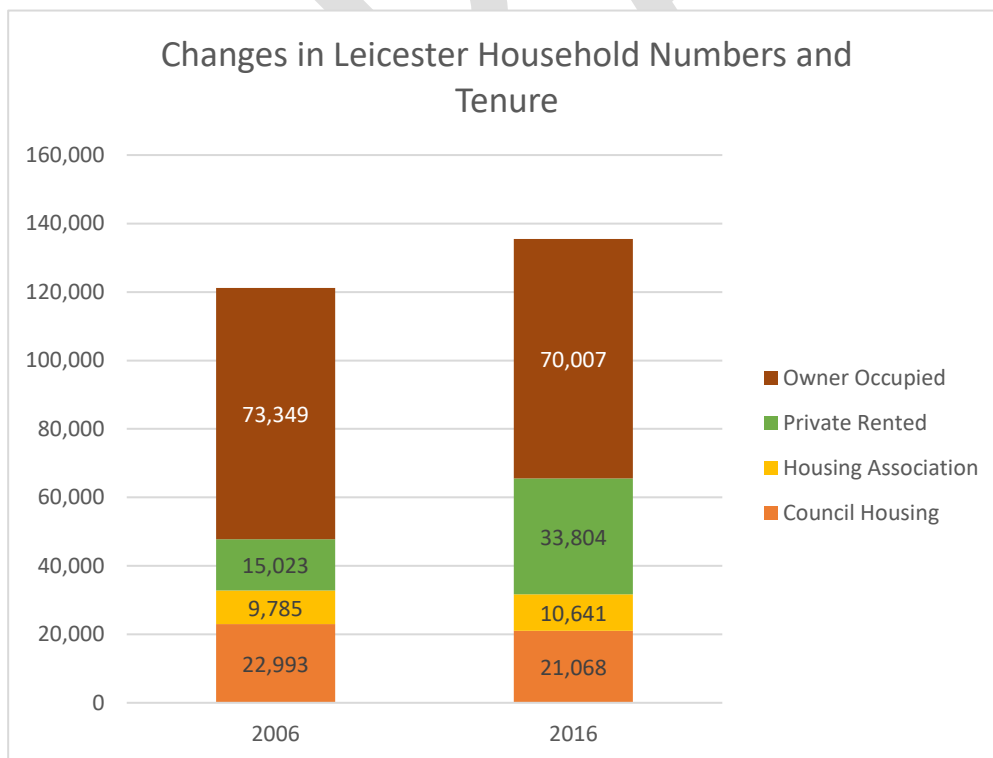
### Opportunities to take action

The council’s main area of influence over the energy efficiency of housing and its CO<sub>2</sub> emissions is through our role as landlord for around 21,000 council houses in the city. We have been investing over many years to improve insulation and upgrade boilers in our stock and, as a result, we are starting from a good position. The average council house in Leicester has an energy efficiency rating of ‘C’, whilst the most common rating in the city as a whole is ‘D’<sup>15</sup>.

However, in a climate emergency we must go much further: retrofitting more insulation, efficient heating and lighting and renewable energy systems wherever possible; encouraging tenants to make use of smart meters and other energy saving controls; and starting to plan for the introduction of low or zero carbon heating, when we are clear about the government’s preferred approach.

Council housing in Leicester, however, makes up only 16 per cent of the housing stock and has been declining as a percentage while private rented housing has increased, as shown in Figure 6. The council has very limited influence over carbon emissions from the private rented sector, or from owner-occupied homes. We do have a role in ensuring private sector landlords meet at least the legal minimum of an ‘E’ energy efficiency rating (if it is cost-effective to do so) when they re-let their properties, but this is well below what will be needed if Leicester is to become carbon neutral.

**Figure 6: Household numbers and tenure in Leicester 2006 and 2016**



<sup>15</sup> The ratings go from A to F, with A being the most efficient.

One of the concerns raised by the public during our Climate Emergency Conversation was that if private landlords were forced to make energy efficiency improvements to their properties, or to install renewables or new heating, they might pass the costs on to tenants in the form of increased rents – pushing people into poverty. People also strongly supported the idea of a major government programme to fund improvements to housing. These are both issues that the council can raise in any meetings with government officials and MPs. If a new government programme is launched in the future, the council will look at how it can support its implementation in Leicester.

The risk of fuel poverty increasing as a result of the changes needed to housing was another public concern. The council is already doing what it can to help owner-occupiers in fuel poverty to access any available funding from energy company, health or charitable schemes to keep their homes warm more affordably. This includes energy efficiency measures, which will reduce carbon emissions. We will also make sure that we co-ordinate our work on climate change with the implementation of our Anti-Poverty Strategy.

Lastly, many people suggested during the Climate Emergency Conversation that more could be done to raise awareness about what we can all do as individuals to reduce carbon emissions. This will require engaging with people and organisations across the city, including tenants, homeowners, landlords, housing associations and developers of new housing, and making sure they have access to the necessary information on how to reduce carbon emissions from homes.

## Objectives

Taking account of the opportunities and constraints outlined above, our objectives up to 2023 for housing are:

1. Improve our understanding of how housing in the city can become carbon neutral and remain safe and comfortable in a changing climate. Use this knowledge to inform our future plans.
2. Reduce carbon emissions from council housing and communal areas by continuing to invest in energy efficiency 'retrofit' improvements, and plan for further improvements beyond 2023.
3. Engage with tenants, owner-occupiers, landlords, housing associations and others involved in housing to raise awareness and share knowledge about what can be done to save energy, keep bills down and reduce carbon emissions.
4. Increase renewable energy generation and consider opportunities for installing energy storage and low carbon heating for council houses.
5. Continue to enforce national minimum standards for energy efficiency and affordable heating of private rented housing and investigate opportunities to improve enforcement services.
6. Continue to support owner-occupiers in fuel poverty to access funding and installers, to improve the energy efficiency of their home and to replace inefficient or broken heating.
7. Lobby central government to improve regulation and increase funding to create a step-change in levels of investment in energy efficiency, carbon reduction and affordable warmth across all housing tenures, while protecting tenants.



## Travel and transport

### Climate impacts

According to figures from the government<sup>16</sup>, transport is responsible for about a quarter of Leicester's carbon dioxide (CO<sub>2</sub>) emissions from energy and fuel use within the city, and transport emissions have fallen by 11 per cent since 2005. This is a positive trend although, in common with other cities, it is a slower rate of reduction than seen with emissions from housing and business sites, which have benefitted from the 'greening' of electricity from the national grid.

It should be noted that the government figures are only an estimate, based on automated vehicle count figures from locations around the city. They may not reflect the full impact of congestion, which can add to carbon emissions by increasing journey times.

The reduction seen in transport emissions figures is largely the result of improvements in the fuel efficiency of vehicles rather than less vehicle usage or a major shift towards lower-carbon modes of travel. The introduction of ultra-low-emissions vehicles (ULEVs) such as plug-in hybrids and electric vehicles has not contributed significantly to the CO<sub>2</sub> reduction seen so far. By the end of 2018, Leicester had 710 ULEVs registered here – only 0.4 per cent of vehicles registered in the city at the time.

Looking ahead, Leicester's population is expected to grow by just over 4 per cent between 2020 and 2030 and Leicestershire's to grow by over 10 per cent in this time,<sup>17</sup> which could add significantly to transport demand. At the same time, ULEVs are expected to increase their market share more rapidly as technology improves, prices come down and we approach the government's proposed date of 2035 when new petrol, diesel and hybrid cars will no longer be available. Nonetheless, there are likely to remain a number of petrol and diesel vehicles on the roads by 2030.

### Opportunities to take action

The transport opportunities outlined below primarily address issues confronting the city, but it is important to stress that transport does not respect local authority boundaries. The issues extend into neighbouring districts and counties, across regions and can often only be addressed at a national level. For that reason, our projects and initiatives are developed and delivered against a backdrop of numerous transport-related partnerships and agreements at a local, county, regional and wider level. This is particularly important when addressing issues affecting rail and road networks, which can often only be considered at a regional or national level. When appropriate, these groups provide an effective vehicle for lobbying government to secure funding and support to address transport issues affecting our city and region. When necessary, however, the city will continue to express a local view on national issues by lobbying local MPs or national government or through relevant national groups – for example on air quality and sustainability matters.

The council has delivered major programmes to improve transport infrastructure and services in the city so that a good choice of travel options is available for everyone. For example, since 2011

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<sup>16</sup> Figures published by the Department for Business, Energy and Industrial Strategy.

<sup>17</sup> Source: Office for National Statistics, 25 year population projections.

more than £100 million has been invested through Connecting Leicester in extensive new high-quality cycling and walking infrastructure, focused in and around the city centre, and a dramatic improvement in the public realm through revitalised streets and award-winning public squares and spaces. We have also invested substantially in new bus infrastructure, including a new bus station at Haymarket and a bus corridor scheme on the A426, which has seen bus use grow by 13 per cent – bucking the national and local trend.

We have implemented programmes focused on promotion and support for behaviour change through the Local Sustainable Transport Fund and Access Fund to introduce many new people to walking and cycling. In addition, over the three years of our previous Sustainability Action Plan our promotional work led to 2,500 new members of our car-share scheme: LeicesterShare. We're also delivering the Choose How You Move service to provide travel information and a journey planner to highlight the options for active travel for local journeys.

The council's responsibilities for city-wide transport strategy, for managing and maintaining the highways network and for implementing local planning policies for new development give it significant influence over emissions from transport. However, these roles relate primarily to transport infrastructure and its ability to make low and zero-emissions forms of travel accessible and practical. Ultimately, Leicester's transport emissions are the result of travel decisions by individuals and organisations, and these are influenced by a much wider range of factors including cost, convenience and cultural perceptions of different travel options. This therefore limits what the council can achieve without wider support.

While the expected national shift towards ULEVs might appear to offer a 'magic bullet' for reducing transport emissions, in reality it is not a solution on its own. There are several reasons for this:

- 37 per cent of households in Leicester do not have access to a car<sup>18</sup>, so convenient, affordable, high-quality alternatives need to be widely available if we are to tackle climate change in a way that doesn't disadvantage those people.
- Leicester already experiences significant congestion, and this could get worse as the city grows unless vehicle numbers on the roads are kept under control. This means more trips will need to be made, and local services accessed, in other ways.
- Demands on the electricity grid are expected to increase a lot as more heating of buildings changes to electric systems and more renewable electricity is fed in from local generation. If transport relies too heavily on electricity as well, the costs of strengthening the grid could become a major burden on the local economy.
- ULEVs themselves have significant environmental impacts – particularly from the manufacture of the batteries. They will add to Leicester's carbon and environmental 'footprint' from goods purchased by city residents and organisations<sup>19</sup>.

For these reasons, the council's approach to tackling transport emissions needs to take account of the 'travel hierarchy' below.

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<sup>18</sup>Source: Office for National Statistics, 2011 census.

<sup>19</sup> The section about Consumer Choices and Waste includes more about emissions from consumption.

**Figure 7: The travel hierarchy**

The travel hierarchy starts with looking at opportunities to reduce the number and length of journeys – for example by people accessing services from home or making sure that they have the facilities they need nearby. The council already has planning policies to promote the availability of key facilities at a neighbourhood level, and the new Local Plan provides an opportunity to continue to do this. We will also continue to improve online access to council services. We are aware that, for those on a low income, online access may be problematic due to the cost of data, so we are addressing this issue through our Anti-Poverty Strategy. This includes a commitment to providing free Wi-Fi on council estates.

In terms of encouraging more walking, cycling and public transport use, the council will be able to continue improving infrastructure, promoting these modes of transport and supporting improvements to public transport services in partnership with the providers. This includes improving the integration of different transport services to make it easy for people to make multi-modal journeys, such as cycling to the train station or catching a shuttle bus between the train and coach stations. In the past, investment in these areas has been constrained by levels of government funding, and by changing government policies and targets. We are therefore intending to consult on the introduction of a Workplace Parking Levy. This could provide an ongoing secure level of funding for sustainable transport improvements to benefit employers, commuters and the wider city. It would allow us to plan further ahead, and to attract matching investment from central government and other sources.

We will also need to ensure that development in the city is consistent with the goal of becoming carbon neutral. New housing, employment sites, schools and accompanying infrastructure will all need to be designed for a city in which a much bigger proportion of travel takes place on foot, by bike and by public transport, and in which all vehicles run on carbon-neutral energy sources. This means ensuring that new strategic housing and employment developments are well connected to public transport services, with good access on foot and by bike too. Secure bike parking will be needed, and development will need enough electric vehicle charge points. Travel Plans produced for new developments will need to be ambitious, reflecting the need for transport to become carbon neutral.

As electric vehicles begin to replace petrol and diesel in more significant numbers, the council will need to plan for a substantial and ongoing further expansion of the network of public EV charge points across the city. This will need to include provision for areas of terraced and other housing without off-street parking, where on-street chargers will be essential. We also need to lead by example in introducing ULEVs into our own fleet (refer to the section covering the council) and work with the bus companies to make the same transition with their vehicles.

Transport demand generated by business and public service activity in the city clearly makes a big contribution to traffic and carbon emissions. This includes freight distribution and logistics, business travel and commuter journeys. While we can influence some of these activities through the infrastructure improvements and other measures described above, much of the

decarbonisation of employment-related travel and transport will rely on decisions by employers and individual employees. We can, however, look to support other employers with this through targeted programmes of advice, promotion and, where possible, financial support. We have delivered a number of programmes of this kind already and will continue to take every opportunity to do so, such as our ongoing work to provide local businesses with travel planning support.

The other way in which we can influence emissions from transport is through our management of the highways network and parking. We recognise that for travel patterns to shift towards a much greater role for walking, cycling and public transport, the highways network is going to need to adapt to encourage and accommodate these changes. This is something that has already been happening over recent decades, with road space being reallocated where necessary to improve provision for buses, bikes and pedestrians. Similarly, parking has been changing, with new provision on the edge of the city at Park and Ride sites to encourage commuters and shoppers to take public transport into the centre rather than drive. Further changes of these kinds will be necessary to enable the shift in travel behaviour we will need.

We will also need to look for ways to address the cost imbalance between driving and using the bus. This was one of the biggest barriers to changing travel choices raised by the public during Leicester's Climate Emergency Conversation. Many people highlighted what they felt was the high cost of taking the bus compared to the cost of driving and paying for parking. They argued that this is discouraging car drivers from changing to the bus. It could also present a financial barrier to travel for those without access to a car – and who may be on a low income.

## Objectives

Our objectives for travel and transport up to 2023 are:

1. Increase the percentage of journeys made by walking and cycling through improvements to infrastructure and services, and through promotion.
2. Work with the bus companies to increase the percentage of journeys made by public transport through improvements to services and infrastructure, and through promotion.
3. Work with the bus companies to start introducing ultra-low emissions buses and to plan for this to continue beyond 2023.
4. Expand the network of electric vehicle charging points and plan for further expansion beyond 2023. Also regularly review the need for hydrogen refuelling infrastructure.
5. Develop or support car and bike sharing schemes, including car clubs, where they can reduce carbon and air pollution emissions from travel.
6. Work with taxi and private hire operators\* to further reduce carbon and air pollution emissions from their services.
7. Enforce planning policies to support provision of essential services near to where people live and work, along with good access to walking, cycling and public transport routes from new development.
8. Address our Climate Emergency aims in our policies for, and management of, car parking and the highway network.

9. Continue to improve online access to council services, while also continuing to offer facilities in neighbourhoods – allowing people to access services without the need for car travel.

\* Refer to the At Work section for objectives relating to business travel and commercial haulage and distribution. Refer to the section about The Council for objectives relating to the council's business travel and fleet.

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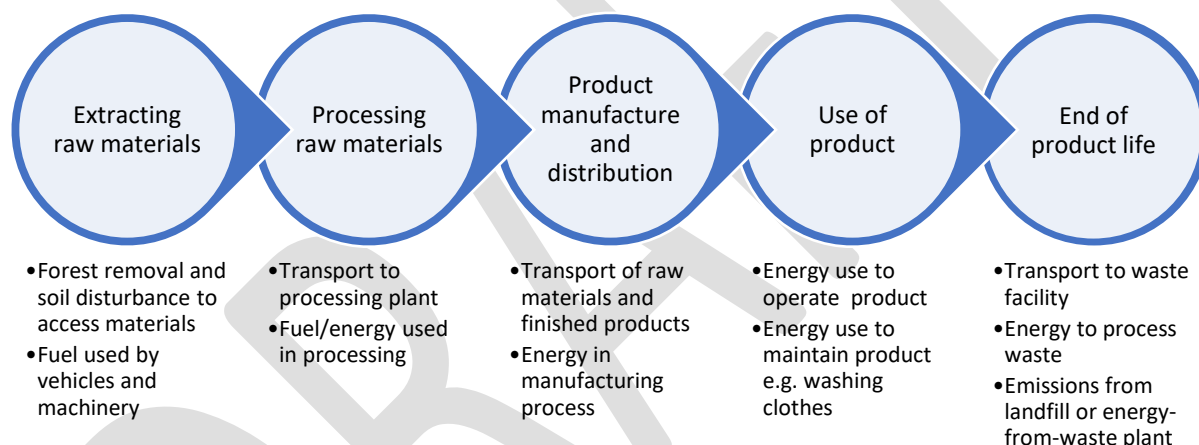
## Consumer choices and waste

The choices we all make about what to buy clearly have a big influence on what we later need to throw away. Both our purchase and disposal of things results in carbon emissions, so this section of the strategy looks at both these areas.

### Climate impacts

Accurate figures are not available for the carbon emissions caused by what we buy in Leicester or what we throw away. This is because emissions can be caused at every stage in the life of a product or raw material from cradle-to-grave. Many emissions are generated outside the city – in extracting and processing raw materials, manufacturing and transporting products, and collecting and processing the waste that’s generated.

**Figure 8: Causes of carbon emissions during the life of a product**



There isn’t a straightforward way of measuring what comes into and leaves the city or adding up the emissions it creates. However, it has been estimated that emissions caused in large cities by consumption of raw materials, goods and services from outside could add another 60 per cent to those from activities inside them<sup>20</sup>. If this figure was applied to Leicester, it would add another 778,000 tonnes per year to the carbon footprint.

There are similar difficulties estimating the emissions caused by Leicester’s waste, as there are no overall figures for what is generated and how it is disposed of. The government’s figures show that waste treatment and disposal accounts for about 5 per cent of UK carbon emissions<sup>21</sup>.

Methods of estimating emissions from municipal waste that’s landfilled usually assume that it includes food waste, which breaks down in landfill to emit methane – a potent greenhouse gas. Leicester’s municipal waste, however, is processed in a ball mill to take out most of the food

<sup>20</sup> Source: [Consumption-Based GHG Emissions of C40 Cities](#)

<sup>21</sup> 2018 UK Greenhouse Gas Emissions, Final Figures, Department for Business, Energy and Industrial Strategy

waste<sup>22</sup> before any gets to landfill. As a result, our emissions from this waste stream are expected to be lower.

Whatever the actual figures are, it remains the case that collection, sorting, treatment and disposal of Leicester's waste will be causing a significant amount of carbon emissions. And for every tonne thrown away, new raw materials and goods will need to be made and transported to the city to replace things – causing further emissions. So, the more that waste can be reduced, reused, recycled or composted, the better.

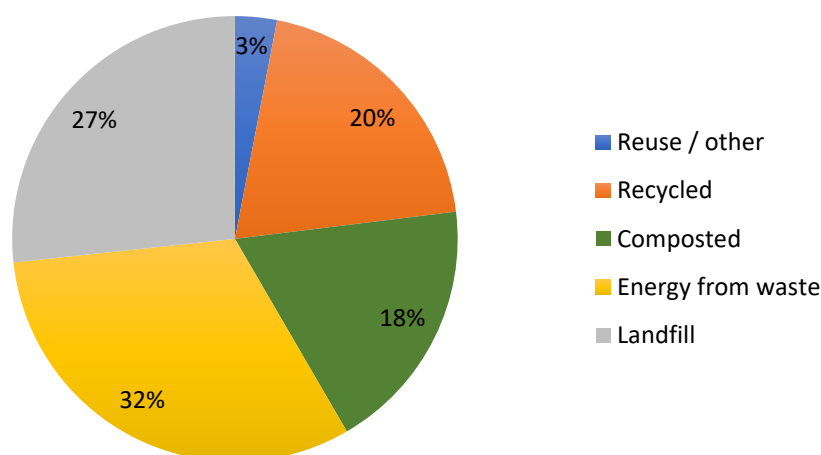
Ultimately, what's known as a 'circular economy' will be necessary. In a circular economy natural resources are not thrown away at all when products are no longer needed. Instead, they become raw materials for new products, made using advanced methods for recycling and reprocessing.

## Opportunities to take action

The council doesn't have much influence over waste generated by commerce and industry in the city. Our biggest opportunities for action are around household waste, and also the council's own waste, which is covered in the section on The Council.

We provide the household waste collection and recycling services for the city through our partner, Biffa Leicester. In 2018-19, we diverted 73.3 per cent of household waste from landfill, with most being recycled, composted or sent to energy-from-waste plants:

**Figure 9: Disposal of Leicester's household waste in 2018/19 by percentage**



The Committee on Climate Change has estimated that the UK will need to increase its recycling rate to 70 per cent or more to reach net-zero carbon emissions<sup>23</sup>. This means that Leicester and

<sup>22</sup> It is broken down by bacteria in an anaerobic digester to produce biogas. The biogas is then burned to generate electricity. What's left afterwards is used in land reclamation projects. The ball mill also takes out recyclable metals and combustible materials suitable for energy generation, so that a minimal amount of waste overall needs to be landfilled.

<sup>23</sup> Source: Committee on Climate Change, Net Zero - The UK's contribution to stopping global warming: <https://www.theccc.org.uk/publication/net-zero-the-uks-contribution-to-stopping-global-warming/>

other cities will need to go well beyond current recycling levels. The government's new Resources and Waste Strategy for England is expected to push for an increase to a 65 per cent recycling rate. It will require local councils to develop their own Waste Strategies setting out plans to achieve this increase. This represents a key opportunity to reduce Leicester's carbon emissions from waste. It will rely on strong government support to deliver the strategy.

Where waste can be prevented, or unwanted items can be reused, this is another way of reducing emissions. It is generally even better than recycling because it avoids the need for transporting waste to recycling plants and for energy to carry out the recycling process and make new products. Reuse is often best run at a community level, by charities, small businesses and community organisations. The council can, and already does, support community-scale reuse activities. This could be another opportunity to reduce emissions if we can encourage new schemes to get started or help existing ones to expand.

We can also continue to promote the benefits of reducing, reusing, recycling and composting, and to publicise the services and schemes available across the city. Planned work includes a communications campaign on correct recycling, metal recycling and promoting home composting through advice and discounted compost bins. We can link this to the growing concerns about plastic waste too, by supporting projects to reduce single use plastics, including the promotion of free water bottle refill locations.

While we don't have a lot of influence over waste from businesses and other employers, we do already provide waste collection and recycling services to retail businesses in the city centre and local shopping centres. We also offer a trade waste recycling and disposal service from Gypsum Close. The expansion of this service to increase recycling by local small businesses is another opportunity. We can also look to help promote schemes and programmes by partner organisations, including the universities and Leicester and Leicestershire Enterprise Partnership (LLEP) to support waste reduction, reuse and recycling by businesses. This includes work with food and drink manufacturing businesses through the Food Plan and the LLEP's Sector Growth Strategy for the food and drink sector.

During the Climate Emergency Conversation members of the public supported the idea that individuals and organisations need to think more about what they buy. They felt that more information is needed to help people make more informed choices. They were also against the idea of the council appearing to tell people what to do. Bearing this in mind, we need to look at how we can get information and advice out to the public and businesses. We also need to look at how we can help improve the choices open to them, while avoiding imposing changes.

Looking at the consumption of raw materials and products in Leicester, and opportunities to promote more sustainable, climate-friendly choices, the science tells us that one of the most important areas is food. Estimates suggest that food accounts for 20-30 per cent of carbon emissions worldwide. Most experts believe that current western diets, with their emphasis on meat and dairy produce, are not sustainable because of the energy and resources used for intensive production, the land needed for growing animal feed and the methane generated by cattle and sheep<sup>24</sup>. Transport of food also adds to emissions – particularly where airfreighting is involved. Leicester's Food Plan looks at these issues. It contains actions to raise awareness and

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<sup>24</sup> Methane is another greenhouse gas that adds to climate change, alongside carbon dioxide.



support a shift to healthier and more sustainable diets, and less waste and single-use plastics from food products. It includes work on engaging at all levels including community growing projects, work with business that produce and serve food and educating and informing consumers about healthy and sustainable choices. The plan also promotes action to reduce 'food miles' through local food growing, including on allotments, and local sourcing by food businesses.

Other types of products with a big climate impact include construction products such as cement and steel, as well as electrical goods and clothes. The council has an opportunity to lead by example in its own construction projects, and this is covered in the section on The Council. For electrical goods and clothes, these are areas where the climate impact could be reduced by encouraging a shift away from a culture of disposable products and towards products which are longer lasting or repairable. This links back to the council's support for community-led reuse and repair projects.

Leicester's important role in the textiles manufacturing industry provides a particular opportunity to work with businesses in that sector to encourage a shift away from disposable 'fast fashion' products and towards longer-lasting clothes. This is discussed further in the section: At Work.

## Objectives

Our objectives for consumer choices and waste\* up to 2023 are:

1. Raise public awareness of the climate impact of different choices when buying or disposing of things, and ways to reduce the impact. Include areas with big climate impacts such as: food, electrical products and clothes.
2. Continue to introduce more locally sourced ingredients into school meals\*\* to reduce carbon emissions from 'food miles'. Introduce more menu choices which are free of meat, egg and dairy produce, in consultation with pupils and parents.\*\*\*
3. Reduce carbon emissions from 'food miles' by increasing local growing and raising awareness of the impact of air-freighted food.\*\*\*
4. Support an increase in the number and impact of reuse and repair schemes for household items.
5. Work with Biffa Leicester to increase participation in current recycling services, including the orange bag scheme and garden waste service, and to improve segregation of recyclable items by households.
6. Work with BIFFA Leicester to explore opportunities to reduce carbon and air pollution emissions from the collection, processing and onward transport of Leicester's household waste under the current contract.
7. Carry out research and begin planning for improvements to household waste services, in line with the aims of the new Resources and Waste Strategy for England including a major increase in recycling. Identify options for reducing the climate impact of household waste, including its collection and processing, as part of this.

8. Ensure that future land use policies and allocations align with any need for facilities to enable a substantial increase in reuse, recycling, composting and the treatment of food waste to produce biogas for low carbon energy.
9. Lobby for national measures to provide stronger incentives for reuse and repair, and to strengthen the market for recyclable materials – particularly plastics.

\* Refer to the sections At Work and The Council for objectives covering businesses' and the council's procurement and waste management.

\*\* Refer to the section on The Council for objective covering catering for council events.

\*\*\* Refer also to the Food Plan.

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## At work

This section covers the impact of employers in the city, including businesses, public services such as the NHS, Police and Fire Services, further and higher education, and voluntary and community organisations. The impacts of the council and schools are covered separately in the section on The Council.

### Climate impacts

Employment activities in the city are responsible for carbon emissions from a number of sources, including:

- heating, cooling and power used to run offices and other buildings
- energy used in manufacturing processes and to operate equipment
- fuel used by fleet vehicles, and in business travel and commuting
- procurement impacts through the supply chain, caused by the extraction and processing of raw materials, manufacturing of components and other goods needed, and delivery of those goods to the employer
- the generation of waste, leading to emissions from its collection and disposal or treatment.

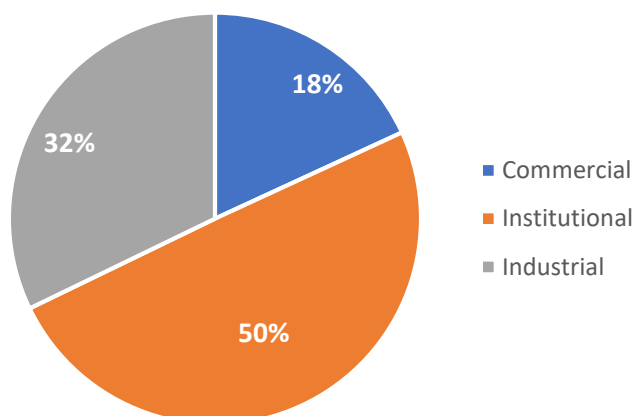
Looking at the first two sources on this list, emissions of carbon dioxide (CO<sub>2</sub>) from employment sites in the city make up 42 per cent of Leicester's CO<sub>2</sub> emissions from energy use<sup>25</sup>. This represents the single biggest source. The total emissions from employment sites have fallen by 48 per cent since 2005 – with most of this reduction being the result of 'greener' electricity from the grid.

Government figures don't give a breakdown of which types of employment site are generating the most emissions, but those available from a project called SCATTER<sup>26</sup> show that institutions such as health services, schools, further and higher education and local government account for about half, as shown below in Figure 10.

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<sup>25</sup> From figures published by the Department for Business, Energy and Industrial Strategy (BEIS) for 2017 – the most recent available at the time of writing.

<sup>26</sup> SCATTER is a reporting tool developed by Anthesis in collaboration with the Department for Business, Energy and Industrial Strategy (BEIS) and other partners. It uses a wider range of data sources to provide more comprehensive carbon emissions data for each local authority than is otherwise available: <https://scattercities.com/>

**Figure 10: Breakdown of Leicester's carbon emissions from non-domestic buildings**

This highlights the importance of large public institutions such as the council leading by example, but also underlines the need for carbon reductions from businesses too.

Carbon emissions from travel and transport by employers, and from commuting, are included in the Travel and Transport section, while emissions caused by disposal of waste from organisations are discussed in the Consumer Choices and Waste section.

Figures are not available for the supply chain climate impacts of employers overall in the city. However, work done by the council to look at its own supply chain impacts<sup>27</sup> suggest that they are likely to be at least as important as those from buildings, production processes and transport.

## Opportunities to take action

The council's ability to effect change in the business sector is perhaps more limited than in some other areas. However, we do have influence through our economic development and business support activities, as a regulator, as a landlord to many local companies and by prioritising climate protection when procuring goods and services ourselves.

An important area where we are already making a difference is in support for climate action by small and medium-sized enterprises (SMEs)<sup>28</sup>. Over 99 per cent of businesses in the city are SMEs and, unlike many big companies, they don't generally have the resources to employ their own environmental expertise. Many SMEs are part of the supply chain for bigger companies, who will increasingly be expecting their suppliers to offer low carbon, 'sustainable' goods and services. Companies that can't respond to these changing customer expectations could lose business. The council has a successful track record in securing EU funding to provide advice and grants to SMEs to help them cut their energy bills and carbon emissions. This is something we can look to continue doing post-Brexit if UK Government funding is made available to replace EU funding.

<sup>27</sup> Estimates of emissions caused by goods and services we procured in 2011-12 suggested that they could be more than double our emissions from our direct energy and fuel use.

<sup>28</sup> SMEs are businesses employing less than 250 people.

A particular group of SMEs we could look to work with is those who are tenants of our business centres, shop units and managed workspaces. We have over 350 tenants across the different units in our Corporate Estate.

We also have a lot of contact with local businesses through various council departments and the Leicester and Leicestershire Enterprise Partnership (LLEP), and we've used Leicester's Climate Conversation to build links with major local organisations. These links provide us with the opportunity to engage with organisations and to work in partnership with them. As part of our strategy for widening the response to the Climate Emergency we will also be encouraging organisations of all types and sizes, including businesses, to create their own action plans to address the Climate Emergency, providing guidance for smaller organisations on how to do so and setting up an online space to share these plans.

Although we don't have a breakdown of which types of business are generating the most emissions, we know that food and drink, textiles and other manufacturing, as well as logistics/distribution are all important sectors. These all have a significant climate impact, through energy used in manufacturing processes, the impact of raw materials used<sup>29</sup> and/or through fuel used by fleets, for example. These are sectors we will look to work with to reduce emissions from businesses.

There is a particular opportunity in the textiles manufacturing sector. Leicester and Leicestershire have a rich textiles heritage and the second largest concentration of textile manufacturing firms in the UK, employing over 10,000 people and representing £500 million of value to the local economy. The sector suffers from a negative image in terms of ethical practice, and this is seen as a key barrier to future success<sup>30</sup>. There is therefore an opportunity to help textiles businesses reduce carbon emissions and other environmental impacts in their supply chain and operations as part of a broader approach to supporting good ethical and sustainable business practice. We will seek to mitigate the negative impacts of fast fashion, whilst supporting innovation and the development of ethical, sustainable supply chains.

Looking at our wider strategy for supporting economic development, an important task in the next few years will be to make sure that our approach is aligned with the changes we know will need to happen in the economy for Leicester and the UK to become carbon neutral. These changes will create economic opportunities, which Leicester businesses will need to be ready to take advantage of. They could also pose a challenge to certain sectors and a threat to businesses that aren't geared up for them. Our economic strategy will need to identify all these issues and identify what we can do to support a strong economic future in a carbon-neutral world.

Finally, we have an important opportunity to use our own procurement – often from local companies – to lead by example and to support firms that are offering climate-friendly, sustainable goods and services. This area is covered in the section on The Council.

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<sup>29</sup> Global textiles production, for example, generates more greenhouse gas emissions than international flights and maritime shipping combined. Source: Ellen McArthur Foundation, A New Textiles Economy: Redesigning Fashion's Future (2017)

<sup>30</sup> 47 per cent of businesses responding to consultation for the LLEP's Sector Growth Plan for the textiles manufacturing identified 'negative image' of the sector as a barrier to growth, making this the most commonly identified factor in the survey.

## Objectives

Our objectives for supporting employers and their staff to address the Climate Emergency up to 2023 are:

1. Seek to influence national and sub-regional economic strategy, and any associated funding, to prioritise the achievement of a carbon-neutral, climate-adapted economy. Ensure that our own economic strategy and action plans do the same.
2. Work with partners including local universities to help small and medium-sized enterprises (SMEs) address the Climate Emergency. Provide information, advice and, where possible, funding support or financial incentives towards:
  - energy and water efficiency
  - resource efficiency and waste (circular economy)
  - renewable energy and low carbon technologies, including energy storage
  - sustainable product and service development, and low carbon/sustainable supply chains
  - sustainable, low emissions business travel and employee commuting.
3. Support the many SMEs who are tenants in our business units, shops and managed workspaces to address the Climate Emergency, including through measures to improve the properties\*.
4. Support fleet operators to reduce their carbon and air pollution emissions.
5. Enforce planning policies to ensure that new employment sites are designed and operated to enable sustainable and low-emission commuting, business travel and fleet operation.
6. Work with partners to ensure that employment skills training and vocational education programmes respond to changes in employers' needs as the economy shifts to deliver low-carbon, sustainable products and services.
7. Engage with businesses and organisations of all types and sizes to encourage them to develop their own plans to address the Climate Emergency and share their experience and knowledge.

Note: we will also use our influence as a customer of both local and other suppliers to increase the demand for low-carbon, sustainable goods and services as a way of positively influencing the economy. Refer to the section on The Council for details of our procurement objectives.

\* Measures to improve managed workspaces (those where we provide the heating, hot water, electricity and waste collection as part of the tenancy) are covered by the objectives in the section on The Council.

## Land use, green space and development

### Climate impacts

Leicester is a compact city, with a growing population. Existing housing and employment sites are responsible for 75 per cent of the city's current carbon dioxide (CO<sub>2</sub>) emissions from energy use<sup>31</sup> and more homes and employment floorspace are projected to be needed between 2019 and 2036<sup>32</sup>. This will add significantly to emissions unless new development can become carbon neutral. The potential increase will not only come from the energy needed to run the buildings, but also from the impacts of making and transporting the construction materials and products. This is referred to as the 'embodied carbon emissions' of the buildings.

In addition to extra emissions from heating and powering these new buildings, and from their embodied carbon emissions, their increase, and that of Leicester's growing population, could bring more carbon emissions from transport too. This is discussed in the Travel and Transport section.

Aside from the impact of development, land itself plays a number of very important roles, both in limiting carbon emissions and helping to adapt to the changing climate. Firstly, it stores carbon, preventing it from adding to carbon dioxide in the atmosphere. A study by the University of Sheffield<sup>33</sup> estimated that Leicester's soils are storing 1.58 million tonnes of carbon, while its trees and other vegetation store another 0.23 million tonnes. To put this into context, it is equivalent to Leicester's total emissions from energy use over a 17-month period. If released, this would use up over 20 per cent of the city's remaining carbon budget<sup>34</sup>. Further work is needed to improve our understanding of which soils in Leicester store the most carbon, and why. It is likely that (lack of) disturbance is one of the key factors, and we also need to understand how much the type of vegetation or the management regime affects it. Of the carbon stored in vegetation, 97 per cent was found to be in trees – whose canopy covers just over 15 per cent of the city. The study confirmed that large, mature trees are by far the most important.

However, the study also found that, partly due to Leicester's compact form, with few large areas of undeveloped and open land available for mass planting, the opportunities to store more carbon through tree planting is limited compared to the reduction in emissions required to become carbon neutral.<sup>35</sup>

In addition to storing carbon, trees and green spaces, as well as water bodies, play an important role in reducing the risks from the changing climate. They can help to slow down rainwater run-off after intense rainstorms, reducing the risk of flooding. They can also help to reduce the 'urban heat island effect', potentially reducing peak temperatures during heatwaves and providing shade,

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<sup>31</sup> From figures published by the Department for Business, Energy and Industrial Strategy (BEIS) for 2017 – the most recent available at the time of writing.

<sup>32</sup> Based on the Housing and Economic Development Needs Assessment (2017).

<sup>33</sup> The study was part of a project called 4M which investigated the carbon footprint of Leicester, along with possible measures to reduce it. 4M involved a number of universities including De Montfort University and Loughborough University, as well as Sheffield.

<sup>34</sup> Refer to the earlier section: Playing our part

<sup>35</sup> Sheffield University estimated that if all the available land in the city (15 per cent) was planted with a combination of woodland and short rotation coppice, the equivalent of 279,000t CO<sub>2</sub> would be absorbed over a 25-year period, or an average of 11,160 tonnes per year. That represents 0.86 per cent of the reduction Leicester needs to make to become carbon neutral.

which can help prevent buildings from overheating. These positive impacts are difficult to quantify, but the extent of Leicester's network of green spaces and water bodies, and its tree cover, is undoubtedly a very important asset in protecting the city from climate change.

## Opportunities to take action

As the Local Planning Authority for the city, and its biggest owner and manager of land and trees, the council is well placed to respond to the Climate Emergency through decisions around land use, development and management of trees and open space. At the same time, we also have a duty to plan for and enable development to take place to meet the needs of the growing population and the economy too. This means that an approach is needed that supports a sustainable form of development, enabling growth while working rapidly towards carbon neutrality and increasing the city's natural resilience to climate change. Working with the local districts and county council on plans and policies will also be a vital part of this work, as will working with organisations such as the Leicester and Leicestershire Enterprise Partnership (LLEP), as many of these issues and opportunities extend beyond our own boundaries.

A key opportunity is the preparation of a new Local Plan, setting policies and allocations of land that will set the direction for development in the city up until 2036. The government has also been consulting on reforms to both building regulations and the planning system, most recently in its White Paper 'Planning for the Future'. The full implications for climate change have not been set out at the time of writing, but these changes are likely to affect the ability of local planning authorities to set policies which mitigate and adapt to a changing climate. The council will need to take into account future reforms once these apply.

Currently, the policies in the plan must be consistent with the government's adopted National Planning Policy Framework and comply with existing planning and other legislation. We cannot therefore place requirements on development that are so onerous as to make it unviable to build. So, a balance must be struck between ensuring that new buildings are designed and built to generate the lowest possible carbon emissions, and to be futureproofed against the effects of climate change, while not stifling development by making it unprofitable. As developers become more experienced at building ultra-low carbon homes, the extra costs of this should continue to reduce – making it easier to achieve both aims.

At the time of writing, a number of the larger sites being put forward for possible inclusion in the new Local Plan for housing or employment development are owned by the council. If they are accepted when the draft plan goes to public examination, this potentially gives us the opportunity to seek agreement through the sale of the land to developers and, subject to deliverability, for the development on them to be lower-carbon than national building standards or local planning policies require as a minimum. This idea was the most strongly supported amongst our proposals by the public during the Climate Emergency Conversation.

Another opportunity for the council to lead by example is in the low-carbon standards it achieves for its own developments. Over the next few years, we will be aiming to create 1,500 more council, social and extra-care homes. Many will be newly built, while the rest will be existing houses bought and refurbished. We also expect to be building extensions to more of our schools and new business centres and managed workspaces for small businesses. The idea of leading by



example with our own construction projects was also one of the most strongly supported by the public during the Climate Emergency Conversation and is something we will pursue.

The council manages a large area of public open space, including 107 hectares of woodland and 150,000 other trees. We spend around £2 million each year on planting, protecting and managing our trees in line with our Tree Strategy, and have a policy of replacing any trees felled with more than one new tree. In addition, as the Local Planning Authority we have a statutory role in protecting trees and green spaces, including through the 500 Tree Preservation Orders (TPOs) in place. We also have a number of programmes involving local volunteers, who help to maintain and enhance our green spaces.

These roles bring with them opportunities to manage this 'green infrastructure'<sup>36</sup> to maintain and increase its role in reducing flood risk and the impact of heatwaves and drought, alongside its other roles in supporting biodiversity and recreation. This includes maintaining the existing tree stock and green spaces in healthy condition and planning for opportunities to extend it. Examples include the use of natural structures and vegetation to reduce water flow and hold back water rather than using engineered solutions. The importance of working to maintain a healthy tree stock has come into sharp focus recently with the spread of ash dieback and other tree diseases. We expect these diseases to be a big threat to Leicester's tree stock. As the UK climate continues to change, it is likely that some tree and other species will come under greater stress – putting biodiversity at risk. Where this happens, we will need to take steps to address it through Leicester's Biodiversity Action Plan.

In addition, opportunities for new tree planting and creation of public open space and wildlife habitat will come through development. New planting and green space improvement or creation already takes place through 'section 106 agreements' in which developers contribute to the costs of new infrastructure needed as a result of extra housing. Under current government proposals in the Environment Bill, development in the future is also expected to have to provide a 'net gain' in biodiversity compared to what was on the land beforehand. Where this biodiversity net gain (BNG) can't be achieved on the development site itself, the developer is expected to pay for it to happen elsewhere. We expect this to lead to opportunities for more tree planting and habitat creation in Leicester. The council will prepare for this by developing proposals for planting on the key potential housing sites it owns itself, and by identifying suitable locations for planting elsewhere in the city, including in existing public open spaces. We will have an opportunity to make sure that these plans try to maximise the benefits for adapting the city to climate change alongside other benefits, including absorbing carbon.

Another major area of responsibility and opportunity for the council is around sustainable drainage and flood prevention. As a lead local flood authority, the council is responsible for producing the Local Flood Risk Management Strategy and for working with partners, including the Environment Agency and Severn Trent Water, to reduce flood risks. In addition to managing and maintaining our own drainage infrastructure, we help to develop new infrastructure. Where possible, this favours 'green infrastructure' based on natural flood prevention and sustainable drainage. We also assess planning applications to ensure that proposals for development will not create additional flood risk. Over the next few years we will have opportunities to carry out

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<sup>36</sup> The term 'green infrastructure' means the networks of green spaces in an area, which fulfil multiple different functions such as providing floodwater storage, wildlife habitats, areas for recreation and more.

further flood protection schemes on the ground, as well as increasing the level of advice and support we can offer to developers for the design of effective sustainable drainage systems (SuDS), with better follow-up to ensure that SuDS required as part of planning permissions are properly implemented and maintained when developments are built.

## Objectives

Our objectives for land use, green space and development up to 2023 are:

1. Encourage and, where possible, enforce better low-carbon standards for all new development, based on the energy hierarchy.

(We think this needs to happen through a major improvement to national standards via the Building Regulations, to give a level playing field, but we will do as much as we can via new local planning policies if national standards remain inadequate. Please refer to the action plan.)

2. Achieve as close as we can to an in-use carbon-neutral standard for development on land released by the council\*, based on the energy hierarchy. Also achieve a reduced carbon footprint from construction materials.
3. Support opportunities to expand the role of heat networks where they can efficiently provide affordable, low-carbon heat to homes or businesses. Also reduce carbon emissions from the existing district heat network.
4. Support proposals for renewable energy generation and storage where they comply with planning policies.
5. Improve our understanding of how trees, green spaces and water bodies in the city can help reduce the impact of heatwaves and the risk of flooding. Use this knowledge in decisions about tree planting and retention, and green space creation and management.
6. Apply planning policy and encourage best practice 'sustainable drainage schemes' (SuDS) to ensure that new development helps to reduce flood risk.
7. Implement further schemes on council land to reduce the risk of flooding, for example by creating areas where floodwaters can be held away from homes, businesses and infrastructure and contribute to biodiversity and amenity.
8. Implement the Tree Strategy – managing the stock to maintain tree health, replace trees lost, address threats such as ash dieback as far as possible and increase tree cover.
9. Address threats to biodiversity as a whole, and to individual species, from climate change through the Biodiversity Action Plan.
10. Improve our understanding of carbon storage in soils and different habitats and the risks of its loss. Use this knowledge to identify the implications for land use, green space and development policies and practices, and to review management and maintenance regimes for publicly owned land.

\* Refer to the section on The Council for objectives covering the development of new council operational facilities, including schools.

## The council

This section covers the impact of the council's own activities on climate change. It also covers the risks to those activities from the changing climate.

The running of schools is included here because many school buildings are still owned and maintained by the council, and we work with almost all schools to help them address climate change. However, more than half of city schools are now owned and/or maintained independently of the council by multi-academy trusts or as free schools. Figures for emissions from schools therefore include estimates for some schools.

## Climate impacts

The council causes carbon emissions<sup>37</sup> through our use of energy and fuel to heat and power our buildings, run our vehicles and machinery, provide street lighting and traffic signals, and for staff to travel to appointments. In the ten years since 2008-09 we have reduced these emissions by 45.5 per cent. The actions to achieve this included:

- replacing sodium street lighting with LEDs and introducing a new control system to allow us to operate them more efficiently
- reorganising our office accommodation to reduce the space we need and the associated heating and lighting, while refurbishing some of the remaining offices to make them more energy efficient
- reducing our fleet mileage and starting to introduce electric and hybrid ultra-low-emissions vehicles.

Our efforts have also been helped a lot by electricity becoming 'greener' year on year. So, for each kilowatt-hour we use, the carbon emissions were 43 per cent less in 2018-19 than in 2008-09.

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<sup>37</sup> Figures used in this section cover both carbon dioxide and other greenhouse gases. They are all expressed as tonnes of 'carbon dioxide equivalent' (CO<sub>2</sub>e). We have referred to them as 'carbon emissions' in the text.

**Figure 11: Changes in the council’s carbon emissions between 2008/09 and 2018/19**

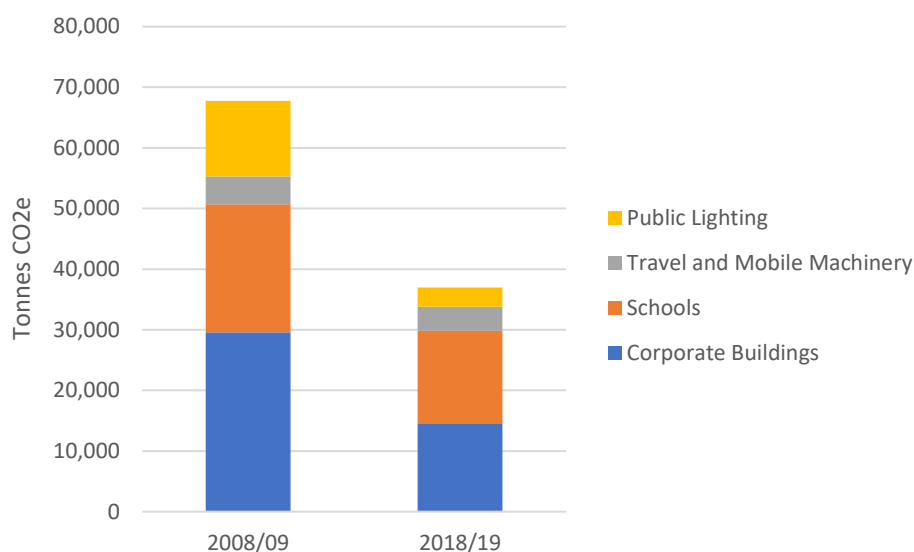


Figure 11 shows how our emissions have reduced and illustrates that school buildings and the council’s corporate buildings are by far the biggest causes of our remaining emissions. School buildings emissions have reduced more slowly than corporate buildings, partly because growing pupil numbers have required more or bigger schools and partly due to growing use of IT in schools.

In addition to our direct energy and fuel use, the council also causes carbon emissions and other climate impacts indirectly, through the waste we generate, the manufacture and delivery of the goods and raw materials we use and the emissions caused by suppliers in providing services to us. We cannot accurately measure these extra emissions, but past estimates suggest they could be more than double our emissions from our direct energy and fuel use<sup>38</sup>. For this reason, it is essential we work to reduce them too.

As well as adding to climate change through our carbon emissions, the council’s buildings, land, infrastructure and services are all potentially at risk from a changing climate too. For example, as heatwaves become more frequent and severe, our buildings could be at risk from overheating – affecting service users and staff. Similarly, more intense rainfall puts infrastructure under greater pressure and prolonged dry periods could present a risk too.

### Opportunities to take action

While the council’s and schools’ emissions from energy and fuel use represent only just over 3 per cent of the city total, we believe it is very important to reduce them in order to lead by example. This is something that the public thought was important too during Leicester’s Climate Emergency Conversation. We are committed to becoming carbon neutral as a council by 2030 or sooner, to match our ambition for the city.

<sup>38</sup> We estimated the emissions from goods and services we procured in 2011-12, based on the amount spent per category. We found that health and social care services and construction were causing the most emissions, followed by sewerage and waste services (excluding the household waste service).

Figure 11 clearly shows that our biggest opportunity for reducing emissions from our energy and fuel use is in our own operational buildings and in school buildings. We will need to increase investment in measures such as insulation, heating controls, LED lighting, efficient, low-carbon heating systems and solar PV panels. This investment will need to be guided by a 'roadmap' for achieving a carbon-neutral estate, with clear targets for levels of carbon reduction to achieve along the way. We also expect there will be more opportunities for rationalisation of our use of offices to deliver the same level of services from less floor space – cutting energy bills and emissions further from our back-office activities.

Where we need to extend buildings or construct new ones, we have a key opportunity to lead by example and show what can be done. We already have some successful examples of implementing low-carbon and renewable energy measures in previous projects. We now have an opportunity to embed climate change into our procedures for designing, approving, implementing and monitoring the success of our capital construction projects, so that a full appraisal of the carbon reduction and climate adaptation opportunities is provided for every project.

As academies and free schools now make up more than half of city schools, the onus will increasingly be on their governing bodies to develop their own plans to address the Climate Emergency. Nonetheless, we can continue to work with them through our Eco Schools programme, which has supported over 50 schools to achieve a Green Flag – currently the highest of any local authority area in England<sup>39</sup>, and our BESS Energy<sup>40</sup> service.

In terms of our fleet, reducing prices, improving battery range and availability of more Ultra-Low-Emissions Vehicle (ULEV) models will widen opportunities to decarbonise our fleet. There will also be more opportunities to reduce our business travel journeys and cut emissions through human resources policies that support more 'agile working' by staff. This includes greater use of video-calls instead of travelling to meetings, as well as providing more 'touch-down' desk spaces across our estate for staff to work in between site visits – reducing the need for back-to-base journeys.

Looking at the climate impact of our procurement, we already have a Social Value Charter and guidance on 'sustainable procurement', which staff use to seek lower-carbon goods and services for the council. We expect low and zero-carbon options to become more widely available, giving us progressively more ability to drive down the carbon footprint of what we buy. We will need to develop ways to monitor and report on the carbon reductions being achieved.

An important area of procurement in terms of climate change is food, and by far our biggest opportunity here is through school meals. Our Education Catering Service has achieved the Soil Association's Food for Life Silver Award, which includes requirements for a percentage of ingredients to be locally sourced – cutting emissions from 'food miles'. The science tells us that we could have the biggest impact by reducing meat, dairy and eggs, but the public raised concerns during the Climate Emergency Conversation about the council appearing to 'tell people what to do'. Vegetarian and vegan options are already available in all schools, and we think our best approach would be to work through our existing Food for Life and Eco Schools programmes to

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<sup>39</sup> <https://news.leicester.gov.uk/news-articles/2020/august/52-schools-earn-recognition-for-environmental-work/>

<sup>40</sup> BESS (Built Environment Services for Schools) is a traded council service available to local schools, which provides monitoring of water and energy use and carbon emissions, as well as support and advice on reducing them.

raise the issues with pupils, their parents, school staff and governing bodies and consult with them on options for more plant-based meals.

## Objectives

Our early objectives (up to 2023) for working towards the council becoming carbon neutral, and for adapting our services and buildings to the changing climate are:

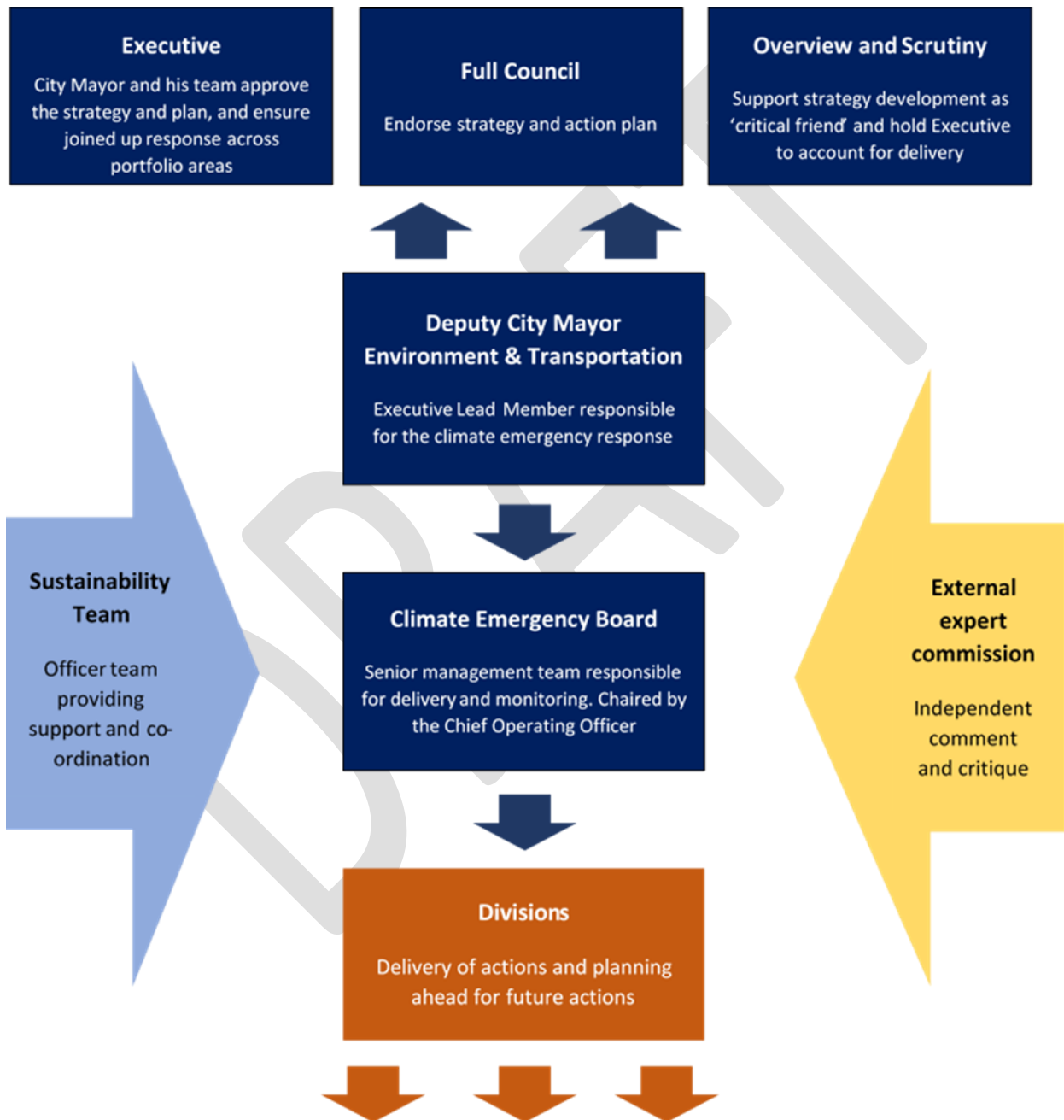
1. Identify how the council can become carbon neutral as quickly possible in relation to its buildings, travel, fleet and public lighting, and plan accordingly.
2. Reduce carbon emissions from our operational buildings\* and public lighting by investing in energy efficiency measures and low-carbon heating systems, and rationalising our council accommodation and workspace.
3. Increase our generation of renewable energy and consider opportunities for storage.
4. Work with schools to reduce their carbon emissions through investment in our own school buildings, help with external funding applications and support for energy saving behaviour change programmes.
5. Reduce carbon emissions from our business travel and our transport services through our policies, procedures, guidance to staff and decarbonisation of our fleet.
6. Reduce the climate impact caused by goods and services we buy, and from our construction projects, through our procurement specifications and tender evaluation. Identify how we can measure and monitor the results.
7. Reduce the climate impact of our waste by applying the waste hierarchy – reduce, reuse, recycle/compost – and low-carbon energy generation.
8. Continually improve our working practices and provide regular communication and guidance to our staff to minimise our climate impact.
9. Taking account of previous work, maintain an up-to-date understanding of the risks to our customers, services and assets from the changing climate, and develop our resilience measures accordingly.

\* Our operational buildings include our offices, depots and community facilities. We also own buildings that we rent to businesses and organisations. These are covered in the At Work section.

# Delivery, Monitoring and Reporting

Adoption, implementation and review of this strategy, including delivery of the accompanying action plan and progress towards our carbon-neutral, climate-adapted aspirations, will be managed and overseen as shown in the diagram below:

**Figure 12: Governance arrangements for our Climate Emergency response**



Progress in implementing actions, reducing emissions and increasing resilience to climate change will be monitored, with regular updates brought to the Climate Emergency Board and the Deputy City Mayor responsible for Environment and Transportation. In addition, the External Expert

Commission will be periodically reconvened to provide an independent view on progress, latest scientific thinking and new opportunities to address the Climate Emergency. In the interests of transparency, the Commission's membership and advice to the council will be published.

A progress report will be published annually presenting the latest carbon emissions figures for Leicester as a whole and for the city council's own emissions, along with discussion of what they mean for progress towards our carbon-neutral ambition and depletion of the 'carbon budget' figure produced by the Tyndall Centre for the city. It will also include a summary of actions taken during the year and their impact. Due to the two-year time lag in the figures for city-wide carbon emissions being published by the government, we will aim to include additional, locally-measurable, indicators of progress in our reports to give a more up-to-date picture of emissions reduction.

The implications of executive decisions for addressing the Climate Emergency will continue to be set out in reports, and further measures will be developed to embed climate change considerations in the council's systems and processes, a number of which are set out in the accompanying Climate Emergency Action Plan.

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# Broadening Leicester's Response to the Emergency

Developing this strategy and the accompanying action plan for the council is only the first stage in what we know needs to happen. The scale and speed of change that's necessary will require a much broader response involving other organisations and individuals across the city too, as well as wider co-operation across Leicestershire, regionally and nationally. The need for co-operation across administrative borders was highlighted by a number of people during the Climate Emergency Conversation, and also by the External Expert Commission.

The Conversation opened up many new lines of communication, and we will now look carefully at how we can build a wider response through some form of partnership or forum. As a first step, we are encouraging other organisations in the city, of whatever size, to create and publish their own action plans to address the Climate Emergency. We will provide some simple guidance to help smaller organisations create their plans and an online space to acknowledge and publicise what others are doing – alongside news of our own progress.

We will also look at how we can best enable productive discussion, co-operation, joint action and sharing of knowledge and expertise to flourish. We will report back on the steps taken in our first annual report.

# Glossary

Term or Phrase	Explanation
Adaptation	In relation to climate change, adaptation means making changes to human or natural systems in response to the expected impacts on them, to avoid or reduce negative impacts and take advantage of any potential benefits.
BEIS	The Department for Business, Energy and Industrial Strategy. The department of the UK Government responsible for the UK's policies and action on climate change.
Biodiversity	The biological variety of species of plants and animals that can be found in a habitat or area. It can also refer to the diversity of species, habitats and ecosystems across Earth as a whole.
Carbon budget	The maximum amount of carbon emissions that can be emitted in total in a geographical area or by an organisation, to meet a target for limiting global heating.  A carbon budget is different from a target for reducing the annual rate of emissions, which does not specify how much can be emitted in total, only the maximum yearly amount.
Carbon emissions	In this document this term refers to emissions of the six main greenhouse gases, of which carbon dioxide is the most widely emitted by human activity. Other greenhouse gases include methane and nitrous oxide.
Carbon footprint	The greenhouse gas emissions produced by a person, group or organisation over a set period, usually a year. For example, for a household this would include annual emissions from all energy use, travel, waste and consumption.
Carbon-neutral	A carbon-neutral organisation, area or system is one that produces no net emissions of greenhouse gases. This usually means reducing emissions as much as possible and balancing out any remaining emissions through carbon offsetting or by generating a surplus of renewable energy.
Carbon offsetting	The process of compensating for greenhouse gas emissions from one source by reducing emissions from a different source or removing them from the atmosphere. This is often done by paying other organisations to carry out these projects.
Circular economy	A circular economy is an economic system aimed at eliminating waste and pollution, and achieving the continued use and reuse of resources.

Climate Emergency	A declaration by an organisation or group which says that they recognise climate change is an emergency situation, and that tackling it requires urgent action.
Decarbonisation	A reduction in greenhouse gas emissions produced by a process or activity.  For the UK's electricity system decarbonisation is being achieved by an increase in the use of renewable energy sources, such as wind and solar power, and a reduction in the use of coal-fired power stations.
District heating	A system that uses a network of insulated pipes to distribute heat produced by a central heat source to a number of buildings in an area. District heating can be more energy efficient than generating heat in each building individually.
Embodied emissions	Greenhouse gas emissions produced when a product is made, or a service is provided. For example, this could include emissions from the energy used to gather raw materials, manufacture a product and transport it to the consumer.
Energy hierarchy	A way of showing the most impactful approaches to reduce energy use and therefore greenhouse gas emissions. The hierarchy starts with preventing energy use altogether. It is commonly used to guide the design of energy efficient, low-carbon buildings.
Food miles	The distance food has been transported before it reaches a consumer. Food is often transported by fossil fuel-powered ships, planes, trains and lorries, which generate greenhouse gas emissions.
Fuel poverty	A person or household is described as living in fuel poverty when they cannot reasonably afford to heat their home to a safe or comfortable level.
Global heating	An effect caused by greenhouse gas emissions, which is raising global average temperatures and causing dangerous climate change.
Greenhouse gases	Gases that trap more of the sun's heat in Earth's atmosphere, causing global heating. The greenhouse gases being emitted by human activity include carbon dioxide (CO <sub>2</sub> ), methane (CH <sub>4</sub> ), nitrous oxide (N <sub>2</sub> O) and 'fluorinated greenhouse gases' (found in air conditioning, fridges and some aerosols).
Green infrastructure	The networks of green spaces in an area, which fulfil multiple different functions such as providing floodwater storage, wildlife habitats, areas for recreation and more.
Heat pump	A device that uses a small amount of energy to transfer heat from one place to another. Fridges, freezers and air conditioning all use a heat pump to keep a space cool, but heat pumps can also be used to heat a space by extracting heat from the outside air, the ground or a nearby water body such as a river.

kW	Kilowatt. A unit of power, equal to 1,000 Watts, which shows the rate of electricity consumption by a circuit or device. The higher the 'wattage' something has, the more energy it will use per hour.
LEDs	Light emitting diodes. A type of lighting that is much more efficient than traditional lightbulbs and uses much less electricity.
LLEP	Leicester and Leicestershire Enterprise Partnership. A local strategic organisation led by the government and local business leaders, which is responsible for driving local economic growth.
Local Plan	A plan for future land use and development, produced by the local planning authority in consultation with the community. It guides decisions on planning applications to determine whether individual proposals for development in the city are acceptable.
Methane	A greenhouse gas that is emitted by livestock farming (principally of cattle and sheep), the breakdown of organic waste (in certain conditions), the oil and gas industry and some natural landscapes.
National Grid	The operator of the UK's network that provides electricity and gas to almost all buildings in the country.
Paris Agreement	An international agreement signed by nearly 200 countries in which they agreed to reduce their carbon emissions by enough to limit the increase in global average temperature to well below 2°C above pre-industrial levels and to pursue efforts to limit the increase to 1.5 °C.
Renewable energy	Energy from sources that cannot be 'used up', such as wind and sunlight. These sources of energy have much lower carbon emissions than non-renewable fossil fuels such as coal and oil, which must be burned to release their energy – generating carbon dioxide.
Retrofit	Installing improvements, usually to a building, after it has already been built. The term is often used in connection with the fitting of extra insulation and other energy efficiency measures to buildings.
Smart meter	A device which records energy consumption and sends the information directly to the supplier, as well as the user. Smart meters can be used to monitor energy consumption and identify ways to reduce it.
Smart energy	An approach using technology and so-called 'smart' systems such as energy storage and demand monitoring to manage energy use in the most efficient way possible.
SME	Small or medium-sized enterprise. A business with less than 250 employees and, by the EU definition, with an annual turnover under €50 million (around £44 million).
Social value	Within procurement, achieving social value means securing wider social, economic and environmental benefits when purchasing goods and services.

Solar PV panel	Solar photovoltaic panel. A technology which converts sunlight into electricity using panels which are often placed on top of buildings.
Sustainability	Meeting the needs of the present without compromising the ability of future generations to meet their own needs, for example due to the impacts of climate change caused by our current lifestyles.
SuDS	Sustainable Drainage System. A rainwater management system that uses natural processes to reduce flood risk. SuDS are often also designed to provide habitats for nature.
ULEV	Ultra-low-emissions vehicle. Defined by the UK Government as a vehicle that emits less than 75g of CO <sub>2</sub> per kilometre travelled.
Urban heat island	A term for the effect where cities experiences higher temperatures than surrounding areas. This is because the building and paving materials used in cities absorb more of the sun's heat and then release it – heating up the air.

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## Leicester City Council's

# Climate Emergency Action Plan: April 2020 – March 2023

### Draft 3.2 of Version 1, to be published 2020

This plan presents actions to be undertaken by the council to implement its Climate Emergency Strategy 2020-23, in response to the Climate Emergency it declared on 1<sup>st</sup> February 2019. This version 1 of the plan focuses primarily on the financial year 2020-21, for which resources are confirmed. Where resourcing beyond this is known, some actions extend into the following two years covered by the Climate Emergency Strategy. Further actions for these financial years will be added in versions 2 and 3, to be published in 2021 and 2022 respectively. They will be informed by work to develop carbon-neutral 'roadmaps' for decarbonising both the council (refer to action 7.01) and Leicester as a whole (action 1.01).

The arrival of the COVID-19 pandemic, and the subsequent lockdown, is affecting or may affect the delivery of some actions, for example by delaying when some types of work can begin. Where this impact was known at the time of publication, the wording of the action has been updated to reflect this.

In addition, as the council plans for the recovery phase from the pandemic and the lockdown, the Climate Emergency is being considered – including opportunities for a 'green recovery'. This will be reflected in published recovery plans. The actions are arranged into seven sections. The first section presents actions which will contribute to implementing the Climate Emergency Strategy as a whole, while the remaining sections address the six themes in the strategy.

Progress in completing the actions will be monitored. Where possible, carbon reductions or adaptation benefits of actions will be quantified and included in progress reports. Details of progress will be published annually along with figures for the council's and Leicester's carbon emissions.

Any enquiries about this action plan should be directed to the council's Sustainability Team:

Email: [sustainability@leicester.gov.uk](mailto:sustainability@leicester.gov.uk)

Telephone: 0116 454 2110

## 1. Actions supporting all the themes

No.	Action	Outcomes Expected	Timescale	Responsibility
1.01	<b>Carbon neutral roadmap for the city</b> Develop one or more possible decarbonisation pathways for the city to inform the planning of actions, monitoring of progress and engagement with partners, including seeking more support from central Government.	Pathway report setting out key actions required and their estimated carbon reductions.	2020/21 – 2021/22	Sustainability
1.02	<b>Carbon Literacy training – decision makers</b> Provide 'carbon literacy' training to key decision-makers in the council.	50 elected decision-makers and managers trained, strengthening the council's management and oversight of its climate emergency response.	2020/21	Sustainability
1.03	<b>Climate emergency board</b> Establish a climate emergency board of senior council officers to be accountable to the city mayor and his team for the council's response to the climate emergency, including delivery of actions.	Board convened, and forward plan of its meetings and work developed.	2020/21	Sustainability
1.04	<b>Climate implications of council and executive decisions</b> Build on the current system for including climate change implications in executive decision reports by introducing a council-wide approach to considering and addressing climate change implications and opportunities from the outset as projects are developed, budgets and changes to services are planned, and in all other decision-making – with this approach reflected in reports.	Changes introduced, supported by carbon literacy training. Changes reflected in content of reports so that the city mayor and elected councillors are able to see the implications and the steps proposed, and make informed decisions based on them.	2020/21	Sustainability
1.05	<b>Lobby central Government</b> Lobby central government to introduce the policy, resourcing and other	Influence on government policy, actions and funding decisions to	2020/21 – 2022/23	Sustainability, working with the



No.	Action	Outcomes Expected	Timescale	Responsibility
	measures needed in support of local action to decarbonise and adapt the city, and to address poverty. Press for these changes through the most appropriate channels and encourage partner organisations to do the same.	enable faster progress in Leicester.		Strategy, Quality and Performance Service in Social Care and Education, and supported by other services.
1.06	<b>Climate change communications</b> Plan and implement an ongoing programme of communications about the Climate Emergency, including regular information about steps that the public and local businesses can take to do their bit.	More output from social media, website and other communication channels. An increase in public awareness, and increased levels of action by individuals, groups and businesses.	2020/21 – 2022/23	Sustainability, supported by the Communications Team, Press Team and other services.
1.07	<b>Community engagement</b> Carry out a review of how the council can use its existing channels of communication with Leicester's communities, through our existing services and projects, and our links with partner organisations, to engage with the public, local groups and organisations about what we can all do about climate change.	Due to the restrictions imposed by the COVID-19 pandemic, this piece of work will be delayed until years two and three of the plan.	2021/22 – 2022/23	Sustainability
1.08	<b>School climate emergency declarations</b> Raise the profile and advise schools who wish to declare a climate emergency.	Information pack and tailored advice given to each school requesting it.	2020/21	Sustainability
1.09	<b>Carbon Literacy training – schools</b> Deliver a carbon literacy programme to schools in Leicester.	Deliver training to at least 60 university student ambassadors, 30 school staff and 2,000 students by the end of March 2021.	2020/21	Sustainability

No.	Action	Outcomes Expected	Timescale	Responsibility
1.10	<b>Eco-Schools</b> Expand the programme to deliver student-led actions to reduce schools' environmental and carbon impacts, and to increase student and parent awareness.	50 Green Flag schools by the end of the academic year (31 August 2020).	2020/21	Sustainability
1.11	<b>Establish a Leicester Young People's Climate Emergency Board</b>	A Young People's Climate Emergency Board will be established, led by young people in Leicester, agreed terms of reference will be published and at least two meetings will have taken place.	2020/21	Sustainability
1.12	<b>Energy Strategy</b> Develop a strategy to guide all our work on energy, to ensure a joined-up approach that aligns with our aims and objectives for addressing the climate emergency, poverty, inequality, the need for economic recovery and our other strategic priorities.	Strategy approved and published, and in active use across the council.	2020/21	Strategy and Business Management

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## 2. At home

No.	Action	Outcomes Expected	Timescale	Responsibility
2.01	<b>Saffron Lane – phase 2 housing development</b> Build 38 new A-rated energy efficient and low-carbon council houses.	All houses will achieve 'A' rating for energy efficiency, over 70% lower carbon emissions than equivalent houses built to Building Regulations (Part L, 2013) standards and lower energy bills for tenants.	2020/21 (Planning Application determined) 2020/21 – 2021/22 (Construction)	Housing

No.	Action	Outcomes Expected	Timescale	Responsibility
2.02	<b>Loft insulation programme</b> Continue to invest £100,000 per year to upgrade loft insulation in council housing.	Approximately 114 properties upgraded per year, saving an estimated 57t CO <sub>2</sub> per year.	2020/21 and annually until programme complete	Housing
2.03	<b>Boiler replacements programme</b> Continue to invest £3.2 million per year in our ongoing programme to replace boilers in council housing with modern, energy-efficient A-rated condensing boilers with heating controls.	Approximately 1,100 properties upgraded per year, saving an estimated 825t CO <sub>2</sub> per year. NB Due to the impact of COVID-19 restrictions, it is expected that about 40% fewer properties will be upgraded in 2020/21.	2020/21 and annually until programme complete	Housing
2.04	<b>LED communal lighting upgrade programme</b> Continue to invest at least £150,000 per year to replace lighting in communal areas on council housing estates with energy-efficient LEDs, until all areas completed.	Approximately 50 sites upgraded per year, with savings of 43t CO <sub>2</sub> per year. NB Due to the impact of COVID-19 restrictions, it is expected that about 40% fewer sites will be upgraded in 2020/21.	2020/21 and annually until programme complete	Housing
2.05	<b>Storage heater upgrades</b> Carry out a feasibility study, secure funding and develop a programme to replace older electric storage heaters, in council housing properties where a wet heating system is not suitable, with more efficient modern equivalents with better controls.	Details of programme to be confirmed, and preparations made, during 2020-21. Implementation from 2021-22 subject to funding. Approximately 95 properties potentially eligible. Estimated CO <sub>2</sub> savings to be confirmed.	2020/21 (feasibility and planning)	Housing
2.06	<b>District heating – Beatty Avenue</b> In collaboration with ENGIE give consideration to upgrading the biomass plant at Beatty Avenue in order to reduce the reliance on top-up heat provided from gas boilers in winter months.	Completed report assessing feasibility of doubling the capacity of the plant from 100 to 200kW. Funded by Engie, implementation would save 240t CO <sub>2</sub> per year.	2020/2021 Planned implementation subject to economic climate in the wake of COVID-19	Housing

No.	Action	Outcomes Expected	Timescale	Responsibility
2.07	<p><b>Heat metering – technical survey</b> Assess the feasibility of installing heat meters in council housing connected to the district heating network. Heat meters will allow for tenants to be charged for the heat they actually use, encouraging efficiency.</p>	<p>Technical survey to be completed – advising on the feasibility of installing meters. Subject to the survey results, approximately 3,061 properties may be eligible for meters. CO<sub>2</sub> savings estimates to be confirmed.</p>	<p>2020/21 (survey) Planned implementation from 2021/22 subject to survey results and economic climate in the wake of COVID-19. Completion of full programme 3-5 years subject to funding.</p>	Housing
2.08	<p><b>External wall insulation</b> Carry out a feasibility study, secure funding and develop a programme to install external wall insulation on more council housing.</p>	<p>Details of programme to be confirmed, and preparations made, during 2020-21. 2,508 properties potentially eligible, with CO<sub>2</sub> savings of 2,400t on full completion of programme. Estimated energy bill saving of £200 per year per property.</p>	<p>2020/21 (feasibility and planning) Planned implementation from 2021/22 subject to economic climate in the wake of COVID-19. Completion of full programme 3-5 years subject to funding.</p>	Housing

No.	Action	Outcomes Expected	Timescale	Responsibility
2.09	<p><b>Solar PV</b> Carry out a feasibility study, secure funding and develop a programme to install solar PV panels on council housing, looking at both individual houses and larger blocks with communal areas. PVs on larger blocks could provide electricity to help power lighting, laundries and lifts in communal areas.</p>	<p>Details of programme to be confirmed, and preparations made, during 2020-21. 11,294 individual houses and 1,545 larger blocks potentially eligible. Estimated CO<sub>2</sub> savings of 16,000t potentially available from PVs on individual houses, with estimated saving of £150 per year to tenants on energy bills. Potential CO<sub>2</sub> savings from larger blocks to be confirmed.</p>	<p>2020/21 (feasibility and planning) Planned implementation from 2021/22 subject to economic climate in the wake of COVID-19. Completion of full programme 3-5 years subject to funding.</p>	Housing
2.10	<p><b>Private rented housing – energy efficiency and affordable heating</b> Continue to enforce national minimum standards for energy efficiency and affordable heating of private rented housing and consult on the introduction of a Selective Licensing Scheme for parts of the city that have a high proportion of privately rented properties in poor condition.</p>	<p>Where enforcement is undertaken the benefits can be reduced fuel poverty, improved health of tenants, improved property condition and reduced carbon emissions.</p>	<p>Enforcement work: ongoing Consultation: 2020/21</p>	Environmental Health
2.11	<p><b>Leicester's Warm Home Scheme – heating and insulation upgrades</b> Continue to run this scheme to help vulnerable residents by replacing faulty or broken heating appliances and improving insulation levels. By fitting energy efficiency measures, there will be savings in energy usage, lower heating bills and a reduction in carbon emissions.</p>	<p>Projected 120 residential properties will be improved by replacing old, faulty or broken boilers, old storage heaters and fitting/upgrading insulation. The scheme will save at least 312t CO<sub>2</sub> per year.</p>	2020/21	Sustainability

### 3. Travel and transport

Many of the travel and transport actions will be delivered through more than one funding programme. The following key is used in the timescale column to indicate which funding programmes are delivering each action:

\*1 – European Regional Development Fund (ERDF) Low Carbon Transport Accelerator Programme

\*2 – Transforming Cities Fund Tranche 1

\*3 – Transforming Cities Fund Tranche 2

\*4 – National Productivity Investment Fund (NPIF)

\*5 – Department for Transport (DfT) / Department for Environment, Food & Rural Affairs (Defra) Joint Air Quality Unit

\*6 – Local Access Fund

\*7 – Clean Bus Technology Fund

\*8 – Office for Low Emission Vehicles (OLEV) On-Street Residential Charging Scheme (ORCS)

No.	Action	Outcomes Expected	Timescale	Responsibility
3.01	<p><b>COVID-19 Transport Recovery Plan including cycling and walking pop-up programme</b></p> <p>A co-ordinated recovery strategy across all transport areas and a rapidly deployed programme of cycling and walking pop-up schemes delivering road-space reallocation, light segregation and pavement widening in local shopping centres.</p>	<p>Publish COVID-19 Recovery Plan.</p> <p>Deliver 19km pop-up cycleway and 6,000m<sup>2</sup> pop-up footway.</p>	<p>Recovery Plan: May 2020</p> <p>Pop-ups: April – July 2020</p>	Transport Strategy
3.02	<p><b>Cycling and walking</b></p> <p>Delivery of safe, high quality cycling and walking infrastructure – expanding and connecting existing provision across the city.</p>	<p>24km of new cycleway.</p> <p>3,500m<sup>2</sup> of new and improved urban realm / pedestrian areas.</p>	2019/20 – 2023/24 (*3;*4)	Transport Strategy
3.03	<p><b>Cycling and walking – e-bike hire</b></p> <p>Deliver e-bike hire scheme.</p>	<p>500 bikes / 50 docking stations.</p> <p>525,000 trips per annum.</p> <p>2.5 million km per annum.</p>	2020 (*2)	Transport Strategy

3.04	<b>Cycling and walking – Street Design Guide</b> Completion of new, updated design guide for use by council and developers.	Published – June 2020.	2020	Transport Strategy
3.05	<b>Public transport – park and ride</b> New Park and Ride site at Beaumont Leys.	350 spaces. 30,000 passengers per annum. 118,000km car travel saved per annum.	2019/20 – 2023/24 (*3;*4)	Transport Strategy
3.06	<b>Public transport – bus lanes</b> New bus lanes and bus priority measures.	11.1km of bus lane. 12 local bus priority measures. Improved journey times and service reliability.	2019/20 – 2023/24 (*3;*4)	Transport Strategy
3.07	<b>Public transport – bus services and schedules</b> Improved and rationalised bus services and schedules on key routes with targeted ticketing initiatives forming the basis of future delivery of a proposed branded “Metro” bus network covering key city routes.	4 key corridors / 40 km rationalised routes. Patronage increase of 1,163,000 trips per annum.	2019/20 – 2023/24 (*2;*3)	Transport Strategy
3.08	<b>Public transport – bus engine standards</b> Euro VI standard engines as a minimum across the Leicester Bus fleet.	218 engine retrofits. 100 % Euro VI compliance.	2018/19 – 2020/21 (*7)	Transport Strategy
3.09	<b>Public transport – ULEV grants</b> Grants to encourage uptake of ULEVs / hybrid in taxis and fleets	£1.4 million grants for low carbon vehicle upgrades.	2019/20 to 2021/22 (*1)	Transport Strategy
3.10	<b>Public transport – park and ride electrification</b> Electrification of park and ride sites.	3 park and ride conversions. 13 electric buses. 82,000km travelled per annum.	2020-21 (*2 and 3)	Transport Strategy
3.11	<b>Public transport – electric shuttle bus</b> City centre electric shuttle bus.	3 electric buses. 90,000km per annum travelled.	2020/21 to 2023/24 (*3)	Transport Strategy

3.12	<b>Public transport – smart bus ticketing</b>	Integrated multi-operator contactless ticketing. Reduced boarding times / faster journeys. Improved transport connectivity. Increased patronage (supports action 3.07).	2020/21 to 2023/24 (*3)	Transport Strategy
3.13	<b>Public transport – information signs</b> Smart “Live Bus” information signs.	500 new signs. Improve quality of bus service and passenger experience. Increase patronage (supports action 3.07).	2020/21 to 2023/24 (*3)	Transport Strategy
3.14	<b>Behavioural change – business engagement</b> Business engagement: promoting sustainable transport within businesses and delivering personal travel planning.	59 businesses engaged. 11,000 targeted personal travel planning (PTP) contacts with predicted 26% participation rate.	2019/20 to 2021/22 (*1)	Transport Strategy
3.15	<b>Behavioural change – schools engagement</b> Promoting sustainable transport through engagement with schools.	80 schools engaged per annum.	2019/20 – 2021/22 (*6)	Transport Strategy
3.16	<b>Behavioural change – adult cycle training</b>	170 adults trained per annum.	2019/20 – 2021/22 (*6)	Transport Strategy
3.17	<b>Behavioural change – BikeAbility</b> BikeAbility – delivering cycle training in primary schools.	50 schools engaged. 2,500 pupils trained per annum.	2019/20 – 2021/22 (*6)	Transport Strategy
3.18	<b>Network management and enforcement – bus lane cameras</b> Maximising the potential and sustainability of our existing transport network through appropriate traffic regulation and enforcement. Bus lane enforcement cameras.	Additional 8 installed. Improved bus journey times and service reliability.	2019/20 – 2023/24 (*3;*4)	Transport Strategy
3.19	<b>Network management and enforcement – parking enforcement</b> Increased parking enforcement.	Reduced delay and congestion.	Ongoing	Transport Strategy



3.20	<b>Network management and enforcement – red routes</b> Roll-out of a programme of Red Routes to improve bus journey times and service reliability.	8km of red route. Improved bus journey times and service reliability. Increased patronage.	2020/21 – 2022/23	Transport Strategy
3.21	<b>Network management and enforcement – 20mph zones</b> Rolling programme of area-based 20mph schemes incorporating traffic calming and road safety improvements where appropriate.	28km streets treated per annum. Approximately 125 streets per annum.	Ongoing	Transport Strategy
3.22	<b>Workplace parking levy</b> Consult on the introduction of a levy on workplace parking designed to promote sustainable travel choices and provide a ring-fenced funding stream to invest in a range of sustainable travel projects and initiatives.	Consultation completed and results analysed. Decision on whether to proceed.	2020/23 – scheme development 2023 onwards – live	Transport Strategy
3.23	<b>Air quality</b> Package of air quality improvement measures to meet EU NO <sub>2</sub> targets. (Package also expected to deliver carbon savings.)	<i>Outcomes to be confirmed following decision by government's Joint Air Quality Unit.</i> Possibilities include an EV grant scheme and a Clean Air Zone with vehicle charging.	2020/2021 to 2021/22	Transport Strategy
3.24	<b>Air quality – Clean Air Day</b>	Engage 10 schools per annum.	Ongoing	Transport Strategy
3.25	<b>Air quality – Eco Schools air quality education</b>	Engage 25 schools per annum in Healthier Air Awards scheme. 10 schools per annum promote Switch Off Your Engine campaign. 13,000 contacts with children/adults/teachers across multiple events per annum.	Ongoing	Transport Strategy
3.26	PV panels fitted to Newarke St and Haymarket car parks and St Margaret's Bus Station	150t CO <sub>2</sub> saved per annum.	2019/20 to 2021/22 (*1)	Transport Strategy



3.27	EV charge points installed off street and in high-density residential areas	127 charge points (various types and locations).	2019/20 to 2021/22 (*1,*8)	Transport Strategy
3.28	Vehicle to Grid – demonstration project to feed excess EV battery power back into City Hall network.	Minimum of 2 charge point feeds.	2020/21	Transport Strategy

## 4. Consumer choices and waste

No.	Action	Outcomes Expected	Timescale	Responsibility
4.01	<b>'Metal Matters' recycling campaign</b> Deliver a communications campaign focusing on recycling of metals. The Metal Matters campaign aims to increase the capture of recyclable metals in the orange recycling bags and communal bins. Recycling metal helps saves energy and reduce carbon emissions in comparison to producing items from virgin materials.	Delivery of two leaflets to all households (circa 138,000) in Leicester and a media campaign.	2020/21 – 2021/22	Waste Management
4.02	<b>Organic waste</b> Promotion of organic waste reduction at home, through home composting.	Continue the provision of discounted compost bins to Leicester residents and support local providers to encourage the use of home composting and provide workshops to support residents.	2020/21	Waste Management
4.03	<b>Reuse shop</b> The development of the Reuse shop and Reuse shop contract with a third-sector partner to maximise the reuse and recycling of items donated for the social benefit of Leicester residents.	The new concession contract agreed and signed, prior to the end of the current contract. Completion of the proposed extension to the Reuse shop. This includes the final design, planning and construction of the extension.	2020/21	Waste Management

No.	Action	Outcomes Expected	Timescale	Responsibility
4.04	<b>Recycling improvement project for flats</b> Deliver phase 1 and phase 2 of this project, which supports residents to improve segregation of recyclable from non-recyclable materials, focusing on flats with persistent contamination issues. The project will look for new and innovative ways to help engage residents, increase recycling and reduce contamination in the recycling bins. Reducing contamination is key to ensure that good recycling can be processed and not rejected, this will in turn help reduce carbon emissions.	Phase 1: Complete roll out of new bin solutions and communications to 4 locations and monitor to determine the success of the project. Phase 2: Complete roll out of new bin solutions and communications to 4 locations including 2 student properties and monitor to determine the success of the project.	2020/21	Waste Management
4.05	<b>Communications campaign to improve segregation of recyclable materials</b> Develop a multi-stream media campaign to educate and engage residents about why it is important to put the right waste in the right bin. This will focus on key contaminants that residents often get wrong.	Delivery of a communications campaign to raise awareness of contamination issues in recycling.	2020/21 – 2022/23	Waste Management
4.06	<b>Waste and Recycling Strategy</b> Development of a new waste and recycling strategy for Leicester. Supported by investigation into potential options for the development of the services provided and how these will link to the new government strategy and legislation.	New Leicester City waste and recycling strategy completed.	2022/23	Waste Management
4.07	<b>Waste and recycling advice for developers</b> Produce updated planning advice to help better support the planning process and ensure residents have access to appropriate waste and recycling facilities.	Updated planning advice completed.	2020/21	Waste Management
4.08	<b>Influence on future waste policy</b> Lobby central Government to provide the policy framework and resourcing needed to substantially reduce waste, and to scale up reuse, recycling and composting, consistent with the need for rapid decarbonisation in a climate emergency.	Press our case, where possible with like-minded local authorities, via national forums including LARAC (Local Authority Recycling Advisory Committee) and NAWDO (National Associations of Waste Disposal Officers), as well as through our	2020/21 – 2022/23	Waste Management

No.	Action	Outcomes Expected	Timescale	Responsibility
		responses to relevant national consultations.		
4.09	<b>Public realm drinking water</b> The provision of free refill points across the city centre.	The provision of 10 x bottle refill stations within our highly used public realm spaces and the advertising of these through the national Refill scheme. This includes two points within our bus stations.	2020/21	Capital Projects
4.10	<b>Food for Life award – communications plan</b> A communications plan to be developed in conjunction with Food for Life and Education Catering to promote the positive aspects of the Silver “Food for Life Served Here” award recently achieved by Education Catering to parents, schools, the council and the wider community.	Communications plan implemented, widening awareness of the environmental and other benefits of the measures implemented to gain the award.	2020/21	Food for Life Partnership supported by Education Catering
4.11	<b>School meals</b> Create a strategy and project plan to seek funding for a programme of climate emergency actions for school meals. Project to cover food and packaging waste, energy use and engagement with pupils, parents and other stakeholders to look at opportunities for more plant-based meals.	A detailed strategy and project plan is completed, which can be used to seek funding, including associated officer time.	2020/21	Sustainability with Education Catering and Public Health

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## 5. At work

No.	Action	Outcomes Expected	Timescale	Responsibility
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No.	Action	Outcomes Expected	Timescale	Responsibility
5.01	<b>Green BELLE – SME support programme</b> Deliver phase 2 of the programme to support small and medium-sized businesses with measures to save energy, cut costs and reduce carbon emissions. As part of the project, identify SME tenants in the council's Business Centres and Estate Shops who could apply to the scheme.	200 SMEs supported and 1,400t CO <sub>2</sub> e per annum being saved by project end.	2020/21 – 2022/23	Sustainability
5.02	<b>Growth Hub – business gateway</b> Provide a single point of contact through the business gateway for companies to access support and advice. Direct enquiries about carbon reduction, energy saving, waste and other climate-related issues on to appropriate sources of help such as Green BELLE.	Businesses will have a straightforward way of accessing support on low carbon and related issues. Numbers of referrals of low carbon enquiries to be monitored and reported.	2020/21	LLEP (responsible for delivery) Economic Development in the city council (accountable body for the project)
5.03	<b>Growth Hub – business workshops</b> Address climate change issues and opportunities for businesses, including energy efficiency, renewable energy, resource efficiency and waste reduction in the Growth Hub programme of workshops.	Numbers of businesses attending climate-related workshops to be monitored and reported.	2020/21	LLEP (responsible for delivery) Economic Development in the city council (accountable body for the project)
5.04	<b>Pilot House re-development</b> Redevelopment of a complex of former factory buildings to create much-needed low-carbon office space and units for start-up and growing businesses.	To achieve a 'Very Good' BREEAM rating for the scheme and utilise the existing district heating system as an efficient heating source.	2020/21 – 2022/23	Capital Projects
5.05	<b>Ian Marlow Centre redevelopment</b> Explore redevelopment options for the former Ian Marlow Centre as future employment use, focusing on fabric performance and sustainable energy generation throughout	Decision to redevelop Ian Marlow Centre. Feasibility study with preferred option identified. Enter into development agreement. Development on site to	2020/21 – 2021/22	Development Team

No.	Action	Outcomes Expected	Timescale	Responsibility
	the specification.	commence within 12 months of entering development agreement.		
5.06	<p><b>Climate emergency plans for local organisations</b></p> <p>Engage with local businesses and organisations of all types and sizes to encourage them to develop their own action plans for the climate emergency. This includes providing guidance on how small organisations can do so and developing a space online to share and publicise plans.</p>	Action plans from the business sector, the public sector, the education sector and voluntary and community organisations will be produced and published.	2020/21 – 2021/22	Sustainability

## 6. Land use, green space and development

No.	Action	Outcomes Expected	Timescale	Responsibility
6.01	<p><b>Local Plan</b></p> <p>Completion of the Local Plan consultation process and adoption of Leicester's new Local Plan. This process will involve:</p> <ul style="list-style-type: none"> <li>- a public consultation on the draft Local Plan and any major changes/revisions to this draft.</li> <li>- submission of the draft Local Plan to the Secretary of State and Planning Inspectorate.</li> <li>- an Independent Public Examination of the draft Local Plan</li> <li>- adoption of the new Local Plan by Full Council.</li> </ul> <p>The adopted Local Plan will include policies relating to the Climate Change Strategy and Action Plan, including those covering Climate Change and Flooding, The Natural Environment and Transportation.</p>	An adopted new local plan for Leicester City Council. The city council will consider strengthening policies to mitigate and adapt to climate change. However, this is dependent on consultation responses, emerging evidence, national policy changes, and the outcomes of the Independent Public Examination.	2020/21 – 2021/22	Planning Policy
6.02	<p><b>Local Plan – Sustainable Construction Policy evidence base</b></p> <p>Produce technical evidence which considers strengthening</p>	Technical evidence published, with findings used to inform the sustainable	2020/21	Planning Policy

No.	Action	Outcomes Expected	Timescale	Responsibility
	policies relating to sustainable design and construction for new developments. This will look at energy and water efficiency standards for new residential and commercial developments in Leicester's new local plan. The evidence and policy formulation will need to take into account recent and expected changes to government policy, in particular its response to the recently concluded Future Homes Consultation, which will have a very significant effect upon building efficiency standards policy.	construction and design policy proposed in the next public consultation of the draft local plan.		
6.03	<b>Local Plan – Strategic Sites</b> Ensure large strategic sites proposed in the new local plan, and owned by Leicester City Council, contribute towards mitigating and adapting to climate change. This includes early consideration of opportunities to incorporate appropriate landscaping, tree planting and biodiversity protection and enhancement (either on or off site).	Evidence presented at Local Plan Examination and appropriate site allocations included in the new Local Plan. When the sites are later developed (subject to planning permission), development addresses climate change and other sustainability requirements of the Local Plan, and includes appropriate new tree planting, green space creation and biodiversity protection and enhancement (either on or off site).	2020/2021 – 2021/2022	Development Team
6.04	<b>Ashton Green – low carbon homes</b> Secure, as part of future land sales, a scheme of low carbon homes at Ashton Green.	Developer to be appointed for scheme at Ashton Green achieving performance above the equivalent of level 4 of the former Code for Sustainable Homes.	2021/22 – 2022/23	Development Team
6.05	<b>Low carbon regeneration scheme</b> Design and develop an exemplar low-carbon, social housing led regeneration scheme on land owned by the council in the North West Leicester Regeneration Area.	Site to be identified and planning application to be submitted within 18-24 months.	2021/22 – 2022/23	Development Team
6.06	<b>Western Park low carbon housing scheme</b> Secure a sustainable housing development on land sold by the council at Western Park.	Up to 20 new homes built to an exemplar standard of sustainable construction and energy efficiency, with renewable heating	2020/21 (Planning Application)	Asset Strategy with Sustainability

No.	Action	Outcomes Expected	Timescale	Responsibility
		systems.		
6.07	<b>Continued professional development (CPD) – low carbon solutions</b> Develop our understanding of modern methods of construction and existing market solutions for low carbon development.	Workshop to be held 2021/22 with relevant attendees and speakers to highlight best practice nationally and promote further knowledge across the council including relevant site visits.	2021/22	Development Team
6.08	<b>District heating – network extension</b> Enable / sponsor network extension projects through regular liaison with the University of Leicester, Leicester Royal Infirmary, other One Public Estate partners and the Strategic Partnering Board.	Carbon savings / efficiencies to be identified project by project.	2020/21 – 2022/2023	Contract Management Team
6.09	<b>District heating – future decarbonisation</b> Secure proposals from ENGIE for future decarbonisation of the LDEC network.	District Heating Strategy completed and endorsed by the council, University of Leicester and ENGIE.	Q2 2021	Contract Management Team with Sustainability Service
6.10	<b>District heating – ‘green gas’</b> Review the feasibility and benefits of utilising ‘green gas’ to generate hot water in the district heating network, taking into account affordability for the heat poor.	The review will identify the potential level of carbon savings, as well as other benefits and implications.	2022/2023	Contract Management Team
6.11	<b>Sustainable Drainage Systems (SuDS) Technical Guide</b> Approve and adopt the Technical Guide for SuDS (sustainable urban drainage schemes). Actively work alongside and support developers to ensure that the new guide is implemented.	Increased number of SuDS implemented as part of developments coming through planning.	2020/21 – guide adopted.	Planning with Flood Risk and Drainage Team
6.12	<b>Sustainable drainage – new developments</b> Respond to planning applications for all new developments, including single dwellings and large extensions, promoting the use of sustainable drainage.	All relevant applications to be examined and all to include appropriate sustainable drainage measures in the design before a recommendation for approval is made.	Ongoing, with annual review.	Flood Risk and Drainage Team



No.	Action	Outcomes Expected	Timescale	Responsibility
	For development on brownfield sites, encourage measures to achieve a 50% reduction in runoff.	Effectiveness of this work to be reviewed annually. Outcome: Reduce the risk of flooding to properties downstream of new developments, improve water quality and provide biodiversity improvements.		
6.13	<b>Flood risk assets</b> Maintain a register of flood risk assets, to help ensure that they are maintained and protected.	Provide a publicly available register.	Ongoing, with annual review.	Flood Risk and Drainage Team
6.14	<b>Drainage system mapping</b> Map and record all Ordinary Watercourses and sustainable drainage systems to ensure that they are protected from removal or damage that may reduce their effectiveness in reducing flood risk.	Obtain a comprehensive understanding of the natural drainage systems operating across the city.	Ongoing, with annual review.	Flood Risk and Drainage Team, with Parks and Open Spaces and Transport Strategy.
6.15	<b>Climate change cost-benefit assessments of flood measures</b> Introduce a process to consider the wider carbon costs or benefits, such as the 'embodied' carbon emissions from construction materials, when planning and delivering flood risk management schemes.	Whole-life carbon emissions from schemes are minimised.	Process introduced in 2020/21 and used thereafter.	Flood Risk and Drainage Team, and other partners involved with the projects.
6.16	<b>Leicester Royal Infirmary – surface water flood alleviation scheme</b> Undertake a feasibility study for the scheme.	Study will identify the expected reduction in the number of properties at risk from flooding following the scheme.	2020/21	Flood Risk and Drainage Team, working with Leicester Royal Infirmary and Severn Trent Water.
6.17	<b>Western Park strategic sustainable urban drainage scheme (SuDS)</b> Undertake a feasibility study for the scheme.	Study will identify the expected reduction in the number of properties at risk from flooding following the scheme.	2020/21	Flood Risk and Drainage Team, working with Parks and Open

No.	Action	Outcomes Expected	Timescale	Responsibility
				Spaces and Severn Trent Water.
6.18	<b>Gilroes Brook flood alleviation scheme</b> Undertake a feasibility study for the scheme.	Study will identify the expected reduction in the number of properties at risk from flooding following the scheme.	2022/23	Flood Risk and Drainage Team, working with Parks and Open Spaces and Severn Trent Water.
6.19	<b>Hol Brook flood alleviation scheme</b> Undertake a feasibility study for the scheme.	Study will identify the expected reduction in the number of properties at risk from flooding following the scheme.	2021/22	Flood Risk and Drainage Team, working with Severn Trent Water and Leicestershire County Council.
6.20	<b>Evington Brook flood storage area</b> Undertake a feasibility study for the scheme.	Study will identify the expected reduction in the number of properties at risk from flooding following the scheme.	2020/21	Flood Risk and Drainage Team working with the Leicestershire Golf Club and Severn Trent Water.
6.21	<b>Flood mitigation measures – River Soar corridor</b> Work with stakeholders and partners such as the Environment Agency to support strategic interventions to further mitigate flooding within the city. Continue work to deliver the scheme at Everards Meadows as part of the ongoing programme of environmental improvements along the River Soar to increase flood capacity, reducing flood risk and increasing biodiversity	Evidence of funding bids. 3 schemes; significant wetlands (Aylestone Meadows phase 2, Everards Meadow, 1 other). Properties protected from flooding.	2020/21 delivery of existing schemes and programme 2021/22 onwards – funding bids	Development Team, with Planning (Nature Conservation) and Flood and Drainage.

No.	Action	Outcomes Expected	Timescale	Responsibility
	along the riverside. Identify and seek additional funding to further this programme of work.			
6.22	<b>Property-level flood action plans</b> Provide information and support to help local businesses and residents become more resilient to flood events by developing their own flood action plans.	More properties and businesses with their own flood action plans.	2020/21 – 2022/23	Flood Risk and Drainage Team, working with Communications Team and Emergency Management.
6.23	<b>Schools workshops about the water environment</b> Community engagement through Eco Schools and the “Sea Starts Here” campaign. Deliver workshops and projects in schools to increase awareness about the impacts of climate change, litter and waste (in particular single use plastics) on the water environment, and what we can do to protect it.	Delivery of presentations and stencilling workshops to between 20 – 40 schools. Collaboration with DMU Local to deliver the presentations and workshops.	2020/2021 - 2021/2022	Flood Risk and Drainage Team working with DMU Local and the Environmental Education Co-ordinator in Sustainability.
6.24	<b>Planning – Green Infrastructure</b> Use existing, or introduce new, planning policies that encourage the provision of green infrastructure and maximising the benefits it has to mitigate and adapt to a changing climate. Applying these policies in discussions and negotiations on relevant planning applications as part of the development management, and compliance and monitoring regimes, where appropriate.	Continued use of existing planning policies and adopted new planning policies, via the new local plan process, which promote the provision and benefits of green infrastructure for new and existing developments. This will lead to measures including new tree planting, landscaping, green space creation and enhancement, sustainable drainage schemes and protection and enhancement of biodiversity.	2020/2021 – 2021/2022	Planning

No.	Action	Outcomes Expected	Timescale	Responsibility
6.25	<p><b>Planning – Biodiversity</b> Take opportunities to protect and enhance biodiversity and the natural environment in ways that mitigate and adapt to a changing climate. This involves updating guidance relating to climate change as part of the new biodiversity action plan, and, following the details of the forthcoming Environmental Bill, an approach to achieving a net gain in biodiversity using the planning process, which includes new policies and protection/enhancement sites in the new local plan.</p>	Adopted new planning guidance, policies and sites that protect and enhance biodiversity and the natural environment, in ways that also contribute towards mitigating and adapting to a changing climate.	2020/2021 – 2021/2022	Planning
6.26	<p><b>Tree Preservation Orders (TPOs)</b> Seek to retain TPO trees within applicable powers and guidance, or secure appropriate replacements should their loss be justifiable.</p>	Optimised consideration of Tree Preservation Orders to contribute to maintaining the city tree stock.	2020/21 – 2022/23	Planning Development Management
6.27	<p><b>Volunteer Tree Wardens</b> Develop and introduce a new scheme to recruit and train volunteer Tree Wardens, to aid tree inspections, reporting and monitoring of tree stock.</p>	15 wardens recruited and achieved Lantra tree survey and inspection qualification. Increased frequency of visual tree surveys and inspections, leading to improved monitoring of tree pests and presence of disease, and improved communication and reporting of tree stock concerns by the public.	2020/21 (Launch and recruitment) Ongoing scheme operation	Parks and Open Spaces
6.28	<p><b>Climate woodland</b> Identify suitable locations and tree species for mass tree and hedge planting to create new 'climate woodland' in the city. Explore opportunities to partner with academic experts to monitor the climate, biodiversity and other benefits of the woodland as it develops. Also investigate how planting could be funded.</p>	Agreed location/s for additional tree planting, available when funding is identified. Engage in partnership agreement with an academic institution.	2020/21 to 2021/22	Parks and Open Spaces, working with Trees and Woodlands, Conservation and Sustainability through a working group

No.	Action	Outcomes Expected	Timescale	Responsibility
6.29	<b>Tree planting in school grounds</b> Develop a project proposal with Trees for Cities to implement tree planting opportunities in school grounds.	Project proposal completed ready to seek funding.	2020/21	Sustainability
6.30	<b>Bee Roads project</b> Deliver a programme of wildflower planting and maintenance to increase the value of the city's road verges for pollinators and biodiversity. In so doing, to support species, some of which may be under increased threat as a result of climate change.	To increase the percentage of the city's roadside verges managed for biodiversity by 10% per annum to create additional habitat areas along roadside verges.	2020/21 - 2022/23	Planning and Parks and Open Spaces
6.31	<b>Healthy Cities Summit</b> Deliver an international Healthy Cities Summit in Leicester showcasing Leicester Public Realm Improvements. Highlighting Connecting Leicester and best practice in Street Design Guidance, Bike Share and low-carbon solutions.	Over 500 delegates and presentations from national and international experts.	2020/21	Transport Strategy

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## 7. The council

No.	Action	Outcomes Expected	Timescale	Responsibility
7.01	<b>Carbon neutral roadmap for the council</b> Develop a 'roadmap' of actions which could reduce the council's carbon emissions from its estate and operations, to enable us to be carbon neutral by or before 2030.	Version 1 of roadmap completed by March 2021, then used to seek funding and plan programmes of decarbonisation work.	2020/21 (roadmap developed) 2021/22 onwards - used to plan work.	Sustainability, working with a number of other sections of the council.
7.02	<b>Energy surveys - operational estate</b> Undertake a full suite of energy surveys to establish the energy and carbon saving potential and identify actions.	Surveys will enable low carbon investment to be effectively targeted to decarbonise the estate.	2020/21 - 2022/23	Operations, EBS

No.	Action	Outcomes Expected	Timescale	Responsibility
7.03	<p><b>Carbon savings from planned and responsive maintenance - operational estate</b></p> <p>Develop a policy and process, based on the energy hierarchy, to respond to energy and carbon reduction opportunities in the planned and responsive maintenance programme, taking account of energy survey results.</p>	<p>The Hard FM team will have an agreed policy and process. Implementation will contribute to energy and carbon reduction to meet targets for the operational estate.</p>	2020/21 - 2022/23	Operations, working with Sustainability
7.04	<p><b>Agile working</b></p> <p>Create new 'touchdown spaces' across the council's operational estate and introduce mobile technology to enable staff to work between site visits and meetings without the need to travel back-to-base.</p>	<p>Reduced carbon emissions from staff journeys by ensuring works can be undertaken from site. Reduction in mileage and carbon emission from staff vehicles. Lesser requirement for office space. Agile working to become the expected norm.</p>	2020/21 - 2022/23	Operations, EBS
7.05	<p><b>Training programme for Estates and Building Services</b></p> <p>Develop and implement a programme of training for EBS staff. Training to include carbon and climate adaptation implications of EBS services, opportunities through different job roles and low carbon technologies and standards as relevant to each service area. Training to include industry best practice guidance and materials.</p>	<p>All staff in the division understand the contribution they can make to addressing the climate emergency.</p>	2020/21 - 2022/23	Operations and Strategy and Business Management, EBS
7.06	<p><b>Minor works energy efficiency measures</b></p> <p>Works with a total value of £1.8m to replace heating systems, boiler controls and windows at the following schools and children's homes:</p> <p>Alderman Richard Hallam, Avenue Primary School, Barleycroft Primary School, Evington Valley Primary School, Herrick Primary School, Linden Primary School, Marriott Primary School, Rolleston Primary School, Spinney Hill Primary School, St Barnabas Primary School, Wolsey House Primary School, Beaumont Lodge Primary School, Caldecote Primary School, Ellesmere College, Evington Valley Primary School, Fosse</p>	<p>Energy and carbon savings to be monitored post-installation.</p>	<p>2020/21 - 2021/22</p> <p>Window replacements expected to take place summer 2021.</p>	Hard FM

No.	Action	Outcomes Expected	Timescale	Responsibility
	Primary School, Inglehurst Infant School, Netherhall Children's Home, Shaftesbury Junior School.			
7.07	<b>Climate Emergency Schools Capital Fund</b> Deliver a holistic £400k capital investment programme to reduce energy use and generate renewable energy, including solar panels (PVs) and LED lighting replacement, supported by Salix Finance.	At least 15 schools supported, generating a saving of at least 500t CO <sub>2</sub> e per year.	2020/21 - 2021/22	Sustainability with Hard FM
7.08	<b>Built Environment Services for Schools (BESS) Energy</b> Expand this school support programme to provide behavioural support to reduce energy use, cut costs and reduce carbon emissions in more schools.	At least 15 schools annually to be supported, saving on average 30t CO <sub>2</sub> e per year.	2020/21 - 2022/23	Sustainability with Soft FM and Hard FM
7.09	<b>Power to Change – Next Generation</b> Support Green Fox Community Energy Cooperative to create and deliver an innovative, holistic business model to provide an ultra-low carbon solution for schools, working with the Attenborough Learning Trust Multi-Academy Trust.	Within the 2 years of the project deliver the business model and associated capital investment.	2020/21 - 2021/22	Sustainability
7.10	<b>Climate toolkit for capital projects</b> Develop and implement a procedure, guidance and targets to address climate change in all capital projects. To include: - procedure and guidance for assessing the climate implications and carbon reduction options for any capital project, based on the Energy Hierarchy. - corporate minimum requirements for carbon reduction and energy efficiency, and aspirational target(s) to be considered, at a whole building level. - Authority's Requirements: where appropriate, technical standards and minimum requirements for individual building components and construction/demolition activities.	Toolkit applied to all projects. Options for appropriate carbon reduction and climate adaptation options to meet corporate targets are provided to decision-makers for all relevant projects prior to approval. Enhanced levels of carbon reduction, and climate resilience measures where necessary, are delivered to put the council on course to achieve its overall climate emergency goals.	2020/21	Sustainability with Capital Programmes, Capital Projects, Development Team and Housing
7.11	<b>Capital projects programme management - climate considerations at gateway stages</b>	Capital projects gateway process amended.	2020/21	Sustainability with Capital

No.	Action	Outcomes Expected	Timescale	Responsibility
	Build in a requirement to use the climate toolkit to address climate implications in each capital project from the outset, ensuring that proposals cannot progress to approval without proper consideration of carbon reduction, based on the Energy Hierarchy, as well as climate adaptation opportunities and requirements – with appropriate measures costed and confirmed to meet agreed targets and performance standards.	Climate considerations explicitly addressed, with measures agreed, for all projects being submitted for approval.		Programmes, Capital Projects, Development Team and Housing
7.12	<b>Capital projects - carbon tracker</b> Develop and implement a system for recording carbon reduction and climate adaptation targets and measures agreed for all capital projects and council-supported development schemes, and for tracking their progress to implementation - enabling oversight of climate outcomes by managers and senior decision-makers.	Carbon tracker to be developed and introduced, enabling improved management of climate measures and outcomes, and prioritisation of resources, across all programmes.	2020/21	Sustainability with Capital Programmes, Capital Projects, Development Team and Housing
7.13	<b>Oaklands School expansion</b> Oaklands expansion to be put forward as a net zero building.	Low carbon building leading to CO <sub>2</sub> savings.	2022/23	Capital Programmes
7.14	<b>Demolition of Goscote House</b> Achieve a high recycling rate for demolition waste from this project to reduce the climate and environmental impact.	80% recycling target met for demolition waste.	2022/23	Capital Programmes
7.15	<b>Demolition of 12-20 Cank Street/Market Square</b> Achieve a high recycling rate for demolition waste from this project, to reduce the climate and environmental impact.	80% recycling target met for demolition waste.	2022/23	Capital Programmes
7.16	<b>Public Lighting</b> Replace 562 illuminated traffic bollards (which are on the council's cable network) with non-illuminated reflective self-righting bollards at an estimated cost of £98,500.	Annual energy reduction of 110,000kWh saving 30.5t CO <sub>2</sub> e and £15,800 per annum	2020/21	Public Lighting
7.17	<b>Traffic signals</b> Retrofit of traffic signals with LEDs to reduce electricity consumption and carbon emissions at an estimated cost of £150,000.	Annual electricity consumption to reduce by 67,000kWh, saving 18.6t CO <sub>2</sub> e per annum.	2020/21	Traffic management Service (Area Traffic Control)



No.	Action	Outcomes Expected	Timescale	Responsibility
7.18	<b>Business Travel Policy</b> Introduce a Business Travel Policy, which includes the aim of minimising the environmental impact of business travel by the council.	Policy implemented from 2020-21. Carbon emissions from business travel reduced by applying the 'travel hierarchy' to favour zero or low-emissions options wherever possible.	2020/21	Human Resources with Fleet Service
7.19	<b>Council fleet - introduction of ultra-low emission vehicles</b> Continue to decarbonise our fleet, purchasing 19 new electric cars, vans and scooters in 2020/21. 15 will replace existing, mainly diesel, vehicles while 4 are additions to the fleet and are expected to mainly replace staff travel in their own cars. The replacement programme will continue year on year.	19 new electric fleet vehicles. Estimated carbon savings to be confirmed. Dependent on any potential extended lead times caused by the COVID-19 pandemic.	2020/21	Fleet Service
7.20	<b>Electric vehicle charging - council fleet</b> Plan for and install EV charge points in the operational estate to enable charging of EVs in the council fleet.	Forward plan developed in consultation with the Fleet Service – will identify numbers and locations of charge points needed.	2020/21 - 2022/23	Operations, EBS
7.21	<b>Grounds maintenance machinery</b> Trial a selection of electric battery-powered grass mowing machines and hand-held machinery including: strimmers, leaf blowers and hedge cutters. We will complete an analysis of their capability and costs, to decide whether they currently offer a viable option to replace our petrol hand-held machinery. If the trial is a success, we will begin replacing the rest of our hand-held machinery over a 4-year period from 2021/22.	Confirm whether electric battery-powered equipment is yet good enough to replace our petrol fuelled machinery and enable a replacement programme to go ahead if it is. Potential carbon savings to be confirmed by the trial.	Trial in 2020/21. Replacement programme over 4 years from 2021/22 if viable.	Parks and Open Spaces
7.22	<b>Grassland Strategy – relaxed mowing</b> Increase the area of mature grassland under a 'relaxed mowing' regime (fewer cuts per season), to improve biodiversity while reducing carbon emissions from the use of grounds maintenance machinery.	Increase from 39 to 50 hectares of grassland under relaxed mowing regime. Reduction in fuel use and carbon emissions to be identified from annual monitoring. Biodiversity benefits also expected, along with possibly a small extra amount of	From 2020/21	Parks and Open Spaces

No.	Action	Outcomes Expected	Timescale	Responsibility
		carbon sequestered.		
7.23	<b>EBS Operations – supply chain decarbonisation</b> Use the procurement process and supplier engagement to drive down carbon emissions and waste from services provided by external suppliers and from goods, based on the council's Sustainable Procurement Guidance and Social Value Charter.	Carbon emissions and waste reduction and recycling information to be provided by suppliers, monitored by Estates and Building Services, and reported.	2020/21 - 2022/23	Contracts and Business Development
7.24	<b>Workplace Waste Strategy</b> Develop a strategy to drive down waste from corporate offices which goes to landfill by applying the waste hierarchy: reduce, reuse, recycle/compost, then energy-from-waste. Look at when zero waste-to-landfill could be achieved.	Completion and approval of strategy. Ongoing reductions in waste to landfill and increasing percentages of waste being reduced, recycled or composted.	Publication in Q4 2020/21.	Operations, EBS
7.25	<b>Pension Scheme - Responsible Investment Plan</b> Through the city council's representatives on the Leicestershire County Council Local Pension Committee, support steps being taken via the Responsible Investment Plan 2020 to address the climate risks of investments held by the Leicestershire County Council Pension Scheme. Encourage the management of funds to positively influence the approach to climate change being taken with regards to investment decisions.	Implementation of the Responsible Investment Plan 2020. Positive influence on companies in which investments are held by the Pension Scheme, encouraging them to address climate change.	2020/21	Leicester City Council representatives on the Local Pension Committee (jointly with other Committee members)

## Leicester Climate Emergency External Expert Commission

# Feedback on Leicester City Council's Climate Emergency Strategy and Action Plan

## 1. Introduction

This document summarises the view of members of the External Expert Commission (EEC) to Leicester City Council on their Climate Change Strategy and Action Plan documents.

The EEC comprises members of staff at De Montfort University (DMU) and the University of Leicester (UoL) with professional expertise in responses to climate change.<sup>1</sup> EEC members have provided critique and feedback to the City Council through a series of meetings from April to June 2020.<sup>2</sup>

## 2. Overall Comments

Overall, the EEC commends the Strategy and Action Plan put forward and the high level of ambition articulated through the future vision for the city. The analysis reported is in line with current understandings of how UK cities can mitigate and adapt to climate change and makes good reference to a science-based carbon budgeting analysis of emissions in Leicester by the Tyndall Centre, which highlights that on current trends Leicester's carbon budget for this century would be exhausted within seven years.

Although the agency of the City Council to directly influence carbon emissions in Leicester is limited, particularly by central Government policies and resources, the strategy and action plan do reflect a meaningful commitment and a significant increase in strategic focus. The proposed governance arrangements should enable consideration of the climate emergency to become embedded in existing policies and processes across the city council's operations.

The City Council responded very positively and constructively to initial feedback from EEC members. This included: ensuring that a science-based carbon budget for the city informs planning and reporting of progress; committing to develop roadmaps to outline specific plans of action in relation to key themes (e.g. housing, transport); and committing to a collective approach that will engage with local citizens and organisations to co-develop activities.

## 3) Next Steps with Implementation

The EEC meeting on June 23<sup>rd</sup> 2020 highlighted three issues relating to next steps with the Strategy and Action Plan:

- EEC members suggested that the development and use of 'Roadmaps' should be a dynamic activity, that is able to respond and adapt to changes in policy, technology and community engagement, whilst being structured by the city's carbon reduction commitments and principles about how activities are governed, developed and managed.
- Implementing the strategy will require significant staffing resources, in particular for external engagement with organisations beyond the city council and for collaborative project development.
- Several examples of collaborative opportunities were highlighted with EEC members from De Montfort University and the University of Leicester, such as supporting businesses to understand their carbon footprint and sharing technical expertise to aid the development of Roadmaps.

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<sup>1</sup> The membership comprises: Ljiljana Marjanovic-Halburd, Mark Lemon, Birgit Painter, Rupert Gammon, Andrew Reeves and Karl Letten (De Montfort University); and Sandra Lee, Chrispal Anand and Emma Kemp (University of Leicester).

<sup>2</sup> Leicester City Council shared draft versions of the city's Climate Change Strategy and Action Plan with members of the EEC and representatives from Leicestershire County Council in April 2020. A joint meeting was held on April 22<sup>nd</sup> where feedback was shared and discussed with members of the City Council's Environment Team, represented by Anna Dodd, Nick Morris, Duncan Bell and Aidan Davis. Leicestershire County Council's Donna Worship and James O'Brien also contributed feedback at this meeting as 'peer reviewers' from another local authority. Feedback and recommendations were put forward by EEC members, leading to a revised version of the Strategy and Action Plan being produced in June 2020 and discussed with EEC members at a meeting on 23<sup>rd</sup> June 2020. This document summarises EEC members' views on the final revision of the Strategy and Action Plan.



## RAG Rating Key

	More positive equalities impacts than potential negative impacts, negative impacts could be easily mitigated - PSED still needs to be paid due regard but unlikely to require intensive analysis of impacts.
	Potential negative equalities impacts could outweigh the positive impacts if not adequately addressed within the proposal or mitigated .
	Significant negative impacts, high risk. Significant changes would be needed to the proposal or very effective mitigating actions must be identified that substantially reduce the impact or impact unknown at this stage

RAG Rating	EIA Needed	Has EIA?	Notes	Action No.	Action	Responsibility (Service)
HW	Yes		Should have EIA at design stage.	2.01	<b>Saffron Lane - phase 2 housing development</b> Build 38 new A-rated energy efficient and low-carbon council houses.	Housing
ADv	Yes	Maybe	Potential positives from improving homes, need to limit disruption. Should already have had EIA.	2.02	<b>Loft insulation programme</b> Continue to invest £100k per year to upgrade loft insulation in council housing.	Housing
ADv	Yes	Maybe	Potential positives from improving homes, need to limit disruption. Should already have had EIA.	2.03	<b>Boiler replacements programme</b> Continue to invest £3.2M per year in our ongoing programme to replace boilers in council housing with modern, energy-efficient A-rated condensing boilers with heating controls.	Housing
HW	Yes	Maybe	Potential positives from improving homes, need to limit disruption. Should already have had EIA.	2.04	<b>LED communal lighting upgrade programme</b> Continue to invest at least £150k per year to replace lighting in communal areas on council housing estates with energy-efficient LEDs, until all areas completed.	Housing
ADv	Yes	Maybe	Potential positives from improving homes, need to limit disruption. Should already have had EIA.	2.05	<b>Storage heater upgrades</b> Carry out a feasibility study, secure funding and develop a programme to replace older electric storage heaters, in council housing properties where a wet heating system is not suitable, with more efficient modern equivalents with better controls.	Housing
ADv	No		Should be very limited impacts.	2.06	<b>District heating - Beatty Avenue</b> In collaboration with Engie, give consideration to upgrading the biomass plant at Beatty Avenue in order to reduce the reliance on top up heat provided from gas boilers in winter months.	Housing
ADv	Yes	Maybe	Potential positives from improving homes, need to limit disruption. Also need to be useable by all residents. Should already have had EIA.	2.07	<b>Heat metering - technical survey</b> Assess the feasibility of installing heat meters in council housing connected to the district heating network. Heat meters will allow for tenants to be charged for the heat they actually use, encouraging efficiency.	Housing
ADv	Yes	Yes	Already done	2.08	<b>External wall insulation</b> Carry out a feasibility study, secure funding and develop a programme to install external wall insulation on more council housing.	Housing
HW	Maybe		Potential positives from improving homes, need to limit disruption but external so should be much reduced.  May also need to consider payments for excess power.	2.09	<b>Solar PV</b> Carry out a feasibility study, secure funding and develop a programme to install solar PV panels on council housing, looking at both individual houses and larger blocks with communal areas. PVs on larger blocks could provide electricity to help power lighting, laundries and lifts in communal areas.	Housing
HW	Yes		Risk of rent increases, so will need full EIA.	2.10	<b>Private rented housing - energy efficiency and affordable heating</b> Continue to enforce national minimum standards for energy efficiency and affordable heating of private rented housing and consult on the introduction of a Selective Licensing Scheme for parts of the city that have a high proportion of privately rented properties in poor condition.	Environmental Health
ADv	Yes	Maybe	Potential positives from improving homes especially as targeted to most vulnerable, but need to limit disruption. Should already have had EIA.	2.11	Leicester's Warm Home Scheme - heating and insulation upgrades Continue to run this scheme to help vulnerable residents by replacing faulty or broken heating appliances and improving insulation levels. By fitting energy efficiency measures, there will be savings in energy usage, lower heating bills and a reduction in carbon emissions.	Sustainability
ADv	Maybe	Maybe	Continuing work so should have already considered. To check	5.01	<b>Green BELLE – SME support programme</b> Deliver phase 2 of the programme to support small and medium sized businesses with measures to save energy, cut costs and reduce carbon emissions. As part of the project, identify SME tenants in the council's Business Centres and Estate Shops who could apply to the scheme.	Sustainability

HW	Maybe		Need to consider how to remove barriers to engagement from business owners with protected characteristics.	5.02	<b>Growth Hub - business gateway</b> Provide a single point of contact through the business gateway for companies to access support and advice. Direct enquiries about carbon reduction, energy saving, waste and other climate-related issues on to appropriate sources of help such as Green BELLE.	LLEP - responsible for delivery Economic Development (LCC) - accountable body for the project
ADv	Maybe		Similar to 5.02, could be addressed together.	5.03	<b>Growth Hub - business workshops</b> Address climate change issues and opportunities for businesses, including energy efficiency, renewable energy, resource efficiency and waste reduction in the Growth Hub programme of workshops.	LLEP - responsible for delivery Economic Development (LCC) - accountable body
HW	Yes		Need to be accessible, may already have been considered in design.	5.04	<b>Pilot House - Redevelopment</b> Redevelopment of a complex of former factory buildings to create much-needed low-carbon office space and units for start-up and growing businesses.	Capital Projects
ADv	Yes		Need to be accessible, may already have been considered in design.	5.05	Ian Marlow Centre redevelopment Explore redevelopment options for the former Ian Marlow Centre as future employment use focusing on fabric performance and sustainable energy generation throughout the specification.	Development Team
ADv	No		Need to consider how to remove barriers to engagement from business owners/employees with protected characteristics.	5.06	Climate Emergency Plans for Local Organisations Engage with local businesses and organisations of all types and sizes to encourage them to develop their own action plans for the climate emergency. This includes providing guidance on how small organisations can do so and developing a space online to share and publicise plans.	Sustainability
ADv	No		Ongoing, only comms so could consider barriers to engagement. Check with team.	4.01	<b>Metal Matters' recycling campaign</b> Deliver a communications campaign focusing on recycling of metals. The 'Metal Matters' campaign aims to increase the capture of recyclable metals in the orange recycling bags and communal bins. Recycling metal helps save energy and reduce carbon emissions in comparison to producing items from virgin materials.	Waste Management
ADv	Maybe		Ongoing, only comms so could consider barriers to engagement. Check with team.	4.02	<b>Organic waste</b> Promotion of organic waste reduction at home, through home composting.	Waste Management
ADv	Maybe		Ongoing, check with team.	4.03	<b>Reuse shop</b> The development of the Reuse shop and Reuse shop contract with a third sector partner to maximise the reuse and recycling of items donated for the social benefit of Leicester residents.	Waste Management
ADv	Maybe		More detail needed, could be implications from bin design and access. Equalities should be monitored as part of pilot.  May be ongoing so check with team.	4.04	Recycling improvement project for flats Deliver phase 1 and phase 2 of this project which supports residents to improve segregation of recyclable from non-recyclable materials, focusing on flats with persistent contamination issues. The project will look for new and innovative ways to help engage residents, increase recycling and reduce contamination in the recycling bins. Reducing contamination is key to ensure that good recycling can be processed and not rejected, this will in turn help reduce carbon emissions.	Waste Management
ADv	No		Ongoing, only comms so could consider barriers to engagement. Check with team.	4.05	Communications campaign to improve segregation of recyclable materials Develop a multi stream media campaign to educate and engage residents about why it is important to put the right waste in the right bin. This will focus on key contaminants which residents often get wrong.	Waste Management
HW	Yes		Significant potential implications from large changes to system.	4.06	Waste and Recycling Strategy Development of a new waste and recycling strategy for Leicester. Supported by investigation into potential options for the development of the services provided and how these will link to the new government strategy and legislation.	Waste Management
ADv	No		Unlikely to be significant implications, accessibility should be part of advice given.	4.07	Waste and recycling advice for developers Produce updated planning advice to help better support the planning process and ensure residents have access to appropriate waste and recycling facilities.	Waste Management
ADv	No		Any implications should be covered in 4.06.	4.08	Influence on future waste policy Lobby central Government to provide the policy framework and resourcing needed to substantially reduce waste, and to scale up reuse, recycling and composting, consistent with the need for rapid decarbonisation in a climate emergency.	Waste Management
HW	Maybe	No	May be benefits in terms of health inequalities, need to ensure are accessible for all including design and location.  Ongoing, check with team as HW has not yet seen.	4.09	<b>Public realm drinking water</b> The provision of free re-fill points across the City Centre	Capital Projects
HW	No		Need to consider accessibility of comms, but not a full EIA.	4.10	<b>Food for Life award - communications plan</b> A communications plan to be developed in conjunction with Food for Life and Education Catering to promote the positive aspects of the Silver "Food for Life Served Here" award recently achieved by Education Catering to parents, schools, the council and the wider community.	Food for Life Partnership supported by Education Catering
ADv	Yes		Depending on changes to menu, could be significant impacts based on dietary needs, religion etc.	4.11	<b>School meals</b> Create a strategy and project plan to seek funding for a programme of climate emergency actions for school meals. Project to cover food and packaging waste, energy use and engagement with pupils, parents and other stakeholders to look at opportunities for more plant based meals.	Sustainability with Education Catering and Public Health
ADv	No		Decisions made on back of roadmap could have very significant impact on city. Roadmap won't need own EIA, but actions resulting may.	1.01	<b>Carbon neutral roadmap for the city</b> Develop one or more possible decarbonisation pathways for the city to inform the planning of actions, monitoring of progress and engagement with partners, including seeking more support from central Government.	Sustainability



ADv	No		Need to consider accessibility, in training design, should already be covered in resources. Also internal only so limits impacts.	1.02	<b>Carbon Literacy training - decision makers</b> Provide 'carbon literacy' training to key decision-makers in the council.	Sustainability
ADv	No		Board has already been set up, and does not require EIA.  May be best to review Terms of Reference to ensure Equalities considered.	1.03	<b>Climate Emergency Board</b> Establish a Climate Emergency Board of senior council officers to be accountable to the City Mayor and his team for the council's response to the climate emergency, including delivery of actions.	Sustainability
ADv	No		More a change to an ongoing piece of work, and all reports are already subject to Equalities Implications separately.	1.04	Climate implications of council and Executive decisions Build on the current system for including climate change implications in Executive Decision Reports by introducing a council-wide approach to considering and addressing climate change implications and opportunities from the outset as projects are developed, budgets and changes to services are planned, and in all other decision-making – with this approach reflected in reports.	Sustainability
ADv	No		Need to advocate for work to address equalities as part of this.	1.05	Lobby central Government Lobby central Government to introduce the policy, resourcing and other measures needed in support of local action to decarbonise and adapt the city, and to address poverty. Press for these changes through the most appropriate channels and encourage partner organisations to do the same.	Sustainability, working with the Strategy, Quality and Performance Service in Social Care and Education, and supported by other services.
HW	Maybe		Implications likely to come from accessibility, and ensuring all included in comms.  EIA needed if some sort of new platform is procured to deliver.	1.06	Climate change communications Plan and implement an ongoing programme of communications about the climate emergency, including regular information about steps that the public and local businesses can take to do their bit.	Sustainability, supported by the Communications Team, Press Team and other services.
ADv	No		Could be used as solution to potential negatives from action 1.06, to identify and avoid barriers and feed into an EIA.	1.07	Community engagement Carry out a review of how the council can use its existing channels of communication with Leicester's communities, through our existing services and projects, and our links with partner organisations, to engage with the public, local groups and organisations about what we can all do about climate change.	Sustainability
ADv	No		Shouldn't be any significant implications of encouraging declarations.	1.08	<b>School climate emergency declarations</b> Raise the profile and advise schools who wish to declare a climate emergency.	Sustainability
HW	No		Accessibility and reasonable adjustments need to be considered in design of programme, schools also subject to PSED.	1.09	<b>Carbon Literacy training - schools</b> Deliver a carbon literacy programme to schools in Leicester.	Sustainability
HW	No		Incorporates range of existing programmes, unknown if any already have or need EIAs, but HW has stated doesn't need an EIA overall.	1.10	<b>Eco-Schools</b> Expand the programme to deliver student-led actions to reduce schools' environmental and carbon impact, and to increase student and parent awareness.	Sustainability
ADv	No		Details scarce, will definitely need to consider equalities in terms of accessibility and representation in TOR, unlikely to need full EIA.	1.11	<b>Establish a Leicester Young People's Climate Emergency Board</b>	Sustainability
ADv	Maybe		Depends on nature of strategy, as with other actions may be that things within require EIAs separately.	1.12	Energy Strategy Develop a strategy to guide all our work on energy, to ensure a joined-up approach which aligns with our aims and objectives for addressing the climate emergency, poverty, inequality, the need for economic recovery and our other strategic priorities.	Strategy & Business Management
HW	Yes		Potential for significant negative impacts, in the event that equalities isn't carefully considered throughout. The red rag rating reflects that this likely to require significant on-going attention, however those working on the local plan are engaged with the equalities team and have been working on ensuring that the duties under the Equality Act 2010 and particularly the PSED are paid due regard. Some elements of the local plan are likely to require individual EIAs.	6.01	<b>Local Plan</b> Completion of the Local Plan consultation process and adoption of Leicester's new Local Plan. This process will involve: - a public consultation on the draft Local Plan and any major changes/revisions to this draft - submission of the draft Local Plan to the Secretary of State and Planning Inspectorate - an Independent Public Examination of the draft Local Plan - adoption of the new Local Plan by Full Council. The adopted Local Plan will include policies relating to the Climate Change Strategy and Action Plan, including those covering Climate Change and Flooding, The Natural Environment and Transportation.	Planning Policy
ADv	No		Evidence should consider Equalities, but action itself should not present significant impacts so separate EIA unlikely to be needed.	6.02	<b>Local Plan - Sustainable Construction Policy evidence base</b> Produce technical evidence which considers strengthening policies relating to sustainable design and construction for new developments. This will look at energy and water efficiency standards for new residential and commercial developments in Leicester's new local plan. The evidence and policy formulation will need to take into account recent and expected changes to Government policy, in particular it's response to the recently concluded Future Homes Consultation which will have a very significant effect upon building efficiency standards policy.	Planning Policy

ADv	No		Should come under action 6.01. The local plan is subject to an assessment of which areas require an EIA and a decision will be made on this by the service area with support from the Equalities Team	6.03	<b>Local Plan - Strategic Sites</b> Ensure large strategic sites proposed in the new local plan, and owned by Leicester City Council, contribute towards mitigating and adapting to climate change. This includes early consideration of opportunities to incorporate appropriate landscaping, tree planting and biodiversity protection and enhancement (either on or off site).	Development Team
HW	Yes		Accessibility needs to be key design consideration in new development in relation to range of protected characteristics, including elderly, disabled and pregnant.	6.04	<b>Ashton Green - low carbon homes</b> Secure, as part of future land sales, a scheme of low carbon homes at Ashton Green.	Development Team
HW	Yes		Accessibility needs to be key design consideration in new development in relation to range of protected characteristics, including elderly, disabled and pregnant.	6.05	<b>Low carbon regeneration scheme</b> Design and develop an exemplar low-carbon, social housing led regeneration scheme on land owned by the Council.	Development Team
HW	Yes		Accessibility needs to be key design consideration in new development in relation to range of protected characteristics, including elderly, disabled and pregnant.	6.06	<b>Western Park low carbon housing scheme</b> Secure a sustainable housing development on land sold by the council at Western Park.	Asset Strategy with Sustainability
ADv	No		Significant implications seem unlikely, although planning of workshop should ensure that it is accessible to all.	6.07	<b>Continued Professional Development (CPD) - low carbon solutions</b> Develop our understanding of Modern Methods of Construction and existing market solutions for low carbon development.	Development Team
ADv	No	No	Already written, HW had input, embeds EIAs in design process.	6.08	Leicester Street Design Guide Deliver summary guidance on Connecting Leicester public realm improvements, introducing a Healthy Street assessment methodology and updating Development Guidance to achieve consistency, sustainability, equity and low-carbon solutions.	Transport Strategy
ADv	Maybe		Impacts should be limited, unless leads to price rise. Check with DW.	6.09	<b>District Heating - network extension</b> Enable / sponsor network extension projects through regular liaison with the University of Leicester, Leicester Royal Infirmary, other One Public Estate partners and the Strategic Partnering Board.	Contract Management Team
ADv	No		Impacts should be limited, unless leads to price rise. Check with DW.	6.10	<b>District heating - future decarbonisation</b> Secure proposals from Engie for future decarbonisation of the LDEC network.	Contract Management Team with Sustainability Service
ADv	No		Impacts should be limited, unless leads to price rise. Check with DW.	6.11	<b>District Heating - 'green gas'</b> Review the feasibility and benefits of utilising 'green gas' to generate hot water in the district heating network, taking into account affordability for the heat poor.	Contract Management Team
ADv	Maybe		Already developed, but HW not seen. Impacts limited, reduced flood risk positive. Check with HW.	6.12	<b>Sustainable Drainage Systems (SuDS) Technical Guide</b> Approve and adopt the Technical Guide for SuDs (sustainable urban drainage schemes). Actively work alongside and support developers to ensure that the new guide is implemented.	Planning with Flood Risk and Drainage Team
ADv	No		Impacts seem limited, and reducing flood risk in developments should benefit those most vulnerable to flooding impacts. Part of planning, so own EIA not needed.	6.13	<b>Sustainable drainage - new developments</b> Respond to planning applications for all new developments, including single dwellings and large extensions, promoting the use of sustainable drainage. For development on brownfield sites, encourage measures to achieve a 50% reduction in runoff.	Flood Risk and Drainage Team
ADv	No		Impacts limited, just need to consider how register can be accessible to all, and any barriers.	6.14	<b>Flood risk assets</b> Maintain a register of flood risk assets, to help ensure that they are maintained and protected.	Flood Risk and Drainage Team
ADv	No		Impacts limited, just need to consider how register can be accessible to all, and any barriers.	6.15	<b>Drainage system mapping</b> Map and record all Ordinary Watercourses and sustainable drainage systems to ensure that they are protected from removal or damage that may reduce their effectiveness in reducing flood risk.	Flood Risk and Drainage Team, with Parks and Open Spaces and Transport Strategy.
ADv	No		Impacts should be limited, but process will also need to look at costs and benefits in terms of equalities.	6.16	<b>Climate change cost-benefit assessments of flood measures</b> Introduce a process to consider the wider carbon costs or benefits, such as the 'embodied' carbon emissions from construction materials, when planning and delivering flood risk management schemes.	Flood Risk and Drainage Team, and other partners involved with the projects.
ADv	No		HW to check, as no previous involvement.	6.17	<b>Leicester Royal Infirmary - surface water flood alleviation scheme</b> Undertake a feasibility study for the scheme.	Flood Risk and Drainage Team, working with Leicester Royal Infirmary and Severn Trent Water.
ADv	No		HW to check, as no previous involvement.	6.18	<b>Western Park Strategic Sustainable Urban Drainage Scheme (SuDS)</b> Undertake a feasibility study for the scheme.	Flood Risk and Drainage Team, working with Parks and Open Spaces and Severn Trent Water.



ADv	No		HW to check, as no previous involvement.	6.19	<b>Gilroes Brook flood alleviation scheme</b> Undertake a feasibility study for the scheme.	Flood Risk and Drainage Team, working with Parks and Open Spaces and Severn Trent Water.
ADv	No		HW to check, as no previous involvement.	6.20	<b>Hol Brook flood alleviation scheme</b> Undertake a feasibility study for the scheme.	Flood Risk and Drainage Team, working with Severn Trent Water and Leicestershire County Council.
ADv	No		HW to check, as no previous involvement.	6.21	<b>Evington Brook flood storage area</b> Undertake a feasibility study for the scheme.	Flood Risk and Drainage Team working with the Leicestershire Golf Club and Severn Trent Water.
ADv	Maybe		Should be limited, but individual works may need EIA, check with team.	6.22	<b>Flood mitigation measures - River Soar corridor</b> Work with stakeholders and partners such as the Environment Agency to support strategic interventions to further mitigate flooding within the city. Continue work to deliver the scheme at Everards Meadows as part of the ongoing programme of environmental improvements along the River Soar to increase flood capacity, reducing flood risk and increasing biodiversity along the riverside. Identify and seek additional funding to further this programme of work.	Development Team, with Planning (Nature Conservation) and Flood and Drainage.
ADv	Maybe	Maybe	Need to ensure that these are accessible and take account of protected characteristics.  May be ongoing, could already have.	6.23	<b>Property-level flood action plans</b> Provide information and support to help local businesses and residents become more resilient to flood events by developing their own flood action plans.	Flood Risk and Drainage Team, working with Communications Team and Emergency Management.
ADv	Maybe		Need to ensure workshops all accessible, as schools also in PSED, but shouldn't need full EIA.	6.24	Schools workshops about the water environment Community engagement through Eco Schools and the "Sea Starts Here" campaign. Deliver workshops and projects in schools to increase awareness about the impacts of climate change, litter and waste (in particular single use plastics) on the water environment, and what we can do to protect it.	Flood Risk and Drainage Team working with DMU Local and the Environmental Education Co-ordinator in Sustainability.
ADv	Maybe		If new policies are developed may need to consider an EIA.	6.25	<b>Planning - Green Infrastructure</b> Use existing, or introduce new, planning policies which encourage the provision of green infrastructure and maximising the benefits it has to mitigate and adapt to a changing climate. Applying these policies in discussions and negotiations on relevant planning applications as part of the development management, and compliance and monitoring regimes, where appropriate.	Planning
ADv	Maybe		If new policies are developed may need to consider an EIA.	6.26	<b>Planning - Biodiversity</b> Take opportunities to protect and enhance biodiversity and the natural environment in ways which mitigate and adapt to a changing climate. This involves updating guidance relating to climate change as part of the new biodiversity action plan, and, following the details of the forthcoming Environmental Bill, an approach to achieving a net gain in biodiversity using the planning process, which includes new policies and protection/enhancement sites in the new local plan.	Planning
ADv	No		Unlikely to be significant impacts, and is ongoing work so EIA shouldn't be needed.	6.27	<b>Tree Preservation Orders (TPOs)</b> Seek to retain TPO trees within applicable powers and guidance, or secure appropriate replacements should their loss be justifiable.	Planning Development Management
ADv	Yes		New scheme, needs to be accessible to all, should have EIA and use LCC guidance on volunteers and equalities.	6.28	<b>Volunteer Tree Wardens</b> Develop and introduce a new scheme to recruit and train volunteer Tree Wardens, to aid tree inspections, reporting and monitoring of tree stock.	Parks and Open Spaces
ADv	Maybe		Should be fewer implications than wider scheme, but accessibility still needs to be considered. Check with team.	6.29	<b>Tree planting in school grounds</b> Develop a project proposal with Trees for Cities to implement tree planting opportunities in school grounds.	Sustainability
ADv	No		Shouldn't be any significant impacts.	6.30	Bee Roads Project Deliver a programme of wildflower planting and maintenance to increase the value of the city's road verges for pollinators and biodiversity. In so doing, to support species, some of which may be under increased threat as a result of climate change.	Planning and Parks and Open Spaces
ADv	Maybe		Unclear if such events need own EIAs, but planning and design of summit should consider equalities and accessibility to all.	6.31	Healthy Cities Summit Deliver an international Healthy Cities Summit in Leicester showcasing Leicester Public Realm Improvements. Highlighting Connecting Leicester and best practice in Street Design Guidance, Bike Share and low-carbon solutions.	Transport Strategy

ADv	No		Similar to citywide roadmap implications very unclear, could cover very wide range of potential programme so could be widespread implications.  However likely to be the same as this action plan, where EIA not needed on whole thing but for actions within it.	7.01	<b>Carbon neutral roadmap for the council</b> Develop a 'roadmap' of actions which could reduce the council's carbon emissions from its estate and operations, to enable us to be carbon neutral by or before 2030.	Sustainability, working with a number of other sections of the council.
ADv	No		Surveying council buildings should not have a major impact. Accessibility needs to be considered, but as generally as a separate part of future projects.	7.02	<b>Energy Surveys - Operational Estate</b> Undertake a full suite of energy surveys to establish the energy and carbon saving potential and identify actions.	Operations, EBS
ADv	No		Impacts likely small, wider works planned anyway.	7.03	<b>Carbon savings from planned and responsive maintenance - Operational Estate</b> Develop a policy and process, based on the energy hierarchy, to respond to energy and carbon reduction opportunities in the planned and responsive maintenance programme, taking account of energy survey results.	Operations, working with Sustainability
ADv	Yes	Maybe	Could be significant implications from changes to working practices. Check with team if equalities considered.	7.04	<b>Agile working</b> Create new 'touchdown spaces' across the council's operational estate and introduce mobile technology to enable staff to work between site visits and meetings without the need to travel back-to-base.	Operations, EBS
ADv	No		Should take into account accessibility for internal staff, but unlikely that full EIA needed for this as is relatively small internal project.	7.05	<b>Training Programme for Estates and Building Services</b> Develop and implement a programme of training for EBS staff. Training to include carbon and climate adaptation implications of EBS services, opportunities through different job roles and low carbon technologies and standards as relevant to each service area. Training to include industry best practice guidance and materials.	Operations and Strategy and Business Management, EBS
ADv	No		Part of planned maintenance, and should improve school conditions.	7.06	<b>Minor works energy efficiency measures</b> Works with a total value of £1.8m to replace heating systems, boiler controls and windows at the following schools and children's homes: Alderman Richard Hallam, Avenue Primary School, Barleycroft Primary School, Evington Valley Primary School, Herrick Primary School, Linden Primary School, Marriott Primary School, Rolleston Primary School, Spinney Hill Primary School, St Barnabas Primary School, Wolsey House Primary School, Beaumont Lodge Primary School, Caldecote Primary School, Ellesmere College, Evington Valley Primary School, Fosse Primary School, Inglehurst Infant School, Netherhall Children's Home, Shaftesbury Junior School.	Hard FM
ADv	Maybe		Capital programmes should not be disruptive to pupils or disproportionately impact specific groups, but Equalities need to be considered in case there are unanticipated impacts of any of these works.  Unlikely to need EIA, but may need to check with team first.	7.07	<b>Climate Emergency Schools Capital Fund</b> Deliver a holistic £400k capital investment programme to reduce energy use and generate renewable energy, including solar panels (PVs) and LED lighting replacement, supported by Salix Finance.	Sustainability with Hard FM
ADv	Maybe		Service focuses on providing information to school staff so limited impacts. Behavioural support might need to be considered for accessibility issues, could be part of wider schools workshops EIA?	7.08	<b>Built Environment Services for Schools (BESS) Energy</b> Expand this school support programme to provide behavioural support to reduce energy use, cut costs and reduce carbon emissions in more schools.	Sustainability with Soft FM and Hard FM
ADv	Maybe		Unclear what implications might be, check with team.	7.09	<b>Power to Change - Next Generation</b> Support Green Fox Community Energy Cooperative to create and deliver an innovative, holistic business model to provide an ultra-low carbon solution for schools, working with the Attenborough Learning Trust Multi-Academy Trust.	Sustainability
ADv	No		Internal guidance toolkit, so impacts should be limited, but accessibility should be considered to ensure all are able to use it.	7.10	<b>Climate toolkit for capital projects</b> Develop and implement a procedure, guidance and targets to address climate change in all capital projects. To include: - procedure and guidance for assessing the climate implications and carbon reduction options for any capital project, based on the Energy Hierarchy - corporate minimum requirements for carbon reduction and energy efficiency, and aspirational target(s) to be considered, at a whole building level - Authority's Requirements: where appropriate, technical standards and minimum requirements for individual building components and construction/demolition activities.	Sustainability with Capital Programmes, Capital Projects, Development Team and Housing
ADv	No		Implementation of 7.10, also should be few implications.	7.11	<b>Capital projects programme management - climate considerations at gateway stages</b> Build in a requirement to use the climate toolkit to address climate implications in each capital project from the outset, ensuring that proposals cannot progress to approval without proper consideration of carbon reduction, based on the Energy Hierarchy, as well as climate adaptation opportunities and requirements - with appropriate measures costed and confirmed to meet agreed targets and performance standards.	Sustainability with Capital Programmes, Capital Projects, Development Team and Housing
ADv	Maybe		Similar to action 7.10, but is a tool for wider use, so likely to need wider consideration of accessibility.	7.12	<b>Capital projects - carbon tracker</b> Develop and implement a system for recording carbon reduction and climate adaptation targets and measures agreed for all capital projects and council-supported development schemes, and for tracking their progress to implementation - enabling oversight of climate outcomes by managers and senior decision-makers.	Sustainability with Capital Programmes, Capital Projects, Development Team and Housing

ADv	No		Equalities should be considered elsewhere in these processes as standard, such as through report implications.	7.13	<b>Oaklands School expansion</b> Oaklands expansion to be put forward as a net zero building.	Capital Programmes
ADv	No		Equalities should be considered elsewhere in these processes as standard, such as through report implications.	7.14	<b>Demolition of Goscote House</b> Achieve a high recycling rate for demolition waste from this project to reduce the climate and environmental impact.	Capital Programmes
ADv	No		Equalities should be considered elsewhere in these processes as standard, such as through report implications.	7.15	<b>Demolition of 12-20 Cank Street/Market Square</b> Achieve a high recycling rate for demolition waste from this project, to reduce the climate and environmental impact.	Capital Programmes
ADv	No		Implications should be limited, and is long ongoing scheme so should have considered.	7.16	<b>Public Lighting</b> Replace 562 illuminated traffic bollards (which are on LCC cable network) with non-illuminated reflective self-righting bollards at an estimated cost of £98,500.	Public Lighting
ADv	No		Implications should be limited, and is long ongoing scheme so should have considered.	7.17	<b>Traffic signals</b> Retrofit of traffic signals with LEDs to reduce electricity consumption and carbon emissions at an estimated cost of £150,000.	Traffic management Service (Area Traffic Control)
ADv	Maybe		Could have significant implications for staff. Already written so should have considered but HW has not seen and will check.	7.18	<b>Business Travel Policy</b> Introduce a Business Travel Policy, which includes the aim of minimising the environmental impact of business travel by the council.	Human Resources with Fleet Service
ADv	Maybe	Maybe	Could be implications in terms of ensuring we have sufficient disability-adapted vehicles.  Part of ongoing work, so should have already been considered, should check.	7.19	<b>Council fleet - introduction of ultra-low emission vehicles</b> Continue to decarbonise our fleet, purchasing 19 new electric cars, vans and scooters in 2020/21. 15 will replace existing, mainly diesel, vehicles while 4 are additions to the fleet and are expected to mainly replace staff travel in their own cars. The replacement programme will continue year-on-year.	Fleet Service
ADv	No		Implications would be linked to action 7.20, but are unlikely to be significant.  Review regarding check on 7.20.	7.20	<b>Electric vehicle charging - council fleet</b> Plan for and install EV charge points in the Operational Estate to enable charging of EVs in the council fleet.	Operations, EBS
HW	No		Implications limited, but should consider usability by staff with disabilities.	7.21	Grounds Maintenance Machinery Trial a selection of electric battery-powered grass mowing machines and hand-held machinery including: trimmers, leaf blowers and hedge cutters. We will complete an analysis of their capability and costs, to decide whether they currently offer a viable option to replace our petrol hand-held machinery. If the trial is a success, we will begin replacing the rest of our hand-held machinery over a 4-year period from 2021-22.	Parks and Open Spaces
ADv	No		Should be no significant implications and EIA should not be needed.	7.22	<b>Grassland Strategy - relaxed mowing</b> Increase the area of mature grassland under a 'relaxed mowing' regime (fewer cuts per season), to improve biodiversity while reducing carbon emissions from the use of grounds maintenance machinery.	Parks and Open Spaces
ADv	Maybe	Maybe	Action involves application of existing pieces of work that should have already considered equalities. Actual implications should be limited, perhaps consider opportunity cost of securing environmental social value instead of other outcomes?  Check on EIA with teams.	7.23	<b>EBS Operations - Supply Chain Decarbonisation</b> Use the procurement process and supplier engagement to drive down carbon emissions and waste from services provided by external suppliers and from goods, based on the council's Sustainable Procurement Guidance and Social Value Charter.	Contracts and Business Development
ADv	No		May be some implications from engagement side of work, ensuring that no barriers to engagement.  As with other actions based around communication full EIA unlikely to be needed, but Equalities needs to be considered.	7.24	Workplace Waste Strategy Develop a strategy to drive down waste from corporate offices which goes to landfill by applying the waste hierarchy: reduce, reuse, recycle/compost, then energy-from-waste. Look at when zero waste-to-landfill could be achieved.	Operations, EBS
ADv	No		Whilst there are likely to be significant implications of pension investment, they should be dealt with by existing processes.	7.25	Pension Scheme - Responsible Investment Plan Through the City Council's representatives on the Leicestershire County Council Local Pension Committee, support steps being taken via the Responsible Investment Plan 2020 to address the climate risks of investments held by the Leicestershire County Council Pension Scheme. Encourage the management of funds to positively influence the approach to climate change being taken with regards to investment decisions.	Leicester City Council representatives on the Local Pension Committee (jointly with other Committee members)
ADv	Yes		May lead to significant changes, need to ensure no negative impacts. Published, need to check I had EIA.	3.01	<b>Covid-19 Transport Recovery Plan including Cycling &amp; Walking Pop-Up Programme</b> A co-ordinated recovery strategy across all transport areas and a rapidly deployed programme of cycling and walking pop-up schemes delivering road space reallocation, light segregation and pavement widening in local shopping centres.	Transport Strategy
ADv	Maybe		Continuing work so should have already considered. To check	3.02	<b>Cycling and walking</b> Delivery of safe, high quality cycling and walking infrastructure - expanding and connecting existing provision across the city.	Transport Strategy
ADv	Yes		Will likely need EIA to ensure system is accessible to all people.	3.03	<b>Cycling and walking - E-Bike Hire</b> Deliver e-bike hire scheme.	Transport Strategy



ADv	No		Same as 4.06?	3.04	<b>Cycling and walking - Street Design Guide</b> Completion of new, updated design guide for use by council & developers	Transport Strategy
ADv	Maybe		Unsure, best option would be to check process for existing P&R sites.	3.05	<b>Public Transport - Park and Ride</b> New Park and Ride site at Beaumont Leys.	Transport Strategy
ADv	Maybe		Don't believe would need specific EIA, as bus lanes been added before should be an existing process for Equalities.	3.06	<b>Public Transport - Bus Lanes</b> New bus lanes and bus priority measures.	Transport Strategy
ADv	Yes		Might need an EIA, as bus service changes could have significant impact on users.	3.07	<b>Public Transport - Bus Services and Schedules</b> Improved and rationalised bus services and schedules on key routes with targeted ticketing initiatives forming the basis of future delivery of a proposed branded "Metro" bus network covering key city routes.	Transport Strategy
ADv	No		No major implications.	3.08	<b>Public Transport - Bus Engine Standards</b> Euro VI standard engines as a minimum across the Leicester Bus fleet.	Transport Strategy
ADv	No		Implications should be limited, although need to ensure grant programme accessible.	3.09	<b>Public Transport - ULEV Grants</b> Grants to encourage uptake of ULEV's / hybrid in taxis and fleets	Transport Strategy
ADv	No		No major implications.	3.10	<b>Public Transport - Park and Ride Electrification</b> Electrification of Park and Ride sites.	Transport Strategy
ADv	Maybe		Details scarce. Adding new bus route could be a positive, unclear if EIA needed.	3.11	<b>Public Transport - Electric Shuttle Bus</b> City centre electric shuttle bus	Transport Strategy
ADv	Maybe		Details scarce. Depends on proposals, making it harder to pay in other ways could be large negative, so EIA may be needed.	3.12	<b>Public Transport - Smart Bus Ticketing</b>	Transport Strategy
ADv	Maybe		Limited impacts, but need to consider how to make signage usable by all. Not sure if EIA would be needed.	3.13	<b>Public Transport - Information Signs</b> Smart "Live Bus" information signs	Transport Strategy
ADv	Maybe		Unclear if ongoing. If new work need to consider making accessible to all. May need EIA.	3.14	<b>Behavioural Change - Business Engagement</b> Business engagement: promoting sustainable transport within businesses and delivering personal travel planning.	Transport Strategy
ADv	Maybe		Unclear if ongoing. If new work need to consider making accessible to all. May need EIA.	3.15	<b>Behavioural Change - Schools Engagement</b> Promoting sustainable transport through engagement with schools.	Transport Strategy
ADv	Maybe		Ongoing programme, needs to be accessible, should already have been considered.	3.16	<b>Behavioural Change - Adult Cycle Training</b>	Transport Strategy
ADv	Maybe	Maybe	Ongoing programme, needs to be accessible, should already have been considered.	3.17	<b>Behavioural Change - Bikeability</b> Bikeability - delivering cycle training in primary schools.	Transport Strategy
ADv	Maybe		Can't see any equalities impacts, should have been considered for previous cameras.	3.18	<b>Network Management and Enforcement - Bus Lane Cameras</b> Maximising the potential and sustainability of our existing transport network through appropriate traffic regulation and enforcement. Bus lane enforcement cameras.	Transport Strategy
ADv	Maybe	Maybe	Impacts may depend on details, such as where and how enforced. Impacts, should have been considered for previous enforcement.	3.19	<b>Network Management and Enforcement - Parking Enforcement</b> Increased parking enforcement.	Transport Strategy
ADv	Maybe		Unclear what actually involved, need to check.	3.20	<b>Network Management and Enforcement - Red Routes</b> Roll-out of a programme of Red Routes to improve bus journey times and service reliability.	Transport Strategy
ADv	Maybe	Maybe	Ongoing work, all equalities issues should have been considered.	3.21	<b>Network Management and Enforcement - 20mph Zones</b> Rolling programme of area based 20mph schemes incorporating traffic calming and road safety improvements where appropriate	Transport Strategy
HW	Yes		Potential negatives from costs being passed on to staff, and impacts dependent upon actions regarding accessible parking spaces which would possibly need mitigation.  EIA definitely required.	3.22	<b>Workplace Parking Levy</b> Consult on the introduction of a levy on workplace parking designed to promote sustainable travel choices and provide a ring-fenced funding stream to invest in a range of sustainable travel projects and initiatives.	Transport Strategy
ADv	No		Depends on the measures within, some of them may need individual EIAs.	3.23	<b>Air Quality</b> Package of air quality improvement measures to meet EU NO2 targets. (Package also expected to deliver carbon savings.)	Transport Strategy
ADv	No		Ongoing programme, needs to be accessible, should already have been considered.	3.24	<b>Air Quality - Clean Air Day</b>	Transport Strategy
ADv	Maybe	Maybe	Various parts of engagement need to consider equalities. Part of larger programme of Eco-Schools work, so may already have done, check with team.	3.25	<b>Air Quality - Eco Schools Air Quality Education</b>	Transport Strategy
ADv	No		Implications should be limited, EIA likely not needed.	3.26	PV panels fitted to Newarke St & Haymarket car parks & St Margaret's Bus Station	Transport Strategy
ADv	Maybe	Maybe	Could have positive impact in terms of enabling EV use by broader groups in society, but need to ensure all able to use and informed. To check if EIA already done.	3.27	EV charge points installed off street and in high density residential areas	Transport Strategy

ADv	No		Should be no significant implications and EIA should not be needed.	3.28	Vehicle to Grid - demonstration project to feed excess EV battery power back into City Hall network.	Transport Strategy
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# **Leicester City Council Scrutiny Review**

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## **Adult Social Care Workforce Planning: Looking to the future**

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### **A Review Report of the Adult Social Care Scrutiny Commission**

**Date: 24<sup>th</sup> September 2020  
Overview Select Committee**





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**Task Group Members**

Councillor Melissa March (Chair of Task Group)

Councillor Rashmikant Joshi

Councillor Patrick Kitterick

Late Councillor Jean Khote

**Chair's Foreword**

The problems facing adult social care are systemic and national issues that affect our ability to provide the quality of care that our most vulnerable citizens deserve, and Leicester is not alone in this. There are 14,000 people working in the adult social care sector in Leicester and for most of them it is a vocational calling of which they are rightly proud. It is difficult and challenging work for low pay and little praise or recognition.

This purpose of this review is to look at the workforce now, and its likely shape in the future, and to recommend ways in which we can support those who care in order to achieve better outcomes for them and the people that they care for.

The problems in adult social care are national, but Leicester is not exempt. Some of the most significant issues arising from the evidence collected for this review include:

- 23% of nursing homes in the city require improvement
- 43.7% of our domiciliary care workers are on zero hours contracts.
- There are ingrained staffing shortages across the country with around 122,000 roles or 10% of vacancies unfilled in adult social care nationally
- The sector is set to grow by 36% by 2035 in the East Midlands, which would require almost 5,000 roles to be filled
- Turnover of staff is high across the sector national – 20% over the last year with only 67% remaining in the sector, which is equivalent to 951 staff members leaving every year. The number of part-time workers is fairly high.
- The workforce is ageing and often in ill health themselves, with fewer young people coming to and staying in the profession. 3080 people are due to retire in the next 15 years, including 32% of nurses.
- When taken together the unfilled and new vacancies, the turnover of staff and the retirement of staff create a gap of 22,304 people, or 1.5 times the size of the existing care workforce. This is a stark figure and highlights the scale of the issue.
- Over half of the workforce have no care specific qualifications.
- There is no parity of esteem between the NHS and social care, but each relies on a symbiotic relationship with the other.

- Low pay is endemic throughout the sector but when this has been increased annually, it has eroded differentials for slightly more senior staff creating no incentive for taking on additional responsibilities.
- There is not much career progression and a lack of desirable training or development opportunities.
- There are low levels of unionisation amongst care providers, which leads to a lack of collective voice around terms and conditions or improving quality of work for carers.

This report goes on to recommend the following:

- Paying the Real Living Wage to all staff on Leicester City Council adult social care contracts to properly value those staff working in the sector. This would cost an estimated £3.9m for 2020/21 for residential care, domiciliary care and supported living. Not all organisations complete the Adult Social Care Workforce Data Set, so the actual cost will be higher, and even more so if we implement other working rights, such as occupational sick pay.
- We expedite our 2019 Manifesto commitment to sign up to the Ethical Care Charter
- Join up the silos to create a clear, simple and desirable apprenticeship route funded using unspent levy funds to encourage newer people to join the sector permanently, particularly younger people.
- Work with those in the workforce to try and find community and cooperative solutions, such as employee buy outs or a grouping together of micro providers, which ensure staff are invested stakeholders in care organisations
- When commissioning, require that providers give access to the unions to their workforce so that they can collectively lobby for improvements in their workplace.
- Also, to require and to ensure that providers complete the Skills for Care National Minimum Data Sets (NMDS) so that they are able to access funding for training but also so that we can better follow trends across the workforce locally.
- Create our own internal agency for existing LCC staff rather than working with external agencies to offer more flexibility for our own team by creating a pool of people and additional work.
- Retention is key in terms of boosting quality of work and quality of care for those receiving it. We need to work with providers around this specific issue. Recommendations to increase retention rates include improved training and development routes; improved pay and conditions; and proper recognition and valuing of the role of carers.

**Councillor Melissa March, Vice Chair of Adult Social Care Scrutiny Commission**

## EXECUTIVE SUMMARY

### 1. Introduction

1.1 The Adult Social Care Scrutiny Commission set up a task group in 2019 to conduct a review into 'Adult Social Care workforce planning for the future'. *(To note that the evidence gathered in this report pre-dates the coronavirus pandemic, and we acknowledge that the impacts on the adult social care workforce are far greater with an unpredictable future)*

1.2 In Leicester we have an ageing population who are living longer but often with complex comorbidities and ill health in later life. We have three times the national average of work age people in receipt of social care. When combined with nationally led cuts to prevention services, we have a real challenge in adult social care (some clients are also coming into the system at a comparatively early age and staying for long periods, if not permanently, as users of adult social care services).

1.3 **According to Age UK charity:** 1.5 million people aged 65 or over have an unmet social care need, a number that has grown significantly since 2016. Worryingly, Age UK estimates that by 2030 this could grow to 2.1 million older people if the current approach to funding and providing care remains as it is today. Last year there were 1.32 million new requests for social care, over half of which resulted in no services at all or people being signposted elsewhere. In the last five years there has also been a £160 million cut in total public spending on older people's social care and there are more than 100,000 vacancies in the England care workforce.

1.4 Nationally, the NHS is experiencing significant pressures, and the issues in social care are even greater. Therefore, the outlook is concerning. Workforce shortages stand at around 122,000 with 1,100 people estimated to leave the job every day – an annual leaver rate of almost a third – and a quarter of staff on a zero-hours contract.

1.5 If the demand for the social care workforce grows proportionally to the projected number of people aged 65 and over then the number of social care jobs will need to increase by 36% to around 2.2 million jobs by 2035. International

recruitment will be even more important for social care, and a restrictive immigration policy will simply make this harder.

<https://www.localgov.co.uk/Experts-decry-lack-of-consideration-given-to-social-care-in-immigration-reform/50029>

City Council lead officers in Adult Social Care services explained the landscape of adult social care services provision in Leicester, including workforce data and key issues. Leicester generally reflects the national picture as shown in the presentation slides and CQC ratings performance data **at Appendix A.**

A summary of the key data shows:

- It is a workforce made up of 83% women.
- 25% of the workforce in Leicester are aged over 55, compared to 20% of people aged over 55 in work across all sectors. These people are likely to retire in the next decade.
- 48% of roles are full time.
- 43% are BAME, and 57% are White
- 83% are British, 4% are EU, and 13% are Non-EU
- 39% of care workers were employed on zero-hours contracts (or 4,900 jobs). Leicester has a low staff turnover rate, the lowest in the East Midlands, and the number of part time workers is fairly high.
- 43.7% of people working in domiciliary care are on zero-hours contracts
- Work on zero hours contracts show a 31.8% turnover compared to 24.9% overall.
- 50% of the workforce do not hold a relevant social care qualification.
- 7.8% of the posts within the adult social care sector are vacant
- If we think about a future workforce requirement and take in to account turnover rates, growth of the workforce required and also replacing those reaching retirement age, we need to recruit the entire adult social care workforce within the city 1.5 times over in order to ensure we have enough capacity to look after those who need it.

*Source: 'Skills for Care' is the leading source of workforce intelligence for the adult social care workforce in England. Information is collected in the Adult Social Care Workforce Data Set (ASC-WDS), which was previously named National Minimum Data Set for Social Care (NMDS-SC), to create robust estimates for the size of the whole adult social care sector and characteristics of the workforce. Leicester City data can be accessed at*

<https://www.skillsforcare.org.uk/adult-social-care-workforce-data/Workforce-intelligence/publications/local-information/My-local-authority-area.aspx>

1.8

Task group members were impressed with the 'Skills for Care' online interactive website tool which provides a wide range of information, publications and intelligence, including local, national and regional comparable data and charts, this can be accessed at <https://www.skillsforcare.org.uk/adult-social-care-workforce-data/Workforce-intelligence/publications/Data-and-publications.aspx>

1.9

Members raised questions relating to private care workers e.g. low pay and poor working conditions for some workers. Officers explained that they do address these issues if they are made aware of them, however, there is a need for more whistle blowers in order to address the ongoing situation. It is a delicate issue, as many of those in the workforce may fear 'rocking the boat' and making their own situation worse by raising issues with authorities.

1.10

In March 2020 a Parliamentary inquiry was launched into the 'Social Care Crisis' <https://www.localgov.co.uk/Social-care-crisis-inquiry-launched/50147> to find out what needs to be done to solve the ongoing social care funding and workforce crisis. *(however, the coronavirus pandemic has since impacted on social care and NHS services on a much larger scale...therefore the future is unpredictable...)*

1.11

**Please note that evidence gathered for this report took place prior to March 2020, before the coronavirus pandemic impacted drastically on a global scale. This has changed the landscape of adult social care services and the workforce with ongoing uncertainty and additional pressures piled onto services that were already in crisis. We would like to take this opportunity to praise the whole social care and NHS workforce, as well as informal carers, in Leicester City for their dedication and commitment through these difficult times.**

The Chief Executive of Care England, Professor Martin Green, said: *'If there is one thing that this dreadful coronavirus pandemic has shown us it is that the social care workforce is our greatest resource. We must learn from this and train, resource and cherish the workforce accordingly.'*

*'An important legacy of this crisis must be securing the status of social care as one on equal to the NHS. Never again must social care be the underdog. Social care must retain its rightful status which will therefore necessitate adequate resourcing, funding and status.'*



Source: <https://www.localgov.co.uk/One-in-five-healthcare-workers-could-quit-in-wake-of-Covid-19-think-tank-warns/50376>

To acknowledge that in April 2020, during the Covid-19 pandemic the government Health and Social Care department launched a new adult social care national recruitment care campaign, which will impact on future workforce planning, see website link: <https://www.gov.uk/government/news/adult-social-care-recruitment-care-campaign-launched-to-boost-workforce>

## Recommendations

### The Executive are asked to consider the following recommendations:

- 2.1 That the goal of paying everyone working in adult social care the Real Living Wage or above is realised at the earliest possible opportunity.
- 2.2 That we expedite our 2019 manifesto commitment to sign up to the Ethical Care Charter.
- 2.3 To remove zero hours contracts. This will increase job security for those working in adult social care and should also decrease staff turnover. The review welcomes and supports the early work being undertaken to establish minimum hours as an initial step.
- 2.4 To recognise the crucial link between retention and quality of care and work with providers to support and improve retention rates amongst the workforce.
- 2.5 Work with those in the workforce to try and find community and cooperative solutions, such as employee buy outs or a grouping together of micro providers, that ensure staff are invested stakeholders in care provision. This featured in the 2019 Labour in Leicester Manifesto as a Carers' Coop.
- 2.6 Include in contracts when commissioning that unions be granted access to the adult social care workforce to encourage them to take collective action over key issues affecting their workplaces.
- 2.7 The council to consider developing its own internal pool of bank staff and work to allow more flexibility for work sharing and hours, rather than outsourcing and using agencies. This pool could also support social care providers when in times of crisis e.g. wintertime, then in summertime the bank pool of staff can be used to backfill when workers need to be released for training. The creation of a pool of LCC staff would have a financial cost.

- 2.8 There needs to be a concerted effort to encourage and attract younger people to adult social care careers in the future. There is a dedicated officer in the Council's Employment Hub dedicated to work with the social care sector around recruitment, particularly working with colleges and other routes to attracting young people into this sector.
- 2.9 Adult social care and nursing courses, as well as ongoing training and development, should be interlinked with improved pay structures and career paths.
- 2.10 Ensure that the council has a workforce plan that encompasses the projections and workforce intelligence of the external social care provider market. This is being worked on by consultants as part of LSCDG (Leicestershire Social Care Development Group) in conjunction with partners in Leicester, Leicestershire and Rutland.  
<https://www.skillsforcare.org.uk/Documents/Leadership-and-management/Workforce-planning/Practical-approaches-to-workforce-planning-guide.pdf>
- 2.11 Staff turnover rates are lower for staff who have achieved qualifications, so it is important to encourage social care providers to invest in the training and development of staff. Encourage and support independent providers to have their own workforce plans and ensure owners and senior managers have the right skills and support to ensure their organisations remain viable and sustainable.
- 2.12 Proactively invest further in improving the quality in adult social care provisions, including a particular focus on Registered Managers. For example, programmes like 'Well led' and 'Lead to Succeed' from skills for care will do this (and can be claimed for through Workforce Development Funding).  
<https://www.skillsforcare.org.uk/Leadership-management/support-for-registered-managers/develop-yourself.aspx>
- 2.13 Encourage, support and ensure providers complete their ASC-WDS data return and to claim funding for upskilling staff (see above!). When commissioning, add this as a condition in contracts with care providers.
- 2.14 Although the task group was reassured that travel time and mileage payments are already factored into the existing hourly fee rates paid by LCC to contracted providers, and that this rate includes an element of funding towards other business overheads of providers, it is worth considering why the UKHCA (UK Home Care Association) suggested hourly rate is so much higher. Vacancy and turnover rates are more significant in domiciliary care and we know that there are clear links between the quality of work for those employed in the sector and



retention, as well as continuity of care for service users. That rate is £20.69 an hour and would lead to a total of £10.84m extra on top of the current cost of home care provision, inclusive of contracted provision and Direct Payments.

2.15 Leicester City Council needs to be part of challenging and changing perceptions of working in adult social care, considerations about how to do this could include:

- Care ambassadors - <https://www.skillsforcare.org.uk/Recruitment-retention/I-Care...Ambassadors/I-Care...Ambassadors.aspx>
- Localised recruitment / retention initiatives
- Developing career pathways and sharing case studies
- Engagement in awards
- Sharing positive news stories and engaging local media
- Trying to unpick whose care is undervalued and underpaid precisely because it is traditionally “womens work”, and that this remains a significant barrier for many people.
- We live in a society focused on appearances and that this drives a large amount of the negative perceptions around older or disabled people. Work, for example, to engage children and younger people with care settings, could be crucial in helping to combat some of these damaging stereotypes.

2.16 Engage with colleagues across health sector in the Leicester, Leicestershire and Rutland area to aim for social care having equal status and parity with NHS and health colleagues. Train staff to be able to work across the health and social care system as a whole and ensure that there are attractive ways for this to continue after student nurses have qualified.

### 3. Conclusion

3.1 It is acknowledged that national government cuts and austerity have impacted on services and created problems, but this does not render us entirely powerless to make improvements here in Leicester for those being cared for, and for those who care.

3.2 For many people not yet working in adult social care, it can seem an unattractive proposition as a career but for many working in adult social care, it is precisely because of how rewarding and varied the days can be that motivates them in their work. People are simply not choosing to enter the care sector when pay, conditions and the status of the profession are as they are. It is not an area that

is well regarded or highly competitive, despite the important and nuanced skill set required to provide good care.

3.3

We are expecting to need a growth in jobs in this sector cumulatively of c22,000 by 2035, and we owe it to those who care to improve the quality of their work and workplaces as much as we can. We owe to it those who require care to ensure that the system within the city of Leicester has the capacity to look after everyone properly.

3.4

There is a clear moral imperative around preventing 'market forces' just driving the care sector into the ground. We must develop positive cultures and a strong morale. Going forward, we must pay carers the Real Living Wage, and we must boost terms and conditions with things like additional pay for work in unsociable hours; more days of annual leave; and enhanced sickness or parental leave rights. If we are unable to encourage care work to be well paid, then we must ensure that those working within the care sector are empowered in their work and feel valued.

*End of Executive Summary*

## **REPORT**

### 1. Introduction

1.1 This review looks at the adult social care workforce now, its prospects in the future and recommends ways in which we can support those who care and achieve better outcomes for them and the people they care for. Our care workforce is key to being able to support people to live independently in dignity and safety, but the national crisis in adult social care workforce is deeply concerning.

'Social care provides care, support and safeguards for people during the most vulnerable times of their lives; it supports disabled or older people and it supports them to live good lives. However, with over a million people receiving social care funded by the state, over 350,000 thought to be paying for their own care, 1.4 million older people not getting the care they need, and around 1 in 6 of us - 7.3 million people - providing unpaid care for adult family

members in England, this is about a group of people much, much bigger than the population of London now, let alone in the future’.

source: [Directors of adult social services](#)

<https://www.adass.org.uk/sort-out-social-care-for-all-once-and-for-all>

Task group evidence gathering included:

- Leicester workforce data set
- Summary of the adult social care workforce
- Employment overview
- Recruitment and retention
- Demographics
- Pay
- Qualifications and training
- Social care services providers

Key sources included:

- [The state of the adult social care sector and workforce in England](#)
- [Skills for Care summary of care only home services 2019](#)  
<https://www.skillsforcare.org.uk/adult-social-care-workforce-data/Workforce-intelligence/documents/State-of-the-adult-social-care-sector/Summary-of-care-only-home-services-2019.pdf>
- [Skills for Care summary of domiciliary care services 2019](#)  
<https://www.skillsforcare.org.uk/adult-social-care-workforce-data/Workforce-intelligence/documents/State-of-the-adult-social-care-sector/Summary-of-domiciliary-care-services-2019.pdf>
- [Skills for Care local authority area summary reports](#)  
<https://www.skillsforcare.org.uk/adult-social-care-workforce-data/Workforce-intelligence/publications/local-authority-information/Local-authority-area-summary-reports.aspx>
- Care Quality Commission local authority area data profile: older people’s pathway – Leicester Local Authority, March 2019.

- Leicestershire Social Care Development Group  
<http://www.lscdg.org/about/>
- Leicester City Council Adult Social Services  
<https://www.leicester.gov.uk/health-and-social-care/adult-social-care/>
- Leicester City Council Employment Hub website: [Leicester Employment Hub](#)
- Adult Social Care providers, staff and unions.

## 2. Leicester City Adult Social Care Workforce Data Set in Social Care

**Supporting evidence for Leicester City data – PDF link to ‘A summary of the adult social care sector and workforce in Leicester 2017/18’, - Leicester Skills for Care report:**



Leicester-Summary  
from skills for care w

- 2.1 Task group members were impressed with the new Adult Social Care Workforce Data Set (ASC-WDS), an online data collection service that covers the adult social care workforce in England. It was previously known as the National Minimum Data Set for Social Care (NMDS-SC). It is completed by Private, Independent, Voluntary care employers and Local Authority Adult Social Care. The leading source of workforce information for the whole adult social care sector. Completion of the data set is mandatory for local authorities, but is not a mandatory requirement for the Private, Independent and Voluntary sector. There are two levels of data return of the data set, one enabling the care provider to claim Workforce Development Funding (a pot of funding dispersed by Skills for Care to support the Adult social care workforce with qualifications / training of staff).

Source: <https://www.skillsforcare.org.uk/adult-social-care-workforce-data/adult-social-care-workforce-data.aspx>

- 2.2 There are currently 238 Care Quality Commission regulated care employers across Leicester City that employ 14,000 workers across the independent sector (11,000), local authority (750) and jobs working for direct

payment recipients (1,900). This is the latest information available from the Adult Social Care Workforce Data Set (ASC-WDS), taken from local authorities as at September 2018 and from independent sector employees as at March 2019.

## Jobs by service

Domiciliary	8,900
Residential / Nursing	3,700
Community	950
Day Services	225

Using data obtained by ADASS as of March 20 there are 238 private sector employers...

- 133 Domiciliary Care agencies
- 103 Residential Homes
- 21 Nursing homes

## Demographics

- 18% of the workforce are male
- 82% of the workforce are female
- The average age of a worker is 44 years old

Age	Percentage of workers
Under 25 years	9%
25 – 54 years	69%
55 years and above	22%

### 3. Recruitment & Retention

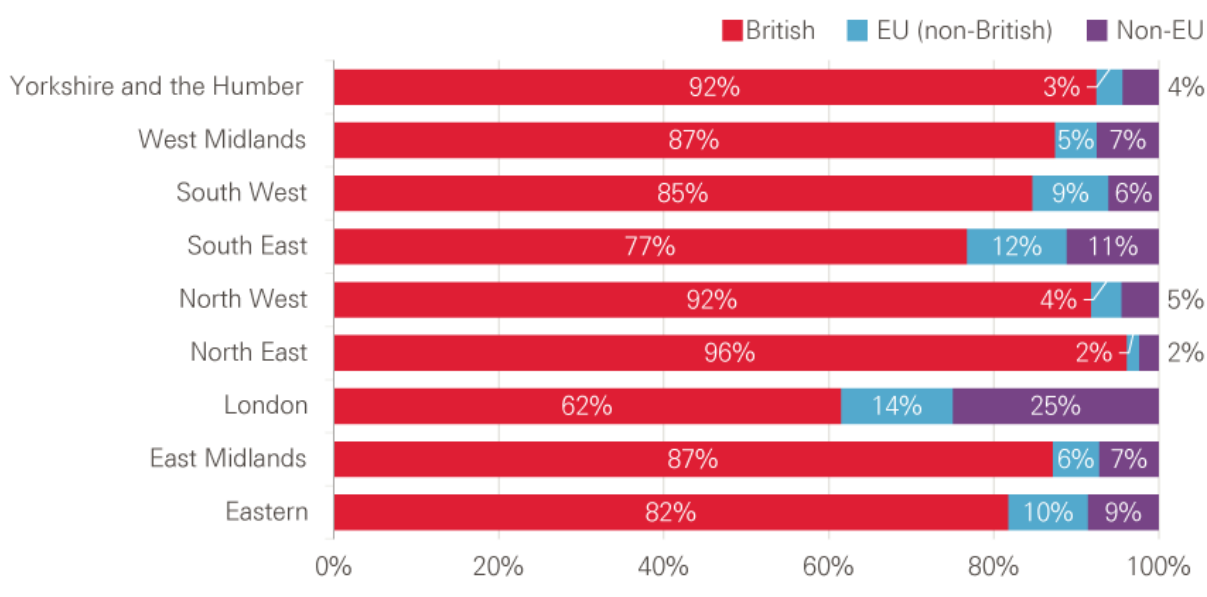
- 3.1 Both the NHS and social care employers recruit from the same pool for many roles. As a major employer, typically providing better pay terms and conditions, and career progression than social care can afford the NHS can have a significant 'gravitational pull' on the social care workforce. Health care assistant roles in the NHS can be extremely attractive to staff in social care and there is a

7% gap between pay for nurses in adult social care and in the NHS sector. Over the next few years this will rise further, with basic pay for NHS nurses increasing including pay progression. To match pay increases in the NHS in social care would cost around £1.9bn by 2023/2024.

3.2 There are sector-wide staff shortages, and these will be significantly and adversely affected by the national government policy of a points-based immigration system.

3.3 This table below shows 'Where Social Care Workers in UK come from?'

### Where do social care workers in the UK come from?



The Health Foundation © 2019 Source: *The state of the adult social care sector and workforce in England. Skills for Care; 2019*

3.4 The table below shows 'NATIONALITY DATA FOR LEICESTER CITY'

#### Nationality

Nationality	Percentage of workers	Actual Numbers
British	75%	10,500
EU	7%	980
Non-EU	17%	2,380
Unknown	1%	140



3.5

‘**Skills for Care**’ predict the social care industry will need another 650,000 workers by the year 2035. Yet, a ‘Totaljobs’ research report in September 2019 reveals that one in three social carers plan to leave the industry within the next five years, meaning the sector could be facing a major staff deficit of over 1.2 million workers by 2024.

Source: <https://www.totaljobs.com/recruiter-advice/overcoming-the-challenges-facing-social-care-employers#download-the-totaljobs-social-care-report>

3.6

Leicester City recruitment and retention data shows:

- There is a 20.6% turnover rate which equates to 2,884 leavers
- 67% of these leavers (1,932) remain within the sector and have moved to another care employer which means **952 leave the sector each year**
- 13.1% vacancy rate which equates to 1,700 jobs at any one time
- Average years of experience in the role equates to 3.6 years

Years of Experience	Percentage	Number of Workers
Less than 3 years	55%	8250
3 – 9 years	31%	4650
10 years or more	14%	2100

3.7

The task group were impressed with the work of the LSCDG (Leicestershire Social Care Development Group) who actively works with care providers and other organisations such as Schools, Colleges and health to arrange and participate in career and recruitment fairs, to raise the awareness of social care. <http://www.lscdg.org/about/> It is noted that the LSCDG is an equal partnership across the 3 LLR local authorities. Each partner makes an annual contribution to the scheme, which provides training at no cost to the external providers. This is in addition to the monies paid via the fee payments to support staff training and development.



4.

Pay Structures

4.1

For 2019/20, Directors of Social Services estimated the impact of the national living wage on their direct wage costs, the fees they pay for care and other indirect costs would add nearly £450 million to their budgets. In 2020/21, they face a further 6.2% rise in the national living wage.

According to the Kings' Fund, NHS research in February 2020: *“The cost to local authorities of commissioning social care is heavily affected by the rate of care-worker pay. The 6.2% rise in the national living wage is richly deserved by care staff but, along with rising demand for services and workforce shortages, may be more than the sector can bear”.*

4.2

This table below shows the pay for social care staff

**Pay**

<b>Front Line Care Workers</b>	<b>Average Pay per hour</b>
Local Authority	£10.66
Independent Sector	£8.27

<b>Managers (Registered Managers / Care Managers)</b>	<b>Average Pay per hour</b>
Local Authority	£22.85
Independent Sector	£12.85

<b>Regulated Professions (Nurses / Social Workers)</b>	<b>Average Pay per hour</b>
Local Authority	£19.53
Independent Sector	£15.83

- 4.3 Working with the employment team from the council, care providers identified turnover, recruitment and retention as the major barriers they faced, highlighting the existing competition between different domiciliary care agencies. This was less of a problem where agencies did not carry city council contracts and were instead charging more to customers and paying more to staff. This led to longer term staff and continuity of care. This review saw examples of this in advertisements and also in a case study.
- 4.4 A sensible benchmark to use would be to increase pay in line with the Real Living Wage (as determined by the Living Wage Foundation). Raising pay to RLW would make adult social care a more attractive proposition compared to other lower paid jobs, possibly even bringing an increase in status. This would better value hard working care workers and further enable them to maintain standards of care rather than worrying about external pressures. This report recognises that this is not a realistic prospect for the city council given the pressures placed nationally on our budget by the government's programme of austerity. However, this review also recommends that the goal of paying everyone working in adult social care the Real Living Wage is realised at the earliest possible opportunity.
- 4.5 "In April 2016 the government introduced a higher minimum wage rate for all staff over 25 years of age inspired by the Living Wage campaign - even calling it the 'national living wage'. However, the government's 'national living wage' is not calculated according to what employees and their families need to live. Instead, it is based on a target to reach 66% of median earnings by 2024. Under current forecasts this means a rise to £10.50 per hour by 2024. For under 25s, the minimum wage rates also take into account affordability for employers. The Real Living Wage rates are higher because they are independently calculated based on what people need to get by. That's why we encourage all employers that can afford to do so to ensure their employees earn a wage that meets the costs of living, not just the government minimum." – Real Living Wage Foundation website <https://www.livingwage.org.uk/what-real-living-wage>
- 4.6 We believe that this would cost circa £3.9m each year (including other employer related on-costs), which is a large annual sum, but we believe that the benefits of this would be seismic for those working in and receiving adult social care in this city.



The table below shows uplifts in the National Living Wage for 20/21 across Leicester City Council contracts in the adult social care sector compared with the additional spend if we were to increase to Real Wage for the same period.

Service	NLW uplift 20/21 (£)	LWF LW uplift (£)	LWF LW Extra Cost (£)
Domiciliary Care	£2.6m	£4.1m	£1.5m
Supported Living	£0.9m	£2.1m	£1.2m
Residential Care	£2.7m	£3.9m	£1.2m
<b>Totals</b>	<b>£5.4m</b>	<b>£9.9m</b>	<b>£3.9m</b>

## 5. Pay Differentials

5.1 People working within the sector are keen to maintain pay differentials to reward those who are taking on additional responsibilities in order to retain senior staff. However, in March 2019 just under 50% of the adult social care workforce was not paid at the National Living Wage so 575,000 jobs nationally received a pay uplift. This review fully supports increasing pay in this sector. However, this means that an increasing number of staff are now being paid at living wage and, essentially, devalues some of the skills and posts that used to be remunerated at a level above NLW. 10% of posts in 2016 were paid at National Living Wage but this has now increased to 20% in 2019.

5.2 The risk here is that there will be little incentive for people to take on more senior roles without a pay differential. These roles could include antisocial hours, senior carers and managers. Although it is great to be lifting the pay for the very lowest paid in this sector, it is also important to ensure that we are remunerating those who do assume extra responsibilities fairly too.

5.3 One suggested approach is that the local authority addresses this through commissioning and states an increased hourly rate for certain roles, for example, senior care workers, to ensure that these remain attractive enough and incentivised sufficiently.

## 6. Ethical Care Charter

6.1 UNISON's ethical care charter provides a clear and strong framework for ensuring job quality and security within the adult social care sector. Although this review welcomes that the city council is starting to explore living hours

contracts with care providers, it also recommends that we expedite our 2019 manifesto commitment to sign up to the Ethical Care Charter.

There are three areas that prevent the signing of the charter at this time:

- 1) The removal of zero hour contracts would require a voluntary variation to the existing domiciliary care contract, but if providers refuse then a full re-procurement exercise would be required. The council is only aware of two providers who use zero hour contracts.
- 2) Payment of the National Real Living Wage Foundation rates = £3.9m
- 3) Payment of occupational sick pay. Whilst existing fee rates include provision for sick pay they are for the most part based on SSP minimum levels of weekly pay and cover a minimum of 5 days sickness. Payment of Occupational Sick Pay across ASC contracts would add significant additional cost to the authority. The level of cost would be dependent on individual pay rates for different roles and the number of days of sickness cover.

6.2 It is clear living-hours contracts over the course of a month would ensure increased security for both, employers and employees, within the sector, as well as enabling people to improve access to work benefits, including universal credit. However, by working with providers to ensure that no zero-hour contracts are used in place of permanent ones if permanent contracts are preferable to workers, we would be able to agree to sign up to stage one of the ethical care charter and start the process of improving job quality for the c14,000 people working in the sector across the city.

7. Unionisation

7.1 There are staff working within the NHS in similar roles to the domiciliary and care home support commissioned by the city council, but their working environment seems radically different. This is in no small part down to the role of trade unions and professional bodies in ensuring quality terms and conditions for their members, as well as bringing people together to lobby on their collective behalf. Currently, people are not able to join UNISON when they have a problem requiring support, this includes whistleblowing, which adds a further moral imperative. This review also recommends that the city council works with providers and that the commissioning process includes a requirement for unions to have access to staff working within the sector.

## 8. Training and Development

8.1 Similarly, to the national picture, around 50% of the workforce have no qualifications in adult social care. People have worked (on average) in the care sector for 7.3 years but with little additional training, apart from basic training e.g. safeguarding, health & safety, moving and handling. The quality of care and the satisfaction of working in care could be hugely improved if providers were to work together to improve the qualifications, as well as other learning opportunities, of their employees.

8.2 Leicester City qualifications key data shows:

### Qualifications

- 49% held a qualification relevant to adult social care, this is slightly lower than the National average of 51%
- 13% of staff have completed the care certificate, 34% in progress or partially completed, 53% not started the care certificate.
- We know turnover rates are lower for staff who have achieved qualifications, so it is vitally important to encourage providers to be investing in the training and development of staff.

8.3 There is compelling evidence about how learning and development improve retention rates. As a result, there is a case to be made with providers about how training, qualifications and continuing professional development, as well as improved terms and conditions and higher pay would increase retention and crucially, improve continuity of care and outcomes for those in receipt of adult social care too. This report recommends that the city council works with providers to make this case clearly and supports them to take appropriate action.

8.4 Task group members asked about interaction with care providers and hospitals e.g. skilled health workers. Lead officers mentioned the 'skills for care programme' – at present 10 people are on the scheme, and work is being carried out to capture the gaps that exist across Leicestershire.

8.5 Leicester City Council is a partner of the LSCDG in relation to the adult social care training which is provided across Leicestershire (LLR), the council contributes £60,000 to this. The partnership has contracted with a consultant to

start in April 2020 to look at how we can attract new people to the care career pathways, this will help with future workforce.

The 'Leicestershire Social Care Development Group' (LSCDG) has been operational since 2006, the aim of LSCDG is to support the workforce development and raise quality for independent and voluntary sector (IVS) across Leicester City, Leicestershire and Rutland. They work with over 400 + adult social care providers, that includes; Care Homes, Nursing Homes and Domiciliary Care Agencies. They run a series of courses that are delivered by experienced experts in the field, which includes in house local authority staff and external providers who have been through a robust selection process. They work with partners who are in touch with IVS and help to formulate and direct the training plan as well as implementing new legislation and procedure.

- 8.6 When the local authority commissions contracts of care, we are paying for an element of staff training. However, many people are moving around the sector and receiving the same mandatory training time and again in multiple jobs or from multiple agencies, rather than a more considered or personalised approach to developing individuals. Although it is vital that basic standards are maintained through retaining existing levels of training, we should try and work with providers to think more creatively about how they develop individual members of staff. Moreover, there is funding available to do so (e.g. Skills for Care and unspent levy funds), or scope to develop specific training through the LSCDG too.
- 8.7 It is well documented that there are higher turnover rates amongst providers with poorer inspection rates. It is also clear that improved continuity of care is inextricably linked to improved quality of care. There are higher turnover rates in care settings with poorer inspections from the CQC but 70% of workers go on to work elsewhere but remain in the sector. One answer is to support providers to recruit staff based on their values. Values based recruitment has been shown by Skills for Care to lower turnover rates by 6%. Another is to tailor training to individuals working in the sector in addition to the existing standard mandatory training that many staff members do multiple times for a range of different providers.
9. Apprenticeships
- 9.1 The adult social care workforce is ageing whilst, simultaneously, there are lots of young people looking for long term work and careers. Providers have highlighted



that they are unable to recruit but seem keen to employ more staff. The review recommends that there is some further work to do with providers to try and outline their responsibility collectively and individually for upskilling and developing the workforce they require. Providers in their feedback stated that many of the people that they interviewed lacked the skills or experience necessary for the work. Whilst this lack of ready to go talent is understandably frustrating, it is a persistent problem, so providers need to work together with the city council to seek to ensure that there is a pool of people who are able, trained and willing to undertake these roles. The task group very much welcomes that this is one area of work that will be undertaken by the new Workforce Development post, which will link into the council's employment hub and Skills for Care.

- 9.2 The task group heard evidence of case studies and positive work carried out by city council's employment & apprenticeship hub officers, who promote the health and social care sector to local schools within Leicester and Leicestershire as well as specific recruitment and jobs fair events.

An example of publicity flyer for 'Social Care Jobs Fair'- PDF link:



Social-care-jobs-fair  
-30-03-2020 (003).pd

- 9.3 Leicester Employment Hub officers actively work with the councils Adult Social Care services and with external partners across the city to encourage and attract more people to consider social care jobs and training opportunities.

Leicester Employment Hub partnership working – case study evidence:

The Leicester Employment Hub is keen to engage with local partners such as the DWP. Partnerships are an effective tool to support specific sectors including Health and Social Care, because they understand the struggles with recruitment and retention. The Employment Hub arranged a visit for DWP staff to 'Adaptus Cares', a local care provider, to understand the sector in depth and the challenges faced; the different roles available, as well as entry and training requirements. The visit included a tour of the facilities including training rooms and becoming familiar with equipment such as hoist. This visit enabled DWP staff to portray this information to their claimants. They found the visit so useful



that they have decided to invite 'Adaptus Cares' to one of their team meetings. *Source:* [Leicester Employment Hub](#)

The task group were informed that another major factor in the inability to recruit apprentices was that there is a requirement to provide a minimum of 16 hours a week of work. Providers were unwilling to promise these sorts of contracts to new starters, particularly those fresh out of college or school, given they did not provide as attractive terms and conditions for their existing (often long term) workforce. This lack of parity felt uncomfortable and so they did not want to take on apprentices, regardless of the schemes in place to incentivise this. This review recommends addressing this in two ways: firstly, by improving access for the existing workforce to permanent contracts that are not zero hours; and, secondly, by offering a coherent, easy and supported programme of ready to go support for agencies to take on apprentices together and to make this process as risk free and simple as possible. This review supports the work being undertaken to have guaranteed hours for those working in the care sector.

## 10 Unspent Levy Funds

### 10.1 This report recommends that working with providers and within the confines of

the existing apprenticeship scheme and using unspent levy funds, we could recruit, train and support cohorts of people to enter into the adult social care workforce. Smaller providers are only required to pay 5% of training costs but we could use the levy funds to remove this barrier if they were prepared to guarantee the required 16 hours per week in a contract for social care apprentices. The low minimum wage would allow for the 20% of time necessary to be spent on 'off the job learning'. This report recommends that the council actively puts together a package to make this a very easy and accessible route that is free for providers and to sell this to them. This would enable more, new and better skilled people to enter into this workforce. The task group welcomes that currently the levy is being made available to support the Nursing Associate Pilot working with UHL & Skills for Care in the East Midlands

### 10.2 The taskforce undertaking this review has learned the LSCDG (Leicestershire Social Care Development Group) is to employ a consultant from April 2020 to look further into the issue of encouraging more younger people into this area of work across Leicester, Leicestershire and Rutland. We have limited the



framework of this review somewhat to avoid duplication here but await the outcome of this piece of work.

## Reablement

### 11.1

Within reablement team, the only aspect of the city council that directly delivers care, it is worth looking at the *Buurtzorg model* of home care from the Netherlands (see below) which focuses on higher quality care in longer but fewer visits, as well as building circles of community around those who are being cared for. It is relatively cost effective.

*Buurtzorg is a pioneering healthcare organisation established 12 years ago in the Netherlands.* It started with one team of four nurses and now has 950 teams and 10,000 nurses and nurse assistants providing more than half of Dutch home care. At its heart is a nurse-led model of holistic care provided by self-managed neighbourhood teams – Buurtzorg is Dutch for Neighbourhood Care. Teams are supported by regional coaches, an IT system that works because nurses were involved in designing it, and back office support designed around and dedicated to their needs. The model has revolutionised health and social care in the Netherlands. Patient satisfaction rates are the highest of any healthcare organisation, impressive financial savings have been made and employee satisfaction is high.

Source: <https://buurtzorg.org.uk/about-buurtzorg/>

### 11.2

Between 2018 and 2020 NHS Wales was going to pilot this model with two million pounds of funding. The Royal College of Nursing says, “The RCN has long supported this model, which was founded in the Netherlands and has garnered international acclaim for its nurse led, cost effective principles, which rely upon nurse innovation leading the way for care of patients in their own communities.”

## 12

### Coops

### 12.1

There are existing examples of care organisations in the UK that are run or controlled by the workers, but they are all agencies, not residential settings. There is a clear relationship between the quality of work and the quality of care that Coops UK have identified, and they campaign for improvements in the former to boost the latter. They have also seen the wellbeing and mindset for workers who are stakeholders in any business is much improved.

### 12.2

Options that could be considered include employee takeovers of care settings when owners are looking to retire or move on. For example, in the city many of those who own care homes and nursing homes are often nearing the end of

their own working lives and this could be an option that worked for everyone. The city council should consider supporting, facilitating and bolstering moves from within the workforce wherever possible. Shifting from owner-operator businesses to employee-owned ones has been shown to work financially and boost social value elsewhere in the UK.

12.3 Part of the 2019 Labour in Leicester Manifesto is to explore the development of a carers' coop, essentially looking to create a micro providers network that gives more ownership to those working in domiciliary settings.

12.4 Both of the above options are almost impossible given the structural austerity across the UK, but in Scotland (where there is a much higher percentage of cooperatives and particularly in the care sector), the government funds awareness of cooperative business models. The city council should consider supporting in similar way.

13 Internal pool of people and work

13.1 Within the council's own team there could be scope to create a way of sharing hours between existing staff members. Some people, for example, might want more flexible shifts to fit around caring responsibilities and weekend or evening work could appeal to them. Others might want to take on additional work whilst building up savings or similar. More might be looking to retire but could be persuaded to stay working for us if there were fewer hours involved. Rather than working with external agencies, for example, for social workers, this review recommends that wherever possible the council offers more flexibility in our own team by creating a pool of people and additional work. As well as offering clear benefits to our existing staff, this would also keep more work in-house so that we could ensure adequate supervision for staff. This way, we would have a back-up option before outsourcing to agencies and we could potentially retain important skills and expertise too.

14 CQC ratings - Appendix A shows the performance data for Leicester

14.1 Task group members raised concerns about the CQC ratings showing 23% of Nursing Homes in Leicester requiring improvement. Adult Social Care service officers explained the difficulties these homes faced in recruiting trained nurses. However, the city council can take action as necessary if concerns of poor quality are reported and can offer intervention work e.g. almost live-in support by our team. It was noted that the safeguarding of clients was not an issue.

14.2 The quality ratings framework supports the council's level of care and support to care homes in the city. Officers reported that visits for 2018/19 for LA were 22 visits and 292 safe visits. We use the CQC annual risk monitoring toolkit and this works well.

14.3 Task group members raised the following points:

- a. How would a person start a Domiciliary Care agency? Lead officers explained that CQC is the pathway for this, however some do start and then collapse and restart. The LA will check the financial stability of all contracts and those that apply. In Leicester we have many local smaller providers, and some have private funders (noted that LA does not have anything to do with private funded ones). The CQC is responsible for rating all providers.
- b. **Concerns about privately funded domiciliary care providers** that are not rated regularly. Lead officers said that if they were made aware of any concerns then these can be reported to the CQC.
- c. Can care services can be accessed using personal budget self-funded / direct payments? Lead officers confirmed this can be done.
- d. Concerns raised relating to the presentation slide (App A) showing **CQC unrated 30% Domiciliary Care services operating in Leicester**. Lead officers confirmed that this relates to the number of new ones entering the market.
- e. **Concerns raised about support for people with loneliness** e.g. existing daycare services reducing and new groups that are not registered operating in the city. Lead officers explained that daycare services were not rated by CQC and did not have to be registered. The LA does quality checks for those that it contracts or funds in the city, however others can operate notwithstanding. **Members voiced their concerns about inadequate controls and checks for daycare services that operate informally in the city.**

14.4 Task group members felt that the CQC should be given a wider remit to focus on quality of employment as well as quality of care. The government should establish a minimum commissioning cost for local authorities to ensure care is



not commissioned at unrealistically low levels and ensure that local authorities have sufficient funding to meet this requirement.

- 15 Future workforce projections – the task group supports the evidence below submitted by ‘Leicester Skills for Care’:
- 15.1 The ‘Projecting Older People Population Information System’ (POPPI) uses figures taken from the Office for National Statistics to project forward the population aged 65 and over from 2018 to 2035. In the East Midlands region, the **population aged 65 and over was projected to increase between 2018 and 2035 from 930,000 to 1.29 million people**, an increase of around 39%. This poses potential challenges for the adult social care sector and workforce.
- 15.2 Skills for Care forecasts show that, **if the adult social care workforce grows proportionally** to the projected number of people aged 65 and over in the population between 2018 and 2035, **an increase of 36% (55,000 jobs) would be required by 2035**.
- 15.3 **Currently, Skills for Care does not publish local workforce projections, however, to give us guide estimations using the information we know about the current breakdown of the workforce in Leicester City, if services grew in proportion to 36% increase in jobs the future would be increasingly problematic.**
- 15.4 There are, of course, big caveats to this as use of technology, commissioning intentions and the impact of recruitment and retention campaigns will impact on how the workforce will look in the future.

	Currently	2035	Differential
Domiciliary Care	8900	12104	3204
Residential Care	3700	5032	1332
Community	950	1292	342
Day Services	225	306	81
		18734	4959

**So, a growth of 4959 prospectively by 2035.**



**We also need to consider the impact of replacing those who leave the sector...**

20.6% turnover in the past year, however 67% of these leavers are remaining in the sector, a total number of 951 staff members leaving the sector each year based on these figures. Turnover rates differ and we know that turnover of staff within domiciliary care is a greater challenge, in Leicester City the turnover of care workers within domiciliary care is 26.3% (18.3% vacancy rate). We also know that the workforce will increase and therefore the numbers will be higher, even if percentages remain the same.

**If we base on 951 leaving the sector each year based on current turnover levels, in the next 15 years we will need to replace a total of 14,265 staff.**

**15.6 We also need to consider the impact of replacing those who are reaching retirement age in the next 10/15 years...**

22% of the current workforce are aged 55 and over and will be reaching retirement age in the next 10/15 years.

**This equates to 3080 staff;** we can delve deeper into the data and see which job roles this will impact most. The percentage of Nurses aged 55 and over is 32%.

**15.7 Possible future workforce projection as a total...**

If we think about a future workforce requirement and taking in to account turnover rates, growth of the workforce required and also replacing those reaching retirement age we may see the future workforce numbers being around:

Current workforce	14,000
Replacing retirees	3080
Replacing leavers	14265
Growth in sector	4959
Additional staffing required	22,304

This essentially means that in the next 15 years, we need to recruit the entire



adult social care workforce within the city one and a half times over in order to ensure we can fill the gaps and have enough capacity to look after those who need it.

**15.8** *There are obviously caveats to this data, turnover and retirees may change, commissioning intentions may change, use of technology may impact on the workforce numbers required, but as a general picture this will give an idea on the scale of the challenge facing Adult social care locally.*

6 Department of Health and Social Care survey in 2019 – supporting evidence

16.1 The department's recent survey of 2,020 adults showed that people in England aged 18 to 34 are the most likely to consider applying for a job in adult social care. It will continue to target people 20 to 39 age group, raising awareness of the benefits of a career in adult social care. The survey showed that:

- 64% of people 18 to 34 age group would consider a career in adult social care
- over half of people aged 18 to 34 would consider changing career for a job that helps or supports others
- more than 1 in 10 people aged 18 to 34 are dissatisfied with their current job
- 59% would consider moving roles to a job that offers more personal fulfilment
- 65% of parents with dependent children would consider a role in adult social care

16.2 Nearly 1.5 million people work in the adult social care sector, but an ageing population means that 580,000 more workers will be needed by 2035. The average age of those working in the sector is 45 years old, and around 385,000 jobs are held by people aged 55 years old who are likely to retire in the next 10 years.

Minister for Care, Caroline Dinenage said:

*“A career in adult social care offers the rewarding opportunity to make a real difference to the lives of some of the most vulnerable people in society – a sentiment 96% of current care workers on the ground agree with. We have*



*over a million brilliant people working in the sector, but we urgently need new talent to ensure we can continue to provide support for those who need it”.*

## 17 CONCLUSION

17.1 As above, it is acknowledged that national government cuts and austerity have impacted on services and created problems, but this does not render us entirely powerless to make improvements here in Leicester for those being cared for, and for those who care.

17.2 For many people not yet working in adult social care, it can seem an unattractive proposition as a career but for many working in adult social care, it is precisely because of how rewarding and varied the days can be that motivates them in their work. People are simply not choosing to enter the care sector when pay, conditions and the status of the profession are as they are. It is not an area that is well regarded or highly competitive, despite the important and nuanced skill set required to provide good care.

17.3 We are expecting to need a growth in jobs in this sector cumulatively of c22,000 by 2035, and we owe it to those who care to improve the quality of their work and workplaces as much as we can. We owe to it those who require care to ensure that the system within the city of Leicester has the capacity to look after everyone properly.

17.4 There is a clear moral imperative around preventing 'market forces' just driving the care sector into the ground. We must develop positive cultures and a strong morale. Going forward, we must pay carers the Real Living Wage, and we must boost terms and conditions with things like additional pay for work in unsociable hours; more days of annual leave; and enhanced sickness or parental leave rights. If we are unable to encourage care work to be well paid, then we must ensure that those working within the care sector are empowered in their work and feel valued.

## 18 Appendices to the report - Att.

Appendix A: Summary of the ASC sector and workforce in Leicester and CQC performance data – presentation slides



APP A Adult Social  
Care Workforce and

## Appendix B: Executive response scrutiny template

### Contacts

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Leicester City Council  
scrutiny [scrutiny@leicester.gov.uk](mailto:scrutiny@leicester.gov.uk)

Councillor Melissa March, Chair of Task Group Review  
Email: [Melissa.March@leicester.gov.uk](mailto:Melissa.March@leicester.gov.uk)  
Leicester City Council <https://www.leicester.gov.uk/>

## 20. Financial, Legal and Other Implications

### 1. Financial Implications

The proposals in this report would add at £14.7m per annum to the current £107m adult social care budget, being the £3.9m to implement the real living wage rate for providers and £10.8m to implement the UK HCA domiciliary care rates. The additional cost of improving the sick pay arrangements beyond statutory levels by increasing payments to providers has not been quantified.

Martin Judson, Head of Finance

### 2 Legal Implications

There are no direct employment law implications at this stage. However, if some of the recommendations are taken forward employment legal advice should be sought as there might be employment law implications.

Julie McNicholas  
Employment and Education Solicitor, Legal Services



### 3. Equality Implications

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

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

Whilst this review has looked at the adult social care workforce now, its prospects in the future and recommended ways in which we can support those who care and achieve better outcomes for them and the people they care for, it is important to ensure equality issues/considerations are embedded throughout any work going forward.

Taking into account the city's demographic profile, both the ASC workforce and those being cared for will be from across a range of protected characteristics, and these need to be taken into account when developing the workforce and providing caring responsibilities. Any communication needs to be meaningful and accessible for a wide number of people/communities.

If any specific initiatives, policies, procedures, service changes, etc. are introduced as a result of this work, we need to consider any changes and how they impact on protected characteristics, as with any change, we are trying to identify disproportionate impacts on that particular group and finding ways in which to mitigate it which in this case will also including looking at any wider risks.

It would be beneficial to record/ evidence these by using the Equality Impact Assessment tool as an integral part of the decision-making process it is recommended that an Equalities Impact Assessment is undertaken. The Equality Impact Assessment is an iterative document which should be revisited throughout the decision-making process and should, ultimately, also take into account any consultation findings, which needs to be meaningful and accessible.

Further advice can be sought from the Corporate Equalities Team.  
Sukhi Biring, Equalities Officer, 0116 454 4175

## APPENDIX A

**Appendix A is 'A Summary of the Adult Social Care Sector and Workforce in Leicester, and CQC performance data – presentation slides'**

Click on this icon to access presentation slides (slides are att in this document)



APP A Adult Social  
Care Workforce and

## APPENDIX B

### Appendix B is 'Executive Response to Scrutiny' template

The executive will respond to the next scrutiny meeting after a review report has been presented with the table below updated as part of that response.

#### Introduction

...

Scrutiny Recommendation	Executive Decision	Progress/Action	Timescales



# Adult Social Care Workforce, Leicester

(File created on: 10/22/2019,  
Source: Skills for Care  
Adult Social Care – Workforce Data Set)

## Summary of the adult social care workforce

Hover over the i to find out more information about the data



This summary of the adult social care workforce in **Leicester** includes jobs in local authority and independent sectors as well jobs for direct payment recipients. **Please note that the other pages refer to jobs in the local authority and independent sector only.**

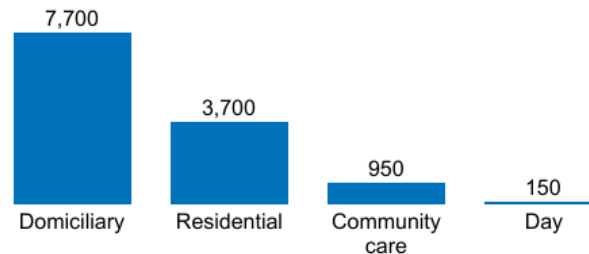


There were **14,500** jobs in **Leicester**



CQC regulated establishments in **Leicester**

### Jobs by service



In **Leicester** there were...



**9,700**  
Direct care jobs

**1,200**  
Managerial jobs



**350**  
Regulated professionals

**2,200**  
Jobs for direct payment recipients



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Summary and key findings

Employment overview

Recruitment and retention

Demographics

Pay

Qualifications and training

## Employment overview

Hover over the i to find out more information about the data



Use the drop-down menus to change the sector and/or job role.

Select a sector:

Overall

Select a job role:

Overall

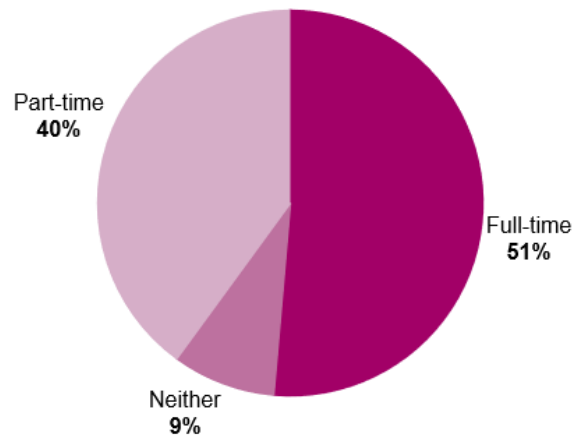
### Zero-hours contracts



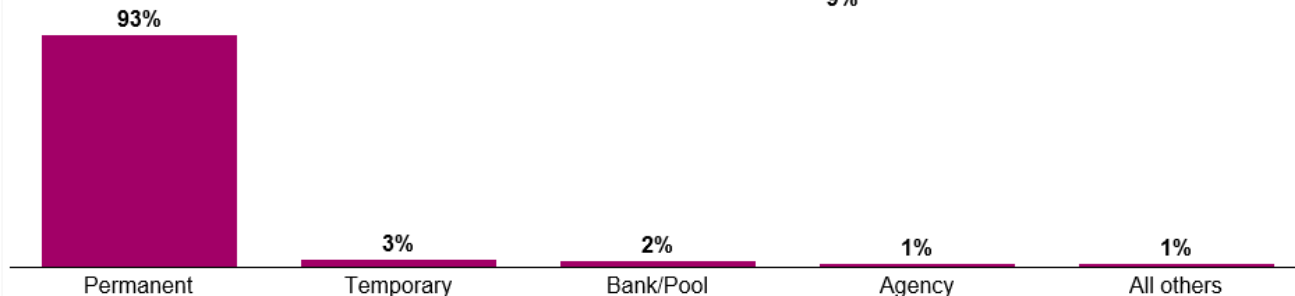
**39%**

of workers were employed on **zero-hours contracts** (or **4,900 jobs**)

### Working time



### Employment status



## Recruitment and retention

Hover over the i to find out more information about the data



Use the drop-down menus to change the sector and/or job role.

Select a sector:  
Overall

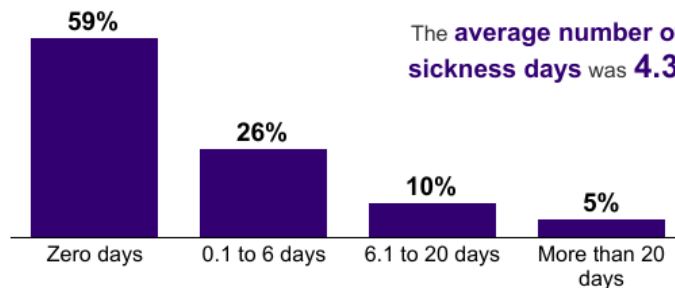
Select a job role:  
Overall

The **turnover rate** in 2017/18 was **20.1%** (or **2,400 leavers**).

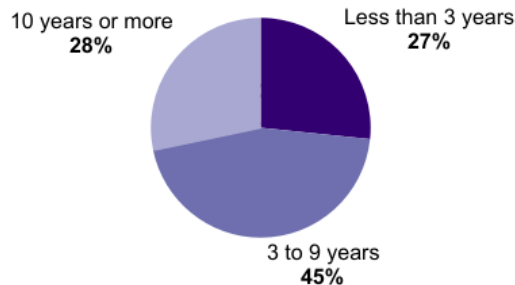
The **vacancy rate** in 2017/18 was **13.3%** (or **1,800 jobs**).

Around **61%** of leavers **remained within the sector**.

### Sickness rates



### Experience in sector



On average, workers had **7.3 years** of **experience in the sector**.

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## Demographics

Hover over the i to find out more information about the data



Use the drop-down menus to change the sector and/or job role.

Select a sector:  
Overall

Select a job role:  
Overall

### Gender

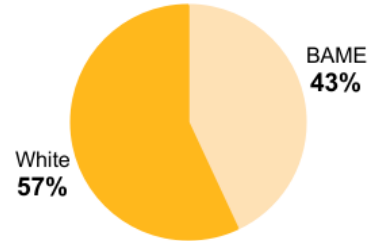


**83%**  
of the workforce  
were **female**.

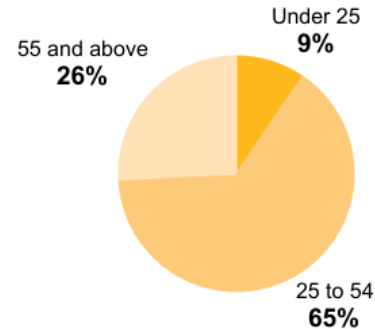


**17%**  
of the workforce  
were **male**.

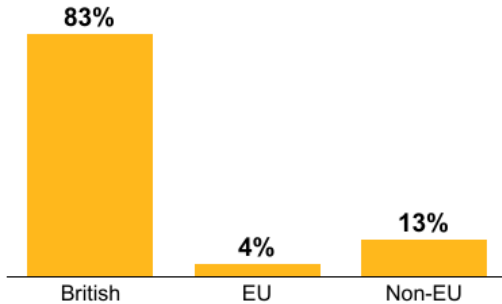
### Ethnicity



### Age groups



### Nationality



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## Pay

Hover over the i to find out more information about the data



Use the drop-down menus to change the job role

Please see sector breakdowns below.

Select a job role:  
Overall

### Local authority sector

The average hourly rate for **Overall** jobs in the **local authority sector** in **September 2017** was

**£14.91**

£8.54

£14.91

### Independent sector

The average hourly rate for **Overall** jobs in the **independent sector** in **March 2018** was

**£8.54**

Independent

Local Authority

On average, **pay in the local authority** was **£7.41 higher** than the **National Living Wage** (£7.50).



On average, **pay in the local authority** was **£1.04 higher** than the **National Living Wage** (£7.50).

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## Qualifications and training

Hover over the i to find out more information about the data



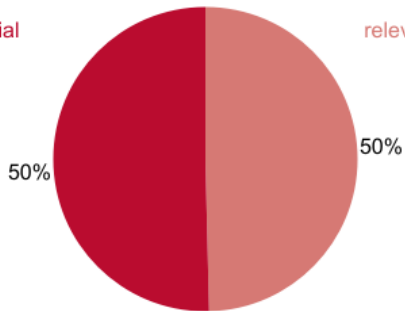
Use the drop-down menus to change the sector and/or job role.

Select a sector:  
Overall

Select a job role:  
Overall

### Social care qualifications held

% **had** a qualification relevant to social care

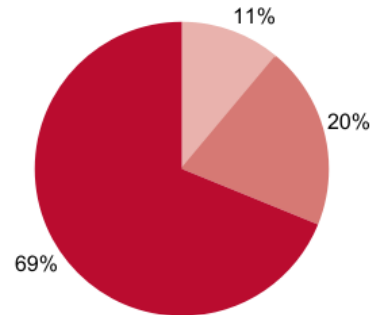


% **did not have** a qualification relevant to social care

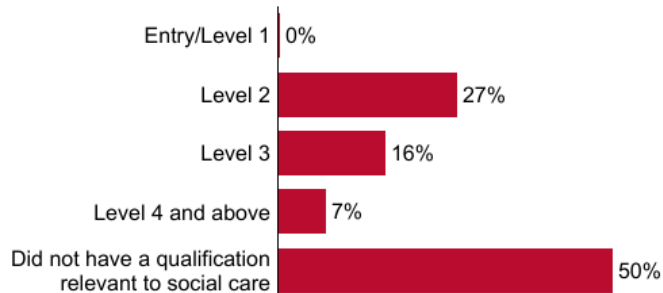
### Care Certificate

Key:

- Complete
- In progress / partially completed
- Not started



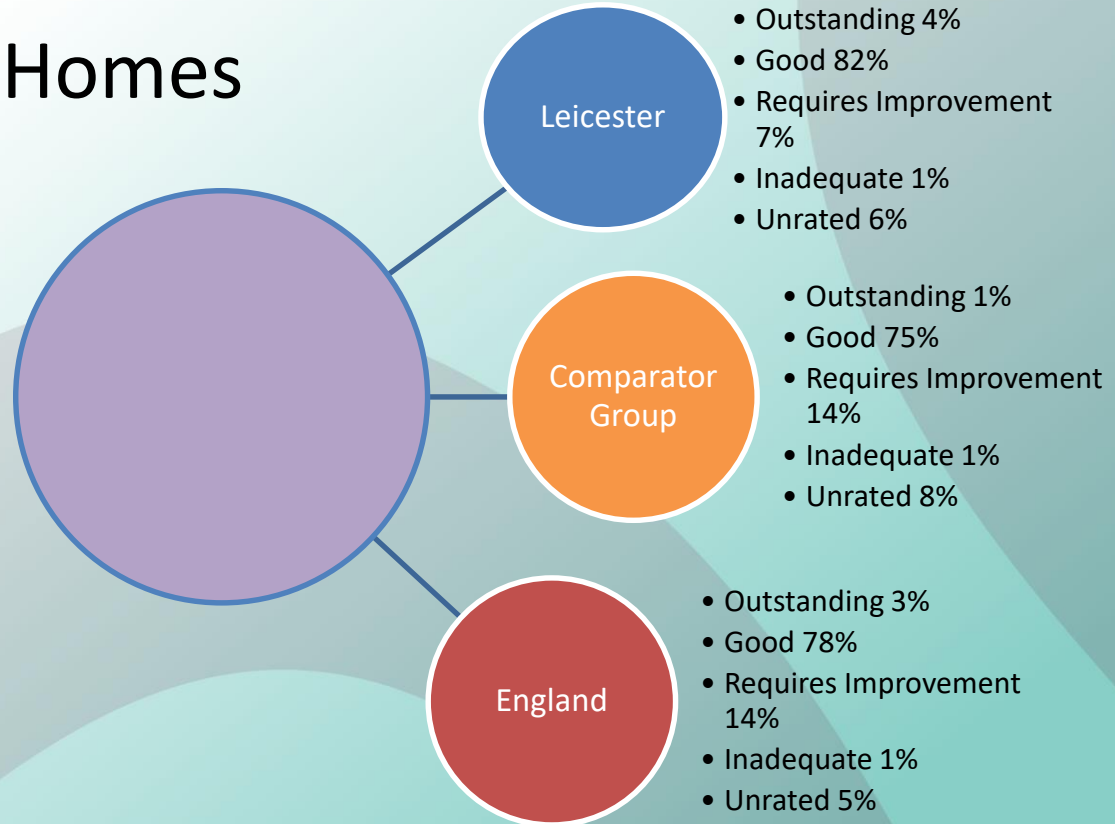
### Qualification by level



# CQC ratings

- Residential Care Homes

190



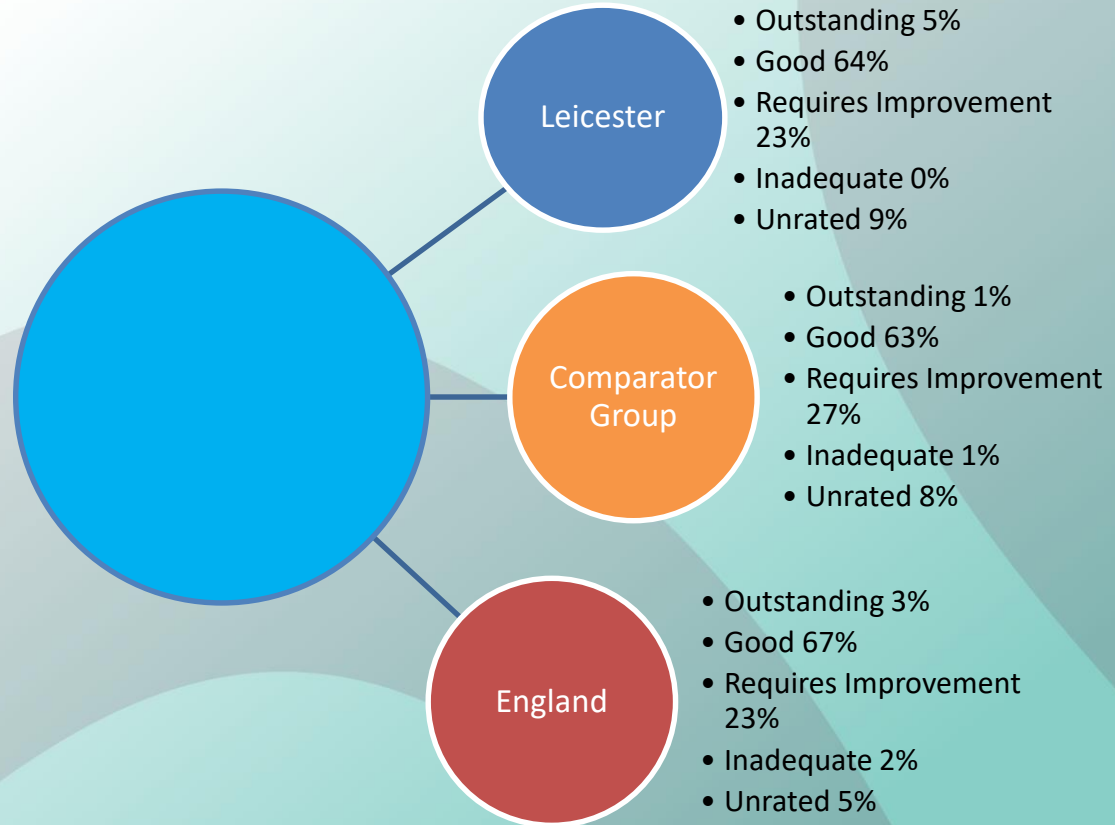
Source: Care Quality Commission: CQC local authority area data profile: Older people's pathway – Leicester Local Authority (Date produced: 18 March 2019)



# CQC ratings

- Nursing Homes

191

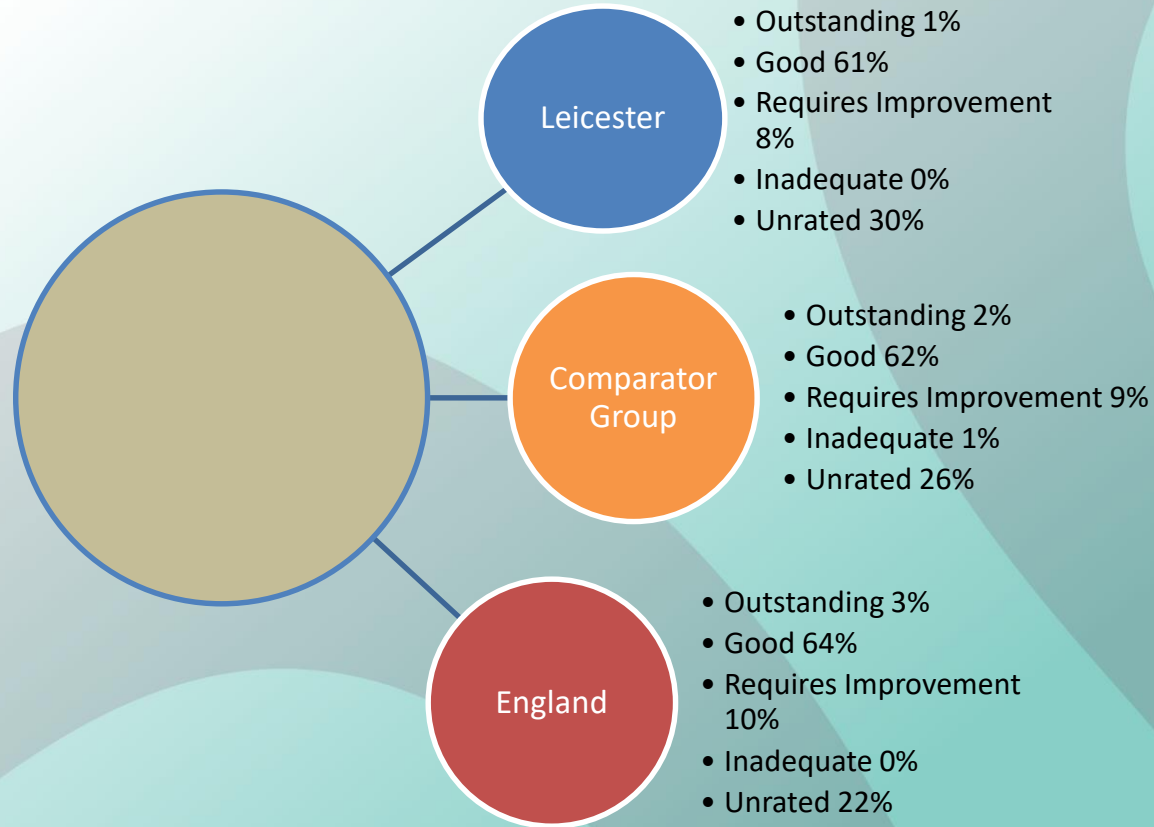


Source: Care Quality Commission: CQC local authority area data profile: Older people's pathway – Leicester Local Authority (Date produced: 18 March 2019)

# CQC ratings

- Domiciliary Care

192

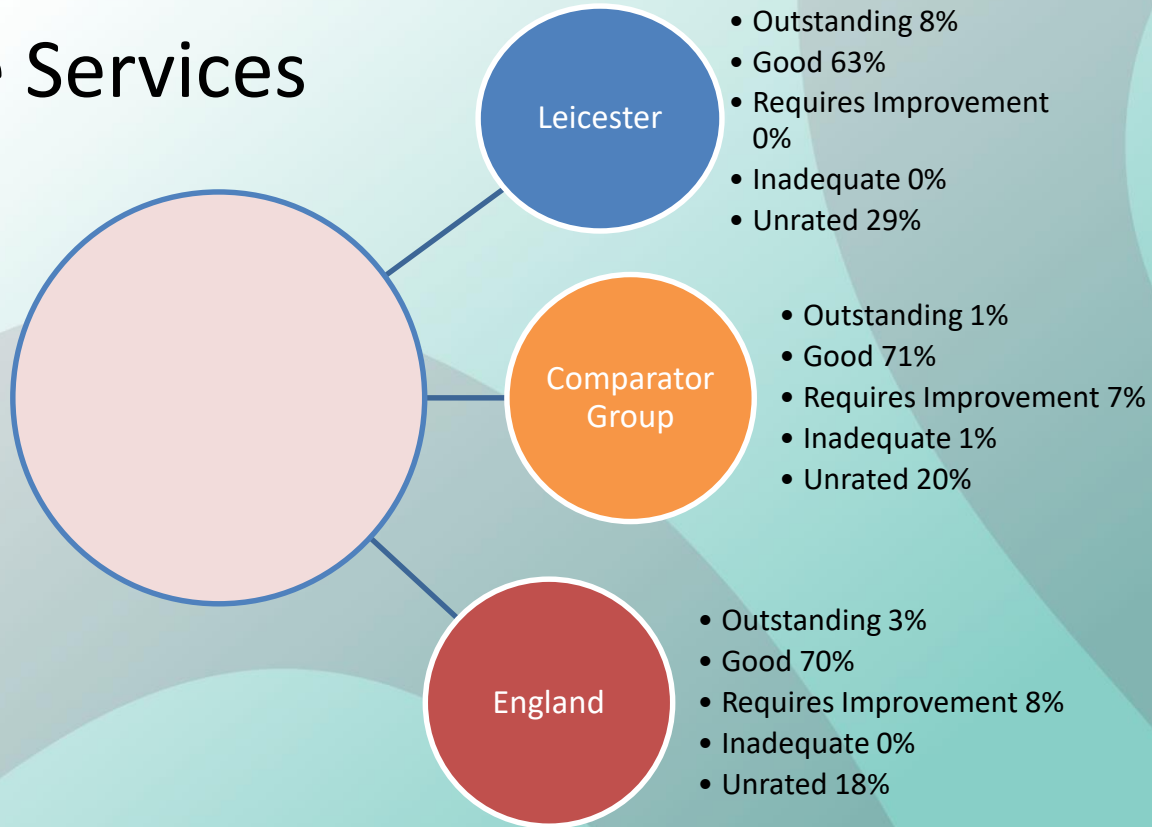


Source: Care Quality Commission: CQC local authority area data profile: Older people's pathway – Leicester Local Authority (Date produced: 18 March 2019)

# CQC ratings

- Community Care Services  
(inc. Supported Living)

193



Source: Care Quality Commission: CQC local authority area data profile: Older people's pathway – Leicester Local Authority (Date produced: 18 March 2019)



# **Revenue Budget Monitoring April- July 2020/21**

Overview Select Committee

Date of meeting: 24<sup>th</sup> September 2020

Decision to be taken by: City Mayor

Decision to be taken on: tbc

Lead director: Alison Greenhill, Director of Finance

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## Useful information

- Ward(s) affected: All
- Report author: Amy Oliver
- Author contact details: 0116 454 5667
- Report version number: V1

### 1. Summary

This report is the first in the monitoring cycle for 2020/21 and forecasts the expected performance against the budget for the year.

The year has been dominated by the effect of the COVID-19 pandemic. The financial projection is currently anticipating an overspend of around £40m in 2020/21 which is almost entirely due to the pandemic. This estimate is necessarily hugely provisional and will depend on how quickly we get back to normal. A second wave is likely to considerably increase these costs. We also do not know what impact the pandemic will have on next year's budget, and how changes to behaviour might affect our income, and how an economic downturn will affect our ability to collect debt. It is likely that there will be further cost in 2021/22.

The pandemic has also affected local tax collection. Current estimates are that an additional £2m will be paid in council tax support, and we will receive £1m less than usual for each of council tax and business rates. However, the Council continues to collect outstanding tax and some of these losses may be recuperated in later years. The cost of council tax support and write-offs (to the extent that it is borne by the Council) affects later years' budgets and the Government is considering measures to share some of this cost – we will not know the outcome until November at the earliest.

The Government has announced additional funding to meet authorities' costs. Unringfenced funding of £24m has been awarded which will contribute to the total cost. A scheme has also been announced whereby the Government will meet part of the costs of income losses – this will depend on our actual shortfall over the course of the year. The scheme is complex, and will pay 75% of eligible losses over a threshold of 5%. The Government will not compensate losses in commercial rents. A highly provisional estimate suggests we might get £10m from this scheme.

Any balance of spending will fall to the Council to meet. As a well-managed authority, members have always approved a reserves strategy, and made monies available to meet the unexpected. At present, we do not believe residual costs will be unaffordable.

Our approach has been to record costs of the pandemic as follows:

- (a) Extraordinary costs which the Council would not normally incur have been charged to a new budget. This has been used to record costs such as the food hub, IT to support working from home and accommodation for rough sleepers;
- (b) Costs of a type the Council normally incurs have been recorded as part of normal budgets, which will consequently overspend. In practice, this has only applied to adult social care;
- (c) Departmental budgets will also overspend as a consequence of income shortfalls caused by the pandemic. Chief ones are for closed facilities (De Montfort Hall and leisure centres being the major ones) but other services such as parking have also been severely affected.

It is our intention to make a series of adjustments to departmental budgets at period 6, to ensure departments are compensated for pandemic costs (net of any expected savings).

The Government has also provided additional funds for specific purposes, which do not affect our overall forecast (unless the additional funds prove to be insufficient). These include:

- (a) £79m for business support grants (£73m main scheme spend, £3.5m discretionary, £2.6m local lockdown);
- (b) £48m for additional rate reliefs;
- (c) £4m to provide further council tax reductions to those in receipt of council tax support;
- (d) £4m for infection control in adult social care establishments;
- (e) £2m to support national test and trace;
- (f) £1m for costs associated with the second (local) lockdown.

## **2. Recommended actions/decision**

2.1 The Executive is recommended to:

- Note the emerging picture detailed in the report.

2.2 The OSC is recommended to:

Consider the overall position presented within this report and make any observations it sees fit

## **3. Scrutiny / stakeholder engagement**

Overview Select Committee – 24 September 2020

## **4. Background and options with supporting evidence**

The General Fund budget set for the financial year 2020/21 was £282.4m.

Appendix A summarises the budget for 2020/21.

Appendix B provides more detailed commentary on the forecast position for each area of the Council's operations.

## **5. Detailed report**

See appendices

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

### **6.1 Financial implications**

This report is solely concerned with financial issues.

Alison Greenhill, Director of Finance, Ext 37 4001

### 6.2 Legal implications

This report is solely concerned with financial issues.

### 6.3 Equalities implications

No Equality Impact Assessment (EIA) has been carried out as this is not applicable to a budget monitoring report.

### 6.4 Climate Emergency implications

This report is solely concerned with financial issues

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

No other implications are noted as this is a budget monitoring report, and therefore no policy changes are proposed.

## **7. Background information and other papers:**

Report to Council on the 19th February 2020 on the General Fund Revenue budget 2020/2021.

## **8. Summary of appendices:**

Appendix A – Period 4 (April-July) Budget Monitoring Summary;

Appendix B – Divisional Narrative – Explanation of Variances

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

No

## **10. Is this a “key decision”? If so, why?**

No



## Revenue Budget at Period 4 (April – July), 2020/21

<b>2020-21</b>	<b>Current Budget</b>	<b>Forecast</b>	<b>Variance</b>
	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
Financial Services	10,757.2	11,476.1	718.9
Information Services	9,041.6	9,041.6	0.0
Human Resources & Delivery, Communications & Political Governance	9,427.2	9,347.4	(79.8)
Legal Services	2,605.8	3,394.6	788.8
<b>Corporate Resources &amp; Support</b>	<b>31,831.8</b>	<b>33,259.7</b>	<b>1,427.9</b>
Planning, Development & Transportation	14,139.9	25,727.9	11,588.0
Tourism Culture & Inward Investment	3,970.0	8,330.0	4,360.0
Neighbourhood & Environmental Services	31,551.3	33,368.3	1,817.0
Estates & Building Services	4,495.0	7,359.5	2,864.5
Departmental Overheads	1,005.8	756.6	(249.2)
Housing Services	2,392.5	2,972.3	579.8
<b>City Development &amp; Neighbourhoods</b>	<b>57,554.5</b>	<b>78,514.6</b>	<b>20,960.1</b>
<b>Adult Social Care</b>	<b>106,594.8</b>	<b>111,343.8</b>	<b>4,749.0</b>
<b>Public Health &amp; Sports Services</b>	<b>23,167.1</b>	<b>25,993.2</b>	<b>2,826.1</b>
Strategic Commissioning & Business Support	1,252.0	1,092.9	(159.1)
Learning Services	10,895.8	15,343.3	4,447.5
Children, Young People & Families	64,655.2	63,271.5	(1,383.7)
Departmental Resources	990.7	1,511.0	520.3
<b>Education &amp; Children's Services</b>	<b>77,793.7</b>	<b>81,218.7</b>	<b>3,425.0</b>
Housing Benefits (Client Payments)	500.0	500.0	0.0
<b>Total Operational</b>	<b>297,441.9</b>	<b>330,830.0</b>	<b>33,388.1</b>
Corporate Budgets	7,662.0	7,662.0	0.0
Additional Covid-19 related costs (new budget)	0.0	5,911.0	5,911.0
Capital Financing	6,316.5	6,316.5	0.0
<b>Total Corporate &amp; Capital Financing</b>	<b>13,978.5</b>	<b>19,889.5</b>	<b>5,911.0</b>
Public Health Grant	(26,599.0)	(26,599.0)	0.0
Managed Reserves Strategy	(2,377.4)	(2,377.4)	0.0
<b>TOTAL GENERAL FUND</b>	<b>282,444.0</b>	<b>321,743.1</b>	<b>39,299.1</b>

**Divisional Narrative – Explanation of Variances**

**Corporate Resources and Support**

Corporate Resources Department is forecasting an overspend of £1.4m on a budget of £31.8m as a consequence of the pandemic.

**1. Finance**

- 1.1 The Financial Services Division is forecasting an overspend of up to £0.7m, arising from delayed recovery of local tax– the division budgets for income from summons costs, which is not currently being received.

**2. Information Services**

- 2.1. Information Services is forecasting a balance outturn. Specific costs of £0.6m in support of the Council's operations during COVID-19 have been charged directly to the new COVID-19 account.

**3. Human Resources, Delivery Communications & Political Governance (DCPG)**

- 3.1. The two areas of the division are overall forecasting to underspend by £79k. This has occurred after an underspend in HR of £473k has funded the Digital Transformation Team overspend of £394k. The underspend in HR has arisen due to the slowing down in recruitment of apprentices £210k, £60k of additional income from traded activity by HR Operations and Health and Safety, with the remainder arising from staffing changes and vacancies due to delayed recruitment across the Division.

**4. Legal, Registration & Coronial Services**

- 4.1. The Legal Services Division is forecasting an overspend of £491k due to the loss of income in registration services, local land charges and property planning due to COVID-19.
- 4.2. Coronial Services are forecasting an overspend of £300k due to high costs in pathology tests and increased workload including additional COVID-19 costs, continuing the pattern of recent times. The overspend will be funded from Corporate Budgets in line with normal policy.



## **City Development and Neighbourhoods**

The department is forecasting an overspend of circa £21m on a net budget of £57.6m. Divisionally, the position is as follows:

### **5. Planning, Development and Transportation**

- 5.1. The division is forecasting an income shortfall of £11.6m largely due to forecast losses in number of areas as a result of COVID-19, including car parks, bus lane enforcement, on street parking income, park and ride income and planning fees.

### **6. Tourism, Culture & Inward Investment**

- 6.1. The division is forecasting a shortfall of £4.3m largely due to forecast income losses in number of areas as a result of COVID-19, including De Montfort Hall, the KRIII Visitor Centre and the markets. Some operational cost savings from closure of facilities have also resulted, which have offset the income losses to a small extent.

### **7. Neighbourhood & Environmental Services**

- 7.1. The Division is forecasting an overspend of £1.8m, mainly due to forecast loss of income as a result of COVID-19 in areas including Building Control and Neighbourhood Services. There is a cost risk in waste management, as a number of contractual matters are under discussion and review. Some operational cost savings from closure of facilities have also resulted, which have offset the income losses to a small extent.

### **8. Estates & Building Services**

- 8.1. The division is forecasting an overspend of £2.8m due largely to lower capital fees as capital schemes are delayed due to COVID-19 and the overall size of the programme being supported by the Division has proved to be lower than assumed in the budget. Risks to rental income from the Corporate Estate due to COVID-19 are noted at this stage, pending further analysis and consideration. A comprehensive review of budgets, staffing and operating costs across the division is nearing completion.

### **9. Departmental Overheads**

- 9.1. This holds the departmental budgets such as added years' pension costs, postage and departmental salaries. Savings of around £250k are expected.

## **10. Housing General Fund**

- 10.1. The Housing General Fund is forecast to overspend by £0.5m. Whilst most areas are expected to break even, Fleet services is forecasting a £0.6m overspend. A small underspend has arisen from reduced fuel usage during the lockdown period. However, this is more than offset by repair costs on older vehicles, vehicle hire costs and prudential borrowing arising from the on-going replacement programme. Some of the increased costs of temporary accommodation for the homeless in relation to COVID-19 have been met by specific grants or charged to the COVID-19 budget.

## **11. Housing Revenue Account**

- 11.1. The Housing Revenue Account (HRA) is a ring-fenced income and expenditure account relating to the management and maintenance of the Council's housing stock. The HRA is forecasting to overspend by £0.1m, excluding revenue used for capital spending (which is reported in the capital monitoring report).
- 11.2. Rental income is forecast to be £0.6m lower than budget due to the closure of Border House, reduced collection rates of hostel rent during lockdown, and increased void levels within general housing stock. This is fully offset by the net interest payable by the HRA on its debt being £0.6m lower than the budget. The longer-term impact of COVID-19 on general rent collection levels is not yet clear.
- 11.3. The Repairs & Maintenance Service is expected to underspend by £1.1m, largely due to COVID-19 restrictions. Spend on external contractors has reduced by £0.7m, including £0.3m on district heating maintenance and £0.2m on structural works. Staffing vacancies contribute a further £0.6m to the forecast underspend position, along with £0.5m of material underspends due to the reduced number of jobs undertaken so far this year. However, some £0.7m is likely to be incurred catching up on repair jobs.
- 11.4. Management and Landlord services are predicted to overspend by £0.3m. Staffing costs within the property lettings team will exceed the budget by £0.2m, and the cost of council tax on void properties will exceed the budget by £0.4m. Offsetting these are savings on staffing costs within the STAR and Hostels teams.

- 11.5. Combining the impact across a number of service areas, unbudgeted expenditure of £0.9m is expected to be incurred as a result of COVID-19. This includes £0.5m of maintenance costs to bring void properties ready to let, and £0.4m in relation to temporary accommodation within the HRA.
- 11.6. No Government grant has been provided to compensate COVID-19 costs falling to the HRA.

## **Adult Social Care**

### **12. Adult Social Care**

- 12.1. The department is forecasting to spend £4.7m more than the budget of £106.6m all of which relates to additional COVID-19 costs. During the pandemic additional payments have been made to domiciliary care providers, residential homes, supported living and shared lives providers. This has taken the form of a 10% fee uplift which is intended to cover costs including those for additional PPE and agency staff from higher staff sickness absence. Domiciliary care providers also received a four-week advance payment to ease cash flow issues. The ring-fenced infection control fund received by the Council of £3.7m has been paid out as directed by the department of health, principally to residential homes, but also to domiciliary care and supported living providers and this is intended to cover additional COVID-19 related costs incurred up to the end of September.
- 12.2. People discharged from hospital since 19 March who required adult social care have received that care free of charge. For those that were already receiving adult social care prior to hospital admission, any charge to the service user post discharge has been stopped. For those discharged who were new to adult social care, the department has paid for their care package and then re-charged the NHS via the CCG. These arrangements will come to an end from 1 September and anyone still requiring an ongoing package of care will be subject to the normal financial assessment process. Hospitals will still discharge people back home as rapidly as possible with an initial package of care if required, which the NHS will pay for, but only for up to six weeks, until the person is assessed for an ongoing care.
- 12.3. The number of new service users during the first four months who are still receiving care was only slightly higher than at the same point last year. Nearly half of these new entrants were hospital discharge patients and this appears to have offset any reduction in new entrants from the

normal community route as a result of the lock down. The number of long-term care leavers was broadly in line with the same period as last year, although the proportion of those leaving residential care was much higher.

- 12.4. The net increase in service user numbers was 1.3% (67) in the first four months. With current COVID-19 infection rates and the changes to the hospital discharge process this forecast assumes that by the year end the rate of growth in service user numbers reverts to the trends identified in the previous year.
- 12.5. The increase in need of existing service users was nearly 6% in 2019/20, an increase of 0.5% from 2018/19. The rate of increase in need and the number of existing services users seeing a change of package in the first four months was slightly lower than at the same point last year. As with the growth in service user numbers, this forecast assumes that the rate of increase reverts to previous trends with a forecast out-turn of 5.9%.
- 12.6. Excluding the additional COVID-19 costs, the forecast gross package is broadly in line with the budget of £133.7m. There are no other significant variations in costs forecast at this stage for care management, preventative services or other support costs.

## **Public Health & Sports Services**

### **13. Public Health & Sports Services**

- 13.1. Public Health is forecasting to spend £20.4m, £0.4m less than the budget of £20.8m. The underspend is mainly as a result of vacant lifestyle coordinators and advisor posts in the Integrated Lifestyle services team and a vacant commissioning manager and programme officer post in the main public health team. Three additional support posts have been recruited to support the test and trace programme which is being met by Government specific grant.
- 13.2. The costs of the sexual health service provided by Midlands Partnership Foundation Trust during the lock down are subject to ongoing negotiations as activity levels have been low during this period. The current forecast does not assume any reduction in budgeted cost at this stage, but this will be updated for the next forecast when the picture is clearer - a similar story applies to GP provided health checks which are also below normal activity levels.

- 13.3. Sports centres are anticipated to open from late September with a gradual increase in patronage from on average 40% of pre-COVID-19 levels in September, 60% by Christmas and 75% by March next year. Fitness membership subscriptions were suspended during the lockdown and approximately 11% of health and fitness members have cancelled their direct debit and 8% of learn to swim members.
- 13.4. There is clearly uncertainty over how quickly and to what extent service users will return to the centres. The best current estimate means a forecast income of £1.9m for the year, £4.4m less than the budget of £6.3m. Whilst this is offset with savings in casual staff who were employed elsewhere during lockdown (and will not return at the same level initially for group exercise instruction and for swimming lessons) and savings in running costs (mainly utilities) which together total £1.2m, Sports as a whole are forecasting a £3.2m overspend to March 2021.
- 13.5. In early July, the city was placed in extended lockdown, and an extensive local testing operation was launched. The costs of this have been recorded in the central budget for pandemic costs and will partially be met by additional Government grant of £1m, £170k of which was spent by Leicestershire County Council.

## **Education and Children's Services**

### **14. Education and Children's Services**

- 14.1. The department is forecasting to spend £81.2m, £3.4m more than the budget. £1.5m of the overspend relates to additional COVID-19 costs and £1.9m non COVID-19 related costs of which £1.4m of departmental reserves will be used to offset the non COVID-19 related costs.
- 14.2. **COVID-19 related additional costs**  
As a result of the pandemic and the impact on the local economy the review of the Connexions service has been postponed indefinitely with the loss of £0.24m of savings. The new charging arrangements for the Education Welfare service have been postponed for a year which, together with the loss of penalty notice income results in a £0.49m unbudgeted cost.  
Whilst there are underlying pressures on the SEN home to school transport budget as outlined below, the impact of the pandemic has been twofold. Firstly, taxi firms reduced their charges in June and July to reflect the reduction in activity and this resulted in an average 50%



cost reduction for those months. Secondly the Passenger Transport Service is currently working on the need for additional segregation of children on the in-house transport fleet and therefore the need for more taxi capacity. There is still uncertainty over the extent of the additional capacity required and the associated costs. This forecast includes an overall estimate of the net additional transport costs of £0.75m.

So far, there has been no significant impact on looked after children costs arising from the pandemic.

**14.3. Non COVID-19 related additional costs.**

Additional unbudgeted resources have been deployed in the Special Education Service in 2020/21 to deal with a backlog of Education, Health and Care plan assessments and reviews which total £0.7m. The budget for the SEN home to school transport cost has been under severe pressure since 2018/19 from growth in demand. The current forecast underlying shortfall in the SEN home to school transport budget is £2.2m, with an estimated total spend of £9.3m. Savings in Social Care and Early Help and Performance totalling £1.5m (mainly staffing) reduce the non- COVID-19 over-spend to £1.4m.

14.4. The net increase in care entrants during the first four months was 10, with 631 at the period end. At this stage of the year overall placement costs are forecast to be as per the budget at £33.7m.

14.5. A £550k shortfall in City Catering income is expected as a result of COVID- 19. During the pandemic the service continued to provide meals for vulnerable children and key workers from selected hub schools, together with supporting other key activities. Charges to schools have been on the basis of actual costs incurred by the service, rather than the normal charging arrangements. From the new academic year in September it is assumed that normal charging arrangements will resume, but this may change dependent upon circumstances and the take-up is uncertain. The forecast shortfall is therefore an estimate at this stage.

## **Corporate Items & Reserves**

### **15. Corporate Items**

15.1. The corporate budgets cover the Council's capital financing costs, items such as audit fees, bank charges and levies. There is no significant change forecast at this stage.

15.2. Since the start of the year, an additional corporate budget has been created for costs created by the pandemic. This has recorded all costs which have been incurred as a direct consequence of the pandemic, other than those which cannot be distinguished from normal departmental activity (the chief exclusion is social care costs, which continue to be charged to the department). All income shortfalls also fall to departments.

15.3. The table below summarises the types of expenditure recorded, and the estimated final cost:

<b>Type of Expenditure</b>	<b>Forecast £000's</b>
Food Hub	1,091
Community mobilisation	80
Accommodation	932
IT costs	597
Property costs including PPE	1,882
Security	159
Other	190
<b>Sub-Total</b>	<b>4,931</b>
<b>Costs of Extended Lockdown</b>	
Communications	395
Reducing Transmissions	176
Supporting Self Isolators and the Vulnerable	200
Supporting testing	207
Other	2
<b>Sub-Total</b>	<b>980</b>
<b>Total</b>	<b>5,911</b>

# Capital Budget Monitoring April- July 2020/21

Overview Select Committee

Date of meeting: 24<sup>th</sup> September 2020

Decision to be taken by: City Mayor

Decision to be taken on: tbc

Lead director/officer: Alison Greenhill,  
Director of Finance

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## Useful information

- Ward(s) affected: All
- Report author: Amy Oliver
- Author contact details: amy.oliver@leicester.gov.uk

### 1. Summary

- 1.1 The purpose of this report is to show the position of the capital programme for 2020/21 as at the end of July 2020 (Period 4).
- 1.2 This is the first capital monitoring report of the financial year. Further quarterly reports and an outturn report will be presented as the year progresses.
- 1.3 The COVID-19 pandemic has had a significant impact on the capital programme, with many schemes delayed. Some £34.6m slippage has been reported on work programmes, the chief reason for which is the pandemic. A number of projects have had to revise their forecast completion dates. This will have an impact on capacity to deliver additional schemes next year as we make up for lost time.
- 1.4 We are currently identifying the individual schemes that may be impacted by additional cost pressures.

### 2. Recommended actions/decision

2.1 The Executive is recommended to:

- Note total spend of £37.9m for the year.
- Approve £675k for the Leicester North West Transport Scheme to be funded from external contributions from the Leicestershire County Council, see Appendix A, Planning, Development & Transportation para 2.1.
- Approve the addition of £5,100k match funding to Connecting Leicester for the improvement of footways, cycling, bus lanes and traffic movements, to be funded from Business Rates Pool, see Appendix A, Planning, Development & Transportation para 2.1.
- Approve addition of £1,882k to the Highways Maintenance budget to be funded from the Highways Maintenance Challenge Fund government grant, Appendix B, Para 3.3.
- Approve the addition of £724k for Parks and Open spaces schemes including creating a new ball court at Rally Park and an activity area at Victoria Park, to be funded from S106 contributions.
- Approve the addition of £400k for Phoenix 2020 expansion to create a roof terrace, to be funded from the Business Rates Pool.

The OSC is recommended to:

- Consider the overall position presented within this report and make any observations it sees fit.

### 3. Scrutiny / stakeholder engagement

Overview Select Committee 24 September 2020

### 4. Background and options with supporting evidence

4.1 The 2020/21 Capital programme was initially approved by Council on 19<sup>th</sup> February 2020. It has subsequently been amended (including the 2019/20 outturn).

The capital programme is split in the following way:

- (a) Schemes classified as '**immediate starts**', which require no further approval to commence; and
- (b) A number of separate '**policy provisions**' which are not released until specific proposals have been approved by the Executive.

4.2 Immediate Starts are further split into:

- (a) **Projects**, which are discrete, individual schemes such as a road scheme or a new building. Monitoring of projects focusses on delivery of projects on time and the achievement of milestones. Consequently, there is no attention given to in-year financial slippage;
- (b) **Work Programmes**, which consist of minor works or similar on-going schemes where there is an allocation of money to be spent during a particular year. Monitoring of work programmes focusses on whether the money is spent in a timely fashion;
- (c) **Provisions**, which are sums of money set aside in case they are needed, where low spend is a favourable outcome rather than indicative of a problem;
- (d) **Schemes which are substantially complete**. These schemes are the tail end of schemes in previous years' capital programmes, usually consisting of small amounts of money brought forward from earlier years.

4.3 A summary of the total approved 2020/21 capital programme as at Period 4 is shown below:

	<b>£000</b>
Projects	163,802
Work Programmes	140,077
Provisions	202
Schemes Substantially Complete	23,557
<b>Total Immediate Starts</b>	<b>327,638</b>
Policy Provisions	38,878
<b>Total Capital Programme</b>	<b>366,516</b>

4.4 The following changes have occurred to the capital programme since Outturn:

	<b>£000</b>
Transforming Cities Tranche 2 addition	39,400
Connecting Leicester addition	100
Leicester Strategic Flood Risk Management Strategy addition	60
Other	69
<b>Net Movements</b>	<b>39,629</b>

These movements are included in the table at 4.3 above.

4.5 The following appendices to this report show progress on each type of scheme:

- Appendix A – Projects
- Appendix B – Work Programmes
- Appendix C – Provisions
- Appendix D – Projects Substantially Complete
- Appendix E – Policy Provisions

4.6 This report only monitors policy provisions to the extent that spending approval has been given, at which point they will be classified as projects, work programmes or provisions.

#### 4.7 Capital Receipts

4.7.1 At Period 4, the Council has realised £4.7m of General Fund capital receipts. These receipts are not required to fund the current programme. In line with our policies, with the exception of any earmarked receipts, these are set aside for future capital programmes.

4.7.2 “Right to Buy” receipts from sales of council housing have amounted to £3.5m received in year.

### 5. Detailed report

N/a

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

### 6.1 Financial implications

This report is solely concerned with financial issues.

Alison Greenhill, Director of Finance, 37 4001

### 6.2 Legal implications

There are no legal implications arising directly from the recommendations of this report.

Emma Jackman, Head of Law (Commercial, Property and Planning).

### 6.3 Equalities implications

No Equality Impact Assessment (EIA) has been carried out as this is not applicable to a budget monitoring report.

### 6.4 Climate Emergency implications

This report is solely concerned with financial issues.

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

No other implications are noted as this is a budget monitoring report, and therefore no policy changes are proposed.

## **7. Background information and other papers:**

Capital Programme 2020/21 presented to Council on 19<sup>th</sup> February 2020.

Housing Revenue Account Budget (including Capital Programme) 2020/21 presented to Council on 19<sup>th</sup> February 2020.

2019/20 Capital Monitoring Outturn Report presented to OSC on 29th July 2020.

## **8. Summary of appendices:**

- Appendix A – Projects
- Appendix B – Work Programmes
- Appendix C – Provisions
- Appendix D – Projects Substantially Complete
- Appendix E – Policy Provisions

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

No

**10. Is this a “key decision”? If so, why?**

Yes. Expenditure exceeding £1m is proposed which has not been specifically approved by Council.



## PROJECTS

### 1. Summary

- 1.1 As stated in the cover report, the focus of monitoring projects is physical delivery, i.e. whether they are being delivered on time, on budget and to the original specification. This appendix summarises progress on projects. Project summaries provided by departments/divisions are shown on pages 11-22 within this Appendix.

Department / Division	Total Budget £000	2020/21 Spend to Date £000
Corporate Resources	1,516	0
Smart Cities	200	0
Adult Social Care	2,510	0
Planning, Development & Transportation	92,099	6,738
Tourism, Culture & Inward Investment	22,931	215
Neighbourhood & Environmental Services	2,123	0
Estates & Building Services	5,821	400
Children's Services	24,446	718
Public Health	1,985	464
Housing Revenue Account	10,171	1,618
<b>Total</b>	<b>163,802</b>	<b>10,153</b>

- 1.2 A list of the individual projects is shown in the table on pages 9-10 of this report. This also summarises the progress of each project. Attention is drawn to expected completion dates and any project issues that have arisen.
- 1.3 A colour-coded rating of progress of each project has been determined, based on whether the project is progressing as expected, and whether it is still expected to complete within budget.
- 1.4 The ratings used are:
- (a) **Green** Successful delivery of the project on time, within budget, to specification and in line with original objectives seems very likely. There are no major issues that appear to threaten delivery significantly.
  - (b) **Amber** Successful delivery of the project on time, within budget, to specification and in line with original objectives appears probable. However, some risks exist and close attention will be required to ensure these risks do not materialise into major issues threatening delivery. Alternatively, a project is classed as amber if some insubstantial slippage or minor overspend is probable.

- (c) **Red** Successful delivery of the project on time, within budget, to specification and in line with original objectives appears to be unachievable. The project is expected to require redefining, significant additional time or additional budget.
- (d) **Blue** The project is complete.
- (e) **Purple** The project is on hold, for reasons which have nothing to do with management of the capital programme. Examples include reconsideration of whether the project is still needed as originally proposed, or withdrawal of a funder.

## 2. Summary of Individual Projects

Dept/ Division	Project	Total Budget (£000)	2020/21 Spend (£000)	Forecast O/(U)spend (£000)	Original Completion Date	Forecast Completion Date	Previous Reported RAG Rating	Project RAG Rating @ P4
CRS	Cash Income Management System	566	0	0	Jan-20	Dec-20	Purple	Purple
CRS	Corporate LAN/WAN Network Cisco Infrastructure Replacement	600	0	0	Dec-21	Dec-21	Green	Green
CRS	Corporate Storage Area Network (SAN) Replacement	350	0	0	Jun-21	Jun-21	Green	Green
SC	Smart Cities Pilot Projects	200	0	0	Dec-20	Mar-21	Green	Amber
ASC	Extra Care Schemes	2,510	0	0	Aug-20	Aug-22	Amber	Amber
CDN (PDT)	Leicester North West Major Transport Scheme	5,103	1,090	0	Mar-20	Mar-21	Green	Green
CDN (PDT)	Connecting Leicester	59,085	2,286	0	Nov-20	Mar-23	Green	Green
CDN (PDT)	Waterside Strategic Regeneration Area	9,892	1,418	0	Mar-23	Mar-23	Green	Green
CDN (PDT)	St George's Churchyard	812	0	0	Aug-18	TBC	Purple	Amber
CDN (PDT)	Ashton Green	625	75	0	Mar-21	Mar-21	Green	Green
CDN (PDT)	Pioneer Park	2,466	41	0	Jan-21	May-21	Green	Green
CDN (PDT)	Pioneer Park Commercial Workspace (formerly Dock 2)	4,832	1,415	0	Spring 18	May-21	Green	Green
CDN (PDT)	Ashton Green Highways Infrastructure	8,584	413	0	Mar-21	Nov-21	Green	Amber
CDN (PDT)	City-wide Parkmap TRO review, signs and lines upgrades	200	0	0	Mar-21	Jun-21	Green	Amber
CDN (PDT)	North West Leicester Regeneration Area	500	0	0	Mar-22	Mar-22	N/A	Green
CDN (TCI)	Jewry Wall Museum Improvements	14,235	26	0	Mar-23	Mar-23	Green	Green
CDN (TCI)	Leicester Market Redevelopment	2,916	135	0	Dec-21	Jun-22	Green	Amber
CDN (TCI)	Abbey Pumping Station	246	0	0	Mar-19	TBC	Purple	Purple
CDN (TCI)	Gresham Business Workspace	250	0	0	Mar-21	Mar-21	Green	Green
CDN (TCI)	Onsite Construction Skills Hub	1,000	0	0	Dec-22	Dec-22	Green	Green
CDN (TCI)	New Walk Museum Phase 1	2,439	0	0	Mar-22	Mar-22	Green	Green
CDN (TCI)	Museums Security Programme	125	0	0	Nov-21	Nov-21	Green	Green
CDN (TCI)	Visit Leicester Relocation	320	26	0	Nov-21	Nov-21	Green	Green
CDN (TCI)	Growth Hub	1,400	28	0	Jun-23	Jun-23	N/A	Green
CDN (NES)	St Mary's Allotments	507	0	0	Jul-19	Mar-21	Green	Green
CDN (NES)	Abbey Park Precinct Wall	546	0	0	Mar-22	Mar-22	Green	Green
CDN (NES)	Library RFID Self-Service System	330	0	0	Mar-21	Mar-21	Green	Green
CDN (NES)	Library Improved Self-Access Pilot	210	0	0	Mar-21	Jun-21	Green	Amber
CDN (NES)	Reuse Shop Expansion	530	0	0	Jul-20	Nov-21	Green	Amber
<b>Total</b>		<b>121,379</b>	<b>6,953</b>	<b>0</b>				

Dept/ Division	Project	Total Budget (£000)	2020/21 Spend (£000)	Forecast O/(U)spend (£000)	Original Completion Date	Forecast Completion Date	Previous Reported RAG Rating	Project RAG Rating @ P4
CDN (EBS)	Haymarket House, Car Parks & Lifts	3,797	398	0	Mid-20	Nov-20	Amber	Green
CDN (EBS)	Demolition of Former Anchor Recovery Centre	49	1	0	Jun-20	Nov-20	Green	Amber
CDN (EBS)	Housing Estate Shops	905	0	0	Mar-22	Mar-22	Green	Green
CDN (EBS)	Touchdown Project	50	0	0	Mar-21	Mar-21	Green	Green
CDN (EBS)	Haymarket Theatre - Internal Completion Works	574	0	0	Mar-21	Jun-21	Green	Amber
CDN (EBS)	Haymarket Bus Station - Toilet Expansion and Refurbishments	446	1	0	Dec-20	Mar-21	Green	Amber
ECS	Additional SEND Places (including Pupil Referral Units)	15,310	473	0	Dec-19	Mar-22	Amber	Green
ECS	Overdale Infant and Juniors School Expansion	3,534	0	0	Nov-21	Mar-22	Green	Amber
ECS	Expansion of Oaklands Special School	4,675	0	0	Mar-22	Sep-22	Green	Amber
ECS	Children's Residential Homes	879	245	32	Aug-20	Sep-20	Green	Amber
ECS	New Parks House	48	0	0	Jan-21	Jan-21	N/A	Green
PH	Leisure Centre Improvement Programme	1,585	464	0	Mar-20	Jun-21	Green	Amber
PH	Leisure Centre Air Handling Units	400	0	0	Mar-20	Jun-21	Green	Amber
<b>Total (excluding HRA)</b>		<b>153,631</b>	<b>8,535</b>	<b>32</b>				
CDN (HRA)	St Leonard's Tower Block - Lift	528	17	0	Mar-18	Sep-21	Green	Amber
CDN (HRA)	Goscote House Demolition	2,844	96	0	Jan-20	Jan-22	Amber	Amber
CDN (HRA)	New House Build Council Housing	4,746	1,453	(1,411)	Apr-20	Nov-20	Green	Green
CDN (HRA)	Tower Block Sprinkler Systems	1,322	23	0	Apr-22	Apr-22	Green	Green
CDN (HRA)	Property Conversions	481	29	0	Mar-22	Mar-22	Green	Green
CDN (HRA)	Feasibility Study for Sheltered Housing	250	0	0	Apr-22	Apr-22	Green	Green
<b>Total HRA</b>		<b>10,171</b>	<b>1,618</b>	<b>(1,411)</b>				
<b>Total (including HRA)</b>		<b>163,802</b>	<b>10,153</b>	<b>(1,379)</b>				

## **Commentary on Specific Projects**

- 3.1 Explanatory commentary for projects that are not currently progressing as planned, or for which issues have been identified, is provided in the next pages. This has been defined as any scheme that has a RAG Rating other than “green” or “blue”.

## Capital Programme Project Monitoring 2020/21 Period 4

### Corporate Resources

#### 1. Projects Summary

Project Name	Approval 2020/21 (£000)	Forecast Over / (Under) Spend (£000)	Original Completion Date	Forecast Completion Date	RAG Rating
Cash Income Management System	566	0	Jan 2020	Dec 2020	P
Corporate LAN/WAN Network Cisco Infrastructure Replacement	600	0	Dec 2021	Dec 2021	G
Corporate Storage Area Network (SAN) Replacement	350	0	June 2021	June 2021	G
<b>Total</b>	<b>1,516</b>	<b>0</b>			

#### 2. Projects Commentary (for all projects rated Amber, Red or Purple).

**2.1 Cash Income Management System** - This project has been paused to enable the resources to focus on the COVID-19 pandemic work. The contract will be extended with the current provider.

## Capital Programme Project Monitoring 2020/21 Period 4

### Smart Cities

#### 1. Projects Summary

Project Name	Approval 2020/21 (£000)	Forecast Over / (Under) Spend (£000)	Original Completion Date	Forecast Completion Date	RAG Rating
Smart Cities Pilot Projects	200	0	Dec 2020	March 2021	A
<b>Total</b>	<b>200</b>	<b>0</b>			

#### 2. Projects Commentary (for all projects rated Amber, Red or Purple).

- 2.1 **Smart Cities Pilot Projects** - The project forecast completion date has been extended due to delays caused by COVID-19.

## Capital Programme Project Monitoring 2020/21 Period 4

### Adults

#### 1. Projects Summary

Project Name	Approval 2020/21 (£000)	Forecast Over / (Under) Spend (£000)	Original Completion Date	Forecast Completion Date	RAG Rating
Extra Care – Two Schemes	2,510	0	Aug 2020	Aug 2022	A
<b>Total</b>	<b>2,510</b>	<b>0</b>			

#### 2. Projects Commentary (for **all** projects rated Amber, Red or Purple).

- 2.1 Extra Care – Two Schemes-** Contractual arrangements have been drawn up and due to be signed in the coming weeks, the signing of contracts was delayed due to the current lockdown. Partners are still committed to developing the two schemes, which will take approximately 18 months to build once on site. It is anticipated the builds will commence in January 2021.



## Capital Programme Project Monitoring 2020/21 Period 4

### Planning, Development & Transportation

#### 1. Projects Summary

Project Name	Approval 2020/21 (£000)	Forecast Over / (Under) Spend (£000)	Original Completion Date	Forecast Completion Date	RAG Rating
Leicester North West Transport Scheme	5,103	0	March 2020	March 2021	G
Connecting Leicester	59,085	0	Nov 2020	March 2023	G
Waterside	9,892	0	March 2023	March 2023	G
St George's Churchyard	812	0	Aug 2018	TBC	A
Ashton Green	625	0	March 2021	March 2021	G
Pioneer Park	2,466	0	Jan 2021	May 2021	G
Pioneer Park Commercial Workspace	4,832	0	Spring 2018	May 2021	G
Ashton Green Highways Infrastructure	8,584	0	March 2021	Nov 2021	A
City-wide Parkmap TRO review, signs and lines upgrades	200	0	March 2021	June 2021	A
North West Leicester Regeneration Area	500	0	March 2022	March 2022	G
<b>Total</b>	<b>92,099</b>	<b>0</b>			

#### 2. Projects Commentary (for all projects rated Amber, Red or Purple).

2.1 As part of this report two approvals are sought in this Division. The first is to add £675k to **Leicester North West Transport Scheme**, following the receipt of additional funding from the County. This has occurred as more works are now happening within the City boundary than had originally envisaged. The second recommendation seeks to add £5.1m of budget to the **Connecting Leicester** project following the receipt of additional funding from the Business Rates Pool. This will be used to fund improvements of footways, cycling, bus lanes and traffic movements. Particular schemes include Braunstone Gate, North West and South West districts of Leicester.

- 2.2 St George's Churchyard** - A reduced-scale project is now expected to be delivered including churchyard environmental improvements (including tree management, establishing a useable open space and path improvements) together with related street art and signage in the Cultural Quarter.
- 2.3 Ashton Green Highways Infrastructure-** The project forecast completion date has been extended due to delays caused by COVID-19. In addition, some potential costs have been identified that may increase the cost of the project. This project has been funded from £10m of government grant, and any additional costs will be funded from prudential borrowing and later repaid with capital receipts. A decision to increase the budget will be sought at the time the additional costs are realised. It should be noted that additional costs are likely to arise from extending the scope of the works (which would otherwise have needed to be done later), rather than overspending per se.
- 2.4 City-wide Parkmap TRO review, signs and lines upgrades-** The project forecast completion date has been extended due to delays caused by COVID-19.

## Capital Programme Project Monitoring 2020/21 Period 4

### Tourism, Culture and Inward Investment

#### 1. Projects Summary

Project Name	Approval 2020/21 (£000)	Forecast Over / (Under) Spend (£000)	Original Completion Date	Forecast Completion Date	RAG Rating
Jewry Wall Museum Improvements	14,235	0	March 2023	March 2023	G
Leicester Market Redevelopment	2,916	0	Dec 2021	June 2022	A
Abbey Pumping Station	246	0	March 2019	TBC	P
Gresham Business Workspace	250	0	March 2021	March 2021	G
Onsite Construction Skills Hub	1,000	0	Dec 2022	Dec 2022	G
New Walk Museum Phase 1	2,439	0	March 2022	March 2022	G
Museums Security Programme	125	0	Nov 2021	Nov 2021	G
Visit Leicester Relocation	320	0	Nov 2021	Nov 2021	G
Growth Hub	1,400	0	June 2023	June 2023	G
<b>Total</b>	<b>22,931</b>	<b>0</b>			

#### 2. Projects Commentary (for all projects rated Amber, Red or Purple).

- 2.1 Leicester Market Redevelopment-** Design options for the outdoor market are still being reviewed, depending on the scope of the works the budget may prove to be insufficient.
- 2.2 Abbey Pumping Station -** RIBA phase 3 design work has been put on hold pending a review of options to allow greater visitor numbers, that are currently limited.

## Capital Programme Project Monitoring 2020/21 Period 4

### Neighbourhood and Environmental Services

#### 1. Projects Summary

Project Name	Approval 2020/21 (£000)	Forecast Over / (Under) Spend (£000)	Original Completion Date	Forecast Completion Date	RAG Rating
St Mary's Allotments	507	0	July 2019	March 2021	G
Abbey Park Precinct Wall	546	0	March 2022	March 2022	G
Library RFID Self-Service System	330	0	March 2021	March 2021	G
Library Improved Self-Access Pilot	210	0	March 2021	June 2021	A
Reuse Shop Expansion	530	0	July 2020	Nov 2021	A
<b>Total</b>	<b>2,123</b>	<b>0</b>			

#### 2. Projects Commentary (for **all** projects rated Amber, Red or Purple).

**2.1 Library Improved Self-Access Pilot** - The project forecast completion date has been extended due to delays caused by COVID-19.

**2.2 Reuse Shop Expansion** - The project forecast completion date has been extended due to delays caused by COVID-19.

## Capital Programme Project Monitoring 2020/21 Period 4

### Estates and Building Services

#### 1. Projects Summary

Project Name	Approval 2020/21 (£000)	Forecast Over / (Under) Spend (£000)	Original Completion Date	Forecast Completion Date	RAG Rating
Haymarket House, Car Park and Lifts	3,797	0	Mid 2020	Nov 2020	G
Demolition of Former Anchor Recovery Centre	49	0	June 2020	Nov 2020	A
Housing Estate Shops	905	0	March 2022	March 2022	G
Touchdown Project	50	0	March 2021	March 2021	G
Haymarket Theatre - Internal Completion Works	574	0	March 2021	June 2021	A
Haymarket Bus Station - Toilet Expansion and Refurbishments	446	0	Dec 2020	March 2021	A
<b>Total</b>	<b>5,821</b>	<b>0</b>			

#### 2. Projects Commentary (for all projects rated Amber, Red or Purple).

- 2.1 Demolition of Former Anchor Recovery Centre** – The project has been delayed due to COVID-19 and the additional lockdown within Leicester City Centre.
- 2.2 Haymarket Theatre – Internal Completion Works** - The project has been delayed due to a change of scope and the theatre operating company going into liquidation.
- 2.3 Haymarket Bus Station - Toilet Expansion and Refurbishments** - The project forecast completion date has been extended due to delays caused by COVID-19.

## Capital Programme Project Monitoring 2020/21 Period 4

### Children's Services

#### 1. Projects Summary

Project Name	Approval 2020/21 (£000)	Forecast Over / (Under) Spend (£000)	Original Completion Date	Forecast Completion Date	RAG Rating
Additional SEND Places (including Primary Pupil Referral Unit)	15,310	0	Dec 2019	March 2022	G
Overdale Infant and Juniors School Expansion	3,534	0	Nov 2021	March 2022	A
Expansion of Oaklands Special School	4,675	0	March 2022	Sept 2022	A
Children's Residential Homes	879	32	Aug 2020	Sept 2020	A
New Parks House	48	0	Jan 2021	Jan 2021	G
<b>Total</b>	<b>24,446</b>	<b>32</b>			

#### 2. Projects Commentary (for **all** projects rated Amber, Red or Purple).

- 2.1 Overdale Infant and Juniors School Expansion-** The impact of COVID-19 has extended the programme by 17 weeks. We are currently reviewing the potential impact of COVID-19 on current cost proposals and this will be declared once determined in a future report.
- 2.2 Expansion of Oaklands Special School-** The impact of COVID-19 and planning complexities have extended the programme by 25 weeks.
- 2.3 Children's Residential Homes -** The impact of COVID-19 has extended the programme by 5 weeks resulting in a forecast overspend of £32k.

## Capital Programme Project Monitoring 2020/21 Period 4

### Public Health

#### 1. Projects Summary

Project Name	Approval 2020/21 (£000)	Forecast Over / (Under) Spend (£000)	Original Completion Date	Forecast Completion Date	RAG Rating
Leisure Centre Improvement Programme	1,585	0	March 2020	June 2021	A
Leisure Centre Air Handling Units	400	0	March 2020	June 2021	A
<b>Total</b>	<b>1,985</b>	<b>0</b>			

#### 2. Projects Commentary (for **all** projects rated Amber, Red or Purple).

**2.1 Leisure Centre Improvement Programme-** The project forecast completion date has been extended due to delays caused by COVID-19.

**2.2 Leisure Centre Air Handling Units -** The bulk of this funding is to be spent on the Evington Leisure Centre. Progress has been hampered due to COVID-19, start on site is now forecast for March 2021 with completion in June 2021.

## Capital Programme Project Monitoring 2020/21 Period 4

### Housing

#### 1. Projects Summary

Project Name	Approval 2020/21 (£000)	Forecast Over / (Under) Spend (£000)	Original Completion Date	Forecast Completion Date	RAG Rating
St Leonard's Tower Block - Lift	528	0	March 2018	Sept 2021	A
Goscote House Demolition	2,844	0	Jan 2020	Jan 2022	A
New Build Council Housing	4,746	(1,411)	April 2020	Nov 2020	G
Tower Block Sprinklers	1,322	0	April 2022	April 2022	G
Property Conversions	481	0	March 2022	March 2022	G
Feasibility Study for Sheltered Housing	250	0	April 2022	April 2022	G
<b>Total</b>	<b>10,171</b>	<b>(1,411)</b>			

#### 2. Projects Commentary (for all projects rated Amber, Red or Purple).

- 2.1 St Leonard's Tower Block Lift** - The impact of COVID-19 on contractor appointment has extended the project by 20 weeks.
- 2.2 Goscote House Demolition-** Procurement of demolition contract is underway, once this is completed a more detailed programme of works will be drawn up.
- 2.3 New Build Council Housing** - The layout of sites included in Phase 1 was amended since the original budget approval of £6.2m, reducing the number of homes and the overall cost. A forecast underspend of £1.4m will be used towards Phase 2. Whilst there have been some delays to Phase 1 resulting from COVID-19, these are not expected to affect the timescales for overall project delivery.



**WORK PROGRAMMES****1. Summary**

- 1.1 As stated in the cover report, work programmes are minor works or similar on-going schemes where there is an allocation of money to be spent during a particular year. Monitoring of work programmes focusses on whether the money is spent in a timely fashion.

Department /Division	Approved to spend in 20/21 £000	2020/21 Spend to Date £000	Forecast Slippage £000	Forecast Over/(under) Spend £000
Adult Social Care	21	0	0	0
City, Development & Neighbourhoods	780	55	0	0
Planning, Development & Transportation	25,216	945	9,120	0
Tourism, Culture & Inward Investment	1,390	0	508	0
Neighbourhood & Environmental Services	419	170	0	0
Estates & Building Services	4,199	60	0	0
Housing General Fund	10,035	647	4,880	(130)
Children's Services	8,060	202	4,277	0
<b>Total (excluding HRA)</b>	<b>50,120</b>	<b>2,079</b>	<b>18,785</b>	<b>(130)</b>
Housing Revenue Account	49,657	9,575	15,858	(450)
<b>Total (including HRA)</b>	<b>99,777</b>	<b>11,654</b>	<b>34,643</b>	<b>(580)</b>

## 2. Summary of Individual Work Programmes

Work Programme	Dept/ Division	Approved £000	2020/21 Spend to Date £000	Forecast Slippage £000	Forecast Over/(under) Spend £000
Dementia Friendly Buildings Initiative	ASC	21	0	0	0
Feasibility Studies	CDN	780	55	0	0
Transport Improvement Works	CDN (PDT)	9,862	456	5,910	0
Bus Engine Retrofitting (DFT funded)	CDN (PDT)	467	0	0	0
Air Quality Action Plan	CDN (PDT)	463	0	0	0
Highways Maintenance	CDN (PDT)	5,925	203	1,850	0
Townscape Heritage Initiative - Business Grants	CDN (PDT)	284	10	0	0
Flood Strategy	CDN (PDT)	312	107	0	0
Festive Decorations	CDN (PDT)	49	0	0	0
Local Environmental Works	CDN (PDT)	341	32	50	0
Legible Leicester	CDN (PDT)	201	5	100	0
Parking Strategy Development	CDN (PDT)	274	38	100	0
Leicester Strategic Flood Risk Management Strategy	CDN (PDT)	2,835	75	750	0
Potential Strategic Development Sites Assessment	CDN (PDT)	40	0	0	0
Architectural & Feature Lighting	CDN (PDT)	200	0	160	0
Front Wall Enveloping	CDN (PDT)	225	19	100	0
Replacement Doors & Windows St Saviours Rd	CDN (PDT)	50	0	0	0
Transforming Cities Work Programmes	CDN (PDT)	2,855	0	0	0
Campbell Street Feasibility Study	CDN (PDT)	200	0	0	0
Solar Panels at Bus Station and Car Parks	CDN (PDT)	388	0	0	0
Conservation Building Grants	CDN (PDT)	50	0	0	0
Street Nameplates City Branding Programme	CDN (PDT)	100	0	25	0
On-Street Charging	CDN (PDT)	95	0	75	0
Heritage Interpretation Panels	CDN (TCI)	288	0	188	0
Retail Gateways	CDN (TCI)	276	0	0	0
Arts & Museum Security Improvements	CDN (TCI)	40	0	0	0
Leicester Museum and Art Gallery	CDN (TCI)	350	0	320	0
Cank St Feasibility	CDN (TCI)	236	0	0	0
Local Shopping Centres Reopening & Improvement Programme	CDN (TCI)	200	0	0	0
Parks Plant and Equipment	CDN (NES)	150	0	0	0
Beaumont Park Depot Rd & Related works	CDN (NES)	99	0	0	0
Cossington Recreation Ground Access Improvements	CDN (NES)	170	170	0	0
Euston Street Store	CDN (EBS)	657	0	0	0
Property Maintenance	CDN (EBS)	1,842	60	0	0
Operational Estate Capital Maintenance Programme	CDN (EBS)	1,450	0	0	0
Pilot House	CDN (EBS)	250	0	0	0
Private Sector Disabled Facilities Grant	CDN (HGF)	3,213	314	1,213	0
Repayable Home Repair Loans	CDN (HGF)	300	0	0	(130)
Vehicle Fleet Replacement Programme	CDN (HGF)	6,522	333	3,667	0
School Capital Maintenance	ECS	7,802	194	4,277	0
BSF Schools' Landlord Lifecycle Fund	ECS	8	8	0	0
Foster Care Capital Contribution Scheme	ECS	250	0	0	0
<b>Total (excluding HRA)</b>		<b>50,120</b>	<b>2,079</b>	<b>18,785</b>	<b>(130)</b>

Work Programme	Dept/ Division	Approved £000	2020/21 Spend to Date £000	Forecast Slippage £000	Forecast Over/(under) Spend £000
Council Housing - New Kitchens and Bathrooms	CDN (HRA)	4,115	486	2,365	0
Council Housing - Boiler Replacements	CDN (HRA)	3,456	379	1,606	0
Council Housing - Rewiring	CDN (HRA)	1,884	177	1,034	0
Council Housing - Disabled Adaptations & Improvements	CDN (HRA)	1,300	203	0	(450)
Council Housing - Insulation Works	CDN (HRA)	100	10	50	0
Council Housing - External Property Works	CDN (HRA)	1,656	130	223	0
Council Housing - Fire and Safety Works	CDN (HRA)	1,538	123	588	0
Community & Environmental Works	CDN (HRA)	2,385	116	624	0
Affordable Housing - Acquisitions	CDN (HRA)	30,606	7,516	8,606	0
Affordable Housing - RPs & Others	CDN (HRA)	854	236	354	0
Public Realm Works	CDN (HRA)	1,200	1	350	0
Business Systems	CDN (HRA)	563	198	58	0
<b>Total HRA</b>		<b>49,657</b>	<b>9,575</b>	<b>15,858</b>	<b>(450)</b>
<b>Total (including HRA)</b>		<b>99,777</b>	<b>11,654</b>	<b>34,643</b>	<b>(580)</b>

### **3. Commentary on Specific Work Programmes**

- 3.1 Explanatory commentary for work programmes not currently progressing as planned, or for which issues have been identified is provided below. For monitoring purposes this has been defined as any scheme where budgets have significantly changed, where spend is low or where material slippage is forecast.
- 3.2 **Transport Improvement Works** – The main area of work under this work programme is on Putney Road. The majority of expenditure in 2020/21 is in relation to utilities diversion. This project has been delayed due to the COVID-19 pandemic and the relevant utilities staff and suppliers being unavailable. The forecast slippage of £5.9m relates to the main construction due to take place in 2021/22.
- 3.3 **Highways Maintenance-** A full capital maintenance programme is underway through to March 2021 and large resurfacing schemes have already been completed on Krefeld Way and Netherhall Road. Further schemes planned include Liberty Road maintenance and a programme of repair works in local neighbourhoods. The council has recently secured £3.0m funding for a major maintenance scheme along Welford Road. The carriageway resurfacing element of the works will take place next Spring hence slippage of £1.9m is requested into 2021/22. In addition, as part of this report approval is requested to add £1,882k to this budget, following the Department for Transport granting us additional funding through Highways Maintenance Challenge Fund.
- 3.4 **Leicester Strategic Flood Risk Management Strategy** - All the Local Growth Fund allocation is committed to schemes being delivered either by the Council or the Canal & River Trust; these are going on site within the next two months and will complete by March 2021. The £750k allocated to the Watermead bridge to be delivered with Leicestershire County Council has been delayed due to third party land ownership issues, and a requirement to recommence feasibility work to assess a new location.
- 3.5 **Architectural & Feature Lighting-** There are two schemes which have been approved and are to be implemented by third parties. Both have a delayed start date due to COVID-19 but are expected to be completed this financial year. Subject to approval at outturn, the balance of funding will be carried forward to 2021/22 as no new applications will be processed before the end of the financial year.
- 3.6 **Front Wall Enveloping** - The programme is progressing well. Works are expected to progress on Green Lane Road in the Autumn. A second gateway scheme on Narborough Road is also being developed jointly with the Housing Division, however, COVID-19 response resourcing means that timelines for completing Narborough Road are likely to be Spring 2021.
- 3.7 **Heritage Interpretation Panels-** Works have commenced regarding the Heritage Panels. The number of potential locations is above the original project

scope and options are currently being considered, however work has been delayed by the pandemic and will continue into 2021/22.

- 3.8 **Leicester Museum and Art Gallery-** Work has commenced on the preliminary exhibition designs, object identification and consultation. A consultation area was installed in the World Arts Gallery at Leicester Museum and Art Gallery in March, but due to COVID-19, this has not been accessible. In addition, community engagement has also been delayed by the pandemic. The funders of the gallery, Arts Council England, have been kept informed of the delays. It is expected that the gallery will now open at the end of 2021/22.
- 3.9 **Disabled Facilities Grants** - The client group which receives these grants is generally vulnerable in the context of COVID-19, so delays to the commencement of work will result in slippage of £1.2m of the budget.
- 3.10 **Repayable Home Repairs Loans** – This is a demand-led service, so is subject to variations in the number of requests. It is not anticipated that unused budget in 2020/21 will need to be used in 2021/22.
- 3.11 **Vehicle Fleet Replacement Programme** - Whilst orders will be placed to the full extent of the budget, the time-lag between placing orders for vehicles and their delivery is expected to result in slippage. The normal lag is exaggerated by COVID-19 having increased manufacturing and delivery times.
- 3.12 **School Capital Maintenance** - COVID-19 has slipped the completion of the programme into Summer 2021, in agreement with Children’s Services and individual schools’ accesses. There are no resulting budget implications.
- 3.13 **Kitchens & Bathrooms** - The forecast slippage on this work programme relates entirely to the impact of COVID-19, and the impact it has had on limiting access to tenants’ properties. Whilst efforts are underway to minimise the extent of the slippage, this will be dependent upon contractor capacity.
- 3.14 **Boiler Replacements** – This work programme has been significantly affected by COVID-19, with both contractors and in-house staff only being able to undertake a restricted number of boiler replacements.
- 3.15 **Re-Wiring** – Whilst steps are being taken to bring this work programme back up to full speed, work is currently only being carried out on void properties.
- 3.16 **Disabled Adaptations** - An underspend is expected to arise on this demand-led work programme. This has not been significantly impacted by COVID-19, and work on those properties which were affected will be caught up.
- 3.17 **External Property Works** – Due to the external nature of the work, much of the re-roofing and soffits/facia work has continued throughout lockdown, and the programme of work will be fully delivered. Some slippage is forecast on balcony improvement work on Aikman Avenue which has yet to commence.

- 3.18 **Fire & Safety Works** – Most of the programmed work relates to communal areas within blocks of flats, and as such has been affected by COVID-19. Work has recently re-started.
- 3.19 **Community & Environmental Works** – Slippage is forecast on environmental work as staff in frontline service areas (Repairs, Highways and Parks) focus on providing core services as they come out of recovery and catching up with the backlog of work, accumulated during lockdown. In addition, large-scale planned works on the district heating network have been delayed because of the desire to avoid shutdowns during lockdown.
- 3.20 **Affordable Housing Acquisitions** - The number of suitable properties available to purchase fell dramatically during lockdown, alongside a restricted ability to view properties. The pipeline of acquisitions has resulted in a limited impact on Q1, but Q2 and Q3 expenditure will be significantly lower.
- 3.21 **Public Realm Works** – To protect staff and residents some of the improvement schemes to internal areas of blocks are being pushed back until it is safer to carry out work in public areas. The survey for refurbishment work in the St Matthews and St Peter's area has been scoped, progress has been made on carparking schemes, and recruitment is being carried out in September.

**PROVISIONS****1. Summary**

- 1.1 As stated in the cover report, provisions are sums of money set aside in case they are needed, where low spend is a favourable outcome rather than indicative of a problem.
- 1.2 As at the end of Period 4, all of the budgets for capital provisions were unspent.
- 1.3 Normally provisions are there if needed. The sums below are for the 2020/21 financial year.

<b>Provision</b>	<b>Dept/ Division</b>	<b>Approved £000</b>	<b>2020/21 Spend to Date £000</b>	<b>2020/21 Total £000</b>	<b>Remaining Budget £000</b>
Empty Homes Purchase	CDN (HGF)	50	0	0	50
Early Years - Two Year Olds	ECS	152	0	0	152
<b>Total</b>		<b>202</b>	<b>0</b>	<b>0</b>	<b>202</b>

**PROJECTS SUBSTANTIALLY COMPLETE****1. Summary**

- 1.1 As at the end of Period 4, the following schemes were nearing completion. The budgets are the unspent amounts from previous years' capital programmes, mainly as a result of slippage.

<b>Project</b>	<b>Dept/ Division</b>	<b>Approved £000</b>	<b>2020/21 Spend to Date £000</b>	<b>Forecast Over/(Under) Spend £000</b>
ICT Investment - Phase 2 - Liquidlogic	ASC	64	0	0
Great Central Street / Vaughan Way	CDN (PDT)	262	3	0
11-15 Horsefair Street	CDN (EBS)	145	19	0
Additional Primary School Places	ECS	189	0	0
Additional Secondary School Places	ECS	22,757	16,122	0
Waterside Primary School	ECS	20	0	0
St Paul's Temporary Modular Buildings	ECS	7	0	0
Relocation of Sexual Health Clinic	PH	113	37	0
<b>Total</b>		<b>23,557</b>	<b>16,181</b>	<b>0</b>



**POLICY PROVISIONS****1. Summary**

1.1 As at Period 4, the following policy provisions were still awaiting formal approval for allocation to specific schemes.

<b>Department/ Division</b>	<b>Policy Provision</b>	<b>Amount £000</b>
CDN (PDT)	Economic Action Plan	4,432
CDN (PDT)	Ashton Green Infrastructure	400
CDN (PDT)	Strategic Acquisitions	4,000
CDN (EBS)	Commercial Property Acquisitions	1,933
CDN (TCII)	Tourism & Culture	550
CDN (TCII)	Highways, Transport & Infrastructure	3,364
CDN (Various)	People & Neighbourhoods	1,930
ECS	New School Places	14,569
ASC	Extra Care Schemes	6,700
<b>Total (excluding HRA)</b>		<b>37,878</b>
CDN (HRA)	Other HRA Schemes	1,000
<b>Total HRA</b>		<b>1,000</b>
<b>Total (including HRA)</b>		<b>38,878</b>

1.2 Releases from policy provisions since Outturn (reflected in the tables above) are listed below:

- £170k policy provision for Cossington Recreation Ground Access Improvements released 29/04/20.
- £500k policy provision for North West Leicester Regeneration Area released 10/06/20.
- £236k policy provision for Cank St Feasibility released 23/06/20.
- £250k policy provision for Pilot House released 29/06/2020.
- £10,030k policy provision for Additional Secondary School Places released 10/07/20.
- £8,122k policy provision for Additional SEND Places (including Pupil Referral Units) released 17/07/20.
- £920k policy provision for Additional SEND Places (including Pupil Referral Units) released 29/07/20.
- £500k policy provision for Local Shopping Centres Reopening & Improvement Programme released 29/07/20.

1.3 The Economic Action Plan Policy Provision includes £1,000k that has been committed for the Cultural Investment Programme, as per an executive decision taken on 23<sup>rd</sup> October 2018. This money will not be formally committed until all of the other funding for the scheme is in place.

