

Leicester
City Council

Governance Services
Support
City Hall
115 Charles Street
Leicester
LE1 1FZ

28 August 2024

Sir or Madam

I hereby summon you to a meeting of the LEICESTER CITY COUNCIL to be held at the Town Hall, on THURSDAY, 5 SEPTEMBER 2024 at FIVE O'CLOCK in the afternoon, for the business hereunder mentioned.

Monitoring Officer

AGENDA

AUDIO STREAM OF MEETING

A live audio stream of the meeting can be heard on the following link:
<https://www.youtube.com/@leicestercitycouncildemocr5339>

- 1. LORD MAYOR'S ANNOUNCEMENTS**
- 2. DECLARATIONS OF INTEREST**

3. MINUTES OF PREVIOUS MEETING

The minutes of the meeting held below are available to view at the links below:

23 November 2023 – Special meeting

[Agenda for Council on Thursday, 23 November 2023, 5:00 pm
\(leicester.gov.uk\)](#)

23 November 2023

[Agenda for Council on Thursday, 23 November 2023, 5:15 pm
\(leicester.gov.uk\)](#)

21 February 2024 – Special meeting

[Agenda for Council on Wednesday, 21 February 2024, 5:00 pm
\(leicester.gov.uk\)](#)

21 February 2024

[Agenda for Council on Wednesday, 21 February 2024, 5:15 pm
\(leicester.gov.uk\)](#)

Copies are also available from Governance Services Support on (0116) 454 6350 or committees@leicester.gov.uk

4. STATEMENTS BY THE CITY MAYOR/EXECUTIVE

5. PETITIONS

- Presented by Members of the Public - None
- Presented by Councillors - None
- Petitions to be debated - (Mr Stephen Ashley, Adventure Playgrounds)

The Council's Monitoring Officer will advise the meeting on the legitimate scope of the Petition Prayer.

6. QUESTIONS

- From Members of the Public
- From Councillors

7. MATTERS RESERVED TO COUNCIL

- (i) **CORPORATE EQUALITY AND DIVERSITY STRATEGY AND ACTION PLAN 2024-28** (Pages 1 – 31)
- (ii) **LEICESTER CITY YOUTH JUSTICE PLAN 2024-28** (Pages 33 – 107)

8. REPORTS OF THE CITY MAYOR OR EXECUTIVE

(i) **CLIMATE READY ACTION PLAN 2023-28** (Pages 109 – 210)

(ii) **CORPORATE PARENTING** (Pages 211 – 214)

9. REPORTS OF SCRUTINY

(i) **SCRUTINY ANNUAL REPORT 2023-24** (Pages 215 - 235)

10. REPORTS OF REGULATORY AND STANDARDS COMMITTEES

(i) **GOVERNANCE AND AUDIT ANNUAL REPORT 2023-24** (Pages 237 – 243)

11. REPORTS OF THE MONITORING OFFICER

(i) **APPOINTMENT OF COUNCIL COMMITTEES 2024-25 MUNICIPAL YEAR** (Pages 245 – 250)

12. NOTICES OF MOTION

Marks and Spencer City Centre Motion

Councillor Kitterick proposes that Leicester City Council notes:

The council wishes to express its deep concern about the loss of Marks & Spencer from the City Centre of Leicester.

Whilst recognising the changes in shopping dynamics, the failure of the Council's leadership to appear to even attempt to retain the Marks & Spencer food offering in the City Centre is deeply disappointing.

The loss of Marks & Spencer alongside the uncertainty around the future of Leicester Market, the cancellation of this year's Caribbean Carnival and the Diwali Light Switch On coming on top of massive delays in processing of planning applications in the city are hallmarks of an exhausted and stale council leadership who lack the energy and ambition to lead our city forward.

Accordingly we call on the City Mayor and his team to make way for others to lead Leicester into the future.

13. ANY OTHER URGENT BUSINESS

Information for members of the public

Fire & Emergency Evacuation Procedure

- The Council Chamber Fire Exits are the two entrances either side of the top bench or under the balcony in the far-left corner of the room.
- In the event of an emergency alarm sounding make your way to Town Hall Square and assemble on the far side of the fountain.
- Anyone who is unable to evacuate using stairs should speak to any of the Town Hall staff at the beginning of the meeting who will offer advice on evacuation arrangements.
- From the public gallery, exit via the way you came in, or via the Chamber as directed by Town Hall staff.

Meeting Arrangements

- Please ensure that all mobile phones are either switched off or put on silent mode for the duration of the Council Meeting.
- Please do not take food into the Council Chamber.
- Tweeting in formal Council meetings is fine as long as it does not disrupt the meeting. Will all Members please ensure they use their microphones to assist in the clarity of the audio recording.

You have the right to attend, view, formal meetings such as full Council, committee meetings & Scrutiny Commissions and see copies of agendas and minutes. On occasion however, meetings may, for reasons set out in law, need to consider some items in private.

Dates of meetings and copies of public agendas and minutes are available on the Council's website at <https://cabinet.leicester.gov.uk/>, or by contacting us using the details below.

Making meetings accessible to all

Braille/audio tape/translation - If you require this please contact the Democratic Support Officer (production times will depend upon equipment/facility availability).

Further information

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

Sharif Chowdhury, Senior Governance Officer on 01164540538

Alternatively, email committees@leicester.gov.uk or sharif.chowdhury@leicester.gov.uk or call in at City Hall.

For Press Enquiries - please phone the **Communications Unit on 0116 454 4151**

Corporate Equality and Diversity Strategy & Action Plan 2024-28

Council – 5th September 2024

Lead Member: Councillor Mustafa Malik
Assistant City Mayor Communities, Adult Learning,
Jobs and Skills

Lead Director: Andrew Shilliam,
Director of Corporate Services

Useful information

- Ward(s) affected: All
- Report authors: Kalvaran Sandhu, Equalities Manager
- Author contact details: kalvaran.sandhu@leicester.gov.uk ext. 0116 454 6344
- Report version number: 1

1 Summary

- 1.1 The report updates on the final draft of the corporate Equality Strategy and the accompanying action plan to support its delivery. The strategy will be adopted for the next four years and the action plan will be updated annually.

2 Recommendations

- 2.1 That Council agree:
- a) The Corporate Equality and Diversity Strategy 2024-24
 - b) The draft Equality Action Plan 2024-25
 - c) The approach to remove discrimination for care experienced people

3 Background

- 3.1 The Equality Act 2010 replaced all previous equalities legislation and focuses on the right not to be discriminated against based on what is referred to as a 'protected characteristic'.
- 3.2 The protected characteristics are age, race, sex, religion or belief, sexual orientation, disability, pregnancy and maternity, marriage and civil partnership and gender reassignment.
- 3.3 The council has additional responsibilities under the Equality Act; the Public Sector Equality Duty (PSED) which states that a public authority must have due regard to the need to eliminate discrimination, promote equality of opportunity and foster good relations between different groups of people.
- 3.4 Under the Public Sector Equality Duty, the council also has a specific duty to publish information to show their compliance with the Equality Duty at least annually and to set and publish equality objectives, at least every four years.
- 3.5 The Equality Strategy is due to be refreshed this year and, as part of this work, renewed equality objectives will be set as part of an Equality Action Plan. By reporting on our progress against a corporate Equality Action Plan we will also be able to demonstrate our compliance with the duty.

- 3.6** The current strategy, which we have extended up until now due to the covid pandemic, would have ran out in 2022. The aims of this strategy are to:
- Design, commission and deliver services that are accessible, inclusive and responsive to the needs of people and communities in Leicester
 - Raise awareness of equalities issues and tackle prejudices, both internally and externally
 - Attract, recruit, retain and progress a diverse range of employees in a culture which celebrates diversity and inclusion
 - Provide a working environment where employees are treated with fairness, dignity and respect
- 3.7** These aims have some similarity to the ones that have been developed in the new strategy and this is with the recognition that we want to continue some of the good work we have done previously. However, the new aims are more direct about the direction we wish to take and build on these.
- 3.8** There were many actions that were completed in the previous strategy, including:
- EIA training was regularly rolled out each year to hundreds of employees to ensure equalities implications are embedded into the decision-making process.
 - The EIA training was shortened to make it more accessible to employees so to achieve greater numbers of people attending and not having to take too much time out of their workday but get the essential information they need.
 - The EIA template has been changed and adapted following feedback and to include the Armed Forces Covenant.
 - Equalities sessions were held in targeted areas where requests were made to explain our equalities responsibilities.
 - A reverse mentoring programme was initiated and has been running each year on characteristics of race, sexual orientation, and disability.
 - The Management Information dashboard was modified to include data on team characteristics, so managers can better understand the profiles of their teams and those working for them.
 - Numerous events and sessions to raise awareness have been held over the lifetime of the strategy.
- 3.9** As mentioned, the covid pandemic disrupted the delivery of Council services and occurred when the delivery of the current strategy was underway. Because of this, the way we delivered services at the time changed, which required us to consider the equalities implications of these changes. This included completing an EIA on the New Ways of Working to help determine the equality impacts of changing the way we work. We also change the way people accessed services and the equality impacts of this were assessed and monitored during this time.

- 3.10** Areas where further development was still needed, such as increasing the diversity of the workforce, better awareness raising, and support for staff facing discrimination, have all been added to the new strategy and action plan to ensure that we consider new ways to achieve those aims.

4 Approach to developing the Strategy

- 4.1** Our workforce was involved in the strategy refresh, which is especially important because their day-to-day actions shape the extent to which we are able to meet our Public Sector Equality Duty. If we are striving, as an organisation, to address equality and diversity during a continued period of change (the city's changing demography as well as the decreased availability of resources for service provision), it will be the actions of our workforce in their day-to-day practice, which will be essential to helping us achieve those outcomes.
- 4.2** In addition to this, to successfully embed the principles of the Strategy across the organisation, our SMART (Specific, Measurable, Attainable, Relevant, Timely) actions need to lead to tangible and positive outcomes.
- 4.3** An action plan which supports the strategy and is in keeping with the commitments outlined in the Equality and Diversity Charter, has been developed based on evidence such as demographic information, workforce profile, staff feedback and community feedback. The charter, which is described in the strategy, was agreed in 2018 and reaffirms the Council's commitment to equality, diversity, and inclusion.
- 4.4** Staff were invited to attend one of four equality focus group sessions, and which focused specifically on disability, LGBTQIA+ communities, race, and women. Other informal conversations with staff either via training sessions or face to face/email conversation have also informed the findings.
- 4.5** Whilst there were specific issues raised for each characteristic, the following themes came up during this engagement:
- LCC could do better to be more inclusive for staff.
 - Many believed that a cumulative impact of more than one of their characteristics was important as it led to multi-layered reasons for a lack of progression (intersectionality).
 - Not enough conversation around equality happens.
 - The feeling of a lack of diversity in senior management may mean a lack of understanding of issues they faced.
 - Need more support around language and training on equalities.
 - Mentoring and pathways based on your characteristics should be considered to support underrepresentation and prevent discrimination for people not being allowed adequate experience.
 - Our buildings and the organisation more generally do not feel inclusive.
 - Should celebrate good things where they exist and celebrate difference rather than seeing it as a 'problem'.

- Derogatory and discriminatory comments from members of the public should not be tolerated, staff are often expected to 'ignore and move on'. Cultural awareness/celebration should become a part of engagement strategies.
- Having a safe space in the city for LGBTQIA+ people is important for people to feel safe and that they belong.
- Use of pronouns and gender inclusive language is important to be more inclusive.
- Succession planning should be done for all roles.
- Mixed recruitment panels are not just tokenistic but are about how someone feels when they are interviewed feeling more at ease when there is someone that might look like them.
- Reasonable adjustments for employees need to be implemented quicker, understanding the impact on the employee.
- List or map of gender-neutral toilets in LCC buildings as it is important for non-binary people who are excluded.
- Women are good leaders and need to redefine the qualities of a leader to not be male dominated terminology e.g., emotional and empathetic are important traits.
- It is a big inspiration having a woman as COO and this should be celebrated.

4.6 VCSE groups representing some of the key equality characteristics and councillors were invited to two face to face sessions at City Hall and a further virtual session to explain the aims of the strategy and ask for any feedback on the aims and propose any actions they'd like to see.

4.7 There was mostly support for the aims of the strategy, with no one disagreeing or suggesting changes. The following additional comments were made:

- When the VCSE organisations are asked to participate the council should go into the community, which gives a sense of respect to the organisations and appreciates their lived experience on their terms.
- When moving services online, the equality implications need to be considered for people either with language issues or those that may be digitally excluded to ensure we don't leave them out.
- The council's recruitment process can be quite long and onerous and potentially doesn't cater for the diversity of the city.
- The council's equality vision statement needs to be clear and something everyone can sign up to and understand.
- There needs to be accountability to this strategy and action plan to ensure the targets are met.
- It would be helpful to see the action plan to make suggestions on how to achieve the aims.

4.8 There have also been two staff sessions in May to explain the aims and intended actions and again there was mostly support for the aims set out in the strategy and mostly people were interested.

5 Support for Care Experienced People

5.1 From our engagement we have recognised the need to further consider care experienced people and the equalities implications to them as a group of people. Whilst we recognise that we can't change the law and legally consider care experience as a protected characteristic, however, we would like to recognise that care experienced people are a group who are likely to face discrimination.

5.2 We are defining care experienced based on leaving care legislation and this is 'someone who was looked after by children's services for a period of 13 weeks after the age of 14', but without any limit on age, recognising older people may still be impacted from care experience into later life.

5.3 As such the Council notes that:

- Care experienced people face significant barriers that impact them throughout their lives;
- Despite the resilience of many care experienced people, society too often does not take their needs into account;
- Care experienced people often face discrimination and stigma across housing, health, education, relationships, employment and in the criminal justice system;
- Care experienced people may encounter inconsistent support in different geographical areas;
- As corporate parents, members have a collective responsibility for providing the best possible care and safeguarding for the children who are looked after by us as an authority.

5.4 Therefore we resolve that the Council:

- Recognises that care experienced people are a group who are likely to face discrimination;
- Recognises that councils have a duty to put the needs of disadvantaged people at the heart of decision-making through co-production and collaboration;
- Commits that future decisions, services and policies made and adopted by the Council should be assessed through Equality Impact Assessments to determine the impact of changes on people with care experience, alongside those who formally share a protected characteristic.
- Writes to the Secretary of State for Education and Minister for Women and Equalities – Bridget Phillipson MP to ask for Care experienced to be formally adopted as a protected characteristic.

6 Draft Equality Strategy 2024 – 2028

- 6.1** The Strategy has been developed to reflect the feedback received from staff and to reflect current trends and issues, including the current financial context, the equalities impact of covid-19, the census data, learning from issues in the east of the city and based on the engagement work done on race equality.
- 6.2** The proposed Equality Strategy is also attached as at Appendix A. It sets out our approach for the next four years and covers;
- Scope of the Strategy
 - Our commitment to equality and diversity
 - Our legal responsibilities
 - The current context and the challenges that we face as a city
 - Our approach to embedding the principles of the strategy across the organisation and how the strategy will be monitored
 - Governance arrangements
- 6.3** The 4 key aims of the strategy have been listed as follows:
- Creating an inclusive environment and celebrating equality and diversity
 - Lived experience and data driving improvements/decision making and raising awareness
 - Diverse and representative workforce
 - Complying with our legal duties including the Equality Act 2010 and the Public Sector Equality Duty (PSED)
- 6.4** Initially, 'greater acknowledgement of intersectionality' was included as an aim, but after feedback from the engagement sessions it was felt that this should be embedded amongst the other four aims as it is important for it to be considered as part of each aim.

7 Draft Equality Action Plan

- 7.1** The action plan sets out desired outcomes for each of the 4 aims and how we might be able to achieve them. It must be acknowledged that although the action plan is for a year, and then will be revisited, some of the actions may take longer than a year to achieve.
- 7.2** The previous iterations of the action plan were widely considered to be 'too corporate' with many of the actions being for either the Equalities Team or HR/OD to pick up. Whilst these areas will help enable the work on equalities, in order to achieve true cultural change, there needs to be specific actions taken in service areas and hence why there has been a separate service action plan developed for Directors and Heads of Service to manage key actions in their areas.

8 Next Steps

- 8.1** The strategy will go to Full Council in September.
- 8.2** Work has already begun on elements of the Action Plan, and it will continue to be developed over the course of the strategy.
- 8.3** The strategy will be launched and we will share our ambitions with staff and partners and work towards making the intended outcomes a reality.

9 Financial, legal, equalities, climate emergency and other implications

9.1 Financial implications

There are no direct financial implications arising from this report.

Rohit Rughani, Principal Accountant, Ext 37 4003

9.2 Legal implications

The legal and statutory implications are addressed within the body of this report. The renewal of the Equality Objectives is a statutory obligation and must be implemented otherwise the Authority will not be in compliance with its statutory duties under the Equality Act 2010.

Mannah Begum, Principal Lawyer, Commercial and Contracts, Ext 1423

9.3 Equalities implications

The entire report is based on equality implications for the Council.

Kalvaran Sandhu, Equalities Manager, Ext 6344

9.4 Climate Emergency implications

There are no significant climate emergency implications directly associated with this report. Any impacts that do occur from implementing the action plan could be managed through measures such as encouraging low carbon travel, using buildings and materials efficiently and following sustainable procurement guidance, as applicable.

Aidan Davis, Sustainability Officer, Ext 37 2284

10 Background information and other papers:

None

11 Summary of appendices:

Appendix A – Draft Equality Strategy

Appendix B – Draft Equality Action Plan

12 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

13 Is this a “key decision”? If so, why?

No

Leicester City Council

Corporate Equality and
Diversity Strategy
2024-2028



Foreword

We are pleased to introduce Leicester City Council's new Corporate Equality and Diversity Strategy for the period 2024-28. This new strategy demonstrates our continued commitment to tackling inequality and promoting diversity and within this document, we outline our clear vision for an inclusive Council.

Leicester is a city with a rich and unique diversity. It is a city where a wide variety of people from different backgrounds live and work together. As a service provider and as an employer, it is crucial that we understand, respect, and embrace this diversity and recognise it continues to change.

Through this Strategy, we want to make equality more visible so that, whether working for us or with us or as a person using our services, people are always treated fairly and with respect and dignity. We want to give everybody the opportunity to contribute to, and share in, a good quality of life for all.

Legislation places a public duty on Leicester City Council with which we must comply, but we strive to go beyond our duty to ensure that our practice in diversity and equality is embedded in everything we do. In recent years, the country was gripped by Coronavirus, and this brought about many new challenges for partners across the city. Unrest in parts of the city and confrontation between certain communities have highlighted that we must not be complacent.

We must also recognise that racism and hate crime are still an ugly part of our society. Against a background of tough economic times and a changing demography we need to be even more aware of the diverse needs of communities and how we can support them.

This Strategy has also been produced against continuing pressures on local authority finances as well as other, and significant, external uncertainties. Despite the challenges that we face collectively and as individuals, we believe that our Equality Strategy and the actions that will be developed under it to meet our equality objectives will have real benefits for the people of our city.

Our Equality Action Plan sets out clearly how we plan to achieve these aims by working collaboratively across the organisation, as well as showing how we will monitor our progress. We have made a commitment to reporting on our progress regularly, to ensure that there is accountability for the actions that we have said we will take forward.

We went through a considerable engagement process and would like to thank everyone who engaged with us to help us to develop the Strategy and Action Plan. We engaged with several groups across the VCSE sector, particularly those representing protected characteristics and held events for councillors to get their feedback and opinion on how we move forward. This was paramount to ensure that our strategy was well informed by key stakeholders and began a process of sustained engagement on equality matters. We continue to look forward to working together to make further progress in embedding equality and diversity into the work of Leicester City Council, for the benefit of citizens, service users, communities, visitors to Leicester and staff alike.

We are confident that this strategy sets out how we aim to achieve real and lasting progress for diverse groups and individuals alongside everyone else in Leicester over the next few years. We also stress that this represents only a small portion of the work we will do day-to-day on this agenda and that many other strategies and policies across the Council will also aid us to achieve our objectives.

We remain committed to making everyone's lives better and for everyone to have a safer, fairer, and more inclusive environment and we look forward to progressing this over the lifetime of the strategy.

Councillor Mustafa Malik
Assistant City Mayor Communities, Adult Learning, Jobs and Skills

Introduction

Leicester City Council is committed to support the most vulnerable people in Leicester and this includes tackling inequalities and ensuring fairness. This builds on the record of Leicester City Council's previous work to advance equality of opportunity, eliminate discrimination and foster good relations across a whole range of protected characteristics, as well as for other disadvantaged or vulnerable groups.

Whilst significant progress has been made to date, we must not become complacent in our ambition to further advance equality of opportunity for the people of Leicester and therefore, this strategy sets out our approach for the next four years.

The purpose of this strategy and the supporting action plan is not to capture everything that the Council does to address inequality, for example in addressing the cost-of-living crisis, child poverty, differences in educational attainment or health outcomes, etc. The ways in which the Council works to address inequalities are reflected in the relevant individual strategies, plans and policies that are in place across the organisation and in much of the council's day-to-day service delivery. These specific strategies, plans and policies will themselves have assessed and identified the equality implications and desired equality outcomes that they wish to achieve, as part of the council's Equality Impact Assessment process.

The aim of this strategy and supporting action plan is to embed and strengthen good equalities practice across the organisation and to support services to robustly assess the impacts of any changes. Also, to identify and put into place actions which will either reduce or eliminate any negative impacts on people arising from their age, disability, race, ethnic or national origin, sex, gender identity, religion and belief, sexual orientation, marital or civil partnership status.

We want to ensure that Leicester is a great place to live and work and make certain that we demonstrate equality to our citizens, to people using our services and to our employees. Leicester is proud of its diversity, and it is our aim that it is a happier and fairer place to live and work.

We are committed to promoting equality in respect of:

- **As a service provider** – providing a range of facilities and services which meet the differing needs of local people.
- **As an employer** – ensuring fair recruitment, having a representative workforce, and providing a working environment that is safe, accessible and free from harassment and discrimination.
- **As community leaders** – through our democratically elected Members, working with communities and partners in the statutory, voluntary and private sectors to improve quality of life for the people of Leicester and creating a welcoming environment.

What do we mean by Equality, Diversity and Inclusion?

Equality is based on the idea of fairness and providing equality of opportunity, whilst recognising that everyone is different and may have differing needs.

Diversity is about the ways in which people differ. These differences should be recognised, celebrated, and treated as a natural part of society.

Inclusion is about being valued, respected and supported and giving all people the right to be appreciated and valued.

Recognising equality, diversity and inclusion and embedding them into what we do and how we do it underpins our strategy.

Our legal responsibilities

The Equality Act 2010 (Service Provision)

Section 149 of the Equality Act 2010 (Public Sector Equality Duty) requires the council, in the exercise of its functions, to have due regard to the need to:

- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act.
- Advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it.
- Foster good relations between people who share a relevant protected characteristic and those who do not share it.

The protected characteristics covered by the Public Sector Equality Duty are:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership (but only in respect of eliminating unlawful discrimination)
- Pregnancy and maternity
- Race – this includes ethnic or national origins, colour or nationality
- Religion and belief
- Sex
- Sexual orientation

The general duty supports good decision-making by requiring public bodies to consider how different people will be affected by their functions, helping them to deliver policies and services which are efficient and effective, accessible to all and which meet different people's needs.

The public sector equality duty is made up of the general equality duty above and is supported by specific duties.

The specific duties require public bodies:

- to publish relevant, proportionate information demonstrating their compliance with the Public Sector Equality Duty
- to set themselves specific, measurable equality objectives it thinks it should achieve to meet Section 149 (the general aims of the Public Sector Equality Duty)

The Equality Act 2010 (Employment)

Leicester City Council also has legal responsibilities as an employer. Our legal responsibilities, as set out in statutory codes of practice, help us to make sure that people with the protected characteristics set out in the Act are not discriminated against in employment, when seeking employment, or when engaged in occupations or activities related to work.

There are also some provisions in the Act relating to equal pay between men and women. These provisions aim to ensure equality in pay and other contractual terms for women and men doing equal work.

The Human Rights Act 1998

The Human Rights Act 1998 protects the fundamental freedoms of everyone in the United Kingdom. It acts to ensure that public authorities, such as Leicester City Council, treat everyone with dignity, respect and fairness. It also protects people's right to express their thoughts and ideas openly and to peacefully protest if they disagree with government policies or actions.

Everyone who works for a public authority must act in a way that is compatible with the Act. By providing services in a way that is consistent with the Act, Leicester City Council not only meets its duties, but can make a positive difference to people's lives.

Our Equality and Diversity Strategy aims to ensure the organisation is able to meet all the above legal requirements that are placed upon us, in terms of our practice and approach.

The current picture

Leicester's population at the 2021 census was 368,581. The following are some of the statistics from the census in relation to equalities:

Age

- Leicester is a young city with a median age of 33 compared to 40 for England.
- Leicester has a large 20–24-year-old population due to students attending the city's two universities.
- 21% of Leicester residents are aged 15 and under, with 11.8% over 65 years of age.

Disability

- 57,148 (15.5%) Leicester residents reported a long-term health condition which limits their day-to-day activities. These people would be defined as disabled under the Equality Act (2010).
- A further 17,029 (4.6%) Leicester residents reported having a long term physical or mental health condition, but day-to-day activities are not limited.

Gender/Gender Reassignment

- 2,910 Leicester residents have a different gender to the sex they were assigned at birth. This represents 1.1% of the city's 16+ population.

Marriage and Civil Partnership

- 43.4% of Leicester residents (16+) are married or in a registered civil partnership.

Race

- 43.4% of Leicester's population is Asian, of whom the majority are of Indian (34.3%) heritage, 3.4% are of Pakistani heritage, 1.9% Bangladeshi heritage, 0.7% Chinese heritage and 3.1% Other Asian.
- 33.2% of Leicester's population are White British.
- Leicester also has 6.8% Eastern European (Polish, Romanian), 5.8% Black African (Somali, Nigerian), and 1.2% Caribbean populations.
- 3.9% of Leicester's population are of various mixed or multiple ethnic groups.
- 41% of Leicester residents were born outside of the United Kingdom.

Religion and Belief

- Christianity is the largest religion in Leicester with 24.7% of residents identifying as Christians. Islam (23.5%) is the second largest religion in the city, followed by Hinduism (17.9%). The city is also home to one of England's largest Sikh (4.5%) communities.
- 23% of Leicester residents stated they have no religion.

Sex

- 50.6% of Leicester residents are female and 49.4% male.

Sexual Orientation

- 86% of Leicester residents (16+) identify as heterosexual, 2.9% as gay, lesbian, or bisexual, and 0.5% with another orientation. This equates to 10,014 Leicester residents who identify as gay, lesbian, bisexual, or another non-heterosexual sexual orientation.

The above describes how the city looks based on the 2021 census but we must also recognise that the population is always changing with inward migration and growth an ongoing feature. Our city is extremely diverse, and this is something that we have always celebrated as a city and will continue to do. As a council it also emphasises the importance of understanding the changing diverse nature and needs of our communities and taking account of those in the services we provide.

Across the country people are facing considerable financial pressures, and this has impacted large parts of the population. The Council is also continuing to face substantial budget cuts which will have significant impacts on the services we provide.

Budget cuts because of the financial pressures from the reduction in funding are likely to have significant equality implications and this will continue to be a priority area to ensure we are meeting our public sector equality duty.

Equality and Diversity Charter

Our **Equality and Diversity Charter** outlines the commitments that Leicester City Council has made to achieve the general aims of advancing equality of opportunity, eliminating discrimination and to developing positive community relationships. It sets out what residents can expect from us in our day-to-day practice. Our day-to-day contact with people using our services, local residents and visitors to the city will determine how well we as a city and as a council understand, respect and respond to their diversity. Our Charter states:

- We are proud of, and celebrate, our city's diversity.
- We recognise that people have differing needs.
- When allocating resources, we will be clear on how we have prioritised individual and community needs.
- We will treat people with respect.
- We will provide accessible information on our services, community activities and events we support.
- We will aim to deliver services that are accessible and culturally appropriate to those using them.
- When making important decisions about local public services we will engage with local residents and communities.
- We will work with our employees to ensure that equality is embedded in the workplace.
- We have developed this equality and diversity strategy which reflects this commitment.

How the strategy has been developed

This strategy has been developed by engaging with a range of people including our own staff, Councillors and VCSE organisations in the city. We've heard from these key stakeholders and then used these findings to set out our pledges and actions for the future. We plan to continue this engagement and fully recognise that this is crucial to ensure we do the best for our staff, residents and communities.

We've also looked back at the previous strategy and considered what worked well, any areas of learning and any actions that need to be revisited and reframed. In addition to this, we used data from the 2021 census, some of which have been described earlier, as well as workforce data to help inform us.

Feedback and information from other strategies from across the Council have also been considered to ensure that this strategy compliments the rest of the work we do.

We have held numerous sessions at various points with staff, which include discussing the strategy as a whole and some targeted sessions based on specific characteristics. The draft aims have also been taken to management teams across the Council for their input and understanding to help any actions we may consider implementing. These sessions have helped to understand what our staff would like the organisation to consider in terms of equality, diversity and inclusion.

There has also been face to face and virtual sessions where VCSE organisations and Councillors were invited to give their thoughts and feedback on the strategy.

As well as this, we have given importance to anecdotal evidence from informal conversations with staff either via training sessions or queries, which often present a more candid and honest feeling about how a person might feel and therefore giving a more complete picture.

All these methods of engagement have helped shape and frame our intentions and aims and will continue to be methods of communication we use as we look to implement the aims over the next four years.

Our approach

Our strategy will continue to enable us to meet the legal requirements placed upon us and embed the commitments we have made in terms of equality, diversity and inclusion. In doing so, we will work to increase our understanding of the changing demography and diverse nature and needs of Leicester's communities through data and engagement.

In many areas we can evidence strong and improving practice in relation to equalities, but we can and must continue to go further and this strategy will seek to do that through an approach where we are open and honest in engaging and listening.

Staff and people using our services have informed us that it is important to recognise that there are many characteristics that define them as a person, and that when they add up, they may be treated even more unfairly. It is not enough to just consider one characteristic alone.

We know that a person may face disadvantage or discrimination due to a characteristic such as their age, gender, disability, race, sexual orientation, etc. However, if you add all those characteristics up, you may be fighting the discrimination to all of them at the same time, creating overlapping and interdependent systems of discrimination or disadvantage. This is known as intersectionality. An example might be if women are known to be disadvantaged, but if you are a Black woman, you are even more likely to face discrimination and add to that even still that you are a lesbian black woman, then the discrimination continues to add up for all those characteristics. Understanding intersectionality is something we will keep as a thread in all the work we do to have greater depth in our actions to succeed in our equality ambitions.

The following are a series of aims that we will look to achieve during the timeframe of this strategy:

1. Creating an inclusive environment and celebrating equality and diversity

As our understanding of diversity has broadened, the language we use must also move on and must be more inclusive of the diversity of people we are engaging with. Using 'catch all' terms with regards to people's race (such as BAME) and our LGBTQIA+ communities can be extremely unhelpful as it assumes all these people have the same needs, which is often untrue.

The way in which we use language can also make people feel they are not included or represented. We will work with our staff to ensure that we use more inclusive language that is representative and accurately reflects who we are engaging our services with.

The Women talking, City Listening project also highlighted the need for support, awareness, and publicity to support women and make them feel safe in the workplace and in the city.

We have also been told that by having our buildings and communications be more representative of our communities and showing inclusivity would make people more comfortable and feel safe, both for employees and people using our services. Having pictures that depict people from a range of backgrounds and having things such as Pride rainbows in support of our LGBTQIA+ communities on display may automatically make staff and people using our services feel more included and supported.

Staff have also stated the need to ensure they are safeguarded against discrimination from people using services, with a need to have adequate policies in place as support. This was also a recommendation in the Women Talking, City Listening Project to implement a zero-tolerance approach.

Desired Outcomes

- Build a corporate programme of racial literacy to tackle racism.
- Guidance in place to support staff on use of inclusive language in their colleague and resident communications.
- Consideration and steps taken on how our buildings can be more inclusive.
- Produce a Corporate Zero Tolerance Policy against bullying, discrimination, and harassment.

We will measure this by:

- Implementation of a corporate programme of racial literacy to tackle racism.
 - Staff have an understanding and show consideration of inclusive language in communications with colleagues and residents.
 - Customers and staff reporting our buildings feel more inclusive.
 - Implementation of a Corporate Zero Tolerance Policy against bullying, discrimination, and harassment.
2. Lived experience and data driving improvements/decision making and raising awareness.

We want to create a more open and honest environment to allow people a safe space to talk about their diversity and to have this lived experience inform and drive improvements. Community engagement work done on race inequality, has identified that including the very people that are impacted and affected by inequality to talk about their experience and be part of informing the improvement process helps to contextualise data and lead to more tangible actions.

Engagement sessions with staff found that being able to showcase our diversity and raise awareness of equality issues helps people to build their understanding of the importance of diversity and promote inclusion.

There are also areas of good practice which showcase support for equality, diversity and inclusion across the council and promoting this work more and the benefits derived from prioritising equalities as part of work in our service areas will lead to better outcomes for all people.

The council has commissioned Scope to consider our practices and processes around disability and we want to build on this work to embed knowledge and understanding to be more inclusive of disability across the council.

There has also been work done to understand how our frontline services work with people with additional access needs and how we as a council cater to their needs to find a consistent approach and share learning.

Desired Outcomes

- More informed decision making which takes account of a diverse range of views and perspectives from people within our communities that might be impacted.
- Staff feel supported to express diverse views and perspectives which are taken account of in decision making.
- A consistent approach is implemented across the council for people with additional access needs so that people accessing services will have the same positive experience.
- Staff are confident and equipped to provide good quality services for people with a disability.
- Greater organisational awareness and understanding of intersectionality which helps to reduce the possibility of inequality.

We will measure this by:

- A robust method of data collection and dissemination is in place.
- Increased engagement with the community that informs decision making.
- Greater numbers of staff reporting that they are positively engaged in change in the annual Healthy Workplace Survey.
- Greater number of engagement events aligned to key awareness days for protected characteristics with staff and communities.
- Reduction of staff reporting they feel unsupported based on their characteristics in the annual Healthy Workplace Survey.
- Staff engagement in awareness events that are aimed at understanding intersectional communities.
- Communities with additional accessible needs reporting that they feel supported with their needs being understood.

3. Diverse and Representative workforce

We have an increasingly diverse population in the city, but this diversity is not mirrored across all levels of our workforce. Having a diverse workforce is important to make sure that we represent the people that we serve. The council also benefits from being able to draw upon a range of different approaches and points of view. We would like to focus on making sure that there are people of diverse characteristics and backgrounds in senior leadership positions within the Council and in other areas where they may be under-representation.

It has been recognised that we are particularly lacking diversity with regards to race in senior positions. It is important to understand why this is and develop actions to encourage applications from diverse racial backgrounds and allow internal candidates the experience and confidence to work in senior positions.

Desired Outcomes

- A workforce that is reflective of the community it serves
- Greater diversity in senior leadership positions in the council
- Effective plans in place to allow people from diverse backgrounds in positions below management to build experience to have a fair chance of getting more senior posts.
- Develop a coaching offer for staff based on their characteristics utilising external coaches to support internal ambitions.
- Improved use of data across the organisation to better understand at a more detailed level who is impacted and how they are impacted.

We will measure this by:

- Greater number of staff from diverse backgrounds moving into roles where there is an underrepresentation.
- Greater numbers of staff reporting that there are opportunities to grow in the annual Healthy Workplace Survey.
- A coaching offer for staff in place.

4. Complying with our legal duties including the Equality Act 2010 and the Public Sector Equality Duty (PSED)

Whilst all areas of our work will lead to ensuring we are compliant with our legal duties, there are very specific areas for us to focus on to ensure that we as a council are meeting the requirements of the PSED and the Equality Act. We must also ensure we are compliant with and give regard to the Human Rights Act 1998 and the Armed Forces Covenant Duty.

Desired Outcomes

- An effective and well embedded approach to Equality Impact Assessments (EIAs) across the organisation and, which form a core part of the decision-making process around service change and the impacts on people who share a protected characteristic.
- Good understanding of the PSED at all levels of the organisation with staff who are skilled and competent to complete EIAs to a high standard.

We will measure this by:

- Staff have attended training sessions and are confident in completing good quality EIAs.
- Robust and well considered EIAs are developed from the outset of any decision-making process and appended to decision reports.
- EIAs and reports have data that is broken down to understand the intersectional impact.

Embedding the strategy

The priority areas identified above will be supported by an Action Plan which contains actions with a 'Lead Officer' who is accountable for implementing the action and providing progress updates.

The action plan will help us to make progress in our priority areas and to embed the principles of the Strategy across the organisation. An annual report will be provided to the Executive and Scrutiny which will detail progress against the previous years' action plan and with an updated action plan with new areas for work and specific actions identified for the forthcoming year.

Governance

The City Mayor and the Executive provide the strategic direction for the council's equality and diversity policies and practices. The Assistant City Mayor for Communities, Adult Learning and Jobs & Skills has a specific responsibility to ensure that equality is championed and embedded in all the work of the council.

The Corporate Management Team maintains a corporate overview of the implementation of the council's equality and diversity policies and approves operational proposals for new equality and diversity practice.

The Overview Select Committee regularly reviews actions undertaken by the council in meeting its Public Sector Equality Duty.

All decision-making reports contain an equalities implications section to highlight issues for consideration by those making the decisions and by those reading about the decisions being made.

Leicester City Council Equality Action Plan 2024 - 2025

- Aim 1:** Creating an inclusive environment and celebrating equality and diversity
Aim 2: Lived experience and data driving improvements/decision making and raising awareness
Aim 3: Diverse and Representative workforce
Aim 4: Complying with our legal duties including the Equality Act 2010 and the Public Sector Equality Duty (PSED)

Priority	Ref	Desired Outcome	Action	Lead Service Areas	Lead Officer	Timeframe	How will we measure success?
1	1a	Build a corporate programme of racial literacy to tackle racism.	Build and implement a programme of racial literacy.	Equalities Team	Kal Sandhu	<ul style="list-style-type: none">• 3-6 months engagement• 3-6 months consider existing good practice• 6-12 months analyse information and begin putting together a programme• 12-18 months share the draft programme• 18-24 months begin implementation	Programme in place and communicated to all staff. Staff have a better understanding of racial literacy. Feedback received from staff.
	1b	Guidance in place to support staff on use of inclusive language in their colleague and resident communications.	Further promote the guidance on use of pronouns. Use Scope training recommendations to develop guidance on acceptable language for disabled people.	Equalities Team	Kal Sandhu	<ul style="list-style-type: none">• 3-6 months engagement• 3-6 months consider existing good practice• 6-12 months analyse information and begin putting together a programme• 12-18 months share the draft programme• 18-24 months begin implementation	Guidance in place and staff reporting better awareness and support. Feedback received from staff
	1c	Ensure we have inclusive buildings.	Ensure that buildings have accessibility for physical disabilities. Ensure that hearing loops are installed. Photos and imagery is inclusive and reflective of the populations of the city. Consider use of rainbows to support LGBTQ+ communities.	Estates and Buildings Services		<ul style="list-style-type: none">• 0-6 months consider what already exists in our buildings• 6-12 months assess the options available	Customers and staff reporting our buildings feel more inclusive.
	1d	Managers feel empowered to support inclusive behaviour in the workplace	Deliver the Active Bystander programme to managers and provide post-learning support	Organisational Development	Sarah Taylor	<ul style="list-style-type: none">• Train the trainer events already taken place in HR• Look to begin roll out of the training within a year	Programme in place and evaluation data showing good engagement and increase in confidence levels. Uplift in MAGIC indicators reported in Healthy workplace survey.
	1e	Support people with Care Experience to be more included in decision making	Develop a plan to ensure that care experience can be treated almost as a protected characteristic to increase inclusion.	Corporate Parenting	Laurence Jones David Thrussell	Currently assessing options and will consider the timeframe following this	A plan is in place with actions to ensure care experienced children and adults are feeling better supported. The plan must be well communicated across the Council so that everyone understands their responsibility. Care Experience added to the EIA.
	1f	Produce a Corporate Zero Tolerance Policy against bullying, discrimination, and harassment.	Policy is built and implemented. Communication is evident where staff have to interact with people using services that bullying, discrimination and harassment of our staff won't be tolerated. Where staff have been victims, they are well supported by managers.	Equalities Team	Kal Sandhu	<ul style="list-style-type: none">• 0-6 months consider what currently exists including good practice• 6-12 months begin putting together a policy• 12-18 months share the policy and consider comms to inform the public of zero tolerance	Policy is implemented and communicated to all staff. Reduction of hate incidents directed towards staff. Staff feel supported. Message of zero tolerance is clear to members of the public.

2	2a	More informed decision making which takes account of a diverse range of views and perspectives from people within our communities that might be impacted.	A robust method of data collection and dissemination is in place by staff knowing where available data sources are. Increased engagement with the community that informs decision making by engaging relevant VCSE groups into the decision making process to capture lived experience.	Equalities Team CMT	Kal Sandhu	<ul style="list-style-type: none"> 0-12 months Service areas to consider how they engage with communities and the data they hold 1-2 years Service areas develop the method to which they engage and are using lived experience to help inform services 	Intersectional data is used in reporting to have a better understanding of who is impacted. Lived experience is used to inform decision making through engagement panels.
	2b	Staff feel supported to express diverse views and perspectives which are taken account of in decision making.	Develop an EDI Forum which allows employee groups and other employees the chance to engage directly with CMT. Create more mechanisms, such as the Healthy Workplace Survey for staff to give anonymised and honest feedback.	Organisational Development	Sarah Taylor	EDI Forum already exists and work is underway to consider how employee groups and other staff can be involved in a clear communication model with senior managers. Further timelines will be developed following this.	Greater numbers of staff reporting that they are positively engaged in change in the annual Healthy Workplace Survey. A robust and clear method of engagement for staff has been implemented.
	2c	A consistent approach is implemented across the council for people with additional access needs so that people accessing services will have the same positive experience.	Bring together a group of key officers from across the council in front line and support roles to ensure that key technology and advice is consistent and allows staff to understand the process for people with differing needs. Create a key information sheet for staff to understand what to do when they encounter someone with additional accessible needs.	Equalities Team	Kal Sandhu	The officer group already exists and the next stage will be to consider how work can be collaborated to have a more consistent approach. The next stage will be to look at pooling resources and developing an information sheet for frontline staff.	Communities with additional accessible needs reporting that they feel supported with their needs being understood.
	2d	The organisation demonstrates its commitment to equality issues and events and progresses its work to support this.	Develop a comms plan to respond to awareness days/events which focuses both internally and externally. A programme of work is developed to ensure support and awareness is raised across all protected characteristics. Ensure CMB is informed and work is supported by the Lead Member.	Equalities Team Organisational Development Communications Employee Groups	Kal Sandhu Sarah Taylor	Work on developing the comms plan has begun and more internal engagement on awareness days is already taking place.	Greater understanding of equality issues, with a focus on intersectional characteristics, across the council and better presence of Council support to awareness days/events.
3	3a	A workforce that is reflective of the community it serves, including greater diversity in senior leadership positions.	1. Develop a guide to succession planning for all staff which puts the emphasis on managers to train all staff up to have the necessary experience to apply for their roles.	Organisational Development	Sarah Taylor	A guide exists and is available to all managers but discussion is taking place to ensure implementation.	Greater number of staff from diverse backgrounds moving into roles where there is an underrepresentation. Greater numbers of staff reporting that there are opportunities to grow in the annual Healthy Workplace Survey.
			2. Promote reverse mentoring to managers for them to better understand the impacts on people with certain protected characteristics.	Organisational Development	Sarah Taylor	The programme has taken place for the last 3 years and is happening again this year. An evaluation of this is taking place.	
			3. Consider how we recruit new staff and if there are ways to reach a more diverse audience to where there is underrepresentation.	HR	Craig Picknell	<ul style="list-style-type: none"> 0-12 months to assess and review. 	
			4. Managers to be given staff data in their areas to understand who works for them and how they might be impacted if there is an underrepresentation.	HR	Craig Picknell	The management dashboard already exists and the next stage will be to consider if this is being looked at part of service equality action plans.	
			5. Understand why some staff feel they can't progress (potential need for anonymity) and put measures in place to mitigate any reasons for this.	Organisational Development HR Equalities Team	Sarah Taylor Craig Picknell Kal Sandhu	This will be looked at as a specific element to action 2b with a plan to engage staff over the next year.	
			6. Consider inclusive leadership training rollouts for senior managers.	Organisational Development	Sarah Taylor	Sessions were held a couple of years ago and we are reviewing the success of them along with the reverse mentoring program before considering the next steps.	

	3b	Develop a coaching offer for staff based on their characteristics utilising external coaches to support internal ambitions.	A system for coaching is developed and communicated to staff, with external, or internal coaches where relevant, identified and contactable to support staff based on their characteristics.	HR Organisational Development	Craig Picknell Sarah Taylor	A mentoring platform is currently being developed and the next stage will be to consider how to get mentors involved based on characteristics.	A coaching offer for staff in place.
--	----	---	--	-------------------------------	--------------------------------	--	--------------------------------------

Children, Young People and Education Scrutiny Commission.

**Title: Leicester City Youth Justice Plan
2024-25**

Lead Director: Damian Elcock

Head of Service: Karen Manville

Date of Scrutiny Meeting: 20 August 2024

Useful information

- Ward(s) affected: All
- Report author: Karen Manville : Head of Service – Prevention Services
- Author contact details: 0116 454 4600 karen.maville@leicester.gov.uk
- Report version number: 1

1. Purpose and Summary

Purpose

- a. To provide a summary of the annual Youth Justice Plan refresh highlighting progress to date and new emerging priorities. This will be received at Board level and across the partnership and proceed through due diligence processes onto Full Council.
- b. This executive summary addresses the review the statutory Youth Justice Plan for 2022-2025 refresh in 2024 and provides an opportunity to direct any comments to the Head of Service for Prevention Services.
- c. This is the final refresh of the plan with a new suggested 5-year plan being devised in late 2024 and early into 2025.
- d. It is recommended that the Commission consider, note and comment on the recommendations to the Executive set out in Paragraph 6.

2. Summary

- 2.1 It is the duty of each local authority after consultation with partners to formulate and implement an annual youth justice plan setting out:
 - how youth justice services in their area are to be provided and funded; and
 - how the Children and Young Peoples Justice Service will be composed and funded; how it will operate, and what functions it will carry out.
- 2.2 The purpose of this executive summary report is to present the plan for consideration and to seek agreement that it should proceed to Full Council for formal adoption.
- 2.3 The statutory youth justice plan is approved by the Leicester Youth Justice Management Board and must then be submitted to the national Youth Justice Board (YJB) by 30 June. It must then be annually reviewed once formal approval has been granted from Full Council. As the Youth Justice Board require a draft plan by the 30th of June there is agreement that a draft is submitted prior to being formally ratified through political processes. This has always been the case and is due to the YJ grant procedures. The Youth Justice Board will ordinarily provide feedback by the end of July as part of the process. This year, the YJB have provided some additional guidance and are running webinars looking at the format since new guidance was issued in 2023. These changes have meant a longer more detailed plan was created that is subsequently refreshed over a three-year period.
 - The document is the youth justice partnership's main statement of purpose and sets out its proposals to prevent offending by children and young people. The plan shows not only what the Children and Young People's Justice Service (CYPJS) will deliver as a service, but how strategic links with other supporting initiatives will be developed and maintained.
 - This plan supports a range of associated partnership strategies including the Leicester Early Help Strategy, Police and Crime Plan, Violence Reduction Strategy and strategic needs assessment, the Community Safety Partnership Plan and

delivery plans within the Social Care, Early Help and Education department. The Youth Justice Plan is supported by a detailed Partnership Plan and Operational Delivery Plan overseen by the Head of Service for Prevention Services, who reports progress to the Leicester Youth Justice Management Board

- As a statutory regulated service, youth offending services are normally inspected every three years by Her Majesty's Inspectorate of Probation (HMIP). The most recent single inspection took place in August 2019 and a thematic inspection on Education, Training and Employment was undertaken in January 2022. The service continues to strive for outstanding and to be inspection ready, with the view that an inspection may be called in 2025 within a new inspection framework. The current judgment held is GOOD.
- The service is also monitored by The Youth Justice Board which introduced a new monitoring framework in 2023. It provides judgments against a range of criteria with 4 quadrants applied for each YOT across the country. Leicester is currently placed in quadrant 2 which is regarded as a good quadrant to be in. However, discussions will be held as to whether the service will start striving to move into quadrant 1 and what this means for the service, partnership and children and families it serves. The Youth Justice Board are currently reviewing this framework one year on from its implementation.
- The Youth Justice Plan is required to address the areas of performance, structure and governance, resources, value for money, partnership arrangements and risks to future delivery. The plan considers local performance issues, lessons from CYPJS thematic inspections, together with learning from any serious incidents.
- The Youth Justice Management Board met in May 2024 to review the plan and consider priorities for the coming year to help shape the report and ensure the voice of the partnership is embedded within the plan refresh. The executive summary is shared with the partnership to ensure it is widely circulated across the organisations for feedback.
- Key priorities for the Leicester Youth Justice Management Board for 2024-25 include areas for further development highlighted by the HMIP thematic inspection and self-assessment against the YJB national standards. Some of the priorities from the 2023-2024 refresh plan have also been rolled forward as it was set out as an ambitious three-year plan in 2022. The following briefly outlines, performance and development plans over the next twelve months focusing upon key priority areas.

3. Key priorities

a. First Time Entrants (FTE)

- The plan identifies key priorities for this cohort of children and young people including the ongoing development of the Early Intervention Team as well as the Youth Support Offer. (Detailed information and performance can be found in section 8 of the Youth Justice Plan).
- We have a jointly held (with the county) Out of Court Disposal Panel that meets weekly to discuss all FTE cases. This is a robust and well embedded panel approach. The Head of Service has recently observed the panel identifying excellent practice.

- The service has a well-established Early Intervention Team with outstanding successes impacting on FTE rates. We have an “opt out” approach to our diversionary work and take up rates for our children is excellent.
- The service recognises that the new inspection framework places a greater emphasis on the Early Intervention and Diversionary work of YOT’s. The service is proud of the work undertaken in this space.

b. Re-offending

- The plan identifies the key performance indicators for this priority. It evidences impact to date and work that needs to be undertaken to continue to strive to reduce the frequency and seriousness of reoffending at all tiers within the youth justice system. (Detailed information and data can be found in section 8 of the Youth Justice Plan).
- The service has developed a range of programmes to meet the trends within reoffending data such as an increase in Motor offences. A new group work programme has been developed to work specifically with young people in this offence category.
- We use a trauma informed approach with all our children to explore behaviours and experiences that impact a child’s life. The risks to themselves, others and increase potential to offend.

c. Custody and constructive resettlement

- The plan identifies the key successes and challenges with this key performance indicator. Over the years the service has successfully reduced the number of remands and custodial sentences. The plan identifies key actions that are required to continue to ensure custody is only used where appropriate and all other options have been fully explored. To ensure the right packages are provided to children to reduce remand and custodial sentences as appropriate. (Section 8 of the plan provides a detailed reflection of work to date on this priority and what is required looking forward over the next year).
- Close partnership working has enabled the service to fully support children who receive custodial sentences or held on remand. Our resettlement offer has been strengthened to ensure we work on key priorities with our children from the moment they enter a custodial establishment to have a robust plan in place for their release. All necessary referrals such as accommodation referrals are made at least three months prior to a child’s release.

d. Other identified priorities – (Section 8 - 8.13 onwards in full plan)

- Education, Training and Employment

- To reduce the numbers of NEET young people with a specific focus on those aged 16+ who are not in full time Education, Training & Employment (NEET) and known to CYPJS. To explore placement opportunities with Connexions as this is an area of need identified through our data sets.
- To ensure the service continues to respond to the needs to children and young people on EHCPs and any identified learning and neuro diversity needs.
- To strengthen our approach to children presenting with Speech Language and Communication Needs. The service is currently working on a bid to secure funding for a dedicated post.
- To hold a yearly spotlight themed session at the board on ETE to enable partners to identify any gaps or areas for development whilst highlighting the successes.

- Criminal Exploitation and Serious Youth Violence

- Serious Youth Violence and Exploitation - CYPJS is a duty holder of the new Serious Violence Duty and as such there is an expectation to fulfil several functions referenced in the Plan including the need to have in place a self-assessment against key criteria within the

Duty which is routinely monitored through the Board. A strong focus on exploitation, missing from home and school as well as knife offences and preventative work is in place within the service.

- The CCE work has been moved to sit firmly within the Early Intervention Service with key representation at Hub meetings and partnership meeting. This work is overseen by the Head of Service who attends the CE and SV Delivery Group that is chaired by the Director for Children's Social Care, Early Help and Prevention Services. This work ensures a multi-agency holistic approach to supporting children at risk of exploitation and serious youth violence. A new data report is being designed to monitor trends and impact of the work being undertaken with children in need. This will be presented at Board level and the Delivery Group for scrutiny.
- The service has a strong risk of reoffending toolkit meeting to monitor individual cases and intelligence and programmes of delivery as well as a Case Management and Diversity Panel to oversee cases at a multi-agency level.

- **Victim and Restorative Justice**

- Victim and Restorative Justice work is strong in the city including reviewing existing data sets to the victim offer uptake and exploring processes to capture satisfaction rates of victims to inform interventions. The service is keen to support the concept of a restorative city and what the service can offer as this is explored and developed.

- **Child First and participation**

- Participation, co-production and the voice of the child is a key priority to ensure the service is a rights' respecting service. We have developed a robust feedback form for our children to complete to help shape service delivery and feedback into our quality assurance processes.
- All children create their own plans that are supported by their key worker. This ensures they truly own their plans and don't feel disconnected from them. They identify their own targets with support and guidance from their key worker.
- The service continues to encourage a partnership wide "child first approach" to strategy, planning and delivery. In 2024/5 The service will implement an approach whereby the voice of the child is reflected in all reports received by the board, as well as other partnership meetings, to reflect its rights respecting approach.
- The service will continue to ensure a child's plan is always in place and that children are fully involved in the creation of it and the monitoring, reviewing and feedback thereafter.

- **Evidence based practice, evaluation, and quality of delivery.**

- To continue to promote evidence-based practice to further impact on our reoffending rates and associated KPI's. To provide opportunities to evaluate key programmes and interventions to ensure resources are being used in the right places for the right children thus having the greatest impact.
- To continue to ensure a robust quality assurance process is in place with clear themes for the year and learning that is extrapolated and delivered upon. This also ensures an "Inspection ready approach" is embedded within practice.
- Maintain scrutiny in relation to disproportionality and children looked after due to their overrepresentation within the service. Ensuring that packages of intervention meet specific need, and that there is a preventative offer in place for residential homes. To ensure the Board receives reports on partnerships work on disproportionality as part of the new suite of KPI's. For the partnership to consider what actions are required to consider disproportionality across all organisations and front-line service delivery

- To complete national standard self-audits yearly with the next being in October 2024. To continue to ensure areas for improvements are delivered upon from previous self-audits. Recommendations are held within the partnership and operational delivery plans.
- **Transitions**
 - To develop and establish a bespoke programme to support young people through all transitions including health, education, accommodation, children who move services and children who reach the end of their order.
 - To continue to promote the health dashboard to support daily work and transitions. To monitor themes and trends to help build a CYPJS health profile and identify any service specific needs.
- **Youth Support Offer**
 - To develop and embed a Youth Support offer in 2024/5. A strong offer has been developed but requires clear communication across the partnership and through comms.
- **Staff and workforce development.**
 - To celebrate success across the partnership
 - To invest in staff and ensure quality conversations are routinely held and training needs identified and addressed.
 - To monitor the operational delivery plan and for staff to be aware and own the vision and priorities within the plan for 2024/5.
 - Maintaining a resilient workforce in challenging times. By remaining committed to staff events, team meetings and reflective supervision with strong management oversight on cases.
- **Sustainability**
 - Work is being undertaken looking at several of our short-term funded projects specifically in our early Intervention space to provide a more sustainable offer and approach moving forward.
 - To monitor the impact of any decrease in funding across the partnership to ensure minimal impact on service delivery. A risk log is in place and monitored at Board level.

4. Key successes – (Section 12 of the full plan.)

- The REACH Team has been successfully evaluated and continues to have a significant impact on children and young people on the cusp of exclusions from school or missing education regularly. The delivery was independently evaluated by Sheffield Hallam University with fabulous findings as well as identifying areas for ongoing development. The service is only funded until March 2025, so work is currently underway to firm up funding and sustainability planning through the Board.
- The service has embedded a robust offer to young people who have experienced Adverse Childhood Trauma (ACE) in their lives and how to support young people with a history of trauma.
- Developed a robust approach to working with children and young people on EHCP's to ensure staff are skilled and able to adapt plans to meet identified needs. The service is working with key partners to strengthen the support for children with neurodiversity needs and staff are being trained to recognise and work with said children. This will remain an ongoing priority in 2024/5.

- Leicester City Violent Crime Joint Action Group (JAG). Working in partnership the JAG is working to redesign the public service response to violence in Leicester City through greater collaboration and integrated working.
- The Early Intervention Team has now been operational since November 2019 and has provided intervention to more than 600 children and young people. Data demonstrates a significant drop in the number of young people who have re-offended as well as the number of offences committed which is supporting our reduction in FTE's and Statutory Orders.
- The Summer Arts College (SAC), established by the YJB in 2005, has been adopted by Leicester CYPJS for many years. The programme is run over several weeks during the school holidays and provides children with the opportunity to participate in art-based activities, whilst working towards an Arts Award. Evidence of impact can be clearly seen with children gaining apprenticeships at key art organisations post college. The Service continues to seek professionals with a talent in the Arts to help run session in 2024 Summer Arts College.
- Continual improvements in several performance indicators including the reduction of numbers being remanded and entering custodial establishments and an increase in pre and post 16 ETE engagement. A recognition that further work is required specifically with post 16 young people and addressing spikes in custodial sentencing through serious youth violence.
- Leicester CYPJS has worked closely with the Crown Prosecution Service to avoid unnecessarily criminalising children. This has resulted in an increased number of children being diverted from Court for an Out of Court Disposal, acknowledging the child's needs and circumstances, thereby diverting away from the formal justice system at an early stage. There will be a far greater focus on diversionary activities and resources under the new HMIP inspection framework.
- A key priority in 2023/4 was to embed the Social Care and Education Participation Strategy, ensuring that the views of children and young people, their parents/carers and other stakeholders are fully embedded in key areas within the CYPJ service. This has been achieved with good evidence of impact and outcomes.
- Victim voice to be more evident within out of court disposals with a stronger focus on restorative justice processes. Dip sampling of cases and observations have seen this to be the case.
- The establishment of a bespoke programme to support young people through transitions smoothly. Probation have embedded a young person's team which has assisted in the transitions work. Probation received a thematic inspection on transitions by HMIP in April 2024 and any recommendations pertinent to youth justice will be embedded within the partnership plan as well as the operational delivery plan.
- The establishment of a bespoke Health dashboard for CYPJS to track themes and trends but also provide staff with a wealth of health data to inform their planning and delivery.
- The creation of a 'Remand Strategy' to support the effective management and support for young people who are remanded into custody including those who are held overnight in police custody.
- Substance misuse services. There has been a marked increase in referrals, engagement and outcomes for young people receiving support. This will continue to remain a priority area for the service to ensure this continues to be the case throughout 2024/5
- The adolescent offer now re-named the Youth Support Offer - The Expansion of the offer within the service, merging a range of programmes to develop a co-ordinated pathway of interventions to both prevent and protect young people who are at risk of offending, child criminal exploitation and serious youth violence.
- The service has continued to be a core member of the Violent Reduction Network and helped prepare, alongside partners, for the Serious Violence Legal Duty within the Police, Crime, Sentencing and Courts Act 2022. As a specified authority, the Head of Service is the

nominated lead for this area, within serious youth violence, with the strategic director overseeing the work for the local authority.

5. Key risks and mitigations (see section 10 of the Youth Justice plan for further detail)

- A key risk at the time of finalising this plan is the continued impact of the cost-of-living crisis, remaining challenges from the pandemic and impact on our children and families. The impact of COVID for years to come is evident and will impact on all children's services including CYPJS. There are significant risks to short term funded projects that are likely to come to an end this financial year (24/5).
- An ongoing challenge for the CYPJS is to maintain continuous improvement in the context of any proposed national changes. Additional risks to future service delivery arise from reduced government and partnership funding. Partners as well as local authorities are in increasingly challenging times financially, whilst demand is increasing, which may impact indirectly, or directly on service delivery in the coming years.
- The service is working with strategic partners through the Youth Justice Management Board to ensure that national changes to the criminal justice system through Police, HM Courts and Probation services are managed appropriately and address risk, public protection and safeguarding priorities for children and young people.
- HMIP were clear, during the ETE thematic inspection, that the service was working with complex children and young people and the challenges this places on the service and partnership. The complexities of cases escalating through the criminal justice system is notable and has been the case for a significant number of years. Reflecting children's experiences of trauma, serious youth violence and exploitation will be paramount.
- Transitions- The growing cohort of young people aged 16 -18 open on orders makes it imperative that we improve all transitional arrangements (health, services, accommodation, education, probation etc), ensuring that there are strengths in the transitions such as to adult probation services particularly around maturation and understanding gaps in support.
- Prevention and Early Intervention - Considering the balance of the prevention open case load compared to the statutory caseload we will continue to strengthen the focus on the prevention and early intervention opportunities and realign resources as needed for sustainability.
- Disproportionality within CYPJS processes and practice affecting young people's experience and outcomes will remain a priority and key to partnership working too. To make further progress in meeting our public-sector equality duties, in particular that we are advancing equality of opportunity and eliminating discrimination, the service will ensure that the monitoring of disproportionality, trends and issues include the protected characteristics of young offenders not least sex, race, disability, religion and belief.
- Key Performance Indicators. We have developed a robust approach to the new KPIs that have been put in place from April 2023. These were presented to the board in 2022 prior to launching and a workshop in June 2023 highlighted an opportunity for board members to "adopt" a KPI to ensure strategic partners had an eye to themes and trends in the KPIs being monitored.

6. Recommended actions/decision

6.1 The purpose of the report is to review the statutory Youth Justice Plan for 2022-2025 and refresh in 2024, directing any comments to the Head of Service for Prevention.

Recommendations

6.2 To consider, and note, the achievements from 2023-4

6.3 To consider, and agree, the priorities for 2024-25 as a final refresh of the three-year plan.

6.4 To consider a five year plan from 2025-2030 with a strong yearly refresh.

7. Scrutiny / stakeholder engagement

7.1 The report has been presented to the Leicester Youth Justice Management Board as part of a partnership workshop in May 2024 and all partners have contributed to the plan.

7.2 An executive summary was shared across the partnership and within organisations with feedback to the Head of Service. This will be ongoing.

7.3 Our children have reviewed the children's plan from 2023-4 and presented a new children's plan of their hopes, wishes and vision for the service.

8. Background and options with supporting evidence

8.1 The full report has been provided with appendices

9. Detailed report

9.1 Attached with this summary

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

10.1 Financial implications

The total 24/25 budget is £2.4m funded by Youth Justice grant £842k(tbc) , Leicester City Council £639k and various other contributions including Health ,Police and National Probation Service.

Paresh Radia – Finance.

10.2 Legal implications

there are no employment law implications.

Hayley McDade
Solicitor

For City Barrister and Head of Standards

10.3 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, 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.

The report sets out the proposed statutory Leicester City Youth Justice Plan for 2024/25, provides an update on the achievements from 2023/24 and consideration of a five-year plan from 2025-2030. From the perspective of meeting our Public Sector Equality Duty aims, the Youth Justice Plan sets out priority activities that seek to promote equality of opportunity for young offenders by reducing the adverse impacts they are likely to experience through involvement with the criminal justice system; and by achieving these outcomes and enabling young offenders to take part in city and community life, contribute to improved good relations between different groups of people.

In terms of the protected characteristic of race, the Leicester Youth Justice Management Board will continue to implement the recommendations from the task and finish group findings, exploring disproportionality of ethnicity and children looked after. In terms of the protected characteristic of disability, the service will continue to respond to the needs of children and young people with EHCPs, those who have identified learning and/or disabilities and neuro diversity needs as well as strengthening its approach to children presenting with Speech Language and Communication Needs.

Disproportionality within CYPJS processes and practice affecting young people's experience and outcomes will remain a priority and key to partnership working and monitoring of these will include at least include sex, race, disability, religion and belief. The Early Intervention offer is ensuring that we are reaching more girls and this work should continue. Overall, the service is continuing to encourage a partnership wide child first approach to strategy, planning and delivery, which should continue to improve outcomes for children and young people.

The proposed Youth Justice Plan 2024/25 offers a high-level overview of the planned work for the coming year, however there are a number of strands of work where equalities, and particularly the PSED, will need to be an on-going consideration, such as the creation and implementation of the Remand Strategy and the work of the Case Management and Diversity Panel. It may be the case that an Equality Impact Assessment is required for some strands of work such as reviewing policies and services, where changes will directly impact on young people in the service, and advice can be sought from the Equalities Team on this as required.

Sukhi Biring, Equalities Officer, 454 4175

10.4 Climate Emergency implications

There are no significant climate emergency implications directly associated with this report.

Aidan Davis, Sustainability Officer, Ext 37 2284

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

10. Background information and other papers:

11. Summary of appendices:

12. 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)?

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



Youth Justice Plan 2022-2025 (2024/5 refresh)

Service	Leicester Children and Young Peoples Justice Service (CYPJS)
Head of Service Service Manager	Karen Manville Head of Prevention and Safer Communities Brian Bodsworth Service Manager for Children and Young Peoples Justice Service and Youth Service.
Chair of Leicester Youth Justice Management Board	Laurence Jones Strategic Director, Social Care and Education, Leicester City Council

Contents

Foreword by Laurence Jones

1. Introduction, vision and strategy
2. Local context
3. Child First
4. Voice of the child
5. Governance, leadership and partnership arrangements
6. Resources and services
7. Progress on previous plan
8. Performance and priorities
9. National standards
10. Challenges, risks and issues
11. Service improvement plan
12. Evidence-based practice and innovation
13. Looking forward
14. Sign off, submission and approval
15. Appendices

Executive Summary 2024/5

Leicester Youth Justice Plan (annual refresh)

Foreword

As new Chair of the Leicester Youth Justice Management Board, I am proud to present the Executive Summary of the Leicester Youth Justice Plan for 2024/25. This document represents the culmination of our strategic partnership aimed at improving outcomes for children and young people within our community. It provides a comprehensive review of our progress, outlines emerging priorities, and sets the direction for the coming year.

The statutory duty to formulate and implement an annual Youth Justice Plan is a responsibility we take seriously. Our commitment is to provide effective youth justice services that are responsive, inclusive, and impactful. This Executive Summary captures the essence of our strategic approach, detailing how we intend to deliver and fund these vital services, and how we will collaborate with our partners to ensure a cohesive and integrated service delivery.

This year's plan is particularly significant as it marks the final refresh of the current three-year cycle, with a new five-year plan set to commence in early 2025. This transition provides a unique opportunity to reflect on our achievements, evaluate our strategies, and set ambitious yet achievable goals for the future.

Throughout the past year, the Leicester Youth Justice Management Board has diligently reviewed and refined our priorities, ensuring they align with the latest guidance and address the specific needs of our community. Key areas of focus include reducing first-time entrants into the justice system, minimizing re-offending rates, and enhancing our support for young people transitioning out of custody. We also continue to prioritise education, training, and employment opportunities, as well as addressing the complex issues of criminal exploitation and serious youth violence.

Our plan is not just a document but a statement of purpose, reflecting our collective commitment to preventing offending by children and young people. It outlines the strategic links with other key initiatives such as the Children's Trust's Early Help Strategy, the Police and Crime Plan, and the Violence Reduction Strategy. These partnerships are crucial in creating a supportive environment where young people can thrive.

The successes highlighted in this summary, including the impactful work of our REACH Team and the Early Intervention Team, demonstrate our ability to make a real difference in the lives of young people. However, we are also mindful of the challenges ahead, particularly those arising from the ongoing cost-of-living crisis, the lasting effects of the pandemic, and the pressures of reduced funding.

As we move forward, our focus will remain on evidence-based practice, quality of delivery, and the voice of the child. We are committed to maintaining high standards, being inspection-ready, and continuously improving our services. The partnership's dedication to addressing disproportionality and ensuring equitable opportunities for all young people remains steadfast.

I extend my thanks to all partners, stakeholders, and team members for their unwavering support and contribution to the Leicester Youth Justice Plan. Together, we will continue to strive for excellence and create a safer, more supportive environment for our young people.

Laurence Jones, Chair, Leicester Youth Justice Management Board

Purpose

- 1.1 To provide a summary of the annual Youth Justice Plan refresh highlighting progress to date and new emerging priorities. This will be received at Board level and across the partnership and proceed through due diligence processes onto Full Council.
- 1.2 This executive summary addresses the review of the statutory Youth Justice Plan for 2022-2025 refresh in 2024 and provides an opportunity to direct any comments to the Lead Member for Children's, Director for Children's and Early Help and Prevention and Head of Service for Prevention Services.
- 1.3 This is the final refresh of the plan with a new suggested 5-year plan being devised early in 2025.

Summary

- 2.1 It is the statutory duty of each local authority, after consultation with partners, to formulate and implement an annual youth justice plan setting out:
 - how youth justice services in their area are to be provided and funded; and
 - how the Children and Young People's Justice Service will be composed and funded; how it will operate, and what functions it will carry out.
- 2.2 The purpose of this executive summary report is to present the plan for consideration and to seek agreement that it should proceed to Full Council for formal adoption.
- 2.3 The statutory youth justice plan is approved by the Leicester Youth Justice Management Board and must then be submitted to the national Youth Justice Board (YJB) by 30 June. It must then be annually reviewed once formal approval has been granted from Full Council. As the Youth Justice Board require a draft plan by the 30th of June there is agreement that a draft is submitted prior to being formally ratified through political processes. This has always been the case and is due to the YJ grant procedures. The Youth Justice Board will ordinarily provide feedback by the end of July as part of the process. This year, the YJB have provided some additional guidance and are running webinars looking at the format since new guidance was issued in 2023. These changes have meant a longer more detailed plan was created that is subsequently refreshed over a three-year period.
 - The document is the youth justice partnership's main statement of purpose and sets out its proposals to prevent offending by children and young people. The plan shows not only what the Children and Young People's Justice Service (CYPJS) will deliver as a service, but also how strategic links with other supporting initiatives will be developed and maintained.
 - This plan supports a range of associated partnership strategies including the Leicester Early Help Strategy, Police and Crime Plan, Violence Reduction Strategy and strategic needs assessment, the Community Safety Partnership Plan and delivery plans within the Social Care, Early Help and Education department. The Youth Justice Plan is supported by a detailed Partnership Plan and Operational Delivery Plan overseen by the Head of Service for Prevention Services, who reports progress to the Leicester Youth Justice Management Board
 - As a statutory regulated service, youth offending services are normally inspected every three years by Her Majesty's Inspectorate of Probation (HMIP). The most recent single inspection took place in August 2019 and a thematic inspection on Education, Training and Employment was undertaken in January 2022. The service continues to strive for outstanding and to be inspection

ready, with the view that an inspection may be called in 2025 within a new inspection framework. The current judgment held is GOOD.

- The service is also monitored by The Youth Justice Board which introduced a new monitoring framework in 2023. It provides judgments against a range of criteria with 4 quadrants applied for each YOT across the country. Leicester is currently placed in quadrant 2 which is regarded as a good quadrant to be in. However, discussions will be held as to whether the service will start striving to move into quadrant 1 and what this means for the service, partnership and children and families it serves. The Youth Justice Board are currently reviewing this framework one year on from its implementation.
- The Youth Justice Plan is required to address the areas of performance, structure and governance, resources, value for money, partnership arrangements and risks to future delivery. The plan considers local performance issues, lessons from CYPJS thematic inspections, together with learning from any serious incidents.
- The Youth Justice Management Board met in May 2024 to review the plan and consider priorities for the coming year to help shape the report and ensure the voice of the partnership is embedded within the plan refresh. The executive summary is shared with the partnership to ensure it is widely circulated across the organisations for feedback.
- Key priorities for the Leicester Youth Justice Management Board for 2024-25 include areas for further development highlighted by the HMIP thematic inspection and self-assessment against the YJB national standards. Some of the priorities from the 2023-2024 refresh plan have also been rolled forward as it was set out as an ambitious three-year plan in 2022. The following briefly outlines, performance and development plans over the next twelve months focusing upon key priority areas.

3. Key priorities

a. First Time Entrants (FTE)

- The plan identifies key priorities for this cohort of children and young people including the ongoing development of the Early Intervention Team as well as the Youth Support Offer. (Detailed information and performance can be found in section 8 of the Youth Justice Plan).
- We have a jointly held (with the county) Out of Court Disposal Panel that meets weekly to discuss all FTE cases. This is a robust and well embedded panel approach. The Head of Service has recently observed the panel identifying excellent practice.
- The service has a well-established Early Intervention Team with outstanding successes impacting on FTE rates. We have an “opt out” approach to our diversionary work and take up rates for our children is excellent.
- The service recognises that the new inspection framework places a greater emphasis on the Early Intervention and Diversionary work of YOT's. The service is proud of the work undertaken in this space.

b. Re-offending

- The plan identifies the key performance indicators for this priority. It evidences impact to date and work that needs to be undertaken to continue to strive to reduce the frequency and seriousness of reoffending at all tiers within the youth justice system. (Detailed information and data can be found in section 8 of the Youth Justice Plan).

- The service has developed a range of programmes to meet the trends within reoffending data such as an increase in Motor offences. A new group work programme has been developed to work specifically with young people in this offence category.
- We use a trauma informed approach with all our children to explore behaviours and experiences that impact a child's life. The risks to themselves, others and increase potential to offend.

c. Custody and constructive resettlement

- The plan identifies the key successes and challenges with this key performance indicator. Over the years the service has successfully reduced the number of remands and custodial sentences. The plan identifies key actions that are required to continue to ensure custody is only used where appropriate and all other options have been fully explored. To ensure the right packages are provided to children to reduce remand and custodial sentences as appropriate. (Section 8 of the plan provides a detailed reflection of work to date on this priority and what is required looking forward over the next year).
- Close partnership working has enabled the service to fully support children who receive custodial sentences or held on remand. Our resettlement offer has been strengthened to ensure we work on key priorities with our children from the moment they enter a custodial establishment to have a robust plan in place for their release. All necessary referrals such as accommodation referrals are made at least three months prior to a child's release.

d. Other identified priorities – (Section 8 - 8.13 onwards in full plan)

- Education, Training and Employment

- To reduce the numbers of NEET young people with a specific focus on those aged 16+ who are not in full time Education, Training & Employment (NEET) and known to CYPJS. To explore placement opportunities with Connexions as this is an area of need identified through our data sets.
- To ensure the service continues to respond to the needs to children and young people on EHCPs and any identified learning and neuro diversity needs.
- To strengthen our approach to children presenting with Speech Language and Communication Needs. The service is currently working on a bid to secure funding for a dedicated post.
- To hold a yearly spotlight themed session at the board on ETE to enable partners to identify any gaps or areas for development whilst highlighting the successes.

- Criminal Exploitation and Serious Youth Violence

- Serious Youth Violence and Exploitation - CYPJS is a duty holder of the new Serious Violence Duty and as such there is an expectation to fulfil several functions referenced in the Plan including the need to have in place a self-assessment against key criteria within the Duty which is routinely monitored through the Board. A strong focus on exploitation, missing from home and school as well as knife offences and preventative work is in place within the service.
- The CCE work has been moved to sit firmly within the Early Intervention Service with key representation at Hub meetings and partnership meeting. This work is overseen by the Head of Service who attends the CE and SV Delivery Group that is chaired by the Director for Children's Social Care, Early Help and Prevention Services. This work ensures a multi-agency holistic approach to supporting children at risk of exploitation and serious youth violence. A new data report is being designed to monitor trends and impact of the work being undertaken with children in need. This will be presented at Board level and the Delivery Group for scrutiny.
- The service has a strong risk of reoffending toolkit meeting to monitor individual cases and intelligence and programmes of delivery as well as a Case Management and Diversity Panel to oversee cases at a multi-agency level.

- **Victim and Restorative Justice**

- Victim and Restorative Justice work is strong in the city including reviewing existing data sets to the victim offer uptake and exploring processes to capture satisfaction rates of victims to inform interventions. The service is keen to support the concept of a restorative city and what the service can offer as this is explored and developed.

- **Child First and participation**

- Participation, co-production and the voice of the child is a key priority to ensure the service is a rights' respecting service. We have developed a robust feedback form for our children to complete to help shape service delivery and feedback into our quality assurance processes.
- All children create their own plans that are supported by their key worker. This ensures they truly own their plans and don't feel disconnected from them. They identify their own targets with support and guidance from their key worker.
- The service continues to encourage a partnership wide "child first approach" to strategy, planning and delivery. In 2024/5 The service will implement an approach whereby the voice of the child is reflected in all reports received by the board, as well as other partnership meetings, to reflect its rights respecting approach.
- The service will continue to ensure a child's plan is always in place and that children are fully involved in the creation of it and the monitoring, reviewing and feedback thereafter.

- **Evidence based practice, evaluation, and quality of delivery.**

- To continue to promote evidence-based practice to further impact on our reoffending rates and associated KPI's. To provide opportunities to evaluate key programmes and interventions to ensure resources are being used in the right places for the right children thus having the greatest impact.
- To continue to ensure a robust quality assurance process is in place with clear themes for the year and learning that is extrapolated and delivered upon. This also ensures an "Inspection ready approach" is embedded within practice.
- Maintain scrutiny in relation to disproportionality and children looked after due to their overrepresentation within the service. Ensuring that packages of intervention meet specific need, and that there is a preventative offer in place for residential homes. To ensure the Board receives reports on partnerships work on disproportionality as part of the new suite of KPI's. For the partnership to consider what actions are required to consider disproportionality across all organisations and front-line service delivery
- To complete national standard self-audits yearly with the next being in October 2024. To continue to ensure areas for improvements are delivered upon from previous self-audits. Recommendations are held within the partnership and operational delivery plans.

- **Transitions**

- To develop and establish a bespoke programme to support young people through all transitions including health, education, accommodation, children who move services and children who reach the end of their order.
- To continue to promote the health dashboard to support daily work and transitions. To monitor themes and trends to help build a CYPJS health profile and identify any service specific needs.

- **Youth Support Offer**

- To develop and embed a Youth Support offer in 2024/5. A strong offer has been developed but required clear communication across the partnership and through comms.

- **Staff and workforce development.**

- To celebrate success across the partnership
- To invest in staff and ensure quality conversations are routinely held and training needs identified and addressed.
- To monitor the operational delivery plan and for staff to be aware and own the vision and priorities within the plan for 2024/5.
- Maintaining a resilient workforce in challenging times. By remaining committed to staff events, team meetings and reflective supervision with strong management oversight on cases.

- **Sustainability**

- Work is being undertaken looking at several of our short-term funded projects specifically in our early Intervention space to provide a more sustainable offer and approach moving forward.
- To monitor the impact of any decrease in funding across the partnership to ensure minimal impact on service delivery. A risk log is in place and monitored at Board level.

4. Key successes – (Section 12 of the full plan.)

- The REACH Team has been successfully evaluated and continues to have a significant impact on children and young people on the cusp of exclusions from school or missing education regularly. The delivery was independently evaluated by Sheffield Hallam University with fabulous findings as well as identifying areas for ongoing development. The service is only funded until March 2025, so work is currently underway to firm up funding and sustainability planning through the Board.
- The service has embedded a robust offer to young people who have experienced Adverse Childhood Trauma (ACE) in their lives and how to support young people with a history of trauma.
- Developed a robust approach to working with children and young people on EHCP's to ensure staff are skilled and able to adapt plans to meet identified needs. The service is working with key partners to strengthen the support for children with neurodiversity needs and staff are being trained to recognise and work with said children. This will remain an ongoing priority in 2024/5.
- Leicester City Violent Crime Joint Action Group (JAG). Working in partnership the JAG is working to redesign the public service response to violence in Leicester City through greater collaboration and integrated working.
- The Early Intervention Team has now been operational since November 2019 and has provided intervention to more than 600 children and young people. Data demonstrates a significant drop in the number of young people who have re-offended as well as the number of offences committed which is supporting our reduction in FTE's and Statutory Orders.
- The Summer Arts College (SAC), established by the YJB in 2005, has been adopted by Leicester CYPJS for many years. The programme is run over several weeks during the school holidays and provides children with the opportunity to participate in art-based activities, whilst working towards an Arts Award. Evidence of impact can be clearly seen with children gaining apprenticeships at key art organisations post college. The Service continues to seek professionals with a talent in the Arts to help run session in 2024 Summer Arts College.
- Continual improvements in several performance indicators including the reduction of numbers being remanded and entering custodial establishments and an increase in pre and post 16 ETE engagement. A recognition that further work is required specifically with post 16 young people and addressing spikes in custodial sentencing through serious youth violence.
- Leicester CYPJS has worked closely with the Crown Prosecution Service to avoid unnecessarily criminalising children. This has resulted in an increased number of children being diverted from

Court for an Out of Court Disposal, acknowledging the child's needs and circumstances, thereby diverting away from the formal justice system at an early stage. There will be a far greater focus on diversionary activities and resources under the new HMIP inspection framework.

- A key priority in 2023/4 was to embed the Social Care and Education Participation Strategy, ensuring that the views of children and young people, their parents/carers and other stakeholders are fully embedded in key areas within the CYPJ service. This has been achieved with good evidence of impact and outcomes.
- Victim voice to be more evident within out of court disposals with a stronger focus on restorative justice processes. Dip sampling of cases and observations have seen this to be the case.
- The establishment of a bespoke programme to support young people through transitions smoothly. Probation have embedded a young person's team which has assisted in the transitions work. Probation received a thematic inspection on transitions by HMIP in April 2024 and any recommendations pertinent to youth justice will be embedded within the partnership plan as well as the operational delivery plan.
- The establishment of a bespoke Health dashboard for CYPJS to track themes and trends but also provide staff with a wealth of health data to inform their planning and delivery.
- The creation of a 'Remand Strategy' to support the effective management and support for young people who are remanded into custody including those who are held overnight in police custody.
- Substance misuse services. There has been a marked increase in referrals, engagement and outcomes for young people receiving support. This will continue to remain a priority area for the service to ensure this continues to be the case throughout 2024/5
- The adolescent offer now re-named the Youth Support Offer - The Expansion of the offer within the service, merging a range of programmes to develop a co-ordinated pathway of interventions to both prevent and protect young people who are at risk of offending, child criminal exploitation and serious youth violence.
- The service has continued to be a core member of the Violent Reduction Network and helped prepare, alongside partners, for the Serious Violence Legal Duty within the Police, Crime, Sentencing and Courts Act 2022. As a specified authority, the Head of Service is the nominated lead for this area, within serious youth violence, with the strategic director overseeing the work for the local authority.

5. Key risks and mitigations (see section 10 of the Youth Justice plan for further detail)

- A key risk at the time of finalising this plan is the continued impact of the cost-of-living crisis, remaining challenges from the pandemic and impact on our children and families. The impact of COVID for years to come is evident and will impact on all children's services including CYPJS. There are significant risks to short term funded projects that are likely to come to an end this financial year (24/5).
- An ongoing challenge for the CYPJS is to maintain continuous improvement in the context of any proposed national changes. Additional risks to future service delivery arise from reduced government and partnership funding. Partners as well as local authorities are in increasingly challenging times financially, whilst demand is increasing, which may impact indirectly, or directly on service delivery in the coming years.
- The service is working with strategic partners through the Youth Justice Management Board to ensure that national changes to the criminal justice system through Police, HM Courts and Probation services are managed appropriately and address risk, public protection and safeguarding priorities for children and young people.
- HMIP were clear, during the ETE thematic inspection, that the service was working with complex children and young people and the challenges that this puts on the service and partnership. The complexities of cases escalating through the criminal justice system is notable and has been the case for a significant number of years. Reflecting children's experiences of trauma, serious youth violence and exploitation will be paramount.

- Transitions- The growing cohort of young people aged 16 -18 open on orders makes it imperative that we improve all transitional arrangements (health, services, accommodation, education, probation etc), ensuring that there are strengths in the transitions such as to adult probation services particularly around maturation and understanding gaps in support.
- Prevention and Early Intervention - Considering the balance of the prevention open case load compared to the statutory caseload we will continue to strengthen the focus on the prevention and early intervention opportunities and realign resources as needed for sustainability.
- Disproportionality within CYPJS processes and practice affecting young people's experience and outcomes will remain a priority and key to partnership working too. To make further progress in meeting our public-sector equality duties, in particular that we are advancing equality of opportunity and eliminating discrimination, the service will ensure that the monitoring of disproportionality, trends and issues include the protected characteristics of young offenders not least sex, race, disability, religion and belief.
- Key Performance Indicators. We have developed a robust approach to the new KPIs that have been put in place from April 2023. These were presented to the board in 2022 prior to launching and a workshop in June 2023 highlighted an opportunity for board members to “adopt” a KPI to ensure strategic partners had an eye to themes and trends in the KPIs being monitored.

1. Introduction, vision, and strategy

1.1 The CYPJS is positioned within the Social Care and Education Department of the Local Authority. The service is strategically overseen by the Head of Service for Prevention whom holds a portfolio of services including Channel as part of the Prevent agenda, Domestic Abuse and Sexual Violence, Serious Youth, Youth Services, Family Therapy programmes, as part of our Edge of Care offer, Wellbeing Practitioners, Child Exploitation and the Children and Young Peoples Justice Service (CYPJS), Family group conferring and the Rights and Participation Service. This approach contributes to a coordinated whole system approach and supports earlier identification of families with multiple and complex needs together with increased opportunities for more targeted work with children and families at risk of poor outcomes or involved in crime and anti-social behaviour.

1.2 The CYPJS Service Manager oversees the operational delivery of the service and partnership work under the management of the Head of Service. The Head of Service is managed by the Director for Social Care, Early Help and Prevention whom reports directly to the Strategic Director for Social Care and Education. Governance arrangements for CYPJS reside with the multi-agency Leicester City Youth Justice Management Board (LYJM Board) chaired by the Strategic Director for Social Care and Education.

1.3 The LYJM Board has senior officer level representation from statutory services including Police, Health, and the National Probation Service. (*Refer to LYJMB Membership and Terms of Reference Appendix One*). Representation is also in place from Education/SEND, Community Safety Partnership, Violent Reduction Network (VRN), and The Office of The Police Crime Commissioner. A key focus of the board over the last two years has been strengthening the strategic response and shared ownership of the partnership strategic plan alongside ensuring services are effective and adhering to National Minimum Standards. A planned away day in May 2023 was used to provide further updates on the new KPI's and ensure the board individually adopted a KPI to support strategic oversight of these. The away day also ensured a full review of the Youth Justice Plan and priority setting. This approach worked successfully therefore in May 2025 the Board met again to

check progress and consider emerging and new priorities for 2024/5. The board commissions pieces of work each year and as required. In 2021/2 disproportionality of ethnicity and children looked after within the CYPJS cohort was a focus and continues to be monitored through the board with spotlight reports. The development of the health dashboard has also been a successful board commissioned development with ongoing updates provided to the board. The board will receive an update on progress in June 2024.

1.4 There is a close alignment between Leicester's Youth Justice Plan and the Violence Reduction Network's (VRN) Response Strategy. This includes several shared priorities and co-investment in projects and applications for further funding. The development of Leicestershire Police's Violence and Complex Crime Unit (VCCU), with a dedicated team focusing on prevention, has provided further partnership opportunities to strengthen the local system. This has placed the Board in a strong position for discharging the new Serious Violence legal duty that has come into force.

1.5 The board meets on a quarterly basis where performance and finance reports are presented by the Head of Service and Service Manager, to inform strategic decisions and resource allocation. A strategic partnership action plan is maintained by the Head of Service and overseen by the board. HM Courts are kept abreast of the performance and governance through the Service Manager chairing quarterly court liaison meetings but have recently been invited and now sit on the Board since 2024. Spotlight updates are provided to the board where required.

1.6 The board reports include quarterly analysis of performance against key national and local youth justice indicators, audit and self-assessment activity, Serious Incident reporting, National Standards audits, and spotlight thematic topics. The board receives deep-dive thematic reports with recommendations that are reviewed by the board on a regular basis. The board reviews and revises its performance management framework regularly, to consider best practice and changing local and national priorities. Ongoing strategic partnership analysis and priorities for 2024 include child exploitation (CE), mental health, education and neurodiversity and disproportionality. The board has recently received an updated report on the Serious Violence duty early in 2024.

1.7 The effective participation and engagement of children and young people remain a high priority for the service. The Head of Service has (through a task and finish group made up of colleagues from the wider set of services) developed an addendum to the Social Care and Education Participation strategy that specifically focuses on the service response to ensure effective co-production with young people and their families in their assessments, plans and interventions. This task and finish group has evolved into a divisional Participation network with representation from youth justice. There has been a drive to train all staff in the adopted Lundy model which has had positive outcomes for improving the voice and participation of our children, young people, and families. It is hoped that a shadow board is developed for children and young people to feed recommendations and workstreams to the board on a quarterly basis. This is currently being scoped out and the first child plan was published in 2023/4 with a follow-up one currently being drafted in 2024/5. The Rights and Participation Service have recently been realigned and now sit in the same portfolio as Youth Justice which will continue to support the coproduction, participation and voice of children within this arena.

1.8 The Head of Service is a member of key governance groups linking to LYJMB such as the Strategic Partnership Board, and Adult Vulnerability Board that has ownership of MAPPA and

Domestic Abuse and Sexual Violence. The Local Safeguarding Partnership Board for reporting and monitoring lessons from Serious Incidents and Child Practice Reviews. The Head of Service of Prevention has chairing responsibilities for relevant boards with cross-cutting themes such as CHANNEL and Domestic Abuse and Sexual Violence Delivery Group. The Service Manager deputises for the Head of Service and ensures attendance at all operation delivery groups that sit beneath the strategic boards.

1.9 The Service Manager also holds quarterly liaison meetings with key partners and stakeholders including the Police, Courts, CAMHS, Turning Point (substance misuse provider) etc.

1.10 The aims of Leicester Children and Young People's Justice Service (CYPJS) are to prevent children and young people offending, to reduce re-offending and the use of custody. This is achieved through working in partnership to deliver services that ensure children and young people are safeguarded, the public and victims of crime are protected, and those who enter the criminal justice system are supported with robust risk management arrangements. Our aim is to intervene early to provide help and support to young people and reintegrate them into their local communities without further offending.

1.11 This Plan supports a range of associated partnership strategies including the Police and Crime Plan, Leicester, Leicestershire and Rutland Violence Reduction Strategy, the Community Safety Partnership Plan, Knife Crime Strategy, Prevent Delivery Plan and delivery plans within the local authority Social Care and Education department as well as those within adult social care and housing due to cross-cutting themes.

1.12 We are working closely with our partners in the criminal justice system to ensure resources are effectively targeted at the minority of children and young people who repeatedly offend and are responsible for the majority of youth crime.

1.13 The CYPJS are active partners in the delivery of the Supporting Families (SF) Programme holding a caseload of families identified as SF. This has ensured that targeted whole-family support continues to be provided to families that are open to CYPJS. In addition to the SF programme, where there are young people working with CYPJS that require additional support they adopt the Early Help Assessment model and become the lead professional for the family co-ordinating the agencies involved and action plan.

1.14 Victim work is a key priority for the service, in line with proposed changes to the inspectorate framework and the victim's framework. Victims of youth crime receive support from a dedicated officer post and follow-up work with young people about the consequences and impact of crime and anti-social behaviour. There have been ongoing developments in the use of this role within out-of-court disposals and prevention cases to support a reduction of young people entering statutory services. There has been some incredibly innovative work happening with young people in reparation including RSPCA charity sessions, workshops on reparation development and young girls' pamper box making. The Restorative Justice and Victim Policy as well as and Reparation Policy have recently been reviewed.

1.15 The CYPJS works holistically to support children and young people to have high aspirations in their lives and for their future. The service works in partnership to address all the complex issues

young people display including physical and mental wellbeing, Acute Childhood Trauma and Education attainment for example. The service recognises the need to ensure earlier intervention which has a greater impact. The service places a significant focus on a whole system preventative approach. By investing in our children and providing mentors, activities and support at the right time and right place. We aspire to support our children and recognise their talents and invest in them. Provide hope for the future and address gaps in delivery.

1.16 The CYPJS has continued to prioritise young people's engagement in individually tailored assessment and support programmes. The service has an established comprehensive quality assurance framework, reviewed annually, to oversee assessments, pathways, planning and interventions through to outcomes. The service ensures evidence-based interventions are utilised whilst working to establish more research-based practice within the service.

1.17 Using internal resources and external funding from the Office of the Police and Crime Commissioner and until recently the Violence Reduction Network and Supporting Families, the Early Intervention Team has become an established part of the CYPJS making a positive impact in reducing the numbers of children and young people entering the criminal justice system and/or re-offending. The key objectives of the team have been to:

- a) to divert children and young people away from crime and the criminal justice system.
- b) to engage young people on the cusp of offending, or who have received a community resolution for committing a low-level offence, to divert them away from the formal justice system.
- c) prevent the escalation of offending and serious youth violence and reduce the need for statutory services and resources.

1.18 All children and young people known to the service receive one-to-one intervention on knife-related offending and consequences with a more targeted approach to those whose offending or received intelligence helps to tailor the work. These have been well received across the service and partnership and the service has maximised the funding received from the Office of the Police Crime Commissioner, to create bespoke group work packages in partnership with the Youth Service. The packages have concentrated on two distinct groups of young people targeting those at risk in a prevention project as well as those appearing on the habitual Knife Carrier list in reducing further offending. The Service Manager attends the monthly Serious Youth Violence Joint Action Group (JAG) to identify and divert young people identified through a coordinated partnership response. There is representation at all JAGS by youth justice staff. We have supported the development of the children's JAGS (in 2023/4) to ensure our children are represented listened to, heard and influence the right audience.

1.19 The ACE project has continued to support the service. The project provides training, clinical support, consultation, and advice as well as direct work with young people and their families. The project team receive on average 8 direct referrals a month to support children, young people and families displaying trauma from their childhood. The project has developed and provided case formulation support which has enabled case managers to map and respond to childhood trauma. Children's trauma work and training have been rolled out across Children's services to enable a coordinated response to children experiencing trauma. Police in custody suites have also received trauma-informed training to support this approach across the partnership. Representatives from the ACE's team make up the core panel membership for the Case Management and Diversity

Panel (CMDP) and their attendance and input at the CMDP ensure our high-risk cases have a trauma-informed approach to multi-agency management.

1.20 During 2023 the service incorporated learning from four Critical Learning Reviews (CLR's) that related specifically to knife crime and joint enterprise. Recommendations for CYPJS have been shared with the Leicester Youth Justice Management Board with learning identified incorporated within the service delivery and training plan. The Head of service is a member of the DHR review group and subgroups. Currently, at the time of writing, in 2024, there is one active CLR being written. The board will oversee the recommendations and the embedding of these within practice.

1.21 Targeted individual advice and guidance continue to be offered to our vulnerable children and young people who are not in education, training, or employment (ETE) CYPJS continues to support young people's access to education, training, and employment with some excellent results. The service was part of the HMIP thematic inspection on education, training, and employment in January 2022 with some excellent feedback at the end of the focused week. Several projects were regarded as outstanding trailblazers and are featured in the thematic inspection report and continue to provide outstanding support for children and young people. The Connexions Service continues to work with economic regeneration partners to ensure that Education, Training and Employment for young people open to the CYPJS remain a priority. CYPJS are working closely with the employment hub located within the city which will help improve EET outcomes for young people aged 16+.

1.22 The service is a key partner within the partnership response to serious organised crime and gang-related offending in Leicester. The service is a key partner within the sub-regional Child Criminal Exploitation hub for Leicester, Leicestershire and Rutland. The multi-agency response to criminal exploitation with a referral pathway and practice guidance for practitioners has been critical in ensuring the right responses are made at the right time for children and young people vulnerable to exploitation.

1.23 The service has worked in partnership with key agencies such as children's social care, targeted youth, and the police to embed a localised protocol and approach to continue to reduce the over-representation of children looked after (CLA) and care leavers within the criminal justice system. Through concerted partnership work, whilst Leicester is still slightly above the national average/YOT comparator group, numbers have remained stable, which is positive now children open to early intervention are counted. The partnership is not complacent and is committed to maintaining this as a priority moving forward.

2022 - 23

Total number of LAC for Leicester City = 379
--

Number known to CYPJS between 1st April 2022-31st Mar 2023= 6 = 2.90 %
--

2021 -2022

Total number of LAC for Leicester City = 316
--

Number known to CYPJS between 1st April 2021-31st Mar 2022 = 6 = 1.89%
--

Total number of LAC for Leicester City = 312

Number known to CYPJS between 1st April 2020-31st Mar 2021 = 21 = 6.7%

1.24 The service has embedded a robust Quality assurance process including regular deep dives of all CLA cases and works closely with CLA colleagues to provide a wraparound programme of support. There are yearly follow-ups on the task and finish group established in 2021 and reported on in the previous Youth Justice Annual Plan. The following recommendations were made and there has been progress achieved and updated through the board:

- the previous joint protocol between the CYPJS and Children's Social Care was revised and updated in early 2024.
- children looked after and known to the CYPJS are reported to the LYJM Board and relevant partners quarterly to monitor trends in practice and performance. This is embedded.
- offending by CLA is reported to the Corporate Parenting Board by the corporate parenting Head of Service and recommendations are reported to the Service Manager for follow-up.
- ongoing training in restorative justice is included in support for social care, health, and Police professionals to ensure appropriate use of community resolutions and out-of-court disposals for children looked after.
- a joint thematic audit of current open cases of looked-after children known to the CYPJS is routinely undertaken to identify current practices and areas for development. (This is repeated annually).
- a review of best practices in areas that are deemed to be good or outstanding in reducing looked-after children offending is undertaken to support local improvement. This requires further investment and will be a priority for 2024/5.

1.25 The Court, Custody and Resettlement Team within the CYPJS has provided a consistent offer to those entering the secure establishment and close working relationships with the courts and secure estate. There continue to be low numbers entering custody. This has resulted in increased confidence from the courts with good congruence rates regarding packages presented to the court, particularly sentencing proposals. Whilst there are secure operational links with custodial establishments it is felt this area can continue to be monitored to ensure effective resettlement packages are always provided. There has nonetheless been a strengthening of the relationship between CYPJS and Werrington YOI culminating in the delivery of a joint briefing from the CYPJS leadership team and the Werrington ROTL team on ROTL and resettlement best practice. There is room for improvement in strengthening the working relationship between CYPJS and other secure facilities. In light of refreshed YJB case manager guidance, the service reviewed transitions and resettlement policies in early 2024 and provided refresher briefings to staff.

1.26 A key deliverable of the operational delivery plan for the Children & Young People's Justice Service (CYPJS) focuses upon overrepresentation. Work initiated in 2020 to focus on CYPJS processes and practices

affecting young people's experience and outcomes sits within a service-wide disproportionality plan, the plan ensures:

- a) Overrepresentation is reported to the board on a quarterly basis within the performance report. This is embedded in the reports.
- b) Performance data is reviewed and amended to reflect a breakdown of ethnicities, overlayed with education, SEND, social care and early help data. This is embedded.
- c) Benchmarking against the recommendations from the 'Lammy Review of Black, Asian and Minority Ethnic (BAME) representation in the Criminal Justice System (2017).
- d) Completed mapping against good practice identified by the Ministry of Justice report exploring 'Tackling Racial Disparity in the Criminal Justice System' (Feb 2020).
- e) Young People's survey re: experience of practice in relation to diversity and ethnicity in particular.
- f) Staff survey re: experience and professional practice within the Children & Young People's Justice Service.
- g) Quality assurance of cases where there have been breaches of court orders to test out key lines of enquiry that arose from the data we reviewed. This exercise is reported annually to support a re-fresh of priorities.
- h) Mapping local data against the YJB infographic re: Exploring racial disparity and how it affects children in their early years and within the youth justice system.
- i) Making tweaks to processes as the group became aware of anomalies eg) being able to request a change to a young person's ethnicity on ONE etc.
- j) Sharing good practice and learning as part of the Association of YOT Managers network on racial equality.

2. Local context

2.1 There are just over 88,000 children aged 0-17 in Leicester, representing about a quarter of the local population. Not only is Leicester one of the youngest cities in the country, it is also one of the most ethnically and culturally diverse: 185 different languages are spoken by Leicester residents and 67% of the school population is made up of ethnic minority groups. Children in Leicester are more likely to live in low-income families and experience poverty than they are in other cities in England. The city is among the top 20% most deprived areas of the country, and children in Leicester are over four times more likely to be living in poverty than those in wealthier areas of the country. More than one in four (27%) of children in Leicester live in poverty before housing costs are taken into account. When considering housing costs, 41% of children are in poverty. Linked to the high levels of deprivation, children and families in Leicester have poorer health and a life expectancy that is below the average in England. This has been exacerbated

by the cost-of-living crisis which has put a considerable strain on our families across Leicester City. The head of Service has ensured that service managers attend the feeding Leicester and Antipoverty board to support these critical agendas and the detrimental impact it has for our families.

2.2 Across the Social Care and Community Safety division the high need and family complexity is recognised. The ETE thematic inspection in January 2022 acknowledged the complexity of cases seen as has OFSTED Focus visits to Social Care over the past year. Many of the children and young people coming through to the service present with complex needs, have experienced adverse childhood experiences, and consequently they require additional welfare support.

Key Facts:
<ul style="list-style-type: none"> 43% of Leicester's population is Asian, of whom the majority are of Indian heritage. Leicester also has large Eastern European (Polish, Romanian), Black African (Somali, Nigerian), and Caribbean populations. 41% of Leicester residents were born outside of the United Kingdom. Leicester's population at the 2021 census was 368,581. The city's population is one of the fastest growing in England and increased by 11.8% since 2011. Leicester is a young city with a median age of 33 compared to 40 for England. Leicester has a large 20–24-year-old population due to students attending the city's two universities.
Employment
Leicester has a lower labour force participation rate and higher unemployment rate than England.
Households
There are 127,389 households in Leicester. 29,495 households rent from the social sector, of which 18,748 rent from the council.
Deprivation
Leicester was the 32 nd most deprived of 317 local authority district areas based on the Indices of Multiple Deprivation 2019 and is significantly more deprived than surrounding areas. Eyres Monsell, Saffron, Braunstone, New Parks, and Beaumont Leys are the most deprived areas within the city and are among of the most deprived nationally.
Crime
<p>From January 2022 to December 2022 Leicestershire Police created 91,491 incidents which were from within the city of Leicester, of which:</p> <ul style="list-style-type: none"> 35% related to crime. 31.4% related to public safety. 4.9% related to Antisocial behaviour (ASB) 21% required an emergency response. 32.6% required a priority response <p>Of the ASB incidents:</p> <ul style="list-style-type: none"> 78.5% related to neighbour disputes. 13.5% were environment related. <p>During 2022 49,802 offences were recorded, these were made up of:</p> <ul style="list-style-type: none"> 38.2% Violence against the person 25.9% Theft-related 14% Public disorder offences 2.35 Sexual offences 1% Robbery <p>In relation to hate crime 2027 offences, were recorded of which:</p> <ul style="list-style-type: none"> 73.5% were racially motivated. 17.2% were religiously motivated. 10% were related to sexual orientation. 5.9% were motivated by disability. 37.8% of offences took place in public

3. Child First

3.1 Leicester Youth Offending Service changed its name in 2019 to Children and Young People's Justice Service. The name was developed and chosen by children in the service and reflects the voice of the children we work with and our child-first approach. Offending was a word that our children wanted to have removed as often the label offender led to a different response for our children being seen as offenders first and children second. In Children's Services, our three-year plan has participation and coproduction as one of the five key priorities highlighting the commitment, at a strategic level, for participation and co-production to be at the heart of strategic thinking and operational delivery. The Head of Service has also ensured participation and co-production are key themes in the overarching Prevention Service Plan leading into individual service areas operational plans. The Rights and Participation Service have recently moved under the Head of Service responsible for Youth and Youth Justice.

3.2 The Lundy model is embedded across the service and is supported by Participation Pledges (Appendix 2: Participation Pledges). In addition, there is a video to promote the work and there are service champions trained in the Lundy model. We can confidently say that rights-based practice is at the heart of our work and vision for future service delivery. This is now being supported by the participation Team manager for all services across social care and community safety. This approach has also been adopted by partners, including the Police, as a key principle.

3.3 CYPJS continue to promote and embed a 'Child First' approach. A member of the CYPJS leadership team and case manager have completed the 'Child First, Offender Second' learning programme and are providing a series of briefings across the service to disseminate the learning. This is an invaluable opportunity and will help to further strengthen the child first approach.

3.4 Leicester CYPJS has worked closely with the Crown Prosecution Service to avoid unnecessarily criminalising children. This has resulted in an increased number of children being diverted from Court for an Out of Court Disposal, acknowledging the child's needs and circumstances, thereby diverting away from the formal justice system at an early stage.

4. Voice of the Child

4.1 It is recognised that there is difficulty when collecting feedback from children and young people, with different needs, and capacities and at different levels of engagement. While also acknowledging that some children and young people are also in very challenging places emotionally. The service recognises and values the voice of the child and their rights to participate.

4.2 The Service Manager has been working on improving the feedback forms and use across youth justice to ensure this feedback is presented quarterly in the performance reporting to the board. This is now embedded within practice and performance reports. The voice of the child therefore consistently informs service delivery (Appendix 3: Quotes from children and parents at the end of intervention)

4.3 Acknowledging the different contexts, the service has developed multiple channels for feedback. Children and families can choose how and when they provide feedback. "Always on" methods, such as comment boxes, social media platforms, compliment pro-active forms, surveys and focus groups are some of the channels available. Our approach was recently shared at a YJB practice learning event and the following was discussed and showcased: (Appendix 4: YJB Practice Learning Event)

- Qualitative approach to capturing verbatim thoughts, feelings, and experiences of children.
- Engaging, interactive and modern way of capturing children's voices for example Podcast.

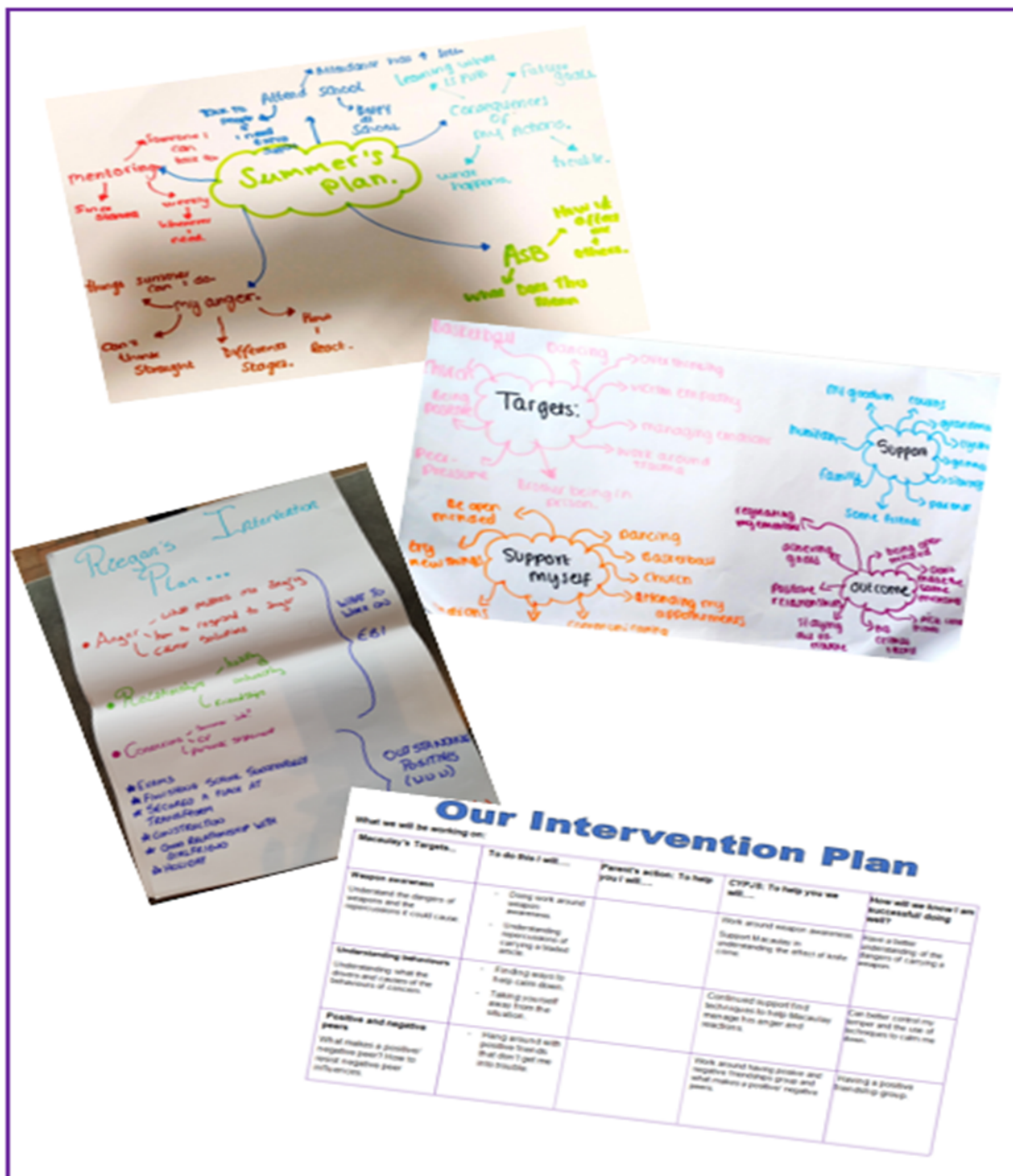


- Children educating new recruits on what makes a good volunteer CYPJS worker for them.
- Children can request reparation that is suitable for them. We work flexibly and individualistically with children to ensure there is value for the community and themselves in their reparative activities.
- Developing and establishing pathways to provide children with opportunities they have; to express themselves through arts, sports, animals etc.

4.4 Participation continues to be a priority in the Youth Justice Management Boards Partnership Plan. The Participation Strategy specifically focuses on the service response to ensure effective co-production with young people and their families in their assessments, plans and interventions. Co-production will continue to be a priority to support the planning, designing, delivering, and reviewing services. The board is considering how to ensure a better link to children but is confident that children have sight of plans, policies, and procedures to ensure that line of sight is there between children and the board. Further consideration will be taken to look at a children's group to inform the board on key decisions and developments. The board is keen to ensure the lived experience of our children is recognised and informs priority planning. The service is also ensuring ongoing work is developed on the child first and pro-social identity work is prioritised. The service and board have an aspiration of always ensuring a strength-based approach is applied to its work and concentrating on the strengths of each child and building upon those strengths. The Head of Service will seek the support of the Rights and Participation Manager to progress this work in 2024/5.

4.5 Policy and procedures are subject to ongoing review to ensure that a child-first approach is a cornerstone of practice. For example, we have reviewed the referral order processes and paperwork to ensure it is child first. The new approach went live in February, and we will be reviewing the impact in August. This is a creative and innovative piece of work that fits in the national standards framework as well as the child-first approach that has been adopted across the partnership, see Appendix 5: Co produced/Child First RO process.

4.6 Intervention Planning Guidance is continually reviewed to ensure that Plans are 'co-produced' and reflect collaboration between the young person, their parent/carer, and the case manager.



4.7 CYPJS has collaborated with children open to the service to develop a Children's Plan on a page. Last year's plan was recently reviewed, and children felt that their previous suggestions had been implemented in the service, apart from 'help with education, training and employment placements'. Children said that they feel the impact of the absence of a post-16 education worker. Whilst they feel supported via our Education Liaison in a school setting, they feel less supported with exploring employment, alternative courses etc.

4.8 Children offered further improvements that could be made to CYPJS and added to their plan. This includes more activities to help young people build better relationships with their workers, support them with a better understanding of emotions, and support them with life skills.

Children & Young People's Justice Service

Childrens Plan 2024

We want safe spaces:

- Places where we live.
- Places where we can escape to when we need.
- Places where we will have someone to talk to and be listened to.
- A place where I can shout and scream if I need to.
- Spaces with activities that are different, not just sports.
 - We want creative arts and music.
 - We want to express ourselves.
 - Access to the Xbox.
 - Spaces that are just for girls.
- Friendly faces in the community.

We want positive relationships:

- Regular contact with our workers.
 - A mutual understanding.
- To understand why we are involved with CYPJS, what will happen and what they will be doing.
 - Workers should have an excellent understanding of our lives.
- We want to communicate in the way we want to.
- Workers to listen and see things from our point of view.
- Would like to do more activities with the worker.

We want help with life skills:

- How do we get a bank account?
 - How do we buy a house?
- How do we get a driving licence?
 - How do I get a passport?
 - To prepare and cook food.
- Where to go when we need help.
- Registering with doctors and dentists.

We want a better understanding of our emotions:

- More support with ACES when we need them.
- Access to counselling when we need it.
- We want someone who can help us to talk to our parents.
- Adult support when we need it.

Help with education, training, and employment:

- We need someone to speak on our behalf at school.
- We need someone to support us to get into training or college, someone who sticks around.
 - Activities provided by CYPJS to support education.
- Things to do that I want to do (we don't all want to do construction).
 - Feel welcomed at school.
 - Support to follow the right path.
- We need schools to have a better understanding of my needs.

4.10 What Children Say:



5. Governance, Leadership and Partnership Arrangements

5.1 The CYPJS is fully integrated into local partnership planning arrangements for both children and young people and criminal justice services. There are regular joint meetings with key partners including the Police, Courts, Health (Public Health and Clinical Commissioning Group) and Probation to support the delivery of shared strategic priorities. The service is proud of the strong partnership in place.

5.2 Leicester's annual refresh of the current three year Youth Justice Plan is underpinned by a strategic partnership delivery plan (which the YJMB is accountable for) and an operational service plan for the CYPJS (which the Service Manager is responsible for). Both plans support a range of associated partnership strategies including the Police and Crime Plan, VRN Response Strategy and the Community Safety Partnership Plan.

5.3 The Director for Social Care and Early Help, Head of Service for Prevention and or CYPJS Service Manager is represented on/or responsible for the following key strategic partnerships:

Strategic Partnership Board	Leicester Domestic Abuse Locality Board	Level 2 and 3 Mappa meetings
Leicester Children's Trust Board (LCTB)	LLR VARM Board	CSE, Missing and criminal exploitation meeting
Local Safeguarding Children's and Adults Board (LSCAB)	Children and Adolescent Mental Health Service (CAMHS) Multi Agency Partnership	Serious Youth Violence Jag
Safeguarding assurance meeting	Family Therapies Board – Edge of Care	The Serious Violence Delivery Group and VRN Strategic meetings.
DHR review and subgroup meetings	Prevent Steering Group and Channel Panel	SEND partnership meeting
Corporate Parenting Board (Looked After Children)	Contest Board	Joint Solutions Panel
Leicester Community Safety Partnership (LCSP)	Community Operations meetings stepped up by the CSP	Association of YOT Managers
LLR Adolescence Safety and Diversion Board	Operational delivery MAPPA Meetings	Domestic Abuse and Sexual Violence Delivery Group LLR DASV delivery group and VAWG Delivery group
LLR Adult Offending and Vulnerability Board	Adolescent and Diversion Board	CCE and SV Subgroup
LLR Prevention and Early Intervention Board	Substance Misuse Partnership Board	Assurance and Development Board for Healthy Together
Strategic Partnership Board	Leicester Domestic Abuse Locality Board	Level 2 and 3 Mappa meetings

5.4 The Children and Young Peoples Justice service sits in Prevention in the Social Care, Early Help and Prevention Division and Social Care and Education Department.

5.5 The CYPJS is one of four services within the Prevention Service, which forms part of Leicester's Children's Social Care and Early Help division. Reporting to the Head of Service for Prevention and the

CYPJS has a dedicated Service Manager who oversees the operational delivery of the CYPJS and Youth Service (which will be renamed the Youth Support Service).

5.6 The CYPJS has a diverse workforce that reflects the diversity of the local communities that it serves. The entire workforce is employed permanently, apart from the Early Intervention Team and a range of short, funded projects that sit within that area. Whilst there is an underrepresentation of female employees in all parts of the service, apart from management, there has not been any detrimental impact on front-line service delivery specifically towards our females that may require female practitioners. However, this will continue to be an area that we monitor. Currently, this is not problematic as the local demographic of the cohort of young people we are working with are predominantly male reflective of our workforce for both gender and ethnicity. (Appendix 6: Structure chart of the service and staff demographics).

5.7 Through our disproportionality of ethnicity work, we identified an underrepresentation of managers who are Black, Asian or of another ethnicity. As YOT staffing structures tend to be more stable with less movement, we have incorporated actions within our disproportionality plan to include opportunities for shadowing and matrix management and active involvement in our Local Authorities' commitment to reverse mentoring, this continues to be prioritised.

5.8 Services for children and young people known to the CYPJS are provided by directly employed staff and external specialist staff who are located within the CYPJS. The service's main touchdown office base is in the city centre in the same building as social care, but staff also undertake direct work in local communities and home environments. Venues used include the children and family centres and youth centres across the city as well as voluntary and community centres.

5.9 The main activities delivered by the CYPJS are pre- and post-court interventions. Case Managers (supported by a Youth Advocate where required), oversee:

- Youth and Youth Conditional Cautions.
- Pre-sentence reports for young people appearing before Youth Magistrates and Crown Courts.
- Post-sentence supervision of all young people aged 10-17, including community reparation and restorative justice work. The service provides supervision to young people who receive custodial sentences and resettlement into the community. Intervention is supported by a robust group work delivery plan through our Attendance Centre and 'Which Way' programmes that offer our children a range of learning experiences and are co-designed with our children.
- Out of court disposals (OoCD) are managed through our robust joint decision-making process (Out of Court Disposal Panel) which covers both the county and the city. This enables earlier identification of children and young people at risk of crime and anti-social behaviour, with an opportunity to prevent escalation of offending and address wider family issues through targeted interventions. A bespoke OoCD assessment tool is completed, which reflects the AssetPlus framework, and all are Quality Assured by the OoCD Panel Team Manager and utilised to better inform the Panel's decision. The panel meets weekly and is subject to regular scrutiny by a multi-agency panel chaired by the Office of Police and Crime Commissioner.

5.10 The Early Intervention Team has been established since 2019 and continues to have a significant impact on the number of young people entering the criminal justice system. The team focuses on the prevention and diversion of young people through tailored intervention planning following a thorough assessment of individual strengths and needs of the young person and their family.

5.11 Since it was established the Early Intervention Team has received more than 1000 referrals from the Out of Court Disposal Panel, when a young person received a Community Resolution, Police issued Community Resolutions and young people referred for preventative intervention.

5.12 The early intervention offer has significantly increased over the past 12 months with the continued commitment from the Youth Endowment Fund in its funding of the Reach programme. A programme designed to support young people who are at risk of exclusion from mainstream education and anti-social behaviour. A report commissioned by the Violence Reduction Network, (VRN), and produced by Sheffield Hallam University highlighted the positive initial impact the team is having. The Reach Programme is currently taking part in a pilot of a randomised control trial to allow for an independent evaluation into the effectiveness of the team. OFSTED, as part of the Annual Conversation, received a presentation by the Reach team in May 2024 and it was noted as outstanding practice.

5.13 The team also contributes to the multi-agency Alternative Provision Specialist Taskforce, (APST), a Department for Education programme that provides support to young people and families of young people who attend Carisbrook Specialist Education Provision, the funding for this programme has now been extended until 2025 and the Early Intervention will continue to provide on-going support to young people at risk of becoming involved in offending, ant-social behaviour and serious youth violence.

5.14 The Early Intervention Team continues to provide one-to-one intervention and support to young people at risk of criminal exploitation, these young people are referred to the team via education providers, the police and through Public Protection Notices. The team works closely with colleagues within Children's Social Care to identify children at risk at the earliest opportunity. The team also has a presence in schools as a point of contact for students who may be concerned for themselves or peers who may be at risk of exploitation. (Appendix 7: Evaluation reports Early Intervention)

5.15 There is an extensive range of partnership staff supporting CYPJS:

- 1 FTE Seconded Probation Officer (Secondments currently on hold due to staffing pressures and monies being provided instead)
- 2 FTE Seconded Police Officers
- 1 FTE Seconded Pre-16 Education Specialist
- 1 FTE Substance Misuse worker.
- Access to Connexions for post 16 support and Educational Psychology service.
- Direct support from a CAMHS Practitioner on a full-time basis to work closely with the Child and Adolescent Mental Health Service (CAMHS).
- Two ACE's practitioners working across LLR offer support for the trauma-induced work with staff to support their work with children and young people who display childhood trauma (ACE's).

5.16 Vulnerable children and young people who are not in education, training or employment are offered targeted individual advice and guidance. Our SEND pathway supported by partners ensures there is a specific focus on young people who have an Education or Health Care Plan, those who require Speech and Language Therapy and those in custody. SEND colleagues also support the service workforce development programme. Connexions support all children in year 11 and those above school age. The Education Welfare Service contributes towards a full-time ETE coordinator to support children of statutory age. The coordinator is responsible for:

- Coordinating resources to address school-age ETE needs, collaborating with schools and education providers.
- Overseeing the allocation of work relating to custodial education, pre- and post-16 transitions, and educational psychology
- Managing all referrals to education welfare service
- Exchanging information relating to ETE records with schools and the host local authority when a young person enters custody.

- Engaging the local authority in terms of attendance and representation of CYPJS issues at key-focused meetings

5.17 As part of the ACE project within NHS England, we continue to prioritise and address the area of trauma and emotional trauma in the lives of young people. CYPJS staff have received specialist training to identify and respond effectively to emotional trauma which continues to strengthen support plans for children and young people. It also ensures that there is a greater understanding for victims of youth crime about the experiences of some children and young people. The project is developing at pace and have recently launched a joint ACE and CAMHS referral to ensure young people and children receive the most appropriate service at the right time.

5.18 Our volunteers are vital in helping to make a difference in the lives of children, young people, their families, and victims of crime. We work with a wide range of volunteers reflecting the diversity of Leicester's communities. Recruitment and a comprehensive training package take place annually. Volunteers have access to ongoing support by way of one-to-one and a group setting, facilitated by the Volunteer and Restorative Justice Co-ordinator. There is also ongoing training delivered by partner agencies, including ACE practitioners within NHS England, Turning Point Drug and Alcohol Service, as well as refresher training in safeguarding and data protection.

5.19 The youth justice mentoring project, for out-of-court disposals, has been set up to help tackle the underlying challenges that exist in a child's/young person's life, which may lead them to commit crime and antisocial behaviour. The scheme aims to engage children and young people on a one-to-one basis and deliver tailored interventions to address their offending behaviour, increase their knowledge and consequently divert them from offending. The mentoring support provided is set up on a swift and short-term basis to maximise the impact and effectiveness of the intervention. The service continues to recruit, train, and support many community panel members for the delivery of Referral Orders. This work is going from strength to strength with outstanding outcomes being seen.

5.20 The CYPJS works in partnership with the Youth Service to deliver criminal exploitation and knife awareness programmes for two distinct groups of young people, those who are known to carry knives and those who are at risk of becoming knife carriers. This work is being supported through funding by the Office of the Police and Crime Commissioner (OPPC). Specific programmes have been delivered, in partnership, to reduce the number of knife-related offences across the city, with the service being a key contributor to the Knife Crime Strategy incorporating serious youth violence. The group work programmes have been co-produced with our children and young people.

6. Resources and Services

6.1 The YJB Youth Justice Grant allocation focuses on innovation and service improvement and supports the annual partnership delivery plan reviewed by the Leicester Youth Justice Management Board. This ensures resources continue to be prioritised in areas where there are risks to future delivery and performance. We are yet to receive the grant for 2024/5

6.2 There has been a continued downward trajectory regarding the number of children in the youth justice system. Leicester City has seen a steady reduction in the number of children open to the service over the last four years with an average 122 caseload (2019/20) v. average 70 caseload (2021/22) and similar since trajectories since then in 2023/4. Nationally, this appears to be reflective statistics for family neighbours. It is also clear that the Early Intervention Team have had a significant impact on the statutory side of youth justice by diverting children at the earliest reachable point. Subsequently, young people that

do enter the youth justice system and the statutory side of core business, present with more complex needs.

6.3 Locally, we can demonstrate how the team is impacting upon the FTE rate which was previously higher than the regional and national averages. This has resulted in the reduction of young people receiving court convictions and escalating through the Criminal Justice System. Offending data post-intervention is also strong as can be seen in the data provided in the plan and performance report (Appendix 8: Paper C Performance and QA Report May 24).

6.4 The early identification and intervention through the Police issued Community Resolutions and referrals for preventative intervention will continue to be a key priority for the forthcoming year, in addition, we will focus on:

- Utilising existing community risk management processes, for example, the Serious Youth Violence Joint Action Group to engage siblings/children of the most serious offenders to ensure wrap-around services are provided, and timely referrals are made.
- Analysing first-time entrants' data to support prevention initiatives, for example, we know that many children and young people committing knife offences are not eligible for a Community Resolution. Increasing the need for additional prevention to be delivered in a range of universal settings. This is supported through additional partnership delivery work with the youth service.
- Utilising Outcome 20, Outcome 22 and Community Resolutions as a viable option preferred to Youth Cautions and potentially Youth Conditional Cautions. The OoCD Panel is in the early stages of implementing O20s (NFA / service delivered by other agencies involved) and O22s (police NFA following education activity completed).
- Developing our community engagement and mentoring offer. This is being seen as having a significant impact on the lives of our children.
- Data Sharing – This is a key feature of both HMIP and Crest Report and the meeting is focused on what data the Services readily have available that could provide a more robust overview of out-of-court work. A barrier to achieving this to its full potential is the need to have data analyst support. This strand will also support any grant or bid submissions that will bolster the work of the Police, Youth Justice, and other partners.
- Cohort Management – this is a relatively new concept that agencies are working through to identify those children and adults most at risk of committing serious violence and recognise those children who may be on the periphery and require support. This work is being led by the Violence Reduction Network and the Violence and Complex Crime Unit.

6.5 The complexity of cases escalating through the criminal justice system continues to be notable, and the staffing time and partnership time across all disposals have increased. Alongside this, there has been an increase in the intensity of support needed, when reviewing the assessed risk levels. The consequence of this is a need for a higher contact rate, more intensive support, and increased multi-agency planning, increased staffing time per child needed across the partnership and not just consumed within youth justice provision. We have two key processes to support the reduction of risk these are the Re-Offending toolkit meetings the Case Management and Diversity Panels and a wider focused joint solutions panel if known to C6.6 The reoffending rate, particularly the frequency has risen over previous months, we continue to utilise the YJB Re-offending Toolkit to ensure a detailed understanding of local re-offending rates. We know that locally, most children who re-offend do so within 30 days of the sentence. To ensure that the frequency rates are targeted more effectively, by the leadership team, we have real-time intelligence for case managers to respond to reducing drift and delay in refreshing assessments, pathways and planning. Leadership oversight is provided at weekly risk of reoffending toolkit meetings, together with the police and the Intensive Support for Children Coordinator, weekly intelligence, offending patterns, CCE and Habitual Knife Carrier intelligence is reviewed to inform intervention planning. Intelligence sharing also supports the delivery of initiatives in the community, for example, weeks of action and group delivery to prevent first-time entrants and re-offending.

6.7 The Case Management and Diversity Panel review all cases that are assessed as high risk in any risk domain or where diversity needs to be considered, in custody or on remand cases, and those that have been transferred or are being caretaken. In addition, any cases where there has been a significant change can be referred. It supports the management and reduction of risk through multi-agency information sharing and decision-making, the delivery of targeted intervention planning and supports transitions and resettlement. The panel also promotes and provides an additional level of management oversight. It has been highly regarded by HMIP.

6.8 The cohort of young people aged 16 -18 open to the service has been steadily increasing. Ongoing data and quality assurance scrutiny is supporting how we develop and deliver impactful intervention, this will continue to be reviewed every quarter to inform practice. During the last year transitions and resettlement policies have been reviewed and updated, and service briefings were delivered. It will be a key priority to strengthen working arrangements with custodial establishments post-pandemic. To support transitions and flexible approaches to ensure there is capacity for continuous assessment, planning and delivery to support resettlement back into the community. There has been a key focus on working closely with the Probation Service as they developed their young people's team with a notable improvement in transitions of cases of probation in a seamless manner. Discussions remain ongoing concerning access to systems so that probation can review CYPJS intervention.

6.9 Accommodation is included as part of all resettlement planning for all young people made subject to a custodial sentence or remanded to Youth Detention Accommodation. Every young in custody or remanded is allocated a Youth Advocate. The focus of the advocate work is to deliver and enable access to support with health, family, education, training, employment and accommodation. Parenting support is provided to all young people in custody and their families throughout the custodial sentence to plan and support reintegration into the community. Other key professionals will be invited to custodial reviews depending on the specifics of each case being presented to the panel.

6.10 In line with updated case management guidance transition processes will be updated to ensure key services are accountable for supporting the planning and delivery of transitions. Including accommodation/residence, change of services, health, education and exit strategies for children when they reach the end of their order. The key focus will be on those with Education Health Care Plans, Special Educational Needs and those that are Looked After.

6.11 The service routinely updates its quality assurance activity schedule outlining CYPJS 2024-25 quality assurance activity with broader actions tracked and progressed through the improvement/business plan. We prioritise improvements around practice and recording, following the implementation of whole child's journey case management guidance. These have been developed following learning from the National Standards self-assessment and associated actions absorbed into the improvement plan. CYPJS has held, and will continue to do so, bi-monthly developmental practice workshops, and build on the quarterly service meetings which cover a variety of quality improvement activities. Board member governance and scrutiny of quality assurance processes will be a key priority.

6.12 Workforce Development Training and learning are delivered through internally commissioned training/workshops for CYPJS-specific activity, accessing the divisional and corporate training programmes and through self-directed research. CYPJS have a Skills Matrix Training Plan that has been supported by a service-wide self-assessment using the YJB's Youth Justice Skills Audit for Youth Justice Practitioners (Appendix 9 The workforce development plan for 2024 is currently under review and awaiting completion of Quality Conversations with individual staff to feed into the matrix). The priorities identified and actions will feed into the service delivery plan.

6.13 Statutory partners funding contributions in Health, Police and the Probation Service are yet to be fully confirmed for 2024-25 at the time of writing this plan, however, it is envisaged these will remain at the same/similar levels. The OPCC has yet to confirm 2024 -25 additional funding for the service, although has confirmed that money will be provided to support the Early Intervention team through a successful bid into the Community Safety Partnership funds provided by the OPCC. Up until March 2025 MOJ Turnaround funding will support the Early Intervention team. Currently, we are considering how to mainstream the work within CYPJS due to the significant impact it is having on FTE and other KPI's (Financial, staffing and in-kind contributions made by local partners are contained in Appendix 10 for 2024 -25).

6.14 Investing to save, as part of supporting the preventative agenda, has been a priority for CYPJS over the past year and will continue to do so throughout 2024-25. Examples to date:

- The Early Interventions Team was Independently evaluated in March 22 The independent evaluation report of the Early Intervention Team were published in July 2022. The findings demonstrate the significant impact the team are having on young people and families across Leicester City. The full report and recommendations can be found here: [6e2bca7855900873ac4e488a54177e733cfaca.pdf](https://violencereductionnetwork.co.uk/6e2bca7855900873ac4e488a54177e733cfaca.pdf) (violencereductionnetwork.co.uk) Quarterly performance reports are also provided to the board and funders (appendix 11)
- The REACH Programme which was derived from a VRN-supported bid to the Youth Endowment Fund was Independently evaluated and supports whole system development and delivery.
- The Phoenix Programme, formally Focused Deterrence, launched in July 2023, CYPJS has been a significant partner in the design of the programme and will provide intensive support to young people identified through the programme from Early Intervention and statutory areas of the service.
- Home Office GRIP fund which Leicestershire Police receive funding for to provide a regular and visible policing presence to prevent serious violence in crime hotspots. Working in cooperation to develop focused Youth Work to support policing initiatives.

7. Progress on the 2022-25 plan – refresh 2024/5

7.1 The service set an aspirational Youth Justice Plan for 2022- 2025, and it was set as a three-year plan. It is clear to see that significant progress has been made in many of the priorities set.

7.2 Key priorities for the Leicester Youth Justice Management Board for 2023 -24 continued to include areas for development highlighted by the HMIP ETE thematic inspection in 2022 and yearly self-assessment against the Youth Justice Board National Standards. We have been encouraged by the work completed to ensure schools are transparent in their use of part-time timetables and the hours of education children receive. Also, our work to establish a dedicated SEND pathway as the which has enabled us to be awarded the SEND Charter Mark. Although ETE will remain a priority for 2024/5 the work to address areas for improvement as a result of the thematic inspection has largely been delivered and embedded.

7.3 The service made a commitment for a specific focus on post – 16 EET resources to ensure an improvement in outcomes that were directly impacted by COVID. This has been actively worked on and the service has seen a marginal increase in Post -16 NEET, however, a reduction in training providers post-COVID is impacting on performance. This remains a performance priority and ETE recommendations from data analysis have formed part of our partnership planning throughout 2024/5. The board was invited in May 2023 to have members lead on specific KPI's to ensure they had a closer look at data and performance from a specialist perspective and provide strategic oversight. This is continuing to be embedded in the board approach for 2024/5.

7.4 Leicester Youth Justice Management Board has continued to improve ownership of strategic priorities with a full self-assessment completed in 2021-2022 and has been reviewed annually since. Our review in May 2023 and May 2024 has seen a refresh of key priorities and consideration of the revised Key Performance Indicators that are used to measure need and support partnership responses.

7.5 A key priority was to embed the social care and education participation strategy, ensuring that the views of children and young people, their parents/carers and other stakeholders are fully embedded in key areas within the CYPJ service as follows:

- a. Strengthened co-production informing improved assessments, plans and service delivery which is evident within quality assurance processes. Progress has been made and this is being realised through the QA approach.
- b. Use friendly induction processes evidencing that children and young people know why we are involved and what the trajectory is. The induction paperwork is revisited annually, and children have been involved in looking at the induction approach and written paperwork. In addition, there have been group work sessions developed in partnership with children to introduce them and their families in what to expect from CYPJS.
- c. Children have supported the review of Referral Order processes and accompanying paperwork. We are proud of what has been achieved collaboratively and are confident that our Referral Order processes are as child focused as they can be. (Appendix 5 Coproduced plans)
- d. Victim voice has been reviewed in line with the proposed HMIP inspectorate framework and the Victims code that was launched recently. This has supported our work within out of court disposals with a stronger focus on restorative justice processes. Work has been undertaken to ensure the victim voice is always heard within the out of court processes and paperwork has been amended to reflect this. The dedicated Victim Contact Officer contacts all direct victims (consent-based) prior to offences being heard at the Out of Court Disposal Panel. Victims are offered the opportunity to have their views obtained by means of Victim Impact Statements. During this process, the offer of restorative justice options is discussed. Victims are offered additional services such as support via Victim First, should this be required. A copy of the Victims Code of Practice is always provided, either by link or printed version. The Victim Contact Officer shares the victim's voice and impact with the assessment author, which is also highlighted during the OoCD Panel to inform appropriate disposal decisions and risk management planning, whilst also balanced with a 'Child First' approach.

7.6 The service continues to strive for best practice and improve the quality of practice, during the last year our quality assurance processes have been revised, to enable a greater focus on key areas of practice. Additionally, greater scrutiny must be given to our pre-court and diversion processes. That so, we have established quality assurance processes that ensure all pre court assessments are audited before going to panel. Maintaining improvements relating to the quality of reviews and effective management oversight has been a key priority. Revised processes have been established to ensure that reviews are impactful, and child-led, this was supported by training. As a result, the service has seen significant improvements in this area with reviews continually being monitored. This will remain an ongoing priority with the aim of 80% of reviews being deemed "good" or "outstanding" through the QA approach. We remain committed to board members becoming part of the quality assurance process. This is still an area to consider. Board members continue to receive quarterly QA reports in the board meetings and opportunities are there to provide feedback and advice on areas for development. This continues to be an area to consider for the best use of board members' time and skill base.

7.7 The implementation of the recommendations from the task and finish group findings, exploring disproportionality of ethnicity and children looked after informed the service-wide disproportionality plan.

The plan was refreshed during July and August 23, this was supported by a service wide disproportionality audit. One of the key actions within the plan focuses upon preventative activity to engage more children from BME communities. Six months on within prevention we can demonstrate an equal balance of White British children compared to children from BME communities. This is positive given the overrepresentation of white British children. This will remain an ongoing priority for the 2024/5 plan.

7.8 Our bespoke programme to support young people through transitions smoothly continues to be developed, our transitions policy is subject to continual updates as the local probation service young adults team develops. That so, updates have specifically focused on custodial and Probation transitions. Work is ongoing to focus on all transitions, including health, education, accommodation, children who move services and children who reach the end of their order. We are also working closely with our leaving care team to be part of the Staying Close programme, a model which provides enhanced support packages for children leaving care from children's homes.

7.9 We have established a Health dashboard to track themes and trends but also provide staff with a wealth of health data to inform their planning and delivery. The dashboard was created and trialled, and we found that the initial process provided enhanced information, but it still had limitations. During the last year, working with health we have set up a process with healthcare navigators, that ensures all children's health information is provided at the earliest stage to assist in assessment and support intervention. This will continue to be a priority as it embeds in 2024/5 to realise its potential. A full updated report was delivered and well received by the Board in June 2024.

7.10 The creation of a 'Remand Strategy' to support the effective management and support for young people who are remanded into custody including those who are held overnight in police custody. This piece of work has been an excellent partnership approach to creating a child first remand strategy across LLR. The strategy was signed off in 2023 and coincided with the publication of the HMIP joint thematic inspection of remands, and associated action plan. The board have agreed to the establishment of a joint LLR task and finish group to oversee the implementation of the action plan. It will remain a priority for 2024/5 to embed and continue to review the strategy across services.

7.11 The focus on substance misuse treatment continues to be a key priority, specifically in relation to current offending trends and for child victims of CCE. The revised KPI's are also a key measure of how substance misuse services are being utilised. Learning from this as resulted in revised referral processes and working agreements with the provider to ensure out-of-court processes are robust. This has been accompanied by training. Referrals are being closely monitored to ensure an increase is seen and engagement is improved. A priority area for 2023/4 was to concentrate on the engagement and retention of young people in treatment and sustaining successes. There has been a marked increase in referrals, engagement and outcomes for young people receiving support. This will continue to remain a priority area for the service to ensure this continues to be the case throughout 2024/5

7.12 The Expansion of the offer within the service, merging a range of programmes to develop a coordinated pathway of interventions to both prevent and protect children and young people who are at risk of offending and child criminal exploitation. We have developed robust cohort management processes that ensure all children identified as habitual knife carriers or are assessed as high-risk of criminal exploitation have robust packages of intervention. Lessons learnt from these developments are being fed into the growth of the Youth Support Service which will reflect support from across the wider Social Care, Early Help and Prevention division. This is being reviewed at Head of Service meetings whilst being implemented.

7.13 The service has continued to be a core member of the VRN and helped prepare, alongside partners, for the Serious Violence Legal Duty within the Police, Crime, Sentencing and Courts Act 2022. As a specified authority, the Head of Service is the nominated lead for this area with the strategic director overseeing

the work for the local authority. The Board has received presentations and kept abreast of developments to ensure CYPJS is adopting a public health approach in both preventing and reducing serious violence locally. Examples of this approach relate to CYPJS commitment to the local-focused deterrents scheme and ongoing community cohesion work. The strategy and youth justice self-assessment has been completed.

8. Performance and priorities.

8.1 The key 4 performance indicators, which remain a priority for the service, are preventing youth offending, reducing re-offending and the use of custody for children and young people as well as a suite of local performance indicators and a monthly dashboard of indicators. The impact of the CYPJS performance and its contribution to wider safeguarding and public protection responsibilities are monitored and reported through the local Children's Trust Board, Safeguarding Children and Adults Board and Strategic Partnership Board. The additional ten KPI's that went live in 2023, are now being reported quarterly, but are yet to be used as measures as the data is being refined. However, the additional KPI's are now being discussed with board members agreeing to adopt a KPI and providing exceptional reporting. A newly designed Performance report was well received in February 2024.

8.2 The CYPJS performance management reporting arrangements inform the Leicester Youth Justice Management Board's decision-making and influence service delivery across the partnership. This includes a rag rating system for the service to track the key performance indicators compared with their respective YOT family, regional and national datasets. This is also underpinned by the quality assurance framework which is aligned with performance outcomes such as custody and reoffending rates, using tools to track reoffending rates to ensure robust measures are in place and maximising resources.

8.3 The CYPJS completes regular 'deep dive' analysis reports for the Leicester Youth Justice Management Board on priority areas. Over the year this has included, young people who were in custody/remand, Looked After Children, and young people who have an Education Health Care Plan. An LLR joint partnership audit on CCE was completed in the first half of 2024 and CYPJS contributed to this approach in preparation for potential Serious Violence JTAI. Recommendations from the audits are being implemented.

8.4 The Youth Justice Board (YJB) have introduced an Oversight framework for Youth Justice Services which will enhance the level of scrutiny by the YJB. This monitoring will be included within the performance reporting processes to the board quarterly and help shape further ongoing improvements for the service. Leicester is in performance quadrant two, with satisfactory performance and has identified specific targets to demonstrate strong performance.

8.5 Reducing First Time Entrants (FTE) Performance

FTE
Apr 23 – Mar 24: Rate of 220 per 100,000. (Actual Number of FTE= 90 young people)
Apr 22 – Mar 23: Rate of 198 per 100,000. (Actual Number of FTE = 81 young people)
RED Increase - of 11.1 %

8.6 Key priorities from 2023/24 and progress.

8.6.1 To further reduce the numbers of young people entering the criminal justice system, in partnership with other local agencies through more integrated and targeted earlier support. This remains a key priority but there continues to be a downward trend in children entering as FTE. We continue to work with the court to divert children away from more formal youth justice outcomes, supported by the Out of Court Panel we continue to embed trauma-informed and child-first approaches within the joint decision-making process. We have continued to strengthen our prevention and diversion offer led by the Early Intervention Team.

Some examples:

- Strengthening the delivery of the REACH project within schools to identify children in the school environment at risk of entering the criminal justice system and provide a wraparound evidence-based package of support.
- Community engagement, supporting police to support community cohesion initiatives, co delivering weeks of action.
- Analysis of quarterly FTE data to direct preventative intervention in the communities where children are most at risk.
- Focusing on communities that historically are hard to engage, for example, St Matthews which is a strong Somali community.
- Positive activities through group work and community projects.
- Youth mentors to support children in overcoming incidental barriers.

Diversion:

- Fatal Four driving programme supports the diversion of low-level driving offences for an OoCD with an education activity as opposed to a fine.
- All OoCD assessments are quality-assured to ensure the management of risk is proportionate and that assessments are child-focused and intervention plans are co-produced.
- Utilising the Outcome 22.
- All PPN received by the CASP team are being received by the Early Intervention team.

8.6.2 The Early Intervention Team continues to expand to deliver a robust prevention and diversion offer that meets the needs of young people at risk of entering the criminal justice system and exploitation. The team is working closely with partners from within, and external to the local authority to ensure young people receive the right support at the right time. The continued partnership with local providers of interventions for young people will ensure young people can access support from within their community that is sustainable post-closure.

Some notable partnership working examples:

- The VIP Project
- Voluntary Action Leicester
- Soft Arts
- VRN Sports Network

8.6.3 During the last year we have located ourselves strategically and operationally to reduce the frequency and seriousness of re-offending by first-time entrants by earlier identification. We are present at all processes that oversee the management of CCE, ASB and knife Crime. For example, our presence at police-led daily risk management meetings and joint area action groups ensures that we can support children at risk earlier. Focusing specifically on CCE and Habitual Knife Carriers, all children are reviewed

monthly, including those not open to CYPJS to ensure the right support is being delivered, by ourselves, and our partners and in doing so we consider sustainability planning, to support the child moving forward.

8.7 Reducing First-Time Entrants (FTE) Priorities for 2024-25

8.7.1 The Early Intervention Team – Development will continue to be a key priority and work during 2024/5 will concentrate on further evidencing impact and realigning resources to mainstream the team. A review will be required to align the offer within youth and youth justice. In addition, we will continue to horizon scan and consider funding bids to complement our service offer.

8.7.2 Continued analysis of first-time entrant data, children police bailed, and children released under investigation will enable the identification of characteristics to direct our prevention offer. For example, work is underway to analyse the educational status of the last two years' first-time entrants to establish if part time hours and exclusions are more prevalent for this cohort.

8.7.3 For overrepresented children we will be building on the QA process, to understand what is happening 'upstream' data sharing with partners will enable us to establish if these children are more likely to be excluded, stop and searched by police, or less likely to access services such as health.

8.7.4 We will develop the use of the YJB assessment and quality assurance tool to ensure we are engaging children positively and co-producing plans that will reduce the risk and frequency of offending by first-time entrants. We will continue to work with partners and explore funding opportunities to support children in the community. In line with the inspectorate framework (intervention based on need, not in relation to being on a statutory order) existing service-level agreements will need to be reviewed to ensure that services are delivered to children based on need.

8.7.5 The REACH project will cease in March 2025, and exit planning and establishing learning through the evaluation framework will be taken forward with colleagues from education. The Phoenix programme will also compliment this priority and over the coming year analysis of the focussed deterrent model will illustrate what the impact is upon FTE's.

8.7.6 The focus on Habitual Knife Carrier's and high-risk CCE will continue to be strengthened, to include all partners working with children. To support the growth the Service Manager will drive the adolescent offer to ensure children and young people receive the right services at the right time with a clear partnership pathway.

8.7.7 Continue to drive forward the Community engagement/action element of prevention to support police to support community cohesion initiatives, and to ensure that hard to engage or overrepresented communities are prioritised.

8.8 Reducing Reoffending Performance for 2021-22

Reoffending rates after 12 months – Quarterly cohort -

Re-offending rates -quarterly cohort

Reoffences per reoffender Apr 22 – June 22 (latest period) = 6.61

Reoffences per reoffender Apr 21 – June 21 (previous year) = 8.00

Green – Decrease – 17.45 %

(37 young people – 18 re-offenders – 119 reoffences = 6.61, re-offences/reoffender – 3.22 re-offences per offender) 48.6% re-offending

Compare to previous year.

26 young people - 11 reoffenders -88 reoffences = 8.00 re-offences/reoffenders – 3.38 re-offences per offender) 42.3% re-offending

<p>Binary Rate -quarterly cohort</p> <p>Binary Rate Apr 22 – Jun 22 cohort (Latest period) = 48.6 %</p> <p>Binary Rate Apr 21 – Jun21 cohort (previous year) = 42.3 %</p> <p>Amber–Increase – 6.34</p> <p>(37 young people committing 119 offences)</p> <p>(26 young people committing 88 offences)</p>
<p>Yearly Reoffending rates annual reoffending data</p>
<p>12 Month cohorts – Yearly cohort</p> <p>Reoffences per reoffender Jul 21 – Jun 22 (latest period) = 5.78</p> <p>Reoffences per reoffender Jul 20 – Jun 21 (Previous year) = 6.65</p> <p>Amber – Decrease by -13.1 %</p> <p>(128 young people – 50 re-offenders -289 reoffences= 5.78 (re-offences/reoffender)</p> <p>Compare to</p> <p>(138 young people –49 re-offenders -326 reoffences= 6.65 (re-offences/reoffender)</p>
<p>12 Month cohorts - Annual Data –</p> <p>Binary Rate Jul 21 – Jun 22 (Latest period) = 39.1%</p> <p>Binary Rate Jul 20 – Jun 21 (previous year) =35.5%</p> <p>RED - Increased by 3.56</p> <p>(128 young people committing 289 offences)</p> <p>(138 young people committing 326 offences)</p>

8.9 Priorities in 2023/4 and progress

8.9.1 To confidently articulate the impact of reoffending rates over the coming year due to tracking a smaller cohort and the likelihood of bigger swings (as is being seen in the data) in the percentage rates of offending. This will then enable the CYPJS and partnership to respond effectively, using local up to date knowledge to inform planning and delivery. This continues to be a priority for the service. Reoffending rates have worsened, and the service is working hard to address this using a variety of platforms mentioned earlier.

To achieve this, we have:

- Reviewed all children that offended (June 22 – June 23) findings told us that children are most likely to re-offend within 30 days of receiving their order. In response, all statutory order engagement timelines have been reviewed, this included an analysis of all referral orders made in 2023. The associated action plan details measures to ensure engagement is swift post sentence. This includes advocacy in the courts to ensure children and their families have a full understanding of expectation and a volunteer recruitment drive to ensure RO panels are never cancelled due to panel member availability.
- Expanded our weekly Risk of Re-Offending tool kit meeting. In addition to reviewing weekly police intelligence, we have a weekly thematic review, that focuses on all red rated children on the Intensive Support for Children list, all Children with a high and medium CCE risk assessment, habitual knife carriers, CLA and contextual safeguarding. In addition to this, the meeting considers bail packages and sentencing planning. The meeting is chaired by the service manager and involves the whole leadership team, case managers and prevention officers are also invited to attend. This approach ensures the leadership team collectively consider reducing offending for all.
- CDMF, our weekly risk management panel has re-focused attention on the child first tenants, and more partnership consideration is given to co-produced plans. This ensures that partners are adopting a child-first approach to supporting interventions. In addition, we are ensuring that there is a greater focus upon

family networks, and we are ensuring that siblings of children who have offended received support from Early intervention.

- In collaboration with children and case managers, the referral order paperwork and processes have been redesigned to be child first in its approach.

8.9.2 The Early Intervention Team have delineated the difference between prevention and diversion, and we can now outline our offer to protect young people who are criminally exploited and have re-offended. A realignment/ review will be required to mainstream this part of the service. This has been achieved and the programme evaluated.

8.9.3 We continue to reduce the frequency and seriousness of re-offending by young people known to CYPJS at first-tier interventions, where statistically this remains a challenge both locally and nationally. We have progressed this through working in partnership with the Phoenix Programme, this remains a key priority.

8.9.4 We continue to prioritise and address the area of trauma and emotional trauma in the lives of young people. This work is fully embedded in practice alongside the ACE project and can be evidenced in audits routinely. In the last year case managers and prevention officers have been receiving group supervision from the ACE practitioners which has had a demonstratable impact on coproduction.

8.9.5 The early identification and intervention through the Police issued Community Resolutions Outcome 22's and referrals for prevention intervention will continue to impact upon FTE's. These young people would have had to continue offending or have committed more serious offences before coming to the attention of the service and receiving support. It is well documented that earlier intervention has a greater impact rather than delaying interventions until young people are more entrenched in offending behaviours.

8.10 Reducing Reoffending Priorities for 2024-25

8.10.1 Nationally the reoffending rate for children increased for the first time in seven years, however, the increase is small, and figures are still smaller than a decade ago, while the number of children in the cohort and the number of offenders continued to decrease. This is mirrored in Leicester. The YJB has reported social factors that could be affecting changes in reoffending such as effects of the pandemic, school closures and the cost-of-living crisis. For example, children's mental health is known to have worsened since the pandemic and have suggested exploration would help gain a better understanding of links between these factors and reoffending and what sort of support might help to mitigate this. Over the next year we will work locally in line with YJB recommendations to:

- **Monitor reoffending over time and further explore the data** - to see if the increase seen this year is a true change in direction, or whether it is a minor fluctuation or plateau. This could include consideration of whether court closures and backlogs may have impacted the observed reoffending rate.
- **Explore social factors that may be affecting changes in reoffending** such as school exclusions, poverty, effects of the pandemic, school closures and cost of living crisis. Consideration of these age groups who see the largest increase in offending (10–14-year-olds and 15–17-year-olds) and their experiences during the pandemic would be of benefit.

8.10.2 We will confidently articulate the impact of reoffending rates over the coming year due to tracking a smaller cohort and the likelihood of bigger swings in the percentage rates of offending and will continue to develop the processes we have established this will include:

- Quarterly Referral Order and Youth Rehabilitation Order reporting to ensure children are being engaged at the earliest opportunity post-sentence and that all referral order panels are held within time scales.
- Continue to refine the Risk of Reoffending Tool Kit (RORTK) meeting to ensure we are collectively reviewing coproduced plans and intelligence.
- CDMP paperwork to be reviewed before the panel by the leadership team, this will provide challenge and scrutiny to ensure we are collectively focused on what the child needs from partners to support their intervention plans. To continue to consider family and social networks so that resilience is built for children in the community.
- Review the revised child first referral order processes to establish what impact it is having upon children's offending.

To support this, we are committed to learning from metropolitan areas and want to draw on experienced leaders in the field of serious violence, for example, the St Giles Trust, to develop initiatives in hard-to-reach communities.

8.10.3 We will continue to reduce the frequency and seriousness of re-offending by young people known to CYPJS at first-tier interventions, where statistically this remains a challenge both locally and nationally. We have progressed this through working with the Phoenix Programme, and working together will continue to develop this work learning from the evaluation framework that accompanies the programme alongside the evaluation of the REACH programme. In addition, we are committed to learning from metropolitan areas and want to draw on experienced leaders in the field of serious violence, for example, the St Giles Trust to develop initiatives in hard-to-reach communities.

8.10.4 Our Early Intervention offer is ensuring that we are reaching more girls, moving forward we will seek insights on reoffending for both genders. Less is known about what works to support girls although the number of girls overall in the system is smaller. The YJB-led practice group on girls should continue.

8.10.5 The service will develop a clear policy and upskill staff in social media. Strategic managers need to consider local policy frameworks for monitoring online activity in line with surveillance legislation and guidance. This information can assist assessments being completed by staff within the service.

8.11 Reducing the Use of Custody Performance 2023- 24

Use of Custody rate per 1,000 of 10-17 population
Apr 23– Mar 24: Rate of 0.15 per 1,000. (6 custodial sentences)
Apr 22 – Mar 23: Rate of 0.10 per 1,000. (4 custodial sentences)
AMBER/GREEN - Increase by 0.05

Progress to date on priorities set 2023/4

8.11.1 To reduce the use of remands to youth detention accommodation and custodial sentencing for all young people including children looked after. This remains a key priority as although there has been significant success in this area the data fluctuates with a slight increase in remands but reduction in custodial sentences. There has been an increase in remands over the last year, all have related to serious offending and bail packages are not appropriate. However, in line with a national trend, 30% of children remanded to not receive custody. We are currently reviewing all sentencing proposals for 2023 to establish the rationale for this locally.

8.11.2 The local Remand Strategy was signed off. We are now working to embed and monitor/review the strategy into practice. This has been supported by multi-agency child-in-custody training that was delivered across LLR.

8.11.3 The national standards court audit supported our review of the court and resettlement team in CYPJS. It enabled an evaluation of the impact this team has had on the quality and reduction of the edge of custody and remand cases. Along with the quality assurance of all pre-sentence reports written during 2023 we are confident in our sentence planning.

8.11.4 The ISS task and finish group established measures to ensure a clear focus is maintained to provide robust individualised packages of support for those on the cusp of custody and being resettled for best outcomes for our children.

8.12 Reducing the Use of Custody Priorities for 2024/25

8.12.1 To reduce the use of remands to youth detention accommodation and custodial sentencing for all young people including children looked after. To ensure the right packages are provided to children to reduce remand and custodial sentences as appropriate. To maintain the low custodial sentencing outcomes with robust alternatives to custody packages that are evidence based and effective e.g. ISS and MST standard. The HMPI thematic inspection of remands and accompanying action plan will support this work. In February the board agreed to establish a LLR task finish group to progress this work.

8.12.2 To embed the local Remand Strategy which includes alternatives to police custody and improved strategic links with estates. To achieve this, we will continue to build upon the multi-agency LLR training delivered and will focus on how the CASP team adhere to the strategy. Work is underway to review the scrutiny of children in custody policy and a mechanism established to review and challenge any child held overnight unlawfully. We will also want to explore:

- A shorter Police and Criminal Evidence Act 1984 (PACE) clock for children.
- Ensuring that additional information is gathered to assess a child's fitness to be interviewed, and fitness should be re-visited prior to the police interview.
- A review of the appropriate adults (AAs) safeguard, AAs should attend the police station as soon as possible, and information should be provided to appropriate adults about their role

8.12.3 Enhance our quality assurance processes for Court reports and ensure PSR congruence is reviewed quarterly.

8.12.4 Maintain bimonthly court user groups to provide legal representatives and magistrates with guidance and training, our next session will focus on our SEND pathway. To develop the role of the court representative at the Board over the coming year.

8.13 Education, Training & Employment (ETE) Performance 2023-24

YEAR END 21/22	YEAR END 22/23	Q1 23/24	Q2 23/24	Q3 23/24	Q4 23/24
78%	73%	68%	24%	52%	42%

Leicester's percentage of Young People (on Referral Orders, YROs or DTO License) in full-time ETE stands at **42%**. It is important to note here that these figures come from the YJB and only include those orders ending in the period on a statutory order (School-age children 18/above school-age children 17). For school-age children, 50% are in full time education, and 27% are in ETE but not full time. Our current ETE rate is slightly above the Regional (34.2%), National average (38.3%) and YOT Family average (40.2%).

Progress on priorities set 2023/24

8.13.1 To reduce the numbers of NEET young people with a specific focus on those aged 16+ who are not in full time Education, Training & Employment (NEET) and known to CYPJS. This will include expanding the use of accredited programmes through the group work offer and providing an exit route into further education, training, and employment opportunities, during 2023/4 we have:

- Worked collaboratively to focus on the use of part-time, timetables, understanding the impact on children and the prevalence of use.
- Maintained a prevention officer within one of the city's pupil referral units, providing enhanced support to those most at risk of offending. In addition, within both pupil referral units, we have strengthened communication with our ACE practitioners.
- We maintain a robust group work programme and have developed supported provision alongside the VRN's sports and positive activities working group.
- Delivered the REACH project to 8 key schools.

8.13.2 To ensure the service continues to respond to the needs of children and young people on EHCPs and any identified learning and neurodiversity needs. During 2023 we have established a process with community care navigators so that staff are able to use the health data provided routinely to respond appropriately to children with identified health and learning needs. We have established a SEND pathway that has resulted in us being successful in achieving the YOS SEND Charter Mark, this has provided us with a number of recommendations moving forward that need to be achieved. Alongside this, the whole service has been provided with an 8-month SEND training programme. There still needs to be a clear focus on children presenting with neurodiversity needs and how the service partners work closely to support children. Sessions have been completed with the courts, but this will remain a clear focus for 2024/5.

8.13.3 The thematic inspection of Education, Employment and Training services in Youth Offending Team in England and Wales identified a range of recommendations that were incorporated and prioritised within the partnership plan and have largely been embedded.

8.14 Education, Training & Employment (ETE) Priorities for 2024-25 (Appendix 11 ETE Action Plan).

8.14.1 To reduce the numbers of NEET young people with a specific focus on those aged 16+ who are not in full-time Education, Training & Employment (NEET) and known to CYPJS. A Board member has adopted the ETE pre and post-16 KPI to support ongoing improvements in this area, specifically concerning the reduction of training providers post-COVID.

8.14.2 Working with education, we will continue to develop our understanding of how schools are using part-time timetables and will support and deliver associated initiatives.

8.14.3 To ensure the service continues to respond to the needs of children and young people on EHCPs and any identified learning and neurodiversity needs. This will continue to include working with the courts to ensure the right response to children with learning needs and adapting approaches, accordingly, including neurodiversity needs. We will continue to develop the newly launched SEND pathway and will build on the SEND charter mark award and will develop the provision to apply for the leader's award. To support this area of development further, we will:

- Provide further training to court representatives so children are better supported in the court setting, the recent National Standards audit identified areas of excellent practice that we will adopt.
- A joint bid with Leicestershire has been made to health to fund a fulltime speech and language therapist, once the outcome is known plans can be made for implementation.
- Continue to build on the profiling that the care navigators are providing, using this to work with partners to develop child focused resources.
- Complete and evaluate the SEND training programme

8.14.4 The thematic inspection of Education, Employment and Training services in Youth Offending Team in England and Wales identified recommendations which have largely been achieved. However, a small number still need further focus and it is recommended that a task and finish group is established to ensure these recommendations are fully considered and delivered upon in 2024/5:

- Monitor, alongside the local authority, key aspects of ETE work for children working with the YOT, including:
 - the extent of school exclusion in the YOT cohort;
 - the actual level of attendance at school, college, work or training placement;
 - the extent of additional support provided to children with SEN/ ALN;
 - that every child with an EHCP or ILP has this reviewed on an annual basis to meet the statutory requirement.
- Develop ambitious aims for ETE work in the YOT, including the achievement of Level 2 English and Maths by every child.
- Establish a greater range of occupational training opportunities for those children beyond compulsory school age.
- Monitor and evaluate the levels of educational engagement and attainment in disproportionately represented groups within the YOT caseload in order to develop improvement, also including:
 - children with an EHCP/ ILP;

- children with SEN/ ALN;
- children permanently excluded from school;
- out of court disposal cases
- children released under investigation

8.15 Serious Youth Violence Priorities for 2024-25

8.15.1 CYPJS is a duty holder of the Serious Violence duty and as such there is an expectation to fulfil a number of functions, for example: engaging fully with the relevant local partnership to prevent and tackle serious violence, sharing relevant aggregated and anonymised data, where practicable, to support the development of the evidence-based intervention and problem profile/strategic assessment, advising on appropriate responses to increase levels of safety within the local partnership area. This is ongoing and the service is embedded within the workstream at an operational and strategic level.

8.15.2 The Service Manager attends the serious violence delivery group and is co-leading relevant response strategy priorities. For example, supporting innovation through relevant bids and delivery of services such as the REACH project and a review of evidence-based interventions aimed at reducing violence-related reoffending.

8.15.3 Youth Justice spans both the secondary and tertiary levels of violence prevention through its early intervention work with children at risk of involvement in violence as well as those who have already committed a violence-related offence. The key priorities are to:

- Work in cooperation with the Police and VRN team, to develop cohort data to highlight key demographics and the prevalence of known risk factors amongst young people involved in violence-related offending. Specifically Further analysis could explore YJB's case level data around knife offences to better understand which children are carrying knives and what other offences these children are committing and what their outcomes are.
- Support all cohort management processes for example the Serious Violence action group. This is taking place and will remain a key priority
- Develop analytical support to reduce the extent to which data can be used in planning, operational delivery and evaluation. Ongoing work is taking place on this priority.

8.15.4 Serious Incidents had previous cautions or convictions, 69% of children involved in serious incidents had had some form of contact with children's services before the incident occurred, and 35% involved a child with experience of care. Working with social care we will develop procedures and processes to provide intervention to support the reduction of serious violence.

8.15.5 Many children involved in serious violence (48%) are both victims and perpetrators. This will be supported by the development and delivery of childfirst training to community safety partners.

8.15.6 A review of evidence by YEF in 2023 highlights the importance of formal structure and agreements to strengthen partnership working. They also highlight the need for community engagement, with both structured and unstructured extensive outreach work in the communities. Working with community safety strategies will be developed to reach communities.

8.15.7 The Youth Endowment Fund (YEF) toolkit¹ indicates that high and medium-impact solutions to reduce serious violence include social skills training, sports programmes. We will continue to support and deliver alongside VRN-supported initiatives.

¹ [Youth Endowment Fund Toolkit: An overview of existing research on approaches to preventing serious youth violence \(Youth Endowment Fund\)](#)

8.15.8 As part of the government's **Anti-Social Behaviour Action Plan**, there has been investment into hotspot policing (which has helped reduce crime by up to 20% in one area), immediate justice, and funding allocating into the **Safer Street Fund**. CYPJS will work to align community cohesion development where appropriate.

8.16 Restorative Justice and Victims.

8.16.1 CYPJS Victim Contact Officer (VCO) provides all direct victims of crime the opportunity to capture their voice in terms of the impact of the offence(s), supports them to be part of a restorative justice approach and works collaboratively with the Case Manager and Early Intervention Officer to support the child to make amends for the harm they have caused. The VCO follows the Victim's Codes of Practice and provides an enhanced service to vulnerable victims, including those under 18 years of age, those who are elderly, disabled or victims of hate crime. A copy of the Victims Code of Practice is always provided, either by link or printed version. All young victims under 18 years of age are given the under 18's Victim Code of Practice and any young vulnerable victim identified as requiring extra specialist support will be signposted to other services, including CAMHS.

8.16.2 The VCO contacts all victims of young people prior to Out of Court Disposal joint decision-making and as part of case management planning for being sentenced to an Out of Court Disposal or Court Order to capture the victim's voice by way of a Victim Impact Statement (VIS). The victim will be offered support to attend meetings with the young person who has caused harm as part of a restorative approach which is carefully risk-assessed and managed by the VCO and case manager/early intervention officer. Victim Impact Statements are utilised by the case manager/early intervention officer within their intervention sessions with the young person to increase their understanding of the impact and explore reparative opportunities. All victims are treated with care and respect and details are only available to the Victim Contact Officer and Police under the GDPR.

8.16.3 Restorative Justice at the CYPJS offers young people who have offended:

- An opportunity to explain what happened.
- An opportunity to put right any harm caused by completing direct reparation, where appropriate and / or community reparation work
- Re-integration back into the community
- Support in writing letters of apology or face to face apology, where appropriate

8.16.4 CYPJS has a directory of community reparation placements set up by the Restorative Justice and Volunteer Co-ordinator, which includes painting and gardening projects to support older people's communities and bespoke packages throughout the year. Reparative activities take into account the victim's wishes and the young person's ability and interests to ensure restorative justice is meaningful for both parties. The young person is supported to attend and is supervised by either an advocate or volunteer within CYPJS to also ensure that they feel safe. Young people, where assessed as suitable for group work can be referred to the Victim and Restorative Justice programme as part of the Attendance Centre offer. Our reparation offer as an individualised approach to engaging children and supporting them to give back meaningful and valuably to the community. Reparation is delivered as projects in a group work setting, but also one-to-one with children who require further support and in response to their individual needs. Reparation projects aim to balance the needs of the community and victims whilst offering young people

opportunities to develop, learn new skills and build relationships, thereby reducing the risk of further offending and in turn future victims of crime.

8.16.5 It is evident, through research, that there is a risk of offending by young people who have been a victim of crime. Young people open to CYPJS are also supported where they have been a victim of crime, exploitation and / or adverse experiences. Support can be offered by the VCO who will also work directly with the young person to support their needs and signpost to other services as required. The case manager will also work closely with Children's Social Care to look at Safety Planning with the young person, parent/carer and the network involved.

8.16.6 Key Priorities for victim and RJ work:

- In line with the HMIP revised framework we have benchmarked our current delivery and have an action plan of improvements to be delivered during 2024/5.
- Victims code, utilise resources and incorporate in delivery.
- Establish a victim's protocol to sit alongside the 1-10 policy in all LLC residential homes.
- To review existing data sets relating to the victim offer uptake.
- Explore existing processes in capturing victim's satisfaction and ensure this is analysed to inform the future VCO work and practice of the victims and satisfaction rates.
- Develop working links with all providers of victim support.

9. National standards

9.1 Members of the Youth Justice Management Board will be asked in 2024 to oversee the self-assessment set by the Youth Justice Board and monitor the recommendations from the self-assessment. Last year the Youth Justice Board requested a self-assessment of the court arena work this was completed in September 23 and graded GOOD, see Appendix 12 National Standards Court Assessment. Referring to previous self-assessments will continue to be undertaken, as excellent practice and learning, including the still relevant 2022 benchmark exercise which concurred with previous self-assessments.

9.2 **Standard One: Existing Priorities and Progress 2023/24:**

9.2.1 The development of a communication strategy for The Early Intervention Team. The manager established a robust communication strategy. The strategy is due for review in 2024.

9.2.2 In collaboration with the police, information has been produced that is provided to all young people when brought into custody for the first time.

9.2.3 Develop information exchange with Liaison and Diversion to ensure all young people are provided with intervention at the earliest opportunity. This is embedded in practice.

9.2.4 Data Sharing - to consider what the partnership has readily available that could provide a more robust data analyst to deliver out of court work. Ongoing work specifically looking at the VRN partnership dashboard and the utilisation of this to inform service delivery and development is ongoing.

9.2.5 Cohort Management - continue to develop partnership processes to identify those children and adults most at risk of committing serious violence and recognising those children who may be on the periphery who require support.

9.3 Standard One: New Priorities 2024/5:

- 9.3.1 The Prevention and Diversion Assessment Tool is now being used and associated quality assurance materials have been designed. We will continue to quality assure all pre-court assessments, but using the YJB framework, we will also evaluate in October findings that will support service improvements.
- 9.3.2 The YJB has published updated case management guidance on out of court disposals and how interventions should be delivered, we have updated our processes in line with this and will continue to review.
- 9.3.3 The YJB made the recording of diversionary outcomes with YJS intervention mandatory as part of the 2023/24 Data Recording Requirements. We will continue to ensure our recordings are robust and use the data as internal management information. Consideration will be given to drawing on data around successful diversions such as expected changes to the status of Outcome 22 may influence future statistics.
- 9.3.4 As part of the new Key Performance Indicators for youth justice services, data on diversionary outcomes for the Accommodation, ETE, SEND, Mental Health, Substance Misuse, Out of Court Disposals and Wider Services KPIs is recorded, this will be shared at a board level to support partnership planning.
- 9.3.5 Data Sharing - to consider what the partnership has readily available that could provide a more robust data analyst to deliver out of court work. Ongoing work specifically looking at the VRN partnership dashboard and the utilisation of this to inform service delivery and development is ongoing. Specifically considering ethnic disparity.
- 9.3.6 Cohort Management - continue to develop partnership processes to identify those children and adults most at risk of committing serious violence and recognise those children who may be on the periphery and require support.
- 9.3.7 Cases are removed from Court lists where an OoCD disposal is a viable alternative.

9.4 Standard Two: Existing priorities and progress: 2023/4

- 9.4.1 Pre-sentence report gatekeeping and quality assurance review - to ensure quality, strong voice of young people and high congruence rate. All 23 pre-sentence reports were quality assured in 2023, all were of good quality with a high congruence rate.
- 9.4.2 A review of bail support options available to the court will be undertaken. This was completed and we have confidence in all packages, specifically all packages are now signed off at the risk of reoffending tool kit meeting.
- 9.4.3 Breach quality assurance processes to be reviewed and developed to inform best practice. These processes have been developed and are now established within the QA programme.
- 9.4.4 Greater evidence was required to illustrate that CYPJ officers have informed YP and carers/family of their order and clarify their understanding. Communication has been enhanced, and adjournment notices have been amended to ensure young people, parents and carers are communicated with effectively. In addition, advocates now are in court to provide further support and guidance to children and their families.

9.5 Standard Two: New Priorities 2024/5:

9.5.1 In October, CYPJS was required to report against Standard 2 (Courts) . The assessment was agreed by the management board prior to submission and was signed off by the board chair as accurate. The self-assessment concentrated on 3 areas of delivery:

- Section A: Strategy, required a qualitative assessment of strategic performance.
- Section B: Reports, require an assessment of practice, considering a sample of cases going through court during a fixed period.
- Section C: Process, require an assessment of practice, considering a sample of cases going through court during a fixed period.

For each field, CYPJS gave a rating as follows:

Judgement	Section A: Strategic Rating	Sections B and C: Practice Rating
Outstanding	Effective policies and systems are in place; staff are familiar with them and there is board level knowledge and drive to support the standard	There is evidence in 80% or more of cases sampled
Good	There is evidence of effective processes which are frequently applied	There is evidence in 65%- 79% of cases sampled
Requires Improvement	There is evidence of some elements of an effective system but this is not complete	There is evidence in 50%-64% of cases sampled
Inadequate	There is no evidence of an effective system	There is evidence in 49% or fewer of cases sampled

9.5.2 The YJB undertook validation of all self-assessments, there were no recommendations for Leicester CYPJS. The self-assessment told us that:

- CYPJS takes all possible steps to divert children from court, by facilitating robust out of court processes and offering prevention and diversion through the Early Intervention Team.
- CYPJS have an effective strategy to minimise unnecessary use of remands.
- CYPJS court processes take all possible steps to promote fair treatment of particular groups of children, including children from ethnic minority groups, children in care or otherwise known to Children's Services, and children with neurodiversity or learning needs.
- CYPJS have a robust action plan to tackle disproportionality, that is regularly reviewed.
- CYPJS have sufficient resources to manage demand for court services, and complete written reports to court within specified timescales.
- CYPJS minimise any delays from specialist assessments/intervention.
- CYPJS get regular feedback from magistrates and judges about reports and court services.
- CYPJS need to improve processes to ensure children can participate effectively in court proceedings, in order to secure consistent feedback from children about their experience in court.
- CYPJS court report quality assurance processes do not focus upon early revocation this is a gap.
- CYPJS court reports are of good quality, child focussed, engaging of parents and support desistance.
- CYPJS reports are victim-focused, but improvements are needed in this area.

- CYPJS need to do more to ensure parents and carers understand court processes and receive support as needed.

9.5.3 Actions identified through the self-assessment are detailed in points 9.5.4 – 9.5.7

9.5.4 Continue to strengthen the voice of young person in the Pre-Sentence Report (PSR) This will remain a priority as part of our commitment to improving our rights-based service. This will further support the changes to the Referral Order processes.

9.5.5 Greater evidence was required to illustrate that CYPJ officers have informed YP and carers/family of their order and clarify their understanding. This will include:

- Advance contact letter for children going to court, this includes information about the court, where it is and what to expect.
- Children from overnight custody have SALT screening and this is shared with court officers, also children known to YJS have SALT screening.
- Staff use the Just for Law court video.
- Child's voice feedback sheet for court
- Digital leaflets provided on the nature of the court disposal post court hearing.
- All children receiving an outcome from court home visited within 24 hours.
- Clearly recording that child had been seen after sentencing and the outcome had been explained to them.

9.5.6 Considering neurodiversity we will explore the use in court settings of:

- Briefing magistrates on children with communication needs again as a refresh from previous training events.
- Communication passports for children to be shared with magistrates.
- Fidget toys in court for children that require this.
- Clear-cut resources for court.

9.5.7 All children are allocated a Case manager/Prevention Officer/Mentor at the point of arrest to support future navigation through the youth justice system.

9.6 **Standard Three: Existing priorities and progress 23/24:**

9.6.1 Child Review Meetings (CRM) to be introduced for all YROs and Custodial sentences (DTOs and Section 250's which replace Section 90/91). The rationale for the introduction of CRM's is to further enhance children's and families' participation in our service. The review process is embedded; however, work is required to ensure that professional meetings are occurring outside of the CMDP structure and that reviews are being tied in other statutory reviews for CLA for example.

9.6.2 Establish data analytics and impact measures to ensure relevant services are utilised and delivered with other relevant specialist agencies and to evaluate intended outcomes and expedience of delivery. Ongoing and remains a key priority given the current partner's landscape in relation to funding cuts.

9.6.3 To promote effective practice around building pro-self-identity. NACRO Training has taken place and resources have been rolled out. Work has been completed in service and team meetings to promote self-identity work with children. Quality assurance activity will evaluate the effectiveness of this.

9.6.4 We have embedded the social care and education participation strategy, and ensure that the views of children and young people, their parents/carers and other stakeholders are fully embedded in key areas within the CYPJ service. Co-production is evident throughout practice, the revised RO process being a key example. This has replaced 'Pathways and Planning' (for all pre-and post-court outcomes/disposals, except for young people in custody where there is no resettlement plan).

9.7 Standard Three: New Priorities for 2024/5:

9.7.1 The review process is embedded; however, work is required to ensure that professional meetings are occurring outside of the CMDP structure and that reviews are being tied in other statutory reviews for CLA for example. The CYPJS and Child Social Care working protocol is to be reviewed to ensure greater congruence between both processes.

9.7.2 Continue to establish data analytics and impact measures to ensure relevant services are utilised and delivered with other relevant specialist agencies and to evaluate intended outcomes and expedience of delivery.

9.7.3 Child first training is being delivered monthly to the whole service, establishing a common understanding of the 4 child first principles and Lundy model. The work moving forward will focus on adapting all processes and policies based on the services' collective understanding of child first approaches.

9.7.4 Victims' views and safety are given greater consideration and are better captured in assessments and plans.

9.7.5 Ensure that family networks (including male caregivers) and social networks are considered when co-producing. To ensure caregivers are better able to manage children open to the service. and do not become reliant on statutory services for support.

9.7.6 Improved partnership delivery regarding CCE risks, this relates to information exchange, the right service providing the most appropriate intervention and CYPJS employing high quality safety planning to support children and their families.

9.8 Standard Four: Existing priorities and progress 23/24

9.8.1 To have a comprehensive Remand Strategy, the Children in Custody working group is overseeing the development of the Joint LLR Children in Custody Scrutiny Protocol. The protocol is now live and additional processes to support the strategy are in place or are being developed.

9.8.2 Strengthen links to family members and home visits as standard and increase communication with YP in custody to ensure creative ways are used as well as standard visits. Achieved, as a result of resettlement developments

9.8.3 Review of processes to ensure a robust approach to holding services and agencies to account in the event of insufficient planning and delivery of the transition and/or resettlement plan for a child. Audits have seen an improvement however we need to develop the joint work with child social care, this being addressed through the review of the joint CYPJS/Social Care policy.

9.8.4 Release on temporary licence guidance implemented and briefings have been provided. Quality assurance activity illustrates this is a key aspect of resettlement planning.

9.8.5 To ensure that initial sentence planning considers all transitions at the earliest opportunity. There has been a marked improvement in this area, but it remains a priority.

9.9 Standard Four: New priorities for 2024/5:

9.9.1 Maintain the integrity of the Remand Strategy, this will be further supported by the LLR task finishing group that will be reviewing the findings of the HMPI thematic remand inspection.

9.9.2 LLR to continue the current review of the Children in Custody scrutiny process.

9.9.3 Review of processes to ensure a robust approach to holding services and agencies to account in the event of insufficient planning and delivery of the transition and/or resettlement plan for a child. Audits have seen an improvement however we need to develop joint work with child social care, this being addressed through the review of the joint CYPJS/Social Care policy.

9.9.4 To ensure that initial sentence planning considers all transitions at the earliest opportunity. There has been a marked improvement in this area, but it remains a priority.

9.9.5 Review how youth offending services support children in custody, with a view to a trusted adult scheme being positioned to support children in custody.

9.9.6 To ensure that revised YJB case management guidance that focuses upon renewed custody and resettlement guidance. Specifically Constructive Resettlement, with personalised approaches to children in custody is embedded within practice.

9.10 Standard Five: Existing Priorities and progress 23/24

9.10.1 Review of resettlement standards (7 pathways) and update resettlement policy. Quality assurance is demonstrating progress in this area with ongoing work on accommodation and desistance. The resettlement policy has been updated in early 2023.

9.10.2 Child Review Meetings (CRM) have been introduced for all YROs and Custodial sentences (DTOs and Section 250's which replace Section 90/91), this process has been quality assured and is having a positive impact.

9.10.3 We are continuing to work to embed working practices and protocols with the new Probation young adults' team.

9.11 Standard Five New priorities for 2024/5:

9.11.1 To continue to review the resettlement standards (7 pathways) through RORTK and CDMP meetings, Quality Assure in October, and update policy.

9.11.2 Work to develop our working practices and protocols with Probation's young adults' team will continue. Findings from the HMIP thematic young adults' inspection will inform practice and policy. In addition, we will enhance our reporting of breach rates when children are transferred probation. Our

workforce development programme considers all training needs associated to transitions; the offer is to be expanded to include partners from probation.

9.11.3 Working with Child Social Care to develop post 18 support for children leaving residential care through the Staying Close initiative.

9.11.4 Review the effectiveness of the CYPJS SEND pathway in relation to children transitioning to post 16 education from alternate provision.

9.11.5 Ensure Children are supported appropriately with accommodation choices from child social care and Housing. A bench marking exercise will be completed with the looked after children's team to inform next steps.

10. Challenges, Risks and Issues

10.1 A key risk is the continued impact of the cost-of-living crisis, the remaining challenges from the pandemic and the impact on our children and families. The impact of COVID for years to come is evident and will impact all children's services including within our CYPJS cohort.

10.2 An ongoing challenge for the CYPJS is to maintain continuous improvement in the context of any proposed national changes. Additional risks to future service delivery arise from reduced government and partnership funding. Partners as well as local authorities are in increasingly challenging times financially, whilst demand is increasing, which may impact indirectly, or directly on service delivery in the coming years.

10.3 The service is working with strategic partners through the YJMB to ensure that national changes to the criminal justice system through Police, HM Courts and Probation services are managed appropriately and address risk, public protection and safeguarding priorities for children and young people.

10.4 The Service underwent a full-service redesign, primarily due to funding reductions in 2019, and subsequently received a GOOD outcome from the HMIP single inspection later that year. The service has received excellent verbal feedback from the thematic ETE inspection in January of 2022. The service is now striving for outstanding in all areas but is also acutely aware of the financial situation and budget reductions that will occur over the next few years. It is therefore imperative to consider the impact budget reduction will have on front line services and potential outcomes for our families. This will potentially mean an increase in caseload numbers for individual staff, and this will have to be closely monitored, with the backdrop of increasingly complex cases being presented. It's also important to highlight the changes in the HMIP framework. The service will be inspected in the next round of inspection that start as a three-year cycle from 2025.

10.5 Prevention and Early Intervention - Considering the balance of the prevention open caseload compared to the statutory caseload we will continue to strengthen the focus on the prevention and early intervention opportunities. Whilst we will consider different sources of funding and Invest to Save Initiatives, we will have to realign grant funding to develop this offer, this may impact on other areas of business.

10.6 The strengthening of Prevention and Early Intervention coupled with the renewed governance ensures that we are reaching a greater number of children with complex needs. Current partnership agreements and processes do not guarantee support to children with no statutory status, so there is a risk that identified complex need will go unmet.

10.7 We have developed a robust approach to the new KPIs that have been put in place from April 2023. The increased KPI's will ensure that we are able to measure need, to address this board members have adopted key KPI's. The board will be able to focus on 8 KPI's annually, therefore there will be an increased emphasis on partners working codependently to provide services to meet need.

10.8 The increased complexities of children escalating through the criminal justice system is notable. Reflecting children's experiences of trauma, serious youth violence and exploitation will be paramount. More collaboration and support across the partnership will be key to ensuring our children and families receive the best offer and support possible.

10.9 Child First approach - Increased scope to develop out of court interventions will require that we build a wider partnership approach to our commitment to Child First, Offender Second. Supported learning will be delivered across the partnership to establish 'child-first' principles, moving away from offence-type interventions to more holistic, relational approaches which seek to build trust and address multiple risk and protective factors. The service and partnership are committed to ensuring the service sees the strengths of the child first and builds upon these strengths as well as that of our communities.

10.10 Transitions- The growing cohort of young people aged 16 -18 open on orders makes it imperative that we improve all transitional arrangements (health, services, accommodation, education etc), ensuring that there are strengths in the transition to adult probation services particularly around maturation and understanding gaps in support. Our workforce development programme considers all training needs associated to transitions; the offer is to be expanded to include partners from probation. Service planning for the coming year specifically focuses on work to develop processes with the new Probation Service young people's team and sets out action to address key transitions related to education, health, and accommodation.

10.11 Disproportionality within CYPJS processes and practice affecting young people's experience and outcomes will remain a priority and key to partnership working too. Ensuring there is no unconscious bias towards children and young people from different ethnic backgrounds who are open to the service was one action within the operational delivery plan for the Children and Young People's Justice Service (CYPJS) 2024-25 and will remain as such. An established task and finish group recently benchmarked the progress of identified action, key updates have been included in the service-wide disproportionality action plan that will be achieved over the coming year. Regular updates have been provided to the board and further work will be undertaken to match against partnership data through the newly established KPI. In addition, work will progress on self-identity and pro-social modelling as key aspirations for the service over the coming 12 months.

10.12 The service continues to work closely with health partners. Our health dashboard and support from Care Navigators will outline the presenting health needs of young people so that we can develop our health pathways. Decisions in relation to medium- and longer-term health funding will determine the ongoing viability of our Health Pathways, the cessation of which would leave a gap in relation to identify, assessing and providing health services for children and young people and in the effective delivery of trauma-informed practice.

10.13 Harmful Sexual Behaviour (HSB) work undertaken at the service. Whilst HSB is a less frequent but high-risk area for youth justice services, we need to ensure all staff are suitably trained. AIM 3 assessment training has been delivered to CYPJS practitioners, work needs to be completed with Learning and Development Team to track assessment completion and ensure practitioners remain up skilled in this area. We need to consider how to further develop the offer for HSB intervention for higher-risk young people.

10.14 Child Criminal Exploitation and Serious Violence, addressing both is dependent upon a number of partners working collaboratively. Whilst the VRN is well placed to oversee this, there is a risk that

governance processes are not aligned so that current resources are focused appropriately which can lead to the duplication of resources and children will not be getting the most appropriate support.

10.15 Focus is required to develop processes for children released under investigation, children who are police bailed, stop and search, the use of Outcome 22's and Appropriate Adult services. Senior strategic leadership is needed to support decision-making through the board so that these areas of practice can be developed.

10.16 The cohort of young people aged 16 -18 open to the service has been steadily increasing. Ongoing data and quality assurance scrutiny is supporting how we develop and deliver impactful intervention, this will continue to be reviewed every quarter to inform practice. During the last year transitions and resettlement policies have been reviewed and updated, and service briefings were delivered.

11. Partnership Plan and Service Improvement Plan

11.1 The service business and improvement plan and Partnership Plan (Appendix 13) reflect the Youth Justice Boards vision of child first offender second by developing services that are trauma informed and aim to understand children and young people, using services and interventions that work in conjunction with the theories of desistance. Within the plan, we have also identified actions that pertain to all areas of our National Standards Self-Assessment as well as including recommendations from our most recent inspection and other thematic inspections. Learning and action from case learning reviews, Quality Assurance, deep dives and performance is also included.

11.2 The Partnership Plan overseen by the Youth Justice Management Board underpins the service improvement plan and they are clearly aligned (Appendix 13).

12.Evidence-based practice and innovation

12.1 Although this past year has certainly brought more challenges the service has continued to be innovative with several achievements to be proud of. The following outlines some of the examples of success:

- Ongoing work to capture the voice of children:
Children wrote the first child plan in 2023/4 and are currently reviewing this plan and shaping their priorities for 24/5.
Qualitative approach to capturing verbatim thoughts, feelings, and experiences of children.
Engaging, interactive and modern ways of capturing children's voices for example Podcast.
Referral Order Panels are facilitated so children and their families can have a say on what is included in the order i.e. areas of help and support (participation and co-production).
Children educating new recruits on what makes a good volunteer CYPJS worker for them.
Children can request reparation that is suitable for them. We work flexibly and individualistically with children to ensure there is value for the community and themselves in their reparative activities.
- The development of a dedicated SEND CYPJS Pathway, this work has supported the CYPJS being awarded the SEND YOS Charter Mark, we are now working towards the SEND leaders award.

- Investing to save, as part of supporting the preventative agenda, has been a priority for CYPJS over the past year and will continue to do so throughout 2024-25. Examples to date: The Early Interventions Team was Independently evaluated, and the independent evaluation report of the Early Intervention Team was published. The findings demonstrate the significant impact the team are having on young people and families across Leicester City.

The Phoenix Programme, formally Focused Deterrence, launched in July 2023, CYPJS has been a significant partner in the design and delivery of the programme and will provide intensive support to young people identified through the programme from Early Intervention and statutory areas of the service.

Home Office GRIP fund which Leicestershire Police receive funding for to provide a regular and visible policing presence to prevent serious violence in crime hotspots. Working in cooperation to develop focused Youth Work to support policing initiatives.

- Dynamic management of all Habitual Knife Crime Carriers including all children not just those open to CYPJS. Each child is reviewed monthly, packages of prevention, partnership involvement and sustainability planning is reviewed, all recommendations made are shared with partners and professional support is provided by CYPJS if requested.
- The REACH Team: Following a successful bid in partnership with the Violence Reduction Network and Leicestershire County Council. We have developed a programme that reaches out to young people who are at risk of exclusion or who have been excluded from education. The intervention adopts an innovative contextual prevention approach, spanning schools and the immediate community vicinity to proactively identify and engage young people at 'teachable' moments in 'reachable' spaces thus recognising that school-based behavioural events are precursors to exclusion and criminal activity. Working alongside schools identified for high exclusion rates, young people are identified for intervention using clear eligibility criteria. The overall aim of the intervention is to help children and young people gain the skills and knowledge to improve their life chances and avoid further exclusion from school and becoming engaged in serious youth violence. The delivery will be independently evaluated by Sheffield Hallam University (Appendix 14 – REACH presentation).
- The service has embedded a robust offer to young people who have experienced Acute Trauma (ACE) in their lives and how to support young people with a history of trauma. Staff have been fully trained and regular case formulations take place to enhance the direct work with our children.
- Ongoing development of a localised approach and strategy embedding the 'Lundy Model' as an effective way of engaging children, young people and their families in influencing service delivery and design. This has also led to improvements in young people knowing why the service is involved with clear evidence of engagement within assessments and plans. This was evidenced in the direct feedback from HIMP as part of the ETE thematic inspection. The service has enhanced the co-production of plans with many examples of plans being written by children.
- Focussed deep dives through task and finish groups, exploring disproportionality and unconscious bias within the CYPJS cohort in relation to ethnicity and children who are looked after. All staff have received training and the recommendations are routinely revisited and presented to the management board for ongoing development and sharing of best practice.
- Developed a robust approach to working with children and young people on EHCP's to ensure staff are skilled and able to adapt plans to meet identified needs. Staff were trained and a panel was

set up for staff to gain consultation on specific cases via SES and educational psychologists. This is now fully embedded, and staff are contributing to EHCP reviews as well as ensuring information held within the plans is used for working with children open to the service. The service is working with key partners to strengthen the support for children with neurodiversity needs and staff are being trained to recognise and work with said children. This will remain an ongoing priority.

- The Local Authority invested in the evidenced-based Signs of Safety approach to support direct work with families and case management. All staff within CYPJS have revisited training over the past year to further enhance the use of SOS in day-to-day practice. The service has identified practice leads to help embed the Signs of Safety approach in the work undertaken to continue to improve outcomes for children, young people, and their families.
- Leicester City Violent Crime Joint Action Group (JAG). Working in partnership the JAG is working to redesign the public service response to violence in Leicester City through greater collaboration and integrated working. The meeting utilises a cohort Management approach, the concept ensures that agencies are working through partnership intelligence to identify those children and adults most at risk of committing serious violence and recognising those children who may be on the periphery and require support. Support for individuals is agreed upon and delivered across the partnership, intelligence and intervention updates are reviewed monthly and revised action is agreed.
- The Early Intervention Team has now been operational since November 2019 and has provided intervention to more than 600 children and young people. The relaunch of this team from the Community Resolution and Prevention team has been a success. We are now able to report a full year's cohort reaching the 12- month post closure point and the data demonstrates a significant drop in the number of young people who have re-offended as well as the number of offences committed which is supporting our reduction in FTE's. The intervention was independently evaluated, and the findings were published in July 22.
- The Summer Arts College (SAC), established by the YJB in 2005, has been adopted by Leicester CYPJS for many years. The programme is run over several weeks during the school holidays and provides children with the opportunity to participate in art-based activities, whilst working towards an Arts Award. As well as supporting children to desist from further offending and develop interests, The National Criminal Justice Arts Alliance advocates for arts being utilised within a Criminal Justice Setting as it improves wellbeing, encourages an interest in learning and helps young people build positive identities. Previous years have seen young people open to Leicester CYPJS attending workshops by local arts organisations such as "Graffwerks", who supported them in designing and spray-painting graffiti murals in two of the City's Youth Centres. Leicester CYPJS aim to continue to run the SAC yearly programme despite significant external funding no longer being available. Due to our talented staff, who also have skills in arts, we will be fulfilling the Arts Award for children completing the 4-week SAC programme again this summer. This will include workshops from local professional artists who we have already established good links with. Last year's programme was internally funded using staff who had art skills too! (Appendix 15)

13.0 Looking forward

13.1 The following outlines development plans over the next twelve months and thereafter focusing upon the services key priority areas. (The 3-year plan is now entering its final year).

13.2 First time entrants

13.2.1 Early Interventions Team to focus specifically on the prevention and protection of young people who are criminally exploited and re-offending, learning from the independent evaluation. A realignment/review will be required to mainstream this part of the service.

13.2.2 To further reduce the frequency and seriousness of re-offending by first time entrants by earlier identification and assessment of first-time entrants, including young people subject to court orders. Utilising REACH project data to monitor impact by reaching children at the earliest point.

13.2.3 To quality assure the out of court disposal panel process and complete an audit of cases that have been disposed of through Outcome 22's, youth cautions and conditional cautions. This will be completed through the national standards self-Audit.

13.2.4 Early Intervention Funding is now being sourced to mainstream this work due to the impact it is having. If funding is secured a recommendation to remove Youth Cautions will be considered offering community resolution interventions in place of Youth Cautions.

13.2.5 For overrepresented children we will be building on the QA process, to understand what is happening 'upstream' data sharing with partners will enable us to establish if these children are more likely to be excluded, stop and searched by police, or less likely to access services such as health.

13.2.6 We will develop the use of the YJB assessment and quality assurance tool to ensure we are engaging children positively and co-producing plans that will reduce the risk and frequency of offending by first-time entrants. We will continue to work with partners and explore funding opportunities to support children in the community. In line with the inspectorate framework (intervention based on need, not in relation to being on a statutory order) existing service-level agreements will need to be reviewed to ensure that services are delivered to children based on need.

13.2.7 The focus on Habitual Knife Carrier's and high-risk CCE will continue to be strengthened, to include all partners working with children. To support the growth the Service Manager will drive the adolescent offer to ensure children and young people receive the right services at the right time with a clear partnership pathway.

13.2.8 Continue to drive forward the Community engagement/action element of prevention and to support police to support community cohesion initiatives, and to ensure that hard-to-engage or overrepresented communities are prioritised.

13.3 Re-offending

13.3.1 The YJB has reported social factors that could be affecting changes in reoffending such as effects of the pandemic, school closures and the cost-of-living crisis. For example, children's mental health is known to have worsened since the pandemic and have suggested exploration would help gain a better understanding of links between these factors and reoffending and what sort of support might help to mitigate this. Over the next year we will work locally in line with YJB recommendations to:

- **Monitor reoffending over time and further explore the data** - to see if the increase seen this year is a true change in direction, or whether it is a minor fluctuation or plateau. This could include consideration of whether court closures and backlogs may have impacted the observed reoffending rate.
- **Explore social factors that may be affecting changes in reoffending** such as school exclusions, poverty, effects of the pandemic, school closures and cost of living crisis. Consideration of these age groups who see the largest increase in offending (10–14-year-olds and 15–17-year-olds) and their experiences during the pandemic would be of benefit.

13.3.2 We will confidently articulate the impact of reoffending rates over the coming year due to tracking a smaller cohort and the likelihood of bigger swings in the percentage rates of offending and will continue to develop the processes we have established this will include:

- Quarterly Referral Order and Youth Rehabilitation Order reporting to ensure children are being engaged at the earliest opportunity post-sentence and that all referral order panels are held within time scales.
- Continue to refine the RORTK meeting to ensure we are collectively reviewing coproduced plans and intelligence.
- CDMP paperwork to be reviewed before the panel by the leadership team, this will provide challenge and scrutiny to ensure we are collectively focused on what the child needs from partners to support their intervention plans. To continue to consider family and social networks so that resilience is built for children in the community.
- Review the revised child first referral order processes to establish what impact it is having upon children's offending.

13.3.3 We will continue to reduce the frequency and seriousness of re-offending by young people known to CYPJS at first-tier interventions, where statistically this remains a challenge both locally and nationally. We have progressed this through working with the Phoenix Programme, and working together will continue to develop this work learning from the evaluation framework that accompanies the programme alongside the evaluation of the REACH programme. In addition, we are committed to learning from metropolitan areas and want to draw on experienced leaders in the field of serious violence, for example, the St Giles Trust to develop initiatives in hard-to-reach communities.

13.3.4 Our Early Intervention offer is ensuring that we are reaching more girls, moving forward we will seek insights on reoffending for both genders. Less is known about what works to support girls although the number of girls overall in the system is smaller. The YJB-led practice group on girls should continue.

13.3.5 Regular refresher training/briefings for case managers on emerging themes from Quality Assurances' (QA) and live-tracker intelligence. The alignment of the reoffending toolkit meeting and QA approach ensures cases that have reoffended will receive a QA. QA reports are presented at service meetings and full Prevention and Safer Communities service meetings. To update the QA framework incorporating board members into the themes as appropriate.

13.3.6 Deliver a group work offer through 'Which Way' that meets the needs of young people within their communities and is flexible to address different types of offending, delivering where required to a pre-

court and post-court audience. Revisit the types of interventions available and used against the type of offences. Development of the Which Way programme within primary and secondary schools.

13.3.7 Participation and developing a service that is rights-respecting is a key priority, and our key focus will remain on the following:

- strengthened co-production informing improved assessments, plans and service delivery which is evident within quality assurance processes. Examples have been provided.
- Induction processes, evidencing that children and young people know why we are involved and what the trajectory is. Improved consistency.
- Victim voice is more evident within out of court disposals with a stronger focus on restorative justice.

13.3.8 To continue to promote evidence-based practice to further impact on our reoffending rates. Putting the finite resources where it is evident it can have the greatest impact.

13.3.9 Maintain scrutiny in relation to disproportionality and children looked after due to their overrepresentation within our service ensuring that packages of intervention meet specific need, and that there is a preventative offer in place for residential homes. To ensure the Board receives reports on partnerships work on disproportionality as part of the new suite of KPI's.

13.4 Custody

13.4.1 To monitor and review the embedded local Remand Strategy which includes alternatives to police custody and improved strategic links with estates. To achieve this, we will continue to build upon the multi-agency LLR training delivered and will focus on how the CASP team adhere to the strategy. Work is underway to review the scrutiny of children in custody policy and a mechanism established to review and challenge any child held overnight unlawfully. We will also want to explore:

- A shorter Police and Criminal Evidence Act 1984 (PACE) clock for children.
- Ensuring that additional information is gathered to assess a child's fitness to be interviewed, and fitness should be re-visited prior to the police interview.
- A review of the appropriate adults (AAs) safeguard, AAs should attend the police station as soon as possible, and information should be provided to appropriate adults about their role

13.4.2 Enhance our quality assurance processes for Court reports and ensure PSR congruence is reviewed quarterly.

13.4.3 Maintain bimonthly court user groups to provide legal representatives and magistrates with guidance and training, our next session will focus on our SEND pathway. To embed the role of the court representative that now sits on the Board.

13.5 Other identified priorities

13.5.1 Ongoing work to capture the voice of children:

- The CYPJS is currently working with an artist and a group of children to refresh our plan on the page which will be included in the annual plan to again show the child first approach.
- Qualitative approach to capturing verbatim thoughts, feelings and experiences of children.
- Engaging, interactive and modern ways of capturing children's voices for example Podcast.
- Referral Order Panels are facilitated so children and their families can have a say on what is included in the order i.e areas of help and support (participation and co-production).
- Children educating new recruits on what makes a good volunteer CYPJS worker for them.

13.5.2 Continue to develop a dedicated SEND CYPJS Pathway, this work has supported the CYPJS being awarded the SEND YOS Charter Mark, and we are now working towards the SEND leaders award.

13.5.3 To review existing data sets relating to the victim offer uptake and explore existing processes in capturing victim's satisfaction and ensure this is analysed to inform the future VCO work and practice of the victims and satisfaction rates as part of the suite of new KPI's.

13.5.4 To track cases that have been returned to court for revocation due to positive changes and improvements.

13.5.5 To develop and establish a bespoke programme to support young people through all transitions including health, education, accommodation, children who move services and children who reach the end of their order.

13.5.6 To complete national standards self-audit in 2024 and continue to ensure areas for improvements are delivered upon from previous audits as highlighted.

13.5.7 To ensure ETE remains a key priority and ongoing work on supporting learning needs and neurodiversity is embedded within practice.

13.5.8 To develop and embed a clear youth support service pathway in 2024-5.

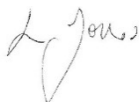
13.5.9 Youth Justice spans both the secondary and tertiary levels of violence prevention through its early intervention work with children at risk of involvement in violence as well as those who have already committed a violence-related offence. The key priorities are to:

- Work in cooperation with the Police and VRN team, to develop cohort data to highlight key demographics and the prevalence of known risk factors amongst young people involved in violence-related offending. Specifically Further analysis could explore YJB's case-level data around knife offences to better understand which children are carrying knives and what other offences these children are committing and what their outcomes are.
- Support all cohort management processes for example the Serious Violence action group. This is taking place and will remain a key priority.

- Develop analytical support to reduce the extent to which data can be used in planning, operational delivery, and evaluation. Ongoing work is taking place on this priority.

13.5.10 Serious Incidents had previous cautions or convictions, 69% of children involved in serious incidents had had some form of contact with children's services before the incident occurred, and 35% involved a child with experience of care. Working with social care we will develop procedures and processes to provide intervention to support the reduction of serious violence.

14. Sign off, submission and approval

Chair of YJS Board - name	Laurence Jones
Signature	
Date	2 nd July 2024

Appendix 1 - LYJMB and staff Membership, LYJMB induction and Terms of Reference Jan 2023



TOR LYJMB june
23.docx



LYJMB
Induction.pptx



Leicester Youth
Justice Management

Appendix 2 - Participation Pledges



Appendix 2 -
Participation Pledge

Appendix 3 - Quotes from children and parents at the end of intervention



Appendix YP
Feedback and voice.

Appendix 4 – YJB Practice Learning Event



LCC participation
presentation.pptx

Appendix 5 - Co produced/Child First RO process.



Initial RO Report and Final RO panel report
Contract.docx and contract.docx

Review RO panel
report and contract.docx

Emergency RO panel
report and contract.docx

Appendix 6 - Service Structure Chart and staff composition



Staff 2024.xlsx

CYPJS Structure
Chart 2024.pdf

Appendix 7 – Evaluation reports _Early Intervention Team and theory of change



Evaluation of CRPS
- Findings Recomm

Theory of Change -
Reach.pdf

Reach. YEF
Feasibility Study Ref

Appendix 8 – Paper C Performance and QA Report May 24



PAPER C
Performance and QA

Appendix 9 - Work Force Development 2024-5



Children and Young
Peoples Justice Servic

Appendix 10 - Financial Table 23-24 forecast based on predictions due to some funding not being confirmed.



Paper E Copy of
YJMB - Budget 24-25\

Appendix 11 - ETE Action Plan



CYPJS ETE
Developments and Re

Appendix 12 – National Standards Court Self-Assessment.



Standards_self_asses
sment - Final.odt

Appendix 13 - Partnership and Service Improvement Plans



PAPER F leicester
Youth Justice Manage



Service Delivery Plan
.docx

Appendix 14 – REACH presentation



The Reach Project -
Presentation.pptx

Appendix 15 – Summer Arts



Summer Arts
2023.docx

Common youth justice terms

ACE	Adverse childhood experience. Events in the child's life that can have negative, long-lasting impact on the child's health, and life choices
AIM 2 and 3	Assessment, intervention and moving on, an assessment tool and framework for children who have instigated harmful sexual behaviour
ASB	Anti-social behaviour
Asset Plus	Assessment tool to be used for children who have been involved in offending behaviour
CAMHS	Child and adolescent mental health services
CCE	Child Criminal exploitation, where a child is forced, through threats of violence, or manipulated to take part in criminal activity
Children	We define a child as anyone who has not yet reached their 18th birthday. This is in line with the United Nations Convention on the Rights of the Child and civil legislation in England and Wales. The fact that a child has reached 16 years of age, is living independently or is in further education, is a member of the armed forces, is in hospital or in custody in the secure estate, does not change their status or entitlements to services or protection.
Child First	A system wide approach to working with children in the youth justice system. There are four tenants to this approach, it should be: developmentally informed, strength based, promote participation, and encourage diversion
Child looked-after	Child Looked After, where a child is looked after by the local authority
CME	Child Missing Education
Constructive resettlement	The principle of encouraging and supporting a child's positive identity development from pro-offending to pro-social
Contextual safeguarding	An approach to safeguarding children which considers the wider community and peer influences on a child's safety
Community resolution	Community resolution, an informal disposal, administered by the police, for low level offending where there has been an admission of guilt
EHCP	Education and health care plan, a plan outlining the education, health and social care needs of a child with additional needs
ETE	Education, training, or employment

EHE	Electively home educated, children who are formally recorded as being educated at home and do not attend school
EOTAS	Education other than at school, children who receive their education away from a mainstream school setting
FTE	First Time Entrant. A child who receives a statutory criminal justice outcome for the first time (youth caution, youth conditional caution, or court disposal)
HMIP	Her Majesty Inspectorate of Probation. An independent arms-length body who inspect Youth Justice services and probation services
HSB	Harmful sexual behaviour, developmentally inappropriate sexual behaviour by children, which is harmful to another child or adult, or themselves
JAC	Junior Attendance Centre
MAPPA	Multi agency public protection arrangements
MFH	Missing from Home
NRM	National Referral Mechanism. The national framework for identifying and referring potential victims of modern slavery in order to gain help to support and protect them
OOCD	Out-of-court disposal. All recorded disposals where a crime is recorded, an outcome delivered but the matter is not sent to court
Outcome 22/21	An informal disposal, available where the child does not admit the offence, but they undertake intervention to build strengths to minimise the possibility of further offending
Over-represented children	Appearing in higher numbers than the local or national average
RHI	Return home Interviews. These are interviews completed after a child has been reported missing
SLCN	Speech, Language, and communication needs
STC	Secure training centre
SCH	Secure children's home
Young adult	We define a young adult as someone who is 18 or over. For example, when a young adult is transferring to the adult probation service.
YJS	Youth Justice Service. This is now the preferred title for services working with children in the youth justice system. This reflects the move to a child first approach
YOI	Young offender institution

Climate Ready Leicester Plan 2023-28

Decision to be taken by: Council

Net Zero Lead Member Briefing: 10th July 2024

City Mayor Briefing: 22nd August 2024

Decision to be taken at Council meeting on: 5th Sept 2024

Lead Member: Cllr Geoff Whittle, Assistant City Mayor –
Environment and Transport

Lead director: Matt Wallace, Director of Estates and
Building Services

Useful information

- Ward(s) affected: All
- Report author: Duncan Bell, Change Manager (Climate Emergency)
- Author contact details: duncan.bell@leicester.gov.uk Tel: 454 2249 (37 2249)
- Report version number: 1

1. Summary

Following the successful delivery of the City Council's first city-wide Climate Emergency Action Plan between 2020 and 2023, this report recommends the adoption of our second city-wide plan.

The Climate Ready Leicester Plan 2023-28 (Appendix 1) sets out an updated strategy along with new and continuing actions to address the climate emergency by making Leicester a 'climate ready' city.

The plan has been informed by the views of many hundreds of Leicester's citizens via a questionnaire survey (findings at Appendix 2) and a discussion with a group of young people (notes at Appendix 3), as well as expert advice and partner input (Appendices 4 and 5 respectively).

Progress delivering the plan will be reviewed, and the actions refreshed, annually.

2. Recommended actions/decision

Council is recommended to:

- i. adopt the plan set out in Appendix 1
- ii. note the amendments made to the draft plan in response to the public consultation findings
- iii. note that delivery will be monitored and reported, and the list of actions added to as resources allow, on an annual basis.

3. Scrutiny / stakeholder engagement

The following Scrutiny and stakeholder engagement has taken place:

- Public consultation took place from 7th November – 28th January via an online questionnaire survey. (See Appendix 2 and page 10 of Appendix 1 for details of what people said and how their comments have been responded to.)
- A workshop with a group of young people was held on 9th October 2023. It was organised with the help of LCC Youth Services and discussed young people's perceptions of the issue and their views on action (Appendix 3).
- The Climate Commission – a panel of local academic climate change experts – reviewed the second draft of the plan on 5th October 2023 and provided recommendations (Appendix 4).
- Partners from Leicester Climate Emergency Partnership commented on the second draft of the plan in October 2023 (Appendix 5)

- Economic Development, Transport and Climate Emergency Scrutiny Commission (EDTCE) reviewed the second draft of the plan on 16 November 2023. At the meeting, Members received presentations from the Climate Commission and Leicester Climate Emergency Partnership offering their independent comment and recommendations for the plan.

4. Detailed report

In February 2019 the council became one of the first UK local authorities to declare a climate emergency. This was in response to the growing threat of climate change and the opportunity to improve life for people in the city by taking action to tackle it.

Following the successful delivery of over 140 actions in our first city-wide Climate Emergency Action Plan between 2020 and 2023, this report recommends the adoption of the council's second city-wide plan to take us up to April 2028.

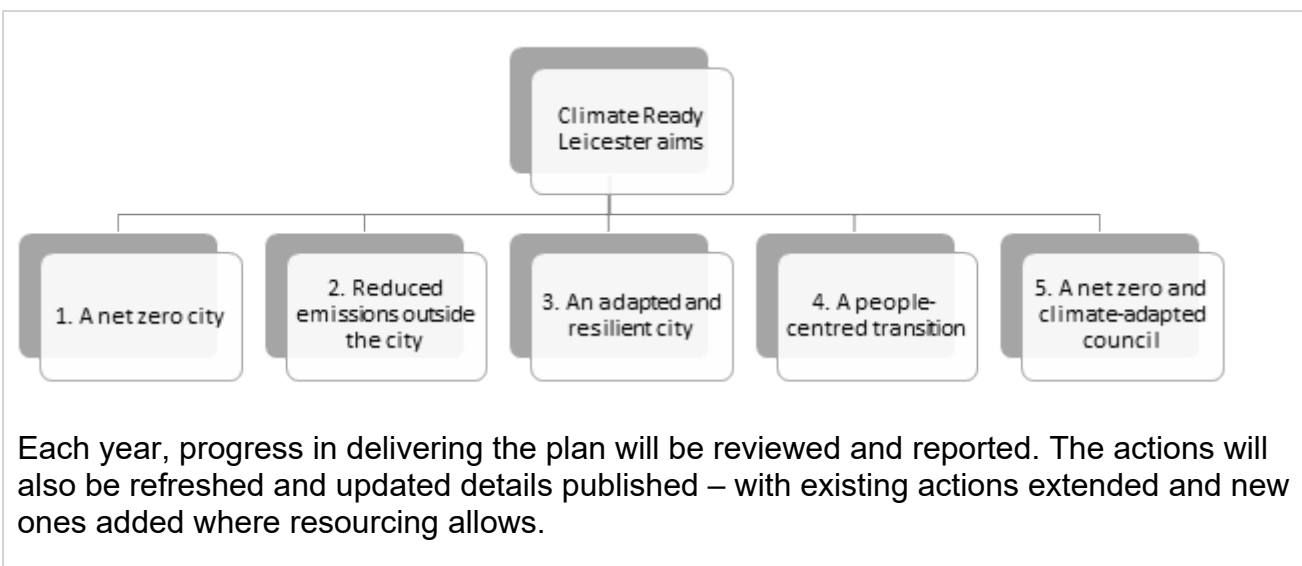
Leicester City Council's Climate Ready Leicester Plan 2023-28 (Appendix 1) sets out an updated strategy along with new and ongoing actions to address the climate emergency and to make Leicester a 'climate ready' city. This means continuing to work towards net zero carbon emissions, with Government support and adapting to the changing climate. It also means taking a 'people-centred' approach to the transition to net zero in which individuals and businesses are supported with the changes needed, and the co-benefits of climate action including reduced energy bills, new jobs and skills and improved health are all maximised.

The plan has been informed by technical and expert advice. This included a Carbon Neutral Roadmap published in 2022, which recommended a combination of energy demand reduction, a transition from fossil fuels to electricity use for heat and for cars and vans along with generating more renewable energy. (Refer to the section on Aim 1: A Net Zero City on page 13 in Appendix 1 for more detail.) The draft plan was also reviewed by a panel of local experts including from Leicester's two universities and partners from Leicester Climate Emergency Partnership were invited to comment.

In addition, the views of over 900 individuals and organisations were obtained via a questionnaire survey. The survey findings are outlined in Appendix 2. The results showed continued support for climate action by the council, but this was accompanied by concerns amongst many about the cost and other implications for people. In response to this the final plan emphasises a people-centred approach which supports everyone to do their bit and aims to maximise the 'co-benefits' of council action to tackle climate change, such as reducing energy costs for people, helping them develop new skills, supporting new jobs in emerging 'green' sectors and improving health.

Similarly to the first action plan, the new plan emphasises the importance of the council leading by example. This includes establishing a Net Zero Delivery Plan charting the steps to decarbonising our own estate and operations.

The aims of the plan are as follows:



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

5.1 Financial implications

The Climate Ready Action Plan presented in this report identifies the actions required of the Council and other organisations and individuals to support in the achievement of reduced emissions in Leicester. Some of the actions identified already have clearly identified sources of funding and are included within the City Council's current capital programme, and some represent the continuation of work that is funded through existing revenue budgets. To the extent that actions do not have a funding source identified, the Council will need to be alert to bidding opportunities for grant funding, upon which the speed and scale of change is hugely dependent. The financing of each specific action will need to be considered as they are developed.

Stuart McAvoy – Head of Finance

5.2 Legal implications

There do not appear to be any adverse legal implications of the recommended actions contained in the report.

The fact that a thorough consultation has been conducted is commendable and it seems that the concerns raised are being addressed appropriately .

If the implementation of the plan requires input from third parties, the Procurement and Legal teams should be involved in the normal way.

Emma Young, Qualified Lawyer

5.3 Equalities implications

When making decisions, the Council must comply with the Public Sector Equality Duty (PSED) (Equality Act 2010) by paying due regard, when carrying out their functions, to the

need to eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited by the Act, to advance equality of opportunity and foster good relations between people who share a 'protected characteristic' and those who do not. In doing so, the council must consider the possible impact on those who are likely to be affected by the recommendation and their protected characteristics.

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.

The report seeks approval of the Climate Emergency Action Plan which aims to see the city reach net zero. Inevitably the programme of work in the action plan will impact on people from a range of protected characteristics and it is well documented that not all sustainable activity favours people from certain characteristics and can at times be conflicting with people, particularly those with a disability. In most cases though, sustainable activity is likely to have a positive impact on people from across all protected characteristics in terms of the aim of the PSED to advance equality of opportunity for people from across all protected characteristics.

To ensure we meet the needs of people effectively, we recommend the programme of work considers appropriate projects/policies which will need Equality Impact Assessments and conduct them in a timely manner to identify and, where possible, mitigate against any negative equality outcomes.

Kalvaran Sandhu, Equalities Manager, ext. 37 6344

5.4 Climate Emergency implications

Contained in the body of the report, and in the action plan itself at Appendix 1.

Duncan Bell, Change Manager (Climate Emergency).

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

The aims and objectives in the plan will have implications for almost all of the council's other priorities and areas of service delivery. Several of these are discussed in the section about Aim 4 of the plan: A people-focused transition. Key implications are:

- Anti-poverty – the plan seeks to reduce poverty through helping people save energy at home.
- Health – the plan is expected to improve health in a number of ways including making homes warmer, reducing air pollution emissions and increasing active travel.
- Biodiversity and green space – improvements to biodiversity and green spaces will improve amenities for people as well as supporting biodiversity.
- Access to employment, services and amenities – the plan will improve a range of travel and access options for people including active travel and public transport – enabling everyone, irrespective of their income, to access the things they need.

- Education, training and jobs – the plan will help create jobs in green sectors and support local people to access the new opportunities through education and training.

7. Background information and other papers:

[Minutes of the Special Meeting of the ECONOMIC DEVELOPMENT, TRANSPORT AND CLIMATE EMERGENCY SCRUTINY COMMISSION. Held: THURSDAY, 16 NOVEMBER 2023 at 5:30 pm.](#)

8. Summary of appendices:

Appendix 1: Climate Ready Leicester Plan 2023-28

Appendix 2: Tackling the Climate Emergency in Leicester, Summary of Public Consultation Findings

Appendix 3: Notes from Young People Engagement Session about the draft Climate Emergency Action Plan – 9 October 2023

Appendix 4: Review of Leicester City Council's Draft Climate Emergency Action Plan (2023-2028), Produced by the Leicester Climate Commission

Appendix 5: Review of Leicester City Council's Draft Climate Emergency Action Plan (2023-2028), Produced by the Leicester Climate Emergency Partnership

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.

Leicester City Council's

Climate Ready Leicester Plan

2023-28

A plan for warm homes, lower bills, solar energy, new skills and jobs, clean air and a greener, resilient city



**CLIMATE
READY→
LEICESTER**



Contents

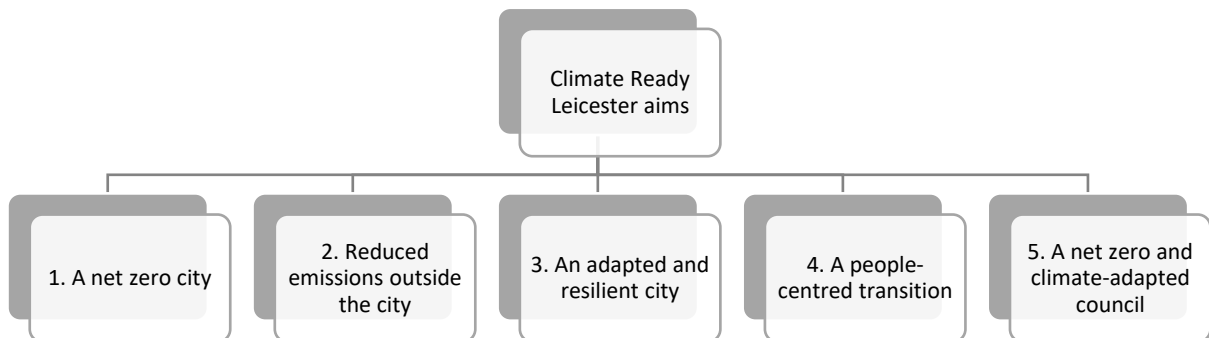
Executive summary.....	3
Our updated strategy.....	3
Action plan	5
The scale of the challenge and the rewards of taking action	7
Steps on the journey so far	9
Our strategy.....	11
What the public have told us	11
Aim 1: A net zero city	14
Aim 2: Reduced emissions outside the city	18
Aim 3: An adapted and resilient city.....	20
Aim 4: A people-centred transition.....	21
Aim 5: A net zero and climate-adapted council.....	22
Widening involvement	22
Delivering, updating and reporting back on this plan	24
Further information and enquiries	24
Action plan.....	25
1. The council	26
2. Housing	35
3. Business, public services and community	42
4. Transport	52
5. Land and infrastructure.....	61
6. Consumption and waste.....	69
7. Actions supporting the whole plan.....	75

Executive summary

Leicester City Council declared a climate emergency in 2019 in response to the growing threat of climate change and the opportunity to improve life for people in the city through taking action to tackle it. It announced an ambition for Leicester to reach net zero carbon emissions by 2030, with government support, and to adapt to the climate change that's already happening. The council launched a strategy and action plan in 2020, completing over 150 actions delivering warmer homes, cost savings for small businesses, more solar energy, electric buses, more homes protected from flooding, new habitat for pollinating insects and more items saved from landfill to raise money for charity – as well as lots of carbon saved and much, much more. Details of achievements from that plan are available on the [Climate Ready Leicester page](#) of our website.

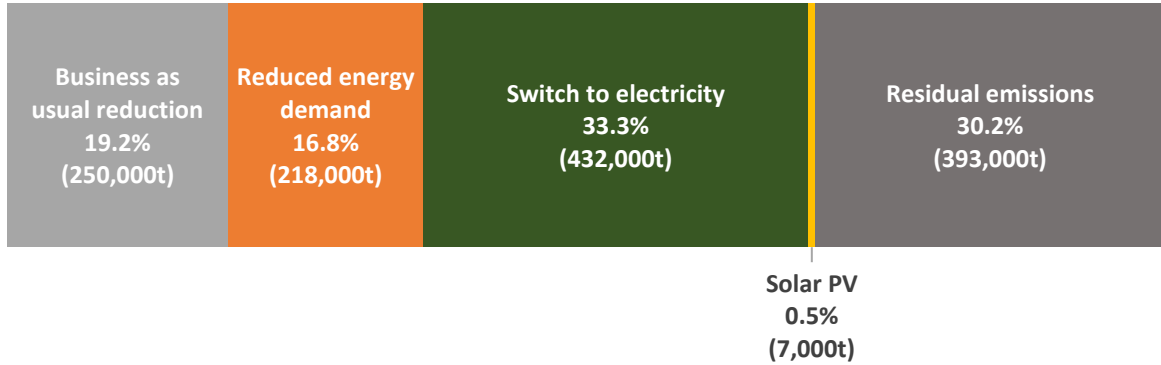
Our updated strategy

This is our second action plan, covering the period from 2023-28. It takes on board public views and expert advice from a public consultation and includes an updated strategy with five aims to make Leicester a 'climate ready' city:



Starting with our aim for a net zero city, the strategy has been updated based on a 'roadmap' study that identifies reducing the demand for energy and switching to electricity for heating and transport as the most important things Leicester will need to do. The study showed that, even with the fastest possible rate of change in these areas, 2030 does not look achievable, as the chart below shows. We will therefore review this date, taking account of latest Government targets and strategy, while remaining determined for the council and Leicester to continue to show leadership on this issue.

Summary of Leicester's roadmap showing maximum emissions reductions possible and residual emissions remaining by 2030



For buildings, following the roadmap will mean adding insulation and other energy saving measures and then replacing gas boilers with electric heating – using heat pumps where possible. For transport it means a bigger role for walking, cycling and public transport, along with more online and local access to services to reduce trips and travel distances. It also means making buses electric and supporting the move to electric cars and vans by ensuring that enough charge points are available. The switch to electricity for heating and travel will need improvements to the electricity grid and ‘smart’ ways of dealing with peaks and troughs in supply and demand.

Leicester also has a big climate impact from the carbon emissions caused by the goods and services bought from outside the city, and by disposal of waste. Our aims include reducing these emissions too by choosing low carbon goods and services, reducing consumption of new resources and increasing reuse and recycling.

With the impacts of climate change already being felt in Leicester and expected to get more severe, our aims include adapting to these changes to protect people, nature and Leicester’s infrastructure and buildings. Reducing flood risk is an important part of this work, as well as addressing the impact of heatwaves and drought.

We see this action plan as a big opportunity to improve quality of life in Leicester at the same time as we’re reducing the threat from climate change. We also know from the public consultation on the draft of this plan that many people have concerns about how changes could affect them. This is why the aims of this plan make it clear that we intend to take a people-focused approach to introducing and encouraging change. This means supporting people and communities, promoting good homes, new skills and jobs; and reducing poverty and health inequality. Examples include helping people reduce their fuel bills by offering advice and information about insulating their home – and helping them access grant funding where it’s available, improving health by encouraging more walking and cycling

and creating new jobs in sectors including insulation, heat pumps, electric or low carbon vehicles and renewable energy, as well as offering training to help people access these opportunities.

Finally, it is important for us to lead by example in our own organisation, so our other aim is to achieve a net zero council and to become climate-adapted - with government support.

Action plan

The actions in the plan are organised into seven themes based on different aspects of life in the city. This proved to be a clearer way of presenting them, rather than grouping them by the Climate Ready aims because many actions are contributing to more than one aim. We have identified areas of focus in each theme based on our strategy and the areas where we have the most control or ability to influence and promote change in the wider city. The table below summarises the focus areas for each theme and more detail is provided in each themed section of the plan.

Themes	Focus areas
The council	<ul style="list-style-type: none"> • Overall delivery plan to reach net zero for our own estate and operations • Council's existing operational buildings and new construction • Fleet • Procurement • Resilience of services and assets to changing climate
Housing	<ul style="list-style-type: none"> • Reducing fuel poverty • Council housing – energy efficiency, preparing for changes to heating • Private rented housing – engaging with landlords to encourage improvements and enforcement of existing energy standards. • Owner-occupied housing – promoting improvements and grants available • Seeking support to scale up action
Business, public services and community	<ul style="list-style-type: none"> • Council's commercial rented properties • Small and medium businesses • Schools • Young people – environmental and climate change education • Collaboration with other public sector organisations
Transport	<ul style="list-style-type: none"> • City-wide plans for low carbon transport • Bus service improvements and electrification • Promoting low carbon travel choices • Walking and cycling

	<ul style="list-style-type: none"> • Electric vehicles – enabling charging infrastructure and other support • Freight – fuel efficiency and reduced impact • Smart technologies • Making the case for rail improvements
Land and infrastructure	<ul style="list-style-type: none"> • Planning policy for low carbon, climate adapted development • Biodiversity net gain – application of new planning requirements • Council land and nature – manage for resilience to climate change • Flood prevention • Energy infrastructure – support transition to low carbon energy system
Consumption and waste	<ul style="list-style-type: none"> • Household and business waste recycling services • Strategy for low carbon future waste services • Council's waste • Reduce climate impact of food (including through Leicester's Food Plan)
Actions supporting the whole plan	<ul style="list-style-type: none"> • City-wide communications campaign, engagement work and support for voluntary and community action • Training • Seeking new funding sources to increase our action • Review of climate adaptation strategy and actions in light of latest details of climate change risks

Details of the specific actions can be found in the individual themed sections of the action plan. The plan will be updated each year, with new actions and further steps in existing actions added where we can. We will also publish information about progress and achievements.

Implementation of the actions and further additions to the plan, as well as progress in reducing emissions and achieving the other aims, will be managed by a Climate Emergency Programme Board of senior managers. The programme will be overseen by the lead councillor responsible for the council's climate change work.

The scale of the challenge and the rewards of taking action

Climate change is one of the greatest threats facing us all today. Global heating is already happening and is having serious effects around the world. It is causing more extreme weather and worsening the impacts of natural disasters such as floods, heatwaves, wildfires and storms. If urgent action is not taken these impacts will continue to get worse, threatening the lives and livelihoods of people across the world and doing massive damage to the natural environment.

Leicester will continue to feel the worsening impacts too. The city has suffered from flooding in the past and it is known that heatwaves can cause a significant health risk for vulnerable individuals. For example, NHS figures show that just over 50 excess deaths occurred during the heatwave periods in the summer of 2022 (although it should be stressed that the figures don't prove a causal link).

The science is clear that this global heating is being driven by human activities which are releasing greenhouse gases, including carbon dioxide and methane, into our atmosphere. To avoid the worst impacts of further climate change, emissions of greenhouse gases (referred to in this plan as 'carbon emissions') need to start falling. The total emitted from now on will need to stay within a strict limit, called a global 'carbon budget'. 219 countries signed the Paris Agreement on climate change in 2015, aiming to limit global heating to 1.5°C above pre-industrial levels. The UK is one of the signatories to the agreement and has set a target to reduce its emissions to net zero by 2050. However, despite these national commitments, global carbon emissions are still well over the levels needed to keep within the global carbon budget and are not yet starting to come down.

Cities have a particular responsibility to act. They produce more than 60% of the carbon emissions that come from human activity and need to reduce their emissions quickly and at scale. In common with other cities, Leicester's carbon 'footprint' includes emissions from the energy and fuel consumed in the city, but also those caused by the production of the goods and services we use and the disposal of waste we produce. As a city in a developed country our emissions are significantly higher per person than the global average, so it is especially important that we play our part in tackling this challenge.

Leicester will also need to take action to adapt as the climate changes, protecting its people, buildings, critical infrastructure and natural environment against the impacts that are already occurring.

The good news is that the steps we need to take to address climate change can help tackle many of the other pressing challenges and concerns that individuals and businesses are facing too. With the right plans and actions in place, steps to cut carbon emissions can help reduce energy bills, improve air quality, reduce congestion and create new jobs. So, becoming Climate Ready can be part of achieving our broader vision for a proud, dynamic, diverse and innovative city in which the injustice of social and economic inequality is tackled alongside the climate emergency to create a safer, happier, fairer place to live and work.

Steps on the journey so far

Here are just a few of the achievements and milestones so far towards tackling climate change in Leicester and worldwide. More information about our past achievements locally is available on our website. Refer to the section on Further information and enquiries later in this plan for a link.

1990	Leicester becomes Britain's first Environment City.
1994	First Energy Action Plan published.
2002	Launch of environmental support programme for schools – later to become Sustainable Schools and Eco-Schools award.
2006	First Climate Change Action Plan – with target of halving council's and city-wide carbon dioxide emissions by 2025.
June 2012	First phase of Leicester's new district heating scheme begins operation.
2013	Council begins White Lights project to replace 33,000 streetlights with LEDs – more than halving their electricity use.
December 2015	Paris Agreement adopted by 196 countries including the UK at COP21.
December 2016	River Soar works create Ellis Meadows, protecting 1,500 properties from flooding.
March 2017	Green BELLE small business grant scheme launches.
February 2019	The council declares a climate emergency and announces an ambition for Leicester to be net zero by 2030.
June 2019	UK sets net zero target by 2050.
November 2019	Council launches Leicester's Climate Emergency Conversation to hear public views during development of its first action plan for the climate emergency.
March 2020	Successful bid for £33m from Transforming Cities Fund to improve public transport, cycling and walking infrastructure.
May 2020	First Covid-19 Pop-Up Cycle Lane - London Road.
July 2020	More than 50 city schools achieve an Eco Schools Green Flag award for the first time.
October 2020	Council's first Climate Emergency Action Plan published.
November 2020	Green Homes Grant scheme opens for applications, funding energy efficiency works for local homes.
March 2021	Awarded over £24m from the Public Sector Decarbonisation Fund for energy saving, heating decarbonisation and renewable energy measures in schools and other council buildings.

May 2021	Leicester's first 11 electric buses introduced at three Park & Ride sites around the city.
November 2021	COP26 held in Glasgow.
January 2022	Newly refurbished charity Reuse Shop opens at Gypsum Close recycling centre, selling items saved from landfill.
February 2022	Launch of Leicester Climate Emergency Partnership
March 2022	Completion of planting almost 3,500 trees in local parks by Leicester Environmental Volunteers as part of the council's Climate Woodland Project.
June 2022	Newly refurbished St Margaret's Bus Station becomes the UK's first carbon neutral bus station in operation.
October 2022	Leicester's Enhanced Bus Partnership launched to improve bus services across the city.
November 2022	Launch of Carbon Neutral Roadmap study

Our strategy

In response to the threat from climate change, Leicester City Council declared a 'climate emergency' in February 2019 and announced an ambition for Leicester to reach net zero carbon emissions by 2030, with government support. Our strategy aims to address the emergency by enabling Leicester to become a Climate Ready city. This means reducing the risks and impact of a changing climate on people, businesses and nature while moving to net zero in a way which is affordable and practical for people – and which improves quality of life.

What the public have told us

Before finalising our strategy and action plan, we consulted the public on our proposed approach and asked about actions which people and organisations have taken or would like to take in their homes or buildings and in their travel. We also asked local experts and partner organisations for their views. The consultation included:

- An online survey – which attracted responses from 850 individuals and 53 organisations
- A workshop with a group of young people
- A review of the draft action plan document by a panel of academics and other experts from Leicester Climate Commission
- A response to the draft plan from the Leicester Climate Emergency Partnership – which brings together a group of key partner organisations including the NHS, Police, business and voluntary sector representatives.

In summary, the online survey told us that the majority of people support the aims of the strategy, although some have concerns about the cost and other impacts of some of the changes they might need to make. They wanted us to reflect in our proposals the importance of making changes affordable and practical for people. Particular areas of concern included the need to move away from gas boilers and towards using heat pumps, as well as replacing petrol and diesel cars with electric ones. There were also some concerns about the cost and practicality of public transport as an alternative to individual car travel and the cost of low carbon products and services more widely. In response to these concerns, we have sought to make it clearer in the aims of this plan that we will be putting people first in the way we promote and support change. Examples of what this means in practice include offering people advice and support with saving energy to reduce their bills (see actions 2.01 and 2.10) as well as securing any available Government funding to offer grants (action 2.09). We will look to widen our support and awareness raising work on home energy as we add to this plan in the future.

In relation to transport we will continue to focus on ensuring people have a choice of convenient, affordable and low carbon transport options which include walking, cycling and

public transport – putting climate-friendly travel within reach of everyone – as well as facilitating an expanded network of chargers for electric vehicles.

Many people responding to the survey raised concerns about the possibility of motorists being charged - either for workplace parking or for using the roads. It is something which we can confirm we have no plans to do.

The survey revealed just how many people and organisations have already taken steps which are helping Leicester on its journey to being Climate Ready – whether that's by having insulation or energy saving lighting fitted, by walking to local facilities or by taking the bus for some longer journeys. We will look closely at what people told us is stopping them doing more and try to address those barriers – where we have the powers and the resources - as we look to add to this plan in the future.

In the workshop with young people, the group highlighted the need to get information out into the community – including through social media and perhaps an 'Eco Week' - to promote action, as they felt there is sometimes confusion about the best things for individuals to do. Where people can be rewarded for doing their bit – such as through deposit return schemes or prizes for taking action – they felt that this can encourage more people to act. They also felt that it's not just individuals who need to act, and that developers and landlords have a responsibility too.

Many of these points chime with actions in our plan, ranging from our communications campaign through to updated climate policies in the new Local Plan. We'll continue to use the feedback from young people to develop our communications, promotion and other work.

More detail about the findings from the consultation are available on the [Climate Ready Leicester page](#) of our website.

Our ambition remains for Leicester to reach net zero carbon as quickly as we realistically can, with the necessary government support, and we will continue to look for every opportunity to secure the grant funding and other resources needed to make the changes affordable and achievable for everyone. Our ambition is to continue to show leadership within Leicester and amongst local authorities in helping the UK achieve its target to reach net zero by 2050, reflecting our view that cities need to take a lead – particularly in developed countries – if the 1.5°C Paris Agreement ambition is to be achievable.

So, what do we mean by 'net zero'? Getting to net zero involves reducing emissions as far as we can and compensating for any remaining ('residual') emissions:



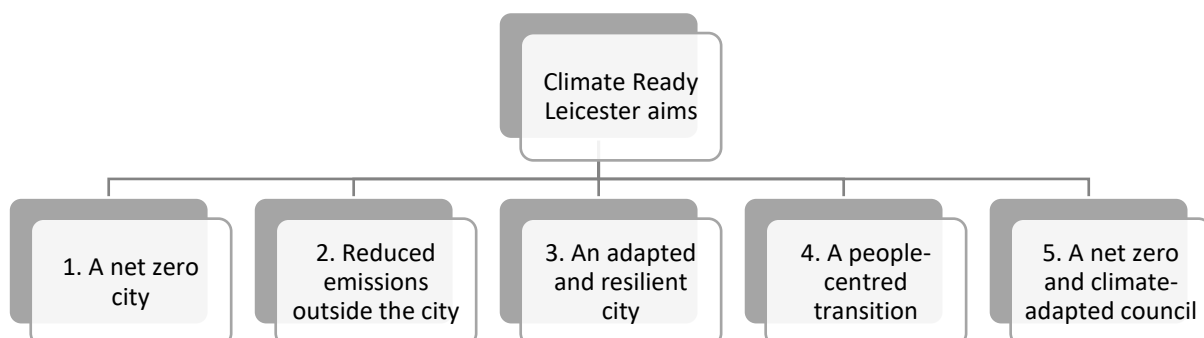
Our net zero ambition covers Leicester's direct emissions from sources within the city itself, including petrol or diesel vehicles, gas boilers and land use (known as 'scope 1' emissions) and those from generation of electricity and heat used in the city but produced outside it (scope 2 emissions).

In terms of the carbon emissions caused outside the city in producing the goods and services we all consume and dealing with the waste we produce (scope 3 emissions), the council is committed to encouraging their reduction as fast as possible too. However, due to the difficulty of measuring those emissions at the city-wide scale and the more limited ability to influence many of them, we have not set a net zero date for them.

Of course, reducing emissions is only part of what is needed to tackle the climate emergency. The climate is already changing, and this will continue, so this plan also addresses the need for the city to prepare for and adapt to the changes – to protect people and nature from the impacts.

And finally, but most importantly, our response to the climate emergency is part of a wider approach to creating a Climate Ready city, in which people, businesses and nature can all thrive. This means that our climate action will aim to create a 'fair transition' to net zero that supports people with the changes needed and aligns with our aims to tackle poverty and inequality, improve health and create jobs and economic opportunity.

Based on the priorities outlined above, we have set the following overall aims for this plan. The first four aims cover the change that's needed across the city and our work to encourage and support that change to happen, while the fifth aim is for the council itself to lead by example in its own operations, including its buildings, vehicles and land:

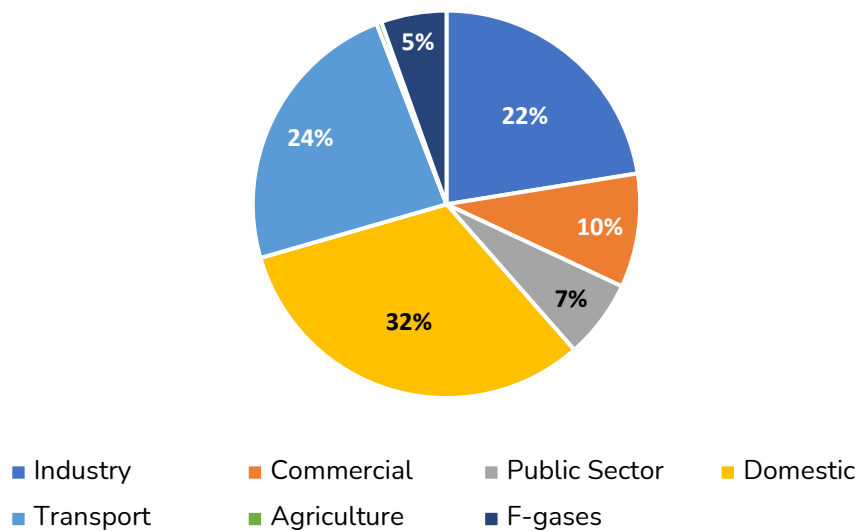


Aim 1: A net zero city

To inform our approach to achieving the net zero ambition, the council commissioned a study by consultants Ricardo Energy and Environment in 2021¹ to develop a Carbon Neutral Roadmap for the city.

The study identified that Leicester had a carbon footprint of around 1.3 million tonnes of carbon dioxide equivalent² (CO₂e) in 2019, with domestic, industry and transport accounting for about three quarters of those emissions, as shown in the chart below³.

Breakdown of Leicester's carbon emissions, 2019



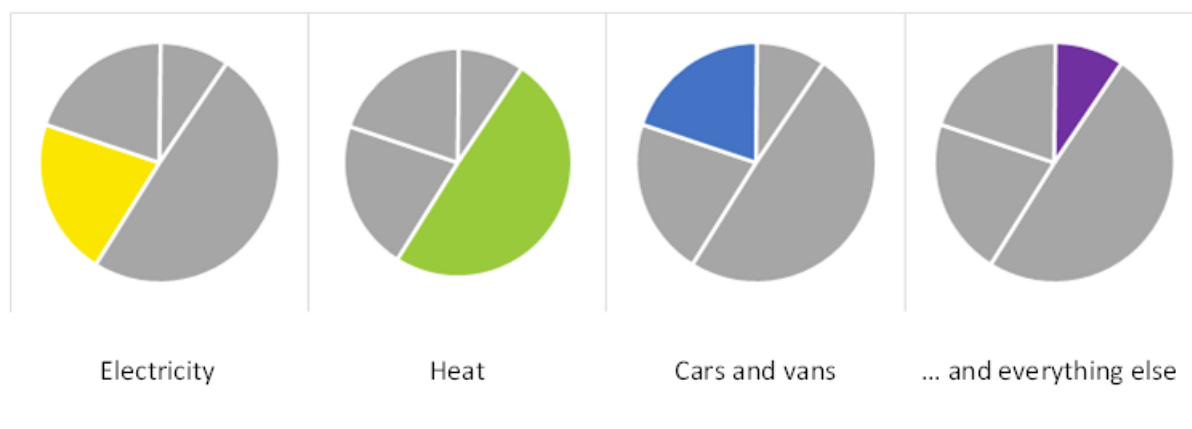
When the figures are broken down differently, it is also clear that the need for heat – to keep buildings warm, to provide hot water and to provide heat for industrial and manufacturing processes – accounts for nearly half of the emissions. So, the decarbonisation⁴ of heat must be a key part of the roadmap.

¹ Leicester Carbon Neutral Roadmap – Recommendations for achieving carbon neutrality. Ricardo Energy and Environment.

² Except where it says otherwise, wherever we refer to carbon emissions or greenhouse gas (GHG) emissions in this plan, we express any figures as 'carbon dioxide equivalent' emissions - summarised as CO₂e. This means that any emissions of GHGs other than carbon dioxide are converted into the equivalent amount of CO₂ that would have the same impact on climate change. This allows all the figures to be compared on the same basis.

³ Emissions from agriculture are 0.004% of the total, which is too small to show up on the chart.

⁴ Where we use the term 'decarbonisation' we mean changing something or doing something differently to stop or reduce the carbon emissions it's causing.

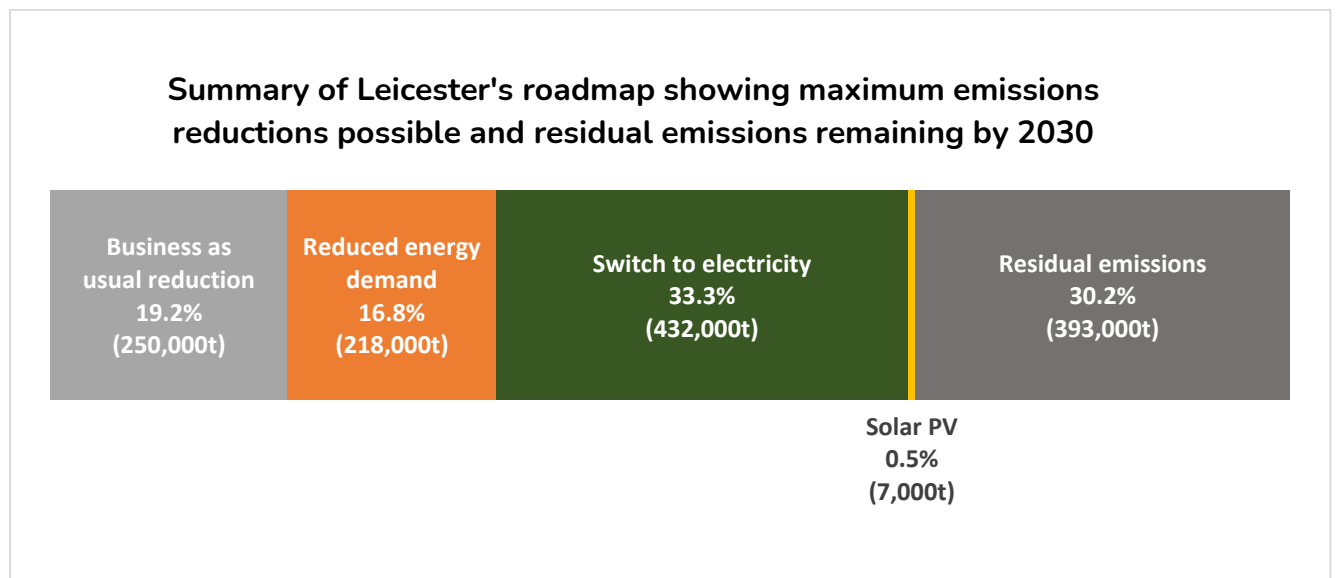


The roadmap study modelled what would happen to Leicester's emissions under 'business as usual' and how close we could get to net zero by 2030 if more ambitious action were taken to reduce emissions. It estimated that emissions could be reduced by an absolute maximum of about 70% by 2030 if all technically possible measures were implemented. The study recommended that Leicester adopts a roadmap based principally on two priorities:

- reducing energy demand, and
- switching to electricity for heating, hot water and most transport.

While the study identified electric technologies as the main realistic option to replace fossil fuels between now and 2030, it also considered alternatives to electric technologies for transport and concluded that low carbon hydrogen (also known as 'green' hydrogen) may be needed for heavy goods vehicles. This is unlikely to be readily available before 2030 so these vehicles will need to be decarbonised later. It also considered hydrogen for use in heating buildings. Again, this is unlikely to be readily available before 2030 and many experts think it will need to be prioritised for use in heavy industry and freight transport. That is why the study recommended electric technologies.

The study also looked at the role of renewable energy generation in Leicester. It concluded that solar PV panels are the most suitable technology in the city, and that they could make a small but significant contribution to reducing carbon emissions in the short term. In the longer term the carbon savings they achieve will reduce as the electricity from the grid that the locally generated renewable electricity is replacing gets closer to net zero carbon itself. That is why they are estimated to be saving only 7000 tonnes of emissions per year by 2030 in the chart below.



Reducing energy demand involves insulating buildings to a high standard and reducing both the need for travel and the role of cars in people's travel. The switch to electricity involves replacing gas boilers with electric heating and the study recommended using heat pumps wherever possible due to their very high energy efficiency. This would ultimately need to include Leicester's district heating network, which supplies about 2,500 homes, as well as other buildings, with heat and hot water, and currently uses gas combined heat and power (CHP). It also involves replacing petrol and diesel cars and vans with fully electric models. This switch to electricity will require the electricity grid and the way it is used to be

improved considerably to meet the extra demands on it. This includes using 'smart' technologies, local battery storage – including use of electric vehicles - and consumer incentives to reduce demand and increase supply at peak times.

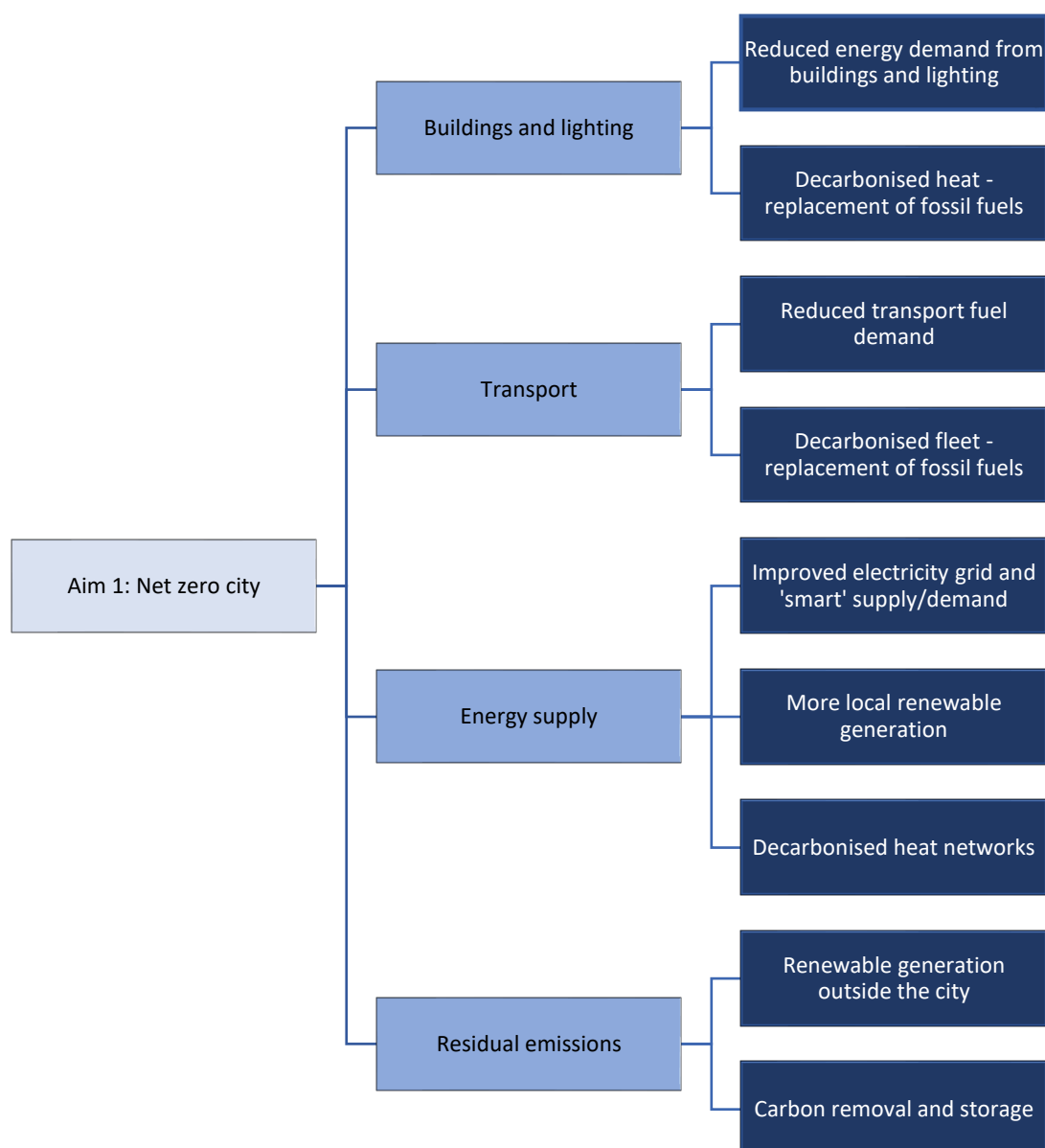
The roadmap shows that the speed and scale of change needed will be extremely challenging. The study estimated that to achieve the maximum emissions reductions in the roadmap would require, for example:

65,000 buildings raised to a very high standard of energy efficiency	50% journeys by walking or cycling	100% cars, vans and buses electric
12,000 heat pumps installed per year	Tripling of bus use	6000 solar PV panel installations per year

All this could cost up to £1bn per year, with investment across all sectors, but could create up to 10,000 jobs, reduce energy and fuel bills for thousands of households and small businesses and reduce levels of respiratory and other illness by improving housing conditions and air quality.

To reach net zero by 2030 would also involve doing something to balance or offset the residual emissions. This could involve removing and storing an equivalent amount of greenhouse gases from the atmosphere, for example by planting trees. The study showed that tree planting in Leicester itself could only offset a maximum 1% of emissions – and even that would involve filling all green spaces with trees. So, to reach net zero would require large scale tree planting or another form of carbon removal from the atmosphere to happen outside the city. In due course the council will need to consider the options for balancing the residual emissions and decide its stance and this is included in theme 7 of our action plan.

Based on the roadmap conclusions outlined above, our objectives for achieving a net zero city are set out below in the boxes on the right.



Aim 2: Reduced emissions outside the city

Leicester's consumption of goods and services from outside the city, as well as disposal of the waste produced in the city, are also major sources of carbon emissions. A recent study by De Montfort University suggests they could add more than another 75% on top of the direct emissions from energy and fuel use. The chapter on Consumption and Waste later in this plan discusses this further.

All goods and services coming into the city, whether they are bought by individual consumers or by businesses and other organisations, will have their own carbon footprint⁵

⁵ The 'carbon footprint' of a product or a service means the carbon emissions caused in making and delivering the product, or in providing the service. It is a way of comparing the impact of different products or services.

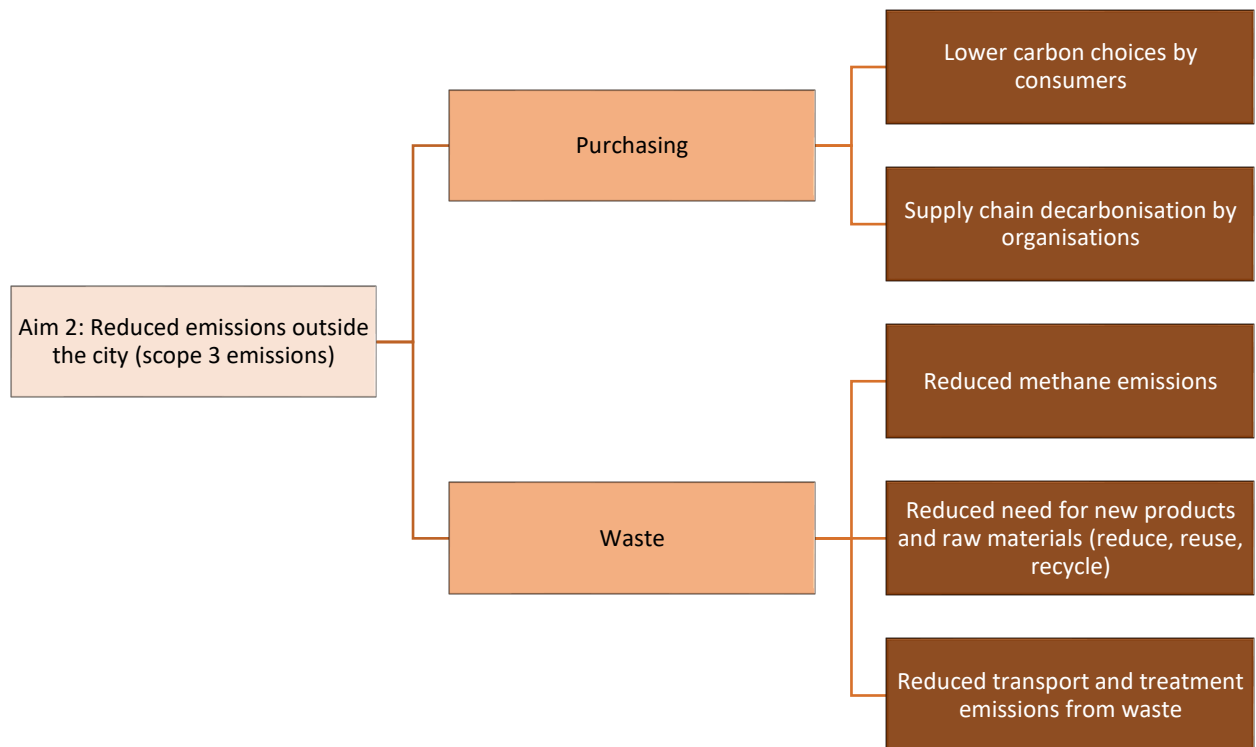
from their production and transport. Examples range from products such as food, textiles and electrical goods to services including data storage and banking.

There is a quite a big range in the carbon impact of different products, with some having a larger carbon footprint. Examples of higher impact products can include food, electrical goods, steel and concrete. As new homes continue to be built in the city and existing areas are regenerated these emissions caused by construction products are an important area for Leicester to tackle.

Food waste can also be a major source of emissions. When food waste breaks down in landfill it produces the potent greenhouse gas methane – which is at least 28 times more powerful than carbon dioxide in causing global heating. Both individuals and food manufacturing and retail businesses can do something about this by reducing wastage. In Leicester, the impact of food waste from households is also being reduced by separating it from other waste in a treatment plant and using it to produce energy and soil conditioner.

Looking at what Leicester can do to reduce emissions from its consumption and waste, action can be taken by both individuals and organisations, including the council. This involves choices about what and how much to buy, along with efforts to minimise waste and prevent food waste from going into landfill.

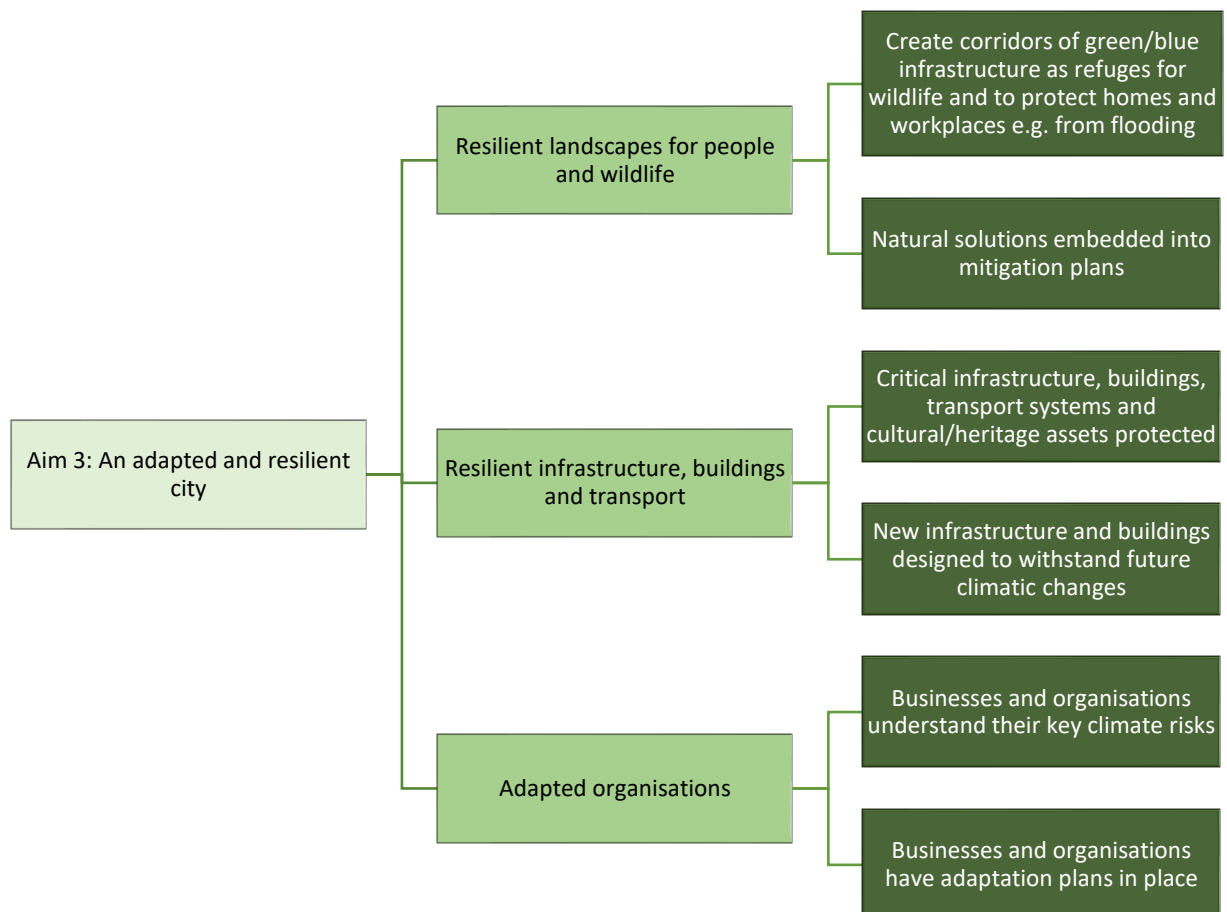
Based on this, our objectives for reducing emissions caused outside the city are set out below on the right-hand side of the diagram:



Aim 3: An adapted and resilient city

Climate change is affecting Leicester, like everywhere else. In the UK, summers are becoming hotter and drier on average and winters warmer and wetter, but with increasing variability. Impacts from these changes will include more heatwaves and dry spells, as well as more frequent intense rainfall. This increase in extreme weather will present threats to public health in the city, cause increased damage to buildings and infrastructure, and disrupt businesses and public services. Wildlife is also facing increasing pressures, with many species struggling to adapt and evolve to a changing climate at the rate needed. Global climate impacts will also affect the city, for example through disruption to the production of the food and goods we import, as well as impacts on our family and friends across the world.

In order to adapt to the changing climate and protect people and nature from its negative impacts, our objectives for an adapted and resilient city are set out on the right-hand side of the diagram below:



Aim 4: A people-centred transition

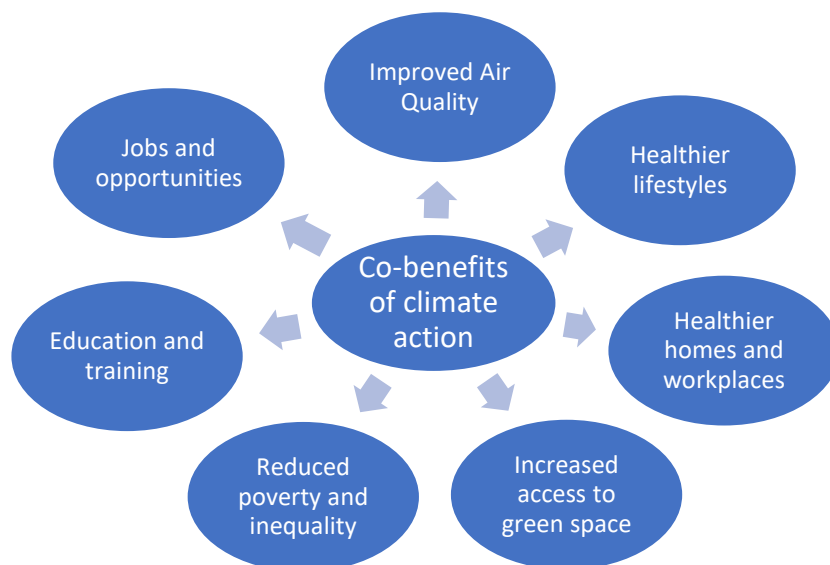
While climate change is a huge challenge that we have to grasp, many people and businesses in the city are struggling with more immediate challenges just to get by day-to-day. This was reflected in the concerns people raised in our consultation about the cost and practicality of the changes needed.

Our fourth aim therefore focuses on making any changes affordable, fair and inclusive, ensuring that decarbonisation and adaptation benefits everyone and making sure that the need for change won't put an unfair burden on anyone. Engaging with Leicester's diverse communities is vital, to understand the particular challenges they face and the outcomes they want to see – in order to build support for change.

With the UK currently facing a cost-of-living crisis in which households, businesses and public services are dealing with unprecedented pressures, many of the actions needed to address climate change can also help address these pressures too. For example, increasing energy efficiency in homes and businesses will help reduce energy bills, while improving bus services and walking and cycling facilities will ensure that those unable to afford a car (particularly an electric one) can still access jobs and facilities in an affordable, low carbon way.

The diagram below illustrates some of the main ways in which we can support people, provide economic opportunity and improve health and wellbeing in the city as part of our Climate Ready programme. We will aim to maximise these 'co-benefits' through the actions we choose and the way we deliver them. Where possible, we will measure and report the co-benefits achieved, as well as the carbon reduction and climate adaptation achievements.

In tracking our progress we will continue to be mindful of the international [Sustainable Development Goals](#) set by the United Nations, which the council adopted in 2021.



Aim 5: A net zero and climate-adapted council

If we're to successfully encourage and inspire the changes needed across the city, it is important that we aim to lead by example. Subject to the review mentioned earlier in the Executive Summary on page 3, our ambition for our own organisation is for Leicester City Council's estate and operations to reach net zero carbon emissions by 2030 or as soon as possible after that, with government support.

This covers our direct carbon emissions, the emissions caused by our purchase of electricity and heat and those caused by our business travel.

We also aim to

- bring down the emissions caused in our supply chain from providing the goods we buy and the services we commission, as well as those from dealing with the waste we generate, and
- make sure our services, buildings, land, vehicles and the way we work are all adapted for a changing climate
- continue to press for the Leicestershire County Council Pension Fund⁶ managers to invest positively in forward-thinking companies which are decarbonising their activities in line with the Paris Agreement, and to divest from others in the fossil fuel industry and elsewhere who are not.

For this reason, the first theme of the action plan later in this document focuses on the council.

Widening involvement

Whilst the council is committed to showing leadership on responding to climate change in Leicester, it is important to emphasise that no single organisation can solve this challenge alone. The scale of changes that are needed will mean everyone working together to play their part, including other public services, energy network operators, businesses, voluntary organisations, community groups and individuals. We know that many organisations, groups and individuals from across Leicester's diverse communities are already active on climate change. This ranges from initiatives in different faith communities to actions by businesses, academic institutions and volunteering. There is more detail provided about who will need to be involved in each of the theme chapters later in this plan.

We already work closely with partners on a range of climate change issues. An example is our work with local bus companies to set up the Leicester Enhanced Bus Partnership and launch the Leicester Bus Plan to improve and decarbonise local bus services. Another

⁶ The Leicestershire County Council Pension Fund provides pension services to Leicester City Council employees. The City Council has no control over the policies or management of the Fund but does have a voice through its representatives on the Leicestershire County Council Pensions Advisory Committee.

example is our work with the Environment Agency to reduce flood risk through the Integrated Flood Risk Management Strategy.

In 2022 we jointly launched the Leicester Climate Emergency Partnership to promote even greater collaboration towards the shared goal of a net zero and climate adapted city with the partners listed below:

Leicester Climate Emergency Partnership

Active Together	Leicester Council of Faiths	Pick Everard
De Montfort University	Leicester and Leicestershire Enterprise Partnership	Severn Trent Water
EON Energy	Leicestershire Police	University Hospitals Leicester NHS Trust
Environment Agency	Leicestershire and Rutland Wildlife Trust	University of Leicester
Leicester Bus Partnership	Midlands Net Zero Hub	Voluntary Action LeicesterShire
Leicester City Council	National Grid	
Leicester College	NHS East Leicestershire and Rutland CCG	

The Partnership's priorities in its current work programme include collaborating on communications and engagement, knowledge-sharing, procurement, skills and workforce training, education and research, and climate change adaptation including nature recovery.

A particularly important partner we need to work with us is central government. The Carbon Neutral Roadmap study has identified the huge scale of change that's going to be required and the accompanying investment. Without the right level of government support, Leicester can't achieve the speed of change that the science tells us is needed. For this reason, we will take every opportunity to engage with the Government to make the case for support.

As well as attracting more government investment into our climate emergency programme, we are also looking to attract more investment from other sources including private investment. This is covered later in the plan.

Delivering, updating and reporting back on this plan

We have clear arrangements in place to oversee the delivery of all the actions in this plan, and to monitor and publicly report what they achieve. This is overseen by the Assistant City Mayor responsible for environment and transport via quarterly Net Zero Lead Member Briefings. A board of directors will receive regular progress reports from divisions.

The actions in this plan will be reviewed and updated annually, allowing new actions to be added and changes to be made to existing actions where necessary. This might include actions being extended if more funding is identified, or actions altered in light of changing circumstances.

Updates on progress and results achieved, along with additions to the plan will be published regularly. We will also continue to annually monitor and publish changes in the council's overall carbon footprint and Leicester's carbon footprint.

Further information and enquiries

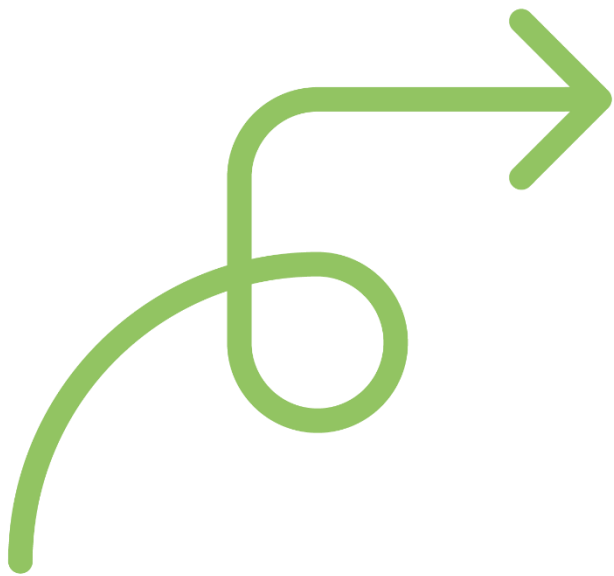
To find out more about our climate emergency work you can:

- Visit our [website](#)
- Follow us on X: [@ClimateReadyLCC](#)

If you have an enquiry about our climate emergency work, you can email our Sustainability Team at sustainability@leicester.gov.uk

To find out more about our wider work towards a greener, sustainable Leicester – which supports our climate goals - visit the following website pages:

- [Air Quality](#)
- [Connecting Leicester Projects](#)
- [Energy Efficiency](#)
- [Green Infrastructure Strategy](#)
- [Leicester's Food Plan](#)
- [Leicester Street Design Guide](#)
- [Local flood risk management strategy](#)
- [Planning and development](#)
- [Promoting biodiversity](#)
- [St Margaret's Bus Station](#)
- [Sustainable Drainage Systems Technical Guide](#)
- [Transport and streets](#)
- [Tree Strategy](#)



Action plan

Action plan to be updated and further actions to be added annually as resources and funding allow

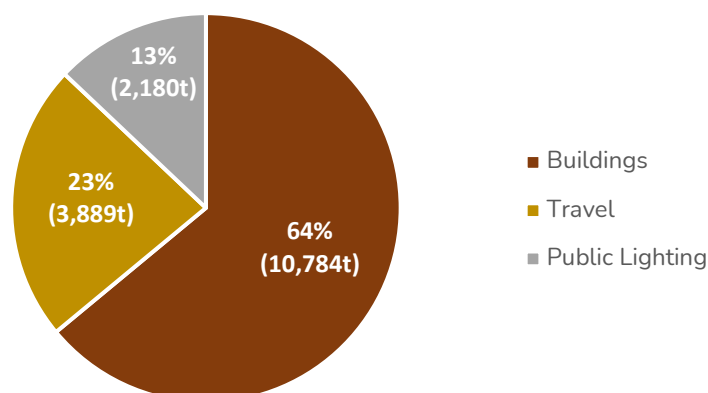
1. The council

The challenge

Looking first at our net zero ambition, the council is directly responsible for around 1.5% of Leicester's carbon footprint from energy and fuel use. Our operational emissions were just under 17,000t in 2021/22, with the sources being our buildings, our travel and the electricity needed for Leicester's street lighting and traffic signals. A breakdown is shown in the chart below.

Our emissions reduced by 64% between 2008/09 and 2021/22 - or just over 2,300t per year on average. If this rate continued, the council could reach net zero for its own operations by 2030. However, several factors helped to speed up the savings during that period, including the rate of decarbonisation of the electricity grid, LED lighting becoming affordable (allowing the street lighting to be upgraded) and a reducing need for office accommodation. These factors are likely to reduce going forwards and measures such as installing heat pumps will be more expensive. In addition, low carbon technology may not be available for certain areas such as our HGVs or specialist fleet vehicles before 2030. So, the remaining emissions savings will be much more challenging to achieve.

The council's emissions in 2021/22 by end use



Turning next to the emissions the council causes outside the city from our consumption and waste, an analysis of the carbon impact of the council's procurement spend in 2011/12 indicated that our supply chain emissions, including waste disposal, were around 1.4 times the size of our operational emissions at that time. In other words, they were more than doubling our carbon footprint. While we don't have more recent estimates of our supply chain emissions, we think it is likely that they are still at least as significant as our operational emissions. This shows just how important it is to address our supply chain emissions as well as our operational footprint.

The estimate made in 2011/12 showed that, at the time, the level of emissions from each area of spending partly reflected the amount spent on each area, so health and social care came out top due to the large amount spent on this activity. However, certain areas such as waste disposal, construction and food and drink had a greater carbon footprint for every pound spent than others.

As well as reducing our carbon emissions, the council needs to understand how climate change will impact on our services, estate and fleet so that the risks to service users, service continuity, the council's estate and the wider city can be addressed. A risk assessment carried out in 2008 identified the top risks at the time as being flooding of the road network, buildings becoming unsuitable for use due to heatwaves and damage to buildings from subsidence caused by prolonged periods of low rainfall

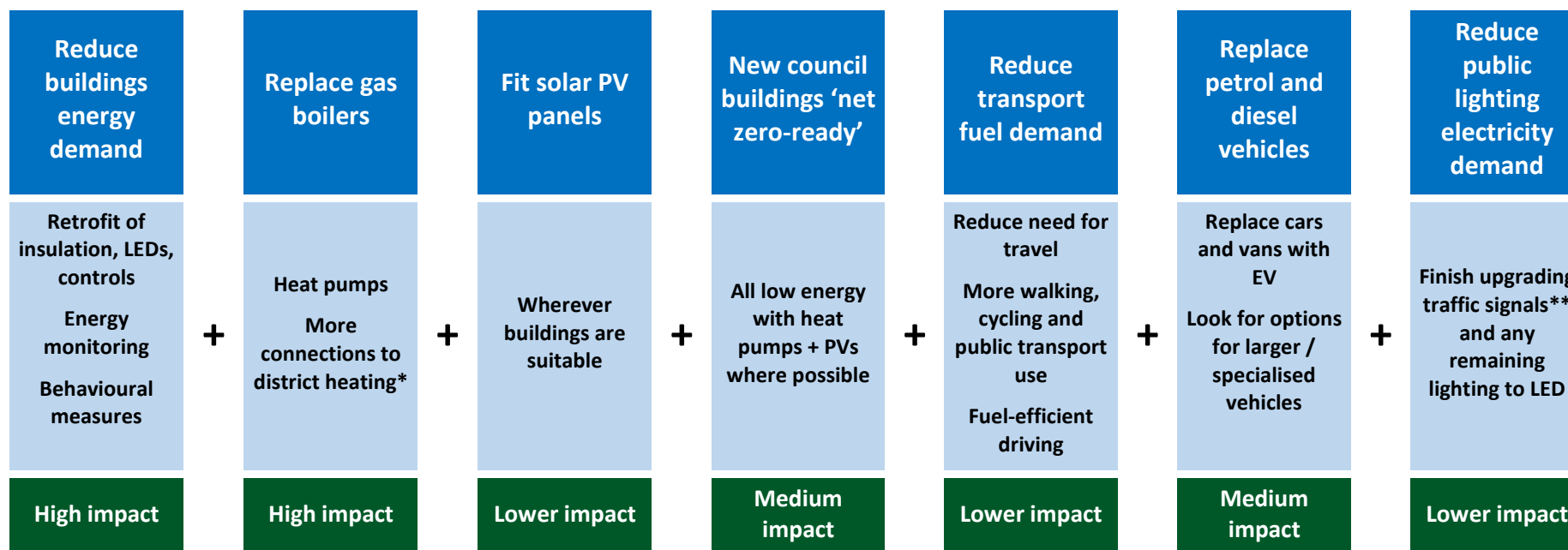
With climate change impacts now increasingly affecting Leicester and the UK, and updated Met Office predictions and a National Adaptation Risk Assessment available, there is a strong need to review our original risk assessment. We then need to update our plans for adapting council services and protecting the city. We've included this in section seven of this action plan.

How the council needs to respond

To reach net zero, Leicester's roadmap identifies two main priorities: reducing energy and fuel demand and replacing fossil fuels with electric technologies. Installing more solar PV panels on roofs can make a small contribution too. Applying this to the council's own estate and operations, the following areas for action are identified – with energy efficiency improvements to our buildings and replacement of gas boilers with heat pumps judged to have the greatest potential impact if carried out across our estate.

Outline of roadmap to net zero for the council's estate and operations

142



* If the district heating network can be expanded and, in the future, switched to a low carbon heat source. Refer to the section on Land and Infrastructure for more discussion of this.

** The majority of street lighting has been upgraded already and most of the remaining lighting cannot be upgraded currently for technical or cost-effectiveness reasons, so only traffic signals are left to complete. Hence, this area is assessed as lower impact.

Reducing emissions from our procurement and waste disposal needs to build on the work we have been doing over many years to procure and commission goods and services with a lower environmental impact. Staff already implement corporate guidance including the purchase of only certified sustainable timber, 100% recycled paper, energy efficient computers and peat-free compost. To continue to drive down our supply chain and

waste disposal carbon footprint, we'll need to continue to raise our standards as lower-carbon products become available. We also need to target our efforts where there is the biggest potential to reduce emissions and look at how we can start to measure the reductions we're achieving.

In terms of addressing the impact and risks from climate change for council services and assets, there's a need to update our risk assessment, while continuing with existing risk reduction programmes such as our investment in highways drainage infrastructure (see actions in section five, Land and Infrastructure).

Who needs to be involved?

While the council is primarily responsible for taking the above actions, central government support and funding is needed to speed up progress and remove barriers. This applies particularly to replacing gas boilers and funding of the more costly energy efficiency measures in buildings, where there is a much longer payback.

The involvement of the electricity network operator, National Grid, will also be needed to enable affordable upgrades of grid connections at our sites where they're needed to switch to heat pumps and to install EV charge points.

Focus areas

Taking account of the areas identified above and their potential impact, as well as other factors including the cost effectiveness of measures and the availability of low carbon products and technologies, our actions over the five years of this plan will focus in particular on the following:

Focus area	Details
Net zero delivery plan for the council's estate and operations	<p>Developing the details of our roadmap to reach net zero for the emissions we report on in our annual carbon footprint statement.</p> <p>Using the roadmap to identify barriers and risks to reaching net zero, enabling more detailed work to be done on how to overcome them.</p>

Operational estate – energy efficiency, heat decarbonisation and renewables	<p>Based on the above roadmap, continuing to drive down energy demand through a combination of energy monitoring (to identify wastage), improved use of controls, investment in efficiency measures and promotion of energy-saving behaviours (including for home working).</p> <p>Systematically replacing gas boilers with heat pumps, other electric heating systems or district heating connection.</p> <p>Installing more solar PV arrays at council facilities and considering battery storage/smart energy management systems and links to EV charging.</p>
New council buildings – 'climate-ready'	Based on work undertaken during our first Climate Emergency Action Plan, introducing corporate energy efficiency and carbon standards – including targets for reducing 'embodied' carbon emissions in construction materials - when constructing new council buildings.
Vehicle fleet – replacing diesel and petrol cars and vans	<p>Continuing to replace diesel and petrol cars and vans in the fleet with fully electric or plug-in hybrid equivalents.</p> <p>Planning for, and rolling out, the installation of EV charge points to recharge fleet vehicles.</p>
Procurement	<p>Continuing to drive down our supply chain carbon and waste disposal carbon footprint.</p> <p>Developing an approach to measuring supply chain carbon emissions, including reductions achieved.</p>
Resilience of council services and assets	Updating our previous assessment of the risks and impacts facing council finances, services and assets from climate change. Using the information to identify the need for further action to avoid financial risks and maintain services and assets, including protecting the safety and wellbeing of service users and the public, as climate change worsens.

Actions for the council

No.	Action	Targets	Responsibility	Timescale
1.01	<p>Delivery plan for net zero council estate and operations</p> <p>Following on from the completed city-wide net zero roadmap, we will develop a roadmap and delivery plan to net zero for the council's estate and operations.</p> <p>The plan will address how to reach net zero for the whole of the council's carbon footprint including our Operational Estate, fleet</p>	<p>Complete the initial development of the plan in 2024.</p> <p>Use the plan to develop a pipeline of projects and to bid for funding for them.</p>	Energy and Sustainability	<p>2024 – initial plan development.</p> <p>Use of plan and its review /</p>

No.	Action	Targets	Responsibility	Timescale
	and lighting. The Operational Estate element will include further building energy surveys, energy management improvements and new governance arrangements, further energy efficiency measures and steps to replace fossil fuel-based systems with low or zero carbon alternatives.			refining will be ongoing.
1.02	Capital projects - operational estate These projects will aim to help reduce carbon emissions but also will help to make improvements to various operational sites. The improvements will include window replacements, heating systems and decarbonisation works.	Invest approx. £500,000 into carbon saving improvements at sites/buildings within the council's operational estate.	Hard FM	2023/24 – 2024/25
1.03	Aylestone Leisure Centre re-roof and solar PV panels Refurbishment of the roof at Aylestone Leisure Centre and installation of solar photovoltaic panels.	Generate approx. 270MWh of renewable electricity per year and save about 55t CO ₂ e per year based on the carbon intensity of the electricity grid at the start of operation.	Capital Projects	2023/24
1.04	Energy monitoring We will increase the use of our buildings energy monitoring system to identify more opportunities to save energy and reduce carbon emissions, including through the building run-time project.	To identify areas where energy can be saved and to support funding applications.	Performance and Information	2023/24 – 2024/25
1.05	Energy and water monitoring systems review for improved building performance and efficiency Complete the review of the existing Databird hardware and Stark/Dynamat software (begun as part of our first action plan) and improve monitoring of energy consumption in the estate.	Improvement of energy and water use monitoring systems, alongside improved asset management system (CAFM), to capture energy usage and related information for key buildings.	Performance and Information	2023/24 – 2024/25
1.06	Building run time project We will check the timer settings of heating and cooling systems across all our operational sites to ensure that they match their	To check the settings, and adjust where necessary, at the beginning and end of each heating season.	Hard FM	2023/24 – 2027/28

No.	Action	Targets	Responsibility	Timescale
	opening and closing times. We will adjust settings and, where necessary, upgrade timer controls, to reduce energy use and carbon emissions. Checks and adjustments will be repeated twice a year, in April and October, to align with the heating/cooling season.			
1.07	Heating and cooling system upgrades Buildings identified as needing upgrades to heating and cooling systems and their controls in the building run time project to be considered for investment.	Identify suitable projects for inclusion in action 1.02.	Hard FM	2023/24 – 2027/28
1.08	Lighting repairs When old lighting is replaced, it will always be replaced with LED lighting if there are suitable fittings in place (and subject to permission from the conservation team if the site is a heritage site).	To replace all lighting with LED lighting by 2030, where possible.	Hard FM	Ongoing until 2030
1.09	Asset Review Optimise the use of space in our central office buildings so that we are able to close down buildings that we no longer need and reduce our overall energy use and carbon emissions.	Reduce floorspace by at least 10% over the next 5 years.	Asset Strategy	2023/24 – 2027/28
1.10	Reducing water wastage Where we are replacing water-based systems (for example: toilets, urinals, sinks, pipework and storage tanks) we will use water saving fittings and aim to reduce water use by 15%.	Ensure water use is reduced by 15% on each project once all replacement works are complete.	Hard FM	2023/24 – 2027/28
1.11	Leisure centre energy action plans Reducing energy consumption is a Key Performance Indicator in our Facility Business Plans for Leisure Centres. We will develop Energy Action Plans and Environmental Engagement Plans for each centre,	An indicative consumption reduction target to be set across all the plans.	Sports Services	2023/24

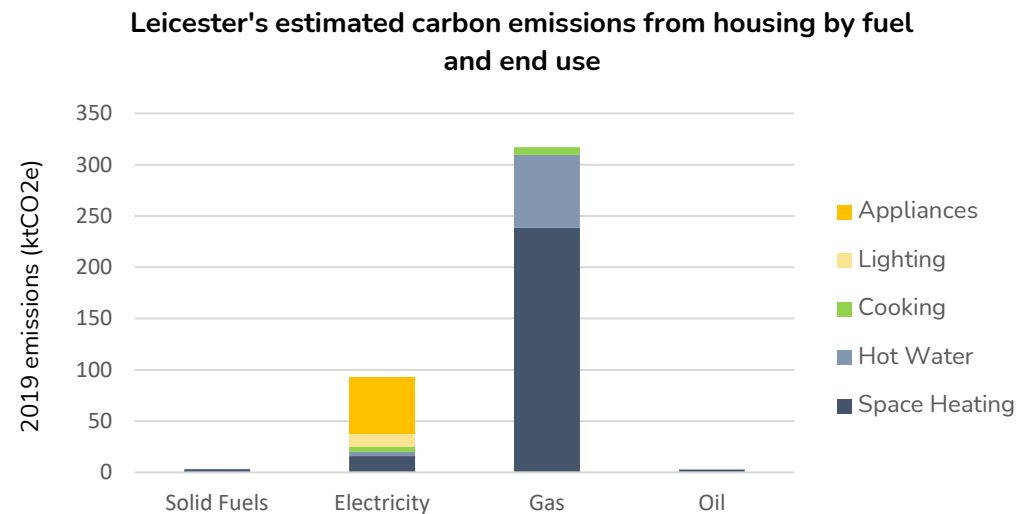
No.	Action	Targets	Responsibility	Timescale
	setting out energy saving initiatives and 'good housekeeping' for all colleagues.			
1.12	Reducing the environmental impact of cremation services Reduce the environmental impact of cremation services through the reduction of gas use and CO ₂ e emissions.	Develop a costed feasibility plan by December 2023. Target to reduce annual gas demand by 25% and CO ₂ e emissions by 50t if project is confirmed to be feasible.	Bereavement Services	2023/24 – 2024/25
1.13	Leisure centres strategic review As part of a strategic review of our leisure centres to develop a viability plan, we will consider details of current energy efficiency and carbon emissions performance, including opportunities for improvement, alongside all other aspects of their current and potential condition, performance and contribution to leisure provision in the city.	Assessment of existing and potential future energy usage/efficiency and carbon emissions will form part of the review and options.	Sports Services	2023/24 – 2024/25
1.14	Sustainable construction toolkit for capital projects – feasibility and piloting Support managers to test the cost implications and achievability of the proposed corporate low energy, low carbon, climate adaptation standards for our construction projects in the Sustainable Construction Toolkit proposals developed in draft during our first Climate Emergency Action Plan. Maintain a record of what is achieved for each project, financial impact on project budgets and subsequent running costs, and lessons learned. The toolkit was developed in draft during our first Climate Emergency Action Plan.	Emissions reductions, energy savings and other metrics to be recorded for each project.	Energy and Sustainability	2023/24 – 2025/26
1.15	Electric vehicle charging - council fleet	Develop an initial plan for EV charging infrastructure in 2024/25. Review and update the plan annually.	Energy and Sustainability	2024/25 – 2027/28

No.	Action	Targets	Responsibility	Timescale
	Plan for and install further EV charge points in the Operational Estate to enable charging of growing numbers of electric vehicles in the council fleet.	Targets for numbers of chargers to be developed as part of the plans.		
1.16	Electric library book bus Replace two existing diesel children's Library Book Bus vehicles with a new ultra-low emissions vehicle (electric) book bus. The branded vehicle will promote environmentally friendly services to young children and families across local Leicester neighbourhoods.	Reduce CO ₂ e emissions by 10t per year.	Neighbourhood Services	2023/24 - 2024/25
1.17	Supply chain decarbonisation Develop the council's work on reducing carbon emissions from its supply chain. This work will be informed by a review of work elsewhere being carried out for us by De Montfort University in 2023/24.	The project will consider how we can improve the measurement and reporting of carbon emissions savings achieved in our procurement and look at the feasibility of setting targets.	Energy and Sustainability	2024/25
1.18	Energy saving good practices across all leisure facilities Develop in-house Energy and Environment training to promote good 'housekeeping' using the right directions framework. Create environmental boards to display within centres, educating customers and users.	Training, energy procedures and environmental boards to be in place in each centre by the end of the year.	Sports Services	2024/25
1.19	Evington Leisure Centre PVs Install a new PV system on the roof of the sports hall and swimming pool.	Estimated 80MWh electricity generated per year, saving approx. 18tCO ₂ e based on 2023 electricity grid carbon intensity.	Sports Services	2024/25
1.20	'Clean and green' projects Develop a pipeline of projects to reduce our energy consumption and bills, and/or to generate renewable energy in the council's operational estate. These projects form part of the Net Zero Delivery Plan (action 1.01).	Invest in energy efficient technologies i.e. LED lighting and motion sensors across the operational estate.	Energy and Sustainability	2024/25 (tranche 1)

2. Housing

The challenge

Housing generates about a third of Leicester's carbon emissions, so decarbonising housing is essential to reach net zero.



As the chart shows, gas boilers are by far the biggest source of emissions from housing, so the way that we heat our homes will need to change.

At the same time, many homes waste energy unnecessarily because of poor insulation and inefficient heating, lighting and appliances. Based on current Energy Performance Certificates, around a quarter of Leicester's homes have an energy rating of E or below and more than another 40% have a 'D' rating. This is contributing to the cost-of-living crisis and causing additional carbon emissions. So, energy efficiency needs to be improved.

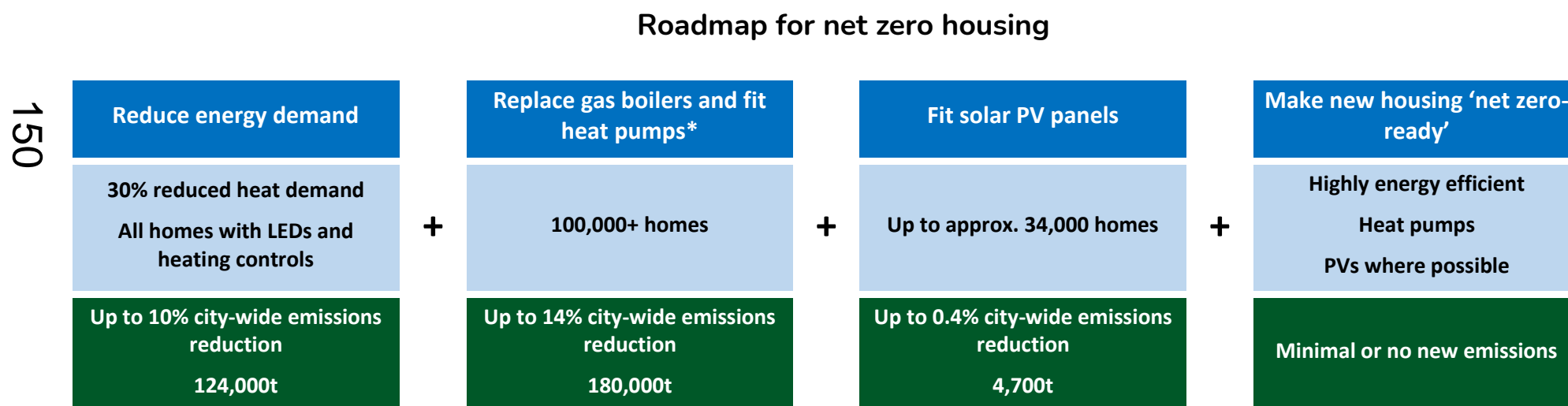
With more frequent and severe heatwaves expected as the climate changes, summer overheating could become a problem for more homes. Overheating could create a risk to health for the vulnerable and push bills up further if people have to resort to air conditioning. There needs to be more understanding of which homes are most at risk of overheating, so that the need for action can be considered and advice can be targeted.

How housing in Leicester needs to change

For existing housing to become net zero, Leicester's roadmap shows that a city-wide programme of energy efficiency retrofit is needed as well as the replacement of gas boilers (and cookers) with an electric alternative. New housing must be built to be 'net zero-ready' i.e. highly energy efficient and all-electric⁷. Installation of solar PV panels to both new and existing housing wherever possible will also add to emissions reductions.

Heat pumps are the preferred electric technology for heating and hot water because they produce about three units of heat for every unit of electricity they use – making them much more efficient than direct electric heating such as electric panel heaters. However, some homes which can't be well insulated (such as historic buildings) may not be suitable for a heat pump and may have to have direct electric heating.

The diagram below summarises the roadmap for net zero housing: the measures needed, their scale and the impact on emissions.



* Or decarbonised district heating. Refer to the chapter on Land and Infrastructure for more on the role of district heating.

⁷ Unless government strategy changes to prioritise low carbon hydrogen as the preferred option for heating homes, with an associated package of policy and other measures.

In addition to the above, as climate change worsens, some housing may also need measures to prevent or reduce summer overheating. Wherever new housing is built, it will need to be designed to remain comfortable in hotter summer conditions without the need for air conditioning.

Who needs to be involved?

The council can improve its own housing stock and support changes in the wider city, but housing associations, private landlords and private homeowners have an important role too. The scale and speed of change needed won't be possible without substantial government financial support and incentives for insulation and fitting of heat pumps. Investment will be needed in the electricity network too, to cope with the extra demand. The table below summarises the different roles.

The council	Housing associations	Private landlords	Homeowners	Government	Electricity network operator – National Grid
Manages 14% of housing stock. Enforces minimum standards set by government. Sets local planning policies for new housing (within nationally set limits). Good channels of communication with own tenants and wider population.	Manage 8% of housing stock.	Manage 35% of housing stock.	Control 43% of housing stock.	Decides retrofit funding and incentives. Sets minimum standards for new and existing homes. Good channels of communication with households, businesses and public services.	Manages capacity of electricity grid to meet increasing demand. Housing switch to electric heating requires their help.

Focus areas for the council

Based on the net zero roadmap, and taking account of the extent and limitations of our powers, responsibilities, funding and influence – as well as the impact of energy costs on households and organisations - we have identified the following areas of particular focus for our actions:

Focus area	Details
Fuel poverty	Helping people through the cost-of-living crisis, including by supporting them to access funding for energy efficiency improvements.
Council housing – energy efficiency retrofit	Continuing with our programmes of insulation as fast as funding will allow. Working with Housing Associations where possible on retrofit, so that all social housing is improved.
Council housing – heat decarbonisation	Building up experience of installing and maintaining heat pumps – focusing initially on new council housing and major refurbishments where they can be combined with extensive insulation. Later in the plan, and subject to government announcements on heat decarbonisation, as well as the cost of heat pumps and readiness of the electricity grid, planning for their larger scale introduction, or for an alternative heat decarbonisation route.
New council housing	Ensuring that new council housing is built to be 'net zero-ready' and cheap to keep warm.
Private rented sector	Engaging with landlords to promote energy efficiency and decarbonisation retrofit of their properties, supported by any funding opportunities, while continuing to use our regulatory powers to make sure private rented accommodation meets at least the Minimum Energy Efficiency Standards.
Owner occupied housing	Promoting energy efficiency and decarbonisation opportunities, including funding available, to homeowners.
Support and investment	Actively engaging with the Government, National Grid and others to encourage the funding, investment and support needed to scale up energy efficiency retrofit and remove the barriers to mass replacement of gas boilers.

Actions on housing

No.	Action	Targets	Responsibility	Timescale
2.01	Leicester fuel poverty programme Establish a two-year fuel poverty advice, training and education programme in partnership with NEA to delivery expert energy advice, education and training across the city.	Summary of key targets per year: <ul style="list-style-type: none"> ▪ Telephone advice to 2,400 people ▪ Train 100 frontline staff / volunteers ▪ 25 community events / roadshows ▪ 25 education sessions in schools ▪ Distribute £0.2M emergency funding 	Public Health	2022/23 – 2024/25
2.02	Warmer homes greener homes A broken boiler replacement grant scheme available to homeowners who are vulnerable to the cold due to poor health.	To advise or assist all households referred to us. Estimated to be in the region of 20 households per year.	Energy and Sustainability	2023/24 – 2024/25
2.03	Council housing - loft insulation Ongoing programme to ensure all our social stock has a fully insulated roof space.	75t reduction of CO ₂ e emissions and 75 homes insulated, subject to impact of rising costs.	Housing – Technical Services	2023/24 – 2024/25
2.04	Council housing - boiler replacement programme and heating control upgrades Continue to invest £2.5M per year in our ongoing programme to replace boilers in council housing with modern, energy-efficient A-rated condensing boilers with heating controls.	Approximately 500t reduction of CO ₂ e emissions and 675 boilers upgraded per year, subject to impact of rising costs. These works are reactive to what is needed, so the above figures are estimates of what we will deliver.	Housing – Technical Services	2023/24 – 2024/25
2.05	Council housing decarbonisation plan Secure resources to develop a roadmap for decarbonising our council housing stock - covering energy efficiency and low carbon heating.	The roadmap will estimate carbon emissions savings and other potential retrofit programme targets we can achieve.	Housing – Technical Services	2023/24
2.06	Stocking Farm	Provide healthy, comfortable housing with low energy and water bills and low carbon emissions, exceeding the Building Regulations and aiming to be an exemplar	Development Projects on behalf of Housing	2023/24 – 2025/26

No.	Action	Targets	Responsibility	Timescale
	Deliver 50 new council homes and 5 refurb units at Stocking Farm. Project is an exemplar low-carbon, social housing led regeneration scheme on land owned by the Council.	<p>of sustainable design for the city. The housing will achieve this through:</p> <ul style="list-style-type: none"> • A highly energy and water efficient design • Efficient low carbon heating and hot water provided by air source heat pumps • Renewable energy generation by solar PV panels • Reduced carbon impact from building and maintaining the homes (known as 'upfront' and 'embodied' carbon) • Facilities for a range of travel options including cycle parking and EV charge points • Providing local green space. <p>Contractual targets for energy, water, upfront and embodied carbon aligned to industry benchmarks such as the RIBA's Climate Challenge will be agreed with the contractor. The scheme will be monitored after completion to ensure it performs as designed and to learn for future projects.</p>		
2.07	<p>Selective licensing schemes</p> <p>To bring into effect the licensing of private rented properties within designated areas of the city.</p> <p>To ensure that any private rented properties in the designated areas that fall below the Government's Minimum Energy Efficient Standard (currently an EPC rating of E) are brought up to the required standard.</p>	<p>All properties to meet the Minimum Energy Efficiency Standard.</p> <p>Carbon emissions reductions to be estimated for any properties requiring improvement to meet the standard.</p>	Regulatory Service	2022/23 – 2027/28
2.08	<p>ECO4 flex</p> <p>Continue to support this national energy efficiency retrofit scheme for domestic dwellings. The Energy Projects Team will assess</p>	Assess and respond to applications within 5 working days of receipt.	Energy and Sustainability	2022/23 – 2025/26

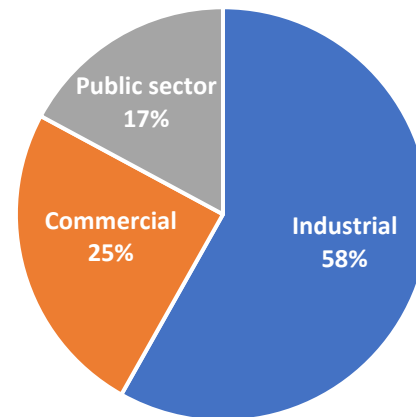
No.	Action	Targets	Responsibility	Timescale
	households referred by certified installers against the national eligibility criteria.			
2.09	Home upgrade grant phase 2 A grant scheme for low-income households living in electrically heated properties with low EPC ratings. A range of energy efficiency improvements will be available.	Improve 37 homes.	Energy and Sustainability	2023/24 – 2024/25
2.10	Warm Homes Surveys Project will provide retrofit assessments to households, with the aim of providing impartial advice around the most suitable energy efficiency improvements for the property, and how to go about sourcing funding/grants, or installers if able to pay.	Complete the Warm Homes Surveys pilot project, responding to all enquiries and ensuring that at least 50% of customers report being satisfied or very satisfied in feedback.	Energy and Sustainability	2023/24 – 2024/25

3. Business, public services and community

The challenge

Non-domestic buildings between them generate 39% of Leicester's carbon emissions from energy and fuel use. The breakdown of emissions between industry, commerce and the public sector is shown in the chart.

Breakdown of Leicester's non-domestic emissions in 2019 by sector



The sources of these emissions are more wide-ranging than for housing. They also vary considerably between the industrial, commercial and public sectors. A breakdown of emissions by sector is not available for Leicester specifically, but based on national data we can say the following:

Industry – many of the emissions are caused by heat generation but, unlike in housing, a lot of this heat is used in manufacturing and other processes rather than space heating.

Commercial and public sector – these sectors include offices, shops, hospitality venues, education buildings and hospitals. Space heating is a bigger source of carbon emissions in these buildings and uses predominantly gas at the moment. Other significant emissions sources include catering, lighting, IT and cooling/ventilation. The energy demand for cooling and ventilation is likely to go up as climate change leads to higher summer temperatures and more frequent heatwaves – adding to carbon emissions and energy bills.

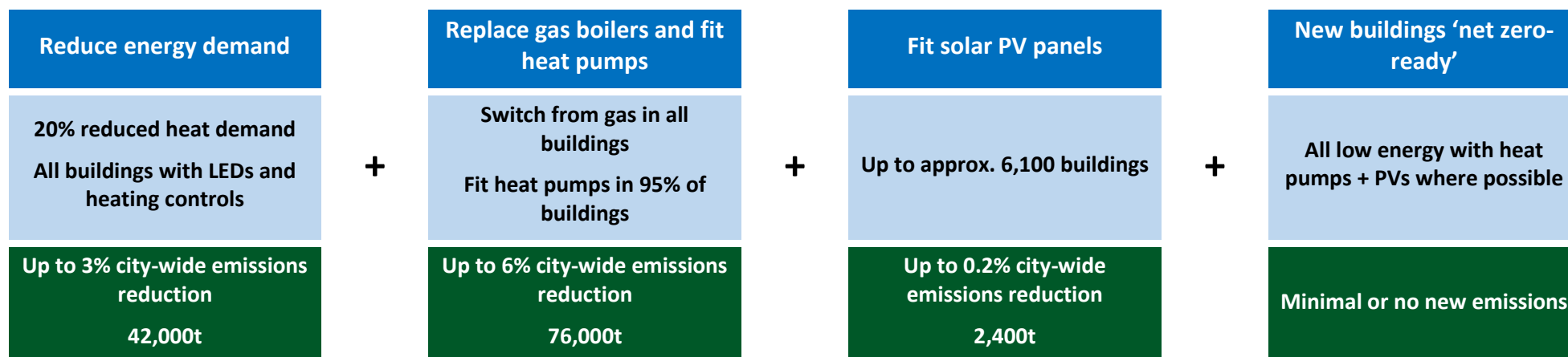
As well as the need to tackle these energy uses to reach net zero, there is also a pressing need to reduce energy bills. Businesses, public sector (including schools, colleges and universities) and voluntary and community organisations are all struggling with high energy costs. Leicester's economy is characterised by a lot of small and medium-sized enterprises. For some of these in particular, high energy costs could be a threat to their survival.

How Leicester needs to change

The Carbon Neutral Roadmap identifies the same overall strategy for non-domestic buildings as for housing i.e. reducing energy demand as far as possible, switching from fossil fuels to electricity and fitting solar PV panels where possible. The diagram below sets out the maximum scale of action and the upper limit of emissions reductions possible from these steps by 2030. It is important to note that PV panels will save more carbon per year than shown here if they're installed now. However, due to grid electricity becoming steadily lower carbon, most of the carbon savings will occur early on. By 2030 PV panels will be saving less carbon – although they will still reduce electricity bills and help maintain a low/zero carbon national grid.

The replacement of fossil fuel use in manufacturing processes is not represented in the diagram, as there is not a 'one size fits all' approach available for this. Decarbonising some processes may rely on technologies or low carbon fuels that are not expected to be available or affordable between now and 2030, such as 'green' hydrogen. For other processes, it may be possible to switch away from fossil fuels by 2030. As these processes are likely to be a big source of emissions for the industrial sector, opportunities to support their decarbonisation before 2030, where possible, should be considered in addition to the roadmap measures below.

Roadmap for net zero non-domestic buildings



In addition to decarbonising non-domestic buildings and transport (covered in its own chapter), there is a strong need for the economy to transition towards operating in a low-carbon environment and supplying the changing needs and demands of customers and regulators. This will, in turn, need employees with knowledge and understanding of climate issues – and with new skills.

Who needs to be involved?

With support from the council where possible, it is businesses, public sector partners including education institutions, voluntary and community organisations who will need to drive change. As with housing, it will be critical for central government to provide funding and other incentives to make this possible and National Grid will be needed to facilitate affordable access to the increased grid capacity needed.

The council	Businesses, voluntary and community organisations	Commercial landlords	Public sector, universities, colleges and schools	Government	Electricity network operator – National Grid
<p>Responsible for a significant amount of commercially rented floorspace.</p> <p>Responsible for enforcing Minimum Energy Efficiency Standards (MEES) for commercial rented property.</p> <p>Has opportunity to support these organisations through existing programmes partner relationships.</p>	<p>Their buildings are responsible for 32% of Leicester's carbon emissions from energy and fuel use.</p> <p>Where buildings are rented, the landlord will have control over some aspects.</p> <p>Businesses can also take a lead on accessing training for their existing employees needed to 'pivot' towards a Climate Ready economy, goods and services.</p>	<p>Responsible for much of the commercial floorspace in Leicester – have control over energy efficiency of building fabric, but not always heating systems.</p>	<p>Their buildings (including the council's) are responsible for 7% of Leicester's carbon emissions from energy and fuel use.</p> <p>They are key to giving people the knowledge and skills to play an active part in making Leicester Climate Ready and in accessing employment as climate action becomes integral to more and more jobs.</p>	<p>Sets Minimum Energy Efficiency Standards (MEES) for commercial rented property.</p> <p>Able to allocate funding and create incentives for retrofit of non-domestic properties and investment in low carbon manufacturing processes.</p>	<p>Manages capacity of electricity grid to meet increasing demand.</p> <p>Influences affordability of new and improved grid connections – sometimes required to fit heat pumps.</p>

Focus areas

There are a number of areas where the council has more ability to support and influence change – for example due to existing relationships with businesses, other public sector organisations and the voluntary and community sector, or ownership of assets. These are the basis of our focus areas set out below, which will influence our choice of actions. However, some actions may fall outside these focus areas where opportunities arise.

Focus area	Details
Corporate Estate (our commercial rental properties)	Reviewing our Corporate Estate and developing a programme of improvements to energy efficiency to meet increasing national minimum standards.

	Also exploring opportunities to introduce low carbon electric heating where heating is the responsibility of the council, and to install solar PV panels.
SMEs	Looking at how we can continue to help SMEs reduce their energy use and carbon emissions, following the completion of our EU-funded Green BELLE grant scheme. (See section four on Transport for action supporting SMEs with decarbonising transport and commuting.)
Climate Ready knowledge and skills	Delivering Climate Ready learning and skills courses for adults to support employment access and give people the understanding to take steps in their personal lives.
Schools – energy efficiency and carbon emissions reduction	Building on our existing energy efficiency and carbon reduction support services available to all schools – widening the number of schools we support and expanding our offer. Continuing to install energy efficiency and low carbon measures in council-managed school buildings.
Schools – environmental education	Continuing to support and deliver environmental education in all schools with a focus on climate change issues including energy saving, renewable energy, waste, sustainable drainage, biodiversity, transport and food growing.
Public sector and further/higher education	Collaborating with partners including the NHS, universities and colleges. Refer also to section seven on Actions Supporting the Whole Plan for more on partnership working.

Actions on business, public services and community

No.	Action	Targets	Responsibility	Timescale
3.01	Compliance with MEES Legislation - Commercial Buildings (Minimum Energy Efficiency Standards) Ensure that council commercial properties meet the Minimum Energy Efficiency Standards: <ul style="list-style-type: none"> Currently an Energy Performance Certificate (EPC) rating of 'E' or above Expected to rise to C or above by April 2028 and B or above by April 2030. 	Complete EPC surveys for properties where we don't have a valid certificate. Use the EPCs, along with information from Condition Surveys, to plan out measures to ensure that all council commercial properties meet the MEES at the relevant legislative juncture.	Corporate Estate	2023/24 – 2029/30

No.	Action	Targets	Responsibility	Timescale
3.02	Energy saving in void buildings and spaces Review and improve the way we manage energy to minimise wastage in void buildings and parts of buildings awaiting reletting.	Complete the review of our procedures and implement improvements during 2023/24.	Corporate Estate	2023/24
3.03	Pilot House redevelopment Complete the re-development 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.	Capital Projects, on behalf of Economic Regeneration	2023/24 – 2024/25
3.04	DOCK 3-5 Deliver 4,000m ² of new offices and 2,000 m ² of industrial units to a low carbon standard well in excess of Building Control requirements.	Achieve a net zero carbon development in terms of its regulated energy use* in operation, through measures including: <ul style="list-style-type: none"> • High levels of insulation • Air source heat pumps • Solar PV panels generating renewable electricity • No fossil fuels used in the buildings. <p>* Regulated energy use covers heating, cooling, ventilation, hot water and internal lighting. It excludes 'plug load' energy used by occupants.</p> <ul style="list-style-type: none"> • Also, to provide 8 EV charge points. 	Development Projects, on behalf of Economic Regeneration	End April 2024
3.05	Ian Marlow Centre redevelopment Redevelopment of the former Ian Marlow Centre for employment use focusing on fabric performance and sustainable energy generation throughout the specification.	Achieve an Energy Performance Certificate (EPC) 'A' rating and a 7% reduction in carbon emissions from operational energy use compared with the Building Regulations (2021) requirement. Provide 6 EV charge points and approximately 260m ² of solar PV panels.	Development Projects, on behalf of Corporate Estate	2023/24 – 2024/25

No.	Action	Targets	Responsibility	Timescale
3.06	UK Shared Prosperity Fund The UK Shared Prosperity Fund commissioning plans to include climate emergency as a cross cutting theme across the programme. Management of the programme to include ongoing monitoring and reporting of climate related delivery.	Business: 34 Business Decarbonisation Plans developed by March 2025. Communities: 1,960 Households given energy efficiency advice and/or money advice by March 2025.	Economic Development	2023/24 – 2024/25
3.07	BESS Energy service for schools Continue the Built Environment School Service (BESS) Energy for schools to provide energy monitoring and carbon footprint, plus additional support for enhanced schools.	2% reduction in operational carbon emissions per year for each participating school. Renew at least 40 schools in BESS Energy for the 2024/25 academic year.	Energy and Sustainability	2024/25
3.08	Capital projects - educational sites These projects will aim to help reduce carbon emissions but also will help to make improvements to various educational sites. The improvements will include window replacements, heating systems, etc.	Invest £1.2M into carbon saving improvements at educational sites/buildings.	Hard FM	2023/24 – 2024/25
3.09	Eco-schools programme Support schools to achieve their Eco-Schools Green Flag Award, an internationally recognised award delivered by Keep Britain Tidy - maintaining Leicester as the local authority in England with the highest number of Eco-Schools Green Flag Awards.	80 schools to achieve the internationally recognised award by March 2024. 90% of schools to have achieved the award at least once in this time period by March 2028.	Energy and Sustainability	2023/24 – 2027/28
3.10	Carbon Literacy training for schools Train school staff and governors in the externally accredited Carbon Literacy Training Programme - a one day course (or equivalent time) to understand carbon within a school setting.	Train at least 200 school staff, governors and members of the wider community.	Energy and Sustainability	2023/24 – 2027/28
3.11	Tiny forests	By March 2026, engage with 10 schools that have had Tiny Forests planted in winter 2022/23.	Energy and Sustainability	2023/24 – 2027/28

No.	Action	Targets	Responsibility	Timescale
	Engage with Earthwatch's Tiny Forest initiative on a programme of educational and citizen science activities leading to increased environmental awareness. Develop a funding bid to enable additional Tiny Forests to be planted in Leicester Schools. Plant additional Tiny Forests in Leicester Schools.	Create at least one funding bid and submit by March 2024. Plant at least five more Tiny Forests by March 2028. Remove 1.27t CO ₂ from the atmosphere per forest per year.		
3.12	Nature in school grounds Develop a funding bid to work with schools to invite nature in and use their school grounds to enhance biodiversity.	Create at least one funding bid and submit.	Energy and Sustainability	2023/24
3.13	Tree planting in school grounds By 2023, support schools to deliver tree planting schemes within their school grounds and by 2028 undertake a desktop assessment and support all schools that have space and have expressed an interest to undertake tree planting in their school grounds.	Subject to demand, support at least four schools in the year 2023/24 to apply for funding. By 2028 undertake the desktop assessment and support all schools.	Energy and Sustainability	2023/24 – 2027/28
3.14	Climate emergency information points Develop information points in all city libraries to promote carbon reduction schemes to Leicester residents and community groups and to promote Leicester's Climate Emergency Action Plan. To include a programme of energy saving/carbon reduction workshops working with a range of internal and external partners.	Availability of climate action information in 16 library information points including electronic display screens. All Neighbourhood Services staff to undertake climate change e-learning.	Neighbourhood Services	2023/24 – 2027/28
3.15	Green accreditation schemes for tourism businesses Establish a green accreditation scheme to recognise and reward tourism businesses committed to sustainable practices. The programme will assess businesses across various aspects such as energy and water conservation, waste management and minimising carbon footprint.	Establish business support programme that facilitates achievement of national green tourism accreditation. Minimum of 3 business accreditations for Leicester in first 12 months.	Place Marketing and Tourism	2024/25 – 2025/26

No.	Action	Targets	Responsibility	Timescale
3.16	Destination management campaign: showcasing green businesses and regenerative tourism This campaign aims to promote a destination as a leader in regenerative tourism. It will highlight businesses with strong green credentials and leverage case studies to demonstrate the positive impact of responsible travel.	Creation of destination Marketing Brand. Produce short films for Leicester to promote best practice. Produce 1 full campaign film, 3 themed films. Alignment of L&L sustainable tourism activity and Visit England Sustainable Tourism activity. Over 40,000 website views across the destination management campaign.	Place Marketing and Tourism	2024/25 – 2025/26
3.17	Climate Ready Retail Provide energy efficiency upgrade grants of up to £5000 for independent retail businesses in the Neighbourhood Improvement Scheme priority area.	Assist at least 15 small or medium-sized businesses.	Energy and Sustainability	2024/25
3.18	Green Events Code of Practice (GECOP) pilot The code is intended to provide a clear and robust framework for assessment, minimum standards/best practice and shared targets for sustainability at live events. Leicester City Council is one of ten local authorities involved in the pilot.	To integrate the assessment toolkit into the online booking process and funded organisations requirements. To assess the Riverside Festival against the GECOP sustainability themes. To measure a variety of types of events using the assessment tools.	Festivals and Events	2024/25
3.19	The introduction of Green Leases Green Leases contain a series of additional provisions that impose an obligation on the landlord and tenant to manage and reduce the environmental impact of a property by way of improvements. Green Leases relate to commercial properties only.	Introduce Green Leases for our 21 new industrial units at the site of our former Ian Marlow Centre.	Corporate Estate	2024/25

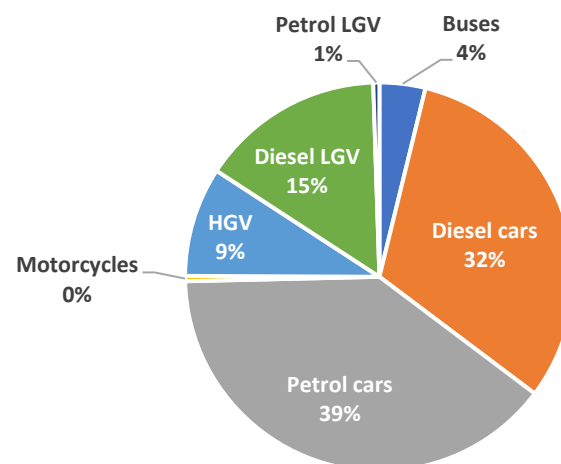
No.	Action	Targets	Responsibility	Timescale
3.20	Adult education curriculum – review Systematic review of existing curriculum content to ensure knowledge, skills and behaviours around sustainability are enhanced.	Review 50% of existing courses (prioritised to those with most potential impact) in the 2024/25 academic year.	Adult Education	2024-25 academic year
3.21	Adult Education Curriculum - new courses Offer new courses on sustainable practices and green technologies (including the procurement of Green Skills Bootcamps)	Offer 2 Green Skills Bootcamps and 5 Adult Education courses.	Adult Education	2024-25 academic year

4. Transport

The challenge

Transport is responsible for about a quarter of Leicester's carbon emissions from energy and fuel use, so it is a priority area to tackle.

Looking at where the carbon emissions from transport are being generated, the breakdown of fuel use in the chart gives a good indication. It shows that car and van (LGV) journeys account for 86% of fuel use – making these a priority to look at.



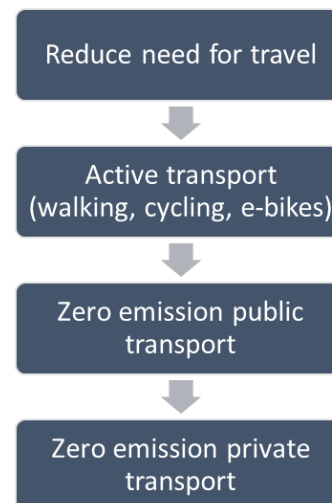
Breakdown of road transport fuel use by vehicle type in Leicester, 2019. Source: BEIS

While the obvious answer might seem to be to focus entirely on replacing petrol and diesel with electric or other low carbon vehicles, another important aspect of the challenge is to find a solution that meets everyone's transport needs in the city, including the 37% of households which don't have access to a car. So, if we are to have a fair transition, the approach to reaching net zero for transport needs to provide affordable, convenient, accessible and low or zero carbon options for everyone.

In terms of how climate change will affect transport, the heatwave conditions in 2022 showed how rail infrastructure can be affected by extreme weather and this will need to be addressed by Network Rail at a national level. At the local level, the risk from both heatwave conditions, drought (which can cause subsidence as soils dry out) and storms to the transport infrastructure and travel safety will need to be kept under review – with management and maintenance of the transport network adapted, as necessary.

How transport in Leicester needs to change

To achieve a net zero transport system and great low carbon travel choices for everyone in Leicester we need to combine the two key priorities of the city-wide net zero roadmap: of reducing demand and switching away from fossil fuels, with the need to ensure that everyone can access services and facilities, and can travel as they need, regardless of whether they have access to a car. It is also important to reduce levels of traffic in order to tackle the negative impacts of congestion on the city. These include the impact of air pollution on health. All of this can be presented as a hierarchy of preferred sustainable transport options in the diagram below.



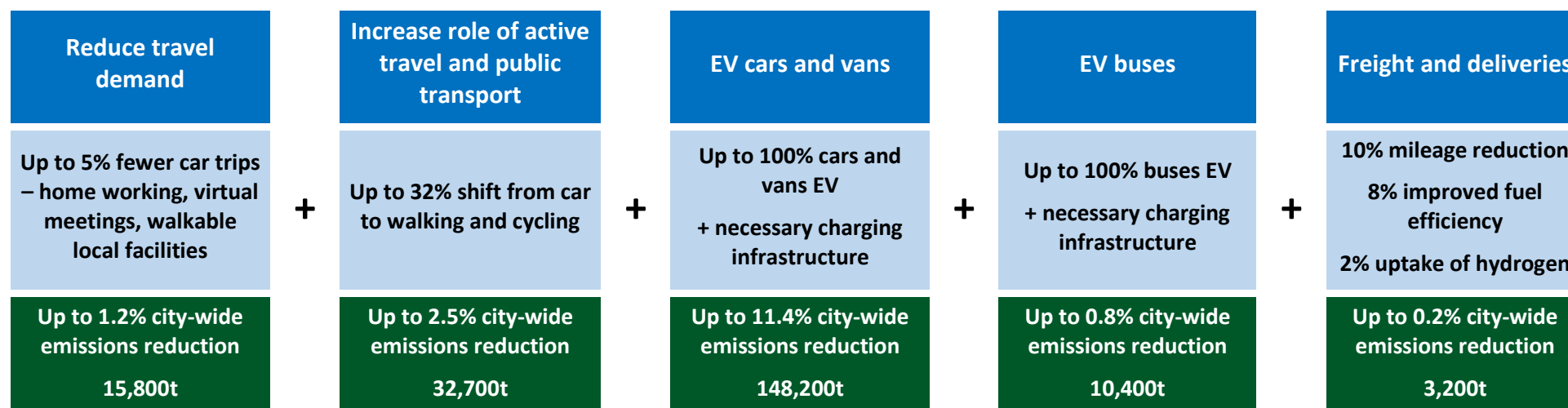
In practice, this means that the roadmap for net zero transport must combine measures to improve access and mobility without a car, and to reduce traffic, with those to support the uptake of electric and other low carbon vehicles. Based on the most ambitious set of measures modelled in the Carbon Neutral Roadmap study, the diagram below summarises the maximum that could theoretically be achieved by 2030, and what it would deliver in terms of carbon emissions reduction.

In practice, these levels of change are not realisable without a step-change in government support – particularly to fund the level of improvement to bus services and to walking and cycling infrastructure needed for those modes of travel to match car travel in terms of attractiveness. They will also require investment in EV charging infrastructure and a substantial improvement to the electricity grid in the city, to meet the extra demand for charging electric cars, vans and buses.

It isn't expected that a viable low carbon technology for HGVs will be widely available between now and 2030, so the roadmap only assumes a small uptake of hydrogen fuelled HGVs by then, along with some fuel demand reductions.

Roadmap for net zero transport

168



Who needs to be involved?

The table below presents some of the key stakeholders who need to be involved in the above changes to transport in Leicester, along with a summary of their role.

The council	Other employers and service providers*	Bus companies	Individuals	Government	Electricity network operator – National Grid
<p>Responsible for transport and land use planning.</p> <p>Responsible for the highways network including roads, footways, sufficient number of EV chargers and cycle routes.</p> <p>Able to play a leadership role bringing partners together to plan and implement improvements.</p> <p>Ability to reach large numbers of people with information about sustainable travel options.</p>	<p>Influence travel choices of employees (commuting and business travel) and service users through decisions about what transport facilities to provide e.g. parking, cycle parking, EV chargers and where to locate e.g. local vs. centralised facilities, proximity to bus routes, etc.</p> <p>Ability to invest in EVs for own fleet vehicles.</p>	<p>Ability to invest in service improvements and introduction of electric or other low carbon buses.</p>	<p>Where affordable, convenient, accessible, low carbon travel options are provided as alternatives to car travel, their success relies on individual choices.</p>	<p>Determines level of funding for transport improvements locally including for walking, cycling and public transport.</p> <p>Sets regulatory requirements to ensure minimum standards for EV chargers.</p> <p>Determines UK strategy for transport decarbonisation including future role of low carbon hydrogen as a fuel.</p>	<p>Controls capacity of electricity grid to meet increasing demand.</p> <p>Needed to help determine locations of EV charge points based on grid capacity.</p>

* Includes large employers in the city, education establishments, health facilities, sports facilities and others.

Focus areas

Based on the roadmap outlined above, and taking account of the council's responsibilities, levels of influence and funding, the following areas will be a focus for action.

Focus area	Details
Transport planning for decarbonisation	Developing overall plans and associated targets for reducing carbon emissions from transport as part of the new Leicester Transport Plan and Leicester Local Plan
Bus service improvement and bus fleet decarbonisation	Continuing to roll out service improvements and introduce electric buses as part of Leicester's Bus Plan.
Behavioural change	Working with businesses, other employers, schools and other institutions to promote active travel and public transport for commuting journeys.
Walking and cycling	Continuing our ongoing Connecting Leicester programme and other measures to improve connectivity and support walking and cycling.
Electric vehicles	Planning for expansion of electric vehicle charging infrastructure in the city and facilitating its roll-out. Encouraging the uptake of electric vehicles including taxis.
Freight transport	Developing plans for improving the efficiency and reducing the impact of freight transport in the city.
Smart transport	Review future role for smart technologies in transport including autonomous vehicles.
Rail	Improvements to Leicester Station to encourage patronage. Lobby Government and Network Rail for electrification of the Midlands Mainline and other improvements

Actions on transport

No.	Action	Targets	Responsibility	Timescale
4.01	Leicester Transport Plan Development and adoption of a new Leicester Transport Plan which will include: <ul style="list-style-type: none"> Decarbonisation of Transport Strategy 	Completion and adoption of all parts of the new plan. Targets/predicted carbon emissions reductions to be developed as part of the Decarbonisation of Transport Strategy.	Transport Strategy	Timescale for plan development to be confirmed subject to government guidance.

No.	Action	Targets	Responsibility	Timescale
	<ul style="list-style-type: none"> ▪ Pipeline of new schemes / initiatives with predicted carbon savings for each ▪ Investigation into new sources of funding to deliver the future transport vision ▪ New Air Quality Action Plan ▪ New Transport Asset Management Plan 			Plan delivery up to 2036.
4.02	Review of options to deliver the LTP vision via demand management and funding support Investigate opportunities to secure sustainable funding to deliver the LTP vision.	Bids to be submitted and funding secured as opportunities allow.	Transport Strategy	Ongoing
4.03	Review technological advances as and when available A vast array of innovations is now coming to the fore, including autonomous/connected vehicles; drones and robots; integrated digital ticketing; sharing and hiring business models; micro mobility such as e-bikes and behaviour change initiatives. The city council will leverage new technologies and concepts to support and deliver transformational transport change.	Engagement with the micro mobility sector to identify advances to sharing platforms and rental arrangements for private and cargo solutions; continued engagement with DfT and the sector on autonomous vehicles to encourage investment and improvement for Leicester.	Transport Strategy	Ongoing
4.04	Behavioural change Encourage - via promotion, engagement, or education - active and sustainable travel choices for journeys across the city for all modes; support access to and uptake of walking, cycling, passenger transport, and remote access services.	Engage five schools per year to adopt new travel plans. Undertake an annual travel survey of the top 100 largest employers. Maintain a business travel forum to promote sustainable transport, understand transport impacts on businesses and assist in transport scheme development.	Transport Strategy	Ongoing

No.	Action	Targets	Responsibility	Timescale
4.05	Speed limit management The city council will ensure speed limits across the city promote smooth progression and stable speeds, contributing to a reduction in congestion and point emissions. In addition, the promotion of lower speeds on residential roads will further improve the environment and promote active and sustainable travel choices.	80% of the city to be 20mph by 2028.	Transport Strategy	Ongoing
4.06	Leicester bus service improvement plan The Enhanced Bus Partnership will deliver a number of improvements to increase patronage and also decarbonise the buses through electrification of the fleet.	Increase annual bus passengers across the whole network by over 10% over a ten-year period. Electrification of the whole bus service fleet by 2030.	Transport Strategy	Ongoing to 2036
4.07	Inter-city rail improvements The city council is active in making the case for improvements to rail connectivity, to provide a more sustainable alternative transport for city residents and visitors. The council is working with partners to improve train services to Birmingham and Coventry and to electrify the Midland Mainline north from Market Harborough whilst encouraging a modal shift of freight onto rail.	Make a convincing case with partners by 2024, for Midland Mainline Electrification through Leicester. Working with partners including Midlands Connect and Coventry City Council to convince the Government to commit to the restoration of direct train services between Coventry and Leicester by 2026. Make the case by 2024 for improved rail capacity through the Leicester area to remove a potential bottleneck on new train services on the National Network.	Transport Strategy	Ongoing to 2036
4.08	Connecting Leicester - city centre connectivity Expanding Connecting Leicester – the existing Connecting Leicester programme has already been successful in making the city centre more attractive and safer for cycling and walking. This will be expanded to	Targets to be developed.	Transport Strategy	Ongoing to 2036

No.	Action	Targets	Responsibility	Timescale
	include links into the city centre from surrounding neighbourhoods and employment areas. This will assist in creating a cyclable and walkable city centre neighbourhood where travel is quick, convenient, safe and healthy - as well as low or zero carbon.			
4.09	Walking and cycling improvements In the light of the successes during the pandemic of rolling out pop-up cycle routes, the council intends to accelerate cycling and walking improvements in the city. The existing Cycle Action Plan 2015-24 will be updated and the Local Cycling and Walking Investment Plan will be used to prioritise new projects across the city. These will include both strategic commuter routes following infrastructure improvements and local links between development areas, employment areas and existing residential areas.	Improve 34 key routes by 2030 in line with the Local Cycling and Walking Investment Plan. Develop a new Walk Leicester Action Plan and a new Cycle City Action Plan by December 2024.	Transport Strategy	Ongoing to 2036
4.10	Active Leicester Sports Services and Public Health will mobilise partners and stakeholders to work differently to help tackle inactivity across the city over the next five years as part of the new emerging physical activity strategy Active Leicester. This will encourage more uptake of walking and cycling in place of more carbon intensive modes of travel.	Strategy to be launched in 2023/24. We will explore including targets in the strategy which relate to encouraging lower-carbon lifestyles and behaviours.	Sports Services and Public Health	2023/24 – 2027/28
4.11	Electric vehicle charging points An extensive electric vehicle charging network will be required to meet local and national targets and support increased uptake of electric vehicles. The council has been successful in securing initial funding of electric charging points for public car parks, Park & Ride sites and for on-street charging. The council will use its Electric Vehicle Transition and Infrastructure Strategy as a basis for seeking further investment into the public, workplace based and 'at home' charging network required.	Current no. s are: 47 fast, 1 rapid, 22 on-street residential. Target by 2025: 22 fast, 57 rapid, 423 on-street residential. Target by 2030: 44 fast, 132 rapid, 853 on-street residential. (These targets to be reviewed in 2025.)	Transport Strategy	Ongoing to 2030

No.	Action	Targets	Responsibility	Timescale
4.12	Move to zero emission vehicles Initiatives to increase the uptake of zero emission vehicles to all as detailed by the Electric Vehicle Transition and Infrastructure Strategy.	Publish an EV strategy and roadmap by March 2025 to support electric vehicles, steer the delivery of charging infrastructure across the city, and promote the transport hierarchy.	Transport Strategy	Ongoing to 2030
4.13	Freight study and action plan Carry out a study and prepare an action plan.	Complete the study and develop the action plan by the end of March 2028.	Transport Strategy	End of 2027/28 to prepare the plan.

5. Land and infrastructure

The challenge

Land use policies and city-wide infrastructure have a critical part to play in tackling the climate emergency. This includes the role of green spaces and drainage infrastructure, the challenges facing energy infrastructure and the need for land use policies and patterns of development that facilitate decarbonisation and climate adaptation.

Starting with green spaces and water bodies (referred to as ‘green and blue infrastructure’), their main importance in addressing climate change in an urban area such as Leicester lies in the contribution that they make to reducing the impacts and risks of climate change for the city. Their contribution is summarised in the table below. As the city population continues to grow, requiring more housing, employment sites and facilities, it will be challenging to maintain and increase the climate adaptation role of green and blue infrastructure – which will be necessary as climate change worsens.

Role of green and blue infrastructure in protecting people and nature from the changing climate

BIODIVERSITY	FLOODING	HEATWAVES
Helping wildlife to withstand the pressures from a changing climate by providing a network of good quality habitats, linked by ‘green and blue corridors’.	Slowing down and storing runoff after intense or prolonged rainfall to reduce the risk of flooding to homes and businesses.	Moderating the impact of heatwaves through the cooling effect of evaporation of water from trees and other plants (known as ‘transpiration’) and by providing shade.

In terms of carbon emissions, green spaces in Leicester (and land that’s been built on) store a significant amount of carbon – mainly in soils. However, the limited amount of available green space means that little extra carbon could be stored by more tree planting in the city. So, to offset a significant amount of Leicester’s carbon emissions through tree planting would need large scale planting outside the city boundary.

Looking at other forms of infrastructure, the Carbon Neutral Roadmap identifies that the need to replace fossil fuels is going to present some major challenges for energy infrastructure. In particular, as heating, hot water and transport switch to electricity and local renewable electricity generation

increases, the grid will need to be strengthened to meet these extra demands on it. Leicester's district heating – which efficiently provides heat and hot water to homes and other buildings in parts of the city – also faces the challenge of switching from its current gas combined heat and power (CHP) to a lower carbon fuel source. When the district heating began operation the gas CHP was much lower carbon than electric alternatives, but that is changing as the grid is being decarbonised.

Finally, turning to land use and development, becoming a net zero city will require a significant reduction in car travel as outlined in the section on transport earlier. Part of the ongoing challenge will be to create space for the alternative modes of travel: walking, cycling and public transport as part of the development and regeneration of the city.

How Leicester needs to change

To remain liveable as climate change worsens, Leicester's built environment will need to adapt – both to withstand the greater extremes and to continue to provide a healthy, safe environment for people. New buildings will need to be designed to remain comfortable in hotter summers and to incorporate 'sustainable drainage' that uses nature-based approaches such as permeable surfaces, green roofs and swales to deal with rainwater runoff without overloading existing drains. Many existing buildings may also need to be adapted.

The capacity of the city's green and blue infrastructure to support biodiversity, protect us from flooding and moderate heatwave conditions will need to be maintained and increased too, through a combination of protection from development and active management and enhancement. Further flood prevention schemes will need to be implemented in vulnerable areas, prioritising sustainable drainage methods wherever possible instead of 'hard infrastructure'.

In terms of energy infrastructure, the electricity grid will need to be strengthened to cope with the rapidly growing demand from electric vehicles and heat pumps, and to accept increasing amounts of renewable electricity from solar PV panels. The existing heat network will need to switch from gas CHP to a low carbon energy sources as soon possible and further district heating will need to be considered as a solution to providing affordable, low carbon heating – particularly where individual heat pumps are not feasible.

Becoming a net zero city will involve a reduction in car travel, so planning policies will need to deliver new developments that are easily accessible by public transport, by bike and on foot and everyday facilities will need to be available within walking distance in all neighbourhoods. Development will also need to be very energy efficient, with a heat pump and solar PV panels wherever suitable – as outlined earlier in the sections on housing and business, public sector and community.

Who needs to be involved?

The council has a major role to play in this area due to our responsibilities for both land use planning, flood risk reduction and drainage, along with the opportunities we have as the largest landowner in the city, including the majority of its 'green infrastructure.' However, there are many other stakeholders who have a role. Some of the most important ones are shown below.

The council	Environment Agency	Developers	Landowners	Electricity network operator – National Grid	District heating operator	Government
<p>Responsible for setting and enforcing land use planning policies and promoting sustainable drainage in new development.</p> <p>Lead Local Flood Authority responsible for developing Flood Risk Mgt. Strategy.</p> <p>Responsible for highway drainage.</p> <p>Largest landowner in the city – opportunity enhance climate adaptation benefits.</p>	<p>Key partner of LCC in developing Flood Risk Mgt. Strategy.</p> <p>Implements flood prevention measures directly.</p> <p>Funds feasibility studies and implementation of flood prevent schemes by others.</p>	<p>Responsible for meeting statutory requirements in design of drainage in new development.</p> <p>Have the opportunity to use Sustainable urban Drainage Schemes in new development.</p>	<p>Have opportunities to enhance the biodiversity, flood prevention and heatwave moderation benefits of their land.</p>	<p>Manages capacity of electricity grid to meet increasing demand.</p> <p>Needed to help determine locations of EV charge points based on grid capacity.</p>	<p>Has opportunity to plan for the introduction of low carbon heat sources into the network.</p> <p>Has opportunity to promote expansion of the existing network.</p>	<p>Sets national priorities and requirements for land use planning policy, including limitations on renewable energy infrastructure.</p> <p>Sets standards for energy efficiency, carbon reduction and overheating prevention in development via the Building Regulations.</p>

Focus areas

Taking account of the changes needed to address the climate emergency, as well as our powers, areas of responsibility and opportunities, the table below summarises the main focus areas for our actions on land and infrastructure.

Focus area	Details
Planning policy and enforcement	Adopting a new Local Plan with policies designed to support the transition to a net zero city which is resilient to climate change. Applying climate change and related planning policies to planning applications to ensure that development supports the net zero transition and protects or creates critical infrastructure – including 'green and blue infrastructure' – required to address the climate emergency.
Biodiversity Net Gain	Applying new national planning requirements for development to achieve a net overall gain in biodiversity. Establishing a Biodiversity Enhancement Network where developer-funded measures can be carried out, where the net gain can't be achieved on the development site itself.
Management of the council's own land	Managing our own land to maintain and increase its contribution to tackling the climate emergency, including through biodiversity enhancement, sustainable drainage (to reduce flood risk), drought-tolerant planting and moderation of heatwave impacts.
Flood risk	As Lead Local Flood Authority, continuing to work with the Environment Agency and others to plan, co-ordinate and deliver actions to reduce flood risk to homes and businesses.
Energy infrastructure	Engaging with the organisations responsible for the electricity grid, district heating network and other energy infrastructure to support forward planning and key decisions for net zero infrastructure, and to promote the necessary changes.

Actions on land and infrastructure

No.	Action	Targets	Responsibility	Timescale
5.01	Local Plan Completion of the Local Plan consultation process and adoption of Leicester's new Local Plan. This process will involve:	Adoption of the Local Plan expected in 2025/26, enabling application of policies to new development, securing benefits including:	Planning	Plan adoption in 2025/26, then application of

No.	Action	Targets	Responsibility	Timescale
	<ul style="list-style-type: none"> - 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. <p>The adopted Local Plan will include policies relating to the Climate Emergency Strategy and Action Plan, including those covering Climate Change and Flooding, The Natural Environment and Transportation.</p>	<ul style="list-style-type: none"> ▪ energy efficiency ▪ renewable energy ▪ improved air quality ▪ sustainable travel provision ▪ low emissions vehicles infrastructure ▪ biodiversity gain 		policies ongoing. Plan will continue to 2036.
5.02	<p>Planning - green infrastructure</p> <p>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.</p>	Continued use of existing and then adopted new planning policies to secure the provision of benefits of green infrastructure for new and existing developments.	Planning	Ongoing.
5.03	<p>Planning - Biodiversity</p> <p>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 Environment Act (2021), 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> <p>In addition, the new statutory Local Nature Recovery Strategy (LNRS) is now being prepared for adoption in 2025. This will</p>	<p>New policies, guidance and sites which protect and enhance biodiversity and the natural environment.</p> <p>Targets defined in Biodiversity Action Plan.</p>	Planning	Ongoing.

No.	Action	Targets	Responsibility	Timescale
	provide a strategic framework to support and prioritise nature recovery and biodiversity outcomes.			
5.04	Tree preservation orders (TPOs) Seek to retain TPO trees within applicable powers and guidance, or secure appropriate replacements should their loss be justifiable.	Optimised consideration of Tree Preservation Orders to contribute to maintaining the city tree stock.	Planning	Ongoing.
5.05	Climate Woodland Manage our trees, hedgerows and woodland to maintain and increase their value for people and wildlife - as Leicester's 'urban forest' - in the face of growing pressures from climate change. Our focus in this plan will be on sustaining and enhancing the existing woodland and the area of tree canopy city-wide, including the new planting carried out during the previous plan. We will also continue to address tree disease and plan to replace any trees lost, based on our Tree Strategy commitment. We will consider new planting opportunities where appropriate funding is available that incorporates the cost of planting and long-term maintenance.	20% of council sites with trees will be surveyed per year.	Trees & Woodlands	2023/24 – 2027/28
5.06	Airwick Botanica Pollination Project Creation of remaining nine bee road wildflower areas/parks pollination zones under this project. Continues and completes bee roads creation begun in our first Climate Emergency Action Plan.	Nine further wildflower areas / parks pollination zones created in remaining year of three-year project.	Parks & Open Spaces	2023/24
5.07	Pesticide Action Plan Develop and implement an action plan to trial the reduction of glyphosate for weed treatment provisions.	Complete an initial trial of non-glyphosate products within parks and recreation grounds in 2023/24. The result of the trials will be measured with a view to expanding use if feasible.	Parks & Open Spaces	2023/24 – 2025/26

No.	Action	Targets	Responsibility	Timescale
5.08	Reducing the environmental impact of new burial space Development of a new city cemetery will enhance local biodiversity through native tree & hedgerow planting. Natural burials will lead to a reduction of imported stone memorials and reduce the carbon footprint of burials. A sustainable drainage scheme will be incorporated into the landscape design.	Estimates of carbon savings to be made during the project.	Parks & Open Spaces with Estates & Building Services	2023/24 onwards
5.09	Highway drainage infrastructure investment programme Carry out improvement works to the highway drainage infrastructure, such as replacing sub-standard road gullies, manholes, and pipework to make it more resilient to climate change. But also, to look at low carbon options such as the use of sustainable drainage.	2023/24: To invest £90k in highway drainage improvements. To include the replacement of 50 sub-standard road gullies. 2024/25: To invest £135k in highway drainage infrastructure improvements.	Flood Risk and Drainage	2023/24 -2024/25
5.10	Flood alleviation projects To develop schemes through to feasibility to attract funding for design through to construction, which will reduce flood risk to properties, businesses and infrastructure in Leicester. Bid for funding to develop further the Evington Brook Flood Alleviation Scheme utilising Natural Flood Management (NFM).	To complete feasibility studies for Evington Brook Flood Alleviation, next financial year and help deliver the Hol Brook project in partnership with Severn Trent Water PLC and Leicestershire County Council.	Flood Risk and Drainage	2023/24 -2024/25
5.11	Promotion of sustainable drainage systems in new developments To promote sustainable drainage systems on new development sites across the city by responding to all appropriate planning applications and establishing comprehensive adoption and maintenance processes.	Deliver presentations to at least two internal departments and develop guidance on the council website, working with adoption leads in the council.	Flood Risk and Drainage	2023/24 – 2024/25
5.12	Adaptation and resilience to flood risk in local communities To engage with residential and business communities in areas of high flood risk to encourage and improve resilience to flood	Develop and implement flood resilience initiatives in flood risk areas, working in partnership with the local community (residents and businesses) with support	Flood Risk and Drainage with Emergency	2023/24 – 2024/25

No.	Action	Targets	Responsibility	Timescale
	events. Help schools to become more climate resilient, with particular focus on flood risk, and respond to the challenges of changing climate and extreme weather events.	from the Emergency Management Team and the Local Resilience Forum in 2023 -2024. Support schools to become more resilient to flood risk and respond to the challenges it presents in 2024 -2025.	Management and Energy & Sustainability	
5.13	Council owned water courses investment programme To respond to problems in watercourses which pass through land owned by the council - to help manage flood risk, increase biodiversity and manage the removal of non-native species.	Invest in the control and eradication of non-native species along our water courses. To control and eradicate three stands of Japanese Knot Weed on council owned watercourses. To mitigate against flood risk and improve the biodiversity along the watercourse.	Flood Risk and Drainage	2023/24 – 2024/25
5.14	Natural Flood Management Project: Package 1 - Interventions in Willowbrook catchment Deliver a package of natural flood management measures in the Willowbrook catchment in partnership with Trent Rivers Trust.	Multiple sub-projects with individual targets TBC.	Flood Risk and Drainage	2024/25 – 2026/27
5.15	Natural Flood Management Project: Package 2 – Sustainable drainage schemes (SuDS) in schools Create new natural water retention features in four schools in the Willowbrook catchment.	Two schools in 2025/26 and two schools in 2026/27.	Flood Risk and Drainage	2024/25 – 2026/27

6. Consumption and waste

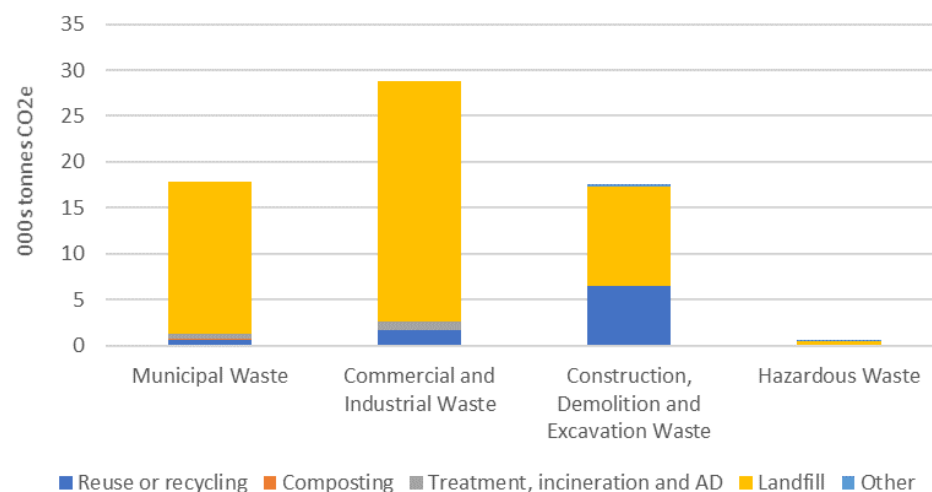
The challenge

An analysis for the council undertaken by De Montfort University in 2023 showed that if Leicester's carbon footprint is estimated based on the emissions from its consumption of energy, fuel, goods and services, then its footprint was around 1m tonnes higher in 2019 than its footprint based only on the emissions caused directly in the city itself (including those from energy used in the city). This indicates that the carbon emissions caused by the goods and services coming into Leicester each year add another 75% to the city's carbon footprint. This is because goods and services generate carbon emissions during their production and delivery. The emissions can come from the energy used to quarry and process raw materials, for example, and during manufacture and transport. Even services such as banking generate emissions, including through their storage of data on servers. As discussed earlier, some types of goods and services have a much bigger carbon footprint than others.

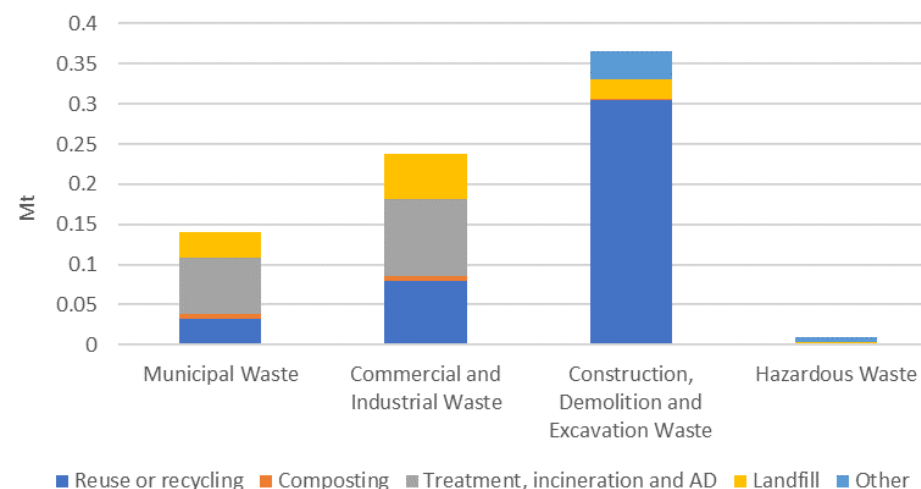
183

In terms of waste, it is estimated that disposal of Leicester's waste is adding about another 100,000t (or 7%) to the city's emissions each year too. The charts below show the estimated waste for 2019 alongside the estimated carbon emissions from its disposal. Between them, the charts illustrate that landfill makes a disproportionate impact on emissions. This is due to the methane that's released when organic matter breaks down in landfill. Methane is a potent greenhouse gas, as explained earlier in this plan. In comparison, reuse, recycling and composting have a disproportionately low impact on emissions.

Emissions from Leicester's estimated waste, 2019



Estimated waste generated in Leicester, 2019



How Leicester needs to change

Leicester needs to be driving down the carbon emissions associated with its consumption and waste – making lower carbon choices in what to buy and reducing its need for new resources.

The city's consumption of goods and services, and the waste we all generate, are two sides of the same coin. The more efficient we can become in the way we use resources, the less waste we'll produce – and the lower our carbon footprint (and other environmental impacts) will be from both consumption and disposal. When combined with maximising recycling, composting and recovery of resources from the waste that can't be avoided, and minimising landfill, this is where we need to be headed.

The changes involved will need to be driven by the day-to-day choices made by individuals and organisations. This is reflected in our objectives for reducing the carbon emissions Leicester generates outside the city, set out earlier in this plan. However, the changes can be supported, and their impact can be maximised in several ways:

- **Raising awareness** - providing and signposting information to make individuals and organisations aware of the carbon impact of what they buy, and of lower carbon options available.
- **Targeting** - focusing information, support and other action more towards goods and services with the greatest opportunities to reduce carbon – for example those with bigger carbon footprints, or where low carbon alternatives are widely available.
- **Improving services and support** - continuing to improve reuse, recycling and composting services, and supporting voluntary initiatives.
- **Targeting food and other organic waste** - focusing strongly on reducing food waste and preventing its landfill through 'anaerobic digestion' and composting.

Who needs to be involved?

As with the other areas in this plan, the council has an important role to play, but needs the involvement of others locally, as well as central government. The table below highlights the main stakeholders and how they can influence emissions.

The council	Individuals	Businesses and public sector organisations	Voluntary and community organisations	Waste contractors	Government
Responsible for municipal waste collection and disposal, including recycling. Responsible for land use planning for waste disposal. Procures a large amount of goods and services each year. Ability to reach large numbers of people with information.	Make daily choices as consumers – affecting carbon emissions outside the city. Contributed to nearly 20% of Leicester's waste in 2019 via the Municipal Waste stream.	Make daily procurement choices – affecting supply chain carbon emissions. Collectively have a significant influence on suppliers. Service-based organisations can influence service users' carbon emissions e.g. catering business using reusable crockery.	Provide waste prevention and reuse services and projects e.g. charity shops, repair projects.	Have an opportunity to develop new and improved recycling, composting and reuse services for customers.	Sets targets and requirements for recycling, diversion from landfill, etc. Influences funding to local authorities for recycling and related services.

Focus areas

The following areas will form the main focus for our actions. They are based on the areas where we have particular responsibilities or opportunities, and where there is most potential for carbon emissions reductions.

Focus area	Details
Household and business waste services	Continued promotion of the existing recycling, composting and reuse services for household waste and for business waste (provided at Gypsum Close) to maintain and increase participation. Planning for reducing carbon emissions as part of future collection, treatment and disposal services.
The council's waste	Adding to and improving our existing waste reduction, reuse, recycling, composting and recovery activities for our own waste.
The climate impact of food	Raising awareness about lower carbon food options, including plant-based foods, and increasing choices in our school meals. * Supporting food redistribution activities, led by the voluntary sector, to address food poverty and reduce food waste. * Promoting local food growing to reduce 'food miles'. * Ensuring that planning for future municipal waste services prioritises the minimisation of food and other organic waste and prevention of it getting into landfill.
Council procurement	Refer to earlier section on The Council for details of our actions to reduce the climate impact of our procurement.

* Our actions for these areas are contained in our Food Plan.

Actions on consumption and waste

No.	Action	Targets	Responsibility	Timescale
6.01	Waste Strategy Deliver a Waste Strategy that will shape the future of Waste Services for the city of Leicester. This will incorporate a 'Waste	To be established as the strategy is developed.	Waste Management	2023/24 – 2024/25

	Prevention Plan' and will require calculating a baseline carbon impact of the current service.			
6.02	Waste & Minerals Local Plan A spatial vision, spatial strategy, strategic objectives and core policies setting out key principles to guide the form of waste management development; development control policies setting out the criteria against which planning applications for waste management development will be considered; and a monitoring framework to examine the efficacy and effects of the core strategy and development control policies.	To facilitate waste management development in a sustainable manner, which addresses the need to produce less waste, to significantly increase levels of reuse and recovery of the waste that is generated and to move away from reliance on landfill as a means of disposal.	Planning	2023/24 – 2027/28
6.03	Business centres recycling Procure new waste collection and disposal services for our business centres, which aim to maximise levels of recycling and minimise landfill.	Complete procurement exercise during 2023/24. Recycling targets to be identified in the procurement specification.	Corporate Estate	2023/24
6.04	Community Growing Spaces Strategy - climate change adaptations Work with plot holders and allotment societies to: Encourage the use of rainwater harvesting on allotment sites. Reduce the rate of pesticide and herbicide use, encouraging green gardening and providing training and education reduce overall usage. Increase composting rates, exploring examples of good practice and investigating options to roll out to a wider audience.	Establish baseline to monitor against and investigate options by summer 2023. Investigate options and work with societies as part of Allotment & Community Growing Strategy. (Summer 2023). Roll out programme targeting: 10% water reduction by 2025 10% herbicide reduction by 2025 5% increase in composting by 2025.	Standards & Development	2023/24 – 2024/25
6.05	Resource use in landscape schemes Landscape development and open spaces - investigate the use of reused and recycled materials in new landscape schemes.	Establish baseline to monitor against and investigate options by summer 2023. Target to use 5% recycled / reused materials in each new landscape scheme (Jan 2024).	Standards & Development	2023/24 – 2024/25

6.06	Litter Less All schools to be offered participation in a litter project, involving staff training, loan of litter picking equipment, litter awareness activity or assembly, and invitation to a celebration event.	At least 20 schools take part, each completing a minimum of 5 litter picks in their school grounds and/or surrounding area.	Energy & Sustainability	2023/24– 2025/26
------	--	---	-------------------------	------------------

7. Actions supporting the whole plan

The following actions will support what we are doing across all of the above themes. They focus on raising awareness, encouraging partnership and collaboration, and seeking support and investment in the changes needed.

No.	Action	Targets	Responsibility	Timescale
7.01	Communications campaign Deliver a corporate communications and marketing campaign using new Climate Ready Leicester branding to raise awareness of the council's climate emergency response and inspire public audiences to act.	Develop and introduce a new Climate Ready brand. Develop and introduce Climate Ready Leicester brand. Publish and promote a climate action guide for residents. Run a series of poster campaigns linked to themes in the climate action guide.	Energy & Sustainability	2023/24 - 2024/25
7.02	Community engagement Develop and deliver a project with specific communities of interest to produce community climate action plans.	Work with five community groups and deliver five workshops with each group.	Energy & Sustainability	2023/24
7.03	Carbon awareness training for all council staff Develop a carbon awareness course to be available for all staff.	Training course to be available by end 2024	Energy & Sustainability	2023/24 – 2024/25
7.04	Internal climate change advisory service Provide advice to council services to ensure that the climate emergency implications of all proposals and decisions are considered in advance, so that all relevant council activities are aligned with our climate emergency objectives. Advice to cover strategies and plans, reports, internal funding bids and other proposals with significant climate implications.	Provide a statement of the climate emergency implications for all decision reports, and for all other reports where requested. Advise on key strategies and plans being developed.	Energy & Sustainability	2023/24 – 2027/28
7.05	Attracting new climate emergency funding Investigate new sources of funding and how to attract them, including maintaining a funding tracker, circulating funding details to colleagues and partner organisations where relevant, development of fundable project proposals and submitting bids.	Update funding tracker at least monthly. Ensure bids are submitted to relevant grant funds.	Energy & Sustainability	2023/24 – 2027/28

7.06	Adaptation planning Review the council's climate risk assessment and produce an updated adaptation plan for the council and city based on latest climate scenarios and projections for Leicester.	Increased level of understanding and preparedness for known and projected climate risks.	Energy & Sustainability	2024/25 – 2027/28
7.07	Options review - offsetting residual emissions Review the options available and make recommendations for addressing the 'residual' carbon emissions that can't be eliminated by the date of our net zero ambition.	Bring forward options/proposals by March 2026.	Energy & Sustainability	2025/26
7.08	Funding application to create a Climate Change Gallery at Leicester Museum & Art Gallery Develop and submit a funding application to National Lottery Heritage Fund to create a Climate Change Gallery at Leicester Museum & Art Gallery. Subject to securing the necessary funding, to use the city's global collections to raise awareness and understanding of climate change issues, enabling visitors to discover their own carbon footprint and inspiring individual and collective action to effect change.	Complete and submit funding bid for Stage 1 NLHF grant by May 2024.	Arts & Museums	2024/25
7.09	Supporting climate action by voluntary organisations and community groups Use the council's existing channels to signpost groups to information and sources of funding to encourage new climate projects and activities, building on the work already being done by the sector.	Provide regular updates to voluntary and community organisations including funding available and local opportunities for action.	Energy & Sustainability with VCSE Engagement	2023/24 – 2027/28



Tackling the Climate Emergency in Leicester

Summary of Public Consultation Findings
November 2023 - January 2024



Introduction

In 2019 the council declared a climate emergency. This was in response to the growing threat of climate change and the opportunity to improve life for people in the city by taking action to tackle it. We held a ‘climate emergency conversation’ to hear the views of the public and launched our first Climate Emergency Action Plan in 2020. We finished delivering that plan in 2023, having helped hundreds of households save energy, improved bus services, introduced electric buses, run environmental education activities for thousands of school pupils and much more.

In 2023 we published draft proposals for our second action plan and launched further public consultation through an online survey to inform its content and ongoing development. This report summarises what we asked, what people told us and what we’re doing to respond.

We’re grateful to everyone who took part in the survey. We have listened to those views and made changes to the draft plan, which are outlined in this report. We will continue to use the survey findings as we look to develop further actions which respond to what people told us.

How we consulted

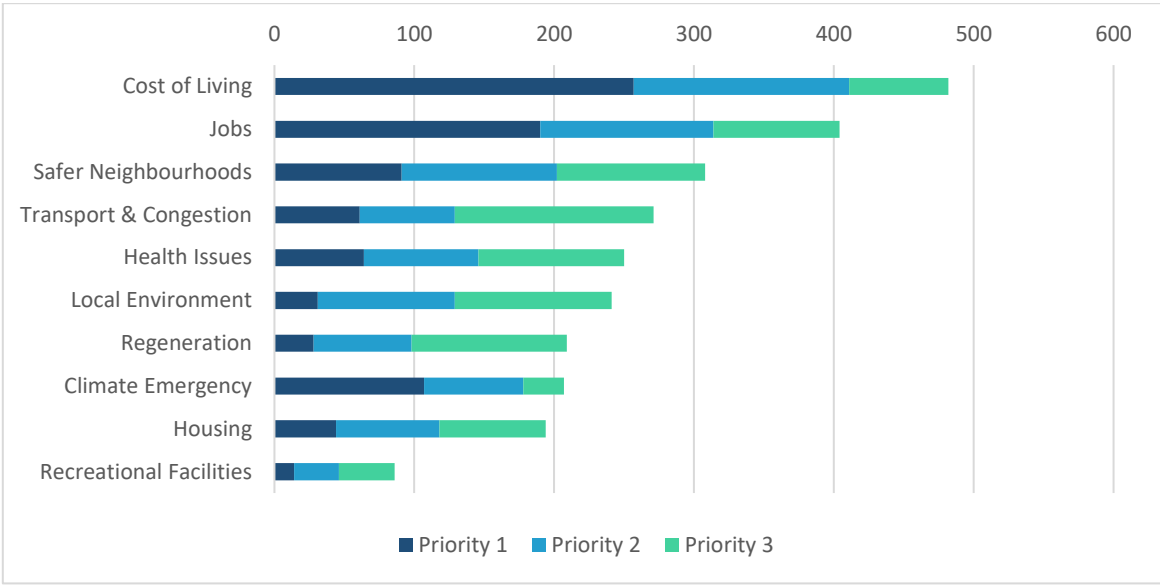
The online consultation was open to individuals and organisations for a 12-week period from 7th November 2023 to 28th January 2024. The survey had two parts to it. One asked people about the draft action plan and the other asked about steps people and organisations had taken, or might consider taking, to help tackle climate change. People could choose to complete one or both parts of the survey. The table below shows how many filled out each part.

Total number of respondents		903
Individuals	Total number of individuals responding	850
	Completed survey on Draft Action Plan	515
	Completed survey on climate action	546
Organisations	Total number of organisations responding	53
	Completed survey on Draft Action Plan	30
	Completed survey on climate action	30

Where does climate change sit in people’s priorities?

To help set the context for the rest of the survey responses, we first asked everyone to pick their top three priorities from a list of issues facing the city. This revealed that the cost of living and jobs are in the top three concerns for most people. However, the climate emergency is the top priority for a significant number too.

Figure 1: Responses to the question “What for you are the most important priorities for Leicester at the moment? Please pick your top three priorities.”



What people told us about the Draft Action Plan

The issue of environmental charging of motorists

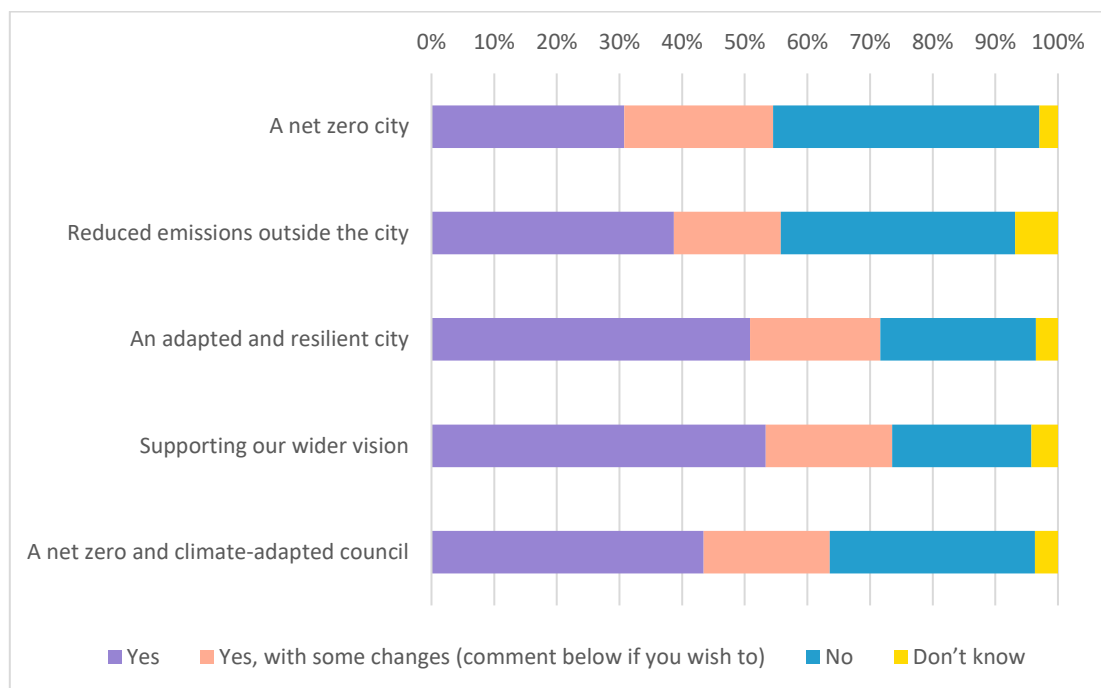
It is important to say at the outset that the survey results about the action plan were affected significantly by a single issue: concern about the possibility of the council introducing a Workplace Parking Levy or some form of road user charging. To be clear, we have no plans to introduce a Workplace Parking Levy or road user charging and there was never any intent in the plan to do so. This follows a public consultation during our previous action plan, which rejected proposals for a Workplace Parking Levy. To avoid any further misunderstanding, we have amended the action wording to remove any reference to a Workplace Parking Levy or road user charging.

However, the concern appears to have led to many people citing opposition to environmental charging of motorists as their reason for not supporting some or all of the aims and objectives, often irrespective of whether those had anything to do with transport. In other words, some people may have used the survey as an opportunity to make a protest about the idea of motorist charging and this reduced levels of agreement with all the aims and objectives of the plan. This needs to be borne in mind when reading the findings below.

Views on the aims and objectives

People were shown a summary of the proposed aims and objectives for the plan and asked whether they agreed with them. The graph below shows views on the five aims.

Figure 2: Responses to the question “Do you agree with the proposed aim?”



People were also given the opportunity to provide further comments, to suggest potential changes or raise any concerns about each aim.

Overall, and despite the impact of the motorist charging concerns on people’s responses, the majority agreed with each of the proposed aims – either in their current form or with some changes. There was lower agreement with the net zero aim and the aim of trying to reduce emissions caused outside the city. Written comments suggest that, aside from motorist charging concerns, worries about the cost more generally to individuals was the main concern reducing levels of agreement.

We then asked whether people agreed with the proposed objectives. These set out more about how we are proposing to achieve the aims. People’s responses gave us an insight into the areas of greatest agreement and those with more disagreement or concern. The main points from the responses to these questions were:

- All of the objectives had a majority of people in agreement, either with the wording as proposed or subject to some changes to respond to concerns.
- There was strong agreement with making buildings more energy efficient (85%), increasing local renewable energy (81%) and improving the electricity grid (71%). There was less agreement with introducing heat pumps (58%), increasing walking, cycling and public transport (53%), and moving to electric cars and vans (51%) – although still a majority in support. Written comments showed that the cost to individuals was again the main concern. Reliability of public transport, effectiveness of heat pumps and charging of electric vehicles were also raised.
- The majority (77%) supported the council looking at developing larger scale renewables, with some seeing it as a high priority and others less of priority.

- There was strong support (82%) for tackling waste. Some wanted to have food waste separately collected, which might indicate that not everyone is aware that food waste from the black wheelie bins is already separated for composting at the Ball Mill where the black bin waste is processed.
- There was also majority agreement with helping consumers (66%) and businesses (72%) to reduce the carbon footprint of what they buy, and the council doing the same – although there were a few concerns about the cost implications.
- All three objectives for climate adaptation were strongly supported (71-82%), particularly the use of ‘nature-based solutions’ such as trees, green roofs and green open spaces to prevent flooding and reduce overheating.

People were also invited to suggest their own ideas. Of those who did make suggestions, the most common were around measures to protect green spaces and plant more trees, as well as increasing the installation of renewables and helping people with the costs of taking action.

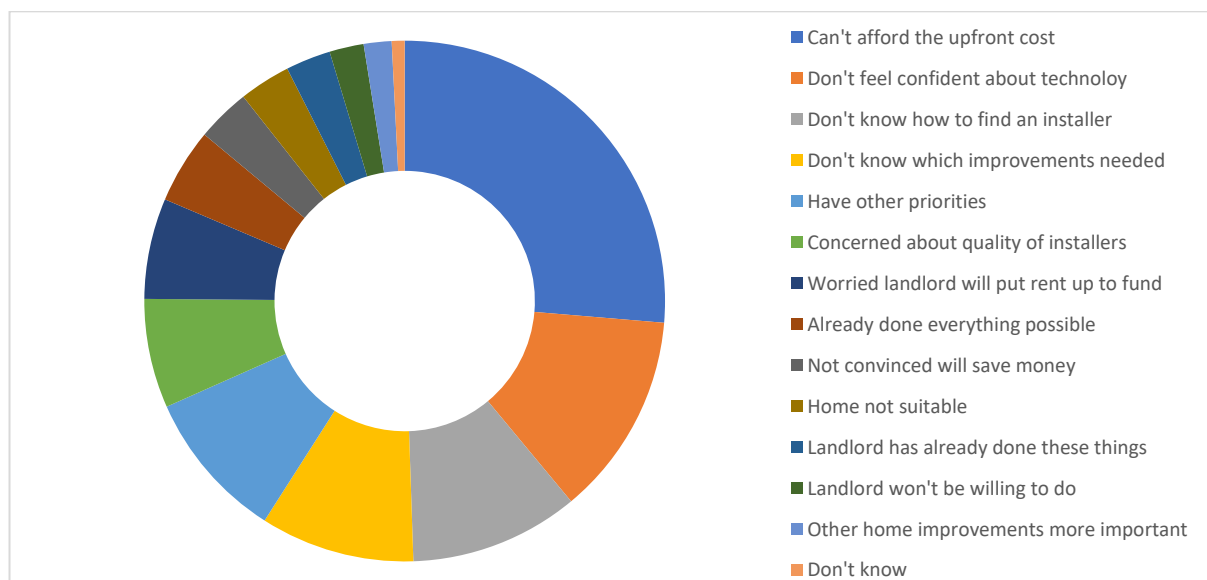
What people told us about ‘doing their bit’

Home action

Most people had already taken steps to save energy and reduce carbon emissions at home, with LED lighting, double-glazing, heating controls, loft insulation and smart meters already in place in most homes. Renewable energy measures and alternatives to gas boilers are much less common however, with around a third either having or considering solar PVs and less than 20% having a heat pump or considering installing one.

The top reasons for introducing improvements were making homes warmer and more comfortable or reducing energy bills. Climate change and a healthier home were primary reasons for many too. As the chart below illustrates, the upfront cost and lack of confidence in, or knowledge of the technology and how to arrange installation were key reasons for not acting.

Figure 3: Reasons for not introducing energy saving measures at home



Transport action

We asked about steps people had taken in their travel which could reduce their emissions. Around half told us they had used local facilities, walked instead of driving or used online services to avoid travelling. About a third had used other options such as trains or buses. Cycling, car sharing, park and ride or using an electric or hybrid vehicle were less common, and many said they were unlikely to do these things.

The main reasons for acting were improving personal health and tackling climate change, while reasons for not acting are summarised below.

Figure 4: Barriers to take-up of walking and cycling, bus travel and electric vehicles

	Top barrier	Other significant barriers
Walking and cycling	Journeys too long	Personal safety fears, risk of accidents, friends/family reliant for lifts, no access to a cycle, walking/cycling too slow.
Bus travel	Cost of fares	Friends/family reliant for lifts, disabled access, reliability, routes, times.
Electric vehicles	Purchase cost	Battery range, chargers (availability, speed), environmental impact of batteries, lack of second hand EVs.

Waste and consumer action

Participants were asked to select their priorities from a range of options for helping them reduce the climate impact of their waste and consumption. Collection of a wider range of materials in the kerbside recycling service was the most popular by a large margin, followed by improved support for both repairing and reusing items.

What organisations told us about taking action

The 30 organisations responding to the survey covered a wide range from small businesses and voluntary organisations to schools, universities, large businesses and public sector organisations. Overall, their responses confirmed that:

- Many are already being affected by climate change or expect to be affected in the near future. This includes the effects of storms or flooding, heatwaves or water shortages as well as customers' or funders' expectations to see action taken.
- Similarly, many are already taking action or are very likely to do so. This includes introducing a climate policy, implementing an action plan or assessing the risks it poses for their organisation.
- Most had taken steps to save energy and reduce carbon emissions from running their building. The up-front cost was the biggest barrier to doing more, followed by difficulty getting their landlord's approval.
- Slightly fewer had taken or were likely to take steps to reduce the carbon emissions from travel although IT was helping reduce travel for most. The costs of electric vehicles and EV chargers are seen as the biggest barrier, followed by lack of space and difficulty getting landlord approval.

How we are responding to the consultation results

Motorist environmental charging

The survey showed the prospect of charging to be a concern for many, and we have clarified earlier in this report, and in the action plan document itself, that we have no plans for a Workplace Parking Levy or road user charging.

People's immediate concerns and priorities

While climate change is the top priority for a significant number of people responding to the survey, the cost-of-living, jobs and other issues are top priorities for the majority. So, to command strong support, our plan needs to offer help with these other issues too.

Fortunately, action to tackle climate change can often help with issues such as energy and travel costs, a healthy living environment and so on. We have amended the plan to make clearer our intention to achieve these 'co-benefits' alongside reducing emissions. This includes a commitment to include actions which maximise the co-benefits and to measure and report on the co-benefits we achieve as well as the carbon emissions reductions.

Costs to individuals

While there was support for reducing carbon emissions and adapting to climate change, the possible cost to individuals of making changes came through time and again as the main concern in people's written comments. Although our approach has never been to impose change, and associated costs, on people we have changed the plan to make it clearer that our approach is to support people with any changes.

Specifically, we have included "A people-centred transition" as one of our five aims for achieving a Climate Ready Leicester. In the plan we explain that this means "making any changes affordable, fair and inclusive, ensuring that decarbonisation and adaptation benefits everyone and making sure that the need for change won't put an unfair burden on anyone".

We will work tirelessly to secure any available Government and other funding to help households and businesses with the costs of improvements. The plan includes actions to help households experiencing fuel poverty and we will add more actions of this kind where we can.

Other barriers stopping people doing more

Doubts over green technologies, lack of knowledge over what to do or how to find installers came through as other barriers, along with needing landlord permission. We will look at increasing what we're doing to get clear, reliable information out to people.

Further information

Our adopted Climate Ready Leicester Action Plan will be published on the [Climate emergency page](#) of our website. We will later publish annual progress reports and updates to the plan on the same page. A report on achievements from our first action plan is available there too.

Details of the full questionnaire survey results are available on request by emailing sustainability@leicester.gov.uk

Notes from Young People Engagement Session about the draft Climate Emergency Action Plan – 9 October 2023

Question 1: What actions are you/your family/your friends already doing or have already done?

Recycling – participants are recycling plastic and metal, but it is often confusing, parents need telling what can be recycled.

Compost – some homes do put food waste in compost.

Charity – do give things to charity, participants generally not keen on idea of buying second-hand clothes, buying from charity shops not seen as cool.

Travel – participants often rely on getting lifts from family, many do use buses regularly so they're important to them.

Cycling – some able to cycle and have bikes, but not all. One participant noted they feel like they see very few motorbikes now.

Flying – noted that many celebrities are setting a bad example by flying a lot and posting about it on social media.

Electric cars – aware that they are very expensive, perception they're hard to fix and more trouble for owners.

Switching Off – some have family members worried by what smart meters show, think that energy costs going up already made people make a lot of savings.

Costs – think that cost of measures very important.

Question 2: What do you think is stopping people from doing more?

General – if people really cared then a lot of this would already be sorted, we already know what needs doing.

Supermarkets – could get rid of receipts, can just be digital now, need to think about small steps like this.

Rental bikes – asked what happened to hire scheme, but also said bikes were not that appealing to them. Feeling that scooters would be more attractive and are in other cities, but also an awareness of how dangerous they can be.

Communication – council could organise a big 'Eco-Week' to promote work and communicate with public, we need to show people the actual impacts of climate change.

Rewards – suggestion people should be rewarded for recycling, and there should be lots more places to recycle. Liked idea of deposit schemes.

Buying – perception that green/efficient things cost more, so people can't afford them.

Food – discussed idea that people should be charged more if they don't finish food in restaurants, as seen in some other countries.

New Homes – agreed that builders are the ones who should be responsible, and electric companies should play role in replacing heating with electric alternatives.

Climate Change Evidence – suggested we need to bring in scientists to communicate proof, idea that a lot of people like the sound of hotter weather.

Question 2 & 3: What could the council or others do to help or encourage people to take more action?

Boilers – discussed idea that people should be made to act, and that laws could be used.

Education – more focus on communicating with people, could have climate warning on products like cigarette packets have. Feel like a lot of people don't care about climate.

Old cars – people should be able to recycle them and grants should be available, could also use fines or have scheme like London's clean air zone here.

Landlords – Should be their responsibility to improve properties, they are the ones who own them, renters are only living there briefly a lot of the time. The council should take action on its own properties.

Consultation – Promote it better, idea of offering a reward to people participating, such as vouchers, which would increase engagement.

Funding – asked if there was any way to raise money for climate work.

Review of Leicester City Council's Draft Climate Emergency Action Plan (2023-2028)

Produced by the Leicester Climate Commission
October 2023

1 Introduction

1.1 This short report by members of the Leicester Climate Commission has been produced as a response to viewing and discussing an October 2023 draft of Leicester City Council's 2023-2028 Climate Emergency Action Plan.

1.2 The report comprises a summary offering overall feedback, a small number of specific *Recommendations* for enhancements to the Action Plan and a list of *Issues to Consider* which were raised by Commission members as feedback.

2 Summary

2.1 The Climate Commission commends Leicester City Council for their ongoing commitments to addressing the climate emergency and the production of a renewed strategy and action plan.

2.2 The revised strategy and action plan is generally grounded in strong evidence, including a recent 'Roadmap' study which identifies priority actions across the city to achieve Net Zero emissions.

2.3 The document has also commendably adopted a broad focus incorporating emissions reductions, adaptation and resilience measures. The *co-benefits* of climate action, such as addressing health inequalities, are focussed on throughout, which we see as an appropriate and pragmatic approach to addressing the climate emergency in the context of other challenges citizens face in Leicester.

2.4 Similarly a *just transition* ethos is highlighted, which again is a commendable principle to inform decision making on climate action across the city.

2.5 The initial Strategy section of the document offers a very strong account of the key climate-related issues faced by the city and does so in clear plain English.

2.6 The action plan builds upon the strategic overview by addressing key areas for action and demonstrating ownership of actions by teams across the City Council and indicating a broader partnership-based and external advocacy approach.

2.7 The scale and pace of action put forward in the Council's Roadmap report to address the climate emergency is very significant and the actions that the Council can instigate will inevitably lag behind this without greater policy and financial support at a national level. However the gap between the scale of intended actions and pledged actions is often not made clear to the reader and the plan would be stronger if it sought to bridge this gap, such as through explanatory narrative or quantitative measures of impacts of actions (where feasible).

2.8 Linked to point 2.7, the action plan is understandably focussed on what can be funded and delivered in the coming 1-2 years, but a gap exists in putting forward strategic priorities for action (where resources are not yet secured) for each thematic area over the coming 5 years or beyond. This would indicate to the reader and to council teams and departments the priorities for external funding, policy change to support action or otherwise.

2.9 There are few significant thematic gaps in the action plan, but some areas would benefit from greater ambition and attention, particularly supporting local businesses to develop circular economy approaches, and leading such actions through the Council's Economic Development team.

3 Recommendations.

3.1 STRATEGIC PRIORITIES: Put forward medium-term strategic priorities for each thematic area, to offer a bridge between pledged actions in the plan and the long-term strategic vision.

- For each thematic area, offer some indication (quantitatively where possible) on the gap that exists between pledged actions and the extent of action required to meet the aspirations laid out in the City Council's Roadmap document. Some specific issues (e.g. public charging point infrastructure) could be used as quantitative examples on this point.
- Add or clarify medium-term strategic priorities for each thematic area that might be pursued by the Council or through partnership to bridge this gap should circumstances allow (e.g. increased funding, UK government policy change).

3.2 SUSTAINABLE DEVELOPMENT CO-BENEFITS: Go further to systematically identify co-benefits linked to the Sustainable Development agenda, in particular health and addressing inequalities.

- There is already strong discussion of co-benefits and the UN Sustainable Development Goals are mentioned in the plan. However, many issues and opportunities might warrant further attention and provide stronger opportunities for securing funding and achieving impacts, such as addressing unequal access to green space or considering the impacts of climate action on the city's economic development.
- One potential action would be to map potential actions bringing climate co-benefits against the UN's 17 Sustainable Development Goals (and 169 associated objectives); another could be to evaluate the extent to which teams/departments/contractors for the City Council have embedded actions addressing the climate emergency in their planning.

3.3 COMMUNITY ENGAGEMENT: Develop a strategic approach to engaging businesses, organisations and citizens to support achievement of the Climate Emergency Action Plan.

- LCC's Climate Emergency Roadmap report highlights demand reduction as an urgent priority to achieve the City's climate goals, which makes community engagement a vital approach. The extent of actions put forward lags a significant way behind the level of communication and active engagement required across all stakeholder groups, including citizens, businesses and other organisations.
- The proposed Climate Ready brand is a positive step. The Action Plan would be stronger if it put forward (or pledged to develop) a specific strategic approach to communication and engagement, which clarified what successful stakeholder engagement looks like in terms of measurable outcomes and the actions planned to achieve them.
- Further actions could include campaigns/projects targeting specific behavioural changes, widespread use of the Climate Ready brand by LCC and partners and incentivising actions by businesses, harnessing LCC's existing procurement, partnerships and other trigger points.

3.4 CAPACITY BUILDING: Ensure LCC staff and partner organisations are aware of the Climate Action Plan and have appropriate knowledge on how to support this.

- The success of the Action Plan relies on LCC staff and partner finding different ways of working, drawing upon awareness of the City's climate goals, issue-specific knowledge of actions in their own area of operation and requirements to take these steps via their role.
- This is captured in the Action Plan via a one-hour training offer and an offer of expert input from the Energy and Sustainability Team into decision making. Given that the team has few staff members, there is a potential risk to successfully offering expert input to all relevant decisions across the whole council, so identifying further actions to strengthen capacity

building is worth consideration. This might include supporting or requiring LCC teams/departments to identify relevant externally provided issue-specific training to deepen their knowledge; providing full one-day Carbon Literacy training to selected staff/teams; or taking part in knowledge exchange activity/events with other local authorities that have innovated successfully in relation to a particular area of work.

3.5 CIRCULAR ECONOMY: Increase the strategic ambition and pledged actions to promote Circular Economy approaches amongst Leicester businesses

- Engage with local businesses to pilot, promote and support the circular economy concept, impacting upon approaches to manufacturing, resource use and re-use of waste. By doing so, 'scope 3' indirect carbon emissions will also be addressed, alongside those produced in the city.
- Potential actions could include training, engagement and mentoring of businesses, repair projects (working with businesses and/or the voluntary sector), piloting business to business and business-to-voluntary sector re-use or joint purchase of resources on city council owned business parks or industrial estates.
- This action would be likely best owned and led by the Economic Development team in the City Council and/or the Leicester and Leicestershire Enterprise Partnership (LLEP). The City Council's influence via procurement and other trading relationships could be used to influence actions in this area.

4 Issues to Consider

Below a further list of issues to consider are introduced, reflecting comments made by commission members on the draft Action Plan document.

4.1 Supply Chain Engagement: The City Council has opportunities to influence action by businesses through supply chain engagement (linked to procurement, contracts or otherwise). An action to at least pilot this could have value, for example by engaging with suppliers with high-value contracts or high carbon intensity of activities, requiring them to report emissions or to pledge to support climate action locally.

4.2 Communication: Leicester Climate Partnership Communications group to consider framing actions more often as a positive vision, with climate action meaning doing things differently rather than being an add-on.

4.3 Adaptation: Remove reference to the dated 2008 Climate Risk Assessment and look to conduct a new one. This could potentially be achieved by replicating an approach used by Leicestershire County Council to translate national level impacts (identified by the Committee on Climate Change) to the local setting. Analysis should include those risks for which governance or management implications cross city and county boundaries.

4.4 Climate Partnership: The partnership is introduced but its intended or past activities or actions are unclear. Consider clarifying this with a further one or two sentences of discussion.

4.5 Fuel Poverty Programme: A fuel poverty engagement programme is mentioned. This could be enhanced by incorporate behavioural and low-cost tips for keeping cool in the summer – see previous DMU report for Leicester City Council listing appropriate actions to signpost.

4.6 Offsetting: Future work to consider the role of carbon offsetting is mentioned. It is worth considering here adopting the 'Oxford Principles' for offsetting policy, which draw a crucial

distinction between long-term carbon *removal* and shorter-term carbon reduction – only the former can be part of a systematic achievement of net zero.

4.7 Cycling: The actions put forward make very little mention of cycling. Consider including more of those actions which are already planned across the city and making mention, if possible, any strategic view on a future replacement shared bicycle scheme across the city.

4.8 Emissions from Goods and Services: Update the document to reflect recent analysis by DMU of the City's emissions from good and services and potential approaches to calculating these emissions due to Council operations. Consider adding an action to estimate LCC's carbon footprint of goods and services using a spend-based approach, as recommended in the recent DMU report.

4.9 Implementation Risk: If not planned already, consider conducting a Risk Analysis (internally) on issues affecting successful implementation of the Action Plan within the ongoing management structure. This should include review of resources (staffing, budget) and external factors.

4.10 Carbon Literacy: An action specifies 'generic carbon literacy' training, comprising a one-hour course. This cannot be called 'Carbon Literacy', which is an externally accredited one-day training programme – 'Carbon Reduction' is a possible alternative for the 1-hour course, used in a recent project by DMU and UoL.

5 About the Leicester Climate Commission.

The Commission is a task-and-finish group, convened from members of the Leicester Environmental Experts Reference Group, chaired by De Montfort University (DMU) working with University of Leicester (UoL) and other local professionals with climate and energy-related expertise.

The Commission members reviewed a draft of LCC's Climate Action Plan in October 2023, discussed the report and offered feedback to LCC Officers in an online meeting. This document is a summary of key points made in that feedback meeting and from notes compiled by reviewers. City Council staff have also been provided with the compiled annotations on the draft action plan document captured by Commission members. These notes include suggested minor amendments, such as addition of hyperlinks or queries of specific data presented which are not included here.

This report has been drafted by Dr Andrew Reeves (DMU), drawing on inputs from: Dr Sandra Lee (UoL), Prof Heiko Balzter (UoL), Prof Ljiljana Marjanovic-Halburd (UoL), James O'Brien (Leicestershire County Council), Jose Hernandez (Pick Everard, Chair of Leicester Climate Partnership), Dr Andrew Mitchell (DMU), Prof Raffaella Villa (DMU) and Karl Letten (DMU).

Review of Leicester City Council's Draft Climate Emergency Action Plan (2023-2028)

Produced by the Leicester Climate Emergency
Partnership

October 2023

1 Introduction

1.1 This short report by members of the Leicester Climate Emergency Partnership has been produced as a response to viewing and discussing an October 2023 draft of Leicester City Council's 2023-2028 Climate Emergency Action Plan.

1.2 The report comprises a summary offering overall feedback, a small number of specific *Recommendations* for enhancements to the Action Plan and a list of *Issues to Consider* which were raised by Commission members as feedback.

2 Summary

2.1 The Partnership has reviewed the feedback provided by the Leicester Climate Commission and agrees and supports its key points and recommendations.

The aims of the Action Plan align with those of members of the Leicester Climate Emergency Partnership in relation to carbon neutrality / net zero carbon, climate resilience, a fair and just transition, support of the UN Sustainable Development Goals, etc.

Close collaboration between LCC and different groups supporting and advising on climate actions such as the Leicester Environmental Experts Reference Group and the Leicester Climate Emergency Partnership needs to continue to ensure engagement of important stakeholders across the city.

2.2 Suggestions and recommendations include:

- Be clear on its use of terminology (carbon neutrality / NZC) and provide a glossary. It also needs to be clear where targets relate to LCC or to the whole city.
- Make reference to recent changes in government policy, reinforcing the point that it is the journey what matters, the speed of carbon reduction, and not just the 2050 target. It should also take into consideration that there may be further changes in government policy during the duration of the plan, so it needs establish clear priorities to have sufficient flexibility and accommodate to different scenarios.
- Provide clarity on how much of current and forecast carbon reductions rely on external societal factors outside LCC control (e.g., grid decarbonisation) and which are within LCC influence within the LCC estate but out of its control for the city as a whole (e.g. transition to EV and heat pumps).
- Link to the Local Area Energy Planning project for both city and county to connect questions around planning, grid and renewables to be included and referenced throughout the plan.
- Consider the use of carbon pricing based on BEIS-IPCC (DESNZ) and require Whole Life Carbon and Cost Analysis as a planning requirement above certain thresholds.

- Include review of success implementation of other LA plans and projected implementation of measures set by other LAs (e.g. GLA acknowledging the obvious differences).
- Include links to neighbouring Local Authorities / outside organisations and regions as it is important that the City Council does not deliver its Climate Action Plan in isolation and takes into consideration outside influences and opportunities. This may be covered under “partnership development” in the Actions supporting the Whole Plan but greater detail would be beneficial.
- Include further support and engagement with businesses to de-carbonise their activities including in their production processes, distribution and use of supply-chains. Identify forums and organisations of high energy users and liaise with them to coordinate plans and actions including funding options.
- Highlight the risk of stranded assets if not meeting regulatory standards (e.g. MEES EPCs) or not adaptable to climate change (temperature, flooding, etc).
- Report figures on (hopefully) increased use of buses and in particular of EV buses) and cycling if figures exist, making references to Low Traffic Neighbourhood areas or 15-20 minutes neighbourhoods if those are part of the strategy aims.
- Include actions to support the existing heat network and signpost to other networks in development (e.g. new DMU energy centre which will heat the majority of our campus through heat pumps).
- Include references to Social Value and Circular Economy.
- Include major focus on refurbishments.
- Reinforce the need not only for capital funding for projects utilising existing frameworks and procurement routes to increase speed delivery but also for staff resources to deliver the plan.

3 About the Leicester Climate Emergency Partnership.

The Partnership membership is formed by a group of relevant stakeholders closely linked to Leicester providing a forum for discussion and co-ordination of activities to mitigate and adapt to the impacts of the Climate Emergency declared by Leicester City Council in 2019, covering areas such as Sharing Knowledge on decarbonisation, Skills/workforce training, Procurement, Energy networks & grid capacity, Comms and engagement, Education & research, Adaptation/ nature recovery. The Partnership also has sub-groups dedicated to Communications, Carbon Reduction (Scopes 1 and 2) and Procurement.

Members include the following organisations: Active Together, De Montfort University, Leicester City Council, LLEP, Leicestershire & Rutland Wildlife Trust, Midlands Net Zero Hub, National Grid,

NHS East Leicestershire and Rutland CCG, Pick Everard, Severn Trent Water, UHL NHS Trust, University of Leicester.

The Partnership members reviewed a draft of LCC's Climate Action Plan in October 2023, discussed the report and offered feedback to the partnership in an online meeting. This document is a summary of key points made in that feedback meeting and from notes compiled by reviewers.

This report has been drafted by Dr Jose Hernandez (Pick Everard Head of Sustainability and Energy, and Chair of Leicester Climate Partnership) drawing on inputs from Dr Andrew Reeves (DMU, Associate Professor at IESD), Gavin Fletcher (Midlands Net Zero Hub, Principal Net Zero Projects Officer for Leicester and Leicestershire) and Mary-Louise Harrison (LLEP Senior Projects Manager with responsibility for the Carbon Neutral Agenda).

Corporate Parenting
Roles & Responsibilities

Full Council
05 September 2024

As if they were my child



Why is Corporate Parenting a Priority?

212

“Looking after and protecting children and young people is one of the most important jobs that councils do, and when a child for whatever reason cannot safely stay at home, it is up to the local authority to step in and give them the care, support and stability they deserve.” LGA

Corporate Parenting Responsibilities

Ensure children are safe from harm

Provide stable homes and living arrangements

Provide education, training or employment

Promote physical, emotional health wellbeing

Promote healthy relationships and lifestyles

Encourage children to express their wishes & feelings

Support preparation for adulthood

Being a Good Corporate Parent

Be aware of your Corporate Parenting duties

Promote the 'as if this were my child' approach

Think about opportunities e.g. training and employment

Engage with our Children in Care Council / CEC Forums

Support our Children in Care and Care Leaver Pledges

Consider impact of decisions on Children Looked After

Support Celebration Events for CLA and Care Leavers

Leicester City Council

Scrutiny Annual Report

2023-2024

Foreword

I am delighted to have had the privilege once again to serve as Chair of the Overview Select Committee during 2023-24 and am very pleased to present a report that sets out the extensive range of work by our scrutiny committees and commissions.

This year allowed scrutiny to examine proposed decisions, policy development and performance monitoring across all commission areas in greater detail. Members also had more opportunities to undertake deeper reviews into issues and services of public interest through informal scrutiny.



I have been impressed with the volume and quality of scrutiny undertaken, and particularly the number of recommendations to the Council's Executive. I am once again thankful for the involvement and contributions of the City Mayor and his team, along with officers from across the organisation in supporting and equipping our scrutiny function. I am also particularly thankful for the level of engagement from our health sector partners, and I remain committed to engaging with decision-makers beyond the local authority. In addition, I was pleased to ensure continued involvement of young people representatives who regularly participated in several of our scrutiny bodies.

At Leicester, we take great pride in our scrutiny, and we aim to examine those issues that are central to the lives of the people in our city. We have this year continued to scrutinise key strategic priorities of the City Council, and have investigated many matters in detail, by setting up informal scrutiny work to allow a broader range of evidence to be gained by commissions. Examples of this include focussed work on the implementation of 20mph streets in the city, examining ward community funding and taking a deeper look at our adult social care contract for domiciliary care before it went out to tender.

I am confident that scrutiny will continue to develop throughout 2024/25 and as all local authorities continue to face growing pressures and challenges, including here in Leicester, it is essential that Members are equipped to examine the implications of the circumstances that we face and to help to influence decision-making to ensure our residents continue to receive support and services and to enhance our fantastic city.

Councillor Ted Cassidy MBE – Chair of the Overview Select Committee

Contents

SECTION

Introduction	3
Overview Select Committee	6
Adult Social Care	8
Children, Young People and Education	10
Culture and Neighbourhood Services	12
Economic Development, Transport and Climate Emergency	14
Housing	16
Public Health & Health Integration	18
Contacting scrutiny	20

Glossary

The following abbreviations are used to describe each scrutiny body:

ASC: Adult Social Care Scrutiny Commission

CYPE: Children, Young People and Education Scrutiny Commission

CNS: Culture and Neighbourhood Services

EDTCE: Economic Development, Transport and Climate Emergency Scrutiny Commission

HSC: Housing Scrutiny Commission

HWB: Health and Wellbeing Scrutiny Commission

JHSC: Joint Leicester, Leicestershire & Rutland Heath Scrutiny Committee

PHHI: Public Health and Health Integration Scrutiny Commission

OSC: Overview Select Committee

Introduction

What is Scrutiny?

The Centre for Public Scrutiny defines scrutiny as “the activity by one elected or appointed organisation or office examining and monitoring all or part of the activity of a public sector body with the aim of improving the quality of public services. A public sector body is one that carries out public functions or spends public money. Scrutiny ensures that executives are held accountable for their decisions, that their decision-making process is clear and accessible to the public and that there are opportunities for the public and their representatives to influence and improve public policy.” As such, it is important that scrutiny is an essential part of ensuring that the Council and its partners remain effective and accountable.

Leicester City Council’s Scrutiny Structure

For the 2023/24 municipal year, there was a change in the scrutiny structure. The Council continued with the model of an Overview Select Committee but was supported by six scrutiny commissions covering all facets of the council’s business rather than the previous seven. Culture and Neighbourhoods Services scrutiny commission combined the former Heritage, Culture, Leisure & Tourism and Neighbourhood Services commissions.

Overview Select Committee



Report Structure

This annual report covers the period between May 2023 to April 2024 and summarises some of the key activity and areas of influence by scrutiny throughout the year.

The report provides detail of the work of the Overview Select Commission, and each of the six City Council scrutiny commissions. The annual report does not intend to draw out a large quantity of detail or highlight each recommendation, and instead sets out some of the key achievements by the scrutiny bodies, examining areas of influence and work undertaken as part of focussed reviews or task and finish work. Full detail of each scrutiny meeting can be found by accessing relevant agendas, and minutes via leicester.gov.uk.

The report also does not intend to provide full detail of what is covered by each of the scrutiny bodies. Detail of the configuration of scrutiny at Leicester City Council can be accessed via our [scrutiny webpages](#).

By its very nature, scrutiny examines some work over a more considerable period of time, and this report also points to those strands of work that will continue or may emerge throughout 2024/25. This is reflected as part of the commission summary pages throughout the report.

Overview of Scrutiny 2023/24

In total, there were 46 public meetings across the eight scrutiny bodies (including JHSC). This was supplemented by further work performed by members in the form of separate scrutiny task group meetings or additional briefing sessions on topics of significance.

All meetings, with the exception of JHSC, took place in person at the City Council's committee rooms at City Hall, though a hybrid set-up was initiated to allow some non-voting participants to join remotely. Meetings were comprised of eight elected members that were politically balanced, with some commissions being supplemented by co-opted members or standing invitees. The Chairs of the scrutiny bodies throughout 2023/24 were as follows:

Overview Select Committee – Cllr Ted Cassidy
Adult Social Care – Cllr Melissa March
Children, Young People and Education – Cllr Misbah Batool
Culture and Neighbourhood Services – Cllr Mohammed Dawood
Economic Development, Transport & Climate Emergency – Cllr Sue Waddington
Housing – Cllr Ashiedu Joel
Public Health and Health Integration – Cllr Geoff Whittle



The commissions and committees continued to examine key strategic priorities and emerging issues. As in previous years, a significant proportion of scrutiny related to the consideration of executive decisions prior to them being taken, including scrutiny of the annual budget setting process. This equips scrutiny to challenge, support and influence the City Council's decision-making processes and remains a prime role of the scrutiny function. Scrutiny also strives to examine issues that emerge throughout the year that have significant implications for the people of Leicester.

Many of the scrutiny bodies also performed an extensive level of work in addition to that taking place as part of formal scrutiny meetings. Several focussed task group reviews were initiated throughout 2023/24. It is commonplace for the suggestion behind this work to originate at a formal meeting, often when it is apparent that the level of scrutiny required is extensive and requires a more detailed process of evidence-gathering. Examples of this work include the Overview Select Committee examining the Council's corporate equalities duty and workforce representation; the Economic Development, Transport, & Climate Emergency Scrutiny Commission's work in understanding more on 20mph zones and Culture and Neighbourhood Services Scrutiny Commission's investigation into ward community funding. Upon the completion of all task group work, the relevant decision-maker submits a report back to a commission meeting that details a response to the scrutiny recommendations.

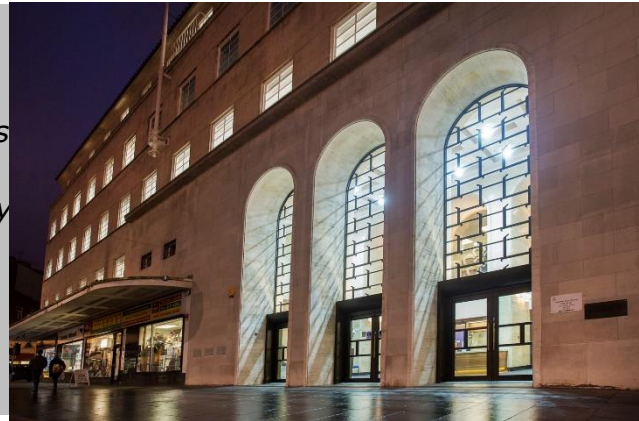
Scrutiny continues to gather the majority of its evidence from City Council service departments, though it has always been necessary for this to be supplemented with input from other organisations and stakeholders. During 2023/24, scrutiny sought evidence from a range of partners, particularly across the health sector and via housing tenant representatives. Moreover, the process of empowering the voice of young people across scrutiny was further developed during 2023/24, with representatives regularly participating in OSC, CYPE and PHHI.

During the next municipal year, there are ambitions to expand public and stakeholder engagement as part of the scrutiny process, particularly when performing more in-depth investigations and inquiries. Scrutiny Chairs will also be considering a broader range of methodologies when carrying out such informal scrutiny.

The following pages document some of the key achievements and highlights of each of Leicester's seven scrutiny bodies, drawing on areas of significance during the past year and referring to some of the priorities for taking scrutiny forward during 2024/25.

Overview Select Committee

The Overview Select Committee is the City Council's overarching scrutiny body. The committee primarily scrutinises the work overseen by the City Mayor, the council's strategic priorities and cross-cutting issues including equalities, property and the Council's finances. The Committee also engages with leaders and decision makers from key partner organisations across the city.



The key Overview Select Committee scrutiny developments during 2023/24 included:

Budget Monitoring Scrutiny – OSC examined the revenue and capital finances on a quarterly basis, seeking clarity on numerous issues and requesting further information on a series of matters of significance and recommending further scrutiny of those services areas that had particular impact upon the Council's overall finances.

Budget Setting process– The Committee again examined the full set of budget proposals relating to the Draft Revenue Budget and Capital Programme for 2024/25. This followed tailored scrutiny at a commission level, and the comments raised previously were also examined and endorsed by OSC.

Cost-of-Living Crisis – The Committee reviewed the Council's continued response to the crisis and sought several strands of further detail, as well as requesting more focussed examinations of implications on the most vulnerable by relevant commissions. Youth Representatives also presented proposals relating to unused school meal produce which continue to be monitored by OSC.

Customer Services – OSC assessed the services provided by the Council, noting the significantly high demand and the

continued aim to digitise and transform the offer. A number of suggestions were made, particularly in relation to the telephony queuing system and a tour of customer services facilities for members was also suggested.

Directly Questioning the City Mayor – Members of the committee and youth representatives continued to raise questions directly to the City Mayor via a dedicated agenda item. Examples of questions raised included how the City Council would safeguard against bankruptcy, the Radio 2 in the Park festival arrangements and whether young people aged 14-16 should continue to require adult accompaniment at gym facilities.

Exceptional Homelessness Pressures on Housing – A special meeting was convened to examine proposals to support those experiencing homelessness pressures and proposals were later approved by Full Council.

In-year Budget Savings – The Committee examined a series of budget saving proposals ahead of Executive decisions being taken. Further examination of these was required following a call-in of the Executive decision; which was

subsequently resolved to be withdrawn by OSC.

Referrals to other scrutiny bodies –

When examining corporate policy, particularly relating to the budget, OSC was proactive in recommending other commissions to undertake more in-depth scrutiny. Examples include home-to-school transport provision, implications of the cost-of-living crisis and suggesting a site-visit to the Leicester Museum and Art Gallery.

Strategic Property Matters – The Committee resolved call-ins to Executive decisions relating to the Market Place and St Martins Connecting Leicester schemes. Upon scrutinising both schemes further, the

Committee agreed to withdraw the call-ins and implement the decisions.

Treasury Management/Investment

Activity – The Committee were rigorous in their examination of relevant strategy and policy, and recommended further training for Members on these matters, which was arranged in advance of decisions being taken by Full Council

Workforce Representation – OSC

undertook some informal scrutiny relating to workforce representation across the City Council and in doing so received a comprehensive overview of how the Council adhered to the Public Sector Equality Duty before beginning to examine a significant amount of data to identify trends and areas of concern.

Possible Overview Select Committee plans for 2024/25 include:

Budget and in year budget savings– The Committee is likely to regularly examine the City Council’s overall programme of in-year budget saving proposals on an ongoing basis and will ensure that key proposals are also considered by the relevant commissions.

Corporate Equality Strategy and Action Plan – The Committee intends to inspect the revised draft strategy and action plan, which will set out the City Council’s continued commitment to equality and diversity.

Environmental Impact of Construction Projects – OSC are keen to understand more about the overall environmental impact of corporate construction work and will assess the current position.

Ongoing cost-of living response – The Committee will continue to have an oversight of how the needs of the City’s most vulnerable families and communities are being met.

Strategic Priorities– OSC will closely examine progress made in response to the strategic priorities set out by the City Mayor and Executive.

Workforce Representation– OSC will conclude its findings in relation to the informal scrutiny work around workforce representation.



Adult Social Care Scrutiny Commission

This Commission focuses on matters relating to the delivery of statutory adult social care functions, such as care services to allow independence in own homes, care services for those that require care away from home and policies that underpin a broad range of social care issues.

The key Adult Social Care scrutiny developments during 2023/24 included:

ASC Improvement Journey – The Commission thanked the division for its openness in its discussion of identifying strengths and challenges for preparing for the new adult social care assessment framework to be introduced. It was requested that the Commission be updated when more information is known about the assessment and visit.

ASC Performance Monitoring – The Commission continued to monitor the performance of the division whereby it was recommended that an additional metric be created in relation to monitoring discharges from hospital to social care which was agreed and created for future reporting.

Charging Policy – The Commission debated the proposals to treat higher or enhance rate disability benefits as income in full and the introduction of an administrative charge for use of the appointeeship service. Whilst some concerns were raised, following a vote the Commission noted the proposals but recommended that further work and fostering relationships with the Making it Real Group and others who draw on support, particularly regarding communications, as well as being proactive to ensure individuals understand the scope of disability related expenditure.

Dementia Strategy – The Commission endorsed the refreshed *Living Well with Dementia Strategy* and agreed to support and share the aims of the Strategy.

Direct Payments – The Commission requested to explore the topic in which the success of the division offering direct payments for over 25 years, offering choice and control to residents was celebrated, but Members recognised the concerns and risks, particularly where an individual uses a non-contracted provider or employs a personal assistant.

Growing Needs of Autism – The Commission commended the work and commitment to understanding the growing needs of autism and neurodiverse conditions and to promote a strength-based approach in raising awareness and encouraging employers to utilise skills. It was recommended that the issue be discussed further at the appropriate Board or Committee to enable partnership working.

Hastings Road Day Centre – The Commission debated the offer and utilisation of the Day Centre, which resulted in a withdrawal of a formal proposal to review the decision. Members were satisfied that officers and the Deputy City Mayor had provided assurance that alternative provision would be found, and

transitions carefully managed with support of a social worker to work closely with the person, family, and carer to ensure needs continue to be met which was monitored regularly by the Commission until all individuals transitioned to alternative services.

Joint Scrutiny work – The Commission examined a number of issues alongside the Public Health and Health Integration Scrutiny Commission including mental health service provision, substance misuse, winter planning and the health and social care workforce. Following feedback from scrutiny, improvements were made to the Inspired to Care website, particularly the apprenticeships pages and consideration of how to evaluate the successes of the No5 Wet Centre was requested.

Reablement Service – The Commission celebrated the good work of the service in enabling residents to be supported to prevent hospital admission or to be discharged from hospital and supported at home. It was noted that the service has continued to grow and is a significantly different offer to alternative places with the integration of health and social care services.

Recommissioning of Homecare – The Commission were keen to play a part in the process of establishing new contracts for future service provision and recommended the tender be amended from providers requiring a minimum CQC inspection of 'Requires Improvement' with 'Good' in the 'well led' section, to overall inspection being 'Good' which was endorsed.

Possible Adult Social Care Scrutiny plans for 2024/25 include:

ASC CQC Assessment – The Commission requested to be updated on the new assessment framework concerning adult social care services and be informed of the visit.

Adult Social Care Budget – The Commission agreed to monitor the budget and requested an informal scrutiny briefing session to discuss details in further detail in the new financial year.

Care Package Reviews – The Commission have expressed urgency in the new municipal year to consider care package reviews in order to understand what is being done to address backlogs.

Homecare Contract – The Commission played a part in improving the tender for new contracts for future homecare service provision. The Commission is keen to discuss further when contracts are live, particularly to update on time banking and Unison's Ethical Charter for zero-hour contracts.

Workforce – The Commission considered the challenges to the workforce across health and social care and requested to monitor the progress, particularly the development of the draft external workforce strategy and promoting apprenticeships.

Children, Young People and Education Scrutiny Commission

The Children, Young People and Education Scrutiny Commission is responsible for examining children's social care, education & attainment and support provision for children and young people and families. Diocesan, trade union and school governor representatives work with elected Members on this Commission.



Key scrutiny developments during 2023/24 included:

Ash Field Academy – The decision to withdraw funding for residential provision at Ash Field Academy was examined by the Commission. In examining the decision following a call-in, the Commission recommended that further discussions be held between Leicester City Council and Ash Field Academy on the tapering of funding in order to ease the transition whilst the Academy found other sources of funding.

Family Hubs – The Commission considered the progress towards the Family Hubs model in line with the Family Hubs and Start for Life programme funded by the DFE. The focus was being placed on developing an integrated network of support both online and at physical locations across Leicester.

Fostering Service Annual Report 2022/23 – The Commission considered the activity and performance of the Fostering Service and requested further information on the costs surrounding the proposed Customer Relationship Management Tool and suggested to reach out to SGO carers via the newsletter to promote awareness of help on offer.

In-house residential accommodation – New residential facilities for looked-after

Children at Holly House and Hillview were examined by the Commission.

Leicester Safeguarding Children Partnership Annual Report – In reviewing the annual report, the Commission suggested that more consideration could be given to how young people could become involved in safeguarding reviews and requested that the impact of potential cuts to Childrens' Centres and any potential knock-on effect could be looked into.

RAAC in Leicester City Schools – The Commission received verbal updates on the use of Reinforced Autoclaved Aerated Concrete (RAAC) in Leicester City Schools. Members were reassured that possible RAAC issues in schools were being addressed and all schools in the city had the requirements for the safety standards.

SEND Transport Provision – The Commission examined the statutory duty to provide transport assistance to children with SEND that fit certain criteria and made a number of recommendations including seeking Government funding for electric school busses, to consider a similar transport system to the city centre 'Hop' busses for schools and colleges and raising

personal transport budgets to reduce taxi use.

School Attendance – The Commission examined data on the known education provision for children in Leicester up to the end of the 2022/23 academic year, looking particularly at absences and the reasons behind those absences.

Unaccompanied Asylum-Seeking Children (UASC) –The Commission received a verbal update on the situation involving UASC in the city. As part of the discussion, it was noted that a number of regional and national stakeholders would look at development around UASC Accommodation and how collective work can be done to improve the system.

Possible Children, Young People & Education Scrutiny plans for 2024/25 include:

Children Seeking Safety - To examine the challenges faced by CSS in accessing education, health support and accommodation.

DSG High Needs Block – To consider changes to how money from the DSG High Needs Block is being spent. An informal scrutiny investigation is likely to be undertaken once an initial report has been reviewed by the Commission.

Family Hubs – To understand more about the programme for developing hubs across the city and how they will serve to extend early-years provision into communities.

Sufficiency Strategy - To look at the provision of Care Packages/Residential Accommodation for Children Looked After (CLA) by the Council in terms of increasing capacity to mitigate the need to use private sector provision.

Update from Impower – To provide more information about the work done by Impower in mapping the needs of CLA against the costs of placements.

Use of Capital Programme in Schools – To understand how spending from the Capital budget will be used to improve school buildings.

Culture and Neighbourhood Services Scrutiny Commission



The Culture and Neighbourhood Services Scrutiny Commission is responsible for examining many of the everyday services that people access within their own communities, including the provision of libraries, community centres, environmental and enforcement services. This Commission also holds responsibility for looking at museums, festivals & events, sports services as well as the voluntary and community sector support and issues relating to community safety and community cohesion.

The key scrutiny developments during 2023/24 included:

Active Leicester Strategy Action Plan -

The emerging Active Leicester Strategy action plan, following the launch of the strategy in July 2023 was considered by the Commission. The Commission suggested that should Sport England funding become available, grassroots/community sports clubs be considered for priority over larger professional clubs with their own funding streams. It was further suggested that opportunities to encourage cooperation between professional sports clubs and voluntary sector organisations be considered.

Burial Strategy – The Commission looked at action taken to mitigate the pressure on burial space following increased demand resulting from the coronavirus pandemic and the reducing availability of burial space in the council's cemeteries. It was requested by the Commission that all faiths be involved with local consultation regarding any changes in legislation on the re-use of graves arising from the national Law Commission review of burial legislation.

Cultural and Creative Industries

Strategy – The Commission contributed to the strategy which was aimed to develop a strategy that will enable the city's creative and cultural industries to thrive.

Museum Service – The Commission scrutinised the museum service's use of National Portfolio Organisation (NPO) funding from Arts Council England, plans for new galleries, exhibitions and schemes, including the Climate Change Gallery at Leicester Museum and Art Gallery (LMAG), the 'Healthier Happier City' initiative and a programme of free activities aimed at helping with the cost of living as well as engagement with volunteers and volunteer development. The Commission highlighted how museums and culture could be used in different ways and sought regular updates on the Museum Strategy and NPO.

Voluntary Community Sector

Engagement – The Commission examined the latest pledges and actions of the VCSE Strategy. It was recommended that VCSE and LCC boards co-produce funding submissions together. It was further suggested that consideration be given to establish a team to support and empower

community groups, and that there be more engagement with Ward Councillors.

Ward Funding – Following an initial report that was brought to the Commission in September 2023, it was agreed that a task group be convened to examine the issues surrounding ward funding. The task group looked at various aspects of the distribution of the funding and the application process. A number of recommendations were agreed including suggestions to expand the scope of multi-ward applications.

Women in Sport – A range of findings were presented to the Commission following scrutiny-led review into ways to and encourage more women to participate in sport and physical activity. The Commission suggested that an annual update on women's involvement in sport be provided. Additionally, the Commission recommended that good practice in other authorities should be considered in the forthcoming strategy.

Possible Culture & Neighbourhood Services Scrutiny plans for 2024/25 include:

Active Leicester and Women in Sport – An annual report will be provided, which will also reflect how the commission's recommendations arising from the Women in Sport review have been taken forward.

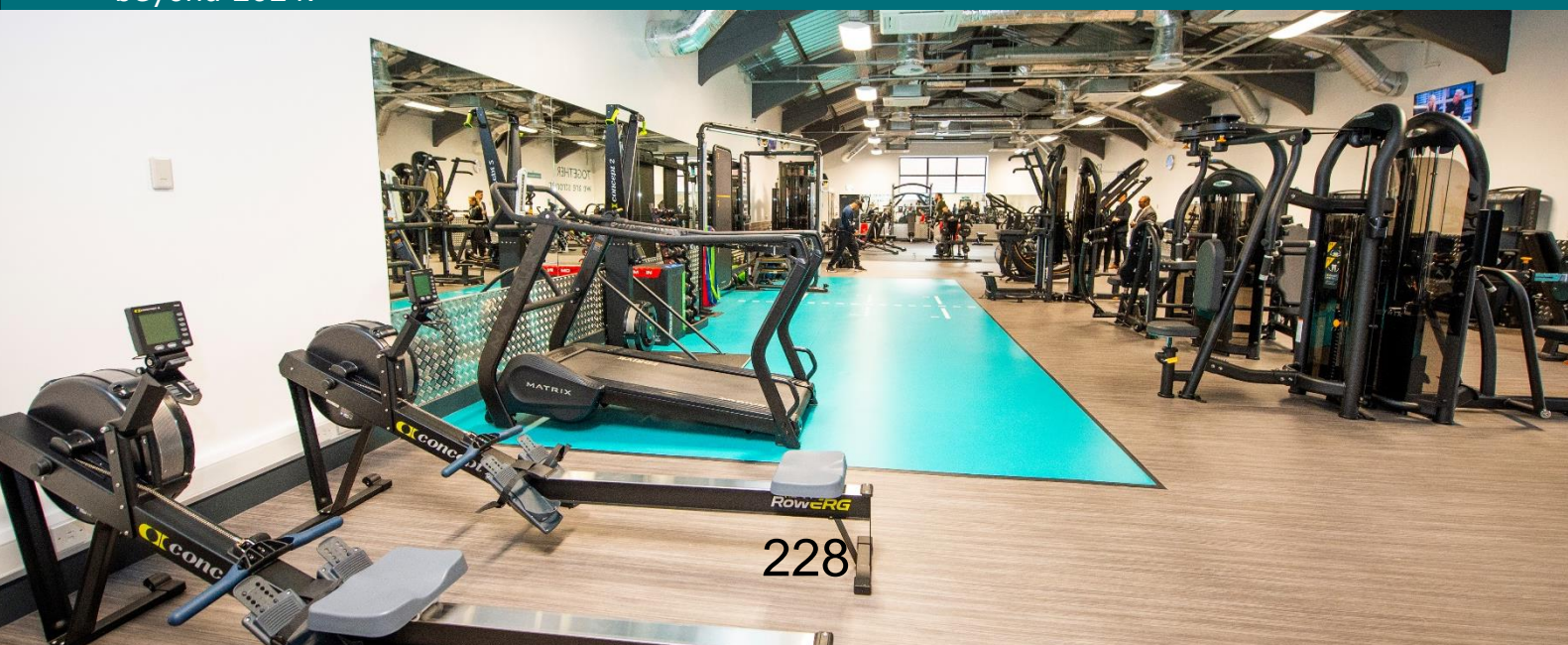
Culture and Creative Industry Strategy – A fuller report to be brought to the Commission following the previous report in September 2023.

Draft Museum Strategy – The Commission will have the opportunity to examine and make recommendations in respect of the City Council's museum strategy.

Engagement of Community Organisations – To consider how community organisations could be engaged to help the Council run services.

Heritage Lottery Fund (Place Programme Funding) – 2024/25 will be the first year of the National Lottery Heritage Fund 'Place' programme in the city. A detailed series of consultation and engagement sessions will take place with the city communities to identify their heritage priorities and opinions, which will then be used to shape a longer-term action plan that can draw on the programme funds.

Library and Community Needs Assessment – Summarising the community engagement undertaken in 2023 and setting out the council's proposals for library and neighbourhood centres beyond 2024.



Economic Development, Transport and Climate Emergency Scrutiny Commission



This commission reviews a range of matters which include regeneration, public transport and cycling provision, adult learning and job provision and climate emergency policy.

The key scrutiny developments during 2023/24 included:

20mph Zones - The Commission reported its task group findings following an investigation into the approach to implementing 20mph streets in the city. A series of recommendations were agreed that related to continuing with the bespoke model but enhancing the commitment to aim to achieve 100% of suitable residential streets by 2030 and reviewing existing traffic calming measures.

Climate Change Strategy Plan – Following in-depth scrutiny at a dedicated meeting on this topic, the Commission made a number of suggestions and recommendations, including lengthening the time-frame for the consultation and making the consultation documents more accessible and easier to engage with, to consider more venues other than schools for Tiny Forests, to consider adding an appendix on how Leicester could be 'greened' in the final document and to consider opportunities for joint work with Public Health.

Electric Vehicle (EV) Charging – An informal scrutiny task group was convened to assess the current provision of EV

charging points in the city, how the Council can help to deliver EV charging points in the future and to assess any obstacles may hinder the installation of EV Charging points in certain areas and whether they can be overcome.

Energy Efficiency for Homes – The Commission examined energy efficiency schemes in private sector housing in the city and recommended that information on relevant schemes be promoted via Ward Community Meeting.

Flooding – Updates were given following serious flooding occurrences in June 2023 and January 2024. The Commission reviewed the flood defences in place and the help available for those affected by the flooding.

Rally Park Active Improvement Project – The Commission scrutinised the initial details of the Rally Park Scheme following a successful £1.8m bid as part of Round 4 of the Active Travel Fund and requested that officers consider approaches to retain trees and improve visibility/safety as part of design process. The Commission also

suggested working with local voluntary organisations for biodiversity gain and establishing an enjoyable space.

Skills Sector 'Bootcamps' – The Commission examined Skills Sector Bootcamps, led by the Council, focused on developing sector specific skills for adults. The Commission made a number of recommendations including requesting a breakdown of statistics on the number of people coming to the city to learn from

neighbouring areas. Further to this, the Commission requested that consideration be given to a Bootcamp in delivering skills in retrofitting properties.

Traffic Regulation Orders (TROs) – as part of its role in regularly reviewing TROs, the Commission influenced the delivery of the A6 Corridor Bus Lane Scheme, requesting officers to consider further public engagement with objections received to scheme.

Possible Economic Development, Transport & Climate Emergency plans for 2024/25 include:

24-Hour Bus Lanes – To find out more about current and proposed provision with a view to potentially conducting informal scrutiny on the issue.

Ashton Green and Railway Station approach – Looking at progress made with key development projects across the city such as the work at Ashton Green and around the railway station, as well as further progress with the Waterside development.

ESOL – Outcomes of delivery – The Commission to consider the delivery of ESOL following the tracking of outcomes.

EV Charging Informal Scrutiny – To report on the findings of the EV Charging informal scrutiny task group.

LLEP Arrangements – The Commission will need to be kept informed on the transition of functions to the Council that were previously carried out by the LLEP.

Worker Exploitation – The Commission to receive an overview of some of challenges and issues faced in Leicester and to consider appropriate mechanisms for examining these.





Housing Scrutiny Commission

The Housing Scrutiny Commission examines a wide range of issues relating to housing and homelessness. This covers council services as well as issues affecting private sector housing and housing associations.

Key housing scrutiny developments during 2023/24 included:

Adaptations & Disabled Facilities Grant

- The Commission commended the service for the proactive approach to adapting properties to meet the needs of residents. It was requested that the Commission continue to be kept updated on the development of an Adaptations Strategy.

Budget – The Commission considered the housing revenue account budget, including the capital programme 2024/25 but recommended all associated budgets to housing services be shared in future.

Climate Emergency & Retrofitting – The Commission discussed the various programmes to improve energy efficiency of properties in the city. It was recommended that officers liaise with economic development regarding potential bids for upskilling individuals in green industries in which consideration is being given to be part of a regional net zero building retrofit skills pilot.

Damp and Mould – The Commission discussed regulations and the commitment to tackle damp and mould with the development of an Action Plan. Assurance was provided that governance processes are in place for appropriate inspection and remedial action in social housing, but the Commission requested to be updated on an online portal for the private rented sector.

District Heating - The Commission discussed progress regarding the installation of metres for properties supplied by the district heating network following a decision by Full Council in February 2023 to enable tenants and leaseholders to pay for usage. The Commission challenged the accuracy of costs and recommended they be reviewed to ensure tenants and leaseholders were only to be charged the identified costs. It was further agreed that the Commission would be kept updated on options for the Aikman Avenue flats.

Empty Homes - The Commission noted the success of the empty homes team and its importance as a non-statutory service. Assurance was provided that council tax rates are increased when properties are empty but the need for more devolved powers for the local authority to be able to take action to bring empty properties into use was highlighted.

Environmental Budget – The Commission noted the financial constraints to reduce the budget but recommended a formal process for documenting ward councillor suggestions to be created and future reports to include reference to other budgets available to investment in council estates.

Homelessness & Rough Sleeping

Strategy – The Commission discussed the development of the new strategy and action plan, noting the collaboration and importance of partnership working. Clarity was sought in relation to the decision-making process for strategies to go to Full Council.

Housing Crisis in Leicester – The Commission discussed the Action Plan in relation to Housing Crisis that was declared in the city in November 2022 and the Task Group's recommendations. The Commission noted the progress internally and demands of central government but requested further updates and recommended a review of the Action Plan to make the status of items clearer.

Private Rented Sector Strategy – The Commission endorsed the Strategy and Action Plan, noting the initiatives to enable access or sustain tenancies and improving standards within the private rented sector. The Commission requested Members be provided with additional information of support available and consideration for

further selective licensing schemes across the city.

Repairs Online – The Commission received a demonstration of the housing repairs platform which provides residents with greater flexibility to report repairs and alleviates pressure from the customer service centre. The successes were celebrated, and the Commission endorsed further use of the platform to report repairs and other technology where appropriate.

Tenancy Support – The Commission discussed and noted the important role of services provided to support tenants. It was agreed that consideration be given to utilising community radio stations to share messages of the tenant satisfaction survey and for members to be involved in the piloting of the customer care training.

Who Gets Social Housing – The Commission received updates regarding the housing register and requested consideration be given to improving communication to applicants on the waiting list.

Possible Housing plans for 2024/25 include:

Adaptations Strategy – The Commission requested to be kept updated on the development of the strategy.

Damp & Mould – The Commission requested to be kept updated on progress of the Action Plan and particularly around the development of an online portal for tenants in the private rented sector to report damp and mould concerns.

Homelessness Strategy – OSC recommended the Commission explored this area in greater detail.

House Builds & Acquisitions – The Commission noted the commitment to increase social housing and requested regular updates on progress of developments moving forward.

Income Collection Performance – The Commission requested to receive an update early in the municipal year to review the performance of the full financial year.

Regulator of Social Housing – The Commission to be kept updated on the new social housing regulations.

Public Health and Health Integration Scrutiny Commission



This commission is responsible for examining the health services received by all Leicester residents, which includes the services provided by the local authority's public health team along with those delivered by the NHS and health sector partners.

The key Health and Wellbeing scrutiny developments during 2023/24 included:

Access to GP Practices – The Commission discussed barriers accessing GP Practices and raised concerns around inconsistencies but were assured by plans in place and agreed to receive further updates.

Children & Young People's Mental Health Services – The Commission and Chair of CYPE noted progress and improvements across services but concerns were raised, particularly regarding GP referrals, which resulted in terminology for cases being sent back to practices being amended and further actions being explored with an update to be provided in the new municipal year.

Elective Care – The Commission discussed plans to address waiting lists and visited Phase 1 of the East Midlands Planned Care Centre, a modular building providing treatment in a Centre that will see 100,000 patients per year when fully operational. The Commission agreed to continue to monitor waiting list performance and looks forward to accepting an invitation to visit Phase 2 when completed.

Health Protection – The Commission monitored rates of illnesses in the city, particularly the outbreak of measles and requested details of vaccine centres within wards be circulated to Members to promote to residents.

Joint ASC & Health Scrutiny – The Commission examined issues alongside the Adult Social Care Scrutiny Commission including mental health service provision, substance misuse, winter planning and the health and social care workforce. Following feedback from scrutiny, improvements were made to the Inspired to Care website, particularly the apprenticeships pages and consideration of how to evaluate the successes of the No5 Wet Centre was requested.

Joint LLR Health Scrutiny – Members of the Commission discussed various items including additional investment to East Midlands Ambulance Service; pressures on ICB finances and UHL reconfiguration progress. The Joint Committee also voted to approve alterations to the terms of reference following regulations and guidance from the Department of Health and Social Care relating to changes to the role and powers of Health Scrutiny Committees.

Maternity Services – The Commission sought assurance on improvements to ensure safety following the inadequate CQC inspection and requested further updates to monitor performance.

Oral Health – The Commission raised concerns around access to NHS dentistry given statistics on oral cancer and 5-year-old children with tooth decay and requested to monitor progress. It was also agreed UHL would provide access to recent data for public health analysts and the proposal to write to the Secretary of State to request water fluoridation was supported.

Winter Pressures – The Commission analysed plans ahead of winter and monitored progress to compare performance. Concerns were raised about the critical incident but improvements were noted and agreed to look in more detail at virtual wards and A&E.

0-19 Services – The Commission celebrated the successes of the service and reiterated the importance of retaining school nursing and health visitors.

Possible Health & Wellbeing plans for 2024/25 include:

Access to GP Practices – The Commission requested to continue monitoring access to GP surgeries following change in methods for booking appointments and a survey that indicated Leicester residents have the most difficulty accessing GPs.

CYP Mental Health – The Commission requested to receive an update in the new municipal year on actions for improving the process for mental health referrals by GPs.

Health Inequities – The Commission expressed an urgency in the new municipal year to receive an update on health inequalities as part of the ICB 5-year forward plan.

Health Research – The Commission have expressed an interest to consider topics, funding and inclusion of communities in research across public health, health partners and universities.

Vaccinations – The Commission requested to look in further detail at vaccination and screening to better understand uptake and hesitancy.

Virtual Wards – The Commission requested a briefing session to understand the decision-making process and mitigation of risks for the increasing use of virtual wards which was agreed for early in the new municipal year.

Women's Health – The Commission are keen to explore women's health services.

Contacting Scrutiny

For more information, please contact the Governance Services Team via **governance@leicester.gov.uk**.

Leicester City Council
City Hall
115 Charles Street
Leicester
LE1 1FZ

<https://www.leicester.gov.uk/your-council/decisions-meetings-and-minutes/overview-and-scrutiny/>

Governance & Audit Annual Report 2023/24

Governance & Audit Committee

Decision to be taken by:

Date of meeting: 10 July 2024

Lead director: Amy Oliver, Director of Finance

Useful information

- Ward(s) affected: All
- Report author: Kirsty Cowell
- Author contact details: kirsty.cowell@leicester.gov.uk
- Report version number: 1

1. Summary

- 1.1 To present to the Council the report of the Governance & Audit Committee setting out the Committee's work and achievements over the municipal year 2023/24.
- 1.2 This report was presented to Committee for approval at its meeting on 10 July 2024.

2. Recommended actions/decision

- 2.1 The Governance & Audit Committee is recommended to approve this report for submission to the Council, subject to any amendments that may be required at the meeting.
- 2.2 Council is recommended to receive this report.

3. Scrutiny / stakeholder engagement

N/A

4. Background and options with supporting evidence

- 4.1 The Committee's terms of reference approved by Council require the submission of an annual report on its activities, conduct, business and effectiveness. The CIPFA* guidance on Audit Committees states that the audit committee should be held to account on a regular basis by Council, and that the preparation of an annual report can be helpful in this regard.
(CIPFA – the Chartered Institute of Public Finance and Accountancy).*
- 4.2. Following the Committee's approval, this report will proceed to Council.
- 4.3. The Governance & Audit Committee considered a wide range of business in fulfilment of its central role as part of the Council's system of corporate governance, risk management, fraud and internal control. It conducted its business in an appropriate manner through a programme of meetings and fulfilled the expectations placed upon it. Its membership was expanded to include an external independent member and it benefited from formal training.

5. Detailed report

- 5.1 The Committee's terms of reference are regularly reviewed. They formally confer upon it the role of 'the board' for the purposes of the Public Sector Internal Audit Standards, as the recognised professional standards for local authority internal audit. The Standards are the mandatory elements of the Institute of Internal Auditors' International Professional Practices Framework, interpreted and adopted for local government by CIPFA. Terms of reference for the Governance & Audit Committee were implemented for the 2023/24 municipal year and the Audit and Risk Committee was disbanded.
- 5.2 During the municipal year 2023/24, the Committee met on five occasions. All meetings were properly constituted and quorate. The Committee's terms of reference required it to meet at least four times during the year. The Director of Finance and Head of Finance (Strategy) and Leicestershire County Council's Head of Internal Audit and Assurance Service attended meetings of the Committee. In addition, and in the interests of providing the full range of legal, constitutional and financial advice and expertise, the Committee was supported by the City Barrister & Head of Standards or his representatives.
- 5.3 Due to the cyber incident in March 2024, some reports were delayed until the meeting in April and to this meeting in July. The reports that were delayed are
- Risk management Update Report
 - Statutory Statement of Accounts and Annual Governance Statement 2022/23 and associated External auditor reports.
 - Health & Safety Annual Report 2023/24
 - This report on the Committee's annual work performance
- 5.4 The report on Local Government & Social Care Ombudsman and Housing Ombudsman Complaints 2022/23 & Corporate Complaints (Non Statutory) 2022/23 will come to the committee in September with the 2023/24 year.
- 5.5 The report on cyber security that was on the agenda for the meeting in March 2024 was removed due to the police investigation. A report on the incident is scheduled on the workplan for the September meeting, timing could be amended, as the incident is subject to the continuing police investigation.
- 5.6 The external independent member has attended meetings since September 2022, bringing a fresh perspective and focus, drawing on his skills and experience as a finance professional and his links with the City. The appointment pre-empted expected future national requirements and addressed an external audit recommendation in the 2021/22 value for money assessment. The independent member is however not permitted to vote, by law.
- 5.7 Members will recall the CIPFA publication Audit Committees – Practical Guidance for Local Authorities, providing guidance on function and operation of audit committees. The position statement within the guidance notes "audit committees are a key component of an authority's governance framework. Their function is to provide an independent and high-level resource to support good governance and strong public financial management."

- 5.8 Further to this, it notes the purpose of the governance committee is to provide those charged with governance independent assurance of the adequacy of the risk management framework, the internal control environment and the integrity of the financial reporting and governance processes.
- 5.9 It is considered that Governance & Audit Committee continued to meet the requirements for an effective Audit Committee. In summary the reasons for this are:
- The Committee meets regularly, and its chair and membership are sufficiently independent of other functions in the Council. Meetings are conducted constructively and are free and open and are not subject to political influences;
 - The Committee's terms of reference provide a sufficient spread of responsibilities covering internal and external audit, risk management and governance;
 - The Committee plays a sufficient role in the management of Internal Audit, including approval of the audit plan, review of Internal Audit's performance and the outcomes of audit work and management's responses;
 - The Committee received reports from Grant Thornton as the Council's external auditor and maintains an overview of the external audit process, including the fees charged; and
 - The Committee was updated on changes in governance and local authority finances during the year.
- 5.10 It is recognised that Committee members need suitable training. Arrangements continue to be made to provide training on relevant topics. The Committee may also request informal briefings on key topics, for example cyber security and the annual statutory statement of accounts.
- 5.11 Some turnover of membership is inevitable each municipal year, a consequence of the political environment in a local authority. Should this happen, training for new members is offered. The appointment of the independent member for a longer term of office is intended to provide some continuity in this context.
- 5.12 Taking all the above into account, the Committee has continued to make an important contribution to the effectiveness of the City Council's internal control and corporate governance frameworks. It is a central component of the Council's system of internal control.
- 5.13 The key outcomes from the Committee's work included:
- a Internal Audit**
- The Committee considered the Internal Audit annual plans and monitored delivery and outcomes during the year. The Committee also received the Internal Audit annual reports and opinion on the adequacy and effectiveness of the Council's framework of governance, risk management and control for 2022/23.
 - The Committee reserves the right to summon relevant officers to attend its meetings to discuss in more depth specific issues raised by Internal Audit reports. This has helped to maintain the profile of the Committee and its role in promoting adherence to procedures and improved internal control.
- b Counter-Fraud**
- The Committee maintained an effective overview of the Council's measures to combat fraud and financial irregularity. Specifically, the Committee:

- Considered counter-fraud reports, which brought together the various strands of counter-fraud work with data on the various types of work carried out by the teams involved.
- Reviewed and supported the Council's participation in the National Fraud Initiative.

c External Audit

- The Committee considered the external auditor's plans and progress and the outcomes of this work, with particular reference to the annual audit of the Council's statutory financial statements and value for money arrangements.
- The Committee was kept updated on the national issues with local authority accounts and audit, which delayed the finalisation of the Council's statutory statement of accounts. The Committee monitored progress and asked questions about the impact.
- The Committee received the 2022/23 Audit Findings Report at its meeting in April 2024, allowing the Statement of Accounts for 2022/23 to be published with a clean audit report.

d Risk Management

- The Committee maintained a regular overview of the risk management arrangements. This included the Council's strategic and operational risk registers, identifying potential emerging risks to the Council and its services, together with the Risk Management Strategy and Policy and the Corporate Business Continuity Management Strategy.

e Corporate Governance

- The Committee fulfilled the responsibilities of 'the board' for the purposes of the City Council's conformance to the Public Sector Internal Audit Standards in terms of overseeing the Council's arrangements for audit, the management of risk and the corporate governance assurance framework.
- The Committee maintained its oversight of the Council's corporate governance arrangements. The Council's updated assurance framework, which maps out the process for collating the various sources of assurance and preparing the Council's statutory Annual Governance Statement, was reviewed and approved by the Committee.
- The Committee approved the Annual Governance Statement for 2022/23.
- This annual report to Council is part of the governance arrangements, through giving a summary of the Committee's work and contribution to the good governance of the City Council and demonstrating the associated accountability.

f Financial reporting

- The Committee received and approved the Council's statutory Statement of Accounts for 2022/23 and associated external audit reports. It approved the Council's letters of representation, by means of which the City Council gives assurance to the external auditor; there were no significant items that were not reflected in the Council's accounting statements. As noted above, the Committee was kept updated on the delays in finalising the accounts and audit.
- The external auditor's Annual Governance Reports were issued to the Committee as 'those charged with governance' and considered accordingly. In these reports, the auditor confirmed that his audit opinion on the Council's financial statements would be expected to be 'unqualified'.

g Other Work

During the year the Committee also received updates and reports on the following areas:

- Insurance 2022/23
- Equal pay audit 2022
- Procurement
- Developments in local government finance, audit and governance

5.14 Conclusions

a The Committee met most of the requirements of its terms of reference as mentioned above and has fulfilled the good practice guidance issued by CIPFA.

b It is the view of the Director of Finance (the s151 officer) that the Governance & Audit Committee made a significant contribution to the good governance of the City Council. Through its work, it has reinforced the Council's systems of internal control and internal audit and has given valuable support to the arrangements for corporate governance, legal compliance and the management of risk.

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

6.1 Financial implications

An adequate and effective Governance & Audit Committee is a central component in the governance and assurance processes intended to help ensure that the Council operates efficiently, cost effectively and with integrity. Its support for the processes of audit and internal control will help the Council as it continues to face the financially challenging times.

6.2 Legal implications

The Governance & Audit Committee aids the fulfilment by the Council of its statutory responsibilities under the Accounts and Audit Regulations 2015 by considering the findings of a review of the effectiveness of the Council's system of internal control. It is an important part of the way in which the duties of the responsible financial officer under s151 of the Local Government Act 1972 are met.

Kevin Carter, Head of Law

6.3 Equalities implications

N/A

6.4 Climate Emergency implications

N/A

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

OTHER IMPLICATIONS	YES/NO	PARAGRAPH REFERRED
Equal Opportunities	No	
Policy	No	
Sustainable and Environmental	No	
Crime and Disorder	No	
Human Rights / People on low incomes	No	
Corporate Parenting	No	
Health Inequalities Impact	No	

7. Background information and other papers:

Agendas and minutes of the Governance & Audit Committee meetings in 2023/24

8. Summary of appendices:

N/A

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

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

Appointment of Council Committees 2024- 2025 Municipal Year

Decision to be taken by: Full Council

Date of meeting: 5th September 2024

Lead director/officer: Kamal Adatia

Useful information

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

1. Summary

- 1.1 This report seeks the approval of Members to re-establish the Council's Overview Select Committee with a membership of 12 instead of a membership of 8 Councillors that was agreed at the AGM on 16th May 2024.

2. Recommended actions/decision

- 2.1 That the Overview Select Committee be re-established in accordance with the existing Terms of Reference but with a membership of 12 members in accordance with the list which will be circulated with the Council script, it being noted that any remaining places will be filled in accordance with relevant procedures and in consultation with the relevant Members

3. Scrutiny / stakeholder engagement

- 3.1 The size of OSC has been the subject of Council debate and resolutions in both 2023 and 2024.

4. Background and options with supporting evidence

Appointment of Committees

- 4.1 Council Procedure Rule 35 requires the Council to appoint such committees as it shall determine and to agree their respective size and Terms of Reference.
- 4.2 At the Council's AGM on 16th May 2024 the full suite of Council Committees was established for the 2024/25 municipal year.

Political Balance

- 4.3 The rules regarding political balance are contained in legislation (Local Government and Housing Act 1989 & The Local Government (Committees and Political Groups) Regulations 1990. These establish four principles as follows:
- a. All the seats on a committee should not be allocated to the same political group.
(*Preventing domination by a single group*)

- b. If one political group has a majority in the full Council, that political group should have a majority on each committee. (*Ensuring a majority group enjoys a majority on all committees*)
- c. Subject to the above two principles, the total number of seats on all the committees of the Authority allocated to each political group should be in the same proportion as that political group's seats on the full Council. (*Aggregating all committee places and allocating fair shares*)
- d. Subject to the above three principles, the number of seats on each committee of the Authority allocated to each political group should be in the same proportion as that political group's seats on the full Council. (*Ensuring as far as practicable fairness on each committee*)

4.4 The current political balance of the Council is as follows:

57.41% Labour
27.78% Conservative
5.56% Green
5.56% Liberal Democrat

4.5 This balance results in the following allocation of places on OSC (8 Member Committee):

5 Labour
2 Conservative
1 either Green or Liberal Democrat

4.6 If the size of OSC is expanded to 12 Members there will be the following spread of places:

7 Labour
3 Conservative
1 Green
1 Liberal Democrat

4.7 A membership of 12 Councillors enables (i) every Scrutiny Commission Chair to be a Member of OSC and (ii) entitles every Group on the Council to be represented on OSC.

4.8 Note that the legislative provisions take account of non-Grouped Members in a different manner to Grouped Members. At the commencement of the Municipal Year May 2024/25 there was one non-Grouped Member on the Council, and the allocation of seats across the 13 or so Committees/Commissions took account of their entitlement to places. Although there has since been an additional non-Grouped Member (through resignation from one of the established political Groups) the trigger for a mid-year review of places has not occurred. It is highly unlikely that the 12 places on OSC will result in any of the established Groups (who have first entitlement in law to those seats) declining to take up a seat and therefore it is not anticipated that non-grouped Councillors will acquire a seat this municipal year.

--

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

5.1 Financial implications

This report is solely concerned with legal requirements.
Signed:
Dated:

5.2 Legal implications

The legal requirements are covered in section 4 above.
Signed: Kamal Adatia
Dated: 27.08.2024

5.3 Equalities implications

There are no Equality Implications arising from this report.
Signed: Sukhi Biring
Dated: 20.08.2024

5.4 Climate Emergency implications

There are no climate change implications arising from this report.
Signed:
Dated:

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

None

6. Background information and other papers:

7. Summary of appendices:

8. 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

9. Is this a “key decision”? No

