Meeting: **Scrutiny Commission**

Date/Time: **Wednesday, 8 April 2020 at 10.30 am**

Location: **Skype Meeting**

Contact: **Mrs J Twomey (Tel: 0116 305 2583)**

Email: **Joanne.twomey@leics.gov.uk**

Membership

Mr. S. J. Galton CC (Chairman)

Mr. T. Barkley CC	Mrs. H. J. Fryer CC
Mr. P. Bedford CC	Mr. D. Harrison CC
Mr. D. C. Bill MBE CC	Mrs. R. Page CC
Mr. G. A. Boulter CC	Mr. A. E. Pearson CC
Dr. T. Eynon CC	Mr. T. J. Richardson CC
Dr. R. K. A. Feltham CC	Mr. M. B. Wyatt CC

Please note: **The Scrutiny Commission meeting on Wednesday 8th April 2020 at 10.30am will not be open to the public in line with Government advice on public gatherings.**

This meeting will be filmed for live or subsequent broadcast via YouTube: www.youtube.com/channel/UCWFpwBLs6MnUzG0WjejrQtQ

AGENDA

<u>Item</u>   <u>Report by</u>

1. Minutes of the meeting held on 11 March 2020   (Pages 5 - 14)

2. Question Time.

3. Questions asked by members under Standing Order 7(3) and 7(5).

4. To advise of any other items which the Chairman has decided to take as urgent elsewhere on the agenda.

Democratic Services ◦ Chief Executive's Department ◦ Leicestershire County Council ◦ County Hall
Glenfield ◦ Leicestershire ◦ LE3 8RA ◦ Tel: 0116 232 3232 ◦ Email: democracy@leics.gov.uk

www.twitter.com/leicsdemocracy   www.http://www.leicestershire.gov.uk

5.   Declarations of interest in respect of items on the agenda.

6.   Declarations of the Party Whip in accordance with Overview and Scrutiny Procedure Rule 16.

7.   Presentation of Petitions under Standing Order 35.

8.   Leicestershire County Council's Revised Strategic Plan 2018 - 2022   Chief Executive   (Pages 15 - 42)

9.   Revised Environment Strategy and Action Plan   Director of Environment and Transport   (Pages 43 - 98)

10.   Youth Justice Strategic Plan 2020 - 2023   Director of Children and Family Services   (Pages 99 - 142)

11.   Any other items which the Chairman has decided to take as urgent.

12.   Date of next meeting.

The next meeting of the Commission is scheduled to take place on 10 June 2020.

QUESTIONING BY MEMBERS OF OVERVIEW AND SCRUTINY

The ability to ask good, pertinent questions lies at the heart of successful and effective scrutiny. To support members with this, a range of resources, including guides to questioning, are available via the Centre for Public Scrutiny website www.cfps.org.uk.

The following questions have been agreed by Scrutiny members as a good starting point for developing questions:-

- Who was consulted and what were they consulted on? What is the process for and quality of the consultation?
- How have the voices of local people and frontline staff been heard?
- What does success look like?
- What is the history of the service and what will be different this time?
- What happens once the money is spent?
- If the service model is changing, has the previous service model been evaluated?
- What evaluation arrangements are in place – will there be an annual review?

This page is intentionally left blank

Leicestershire County Council

Minutes of a meeting of the Scrutiny Commission held at County Hall, Glenfield on Wednesday, 11 March 2020.

<u>PRESENT</u>

Mr. S. J. Galton CC (in the Chair)

Mr. T. Barkley CC	Mrs. H. J. Fryer CC
Mr. P. Bedford CC	Mr. D. Harrison CC
Mr. D. C. Bill MBE CC	Mrs. R. Page CC
Mr. G. A. Boulter CC	Mr. A. E. Pearson CC
Dr. T. Eynon CC	Mr. T. J. Richardson CC
Dr. R. K. A. Feltham CC	Mr. M. B. Wyatt CC

72.   <u>Minutes.</u>

The minutes of the meeting held on 27 January 2020 were taken as read, confirmed and signed.

73.   <u>Question Time.</u>

The following questions, received under Standing Order 34, were put to the Chairman of the Scrutiny Commission:

<u>Questions asked by Mr John Marriott on behalf of the Campaign to Protect Rural England</u>

<u>Introduction</u>

In response to a question at the Environment and Transport Scrutiny meeting in March 2019, Mr Pearson acknowledged that

> "there is an increasing urgency for action to avoid the worst impacts of climate change and that this needs to be achieved through the achievement of carbon neutrality in the quickest time possible"

and that it was

> "important to set on record that the County Council is committed to taking actions aimed at reducing the worst impact of climate change."

He noted that

> "We will however continue to take action to meet and exceed where possible the commitments and targets set out in our Environment Strategy."

"We take our leadership role seriously and seek to build on the global and national commitments made to address the situation by working with partners to take action in Leicestershire."

Inter alia, one of the actions was

Working with the Leicester and Leicestershire Enterprise Partnership and other partners to identify how we can work together to move Leicestershire towards a low carbon energy and transport future.

In May 2019 the County Council declared a Climate Emergency and in September the Cabinet agreed to Review its Environment Strategy and Action Plan. One of the key actions was to "consider how best to engage with Communities, businesses and other stakeholders."
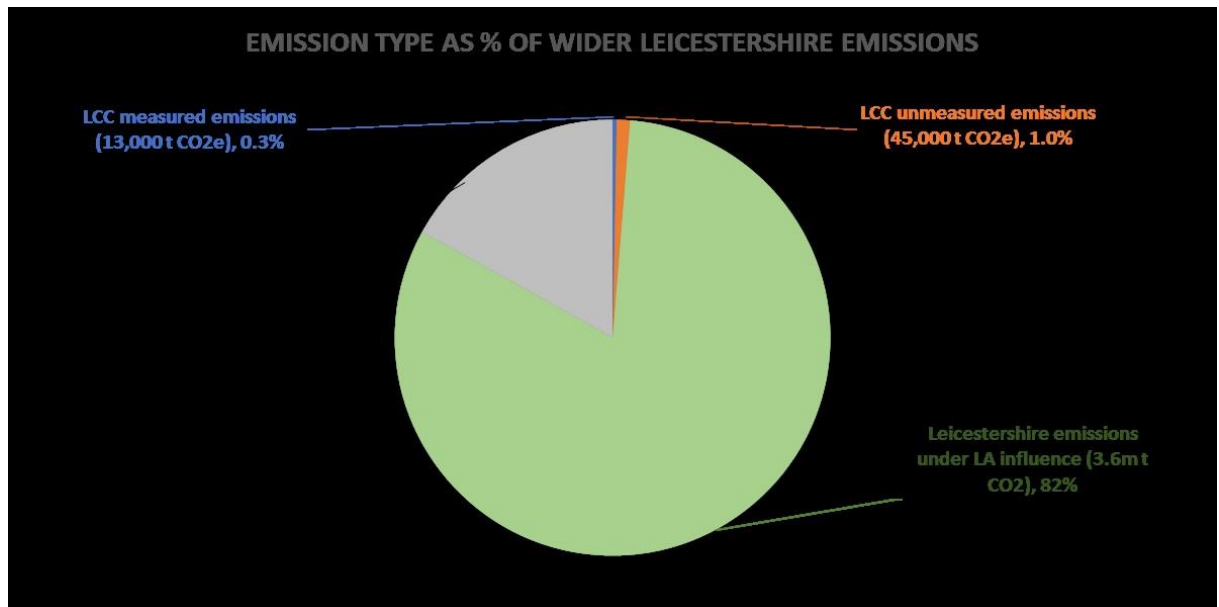
In September 2019, in response to a question from CPRE Leicestershire, the Council acknowledged that "the private car would be likely to remain the dominant mode of travel." It was claimed that the SGP was predicted to have a minor positive effect overall on Climate Change, although there appears to be no evidence to support this statement.

The joint Leicestershire / Leicester City "Strategic Transport Policies" document has been approved for consultation, however it does not seem to appear on the City Council's web site. This is an extremely simplistic and vague document which lacks any supporting information. It fails to explain how the policies will accommodate additional development or show that it will achieve an acceptable transport and environmental solution. It follows the Strategic Growth Plan in assuming that new road projects, and other proposals to increase highway capacity significantly, are essential. These views appear to reflect the views of bodies like LLEP, Midlands Engine and a small group of 'stakeholders' with mainly business interests.

On the 5th March 2020 the Environment and Transport Scrutiny Committee was due to consider a Revised Environment Strategy (RES) 2018-2030 prior to it being presented to Cabinet on 28 April 2020 and to County Council on 13 May 2020. The RES refers to the County Council's declaration of Climate Emergency and to its commitment to support the limiting of global warming to less than 1.5°C, in line with the Paris Agreement.

The declaration also requested officers to undertake a review of the aspects of the RES necessary to achieve the carbon neutrality by 2030 aspiration, together with an assessment of the cost and technology implications.

The Scrutiny report for RES notes (para 12) that wider 'local authority influenced' emissions for Leicestershire includes emissions from the Housing, Transport, Agriculture and Industry sectors. It points out that this will include "Vehicles driving through and within the county". In para 13 & 14 it notes that LCC internal emissions are essentially trivial compared to those which it could influence. Transport is recognised as being a major contributor and potentially the most difficult to tackle.

EMISSION TYPE AS % OF WIDER LEICESTERSHIRE EMISSIONS

LCC measured emissions (13,000 t CO2e), 0.3%

LCC unmeasured emissions (45,000 t CO2e), 1.0%

Leicestershire emissions under LA influence (3.6m t CO2), 82%

The recent decision regarding Heathrow Airport and the Government's commitment to the Paris Agreement, makes it even more obvious that an urgent review must be carried out of the SGP and transport policies to produce a sustainable solution to meet Climate Change Commitments while improving the wellbeing of Leicestershire people and minimising the impact on the County's wider environment.

CPRE Leicestershire asks:

1. What discussions has the County Council had with the Leicester and Leicestershire Enterprise Partnership and other partners to identify how it can work together to move Leicestershire towards a low carbon energy and transport future?

2. What progress has been made on engaging with the wider community and interested organisations;

3. Is the County Council aware of Leicester City Council actions in regard to engaging with the wider community, business and organisations concerned with Climate Change and environmental issues?

4. Has the County Council had any discussions with the City Council or other organisations with regard to utilising the Bus Act 2017 to create a much more integrated public transport system for Leicester & Leicestershire?

5. What are the County Council's plans for engagement in 2020 with organisations concerned with environmental and sustainability issues? Business and the wider community?

CPRE Leicestershire is ready to engage with the County Council and is aware that other organisations also wish to engage.

Response from the Chairman:

Introduction

The report that went to Environment and Transport Overview and Scrutiny Committee on 5 March 2020 explained the County Council's approach to taking forward action on the commitments made in the Climate Emergency declaration. Leicestershire County Council will be developing actions in two tranches. Tranche 1 (which was included in the papers to the Environment and Transport Overview Scrutiny Committee) deals with the council's own 'measured emissions' (those which we report to the Government) while Tranche 2 will deal with the council's 'unmeasured emissions' (those emissions which we don't have to report on or are difficult or impossible to measure) and the wider emissions of Leicestershire. Therefore, to date the majority of effort has been focussed on revising the Environment Strategy and Action Plan and in producing the Carbon Reduction Roadmap for the Tranche 1 emissions. Leicestershire County Council is now in the process of starting work on the Tranche 2 roadmap and it is in doing this that we will start examining, considering and taking action on those areas picked up in many of the questions below.

1. The County Council has worked with the Leicester and Leicestershire Enterprise Partnership (LLEP) and Leicester City Council to produce an Energy Infrastructure Strategy for the LLEP area which has made a range of recommendations for how emissions from energy and transport could be reduced. These recommendations have been included with the draft Local Industrial Strategy (LIS). We have contributed to the environmental evidence base that is informing the development of the LIS. We are also working with the LLEP to develop a Natural Capital Investment Plan which will support the LIS. We are participating in a Working Group that has been set up by the LLEP to explore electric vehicles (EV) and EV Infrastructure solutions and a second Working Group that will explore solutions in relation to the use of biofuels.

2. As explained above this will be considered as part of developing the Tranche 2 Carbon Reduction Roadmap. Some initial work has taken place on undertaking some Stakeholder Mapping which will inform what organisations should / could be engaged with.

3. The County Council is aware and has had some discussions with the City Council on this and plans to have further discussions. Their experience will be taken into account when engaging with stakeholders on the environment.

4. The Bus Bill was welcomed by Leicestershire County Council on its enactment as it removed many of the barriers to creating integrated sustainable passenger transport networks across wider areas, and the authorities discussed and explored the potential opportunities offered by the Bus Services Act. However, the realities and cost implications of implementing transport integration from mechanisms such as Franchising or Enhanced Partnerships are prohibitive without the additional support of long-term financial settlements from Government, particularly revenue. To date this remains one of the main barriers to realistically allowing better utilisation of the Bus Services Act 2017 to create more integrated passenger transport networks, and the County Council will continue to press Government to deliver long term funding settlements.

   The above notwithstanding, we engage with the City Council and key stakeholders on an ongoing basis within our current working framework with the aim of improving and better integrating sustainable passenger transport provision in Leicestershire, which is to promote, encourage and enable use of more sustainable modes of travel over single occupancy car use.

For example, through our working partnership with the City Council on their Transforming Cities Fund (TCF) bid a bus alliance is being explored to integrate transport provision better, the objectives of which include; improving local air quality, reducing congestion through modal shift and improving commercial viability of the bus network. A notable element of this TCF bid is the electrification of Park and Ride bus services, which are jointly funded between both authorities, which will reduce carbon emissions delivering air quality benefits. (This builds on previous joint working, including to deliver bus service improvements along the A426 corridor.)

We are also in the process of developing the Leicester and Leicestershire Strategic Transport Priorities (LLSTP), in partnership with Leicester City Council, which highlights where the two Local Transport Authorities will work together to deliver common transport aims and objectives to support the development of the Leicester and Leicestershire Strategic Growth Plan out to 2050. The principal aims of the LLSTP are to:

- Improve connectivity;
- Support the transition to a low carbon and circular economy;
- Support national and international efforts in combatting the impacts of and adapting to climate change;

The LLSTP is currently out to public consultation and the key documents can be found at: https://www.leicestershire.gov.uk/have-your-say/current-consultations/leicester-and-leicestershire-strategic-transport-priorities

The County Council continues to seek to identify opportunities to utilise better the mechanisms of the Bus Service Act 2017 with relevant partners within the funding constraints is it working within.

5. Plans are being developed. It is too early to give details of what this may look like, but the intention is to engage with key stakeholders and the wider community.

Mr Marriott asked a supplementary question on the response to question 4, to the effect that the Leicester and Leicestershire Strategic Transport Priorities focused on seeking large amounts of infrastructure funding to build more roads. It did not address what could be done to reduce traffic and improve public transport. He queried whether an estimate had been made of how much that would have?

At the invitation of the Chairman, the Director of Environment and Transport responded to the effect that the County Council had been successful to date in attracting funding to influence behavioural change, for example through the use of buses, cycling and walking. It was hoped that the Government's new Bus Strategy would provide an opportunity to do more of this. The County Council also looked for opportunities to promote sustainable transport through its new road schemes. Estimates of the impact of sustainable travel schemes would be worked up once the Council knew what funding was likely to be available from the Government.

The Director of Environment and Transport also confirmed that the Leicester and Leicestershire Strategic Transport Priorities were currently out for consultation. The City and County Councils were taking different engagement approaches but if comments relating to the City were made to the County Council, they would be discussed with the City Council and taken into account.

74. <u>Questions asked by members under Standing Order 7(3) and 7(5).</u>

The Chief Executive reported that no questions had been received under Standing Order 7(3) and 7(5).

75. <u>Urgent Items.</u>

There were no urgent items for consideration.

76. <u>Declarations of interest.</u>

The Chairman invited members who wished to do so to declare any interest in respect of items on the agenda for the meeting.

Dr Eynon declared a personal interest in the consultation on the Equality Strategy 2020-2024 and Proposed Outcomes as her son was disabled (minute 79 refers).

77. <u>Declarations of the Party Whip in accordance with Overview and Scrutiny Procedure Rule 16.</u>

There were no declarations of the party whip.

78. <u>Presentation of Petitions under Standing Order 35.</u>

The Chief Executive reported that no petitions had been received under Standing Order 35.

79. <u>Consultation on the Equality Strategy 2020 - 2024 and Proposed Outcomes.</u>

The Commission considered a report of the Chief Executive which sought its views on the draft Equality Strategy 2020-24, provided details of the outcome of engagement and consultation and set out the principle actions proposed on the 2020-21 Action Plan. A copy of the report marked 'Agenda Item 8' is filed with these minutes.

Arising from discussion the following points were raised:

(i) Members welcomed the draft Strategy and felt that the work done to date by the County Council was encouraging. It was suggested that further consideration be given to consistency of language, for example to use 'Black, Asian and Minority Ethnic (BAME)' throughout and to refer to 'people with disabilities' rather than 'disabled people'. It was also suggested that there was currently a lack of clarity in the draft Strategy between 'equity' and 'equality'. It was important to define these terms and be clear that the focus was on equity of outcome. Officers undertook to do this before the final version of the Strategy was submitted to the Cabinet. The foreword would also be reviewed to remove reference to Brexit.

(ii) It was noted that the next national census would be undertaken in 2021 and that data relating to protected characteristics would be updated following this. However, the Council had a duty to publish a Strategy and would not be able to wait for the census results. It was confirmed that, once available, the results would be taken into account through the annual action plans.

(iii)   In response to a query, it was confirmed that age discrimination had not been identified as an area of concern and was not a priority area within the Strategy. The age profile of County Council staff was similar to that of other Local Authorities; there were challenges in attracting younger staff although work on career pathways, retention and initiatives such as the Apprenticeship Levy were helping to address this.

(iv)   The target for BAME staff representation was based on data for both Leicestershire and Leicester City, as this reflected travel to work patterns. Employment data was regularly monitored to ensure that all ethnic groups were represented fairly. Currently, BAME staff were under-represented at a senior level, as were female staff, so these were areas of focus within the Equality Strategy and action plan. Positive action, such as targeted advertising of posts, could be taken although ultimately appointments must be made on merit.

(v)   With regard to the consultation, members felt that every effort had been made to reach out to as many people as possible and that the groups targeted were appropriate, but that the numbers of responses to the survey, even allowing for some to be from groups rather than individuals, was disappointing. It was suggested that the consultation process and principles used by the County Council could be an agenda item for a future meeting of the Commission.

(vi)   Some concern was expressed that, through the focus on hidden disabilities, the County Council was asking staff to disclose information that they would rather not share. Reassurance was given that the focus was on giving managers the right support to manage staff. A contrasting view regarding the importance of collecting data and monitoring it to measure outcomes and track the success of the Strategy was also expressed.

(vii)   Members emphasised the importance of supporting people with disabilities, including non-visible disabilities into work. This was felt to be a particular issue for young people who were in education until the age of 25 and were therefore missing out on work experience.

(viii)   It was confirmed that the County Council had a Trans Policy in place. This was an area where the Council was still developing its understanding and an area of increasing focus for the Stonewall charity.

(ix)   A view was expressed that young people tended not to notice whether people had protected characteristics and that perhaps a Strategy which categorised people into different groups could create a problem by emphasising differences. However, it was confirmed that the Strategy was focused on equity of outcome and creating a 'level playing field' for all groups of people. In addition, its content was derived from the legislative requirements.

(x)   It would be important to refer to human rights responsibilities as well as the rights themselves. The Human Rights Act stated that human rights were only applicable to those who did not infringe on others' rights. It was agreed that this would be referenced in the Strategy.

RESOLVED:

(a) That the comments now made be submitted to the Cabinet at its meeting on 28 April;

(b) That the Council's approach to consultation be considered at a future meeting of the Commission.

80.   2019/20 Medium Term Financial Strategy Monitoring (Period 10).

The Commission considered a report of the Director of Corporate Resources which provided an update on the 2019/20 revenue budget and capital programme monitoring position as at period 10. A copy of the report marked 'Agenda Item 9' is filed with these minutes.

Arising from discussion the following points were raised:

Revenue

(i)   A review of Special Educational Needs and Disabilities (SEND) policy had been announced by the Government during the previous summer. It was hoped that the interim findings would be report around Easter time. It was not yet known whether they would recommend a tightening of the criteria or making more money available. In the meantime, the Department for Education had issued financial guidelines which mandated the carrying forward of deficits. The County Council remained responsible for formulating and implementing deficit recovery plans.

(ii)   In terms of children's social care placements, the County Council was proposing to increase provision in the county. This could end up with the County Council owning the buildings but using an established provider to operate the services.

(iii)   It was expected that coronavirus would have a limited impact on this year's budget. However, next year's budget could be affected in a number of ways. These included the need to buy more equipment, loss of income, slippage with savings programmes and potential issues with providers. It was expected that the Government's budget, due to be announced that afternoon, would include funding to mitigate the effects of coronavirus, but not that it would help to address the immediate issues of SEND and children's social care overspend.

Capital

(iv)   Concern was expressed regarding the level of slippage in the Capital Programme and whether this could have been foreseen. It was acknowledged that in previous years the process had been better, for example through categorising the Programme to reflect the level of certainty around a capital project, but this was no longer the case. Officers undertook to ensure that the Capital Programme was more realistic in future years and provided assurance that the slippage was due to over-optimistic estimates of what could be delivered rather than a performance issue.

(v)   It was confirmed that work had started on the café and education centre at Snibston Country Park. This was due to open next July. The slippage related to land that had previously been the car park. The original plan had been to sell the land for housing, but consideration was now being given to its use as an extra care centre and specialist dementia unit. Although this would reduce the capital receipt available to the County Council, it would have a net benefit due to delivery of revenue savings and avoiding the need to purchase an alternative site.

(vi) The Commission was reminded that the Snibston Discovery Centre had required a subsidy of approximately £750,000 per year to run. That revenue saving had now been made for a number of years. The proposals for the Country Park were more self-sustaining. It was recognised that there was a cost to maintaining the scheduled ancient monument and hoped that income streams such as the café would be able to offset some of the cost.

(vii) With regard to the relocation of the Records Office, it was confirmed that this was necessary because the current building was not big enough and expansion would be too expensive. The County Council was about to appoint architects to design the new building, which should have the capacity to contain records for a number of years.

(viii) Officers undertook to provide further information relating to the savings at the Croft Depot which would not now be delivered. Officers would also indicate what would happen to the residual land that would now not form part of the Hinckley Hub. Finally, it was confirmed that the vehicle replacement programme included consideration of the environmental impact of the fleet and would from part of the Environment Strategy.

RESOLVED:

(a) That the revenue budget and capital monitoring position as at period 10 be noted;

(b) That the Commissioners be asked to consider options for further scrutiny of the proposals relating to the Records Office and Collections Hub;

(c) That Officers be requested to provide further information regarding the Hinckley Hub and Croft Depot savings.

81. Date of next meeting.

It was noted that the next meeting of the Commission would be held on 8 April at 10.30am.

10.30 am - 12.20 pm   CHAIRMAN
11 March 2020

This page is intentionally left blank

Agenda Item 8

Leicestershire County Council

SCRUTINY COMMISSION – 8TH APRIL 2020

REPORT OF THE CHIEF EXECUTIVE

LEICESTERSHIRE COUNTY COUNCIL'S REVISED STRATEGIC PLAN 2018 – 22

Purpose of report

1. The purpose of this report is to invite members of the Commission to comment on the draft revisions made to the Strategic Plan 2018 – 22 to reflect the Council's declaration of a climate emergency.

Policy Framework and Previous Decisions

2. The current Strategic Plan 2018 - 22, was approved by the County Council in December 2017.

3. In response to the County Council's resolution to declare a climate emergency in May 2019, it was agreed at the Cabinet meeting in September 2019 that the Council's Strategic Plan 2018-2022 and Single Outcome Framework would be revised to incorporate the new environment and climate change commitments (alongside a review of aspects of the Environment Strategy 2018 – 30).

Background

4. The Strategic Plan outlines the Council's long-term vision for the organisation and the people and place of Leicestershire. It provides a simple and clear summary of the Council's direction over the next four years.

5. The Council's Strategic Plan is underpinned by other key policies and strategies including the Medium-Term Financial Strategy.

Revised draft Strategic Plan

6. The review of the Plan intended to enhance the County Council's ongoing commitment to be a clean and green council and reflect the increasing urgency for action to avoid the worst impacts of climate change and the need for accelerated change.

7. A light touch review of the Strategic Plan has been completed to reflect the climate emergency declaration during the remaining years of the current Plan. This is seen as an interim measure before a full rewrite in 2021/22. The following are the main changes to the plan: -

a. Revised Council Vision and supporting text to reflect the Council's declaration of a climate emergency and align with the new strategic and supporting outcomes

b. A new separate and strengthened environment principle which acknowledges the net zero carbon target for the council's operations by 2030.

c. Revised strategic and supporting outcomes to embed environmental ambitions across all outcomes

d. Updated narrative text throughout the document: Foreword, Introduction, and the outcome descriptions reflect the Council's re-asserted commitment to be "clean and green".

e. A new "Our Approach" section – entitled 'Tackling climate change and ecological decline'

f. Updated section on "Working across the council" to reflect the new Strategic Change Portfolio

g. The *"Measuring success"* section has been amended to reflect the increased emphasis on environmental performance, with environmental indicators embedded across the relevant outcomes. Other changes have been incorporated to reflect changes in national and local reporting frameworks.

Resource Implications

8. Additional Council resources to implement the Council's declaration of a climate emergency have been allocated in the Medium-Term Financial Strategy 2020 - 24.

Timetable for Decisions

9. Environment and Transport Overview and Scrutiny Committee was consulted on the Strategic Plan on 5th March 2020. The Committee broadly welcomed the changes to the Plan and requested that further consideration was given to partnership working and the performance framework relating to air quality. The comments received from the Environment and Transport Overview and Scrutiny Committee and Scrutiny Commission will inform the final strategy. An extract from the minutes of that meeting are attached as Appendix B.

10. It is intended that the final draft Strategic Plan will be submitted to the Council's Cabinet on 28th April 2020.

11. As the Strategic Plan is part of the Authority's Policy Framework (as defined in the Constitution) any changes will need to be approved by the full Council. It is intended that it will be submitted to the County Council meeting on 13th May 2020.

Equality and Human Rights Implications

12.   A screening assessment of the Strategic Plan has been completed and concluded that a full impact assessment is not required.

Partnership Working and associated issues

13.   Working in partnership is essential to delivering against an outcomes-based approach.

Circulation under the Local Issues Alert Procedure

None

Background papers

Leicestershire County Council's Strategic Plan 2018 – 22
https://www.leicestershire.gov.uk/about-the-council/council-plans/the-strategic-plan

Report to the Environment and Transport Overview and Scrutiny Committee on 5th March 2020 - http://politics.leics.gov.uk/ieListDocuments.aspx?CId=1044&MId=5959&Ver=4

List of Appendices

Appendix A – Draft Strategic Plan 2018 – 22
Appendix B – Minute extract from the Environment and Transport Overview and Scrutiny
                Committee on 5th March 2020

Officer to Contact

Zafar Saleem, Head of Communities,
Policy and Resilience
Chief Executive's Department
Tel: 0116 305 4952
zafar.saleem@leics.gov.uk

Donna Worship, Policy Manager
Chief Executive's Department
Tel: 0116 305 5692
Email: Donna.Worship@leics.gov.uk

This page is intentionally left blank

Leicestershire
County Council

Working together for the benefit of everyone

Leicestershire County Council's
Strategic Plan 2018-22

Published December 2017 (revised February 2020)

Foreword by Nick Rushton, Leader of Leicestershire County Council

Leicestershire County Council remains one of the best performing Councils in the country, despite its very low funding position. We have changed the way we do things: we've employed new technology and more commercial approaches, made great strides against our commitments as a green council, kept tight control of our finances, in a time of reducing resources and increasing demand for our services, whilst maintaining good relationships with our partner organisations to deliver the best outcomes for the residents of the County. The future remains uncertain but brings with it challenges and exciting opportunities for all of us.

The County Council declaration of a climate emergency and the commitments it has made to achieve carbon neutrality for its own operations by 2030 and to work with others to reduce the County's emissions to keep global temperature rise to below 1.5°C, present a significant challenge and opportunity. We want to lead the way in creating a clean and green future which will bring economic, social and environmental benefits.

The County Council has developed this Strategic Plan by focussing on the things that will make life better for people in Leicestershire. We have developed a "shared vision" across the Council that we want people to experience in their daily lives. A clear vision for our place and its people will strengthen the Council's leadership role. It will enable the Council to have a more joined-up approach to service delivery.

In developing this vision, we have made a commitment to working together across different services and with other agencies, to make best use of all the resources available. By investing in local priorities, we aim to deliver real and lasting benefits for Leicestershire and its residents and the best value for the Leicestershire pound.

The outcomes are aspirational and seek to outline the end results that we want to see for the people of Leicestershire. The Council alone cannot deliver all the change that will be needed. We will need to work together to make life good for everyone in Leicestershire. We need our residents to share responsibility for their communities and take care of themselves and plan for their future – some people can do this by themselves, others will need help from the Council. Through collaboration with our partners to coordinate and integrate our plans, we hope to make the maximum impact on the most pressing problems that we face and celebrate and build upon what is good about this great county.

This Strategic Plan describes the Council's overall policy framework and approach. As well as outlining the Council's vision and priorities for the County and the organisation, it also includes a high-level overview of several strategies which provide the detail on how we plan to deliver positive change for Leicestershire, in line with these high-level commitments.

This vision has been informed by evidence of the current baselines and trends for Leicestershire, what residents and businesses have told us is important to them. It also reflects existing partnership commitments and national statutory requirements and measures.

I welcome your engagement with and support to meet these challenges. If you wish to feedback any improvement suggestions or ideas on how we can deliver services differently and more efficiently to reduce costs, then please let me know at leadersoffice@leics.gov.uk

Nicholas Rushton

Introduction

This Strategic Plan describes the Council's overall policy framework and approach. As well as outlining the Council's vision and priorities for the county and the organisation it also includes a high-level overview of a number of strategies which provide the detail on how we plan to deliver positive change for Leicestershire in line with these high-level commitments.

The County Council has developed this Strategic Plan by focussing on the things that will make life better for people in Leicestershire. We have developed a shared vision across the Council of the County we want people to experience in their daily lives.

A clear vision for our place and its people will strengthen the Council's leadership role. It will enable the Council to have a more joined up approach to delivery.

In developing this vision, we have made a commitment to working together across different services and with other agencies to make the best use of all the resources available. By investing in local priorities, we aim to deliver real and lasting benefits for Leicestershire and its people and the best value for the Leicestershire pound.

The outcomes are aspirational and seek to outline the end results that we want to see for the people of Leicestershire. The Council alone cannot deliver all the change that will be needed. We will seek to understand in depth the issues where it is the lead organisation or has significant influence to drive positive change. Through collaboration with our partners to coordinate and integrate our plans and outcomes we hope to make the maximum impact on the most pressing problems that we face and celebrate and build on what is good about this great county.

This vision has been informed by evidence of the current baselines and trends for Leicestershire, the council's declaration on climate change and commitment to be a green council, existing partnership commitments and national statutory requirements and measures.
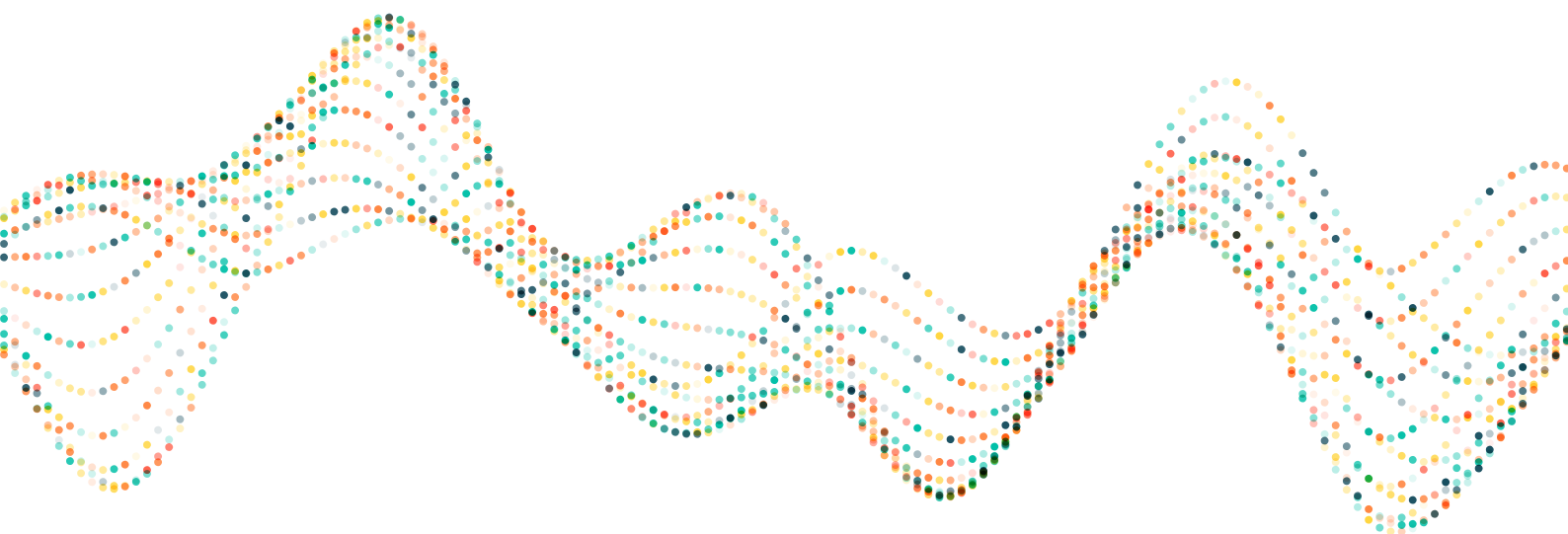
The Council's Vision:
Working together for the benefit of everyone

The Council is here to make a positive difference to the lives of Leicestershire people. This vision captures what the Council wants for Leicestershire and what type of organisation it strives to be over the next 20 years.

We want Leicestershire's economic prosperity to support resilient clean growth that creates the best life chances for all. Leicestershire is a place where people are well and safe, living in a healthy environment as part of great communities where people enjoy life and work together enhance their local area. There is a good supply of quality, sustainable homes that provide maximum independence and are affordable to own and run.

The Council wants to remain a sustainable and successful organisation leading modern, highly effective services.

We will be a carbon neutral organisation by 2030, use natural resources wisely and contribute to the recovery of nature. We are a green council and as a key place leader, we will work with our partners, to deliver our ambitious environmental goals. We will nurture strong, transparent, and trusting relationships with our partners, customers and communities to improve people's lives - now and in the future.

The vision:
Great outcomes for Leicestershire

The Council has developed **strategic outcomes** that we think are essential for good quality of life in Leicestershire. These set out our aspirations for our people and place, describing the results we want people to see and experience in their daily lives. These outcomes are drawn from conversations with stakeholders inside and outside the Council to shape the priorities.

Taking an outcomes approach will mean focusing on the difference the Council wants to make, rather than on the things we do as an organisation. Successfully achieving these outcomes will require close and effective partnership working with individuals, business, other organisations, communities and national government.

Strong Economy

Leicestershire's economic prosperity benefits everyone and supports resilient, clean growth

Wellbeing and Opportunity

The people of Leicestershire live in a healthy environment and have the opportunities and support they need to take control of their health and wellbeing.

Keeping People Safe

People in Leicestershire are safe and protected from harm.

Great Communities

Leicestershire communities are thriving and integrated places where people help and support each other and take pride in their local area.

Affordable and Quality Homes

Leicestershire has a choice of quality, sustainable homes that people can afford.

The Council will focus on some more specific areas to deliver its contribution against these wider aims for the County. These are the issues where we have a statutory responsibility, leading role or where we can act as a key influencer or coordinator to support and enable activity across the county by providing local leadership. These **supporting outcomes** provide more detail on where the Council is targeting its resources.

The Vision: What success looks like

This section describes the results we want to see in Leicestershire and the focus for the Council.

Strong Economy

Leicestershire's economic prosperity benefits everyone and supports resilient, clean growth

- Leicestershire has a highly skilled and employable workforce
- Leicestershire has the right infrastructure for sustainable clean growth
- Leicestershire is an attractive place where businesses can flourish

This outcome will focus on ensuring there is a thriving, balanced and inclusive economy in Leicestershire that manages resources sustainably, provides employment, business opportunities and clean growth that works for everyone. We want an economy that recognises, values and protects our natural assets; one that works with the environment.

Ensuring that people have the skills and aptitudes to access employment will help businesses to grow and provide a more inclusive economy that supports a good quality of life for everyone. Leicestershire is well placed to become a centre for innovation, science, technology and engineering.

People and businesses need infrastructure that provides excellent connectivity that meets their every-day needs. Transport infrastructure is a key enabler providing access to opportunity and opens up sites for development. Leicestershire needs to be ready for a future that will have a greater focus on mobility and on smart and autonomous technology. Access to the latest digital infrastructure and the development of the skills to support wider uptake and use can provide different ways to stay connected.

We need to ensure that we support the move to a low carbon circular economy to avoid the worst effects of climate change and to address concerns about resource scarcity and security. We also need to ensure the sustainable management of our natural resources to protect us from the effects of ecological decline.

Attractive market towns, villages and the surrounding countryside enhance the profile of Leicestershire as a place to visit, live, work and do business which encourages investment and creates the right environment to attract businesses which can grow and flourish now and in the future.

Wellbeing and Opportunity

The people of Leicestershire live in a healthy environment and have the opportunities and support they need to take control of their health and wellbeing.

- Every child gets the best start in life
- Every child has access to good quality education
- Leicestershire has a healthy population with increased healthy life expectancy and reduced health inequalities
- Everyone is able to aim high and reach their full potential
- People are cared for at home, in their own community, whenever possible, and for as long as possible

Ensuring our children get the best start in life is a priority as it is also an investment in our future. We want parents to get it right in the 1001 critical days after birth and to ensure children are prepared and ready for school, whatever their background.

We want to break down intergenerational cycles of deprivation and poor outcomes, preventing problems from escalating and reducing the need for the involvement of statutory services; this is critical to improving people's quality of life throughout each life stage. The Council has a key role in ensuring good life chances for all by reducing inequalities in educational attainment and health and wellbeing by raising standards for those with poorer outcomes. We want parity for emotional and mental health and wellbeing.

We want people to be enabled take control of their health and wellbeing throughout their lives and to be as independent as possible but receive the right support, in the right place, at the right time when they need it. Although some people can fulfil their potential by themselves, others need help, sometimes throughout their lives.

A clean, green environment is good for health. Air pollution can impact on health and cause preventable deaths, particularly for people with existing heart or lung conditions or other breathing conditions. People who have close access to green space live longer than those without it – having open space to exercise alleviates stress and depression and has been shown to aid mental health. Planning and developing an environment that supports and encourages active lifestyles can deliver physical and mental health benefits from birth right through to later years. It is often those who are the most vulnerable who suffer the most from poor environmental quality reinforcing health inequalities.

The Council can also support the wider population to stay well through prevention and early intervention and through its services that affect the wider determinants of health and wellbeing such as the environment, housing, employment and education.

Keeping People Safe

People in Leicestershire are safe and protected from harm.

- People at the most risk or in crisis, are protected and supported to keep them safe
- All children are living in stable environments and have secure attachments
- Families are self-sufficient and able to cope
- People in Leicestershire are safe in their daily lives

This outcome covers people feeling secure and being safe and protected from harm. Within its scope are the Council's statutory responsibilities for safeguarding adults with care needs and children. People need to feel safe in their daily lives to enjoy good quality of life, both at home and whilst out and about in the county and their community.

The most vulnerable populations are nearly always the most severely affected by the effects of weather-related hazards such as flooding, droughts and heatwaves and we recognise that our response to climate change should be inclusive and fair.

Great Communities

Leicestershire communities are thriving and integrated places where people help and support each other and take pride in their local area.

- Diversity is celebrated in Leicestershire communities
- People feel welcome and are included in their communities
- Communities participate in the design and delivery of initiatives and plans for the future
- Cultural and historical heritage and the natural environment are enjoyed and conserved
- Leicestershire communities are resilient to emergencies
- People act to protect and enhance the environment for current and future generations

This outcome reflects the importance of good quality, thriving communities. The Council must be responsive and reflect the assets and needs of communities to ensure services build on local strengths - helping communities to help themselves. We want communities that embrace diversity where everyone feels included and valued, communities with a strong sense of place, celebrating culture and heritage and where people take action for the protection and enhancement of the environment.

Communities provide social contact and support networks, particularly for those who find it hard to leave home. It is important that communities are involved in shaping and providing local opportunities for involvement.

Our communities are a big part of the solution in the move to a low carbon, circular economy and are key to addressing ecological decline to avoid the worst effects of climate change. Preparing for emergencies and responding to and recovering from incidents such as flooding and other threats is also important for preventing harm to Leicestershire's communities.

Affordable and Quality Homes

Leicestershire has a choice of quality, sustainable homes that people can afford.

- Leicestershire has the right number and type of homes in the right places to meet existing and future needs and support a sustainable economy
- There is enough suitable housing to support independence for those with social care needs
- Development contributes to the health and wellbeing of existing communities
- Both existing and new homes will be low carbon and environmentally sustainable

Housing is a key enabler to delivering the other outcomes as a secure, quality, appropriate and affordable home in the right location is essential for good quality of life. The planning and design of developments should support and enhance existing infrastructure and links with the wider community whilst also providing homes that are affordable to own or rent and run. The areas surrounding people's homes need to be vibrant spaces that provide opportunities for economic prosperity, physical activity, social connection and active travel.

Housing matters – it influences people's security, health, access to education and employment and can enable the effective provision of care and support prolonged independence.

This outcome addresses the need for sufficient housing of a range of types and tenure, including for those in need of care, either in specialist care or within their own home.

Quality housing should ensure sustainability in terms of the environment and in mitigating and adapting to climate change. Energy and water efficient housing is cheaper to run whilst also reducing the impact on the environment.
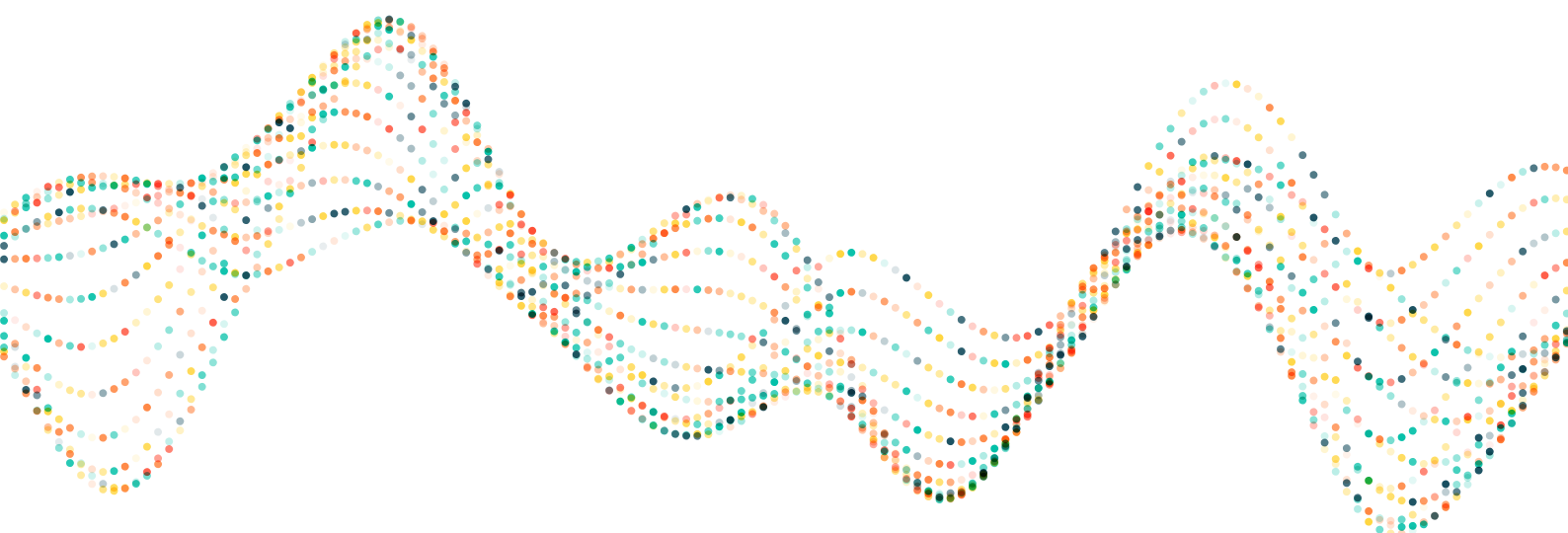
Achieving the Vision

Our principles

These **principles** will shape our approach and define how we work as an organisation to achieve the vision.

- **Good value:** We make the best use of all the resources available to get the best return for Leicestershire

- **Informed:** We make good decisions, based on evidence, and try new things to drive innovation in public service

- **High expectations:** We have outstanding staff who aim high to make a real difference – focusing on the outcomes for people not just the delivery

- **Collaborative:** We work together with partners, communities and residents to share responsibility, build our strengths and find solutions

- **Open:** We listen to and empower local people; keep them informed and involve them in our plans

- **Responsible:** We will fulfil our leadership role for the environment; taking action to be carbon neutral by 2030 and reverse the decline in biodiversity

- **Fair:** We are committed to equality of opportunity, celebrating diversity and inclusion for all

Our approach

The following priorities are vital for us to realise our vision for Leicestershire and cut across the themed outcomes. They reflect the current context in which the Council is operating, particularly the need to deliver the best outcomes for all of our residents whilst actively managing demand for services at a time of increasing financial pressures.

- **Tackling climate change and ecological decline:** The Council has declared a climate emergency and recognises that action needs to be taken on global ecological decline. Everything that the council does has an impact on the environment and many services will be impacted by the effects of climate change and ecological decline. We also recognise the pressing need to protect and enhance the environment for the people we represent now and for future generations and have embedded our commitment to the environment across all of our strategic outcome goals. Therefore, it is vital that we embed climate change and ecological assessments into all our decisions and actions, including those that we take as a council and those that we have influence over when working with others. We believe the move to a low carbon circular economy also provides opportunities for the council to be entrepreneurial and generate income at the same time as reducing carbon emissions and protecting the environment as a leading green council.

- **Fair and sustainable finance:** The County Council has maintained tight control on its finances and balanced the need to raise income against limiting council tax rises. The Council plans to place itself at the forefront of any new opportunities for increased funding. Leicestershire remains the lowest-funded county in the country and the Council is making renewed calls for fair funding. Now, with budget pressures intensifying, the County Council is stepping up its campaign and saying the time is right to make fair funding a reality and has drawn up and proposed a new funding formula.

- **Local decision making:** The County Council wants to strengthen local decision making by working even more closely with partners. This will be important for attracting investment for infrastructure, the co-design of innovative, green, integrated service solutions and presenting a united voice to get the best for Leicestershire from Brexit, the Midlands Engine and central government deals.

- **Self-care - personal and community responsibility:** The Council wants to help people to help themselves, to be self-sufficient and able to cope. Rather than building a culture of service dependency we want to support people to maintain as much independence as possible and avoid problems becoming more serious. We will help people to recover quickly after a crisis and facilitate solutions by working with people, families and communities. The way we design and deliver all our information and services will promote self-sufficiency and early intervention.

- **High aspirations for everyone:** We want the best for Leicestershire by ensuring access to good opportunities that can provide a good quality of life for all. Although some people can fulfil their potential by themselves, others are more vulnerable and will need help, sometimes throughout the whole of their lives so this is where we will target our support.

- **A more commercial approach that maximises social benefits through the adoption of new ways of working:** The Council understands the need to be efficient and effective, to save money and generate extra income. We need to be entrepreneurial and ensure that the Council's many assets and resources are working to deliver the Council's vision. We want the Social Value of Council contracts to contribute to better outcomes by working closely with our suppliers.

- **Striking a balance between early help, prevention and meeting need:** In Leicestershire we see a focus on early help and prevention as fundamental in tackling the root causes of problems as they arise. In doing so, we can reduce avoidable spend in acute services where early intervention would have prevented or reduced the need for them, and hence provide better value for public money.

- **Whole family; whole life:** Many families have emerging or complex needs which often require support to enable their children to achieve good outcomes in life and make a successful transition into adulthood. Early identification of problems, joined up working practices between agencies, and working together with families to meet their specific needs, is at the heart of providing an effective response.

Working with others in partnership

We have not developed this Plan in isolation. The Council's priorities are shaped by its statutory duties, national policy and evidence of local need. Similarly, we do not work in isolation and recognise that working in partnership in a joined-up way can often offer the best value solution to the challenges the County is facing. We want to provide a better coordinated experience for the customer, especially in situations where multiple agencies need to be involved in offering support. To this end, the Council is committed to working together in key partnerships to deliver joint strategy commitments and towards joint outcomes. These are included in the summary table below.

The County Council is uniquely placed to provide local leadership, to encourage collaboration between organisations, and share our learning and good practice with other partners, for the benefit of Leicestershire and its people. The Council will continue to play a significant role in working with other organisations in partnership and through integration to ensure the best use of all the resources available.

Our vision:
Working together for the benefit of everyone

Strategic outcomes

Strong Economy:
Leicestershire's economic prosperity benefits everyone and supports resilient, clean growth

Wellbeing and Opportunity:
The people of Leicestershire live in a healthy environment and have the opportunities and support they need to take control of their health and wellbeing.

Keeping People Safe:
People in Leicestershire are safe and protected from harm.

Great Communities:
Leicestershire communities are thriving and integrated places where people help and support each other and take pride in their local area.

Affordable and Quality Homes:
Leicestershire has a choice of quality, sustainable homes that people can afford.

Supporting outcomes

• Leicestershire has a highly skilled and employable workforce • Leicestershire has the right infrastructure for sustainable clean growth • Leicestershire is an attractive place where businesses can flourish	• Every child gets the best start in life • Every child has access to good quality education • Leicestershire has a healthy population with increased healthy life expectancy and reduced health inequalities • Everyone is able to aim high and reach their full potential • People are cared for at home, in their own community, whenever possible, and for as long as possible	• People at the most risk or in crisis, are protected and supported to keep them safe • All children are living in stable environments and have secure attachments • Families are self-sufficient and able to cope • People in Leicestershire are safe in their daily lives • People act to protect and enhance the environment for current and future generations	• Diversity is celebrated in our communities • People feel welcome and are included in their communities • Communities participate in the design and delivery of initiatives and plans for the future • Cultural and historical heritage and the natural environment are enjoyed and conserved • Leicestershire communities are resilient	• Leicestershire has the right number and type of homes in the right places to meet existing and future needs and support a sustainable economy • There is enough suitable housing to support independence for those with social care needs • Development contributes to the health and wellbeing of existing communities • Both existing and new homes will be low carbon and environmentally sustainable

Achieving the vision: Working with others in partnership

• Midlands Engine: Vision for Growth & Midlands Connect Strategy (Midlands Engine Partnership) • Transport for East Midlands • Strategic Economic Plan (Leicester and Leicestershire Enterprise Partnership - LLEP) • Strategic Growth Plan (Members Advisory Group) • Strategic Transport Plan • (Strategic Transport Board) • Leicester & Leicestershire Rail Strategy (partnership between Leicester City & Leicestershire County Council and the LLEP) • Leicestershire Local Broadband Plan (Strategic Management Board)	• Leicestershire Joint Health and Wellbeing Strategy (Health and Wellbeing Board) • Leicestershire Health and Care Integration Programme (Leicestershire Integration Executive and the Unified Prevention Board) • Leicestershire Educational Excellence Partnership • Leicester, Leicestershire and Rutland Sustainability and Transformation Plan (STP) Workstreams (e.g. Home First)	• Leicestershire & Rutland Safeguarding Adults Board (SAB) Business Development Plan (Leicestershire & Rutland SAB) • Leicestershire & Rutland Local Safeguarding Children Board (LSCB) Business Development Plan (Leicestershire & Rutland LSCB) • Leicestershire Safer Communities Strategy Board • Corporate Parenting Board • Leicester, Leicestershire & Rutland Road Safety Partnership	• Leicester, Leicestershire and Rutland (LLR) Prepared – the Local Resilience Forum • Leicestershire Safer Communities Strategy Board • Leicestershire Rural Framework (Leicestershire Rural Partnership) • Leicestershire Municipal Waste Management Strategy (Leicestershire Waste Partnership)	• Strategic Economic Plan (Leicester and Leicestershire Enterprise Partnership) • Strategic Growth Plan (Members Advisory Group) • Housing Services Partnership

Children and Families Plan (Children and Families Partnership)

Achieving the vision: Working together across the Council

Principles and approach
These will define how we will work as an organisation

Commissioning
Medium term **commissioning strategies** will be developed against the outcomes

Service planning
Detailed annual plans will be created to direct the work of our service areas with a supporting performance management framework

Transformation
Ensuring we make the most of the resources available to us and that we operate as a modern, effective and efficient organisation

Working together across the Council

In order to determine how a focus on outcomes will affect the services the Council provides, medium term **commissioning strategies** will be developed against the priority themes. Detailed annual **service planning** will be created to direct the work of our service areas with a supporting performance management framework in place to help us understand the progress we are making and to measure the impact we are making on our outcomes.

This outcomes-based approach will also require us to change the way we work as an organisation. A new approach to our **transformation** effort will see us align our change priorities under a broader Strategic Change Portfolio. This new approach will ensure a continuing, collective emphasis on ensuring financial sustainability whilst enabling other change priorities to be progressed such as the Council's commitment to Carbon Neutrality, our focus on Digital Value and our ongoing focus on improving our Ways of Working. The Strategic Change Portfolio will help to ensure we make the most of the resources available to us and that we operate as a modern, effective and efficient organisation.

Our work will be guided through effective engagement and communication, working closely with customers and communities. The Council's equality and environment strategies explain the detailed approach to our social responsibilities which are part of everything we do.

Measuring and Reporting Progress

The Council will build on its existing performance reporting to develop a robust performance management framework supported by the datasets and tools set out within the business intelligence strategy. This will allow us to monitor progress against the outcomes for the population of Leicestershire, the effectiveness of our programmes of work and how we have performed as an organisation in deploying our resources to achieve the change we want to see. This will include benchmarking the Council against other comparable areas and analysing integrated data, where relevant, with our partners.

The following tables by theme provide an outline framework of the key indicators based on existing data reporting arrangements. The measures reflect many areas where the Council does not have direct control and elements that 'tell the story' of what life is like in Leicestershire. This framework will be reviewed and developed annually to ensure it reflects the outcomes and will be backed up by more detailed frameworks measuring Council operational and service performance.

In addition to these measures we will continue to use qualitative information to help evaluate our success. This will include feedback from our consultation and engagement with residents, customers, suppliers, staff and partners, as well as inspection reports and other insights.

Regular reports will be delivered to County Council members, Chief Officers and other senior managers. An integrated annual performance report against the outcomes will also be made publicly available.

1. Strong Economy: Leicestershire's economic prosperity benefits everyone and supports resilient, clean growth.

Supporting Outcome	Some of the measures that we will use to monitor progress
Leicestershire has a highly skilled and employable workforce	• % working age population with no qualifications/qualified to Level 2+/3+/4+ • % achieving a level 2 qualification by the age of 19 • % 16-17 year olds who are not in Education Employment or Training • Unemployment/employment rates and out of work claimant rate • Take up of apprenticeships • % businesses with recruitment difficulties due to skills issues • Median wage levels – LLEP area/residents – earnings growth • FE performance/funding per head • Graduate jobs/retention rates • % of adults with a learning disability in paid employment • Gap in the employment rate for those in contact with secondary mental health services • Adult Learning Service metrics
Leicestershire has the right infrastructure for sustainable clean growth	• % of road network where maintenance should be considered • Overall satisfaction with condition of highways • Average vehicle speeds - weekday morning peak on locally managed 'A' roads • Satisfaction/concerns about traffic levels and congestion • CO_2 emissions from transport within LA control • NOx/NO2 emissions • Overall satisfaction with local bus services/sustainable travel options • Electric vehicle charging locations per 1000, electric vehicle ownership • Companies with sustainable travel plans • % premises with access to high speed broadband and % take-up • Private and government funding secured to deliver infrastructure e.g. Section 106/278 funds
Leicestershire is an attractive place where businesses can flourish	• 3/5 year business survival rates • Number of new and existing enterprises per 10,000 population • Research and Development spend and as share of GVA • Gross Value Added (GVA) per head and productivity gap • Business confidence • % employed/growth in professional/managerial/technical/scientific groups and LLEP priority sectors • Air/river quality, CO_2 emissions per capita and business waste • Indices of multiple deprivation (IMD) and affecting children (IDACI)

2. Wellbeing and Opportunity: The people of Leicestershire live in a healthy environment and have the opportunities and support they need to take control of their health and wellbeing.

Supporting Outcome	Some of the measures that we will use to monitor progress
Every child gets the best start in life	• Smoking at time of delivery and breastfeeding prevalence • % of all childcare providers rated good or outstanding. • % of eligible 2/3/4year olds taking up free early education • % achieving a 'Good' level of development' at ages 2-2½ and 5 • Attainment gaps for vulnerable groups at early years stage • % five-year old children free from dental decay • % with excess weight at age 4-5 years and 10-11 years • Under 18 conceptions • Chlamydia detection rate (15-24 year olds) • % school pupils with social, emotional and mental health needs • % of patients that received treatment in CAMHS within 4 weeks (urgent)/13 weeks (routine) • Infant mortality • Health visitor and school nursing KPIs
Every child has access to good quality education	• % of pupils offered first choice primary/secondary school • % schools rated Good/Outstanding and % pupils in these • School persistent absence and exclusion rates • Measures covering pupils missing education • SEND high needs development plan metrics
Leicestershire has a healthy population with increased healthy life expectancy and reduced health inequalities	• Life expectancy, healthy life expectancy and health inequality rates • Age standardised mortality for preventative causes for age <75 • Excess weight in adults • % of physically active/inactive adults • Healthy eating/food metrics • Smoking Prevalence in adults (including Vaping) • Substance misuse/treatment metrics • New STI rate per 100k • Estimated diabetes/diagnosis rate • Admission episodes for alcohol related conditions • Air pollution and mortality attributable to particulate matter • Self-reported wellbeing metric, mental health/depression, suicide rates • Adults completing learning for wellbeing programmes • Excess <75 mortality rate for adults with serious mental illness • Excess winter deaths • People on GP MI/LD register receiving health checks • Number receiving social prescribing

Supporting Outcome	Some of the measures that we will use to monitor progress
Everyone is able to aim high and reach their full potential	• % of pupils achieving expected standard in Reading, Writing and Mathematics at Key Stage 1 and Key Stage 2 • Attainment 8 score and Progress 8 score (Key Stage 4) • 'A' Level average points score (per entry) • Attainment gaps for vulnerable groups and FSM at Key Stages • SEND Inspection Rating, outcomes for young people with SEND including SEND attainment rates/gaps • School leaver destinations/NEETs
People are cared for at home, in their own community, whenever possible, and for as long as possible	• % service users/carers who find it easy to find information about support • Permanent admissions to residential/nursing care homes age 65+ • Permanent admissions to residential/nursing care homes aged 18-64 • Reliance on NHS inpatient care – Learning Disabilities • % of people aged 65+ still at home 91 days after discharge from hospital into reablement/rehabilitation services • Delayed transfers of care from hospital • Non-elective admissions to hospital • Injuries from falls in people aged 65+ • Dementia diagnosis rate • Social care related quality of life score • Carer reported quality of life • % people who use services who have control over their daily life • Care Home and Home Care - Good/Outstanding Ratings • Integrated Locality Team Metrics • % carers with long term condition who feel supported to manage it. • Psychological Therapy access and % people with psychosis treated within 2 weeks of referral. • People completing MH reablement services and with recovery plans

3. Keeping People Safe: People in Leicestershire are safe and protected from harm.

Supporting Outcome	Some of the measures that we will use to monitor progress
People at the most risk or in crisis, are protected and supported to keep them safe	• Number of safeguarding adults' alerts raised and % assessed • Child Sexual Exploitation and Criminal Exploitation Referrals • % service users who say services have made them feel safe • % referrals/re-referrals to children's social care within 12 months • % children subject to child protection plan and for 2+ times • % child protection cases reviewed and % children visited within required timescales • Ofsted Inspection Rating for Safeguarding • % episodes of children missing from care
All children in Leicestershire are living in stable environments and have secure attachments	• Looked after children's placement stability and attainment • Ofsted Rating for looked after children services • % looked after children placed out of county • Physical/emotional health of looked after children metrics • % of care leavers in suitable accommodation • % of care leavers in education, employment and training • % children who wait less than 14 months for adoption
Families are self-sufficient and able to cope	• Number of individuals/families worked with by Early Help • Attendance/exclusions improvements • SEND family support cases • Family Star positive progress – education and work • Family Star – home, money and housing • Reduced anxiety, stress and depression • Supporting Leicestershire Families claimed for as % of target • Looked After Children Number/Rate
People in Leicestershire are safe in their daily lives	• Total crime rate and key crime metrics • % that agree Anti-Social Behaviour has decreased/stayed same • Domestic abuse incident rate and number supported in DA groups • Hate incident rate and Prevent monitoring metrics • % Multi Agency Risk Assessment Conference re-referrals • Number of first-time entrants to criminal justice system age 10-17 • Rate of re-offending by young offenders • Number of casualties/killed or seriously injured on our roads • NHT road safety satisfaction indicator • Detriment to consumers prevented by Trading Standards • Consumer scam victims identified/supported, and money saved • % feeling safe following trading standards intervention • Unsatisfactory business - interventions to achieve compliance • Counterfeit and unsafe goods removed from supply chain • Breaches to food standards legislation • Environmental risks managed

4. Great Communities: Leicestershire communities are thriving and integrated places where people help and support each other and take pride in their local area.

Supporting Outcome	Some of the measures that we will use to monitor progress
Diversity is celebrated in our communities	• % of respondents agreeing their area is a place where people from different backgrounds get on well • Reported hate incident rate
People feel welcome and are included in their communities	• % of service users who reported they had as much social contact as they would like • % of carers who reported that they had as much social contact as they would like
Communities participate in the design and delivery of initiatives and plans for the future	• % willing to work with others on improving their neighbourhood • % agreeing they can influence decisions affecting their local area • % stating they are satisfied with their area as a place to live • % who had given some unpaid help in the last 12 months • Volunteer conversion rate (from enquiry to volunteering) for enquiries supported by Voluntary Action Leicestershire • Volunteer Hours - libraries/heritage • Number of Neighbourhood Plans adopted
Cultural and historical heritage and the natural environment are enjoyed and conserved	• Library total visits, issues, e-downloads and community use • Number of communities running their own library • Number of visits to heritage sites • Tourism Visitors • % satisfied with access to country parks • Biodiversity and Tree Planting/coverage metrics • River quality/pollution • Overall satisfaction with rights of way network
Leicestershire Communities are resilient to emergencies	• Flooding incidents/support and extreme events • Winter gritting/incidents/support • % of high flood risk areas with flood wardens • % emergency management plans in place/tested/updated
People act to protect and enhance the environment for current and future generations	• % of waste sent to landfill or for reuse, recycling, composting • Total household waste per household/per head • Diversion from landfill at household waste sites • Renewable Energy Capacity/Generation in the area • Renewable heating installations per 10,000 households • % adults using sustainable travel modes • CO_2 emissions per capita • Community insight question on whether individuals are changing behaviours to help reduce climate change/support environment • Residents' perception of whether the Council is doing enough to help protect the environment (including reducing carbon and helping tackle climate change) (Community Insight Survey)

5. Affordable and Quality Homes: Leicestershire has a choice of quality, sustainable homes that people can afford.

Supporting Outcome	Some of the measures that we will use to monitor progress
Leicestershire has the right number and type of homes in the right places to meet existing and future needs and support a sustainable economy	• Status and end date of Local Plans adopted in the area • Supply of land for five year deliverable sites and number of housing units • Land released by County Council for housing development • Number of new dwellings completed and net additional homes (strategic/non-strategic sites) • Number of affordable homes delivered • Number of affordable rented homes • Housing affordability - ratio of lower quartile house price to lower quartile earnings • Number of households living in temporary accommodation, homelessness and rough sleeping metrics • Council housing waiting lists • Empty homes • Non-decent housing that is local authority owned • % agreeing that local housing meets local needs
There is enough suitable housing to support independence for those with social care needs	• Units of supported accommodation for working age adults • Units of specialist accommodation/extra care housing per 1000 population aged 75+ • % of adults with a learning disability who live in their own home or with their family • % of adults in contact with secondary mental health services living independently, with or without support • Lightbulb Service performance measures
Development contributes to the health and wellbeing of existing communities	• % of new residential addresses on sustainable urban extensions • Highways network management indicators • Air quality/NOx • Congestion metrics
Both existing and new homes will be low carbon and environmentally sustainable	• % domestic properties with Energy Performance Certificate rating C+ (new/existing)

Corporate Enablers: A sustainable and successful organisation leading modern, highly effective services.

Supporting Outcome	Some of the measures that we will use to monitor progress
Customers	• Customer satisfaction monitoring • Complaints and Commendations analysis • Internal Services Satisfaction Survey
Communications & Digital	• Resident perceptions survey • Web usage and performance – google analytics • Media monitoring • Information security monitoring
People	• Staff levels, turnover and sickness absence • Mandatory training compliance • Equality and Diversity monitoring • Health and Safety monitoring • Staff perception/satisfaction survey
Finance	• Impower Productivity Ranking • CIPFA Resilience Index • Outcomes vs Spend County Benchmarking • Budget/Capital Programme Delivery
Commissioning and Commercial	• Procurement savings/efficiencies achieved • Contract exceptions • New income/streams
Transformation	• Programme & project metrics – savings and project delivery • Carbon Programme delivery metrics
LCC Environmental Specific	• Total CO2 emissions from LCC operations (excluding schools) • Carbon emissions from LCC buildings/street lights/signs • CO2 emissions from LCC fleet • Waste produced from LCC sites • % waste recycled/separated from LCC sites • % renewable energy used • % green fleet/school transport • Non-electric car/business miles • % staff who say the council is doing enough to reduce its environmental impact

Minute extract from the Environment and Transport Overview and Scrutiny Committee, 5 March 2020.

Leicestershire County Council's Revised Strategic Plan 2018-22.

The Committee considered a report of the Chief Executive concerning the revised Strategic Plan 2018-22. A copy of the report marked 'Agenda Item 8', is filed with these minutes.

In introducing the report, the Head of Communities, Policy and Resilience advised changes had been made to the Strategic Plan following a light touch review to strengthen the environmental and equalities strands within the Plan. A full review would be undertaken the following financial year.

Arising from the discussion the following points were noted:

i)   The Committee were pleased the changes reflected that the Council was taking Climate Change seriously and recognised the actions that needed to be taken.

ii) Members were assured that partners had been involved in developing the Plan and it was recognised that working together in key partnerships was essential to delivery joint strategy outcomes.

iii) The Director assured Members that the County Council had not stopped the Master Composter scheme across the county which supported volunteers through environmental courses. Officers would advise Members would look into the concerns now raised regarding the Master Gardner scheme operated by some district councils and would feedback to members.

iv) With regard to the strategic outcome relating to 'Affordable and Quality Homes' Members were reminded that it was for the districts, as planning authorities, to ensure and encourage developers to build above the minimum housing regulation specification set out in the National Planning Policy Framework.

v) Related to the strategic outcome 'Strong Economy' it was recognised that there was a need to have in place the right infrastructure for sustainable clean growth'. Looking ahead consideration would be given measuring and reporting on Particulate Matter (PM) 2.5.

RESOLVED:

That the comments of the Committee be forwarded to the Scrutiny Commission for consideration at its meeting on 8 April 2020.

This page is intentionally left blank

Leicestershire
County Council

SCRUTINY COMMISSION – 8 APRIL 2020

REVISED ENVIRONMENT STRATEGY AND ACTION PLAN

REPORT OF THE DIRECTOR OF ENVIRONMENT AND TRANSPORT

Purpose of Report

1. The purpose of this report is to seek the views of the Scrutiny Commission on the draft Revised Environment Strategy 2018-2030 (Appendix A), the supporting draft revised Action Plan (Appendix B) and draft Tranche 1 Carbon Reduction Roadmap (Appendix C), which are being presented to Cabinet on 28 April 2020 and to County Council on 13 May 2020.

Policy Framework and Previous Decisions

2. The current Environment Strategy 2018-30 was approved by Cabinet on 6 July 2018.

3. The County Council declared a climate emergency on 15 May 2019 with unanimous cross-party support. The declaration committed the Council to achieving carbon neutrality for its own emissions by 2030 and to working with others and lobbying government to support delivery of this commitment. There was also a commitment to support the limiting of global warming to less than 1.5°C, in line with the Paris Agreement. This in effect means achieving carbon neutrality for Leicestershire by 2050 or before.

4. The declaration also requested officers to undertake a review of the aspects of the Environment Strategy 2018-2030 necessary to achieve the carbon neutrality by 2030 aspiration, together with an assessment of the cost and technology implications. This work would enable Cabinet and Council to take informed decisions on delivering the revised ambitions of the Environment Strategy recognising that this will require the reallocation of resources by the Council.

Background

5. The Climate Emergency Declaration and associated commitments require the Environment Strategy and Action Plan to be revised.

6. A Carbon Reduction Roadmap will be produced highlighting key actions for reducing both internal and external carbon emissions. The Tranche 1 Roadmap will focus on the Council's internal measured emissions and align with the 2030 net carbon neutral commitment. Tranche 2 will focus on the

Council's wider unmeasured emissions and the approach to reducing Leicestershire's emissions. Both tranches will be combined into a single Carbon Reduction Roadmap which will be reviewed on an annual basis.

7. A revision of the Council's Strategic Plan and Outcomes has also taken place to embed the commitments made in the Climate Emergency Declaration and the revised Environment Strategy reflects the changes made.

8. Within the current Greenhouse Gas (GHG) reporting for internal emissions the following aspects are included in line with current government reporting guidance:

    - Buildings
    - Operational Fleet
    - Business Travel
    - Street Lighting and Signals
    - Fugitive Gases (e.g. air conditioning gases)
    - Transmission and Distribution (grid emissions)
    - Renewable Energy Exports
    - Offsets

9. The Council's internal measured (Tranche 1) emissions were almost 13,000 tonnes of carbon dioxide equivalent (CO_2e) in 2018-19. A paper on the 2018-19 Greenhouse gas report was presented to the Environment and Transport Overview and Scrutiny Committee on 16 January 2020.

10. However, there are other aspects of the Council's operations which are known to produce emissions but are not included because they are currently optional for reporting purposes, the data is incomplete / non-existent or there are no agreed metrics/methodologies in place. These include:

    - Operational Waste
    - Water
    - Procurement
    - Farming / Land Use
    - Investments / Pensions

11. Adding the estimated emissions from the first three of these sources to the currently measured emissions gives a figure of 45,000 tonnes CO_2e. This figure will be higher if the emissions from farming / land use and pensions / investments are included.

12. The wider emissions for Leicestershire, which the government provides data on, includes emissions from the Housing, Transport, Agriculture and Industry sectors. This will therefore include emissions from such sources as:

    - Energy use in housing, businesses and other buildings
    - Vehicles driving through and within the county
    - Factory processes such as burning, heating, cooling etc.

13. The latest available figures for 2017 indicate that what the Government defines as 'local authority influenced emissions' equate to 3.6 million tonnes of CO_2. The total wider CO_2 emissions for Leicestershire have been calculated by the government at over 4.5 million tonnes. Note these figures only related to CO_2 emissions and not to wider greenhouse gas emissions as used for the Council's own emissions figures expressed as CO_2 equivalent or CO_2e.

14. Figure 1 below shows the different types of sources as a percentage of the wider Leicestershire emissions. This shows that the Council's measured emissions are only 0.3% of the county's wider emissions and the unmeasured emissions are only 1.0%.

Figure 1:   Emission type as a percentage of wider Leicestershire CO_2 emissions
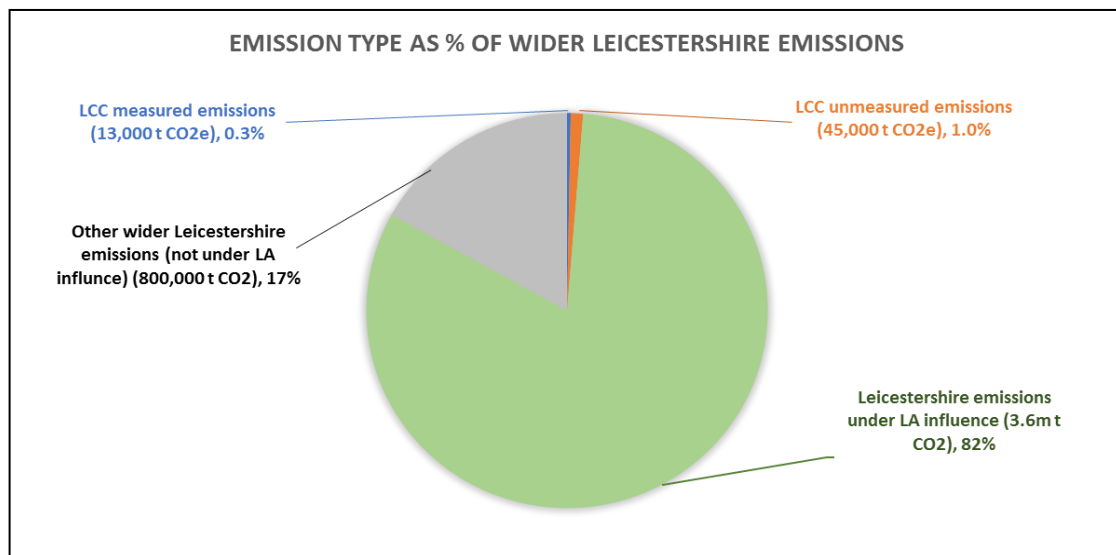
15. There is an overlap between internal and external emissions which will need to be considered in developing solutions. Some of the Council's operational emissions may be best reduced by a county-wide or regional solution. For example, reducing emissions from the Council's operational and grey fleets may more effectively be done by working with partners such as the East Midlands Energy Hub, the LLEP and Leicester City Council.

16. Furthermore, as the impacts of climate change are happening now and are expected to continue at an increased pace and intensity it will be important to also include climate change resilience and adaptation within scope when carbon reduction solutions are being assessed and developed. These in part will be addressed through the Climate Change Risk Registers and associated Business Continuity plans.

17. In view of this complexity, it is proposed to have a multi-faceted approach to the scope which will allow for consideration of a wider solution before consolidation to a final solution.

18.   The initial focus of revising the Environment Strategy Action Plan will be on the 13,000 tonnes CO_2e of the Council's measured internal emissions which are reported through the Council's Annual Greenhouse Gas Report. To reflect the intent of the recent declaration, as part of the second phase of work the revision will also examine those other aspects within the Council's operations known to also be responsible for producing carbon emissions to identify opportunities for reducing them. In addition, it will also consider the Leicestershire emissions 'under local authority influence' to identify opportunities for collective actions which could better support a reduction in the Council's and county's emissions at the same time.

Figure 2:   Diagram of proposed scope of the revised Environment Strategy Action Plan

Wider Leicestershire emissions
(>4.5m tns CO_2)

Leicestershire emissions under LA influence
(3.6m tonnes CO_2)

LCC unmeasured emissions
(Est 45,000 tns CO_2e)

LCC measured emissions
(13,000 tns CO_2e)
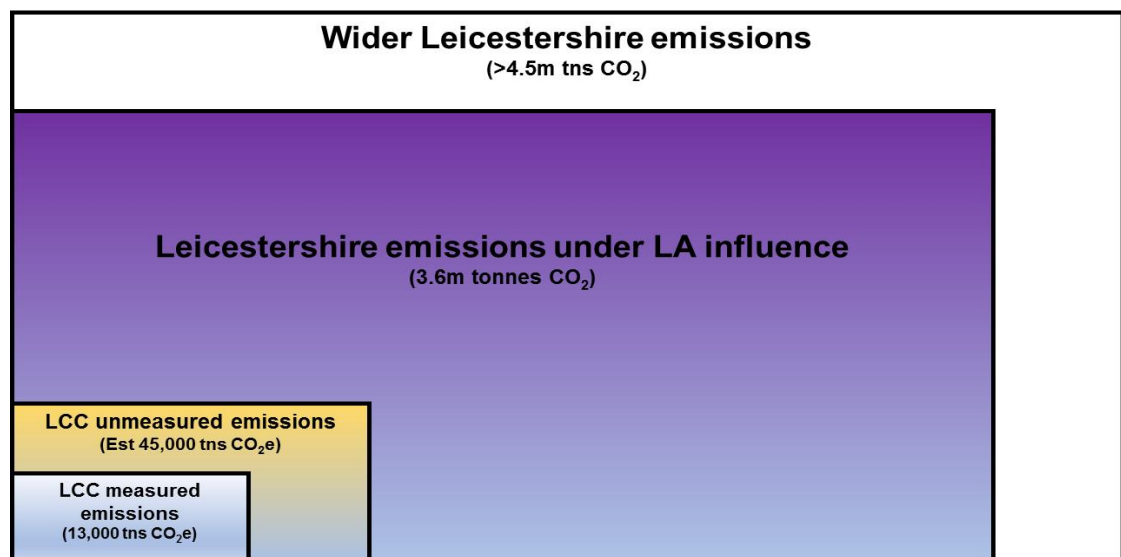
19.   The Carbon Reduction Roadmap will identify the significant actions that will contribute towards reducing both the Council's and county's carbon emissions.

Revised Environment Strategy Key Changes

20.   The draft revised Environment Strategy (Appendix A) has, in addition to embedding the commitments made in the Climate Emergency Declaration and the changes made in the revised Strategic Plan, taken account of government policies, changes in legislation and information that has become available since the Strategy was approved in July 2018. The opportunity has also been taken to consider some format improvements and to strengthen some of the objectives.

21.   Some of the key changes to highlight are as follows:

- The greenhouse gas reduction target has been changed to 100% by 2030 to reflect the carbon neutrality commitment made in the Climate Emergency Declaration.
- The Foreword, Executive Summary and the Introduction have been updated to reflect the Climate Emergency Declaration.
- The Key Drivers section has been updated to reflect Climate Change Act 2008 (2050 Target Amendment) Order 2019, Clean Air Strategy 2019 and 2019 State of Nature Report.
- The objectives in relation to the Health & Wellbeing and Local Economy themes have been strengthened.
- The Monitoring and Managing Change and Governance sections have been merged and rationalised.
- The Governance section has been updated to reflect new governance arrangements put in place following the Climate Emergency Declaration.
- The Glossary has been expanded.

Revised Action Plan

22. The revised Action Plan (see Appendix B) has removed any actions that have been completed since the original Action Plan was developed in 2018. For example, the actions to carry out a review of fleet vehicles to identify opportunities for using lower emissions vehicles, completing the development phase of the Charnwood Forest Landscape Partnership bid and development of a countywide environmental volunteer scheme. Active and planned actions have been added across the six themes of the Environment Strategy as well as those which are crosscutting or related to Performance Monitoring; Reporting; or Strategic and Governance.

23. The Action Plan follows the four-year MTFS cycle and will be subject to annual review. The Action Plan is a live document which will be added to and changed as new projects and information become available, for example as a result of the development of the Tranche 2 Carbon Reduction Roadmap and consultation with service areas and partners.

Tranche 1 Carbon Reduction Roadmap

24. An exercise has been undertaken to identify possible workstreams for reducing the Council's measured emissions of approximately 13,000 tonnes CO_2e. The initial analysis has identified which workstreams are already planned to take place, which are low cost and / or high return, and which offer a low return or are more complex. Analysis has also allowed for the expected reduction in carbon emissions due to national changes such as decarbonisation of the electricity grid and the increased take up of electric vehicles.

25. A draft Tranche 1 Carbon Reduction Roadmap (Appendix C) has been produced setting out a suggested profile of how emissions could be reduced by 2030.

26. The Roadmap will be revised and improved as more work is done on understanding the design and deliverability of the workstreams and to take account of changes in circumstances and advances in technology etc.

27. Table 1 shows what initial analysis suggests could be removed from the Council's measured emissions by each of the different categories of actions by 2030.

Table 1: **Tonnes of CO_2e removed by 2030 by each category of proposed actions**

Category	Tonnes CO_2e removed
National change	3200
Planned improvements	3000
High return / simple improvements	2300
Low return / complex improvements	3500
Offset balance	700
Total tonnes CO_2e removed	12,700

28. Further work will be carried out on each workstream to develop more accurate figures on the costs and benefits (financial, carbon and other) which will form part of business cases and feasibility studies and inform future decisions on the implementation of actions.

Resource Implications

29. Utilising an evidence-based approach, the Council will continue to identify opportunities where both financial savings and improvements to the environment can be achieved. To date over £21million has been invested in significant projects which directly and indirectly have environmental benefits including the street lighting LED project, the installation of solar panels and the biomass boiler projects.

30. The Cabinet approved an initial budget of £450,000 to facilitate the review of the Environment Strategy and the development of the roadmap and to take immediate action to implement measures to reduce carbon emissions.

Further funding requirements will be identified through the development of the carbon roadmap and included in future MTFS as required.

31. The 2020-24 MTFS includes proposals valued at £16million for investing in tackling climate change such as the Quorn Solar Farm and the carbon neutral industrial units.

32. In the future there may be the potential to draw in private investment and external grant funding to support the implementation of some of the actions in the Environment Strategy Action Plan and these will be explored as opportunities arise.

33. With the incorporation of Carbon Reduction into the County Council's Strategic Change Portfolio from 2020/21 businesses cases will be developed for potential actions to assess the carbon, financial and other benefits of the proposals to ensure it positively contributes to the Council's objectives.

Timetable for Decisions

34. The Revised Environment Strategy, supporting Action Plan and the Tranche 1 Carbon Reduction Roadmap were considered by the Environment and Transport Overview and Scrutiny Committee at its meeting on 5th March 2020. The Committee broadly welcomed the revised documents. An extract of the minutes from that meeting are attached as Appendix D.

35. The comments received from the Environment and Transport Overview and Scrutiny Committee and Scrutiny Commission will inform the final Strategy and be considered by the Cabinet at its meeting on 28 April 2020, prior to seeking approval by County Council at its meeting on 13 May 2020.

36. A Tranche 2 Carbon Reduction Roadmap will be produced and presented to Environment and Transport Overview and Scrutiny Committee and Scrutiny Commission for consultation in early 2021, before being presented to Cabinet and County Council later in the year. The original timetable has been delayed due to the coronavirus emergency.

Background Papers

Link to Environment Strategy 2018-30

Report to the Environment and Transport Overview and Scrutiny Committee on 5th March 2020 -
http://politics.leics.gov.uk/ieListDocuments.aspx?CId=1044&MId=5959&Ver=4

Circulation under the Local Issues Alert Procedure

None.

Equal Opportunities Implications

37.   An outline Equality and Human Rights Impact Assessment indicated that
        overall the Strategy is likely to have a positive impact. However, individual
        projects will be assessed for equal opportunities implications as they are
        developed as part of the Strategy implementation process.

List of Appendices

Appendix A – Revised Environment Strategy 2018-30 (draft)
Appendix B – Revised Action Plan (draft)
Appendix C - Tranche 1 Carbon Reduction Roadmap (draft)
Appendix D – Minute Extract from a meeting of the Environment and Transport
            Overview and Scrutiny Committee (5th March 2020)

Officers to Contact

Ann Carruthers   Tel : 0116 305 7000
Director, Environment & Transport   Email : ann.carruthers@leics.gov.uk

Joanna Guyll   Tel: 0116 305 7079
Assistant Director, Environment &   Email: joanna.guyll@leics.gov.uk
Transport

Leicestershire
County Council

Draft

Environment Strategy 2018 – 2030: delivering a better future

Update November 2019

Contents

Foreword

Cllr Blake Pain, Lead Member for Environment & Transport

Leicestershire County Council has a long-established commitment to the environment and has done much to reduce its impact on the environment. However, there is much more we need to do, especially as we work with others to meet the challenges of climate change and eco-system decline.

In my privileged role as Lead Member for Environment I am becoming increasingly aware of and worried by the overwhelming scientific information that highlights the existing and future impacts of climate change and the significant decline in our natural environment. As a county councillor and Cabinet member, I believe we must take a leadership role in building on the global and national commitments made to address the situation by lobbying government and working with partners to take action within Leicestershire.

In recent years there have been growing public calls for action on the environment and climate change, be that in terms of reducing the use of single use plastics, improving air quality, encouraging the use of low emissions vehicles and improving energy efficiency.

In response Leicestershire County Council has declared a climate emergency and made a commitment to achieve carbon neutrality by 2030 for its own operations and to work with others and to lobby government to achieve carbon neutrality for Leicestershire by 2050 or before.

This revised Environment Strategy takes account of these commitments as well as the latest information and key drivers for action on the environment. It recognises that if we are to make a positive difference to the lives of Leicestershire people we need to protect and enhance the environment and meet the challenges and opportunities of climate change.

Delivery of this Strategy will require significant collaborative working within Leicestershire County Council, with the communities of Leicestershire and with partner organisations.

I look forward to supporting this collaborative effort to ensure a better future for the people of Leicestershire and for future generations.

CARBON NEUTRAL 2030

Environment Strategy – At a glance

There are clear drivers for action to protect and improve the environment and to tackle climate change at a global, national and local level. Leicestershire County Council is building on its longstanding commitment to the environment and taking action to reduce the impact of its operations on the environment, its contribution to climate change and to ensure its assets are resilient to the effects of climate change.

The Council will also work with partners to protect and enhance the Leicestershire environment and help to deliver sustainable development by recognising and fostering the links between the environment, people and the economy.

Figure 1 seeks to provide an 'at a glance' summary of the Environment Strategy. It identifies the key internal and external drivers for action and also acknowledges that our use of resources and energy and the delivery of council services have an impact on the environment.

It also highlights the more significant environmental impact that arises from domestic, industrial and transport sources within Leicestershire as people and businesses go about their daily lives.

These drivers and factors have informed the development of the Environment Strategy, its vision, its aims across 6 themes and the combination of internal and external objectives.

These are supported by a set of targets, a robust performance monitoring system and an appropriate governance structure which oversees and manages delivery through an evolving Action Plan which is regularly reviewed.

Figure 1: Environment Strategy – At a glance

Drivers for Action

Internal

| Leadership Role | Risk Assessment | Financial Implications | Legal & Statutory Duties | Staff Calls for Action |

External

| Climate Change | Ecological Decline | Resource Loss | Government Policy & Legislation | Public Calls for Action |

Impact on the environment from delivery of council services

Impact on the environment from homes, industry and transport in Leicestershire

Environment Strategy 2018-30

Vision

Leicestershire County Council will minimise the environmental impact of its activities and will improve the wider environment through local action. We will play our full part to protect the environment of Leicestershire. We will tackle climate change and embed environmental sustainability into what we do.

Aims

- Biodiversity, Habitats and Local Environment
- Resource Use and Low / Zero Carbon Energy (CO_2e)
- Carbon & Climate Change Impacts
- Travel & Transport
- Community & Wellbeing
- Local Economy (£)

Objectives

Internal & External Objectives

Supporting mechanisms

- Targets
- Performance Monitoring
- Governance

Delivery mechanism

Action Plan

Introduction

**There is increasing recognition of and commitment to the need to protect, promote and improve the environment at a local, national and global level.
The Council is committed to minimising its environmental impacts, protecting and enhancing the Leicestershire environment and helping to deliver sustainable development by recognising and fostering the links between the environment, people and our economy.**
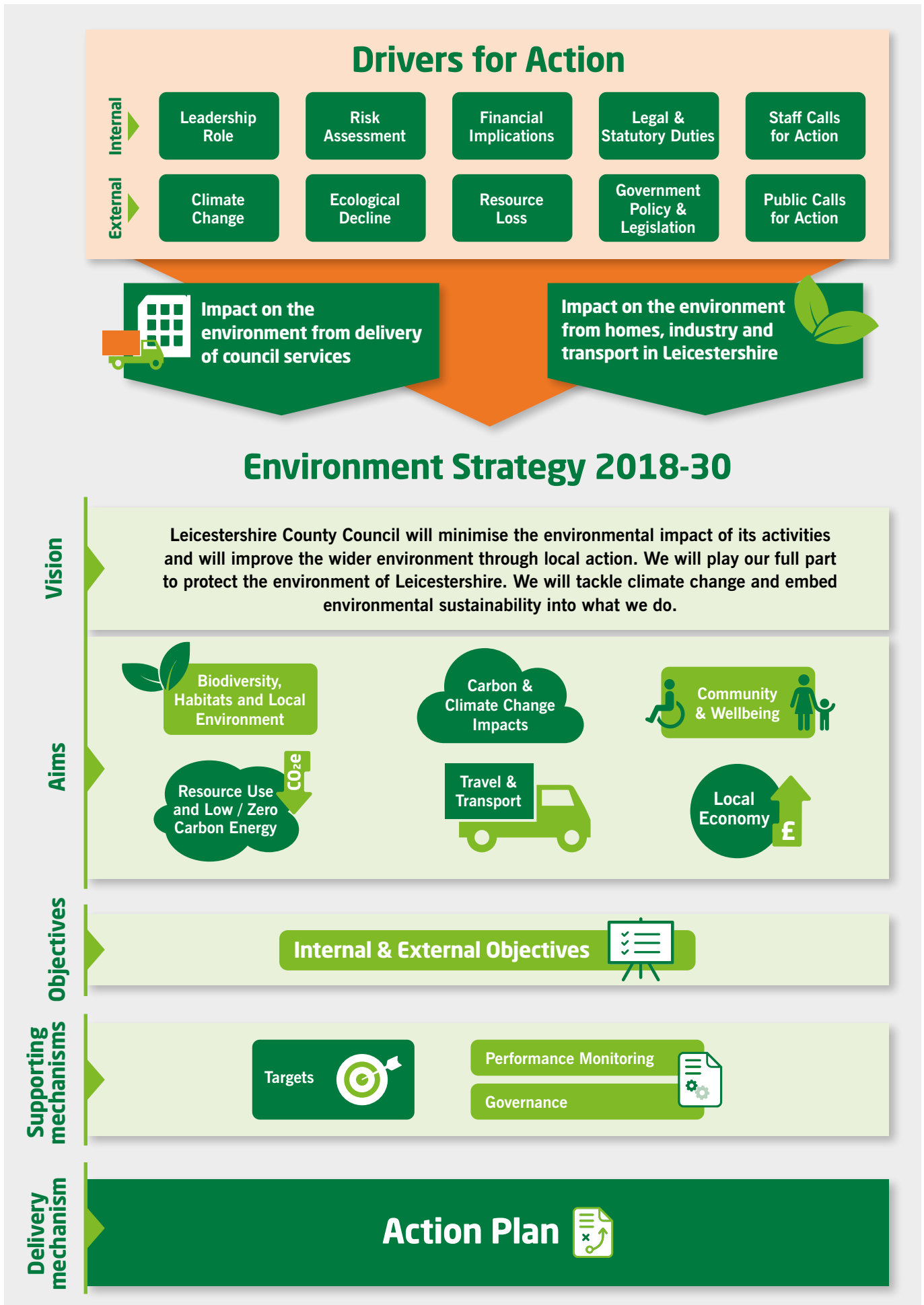
This Strategy sets out our vision, aims, objectives and targets which will be used to drive improved environmental performance.

The scope of the Strategy covers both the Council's own operations and also where it has control and influence within the county of Leicestershire. It includes the legal and statutory duties we must fulfil regarding the environment, what we need to do to embed environmental sustainability into the effective and efficient running of the Council and what we need to do to fulfil our leadership role in creating a better environment, improving the health and wellbeing of people and contributing to the sustainable economic development of the county.

Leicestershire County Council (LCC) has a longstanding commitment to the environment. This includes:

- **2006:** LCC signed up to the Nottingham Declaration on Climate Change;

- **2008:** LCC was accepted into the Carbon Trust's Local Authorities Carbon Management Programme;

- **2009:** The first comprehensive Council-wide Environment Strategy and Action Plan was approved;

- **2011:** LCC established a robust Environmental Management System working to the ISO 14001 standard;

- **2012:** LCC signed up to Climate Local, an Environment Agency supported initiative;

- **2014:** The Council approved the Carbon Reduction Strategy and Implementation Plan focusing on reducing carbon emissions in the County; and

- **2018:** LCC signs up to UK 100 Pledge.

- **2019:** LCC declares a climate emergency and commits to achieving carbon neutrality for its own operations by 2030.

With the making of these commitments, the development of these documents and systems, combined with the hard work of Council staff and partners, we have made visible progress in reducing the Council's environmental impact. Of particular note has been:

- 63% reduction in the Council's own greenhouse gas emissions (GHG) since 2008-09,

- Significant increase in low/zero carbon energy generation on Council buildings and land. It is currently 16% of all Council building energy consumption (from zero in 2013-14);

- Reduction in business mileage of 3.5 million miles since 2012. This is a saving of more than 1,150 tonnes of CO2e; and

- Within the County, domestic GHG emissions have reduced by 32% (against 2005 baseline), with electricity emissions reduced by 55%.

  Non-domestic (Industrial and commercial) electricity related GHG emissions have been reduced by 57%, gas emissions reduced by 23% and other fuels also reduced by 39%.

These achievements have been made at a time of considerable financial challenge for the Council, though many of them have contributed to significant financial savings including:

- **£1.1m** saved on electricity bills bills through the project to introduce LED streetlighting;

- **£505,000** saved through reduced business mileage; and

- **£78,000** saved through reduced residual waste and increased recycling performance from Council buildings.

The Strategy has been updated to take account of the commitments made in the climate emergency declaration and with the latest available information and figures. It will provide strong guidance for the Council's future actions and enable it to continue its leadership role in this area and help deliver an improved environment for both the people of Leicestershire and those living further afield who are affected by our actions.

Environment Strategy key drivers

The key drivers for action on the environment come from global, national and local levels. While this has long been the case, events in recent years have strengthened and brought into clearer focus the need for action.

The urgent need for concerted international action on climate change has been recognised by over 170 countries globally.

The **Paris Agreement of 2015** requires countries to work together in limiting global temperature rise to below 1.5 to 2℃, the recognised level established by the Intergovernmental Panel on Climate Change to limit the risks and impacts of climate change.

The interconnection between economic development, social equity and inclusion and environmental impacts has also been recognised internationally via the **2030 Agenda for Sustainable Development.**

It sets out 17 Sustainable Development Goals (SDGs) that Governments are expected to translate into national action plans, policies and initiatives.

The UK Government has committed to action under both the Paris Agreement and the 2030 Agenda for Sustainable Development. Its prioritisation of action on climate change can be seen in the **Climate Change Act 2008 (2050 Target Amendment) Order 2019**.

This set a legally binding greenhouse gas emission reduction target of 100% by 2050, i.e. net zero greenhouse gas emissions by 2050. If this target is to be achieved transformational action is required.

In support of this there are a range of policy initiatives designed to change the way we use and manage energy, water, resources, land and transport. This means contributions from everyone, including local government.

The UK Government's **Clean Growth Strategy** underlines the role that local government has in delivering and supporting our evolution to a low carbon society as we respond to these national and international commitments.

In recognition of this, Leicestershire County Council declared a climate emergency and commitment to achieve carbon neutrality by 2030 for its own operations.

The Council has also committed to work with others and to lobby government to support the target to achieve net zero carbon by 2050.

The **UK Government's 25-year Environment Plan** recognises that 'natural capital' – the air we breathe, water we drink, soil we cultivate and the ecosystem we rely on – is essential to economic growth and long-term productivity. It links to many of the themes in the Clean Growth Strategy. It acknowledges that delivery of the plan will require contributions from everyone, including Local Government. Its six goals are relevant to the impacts that we need to assess as a council in providing our services and fulfilling our broad range of environmental duties and responsibilities:

Goals of the 25 Year Environment Plan

- Clean air;
- Reducing the risks of harm from environmental hazards;
- Clean and plentiful water;
- Using resources from nature more sustainably and efficiently;
- Thriving plants and wildlife; and
- Enhanced beauty, heritage and engagement with the natural environment.

"**Clean growth is not an option, but a duty we owe to the next generation, and economic growth has to go hand-in-hand with greater protection for our forests and beaches, clean air and places of outstanding natural beauty.**"

[Clean Growth Strategy, Theresa May, 2017]

Cllr Nick Rushton after signing up to the UK 100 Clean Energy Pledge

"**We're proud to be a green council and we're committed to tackling climate change and laying down the roots to protect local wildlife habitats. It's clear there is a climate emergency and we're committed to thinking globally and acting locally. That's why we're redoubling out efforts. And the investment and long list of projects we're exploring signals our determination to tackle this head on.**"

[Cllr Nick Rushton, Leader of Leicestershire County Council, 2020]

The Government's 25-year Environment Plan promotes the use and management of land in a sustainable manner, the enhancement and recovery of landscapes and the connection of people with the environment to promote health and wellbeing. It also promotes an increase in resource efficiency and a reduction in pollution and waste, securing a clean, productive and biologically diverse sea and ocean and protection and improvement of the global environment. It identifies that one of the key ways this will be implemented and achieved is through better local planning and more effective partnerships.

The Government has also launched a national **Clean Air Strategy.** A UK plan for tackling roadside nitrogen dioxide (NO2) concentrations was published in July 2017. The document notes the impact of poor air quality, not only on life expectancy but also in terms of wider health, productivity and wellbeing. It also notes the wider impact of pollution on the environment.

In the specific case of NO_2 it is noted that impacts relate to relative concentrations and therefore are very localised.

It is therefore up to local authorities in partnership to develop local plans to manage and reduce NO_2 levels where it is determined to be an issue.

The Government's draft Environment Bill 2019 sets out how the Government will maintain environmental standards as the UK leaves the European Union and builds on the vision set out in the 25 year Environment Plan.

The Bill includes the creation of an independent body, the Office of Environmental Protection which will scrutinise environmental law and the government's Environmental Improvement Plan, and investigate complaints and take enforcement action on environmental law.

The Bill sets out air quality, water, nature and biodiversity and waste and resource efficiency as the four priority areas which will each have legally binding targets.

The **2019 State of Nature report** pools data and expertise from over 50 nature conservation and research organisations and gives a cutting edge overview of the state of nature in the UK. Its conclusions include that since 1970:

- 15% of species are under threat of extinction and 2% of species have already gone for good; 41% of UK species studied have fallen in numbers;

- Numbers of butterflies and moths are down 17% and 25% respectively;

- The average amount of mammals has fallen by 26%;

- 97% of the UK's wildflower meadows have been lost in the last 100 years and:

- Only 13% of the UK land is covered by woodland, 66% of which is not managed sustainably.

The global scientific community is increasingly reporting on biodiversity loss of such a scale that it is considered that we are on the edge of the sixth mass extinction in Earth's history.

The Zoological Society of London analysed 3,000 species and found that 50% of individual animals have been lost since 1970.

The International Union for Conservation of Nature report that one in four mammals and one in eight birds face a high risk of extinction in the near future and that the rapid loss of species we are seeing today is estimated by experts to be between 1,000 and 10,000 times higher than the "background" or expected natural extinction rate.

"Escalating pressures, such as climate change and modern land management, mean that we continue to lose the precious wildlife that enriches our lives and is essential to the health and well-being of those who live in the UK."

[State of Nature Report 2016, David Attenborough]

There are a number of pieces of legislation that place particular duties on local authorities regarding the conservation, management and access to the natural environment, for example the **Wildlife & Countryside Act 1981, Countryside & Rights of Way Act 2000 (CRoW) and the Natural Environment & Rural Communities Act (NERC) 2006**.

At a local level, the **Leicester, Leicestershire & Rutland Biodiversity Action Plan** sets out the commitment to biodiversity and habitats from 2016 to 2026 and provides a framework for action for the county as a whole.

In the context of these drivers, the increasing societal movement to protect and improve the environment and to take action on climate change as well as the Council's leadership role, it is critical that we understand the environmental impacts of our activities and the benefits of having an Environment Strategy.

This Strategy allows us to demonstrate to all our stakeholders that we are an environmentally aware, responsible and committed Council. It allows us to communicate our strategic environmental direction and our environmental aims and objectives to all stakeholders.

Having an Environment Strategy benefits us as a Council by:

- Enabling us to comply with all relevant legislation and environmental laws;

- Supporting our staff in making more sustainable choices, keeping them informed about their environmental roles and responsibilities;

- Enabling us to identify opportunities to invest in initiatives that reduce our environmental impact and, in the longer term, save us money;

- Reducing the risk of environmental incidents that result in negative local impacts;

- Supporting national and international efforts in combatting the impacts of and adapting to climate change, reducing resource consumption and the generation of waste and addressing the loss of biodiversity;

- Improving our reputation;

- Supporting national and international efforts in combatting the impacts of and adapting to climate change;

- Improving the tracking of our environmental performance so we can identify both progress and problems and seek to continually improve;

- Improving the way in which we deliver services to reduce our impact on the environment;

- Reducing the public health impacts of climate change and a deteriorating environment; and

- Supporting efforts to develop a more sustainable economy for Leicestershire.

The Council's overall strategic vision is to 'work together for the benefit of everyone' and to make a positive difference in the lives of the people of Leicestershire. The development of this Environment Strategy and its subsequent implementation will contribute significantly to the achievement of this vision.

The environmental issues and their context

As a County Council we are responsible for:

- **Complying with legislation relating to the environmental impacts arising from our day to day activities, such as heating and powering our offices, using vehicles and generating waste;**

- **Carrying out statutory and non-statutory duties to enable effective management of certain environmental impacts arising from the activities of Leicestershire residents and businesses, such as air pollution from local transport and the reduction, recycling and disposal of household waste; and**

- **Enforcing environmental legislation on businesses, such as in relation to product packaging, banned substances and energy certificates.**

In addition to these responsibilities our actions are influenced by our wish to improve the efficiency of the Council, meet the financial challenges we are facing, be responsive to governmental policies and show leadership and provide a good example to the community.

In Figure 1 we illustrate how our use of resources and energy in the delivery of some of our Council activities has both environmental outputs and impacts.

Figure 2: Illustrative diagram of some of the adverse environmental impacts of council activities

Inputs

| Energy | Fuel | Water | Raw & Processed Materials |

Activities

Leicestershire County Council

- Energy use in buildings
- Energy use for street & traffic lighting
- Building & maintaining roads
- Use of water
- Land management
- Managing Council's waste

- Policy decisions
- Use of goods & services
- Use of fleet & contractor vehicles
- Staff commuting
- Business mileage travelled by staff

Outputs & Impacts

- Greenhouse gas emissions
- Air pollution & reduced air quality
- Congestion
- Noise pollution
- Light pollution
- Water pollution
- Contaminated land
- Climate change

- Public health issues
- Resource depletion
- Extreme weather
- Flooding
- Changes in ecology & landscape
- Loss of heritage sites
- Waste
- Biodiversity loss

We have carried out an assessment of the rationale for us to take action on environmental issues, taking into account our duties and responsibilities and the threats that environmental issues pose to the effective delivery of our services. This rationale is set out in Appendix 1.

Environment Policy

The Council recognises the inter-dependency between environmental, social and economic well-being and the essential role it plays in balancing this inter-dependency through service delivery and in our wider leadership role.

This Environment Strategy sets out our policy position and the scope of our roles and responsibilities and states our vision, aims, objectives and targets. These will drive action to ensure we are meeting our environmental obligations and commitments, embedding environmental sustainability into the effective running of council services and fulfilling our leadership role in a way that recognises and minimises our environmental impact, improves the wellbeing of people and supports a resilient clean growth economy.

Scope

The Environment Strategy recognises that the Council has different levels of control and influence in managing and protecting the environment, minimising its global environmental impacts and meeting the challenges and opportunities of climate change. The scope of the Strategy covers both the Council's own operations and also where it has control and influence within the county of Leicestershire.

The scope includes:

- The legal and statutory duties that we must fulfil regarding the environment and the national response to climate change;

- What we need to do to embed environmental sustainability into the effective and efficient running of council services;

  and

- What we need to do to fulfil our leadership role in a way that recognises and minimises environmental impacts, improves the health and wellbeing of people and contributes to the sustainable economic development of the county.

The Strategy also recognises the environmental issues that affect the Council and its ability to provide services and meet its obligations. The most significant issue is that of climate change and the related impacts such as an increase in the frequency and intensity of storms, flooding and heatwaves, prolonged cold periods and changes in pests and diseases.

These impacts are expected to include; damage to infrastructure and property, making the movement of people and goods more difficult, an increase in human death, disability and injury, and greater food shortages and rising food prices.

This Strategy coordinates the Council's overall approach to environmental management, recognising that there are a number of separate strategies and plans that deliver aspects of our environmental duties, responsibilities and commitments.

This Strategy is not a static document and it will be updated every five years. This five year timeframe is consistent with 'stocktakes' as agreed in the Paris Agreement and the timeframes used for the UK Government's carbon budgets. It will allow the Strategy to respond to changes in environmental policies and the wider context and circumstances in which it operates, coupled with a more agile Action Plan.

Our Vision

"Leicestershire County Council will minimise the environmental impact of its activities and will improve the wider environment through local action. We will play our full part to protect the environment of Leicestershire. We will tackle climate change and embed environmental sustainability into what we do."

[Leicestershire County Council]

Our Aims

Our aims define what we as Leicestershire County Council want to achieve through the Environment Strategy.

Carbon and Climate Change Impacts

A. Reduce our own greenhouse gas emissions and those of the wider county where we have influence; and

B. Take action to adapt to climate change and to minimise the impacts of extreme weather events across the county.

Resource Use and Low/Zero Carbon Energy

C. Reduce resource requirements and make more sustainable use of the resources consumed;

D. Reduce the amount of waste produced and minimise its environmental impact by applying the waste hierarchy in the priority order of: prevention, preparation for reuse, recycling, other recovery and disposal; and

E. Increase and support wider use and generation of low/zero carbon energy.

Travel and Transport

F. Reduce the environmental impacts of travel and transport.

Biodiversity, Habitats and Local Environment

G. Protect and enhance biodiversity as a natural capital asset throughout all our activities and seek to ensure that we achieve biodiversity net gain on our own land and influence improvements in the wider county;

H. Support the creation, protection, enhancement and management of sustainable green infrastructure;

I. Reduce pollution and contamination; and

J. Conserve and enhance the character, diversity and local distinctiveness of Leicestershire landscapes and towns, and provide opportunities for public access and the enjoyment of green spaces.

Community and Wellbeing

K. Support the Leicestershire community in reducing environmental impacts and in enhancing green infrastructure for health and wellbeing benefits;

L. Protect people from harm caused by climate change and the deteriorating condition of the environment; and

M. Demonstrate and promote environmental good practice to show community leadership.

Local Economy

N. Support action for the development of a low carbon circular economy; and

O. Support action for sustainable development and growth.
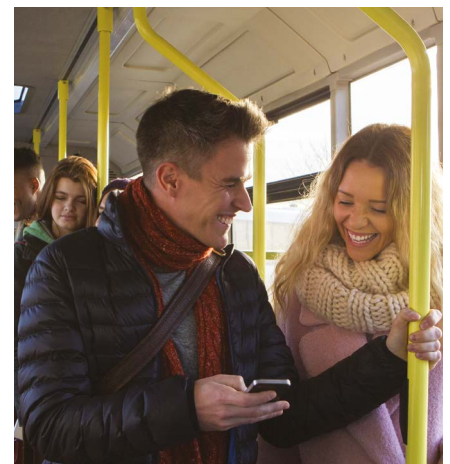
Our Objectives

The objectives support and expand upon the aims set out previously, and have been set by:

i. Considering the environmental impacts of our actions when carrying out our responsibilities and duties and when delivering our services (internal objectives);

ii. Considering how our actions, within the limits of our control and influence, impact on the wider environment (external objectives); and

iii. Considering the contributions that we can provide in supporting wider national and global actions.

Our overall objectives are listed in Table 1.

Table 1: Internal and external objectives for each aim:

Aims	Internal Objectives	External Objectives
Carbon and Climate Change Impacts		
A. Reduce our own greenhouse gas emissions and those in the wider county where we have influence	A1. The Council's greenhouse gas emissions are reduced.	A2. Contribute to the reduction of greenhouse gas emissions across the County.
B. Take action to adapt to climate change and to minimise the impacts of extreme weather events across the county	B1. The Council increases its resilience to the existing and predicted changes in climate.	B2. The Council contributes to increasing the resilience of the County to the existing and predicted changes in climate.
Resource Use and Renewable Energy		
C. Reduce resource requirements and make more sustainable use of resources consumed	C1. The Council's procurement of goods, works and services is environmentally sustainable.	C3. Seek opportunities and work with partners to encourage resource efficiency across the county.
	C2. The Council improves the efficiency of the resources it uses.	

Aims	Internal Objectives	External Objectives
Resource Use and Renewable Energy (continued)		
D. Reduce the amount of waste produced and minimise its environmental impact by applying the waste hierarchy in the priority order of: prevention, preparation for reuse, recycling, other recovery, disposal	D1. The amount of waste produced from Council sites and services is minimised.	D3. Residual waste per household is reduced.
	D2. The percentage of Council waste sent for reuse, recycling and composting is increased.	D4. The percentage of household waste sent for reuse, recycling and composting is increased.
E. Increase and support wider use and generation of low/ zero carbon energy	E1. The Council increases its own use and generation of low/zero carbon energy.	E2. Work with partners to support the wider use of low/zero carbon energy in the County.
Travel and Transport		
F. Reduce the environmental impacts of travel and transport	F1. Reduce the mileage travelled in delivering Council operations and services.	F4. Work with partners to reduce greenhouse gas and other pollutant emissions from the local transport network.
	F2. Increase the proportion of the Council's fleet that consists of less polluting and more efficient vehicles.	
	F3. Support sustainable travel options for Council staff commuting to work.	

Aims	Internal Objectives	External Objectives
Biodiversity, Habitats and Local Environment		
G. Protect and enhance biodiversity as a natural capital asset throughout all our activities and seek to ensure that we achieve biodiversity net gain on our own land and influence improvements in the wider county;	G1. Improve the biodiversity value and condition of natural capital features on Council managed land and assets.	G4. Work with partners to support wider biodiversity and natural capital feature improvements across Leicestershire.
	G2. The Council will manage its land with nature conservation designations (SSSIs and LWS) to maintain and enhance their biodiversity value.	
	G3. The Council seeks to demonstrate and support environmentally sustainable farming practices on its farms that support the maintenance and enhancement of biodiversity and the condition of natural capital features.	
H. Support the creation, protection, enhancement and management of sustainable green infrastructure;	H1. The Council will create, protect, enhance and manage sustainable green infrastructure on its estate.	H2. The Council will support the creation protection, enhancement and management of sustainable green infrastructure in Leicestershire.
I. Reduce pollution and contamination; and	I1. The Council reduces polluting emissions and contamination from its operations.	I2. The Council reduces pollution and contamination in Leicestershire through its Trading Standards service and other areas of control and influence.
J. Conserve and enhance the character, diversity and local distinctiveness of Leicestershire landscapes and towns, and provide opportunities for public access and enjoyment of green spaces.	J1. The Council will respect, conserve and enhance the character, heritage and accessibility of the Leicestershire landscape on its estate.	J2. The Council will work with partners to support action that respects, conserves and enhances the character, heritage and accessibility of the Leicestershire landscape and towns.

Aims	Internal Objectives	External Objectives
Community and Wellbeing		
K. Support the Leicestershire community in reducing environmental impacts and in enhancing green infrastructure for health and wellbeing benefits;	K1. Utilise opportunities through the development and delivery of council services to reduce environmental impacts and enhance green infrastructure for health and wellbeing benefits.	K2. Work with partners and communities in Leicestershire to reduce environmental impacts and enhance green infrastructure for health and wellbeing benefits.
L. Protect people from harm caused by climate change and the deteriorating condition of the environment; and	L1. Utilise our statutory and non-statutory duties as appropriate, to protect people from harm caused by climate change and the deteriorating condition of the environment.	L2. Work with partners to protect people from harm caused by climate change and the deteriorating condition of the environment.
M. Demonstrate and promote environmental good practice to show community leadership.	M1. Embed environmental good practice into the procurement and delivery of council services.	M2. Make others aware of our environmental performance and share good practice. M3. Work with others to increase awareness of the need to take action on climate change and ecological decline and to support residents and communities in taking the required actions.
Local Economy		
N. Support action for the development of a low carbon circular economy; and	N1. Support a low carbon circular economy through the procurement and delivery of council goods and services.	N2. Work with partners to advance opportunities that support a low carbon circular economy in Leicestershire.
O. Support action for sustainable development and growth.	O1. Support sustainable development and growth through the procurement and delivery of council goods and services.	O2. Work with partners to advance opportunities that support sustainable development and growth in Leicestershire.

Environment Strategy Targets

Here we set out the high-level environmental targets of the Council for the period up to 2030 where possible. Where this has not been done we will work with colleagues and partners to develop targets up to 2030 and to develop additional targets for the range of environmental aspects such as resource use, biodiversity, pollution, health and wellbeing and the local economy. It is important that any targets are ambitious yet realistic and this will take further discussions, analysis and agreement to accomplish.

Achievement of these targets will be supported by a prioritised Action Plan. We will also establish a suite of supporting targets where appropriate. These will be set out within the Action Plan. Where possible, when setting the targets, a baseline of our performance as at 2016-17 has been established.

As a minimum, we aim to reduce our own GHG emissions in line with the UK Government's carbon budgets, as vital steps towards supporting the government's long-term target of net zero GHG emissions by 2050 (measured against a 1990 baseline).

To support the government targets, we commit to:

Climate Change

- 64% reduction in greenhouse gas emissions from LCC operations by 2025*
- 100% reduction in greenhouse gas emissions (net carbon neutral) from LCC operations by 2030*
- Continuous improvement in reducing the number of climate change risks with a high-risk score (15 or more)

* compared to 2016-17 baseline levels
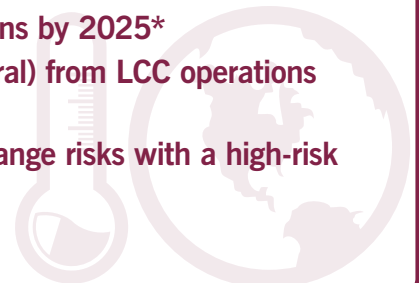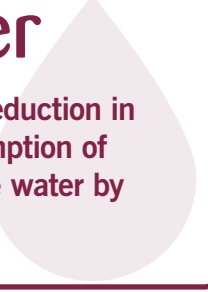
It will not be possible to reduce the Council's greenhouse gas emissions to zero by 2030 and a certain level of carbon offsetting will be required. This will be done after all reasonable efforts have been taken to reduce emissions.

In order to achieve these overall GHG emissions targets, initial supporting targets have been set for specific council operations where these emissions arise. We have also set initial additional targets that will contribute to reducing the level of GHG emissions from within Leicestershire where we have a level of control and influence to do so. Work has also commenced on working with partners to develop plans for reducing emissions from within the County which will also contribute towards setting any targets. As these and other targets are further developed and refined the suite of targets will be updated accordingly.

Waste

- 10% reduction in waste produced from LCC sites by 2021*
- 70% of source-separated office waste from LCC sites reused, recycled or composted by 2030
- 50% of household waste sent for reuse, recycling or composting by 2020[1]

Transportation

- 11% reduction in total business mileage claimed by 2023*
- Improvement in greenhouse gas emissions from transport (A Roads, Minor roads and other)

Environmental Performance

- Monitor the agreed KPIs and provide regular performance reports to internal stakeholders
- Produce an annual report on the Council's overall environmental performance

Water

- 10% reduction in consumption of potable water by 2021

Energy

- 15% of energy consumed to be from low/zero carbon energy generated on Council land and properties by 2021
- 100% clean energy by 2050
- Increased low/zero carbon energy generating capacity in Leicestershire (target TBD)

* compared to 2016-17 baseline levels

We will periodically review these targets to consider relevant updates provided by the UK Government, and ensure that the targets represent a continuous improvement in our performance.

---

[1] This target is under review since the government issued the National Resources and Waste Strategy. New target expected in 2021

Performance Monitoring and Governance

Performance monitoring of the Strategy will be managed through the Council's Environmental Management System, (which has been developed in line with ISO 14001 requirements), together with a number of supporting performance management systems. This will include performance monitoring of the high-level targets set out in the Strategy and the additional supporting targets and KPIs which form part of the Action Plan.

Where targets, KPIs or monitoring systems have yet to be established these will be developed through the Action Plan process in consultation with relevant officers and partners.

In particular we will develop additional targets and KPIs to support environmental aspects such as resource use, biodiversity, pollution, health and wellbeing and the local economy. This will allow the targets to be measurable and monitored throughout the life of the strategy to demonstrate progress and achievement.

Progress towards the targets using the KPI data will be regularly reported to a range of internal stakeholders. In addition, an environmental performance summary report will be published on the Council's website each year.

In terms of governance the ongoing delivery of the Environment Strategy will be overseen by chief officers sitting as the Corporate Management Team (CMT).

The Environment Strategy will be implemented by the Environment Strategy Delivery Board.

Board members will be drawn from service areas key to the delivery of the Environment Strategy. The board will engage with external partners to support the delivery of the Strategy and Action Plan and will promote partnership working where appropriate. Membership therefore, remains flexible to the priorities outlined in the Action Plan which will be reviewed on an annual basis.

The Environment Strategy Delivery Board will establish project-specific task & finish groups to drive progress which will be reported to the Environment & Transport Lead Member and to CMT, while Scrutiny Commission and the Environment and Transport Overview and Scrutiny Committee will receive reports and review performance periodically.

With CMT's support, specific activities and programmes of work supporting the aims and objectives of the Environment Strategy will be the responsibility of relevant service area leads. This will reflect specific actions within the different service areas and wider initiatives with strategic partners and others.

How the Environment Strategy contributes to the Council's Strategic Plan

Leicestershire County Council's Strategic Plan 2018-22 entitled 'Working together for the benefit of everyone' takes an outcome-based approach which focusses on the difference the Council wants to make. In doing so it has developed five strategic outcomes essential for achieving the vision of a good quality of life in Leicestershire.

Leicestershire County Council

Working together for the benefit of everyone

Leicestershire County Council's Strategic Plan 2018-22

Published December 2017

Following the climate emergency declaration, the Strategic Plan 2018-22 has been revised so as to embed the commitments made as part of the declaration. This puts the Council's commitments to reduce carbon and to protect the environment and the heart of its strategic thinking.

Table 2: Key contributions of the Environment Strategy to the Strategic Plan 2018-22 outcomes.

Strategic Plan Outcome	How Environment Strategy contributes
Strong Economy Leicestershire's economic prosperity benefits everyone and supports resilient, clean growth.	By contributing to a reduction in carbon emissions and helping to mitigate and adapt to the impacts of climate change which are predicted to have significant negative impacts on the economy.
	By identifying local business opportunities that will arise from the move towards a low carbon future e.g. renewable energy, sustainable transport, smart technologies, research and development.
	By seeking to address concerns around energy security and energy costs by identifying opportunities for local energy generation and distribution.
	By supporting the more sustainable use of resources and greater resource efficiency and enabling reductions in costs for businesses.
	By supporting efforts that recognise the valuable contribution that the natural environment makes to the economy particularly the rural, leisure and tourism economies.
	By supporting work to reduce biodiversity loss and increase biodiversity where possible and therefore supporting the local agriculture and food industries that depend on biodiversity.
	By identifying business opportunities that will arise from the move towards a circular economy.
Wellbeing and Opportunity The people of Leicestershire live in a healthy environment and have the opportunities and support they need to take control of their health and wellbeing.	By supporting the creation, protection, enhancement and accessibility of sustainable green infrastructure which provides natural environments for people to enjoy and contribute towards their health and wellbeing.
	By taking action to mitigate and adapt to climate change and therefore contribute to reducing the risks from climate change on people's health and wellbeing particularly from severe weather events and disease.
	By supporting action to improve air quality and therefore reducing the health impacts associated with poor air quality.
	By taking action which will reduce biodiversity loss and help mitigate the consequences of food shortages and related health effects.

Strategic Plan Outcome	How Environment Strategy contributes
Keeping People Safe People in Leicestershire are safe and protected from harm.	By taking action to mitigate and adapt to climate change and therefore contribute to reducing the risk of harm to people from climate change for example flooding and heatwaves.
	By supporting action to improve air quality and therefore contributing to reducing the number of deaths associated with poor air quality.
	By taking action to reduce pollution and contamination where possible and to mitigate their impact therefore reducing the risk of harm to people.
Great Communities Leicestershire communities are thriving and integrated places where people help and support each other and take pride in their local area.	By supporting communities to reduce their environmental impacts.
	By identifying opportunities for communities to support each other in mitigating and adapting to climate change.
	By working with communities to create, protect, enhance and manage local green infrastructure and biodiversity.
	By supporting communities with the move towards low emissions vehicles and technologies.
	By supporting opportunities for communities to be more self-sufficient and sustainable.
	By working with partners to support action that respects, conserves and enhances the character, heritage and accessibility of the Leicestershire landscape and towns.
Affordable and Quality Homes Leicestershire has a choice of quality, sustainable homes that people can afford.	By encouraging the provision of low carbon housing which can be cheaper to build and run.
	By encouraging the construction of more sustainable and lifelong housing.
	By supporting residents to be more resource efficient in terms of energy and water use therefore reducing the cost of running a home.
	By encouraging the provision of housing that enables more sustainable access to local services, green spaces, transport and employment and minimises and/or mitigates the impact of developments on the natural environment.

In order to achieve its overall strategic vision of 'Working together for the benefit of everyone' the Council has committed to a set of guiding principles which will shape its approach and define how it works as an organisation to achieve this vision. These principles include a strengthened commitment that the Council will fulfil its leadership role for the environment by taking action to be carbon neutral by 2030 and to reverse the decline in biodiversity.

This Strategy provides a framework for how this commitment will be achieved.

Appendix 1 Summary of Council's rationale for taking action on environmental issues

Environmental Issue	Description	Rationale for Action
Greenhouse Gas Emissions & Climate Change	The release of GHG into the atmosphere, mainly from the use of fossil fuels, results in them acting as a thermal blanket around the Earth. This in turn is causing an increase in average global temperatures and resulting in changes to the climate.	• Increased risk of disruption to our critical services from extreme weather events; • Vulnerable people in the community are particularly susceptible to the effects of climate change; • Increased risk of damage to the Council's highway assets; • Support our responsibilities as the Lead Local Flood Authority; • Responsibility to play an active role in helping to meet national and international carbon reduction targets; and • Need to support the local economy in moving to a low carbon future and minimise the financial and reputational costs that would otherwise occur.

Environmental Issue	Description	Rationale for Action
Air Pollution	Increasing level of pollutants in the air that we breathe from road traffic, industrial processes and combustion of fuels for heating and electricity generation, resulting in serious public health impacts. Air pollution emanating in Leicestershire also affects people across a much wider area.	• Increased costs for Public Health due to rise in illnesses caused by air pollution. • Increased costs for Social Services supporting people living with debilitating diseases caused by air pollution. • Increase in deaths linked to air pollution. • The Council, in its role as the Highway Authority, has a statutory duty to address air pollution from traffic. • The Council contributes to local air pollution through the operation of its buildings and vehicles. • Responsibility to prevent harm.
Waste & Resources	The economy and society consume resources (e.g. energy, water, land, materials) in order to meet the needs of an increasingly growing population. This consumption causes a reduction in finite resources and a loss of, and damage to, natural resources. It also results in the production of an increasing amount of waste throughout the whole system. This largely linear economic model has significant environmental impacts.	• The Council is the statutory Waste Disposal Authority responsible for the recycling and disposal of the county's household waste; • The Council is responsible for preparing a Minerals and Waste Local Plan to control the development of waste and minerals sites in the county; • The Council's Trading Standards service is responsible for enforcing some waste regulations eg. Packaging Regulations; • The Council uses a significant amount of resources and produces waste both from its offices and through its operations; • It costs an increasing amount of money to manage the Council's and County's waste; and • Need to support the move to a circular economy that maximises the value of resources and minimises the environmental costs.

Environmental Issue	Description	Rationale for Action
Water & Land Pollution and Nuisance (noise, dust, vibrations, odour)	The release of pollutants and contaminants into water and land can pose a major health threat to humans and biodiversity. The use of machinery, equipment and products can also cause a nuisance by creating noise, dust and other impacts.	• The Council carries out activities that carry a risk of spillages and subsequent pollution; • The Council is legally required to ensure the safe use of fuels and chemicals, to prevent pollution events and to have procedures in place for dealing with spillages; • Reputational and financial cost of dealing with a pollution event; and • The Council has a responsibility to avoid or minimise the nuisance caused to local people by its actions.
Biodiversity Loss	There has been a major increase in the scale of biodiversity loss caused mainly by climate change, deforestation and habitat loss, overexploitation, invasive species, pesticides and pollution. This is also leading to a decline in ecosystem functioning and stability - resulting in reduced crop yields, increased soil erosion, loss of dependable water supplies, a decline in pollinators and ever more serious assaults by pests. This in turn leads to increased air pollution, reduced food production and a lowering of human life expectancy.	• The Council has a statutory responsibility to take due regard of biodiversity in all of its decisions and activities; • The Council has specific responsibilities to care for its land where it has been designated as important for wildlife; • As a significant landowner in Leicestershire, the Council has an opportunity to make a positive contribution to biodiversity protection and improvement; • Leicestershire is a rural county and the food sector is one of the county's main industries so will be affected by any reductions in crop yields and difficulties in food production; • Leicestershire has a number of significant natural assets such as the National Forest and Charnwood Forest which contribute to the local rural, leisure and tourism economy. These need to be protected and enhanced; and • To protect Leicestershire residents from the consequences of food shortages and the health effects of biodiversity loss.
Landscape & Heritage	The quality of the local landscape and the built environment are major contributors to health, wellbeing and quality of life.	• The Council has a responsibility to provide a quality environment for Leicestershire residents through its role as the Highways Authority, its responsibility to control waste and minerals sites and management of its own land and buildings etc; and • The Council manages several Country Parks that provide important accessible green spaces for leisure and contact with nature.

Glossary

Term	Definition
Carbon Dioxide Equivalent (CO$_2$e)	Is a standard unit for measuring carbon footprints. It expresses the impact of each different greenhouse gas in terms of the amount of CO$_2$ that would create the same amount of warming.
Carbon Neutral	The action of removing as much carbon dioxide as possible from the atmosphere due to an organisation's operations, with any residual emissions addressed through carbon offsetting to achieve a net zero carbon footprint.
Carbon Offsetting	The action or process of compensating for carbon dioxide emissions arising from industrial or other human activity, by participating in schemes designed to make equivalent reductions of carbon dioxide in the atmosphere.
Circular Economy	A more resource efficient alternative to a traditional linear economy (make, use, dispose) where resources are used for as long as possible, the maximum value is extracted whilst in use, then products and materials are recovered, regenerated or recycled at the end of their service life.
Clean Growth Strategy	The UK's strategy for clean growth including opportunities for the UK and next steps to meet the future carbon budgets.
Climate Change Act 2008	The Act ensures that the net UK carbon account for all six Kyoto greenhouse gases for the year 2050 is at least 80% lower than the 1990 baseline. The Act aims to enable the United Kingdom to become a low-carbon economy and gave ministers powers to introduce the measures necessary to achieve a range of greenhouse gas reduction targets.
Climate Change Risk Register Score	All Council services and operations are subject to a Climate Change Risk Assessment based on a number of factors including criticality of the service, direct impacts from severe weather and vulnerable service users. The Climate Change Risk Resister score is used to highlight any high risks to be reviewed further.
Climate Emergency	A state of emergency that recognises that a climate crisis exists due to human caused climate change and which requires urgent actions to be taken to address the situation.
Climate Local	Climate Local was an LGA initiative launched in 2012 which was supported by the Environment Agency Climate Ready service. The aim was to drive, inspire and support council action on climate change.
Environmental Management System	Refers to the management of an organisations environmental programmes in a comprehensive, systematic, planned and documented manner. In the UK, the Environmental Management Systems standard is based on ISO 14001.
Euro VI standard	The most recent vehicle emissions standard which sets the level of emissions of carbon dioxide and a range of other pollutants that all new cars must meet.

Term	Definition
Greenhouse Gases	Constitute a group of gases which contribute to global warming and climate change. Includes carbon dioxide, methane, nitrous oxide, hydrofluorocarbons, sulphur hexafluoride, perfluorocarbons, and nitrogen trifluoride.
Green Infrastructure	The network of multi-functional green space, both new and existing, both rural and urban, which supports the natural and ecological processes and is integral to the health and quality of life of sustainable communities. We also include 'blue infrastructure' (landscape elements linked to water) within our use of this phrase.
International Union for Conservation of Nature	A membership Union uniquely composed of both government and civil society organisations. It provides public, private and non-governmental organisations with the knowledge and tools that enable human progress, economic development and nature conservation to take place together.
ISO 14001	Is the international standard that specifies requirements for an effective environmental management system. It provides a framework that an organisation can follow, rather than establishing environmental performance requirements.
Low Carbon Economy	An economy based on low carbon power sources that therefore has a minimal output of greenhouse gas emissions into the biosphere, reducing the principle cause of man-made climate change.
Natural Capital	The sum of all our ecosystems, species, freshwater, land, soils, minerals air and seas. They provide value by providing us with food, clean air and water, wildlife, energy, wood, recreation and protection from hazards. It is the source of all other types of capital whether it is manufactured, financial human or social.
Nottingham Declaration on Climate Change	A declaration signed by over 300 councils in the year 2000 signalling their political commitment to tackling climate change.
Natural Capital Features	These are many and varied but include hedgerows, woodlands, semi-natural grasslands, air and water quality.
Paris Agreement	Is an agreement within the United Nations Framework Convention on Climate Change (UNFCCC) dealing with greenhouse gas emissions mitigation, adaptation and finance starting in 2020. It aims to respond to the global climate change threat by keeping a global temperature rise this century well below 2 degrees Celsius above pre-industrial levels and to pursue efforts to limit the temperature increase even further to 1.5 degrees Celsius.
Potable Water	Water that is safe to drink or to use for food preparation.
Sustainable Development Goals	In 2015, countries adopted a set of goals to end poverty, protect the planet and ensure prosperity for all as part of a new sustainable development agenda. Each goal has specific targets to be achieved over the next 15 years. These goals are known as the Sustainable Development Goals.
Ecological Decline	Also called Ecosystem Decline is the process by which an ecosystem suffers a drastic, possibly permanent reduction in the carrying capacity for all organisms. This can often result in mass extinction. This can happen slowly over time but more often occurs over a short timescale.
Resource Loss	Is the consumption of natural resources faster than they can be replenished. Natural resources are commonly divided between renewable sources such as soil, timber and non-renewable resources such as fossil fuels and minerals.

Acronyms

CMT	Corporate Management Team
CO_2	Carbon Dioxide
CO_2e	Carbon Dioxide Equivalent
CRoW	Countryside & Rights of Way Act 2000
EMS	Environmental Management System
GHG	Greenhouse Gas
KPI	Key Performance Indicator
LCC	Leicestershire County Council
LED	Light Emitting Diode
LWS	Local Wildlife Sites
NERC	Natural Environment & Rural Communities Act
SSSI	Site of Special Scientific Interest
TBD	To Be Developed

Leicestershire County Council Environment Strategy Action Plan 2020-2024 (DRAFT)

This document supports the Leicestershire County Council Environment Strategy 2018-2030:
Delivering a better future.

Revision	Revision Description	Date	Author
0	Wood Issue	17 May 2018	Jennie Topham
1	Environment Team Update	29 May 2018	James O'Brien
2	Environment Team Update	13 January 2020	James O'Brien
3			
4			

Leicestershire County Council

Introduction

This Action Plan is a living document which is being added to and changed as new projects and new information becomes available. It is reviewed at least once a year as part of an annual refresh.

The Action plan contains all currently known active and planned actions being carried out by LCC and or partners that contribute to the delivery of the aims and objectives of the Environment Strategy 2018-2030.

The Scope column refers to where the source of the environmental aspect lies and / or where the benefit of the action will sit. For example in the case of carbon emissions 'internal' refers to LCC's emissions and 'external' refers to Leicestershire's emissions. In the case of waste, household waste is treated as' external' while LCC's office waste is treated as 'internal'. Where there is both an internal and external aspect or benefit it is categorised as 'both'.

The Action Plan sets out the project lead for each action and the key partners in supporting delivery of the action.

The currently known timescales are set out and also which of the objectives of the Envrionment Strategy the action is expected to mainly support, as referenced in the Environment Policy section of the Environment Strategy 2018-2030.

Environment Strategy Action Plan 2020 - 2024 (DRAFT)

Theme / Action	Scope Internal / External / Both	Lead	Partners	Timescale Start	Timescale End	20-21	21-22	22-23	23-24	Objectives Supported
Carbon & Climate Change Impacts										
Continue to undertake premises LED lighting upgrades	Internal	Property	Procurement	Apr-20	Mar-24	■	■	■	■	A1
Develop and agree a programme of building insultation improvements	Internal	Property	Procurement	Apr-22	Mar-24			■	■	A1
Propose and deliver improvements to premises heating controls and Building Management Systems	Internal	Property	All Depts	Apr-21	Mar-24		■	■		A1
Review of direct tenant utilities and inclusion within scope	Internal	Property	Env Team, TU	Apr-20	Mar-21	■				A1
Agree and implement a programme of low level streetlighting improvements	Internal	Highways	TU	Apr-20	Mar-22	■	■			A1
Assess options for possible future traffic light LED upgrades	Internal	Highways	TU	Apr-22	Mar-24			■	■	A1
Assess feasibility of town centre floodlight LED upgrades and install if agreed	Internal	Highways	TU	Apr-22	Mar-23			■		A1
Deliver Quorn Solar Farm project	Both	Property	Env Team	Apr-20	Mar-22	■	■			A2
Propose, design and deliver other solar and renewable energy projects	Both	Property	Env Team	Apr-20	Mar-24	■	■	■	■	A2
Carry out an assessment of unmeasured LCC carbon emission sources	Internal	Env Team	TU, All Depts	Apr-20	Mar-21	■				A1
Assess carbon reduction opportunities within Procurement	Both	Procurement	Env Team	Apr-20	Mar-21	■				A1,A2
Support delivery of the Green BELLE project	External	Env Team	LCityC / LLEP	Apr-20	Mar-22	■	■			A2
Support Park & Ride Solar PV / EV charging LLEP bid	External	Property	Transport, Env Team, LCityC	Apr-20	Jul-20	■				A2
Continue to deliver Council's Energy Strategy 2017-2020	Internal	Property	All Depts	Apr-20	Mar-21	■				A1, A2, E1, E1
Review and deliver LCC Energy Strategy	Internal	Property	Env Team	Apr-20	Mar-24	■	■	■	■	A1, A2, E1, E2
Maintain and review the Council's Climate Change Risk Register	Internal	Env Team	All Depts	Apr-20	Mar-24	■	■	■	■	B1
Resource Use & Renewable Energy										
Review of Leicestershire Municipal Waste Management Strategy	External	Waste Team	Districts	Apr-20	Mar-21	■				C3, D4
Expansion of RHWS Reuse Schemes	External	Waste Team	Contractors, Procurement	Apr-20		■	■	■	■	C3, D4
Reduce use of single use plastics in LCC	Internal	Env Team	Property, Catering	Apr-20	Mar-24	■	■	■	■	C1, C2, C3
Deliver Council's Water Strategy 2017-2020	Internal	Property	All Depts	Apr-20	Mar-21	■				C2
Review and deliver LCC Water Strategy	Internal	Property	Env Team	Apr-20	Mar-24	■	■	■	■	C2
Deliver in-house, waste management, recycling and composting services	Internal	Property	Env Team, All Depts	Apr-20	Mar-24	■	■	■	■	C2, D1, D2
Maximise opportunities to increase the use of recycled aggregates for highways works.	Both	Highways	Contractors, Procurement	Apr-18	Mar-21	■	■	■	■	C1, C2, D1

Environment Strategy Action Plan 2020 - 2024 (DRAFT)

Theme / Action	Scope — Internal / External / Both	Lead	Partners	Timescale — Start	Timescale — End	20-21	21-22	22-23	23-24	Objectives Supported
Transport & Travel										
Propose and implement improvements to fuel use and fleet data utilisation	Internal	Transport	Relevant Departments	Apr-20	Mar-22	■	■			A1, A2, F4
Agree and implement partial fleet EV replacement	Internal	Transport	Procurement	Apr-20	Mar-24	■	■	■	■	A1, A2, F4
Consider broader fleet EV replacement project when the technology is available	Internal	Transport	Procurement	Apr-23	Mar-24				■	A1, A2, F4
Explore options for automated business mileage calculation system	Internal	Workplace	ICT	Apr-20	Mar-22	■	■			A1, A2, F4
Develop a proposal for an expanded EV Pool Car Scheme and new Usage Policy	Internal	Workplace	Transport, Procurement	Apr-20	Mar-22	■	■			A1, A2, F4
Encourage and promote sustainable travel options for council staff commuting to work	External	Sus Travel Team	All Depts	Apr-20	Mar-24	■	■	■	■	F3, F4
Biodiversity, Habitats & Local Environment										
Develop strategic approach to natural capital and biodiversity	Both	Env Team	Planning, Highways, Districts, LRWT, NF, EA, NE	Apr-20	Dec-20	■				G1, G2, G3, G4
Develop Natural Capital Investment Plan with the LLEP	Both	LLEP	Env Team, Economic Team, External Partners	Apr-20	Oct-20	■				G1, G2, G3, G4
Deliver Ash Dieback Action Plan	Both	Env Team	Forestry, Highways, Comms	Apr-20	Mar-24	■	■	■	■	G1, G4
Implement Tree Management Strategy	Both	Forestry		Apr-20	Mar-24	■	■	■	■	G1, G4
Trial and review different approaches to management of roadside verges	Both	Highways	Env Team, Planning, Parish Councils, Contractors	Apr-20	Mar-21	■				G1, G2, G4
Explore opportunities to demonstrate and support environmentally sustainable farming practices on county farms	Both	Env Team	County Farms Team, CFE, FWAG, NFU	Apr-20	Mar-22	■	■			G1, G2, J1
Protect local trees by continuing to deliver Council's TPO function.	Both	Env Team	Planning, Districts	Apr-20	Mar-24	■	■	■	■	G1, G2
Protect and enhance the Leicestershire landscape by providing technical landscape design and advice.	Both	Env Team	Planning, Highways, Districts, EMPF, Woodland Trust, Other Depts	Apr-20	Mar-24	■	■	■	■	G4, H2, J2
Participate in a range of Green Infrastructure Partnerships to support biodiversity improvement and sustainable green infrastructure projects in Leicestershire.	Both	Env Team	CFRP, RSGUCP, RSCP, GIP,	Apr-20	Mar-24	■	■	■	■	H1, H2
Work with local groups and volunteers on projects that support biodiversity improvements and sustainable green infrastructure	Both	Env Team	Parish Councils, Districts, Tree Council	Apr-20	Mar-24	■	■	■	■	G4, H2, J2, K2, L2
Community & Wellbeing										
Deliver Air Quality & Health Action Plan	Both	Public Health	Transport, Env Team			■	■	■		F4, K1, K2
Deliver Food Plan	Both	Public Health	Env Team, All Depts	Apr-20	Mar-24	■	■	■	■	B1, B2

90

Environment Strategy Action Plan 2020 - 2024 (DRAFT)

Theme / Action	Scope			Timescale						Objectives Supported
	Internal / External / Both	Lead	Partners	Start	End	20-21	21-22	22-23	23-24	
Local Economy										
Engage with LLEP in the devleopment and delivery of the Local Industrial Strategy	Both	Economic Team	Environment Team, Growth Unit, LCityC	Apr-20	Mar-24					N2, O2
Identify opportunities to support a low carbon circular economy through the delivery and procurement of council goods and services	Both	Procurement	All Depts	Apr-20	Mar-24					N1
Identify key partners and available mechanisms for advancing opportunities that support a low carbon circular economy and support sustainable development and growth	Both	Env Team	Economic Development, LLEP	Apr-20	Mar-22					N2, O2
Crosscutting										
Embed carbon and environmental aspects into Lutterworth East Development	Both	Growth Unit	Property, Env Team, Consultants, Developers	Apr-20	Mar-24					A2, B2, C3, D3, D4, F4, G4, H2, J2, K2, L2, N2, O2
Deliver Shire Environment Grant Scheme	External	Env Team	Community Groups	Apr-20	Mar-24					A1, A2, B1, B2
Deliver Environment Action Volunteer Scheme	External	Env Team	Local Residents	Apr-20	Mar-24					A2, B2, C3, D3, D4, F4, G4, H2, J2, K2, L2, M2
Develop and deliver programme of carbon and environmental awareness training	Both	Env Team	Learning & Development, External Providers	Apr-20	Mar-24					All
Deliver internal Go Green Scheme	Internal	Env Team	Waste Team	Apr-20	Mar-24					D1, D2
Continue to maintain and review the Council's Environment Risk Register	Internal	Env Team	All Depts	Apr-20	Mar-24					M1
Maintain and operate the Council's EMS	Internal	Env Team	All Depts	Apr-20	Mar-24					M1
Support services to maintain or achieve ISO14001 accreditation	Internal	Env Team	All Depts	Apr-20	Mar-24					M1
Identify, seek and secure additional funding opportunities to develop and deliver the vision, aims and objectives of the Environment Strategy	Both	Env Team	All Depts	Apr-20	Mar-24					All
Performance Monitoring										
Maintain and improve the environmental performance management system	Both	Env Team	All Depts	Apr-20	Mar-24					M1
Produce environmental performance dashboards	Both	Env Team	All Depts	Apr-20	Mar-24					M1, M2
Carry out a review of all Environment Strategy KPIs	Both	Env Team	All Depts	Apr-20	Mar-24					M1, M2
Update and add new targets and KPIs as new evidence is gathered and agreement is reached with action owners	Both	Env Team	All Depts	Apr-20	Mar-24					M1, M2

Environment Strategy Action Plan 2020 - 2024 (DRAFT)

Theme / Action	Scope Internal / External / Both	Lead	Partners	Timescale Start	End	20-21	21-22	22-23	23-24	Objectives Supported
Reporting										
Produce and publish annual Environmental Performance and Greenhouse Gas Reports	Both	Env Team	All Depts	Apr-20	Mar-24					M2
Produce quarterly Environmental Performance Reports	Both	Env Team	All Depts	Apr-20	Mar-24					M2
Provide reports as required to internal governance and oversight bodies	Both	Env Team	ESDB, CMT, ETOSC, LM	Jul-18	Mar-20					M2
Strategic and Governance										
Approval of Revised Environment Strategy	Both	Env Team	All Depts	Apr-20	May-20					All
Review and update of Environment Strategy Action Plan	Both	Env Team	All Depts, External Partners	Apr-20	Mar-24					All
Approval of Tranche 1 Carbon Reduction Roadmap	Internal	TU	Env Team, Property, Highways	Apr-20	May-20					All
Development of Tranche 2 Carbon Reducation Roadmap	Both	TU	Env Team, All Depts, External Partners	Apr-20	Oct-20					All
Development of Communications & Engagement Plan	Both	Comms	Env Team, TU	Apr-20	Mar-21					All
Stakeholder and Opportunity Mapping	Both	Env Team	All Depts, External Partners	Apr-20	Oct-20					All
Develop revised Environmental Implications Tool	Both	Env Team	All Depts	Apr-20	Mar-21					All

Leicestershire County Council
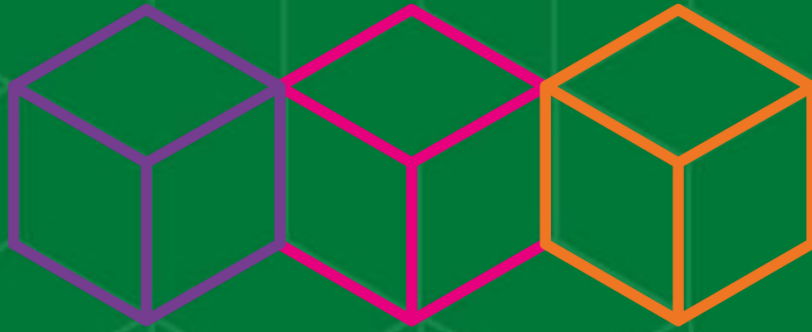
Transformation
Discover, design, deliver

Carbon Reduction Roadmap

Draft for Environment & Transport Overview and Scrutiny Committee

6th March 2020

Transformation
Discover, design, deliver

Carbon Reduction Roadmap Draft Programme Items (for exploration)

Leicestershire County Council

Travel	Premises	Infrastructure	Net reductions
• Improved fleet fuel use and management • Partial fleet EV replacement • Automation of mileage claims • Broadening EV Pool Car offer • Broader fleet EV replacement	• Buildings LED lighting upgrades • Improved equipment • Buildings insulation improvement • Embankment House • Bio-mass/ Ground or Air source heating	• Low level streetlighting management • Traffic Signals LED upgrades	• Impact of national changes • Quorn Solar Farm • Further solar/wind farms (not included in tonnages below) • Formal offsetting (not included in tonnages below)
3,000 tonnes CO2e saved	2,400 tonnes CO2e saved	700 tonnes CO2e saved	5,900 tonnes CO2e saved
		Total CO2e saved	12,000 tonnes

Transformation
Discover, design, deliver

GHG Emissions Profile 2015 - 2030

Leicestershire County Council

2019:
12,712 tonnes

Reductions to date include:
- CH Biomass Boiler;
- Street Lighting LED rollout;
- Workplace Programme;
- Libraries changes;
- Highways Operations review.

Do Nothing

2030:
9,500 tonnes

Planned Changes

2030:
6,500 tonnes

High-Yield Change

2030:
4,200 tonnes

High-Cost Change

2030:
700 tonnes

Carbon Reduction Roadmap Draft Programme Items

Leicestershire County Council
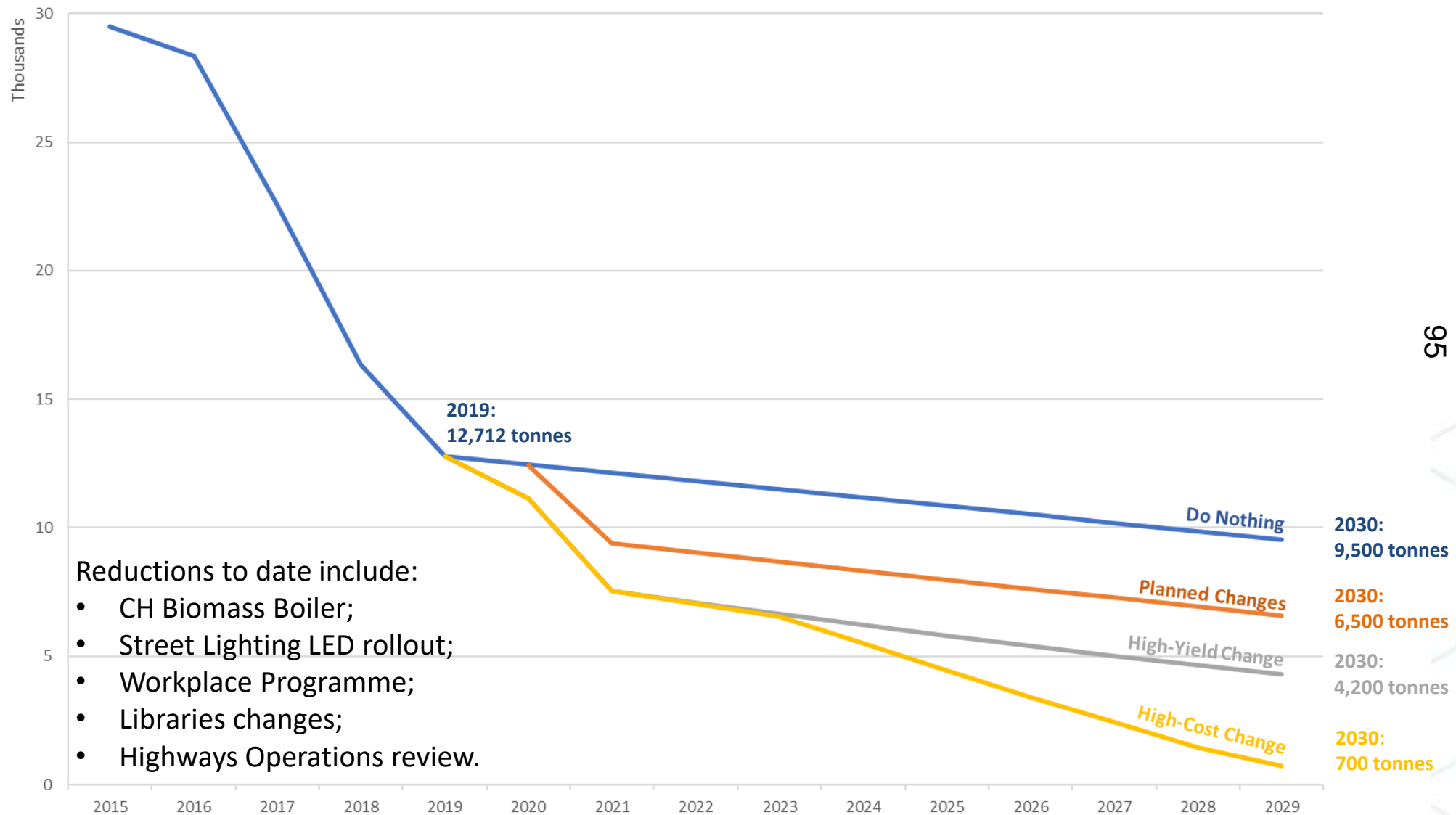
Do Nothing	Planned Changes	Simple / High Return	Complex / Low Return
• Impact of national changes	• Buildings LED lighting upgrades • Improved equipment • Quorn Solar Farm	• Improved fuel use and management • Embankment House • Broadening EV Pool Car offer • Partial fleet EV replacement • Automation of mileage claims • Low level streetlighting management • Buildings insulation improvement • Further solar/wind farms (not included in tonnages below)	• Bio-mass/ Ground or Air source heating • Traffic Signals LED upgrades • Broader fleet EV replacement • Formal offsetting (not included in tonnages below)
3,200 tonnes CO2e saved	3,000 tonnes CO2e saved	2,300 tonnes CO2e saved	3,500 tonnes CO2e saved

Minute extract from the Environment and Transport Overview and Scrutiny Committee, 5 March 2020.

Revised Environment Strategy.

The Committee received a report of the Director of Environment and Transport outlining revisions to the Environment Strategy, Action Plan and Tranche 1 Carbon Reduction Roadmap. A copy of the report marked 'Agenda Item 9', is filed with these minutes.

The Committee thanked officers for the work being undertaken and the progress being made in addressing the climate emergency as declared in May 2019 by the County Council. Arising from the discussion the following points were noted:-

i) The Tranche 1 Carbon Reduction Roadmap focused on the County Council's own emissions under its control, as defined by Government, and reported annually in the Council's Greenhouse Gas Emissions report. This report did not include emissions from operations such as procurement, county farms, water and operational waste. Reporting on and reducing emission form such operations would be addressed as part of the Tranche 2 Carbon Reduction Roadmap and be brought to the Committee later in the year.

ii) Leicestershire County Council had a statutory duty as waste disposal authority. As part of Tranche 2 officers would look at all disposal options and weigh up the negatives and benefits of different methods.

iii) Work had commenced regarding biodiversity within the County Council's parks, sites of scientific interest and rights of way. This area was recognised as one requiring significant improvement.

iv) It was noted that currently the Council, in its role as Highway Authority, could not take into account air pollution resulting from congestion and standing traffic but this would be looked into.

RESOLVED:

That the comments of the Committee be forwarded to the Scrutiny Commission for consideration at its meeting on 8 April 2020.

This page is intentionally left blank

Leicestershire County Council

SCRUTINY COMMISSION – 8TH APRIL 2020

DRAFT YOUTH JUSTICE STRATEGIC PLAN 2020 - 2023

REPORT OF THE DIRECTOR OF CHILDREN AND FAMILIES SERVICES

Purpose of report

1. The purpose of this report is to seek the views of the Scrutiny Commission on the Draft Youth Justice Strategic Plan 2020 - 2023, attached as Appendix A to this report. The draft Plan will be presented to the Cabinet alongside any comments of the Commission and thereafter presented to full Council for approval.

Policy Framework and Previous Decision(s)

2. The County Council has a statutory duty under the Crime and Disorder Act 1998 to produce an annual Youth Justice Plan which is linked to the funding provided to Youth Offending Services nationally by the Youth Justice Board.

Background

3. At the time of inception of Youth Offending Teams nationally in 2002 the Youth Justice Board (YJB) provided the framework for the Youth Justice Plan, along with considerable scrutiny and oversight. Several years ago, Youth Offending Teams were given the freedom and flexibility to produce a Youth Justice Strategic Plan overseen by their Youth Offending Service Management Board (YOSMB) in line with their own timetable and format. The current requirement is that the Plan or annual update should be submitted to the YJB by the end of July 2020.

4. There is an option for YOSMBs to choose between a one or three year plan. Following the transformation of Early Help Services last year, the decision was taken to provide a one year plan to enable appropriate time for the youth and justice delivery to take effect. That work has now been done and it is therefore proposed that the new Plan cover a full three year period.

The Draft New Plan

5. The Youth Justice Plan provides an overview of how the Leicestershire Youth Offending Service will link into partnership arrangements and deliver services in line with national requirements set out by the National YJB. The Plan outlines the YOS's governance arrangements and structure, the

proposed YOS reporting schedule to the YOSMB, resources, local performance, practice developments, priorities and future risks.

6. The 2020-23 Plan has been introduced in a slightly different format by incorporating some brief case studies in response to the request of the Scrutiny Commission at its meeting in April 2019 when it considered the previous plan, as well as feedback received from partner agencies through the YOSMB. Short case studies that showcase the work of the Youth Offending Service have been embedded within the draft Plan and can be found on pages 6 and 13.

7. The draft Plan highlights the continuing positive performance achieved by the YOS. The commitment to intervention with young people at the earliest opportunity is reflected in the performance of the YOS in relation to first time entrants into the criminal justice system compared to regional and national partners. The rate of young people receiving custodial sentences in Leicestershire is also low compared to regional and national partners.

8. In terms of outcomes the most significant area of challenge concerns the percentage of young people in employment, education, or training at the end of their period of work with the YOS, and the Plan focuses on the YOS working together with the school inclusion team and partner agencies to make improvements. The Plan also highlights the need for the YOS to focus on further developing how the voice of the child influences support, particularly in relation to those young people with the most complex issues.

9. Section E of the Plan focuses on future risks. The most significant current risk is linked to the increased understanding and influence of child criminal exploitation. The Plan highlights a number of priority areas of work linked to the response to this risk (see page 13 of the draft Plan).

Consultations

10. There is a requirement for the Plan to be approved by the statutory partners that make up the Youth Offending Service (YOS) partnership. The draft Plan has therefore been submitted to the YOSMB's quarterly meeting on 6th March 2020 with a request for feedback by 27th March 2020.

Resource implications

11. Section C of the draft Plan (page 7) sets out the resourcing and funding arrangements for the Youth Offending Service. In terms of the 2020-21 budget the YJB are yet to confirm the annual grant and no communications have been received to date. Confirmation is also yet to be received regarding all partner contributions. Overall the budget is likely to have a slight decrease on the 2019-20 budget.

12. The review of Early Help Services in 2018/19 led to the integration of a number of services into an integrated locality based Children and Family Wellbeing Service (CFWS). The YOS and Youth Teams now form part of locality based teams within this Service. Whilst at that time there was an overall 12% reduction in budget for this service area as a whole, there were no reductions in the YOS budget or staffing numbers.

13. The early help transformation has led to YOS prevention staff working more closely with youth and family workers enabling a whole family approach to explore a young person's problems. During the last year there has been a small increase in resources with the inception of 3 additional workers to the 2 existing posts, which focus on providing consistent and intensive support to the most complex children through project responsive (page 12). There has also been a joint project with health and the City Council's YOS which has introduced a Clinical Psychologist and Forensic Psychologist who offer direct work with children with ACEs (adverse childhood experiences) and provide advice to YOS practitioners (page 12 of the draft Plan).

Timetable for Decisions

14. The draft Plan will be considered by the Cabinet in April or May, prior to submission to the YJB. The Cabinet will be asked to recommend to the full Council that it approve the Youth Justice Plan prior to the July deadline.

Relevant Impact Assessments

Equality and Human Right Implications

15. Inequality is inherent within the criminal justice system. An Equalities Impact Assessment (EIA) screening has been completed and is attached as Appendix B to this report.

Environmental Implications

16. There are no environmental implications arising out of the draft Plan.

Background Papers

Youth Justice Strategic Plan 2020-2023

Circulation under Local Issues Alert Procedure

None.

Officers to Contact

Ms. J. Moore - Director of Children and Families Services
Tel: 0116 3056340 Email : jane.moore@leics.gov.uk

Ms C. Turner – Service Manager Youth and Youth Justice Service
Tel: 0116 3050030 Email: carly.turner@leics.gov.uk

List of Appendices

Appendix A: Draft Youth Justice Strategic Plan 2020-23

Appendix B: EIA screening

APPENDIX A

103

Leicestershire
Youth Justice Plan
2020 – 2023

Contents

A. Introduction

Leicestershire Youth Offending Team (YOT) are committed to:
- See children first, offenders second and champion the needs of children throughout our work.
- Listening to children and their families/carers.
- Ensure that the services and interventions that are provided are inclusive, through challenging discrimination and promoting equality.
- Ensuring that children are offered every opportunity to achieve their potential and make positive changes.
- Building positive and trusted relationships with children.

Leicestershire YOT is located within Leicestershire County Council's Children and Families Service.   The YOT co-ordinates the provision of Youth Justice Services to both Leicestershire and Rutland in line with requirements set out to statutory partners in the Crime and Disorder Act 1998. The YOS is a co-located multi agency team which includes staff from statutory partner agencies; the Leicestershire County Council (LCC), Leicestershire Police, the National Probation Service (NPS), and Children and Adolescent Mental Health Services (CAMHS).

Leicestershire and Rutland remain committed to ensuring that intervention is offered at the earliest opportunity. This strength of this offer is important both in improving the outcomes for children and in the effective delivery of the national objectives. During 2019-2020, the YOT was integrated into a new Youth and Justice Service, embedded within the Children and Family Wellbeing Service.   This change reaffirms the emphasis on early intervention and enables access to additional youth work provisions and whole family interventions.

105

> " As a volunteer mentor, when on a case, I volunteered for around an hour a week. As an Appropriate Adult, I was generally available one afternoon every fortnight, I have been an appropriate adult for 1 year.
>
> Having brought up 3 of my own children, I wanted to help put something back. I wanted to help teenagers find the right opportunity/strength/talent to be able to lead a more fulfilling life.
>
> A rewarding moment that stands out for me is a young man I had been mentoring for 6-8 weeks had re-discovered his interest in sports. He had had to give up athletics due to injury but then as he got better took up an interest in skate boarding. Over the weeks he had been to a skate boarding park and on the last week had been scouted for a club. He asked if he could recommend me to his friends "

Stephanie

B. Structure and Governance

   i.   **The YOS Management Board (YOSMB)**

The Youth Offending Team is overseen by the Management Board, which meets four times a year and is chaired by the Chief Executive of Leicestershire County Council. There is high level partnership representation on the Board from Leicestershire County Council, Rutland County Council, East Leicestershire and Rutland CCG, West Leicestershire CCG, Leicestershire Partnership Trust, the National Probation Service and the Police and Police Crime Commissioner. There are good working relationships with all partners that ensure effective, integrated strategic planning and delivery of youth justice services.

<u>The vision of the YOTMB</u>

"It is committed to work in partnership, sharing responsibilities and providing the necessary resources, to provide effective strategic oversight and direction to the Leicestershire Youth Offending Service (LYOS). Its direction will ensure that the LYOS is a high performing organisation that uses the principle of effective practice to provide high quality individualised services to children, young people, and their families; with the principal aim of preventing and reducing offending, thereby making a significant contribution to safer communities".

The Board is committed to achieving this vision by:

"Ensuring the co-operation of the mainstream services of the partner agencies through adequate resourcing, joint planning, shared objectives, and a commitment to work together to achieve better outcomes for children and young people."

To assist the YOSMB in its oversight function, a proposed annual reporting cycle has been introduced. The reporting cycle is designed to enable the Board to scrutinise all aspects of YOS activity and how partner agencies support the delivery of YOS services in their own organisations. Each Board meeting receives reports on the YOS on its financial position and performance against the key indicators

<u>Proposed Reporting Schedule for 2020-2021</u>

The Board will be provided with standard reports focused on finance and performance (local and national indicators). The Board will be provided with reports on HMIP thematic inspections and Inspection, serious incidents and significant changes to practice resulting from legislation or National Guidance.

Quarter	YOT Service Delivery	Partner Agency Reporting

1	BAME Children, Education, Training and Employment, Workforce Development, Health Pathway, Case Example.	Police & National Probation Service
2	Quality Assurance Plan, Serious Youth Violence, Child Exploitation, Court Work	Health & Substance Misuse
3	IMPACT, Out of Court Disposals, Volunteering, Restorative Justice, Case Example	LCC – Education & CAMHS
4	Youth Justice Plan, Quality Assurance, Disproportionality, Workload and Staffing, SEND and LAC Cohort	LCC – Social Care & PCC

ii.   The Team and Structure

The Service operates an East and West model and is widened to focus on Youth and Justice. Under the model, 'East' covering Charnwood, Melton and Harborough Districts and 'West' covers Blaby, Oadby and Wigston, Hinckley and Bosworth and North West Leicestershire Districts. Work across Rutland is overseen by the West Management Team to enable a coordinated response across the two authorities.

The core YOT are based at County Hall and respond primarily to statutory work, co-located with Social Care colleagues. The YOT has a stable group of Case Managers and volunteers who are representative of the children and communities that they work with (see Appendix 4). There has been less stability in some of the posts that support the YOT and this has provided some challenges with vacancies, new staff and staff released on secondments. A rigorous Vacancy Control process has been introduced. The YOT Managers were unchanged during transformation, which saw new members of the Management Team and a training programme which supported this.

Youth and Justice has a range of services which support service delivery, CAMHS Children's Psychiatric Nurse (CPN) for facilitating mental Health assessment and referrals into CAHMS, and an Adverse Childhood Experience (ACE) project Team, (made up of Clinical Psychologist and Forensic Psychologist), Accommodation worker, Substance Misuse treatment specialists, Education specialists, Victim Worker, Voice worker, and Liaison and Diversion Team (Manager, CPN and Assessment worker). Staff also have access to Care Navigators to facilitate Health related referral support.

The prevention offer is delivered from localities and all referrals for this work are received on the Multi-Agency Referral Form and are triaged by the CFWS using a whole family approach. The joining of Prevention and Youth Work provides a more robust response to children, both in terms of intervention and building resilience within communities. To support this, these workers are based around the County in either LCC or District office bases. All practitioners have easier access to support for the whole family as part of the Children and Family Wellbeing Service. The service also has a centrally managed Community Safety Team that supports the work delivered by the locality operational staff.

The Youth and Justice Service Structure can be found in Appendix 1.

iii.   Partnership Arrangements

In addition to the YOSMB, the YOT is fully integrated within partnerships across LLR:
- Leicestershire Safer Communities Strategy Board (LSCSB)
- Leicestershire Senior Officer Group
- Early Help Partnership Board
- Strategic Offender Management and MAPPA Board (SOMMB)
- Rutland Children and Young People's Partnership Board
- Child Exploitation Operational Group
- Children and Adolescent Mental Health Service (CAMHS) Multi Agency Partnership
- Violence Reduction Network Development Group
- Community Safety Partnerships and Joint Action Groups
- LLR Substance Misuse Community Safety Partnership
- Court Liaison Group
- Leicestershire Safeguarding Children Board
- Knife Crime Delivery Group

Partnership working at an operational level is core to ensuring good outcomes for children. The arrangements in place for this are:
- Information Sharing Meetings
- Deter Young Offender Panels
- Professionals Meetings
- Sign of Safety Meetings

There are also several partnership commissioning arrangements in place, both or supported by the YOT and Youth and Justice. This includes Home Office funding through PCC for additional workers including an Integrated Offender Management post, the supporting of the LCC successful Youth Endowment Fund application, provision of prevention work in Rutland and the continuation of the Liaison and Diversion Project through NHS England. This money has enabled specific projects which focus on improving the support offered to children and contributing towards better outcomes.

The Sampson Award

The Sampson Award is an Award that was created to honour a Community Panel Volunteer who sadly passed away. It is an opportunity for the volunteers to recognise the positive progress of a child/young person who was sentenced to a Referral Order.

The 2019 Award winner had worked with the YOS since December 2018 through a voluntary intervention up until the February 2019 when they commenced a Referral Order. The child was assessed with Dyslexia and had high level of anxiety. At the start of the intervention they had a negative attitude towards intervention and almost mistrusted the system. Whilst always attending sessions, engagement was superficial, and they were argumentative at times. Behaviour at home was challenging; abusive and aggressive at times. There were concerns around the negative influence of older peers.

The young person had several professionals supporting her including a volunteer mentor for several months. They engaged in various intervention sessions and stated that they had benefitted from mentoring and substance misuse sessions. Relationships at home had improved following mediation, encouraging better communication and negotiation. In August 2019, the young person secured a full-time hair and beauty apprenticeship.

The young person showed a complete turnaround in attitude and behaviour, particularly at home, stating that some of the things that helped them change in a positive way were mainly relating to them take responsibility through listening to professionals around her and trusting their judgement, advice and guidance. This young person changed their life towards a pathway to success. They deserve an acknowledgement for their change of attitude towards life and the positive progress they have made - Well Done!!

C. Resources

The period during 2019 -2020 was challenging following the transformation of Early Help Services which included the YOS, however, no cuts were made to Youth and Justice during this period and additional posts were funded from the YOT reserve to support delivery against local and national drivers.

The Youth Offending Service continues to achieve a balanced budget comprised in the main from Local Authority core funding and the Youth Justice Board Grant, supplemented by partner contributions and additional grant funding opportunities. Some partner contributions are awaiting clarification for 2020 – 2021, including the value of the Youth Justice Grant. Any reductions in financial contributions will need to be funded from the YOT reserve.

Probation, Health and police partners continue to second staff into the Service. The National Probation Service is currently revisiting contribution to YOT's and it is understood that the whilst the financial offer will not change, the minimum staffing contribution will be 0.5 FTE of a Probation Officer nationally and potential for a Probation Service Officer supplement.

The Service is preparing proposals for the YOSMB to consider additional funding from reserve money aligned to the plan of work rolling out ahead. There is also a stringent vacancy control process in place where recruitment is nominally agreed through the Assistant Director of Children's Services and then validated by YOSMB that encourages innovative recruitment.

The Service also benefits from the time and support of over 100 volunteers who commit their time to be Appropriate Adults, Community Panel Members, Parent Mentors and Mentors for children. As shown in Appendix xx, these volunteers are representative of the communities our children live in.

109

Youth Offending Service Budget for 2020/2021: Core Funding

Pooled Budget

Agency	Staffing Costs	Payments in Kind	Other Delegated Funds	Total
Police & Crime Commissioner	£91,847	£91,847	£77,934	£169,781
National Probation Service	£73,764	£73,764	£10,000	£83,764
Health	£70,945	£70,945	£47,588	£118,533
Local Authority: Chief Executives C&FS Reserve (allocated) Rutland Appropriate Adult (Leics City)			£298,303 £1,061,079 £144,629 £70,000 £3,572	£298,303 £1,061,079 £144,629 £70,000 £3,572
YJ Grant			£459,804	£459,804
Total	**£236,556**		**£2,172,909**	**£2,409,465**

Additional Funding	
IMPACT	£296,700
Total YOS Budget	**£2,706,165**

D. Performance

i. Performance Review of 2019/2020 – Key Performance Areas -

Reduction in First Time Entrants (FTE)
The FTE PNC rate per 1000,000 of the 10-17 population for Leicestershire is 144 compared to 171 for the same period in 2017/2018, a 15.6%

reduction. Whilst nationally the number of FTE's has fallen, Leicestershire YOS continues to remain ahead of all the comparator groupings; East Midlands (212), YOT Family (155), England & Wales (219) and England (220).

The Children and Family Wellbeing Service introduction in April 2019 has enabled a robust whole family approach to the prevention offer to children and their families/carers. Unifying Youth Work and Youth Justice has enabled a review of the prevention criteria ensuring that only those children where offending is a real risk are engaged with the YOS, and other children are supported with through other interventions. Intelligence from return interviews being undertaken within the Service is a strength as this has supporting the mapping of networks of children, enabling a more targeted offer to children at the earliest opportunity. This early identification is also supported by the IMPACT Team and the street-based intervention provided by staff.   The Out of Court Disposal Panel (OOCD) greatly supports the work to reduce the FTE number in Leicestershire. The Panel can offer diversionary intervention which is supported by the Police Officers seconded to the YOS.

Reducing the proven rate of re-offending

The latest Ministry of Justice data available for the binary re-offending rate after twelve months, is for both the three-month cohorts July to September 2017 and the aggregated quarterly cohort for October 2016 to September 2017. With regards to the three-month cohort, the percentage of children re-offending after 12 months was 36.4%, which is a -8.1% decrease when compared to the previous year (44.4%). The aggregated quarterly cohort percentage was 35.5%, which is a slight 0.9% increase against the same period in the previous year (34.6%).

The three-month cohort comparative data reflects the most up to date performance and shows that the percentage of children re-offending in Leicestershire was 36.4%. This figure is the same in comparison to the Midlands region 36.4% and a decrease in relation to national performance 37.7%.

This year has seen a spike in the exploitation of children in drug related offending, high value car crime and other associated offending has been a challenge for nationally and for Leicestershire. This has seen partnership work between YOS and the Child Exploitation Hub strengthen and improved sharing of information through the Police Portal and seconded Police Officers. Practitioners have been identifying children through the Gang Assessment Tool (GAT) and in applying for modern day slavery status through the National Referral Mechanism (NRM). This year has seen a small number of children present before the Courts with a positive NRM status and the YOT are currently engaged in the advocacy and tracking of these children; one outcome resulting in a Custodial Sentence. The NRM process is new to Leicestershire in terms of child criminal exploitation and the application of this has caused some tensions in working across the wider Criminal Justice partnership. Some additional challenges have related to other Local Authorities/Police dispersal of gang nominals across the County, particularly if there are pending arrests and charges.

The prevention criteria has changed over the last year to recognise the additional support required by those children who finish their statutory intervention but where there are still concerns such as the strength of police intelligence, released under investigation or where the YOS are the only agency who have been able to maintain a relationship with the child.

Within the re-offending cohort, there are a very small number of children who have committed a high volume of offences and work is being undertaken to understand this further in terms of how we respond as a partnership to prevent this and will be discussed wider with the Board as identified in the schedule contained within this Plan.

Reduce the use of custody and remand

The use of Custody rate per 1000,000 of the 10-17 population for Leicestershire from Jan 19-Dec 19 was 0.14, compared to 0.08 for the same period in 2018, a 0.06 increase, Performance for Leicestershire YOS continues to remain ahead of all the comparator groupings; East Midlands (0.24), YOT Family (0.17), England & Wales (0.26) and England (0.19). In 2017/18 the cumulative figure was 3.2% and this reduced to 2.4% during 2018/19.

The cumulative data so far for 2019/20 indicates an indicative increase to 4.9% at Quarter 3, equating to 5 children, a number of whom also have been remanded to custody for a period of time. The YOS monitors all remands and custodial sentences and meets quarterly with the Magistrates to oversee the Court outcomes and the quality of YOS work. Two children within the cohort are linked to potential child exploitation having been involved in high value car crime, going missing and disengaging with services. In terms of the additional remands, there is a theme of children who have charged with committing very serious offences and have been remanded therefore pending trial. The children have not been known to any Services across Leicestershire, with one child and his family moving to Leicestershire released under investigation which translated into a charge and remand.

The number of young people in suitable Education, Employment and Training (EET)

Cumulative data for 2019/20 performance for EET at Quarter 3 is 57.1%. This is a reduction in performance against 2018/19 which was 64.2% and the lowest across the last five years.

The challenges described above regarding managing performances against re-offending, custody and remand is also true of EET performance, which can be volatile. This data is measured against the whether children were engaged in EET at the end of their statutory programme and whether this was appropriate to their age and hours provided, generally this should be 25 hours or above. Where children are captured in the re-offending cohort, their EET status is reported on each time an Order ends. In addition to this, the specialist Education Worker post has been subject to two rounds of recruitment with a new and permanent worker starting late February 2020. The YOS and the new Inclusion Team have worked together to develop a clear pathway for children and inclusion in EET. This is being replicated with the Virtual School for those children who are looked after or leaving care. Some children engaged with YOT lack interest in EET options. For example, those children experiencing criminal exploitation, the instant incentives which are often large amounts of money and validation from peers or elders, outweighs EET that is viewed as not having so many benefits. Not yet reaching maturity and adverse childhood experiences contribute to the potential development of a pro-offending identity.

Further work has been undertaken to ensure that practice is focused around inclusion in EET such as redefining the supervision template to ask specific questions and create an actions about how this is going to be improved, there is a Tableau data suite in development and additional scrutiny at the start of any intervention to ensure that this is addressed.

ii.   Practice Developments – Review of 2019 -2020

Embedding YOT within the new Children and Family Wellbeing Service (CFWS)
The continued strong commitment from LCC for preventative work with children and families has offered an opportunity for the YOS to be embedded in a wider structure that offers easier access to support and opportunities to collaborate differently. Aligning the YOT Prevention referral process now means that support is identified for the whole family rather than just the immediate young person, for example, parents and carers are being offered a Triple P parenting programme and their child is being provided with preventative youth work or a family may be referred focused on the young person but the triage process identified a new born baby and a vulnerable parent and support is offered within the family to grow strength and resilience. As the CFWS is rooted in Districts around the Leicestershire, there is a wealth of knowledge regarding community provisions that offer diversion away from YOT or complement exit planning when children are nearing the end of their intervention. In addition, the model has grown relationships with staff across the Service and has opened opportunities to meet with children and families in a variety of buildings that are part of the CFWS estate. The new CFWS offered the opportunity to align Youth Work and the Youth Offending Service into 'Youth and Justice' meaning that all of the activity undertaken with children aged 10-18 (24) years old. Whilst 2019-2020 was focused much on the implementation of the model, it did provide opportunities for staff to apply for different roles and challenges around recruitment. The core YOT practitioner team and their direct Managers remained stable during this period, but the wider Management Structure grew following a emotionally difficult selection process and a training programme commenced to ensure that all managers were fully conversant in Asset Plus and the parameters regarding Youth Justice. It has been a difficult journey in terms of stability in the wider staffing team, dealing with differing practice and addressing the cultural undercurrent that is present during transformational change. As part of the transformation, the Core YOT practitioners were locality based, however, in December 2019, practitioners were returned to County Hall as this proved to be challenging in terms of ensuring quality of practice and managing service demand across the County. Feedback from the Staff Consultation group has focused on the impact of transformation and much of the work during 2019-2020 has focused on creating stability and ensuring the YOT are embedded in an updated way of working.
Development of Strength and Trauma informed Practice
The ACES Project has continued to support the development of a trauma informed practice and the service continues until 2021. During 2019-2020, the team is composition changed and support is now offered via a Clinical Psychologist and Forensic Psychologist across Leicester, Leicestershire and Rutland. The project has trained the first cohort of staff and has now progress to focusing on new practitioners and Managers to the Service.

113

During this period, the ACES's Team have offered a referral-based service that offers direct work to children around trauma which has been well received. Monthly Formulation Meetings take place with the staff group to further develop their practice around ACE's and this work is evidenced on the case management system, within assessments and frames the way that practitioners are engaging and working with children. Liaison and Diversion has bolstered the diversionary work undertaken within the YOT and offers more holistic triage and support offer with a health perspective. The team and seconded Police have been a real conduit in linking in with those children who have been issued community resolutions by making contact, offering short term intervention, ensuring that health meets are identified and referring for more sustainable intervention. The Community Psychiatric Nurse has supported the growth of trauma informed practice.

> *"Thanks Pam [Practitioner]. He's just gone in! Massive step forward. Thanks for your support of him"*
>
> Text from a Mum whose child refused to attend CAMHS appointments

Child Exploitation

Over the last year the profile and response to Child Criminal Exploitation (CCE) has grown and there has been a partnership push across LLR to widen the response to Child Sexual Exploitation to recognise CCE under the umbrella of Child Exploitation. In relation to the YOT cohort of children there were two distinct geographical pockets of CCE that has required a partnership approach. There has also been several Police Operations that have happened within Leicestershire as part of the national response to disrupting drug dealing across the country and reduce serious violence. Youth and Justice work closely with the Multi-Agency Child Exploitation Hub through daily, weekly and monthly meetings.

The Service continues to advocate on behalf of children, ensuring that they are safeguarded and recognised as victims through the National Referral Mechanism and the tracking of this through the Criminal Justice System. Agencies across LLR are committed to working together to ensure the best response to exploited children. Practitioners have engaged in mapping meetings, completing risk assessments and contributing to multi-agency meetings to share information and improve outcomes for children. The YOSMB fully support this work.

Youth Workers within Youth and Justice complete return interviews for Leicestershire missing children and the high level of uptake of interviews and the information gained from this has contributed to the case management of children and safeguarding. This information is accessed by YOT practitioners and the focus is on improving safety and wellbeing planning as a response to this.
Project Responsive (formally IRIS) had a growth of three posts in 2019-2020 to enable intensive youth support to be offered to those children at risk of and involved in CCE. This team offers long-term support to children and the workers are enabled to spend time to build a trusted relationship with the child and focus on the factors that encourage desistance from engaging in offending behaviour.

114

Case Study – Feedback from a Worker

Child A was on 9-month Referral Order for ABH. Their Order was revoked at Leicester Youth Court due to excellent progress and completion of all the targets on the Referral Order.

"Child A had experienced significant bullying which had led to his offence, but the change in him as a young man has been significant and very noticeable. His parents are extremely grateful for all the support the family has been provided… I would like to make everyone aware that this is a full team effort, and that you have all been a part of such a positive outcome…Child A's Mum has asked me if she can give back to the YOS and would like to talk to our mentoring service about possibly becoming a parent mentor."

Project Responsive Case Study

A 16-year-old female began working with Project Responsive due to her first offence meeting the custody threshold. She was NEET, there was evidence of extensive childhood trauma and she was had care leaver rights.

Project Responsive helped her access and maintain education and voluntary work.

She has voiced that she found the help very beneficial as she had given up on education thinking that her offences would make any successful career too hard to obtain. Some days motivation is very low but having somebody telling her that she can do it has given her encouragement. She enjoys being in education as it gives her a sense of belonging and makes her feel better about herself.

115

iii.   Strategic and Practice Priorities for 2020-2020

In addition to the national and local performance indicators, the YOT will focus on development of the below aspects of strategy and practice over the next three years. This will also ensure compliance with the new National Standards issued by the YJB for 2019-2020:

Health	Vulnerable and protected Groups
- Continued journey around trauma informed practice through support from the ACE's Project. - Planning for the end of end of the commissioned L & D Project within the YOT and the transition to an all age LLR provider. - Consistency around the identification and response to Speech, Language and Communication needs within the YOT cohort. This was identified as a gap following activity undertaken as part of the Ofsted SEND Inspection.	Ensure that groups are not disproportionately represented in the YOT Cohort and that practice and partnership arrangements are strong and support the child first, offender second approach: - BAME children - SEND children both on an EHC Plan and where enhanced payments are being received by education providers. - Looked after Children - Child Exploitation

	➢ Further develop the YOT and partnership response to Restorative Justice.
Data	**Child First, Offender Second - Practice and Quality Assurance**
➢ Developing Tableau dashboards that support both case management and strategic oversight of the children engaged with the YOT. ➢ Taking opportunities to interrogate data, whether YOT or Partnership to improve outcomes for children.	➢ Improve quality of assessments to ensure that they are child focused and address reasons for offending through an asset-based model that is tailored to the individual. ➢ Improve the quality of reviews in Asset Plus. ➢ Guidance is reviewed and updated to reflect the journey to trauma informed practice, building a pro-social identity and desistence theory.
Participation of Children, Families and Carers	**Education, Training and Employment**
➢ Ensure that the voices of children, their carers and families are present throughout all work undertaken with the YOT. ➢ Explore a strategy focused on participation and peer mentoring.	➢ Ensuring there is a clear pathway for children and support around EET and additional oversight and scrutiny. The challenge continues around children being involved in education but not to the required level. ➢ Developing new partnership arrangements to developed ASDAN-based awards, works experience and securing opportunities for skill-based qualifications such as the CSCS Card.
Victims	**Constructive Resettlement and Transitions**
➢ Develop a Tabelau data suite using data to enable project-based work focused around victims. This would include YOS children who are victims. ➢ Ensure that opportunities for victims to engage in restorative justice are innovative. ➢ Ensure that Asset Plus assessments contain a through assessment of risks and controls to victims.	➢ Further collaborative development of the transitions work including ensuring that the mechanisms for oversight and accountability are strong. ➢ Maintaining relationships with the Custodial Estate.

E. Future Risks – 2020-2023

The primary objective for partners linked to youth offending, is to prevent and divert young people away from the Criminal Justice System. The risks to delivery against this overarching objective fall broadly into 3 categories: failing performance against national indicators, failing to maintain quality

standards leading to the increase likelihood of reoffending and more serious reoffending and further reductions in funding leading to reductions in youth focused resources and services. The below table explores these risks in further detail, including actions to mitigate these.

National Indicators
FTE's - For many years the YOS has been at the forefront of reducing FTEs. As a result, it is difficult to see how much further FTE can continue to fall and the challenge is to maintain low numbers. The performance around FTE's is affected by several factors, including national crime trends and partner agency procedures. Targeting child exploitation and gang type activity does pose a risk to future FTE performance as experience of this is that activity is often directed at a national level. Mitigation: To continually review the Prevention and Youth Work offer and ensure that this is effective and meets the need of children, formalise a consistent response to Community Resolutions, in light of L&D Project ending within the YOT, to monitor the effectiveness of the Out of Court Disposal Panel to ensure that interventions and assessments are timely, effective and proportionate, to ensure a robust quality assurance programme for out of court disposals, monitor the delivery of cautions within 20 days of Panel, to undertake a learning exercise of the current NEET cohort, partnership Reports to the YOS MB, strong and effective partnership working with the Court and advocacy for young people. **Re-offending and the use of custody** - The exploitation of children in the movement of and dealing drugs and high value car crime and other offences associated with organised crime and serious violent crime is a significant issue for Leicestershire. This remains the biggest risk to YOS reoffending, custody and EET performance. It is proving extremely difficult to encourage and support children to disengage from once they become involved. This is a national issue and Police Operations have been driven by the National Crime Agency, both covert and overt. Responses from local Police Teams in the challenge of managing such behaviour in Districts has the potential to impact on performance rates. The incentives for children to engage with exploiters are high and the risk is that re-offending rates continue to increase. Mitigation: To ensure effective oversight of the Re-offending Toolkit to offer additional support/interventions to those most at risk of re-offending, to reduce the frequency and seriousness of re-offending within the YOT, where nationally this continues to be a challenge, to continue the practice journey around embedding trauma informed practice, to work in partnership to address ways of identifying and exiting children from exploitation safely as a partnership, To promote partnership responses to children who re-offend through desistence theory and increasing the knowledge of trauma informed practice, to monitor the impact of nationally driven police enforcement operations has on the YOT cohort, to monitor the application of a positive National Referral Mechanism (NRM) on outcomes in Court, review the mechanisms for oversight for children assessed as high risk. To ensure that the YOT regularly reviews the packages of support that are offered as and that they are alternatives to Custody, including support across the partnership, to ensure that children who are remanded or sentenced to custody are safe and well supported applying the principles of child first, offender second, to ensure that Court staff feel confident in presenting and challenging the Court and promote alternatives to Custody.

Maintaining Quality Standards

The YOS seeks to improve practice by the development of a learning culture and has been developing this approach over recent years. This has led to practitioners being able to look at their practice in a more open way. The quality assurance approach is validated by a series of Tableau which are in development and testing as Careworks is limited in the information that can be provided from the system alone. Delays in live performance data are risk to managing both performance and quality.

The YOS has the following in place to ensure quality standards:
- In depth look at 20 cases, at least one from each practitioner and all custody cases, to provide a benchmark of quality across the Service and provide feedback to practitioners and Managers;
- Improved the focus of supervision and ensuring that both personal and case supervision is as required and of a good quality;
- Ensuring management oversight is of a high quality and supports the production of high quality work;
- Monthly Youth Justice workshops;
- Addressing practice issues proactively with practitioners and managers;
- Providing information and assurance to YOS MB.

YOS funding and resources

Changes to partnership funding arrangements in the YOS is a risk. At the time of producing the Youth Justice Plan, there are arrangements that require agreements and validation, along with confirmation of the Youth Justice Grant has not been provided. In 2019/20 there was an opportunity to secure approximately £75k to mitigate against spending from the YOS reserves from Home Office funding and an addition £3k was received by the YJB, however, any additional funding is often short-term. The YOS MB oversee the financial position of the YOS on a quarterly basis and assist in the management and spending of the budget. At the present time, there are no savings attached to the YOS. Depletion of the reserves and cuts to funding would mean that savings would inevitably need to be made.

In addition to the funding is the contribution of staff who are a valued and integrated resource to the Service in preventing offending and re-offending by children. This is as defined in the Crime and Disorder Act 1988.

Appendix 1

Risk Management

Risk management is a critical element in ensuring the delivery of key priorities and outcomes. Risk management will be active and incorporated into our performance management framework.

*Key - Impact and likelihood receiving a score between 1 and 3 with1 representing the higher level of risk

Risk	Causes (s)	Consequences (s)	Risk Owner	Impact	Likelihood	Risk Score	List of current controls	Further Actions / Additional Controls	Residual Impact	Residual Likelihood	Residual Risk Score
The numbers of First Time Entrants (FTEs) each year will level off or increase.	Year on year decreases in FTE numbers over the last 5 years across Leicestershire	Increase in the number of children entering the CJS

Additional stress on already limited resources

Reductions in FTEs could result in higher re-offending rates, as those young people who do enter the youth justice system do so at a more serious level and are therefore more likely to re-offend than previously. | Head of Service | 2 | 2 | 4 | Monitor numbers of FTEs on a quarterly basis.

Identify areas of poorer performance and resolve issues identified in conjunction with partners.

Scrutiny of the OOCD Panel as a partnership. | Oversight from the YOS MB | 2 | 1 | 2 |
| Increase in offending and reoffending | Exploitation of children by organised crime leading | Increased numbers of children being drawn into criminal behaviour.

Complex and vulnerable | Head of Service | 2 | 2 | 4 | YOS operational management team reviewing all case on a | Continue to develop with partners early | 2 | 1 | 2 |

119

Risk	Causes (s)	Consequences (s)	Risk Owner	Impact	Likelihood	Risk Score	List of current controls	Further Actions / Additional Controls	Residual Impact	Residual Likelihood	Residual Risk Score
1	to increase in children being drawn into offending serious and violent offences	children are more likely to offend involved in serious/violent crime.					month basis of all new FTE and repeat offences, to make sure the YOS acts quickly to meets children's needs and changing circumstances. Development of ACE Project to deal with Trauma Integration with the CSE Hub processes and oversight. Pathway for children into the Hub.	intervention Strategies to divert young people away from exploitation Act quickly to resolve young people who are being exploited when they go missing. The use of Tableau data to improve knowledge of the re-offending co-hort			120
Future restructuring of YOS service delivery	Reductions in National and local funding	Loss of effective Service delivery due to organisation difficulties brought about by the changes. Loss of prevention services which impact on national	Head of Service	2	3	5	Senior Management oversight of any potential restructure Engagement with children, families and carers.	Oversight from the Board	2	2	2

Risk	Causes (s)	Consequences (s)	Risk Owner	Impact	Likelihood	Risk Score	List of current controls	Further Actions / Additional Controls	Residual Impact	Residual Likelihood	Residual Risk Score
		indicators.					Engagement with staff, key partners and YOS MB.				
Low level use of remand and custody not maintained or reduced	Potential increase in children committing serious offences due to exploitation Increased complexity of cases, making engagement more difficult and therefore the risk of noncompliance with Court orders	increase cost to Local Authority to fund remand beds (national shortage) Impact on YOS and C & F resources to manage young people in custody	Head of Service	2	3	5	Maintain current management oversight and joined up working with CE Hub. Close liaison with the court and quality assurance Maintain skills within bail and Court Team Ensure robust collaborative packages as an alternative to custody. Ensure reducing reoffending in high risk group of children a	Ensure that resources are effectively targeted to minimise any potential impact.	2	1	2

121

Risk	Causes (s)	Consequences (s)	Risk Owner	Impact	Likelihood	Risk Score	List of current controls	Further Actions / Additional Controls	Residual Impact	Residual Likelihood	Residual Risk Score
							strategic priority				

122

Risk	Causes (s)	Consequences (s)	Risk Owner	Impact	Likelihood	Risk Score	List of current controls	Further Actions / Additional Controls	Residual Impact	Residual Likelihood	Residual Risk Score
Risk of Harm and safeguarding risks posed by or to young people not effectively identified or managed	Risk not effectively managed by practitioners or partnerships ASSET plus assessments not effectively overseen and verified More children exposed to exploitation leading to then being at increased Safeguarding risk and becoming involved in serious and violent offences.	Child commits a serious offence A serious incident receives significant negative media coverage. Impact on victim satisfaction and public confidence	Head of Service	3	1	3	Maintaining an effective quality assurance process Effective management process to monitor risk of harm and vulnerability processes to ensure delivery is maintained at a high standard, including benchmarking. Ensure lessons from national and local inspections, and taken forward with YOS managers & through YOS practice development sessions Ensure annual training priorities & plan are linked to lessons learnt process	Ensure that resources are effectively targeted to minimise any potential impact.	2	1	2

123

Leicestershire – Youth Justice Plan 2020 - 2023

Appendix 2

Summary of Performance 2014/15 – 2018/19

Performance against the MOJ Indicators and the Local YOS indicator for 2014/15 to 2018/19 to date:

National Indicator	Target	April to March 2014/15	April to March 2015/16	April to March 2016/17	April to March 2017/18	April to March 2018/19
Reduction in First Time Entrants	Year on year reduction	-14.0% reduction	34.7% reduction	+1.6% Increase (2)	-17.6% reduction	-3.85% reduction
Reduce the proven rate of re-offending	1.13	1.25	0.82	0.91	0.71	1.37
Custodial Sentences	<5%	4.2%	4.9%	1.3%	3.2%	2.4%
Number of young people in suitable Education, Training and Employment	80%	73.7%	74.2%	64.5%	78.6%	64.2%

First Time Entrants	FTE's are young people who have received a substantive outcome which includes youth cautions (YC), youth conditional caution (YCC) and statutory outcomes through the Court.
Rate of reoffending	The reoffending rate is measured by tracking all young people who receive a substantive outcome (includes YC's, YCC's, and all court outcomes) between 1st of January and 31st of March. The reoffending of the entire cohort is monitored each quarter for a 12-month period to determine the reoffending rate.
Custodial sentences	The percentage figure is determined by monitoring the percentage of young people who appear at court, who go onto receive a custodial sentence.
Number of NEET children	This is determined by the percentage of young people not in employment, education, or training, at the end of their court order.

Appendix 3

Organisational structure chart:

- **Service Manager Youth Justice** — Carly Turner 1 FTE
  - **Youth Offending Team Manager (West)** — Adrian Bakari 1 FTE
    - Youth Offending Team Officer (Qualified) — Deborah Southall 0.81 FTE; Joanne Clarke 1 FTE; Laura Lane 1 FTE
    - Team Leader — Amy Perry-Granger 1 FTE
    - Harmful Sexual Behaviour Officer (HSB) — Marlene Ennis-Rimmer 1 FTE
    - Police Officers — Andy Aspinwall 1 FTE; Vacant
    - Liaison & Diversion Project Lead — Kelly Leader 0.61 FTE
    - CAMHS Worker — Ruth Stothard 1 FTE (seconded in)
    - Youth Offending Team Officer
    - Liaison & Diversion Project Worker — Jez Oughton 1 FTE
    - Victim Worker — Jo Hewitt 1 FTE
    - CAMHS Nurse — Seconded in 0.60 FTE
    - Volunteers
  - **Youth Offending Team Manager (East)** — Sara Thompson 1 FTE
    - Youth Offending Team Officer (Qualified)
    - Team Leader — Maroot Patel 1 FTE
    - Probation Officer — Seconded in 1 FTE
    - IRS Worker
    - Accommodation Worker — Karen Young 1 FTE
    - Youth Worker
    - Youth Worker – Crime Prevention — Laura Ryder 1 FTE
  - **Team & Partnership Manager (Youth West)** — Rachel Lobel 1 FTE
    - Education Coordinator
    - Team Leader (Interventions) — Kam Chauhan 1 FTE
    - Team Leader Youth – BOW
    - Team Leader (Youth – NWL & H&B) — Navdeep Cooms-Patel 1 FTE
    - Anti-Social Behaviour Reduction Officer (ASB) — Julian Robertson 1 FTE
    - Youth Worker (Blaby)
    - Youth Worker (NWL)
    - Impact Coordinator — Glen White 1 FTE
    - Youth Worker – Crime Prevention (Blaby) — Caroline Bryson 0.5 FTE
    - Youth Worker – Crime Prevention (NWL)
    - Impact Worker — Ajit Patel; Ashok Nathwani; Charlotte Kew-Moss; Halle Roberts; Jayshree Patel; Karen Browne; Leanne Foreman; Louise Challenger; Marissa Patel; Rebecca Leigh; Sacha Johnson; Victoria Tyrell
    - Youth Worker (Oadby & Wigston)
    - Youth Worker (H&B)
    - Youth Worker – Crime Prevention (Oadby & Wigston) — Vacant 1 FTE
    - Youth Worker – Crime Prevention (H&B) — Dave Atkinson 1 FTE
    - Sports Worker — Shailes Patel 0.56 FTE; Zubair Yusuf 0.56 FTE
  - **Team & Partnership Manager (Youth East)** — Penny Pugh 1 FTE
    - Team Leader (Youth East) — Kim Robinson 1 FTE
    - Youth Worker (Charnwood)
    - Youth Worker – Crime Prevention (Charnwood) — Avril Bourne 1 FTE; Jessi Patel 1 FTE; Laura Cary 1 FTE
    - Youth Worker (Melton)
    - Family Wellbeing Worker (0-18) — Tracy Green 1 FTE
    - Youth Worker (Qualified)
    - Assistant Youth Worker
    - Reparation Worker — Dawn Gregory 1 FTE; Leon Coulson 1 FTE; Sandra Clarke-Baptiste 1 FTE
    - Saturday Reparation Worker — Susan Coleman 0.28 FTE
  - **Performance & Practice Lead** — Jenny Cooper 1 FTE

Legend:
- Permanent
- Fixed Term
- Agency
- Vacant
- Secondment

Appendix 4

The following table shows Staffing of Leicestershire YOS by Gender and Ethnicity, including volunteers for June 2018.

Ethnicity and Gender	Managers Strategic	Managers Operational		Practitioners		Administrative		Volunteer		Total	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
White British	1		1	8	28	2	10	18	48	29	87
White Irish											
Other White							1				1
White & Black Caribbean											
White & Black African											
White & Asian											
Other Mixed				1	3				1	1	4
Indian				9	9					9	9
Pakistani											
Bangladeshi											
Other Asian											
Caribbean		1			3			1		2	3
African											
Other Black					2			1	1	1	3
Chinese											
Any other ethnic group								1		1	
Not Known											
Total	**1**	**1**	**1**	**18**	**45**	**2**	**11**	**21**	**50**	**43**	**107**

126

Partner Signatures

	Name of Chief Officer	Signature	Date
Chief Executive, Leicestershire County Council	**J Sinnott**		
Director of Children and Family Services, Leicestershire County Council	**J Moore**		
Chief Constable, Leicestershire Police	**S Cole**		
Head of Leicestershire and Rutland National Probation Service	**C Maclean**		
Leicestershire and Rutland Police and Crime Commissioner	**W Bach**		
Joint Chief Executive, Clinical Commissioning Group – Leicester, Leicestershire and Rutland	**A Williams**		

127

	Name of Chief Officer	Signature	Date
Chief Executive, Rutland County Council	**H Briggs**		

128

APPENDIX B

Equality & Human Rights Impact Assessment (EHRIA)

This Equality and Human Rights Impact Assessment (EHRIA) will enable you to assess the **new, proposed or significantly changed** policy/ practice/ procedure/ function/ service** for equality and human rights implications.

Undertaking this assessment will help you to identify whether or not this policy/ practice/ procedure/ function/ service** may have an adverse impact on a particular community or group of people. It will ultimately ensure that, as an Authority, we do not discriminate and we are able to promote equality, diversity and human rights.

Please refer to the EHRIA guidance before completing this form. If you need any further information about undertaking and completing the assessment, contact your Departmental Equalities Group or equality@leics.gov.uk

**Please note: The term 'policy' will be used throughout this assessment as shorthand for policy, practice, procedure, function or service.

Key Details	
Name of policy being assessed:	Leicestershire Youth Justice Plan
Department and section:	Youth and Youth Justice Children and Families Service
Name of lead officer/ job title and others completing this assessment:	Chris Thomas Head of Children and Family Wellbeing Service and Community safety
Contact telephone numbers:	0116 3056602
Name of officer/s responsible for implementing this policy:	Carly Turner Service manager Youth and Youth Justice
Date EHRIA assessment started:	6th of March 2020
Date EHRIA assessment completed:	29th of March 2020

Section 1: Defining the policy

Section 1: Defining the policy
You should begin this assessment by defining and outlining the scope of the policy. You should consider the impact or likely impact of the policy in relation to all areas of equality, diversity and human rights as outlined in Leicestershire County Council's Equality Strategy.

1	What is new or changed in the policy? *What has changed and why?* The current draft Youth Justice Strategy 2020-23 is similar to the previous 2017-2020 Strategy and focuses on priorities around young people who offend or are on the cusp of offending. The differences are around current priorities facing agencies notably around child criminal exploitation, and emotional wellbeing support.
2	Does this relate to any other policy within your department, the Council or with other partner organisations? *If yes, please reference the relevant policy or EHRIA. If unknown, further investigation may be required.* No. The Youth Justice Strategy is completed in collaboration by the statutory partner agencies relating to youth offending; the Local Authority, Police, Health, and National Probation Service.
3	Who are the people/ groups (target groups) affected and what is the intended change or outcome for them? Young people who have offended and entered the youth justice system, young people on the cusp of offending, and key people supporting these young people. The Strategy is designed to focus and prioritise work between partner agencies to support these young people and reduce their risk of offending.

4	Will the policy meet the Equality Act 2010 requirements to have due regard to the need to meet any of the following aspects? **(Please tick and explain how)**				
		Yes	**No**	**How?**
	Eliminate unlawful discrimination, harassment and victimisation	✔		The strategy should assist all young people who may offend irrespective of their background.
	Advance equality of opportunity between different	✔		The support provided to young people who offend focuses on providing support, guidance, and opportunities to either

groups			vulnerable young people at risk of, or who offend	
Foster good relations between different groups	✔		Many of the resources and strategies used with young people are designed to provide guidance to young people encountering difficulties to assist them in integrating within the their wider community.	

Section 2: Equality and Human Rights Impact Assessment (EHRIA) Screening

Section 2: Equality and Human Rights Impact Assessment Screening
The purpose of this section of the assessment is to help you decide if a full EHRIA is required.

If you have already identified that a full EHRIA is needed for a policy/ practice/ procedure/ function/ service, either via service planning processes or other means, then please go straight to Section 3 on Page 7 of this document.

Section 2
A: Research and Consultation

		Yes	No*
5.	Have the target groups been consulted about the following?		
	a) their current needs and aspirations and what is important to them;		✔
	b) any potential impact of this change on them (positive and negative, intended and unintended);		✔
	c) potential barriers they may face		✔
6.	If the target groups have not been consulted directly, have representatives been consulted or research explored (e.g. Equality Mapping)?		✔
7.	Have other stakeholder groups/ secondary groups (e.g. carers of service users) been explored in terms of potential unintended impacts?	✔	
8.	*If you answered 'no' to the questions above, please use the space below to outline either what consultation you are planning to undertake or why you do not consider it to be necessary.		
	Consultation has been undertaken with agencies involved in with young people who offend or on the cusp of offending. A part of the Youth Justice Strategy will be to undertake annual research to identify whether groups with protective		

	characteristics appear disproportionately in the criminal justice system, and whether they are affect adversely. The research will be used to inform the consultation process with groups of young people.

Section 2
B: Monitoring Impact

9.	Are there systems set up to:	**Yes**	**No**
	a) monitor impact (positive and negative, intended and unintended) for different groups;	✔	
	b) enable open feedback and suggestions from different communities	✔	

Note: If no to Question 9, you will need to ensure that monitoring systems are established to check for impact on the protected characteristics.

Section 2
C: Potential Impact

10.				
	Use the table below to specify if any individuals or community groups who identify with any of the 'protected characteristics' may *potentially* be affected by the policy and describe any positive and negative impacts, including any barriers.			

	Yes	**No**	**Comments**
Age	✔		
Disability	✔		
Gender Reassignment		✔	
Marriage and Civil Partnership		✔	
Pregnancy and Maternity		✔	
Race	✔		
Religion or Belief	✔		
Sex	✔		
Sexual Orientation	✔		

		Yes	No	Comments
	Other groups e.g. rural isolation, deprivation, health inequality, carers, asylum seeker and refugee communities, looked after children, deprived or disadvantaged communities	✔		This may include children with special education needs, young carers, looked after children, and those from deprived areas in Leicestershire.
	Community Cohesion	✔		

11.	Are the human rights of individuals *potentially* affected by this proposal? Could there be an impact on human rights for any of the protected characteristics? **(Please tick)** Explain why you consider that any particular article in the Human Rights Act may apply to the policy/ practice/ function or procedure and how the human rights of individuals are likely to be affected below: [NB: include positive and negative impacts as well as barriers in benefiting from the above proposal]

	Yes	**No**	**Comments**
Part 1: The Convention- Rights and Freedoms			
Article 2: Right to life		✔	
Article 3: Right not to be tortured or treated in an inhuman or degrading way	✔		The Youth Justice Strategy introduces reparation along with statutory sanctions. These will be used in a fair and proportionate way
Article 4: Right not to be subjected to slavery/ forced labour		✔	
Article 5: Right to liberty and security		✔	
Article 6: Right to a fair trial	✔		This is intrinsic within the criminal justice system. Where other forms of non statutory sanctions are used these will be used in a fair and appropriate way
Article 7: No punishment without law	✔		As above
Article 8: Right to respect for private and family life	✔		The support to young people will be undertaken with consent. Where interventions are
Article 9: Right to freedom of thought, conscience and religion		✔	

Article 10: Right to freedom of expression		✓	
Article 11: Right to freedom of assembly and association		✓	
Article 12: Right to marry		✓	
Article 14: Right not to be discriminated against	✓		The plan involves measures to check whether the responses to young people people with protected characteristics are adversely
Part 2: The First Protocol			
Article 1: Protection of property/ peaceful enjoyment		✓	
Article 2: Right to education	✓		The education provision provided to young people who offend is subject to monitoring under the Youth Justice Strategy
Article 3: Right to free elections		✓	

Section 2
D: Decision

		Yes	No	Unknown
13.	Is there evidence or any other reason to suggest that:			
	a) the policy could have a different affect or adverse impact on any section of the community;			✓
	b) any section of the community may face barriers in benefiting from the proposal			✓

13.	Based on the answers to the questions above, what is the likely impact of the policy

No Impact ☐   Positive Impact ☐   Neutral Impact ☐   Negative Impact or Impact Unknown ✔

Note: If the decision is 'Negative Impact' or 'Impact Not Known', an EHRIA Report is required.

14.	Is an EHRIA report required?	Yes ✔	No ☐

Section 2: Completion of EHRIA Screening

Upon completion of the screening section of this assessment, you should have identified whether an EHRIA Report is requried for further investigation of the impacts of this policy.

Option 1: If you identified that an EHRIA Report *is required*, continue to Section 3 on Page 7 of this document.

Option 2: If there are <u>no</u> equality, diversity or human rights impacts identified and an EHRIA report *is not required*, continue to Section 4 on Page 14 of this document.

Section 3: Equality and Human Rights Impact Assessment (EHRIA) Report

Section 3: Equality and Human Rights Impact Assessment Report

This part of the assessment will help you to think *thoroughly* about the impact of the policy and to critically examine whether it is *likely* to have a positive or negative impact on different groups within our diverse communities. It should also identify any barriers that may adversely affect under-represented communities or groups that may be disadvantaged by the way in which we carry out our business.

Using the information gathered either within the EHRIA Screening or independently of this process, this EHRIA Report should be used to consider the impact or likely impact of the policy in relation to all areas of equality, diversity and human rights as outlined in Leicestershire County Council's Equality Strategy.

Section 3 **A: Research and Consultation**
When considering the target groups, it is important to think about whether new data needs to be collected or whether there is any existing research that can be utilised.

15.	Based on the gaps identified either in the EHRIA Screening or independently of this process, *how* have you now explored the following and *what* does this information/ data tell you about each of the diverse groups?
	
	    a) current needs and aspirations and what is important to individuals and community groups (including human rights);
	
	    b) likely impacts (positive and negative, intended and unintended) to individuals and community groups (including human rights);
	
	    c) likely barriers that individuals and community groups may face (including human rights)

There is regular monitoring of offending rates in relation to first time entrants into the criminal justice system, re offending, and custody rates. The current monitoring does not initially indicate any obvious areas of disproportionality locally. However national research available to the Youth Justice Board (YJB) nationally indicates that some groups, notably BME, may be disproportionately represented in the criminal justice system

16.	Is any further research, data collection or evidence required to fill any gaps in your understanding of the potential or known affects of the policy on target groups?

The guidance from the YJB indicates that there may be disproportionality in the CJS. The local Youth Justice Strategy, which is overseen by the YOS management board, introduces the need to annually review potential issues around protected groups appearing disproportionately within the CJS.

When considering who is affected by this proposed policy, it is important to think about consulting with and involving a range of service users, staff or other stakeholders who may be affected as part of the proposal.

17.	Based on the gaps identified either in the EHRIA Screening or independently of this process, *how* have you further consulted with those affected on the likely impact and *what* does this consultation tell you about each of the diverse groups?

As highlighted an initial review of the national performance data does not initially highlight any immediate areas of concern. Notably the numbers of BME young people managed and supported by the YOS is small. Additionally monitoring to date suggests more research maybe needed in relation to females and young people with special educational needs who appear in the CJS locally.

18.	Is any further consultation required to fill any gaps in your understanding of the potential or known effects of the policy on target groups?

There is comprehensive performance data available in relation to young people involved with the youth offending service. The strategy involves reviewing this data in relation to disproportionality to identify any potential risk groups to inform more focused consultation

Section 3	
B: Recognised Impact	

19.	Based on any evidence and findings, use the table below to specify if any individuals or community groups who identify with any 'protected characteristics' are *likely* to be affected by this policy. Describe any positive and negative impacts, including what barriers these individuals or groups may face.

	Comments
Age	
Disability	✓ Further research is needed in relation to young people with special educational needs. Recent research highlighted that around 35% of young people have SEN but notably outcomes have not been explored in any detail
Gender Reassignment	
Marriage and Civil Partnership	
Pregnancy and Maternity	
Race	✓ This is an area of risk highlighted by the YJB through national research. Local numbers of BME young people are low but more detailed understanding may be needed
Religion or Belief	✓
Sex	✓ National research has drawn links between child sexual exploitation and child criminal exploitation. This may have an impact on females
Sexual Orientation	
Other groups **e.g. rural isolation, deprivation, health inequality, carers, asylum seeker and refugee communities, looked after children, deprived or disadvantaged communities**	

	Community Cohesion	

| **20.** | Based on any evidence and findings, use the table below to specify if any particular Articles in the Human Rights Act are *likely* to apply to the policy. Are the human rights of any individuals or community groups affected by this proposal? Is there an impact on human rights for any of the protected characteristics? | |

		Comments
	Part 1: The Convention- Rights and Freedoms	
	Article 2: Right to life	
	Article 3: Right not to be tortured or treated in an inhuman or degrading way	
	Article 4: Right not to be subjected to slavery/ forced labour	
	Article 5: Right to liberty and security	
	Article 6: Right to a fair trial	
	Article 7: No punishment without law	
	Article 8: Right to respect for private and family life	
	Article 9: Right to freedom of thought, conscience and religion	
	Article 10: Right to freedom of expression	
	Article 11: Right to freedom of assembly and association	
	Article 12: Right to marry	
	Article 14: Right not to be discriminated against	✓ This links to the plan to review any potential disproportionality as a part of the Youth Justice Plan
	Part 2: The First Protocol	
	Article 1: Protection of property/ peaceful enjoyment	

	Article 2: Right to education	✓ This may link to the plan to focus and review data in relation to young people with special educational needs
	Article 3: Right to free elections	

Section 3
C: Mitigating and Assessing the Impact

Taking into account the research, data, consultation and information you have reviewed and/ or carried out as part of this EHRIA, it is now essential to assess the impact of the policy.

21.	If you consider there to be actual or potential adverse impact or discrimination, please outline this below. State whether it is justifiable or legitimate and give reasons.

There are no initial indications of disproportionality in relation to adverse outcomes concerning young people with protected characteristics.

NB:

i) If you have identified adverse impact or discrimination that is ***illegal***, you are required to take action to remedy this immediately.

ii) If you have identified adverse impact or discrimination that is ***justifiable or legitimate***, you will need to consider what actions can be taken to mitigate its effect on those groups of people.

22.	Where there are potential barriers, negative impacts identified and/ or barriers or impacts are unknown, please outline how you propose to minimise all negative impact or discrimination.
	
	    a) include any relevant research and consultation findings which highlight the best way in which to minimise negative impact or discrimination
	
	    b) consider what barriers you can remove, whether reasonable adjustments may be necessary and how any unmet needs that you have identified can be addressed
	
	    c) if you are not addressing any negative impacts (including human rights) or potential barriers identified for a particular group, please explain why

Not currently applicable

Section 3	
D: Making a decision	
23.	Summarise your findings and give an overview as to whether the policy will meet Leicestershire County Council's responsibilities in relation to equality, diversity, community cohesion and human rights.
	At this stage the approach and outcomes linked to the Youth Justice Strategy appears to meet the Councils responsibilities in relation to equality, diversity, and community cohesion. However, data on offending nationally highlights some areas of concern that are not currently reflected locally.

Section 3	
E: Monitoring, evaluation & review of the policy	
24.	Are there processes in place to review the findings of this EHRIA and make appropriate changes? In particular, how will you monitor potential barriers and any positive/ negative impact?
	Currently EHRIA screening has been undertaken to support the Youth Justice Strategy and compliance with legal obligations. A part of the Youth Strategy involves providing data on any potential adverse impact around equality issues to the YOS management board (which involvies senior stakeholders from the statutorily responsible youth justice agencies) on an annual basis.
	In terms of consultation around the strategy, there has been consultation with a number of stakeholder agencies through the YOS management board in relation to drafting the strategy. Additionally the data research undertaken will provide direction to any consultation needed with service users as apart of a full EHRIA,.
25.	How will the recommendations of this assessment be built into wider planning and review processes? *e.g. policy reviews, annual plans and use of performance management systems*
	The annual data research outlined in the EHRIA screening will be used to inform any planning and changes required, which will be overseen by the YOS management board.

Section 3:
F: Equality and human rights improvement plan

Please list all the equality objectives, actions and targets that result from the Equality and Human Rights Impact Assessment (EHRIA) (continue on separate sheets as necessary). These now need to be included in the relevant service plan for mainstreaming and performance management purposes.

Equality Objective	Action	Target	Officer Responsible	By when

Section 4: Sign off and scrutiny

Upon completion, the Lead Officer completing this assessment is required to sign the document in the section below.

It is required that this Equality and Human Rights Impact Assessment (EHRIA) is scrutinised by your Departmental Equalities Group and signed off by the Chair of the Group.

Once scrutiny and sign off has taken place, a depersonalised version of this EHRIA should be published on Leicestershire County Council's website. Please send a copy of this form to the Digital Services Team via web@leics.gov.uk for publishing.

Section 4
A: Sign Off and Scrutiny

Confirm, as appropriate, which elements of the EHRIA have been completed and are required for sign off and scrutiny.

Equality and Human Rights Assessment Screening ☐

Equality and Human Rights Assessment Report ☐

1st Authorised Signature (EHRIA Lead Officer): ……………………………………………

Date: ………………………….

2nd Authorised Signature (DEG Chair): …………………………………………………….

Date: ……………………………