

## Leicester City Council's

# Climate Emergency Action Plan: April 2020 – March 2023

## Final Progress Update, published October 2023

This Climate Emergency Action Plan set out actions to be undertaken by the council to implement its Climate Emergency Strategy 2020-23, in response to the Climate Emergency it declared on 1<sup>st</sup> February 2019. This is the final progress update on the plan, setting out what was achieved for all of the actions over the three years it was in place. A new Climate Emergency Action Plan for 2023 to 2028 is now being developed, to continue the council's work in tackling the climate emergency.

The actions in this plan were arranged into seven sections. The first section presents actions which contributed to implementing the Climate Emergency Strategy as a whole, while the remaining sections address the six themes in the strategy.

In many cases work on the actions will continue past the end of the plan, and this will continue to be monitored. A number of the actions will be carried forwards into the new Climate Emergency Action Plan for 2023 to 2028. The council will also continue to publish annual figures for its own and Leicester's carbon emissions.

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

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## Key Achievements

Here are some of the highlights of what we've achieved through this action plan:

- Developed a Carbon Neutral Roadmap setting out a path towards 'net zero' emissions for the city. (Refer to action number 1.01)
- Set up a city-wide Climate Emergency Partnership, bringing together major organisations across Leicester to work on the shared challenge of the climate emergency. (1.13)
- Engaged with thousands of school students on climate issues, including:
  - Growing the Eco-Schools scheme in Leicester, with 65 schools now achieving Green Flag awards, the largest number within any local council area in the UK. (1.10)
  - Supporting 9 local schools to make their own climate emergency declarations and 27 to sign up to the Let's Go Zero campaign. (1.08)
  - Carrying out research on reducing the climate impact of school meals and delivering a workshop to 14 local schools on this issue. (4.11, 4.12)
  - Launching a new Plastic Clever Schools award to encourage a reduction in single-use plastic consumption. (4.15)
  - Working with the city's Arts & Museums service to create and distribute a home learning pack on sustainability to more than 900 children. (1.14)
  - Expanding the Built Environment Services for Schools (BESS) Energy service to support schools to reduce their energy use and carbon emissions. (7.08)
- Helped hundreds of city households living in privately owned homes to improve the energy efficiency of their homes, reducing energy bills and carbon emissions, and tackling fuel poverty, including:
  - Assisting 430 homes through the Green Homes Grant (2.12), 81 through Warmer Homes, Greener Homes (2.12) and 17 through the Home Upgrade Grant (2.16).
- Installed more than 2300 energy saving measures across our council housing including:
  - Installing improved loft insulation at 138 homes. (2.02)
  - Replacing old and inefficient boilers in more than 2,000 homes, saving an estimated 0.75 tCO<sub>2</sub>e per home each year. (2.03)
  - Replacing lighting with more efficient LEDs in entrance lobbies and other communal areas in 102 blocks of flats. (2.04)
  - Fitting solid wall insulation at 105 homes, saving an estimated 1.8 tCO<sub>2</sub>e per home each year. (2.08)
- Introduced a discretionary licensing scheme for private rented housing in three areas of Leicester, including checks to ensure homes meet energy efficiency standards. (2.10)
- Set up a 'Big Bus Plan' with local bus operators, including action to:
  - Replace 116 diesel buses with electric models saving 2,053 tCO<sub>2</sub>e per year, currently in progress. (3.30)
  - Electrify the Park & Ride and Hospital Hopper services (3.10, 3.29) and launch the new, free Hop! electric shuttle bus route around the city centre. (3.11)

- Introduce the first multi-operator integrated tap-on, tap-off bus ticketing system in the UK to provide best-value tickets for passengers. (3.12)
- Create new bus lanes and priority routes, alongside improved bus information signage. (3.06, 3.07, 3.13)
- Expanded our network of 20 mph zones to cover more than 1,400 city streets. (3.21)
- Installed 70 new charging points for electric vehicles in the city. (3.27)
- Continued to make Leicester safe, accessible and friendly for walking and cycling, including:
  - Developing a Covid-19 Transport Recovery Plan, which provided pop-up walking and cycling lanes during the pandemic. (3.01)
  - Added 8.3 km of cycling routes, taking the citywide total up to 68km. (3.02)
  - Providing active travel education in over 80 city schools through the Living Streets, Next Steps and Big Walk and Wheel projects. (3.14, 3.15)
  - Delivering Bikeability cycle training to 3,220 students. (3.17)
- Carried out 'Metal Matters' and 'Love Your Clothes' campaigns to encourage recycling of metals and the donation or upcycling of old or unwanted clothes by residents. (4.01, 4.13)
- Expanded the charity Reuse Shop at Leicester's Gypsum Close recycling site, which has sold more than 91,000 items, diverting more than 85 tonnes of waste from landfill. (4.03)
- Provided £1.17 million in grants to 208 local businesses to increase energy efficiency and reduce carbon emissions through the ERDF-funded Green BELLE grant project. (5.01)
- Supported 170 local companies through Go Green workshops and supported 90 to sign up to an online sustainability platform through the Leicester and Leicestershire Enterprise Partnership (LEEP) Growth Hub. (5.02, 5.03)
- Planted 28,506 new trees at sites across the city through the Local Authority Treescapes Fund, Trees for Cities, Urban Tree Challenge and Earthwatch Tiny Forests. (6.28, 6.29)
- Recruited a team of 28 volunteer 'Tree Wardens' to help look after the city's trees. (6.27)
- Carried out projects to reduce flood risk and protect homes and businesses, including:
  - Creating new flood defences at Everards Meadows to reduce flood risk along the River Soar and provide new habitats for wildlife. (6.21)
  - Installing 15 sustainable drainage systems at three city schools and delivering a linked education programme to 500 of their students. (6.23, 6.34)
  - Updating mapping of the city's flood risk infrastructure and drainage systems. (6.13, 6.14)
- Through our Bee Roads project, planted wildflowers across the city and increased the amount of roadside verges managed for biodiversity to provide vital habitats for pollinating insects. (6.30)
- Adopted a 'relaxed mowing' approach as part of our new Grassland Strategy to improve biodiversity in our green spaces, as well as reducing emissions from maintenance. (7.22)
- Installed 30 new bus shelters with 'living roofs' across the city, with another 223 shelters incorporating solar PV panels. (7.31)
- Redeveloped Leicester's St Margaret's Bus Station into the UK's first operationally net zero carbon bus station, while reusing existing materials to save more than 575 tCO<sub>2</sub>e in its

construction, fitting 390 solar panels and achieving an excellent level of energy efficiency throughout. (7.30)

- Upgrading more of the city's traffic signals to use energy efficient LEDs, saving up to 100 tCO<sub>2</sub>e per year and replacing 550 illuminated bollards with reflective alternatives, saving an estimated 218 tCO<sub>2</sub>e per year. (7.16, 7.17)
- Developed an interactive climate change game kiosk for young people which has been used more than 2,500 times in museums, schools and at city events. (1.15)
- Provided Carbon Literacy training on the climate emergency to 108 decision makers within the council (1.02) and more than 900 students and 100 staff members in city schools. (1.09)
- Achieved a 90% recycling rate of the waste created as part of the demolition of Goscote House. (7.14)
- Carried out a major programme of Salix-funded works to improve energy efficiency at 55 schools, including solar PV panels, air-source heat pumps, LED lighting and double-glazing.

## 1. Actions supporting all the themes

No.	Action	Outcomes Expected	Timescale	Responsibility	Progress and Achievements
1.01	<b>Carbon neutral roadmap for the city</b> Develop one or more possible decarbonisation pathways for the city to inform the planning of actions, monitoring of progress and engagement with partners, including seeking more support from central Government.	Pathway report setting out key actions required and their estimated carbon reductions.	2020/21 – 2021/22	Sustainability	The roadmap report was completed in early 2022, modelling a pathway for Leicester to reach net zero carbon emissions. It is now being used to brief decision-makers in the council and partner organisations, and to inform the council's next Climate Emergency Action Plan.
1.02	<b>Carbon Literacy training – decision makers</b> Provide 'carbon literacy' training to key decision-makers in the council.	Phase 1: 50 elected decision-makers and managers trained, strengthening the council's management and oversight of its climate emergency response. Phase 2: 50 additional leaders or managers trained.	Phase 1: 2020/21 – 2021/22 Phase 2: 2022/23	Sustainability	Carbon Literacy training was successfully delivered to 108 decision-makers within the council, exceeding the original target. The City Mayor and his Executive team, councillors from relevant committees and directors were amongst those trained.
1.03	<b>Climate Emergency Board</b> Establish a Climate Emergency Board of senior council officers to be accountable to the City Mayor and his team for the council's response to the climate emergency, including delivery of actions.	Board convened, and forward plan of its meetings and work developed.	2020/21	Sustainability	The Climate Emergency Board was set up in March 2020 and played a key role in overseeing the implementation of the Climate Emergency Action Plan.
1.04	<b>Embedding sustainability into decision making</b> Introduce a council-wide approach to embedding climate change implications and other sustainability considerations into decision making processes, including making reference to the adopted UN Sustainable Development Goals where relevant.	New approach adopted by the council to enable decision-makers to understand the climate change and other sustainability implications of all decisions.	2022/23	Sustainability	Expert advice on the climate change implications of decisions has been provided for hundreds of council reports over the course of the plan. The council has also identified opportunities to embed

					the UN Sustainable Development goals into its goals and key projects.
1.05	<p><b>Lobby central Government</b> Lobby central Government to introduce the policy, resourcing and other measures needed in support of local action to decarbonise and adapt the city, and to address poverty. Press for these changes through the most appropriate channels and encourage partner organisations to do the same.</p>	Influence on Government policy, actions and funding decisions to enable faster progress in Leicester.	2020/21 – 2022/23	Sustainability, working with the Strategy, Quality and Performance Service in Social Care and Education, and supported by other services.	The council has engaged with central government in a range of ways. For example, we have pushed for improved low carbon standards in the Building Regulations during a government consultation and responded to the 'Skidmore review' into how the UK can reach net zero while benefitting the economy. We have also met with civil servants, written to ministers and supported engagement work on behalf of local government by organisations such as UK100.
1.06	<p><b>Climate change communications</b> Plan and implement an ongoing programme of communications about the climate emergency, including regular information about steps that the public and local businesses can take to do their bit.</p>	More output from social media, website and other communication channels. An increase in public awareness, and increased levels of action by individuals, groups and businesses.	2020/21 – 2022/23	Sustainability, supported by the Communications Team, Press Team and other services.	Communications campaigns have been delivered throughout the plan, including the publication of a new online climate emergency 'microsite', regular social media posts, the launch of Leicester's Carbon Neutral Roadmap and a Green Hearts campaign to promote action during the COP 26 conference in Glasgow in 2021.
1.07	<p><b>Community engagement</b> Carry out a review of how the council can use its existing channels of communication with Leicester's communities, through our existing services and</p>	Review to be completed and recommendations made in year three of the plan.	2022/23	Sustainability	A community engagement plan for the climate emergency has been produced, and options to deliver

	projects, and our links with partner organisations, to engage with the public, local groups and organisations about what we can all do about climate change.				engagement work are currently being considered.
1.08	<b>School climate emergency declarations</b> Raise the profile and engage schools who wish to declare a climate emergency and use Let's Go Zero 2030 as a monitoring tool.	2020/21: Information Pack and tailored advice given to each school requesting it. 2021/22: At least 15 schools have declared a climate emergency and 25 schools have signed up to Let's Go Zero.  2022/23: At least 20 schools have declared a climate emergency and 40 schools have signed up to Let's Go Zero.	2020/21 – 2022/23	Sustainability	Information and advice have been provided to schools across the city, with 9 now having declared a Climate Emergencies, and 27 also signed up to the Let's Go Zero Campaign.
1.09	<b>Carbon Literacy training – schools</b> Deliver a carbon literacy programme to schools in Leicester.	Deliver training to at least 75 university student ambassadors, 60 school staff and governors and 2000 students by the end of September 2022.	2021/21 – 2022/23	Sustainability	Despite initial delays due to Covid-19, when trainers could not visit schools, Carbon Literacy training has now been delivered to over 900 students and 100 adults.
1.10	<b>Eco-Schools</b> Expand the programme to deliver student-led actions to reduce schools' environmental and carbon impact, and to increase student and parent awareness.	50 Green Flag Schools by the end of the academic year (31 August 2020). 70 Green Flag Schools by the end of the financial year (31 March 2023).	2020/21 – 2022/23	Sustainability	The Eco-Schools programme in Leicester has continued to grow and develop, with 65 schools achieving the top 'Green Flag' award in the last academic year. At the time, this was the largest number of Green Flag schools in any local council area in the UK.
1.11	<b>Leicester Young People's Climate Emergency Board</b> Establish, then develop and support the Leicester Young People's Climate Emergency Board.	A Young People's Climate Board will be established, led by young people in Leicester City, agreed terms of	2020/21 – 2022/23	Sustainability	A Young People's Climate Emergency Board was successfully established in 2020 and held

		reference will be published and at least two meetings will have taken place. It will then continue to be supported by council officers.			regular meetings. It is currently on hold while the current reps consider opportunities for youth engagement.
1.12	<b>Energy Strategy</b> Develop a strategy to guide all our work on energy, to ensure a joined-up approach which aligns with our aims and objectives for addressing the climate emergency, poverty, inequality, the need for economic recovery and our other strategic priorities.	Strategy approved and published, and in active use across the council.	2020/21 – 2022/23	Strategy & Business Management	An initial draft of the Energy Strategy was produced and is currently being updated to take account of the unprecedented changes to energy prices – including their implications for the council's work to save energy and generate more of its own renewable energy.
1.13	<b>ADDED APRIL 2021</b> <b>Climate emergency partnership</b> Support and facilitate the setting up of a new external Climate Emergency Partnership Board to address delivery of the city-wide strategy.	The results to be decided by the future Partnership Board when it's set up.	2021/22	Sustainability	The Climate Emergency Partnership was established in February 2022 with membership from 17 key organisations in the city. The Partnership continues to meet, and a draft work programme is being developed.
1.14	<b>ADDED APRIL 2022</b> <b>Arts and Environmental Learning</b> Working with Arts and Museums – create and distribute a home learning pack to encourage and inspire young people to live more sustainably. Delivery of the Discovery Arts Award using the environment as a theme.	Deliver the Discovery Award to 200 children	2022/23	Sustainability with Arts & Museums	Over 900 home learning packs were provided to children across the city. The Discovery Arts Award was also delivered, with more than 200 students achieving the award.



1.15	<p style="text-align: right;"><b>ADDED APRIL 2022</b></p> <p><b>Museums Young People Digital Project: Climate Change Game</b>                  Develop and deploy interactive kiosks that host a touchscreen game based on the subject of climate change. Kiosks to be loaned out to schools, libraries, and youth clubs and taken to public events such as the Riverside Festival, Pop-Up Museum.</p>	<p>Young people will be engaged in the subject of climate change.</p>	<p>2021/22 – 2023/24</p>	<p>Arts &amp; Museums</p>	<p>Interactive Climate Change Game kiosks were launched in April 2022, and have since toured libraries, schools and museums across the city. They have reached more than 2,500 young people in this time, educating and engaging with them on climate change.</p>
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## 2. At home

No.	Action	Outcomes Expected	Timescale	Responsibility	Progress and Achievements
2.01	<b>Saffron Lane – phase 2 housing development</b> Build 38 new A-rated energy efficient and low-carbon council houses.	All houses will achieve: 'A' rating for energy efficiency Over 70% lower carbon emissions than equivalent houses built to Building Regulations (Part L, 2013) standards Lower energy bills for tenants	2020/21 (Planning Application determined) 2020/21 – 2021/22 (Procurement) 2022/23 – 2023/24 (Construction)	Housing	Development of the scheme has unfortunately been delayed due to the contractor going into voluntary liquidation. Work continues to procure a new contractor to deliver the low carbon council houses, with completion now expected in 2025.
2.02	<b>Loft insulation programme</b> Continue to invest £100k per year to upgrade loft insulation in council housing.	Approximately 114 properties upgraded per year, saving an estimated 57t CO <sub>2</sub> per year.	2020/21 and annually until programme complete	Housing	Despite delays due to Covid-19, loft insulation upgrades were carried out to 138 properties over the course of the plan, reducing energy bills and carbon emissions. A new contractor is being sought to continue the programme going forwards.
2.03	<b>Boiler replacements programme</b> Continue to invest £3.2M per year in our ongoing programme to replace boilers in council housing with modern, energy-efficient A-rated condensing boilers with heating controls.	Approximately 1100 properties upgraded per year, saving an estimated 825t CO <sub>2</sub> per year. NB Due to the impact of Covid 19 restrictions, it is expected that about 40% fewer properties will be upgraded in 2020/21.	2020/21 and annually until programme complete	Housing	A total of 2,074 council tenants have had their old and inefficient boilers replaced with new high-efficiency boilers with improved controls, cutting both energy costs and delivering an average carbon

No.	Action	Outcomes Expected	Timescale	Responsibility	Progress and Achievements
					emission saving of 0.75 tCO <sub>2</sub> e per property.
2.04	<b>LED communal lighting upgrade programme</b> Continue to invest at least £150k per year to replace lighting in communal areas on council housing estates with energy-efficient LEDs, until all areas completed.	Approximately 50 sites upgraded per year, with savings of 43t CO <sub>2</sub> per year. NB Due to the impact of Covid 19 restrictions, it is expected that about 40% fewer sites will be upgraded in 2020/21.	2020/21 and annually until programme complete	Housing	All planned works to upgrade communal lighting to LEDs in 102 of the council's blocks of flats have now been completed.
2.05	<b>Storage heater upgrades</b> Carry out a feasibility study, secure funding and develop a programme to replace older electric storage heaters, in council housing properties where a wet heating system is not suitable, with more efficient modern equivalents with better controls.	Details of programme to be confirmed, and preparations made, during 2021-22. Implementation from 2022-23 subject to funding. Approximately 95 properties potentially eligible. Estimated CO <sub>2</sub> savings to be confirmed.	2022/23 (feasibility and planning)	Housing	Due to funding limitations and lack of available grant support this work has not yet been taken forward. Opportunities to deliver storage heater upgrades will continue to be reviewed in future years.
2.06	<b>District heating – Beatty Avenue</b> In collaboration with Engie, give consideration to upgrading the biomass plant at Beatty Avenue in order to reduce the reliance on top up heat provided from gas boilers in winter months.	Completed report assessing feasibility of doubling the capacity of the plant from 100 to 200kw. Funded by Engie, implementation would save 240 tonnes carbon per annum.	2021/22 Planned implementation subject to economic climate in the wake of Covid 19	Housing	Opportunities to decarbonise Leicester's District Heating scheme continue to be considered, however the scheme operator has decided not to take this particular project forwards at this time.
2.07	<b>Heat metering – technical survey</b> Assess the feasibility of installing heat meters in council housing connected to the district heating network. Heat	Technical survey to be completed – advising on the feasibility of installing meters. Subject to the survey results,	2021/22 (survey) Planned implementation	Housing	The planned technical surveys have been successfully carried out and suitable properties identified. Work to fit the heat meters to 2,500

No.	Action	Outcomes Expected	Timescale	Responsibility	Progress and Achievements
	meters will allow for tenants to be charged for the heat they actually use, encouraging efficiency.	approximately 3,061 properties may be eligible for meters. CO <sub>2</sub> savings estimates to be confirmed.	from 2022/23 subject to survey results and economic climate in the wake of Covid 19. Completion of full programme 3-5 years subject to funding.		council houses on the District Heating scheme is now due to begin in June 2023.
2.08	<b>External wall insulation</b> Carry out a feasibility study, secure funding and develop a programme to install external wall insulation on more council housing.	Details of programme to be confirmed, and preparations made, during 2020-21. Initial rollout of between 100-150 properties. 2508 properties potentially eligible, with CO <sub>2</sub> savings of 2,400t on full completion of programme. Estimated energy bill saving of £200 per year per property.	2020/21 (feasibility and planning) Planned implementation from 2021/22 subject to economic climate in the wake of Covid 19. Completion of full programme 3-5 years subject to funding.	Housing	External wall insulation has been installed to 105 council houses, including innovative pilot projects to determine the best options for different types of local housing. This will reduce energy bills and save an estimated 0.9 to 1.8 tCO <sub>2</sub> e per property. The findings from the first phase of this work will also be used to inform future work to insulate eligible council homes.
2.09	<b>Solar PV</b> Carry out a feasibility study, secure funding and develop a programme to install solar PV panels on council	Details of programme to be confirmed, and preparations made, during 2020-21. Initial rollout of	2020/21 (feasibility and planning)	Housing	Feasibility studies have been carried out for the installation of solar PV to a number of properties in the city,

No.	Action	Outcomes Expected	Timescale	Responsibility	Progress and Achievements
	housing, looking at both individual houses and larger blocks with communal areas. PVs on larger blocks could provide electricity to help power lighting, laundries and lifts in communal areas.	between 100-150 properties. 11,294 individual houses and 1,545 larger blocks potentially eligible. Estimated CO2 savings of 16,000t potentially available from PVs on individual houses, with estimated saving of £150 per year to tenants on energy bills. Potential CO2 savings from larger blocks to be confirmed.	Planned implementation from 2021/22 subject to economic climate in the wake of Covid 19. Completion of full programme 3-5 years subject to funding.		and options for funding this work continue to be investigated.
2.10	<b>Private rented housing – energy efficiency and affordable heating</b> Continue to enforce national minimum standards for energy efficiency and affordable heating of private rented housing and commission research into the condition of the stock to identify areas of poor condition and help target future action.	Where enforcement is undertaken the benefits can be reduced fuel poverty, improved health of tenants, improved property condition and reduced carbon emissions.	Enforcement works ongoing. Research: 2020/21 – 2021/22	Environmental Health	Research into the stock condition was completed and, based on the results, a consultation was undertaken on introducing licensing in parts of the city. Selective Licensing schemes have since been introduced for rental property in three areas of the city. The schemes will identify any properties not meeting Minimum Energy Efficiency Standards and ensure they achieve this in order to become licensed.
2.11	<b>Warmer Homes, Greener Homes</b> Continue this scheme (formerly called Leicester's Warm Homes Scheme) to help people in ill health, improve living conditions and reduce home energy costs whilst also lowering carbon emissions.	2021/22: Projected 120 residential properties will be improved by replacing old, faulty or broken boilers, old storage heaters and fitting/upgrading insulation. The	2020/21 – 2022/23	Energy Projects Team	Over the term of the action plan central heating replacements were carried out to 81 homes, improving occupants' living conditions and

No.	Action	Outcomes Expected	Timescale	Responsibility	Progress and Achievements
		<p>scheme will save at least 312 tons of CO<sub>2</sub> per year.</p> <p>2021/22: Continuing to support families by replacing old, faulty or broken boilers, old storage heaters and fitting/upgrading insulation. Estimated carbon savings 50 tonnes.</p> <p>2022/23: Continuing to support families. Estimated carbon savings 50 tonnes.</p>			reducing their energy costs and carbon emissions.
2.12	<p style="text-align: right;"><b>ADDED APRIL 2021</b></p> <p><b>Green Homes Grants</b> Deliver a programme of energy efficiency and renewable energy measures into domestic housing across multiple tenures, with funding from BEIS (Department for Business, Energy and Industrial Strategy), to reduce fuel poverty and carbon emissions.</p>	<p>Phase 1A: £1.27M programme to support 125 Homes</p> <p>Phase 1B: £2.5M programme to support 216 Homes ongoing to June 2022. Approx. CO<sub>2</sub> savings 5098 tonnes.</p> <p>Phase 2: £2.125M programme to support 257 private and social rented homes, saving an estimated 2360 tonnes CO<sub>2</sub>.</p> <p>Phase 3: £2.48M programme to improve 211 homes, saving an estimated 4979 tonnes CO<sub>2</sub>.</p>	2020/21 – 2022/23	Energy Projects Team	The first two phases of the Green Homes Grant project are complete, and delivery of Phase 3 is continuing. So far more than 430 homes have received energy efficiency and renewable measures under these programmes, helping to both tackle fuel poverty and reducing carbon emissions.
2.13	<p style="text-align: right;"><b>ADDED APRIL 2021</b></p> <p><b>Research – preventing overheating in homes</b> Deliver a joint research project with De Montfort University to inform decisions about low carbon retrofit</p>	Final research report with recommendations for avoiding overheating as part of retrofit of social housing.	2020/21	Sustainability with Housing	The project was completed in April 2021 with the publication of a joint research paper. The findings have since been used to inform retrofit

No.	Action	Outcomes Expected	Timescale	Responsibility	Progress and Achievements
	of social housing with a focus on preventing summer over-heating in highly insulated homes.				design decisions for the council's housing stock.
2.14	<b>ADDED APRIL 2021</b> <b>Climate change information for council tenants</b> Review sustainability information provided to new council housing tenants and advise Housing on additional guidance around climate change and saving energy – as part of their new online information for tenants.	New tenants' website will contain relevant climate change / energy information.	2022/23	Sustainability with Housing	A climate change and energy advice guide for council tenants was produced and published on the council's new tenant's website.
2.15	<b>ADDED APRIL 2021</b> <b>Council house carbon reduction plan</b> Appoint consultants to review specific/common house types to develop a specification of works that if carried out, either together or incrementally, as part of the existing HRA capital programme, or as a result of specific projects/successful bidding for funding will deliver low carbon homes.	We would have a specification of works for our most common house types that we could use to deliver our carbon reduction targets. This would also inform new standard specification of work for existing workstreams such as boiler renewals, window replacements and possibly electrical works. Improvements will be reflected in improved individual property energy ratings and be based on ongoing delivery of the capital programme.	2021/22 – 2022/23	Technical Services, Housing	The council is currently updating its data management system, which will enable better targeting and delivery of energy efficiency and carbon reduction measures in council properties going forwards. A new specification of works to assist in delivering carbon reduction for common council housing types has also been produced.
2.16	<b>ADDED APRIL 2022</b> <b>Home Upgrade Grants</b> Deliver a programme of energy efficiency and renewable energy measures into domestic housing across multiple	Improvements delivered (only to properties not currently heated by gas): external wall insulation, cavity wall insulation, loft insulation,	2022/23 (all installs complete by end March 2023; reporting	Energy Projects	Work continues to deliver the first phase of the Home Upgrade Grant scheme, with 13 homes receiving measures so far. A successful bid was also submitted for a second

No.	Action	Outcomes Expected	Timescale	Responsibility	Progress and Achievements
	<p>tenures, with funding from BEIS (Department for Business, Energy and Industrial Strategy), to reduce fuel poverty and carbon emissions.</p> <p>Qualifying criteria – Household income less than £30,000 pa and E, F or G EPC rating (limited capacity for applications from D rated homes).</p>	<p>underfloor insulation, air source heat pumps, high heat storage heaters.</p> <p>Phase 1: Total award = £598k Target of 74 homes to upgrade.</p>	back to BEIS by end April 2023.		phase of the project, bringing in an extra £3.29m of funding for measures to fit energy efficiency and renewable measures in local properties.
2.17	<p style="text-align: right;"><b>ADDED APRIL 2022</b></p> <p><b>ECO4</b> Support delivery of ECO4 FLEX throughout the city by identifying qualifying households. Scheme delivers energy efficiency and renewable energy measures into housing across multiple tenures. Funding provided directly to installers via energy suppliers. Policy set by BEIS and scheme administered by OFGEM.</p>	Installer partnered with to deliver the improvements, with the council overseeing the targeting of houses and receiving reports back on installations completed and carbon emissions saved.	2022/23 – 2025/26	Energy Projects	Under the ECO4 scheme 328 qualifying applications have already been received so far, with work to deliver energy efficiency and renewable measures to local homes to continue into future years.



### 3. Travel and transport

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

- \*1 – European Regional Development Fund (ERDF) Low Carbon Transport Accelerator Programme
- \*2 – Transforming Cities Fund Tranche 1
- \*3 – Transforming Cities Fund Tranche 2
- \*4 – National Productivity Investment Fund (NPIF)
- \*5 – Department for Transport (DfT) / Department for Environment, Food & Rural Affairs (Defra) Joint Air Quality Unit
- \*6 – Local Access Fund/Active Travel Fund and Capability Fund
- \*7 – Clean Bus Technology Fund
- \*8 – Office for Low Emission Vehicles (OLEV) On-Street Residential Charging Scheme (ORCS)

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3.01	<p><b>Covid-19 Transport Recovery Plan including Cycling &amp; Walking Pop-Up Programme</b></p> <p>A co-ordinated recovery strategy across all transport areas and a rapidly deployed programme of cycling and walking pop-up schemes delivering road space reallocation, light segregation and pavement widening in local shopping centres.</p>	<p>Publish Covid-19 Recovery Plan. Deliver 19km pop-up cycleway and 6000 m<sup>2</sup> pop-up footways.</p>	<p>Recovery Plan: May 2020 Pop-ups: April – July 2020</p>	Transport Strategy	<p>The Covid-19 Transport Recovery Plan was successfully delivered at short notice, including 18km of pop-up cycleways and pop-up footways. A number of these have been retained and made permanent, where doing so proved suitable.</p>

No.	Action	Outcomes Expected	Timescale	Responsibility	Progress and Achievements
3.02	<b>Cycling and walking</b> Delivery of safe, high-quality cycling and walking infrastructure – expanding and connecting existing provision across the city.	24km of new cycleway. 3500m <sup>2</sup> of new and improved urban realm / pedestrian areas.	2019/20 – 2023/24 (*3; *4)	Transport Strategy	A total of 8.3km of cycle routes have been added in the city, taking the total to 68km. Leicester now also has a total of 48,000m <sup>2</sup> of pedestrian priority zones.
3.03	<b>Cycling and walking - E-Bike Hire</b> Deliver e-bike hire scheme.	500 bikes / 50 docking stations. 525,000 trips pa. 2.5 million km pa.	2020/21 - 2022/23  (Extended to reflect COVID 19 impact.)	Transport Strategy	The scheme was launched in September 2021 and expanded over the following year, reaching about 3,000 users per week. Unfortunately, it later had to be removed due to issues with the operator.
3.04	<b>Cycling and walking - Street Design Guide</b> Completion of new, updated design guide for use by council & developers	Published - June 2020.	2020	Transport Strategy	The Street Design Guide was published in June 2020. It provides guidance for the council and developers on creating safe and friendly streets which encourage people to walk, cycle and take public transport.
3.05	<b>Public Transport - Park and Ride</b> New Park and Ride site at Beaumont Leys.	350 spaces. 30,000 passengers pa. 118,000 car kms saved pa.	2019/20 - 2023/24 (*3; *4)	Transport Strategy	This project has not gone ahead due to reduced bus use following the pandemic.
3.06	<b>Public Transport - Bus Lanes</b> New bus lanes and bus priority measures.	11.1km of bus lane. 12 local bus priority measures. Improved journey times & service reliability.	2019/20 - 2023/24 (*3; *4)	Transport Strategy	A new bus lane link to the redeveloped St Margaret's Bus Station (Action 7.30) was created on Savoy Street and a bus lane created on Groby Road, with bus priority

No.	Action	Outcomes Expected	Timescale	Responsibility	Progress and Achievements
					measures installed as part of these projects.
3.07	<b>Public Transport - Bus Services and Schedules</b> Improved and rationalised bus services and schedules on key routes with targeted ticketing initiatives forming the basis of future delivery of a proposed branded "Metro" bus network covering key city routes.	4 key corridors / 40 km rationalised routes. Patronage increase of 1,163,000 trips pa.	2019/20 - 2023/24 (*2; *3)	Transport Strategy	An Enhanced Bus Partnership has been set up in the city with local bus operators. The partnership aims to deliver an ambitious programme of improvements throughout Leicester's bus system.
3.08	<b>Public Transport - Bus Engine Standards</b> Euro VI standard engines as a minimum across the Leicester Bus fleet.	218 engine retrofits. 100 % Euro VI compliance.	2018/19 - 2022/23 (*7)	Transport Strategy	Project fully complete, with all 218 bus engine retrofits carried out to reach Euro VI standard across Leicester's bus fleet.
3.09	<b>Public Transport - ULEV Grants</b> Grants to encourage uptake of ULEV's / hybrid in taxis and fleets	£1.4M grants for low carbon vehicle upgrades.	2019/20 to 2021/22 (*1)	Transport Strategy	Due to unforeseen circumstances around UK Government funding, this project was not able to be delivered. However, 4 taxi drivers did receive grants to switch to low-emission taxis.
3.10	<b>Public Transport - Park and Ride Electrification</b> Electrification of Park and Ride sites.	3 P&R conversions. 13 electric buses. 82,000 kms pa travelled.	2020/21 (*2 &*3)	Transport Strategy	All 13 electric buses and charging stations across the three sites have been delivered. The new buses are estimated to be reducing carbon emissions by 172 tCO <sub>2</sub> e a year compared to the old service.
3.11	<b>Public Transport - Electric Shuttle Bus</b> City centre electric shuttle bus	3 electric buses. 90,000 Km pa travelled.	2020/21 to 2023/24 (*3)	Transport Strategy	A new electric shuttle bus service has been created in Leicester and is free to all passengers. The Hop!

No.	Action	Outcomes Expected	Timescale	Responsibility	Progress and Achievements
					service links key sites around the city, including the city centre, both bus stations and the train station.
3.12	<b>Public Transport - Smart Bus Ticketing</b>	Integrated multi-operator contactless ticketing. Reduced boarding times / faster journeys. Improved transport connectivity. Increased patronage (supports 3.07).	2020/21 to 2023/24 (*3)	Transport Strategy	Leicester now has the first multi-operator integrated tap-on, tap-off bus ticketing system in the UK, saving passengers money by guaranteeing they will receive the best value ticket for their journey.
3.13	<b>Public Transport – Information Signs</b> Smart "Live Bus" information signs	500 new signs. Improve quality of bus service and passenger experience. Increase patronage (supports 3.07).	2020/21 to 2023/24 (*3)	Transport Strategy	The original target has been exceeded, with 600 smart signs now providing accurate real-time bus information across the city's network.
3.14	<b>Behavioural Change - Business Engagement</b> Business engagement: promoting sustainable transport within businesses and delivering personal travel planning.	11,000 targeted personal travel planning (PTP) contacts with predicted 5% participation rate.  Due to continuing Covid advice by the Market Research Association, there will be no doorstep advice, and all will be carried out by phone or email. These methods generally elicit a reduced response rate.	2019/20 to 2022/23 (*1)	Transport Strategy	Engagement has been carried out a wide range of methods including through postcard/letter drops, face to face engagement, community outreach, stakeholder engagement, radio campaigns, social media and surveys. Throughout the project there were 31,407 engagements, and 536 travel information packs were also distributed to the community.

No.	Action	Outcomes Expected	Timescale	Responsibility	Progress and Achievements
3.15	<b>Behavioural Change - Schools Engagement</b> Promoting sustainable transport through engagement with schools.	80 schools engaged pa.	2019/20 – 2022/23 subject to DfT funding (*6)	Transport Strategy	Over 80 schools have been engaged through projects including Living Streets and Bikeability, to promote and enable safe, active and sustainable travel. A strategy for future active travel work with all schools is now being developed.
3.16	<b>Behavioural Change - Adult Cycle Training</b>	70 adults trained pa. due to late start in the year and reduced numbers per class.	2019/20 – 2022/23 subject to DfT funding (*6)	Transport Strategy	Following delays due to Covid-19, training restarted in 2021, with 101 adults receiving cycle training over the last two years.
3.17	<b>Behavioural Change - Bikeability</b> Bikeability - delivering cycle training in primary schools.	50 schools engaged. 2500 pupils trained pa.	2019/20 – 2022/23 (*6)	Transport Strategy	Although delivery has been limited due to the impacts Covid-19, cycle training has been provided to 3,220 students, giving them the skills and confidence to start cycling.
3.18	<b>Network Management and Enforcement - Bus Lane Cameras</b> Maximising the potential and sustainability of our existing transport network through appropriate traffic regulation and enforcement. Bus lane enforcement cameras.	Additional 8 installed. Improved bus journey times and service reliability.	2019/20 - 2023/24 (*3; *4)	Transport Strategy	Bus lane cameras have been installed on Groby Road, and further installations are in progress at four further sites in the city.
3.19	<b>Network Management and Enforcement - Parking Enforcement</b> Increased parking enforcement.	Reduced delay & congestion.	Ongoing	Transport Strategy	The city's Urban Traffic Control systems have been upgraded and parking enforcement capacity has been increased, to reduce delays,

No.	Action	Outcomes Expected	Timescale	Responsibility	Progress and Achievements
					blockages and congestion on city streets.
3.20	<b>Network Management and Enforcement - Red Routes</b> Roll-out of a programme of Red Routes to improve bus journey times and service reliability.	8 km of red route. Improved bus journey times & service reliability. Increased patronage.	2020/21 - 2022/23	Transport Strategy	An experimental Red Route was installed on London Road. Following a successful trial this route was made permanent. A further Red Route has been set up around St Margaret's Bus Station and opportunities at further sites are currently being assessed.
3.21	<b>Network Management and Enforcement – 20mph Zones</b> Rolling programme of area based 20mph schemes incorporating traffic calming and road safety improvements where appropriate	28 km streets treated pa. Approximately 125 streets pa.	Ongoing	Transport Strategy	The city now has a total of 1,441 streets in 20mph zones, covering 307km, with hundreds more streets currently under consideration to be added in future years.
3.22	<b>Workplace Parking Levy</b> Consult on the introduction of a levy on workplace parking designed to promote sustainable travel choices and provide a ring-fenced funding stream to invest in a range of sustainable travel projects and initiatives.	Consultation completed & results analysed. Decision on whether to proceed.	2020/23 - scheme development 2023 on - live	Transport Strategy	A full-scale consultation engaged with residents and organisations across the city. A decision was made not to go ahead with the levy due to the cost-of-living crisis, and alternative options to deliver sustainable transport projects are now being considered.
3.23	<b>Air Quality</b> Package of air quality improvement measures to meet EU NO <sub>2</sub> targets. (Package also expected to deliver carbon savings.)	Interventions including 42 bus engine retrofits and package of 14 behaviour change measures.	2020/21 to December 2023	Transport Strategy	A package of measures to improve air quality in Leicester was agreed, including retrofits to buses and a behaviour change programme. Leicester is now compliant with the

No.	Action	Outcomes Expected	Timescale	Responsibility	Progress and Achievements
					applicable NO <sub>2</sub> (nitrogen dioxide) targets.
3.24	<b>Air Quality - Clean Air Day</b>	On average over the next three years: - five schools/year to participate (whole school day play streets) - three schools/year (school streets - beginning / end of school day) - five schools/year to hold active travel days	Ongoing	Transport Strategy	Over the plan period 10 schools have participated in the Clean Air Day programme, holding 'play street' road closures and activities. It is planned to expand this programme in 2023, delivering activities with up to 15 schools across Leicester.
3.25	<b>Air Quality - Eco Schools Air Quality Education</b>	On average over the next 3 years: 15 schools/year receive Healthy Air for Leicester schools award. 8 schools per annum promote Switch-Off Your Engine campaign. 10,000 contacts with pupils/parents/teachers/school community members across multiple events per annum.	Ongoing	Transport Strategy	A UK government-funded air quality project has been carried out at one city school recently, with a redesigned engine switch-off campaign launched at two further schools. The Healthier Air for Schools award was delivered in 2021 but it has not been possible to carry this out in recent years due to limited capacity.
3.26	<b>PV Panels</b> PV panels fitted to Newarke St & Haymarket car parks & St Margaret's Bus Station	150 tonnes CO <sub>2</sub> saved per annum.	2019/20 to 2022/23 (*1)	Transport Strategy	Solar PV panels have been fitted to St Margaret's Bus Station (refer also to action number 7.30) and Newarke Street Car park, reducing carbon emissions by 46 tCO <sub>2e</sub> a year. Haymarket car park proved unsuitable, but alternative sites were identified at Aylestone Leisure

No.	Action	Outcomes Expected	Timescale	Responsibility	Progress and Achievements
					Centre and Leycroft Road Depot and further solar PV panels at these sites are currently in development.
3.27	<b>EV Charge Points</b> EV charge points installed off street and in high density residential areas	127 charge points (various types and locations).	2019/20 to 2022/23 (*1; *8)	Transport Strategy	By the end of the plan we reached about 70 council-installed charge points and a similar number installed by private operators.
3.28	<b>Vehicle to Grid</b> Demonstration project to feed excess EV battery power back into City Hall network.	Minimum of 2 charge point feeds.	2020/21	Transport Strategy	An assessment of the potential scheme showed that it was not feasible, so the project wasn't able to be progressed.
3.29	<b>ADDED APRIL 2021</b> <b>Public Transport - Electrification of Hospital Hopper Service</b> Introduction of electric buses for this service.	An estimated carbon saving of 84 tonnes CO <sub>2</sub> e per year initially. This figure is expected to increase as the carbon emissions from generating electricity for the national grid, used to charge the buses, continue to reduce year-on-year.	2021/22 – 2022/23	Transport Strategy	The Hospital Hopper has been fully converted to electric buses, reducing carbon emissions from the service by 81 tCO <sub>2</sub> e a year.
3.30	<b>ADDED APRIL 2022</b> <b>Public Transport – ZEBRA Electric Bus Project</b> Introduction of 96 new 100% electric buses across the Leicester bus fleet.	Estimated carbon savings pa TBC.	2022/23 – 2023/24	Transport Strategy	The original target has been exceeded, with 116 buses now being replaced with electric alternatives across three different projects. This is expected to reduce carbon emissions by 2,053 tCO <sub>2</sub> e a year once all buses are in operation.



## 4. Consumer choices and waste

No.	Action	Outcomes Expected	Timescale	Responsibility	Progress and Achievements
4.01	<b>'Metal Matters' recycling campaign</b> Deliver a communications campaign focusing on recycling of metals. The 'Metal Matters' campaign aims to increase the capture of recyclable metals in the orange recycling bags and communal bins. Recycling metal helps saves energy and reduce carbon emissions in comparison to producing items from virgin materials.	Delivery of two leaflets to all households (Circa 138,000) in Leicester and a media campaign.	2020/21 - 2021/22	Waste Management	The Metal Matters campaign was delivered to city residents in 2020/21, communicating the importance of recycling metals. This will continue to inform messaging about household recycling in the city going forwards.
4.02	<b>Organic waste</b> Promotion of organic waste reduction at home, through home composting.	Continue the provision of discounted compost bins to Leicester residents and support local providers to encourage the use of home composting and provide workshops to support residents.	2020/21 - 2021/22	Waste Management	Discounted compost bins have continued to be provided to city residents; however delivery of the planned workshops was reduced due to the Covid-19 pandemic.
4.03	<b>Reuse shop</b> The development of the Reuse shop and Reuse shop contract with a third sector partner to maximise the reuse and recycling of items donated for the social benefit of Leicester residents.	The new concession contract agreed and signed, prior to the end of the current contract. Completion of the proposed extension to the Reuse shop. This includes the final design, planning and construction of the extension.	2020/21 - 2021/22	Waste Management	The reuse shop has now been extended, increasing the amount and range of items that can be saved from landfill and sold for charity. The shop has sold 91,000 reclaimed items, diverting 85 tonnes of items from going to waste.
4.04	<b>Recycling improvement project for flats</b> Deliver phase 1 and phase 2 of this project which	Phase 1: Complete roll out of new bin solutions and communications to 4	2020/21 - 2021/22	Waste Management	Initial progress on this project was disrupted by the Covid-19

No.	Action	Outcomes Expected	Timescale	Responsibility	Progress and Achievements
	supports residents to improve segregation of recyclable from non-recyclable materials, focusing on flats with persistent contamination issues. The project will look for new and innovative ways to help engage residents, increase recycling and reduce contamination in the recycling bins. Reducing contamination is key to ensure that good recycling can be processed and not rejected, this will in turn help reduce carbon emissions.	locations and monitor to determine the success of the project. Phase 2: Complete roll out of new bin solutions and communications to 4 locations including 2 student properties and monitor to determine the success of the project.			pandemic. Delivery of the work is now planned to continue into 2023/24.
4.05	<b>Communications campaign to improve segregation of recyclable materials</b> Develop a multi stream media campaign to educate and engage residents about why it is important to put the right waste in the right bin. This will focus on key contaminants which residents often get wrong.	Delivery of a communications campaign to raise awareness of contamination issues in recycling.	2020/21 - 2022/23	Waste Management	Initial progress on this project was disrupted by the Covid-19 pandemic. Delivery of the work is now planned to continue into 2023/24.
4.06	<b>Waste and Recycling Strategy</b> Development of a new waste and recycling strategy for Leicester. Supported by investigation into potential options for the development of the services provided and how these will link to the new government strategy and legislation.	New Leicester City waste and recycling strategy completed.	2022/23	Waste Management	Work has continued to develop a new Waste and Recycling Strategy for the city, and it is now planned to be launched in late 2023.
4.07	<b>Waste and recycling advice for developers</b> Produce updated planning advice to help better support the planning process and ensure residents have access to appropriate waste and recycling facilities.	Updated planning advice completed.	2020/21 - 2021/22	Waste Management	Work on this project was delayed by the Covid-19 pandemic. New advice for developers is now being drafted however, and it expected to be completed within 2023.
4.08	<b>Influence on future waste policy</b> Lobby central Government to provide the policy framework and resourcing needed to substantially	Press our case, where possible with like-minded local authorities, via national forums including LARAC	2020/21 - 2022/23	Waste Management	The council's Waste Management service have fed into relevant government consultations, including

No.	Action	Outcomes Expected	Timescale	Responsibility	Progress and Achievements
	reduce waste, and to scale up reuse, recycling and composting, consistent with the need for rapid decarbonisation in a climate emergency.	(Local Authority Recycling Advisory Committee) and NAWDO (National Associations of Waste Disposal Officers), as well as through our responses to relevant national consultations.			on Extended Producer Responsibility and Deposit Return Schemes, to advocate for the support needed for local government to help reduce waste and scale up reuse and recycling.
4.09	<b>Public realm drinking water</b> The provision of free re-fill points across the City Centre	The provision of 10 x bottle refill stations within our highly used public realm spaces and the advertising of these through the national 'refill' scheme. This includes two points within our bus stations.	2020/21 – 2022/23	Capital Projects	Three water fountains have been installed at locations across the city so far, providing free drinking water for the public, reducing the need to purchase bottled water and thereby reducing plastic waste.
4.10	<b>Food for Life award - communications plan</b> A communications plan to be developed in conjunction with Food for Life and Education Catering to promote the positive aspects of the Silver "Food for Life Served Here" award recently achieved by Education Catering to parents, schools, the council and the wider community.	Communications plan implemented, widening awareness of the environmental and other benefits of the measures implemented to gain the award.	2020/21 – 2022/23	Food for Life Partnership supported by Education Catering	A communications plan around the council's Education Catering service's achievement of the Silver Food for Life Served Here award was delivered. The service has recently successfully renewed its Silver certification
4.11	<b>School meals</b> Strengthen a strategy and project plan and deliver a programme of climate emergency actions for school meals. Project to cover food and packaging waste, energy use and engagement with pupils, parents and other stakeholders to look at opportunities for more plant-based meals.	A detailed strategy and project plan is completed and initiated with specific targets.	2021-22	Sustainability with Education Catering and Public Health	Research into reducing the carbon impact of school meals was carried out, identifying more plant-based meals and reducing food waste as the most effective actions to take. This was used to develop an action planning workshop and process which has been delivered in more than 10 city schools. This included

No.	Action	Outcomes Expected	Timescale	Responsibility	Progress and Achievements
					tasting sessions for plant-based options in a number of the schools.
4.12	<b>ADDED APRIL 2021</b> <b>Schools workshop - climate impacts of food</b> Develop and offer a workshop for students to raise awareness about the climate impacts of food.	A workshop has been developed and delivered to 20 schools.	2022/23	Sustainability	The workshop was developed and has been delivered to 14 city schools so far, with opportunities to expand the programme to reach more students being considered.
4.13	<b>ADDED APRIL 2021</b> <b>Love your Clothes' campaign</b> Deliver a communications campaign focusing on sustainable clothing. Following the national Waste and Recycling Action Programme (WRAP) campaign, aiming to increase awareness of Leicester City residents of the importance of sustainable clothing and fashion. With themes of: Buying Clothes, Care & Repair, Refashion and Upcycling, and Donation / Recycling of Unwanted Clothes, sustainable clothing and fashion can help to save energy and reduce carbon emissions in comparison to 'fast fashion', i.e. buying clothes that last for less time before being thrown away.	Delivery of an online and social media campaign.	2020/21 - 2021/22	Waste Management	The Love Your Clothes campaign was delivered to city residents, highlighting the importance of preventing textiles going to landfill, and will continue to be a part of engagement with residents going forwards.
4.14	<b>ADDED APRIL 2022</b> <b>Plastic Clever Schools</b> Launch a new school award to reduce single use plastic in schools which will contribute to the Eco-Schools award.	At least 50% of schools in Leicester have achieved plastic clever school status	2022/23 academic year	Sustainability	The Plastic Clever Schools award has been launched and promoted to schools across the city. A Plastic Clever Schools conference was also held with schools in April 2023.

## 5. At work

No.	Action	Outcomes Expected	Timescale	Responsibility	Progress and Achievements
5.01	<b>Green BELLE – SME support programme</b> Deliver phase 2 of the programme to support small and medium sized businesses with measures to save energy, cut costs and reduce carbon emissions. As part of the project, identify SME tenants in the council's Business Centres and Estate Shops who could apply to the scheme.	120 SMEs supported and 771t CO <sub>2</sub> per annum being saved by project end.	2020/21 to 2022/23	Sustainability	Grants to improve the energy efficiency of their premises have been awarded to 113 SMEs in phase 2 of the project, with a total value of £661,143. The carbon emissions savings are currently being measured.
5.02	<b>Growth Hub - business gateway</b> Provide a single point of contact through the business gateway for companies to access support and advice. Direct enquiries about carbon reduction, energy saving, waste and other climate-related issues on to appropriate sources of help such as Green BELLE.	Businesses will have a straightforward way of accessing support on low carbon and related issues. Numbers of referrals of low carbon enquiries to be monitored and reported.	2020/21 - 2022/23	LLEP - responsible for delivery Economic Development (LCC) - accountable body for the project	The Growth Hub has continued to signpost businesses to support on sustainability, including supporting 90 to sign up to an online sustainability platform. Advisors have also received Carbon Literacy training, developing their own knowledge around sustainability.
5.03	<b>Growth Hub - business workshops</b> Address climate change issues and opportunities for businesses, including energy efficiency, renewable energy, resource efficiency and waste reduction in the Growth Hub programme of workshops.	Numbers of businesses attending climate-related workshops to be monitored and reported.	2020/21 - 2022/23	LLEP - responsible for delivery Economic Development (LCC) - accountable	The Growth Hub has staged a range of sustainability events for local businesses, including six 'Go Green' workshops in 2021/22, engaging with 170 companies and integrating sustainability engagement into

No.	Action	Outcomes Expected	Timescale	Responsibility	Progress and Achievements
				body for the project	other business events and conferences in the city.
5.04	<b>Pilot House - Redevelopment</b> Re-development of a complex of former factory buildings to create much-needed low-carbon office space and units for start-up and growing businesses.	To achieve a 'Very Good' BREEAM rating for the scheme and utilise the existing district heating system as an efficient heating source.	2020/21 to 2022/23	Capital Projects	A successful bid was made for £8.6m of funding from the UK Government's Levelling Up Fund for this project. Plans for the development continue to be developed and to include the targeting of a BREEAM Very Good rating and a connection to Leicester's District Heating network.
5.05	<b>Ian Marlow Centre redevelopment</b> Explore redevelopment options for the former Ian Marlow Centre as future employment use focusing on fabric performance and sustainable energy generation throughout the specification.	Decision to redevelop Ian Marlow Centre. Feasibility study with preferred option identified. Enter into development agreement. Development on site to commence within 12 months of entering development agreement.	2020/21 – 2023/24	Development Team	A successful application was made for £19.4m of Levelling Up funding for both this project and Action 5.08. The site will be redeveloped to provide new high-quality and EPC 'A'-rated energy efficient workspaces with solar PV panels, which are planned to be completed in 2024.
5.06	<b>Climate Emergency Plans for Local Organisations</b> Engage with local businesses and organisations of all types and sizes to encourage them to develop their own action plans for the climate emergency. This includes providing guidance on how small organisations can do so and developing a space online to share and publicise plans.	Action plans from the business sector, the public sector, the education sector and voluntary and community organisations will be developed and published.	2020/21 – 2022/23	Sustainability	A template for climate emergency plans for local organisations has been produced and trialled with 12 local community organisations, in partnership with De Montfort University. It is also being further developed by the University of

No.	Action	Outcomes Expected	Timescale	Responsibility	Progress and Achievements
					Leicester as part of a toolkit for use by local businesses.
5.07	<p style="text-align: right;"><b>ADDED APRIL 2021</b></p> <p><b>Economic Strategy</b> Ensure green recovery principles are embedded within the following economic strategies: - City Economic Recovery Plan (City Council led) - City Growth Plan (City Council led) - LLEP Economic Recovery Plan (Short term to Dec 2021, LLEP led) - LLEP Economic Recovery Strategy (Longer term to 2030, LLEP led). Ensure any investments and tangible actions towards a green recovery in these strategies are included within the Climate Emergency Action Plan.</p>	Tangible green recovery actions and investments being implemented following adoption of these plans and strategies from 2021 onwards.	2020/21 to 2021/22	TCII services/ LLEP	Green recovery principles were considered within shorter-term recovery strategies during the Covid-19 pandemic, and sustainability has been embedded as a key theme of the Leicester & Leicestershire Enterprise Partnership's Economic Recovery Strategy to 2030.
5.08	<p style="text-align: right;"><b>ADDED APRIL 2022</b></p> <p><b>DOCK 3-5</b> Deliver 4,000m<sup>2</sup> of new offices and 2,000 m<sup>2</sup> of industrial units to a low carbon standard well in excess of Building Control requirements. Levelling Up funding secured.</p>	Aiming for the development to be net zero carbon operationally. It will support over 50 small and medium companies (SMEs).	To be completed by end of 2023/24	Development Team	This project was part of a successful bid for £19.4m of Levelling Up funding (alongside Action 5.05) and construction of the new high-quality workspaces is now expected to be complete in early 2024. The development has set an ambitious target to achieve net zero operational carbon emissions and will include low carbon heating and lighting, high levels of insulation and an array of solar PV panels.

## 6. Land use, green space and development

No.	Action	Outcomes Expected	Timescale	Responsibility	Progress and Achievements
6.01	<p><b>Local Plan</b> Completion of the Local Plan consultation process and adoption of Leicester's new Local Plan. This process will involve:</p> <ul style="list-style-type: none"> <li>- a public consultation on the draft Local Plan and any major changes/revisions to this draft</li> <li>- submission of the draft Local Plan to the Secretary of State and Planning Inspectorate</li> <li>- an Independent Public Examination of the draft Local Plan</li> <li>- adoption of the new Local Plan by Full Council.</li> </ul> <p>The adopted Local Plan will include policies relating to the Climate Change Strategy and Action Plan, including those covering Climate Change and Flooding, The Natural Environment and Transportation.</p>	An adopted new local plan for Leicester City Council. The City Council will consider strengthening policies to mitigate and adapt to climate change; however, this is dependent on consultation responses, emerging evidence, national policy changes, and the outcomes of the Independent Public Examination.	2020/21 to 2023/24	Planning Policy	Work has continued on the Local Plan for Leicester, including two major public consultations which have engaged with citizens, organisations and businesses across the city. Evidence has been commissioned and completed to underpin the plan, including its policies to address climate change and energy. It is now expected that the plan will be submitted to the Government for examination in July 2023.
6.02	<p><b>Local Plan - Sustainable Construction Policy evidence base</b> Produce technical evidence which considers strengthening policies relating to sustainable design and construction for new developments. This will look at energy and water efficiency standards for new residential and commercial developments in Leicester's new local plan. The evidence and policy formulation will need to take into account recent and expected changes to Government policy, in particular its response to the recently concluded Future Homes Consultation which</p>	Technical evidence published with findings used to inform the sustainable construction and design policy proposed in the next public consultation of the draft local plan.	2020/21 – 2022/23	Planning Policy	As part of the development of the new Local Plan a report into sustainable construction policy was commissioned and completed. This has fed into the new plan to ensure that it effectively addresses energy efficiency and climate change, with the report forming part of the evidence base for the plan.



No.	Action	Outcomes Expected	Timescale	Responsibility	Progress and Achievements
	will have a very significant effect upon building efficiency standards policy.				
6.03	<p><b>Local Plan - Strategic Sites</b> Ensure large strategic sites proposed in the new local plan, and owned by Leicester City Council, contribute towards mitigating and adapting to climate change. This includes early consideration of opportunities to incorporate appropriate landscaping, tree planting and biodiversity protection and enhancement (either on or off site).</p>	Evidence presented at Local Plan Examination and appropriate site allocations included in the new Local Plan. When the sites are later developed (subject to planning permission), development addresses climate change and other sustainability requirements of the Local Plan, and includes appropriate new tree planting, green space creation and biodiversity protection and enhancement (either on or off-site).	2020/2021 – 2023/24	Development Team	Work to develop the list of strategic sites has continued as part of the process to produce Leicester's new Local Plan, which is proposed to be submitted for approval in June 2023.
6.04	<p><b>Ashton Green - low carbon homes</b> Secure, as part of future land sales, a scheme of low carbon homes at Ashton Green.</p>	Developer to be appointed for scheme at Ashton Green achieving performance above the equivalent of level 4 of the former Code for Sustainable Homes.	2021/22 - 2022/23	Development Team	Delivery of new housing has continued across the Ashton Green site, with all houses being delivered to the original low carbon standard set.
6.05	<p><b>Low carbon regeneration scheme</b> Design and develop an exemplar low-carbon, social housing led regeneration scheme on land owned by the Council.</p>	Site to be identified and planning application to be submitted within 18-24 months.	2021/22 to 2022/23	Development Team	<p>A planning application has been developed and submitted for the construction of 50 'exemplar' low carbon council homes as part the redevelopment of the Stocking Farm site.</p> <p>The application proposes to retain and refurbish some of the existing</p>

No.	Action	Outcomes Expected	Timescale	Responsibility	Progress and Achievements
					buildings to reduce carbon emissions from raw materials. The new housing is proposed to be ultra-low energy, with heat pumps instead of gas boilers, water saving fittings and solar PV panels.
6.06	<b>Western Park low carbon housing scheme</b> Secure a sustainable housing development on land sold by the council at Western Park.	Up to 20 new homes built to an exemplar standard of sustainable construction and energy efficiency, with renewable heating systems.	2022/23 (Planning Application)	Asset Strategy with Sustainability	The application for the development of this site is currently in progress and a specification for the homes continues to be developed.
6.07	<b>Continued Professional Development (CPD) - low carbon solutions</b> Develop our understanding of Modern Methods of Construction and existing market solutions for low carbon development.	Workshop to be held 2021/22 with relevant attendees and speakers to highlight best practice nationally and promote further knowledge across the council including relevant site visits.	2022/23	Development Team	The Development Team have continued to carry out online CPD learning and have gained first-hand knowledge through the delivery of the council's low carbon schemes such as St Margaret's Bus Station.
6.08	<b>District Heating - network extension</b> Enable / sponsor network extension projects through regular liaison with the University of Leicester, Leicester Royal Infirmary, other One Public Estate partners and the Strategic Partnering Board.	Carbon savings / efficiencies to be identified project by project.	2020/21 to 2022/23	Contract Management Team	Engagement with the District Heating scheme provider has continued, however further extensions to the network have not yet been progressed.
6.09	<b>District heating - future decarbonisation</b> Secure proposals from Equans (Engie) for future decarbonisation of the LDEC network.	District Heating Strategy completed and endorsed by the council, University of Leicester and Equans (Engie).	2022/23	Contract Management Team with Sustainability Service	Although options to decarbonise the District Heating scheme have been considered, significant increase to fuel prices have led to this work being placed on hold for the time

No.	Action	Outcomes Expected	Timescale	Responsibility	Progress and Achievements
					being, with external funding opportunities being explored.
6.10	<b>District Heating - 'green gas'</b> Review the feasibility and benefits of utilising 'green gas' to generate hot water in the district heating network, taking into account affordability for the heat poor.	The review will identify the potential level of carbon savings, as well as other benefits and implications.	2022/23	Contract Management Team	As with work to decarbonise the District Heating scheme the recent major increase in fuel costs has meant that this piece of work is currently on hold and is planned to be reviewed annually.
6.11	<b>Sustainable Drainage Systems (SuDs) Technical Guide</b> Approve and adopt the Technical Guide for SuDs (sustainable urban drainage schemes). Actively work alongside and support developers to ensure that the new guide is implemented.	Increased number of SuDs implemented as part of developments coming through planning.	2020/21 - guide adopted. 2021/22: ongoing – in use	Planning with Flood Risk and Drainage Team	The SuDS Technical Guide has been produced and published and is now being used by the council's Planning department to guide the creation of further sustainable drainage systems in local developments.
6.12	<b>Sustainable drainage - new developments</b> Respond to planning applications for all new developments, including single dwellings and large extensions, promoting the use of sustainable drainage. For development on brownfield sites, encourage measures to achieve a 50% reduction in runoff.	All relevant applications to be examined and all to include appropriate sustainable drainage measures in the design before a recommendation for approval is made. Effectiveness of this work to be reviewed annually. Outcome: Reduce the risk of flooding to properties downstream of new developments, improve water quality and provide biodiversity improvements.	Ongoing, with annual review.	Flood Risk and Drainage Team	Throughout the course of the action plan the Flood Risk and Drainage Team have responded to a total of 900 planning applications in the city to promote and encourage the inclusion of sustainable drainage measures within relevant developments.

No.	Action	Outcomes Expected	Timescale	Responsibility	Progress and Achievements
6.13	<b>Flood risk assets</b> Maintain a register of flood risk assets, to help ensure that they are maintained and protected.	Provide a publicly available register.	Ongoing, with annual review.	Flood Risk and Drainage Team	The Flood Risk team have continued to maintain the register of flood risk assets and have now published a publicly available version of the register on the council's Open Data platform.
6.14	<b>Drainage system mapping</b> Map and record all Ordinary Watercourses and sustainable drainage systems to ensure that they are protected from removal or damage that may reduce their effectiveness in reducing flood risk.	Obtain a comprehensive understanding of the natural drainage systems operating across the city.	Ongoing, with annual review.	Flood Risk and Drainage Team, with Parks and Open Spaces and Transport Strategy.	A method for mapping Sustainable Drainage Systems in Leicester has been developed and used to map sites in the city. A register of Ordinary Watercourse assets has also been maintained.
6.15	<b>Climate change cost-benefit assessments of flood measures</b> Introduce a process to consider the wider carbon costs or benefits, such as the 'embodied' carbon emissions from construction materials, when planning and delivering flood risk management schemes.	Whole life carbon emissions from schemes are minimised.	Process introduced in 2022/23 and used thereafter.	Flood Risk and Drainage Team, and other partners involved with the projects.	The introduction of this process has been delayed pending the introduction of training and tools to assess 'embodied' carbon in projects.
6.16	<b>Leicester Royal Infirmary - surface water flood alleviation scheme</b> Undertake a feasibility study for the scheme.	Study will identify the expected reduction in the number of properties at risk from flooding following the scheme.	2021/22 – 2022/23	Flood Risk and Drainage Team, working with Leicester Royal Infirmary and Severn Trent Water.	Potential locations for flood resilience measures at Leicester Royal Infirmary have been considered, and funding has now been secured to continue this work over the next year.

No.	Action	Outcomes Expected	Timescale	Responsibility	Progress and Achievements
6.17	<b>Western Park Strategic Sustainable Urban Drainage Scheme (SuDS)</b> Undertake a feasibility study for the scheme.	Study will identify the expected reduction in the number of properties at risk from flooding following the scheme.	2021/22 – 2022/23	Flood Risk and Drainage Team, working with Parks and Open Spaces and Severn Trent Water.	Work on surveys and modelling for the site has been carried out, and two small-scale ponds have been installed. Funding has been secured to continue with this action over the next year.
6.18	<b>Gilroes Brook flood alleviation scheme</b> Undertake a feasibility study for the scheme.	Study will identify the expected reduction in the number of properties at risk from flooding following the scheme.	2023 onwards	Flood Risk and Drainage Team, working with Parks and Open Spaces and Severn Trent Water.	This action is now scheduled to start from 2024 onwards.
6.19	<b>Hol Brook flood alleviation scheme</b> Undertake a feasibility study for the scheme.	Study will identify the expected reduction in the number of properties at risk from flooding following the scheme.	2021/22 – 22/23	Flood Risk and Drainage Team, working with Severn Trent Water and Leicestershire County Council.	Surveys and modelling of the site have now been carried out and will be used to determine whether a scheme is carried out going forwards.
6.20	<b>Evington Brook flood storage area</b> Undertake a feasibility study for the scheme.	Study will identify the expected reduction in the number of properties at risk from flooding following the scheme.	2021/22 – 2022/23	Flood Risk and Drainage Team working with the Leicestershire Golf Club and Severn Trent Water.	Following work to determine the feasibility of this scheme it has been decided to seek alternative locations for flood management projects due to limits at the original site. These options will continue to be assessed in the coming year.

No.	Action	Outcomes Expected	Timescale	Responsibility	Progress and Achievements
6.21	<p><b>Flood mitigation measures - River Soar corridor</b> Work with stakeholders and partners such as the Environment Agency to support strategic interventions to further mitigate flooding within the city. Continue work to deliver the scheme at Everards Meadows as part of the ongoing programme of environmental improvements along the River Soar to increase flood capacity, reducing flood risk and increasing biodiversity along the riverside. Identify and seek additional funding to further this programme of work.</p>	<p>Evidence of funding bids. 3 schemes; significant wetlands (Aylestone Meadows phase 2, Everards Meadow, 1 other). Properties protected from flooding.</p>	<p>2020/21 - 2022/23 delivery of existing schemes and programme. 2023 onwards - funding bids</p>	<p>Development Team, with Planning (Nature Conservation) and Flood and Drainage.</p>	<p>The two flood mitigation schemes at Aylestone Meadows and Everards Meadow were successfully completed and are helping protect properties downstream. The third scheme couldn't be progressed as it was found not to be viable.</p>
6.22	<p><b>Property-level flood action plans</b> Provide information and support to help local businesses and residents become more resilient to flood events by developing their own flood action plans.</p>	<p>More properties and businesses with their own flood action plans.</p>	<p>2020/21 to 2022/23</p>	<p>Flood Risk and Drainage Team, working with Communications Team and Emergency Management.</p>	<p>As part of the SuDS in School project Flood Risk Action Plans were also created for two city schools, including flood risk management recommendations.</p>
6.23	<p><b>Schools workshops about the water environment</b> Delivery a series of Eco-Schools education projects at Schools in Leicester (working in collaboration with Sustainability Team) to increase awareness about the impacts of climate change on the water environment, and what we can do to protect it. With particular focus on:</p> <ul style="list-style-type: none"> <li>• Pollution</li> <li>• Surface Water flood risk and its reduction</li> </ul>	<p>Delivery of multiple Eco-Schools Projects:</p> <ul style="list-style-type: none"> <li>• The Sea Starts Here Project</li> <li>• The 'SuDS in Schools' Project.</li> </ul>	<p>2020/21 - 2022/23</p>	<p>Flood Risk and Drainage Team working with Sustainability</p>	<p>The SuDS in Schools project has delivered 15 sustainable drainage systems at three city schools, - part funded by the Department for Education, Severn Trent Water and Trees for Cities. A linked education programme was also provided to students at these schools (Action 6.34).</p>

No.	Action	Outcomes Expected	Timescale	Responsibility	Progress and Achievements
	Climate change adaption using SuDS (Sustainable Drainage Systems)				
6.24	<p><b>Planning - Green Infrastructure</b> Use existing, or introduce new, planning policies which encourage the provision of green infrastructure and maximising the benefits it has to mitigate and adapt to a changing climate. Applying these policies in discussions and negotiations on relevant planning applications as part of the development management, and compliance and monitoring regimes, where appropriate.</p>	Continued use of existing planning policies and adopted new planning policies via the new local plan process which promote the provision and benefits of green infrastructure for new and existing developments. This will lead to measures including new tree planting, landscaping, green space creation and enhancement, sustainable drainage schemes and protection and enhancement of biodiversity.	2020/21 – 2023/24	Planning	A set of Green Infrastructure policies has been developed as part of work to produce Leicester's new Local Plan. The plan is now expected to be submitted in Summer 2023. In addition, a new Nature Recovery Strategy partnership has been established with Leicestershire County Council.
6.25	<p><b>Planning - Biodiversity</b> Take opportunities to protect and enhance biodiversity and the natural environment in ways which mitigate and adapt to a changing climate. This involves updating guidance relating to climate change as part of the new biodiversity action plan, and, following the details of the forthcoming Environmental Bill, an approach to achieving a net gain in biodiversity using the planning process, which includes new policies and protection/enhancement sites in the new local plan.</p>	Adopted new planning guidance, policies and sites which protect and enhance biodiversity and the natural environment, in ways which also contribute towards mitigating and adapting to a changing climate.	2020/21 - 2023/24	Planning	Biodiversity and natural environment policies have been developed as part of the new Local Plan, which is expected to be submitted in June 2023. The council has also produced an updated version of its 10-year Biodiversity Action Plan for Leicester.
6.26	<p><b>Tree Preservation Orders (TPOs)</b> Seek to retain TPO trees within applicable powers and guidance, or secure appropriate replacements should their loss be justifiable.</p>	Optimised consideration of Tree Preservation Orders to contribute to maintaining the city tree stock.	2020/21 to 2022/23	Planning Development Management	Opportunities to retain trees with TPO orders continue to be prioritised within local planning applications.

No.	Action	Outcomes Expected	Timescale	Responsibility	Progress and Achievements
6.27	<p><b>Volunteer Tree Wardens</b> Develop and introduce a new scheme to recruit and train volunteer Tree Wardens, to aid tree inspections, reporting and monitoring of tree stock.</p>	<p>15 wardens recruited and achieved Lantra tree survey and inspection qualification. Increased frequency of visual tree surveys and inspections, leading to improved monitoring of tree pests and presence of disease, and improved communication and reporting of tree stock concerns by the public.</p>	<p>2021/22 (Launch and recruitment) Ongoing scheme operation</p>	<p>Parks and Open Spaces</p>	<p>A total of 28 volunteer Tree Wardens have been recruited and trained and are carrying out tree surveys across the city. The Tree Wardens are also involved in numerous other projects including tree planting sessions, mapping city orchards, working on an orchard project with schools, and updating Tree Trails.</p>
6.28	<p><b>Climate woodland</b> Identify suitable locations and tree species for mass tree and hedge planting to create new 'climate woodland' in the city. Explore opportunities to partner with academic experts to monitor the climate, biodiversity and other benefits of the woodland as it develops. Also investigate how planting could be funded, apply for funding where available and begin planting at the climate woodland sites.</p>	<p>Agreed location/s for additional tree planting, available when funding is identified. Engage in partnership agreement with an academic institution. Planting to begin in winter 2020/21 and continue in future years, subject to funding.</p>	<p>2020/21 to 2022/23</p>	<p>Parks and Open Spaces, working with Trees and Woodlands, Conservation and Sustainability through a working group</p>	<p>Successful funding bids have been submitted to the Local Authority Treescapes Fund, Trees for Cities, Urban Tree Challenge and Earthwatch Tiny Forests. This has enabled the planting of 28,506 trees at sites across the city over the three years of the action plan.</p>
6.29	<p><b>Tree planting in school grounds</b> Develop a project proposal with Earthwatch to implement tree planting opportunities in school grounds.</p>	<p>Project proposal completed ready to seek funding. Funding bids developed and applications made.</p>	<p>2020/21 to 2022/23</p>	<p>Sustainability</p>	<p>A successful bid was submitted for £300,000 from the Local Authorities Treescape Fund. This enabled the planting of 10 Tiny Forests containing 6,000 trees at local schools (included in the total for Action 6.28), and engagement activities with students.</p>



No.	Action	Outcomes Expected	Timescale	Responsibility	Progress and Achievements
6.30	<b>Bee Roads Project</b> Deliver a programme of wildflower planting and maintenance to increase the value of the city's road verges for pollinators and biodiversity. In so doing, to support species, some of which may be under increased threat as a result of climate change.	To increase the percentage of the city's roadside verges managed for biodiversity by 10% per annum to create additional habitat areas along roadside verges.	2020/21 to 2022/23	Planning and Parks and Open Spaces	A programme of wildflower planting and maintenance has taken place, with a 10% increase in roadside verges managed for biodiversity. A new Grassland Strategy to guide future management has also been developed, to be launched in Spring 2023.
6.31	<b>Healthy Cities Summit</b> Deliver an international Healthy Cities Summit in Leicester showcasing Leicester Public Realm Improvements. Highlighting Connecting Leicester and best practice in Street Design Guidance, Bike Share and low-carbon solutions.	Over 500 delegates, presentations from national and international experts.	2023	Transport Strategy	A one-day Transforming Cities Conference was held in Leicester in March 2023, with over 250 delegates and speakers from organisations across the UK.
6.32	<b>ADDED APRIL 2021</b> <b>University of Sheffield Urban Tree Research Project</b> Research project investigating the effects of climate change and urban stress on trees within the city	60-100 trees will be monitored with sensors and data captured will model the resilience of tree species in urban landscapes and will help guide future tree planting policy.	2021 to 2024	Standards and Development	As the funding application by the University of Sheffield was unfortunately not successful this project has not been delivered.
6.33	<b>ADDED APRIL 2022</b> <b>Heat Network Zone - Pilot</b> To deliver a methodology to identify area of the city that could be either connected to, or a contributor to, a heat network. Working with BEIS, the HNZ methodology will be developed alongside 27 other Local Authorities, leading to a standardised approach to HNZ projects and development of policy for the UK.	The project will deliver a working methodology for the identification of HNZ's by September 2022.	2021/22 – 2022/23	EBS Operations	The council's input to this project to help the government develop a methodology for identifying heat network zones has been completed. An opportunity to present the results to the UK Government is now being awaited.

No.	Action	Outcomes Expected	Timescale	Responsibility	Progress and Achievements
6.34	<p style="text-align: right;"><b>ADDED APRIL 2022</b></p> <p><b>Sustainable Drainage Systems (SuDS) in Schools</b> Deliver a pilot project to put SuDS, largely in the form of planters and tree pits, in 3 schools in Leicester, funded by the Department for Education.</p>	<p>Working alongside the Flood Risk Team deliver SuDS interventions in 3 schools (Linden Primary, Bridge Junior, and Abbey Mead).</p> <p>Deliver educational sessions at the 3 schools on the importance of SuDS.</p>	2022/23	Flood Risk & Drainage Team with Sustainability	Alongside the 15 sustainable drainage measures installed at three city schools (Action 6.23) The SuDS in Schools project has delivered a linked education programme for 500 of their pupils. The Sea Starts Here campaign also provided education on water pollution to 300 students across 10 city schools.

## 7. The council

No.	Action	Outcomes Expected	Timescale	Responsibility	Progress and Achievements
7.01	<p><b>Carbon neutral roadmap for the council</b> Develop a 'roadmap' of actions which could reduce the council's carbon emissions from its estate and operations, to enable us to be carbon neutral by or before 2030.</p>	Version 1 of roadmap completed in 2021, then used to seek funding and plan programmes of decarbonisation work.	2021/22 – 2022/23	Operations, EBS, working with a number of other sections of the council.	Work to deliver a carbon neutral roadmap for the council's own emissions is currently on hold. However, a number of energy surveys and 'heat decarbonisation plans' for individual buildings have been produced (see action 7.02) and a funding application has been submitted for support to produce heat decarbonisation plans for over 70 further council-owned buildings.

No.	Action	Outcomes Expected	Timescale	Responsibility	Progress and Achievements
7.02	<b>Energy Surveys - Operational Estate</b> Undertake a full suite of energy surveys to establish the energy and carbon saving potential and identify actions.	Surveys will enable low carbon investment to be effectively targeted to decarbonise the estate.	2020/21 to 2022/23	Operations, EBS	Energy surveys were carried out for 93 buildings in the council's operation estate during the first phase of this work.
7.03	<b>Carbon savings from planned and responsive maintenance - Operational Estate</b> Develop a policy and process, based on the energy hierarchy, to respond to energy and carbon reduction opportunities in the planned and responsive maintenance programme, taking account of energy survey results.	The Hard FM team will have an agreed policy and process. Implementation will contribute to energy and carbon reduction to meet targets for the Operational Estate.	2020/21 to 2022/23	Operations, working with Sustainability	Funding is being allocated for energy and carbon reduction works in the budget for the Operational Estate Capital Maintenance Programme. Energy survey results are being used to help target this funding. The process will be further developed during future years.
7.04	<b>Agile working</b> Create new 'touchdown spaces' across the council's operational estate and introduce mobile technology to enable staff to work between site visits and meetings without the need to travel back-to-base.	Reduced carbon emissions from staff journeys by ensuring works can be undertaken from site. Reduction in mileage and carbon emission from staff vehicles. Lesser requirement for office space. Agile working to become the expected norm.	2020/21 to 2022/23	Operations, EBS	As part of the council's New Ways of Working Programme, introduced during the Covid-19 pandemic, flexible working practices have been adopted by thousands of council staff across the organisation, which is expected to significantly reduce carbon emissions from staff commuting.
7.05	<b>Training Programme for Estates and Building Services</b> Develop and implement a programme of training for EBS staff. Training to include carbon and climate adaptation implications of EBS services, opportunities through different job roles and low carbon technologies and standards as relevant to each service area. Training to include industry best practice guidance and materials.	All staff in the division understand the contribution they can make to addressing the climate emergency.	2020/21 to 2022/23	Operations and Strategy and Business Management, EBS	All managers within the Estates and Buildings Service were provided with Carbon Literacy training, educating them on sustainability issues. Further online training on sustainability has also been made

No.	Action	Outcomes Expected	Timescale	Responsibility	Progress and Achievements
					available for staff across the division.
7.06	<p><b>Minor works energy efficiency measures</b> Works with a total value of £1.8m to replace heating systems, boiler controls and windows at the following schools and children's homes: Alderman Richard Hallam, Avenue Primary School, Barley Croft Primary School, Evington Valley Primary School, Herrick Primary School, Linden Primary School, Marriott Primary School, Rolleston Primary School, Spinney Hill Primary School, St Barnabas Primary School, Wolsey House Primary School, Beaumont Lodge Primary School, Caldecote Primary School, Ellesmere College, Evington Valley Primary School, Fosse Primary School, Inglehurst Infant School, Netherhall Children's Home, Shaftesbury Junior School.</p>	Energy and carbon savings to be monitored post-installation.	2020/21 to 2022/23	Hard FM	In total 18 of the projects to replace heating systems, boiler controls and windows at city schools and children's homes are complete. The final project is also in progress and carbon savings across the sites are being assessed.
7.07	<p><b>Climate Emergency Schools Capital Fund</b> Deliver a holistic £20m capital investment programme to reduce energy use and generate renewable energy, including solar panels (PVs), LED lighting replacement, air source heat pumps and double-glazed windows, supported by Salix Finance.</p>	At least 50 schools supported, generating a saving of at least 2000t CO <sub>2</sub> e per year.	2020/21 to 2022/23	Sustainability with Hard FM	Energy efficiency and solar PV measures have now been installed at 55 schools, with additional works now in progress to support the new measures currently in progress. As part of this work the carbon savings of the measures will be monitored going forwards.
7.08	<p><b>Built Environment Services for Schools (BESS) Energy</b> Expand this school support programme to provide behavioural support to reduce energy use, cut costs and reduce carbon emissions in more schools.</p>	At least 30 schools annually to be supported, saving on average 50t CO <sub>2</sub> e per year.	2020/21 to 2022/23	Sustainability with Soft FM and Hard FM	The original target has been significantly exceeded, with a total of 78 schools signed up to the BESS Energy scheme. These school are

No.	Action	Outcomes Expected	Timescale	Responsibility	Progress and Achievements
					receiving support to reduce their energy consumption, with many currently trialling a new online tool to assist them in making further savings.
7.09	<b>Power to Change - Next Generation</b> Support Green Fox Community Energy Cooperative to create and deliver an innovative, holistic business model to provide an ultra-low carbon solution for schools, working with the Attenborough Learning Trust Multi-Academy Trust.	Within the 2 years of the project deliver the business model and associated capital investment - saving around 300t CO2	2020/21 to 2021/22	Sustainability	A business model for this work was developed and presented as planned. Based upon this modelling it was determined that installation would not be viable, and so the results of this project were not taken forward.
7.10	<b>Climate toolkit for capital projects</b> Develop and implement a procedure, guidance and targets to address climate change in all capital projects. To include: - procedure and guidance for assessing the climate implications and carbon reduction options for any capital project, based on the Energy Hierarchy - corporate minimum requirements for carbon reduction and energy efficiency, and aspirational target(s) to be considered, at a whole building level - Authority's Requirements: where appropriate, technical standards and minimum requirements for individual building components and construction/demolition activities.	Toolkit applied to all projects. Options for appropriate carbon reduction and climate adaptation options to meet corporate targets are provided to decision-makers for all relevant projects prior to approval. Enhanced levels of carbon reduction, and climate resilience measures where necessary, are delivered to put the council on course to achieve its overall climate emergency goals.	2020/21 – 2022/23	Sustainability with Capital Programmes, Capital Projects, Development Team and Housing	With the help of expert consultants, proposed targets and a supporting toolkit have been developed. The proposals are now being considered for introduction, based on a tiered approach so that the process and its implications can be monitored.
7.11	<b>Capital projects programme management - climate considerations at gateway stages</b>	Capital projects gateway process amended.	2020/21 – 2022/23	Sustainability with Capital	This project is being delivered as part of Action 7.10 to develop a

No.	Action	Outcomes Expected	Timescale	Responsibility	Progress and Achievements
	Build in a requirement to use the climate toolkit to address climate implications in each capital project from the outset, ensuring that proposals cannot progress to approval without proper consideration of carbon reduction, based on the Energy Hierarchy, as well as climate adaptation opportunities and requirements - with appropriate measures costed and confirmed to meet agreed targets and performance standards.	Climate considerations explicitly addressed, with measures agreed, for all projects being submitted for approval.		Programmes, Capital Projects, Development Team and Housing	Climate Toolkit for the council's capital projects and will ensure that these issues are addressed at the relevant stages.
7.12	<b>Capital projects - carbon tracker</b> Develop and implement a system for recording carbon reduction and climate adaptation targets and measures agreed for all capital projects and council-supported development schemes, and for tracking their progress to implementation - enabling oversight of climate outcomes by managers and senior decision-makers.	Carbon tracker to be developed and introduced, enabling improved management of climate measures and outcomes, and prioritisation of resources, across all programmes.	2020/21 – 2022/23	Sustainability with Capital Programmes, Capital Projects, Development Team and Housing	This project is being delivered as part of Action 7.10 to develop a Climate Toolkit for the council's capital projects and will ensure that projects track and report on their progress on achieving the standards developed.
7.13	<b>Oaklands School expansion</b> Oaklands expansion to be developed as a low carbon building.	The following is to be aimed for subject to planning and budget restrictions. - High energy efficiency with high levels of insulation above building regulations standards, to ensure the building meets an EPC rating of B. - We are targeting an air tightness score of 3 or better.	2022/23	Capital Programmes	The school is now under construction and is due to be completed in July 2023. The building is targeting an EPC rating of B through achieving a high level of insulation and airtightness.
7.14	<b>Demolition of Goscote House</b> Achieve a high recycling rate for demolition waste from this project to reduce the climate and environmental impact.	80% recycling target met for demolition waste.	2022/23	Housing	The demolition of Goscote House has been completed, with a 90% recycling rate for demolition waste

No.	Action	Outcomes Expected	Timescale	Responsibility	Progress and Achievements
					achieved, exceeding the original target.
7.15	<b>Demolition of 12-20 Cank Street/Market Square</b> Achieve a high recycling rate for demolition waste from this project, to reduce the climate and environmental impact.	80% recycling target met for demolition waste.	2022/23 – 2023/24	Capital Programmes	Options for this project are still under consideration and will be reviewed within the next financial year.
7.16	<b>Public Lighting</b> 2020/21: Replace 562 illuminated traffic bollards (which are on LCC cable network) with non-illuminated reflective self-righting bollards at an estimated cost of £98,500. 2021/22 – 2022/23: Replace traffic sign lighting with LEDs as they come up for repair, where this is possible.	2020/21: Annual energy reduction of 110,000 kWh saving 30.5 tonnes CO <sub>2</sub> e and £15,800 per annum.	2020/21	Public Lighting	The work to replace more than 550 illuminated traffic bollards has been completed, with estimated carbon savings of 128 tCO <sub>2</sub> e per year. Work has also started to replace traffic sign lighting with LEDs, with 50 completed so far.
7.17	<b>Traffic signals</b> Renewal of end-of-life signals with LED signals and low energy equipment to reduce electricity consumption and carbon emissions.	2020/21: Annual electricity consumption to reduce by 67,000 kWh, saving 18.6t CO <sub>2</sub> e per annum at an estimated cost of £150,000. 2021/22: Renewal of 10 sites. Annual electricity consumption to reduce by a further estimated 54,000 kWh, saving 23.7t CO <sub>2</sub> e per annum at an estimated cost of £150,000.	2020/21 - 2021/22	Traffic management Service (Area Traffic Control)	All traffic signals scheduled to be replaced with LEDs have now been completed and new signals are using the most efficient equipment as standard. This has led to estimated carbon savings of around 90 to 100 tCO <sub>2</sub> e per year.
7.18	<b>Business Travel Policy</b> Introduce a Business Travel Policy, which includes the aim of minimising the environmental impact of business travel by the council.	Policy implemented from 2021/22. Carbon emissions from business travel reduced by applying the 'travel hierarchy' to favour zero or low-emissions options wherever possible.	2021/22	Human Resources with Fleet Service	A new staff business travel policy and guidance has been created and launched. Following Covid-19 the council has also moved to a model of more flexible and agile working, which is expected to significantly

No.	Action	Outcomes Expected	Timescale	Responsibility	Progress and Achievements
					reduce carbon emissions from staff commuting to offices.
7.19	<p><b>Council fleet - introduction of ultra-low emission vehicles</b></p> <p>Continue to decarbonise our fleet, purchasing 19 new electric cars, vans and scooters in 2020/21. 15 will replace existing, mainly diesel, vehicles while 4 are additions to the fleet and are expected to mainly replace staff travel in their own cars. The replacement programme will continue year-on-year.</p> <p>2021/22: purchase 17 more electric vehicles.</p>	<p>2020/21: 19 new electric fleet vehicles. Estimated carbon savings to be confirmed.</p> <p>Dependent on any potential extended lead times caused by the COVID 19 pandemic.</p> <p>2021/22: Estimated carbon savings tbc.</p>	2020/21 - 2022/23	Fleet Service	The council has now secured 37 fully electric vehicles in its fleet and will continue to replace more diesel vehicles with EVs where possible.
7.20	<p><b>Electric vehicle charging - council fleet</b></p> <p>Plan for and install EV charge points in the Operational Estate to enable charging of EVs in the council fleet.</p>	Forward plan developed in consultation with the Fleet Service - will identify numbers and locations of charge points needed.	2020/21 to 2022/23	Operations, EBS	A number of electric chargers have been added at council sites, including depots, and other sites including City Hall and council car parks are being surveyed.
7.21	<p><b>Grounds Maintenance Machinery</b></p> <p>Trial a selection of electric battery-powered grass mowing machines and hand-held machinery including: trimmers, leaf blowers and hedge cutters. We will complete an analysis of their capability and costs, to decide whether they currently offer a viable option to replace our petrol hand-held machinery.</p> <p>If the trial is a success, we will use the results to help inform the Depots Transformation Project to make sure that the council's depots can support any future requirements for charging electric equipment.</p>	Confirm whether electric battery-powered equipment is yet good enough to replace our petrol fuelled machinery and enable a replacement programme to go ahead if it is. Potential carbon savings to be confirmed by the trial.	Trial in 2020-21	Parks and Open Spaces	A trial of electric machinery for use in parks was carried out as planned. Based upon the results, a full replacement of machinery has been placed on hold until electric machinery on the market and conditions are more suitable.



No.	Action	Outcomes Expected	Timescale	Responsibility	Progress and Achievements
7.22	<b>Grassland Strategy - relaxed mowing</b> Increase the area of mature grassland under a 'relaxed mowing' regime (fewer cuts per season), to improve biodiversity while reducing carbon emissions from the use of grounds maintenance machinery.	Increase from 39 to 50 hectares of grassland under relaxed mowing regime. Reduction in fuel use and carbon emissions to be identified from annual monitoring. Biodiversity benefits also expected, along with possibly a small extra amount of carbon sequestered.	From 2020/21	Parks and Open Spaces	The target to increase the amount of grassland under a relaxed mowing regime to 50ha has been achieved. This will improve biodiversity at these sites and reduce the carbon emissions from carrying out the mowing.
7.23	<b>EBS Operations - Supply Chain Decarbonisation</b> Use the procurement process and supplier engagement to drive down carbon emissions and waste from services provided by external suppliers and from goods, based on the council's Sustainable Procurement Guidance and Social Value Charter.	Carbon emissions and waste reduction and recycling information to be provided by suppliers, monitored by Estates and Building Services, and reported.	2020/21 to 2022/23	Contracts and Business Development	As part of council procurement exercises, bidders are asked to provide information about the level of environmental performance they are targeting, which is included in the scoring process to select the successful bidder.
7.24	<b>Workplace Waste Strategy</b> Develop a strategy to drive down waste from corporate offices which goes to landfill by applying the waste hierarchy: reduce, reuse, recycle/compost, then energy-from-waste. Look at when zero waste-to-landfill could be achieved.	Completion and approval of strategy. Ongoing reductions in waste to landfill and increasing percentages of waste being reduced, recycled or composted.	Publication in Q4 2020/21.	Operations, EBS	A new Workplace Waste Strategy has been developed and is being integrated into the council's Ways of Working Programme for its office estate.
7.25	<b>Pension Scheme - Responsible Investment Plan</b> Through the City Council's representatives on the Leicestershire County Council Local Pension Committee, support steps being taken via the Responsible Investment Plan 2020 to address the climate risks of investments held by the Leicestershire County Council	Implementation of the Responsible Investment Plan 2020. Positive influence on companies in which investments are held by the Pension Scheme, encouraging them to address climate change.	2020/21 and ongoing.	Leicester City Council representatives on the Local Pension Committee	The council has taken an active role on the Pension Committee in calling for a stronger approach to decarbonisation and climate risk reduction of the Pension Fund,

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	Pension Scheme. Encourage the management of funds to positively influence the approach to climate change being taken with regards to investment decisions.			(jointly with other Committee members)	while protecting the interests of Fund members.
7.26	<p style="text-align: right;"><b>ADDED APRIL 2021</b></p> <p><b>Depots Transformation Project</b> We will ensure that the proposals developed through this project for reconfiguring and modernising our council depots are fully aligned with our carbon neutral ambition. This includes facilitating the decarbonisation of our vehicle fleet and our machinery, as well as exploiting any opportunities to reduce mileage, save energy and generate more renewable energy. The project will also respond to any opportunities to increase the council's operational resilience to future impacts of climate change.</p>	Estimates of carbon savings and analysis of implications for the council's resilience to future climate change will be developed in tandem with the proposals. They will be added into this plan at the next update when confirmed.	2021/22 – 2022/23	HR	The project to transform the council's depots is currently in progress. One early outcome is the release of the Ian Marlow centre (Action 5.05), with the redevelopment of this site to include a range of carbon reduction measures.
7.27	<p style="text-align: right;"><b>ADDED APRIL 2021</b></p> <p><b>New Ways of Working</b> This is the title being given to the Council's office re-occupancy strategy post-COVID. It is expected to see a shift to 'agile working' and a reduction in the need for office space. The implications of the strategy for carbon emissions will be actively considered and monitored, including those from offices, from staff working at home and from travel - to ensure there is a net reduction.</p>	Reduction of 2 x office buildings. A measured reduction in mileage claims as staff work direct from home Energy reduction across the measured KWH / Employee Further metrics are being established for this	2021/22-2022/23	EBS Operations	Through this programme the council has reduced the number of its central office buildings by four, exceeding the original target. A more flexible and agile approach to working has also been introduced across the organisation, enabling and supporting remote working and creating touchdown workspaces. Staff business mileage claims have also significantly reduced, with staff doing less travel particularly by car

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7.28	<b>ADDED APRIL 2021</b> <b>Energy monitoring systems review</b> Review the Databird hardware and Stark/Dynamat software.	Installation of new Smart devices to capture energy usage in all buildings. A link to a public portal (for staff) and BI dashboard to provide the data to plan for further systems for reduction.	2021/22-2022/23	EBS Performance and Information	Work to review the current energy monitoring systems is now underway, as part of work to procure an upgraded database to support the council's management of its buildings.
7.29	<b>ADDED APRIL 2021</b> <b>Move to daytime cleaning</b> Consider moving cleaning operations to daytime hours to reduce office opening hours for all the council's central office buildings.	A reduction of energy used in central office buildings, leading to reduced carbon emissions.	2022/23	EBS Operations	Opportunities to move to daytime cleaning across the council's central office buildings are currently being assessed and are planned to be implemented within 2023/24.
7.30	<b>ADDED APRIL 2021</b> <b>St Margaret's Bus Station Redevelopment</b> A number of energy efficiency and renewable energy measures will make this a carbon neutral bus station. The bus station will include solar panels, electric bus charging points and secure storage for 150 bikes.	Carbon saving - 46 tons per year.	2020/21 - 2022/2023	Public Transport Team and Development Team	The redevelopment of the expanded and improved St Margaret's Bus Station is now complete. The project created the UK's first net zero bus station in operation – with 390 solar PV panels expected to generate more energy than the bus station needs, enabling it to achieve the highest Energy Performance Certificate rating of A+. The re-use of the steel frame, concrete foundations and other elements of the existing bus station reduced construction-related emissions from the use of raw materials by over 575 tCO <sub>2</sub> e.

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7.31	<p style="text-align: right;"><b>ADDED APRIL 2021</b></p> <p><b>Sustainable New Bus Shelters</b> Roll out new bus shelters across the city with partner Clear Channel. (Please Note - the Council could not legally continue the exiting bus shelter contract and re-tendered the concession.)</p>	479 new shelters; 30 with living roofs; 223 with solar powered lighting; existing shelters recycled with 100% diverted from landfill.	2021 to 2023	Major Transport Projects	The rollout of 479 new bus shelters is almost complete, with the previous shelters disposed of sustainably. Thirty of the new shelters have living roofs, supporting local biodiversity, and 223 are solar powered.
7.32	<p style="text-align: right;"><b>ADDED APRIL 2021</b></p> <p><b>Car parks - contactless payment</b> Contactless payment methods have been installed at council-run car parks. Piloting of payment by mobile phone for pay and display parking to begin in early spring 2021 - with a view to rolling out.</p>	Introduction of contactless payment is expected to reduce electricity use and the resulting carbon emissions through the removal of parking payment machines and avoiding the need to replace machines in future. Machines are not separately metered and therefore it won't be possible to measure these reductions.	2021/22 – 2022/23	City Highways	Contactless payment is now in operation in all council-run car parks and parking bays in the city.