



Department of
Environmental Services

Outturn Report 2009-2010

and

Business Plan 2010-2012

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Contents

Page no.

Outturn Report for 2009 – 2010:

Where we are now and what we plan to do

- Our Strategic Direction 4
- What we achieved in 2009/10 5

The Financial Position

- State of the business: income/costs 7

Performance/Other Activities

- Sustainability 8
- Developing People 9
- Quality Awards 10
- KPIs, Objectives and LAA Targets 10
- Consultation and Communication 11
- Internal/External Audits and Spot Checks 12

Our Plans for 2010 – 2011:

Cross-Cutting Departmental Key Themes

- Service Delivery 13
- Sustainability 14
- Developing People 16

Business Efficiency

- Key Performance Indicators 17
- Service Specific Objectives 2010-2011 18
- Efficiency Savings 18
- Service Reviews 20
- Key Risks (Business and Top X) 21

Other Departmental Activities

- Consultation and Communication 21
- Health & Safety 22
- Equalities 22
- Workforce Planning 23
- Information Systems 23
- Property 24

Appendices

- 1 Departmental Structure Chart
 - 1.1 Finance (08-09 Divisional Information)
 - 1.2 HR charts
- 2 Performance data
 - 2.1 Financial Summary 2009-10
 - 2.2 Service Specific Objectives 2009-10, with outcomes
 - 2.3 Service Specific Objectives 2010-11
 - 2.4 Key Performance Indicators 2009-10 outturn
 - 2.5 Key Performance Indicators 2010-11
- 3 Sustainability Projects - The Green Team
- 4 Consultation and Communication Plan 2010-11
- 5 Risk Management
 - 5.1 Key Business Risks
 - 5.2 Top X Risk Register and Matrix

Our Strategic Direction

It will be four years this year since the new larger DES was formed. In that time we have successfully established business planning based on clear objectives, measurable and relevant KPIs, and well understood themes. In that time too we have reformed our management structures, saved 16% of our budgets, lowered our debt levels, improved our speed of making payments of invoices, greatly improved the routine financial information available to managers and generally made all our businesses keener and more customer focused.

We have done it by improving the information available to our managers, by knowing about how much our services cost and looking for savings in those places where we think costs were too high, or income too low. It has been a continual drive for improvement.

What the future holds is more of the same and then even more of it. We will not know until the autumn quite what impact the tight financial situation will have on local government, but the signs are not encouraging. So our business plan for the coming year or more must be based on the principles that have stood us in good stead so far, so we can know what we get for the money and balance any savings we have to make with the impact on services.

We will take advantage of the new opportunities that technology will offer. Corporately, we are developing the systems to allow us to extract data from just about any departmental database, which will mean we can aim to have the right management data available on demand. We can start to think now about what every member of staff will need to have in front of him or her on-screen in near real time. Corporately, we have started on the website, so important to displaying and selling our services: we really need its interactivity to allow customers to access our services on-line. We will be deciding this year what else we might make available to sell through this route, and how to improve accessibility. We will improve access to and the format of data we already issue, especially on streetworks. The Intranet will be enhanced to become our main internal data source. We will decide this year what we want there. Smart phones are here: we will develop applications that make fault reporting direct to us easier and how we might use them ourselves for improved enforcement and mobile working.

Shared data will drive our move to more cross-divisional and inter-departmental working. Already we have better on-street enforcement using a mix of Street Environment Officers, Environmental Health Officers, and the City of London Police. We have improved our night-time economy enforcement: this will continue and expand.

The coming year or two will be tough but we are well placed to meet the challenges ahead, and we will keep up our work on sharing of data, working across boundaries and then use up to date technology to keep on improving our customer service.

Our Corporate Commitment

DES is committed to providing efficient services that contribute fully to the City Together Strategy Themes and the themes in the Corporate Plan.

We have attached details of the expenditure for the year 2008-09 of each of our divisions in Appendix 1.1.

More information on our services is available on the corporate web site www.cityoflondon.gov.uk and www.towerbridge.org.uk

More information on the make-up of the Department is attached at Appendix 1.2.

What We Achieved in 2009/10

Our Main Achievements

In 09/10 we continued the work of business development, with the focus on the implementation of a new service structure in our Port Health & Veterinary Services and Environmental Health & Public Protection Divisions. We also continued with improved marketing, particularly of our commercial waste service, Tower Bridge and the District Surveyor's Division. Other significant achievements during the year included:

- The introduction of highways works permitting.
- Full charging regime for pipe subways implemented.
- Successful Considerate Contractor and Clean City Award Schemes.
- The Parking Ticket Office recovery rate of 82% was once again the highest achieved by a London Authority.
- Successfully managed the architectural student 'seating form' competition for unveiling by the Lord Mayor.
- Minimised the effects of the Tower Bridge restoration works on operations, visitors to the exhibition, events clients and other stakeholders through active mitigation planning.

- Produced a DES leaflet for businesses and delivered it under budget.
- Successfully created and presented the Bridges of the World Exhibition.
- Concluded our Port Health project on Chinese Mitten Crabs in conjunction with the Natural History Museum.
- Took on the animal health agency work for a further 4 local authorities (now 26 in total) at the Animal Reception Centre.
- Participated in the production of the DEFRA Animal Disease Outbreak Risks and Countermeasures Report released in March 2010.
- Introduced charging at Tower Hill and Paternoster Square toilets.
- Improved, by over £1m, the commercial waste services 'profit and loss' account.
- Started major investigations into two City training companies and successfully reduced consumer detriment of over £4.7 million by securing the cancellation of unlawful loan agreements.
- Worked with CoL Police on "Operation Prime" to register Mail Forwarding Businesses operating in the City and look for any associated level of criminality.
- Undertook a Peer Challenge of Environmental Health by other local authorities and created an action plan for improvement.
- Increased the percentage of City Food businesses which are "broadly compliant" from 85% to 90.45% (NI 184).
- Began the Safe & Healthy Office Services project which is a high level audit of how major City organisations manage the health & safety of their key supporting contractors.
- Installed (with the City Surveyor) the new mercury abated cremator at the Cemetery & Crematorium.
- Piloted CeDAR the corporate document management system in District Surveyors.
- Advised on and approved 2 recently completed City buildings which won first prize in the Sustainability and Best Commercial categories of the LDSA Building Excellence awards 2010.

On routine matters, as a few examples, we:

- responded to 186 requests for information under the Access to Information Acts (08/09 = 136).
- at the Animal Reception Centre in 2009/10 we handled 141,409 fish boxes (08/09 = 125,202) and processed 7,841 pet travel scheme animals (08/09 = 6,994).
- investigated 161 businesses as part of the Credit Licence application process.
- carried out 1,180 burials and 2,515 cremations during 09/10.
- undertook 1,180 primary inspections of food premises.

- handled 4,246 consignments (89,200 gross tonnes) of chicken and chicken products through our ports.
- took 451 samples of food products from China to test for the presence of Melamine.

The Financial Position

On our budgets, we faced a testing year financially to achieve corporate savings targets, ensure external income streams were both maintained and increased in a number of services, and to balance these financial pressures against agreed local risk budget resources in order to continue providing the high standard of service expected by our stakeholders. The major savings achieved in 2009/10 included:

- 0.5% efficiency squeeze on gross expenditure and gross income budgets of £234k
- 0.75% efficiency totalling £351K following a review of the Medium Term Financial Strategy.
- budget saving of £100k from the corporate review exercise
- saving of £665k from the Cleansing Service review, full effects were £1,058k over 2 years
- transfer of £94k to City Surveyor for the consolidation of the repairs & maintenance functions corporately

Despite the above reductions to our local risk budgets in 2009/10, the Department achieved an overall under spend of £785k across all funds as detailed in Table 1 below. This was mainly due to a trading surplus of £462k at Tower Bridge Tourism which will be part transferred to the 'designated reserve fund' (after adjusting for carry forward requests of £279k to further improve the facilities at the exhibition in 2010/11); and an under spend of £144k for additional income at the newly refurbished Monument was also achieved. After other adjustments of £108k for unused carry forwards from 2008/09, the actual adjusted under spend achieved for 2009/10 is £494k, which is a variance of just over 2% from our total net expenditure budget of £21.4m.

Table 1: DES Local Risk Outturn 2009/10

	Approved Budget	Actual	Variance (Under) / Over
	£'000s	£'000s	£'000s
City Fund	19,979	19,923	(56)
BHE	1,474	889	(585)
City's Cash	(16)	(160)	(144)
Sub Total	21,437	20,652	(785)
Transfer to Tower Bridge Reserve (£183k) and Other Adjustments for unused carry forwards (£108k)		291	291
Total	21,437	20,943	(494)

Outturn Financial Implications

The outturn figures (set out in Appendix 2.1) give a further picture of the figures in Table 1 by summarising the performance by Committee. The outturn performance including explanations of significant budget variances for each individual Division of Service will be explained in detail within the 2009/10 revenue outturn report. This report, which is a joint report of the Chamberlain and the Director of Environmental Services, will be included with each receiving Committee's July cycle of committee papers.

Sustainability

We have built on the achievements of the concerted drive held in mid 2008 to recruit new members to the Clean City Awards Scheme. The results have kept us on target through the efforts of the Clean City Awards Officers and our new Cleansing Marketing Team. This performance indicator is part of the City of London's Local Area Agreement (2007-10) with a final stretch target for 09/10 set at 1604, we achieved 1642. We also continued to expand the range of waste recycling services offered to businesses and residents, rolling out a new food waste collection service in the Barbican Estate and a confidential waste service to businesses.

The Green Team continued to promote and encourage staff participation in environmental initiatives. They also took on responsibility for coordinating the Queenhithe stretch of the Thames foreshore clear-up for the year.

We have continued to work closely with the Health Protection Agency to develop the City's Pandemic Influenza Plan, and the City's response to chemical, biological and radiological (CBR) incidents and have worked with them on developing an Outbreak Plan for *Legionnaires disease* for London and the UK as a whole.

As part of the corporate Sustainability Audit Scheme the Port Health & Veterinary Services Director has been coordinating the Departmental training for both auditors and verifiers. This in turn has identified a unique refuse and recycling issue at Port Health offices due to lease conditions.

More information on our sustainability work is included at Appendix 3.

Developing People

We took an active role in corporate learning and development by presenting an Insight Lunch to staff from across the organisation (given by our Environmental Health & Public Protection Division – Rachel Sambells and Toby Thorp).

We supported the local community across the Department by hosting five work experience students from various schools and colleges (Northwood College, City & Islington Sixth Form College, City of London Freeman's School, South East Essex College and Langley Park School for Girls).

We made a major investment in IT training for our Cleansing staff in relation to the Contender back-office system to enable more use to be made of its functionality. The total cost of £13,350 included training, software purchase and hire.

The District Surveyor's Division arranged regular in-house training sessions to ensure that their staff and those of other divisions within CoL are updated on the latest developments in building control.

The Port Health Service currently has two officers undertaking Environmental Health Practitioner training; one officer graduated during 2009/10. Christine Connolly graduated from an environmental law course.

Our first Port Health Marine Officer has successfully completed his qualifications in relation to navigation and engineering. He now has the opportunity to

undertake further training on Food Hygiene Inspections, and his post is also part of a career grade scheme. A new Trainee Port Health Marine Officer was recruited in early 2010.

Environmental Health staff at the Meat Inspectors Office Smithfield received training sessions from the Food Standards Agency to ensure that they are updated on the latest developments in Food Safety.

There were 17 DES volunteers in the Corporate Volunteering Programme in 2009/10 including Primary Reading Partners, Christmas Present Wrapping, Building Surveying Advice to InShape and Money Matters financial literacy workshops.

We spent just over £177,020 on Learning and Development in the Department over the year, which equates to £447 per post (based on 396 posts). All Learning and Development activities are evaluated formally at appraisal and review sessions and through discussions between employees and their line managers.

Quality Awards

During the year, we retained our quality assurance (ISO9001) for the District Surveyor's, Port Health, Trading Standards, Business Development and Environmental Health (Food and Smithfield) Divisions, and we also retained our Green Flag and Green Heritage Award for the Cemetery.

Tower Bridge was awarded ISO9001 for its events business and won the Prestige COOL Award for Coolest Venue for Small Meetings (North Tower Lounge).

Key Performance Indicators, Service Specific Objectives, and Local Area Agreement Targets

Key Performance Indicators

Performance throughout the year has been generally good against our 24 key indicators and 9 Service Response Standards reported to Committee (Appendix 2.4). Out of these indicators there are six which are not on target and of these, three Service Response Standards (SRS13/14/15) are significantly below target reaching 84.78%/84.78%/87.04% respectively. Action has been taken at Management Team level to rectify the underperformance.

The Management Team monitored 62 performance indicators throughout the year, on a quarterly basis and regularly discussed the steps taken to seek improvement where required.

Service Specific Objectives

We also assessed our service against twelve Service Specific Objectives, of which we completed five. Of the seven uncompleted, two are not due to finish until December 2010 and March 2011; one will not be achieved (combined parking and enforcement and clamp/removal contract); four are still in development. They are set out in Appendix 2.2.

Local Area Agreement Targets 2007-10

Under the Comprehensive Performance Assessment (CPA) we had three local area agreement targets to meet. These fell under the previous Community Strategy Theme of 'A Clean, Pleasant & Attractive City' and were fulfilled by Cleansing. As these targets were stretch targets, they were over and above what we might normally have achieved.

The first was to reduce waste to landfill and increase recycling. The percentage of municipal waste sent to landfill (National Indicator 193) has been reduced over the past year to outperform the target (<88%) with an average annual figure of 77.27%.

The second target was the percentage reduction in the total number of cigarette butts dropped on the ground in nine identified 'hotspot' areas in the City of London. It was agreed with Town Clerk's Department in 2009 that this cannot be controlled by the work of our Department and that we should look to our other indicators which actively improve the quality of the local environment. However, a count still took place to enable monitoring of the smoking litter.

The third target was the annual tonnage of commercial waste recycled (contributing to Promoting Corporate Social Responsibility). We have surpassed the stretch target of 910 tonnes with a result of 2,952.95 tonnes recycled over the year.

Consultation and Communication

Example areas of consultation which have taken place over the past year:

- The Employee Survey was organised corporately and was carried out by an external company, Harris Interactive, and produced 185 DES respondents.

- Highways, the Parking Ticket Office and Operational Standards Team took part in the Partners in Parking Mystery Shopping exercise benchmarking eight London Boroughs.
- A follow-up staff survey on the work of the Business Development Division's Support Services was undertaken in January 2010 and used by the Divisional Management Group to check progress against the section action plans.
- Building Control and Parking Ticket Office customer satisfaction surveys were undertaken.
- Mystery Shopping exercises were carried out at Tower Bridge Exhibition and the Cemetery & Crematorium.

Internal/External Audits and Spot Checks (01 April 2009 to 31 March 2010):

Internal

The Chamberlain's Internal Auditors carried out five full audits. No significant weaknesses were identified but a number of procedural recommendations to improve efficiency were made and have either now been implemented or are in hand.

Spot checks were initiated by the Auditors on seven areas. No serious deficiencies were identified but we were grateful to receive advice and measures to tighten controls and management in these areas.

Discussions were held with the Chief Internal Auditor on the audit programme for 2010/11. No areas of concern were identified.

External

The District Surveyor's Office submits an Annual Building Control Statement to the Department of Communities and Local Government (DCLG) to report its income and expenditure in carrying out the Building Control function. This confirmed the service is being delivered within the statutory provisions set out in charges regulations, monitored by the Audit Commission.

A Data Quality Audit of National Indicators 182, 191, 192, and 195 was undertaken in July 2009 by Deloitte and produced some minor recommendations for improvement which have been implemented.

National Quality Assurance (NQA) carried out several ISO9001 audits during the year across the Department. All of the audits were successful, allowing the areas to retain their QMS accreditation.

Our Plans for 2010 – 2011

Cross-Cutting Departmental Key Themes

As before we are continuing with three key themes which bring together all the services we provide:

- Service Delivery
- Sustainability
- Developing People

This year we will focus on service delivery, largely through the use of improved IT. Our aim will be to improve the interface with customers, to improve the information available to staff by linking systems, and to improve internal communications to (among other things) assist with integration of activity across divisions.

Theme One: Service Delivery

Our service specific developments are all aimed at promoting our services to the full, with a view (where relevant) to developing new customer bases or improving market share:

- At the Ports, we will be developing our IT capability, to combine data from the several systems currently in use.
- In Highways and Cleansing, on the cleansing side we will continue with the implementation of the review started in 2008/09. Our main strategic focus will be the tendering of the new combined contract, but we will continue to develop the existing service, particularly through the website. In Highways, we will be investigating the future tendering arrangements of on-street parking services contracts. We will also be reviewing the project management arrangements for our term contract, and undertaking the project management of the prestigious Cheapside project using the term contract for the first three stages. On streetworks, we will be improving the data available to the public on what's going on, with regular updates, making use of the weekly update of works that we already circulate to a wide customer base.
- On Licensing, a report was commissioned from Dr Philip Hadfield of the University of Leeds to compare the City Corporation's Licensing Policy with that of surrounding Boroughs. His recommendations and other legislative

changes will be developed into a revised statement of Licensing Policy and consulted upon with our stakeholders.

- In Environmental Health & Public Protection, we started a peer challenge programme in 2009. During the year we will continue to put in place the changes that were identified as a result of this review with improved publicity of the activities of the division and greater Member involvement in the direction of the service.
- The Environmental Health and Veterinary Services Team at Smithfield will continue to work with the Food Standards Agency to ensure that the standards achieved following FSA approval are maintained. They will also provide the FSA with additional intelligence to enhance their national enforcement role and enable them to prepare to potentially retender the enforcement contract from April 2011.
- In the District Surveyor's Division we will continue to build our marketing effort by adding to the programme of visits to major buildings in which we have been the building control started in early 2010.
- At Tower Bridge, we have a well developed plan to mitigate the effects of the painting works on the exhibition and events business. This is a dynamic plan which changes regularly and is communicated through weekly responsive action plans (WRAPS).
- At the Cemetery, we will be using the Ernie Turner Training Centre for a range of events. These will include training for both bereavement professionals and others who would appreciate the setting, and for wakes, in conjunction with the Gatehouse Pantry. This will be a precursor to developing the business case for a purpose-built building for wakes to be proposed in 2011. We will also be revising the Cemetery's marketing plan, and in particular developing the range and style of publications.
- Our Department is working with Open Spaces Department as corporate pilots for the Sustainability Audit System through a coordinated programme of self-assessments and verifier audits at various premises used by our services.

Theme Two: Sustainability

- During the year we will revise our Code of Practice (CoP) for Deconstruction and Construction to encourage the use of the best environmental options in planning and managing this work within the City of London, which has just gone out for consultation on the latest version.

This current update includes information on best practice and the use of best environmental options within the City (including noise, waste management, materials handling, sustainability and climate change) taking into account new technology already adopted by many sites in the City. Improvements and simplifications have been incorporated, where possible, to align the CoP with other industry environmental standards and updated checklists and appendices help reflect changes in legislation, guidance and practice since the fourth edition.

- Air quality monitoring of both background and roadside air pollution continues at 13 sites throughout the City, with continuous monitoring at 7 sites including fine particles, nitrogen and sulphur dioxides, and carbon monoxide. We will be looking at the longer term trends which indicate a slow but decreasing reduction in levels of fine particles and levels of nitrogen dioxide at background locations (however, roadside locations have shown a substantial increase).
- We will continue to lobby for better air quality in London, using our in-house expertise, by presenting at conferences and by using the data we collect at various sites across the City. We plan too to further develop the Quiet Zone Project, started in 2008/09 as part of the Quiet City Project.
- We will (through the Transport Coordination Group, which is managed through DES) expand the use of electric vehicles across the City Corporation, using government-backed subsidies to offset the extra purchasing costs.
- As burial space in London becomes scarcer, we will continue our initiative on the re-use of graves, as a sensible and logical step to make more use of space in our cemetery. We have installed a more efficient cremator, with full mercury abatement capability and will develop an action plan for other sustainable options through the Sustainability Audit Scheme.
- As part of a plan to reduce packaging of products, during 2009-10 we looked into how take-away lunch and sandwich bags can be replaced with recycled bags. The aim was to encourage food outlets to reduce unnecessary packaging from take away lunches and to supply either reusable packaging or packaging that can be recycled. We will reassess this project to determine how and whether this should be progressed.

Theme Three: Developing People

- We participate in the Corporate development framework through highlighting areas of our services which feed into the corporate priorities and objectives in the City Together Strategy Action Plan.
- At Tower Bridge the Student Training and Experience Partnership Scheme (STEPS) has been running since 2003 in partnership with the London Metropolitan University. Students, mostly from Travel and Tourism Foundation degree courses, work part-time on a flexible basis. Their work is assessed by both the University and Tower Bridge staff and counts towards their degree. So far 47 students have taken part in the scheme with two of them appointed to permanent positions at the Bridge. We have also taken on two students as sandwich placements as part of their BA (Hons) in International Tourism Management. This placement allows them to work full time at Tower Bridge for one year as Customer Care Guides.
- Following the success of the half day staff visits that were arranged in 2009-10 more visits have been planned for 2010-11 as part of a rolling programme to allow staff to find out how other areas of the Department operate and to improve departmental communication.
- Our Line Managers' Development Programme is continuing and includes modules on Risk Management, Project Management and Procedures; operational managers from several divisions have taken part in the corporate Senior Leadership Programme run by Ashridge.
- As part of the corporate initiative, we participate fully in the recruitment of apprentices and trainees, and regularly provide work experience placements across the Department.
- The Departmental Learning and Development Plan for 2010/11 will provide financial and other support for staff to improve their skills in the areas shown below to support the key business planning themes. This also supports the published corporate learning priorities which are 'Taking personal responsibility for: Performance; Service Delivery; and Improvement'.
- The Director will be Master of Ceremonies at the corporate Senior Managers' Conference in October 2010.

Business Efficiency

Key Performance Indicators

The key performance indicators for the department continue to be relevant and useful as a mechanism for monitoring the Department's performance and so they are set out largely as before (see Appendix 2.5). We will replace **LPC11** (Number of sites in the Clean City Awards Scheme) with **LPC12** (Percentage of sites in the Clean City Awards Scheme achieving Merit award standard or above) as the number of sites in the Scheme has increased to over 1600 and is no longer a service quality target. We will also remove the obsolete national indicators **NI183**, **NI184** and replace them with a food hygiene indicator (**LEH1**) and a Trading Standards indicator (**LTS8**). At the Cemetery we will split the current **LCC2** (Market share of burials and cremations) into two separate indicators to more accurately reflect the business position. Some of our targets have also been amended to be more challenging.

The Service Response Standards (SRS) have been amended to reflect the changes to the Corporate Customer Service Standards and we will be monitoring performance against the SRS through our Management Team meetings and reporting on the results in our quarterly reports to Committee.

Local Area Agreement Targets 2008-11

For our Department, the following 2008-2011 Local Area Agreement outcomes fall under the Sustainable Community Strategy Themes. They are listed with their associated National Indicator number. We are responsible for coordinating items 1) and 2) and continue to feed into 3) and 4) which are coordinated by other departments.

- 1) Reducing the residual household waste per household (NI 191).

The work carried out by our Cleansing service has enabled the target of less than 598kgs per household to be outperformed at just over 542kgs of waste per household during 09/10.

- 2) Improving the level of air quality – through reduction in NOx and primary PM10 emissions through the local authority's estate and operations (NI 194).

There was a delay in setting a target due to data gathering taking place to establish a baseline. Environmental Health Officers have responsibility for providing information, analysis and comment concerning the interaction between local air quality improvement and a reduction of CO² (NIs 185/188) to ensure the joint City response achieves the appropriate and

best balance of these twin aims. A two year target reduction of 5% in NO_x and PM₁₀ by 31/3/11 has been agreed and we are ahead of the target after the first year with an overall reduction of around 11%.

3) Perceptions of drunk or rowdy behaviour as a problem (NI 141)

This indicator is measured by public survey, and will be improved through Licensing projects developed by the Licensing Liaison Partnership and the City Police, including initiatives like the Safety Thirst Campaign and Pub Watch. We have also increased our night-time cleansing activity to reduce the impact of drink-related anti-social behaviour, and this will continue to be monitored for efficiency, and we are improving our night-time monitoring through better liaison between Environmental Health staff and our Street Environment Officers.

4) Adapting to climate change (NI 188).

We will be looking at how we can reduce our carbon emissions over the next few years as part of the corporate Carbon Reduction Commitment project. This includes looking at current and future administration and data collection resources. The baseline data gathered through the Sustainability Audit System will also be used to improve our energy efficiency over the next two years using an action plan.

Service Specific Objectives

These are set out in Appendix 2.3. They relate to areas of work set out under our three key themes for 2010-11.

Efficiency Savings

As part of the 2010/11 budget setting process we faced major financial challenges to balance the budget against agreed resources:

- A 1% efficiency squeeze on gross expenditure and gross income budgets of £462k
- We needed to achieve a contribution of £100k to the corporate efficiency target in 2010/11 (in addition to the £100k in 2009/10)
- Full year effect savings of £1,058k from the Cleansing Service review
- A transfer of £94k to City Surveyor for the consolidation of the repairs & maintenance functions corporately
- A 20% increase in landfill tax rates to Cory for waste disposal increases of £8 per tonne from £40 to £48

In order to identify these savings, all areas of our operations were critically reviewed.

However, key to meeting our budget at year end will be maintaining our levels of income. In 2010/11, we have an income target of £32.6M and the allocation between the various Divisions of Service is identified in Table 2 below.

Table 2: DES Income Budgets 2010/11

	Approved £'000s
Building Control	2,005
Highways, Recoverables, Drains & Traffic Management	3,694
Parking	9,503
Sub Total – P&T Committee	15,202
Environmental Health, Pest Control & Meat Inspectors	356
Animal Health & Licensing	2,285
Port & Launches	1,817
Cleansing Services & Transport	6,276
Cemetery & Crematorium	3,913
DES Support Services	5
Sub Total – Port Health & Licensing Committee	14,652
Tower Bridge & Monument	2,758
Sub Total – CL&BHE Committee	2,758
Total DES Income (local & central risk)	32,612

As set out in our objectives for the year, our ability to successfully market our services will be crucial in maintaining these income figures. Expenditure budgets were also restricted to inflationary rises for salaries and external contracts in most cases. However, other budget headings were maintained at current prices with no inflation uplift.

Other key expenditure reviews were the allocations used for overhead charges at Walbrook Wharf, DES Support Services and the Transport Organisation costs, to ensure they were properly allocated over all departmental services.

This year we will be planning how to offset the effects of future known pressures on the budget over the next couple of years, which relate to:

- Options for 5% and 10% budget savings previously provided to the Chamberlain
- A further contribution of £200k towards the overall corporate service efficiency target in 2011/12. This will be deducted from any 5% and 10% saving targets set.
- Annual inflationary uplift freeze on the general basis of a cash standstill for local risk budgets in 2010/11 (these have now been reduced to meet this target) and 2011/12, with a net 1% p.a. uplift only applying in 2012/13 and beyond. This will result in funding shortfalls on several of our multi-million pound external contracts.
- Introduction of the HYMS (Highways Management System) costing £350k over 5 years. This is essential to ensure we meet the new regulations regarding asset management and also to ensure we maximise this resource.
- The cyclical nature of building control income and the downturn in the construction industry.
- The risk of external competition affecting income levels for commercial waste, cemetery, building control and the general effects of the economic downturn on tourism for Tower Bridge and the Monument.

Service Reviews

As referred to above, this year we will focus on continuing the implementation of the review of Cleansing, building on the restructure of Port Health & Veterinary Services and Environmental Health & Public Protection Divisions, and reviewing the Highways section to fit with the implementation of the new Highways Management System. We will also continue to develop the marketing of the smaller venues at Tower Bridge, which (despite the refurbishment of the Bridge) generated substantial additional income from the year 2009/10.

Our Support Services will be affected by the decision taken corporately to review the delivery of Human Resources, Finance and Information Technology services across the organisation. The outcome is likely to recommend greater centralisation potentially resulting in a number of DES support staff in these services transferring to central departments. These reviews are currently underway and the findings are likely to be implemented in years 2010-2011.

Key Business Risks

Our key business risk is the reduction of income, as it is common to many of our services and potentially impacts on the department as a whole. These risks (with mitigating actions) are set out in more detail in Appendix 5.1.

Strategic Risk Register

The Department is represented on the Risk Management Group which is responsible for Corporate Risk Management. This includes identification of the principal risks of which there are about twenty. DES is Lead Department for three of these which are Major Flooding; Spread of Infectious Disease; and Extreme Weather Incidents (affecting key areas of the City impacting on businesses, roads, transportation, etc). The Group is charged with preparing the mitigating actions to be taken to lessen the consequences such risks present if they were to occur. The department is fulfilling its planning and reporting obligations in these regards. Progress/changes are reported to the Corporate Strategic Risk Management Group.

Other Departmental Activities

Consultation and Communication:

Consultation Plan 2010-2011

A detailed consultation and communication plan is attached at Appendix 4. Progress against the items is discussed through the DES Consultation Working Group which meets approximately every 6-8 weeks.

During 2009 a total of 67 articles relating to DES services were published corporately.

Mystery Shopping exercises were carried out at Tower Bridge, the Cemetery & Crematorium and two exercises in the Parking Ticket Office (one internal and one external through Partnership in Parking).

The Department retained Investors in People recognition as part of the corporate rolling review. The Operational Standards Team is working closely with the corporate IIP Manager to coordinate evidence towards the 2011 corporate review.

Arising from the IIP initiated stress risk assessments in Cleansing, the service Director held a series of facilitated focus groups to get to the bottom of the issues raised, and developed detailed action plans to address the causes of stress as identified. This has been fully supported by Corporate HR.

Health & Safety

The Department is committed to developing and encouraging health and safety awareness amongst staff through the implementation of its Health and Management System. Staff are encouraged to recognise and accept responsibility for their own health and safety through the promotion of a health and safety culture which is reinforced through effective line management and communication of safety issues through the DES Best Practice Manual.

The introduction of the Certificate of Assurance requires City of London departments to examine their health and safety systems on an annual basis to establish their effectiveness and identify strengths and weaknesses. These are reported to the Town Clerk to share good practice and highlight areas where improvements need to be made and define any actions to be undertaken.

In addition, the Top 'X' reporting system of identifying only the top (maximum of 10) significant risks, which are reported to the Strategic Health and Safety Committee, requires departments to demonstrate that they effectively manage these risks (Appendix 5.2). Those that cannot be managed at departmental level may be referred to a higher strategic level through this process.

Alongside this internal focus, the Health and Safety team in Environmental Health undertake various inspections and enforcement actions within the City. A new scheme has been developed to look at key contracted-out services in 20+ City organisations after a successful pilot. 'Safe & Healthy Office Services' (SHOS) is aimed at ensuring City businesses effectively manage the risks to their business which they have 'imported' with their multitude of outsourced services - the ones who "get things wrong (H&S-wise) in their client's name". The experience and expertise gained by us critically looking at the H&S management of contracted services will also be offered to other DES divisions and CoL departments.

Equalities

A cross-divisional Equalities Working Group meets regularly to discuss issues and share best practice. The Access Officer has attended some of our meetings to discuss the role of the Access Group and Access Team in supporting

departments. We also liaise regularly with the corporate Equalities Manager on emerging guidance and legislation as well as our action plan.

A new Equality Standard Framework was introduced in 2009 and the City Corporation is currently at 'Achieving' level. The Equalities Working Group will continue to work towards the next level of 'Excellence' through disseminating best practice and coordinating evidence to feed into the corporate assessment.

Equality Impact Assessments are carried out on any new or substantially revised policies/procedures in the Department's Best Practice Manual. Our Committee reports also have equality and sustainability impact assessments routinely attached. Several staff across the department have been trained to help ensure this is carried out effectively.

Workforce Planning

In order to pass work down the structure and to meet the demand from Trading Standards, Environmental Health and Port Health staff in Walbrook Wharf for improved basic level support, a Trainee position was created in the Performance & Business Development Division. The trainee, Loreen Williams, is in post and has completed a structured 18 month programme which includes regular assessments and a mentoring arrangement.

Jim Graham has been appointed Assistant Cleansing Director (2010) and has taken on the commercial waste side of the operations.

Within the vehicle maintenance section we have addressed succession planning by introducing a new supervisory post to learn the ropes in advance of the retirement of the supervisor.

At the Cemetery we have reviewed and restructured the senior management arrangements following the resignation of the previous Director. The current structure is being looked at in terms of future efficiencies and levels of service provided.

See also Service Reviews on page 20.

Information Systems

During 2009-10 the IT Section made significant progress in creating a sound foundation for the future.

The Electronic Office Driver (EOD) scheme (a scheme that makes use of the skills of non-IT staff), which was implemented in all services by the end of December 2007 with 14 EODs, has successfully solved a range of user problems, thereby improving our customer service. During 2009-10 there were 12 EODs who logged 1211 calls and resolved 302 calls at the first stage.

One of the innovative changes we have made to our Port Health working practices has been to install a web cam and teleconferencing equipment to reduce the need to travel to City based meetings. This also has a financial benefit.

Piloting of the corporate document management system CeDAR was carried out in our District Surveyor's office.

For 2010-11 to improve service delivery, the major projects will include:-

- Procure and implement a Highways Management System
- An integrated Cemetery & Crematorium IT System
- Parking Ticket Office system review
- Port Health - Information Management System
- Parking - Pay by phone, car park barrier replacement system.
- Upgrade the website to include the integration of cleansing back-office systems

The roll out of the IP Telephony system at Walbrook Wharf and DES remote sites is underway. Outdated equipment is being removed and replaced with the new system. A hardware replacement programme is also underway which will increase speed of use and be compatible with the new operating system being installed within the next year.

The full IT plan is available on request.

Property

The Department has responsibility for major property assets in the form of the Headquarters Office and Cleansing Depot at Walbrook Wharf, the City of London Cemetery, Tower Bridge and the Monument, Port Health offices at Denton, Tilbury and Thamesport, the Animal Reception Centre at Heathrow Airport, and 6 off-street car parks in the City (1 of which is managed by DES on behalf of Smithfield Market). These buildings continue to be an important element in the Department's service delivery and there are no outstanding issues with them, apart from specific points outlined in the following paragraphs.

At Walbrook Wharf, the Phase Three works (to the depot area) are currently on hold. The capital bid has expired and will be subject to a fresh capital bid and evaluation report. Attention is currently focused on the enhancement of sustainability elements of the design. The office space at Walbrook is the subject of a current review by the City Surveyor.

The refuse and street cleansing contract (at Walbrook Wharf) is currently being retendered through the competitive dialogue process and will be awarded in October 2011. The basis of occupation for the contractor is under review and it is expected that a formal lease will be granted for the duration of the service contract (8 years).

Walbrook Wharf 3rd Party Occupations: a review of the basis of occupations of the Phase II offices and depot is planned for 2010-11.

A Property Review carried out at Port Health offices produced recommendations which the Port Health Director will be implementing.

Cemetery & Crematorium – The Ernie Turner Training Centre was opened on 18 July 2009 by Robert Duffield CC (Chair of PH&ES) and Mr Ernie Turner. There are also ongoing major capital works, installation of the mercury abatement equipment, stonework repairs and the restoration of the traditional crematorium which began in January 2010. The property review has now been concluded and the recommendations endorsed by the Corporate Asset Sub Committee on 2 July 2010 and will be considered by the Port Health & Environmental Services Committee on 20 July.

Smithfield Market: Meat Inspectors' Office, 79 Charterhouse Street - review has been completed; Committee and Court of Common Council approvals obtained for new office and Animal by-products facility in the Poultry Market; City Surveyor's Department finalised the design, the approval and tendering process have taken place; and completion is expected in 2010/11.

The Animal Reception Centre at Heathrow will be undergoing a Rent review in October 2010 and we are currently working in conjunction with the City Surveyor to consider the most appropriate options for the future of the facility. It has been recommended that the freehold is acquired; this recommendation is due to be reported to the Port Health & Environmental Services and Policy & Resources Committees in Summer 2010. Should the proposal not be approved, we will be able to fall back on the existing Landlord and Tenant rights to renew the lease.

Conclusion

We hope you found our plan informative. It will be the basis of what we do throughout 2010 and we will be happy to be judged on it in a year's time.

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Appendices

- 1 Departmental Structure Chart
 - 1.1 Finance (08-09 Divisional Information)
 - 1.2 HR charts
- 2 Performance data
 - 2.1 Financial Summary 2009-10
 - 2.2 Service Specific Objectives 2009-10, with outcomes
 - 2.3 Service Specific Objectives 2010-11
 - 2.4 Key Performance Indicators 2009-10 outturn
 - 2.5 Key Performance Indicators 2010-11
- 3 Sustainability Projects - The Green Team
- 4 Consultation and Communication Plan 2010-11
- 5 Risk Management
 - 5.1 Key Business Risks
 - 5.2 Top X Risk Register and Matrix