



Port Health & Environmental Services Committee

Date: MONDAY, 23 MAY 2016
Time: 2.00 pm
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

APPENDICES CIRCULATED ELECTRONICALLY IN RELATION TO THE FOLLOWING ITEMS:

9. **NEW OPEN SPACES BUSINESS PLAN 2016-19**
Report of the Director of Open Spaces.
For Decision
(Pages 1 - 60)
10. **NEW DEPARTMENT OF THE BUILT ENVIRONMENT BUSINESS PLAN 2016-19**
Report of the Director of the Built Environment.
For Decision
(Pages 61 - 74)
14. **PORT HEALTH AND PUBLIC PROTECTION BUSINESS PLAN 2016-19**
Report of the Director of Markets and Consumer Protection.
For Decision
(Pages 75 - 98)
16. **HEALTH & SAFETY INTERVENTION PLAN 2016- 2017**
Report of the Director of Markets and Consumer Protection.
For Decision
(Pages 99 - 114)
17. **LPHA FOOD SERVICE INTERVENTION PLAN 2016/17**
Report of the Director of Markets and Consumer Protection.
For Decision
(Pages 115 - 150)

John Barradell
Town Clerk and Chief Executive

This page is intentionally left blank



Open Spaces

Business Plan 2016-19

The City of London owns and manages green spaces in and around London for public recreation and health including Epping Forest, Hampstead Heath, Burnham Beeches, City Commons, City Gardens, City of London Cemetery and Crematorium and West Ham Park. Our green spaces, most of which are charitable trusts, are provided at little cost to the communities that they serve and are funded by the City of London.

CONTENTS

CONTENTS	1
SUMMARY BUSINESS PLAN	1
SUMMARY PERFORMANCE INDICATORS	2
DIRECTOR'S INTRODUCTION	4
CONTEXT	6
CORPORATE STRUCTURE	7
DEPARTMENTAL STRUCTURE AND GOVERNANCE	8
VISIONS AND OBJECTIVES	9
KEY ACHIEVEMENTS IN 2015/16	12
KEY ACTIONS: 2016 to 2021	14
PERFORMANCE INDICATORS	15
STAFFING	15
SERVICE BASED REVIEW (SBR)	17
EQUALITY AND DIVERSITY	18
PROPERTY AND ASSET MANAGEMENT	18
RISK MANAGEMENT	19
CAPITAL PROJECTS	19
HEADLINE FINANCIAL INFORMATION	21
APPENDIX 1 – KEY ACTIONS: 2016 to 2021	23
APPENDIX 2 – PERFORMANCE INDICATORS	33
APPENDIX 3 – PERFORMANCE INDICATOR DEFINITIONS, EXPLANATIONS AND BASELINE DATA	38
APPENDIX 4 – CHARITABLE TRUST OBJECTIVES	43
APPENDIX 5 - COMMITTEE GOVERNANCE	44
APPENDIX 6 – VISIONS WITHIN OUR DIVISIONAL PLANS AND/OR SITE MANAGEMENT PLANS	46
APPENDIX 7 – HIGH LEVEL STAFFING STRUCTURE	48
APPENDIX 8 – DEPARTMENTAL RISK REGISTER	49

SUMMARY BUSINESS PLAN

Open Space's Strategic Vision is to:	Preserve and protect our world class green spaces for the benefit of our local communities and the environment.	
Our Departmental Values are:	Quality: Provide safe, secure and accessible Open Spaces and services for the benefit of London and the Nation. Inclusion: Involve communities and partners in developing a sense of place through the care and management of our sites. Environment: Deliver sustainable working practices to promote the variety of life and protect the Open Spaces for the enjoyment of future generations. Promotion: Promote opportunities to value and enjoy the outdoors for recreation, learning and healthy living. People: Manage, develop and empower a capable and motivated work force to achieve high standards of safety and performance	
Our Charitable Objectives are the:		Preservation of the open spaces Provision for recreation and enjoyment of the public
Our Departmental Objectives are:	OSD1: OSD2: OSD3: OSD4:	Protect and conserve the ecology, biodiversity and heritage of our sites Embed financial sustainability across our activities by delivering identified programmes and projects Enrich the lives of Londoners by providing high quality and engaging, educational and volunteering opportunities Improve the health and wellbeing of the community through access to green space and recreation
Our Key Actions to achieve these departmental objectives are:	PROTECT AND CONSERVE THE ECOLOGY, BIODIVERSITY AND HERITAGE OF OUR SITES <ol style="list-style-type: none"> Continue to develop and implement strategies that direct the management of our open spaces Develop and implement effective water management plans Develop a long term Wanstead Park conceptual options plan Deliver the Kenley Revival project Achieve museum accreditation and develop arising opportunities EMBED FINANCIAL SUSTAINABILITY ACROSS OUR ACTIVITIES BY DELIVERING IDENTIFIED PROGRAMMES AND PROJECTS <ol style="list-style-type: none"> Deliver our Programmes and Projects, some which will deliver departmental SBR savings Work with City Surveyors to deliver the outcome of the operational property assets review for realisation of income and reduction in revenue expenditure Actively engage in key corporate procurement opportunities Ensure sustainable provision of the Cemetery and Crematorium service 	

	<p>ENRICH THE LIVES OF LONDONERS BY PROVIDING A HIGH QUALITY AND ENGAGING EDUCATIONAL AND VOLUNTEERING OPPORTUNITIES</p> <ul style="list-style-type: none"> j) Embed the new Learning Programme across the Department k) Develop volunteering across our sites <p>IMPROVE THE HEALTH AND WELLBEING OF COMMUNITY THROUGH ACCESS TO GREEN SPACE AND RECREATION</p> <ul style="list-style-type: none"> l) Work with partners to create open spaces within the boundary of the City of London m) Secure funding and partnerships to deliver improved sport and recreation opportunities and facilities at our open spaces. <p>In addition to delivering these departmental objectives we will also deliver actions to:</p> <p>IMPROVE SERVICE EFFICIENCY AND WORKFORCE SATISFACTION</p> <ul style="list-style-type: none"> n) Ensure the health and welfare of our skilled and motivated staff o) Make more effective use of IT and adopt 'smarter' ways of working
--	--

Page 4

SUMMARY PERFORMANCE INDICATORS

Our Performance Indicators have been identified over a three year period to drive continuous improvement and recognise the timescales sometimes required to see transformation.

NB: The three year performance indicator targets are shown in appendix 2, with explanations, definitions and baseline data detailed in appendix 3.

	<p>PROTECT AND CONSERVE THE ECOLOGY, BIODIVERSITY AND HERITAGE OF OUR SITES</p> <ul style="list-style-type: none"> 1. Retain 15 Green Flags and improve the overall band score achieved across our Green Flag sites by 2018/2019. 2. Retain 12 green heritage awards and increase this to 13 sites by 2018/19. <p>EMBED FINANCIAL SUSTAINABILITY ACROSS OUR ACTIVITIES BY DELIVERING IDENTIFIED PROGRAMMES AND PROJECTS</p> <ul style="list-style-type: none"> 3. Achieve our Departmental net local risk budget. 4. Increase our market share of burials in relation to the Cemetery and Crematorium's seven neighbouring Borough's. 5. Increase the number of burials.
--	---

6. Increase the number of cremations.
7. As a minimum, achieve local risk Cem & Crem income target.
8. Reduce utility consumption.
9. Reduce fuel consumption.
10. Increase electricity generation.

ENRICH THE LIVES OF LONDONERS BY PROVIDING HIGH QUALITY AND ENGAGING, EDUCATIONAL AND VOLUNTEERING OPPORTUNITIES

11. Increase the percentage of Learning Programme participants who are more knowledgeable about the natural history of our open spaces.
12. Increase the percentage of new participants in the Learning Programme who report their intention to visit our open spaces with their families.
13. Increase the percentage of Learning Programme participants who are from Black and Minority Ethnic Groups or under-represented groups.
14. Increase the amount of supported volunteer work hours.
15. Increase the amount of unsupported volunteer work hours.

IMPROVE THE HEALTH AND WELLBEING OF THE COMMUNITY THROUGH ACCESS TO GREEN SPACE AND RECREATION

16. Increase the amount of tennis played across our sites.
17. Increase the amount of football played across our sites.
18. Increase the number of golf visits at Chingford Golf Course.
19. Increase the percentage of customers surveyed as part of the 60 second survey or similar that stated the 'overall rating' of the open space as 'very good or excellent'.
20. Increase the number of 'visitors' to the Open spaces webpages.

IMPROVE SERVICE EFFICIENCY AND WORKFORCE SATISFACTION

21. Increase the percentage of H&S accidents that are investigated within 14 days.
22. Reduce the average number of Full Time Employee (FTE) working days lost per FTE due to short term sickness absence.
23. Reduce the average number of FTE working days lost per FTE due to long term sickness absence.
24. Increase the percentage of Open Spaces staff who state they are at least satisfied with their workplace in the annual staff wellbeing survey.

NB: The three year targets are shown in appendix 2 and will be reviewed annually.

DIRECTOR'S INTRODUCTION

The Open Spaces department successfully delivered a wide range of projects and activities in 2015/6; thanks to the great work of our staff, volunteers and partners. The department continues to manage the City of London's open spaces and cemetery, through challenging times. Our plan to deliver £2.1m savings over three years is now well underway, with year one's £699k savings achieved. The strategic decisions and guidance for the Business Plan, our charitable trusts and services, are the responsibility of our five management committees. Members of these committees provide both the challenge and support for our work and take into account the advice and views of their consultative committees / meetings.

The transformation to our ways of working; using Projects and Programmes to develop thinking and planning skills will continue, helping us to deliver more efficiently over the next 5 years. Our change programme requires continual improvement, challenging us to question what we do, why we do it, how we are doing it and consider what alternatives there are; so that we do things more effectively and still ensure we deliver quality services.



I have been delighted with the willingness of staff to engage with this new approach. It is important for us to continue to explore ways to work together, share good practice, work effectively with other departments and develop new partnerships.

In 2015, the partnership between City Gardens and the City Friends enabled a very challenging large rooftop garden to be planted at the Barbican. The floral display is superb and will only get better in future years. We were also delighted that jointly North London Open Spaces and West Ham Park were able to engage an exciting new partnership with the Lawn Tennis Association, delivering relevant facilities and services for our communities. The Kenley Revival project has recently been awarded £880,000 from the Heritage Lottery Fund to conserve the WWII Battle of Britain fighter airfield. We appreciate the help and support the Kenley Airfield Friends. Having recognised the need for an overarching Open Spaces policy, the learning programme will commencing delivery at various locations in 2016 and we appreciated the support of Community and Children's services in progressing this work.

Another important element of the change programme is the challenge of generating and delivering additional income; including new wedding venues at Epping Forest, consistent charging for wayleaves and tendering cafes, including North London Open Spaces and at the Cemetery & Crematorium. Work on wayleaves recognises the need to update our land registration and ensure we take a responsible approach to protecting our charitable assets. The consultation and progress on the City of London Corporation (Open Spaces) Bill will, once enacted, enable us to manage the challenges we face equitably.



As well as our change programme, we have a wide range of projects to deliver, which are included in this Plan. Hydrology is a key element of our current work; from completing the Hampstead Heath ponds project, to tackling water leakage in various water bodies in Epping Forest, including the reservoirs in Wanstead Park and embankments at Burnham Beeches. We have recently been invited to join the Queen's Commonwealth Canopy, a network of forest conservation initiatives throughout the 53 nations of the Commonwealth linking countries through the preservation of all types of natural forest and indigenous vegetation for future generations.

The Business Plan provides an opportunity to emphasise the link between our vision – to preserve and protect world class green spaces for the benefit of local communities and the environment and our departmental values and objectives, as well as corporate priorities. Opportunities include significant changes in corporate governance, including my new role on Summit group, piloting new ways of working for the Corporation, implementation of the property review and several new corporate contracts.

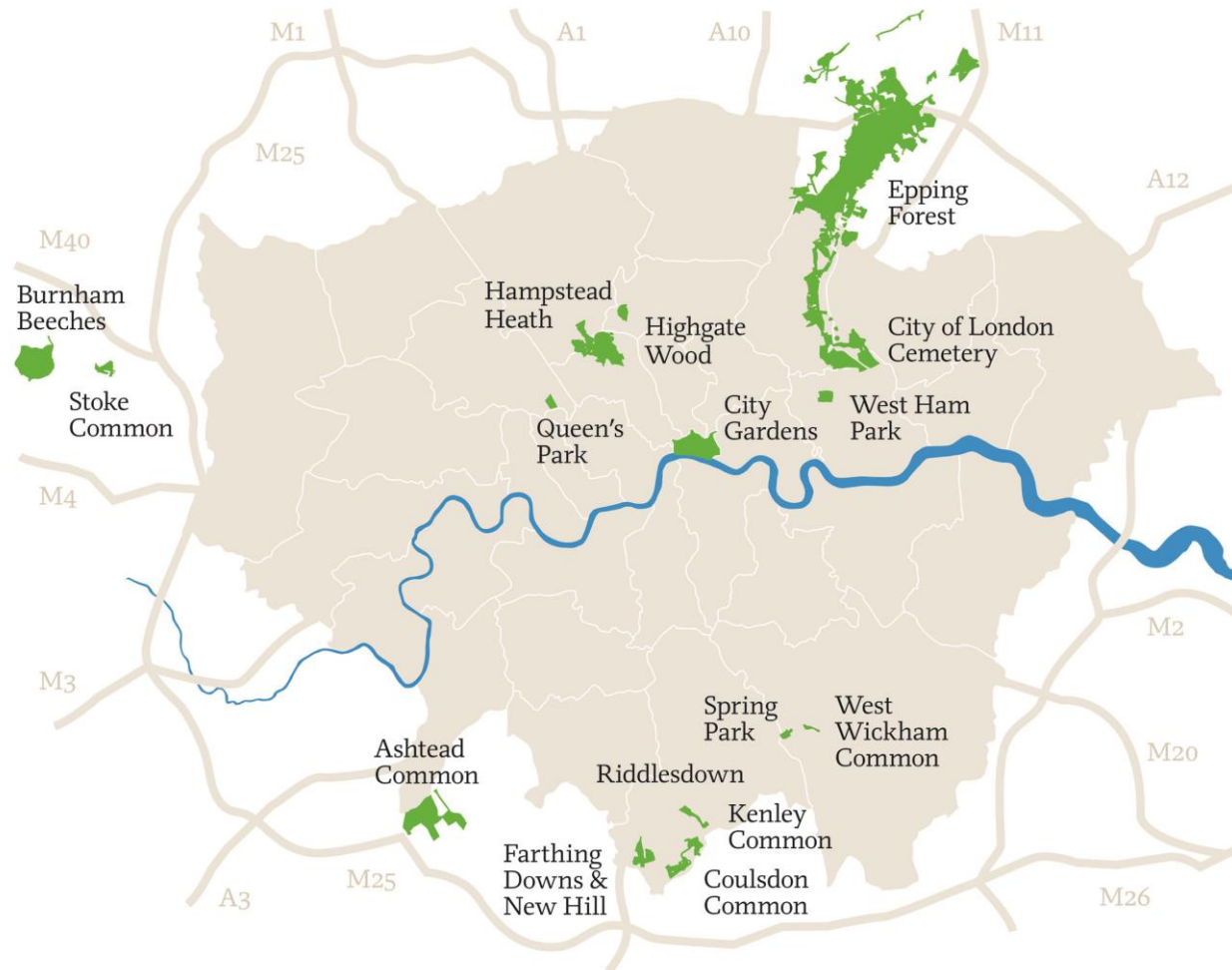
Through our performance indicators the Plan sets out how we will improve our performance and measure progress over the next 3 years. We continue to report on the awards of green flags and other achievements that help to demonstrate the reliability and quality of our services. We recognise that we can do more on supporting our staff. We will focus on how we can improve our workforce planning, tackling gender imbalance and an ageing workforce. We will continue to manage risk at a departmental and divisional level, regularly reviewing risks and mitigating actions.

As the forthcoming years progress, I anticipate that we will be challenged to become more radical in our approach to service delivery. Currently we do this in areas where we have specialist expertise, for example in wood pasture and pollard management; introducing invisible fencing technology and using waste heat from the cremators to heat one of the Cemetery's chapel's. The future challenge will be to take this approach more widely in all our activities.

Sue Ireland
Director

CONTEXT

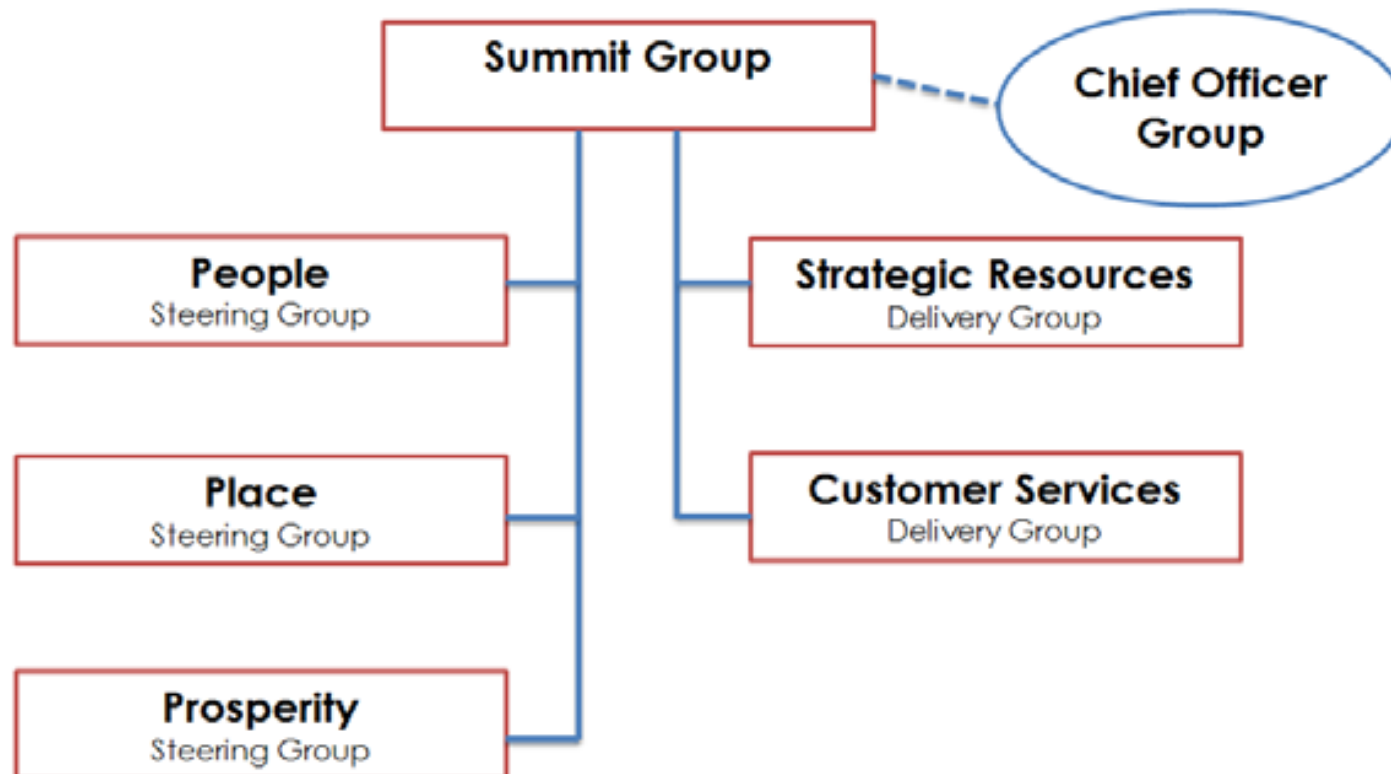
The City of London Corporation through the Open Spaces Department owns and manages around 10,930 acres (4,500 hectares) of historic and natural green space in and around London, attracting over 23 million visits each year. These green spaces include Epping Forest, Highgate Wood, Burnham Beeches, Hampstead Heath, West Wickham Common, City Gardens, Queens Park and West Ham Park as well as the City of London Cemetery and Crematorium. These Open Spaces are integral to the service that the City of London (COL) offers to the community of London and beyond. The map below shows the location of the COL's Open Spaces across London and neighbouring Counties.



CORPORATE STRUCTURE

New officer governance arrangements were introduced in January 2016. Three Steering groups; People, Place and Prosperity and two delivery groups; Strategic Resources and Customer Services all report directly to the Summit Group.

The Director of Open Spaces is a member of Summit Group, People and Place Steering Groups and Strategic Resources and Customer Services Delivery Groups. In the future it is anticipated that these groups will inform the strategic direction of the organisation and help define departmental priorities.



DEPARTMENTAL STRUCTURE AND GOVERNANCE

Structure

The Department is made up of six divisions:

- | | | |
|------------------|---|--|
| 1) Directorate | 2) Cemetery and Crematorium | 3) City Gardens and West Ham Park (known as Parks and Gardens) |
| 4) Epping Forest | 5) Hampstead Heath, Highgate Wood and Queens Park (known as North London Open Spaces) | 6) Burnham Beeches, Stoke Common and City Commons (known as The Commons) |

Local Authority Functions and Charitable Trusts

City Gardens within the boundaries of the City of London and the Crematorium and Cemetery located on the borough boundaries of Redbridge and Newham, operate as local authority functions and are funded by City Fund.

The other Open Spaces are charitable trusts and as such are provided at little cost to the communities they serve and are funded by the City of London through City's Cash. There are eight charitable trusts in total and each has its own specific charitable objectives ([appendix 4](#)).

The eight charitable trusts are:

- | | | | |
|------------------|--------------------|--|----------------------------------|
| 1) Epping Forest | 2) Ashted Common | 3) Burnham Beeches and Stoke Common | 4) Coulsdon and Other Commons |
| 5) West Ham Park | 6) Hampstead Heath | 7) West Wickham Common and Spring Park | 8) Highgate Wood and Queens Park |

Decision Making

The Open Spaces Department reports to five Committees:

1. Open Spaces and City Gardens Committee
2. Epping Forest and Commons Committee
3. Hampstead Heath, Highgate Wood and Queen's Park Committee
4. West Ham Park Committee
5. Port Health and Environmental Services Committee

The Open Spaces and City Gardens Committee provides the strategic overview of the COL's open spaces whilst the other committees are responsible for the ownership and management of the various open spaces; devising and implementing the COL's policies as Conservators whilst having due regard to representations made by the relevant consultative committees. The chart below shows the association between the different committees and Open Spaces senior officers. Information about the different committee governance is provided in [appendix 5](#).

Open Spaces Governance



Page 11

VISIONS AND OBJECTIVES

The City of London's Corporate Plan 2015-19 is the organisation's main strategic planning document, providing a framework for the delivery of our services. It sets out a clear vision for the next three years. From this overall vision there are three strategic aims and six cross cutting key policy priorities which support the strategic aims. The Corporate plan helps establish a shared understanding amongst Members and officers of the priorities going forward.

City of London's Core Values inform the way we work, what we do and how we do it. These core values are common across the COL organisation and help the COL stay relevant and continue to evolve as we strive to meet our objectives, continuously improving along the way. COL Chief Officers have also identified three core behavioral values: Lead, Empower, Trust; which define not just what COL staff do, but how we do it. We can demonstrate these values by: Lead, Empower, Trust.

COL'S CORPORATE VISION, CORE VALUES, STRATEGIC AIMS, KEY POLICY PRIORITIES AND CORE BEHAVIOURAL VALUES.

Vision

The City of London Corporation will support, promote and enhance the City of London as the world leader in international finance and business services, and will maintain high quality, accessible and responsive services benefiting its communities, neighbours, London and the nation.

Core Values

- CV1 The best of the old with the best of the new** - Securing ambitious and innovative outcomes that make a difference to our communities whilst respecting and celebrating the City's traditions and uniqueness, and maintaining high ethical standards.
- CV2 The right services at the right price** - Providing services in an efficient and sustainable manner that meet the needs of our varied communities, as established through dialogue and consultation.
- CV3 Working in Partnership** - Building strong and effective working relationships - both by acting in a joined-up and cohesive manner, and by developing external partnerships across the public, private and voluntary sectors - to achieve our shared objectives.

Strategic Aims

- SA1** To support and promote The City as the world leader in international finance and business services.
- SA2** To provide modern, efficient and high quality local services, including policing, within the Square Mile for workers, residents and visitors.
- SA3** To provide valued services, such as education, employment, culture and leisure, to London and the nation.

Key Policy Priorities

- KPP1** Supporting and promoting the UK financial based services sector throughout the world for the benefit of the wider UK economy.
- KPP2** Improving the value for money of our services within the constraints of reduced resources.
- KPP3** Engaging with London and national government on key issues of concern to our communities such as transport, housing and public health.
- KPP4** Maximising the opportunities and benefits afforded by our role in supporting London's communities.
- KPP5** Increasing the outreach and impact of the City's cultural, heritage and leisure contribution to the life of London and the nation.
- KPP6** Preventing and combating economic crime and fraud throughout the UK.

Core Behavioural Values

- Lead** Lead by example, be accountable for the impact of our actions and behaviours, demonstrate consistency between our actions and our words.
- Empower** Open communications; appropriate challenge and support; collaborate for excellence.
- Trust** Respect and value our differences; demonstrate high ethical standards and fairness in all our dealings; welcome debate and challenge.

OPEN SPACES DEPARTMENT'S VISION, VALUES, CHARITABLE OBJECTIVES AND DEPARTMENTAL OBJECTIVES.

The Open Spaces Department serves not only those who live within the City of London but also provides opportunities for residents and visitors across London. The Departmental vision and objectives consider the corporate vision, aims and priorities as well as reflecting the objectives of the individual charities ([appendix 4](#)). In delivering our charity and departmental objectives we are also conscious of our five departmental values and how these support the COL's values of Lead, Empower, Trust.

Vision

To preserve and protect our world class green spaces for the benefit of our local communities and the environment.

Values

- Quality:** Provide safe, secure and accessible Open Spaces and services for the benefit of London and the Nation.
- Inclusion:** Involve communities and partners in developing a sense of place through the care and management of our sites.
- Environment:** Deliver sustainable working practices to promote the variety of life and protect the Open Spaces for the enjoyment of future generations.
- Promotion:** Promote opportunities to value and enjoy the outdoors for recreation, learning and healthy living.
- People:** Manage, develop and empower a capable and motivated work force to achieve high standards of safety and performance.

Charitable Objectives

Preservation of the open spaces
Provision for recreation and enjoyment of the public

Departmental Objectives

- OSD1:** Protect and conserve the ecology, biodiversity and heritage of our sites.
- OSD2:** Embed financial sustainability across our activities by delivering identified programmes and projects.
- OSD3:** Enrich the lives of Londoners by providing high quality and engaging, educational and volunteering opportunities.
- OSD4:** Improve the health and wellbeing of the community through access to green space and recreation.

Management Plans and Divisional Visions

Many of the open spaces have their own site specific management plans. These describe the important features of each site and some set out a vision and direction for the site's future management. Some divisions also have their own divisional management plan that links to the vision and objectives of the Department and COL as well as the annual business plan to the day to day management of the division.

Going Forward

We will need to ensure that through our strategies, business and management plans we are setting a clear direction for the service, that we are identifying and achieving measurable outcomes and that we are aiming for continuous improvement with the resources we have available.

[Appendix 6](#) lists the visions arising out of these divisional and site specific management plans.

KEY ACHIEVEMENTS IN 2015/16

A significant amount of work was completed during 2015/16 and the key achievements for each division are listed below:

Page 14 Cemeteries and Crematorium:	Completion of the 'Shoot project' earth moving and major reshaping works which will provide new burial space from 2020/21 Generated approx. £9k from photovoltaic cells (solar panels) Used waste heat from cremators to heat one of the chapels 'Leading the field' in grave reclamation and grave reuse Superintendent worked with Scottish Government to inform the Scottish Burials Act
City Gardens & West Ham Park	Partnership agreement in place with the Lawn Tennis Association to increase tennis opportunities in West Ham Park Resurfacing of nine tennis court with part funding from LTA New gardens at the Barbican Two lodges vacated and redecorated ready for letting in 2016/17
Epping Forest	First weddings held at Queen Elizabeth's Hunting Lodge Successful completion of Highams Park Lake Dam and surrounding works All domestic motorgate wayleaves reviewed and new scale of charges introduced Completion of cattle overwintering facility buildings at Great Gregories Keystone tree works programme completed Security improved at four major Forest car parks Successful pilot of new waste bins at High Beach to reduce litter issues

	<p>Arbortrack upgraded to 'cloud' based service allowing real-time access by staff outside in the Forest via tablet devices</p> <p>New long-term maintenance contracts agreed for grassland and highway vegetation maintenance</p> <p>125 years of football at Wanstead Flats celebrated</p>
North London Open Spaces	<p>Hampstead Heath Ponds Project engineering works commenced on site; four apprentices recruited; education programme engaged with 921 secondary and 512 primary students</p> <p>Five cafe lettings tendered</p> <p>Playground at Queen's Park completed</p> <p>Tree team pro-actively managing the arrival of Oak Processionary Moth</p> <p>Developing stronger and more effective partnerships with local residents and community groups</p> <p>Hosted Southern Cross Country Championships took place in January, with over 5,000 participants</p> <p>September's Highgate Wood Community day attracted approx.1,000 visitors and Queen's Park Area Resident's Association's Queen's Park day attracted over 15,000 visitors</p> <p>Additional volunteer involvement has taken place with woodland management projects</p>
Page 15 The Commons	<p>Dog control orders introduced</p> <p>Successful HLF funding bid for Kenley Common conservation and educational project</p> <p>Re-structure of Support Services Team</p> <p>Consensus for proposed re-structure of Consultative Committee meetings</p> <p>185 veteran oak pollards received aerial works as prescribed in their individual management plans</p> <p>Doubled the area grazed in the last year to 160ha or 73% of the site, by extension of invisible fences</p> <p>5ha of heathland restoration work at Stoke Common</p> <p>Completion of the Spring Park Small Leaved Lime Project</p> <p>Completion of the Wood Pasture extension at the Grove, Coulsdon Common which has been part funded by Natural England</p>
The Directorate	<p>£400k funding over three years from City Bridge Trust to deliver the Learning Programme</p> <p>Appointment to Head of Learning and other key posts within the new Learning Team</p> <p>Operational property review undertaken</p> <p>Introduction of Programme and Project work</p> <p>Development of risk registers and risk reporting</p> <p>Green Flag, Green Heritage and London in Bloom awards achieved across all divisions</p>

KEY ACTIONS: 2016 to 2021

The Department has four objectives which help us deliver our charitable objectives. In order to deliver these over the next five years the following fifteen key actions have been identified. [Appendix 1](#) details the milestones, success measures, lead officers and partners associated with delivery of these actions.

OSD1 PROTECT AND CONSERVE THE ECOLOGY, BIODIVERSITY AND HERITAGE OF OUR SITES

To deliver this objective we will:

- a) Continue to develop and implement strategies that direct the management of our open spaces
- b) Develop and implement effective water management plans
- c) Develop a long term Wanstead Park conceptual options plan
- d) Deliver the Kenley Revival project
- e) Achieve museum accreditation and develop arising opportunities

OSD2 EMBED FINANCIAL SUSTAINABILITY ACROSS OUR ACTIVITIES BY DELIVERING IDENTIFIED PROGRAMMES AND PROJECTS

To deliver this objective we will:

- f) Deliver our Programmes and Projects, some of which will deliver departmental SBR savings
- g) Work with City Surveyors to deliver the outcome of the operational property assets review for realisation of income and reduction in revenue expenditure
- h) Actively engage in key corporate procurement opportunities
- i) Ensure sustainable provision of the Cemetery and Crematorium service

OSD3 ENRICH THE LIVES OF LONDONERS BY PROVIDING HIGH QUALITY AND ENGAGING, EDUCATIONAL AND VOLUNTEERING OPPORTUNITIES

To deliver this objective we will:

- p) Embed the new Learning Programme across the Department
- q) Develop volunteering across our sites

OSD4 IMPROVE THE HEALTH AND WELLBEING OF THE COMMUNITY THROUGH ACCESS TO GREEN SPACE AND RECREATION

To deliver this objective we will:

- r) Work with partners to create open spaces within the boundary of the City of London
- s) Secure funding and partnerships to deliver improved sport and recreation opportunities and facilities at our open spaces.

In addition to delivering these departmental objectives we will also deliver actions to:

IMPROVE SERVICE EFFICIENCY AND WORKFORCE SATISFACTION

To deliver this we will:

- t) Ensure the health and welfare of our skilled and motivated staff
- u) Make more effective use of IT and adopt 'smarter' ways of working

PERFORMANCE INDICATORS

To assist in developing and driving a performance management culture across the service and advance the approach of 'continuous improvement' a number of performance indicators have been set. These indicators are SMART and challenging and set targets for the next three years. These performance indicator targets should be reviewed annually and future year's targets considered against the previous year's annual performance.

Twenty four performance indicators have been proposed. These have been grouped under the Departmental objectives. Behind these Departmental indicators will sit divisional indicators which inform the departmental performance. This range of indicators has expanded on the basket included in the 2015/18 business plan and have been chosen to reflect our broad range of services, the work of our Programmes Boards, finance, workforce development and customer satisfaction.

The performance indicators for 2016/17, 2017/18 and 2018/19 are detailed in [appendix 2](#).

Our full year performance against the 2015/16 indicators are included within the data in [appendix 2](#) where the indicator is being used for future years. Performance is also detailed in the quarter four business plan report which is reported to the April 2016 Open Spaces and City Gardens Committee: <http://democracy.cityoflondon.gov.uk/mgCommitteeDetails.aspx?ID=175>.

STAFFING

The Open Spaces Directorate currently (end Jan 16) employees 351 people with a full time equivalent of 338 staff. These posts are located across many sites around Greater London and beyond in offices and depots. The range of roles is varied and captures the diverse array of

services that we provide with officers in roles from arborists to administrators, ecologists to estate managers, gravediggers to grazing officers and lifeguards to litter pickers.

Some key staffing facts from January 2016 HR Dashboard include:

- The Open Spaces workforce is predominantly male with 74% male and only 26% female
- The majority of the workforce are white with 16.4% being non white
- There is an ageing workforce with only 7.4% of the workforce aged 21 to 30 and 36.2% aged 41 to 50
- The annual average number of working days lost through sickness absence per employee was 6.36 days in 2015. This is an increase of 0.16 days per employee compared to 2014 and is higher than the average across the COL which is 6.03 days per employee.
- The top three sickness reasons in the last year are: stress; depression, mental health and fatigue syndromes; and other musculo skeletal problems and infections
- In the last year there have been 714 applications resulting in 164 interviews and 43 appointments
- In the last year there were 109 reported health and safety incidents and accidents of which 66 were accidents and 26 were near misses.
- 71% of health and safety accidents were investigated within 14 days

A workforce plan is also being finalised and this will address some of the key staffing issues that the Department has identified as well as ensuring that the Department has an effective workforce that is appropriately skilled to deliver the objectives within this Business Plan. .

Following the corporate Investors in people (IiP) assessment a number of findings were identified that related to Open Spaces including:

- need for a more coordinated approach to planning and delivering learning and development across Open Spaces
- more structured support/encouragement for those individuals who may be aspiring to move into team leader or management roles in the future
- greater discussion - particularly at an operational team level-about the 'Lead, Empower Trust' values and what they mean to the way people (and managers) are expected to work

The COL's appraisal and performance management framework is used to identify the learning and development needs of staff. Learning opportunities are offered through a range of approaches including workshops, courses, seminars, events, continuing professional development, shadowing, mentoring. This may be delivered in-house, on-line or externally. A performance indicator for learning and development has not been included in this business plan as there is no comprehensive process that is capturing the amount and/or benefit of training that is received. We will work with HR to develop a measure that is reliable, consistent and reflective of the department's learning and development offer during 2016/17 such that a new measure can be included in the 2017/18 business plan.

A high level staffing structure is attached at [appendix 7](#).

Volunteering

Most of our sites have volunteer programmes in place and we are delighted that local people want to play a role in helping us maintain our open spaces. The various volunteer activities help us deliver our local management plans and volunteers engage in a wide range of activities including woodland management, ecological surveys, ecological enhancements, visitor engagement, and installing new planting schemes. Some of the activities and services are only possible due to the time given by volunteers. However, supporting volunteers can take a considerable amount of officer time supervising, directing and organising activities and this has to be managed to ensure that it doesn't detract from the department's service priorities. A programme of support and learning is offered to volunteers with the aim that longer term the volunteer groups will undertake works jointly agreed which deliver the site specific management plan but with less direct support from the City of London's officers.

SERVICE BASED REVIEW (SBR)

A service based review of the Department was undertaken in 2013/14. Open Spaces recognised that it needed to focus on its charitable objectives and the long term environmental benefits of our green spaces. It identified that the Department needs to ensure that it is delivering its services in the most efficient and effective way and increasing opportunities for income generation.

A three year programme of savings was identified as part of this SBR process from a range of cross cutting opportunities. These opportunities could be grouped into departmental cross cutting themed programmes. Within each programme a number of specific projects were identified with similar objectives. The Programmes that Open Spaces are delivering are:

- Learning Programme
- Sports Programme
- Hampstead Heath Ponds Programme
- City of London Corporation (Open Spaces) Bill
- Promoting Our Services Programme
- Energy Efficiency Programme
- Fleet and Equipment Review Programme
- Wayleaves Programme
- Lodges Review Programme
- Car Parks Programme
- Cafes' Programme
- Funding Programme

Programme Boards were established to monitor progress and co-ordinate project delivery. These Boards include representatives from each impacted division as well as representatives from other relevant departments such as procurement, legal, Remembrancer, finance, city surveyors and HR. Establishing inter-divisional Programme Boards and a project focussed approach to service improvement has begun to lead to officers beginning to work more collaboratively and supportively.

The Programmes and Project work continues to encourage and enable staff to share their experience, knowledge and skills. In future years as the organisation's resources reduce there will be an increasing need for staff to respond to internal and external influences. We will need to create new partnerships and secure external funding to develop new opportunities. Our services are likely to go through regular change and we need to manage the expectations of staff, Members and the public accordingly. We will continually be asking staff to challenge the way we work and why we provide the services we do in the way that we do. We will be asking them to consider how we do things and ask if it could be done differently rather than 'that's how it's always been done'.

We will continue to use the Roadmaps to map the progress of the various Programmes and highlight reports will be reported to the Open Spaces Senior Leadership Team (SLT) and Committees as part of the business plan reporting process.

EQUALITY AND DIVERSITY

The Department aims to ensure that the services provided through its Charitable Trusts and as part of its Local Authority function are open and accessible to all. The formulation of our policies and delivery of our services needs to be conducted in a manner that is transparent and aligned with the diverse needs of our residents, local businesses, service users and staff. This requires us to give due regard to the Public Sector Equality Duty (PSED), created under the Equality Act 2010, to eliminate unlawful discrimination, advance equality of opportunity and foster good relations. We will therefore consider the need to conduct equality analysis as part of the design of our policies and delivery of services.

To improve our understanding of our 'users' we will improve the collection, monitoring and analysis of appropriate equalities data across our sites. This will ensure a greater understanding of the needs of people with different protected characteristics that access and use our services. We will then be able to fully consider the impact of our services and policies on groups with protected characteristics, identify gaps in service provision and develop and implement actions to address these.

PROPERTY AND ASSET MANAGEMENT

The Open Spaces Department is the custodian of the City's open space land, while the City Surveyor is responsible for the maintenance of the buildings and other built infrastructure.

An operational review of the Open Spaces property assets was undertaken in early 2015/16. Officers are working with City Surveyors to progress the outcome of this review. Officers will continue to assess the schedule and use of our property assets in collaboration with the City Surveyor to ensure that the assets are being used efficiently and effectively. Reference to the property asset review and actions arising from it are detailed in the Improvement Plan.

RISK MANAGEMENT

The Open Spaces Department manages risk through a Departmental risk register, divisional risk registers and risk assessments. The Department currently has one risk on the Corporate Risk Register – Corporate Risk 11: Hampstead Heath Ponds. Risks are managed on a divisional basis and each divisional management team is responsible for managing risks locally. Risks are escalated to the Departmental risk register to reflect those risks which cut across divisions, or which would have an impact which would be felt beyond the division. Risks are escalated to the Corporate Risk Register in accordance with the City of London's Risk Management Strategy. There are currently ten Departmental risks. The Open Spaces Corporate risk and the Departmental risk register are attached as [appendix 8](#).

CAPITAL PROJECTS

The table below provides broad information about projects that may require over £50k of capital expenditure in the next five years.

Brief description of potential project	Approx. cost (if known)	Indicative source of funding (e.g. City Fund, City's Cash, External)	Indicative timetable for project
New Cremators at Cemetery and Crematorium	£1 -3m	City Fund (Capital scheme) or lease	2020
Embankment works at Burnham Beeches	£250k	Capital Project	2017-18
Tower Wood Lodge, Burnham Beeches – 20 year plan	£250k	City's Cash	2020
West Ham Park - Playground improvements	£500 - £700k	Part external funding if successful	2017 - 18
Landscape improvements for Bunhill Fields Burial Ground	£1-£5 million	External funding submission anticipated to – Parks for People, S106 –Islington	2018 - 19
Tennis court resurfacing at Queen's Park	£90,000	City's Cash in addition to AWP and external funding	As determined by AWP programme
Lido Infrastructure	£1m	City's Cash	Submit Project Proposal Late 2016.
Parliament Hill "Hive" – Ex -Football Changing Rooms	£50k	City's Cash	Submit Project Proposal Late 2016

Resurface Hampstead Heath athletics track – 20 year plan	£300k	City's Cash	2016/17
Repairs to Hampstead Heath Pergola – 20 year plan	£250k	City's Cash	2017/18
WHP – deliver phase 2 actions from Conservation Management Plan	£1-3m	HLF Parks for people	2019 to 2021
Works at Wanstead Park, Epping Forest	£1 to £5m	Heritage Lottery Fund 'Parks for People' with match funding from City's Cash; AWP: Thames Water, Forest Fund and volunteer time.	2017 - 2022
Hill Wood Car Park, High Beach, Epping Forest	£50k	City's Cash	2016
Car Park Charging Infrastructure at various car parks	£50k	City's Cash	2016
Capel Road Sports Pavilion, Wanstead Flats, Epping Forest	£250 to £500k	AWP and Sport England's Inspired Facilities Fund	2016 – 2017
Millie Retreat, Epping Forest	£170k	City's Cash and London Marathon Charitable Trust	2017 – 2018
Great Gregories Outwintering Facility	£30k	City's Cash and Heritage Lottery Fund	2017 - 2018
Information Points / Signage and Print Media	£50k	City's Cash and EU LEADER funding	2017 – 2018
Implement recommendations of the Conservation Management Plan, Highams Park, Epping Forest – CS gateway zero capital projects	Up to £10m	City Fund / External. Likely to be part funded by external grants after Wanstead Park applications	2020 – 2022
Park Fencing, Wanstead Park, Epping Forest - CS Gateway zero capital projects	£180 to £350k	City Fund	2019 – 2020
Repairs to Grotto, Wanstead Park, Epping Forest - CS gateway zero capital projects	£120k	City Fund	2019 – 2020
'At risk' landscape, Wanstead Park, Epping Forest - CS gateway zero capital projects	£90k	City Fund	2019 – 2020

HEADLINE FINANCIAL INFORMATION

The table below shows the Open Spaces Local Risk expenditure and income budgets only:

OS Local Risk only	Latest Approved Budget 2015/16 £	Original Budget 2016/17 £
Expenditure		
Cem & Crem	2,778,000	2,771,000
City Gardens & Bunhill Fields	1,506,000	1,532,000
West Ham Park	1,111,000	895,000
Directorate	688,000	950,000
Epping	4,042,000	3,931,000
NLOS	7,054,000	6,678,000
The Commons	1,875,000	1,909,000
TOTAL	19,054,000	18,666,000
Income		
Cem & Crem	(4,395,000)	(4,470,000)
City Gardens & Bunhill Fields	(381,000)	(365,000)
West Ham Park	(442,000)	(294,000)
Directorate	(5,000)	(241,000)
Epping	(1,207,000)	(1,255,000)
NLOS	(1,276,000)	(1,313,000)
The Commons	(369,000)	(381,000)
TOTAL	(8,075,000)	(8,319,000)
Total Net Expenditure	10,979,590	10,347,000

The table below shows the Open Spaces expenditure and income budgets when other charges are included. These other charges include City Surveyor's Local Risk, Central Risk (Interest and Investment income), Support Services and Recharges. Support Services and Recharges comprise support costs from Central Departments: finance, legal, Town Clerk's, city surveyor, IS, insurance, admin buildings and procurement.

Revenue (Open Spaces Committees)	Actual 2014/15 £'000	Latest Approved Budget 2015/16 £'000	Actual 2015/16 £'000	Original Budget 2016/17 £'000
Expenditure	19,659	20,013	To Add At Year End	20,846
Income	(5,598)	(4,919)		(5,112)
Total Net Expenditure before Support Services	14,061	15,094		15,734
Support Services	3,043	2,951		2,890
Total Net Expenditure	17,104	18,045		18,624

Revenue (Port Health Committee)	Actual 2014/15 £000	Latest Approved Budget 2015/16 £000	Actual 2015/16 £'000	Original Budget 2016/17 £000
Expenditure	3,295	3,469	To Add At Year End	3,684
Income	(4,594)	(4,395)		(4,470)
Total Net Expenditure before Support services	(1,299)	(926)		(786)
Support Services	1,467	1,514		1,502
Total Net Expenditure	168	588		716

Revenue (Open Spaces Department)	Actual 2014/15 £000	Latest Approved Budget 2015/16 £000	Actual 2015/16 £'000	Original Budget 2016/17 £000
Expenditure	22,954	23,482	To Add At Year End	24,530
Income	(10,192)	(9,314)		(9,582)
Total Expenditure before Support Services	12,762	14,168		14,948
Support Services	4,510	4,465		4,392
Total Net Expenditure	17,272	18,633		19,340

More detailed information regarding 1=2015/16 and 2016/17 budgets, including explanations for significant movements in local and central risk budgets, is detailed in the 1 February 2016 Open Spaces and City Gardens Committee report: Consolidated Revenue & Capital Budgets – 2015/16 & 2016/17: <http://democracy.cityoflondon.gov.uk/documents/g17480/Public%20reports%20pack%2001st-Feb-2016%2013.45%20Open%20Spaces%20and%20City%20Gardens.pdf?T=10>

APPENDIX 1 – KEY ACTIONS: 2016 to 2021

This appendix shows our fifteen key actions over the next five years that will help us deliver our charitable and Departmental objectives and support the Corporation's achievement of the [Corporate Plan's](#) strategic aims and key policy priorities.

Please see key at bottom of tables.

Departmental Objective 1: Protect And Conserve The Ecology, Biodiversity And Heritage Of Our Sites							
Action to deliver objective	Detail	Key Milestones	Measures of Success	Lead & partners	Comm	Department Values	Link to Corp' Plan
a) Continue to develop and implement strategies that direct the management of our open spaces	Development, drafting, consultation and final production of a range of management plans and strategies across the service.	Epping Forest Management Plan to committee for approval – Mid 2017	Epping Forest Management Plan actions being implemented	Epping Forest (EF) Project Officer	EFCC	Quality Inclusion Environment Promotion People	KPP 3 KPP 5
		West Ham Park Management Plan 2018 - 2022 to Committee for approval - Dec 2017	West Ham Park Management Plan actions being implemented Achieve SBINC status for West Ham Park 2018/19	West Ham Park (WHP) Manager WHP Friends group London Borough Newham	WHPC	Quality Inclusion Environment Promotion People	KPP 3 KPP 5
		City Gardens Management Plan 2017 – 2021 to committee for approval – April 2017	City Gardens Management Plan actions being implemented	City Gardens (CG) Manager	OSCG	Quality Inclusion Environment Promotion People	KPP 3 KPP 5
		City of London Open Spaces Strategy (SPD) 2020-2025 to committee for approval – April 2020	City of London Open Spaces Strategy being implemented	Planning Officers CG Manager	OSCG	Quality Inclusion Environment Promotion People	KPP 3 KPP 5
		Bunhill Fields Burial Ground Management Plan to Committee for approval – April 2020	Bunhill Fields Burial Ground Management Plan actions being implemented	CG Manager	OSCG	Quality Inclusion Environment Promotion	KPP 3 KPP 5

Departmental Objective 1: Protect And Conserve The Ecology, Biodiversity And Heritage Of Our Sites

Action to deliver objective	Detail	Key Milestones	Measures of Success	Lead & partners	Comm	Department Values	Link to Corp' Plan
b) Develop and implement effective water management plans						People	
		Cemetery and Crematorium Conservation Management Plan to Committee for approval – 2017/18	Cemetery and Crematorium Conservation Management Plan actions being implemented	Cem & Crem Superintendent	PH	Quality Inclusion Environment Promotion People	KPP 3 KPP 5
		Stoke Common Management Plan to Committee for approval – 2018	Stoke Common Management Plan actions being implemented	Conservation Officer	EFCC	Quality Inclusion Environment Promotion People	KPP 3 KPP 5
		Hampstead Heath Management Plan to committee for approval – Spring 2018	Hampstead Heath Management Plan actions being implemented	NLOS Project Officer	HH	Quality Inclusion Environment Promotion People	KPP 3 KPP 5
b) Develop and implement effective water management plans	Complete the Hampstead Heath Ponds Project	Engineering works completed – Oct 16 Planting and landscaping works completed – Oct 2017	Works completed on time and on budget: £21,198,475	Bam Nuttal NLOS Superintendent Ponds Project Director Highgate Wood & Conservation & Trees Manager	HH	Quality Environment	KPP 4
	Progress delivery of the Burnham Beeches pond embankments project	<ul style="list-style-type: none"> Consultants engaged to conduct biological survey – 2016/2017 Funding routes identified – 2016/17 Funding secured 2016 to 2019 	<ul style="list-style-type: none"> Funding secured Embankments works delivered to the required standard within budget 	Conservation Officer	EFCC	Quality Environment	SA 3
c) Develop a long-term Wanstead	To identify and prioritise opportunities for capital investment and potential	<ul style="list-style-type: none"> Conceptual options plan – Autumn 2017 Stakeholder 	Committee approval received at appropriate stages.	EF Operations team	EFCC	Quality Environment	SA3 KPP 3

Departmental Objective 1: Protect And Conserve The Ecology, Biodiversity And Heritage Of Our Sites

Action to deliver objective	Detail	Key Milestones	Measures of Success	Lead & partners	Comm	Department Values	Link to Corp' Plan
Park conceptual options plan	changes in management to conserve, and/or restore many aspects of Wanstead Park	<ul style="list-style-type: none"> consultation – Autumn 2017 Funding strategy – Autumn 2017 Project consultants engaged – Autumn 2017 Internal improvement works plan implemented – Autumn 2017 Funding obtained - 2019 Hydrological and other monitoring activity established - 2019 Capital and maintenance works plan prepared – 2019 Major capital works tendered and contractors appointed - 2019 	<ul style="list-style-type: none"> Direct works programme initiated. Conceptual Options plan agreed Costed capital and maintenance works plan agreed Funding secured Major capital works contractors appointed 	Built Environment			KPP5
d) Deliver the Kenley Revival project	To conserve the heritage associated with Kenley Airfield and inspire people to learn about, and engage with, the heritage.	<ul style="list-style-type: none"> Capital conservation works commence June and finish September 2017. Project completion - February 2019. 	<ul style="list-style-type: none"> Structures conserved and removed from the Heritage At Risk Register. 10,600 hours of volunteering. Number of visits increased by 19,000 above year 1 baseline. 	<ul style="list-style-type: none"> Head Ranger Kenley Airfield Friends Group Historic England. 	EFCC	Quality Inclusion Environment Promotion	<ul style="list-style-type: none"> SA3 KPP 5
e) Achieve	Submit full Museum	Museum Accreditation	Achieve museum	FCO: Heritage	EFCC	Promotion	SA3

Departmental Objective 1: Protect And Conserve The Ecology, Biodiversity And Heritage Of Our Sites							
Action to deliver objective	Detail	Key Milestones	Measures of Success	Lead & partners	Comm	Department Values	Link to Corp' Plan
museum accreditation and develop arising opportunities	<p>Accreditation application to Arts Council England for The View (Epping Forest Collection)</p> <p>Complete collections rationalisation programme</p> <p>Quantify visitor experience aspects of the museums accreditation</p>	<p>Submission – end May 2016</p> <p>Inventory and condition reports completed – March 2019</p>	<p>accreditation status</p> <p>Visitor Attraction Quality Assurance Scheme awarded for The View</p>	<p>and Interpretation</p> <p>Head of Visitor Services</p>		Quality	KPP 5

Departmental Objective 2: Embed Financial Sustainability Across Our Activities By Delivering Identified Programmes And Projects							
Action to deliver objective	Detail	Key Milestones	Measures of Success	Lead & partners	Comm	Department Values	Link to Corp' Plan
Deliver our Programmes and Projects, some of which will deliver departmental SBR savings	<p>Develop and deliver our Programmes and Projects:</p> <ul style="list-style-type: none"> Learning Programme Sports Programme City of London Corporation (Open Spaces) Bill Promoting Our Services Programme Energy Efficiency Programme Fleet and Equipment Review Programme Wayleaves Programme Lodges Review Programme Car Parks Programme 	<p>Highlight reports to SLT monthly</p> <p>Quarterly reports at OP & CG, WHP, EF&CC, HH,HW&QP committees.</p> <p>'Four monthly' reports to Port Health and Environmental Services Committee</p> <p>Sept and Jan budget meetings</p> <p>Financial Year End.</p>	<p>Greater officer cross divisional /departmental working, sharing of knowledge and experience.</p> <p>Savings achieved: 16/17 = £721k 17/18 = £769k</p>	<p>Various Programme Executives and Leads</p> <p>OSPSU</p> <p>SLT</p> <p>Other COL Departments: Comptroller and City Surveyors Remembrancers' City Surveyors Chamberlains Built Environment Town Clerks</p>	OSCG WHP EFCC HH PH	Environment People	KPP 2 KPP 4 KPP 5

Departmental Objective 2: Embed Financial Sustainability Across Our Activities By Delivering Identified Programmes And Projects

Action to deliver objective	Detail	Key Milestones	Measures of Success	Lead & partners	Comm	Department Values	Link to Corp' Plan
	<ul style="list-style-type: none"> Café's Programme Funding Programme 						
g) Work with City Surveyors to deliver the outcome of the operational property assets review for realisation of income and reduction in revenue expenditure	<p>Alternative use realised for West Ham Park Nursery</p> <p>Lodge Review: Properties confirmed as</p> <ul style="list-style-type: none"> Retain Surplus for letting Surplus for disposal <p>Committee reports for properties identified as surplus for disposal and/or letting</p>	<p>Reports produced for relevant committees.</p> <p>City of London Corporation (Open Spaces) Bill approved – 2018/19</p> <p>Demolition of redundant toilet block - 2016/17</p>	<p>Committee approvals granted.</p> <p>CS identify alternate use and properties removed from OS portfolio</p> <p>Additional income generated from surplus properties</p> <p>Additional burial space created</p>	<p>All Superintendents</p> <p>City Surveyors</p> <p>Remembrancers</p> <p>Comptroller & City Solicitors</p> <p>Local Planning Authorities</p> <p>Chamberlains</p>	<p>OSCG</p> <p>WHP</p> <p>EFCC</p> <p>HH</p> <p>PH</p>	<p>Environment</p>	<p>KPP 2</p> <p>KPP 4</p>
h) Actively engage in key corporate procurement opportunities	<p>Active involvement in procurement process for COL's new building, repairs and maintenance (BRM) contract</p>	<p>Input into BRM Customer Working Group – regular meetings up until July 2017</p>	<p>Input into BRM specification</p> <p>Service received from new BRM contract is appropriate and fit for purpose for the needs of Open Spaces</p>	<p>OS Customer working group reps</p> <p>SLT</p> <p>City Surveyors</p>	<p>OSCG</p>	<p>Quality</p> <p>People</p>	<p>KPP 2</p>
i) Ensure sustainable provision of the Cemetery	<p>Assess and determine the most efficient and effective way to replace the Crematorium's</p>	<p>Project Gateway submitted – early 2017 for Gateway 1 / 2</p>	<p>New cremators operational</p> <p>Cremators are fully</p>	<p>Cem & Crem Superintendent</p> <p>Chamberlains –</p>	<p>PH</p>	<p>Quality</p>	<p>SA3</p> <p>KPP 2</p> <p>KPP 4</p>

Departmental Objective 2: Embed Financial Sustainability Across Our Activities By Delivering Identified Programmes And Projects

Action to deliver objective	Detail	Key Milestones	Measures of Success	Lead & partners	Comm	Department Values	Link to Corp' Plan
and Crematorium service	cremators	Options appraisal completed and funding agreed – 2018/19 Procurement process completed, contract awarded and cremators installed 2020/21	abated	City Procurement City Surveyors			
	Complete the soft and hard landscaping on the 'Shoot'	Hard landscaping – 2016/17 Soft landscaping, planting – 2019 Shoot area being used for burials 2020/2021	Shoot available for burials	Cem & Crem Superintendent	PH	Environment	KPP 2 KPP4

Departmental Objective 3: Enrich The Lives Of Londoners By Providing High Quality And Engaging, Educational And Volunteering Opportunities

Action to deliver objective	Detail	Key Milestones	Measures of Success	Lead & partners	Comm	Department Values	Link to Corp' Plan
j) Embed the new Learning Programme across the Department	Create, develop and establish the new Learning Team across the Department Deliver the CBT funded programme 'Green Spaces, Learning Places' Develop and implement monitoring and evaluation framework	Recruitment completed to vacant posts – June 2016 Appoint evaluation consultant to deliver framework - August 2016 Deliver year 1, 2 and 3 targets for the four CBT funded projects – March 2017/2018/2019 Develop and implement a	11,500 people per annum engaged through the programme. Targets achieved for CBT and reported £763k additional / external funding secured	Head of Learning Learning Team RSPB London Youth London Parks and Green Spaces Forum NLOS, EF and	OSCG EFCC WHP HH	Quality Inclusion Environment Promotion People	SA3 KPP 4 KPP 5

Departmental Objective 3: Enrich The Lives Of Londoners By Providing High Quality And Engaging, Educational And Volunteering Opportunities							
Action to deliver objective	Detail	Key Milestones	Measures of Success	Lead & partners	Comm	Department Values	Link to Corp' Plan
	Obtain additional funding to support delivery and development of the Learning Programme	fundraising plan - ongoing		WHP			
h) Develop volunteering across our sites <div>Page 31</div>	Create and enable increased opportunities for 'supported' and 'unsupported' volunteering to assist in the delivery of our services	New volunteering opportunities developed - ongoing Training delivered and support given to volunteer groups to enable 'unsupported' volunteering (i.e. volunteering without a COL member of staff present) – ongoing.	Volunteering baseline data captured. Volunteering targets achieved for externally funded schemes: Kenley Common and Learning Programme. Increased use of volunteers particularly at West Ham Park, Cem & Crem Increased number of volunteers establishing themselves as 'stand-alone' groups	Superintendents Learning Team Kenley Project	OSCG WHP EFCC	Inclusion Environment Promotion People	SA 3 KPP 5

Departmental Objective 4: Improve The Health And Wellbeing Of The Community Through Access To Green Space And Recreation							
Action to deliver objective	Detail	Key Milestones	Measures of Success	Lead & partners	Comm	Department Values	Link to Corp' Plan
k) Work with partners to create open spaces within the boundary	Installation of a new landscape - Aldgate gyratory	Eastern section - installation of mature trees and landscaping (April to July 2016) Western section – tree	Increase of green space to the Eastern quarter of the City Improved air quality	CG Manager Built Environment	OSCG	Quality Inclusion	SA2 KPP 4

Departmental Objective 4: Improve The Health And Wellbeing Of The Community Through Access To Green Space And Recreation							
Action to deliver objective	Detail	Key Milestones	Measures of Success	Lead & partners	Comm	Department Values	Link to Corp' Plan
of the City of London		planting and installation of landscaping January 2017 Remaining landscaping - March 2018	Increase of biodiversity opportunities Improved pedestrian and cycling facilities				
	Reinstatement of Finsbury Circus Garden.	Reinstatement proposals agreed - December 2016 Cafe concession and landscape constructed and built by December 2018	New Finsbury Circus Garden completed on time and on budget Increase in green space Increase in biodiversity opportunities	CG Manager	OSCG	Quality Inclusion Promotion People	SA2 SA3 KPP 4
Secure funding and partnerships to deliver improved sport and recreation opportunities at our open spaces	Work with partners to secure long term investment in our sports facilities that encourage our communities to get more active. Develop golf provision at Chingford Golf Course (CGC) through new in-house management	Capel Road changing rooms refurbishment – Summer 2017 Refurbish tennis courts at Queens Park – AWP dependent Embed in-house golf course management - 2016	Successful partnership with LTA Increased tennis participation and income across all OS tennis sites Improvements to Capel Road Increased usage and improved 'offer' at CGC	WHP Manager QP Manager LTA Neighbouring LA's EF Head of Visitor Services City Surveyors Football Association	OSCG WHP EFCC HH	Quality Promotion	SA3 KPP 2 KPP 4 KPP 5

In addition to the above actions which will deliver the Departmental Objectives there are also a number of actions which will improve service efficiency and workforce satisfaction

Objective: Improve Service Efficiency And Workforce Satisfaction							
Action to deliver objective	Detail	Key Milestones	Measures of Success	Lead & partners	Comm	Dept Values	Link to Corp' Plan
m) Ensure the health and welfare of our skilled and motivated staff <div>Page 33</div>	Deliver our workforce Plan and liP Action Plans Support the implementation of the Wellbeing Strategy and the framework of: Connect, , Be Active, Take Notice, Learn, Give	Departmental learning programme developed – July annually Deliver actions within the Workforce and liP plans - within their identified timelines Establish divisional 'wellbeing champions' – Nov 2016	Appropriately skilled workforce Increasing levels of staff satisfaction and motivation A more equitable workforce Extensive use of the wellbeing training offer, particularly in relation to mental health awareness	SLT HR Business partner HR improvement group Wellbeing officers	OSCG PHES	People	KPP 2
n) Make more effective use of IT and adopt 'smarter' ways of working	Support the implementation of the Corporate Joint Network refresh programme, End User Device Refresh and Ways of Working / Accommodation programme	Move from Irish Chambers to Guildhall – End 2016	All PC's over 6 years old are replaced Agile working practice adopted where appropriate	IS Department City Surveyors	OSCG PHES	People	SA2 KPP 2
	Maximise opportunities for web based bookings and End Point of Sale systems	Online booking for golf at Chingford – Spring 2016 Assess and determine opportunity for on-line pitch bookings – 2017 Online bookings for events – 2017	Operational on-line sports booking systems More efficient management of sports offer Increased on-line sales	IS Department EF Head of Visitor Services Sports Programme Board CHL	OSCG EFCC WHP HH	People	SA2 KPP 2

Objective: Improve Service Efficiency And Workforce Satisfaction							
Action to deliver objective	Detail	Key Milestones	Measures of Success	Lead & partners	Comm	Dept Values	Link to Corp' Plan
		Review online tennis bookings – April 2017 Partner with CHL in EPOS procurement – March 2017					

Key:

Dept Values = Department Values
 SLT = Open Spaces Senior Leadership Team
 OSPSU = Open Spaces Project Support Unit
 LTA = Lawn Tennis Association
 LA's = Local Authorities
 CHL = Culture, Heritage and Libraries

Comm = Committee

OSCG = Open Space's and City Gardens Committee
 WHP = West Ham Park Committee
 EFCC = Epping Forest and City Commons Committee
 HH = Hampstead Heath, Highgate Wood and Queens Park Committee
 PH = Port Health and Environmental Services Committee

APPENDIX 2 – PERFORMANCE INDICATORS

To assist in developing and driving a performance management culture across the service and enabling staff to plan ahead to deliver ‘continuous improvement’, twenty four performance indicators have been set. These indicators are SMART and challenging and set targets for the next three years. These performance indicator targets should be reviewed annually and future year’s targets considered against the previous year’s annual performance.

[Appendix 3](#) provides definitions, explanations and previous year baseline data for these performance indicators.

OSD1: Protect And Conserve The Ecology, Biodiversity And Heritage Of Our Sites

Description		Frequency of measure	2015/16 Performance	2016/17 Target	2017/18 Target	2018/19 Target
PI 1	Retain 15 Green Flags and improve the overall band score achieved across our Green Flag sites by 2018/2019	Annual	15 green flag sites overall band scores 46% = 80+ 27% = 75 – 79 27% = 70 - 74	Same as 2015/16	Same as 2015/16	15 green flag sites overall band score 53% = 80+ 27% = 75 – 79 20% = 70 - 74
	Retain 12 green heritage awards and increase this to 13 sites by 2018/19	Annual	12 Green Heritage Awards	12 Green Heritage Awards	12 Green Heritage Awards	13 Green Heritage Awards

OSD2: Embed Financial Sustainability Across Our Activities By Delivering Identified Programmes And Projects

Description		Frequency Of measure	2015/16 Performance	2016/17 Target	2017/18 Target	2018/19 Target
PI 3	Achieve our Departmental net local risk budget.	Annual at year end	Add figure at year end	Original Budget £10,347,000	£9,578,000	£9,578,000
PI 4	Increase our market share of burials in relation to the Cemetery and Crematorium’s seven neighbouring Borough’s	Updates every four months. Annual at year end	2015 calendar year was 7.6 which was 0.4% below target Add figure at year end	2015/16 performance plus 0.4% Target figure to be added after year end	2016/17 performance plus 0.5%	2017/18 performance plus 0.5 %
PI 5	Increase the number of burials	Updates every four month. Annual at year end	866	2015/16 performance plus 2.5% = 888	2016/17 performance plus 2.5%	2017/18 performance plus 2.5 %
PI 6	Increase the number of cremations	Updates every four month.	2,519	2015/16 performance plus 1.5% = 2,557	2016/17 performance plus 1.5%	2017/18 performance plus 1.5%

OSD2: Embed Financial Sustainability Across Our Activities By Delivering Identified Programmes And Projects

Description		Frequency Of measure	2015/16 Performance	2016/17 Target	2017/18 Target	2018/19 Target
		Annual at year end	Add figure at year end	Numerical figure to be added after year end		
PI 7	As a minimum, achieve local risk Cem & Crem income target	Updates every four month. Annual at year end	Add figure at year end	Original Budget (£4,470,000)	(£4,521,000) 16/17 original budget plus £51k SBR saving)	(£4,521,000)
PI 8	Reduce utility consumption	Annual	Add figure at year end	2.5% reduction on 2015/16 performance	2.5% reduction on 2016/17 performance	2.5% reduction on 2017/18 performance
PI 9	Reduce fuel consumption	Annual	Add figure at year end	5% reduction on 2015/16 performance	5% reduction on 2016/17 performance	5% reduction on 2017/18 performance
PI 10	Increase electricity generation	Annual	Add figure at year end	Two additional buildings generating 50KWH each	A further two additional buildings generating 50KWH each	A further two additional buildings generating 50KWH each

OSD3: Enrich The Lives of Londoners By Providing High Quality And Engaging Educational And Volunteering Opportunities

Description		Frequency Of measure	2015/16 Performance	2016/17 Target	2017/18 Target	2018/19 Target
PI 11	Increase the percentage of Learning Programme participants who are more knowledgeable about the natural history of our open spaces.	Update at six months. Annual at year end	Not Applicable - new measure	70% of participants surveyed	80% of participants surveyed	85% of participants surveyed
PI 12	Increase the percentage of new participants in the Learning Programme who report their intention to visit our open spaces with their families	Update at six months. Annual at year end	Not applicable - new measure	50% of participants surveyed	60% of participants surveyed	70% of participants surveyed
PI 13	Increase the percentage of Learning Programme participants who are from Black and Minority Ethnic or under-represented groups	Update at six months. Annual at year end	Not applicable - new measure	40% of participants surveyed	50% of participants surveyed	55% of participants surveyed
PI 14	Increase the amount of supported volunteer work hours	Annual at year end	Not applicable - new measure	To establish the baseline	2016/17 performance plus 5%	2017/18 performance plus 5%

PI 15	Increase the amount of unsupported volunteer work hours.	Annual at year end	Not applicable - new measure	To establish the baseline	2016/17 performance plus 5%	2017/18 performance plus 10%
--------------	--	--------------------	------------------------------	---------------------------	-----------------------------	------------------------------

OSD4: Improve The Health And Wellbeing Of The Community Through Access To Green Space And Recreation

	Description	Frequency Of measure	2015/16 Performance	2016/17 Target	2017/18 Target	2018/19 Target
Page 37	PI 16 Increase the amount of tennis played across our sites.	Update at six months. Annual after year end	<p>Court Hours usage by adults & concessions:</p> <p>WHP: 1000 adults 500 by concessions.</p> <p>Parliament Hill: 6523 Adults 3799 Concessions</p> <p>Golders Hill Park: Adults 1734 Concessions 914</p> <p>Queens Park: 2960 Adults 785 Concessions</p>	<p>Court Hours usage by adults & concessions:</p> <p>WHP: increase court hours used by 65% = 2475 hrs</p> <p>Parliament Hill : Adults 5% = 6849 hrs Concessions 5% = 3899</p> <p>Golders Hill Park: Adults 5% = 1820 Concessions 5% = 960</p> <p>Queens Park: Adults 5% = 3108 Concessions 5% = 824</p>	<p>Court Hours usage by adults & concessions:</p> <p>WHP: increase court hours used by 40% on 2016/17 actual</p> <p>Parliament Hill: increase court hours by 5% each for adults and concessions on 2016/17 actual</p> <p>Golders Hill Park: increase court hours by 5% each for adults and concessions on 2016/17 actual</p> <p>Queens Park: increase court hours by 5% each for adults and concessions on 2016/17 actual</p>	<p>Court Hours usage by adults & concessions:</p> <p>WHP: increase court hours used by 25% on 2017/18 actual</p> <p>Parliament Hill: increase court hours by 5% each for adults and concessions on 2017/18 actual</p> <p>Golders Hill Park: increase court hours by 5% each for adults and concessions on 2017/18 actual</p> <p>Queens Park: increase court hours by 5% each for adults and concessions on 2017/18 actual</p>
	PI 17 Increase the amount of football played across our sites.	Update at six months. Annual after year end	<p>All data is 14/15. For all sites 15/16 season data to be added after year end.</p> <p>WHP = 53 bookings.</p>	<p>WHP increase bookings by 10% on 2015/16 actual</p> <p>Epping maintain bookings at 2015/16</p>	<p>WHP increase bookings by 5% on 2016/17 actual</p> <p>Epping increase bookings by 2% on</p>	<p>WHP increase bookings by 5% on 2017/18 actual</p> <p>Epping increase bookings by 5% on</p>

OSD4: Improve The Health And Wellbeing Of The Community Through Access To Green Space And Recreation

Description		Frequency Of measure	2015/16 Performance	2016/17 Target	2017/18 Target	2018/19 Target
Page 38			Epping = 2913 bookings.	level	2016/17 actual	2017/18 actual
			Heath Extension = Adult 0 bookings Junior 83 bookings	Heath Extension increase adult bookings and maintain level of junior bookings at 2015/16 actual	Heath Extension increase adult bookings and maintain level of junior bookings on 2016/17 actual	Heath Extension increase adult bookings and maintain level of junior bookings on 2017/18 actual
			Parliament Hill = Adult 7 bookings Concession 2 bookings	Parliament Hill increase adult and concession bookings by 5% on 2015/16 actual	Parliament Hill increase adult and concession bookings by 5% on 2016/17 actual	Parliament Hill increase adult and concession bookings by 5% on 2017/18 actual
			Highgate Wood = Adult 40 bookings	Highgate Wood increase adult bookings by 5% on 2015/16 actual	Highgate Wood increase adult bookings by 5% on 2016/17 actual	Highgate Wood increase adult bookings by 5% on 2017/18 actual
PI 18	Increase the number of golf visits at Chingford Golf Course.	Update at six months. Annual at year end	2014/15 the recorded number of visits was 22,000	Establish a baseline figure	Increase 2016/17 baseline figure by 5%	Increase 2017/18 performance by 5%
PI 19	Increase the percentage of customers surveyed as part of the 60 second survey or similar that stated the ‘overall rating’ of the open space as ‘very good or excellent’.	Annual	2015 = 69%	75%	2016/17 performance plus 5%	2017/18 performance plus 5%
PI 20	Increase the number of ‘visitors’ to the Open spaces webpages.	Updates every quarter Annual at year end	534,728	2015/16 performance plus 10% = 588,201	2016/17 performance plus 10%	2017/18 performance plus 10%

Improve Service Efficiency And Workforce Satisfaction

Description		Frequency Of measure	2015/16 Performance	2016/17 Target	2017/18 Target	2018/19 Target
PI 21	Increase the percentage of H&S accidents that are investigated within 14 days.	Updates every six months. Annual at year end	Feb 15 to Jan 16 = 71%	80%	83%	86%
PI 22	Reduce the average number of Full Time Employee (FTE) working days lost per FTE due to short term sickness absence.	Updates every quarter. Annual February to January	Feb 2015 to Jan 2016 = 3.6 days Short-Term FTE Working Days Lost per FTE	3.45 days FTE Working Days Lost per FTE	3.3 days FTE Working Days Lost per FTE	3.2 days FTE Working Days Lost per FTE
PI 23	Reduce the average number of FTE working days lost per FTE due to long term sickness absence.	Updates every quarter. Annual February to January	Feb 2015 to Jan 2016 = 2.43 days Long-Term FTE Working Days Lost per FTE Long-Term FTE Working Days Lost per FTE	2.4 days FTE Working Days Lost per FTE	2.35 days FTE Working Days Lost per FTE	2.30 days FTE Working Days Lost per FTE
PI 24	Increase the percentage of Open Space's staff who state they are at least satisfied with their workplace in the annual staff wellbeing survey.	Annual	90.22%	92%	94%	95%

APPENDIX 3 – PERFORMANCE INDICATOR DEFINITIONS, EXPLANATIONS AND BASELINE DATA

PI 1: Retain 15 Green Flags and improve the overall band score achieved across our Green Flag sites by 2018/2019

Baseline data:

Green Flags at:	overall band scores		
1. West Ham Park	70-74	9. Ashtead Common -	80+
2. West Wickham Common -	70-74	10. Bunhill Fields Burial Ground	80+
3. Riddlesdown -	70-74	11. Burnham Beeches	80+
4. Epping Forest	70-74	12. City of London Cemetery and Crematorium	80+
5. Farthing Downs –	75-79	13. Hampstead Heath and Golders Hill Park	80+
6. Coulsdon Common –	75-79	14. Highgate Wood	80+
7. Kenley Common -	75-79	15. Queen’s Park	80+
8. Spring Park -	75-79		

Overall percentages: 80+ = 7 = 46% 75 – 79 = 4 = 27% 70-74 = 4 = 27%

The improvement target is for 18/19 as some sites are only assessed and scored every other year

PI 2: Retain 12 green heritage awards and increase this to 13 sites by 2018/19

1. West Ham Park	7. Epping Forest
2. Bunhill Fields Burial Ground	8. City of London Cemetery and Crematorium
3. Ashtead Common	9. Hampstead Heath
4. Kenley Common	10. Highgate Wood
5. West Wickham Common	11. Queen's Park
6. Farthing Downs	12. Burnham Beeches

PI 3: Achieve our Departmental net local risk budget

The Net local risk budget relates to the direct expenditure and income by the Department (Cem & Crem, the Commons, Parks and Gardens, NLOS, Epping Forest and the Directorate) before any support services, central risks or recharges are made. 2017/18 net budget that is put forward as the target is the 2016/17 original budget less £769k SBR savings. There is currently no long term financial position to inform the budgets beyond 2017/18 so the target for 18/19 is assumed as the current anticipated budget for 17/18

PI 4: Increase our market share of burials in relation to the Cemetery and Crematorium's seven neighbouring Borough's

Market share of burials is measured in relation to the total deaths in the seven neighbouring Boroughs'; Newham, Redbridge, Tower Hamlets, Waltham Forest, Hackney, Havering and Barking & Dagenham. This data is obtained from the National Office of Statistics. Percentage market share for last four years is: 2015 – 7.6% / 2014 – 7.3% / 2013 – 8.1% / 2012 – 7.3%. Proposed performance assumes an approx. 0.3% annual uplift challenged for improvement to 0.4%

PI 5: Increase the number of burials

This total will include the number of burials from the adult and child new burials and re-opens. It does not include burials for ashes or public baby burials (NVF's). Number of burials over the last 5 years is:

2011	928	+11%
2012	821	-12%
2013	891	+9%
2014	832	-7%
2015	914	+10%

Total burials are 4386. Average change over 5 years is 2.2% increase and average number of burials per annum is 877. Proposed performance assumes an approx. 2.2% annual uplift challenged for improvement to 2.5%

PI 6: Increase the number cremations

This total will include the number of adult cremations. It does not include NVF's. The number of cremations over the last 5 years is:

2011	2518	
2012	2591	+3%
2013	2537	-2%
2014	2593	+2%
2015	2631	+1%

Total cremations are 12,870. Average change over 5 years is 1% increase and average number of cremations per annum is 2574. Proposed performance assumes an approx. 1% annual uplift challenged for improvement to 1%

PI 7: As a minimum, achieve local risk Cem & Crem income target

2017/18 income target that is put forward is the 2016/17 original budget plus £51k additional SBR income. There is currently no long term financial position to inform the budgets beyond 2017/18 so the target for 18/19 is assumed as the current anticipated budget for 17/18

PI 8: Reduce utility consumption

The City's target for the period 2014/15 - 17/18 is 10%. From this the Open Spaces target reduction figure for the remaining two years that sit within its Business Plan period is therefore 5%. Performance against this target is monitored and analysed via meter readings.

PI 9: Reduce fuel consumption

The City's target for the period 2014/15 - 17/18 is 10%. From this the Open Spaces target reduction figure for the remaining two years that sit within its Business Plan period is therefore 5%. Performance against this target is monitored and analysed via procurement data.

PI 10: Increase electricity generation

The target for the period 16/17 – 17/18 is a minimum addition of 50KW (or thermal equivalent). Two sites will be identified for PV installations and more (including biomass energy options) will be considered should appropriate opportunities arise. Performance against this target is monitored and analysed via meter readings.

PI 11: Increase the percentage of Learning Programme participants who are more knowledgeable about the natural history of our open spaces

Participants will be requested to complete before and after surveys or feedback forms and responses from these will inform score.

PI 12: Increase the percentage of new participants in the Learning Programme who report their intention to visit our open spaces with their families

Participants will be requested to complete before and after surveys or feedback forms and responses from these will inform score.

PI 13: Increase the percentage of Learning Programme participants who are from Black and Minority Ethnic or under-represented groups

Participants will be requested to complete before and after surveys or feedback forms and responses from these will inform score. Equalities data will be captured on these forms as well as postcodes so that mapping can be undertaken. Targeted activity with specific BAME and under-represented groups will also be captured.

PI 14: Increase the amount of supported volunteer work hours

The numbers of hours work undertaken by volunteers in our open spaces where a member of Open Spaces staff has been supervising the volunteers

PI 15: amount number of unsupported volunteer hours.

The numbers of hours work undertaken by volunteers in our open spaces where a member of Open Spaces staff has not been supervising the volunteers

PI 16: Increase the amount of tennis played across our sites

The amount of tennis played is based on adult and concession court usage per annum.

PI 17: Increase the amount of football played across our sites

The amount of football played is based on the number of pitch bookings per annum.

PI 18: Increase the number of golf visits at Chingford Golf Course

New methodology for capturing the amount of play on the course will be established in the first year as the service moves to in-house provision. The data for 2016/17 will form the baseline for future year's performance indicator targets.

PI 19: Increase the percentage of customers surveyed as part of the 60 second survey or similar that stated the 'overall rating' of the open space as 'very good or excellent'

Each division to complete at least one hundred 60 second surveys or similar that includes the question; how would you rate the open space/cemetery/garden you visited today, with the choices: n/a, very bad, poor/bad, average/ neither good nor bad, good, very good and/or excellent.

Baseline for 2015/16		Number							Percentage					
	No Surveys completed	n/a	Very bad	Poor / bad	Average / neither good nor bad	Good	very good / excellent		n/a	Very bad	Poor / bad	Average / neither good nor bad	Good	very good / excellent
City Gardens - all	154	6	0	0	6	16	126		4	0	0	4	10	82
The Commons – all	218	0	0	1	4	79	134		0	0	0	2	36	62
Epping Forest – all	71	0	0	0	2	31	38		0	0	0	2	44	54
NLOS - all	112		6	6	3	41	56			5	5	3	37	50
WHP – all	99	0	0	0	0	12	87		0	0	0	0	12	88
Cem & Crem – all	100	0	0	0	1	18	81		0	0		1	18	81
TOTAL	754	6	6	7	16	197	522		1%	1%	1%	2%	26%	69%

PI 20: Increase the number of 'visitors' to the Open spaces webpages

Measured from data provided by Google Analytics. Visitors are defined as people who have had at least one session in a selected time frame. A session (visit) is the period of time a visitor is actively engaged with the website. All usage data is recorded in a session. Visitors are different from visits.

PI 21: Increase the percentage of H&S accidents that are investigated within 14 days

Data taken from HR dashboard, health and safety summary. Data provided in rolling monthly 12 month periods. Measure for baseline is February 2015 to January 2016 = 66 accidents of which 47 were investigated within 14 days – 71%. This measure excludes incidents investigated as not all incidents require investigation.

PI 22: Reduce the average number of Full Time Employee (FTE) working days lost per FTE due to short term sickness absence

Taken from HR dashboard absence navigation Departmental summary. Data provided in rolling monthly 12 month periods. Measure for baseline is February 2015 to January 2016 = 3.6 working days per FTE. 3.6 working days is a total of 1,208 days per annum. In Jan 15 to Dec 16 the figure was 3.5 days and Dec 14 to November 15 the figure was 3.64 days.

Reducing the average number of day's absence to:

- 3.45 will reduce the number of working days lost by 51 to 1157
- 3.30 will reduce the number of working days lost by 101 to 1107
- 3.20 will reduce the number of working days lost by 135 to 1073

Based on the same size FTE workforce

PI 23: Reduce the average number of FTE working days lost per FTE due to long term sickness absence.

This data is taken from HR dashboard absence navigation Departmental summary. Data provided in rolling monthly 12 month periods. Measure for baseline is February 2015 to January 2016 = 2.43 working days per FTE. 2.43 working days is a total of 815 days per annum. In Jan 15 to Dec 16 the figure was 2.58 days and Dec 14 to November 15 the figure was 2.57 days.

Reducing the average number of days absence to:

- 2.40 will reduce the number of working days lost by 11 to 804.
- 2.35 will reduce the number of working days lost by 27 to 788
- 2.30 will reduce the number of working days lost by 44 to 771

Based on the same size FTE workforce

PI 24: Increase the percentage of Open spaces staff who state they are at least satisfied with their workplace in the annual staff wellbeing survey

An annual Health and Well Being survey has been undertaken and will be rolled out annually. The results are broken down to Department level and a dashboard produced along with an overall COL result. In 2015/16 the following results were achieved in relation to workplace satisfaction:

Open Spaces:	Satisfied, Very satisfied, completely satisfied = 90.22%
	Unsatisfied, Very unsatisfied, completely unsatisfied = 9.78%
	Respondents = 92
City of London overall:	Satisfied, Very satisfied, completely satisfied = 92.88%
	Unsatisfied, Very unsatisfied, completely unsatisfied = 7.12%
	Respondents = 1,011

APPENDIX 4 – CHARITABLE TRUST OBJECTIVES

Charity	Objective	Charity number
Ashted Common	Ashted Common charity was established under the Corporation of London (Open Spaces) Act 1878, which states that the purpose of the charity is the preservation of the Common at Ashted for the recreation and enjoyment of the public.	1051510
Burnham Beeches & Stoke Common	The Burnham Beeches charity was established under the Corporation of London (Open Spaces) Act 1878, which states that the purpose of the charity is the preservation of the open spaces known as Burnham beeches, "The Beeches", for the recreation and enjoyment of the public.	232987
Coulsdon & Other Commons	The objectives of the Charities are the preservation of the open space known collectively as West Wickham Common and Spring Park Wood, and Coulsdon and other Commons for the recreation and enjoyment of the public.	232989
West Wickham Common & Spring Park	The charities have identical objectives and are managed and accounted for as one unit, therefore separate accounts and financial statements are not published for each charity.	232988
Epping Forest	The purpose of the charity is the preservation of Epping Forest in perpetuity by the City of London Corporation as the conservators of Epping Forest, as an open space for the reaction and enjoyment of the public	232990
Hampstead Heath	The objective of the charity is the preservation of Hampstead Heath for the recreation and enjoyment of the public	803392
Highgate Wood & Queen's Park	The purpose of the charity is the preservation in perpetuity by the City of London Corporation of the open spaces known as Highgate Wood, Highgate and Queen's Park, Kilburn for the use by the public for exercise and recreation	232986
West Ham Park	The park is held on trust forever "as an open public grounds and garden for the resort and recreation of adults and playgrounds for children"	206948

APPENDIX 5 - COMMITTEE GOVERNANCE

Committees

Open Spaces and City Gardens Committee (OS) – provides the strategic overview of the COL's open spaces. The Chairman and Deputy Chairman of the other management committees (other than Port Health and Environmental Services) are members of the Open Spaces and City Gardens Committee and by invitation it also has non COL representatives from EFCC, HH and WHP committees.

Epping Forest and City Commons Committee (EFCC) - includes City of London Members and four Vederers' who are elected every 7 years by the Commoners of Epping Forest. There are two Verderers' for the Northern Parishes and two for the South.

West Ham Park Committee (WHP) - includes two Newham Councillors, the Heir-at-Law of the Late John Gurney and three nominated representatives of the Gurney Family, a representative from the local community as well as City of London Members.

Hampstead Heath, Highgate Wood and Queens Park Committee (HH) - includes a Councillor each from the London Boroughs of Camden and Barnet, a representative from the Heath and Hampstead Society and representatives from specific stakeholder groups, namely: Royal Society for the Protection of Birds, Open Spaces Society/Ramblers Association and English Heritage as well as City of London Members.

Port Health and Environmental Services Committee (PHES) - is responsible for the City of London Cemetery and Crematorium together with other services including waste, street cleaning, trading standards and the port health functions on the tidal Thames.

Formal Consultative Committees

- **Hampstead Heath Consultative Committee**- includes twenty local representatives as well as the Chairman and Deputy of the Hampstead heath, Highgate wood and Queen's Park Committee. There are three Consultative Committee meetings each year and the Superintendent leads a walk on the Heath on the Saturday before the meetings.
- **Highgate Wood Joint Consultative Committee** – includes nine local representatives as well as five City of London Members. The Committee meets twice a year and spring meeting includes a walk around the Woods prior to the meeting.
- **Queen's Park Joint Consultative Group** – includes nine local representatives as well as five City of London Members. The Committee meets twice a year and spring meeting includes a walk around the park prior to the meeting.

The minutes of the Hampstead Heath, Highgate Wood Joint and Queens Park Joint Consultative committees are presented to and considered by the Hampstead Heath, Highgate Wood and Queen's Park Committee.

- **West Wickham, Spring Park Consultative Committee and Coulsdon Commons Consultative Committee** – This committee has recently been created following the merger of two separate consultative committees: West Wickham and Spring Park Consultative Committee (WWSP) with the Coulsdon Commons Consultative Committee (CCCC). There will be one Consultative Committee meeting each year with an annual site visit as well. Under the former structure there were twenty one local representatives on the CCCC and twelve local representatives on the WWSP in addition to the 5 COL Members.
- **Burnham Beeches and Stoke Common Consultative Committee** – includes thirty four local representatives as well as four City of London Members. The Committee meets once with an additional site visit per annum.
- **Ashted Common Consultative Committee** – includes eleven local representatives as well as four City of London Members. The Committee meets once with an additional site visit per annum.

The minutes of the West Wickham, Spring Park Consultative Committee and Coulsdon Commons, Burnham Beeches and Stoke Common and Ashted Common Consultative Committees are presented to and considered by the Epping Forest and City Commons Committee.

- **Epping Forest** – is developing proposals to establish a formal consultative group.

APPENDIX 6 – VISIONS WITHIN OUR DIVISIONAL PLANS AND/OR SITE MANAGEMENT PLANS

Burnham Beeches and Commons Divisional Vision is:

A progressive, thriving division that excels in the protection and conservation of exceptional sites for wildlife whilst providing high quality open spaces for local and wider communities to enjoy.

Cemetery and Crematorium Vision is to:

Provide the City of London Cemetery and Crematorium as a model cemetery and crematorium constituting both a site of excellence in bereavement services, a forerunner in cemetery conservation and the greatest choice of burial and cremation facilities in the UK'.

City Gardens Vision is:

The creation of a network of high quality and inspiring open spaces which help ensure an attractive, healthy, sustainable and socially cohesive place for all the City's communities and visitors.

Shared vision of both City Gardens Management Plan and the City of London Open Space Strategy (our Supplementary Planning Document)

Bunhill Fields Burial Ground's Vision is to:

Maintain Bunhill Fields Burial Ground as a valuable, historic property with rich cultural, natural and social attributes at a local, national and international level. To sustain it as a tranquil, well used public open space with rich multi-layered historic interest and associations, with its fabric in good condition, wide access and interpretation and continued and increased enjoyment and involvement for users.

Bunhill Fields Management Plan

West Ham Park's Vision is to:

Be the best urban Park in the country, leading by example, with high horticultural and environmental standards, community involvement and provision of facilities for all.

West Ham Park Management Plan

Hampstead Heath's Vision is:

Is of a beautiful and accessible piece of countryside in the city, a place with a rich mosaic of habitats, a diverse landscape and a wealth of historic and natural resources.

This is a vision in which a wide diversity of communities and organisations work together so that visitors can enjoy the Heath and its amenities, including its sporting and recreational facilities.

Hampstead Heath Management Plan

Highgate Wood's Vision is:

To ensure the continuity of Highgate Wood as a managed ancient woodland site, whilst maintaining its reputation as a safe environment for relaxation, recreation and education. This special character, combining with heritage features, and conservation value will be conserved and enhanced for the benefit of current and future generations.

Highgate Wood's Management Plan

Queen's Park's Vision is:

To manage Queen's Park as a popular urban community park by adapting its original Victorian design to meet the needs of the 21st Century. Recreational and educational activities and events are important but these need to be balanced against the contribution the park can make to local biodiversity and wildlife.

This is a vision in which a wide diversity of communities and organisations work together so that visitors feel welcomed and safe and can enjoy the park and its attractions, including its sporting and recreational facilities.

Queen's Park Management Plan

Epping Forest's Vision is:

To strengthen the Forest's unique position as an ancient landscape for people and wildlife.

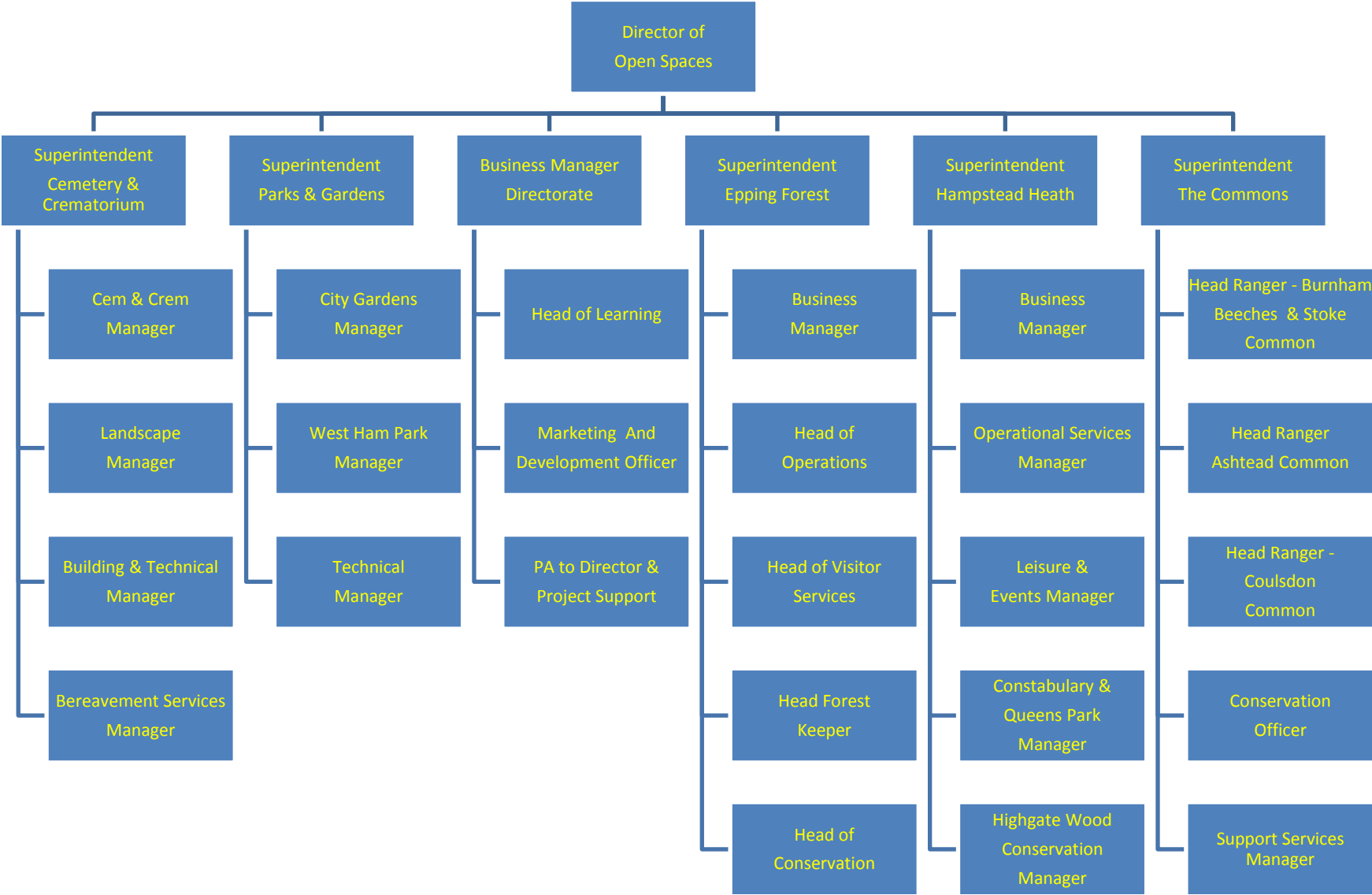
To retain its natural aspect with the diversity of wildlife habits enhanced and the features of international importance, including its veteran pollards.

Of a special place for recreation and relaxation which will increase in importance with improved recreational opportunities

That the Forest's historic features and buildings will be retained in good condition for the purposes of education and enjoyment.

That the Forest will be highly valued as part of a larger and fully accessible protected landscape area.

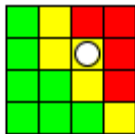
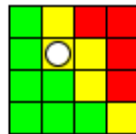

APPENDIX 7 – HIGH LEVEL STAFFING STRUCTURE

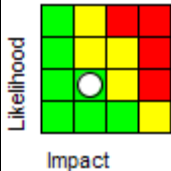
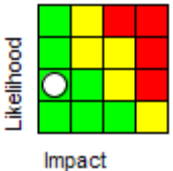



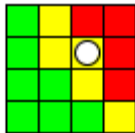
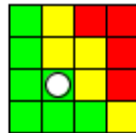

APPENDIX 8 – DEPARTMENTAL RISK REGISTER

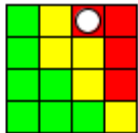
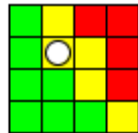

Risk no, Title, Owner		Risk Description (Cause, Event, Impact)		Current Risk Rating & Score		Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD 001 Ensuring the Health & Safety of staff, contractors and public Sue Ireland		Cause: Poor understanding or utilisation of health and safety policies, procedures and safe systems of work; inadequate training; failure to implement results of audits; dynamic risk assessments not undertaken; contractors not complying with procedures and processes Event: Staff or contractors undertake unsafe working practices Impact: Injury or death of a member of the public, staff, or a contractor		<div><div>Likelihood</div><div><div><div><div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div></div><div>Impact</div></div></div><div>6</div></div></div></div></div></div></div></div>		<div><div>Likelihood</div><div><div><div><div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div></div><div>Impact</div></div></div><div>4</div></div></div></div></div></div></div></div>		01-Apr-2017	<div>↓</div> Decreased Risk Score
Action no, Title, Owner		Description				Managed By			Due Date
OSD 001 a Annual cycle of H&S audits		H&S leads carry out annual divisional self-assessment audits which are then validated via site visits by H&S leads from other divisions every other year. The outcomes are reported to the Quarterly H&S Group and the OS&CG Committee annually. The process is supported by set-up meetings at the start of the cycle and a feed-back meeting after the validation visits to review lessons learnt and departmental issues for escalation. Local Improvement Plan actions from previous audit followed up by divisional management teams. The process both supports officers in their divisional roles through shared good practice and provides assurance of continuous improvement.				Andy Barnard; Gary Burks; Martin Rodman; Paul Thomson; Bob Warnock			01-Apr-2017
OSD 001 b Monitoring & review of incidents and accidents		Summary of incident details, actions taken and lessons learnt reviewed at the departmental Quarterly H&S Group. Annual statistics sent to the Open Spaces & City Gardens Committee and shared with the departmental H&S Group				Technical Manager			01-Apr-2017
OSD 1 c Risk Assessments		Generic RA produced by a departmental working group of H&S leads, for guidance and consistency. Local H&S risk registers maintained by divisions and RA produced locally for tasks undertaken based on generic RA and local factors. The RA incorporates a dynamic element where appropriate in response to variable conditions. The RAs are then used to generate Safe Systems of Work as generic documents for the department subject to local amendment for divisional requirements where necessary.				Technical Manager			01-Apr-2017
OSD 1 d Best practice shared through		Meeting chaired by the Director and with a high level of support from Central				Technical Manager			01-Apr-2017

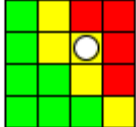
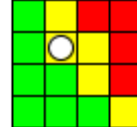

quarterly H&S Group	H&S officers (TC and CS Departments), with all OS divisions represented, results in good communication of key information and early highlighting of issues.		
OSD 1 e Review of safe systems of work	Reviews are undertaken annually and following every incident / accident by divisions and where appropriate the generic documents are reviewed by the Risk Assessment Group.	Technical Manager	01-Apr-2017
OSD 1 f Member challenge of H&S management	Annual report on Health & Safety to Open Spaces and City Gardens	Technical Manager	01-Apr-2017

Risk no, Title, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD 002 Extreme weather Due Ireland	Cause: Severe wind, prolonged heat, heavy snow, heavy rainfall – potential to increase with climate change Event: Severe weather at one or more site Impact: Service capability disrupted , incidents increase demand for staff resources to respond to maintain public and site safety. temporary site closures; increased costs for reactive management. Strong winds cause tree limb drop, prolonged heat results in fires, snow disrupts sites access, rainfall results in flooding and impassable areas. Damage/loss of rare/fragile habitats and species. Risk of injury or death to staff, visitors, contractors and volunteers. Damage to property and infrastructure.	 Likelihood	12	 Likelihood	6	31-Mar-2019	 No change
Action no, Title, Owner	Description			Managed By		Due Date	
OSD 2 a Proactive response to weather warnings	Alerts issued to staff, communication at sites and via social media around potential impacts. Storm monitoring and management and closure policies across all sites			Andy Barnard; Martin Rodman; Paul Thomson; Bob Warnock; Gary Burks		Review 6 monthly	
OSD 2 b Review of site emergency plans	Site emergency plans reviewed annually and following incidents if appropriate			Andy Barnard; Martin Rodman; Paul Thomson; Bob Warnock; Gary Burks		Review 6 monthly	
OSD 2 d Planting choices	Consider impacts of climate change when considering plants to purchase - tree canopy, annual bedding vs herbaceous perennials			Andy Barnard; Martin Rodman; Paul Thomson; Bob Warnock; Gary Burks		Review 6 monthly	

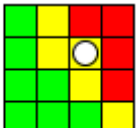
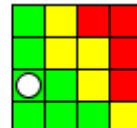

Risk no, Title, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD 003 Delivering the Departmental Road Map Projects and Programmes Sue Ireland	Cause: Lack of appropriate skill sets to deliver projects; cultural resistance; initial scoping of project outcomes and timescales inaccurate Event: Department is unable to deliver its roadmap projects and programmes in agreed timescales or achieve agreed outcomes Impact: Alternative savings undertaken which may not be consistent with achieving cultural change or improving outcomes.		4		2	01-Sep-2016	 Decreased Risk Score
Action no, Title,	Description			Managed By		Due Date	
OSD 3 a Departmental roadmap	Roadmap sets out departmental projects and key corporate projects with timescales and RAG status			Directorate Business Manager		31-Mar-2018	
OSD 3 b Opportunity outlines	All roadmap projects start with an opportunity outline			Sue Ireland		01-Apr-2016	
OSD 3 c Departmental training	Training for the Departmental Management Team and their direct reports			Directorate Business Manager		30-Mar-2016 and when required	
OSD 3 d Year One review	Review and implement the actions arising from the year one Programmes and Projects Review			Andy Barnard; Martin Rodman; Paul Thomson; Bob Warnock; Gary Burks, Directorate Business Manager		30 June 2016	
OSD 3 e Resistance to change	Careful consideration of level of community and consultative committee engagement to inform changes to operational delivery which may otherwise result in resistance from the public and Members. Improve COL messaging in relation to need to make changes to operational management of sites to improve the efficiency and financial effectiveness of the open space thus avoiding negative public relations and adverse media.			Andy Barnard; Martin Rodman; Paul Thomson; Bob Warnock; Gary Burks; Directorate Business Manager;		31-Mar-2018	

Risk no, Title, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD 004 Poor Repair and Maintenance of buildings 10-Mar-2015 Sue Ireland	Causes: Inadequate planned and/or reactive maintenance; failure to identify and communicate maintenance issues Event: Fail to meet statutory regulations and checks. Operational, OS residential or public buildings deteriorate to unusable/unsafe condition. Impact: Service capability disrupted; ineffective use of staff resources; damage to corporate reputation; increased costs for reactive maintenance and lack of budget to replace. Delay will have operational impact. Poor condition of Assets, loss of value.	 Likelihood Impact	12	 Likelihood Impact	4	31-Mar-2019	 No change
Action no, Title		Description			Managed By		Due Date
OSD4 a Engage in corporate process of rationalising operational property		Part of the cross cutting corporate review. OS progressing outcomes of the operational property review			Andy Barnard; Gary Burks; Martin Rodman; Paul Thomson; Bob Warnock		Review regularly
OSD4 b Asset lists to be reviewed		Each superintendent to review their asset list and agree changes			Sue Ireland; Directorate Business Manager		01-Apr-2017
OSD4 c Improve communication with CS MITIE client officers		Regular meetings held between CS client officers and OS site staff to discuss and raise concerns re BRM performance. Regular asset inspection. CS attends SMT monthly where issues escalated.			Directorate Business Manager		01-Jul-2017
OSD4 d Input into development of new Building repairs and maintenance contract		Each OS division has a representative on the BRM customer working group. SLT receive feedback from BRM customer working group meetings. Business Manager attends Facilities Services Category Board at which BRM is one of the categories.			Gary Burks; Directorate Business Manager		01-Jul-2017

Risk no, Title, Owner		Risk Description (Cause, Event, Impact)		Current Risk Rating & Score		Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD 005 Animal, Plant and Tree Diseases Sue Ireland		Cause: Inadequate biosecurity; purchase or transfer of infected trees, plants, soil and/or animals; 'natural' spread of pests and diseases from neighbouring areas. Event: Sites become infected by animal, plant or tree diseases e.g. Oak Processionary Moth (OPM), foot and mouth, Massaria, Ash Die Back, <i>Salmonella</i> (DT 191a), Leaf Miner Moth Impact: Service capability disrupted, public access to sites restricted, animal culls, tree decline, reputational damage, increased cost of monitoring and control of invasive species, risk to human health from OPM or other invasives, loss of key native species, threat to existing conservation status of sites particularly those with woodland habitats. invasives		 Likelihood Impact	16	 Likelihood Impact	6	31-Mar-2019	 No change
Action no, Title,		Description			Managed By			Due Date	
OSD5 a Monitoring Programmes		Lackey/Brown Tail/Oak Processionary/Gypsy Moth monitoring programmes in place. Pilot treatments of Horse Chestnut infected with Leaf Miner Moth at EF.			Andy Barnard; Gary Burks; Martin Rodman; Paul Thomson; Bob Warnock			Review 6 monthly	
OSD5 b Treatment of any OPM sites		Treatment will be depend on lifestyle of the OPM but to be undertaken as early as possible. Pheromone traps in place for OPM.			Andy Barnard; Gary Burks; Martin Rodman; Paul Thomson; Bob Warnock			Review 6 monthly	
OSD5 c Cattle biosecurity		Movement of cattle to be controlled to reduce risk of disease			Andy Barnard; Paul Thomson			Review 6 monthly	
OSD5 d Plant and tree procurement		Sourcing to be controlled to minimise spread of disease			Andy Barnard; Gary Burks; Martin Rodman; Paul Thomson; Bob Warnock			Review 6 monthly	
OSD5 e Engagement with leading partners		Active involvement with leading partners such as Forestry Commission and Natural England. Membership of relevant forums to keep knowledge updated			Andy Barnard; Martin Rodman; Paul Thomson; Bob Warnock			Review 6 monthly	
OSD5 f Relevant training		Staff trained and have specialist subject knowledge. Biosecurity measures are in place across the Division for staff, volunteers and contractors			Andy Barnard; Gary Burks; Martin Rodman; Paul Thomson; Bob Warnock			Review 6 monthly	

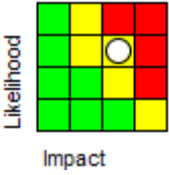
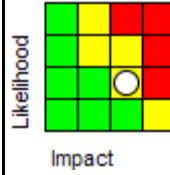

Risk no, Title, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD 006 Impact of Housing / Highways Development Sue Ireland	Cause: Pressure on housing and infrastructure in London and South East; failure to monitor planning applications and challenge them appropriately; challenge unsuccessful; lack of resources to employ specialist support or carry out necessary monitoring/research, lack of partnership working with Planning Authorities Event: Major development near an open space Impact: Increase in visitor numbers, permanent environmental damage to plants, landscape and wildlife, air and light pollution, ground compaction and resulting associated effects on tree and plant health. Wear and tear to sports pitches. Lack of budget to facilitate repairs, potential for encroachment.	 Likelihood Impact	12	 Likelihood Impact	6	31-Mar-2019	 Increased Risk Score

Action no, Title	Description	Managed By	Due Date
OSD 6 a Proactive responding to planning applications	Superintendents and their teams monitor local planning applications and respond to those which may impact upon the City's open spaces.	Andy Barnard; Martin Rodman; Paul Thomson; Bob Warnock	Review 6 monthly
OSD 6 b Engagement in Local Development Plan process	Engagement and close partnership working with neighbouring planning authorities as local planning policy documents are revised to lobby for enhanced protection of open spaces sites and their environs	Andy Barnard; Martin Rodman; Paul Thomson; Bob Warnock	Review 6 monthly
OSD 6 c Impact monitoring	Active monitoring of pollution, visitor numbers (where possible), environmental impacts. Ground renovation works planned to alleviate compaction issues.	Andy Barnard; Gary Burks; Martin Rodman; Paul Thomson; Bob Warnock	Review 6 monthly

Risk no, Title, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD 007 Recruiting and retaining appropriately skilled staff	Cause: Failure to provide attractive employment prospects for skilled staff. Event: Staff capacity greatly reduced as skilled workers move to other fields. Impact: Reduced capacity, decline in quality of work, reduced ability to deliver core responsibilities, staff motivation declines.	 Likelihood Impact	12	 Likelihood Impact	2	01-Apr-2017	 Decreased

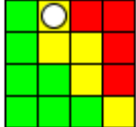
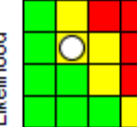
Page 57

Sue Ireland							Risk Score
Action no, Title		Description			Managed By		Due Date
OSD 7 a Diversity networks		Staff encouraged to join and engage with their peers across the City			Sue Ireland		Review 6 monthly
OSD 7 b Implementing IIP Review outcomes		IIP used as a process of continuous improvement			Andy Barnard; Gary Burks; Martin Rodman; Paul Thomson; Bob Warnock		31-Mar-2017
OSD 7 c Training Plans		Training plans developed at divisional and departmental level to ensure that staff are appropriately trained to carry out their duties in a safe and effective manner and to identify shared training needs and opportunities			Directorate Business Manager		30-June-2017
OSD 7 d Succession planning		Work with HR to develop staff development planning and succession plans. Workforce development plan being finalised and then to be implemented (16/17) Consider opportunities for additional apprenticeships			Andy Barnard; Gary Burks; Martin Rodman; Paul Thomson; Bob Warnock		31-Mar-2017
OSD 7 e PDR process		Utilisation of the PDR process to set clear objectives and behaviours, monitor progress and review outcomes			Andy Barnard; Gary Burks; Martin Rodman; Paul Thomson; Bob Warnock; Directorate Business Manager		01-May-2016
OSD7 f Autonomy of Chief Officers to aid recruitment and retention		Corporate review of practices associated with appraisals and recruitment			Sue Ireland;		31-Mar-2017

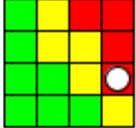

Risk no, Title, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score	Target Risk Rating & Score	Target Date	Current Risk score change indicator
OSD 008 Breaking Ground Sue Ireland	Cause: Unmapped hazardous underground infrastructure such as electric cables, gas, oil or water. Exposure to unexploded ordnance, etc. Event: Digging or insertion below ground on our sites Effect: Danger of electrocution, flooding, explosion or pollution resulting in major injury, fatality or service disruption.	 Likelihood Impact	 Likelihood Impact	31-Mar-2017	 No change

Action no, Title, Owner	Description	Managed By	Due Date
OSD 008 a New procedures and permit to work system being implemented	Permit to work system for contractor's trialled and implemented at Epping Forest, being rolled out at other sites over the next year.	Andy Barnard; Gary Burks; Martin Rodman; Paul Thomson; Bob Warnock	31-Mar-2017
OSD 008 b Training and Awareness for Staff / Contractors of Risks	Ongoing training action to be overseen by OS Technical Manager.	Technical Manager; Andy Barnard; Gary Burks; Martin Rodman; Paul Thomson; Bob Warnock	Review 6 monthly

Risk no, Title, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD 009 Water Management Sue Ireland	Causes: Inadequate design, insufficient prescribed maintenance, leaks compromising dam integrity, failure to implement Panel Engineer's Recommendations, failure to keep dams clear of vegetation; failure to evaluate large water body capacities; disputed ownership/responsibility Event: Severe rainfall event resulting in overtopping of embankments, leading to erosion and potential collapse Impact: Loss of life. Damage to downstream land/property. Litigation. Risk of prosecution. Damage to/loss of habitat and associated rare species. Reputational harm.	<div>Likelihood</div> <div><div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div></div><div>Impact</div></div>	8	<div>Likelihood</div> <div><div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div></div><div>Impact</div></div>	4	31-Mar-2019	<div>↔</div> <div>No change</div>
Action no, Title		Description			Managed By		Due Date
OSD 9 a Regular monitoring		Biannual Panel Engineer Inspections of 5 Large Raised Reservoirs(LLR) and 3 Monitored Sub-LRRs @ Epping Forest. Internal inspection regimes/condition assessments undertaken.			Andy Barnard; Paul Thomson; Bob Warnock		Review 6 monthly
OSD 9 b Improvement works identified		Scoping evaluations underway for Baldwins Pond and Birch Hall Park Pond Eagle Pond outward dam toe to be surveyed. Temporary overflow fitted to Birch Hall Pond to stop risk of overtopping. Options costed and Gateway 4 report drafted Highams Park Lake Dam LRR completed 2015/16			Andy Barnard; Paul Thomson; Bob Warnock		Review 6 monthly

Risk no, Title, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD 010 Limited financial resources Sue Ireland	Cause: limitations of local risk budget, pressure for limited resources from other COL departments, inability to provide match funding to attract external resources Event: Failure to deliver OS business plan. Inability to address actions identified within the risk register. Effect: Failure/reduced ability to deliver quality services to the public,	 Likelihood	8	 Likelihood	6	31-Mar-2019	↔ No change

Action no, Title	Description	Managed By		Due Date
OSD 10 a Maximise external funding opportunities	Identify and apply for external funding. Maximise opportunities for funding for charitable elements of the Department. Develop partnerships to maximise opportunities. Funding Board established to co-ordinate, steer funding applications.	Directorate Business Manager		31-Mar-2017
OSD 10 b Capital funding need identified	Costed options developed. Gateway submissions made for identified projects.	Andy Barnard; Gary Burks; Martin Rodman; Paul Thomson; Bob Warnock		31-Mar-2017
OSD 10 c Increase Income	Identify opportunities for increasing income through new opportunities or by reviewing existing fees and charges	Andy Barnard; Gary Burks; Martin Rodman; Paul Thomson; Bob Warnock		31-Mar-2017
OSD 10 d Improve efficiency	Use Programmes and Projects to identify opportunities for improved efficiency of service delivery	Andy Barnard; Gary Burks; Martin Rodman; Paul Thomson; Bob Warnock; Directorate Business Manager		31-Mar-2017

Risk no, Title, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Target Risk Rating & Score		Target Date	Current Risk score change indicator
CORPORATE RISK 11 Hampstead Heath Ponds -	Cause: The earth dams on Hampstead Heath are vulnerable to erosion caused by overtopping Event: Severe rainfall event which causes erosion which results in breach, leading to failure of one or more dams Impact: Loss of life within the downstream community and disruption to property and infrastructure - including Kings Cross station and the Royal Free	 Likelihood	16	 Likelihood	8	31-Oct-2016	↔

overtopping leading to dam failure Sue Ireland; Paul Monaghan	Hospital. A major emergency response would need to be initiated by Camden Council and the police at a time when they are likely to already be dealing with significant surface water flooding. Damage to downstream buildings and infrastructure would result in significant re-build costs. The City's reputation would be damaged. An inquiry and legal action could be launched against the City.							No change
	The Ponds Project has been initiated to mitigate this risk as the current interim mitigations of telemetry, weather monitoring, an on-site emergency action plan do not address the issue of the dam's vulnerability to overtopping							
Action no, Title		Description					Managed By	Due Date
CR11 a Project Director to review budget monthly with Project Board - specific consideration of use of risk contingency		Regular monitoring of budget and risk provisions					Paul Monaghan	31-Oct-2016
CR11 b Agreement of methods of working with utilities		Agreement of methods of working with utilities - achieved					Paul Monaghan	31-Oct-2015
CR11 c Site supervision by DBE and OS to ensure appropriate H&S procedures		Regular review of H&S and working practices - in particular movement of vehicles					Paul Monaghan	31-Oct-2016
CR11 d Liaison Officer to engage proactively through site notices, media, electronic communications, PPSG and CWG		Liaison Officer role defined by planning conditions in respect of CWG, but will undertake broader community engagement role					Paul Monaghan; Bob Warnock	31-Oct-2016
CR11 f Daily ecological monitoring by BAM and Heath staff to check for nesting birds		As per planning consent and conditions					Paul Monaghan	31-Oct-2016
CR11 g Weekly site meetings to secure clear communication between OS, DBE and BAM		To secure clear understand of impact on the Heath, resolution of any issues, discussion of complaints					Paul Monaghan; Bob Warnock	31-Oct-2016
CR11 h Resolution of issues with adjoining land owners		There are 4 different adjoining landowners who the City is engaging with. The land ownership will be resolved according to the specifics of each case - via transfer, access agreements or registration as co-undertakers with the EA.					Paul Monaghan	31-Oct-2015
CR11 i Approval of designs for Highgate 1		The design approved for Highgate No. 1 impacts on another landowner. Discussions as to an acceptable alternative have been progressing. Any change will require planning permission.					Paul Monaghan	31-Oct-2015



Department of the Built Environment

Business Plan 2016/19

Table of Contents

Director's Introduction	3
Departmental Aims and Key Themes	5
Our Vision	6
Our Strategic Aims	6
Business as Usual	6
Structure Chart	7
Workforce Capability	7
Awards	8
Learning & Development	8
Investors in People (IIP)	9
Volunteering	9
Corporate Considerations	9
Equalities	9
Property and Asset Management	10
Health & Safety	10
Finance	10
Departmental Risk Register	11
Key Partners	11
The City Property Advisory Team	11
Partnership Working	11
Appendices and Supporting Documents	13
Supporting Documents	13
Abbreviations	13



Director's Introduction

Colleagues,

Let me start with a big thank you to you all for welcoming me to the City. I have really appreciated your time and have been struck by the passion and professionalism that you all display. Please keep coming along to my open door sessions and taking me out on visits. I am listening carefully to your views and these are shaping my thinking.

One of the Departments major strengths is the excellent 'business as usual' services that we provide, that keeps the City moving, clean and safe on a day to day basis. It is essential that we listen to our customers and maintain these services at the highest standards, ensure that we are delivering value for money and maintain their relevance to the City and London. These are the services on which many of our customers be they workers, residents, visitors or developers rely every day.

Last year your work was rewarded by many awards and successes – some of which are set out in this plan. You should all be rightfully proud of these achievements.

There is a very strong theme to this year's plan. As a Senior Leadership Team we have developed a vision for the Department that is

Creating and facilitating the leading future world class city

This has informed our strategic aims and helped us to align our programmes to a common aim. Over the next year we will develop a systematic and strategic commissioning approach to ensure that everything we do contributes towards this aim, and that the aim is aligned to the Corporate priorities. We will work on the commissioning approach together so that everyone has the chance to understand and influence it. We will also seek to ensure that we have the capacity and skills to deliver the vision.

In addition to our core services we have a number of key programmes and projects that are aligned to delivering our vision. These are

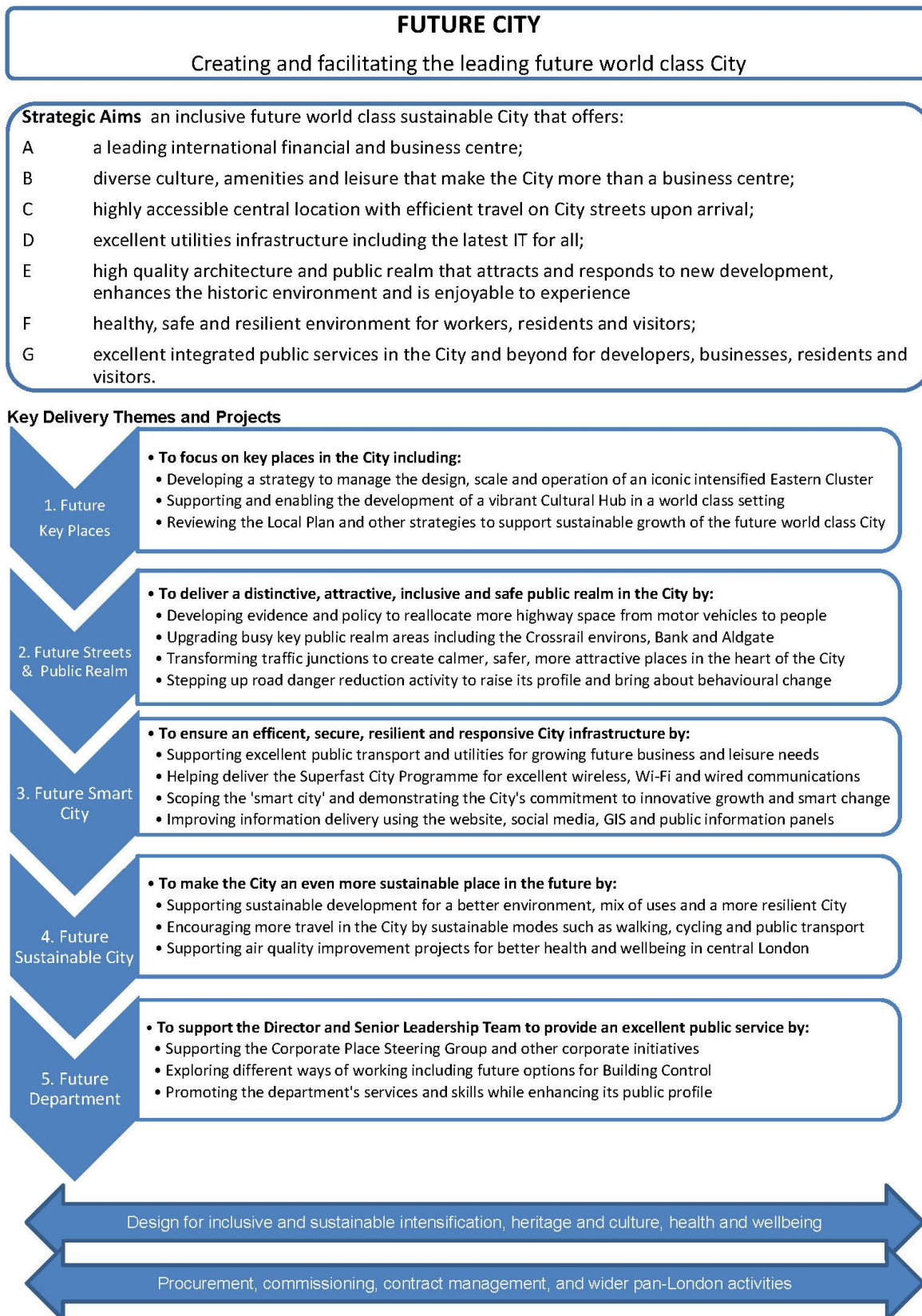
- Future Key Places
- Future Streets and Public Realm
- Future Smart City
- Future Sustainable City and
- Future Department

In order to enable change and maintain pace across the City there is a new Chief Officer Governance Structure. There are three new Chief Officer steering groups for Prosperity, People and Place, and two new delivery groups for Customers and Strategic Resources. These new groups will enable us to use the skills and expertise within the Department to move towards a more proactive and future looking Department that develops innovative solutions in partnership with our colleagues across the City, our elected Members and our stakeholders.

We will be working across the department this year, mapping the Four R's *Relevant, Reliable, Responsible and Radical* and how we can develop the capacity to deliver our potential and shape the Future City.

Whatever your role in the Department I hope that you will be able to see how your role is critical to the current and future success of the City. I hope that you will be inspired by and contribute to the work being led by the Steering Groups. These will help inform our future policy and influence the future look and feel and success of the City.

Departmental Aims and Key Themes



Our Vision

Creating and facilitating the leading future world class City

1. The delivery of this ambitious vision will be supported by seven strategic aims. These aims will support the department in creating and facilitating a sustainable and inclusive future City, and enable us to give priority to key projects undertaken across the department.

Our Strategic Aims

2. In order to deliver the vision of the department and to ensure successful statutory services can be maintained the department has prioritised key aims:
 - A. a leading international financial and business centre;
 - B. diverse culture, amenities and leisure that make the City more than a business centre;
 - C. highly accessible central location with efficient travel on City streets upon arrival;
 - D. excellent utilities infrastructure including the latest IT for business and leisure;
 - E. high quality architecture and public realm that responds to new development and enhances the historic environment
 - F. healthy, safe and resilient environment for workers, visitors and residents;
 - G. excellent integrated public services to developers, occupiers and the public.

Business as Usual

3. It is critical that the department, whilst focused on its vision, delivers the key services that it provides. Delivering statutory services are key to the delivery of our Vision, and facilitate our partners in delivery. These key services are monitored to ensure a high quality service to our customers.
4. Our KPIs (Key Performance Indicators) (Appendix B) measure BAU (business as usual) across the department, as well as monitoring, and reporting, local and national targets. This dashboard of information allows Leaders and Managers to focus outcomes and aspirations. Where targets have been amended they are in line with changes made by the Mayor's Office or by central government, and where appropriate, local stretching targets have been set.
5. The KPIs are reported to the relevant service committee regularly throughout the year, as well as being reported to Summit Group and LAPs (Local Authority Performance Solution), that enables us to compare measured performance with other London LA's.
6. Detailed Divisional plans, which are available on request, give more detail on local objectives as well as details of the monitoring and management of divisions.

Structure Chart



Workforce Capability

7. A detailed Workforce Plan will be produced in Spring to address issues highlighted in the staffing section of our Summary Business Plan (Appendix A).
8. In order to deliver the department's vision, a number of initiatives are being undertaken including reviewing our structure and resource needs to ensure we can fulfil our vision, recruiting to a small number of key posts, reviewing some of the support teams to see if they could or should be configured different to help us work more effectively together and considering physically relocating teams that work closely together so they are able to work more cohesively.

Awards

9. The department has achieved a number of key awards over the last year; the following are a few highlights relevant to Committees, more awards and achievements are recorded in progress reports throughout the year, with a full round up being published in early summer.



Learning & Development



10. In order for us to deliver our key themes and achieve our vision, it is vital that staff development continues to be a priority; from individual learning requirements to our District Surveyors graduate training programme.
11. Our key learning priorities, which will support our themes, for the year ahead continue to focus on continued professional development, this includes legislative and statutory updates as well as the opportunity to review best practice in other organisations, and other UK and European cities. We will be looking to build on the skills of staff, in particular offering opportunities and support to staff who are looking to develop into management roles.
12. Our training plan provides more details on our key learning priorities:
- Continued Professional Development (CPD)
 - Presentation Skills
 - Leadership & Management Skills
 - Team Working
 - Project Management & Organisational Skills
 - Change Management
13. Additionally, a number of colleagues within the department are studying towards professional qualifications as well as building evidence to achieve membership

of professional bodies. This ensures we are replenishing the professional skills which we require for the Future City.

14. Commitment to offer work experience at all levels supports the City's partnership goals, as well as giving the opportunity to influence and develop students and young people. Work experience programmes give staff the opportunity to improve their skills and to develop their workplace behaviours.

Investors in People (IIP)

15. Following the 2015 IIP review, in which the City of London achieved Silver status, a departmental action plan has been prepared which builds on the many positive outcomes and addresses some of our key development opportunities.
16. A key focus for 16/17 will be Leadership and Management development and evaluation of our L&D plan. These will be delivered through a series of lunchtime training sessions, reviewing the use of 360° evaluations for managers and including Assistant Directors SLT meetings on a quarterly basis.
17. We will continue to build our network of IIP champions throughout the department to support the SLT and the organisation towards the Gold level corporate assessment in late 2016. These champions will work with the SLT compiling evidence, stories and examples of the excellent IIP work going on throughout the department.

Volunteering

18. Volunteering gives staff, at all levels, the opportunity to improve key behaviours, develop new skills and give back to local communities. Approximately 15% of departmental staff contribute to the Employee Volunteering Programme allowing them to take advantage of the 'two days to give' scheme. This programme is supported by our Leaders and Managers and the wide variety of opportunities on offer enables staff to get involved in new areas building skills and confidence.
19. Outside of the EVP programme a number of our staff contributes to the wider community as school governors, youth group leaders, charity volunteers, trustees and board members and on London wide and national bodies. The department benefits from the transferable skills staff acquire through these extra circular activities.

Corporate Considerations

Equalities

20. As a Local Authority we have a responsibility to ensure our services meet the Public Sector General Equality Duty which requires public bodies to have due regard to the Equality Framework. We contribute evidence for inclusion in the City's annual return.

21. All new strategies, policies and City of London led projects carry out equalities scoping exercises or equivalent to ensure that our work is inclusive and suitable for our residents, workers and visitors; enabling us to mitigate any negative impacts during the life of the project.

Property and Asset Management

22. The majority of staff work at Guildhall, North Wing and Walbrook Wharf, with a small workforce at Smithfield and at the City's staffed public conveniences.
23. During 15/16 additional staff, both short term consultants and permanent staff have been appointed and were accommodated within our existing space resource.
24. In line with Standing Order 55, we will continue through the use of staff groups, over the coming months to evaluate our accommodation, exploring opportunities to look for better ways of working, and the potential to reduce our paper based systems.

Health & Safety

25. The departmental H&S Group is supported by the SLT and the group meets regularly to discuss accident trends, legislative changes, monitor performance (including contractors) and review H&S risk within the department. To ensure the departmental group is supporting corporate decisions and the H&S 'golden thread', the District Surveyor sits on the City of London H&S Committee, chaired by the Town Clerk. The Head of Planning Support and Business Performance attends the City of London Safety Manager Forum.
26. The department has responded to recent legislative changes particularly around The Construction (Design and Management) Regulations (CDM) 2015 by training staff on CDM and ensuring we adhere to the legislation, F10 (HSE notification of construction projects) are being produced by Officers. It's worth noting that a new dedicated post to delivery CDM advice, guidance and oversee compliance has been established in our Transportation & Public Realm division.
27. Our H&S Top X is now included in the central database of departmental risks; being actively managed by Directors and managers on a quarterly basis. It's worth noting that none of our departmental H&S risks appear on the Corporate Top X list.

Finance

28. The departments 2016/17 revenue budget has been set to deliver our challenging business objectives.
29. We successfully delivered Service Based Review savings of £914,000 in 2015/16; £445,000 from Port Health services and £469,000 from Planning & Transportation. Further savings of £173,000 on public conveniences and £25,000 from the introduction of a paid membership scheme for the Clean

City Award Scheme is due for implementation in 2016/17 and has been incorporated in the budget estimates.

Departmental Risk Register

- 30. The SLT considers risk regularly, with formal reviews of red risks taking place monthly; and other risks (departmental and service) with a risk score above 6 reviewed quarterly, service (or lower) level risks with a risk score of 6 or below are reviewed annually.
- 31. Reports are presented to both Committees regularly, highlighting risks for which that committee has responsibility – these reports include all Departmental risks and all “Red” risks. Currently the department has one Corporate Risk and fourteen Departmental risks. (Appendix D)

Key Partners

The City Property Advisory Team

- 32. CPAT (managed by the City Surveyor) provides an important link between DBE, the City Surveyor, City developers and occupiers. They assist businesses to access our services, and act as a channel to advise businesses on developments in our service area, particularly on matters of planning policy. CPAT activities play an active role in the cross cutting themes.
- 33. They will support the delivery of the Cheapside Business Alliance Business Plan and in particular those aspects that relate to the maintenance and development of the environment relating to the various service areas contained in DBE.
- 34. In addition CPAT will continue to assist in the regeneration of the Aldgate area through promoting the development of a business partnership for the area around the key themes of Place, People and Prosperity.
- 35. Another area of focus will be ensuring businesses and workers are afforded the optimum technological environment from which to operate to ensure continued development of the Future City. In particular CPAT will continue to work with DBE to review opportunities to develop sustainable smart infrastructure networks and will finalise a telecommunications strategy to ensure the City offer for both wireless and fixed line communications is commensurate with its World city status.

Partnership Working

- 36. The Department has a close working relationship with many internal and external parties. These key partners support the work of the department and will facilitate our delivery of our departmental Vision.
- 37. Internally, both the HR and Finance Business Partners form a part of the Department’s Senior Leadership Team; offering advice, support and challenge to our Directors. Other key internal partners include the City of London Police, Comptroller & City Solicitor, CLPS, TC’s Contact Centre and IS Division all of

whom support our departmental vision. In addition, the department supports the Corporate Access Meetings and the Conservation Advisory Area Committee.

38. We are moving towards partnership style contracts with many of our contractors. This has been successfully implemented with Amey for waste and cleansing, Riney for highways maintenance and project delivery and Indigo for on and off street parking. This means a greater share of risk, shared efficiency savings, a greater focus on outcomes rather than inputs and a more supportive style of contract management.
39. We provide cross-London services, supporting neighbouring boroughs with the provision of building control services, with schemes in Hackney, Islington and Lambeth.
40. The Department works closely with other key parties. These include central government, the GLA, TfL, other local authorities and is represented on bodies such as the Mayor of London's Road Task Force, the LDSA (London District Surveyors Association, ALBPO (Association of London Borough Planning Officers), BCO (British Council for Offices), the London Road Safety Advisory Group, LoTAG (the London Technical Advisors Group) and the DAC (Diocesan Advisory Committee).

Appendices

Appendix A Summary Business Plan
Appendix B Full list of departmental KPIs
Appendix C Summary Risk Register
Appendix D Key Departmental Contacts

Supporting Documents

These can be providing on request:

- Divisional Plans
- Committee financial budget sheets
- Learning & Development Plan
- 2016 Annual Certificate of Assurance (H&S)
- Detailed Projects Report
- Departmental IIP Action Plan
- Workforce Plan

Abbreviations

BAU: Business as Usual
CDM: The Construction (Design and Management) Regulations
CLPS: City of London Procurement Service
CPAT: City Property Advisory Team
CPD: Continued Professional Development
GLA: Greater London Authority
H&S: Health and Safety
IIP: Investors in People
KPIs: Key Performance Indicators
LAPs: Local Authority Performance Solution
SLT: Senior Leadership Team
TfL: Transport for London

This page is intentionally left blank



Port Health & Public Protection Business Plan 2016-2019

Content

Section	Page
Director's Introduction.....	3
Overview of our Services.....	4
Business Planning Process.....	6
Departmental Vision and Strategic Aims.....	7
Measuring Performance.....	8
<i>Data Quality.....</i>	<i>8</i>
<i>Key Improvement Objectives 2016-2017.....</i>	<i>9</i>
<i>Operational Performance Indicators 2016-2017.....</i>	<i>14</i>
Port Health & Public Protection Management Structure.....	15
Workforce Capability.....	16
<i>Workforce planning.....</i>	<i>16</i>
<i>Learning and development.....</i>	<i>16</i>
<i>Investors in People.....</i>	<i>18</i>
<i>Equalities and diversity.....</i>	<i>18</i>
Risk Management.....	19
<i>Business continuity and emergency planning.....</i>	<i>19</i>
<i>Business risks.....</i>	<i>19</i>
<i>Health and Safety risks.....</i>	<i>19</i>
Property and Asset Management.....	20
Capital Projects.....	21
Financial Summary.....	22
Consultation.....	23
APPENDICES	
Appendix A: Strategic Links Matrix	
Appendix B: Summary Risk Register and Departmental Health and Safety Management Structure	
Appendix C: Summary Business Plan	

Director's Introduction

The Department of Markets and Consumer Protection (M&CP) has the widest span of all front-line service departments, employing some 252 staff with a combined local and central risk gross expenditure of £21,626,000 and an overall net local risk budget of £3,412,000 giving a total net budget including central risk and recharges of £2,229,000 for 2016-17. Spread across ten locations the department ranges from the Heathrow Animal Reception Centre in the West, to Billingsgate and Spitalfields Markets in the East, with Tilbury and London Gateway Ports on the North side of the Thames and Denton on the South side.

As the department reports to three separate Committees (Markets Committee; Port Health and Environmental Services Committee; Licensing Committee) for discrete aspects of its work, separate plans have been produced for each. This plan contains specific key information relating to the Port Health and Public Protection Division services which are covered by the Port Health & Environmental Services Committee. More detailed improvement objectives and performance measures are identified in the Local Business Plan of each area of the Division, and can be made available upon request.

The City has in recent years been going through a programme of unprecedented transformational change in the way we work, which is likely to continue for the foreseeable future. In delivering the business plan this year we need to ensure that the services we provide, and the way in which we provide them, are Relevant; Responsible; Reliable; and Radical.

As part of the Service Based Review (SBR), we have continued the process of maximising income generation from our assets, and will need to exploit the benefits of modern technology. This will become increasingly important as we endeavour to deliver the high standards that our customers expect with pride, pace, passion and professionalism. To ensure that we fulfil our obligations to our major customers, we need to satisfy the four perspectives shown on pages 9 to 13, our version of the Balanced Scorecard¹, while we endeavour to maintain our traditional standards and remain mindful of our corporate, environmental, and social responsibilities.

Implementing the SBR measures, and the associated work-streams, was a key element of our activities in 2015/16. The departments' planned SBR savings have been accomplished so far, and new, flexible ways of working are underpinning progress in this area.

As the City continues to transform the way it delivers its services, we recognise the vital importance of having a skilled and highly motivated workforce in order to support this change, and the role good leadership plays. We have shown our commitment to providing this through the inaugural Markets and Consumer Protection Leadership Development Programme which is being rolled out this year. It is hoped that this pilot programme will form the basis of future courses, perhaps across the Corporation.

David A H McG Smith CBE, Director of Markets and Consumer Protection

¹ Kaplan R. S. and Norton D. P. (1992). "The Balanced Scorecard: measures that drive performance", *Harvard Business Review*, Jan – Feb pp. 71–80

Overview of our Services

The **Port Health and Public Protection Division** is sub-divided into three service areas: Port Health, Public Protection and Animal Health & Welfare. Public Protection provides a comprehensive and effective environmental health and trading standards service for the City of London, ensuring that, through monitoring, regulation and enforcement, City residents and businesses can enjoy an environment and services which are, so far as possible, safe and without risks to their health or welfare. As London Port Health Authority, the Port Health Service provides imported food control and the Animal Health & Welfare service provides the animal health service for London, including the Animal Reception Centre at Heathrow, and undertakes animal health work for 29 London and two Berkshire local authorities.

Port Health

As the London Port Health Authority (LPHA), the **Port Health Service** is responsible for a district extending for 151 kilometres along the River Thames from Teddington to the outer Estuary. The area includes the new London Gateway port as well as the ports of Tilbury, Thamesport and Sheerness. The area also includes London City Airport as well as the various docks and dockland areas which have now been redeveloped. The Service aims to deliver a high quality, accessible and responsive service to protect, enhance, and improve public, environmental, and animal health by controlling: food and feed imports; food standards, food safety and water quality; infectious disease control; civil contingencies; ship sanitation; environmental protection and shellfish control. The control of imported food and animal feed is an important requirement as the checks take place at ports that are first point of entry into the European Union (EU). The Service is responsible for compliance checks for all food and feed imports from outside the EU that enter via the Border Control Posts at London Gateway, Tilbury, Thamesport, Sheerness and London City Airport.

Animal Health & Welfare

- The service is the Animal Health Authority for Greater London and also provides **animal health services** across London on an agency basis for 29 London Boroughs and also Unitary Authorities in the Home Counties. Officers carry out inspections of pet shops, zoos, dog breeding and riding establishments, and offer advice on the keeping of dangerous wild animals. The division deals with complaints from the public and welfare matters involving circuses, animal shows, studio work with animals and other cases where animals are used to perform. The team also deal with the increasing number of non-compliant imported dogs and cats which are reported to them.
- The **Heathrow Animal Reception Centre (HARC)** has established itself as a world leader in the care of animals during transport. Open 24 hours a day, 365 days a year, the centre receives and cares for hundreds of thousands of animals of all types - from cats and dogs to baby elephants, horses, reptiles and spiders. The centre has seen a range of unusual animals including a mongoose, a sun bear, a white lion cub, cheetahs and sloths. HARC also has a statutory duty to enforce the legislation as it pertains to animals passing through Heathrow Airport in transit.

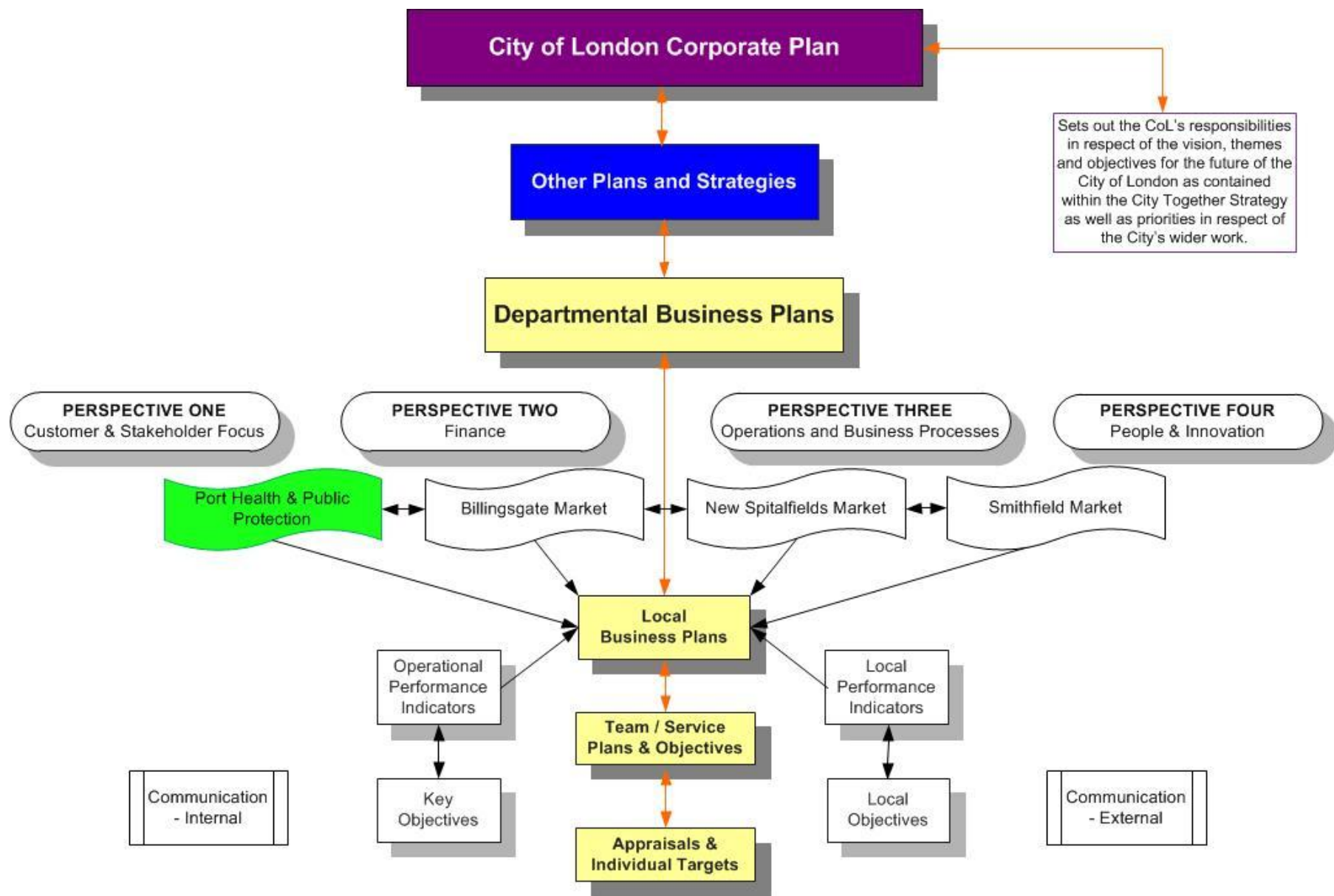
Public Protection

This part of the division is primarily based in the City and teams carry out the following wide range of regulatory work:

- The two **Commercial Teams** are responsible for enforcing a range of legal requirements relating to food safety (standards and hygiene), occupational health and safety, statutory nuisances (other than noise) arising from commercial businesses' activities and the investigation of infectious diseases. Duties include:
 - Undertaking a range of food hygiene, food standards and health and safety interventions across all City food businesses including the provision of advice and information.
 - Enforcing health and safety legislation in all relevant City businesses including the provision of advice and information.
 - Carrying out infectious disease investigations and sampling work and enforcing odour nuisance legislation.
 - At Smithfield Market, enforcing health and safety legislation in let premises, food standards and hygiene controls in vehicles that visit the market and investigating any food complaints.
- **Operational Support** are responsible for providing a range of administrative and IT support services to the department including system administration of the Northgate M3 database and the Timemaster time management system.
- **Pollution Control** are responsible for enforcing all noise and nuisance legislation, private sector housing, air quality management and contaminated land legislation across the Square Mile.
- **Trading Standards** are responsible for enforcing a wide range of legislation to protect consumers and to maintain a level playing field for businesses. They review and prioritise thousands of complaints that are received every year on their behalf by the Citizens Advice Consumer Service and take action where appropriate. This includes working with businesses to bring them into compliance with the law and project based work looking at investment fraud in the City. The team is actively involved with the National Trading Standards Scambuster Team which targets criminals involved with doorstep crime, counterfeiting, consumer and business fraud and other related crime
- The **Licensing Service** is responsible for ensuring that all City businesses hold the appropriate licences and registrations and comply with the rules and conditions appertaining to those licences. While part of the Port Health & Public Protection Division, the Service reports directly to the Licensing Committee and further details of its work are not included in this Business Plan.

Business Planning Process

Page 80



Departmental Vision

The overall vision of the Department of Markets and Consumer Protection is to support the Corporate Plan through the provision of high quality, efficient services to our customers and stakeholders.

Strategic Aims

Our vision is reflected in the Department's strategic aims which relate to the Port Health and Public Protection Division:

- To advise, educate, influence, regulate and protect all communities for which we have responsibility in the fields of Environmental Health, Port Health, Trading Standards, Licensing and Animal Health.
- At all times to seek value for money in the activities we undertake so that the highest possible standards are achieved cost effectively.

Measuring Performance

We will measure our performance against sixteen Key Improvement Objectives and eight Operational Performance Indicators, as detailed on the following pages. Progress against these measures will be reported to the Port Health and Environmental Services Committee on a four monthly basis throughout the year.

The matrix at Appendix A maps the links between our objectives and performance indicators and the wider Departmental and Corporate strategic aims and objectives.

Data Quality

We are satisfied that data collected for the monitoring and reporting of improvement objectives and performance indicators is accurate. Effective systems and procedures are in place to produce relevant and reliable information to support management decision-making and to manage performance.

The Department complies with the Corporate Data Quality Policy and Protocol and has its own Departmental Data Quality Policy (available upon request).

Key Improvement Objectives 2016-2017

The sixteen **Key Improvement Objectives** for the Port Health and Public Protection Division for 2016-2017 are listed here under the four broad perspectives, or themes, which run across the whole of the Department of Markets and Consumer Protection.

Perspective 1 - Customer and Stakeholder Focus

Deliver statutory and non-statutory services to a high quality with regulatory services being increasingly intelligence and risk-based, in line with the Government's Deregulation agenda and the risks accepted by Members in the Service Based Review.

Action	Outcome	Measure	Responsibility
Pollution Team to implement the policies and actions set out in the City of London Air Quality Strategy, 2015–2020.	The City will fulfil its obligations for improving air quality and reducing its impact on public health.	The policies and actions set out in the Strategy will be progressed in accordance with specified targets, including: <ul style="list-style-type: none"> • Producing an air quality progress report for the GLA and DEFRA. • Running 8 Cleaner Air Action Days. • Researching options for using local legislation to help improve local air quality (including any updates to the Clean Air Act 1993). • Producing a Supplementary Planning Document for air quality. 	Environmental Policy Officer
Trading Standards Team to collaborate with City of London Police and other relevant partner organisations to tackle economic crime, particularly investment fraud.	More effective joint working, making the best use of intelligence to disrupt criminals and reduce crime.	Enforcement visits to traders of concern leading to reduction in fraud reporting.	Assistant Director, Public Protection Trading Standards Manager
Public Protection's Commercial Teams to develop services in line with the changes that followed the Service Based Review, including regulation at Smithfield Market.	The City will fulfil its obligations for providing competent, efficient and effective regulatory services for Food Safety, Health & Safety	Commercial Teams working effectively and achieving their targets and development objectives.	Assistant Director, Public Protection Commercial Team Managers
Complete and implement an agreed Action Plan to address measures identified in the Food Standards Agency Audit of December 2015.	The City will fulfil its obligations for providing competent, efficient and effective regulatory services for the official control of food in accordance with the current Food Law Code of Practice.	All Action Plan targets completed on time.	Assistant Director, Public Protection Commercial Team Managers

Perspective 2 – Finance

Achieve greater Value for Money for all our services, including developing and implementing Action Plans for the Service Based Reviews and rigorous reviews locally of Service Charge costs and increased income generation.

Action	Outcome	Measure	Responsibility
Continue to implement, and monitor progress on delivery of, measures identified as part of the Service Based Review.	Compliance with Corporate policy and decisions. Statutory services delivered at reduced cost with minimum disruption to service provision.	Targets set out in the Service Based Review outcome will be met.	Port Health & Public Protection Management Team
Produce a revised Port Health Authority Order.	Redefine the boundary of the Authority to reflect changes resulting from closures of wharves and the construction of new facilities. <ul style="list-style-type: none"> • Liaise with Riparian Bodies. • Use the Department of Health (DoH) Toolbox and include Legislative changes. 	Avoidance of legal challenge to the operational basis of the Port Health Authority. Clear boundary definition to show extent of operations to other stakeholders. A Revised Port Health Authority Order to be produced by March 2017.	Assistant Director, Port Health
Explore opportunities for increased income generation from the Animal Reception Centre and the Public Protection teams.	Receive funding from the Transformation Fund to carry out a feasibility study into opportunities for increased income generation from ARC. Review options for increasing cost recovery by the Public Protection teams.	A report setting out clear recommendations on the feasibility of increased income generation from the ARC to be produced by the end of September 2016. A report on options available to the Public Protection teams to be produced by the end of September 2016.	Director of Port Health and Public Protection Assistant Director, Animal Health Assistant Directors, Public Protection

Perspective 3 - Operations and Business Processes

Actively manage both operational and health & safety risks in all aspects of our operations.

Collaborate with the City Surveyor to improve the quality of maintenance at our real estate in the short and medium term and, where possible, to improve it.

Introduce improvements in our processes, supported by the delivery to us of Information Services, including the implementation of Mobile Working Technology.

Action	Outcome	Measure	Responsibility
Work with the City Surveyor to agree Mission Critical assets at the HARC and our Port Offices as part of the BRM (Building Repairs and Maintenance) Asset Verification Process.	A definitive list of Mission Critical assets for the HARC and Port Offices, with an agreed Planned Preventative Maintenance schedule in place for each, which will facilitate the improved performance of the BRM contract (MITIE).	PH&PP operational property managers to provide timely input to the asset verification process and continue to work with City Surveyors to further improve the Asset Register.	Assistant Director, Port Health Assistant Director, Animal Health
Provide input to the renewal of the corporate Building repairs and maintenance (BRM) contract. Work with the City Surveyor to develop procurement strategy and the technical specification and individual Site Data Packs for each of our sites.	A specification for the new BRM contract that meets the requirements of the Animal Reception Centre and Port Offices.	Operational property managers to provide timely input to the BRM contract renewal process by September 2016.	Assistant Director, Port Health Assistant Director, Animal Health Head of Business Performance Chief Officer
Review our property holdings with City Surveyors Department to ensure that we do not occupy buildings and land in excess of our identified operational need, in accordance with Standing Order 55.	That our property holdings are appropriate for our operational needs.	Review to be completed by October 2016.	Assistant Director, Port Health Assistant Director, Animal Health Head of Business Performance
Introduce mobile working technology throughout the PH&PP service, in collaboration with the Chamberlain's IT Division.	Improved efficiency of processes across the Division. IS and PH&PP have identified PHILIS (the Port Health back-office software) as a replacement for the ARC Ledger system. It is currently in use at the Ports and can be adapted for HARC.	Appropriate technology and software will be identified and introduced across Port Health, Public Protection and Animal Health to improve the efficiency of processes. The implementation date is dependent upon the level of support available from IT.	Assistant Directors, Public Protection Assistant Director, Animal Health Assistant Director, Port Health

Perspective 3 - Operations and Business Processes

Actively manage both operational and health & safety risks in all aspects of our operations.

Collaborate with the City Surveyor to improve the quality of maintenance at our real estate in the short and medium term and, where possible, to improve it.

Introduce improvements in our processes, supported by the delivery to us of Information Services, including the implementation of Mobile Working Technology.

Action	Outcome	Measure	Responsibility
<u>Risk Management</u> Complete transition of all M&CP business risks on to the Covalent database.	All risks, both departmental and local, to be migrated on to the system and Risk and Action Owners to be able to update the system as necessary.	Migration to be complete by October 2016.	Assistant Directors, Public Protection
Populate the Covalent system with M&CP Top X risks.	Top X risks to be migrated on to the system and Risk Owners to be able to update the system as necessary.	Risk owners to have been trained in updating risks and actions on the system, and have appropriate system access no later than June 2016.	Assistant Director, Animal Health
		All Top X risks migrated by the end of March 2017.	Assistant Director, Port Health
			Head of Business Performance
			Technical Officer

Perspective 4 – People and Innovation

Enhance the quality of our leadership and people-management in line with the corporate values of “Lead, Empower, Trust”. Instil a greater sense of responsibility in our middle management cadre.

Action	Outcome	Measure	Responsibility
Implement the priorities outlined in the Departmental Workforce Plan.	Our workforce will have both the capability and resources to meet the Division's business objectives.	The Departmental Workforce Planning Group will have made demonstrable progress in addressing the key priorities of the Workforce Plan by March 2017, which include: <ul style="list-style-type: none">• Leadership development at all levels of management and staff learning and development needs• Mobile working• Succession planning• Development of a Skills Matrix for the department.	Chief Officer Departmental Workforce Planning Group HR Business Partner

Perspective 4 – People and Innovation

Enhance the quality of our leadership and people-management in line with the corporate values of “Lead, Empower, Trust”. Instil a greater sense of responsibility in our middle management cadre.

Action	Outcome	Measure	Responsibility
Senior managers will review and implement all relevant actions in the M&CP liP Business Improvement Plan and work towards providing evidence for the relevant indicators to achieve the Gold liP Standard.	The Division will contribute towards the corporate stretch target of attaining the Gold liP Standard in 2016.	The department will contribute all necessary information and evidence to the corporate liP coordinator in time for the City's September 2016 assessment for the Gold liP award.	Chief Officer Port Health & Public Protection Management Team HR Business Partner
Complete the training needs analysis identified for Commercial Teams in line with recent service changes and forthcoming changes in the assessment of food regulators' competency to complete official food controls. Include succession planning, workforce capability and career progression.	The City will fulfil its obligations for providing competent, efficient and effective regulatory services with a workforce appropriately authorised and competent to deliver the range of interventions identified in the service plan.	Implement the revised procedure for the competency assessment and authorisation of officers. Identify and implement proposals for training and succession planning in the Performance and Development Appraisal for 2016-17. Further officers successfully work towards and achieve Chartered Status (as Chartered Environmental Health Practitioners).	Assistant Directors, Public Protection Commercial Team Managers
Deliver a Leadership Development Programme for a cohort of 10-12 current and future managers. (Linked to the fourth Equalities priority within the Corporate 'Equalities and Inclusion Action Plan 2016')	Delegates will be able to: <ul style="list-style-type: none"> • Lead effectively in times of constant change. • Think strategically and see how strategies can be actioned through effective planning and implementation. • Develop their skills as flexible, agile and resilient managers. • Recognise issues key to the City and adapt team priorities and performance to address them. 	Six one-day sessions will be held over a six to eight month period.	Chief Officer Port Health & Public Protection Management Team

Operational Performance Indicators 2016-2017

The eight **Operational Performance Indicators** for Port Health and Public Protection for 2016-2017 are shown here.

All PH&PP Service areas:

- PI 1.** Achieve an overall sickness absence level of no more than 6 days per person by 31 March 2017, and a total of no more than 696 days across all PH&PP Service areas.²
- PI 2.** 90% of debts to be settled within 60 days and 100% of debts settled within 120 days.

Port Health:

- PI 3.** Proportion of imported food consignments (Products of Animal Origin – POAO) that satisfy the checking requirements cleared within five days:
- Non-fish 95%
 - Fish 85%

Food Safety:

- PI 4.** Over the course of the year, secure a positive improvement in the overall Food Hygiene Ratings Scheme (FHRS) ratings profile for City food establishments compared to the baseline profile at 31 March 2013.

HARC:

- PI 5.** Less than 1% of missed flights for transit of animals caused by the Heathrow Animal Reception Centre.

Pollution:

- PI 6.** 90% justifiable noise complaints investigated result in a satisfactory outcome.³

Trading Standards:

- PI 7.** Respond to all victims of investment fraud identified to the Trading Standards Service within five working days to advise on the risk of repeat targeting, assess the need for safeguarding interventions and initiate the safeguarding process where appropriate.

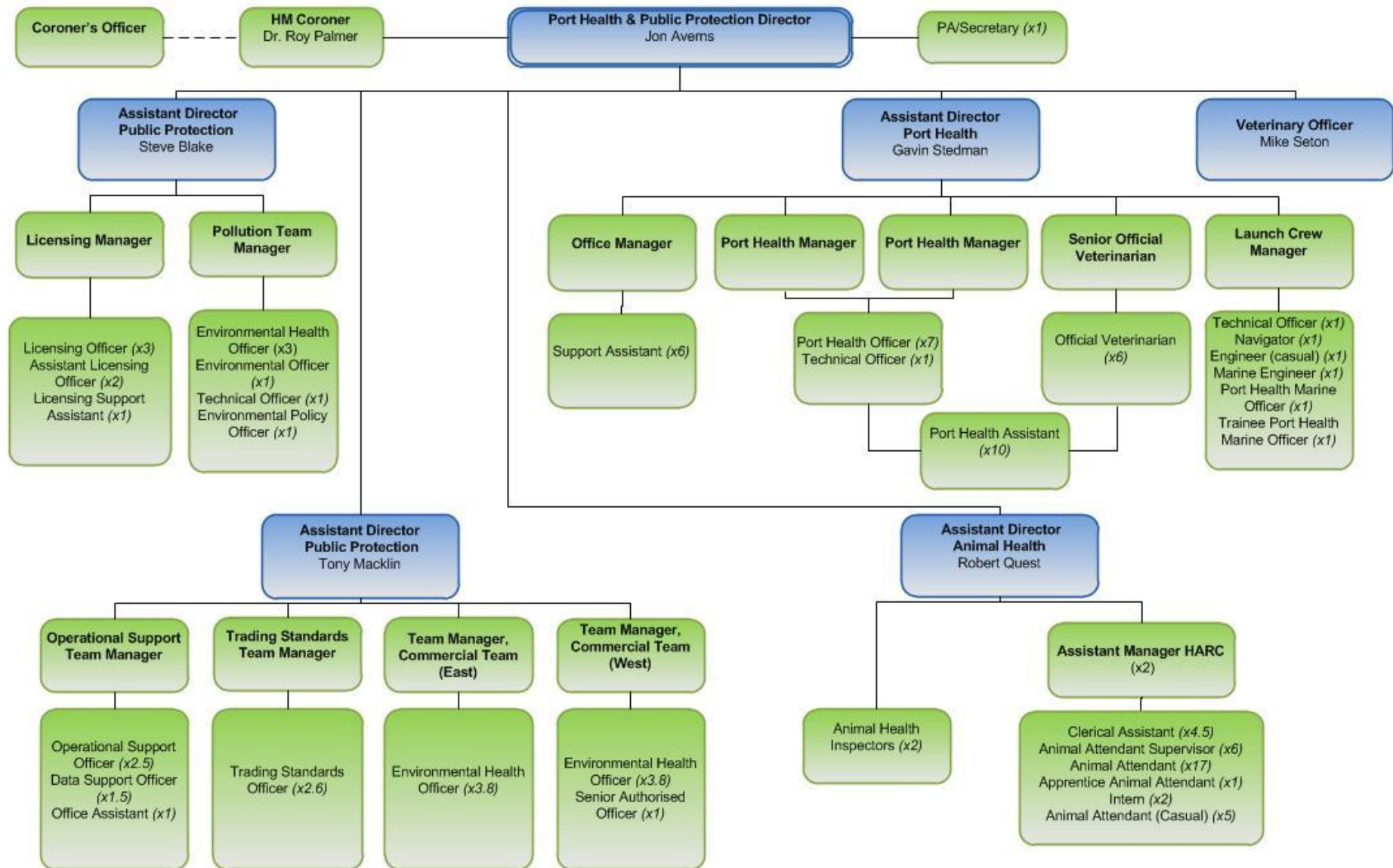
Health & Safety:

- PI 8.** To complete the annual risk-based cooling towers inspection programme in order to ensure that the risk of Legionnaires' disease is being effectively managed by all those responsible.

² Target based upon Full Time Equivalent (FTE) members of PH&PP staff at 31 December 2015 (no. 116).

³ The percentage of total justified noise complaints investigated resulting in noise control, reduction to an acceptable level and/or prevention measures; complaints may or may not be actionable through statutory action.

Department of Markets and Consumer Protection
Port Health and Public Protection Division
 Management Structure



Workforce Capability

Workforce planning

The Departmental Workforce Planning Group was established in 2015 to address the need for succession planning and ensuring the Department of Markets and Consumer Protection is capable of meeting future demands and needs.

The Group was responsible for writing the Workforce Plan which is now in use and outlines some of the key workforce planning issues. The emerging priorities identified in the plan are:

- Leadership development at all levels of management and staff learning and development needs
- Mobile working
- Succession planning
- Development of a Skills Matrix for the department

As a department we have had very positive experiences of the City's Apprenticeship Scheme, which we continue to take part in. Over the past few years, we have taken on a number of excellent young apprentices, some of whom have subsequently been successful in gaining permanent employment with us. The scheme has been particularly valuable at the Heathrow Animal Reception Centre where the current apprentices are proving to be as good as their predecessors.

A Career Progression Scheme is currently being developed at Port Health, the basic principles of which could possibly be extended to other parts of the department in the future.

Learning and Development

Learning and Development is a priority for the department as a whole. The Port Health & Public Protection Division's budget for all learning and development activity for 2016/17 is £102,000.

In addition to mandatory training, individual development needs of all members of staff are identified at performance appraisals and progress is monitored at review stages. Appropriate in house and external training courses are utilised, along with informal learning and development methods such as coaching, shadowing and mentoring.

In order to demonstrate a professional and competent workforce, the requirements for continuous professional development (CPD) for regulatory officers need to be met. This enables Environmental Health Officers (both ordinary and Chartered) and Chartered Trading Standards Officers to complete and sign the required annual declaration with their institute (CIEH and CTSICTSI, respectively). Additionally, the competency requirements of the Regulators' Code must be achieved in order to ensure that the service complies with key regulatory changes.

The competencies and training needs of all regulatory staff are assessed in relation to appropriate local business plans and capacity building. Professional development

and culture change are supported through a common approach to competency, including the revised Regulators' Development Need Analysis (RDNA).

Regulatory officers have a CPD objective in their performance and development plan and achievement is monitored through the appraisal process. In addition to externally provided CPD training events, regular in house CPD sessions are held for officers to cascade recent learning. The inclusion of all staff ensures that consistent messages are disseminated throughout the Service.

Leadership and effective management was identified as a Departmental aim for 2015/16. Markets and Consumer Protection have now initiated a Leadership Development Programme within the department as a pilot project for 2016/17.

Investors in People

In December 2013 the City of London Corporation decided to continue to work within the framework provided by Investors in People (IiP). This is a three stage process taking place during 2014-2016 with the corporate aim being to achieve recognition as a Gold Investor in People by the end of 2016.

At its second annual assessment in September 2015, the City of London Corporation met 118 evidence requirements and achieved recognition as a SILVER Investor in People.

The Corporate IiP Report was viewed and approved by the Summit Group on 7 December 2015. The M&CP Senior Management Group (SMG) has tasked the Departmental Workforce Planning Group to develop an M&CP IiP Business Improvement Plan and implement relevant actions to address gaps identified in the report.

In 2016 the IiP focus will be on skills of managers in evaluating the outcomes from learning and development activities: the Department's learning and development strategy, performance measurement and continuous improvement will be looked at. The Workforce Planning Group will also look at all outstanding IiP evidence requirements which were not met during the September 2015 assessment.

Equalities and Diversity

The Public Sector Equality Duty (PSED) requires public authorities to have 'due regard' to the need to:

- Eliminate discrimination, harassment and victimisation.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.

We have named 'Departmental Equalities Representatives' who represent the Department and provide support and advice to colleagues on equality and diversity issues. Tests of relevance and Equalities Impact Assessments are carried out for any new or significantly amended policies/procedures which may affect service users or our own employees.

We continue to liaise with the Corporate Project and Equality Manager on emerging guidance and legislation. To ensure compliance with corporate equalities requirements we publish the Public Sector Equality Duty (under The Equality Act 2010) each January.

Risk Management

Business Continuity and Emergency Planning

The City has an overarching Business Continuity Strategy and Framework, as well as a Corporate Business Continuity Plan for large scale disruptions that affect more than one business area or location. The Department also has its own business continuity arrangements aimed at dealing with localised disruptions.

Both corporate and departmental arrangements are regularly reviewed to ensure they align with the relevant risk registers and business objectives. The Department's Technical Officer shares best practice and attends the Corporate Emergency Planning and Business Continuity Steering Group, which meets on a quarterly basis.

Business Risks

The Department's key business risks are actively managed in line with corporate policies and procedures. Risks are identified, analysed, assessed and addressed on an on-going basis by named representatives across the department.

The Departmental Risk Register is regularly updated and reported to the Port Health & Environmental Services Committee every four months. A copy of the Summary Risk Register is at Appendix B

Health and Safety Risks

The Department's Top X Register comprises a list of our main Health and Safety risks. The Register is monitored, regularly updated and presented to the Corporate Health and Safety Committee annually.

The Department complies with the Corporate Health and Safety Policy, including having its own Departmental Health and Safety Policy Statement. There is a Departmental Health & Safety Committee with the Port Health & Public Protection Management Team acting as a service-level health & safety sub-Committee. Named individuals throughout the department have specific health and safety responsibilities including carrying out risk assessments and accident/incident reporting.

A diagram showing the structure of health and safety management and reporting within the Department is at Appendix B.

Property and asset management

I confirm, as Director of the Department of Markets and Consumer Protection, that the Department is utilising its assets efficiently and effectively and that I have considered current and future requirements for service provision. Any assets that have been identified as surplus to the department's requirements have been or will be reported as required to the Corporate Asset Sub-Committee and the schedule will be annually reviewed to ensure that the use of assets by the Department of Markets and Consumer Protection continues to be challenged appropriately.

Signed: David A. H. M. Smith
Director of the Department of Markets and Consumer Protection

Dated: 31.03.2016

Capital projects 2016-2021

The table below shows basic information about projects which may require over £50k of capital expenditure during the next five years.

Brief description of potential project	Approximate cost	Indicative source of funding	Indicative timetable for project
HARC: Flooring of animal areas	£40k	City Fund	A priority project due to deterioration in current flooring.
HARC: Extension to the building	£1m	City Fund	Currently still at concept stage.
HARC: Re-roof building	£150k	City Fund	In progress in consultation with City Surveyors.
HARC: Extend the current 'Residence' which is let to APHA (Animal and Plant Health Agency)	Quote will be required from City Surveyors.		APHA has requested more office accommodation. Awaiting an outline specification of their requirements before approaching City Surveyors for costings.

Financial summary

We will continue to build on the close working relationships that have been successfully developed between our budget managers and our finance partners in the Chamberlain's department. To make effective use of Oracle Business Intelligence, will require close co-operation between Chamberlains and budget managers to develop budget profiling and forecasting to improve management and control of the revenue budgets and empower budget managers to have more control of their budgets. This will be supported through regular meetings between budget managers and accountants and our Head of Finance's attendance at Senior Management Group meetings.

Over the coming year we will continue to implement our Service Based Review savings identified for various service provisions agreed by Members in support of the organisation's drive for efficiency and budget reductions in order to meet the projected shortfall in City Resources of £13m by 2017/18. Additionally, we will liaise closely with the Chamberlain on the financials for investigating the options and merits of trading accounts at the HARC and Ports to ensure these meet the latest CIPFA rules on cost neutrality.

Financial Information - Markets & Consumer Protection Port Health & Environmental Services Committee

	2014/15 Actual	2015/16 Original Budget	2015/16 Revised Budget (latest approved)	2015/16 Forecast Outturn		2016/17 Original Budget	N.B.
	£'000	£'000	£'000	£'000	%	£'000	
Employees	5,396	5,450	5,931	5,882	99.2%	5,839	
Premises	615	510	730	746	102.2%	429	
Transport	210	186	184	182	98.9%	174	
Supplies & Services	1,017	803	1,163	1,143	98.3%	825	
Third Party Payments	47	52	28	27	96.4%	29	
Transfer to Reserve	0	0	0	0	0	0	
Contingencies	0	1	1	1	100.0%	1	
Unidentified Savings	0	0	0	0	100.0%	0	
Total Expenditure	7,285	7,002	8,037	7,981	99.3%	7,297	
Total Income	(5,113)	(4,866)	(5,378)	(5,570)	103.6%	(5,311)	
Total Local Risk	2,172	2,136	2,659	2,411	90.7%	1,986	1.
Central Risk	0	8	8	0	0.0%	8	
Recharges	2,224	2,211	1,770	1,770	100.0%	1,658	
Total Expenditure (All Risk)	4,396	4,355	4,437	4,181	94.2%	3,652	2.

N.B.

1. Excludes Local Risk amounts spent by the City Surveyor
2. Projected outturn 2014/15 based on monitoring at period 10 (31/01/2015)

Consultation

The following Corporate contacts have been consulted in the preparation of this plan:

- Town Clerk's Department – Human Resources Business Partner
- Chamberlain's Department – Finance Business Partner
- Chamberlain's Department – Information Systems Business Partner
- Corporate Project and Equality Manager
- City Surveyor's Department
- Corporate Programme Office
- Town Clerk's Policy Officer
- Corporate Risk Manager

In addition, members of staff throughout Port Health and Public Protection have been invited, via local team meetings and briefings, to make suggestions and comments as to the content of the plan, including the identification of Service Improvement Objectives and Operational Performance Indicators.

The final version of the Plan will be made available to all members of staff on the Department's intranet page.

This page is intentionally left blank

HEALTH & SAFETY INTERVENTION PLAN 2016-17

1. Introduction

The range of enforcement and advisory activities of the Health & Safety enforcement function contributes to and supports the Strategic Aim of City of London's [Corporate Plan 2015-2019](#) :-

- ***To provide modern, efficient and high quality local services and policing within the Square Mile for workers, residents and visitors with a view to delivering sustainable outcomes***

and in particular its the Key Policy Priorities of the:-

KPP2 Improving the value for money of our services within the constraints of reduced resources

KPP3 Engaging with London and national government on key issues of concern to our communities such as transport, housing and public health

2. Our Key Challenges for 2016-2017

- To maintain and develop officer skills and competency across PH&PP to effectively implement the Commercial Team service plan.
- Development of Commercial Team services in line with the changes that followed the Service Based Review including regulation at Smithfield Market.

3. PH&PP Business Plan KPI for 2016-2017

Key Performance Indicators for this year:-

- To complete a risk-based intervention programme for all cooling towers systems within the year.

4. City of London Priorities 2016-2017

Local and National Priorities which the City will be addressing in 2016-2017 are:

- **Legionella infection at premises with cooling towers** – through conducting inspections of cooling towers within the City. Premises are inspected at frequencies based on risk management performance, an approach supported by evidence and agreed by Members. Local intelligence on risk management performance has led to the development of reduced intervals between inspections.
- **Fatalities / injuries resulting from being struck by a vehicle and falls from height in wholesale, warehouses and distribution** – coordinating a programme of interventions, including inspections and advisory visits to stallholder areas, to address workplace transport at Smithfield Market.
- **Falls from height** related to cleaning and servicing buildings, based on local intelligence, promote compliance and best practice using inspections where appropriate, awareness raising by working with stakeholders and using bespoke briefings for facilities managers, networking, social and web based media to.
- **Workplace health and wellbeing** – mental health identified as a priority by local City-based research, City Joint Health and Wellbeing Strategy, and COL Suicide Strategy; working with other stakeholders to promote good practice and supporting businesses through advice, audits, London Healthy Workplace Charter, 'Business Healthy initiative', web and social media.
- **Event Safety / Crowd control at large public sports / leisure events** – through working with organisers, dutyholders and other City Corporation departments in the prior planning and permissioning of events.

The Health and Safety service targets for the year are provided in more detail below.

7. Working in Partnership

In order to achieve its aims and objectives, the City of London will continue to work with a variety other agencies, stakeholders and intermediaries and these include:-

- **London LA's Enforcement Community and Partnership; London Partnership and Strategy Group, Association of London Environmental Health Managers (Alehm), All-London Boroughs Health & Safety Liaison Group, London SE Quadrant LA's** – through active involvement in this community, sharing of experiences and encouraging consistency and cross-LA working in London;

- **Health and Safety Executive (HSE)** – contribute to national policy, strategy and guidance; operational support; London Local Authority Liaison strategic support.
- **Regulatory Delivery** (ex-Better Regulation Delivery Office) – Primary Authority Partnership scheme and other local authority regulatory services projects, including further development of the Leisure Industry Expert Panel;
- **London Banks Health & Safety Forum / London Managing Agents Forum** - working with City financial and property management sectors to promote compliance and good practice, share best practice across the sectors, receive feedback on service delivery and consult on plans and projects.
- **The Legionella Control Association** - representing LA enforcement community, raise standards in service providers involved in the supply of goods and services relating to the control of Legionella bacteria in water systems.
- **HSE / Public Health England national working group** review of guidance on control of legionella in spa pools, supporting training for other health professionals on legionella control by facilitating site visits and contributing to video production
- **HSE Cleaning industry Liaison Forum** – representing LA enforcement community: working with industry trade associations, training bodies and trade unions to improve health, safety and welfare standards in the cleaning industry.
- **City of London Health and Wellbeing Board** – providing advice and linking health & safety into the public health agenda, in particular worker mental health issues.
- **London Healthy Workplace Charter** – supporting the GLA's charter scheme's development and sharing good practice.
- **Primary Authority Partners** – Virgin Active, CBRE, Pure Gym, Monsoon Accessorize and the Ornamental Aquatic Trade Association

9. Service Development

We will continue to develop and improve overall health & safety intervention capacity to help and support businesses and workers, and to take enforcement action where appropriate;

- **Skills for the new enforcement intervention landscape** – we will continue to improve officers' awareness and understanding of business' needs, how to effectively communicate health and safety messages using a broader range of intervention strategies.
- **The London Legionella Outbreak Plan** – we will work with other London Boroughs, PHE and HSE to lobby for review of the outbreak response plan to ensure it is fit for purpose;

We will continue to promote and publicise our Health & Safety Enforcing Authority work, as well as our role to provide high quality and authoritative advice to City businesses and workers in support of business growth.

HEALTH & SAFETY INTERVENTION PLAN TARGETS 2016-2017

PRO-ACTIVE INTERVENTIONS – National Priorities

Sector, premises type or specific cross sector activity	Evidence that identified the concern and set its priority ¹	Rationale for intervention	Activities in 2015-2016	Planned activities and intervention types ² and resources
Control of legionella interventions: cooling towers and other at risk water systems.	<p>National and local priority.</p> <p>140 cooling towers sites within the City.</p> <p>Risk of Legionnaires' disease outbreak affecting the Square Mile is considered an unacceptable reputational risk.</p> <p>Poor performers identified via established risk ratings and local intelligence.</p>	<p>Due to the complex nature of the water systems involved it is essential to carry out a detailed audit in order to make a competent assessment of risk.</p> <p>Past experience and analysis of risk ratings has demonstrated that site management changes can quickly translate into poorer risk management performance.</p> <p>Established intervention protocol utilised.</p>	<p>The inspection and enforcement of 73 cooling tower sites in the City</p> <p>Assisted the Public Health England by providing site visits for national Legionella outbreak investigation and control courses to demonstrate risk assessment in practice for cooling towers and spa pools</p> <p>Written and teleconference discussions and advice to USA CDC (Federal Government Agency: Center for Disease Control and Prevention, Georgia) and New York City authorities on legionella control arrangements in the UK.</p> <p>Key role in PHE working group to review national</p>	<p>Risk-based audit of 75 Cooling Tower sites; revisits and enforcement action taken as necessary</p> <p>Estimated Time: 75 sites at 5hrs per site = 375 hrs;</p> <p>Advice to Principal Designers and Designers including at the pre-application or Planning Application stage of development.</p> <p>Estimated time: 40 hrs</p> <p>Work with others: London Boroughs, PHE and HSE to review the London outbreak response plan; LCA meetings; Spa Pool Guidance working group;</p> <p>Working with intermediaries, Legionella Control Association (LCA),</p>

¹ Evidence types detailed in Supplementary Materials 6 of LAC 67-2 rev4

www.hse.gov.uk/lau/lacs/67-2/supplementary-material-6-potential-sources-of-information-to-aid

² Planned Intervention Types detailed in Annex A of LAC 67-2 rev4 www.hse.gov.uk/lau/lacs/67-2/annexe-a-Intervention-types

			guidance on controlling Legionella risks from spa pools.	<p>London Banks H&S Forum, Managing Agents Forum</p> <p>Estimate time: 25hrs</p> <p><u>Estimated Total Time:</u> 440hrs</p>
<p>Health and Safety interventions at Smithfield Meat Market: Fatalities / injuries resulting from being struck by a vehicle and falls from height.</p>	<p>Workplace transport and associated activities in wholesale environments are national priority for local authorities and features on HSE's list of activities for intervention in the Nation Enforcement Code.</p> <p>Risk rating, past performance, FSA / CoL Authorised Officer intelligence from food safety inspections, and confidence in management.</p>	<p>The City Corporation has responsibilities as both the Health & Safety Enforcing Authority in certain areas of the markets (the traders' stalls) and a duty of care as the market provider.</p>	<p>8 Full inspections of Smithfield Market businesses</p> <p>Audit of the use of and risks posed by the use of fork Lift Trucks</p> <p>Matters of evident concern raised and dealt with</p>	<p>Interventions focusing on the highest risk hazard and matters of evident concern with enforcement action taken as necessary</p> <p>Inspection (Cat A), and enforcement</p> <p>Premises to be targeted where Fork Lift Trucks operates inside those premises, also focussing on falls from height risks associated with storage racking.</p> <p>Remaining premises – Matters of Evident Concern or advisory visits</p> <p>Working with Smithfield Market Superintendent, Smithfield Markets Tenants Association and the HSE.</p> <p><u>Estimated Total = 25hrs</u></p>

Sector, premises type or specific cross sector activity	Evidence that identified the concern and set its priority	Rationale for intervention	Activities in 2015-2016	Planned activities and intervention types and resources
Event Safety / Crowd control at large public sports / leisure events	<p>Large scale events are a National Priority.</p> <p>City Corporation is host to many high profile events.</p> <p>City are the enforcement authority for approximately 6 large higher risk events.</p>	<p>Involved at planning stages of events through the City's Safety Advisory Group (SAG) and discussion with event organisers.</p> <p>Intelligence is shared between the Met and City of London Police, LFCDA, London Ambulance, Highways, etc.</p>	<p>Officers attended the City's Safety Advisory Group (SAG) and intervened at the planning stages of events through discussion with event organisers.</p> <p>Reviewed selected event plans and risk assessments Visited sites / main events and monitored compliance</p>	<p>Review event plans and risk assessments of high risk events.</p> <p>Visits to site as necessary. Follow-up action taken as necessary</p> <p>5 large events and 10 smaller ones</p> <p><u>Estimated Total = 25 hrs</u></p>

Sector, premises type or specific cross sector activity	Evidence that identified the concern and set its priority	Rationale for intervention	Activities in 2015-2016	Planned activities and intervention types and resources
<p>Falls from Height related to external building cleaning and servicing</p> <p>Building on valuable work carried out in 2014-16 and in response to demand from businesses and intermediaries.</p>	<p>Local intelligence and observations made by CoLC officers in 2014-16; others in the facilities management, 'access' design and operations community,</p>	<p>Large number of sites where external working at height (WAH) carried out. Hazards and risks high: Poor practices, poor design, poor awareness by duty-holders: information from:-</p> <ul style="list-style-type: none"> - findings of advisory visits and training sessions; - views of reputable members of the building access industry through 1-2-1 discussions, meetings and training events. <p>Building managers usually keen to understand the risks and receptive to awareness raising - e.g. popularity of recent videos by H&S Team</p> <p>Some sites may need direct enforcement intervention on MOEC or where non-compliance on follow up to advisory visits</p>	<p>Used observations during street walks, dealing with matters of evident concern and LOLER Thorough Examination reports to target inspections of poorly controlled activities.</p> <p>Awareness raising by working with stakeholders and using social and web-based media; 1 x video produced</p> <p>Responded to Planning applications and use of applications to trigger advice to designers and CDM Coordinators</p> <p>Four innovative and very well received briefings to City facilities managers and contractors concerning legal compliance of managing falls from height risks in associated with window cleaning and maintenance of external building structures</p> <p>Contributed to new HSE web based guidance on safe working at height for</p>	<p>Observations during street walks, dealing with matters of evident concern : 10 interventions Estimated time, = 50hrs</p> <p>3 Training events and briefings to facilities managers Estimate time = 30hrs (2 FTE x 5hrs x3)</p> <p>Contribution to London Work at Height Seminar; Estimated time = 20hrs</p> <p>Awareness raising by working with stakeholders and using social and web-based media - e.g. Twitter account and promoting videos produced by PH&PP. Estimate: 50hrs</p> <p>Advice to Principal Designers and Designers including at the pre-application or Planning Application stage of development. Estimate: 40hrs</p>

			the cleaning industry Produced an awareness raising video for facilities and contract managers on assessing window cleaner contractor competence when working at height	Estimated Total Time = 190hrs
--	--	--	---	--

Sector, premises type or specific cross sector activity	Evidence that identified the concern and set its priority	Rationale for intervention	Activities in 2015-2016	Planned activities and intervention types and resources
<p>Workplace health and wellbeing: Including Workplace Wellbeing Charter</p> <p>Building on work carried out in 2015-17</p>	<p><i>Identified as a local priority by City-based research and the City & Hackney's Joint Health and Wellbeing Strategy, including mental health.</i></p> <p><i>City of London Suicide Strategy and Action Plan</i></p> <p><i>Labour Force Survey</i></p> <p><i>'Business Healthy' initiative outputs and intelligence</i></p>	<p>There is strong evidence to show how having a healthy workforce can reduce sickness absence, lower staff turnover and boost productivity - this is good for employers, workers and the wider economy.</p> <p>As part of the steering group working with the Department of Health / GLA to promote engagement and business uptake with the London Healthy Workplace Charter and to help further develop the scheme.</p>	<p>Further development of engagement strategy using existing networks and resources</p> <p>Worked with stakeholders to promote good practice and supporting businesses through advice, , London Healthy Workplace Charter, web and social media.</p> <p>London Healthy Workplace Charter Excellence level awarded to Lloyds of London with Health and Safety Team support</p> <p>Responded to two suicides associated with City buildings</p>	<p>Engagement with potential businesses using existing networks and resources such as City Business Library and CoLC Economic Development Office, Dept. of Community & Children Services Public Health Team.</p> <p>Working with other stakeholders to promote good practice and supporting businesses through advice, audits, London Healthy Workplace Charter, 'Business Healthy' initiative, web and social media.</p> <p>Working with any interested businesses towards an award. Estimate 5 Charter assessments = 60 hrs</p> <p>Working with the Health & Wellbeing Board and Business Healthy and intermediaries such as Managing Agents and London Banks Health and Safety forums. Meetings and activities = 70 hrs</p>

				<p>Business Healthy activities – developing coordination and participation in events and initiatives = 40hrs</p> <p>Implementing Suicide Action Plan – reviewing existing protocol = 10hrs</p> <p>Investigation into 1 or 2 suicides = 10hrs</p> <p>CoLC Charter assessment activities = 20 hrs</p> <p>Sustainable City Awards = 3hrs</p> <p><u>Estimated Total = 213hrs</u></p>
--	--	--	--	--

Sector, premises type or specific cross sector activity	Evidence that identified the concern and set its priority	Rationale for intervention	Activities in 2015-2016	Planned activity and intervention types and resources
<p>Health and safety interventions in food premises: Slips, trips and Falls; falls from height; gas safety; manual handling; burns.</p>	<p>RIDDOR and enforcement data on M3 for 2015-16; EHO intelligence from food safety inspections, confidence in management.</p> <p>FHRS (Food Hygiene Rating Scheme) scores of 0, 1 and 2 may indicate poor management of the more serious health and safety risks associated with catering and licensed premises.</p>	<p>Some of the highest risk activities in premises enforced by City of London are catering premises; they also contain highest proportion of SMEs where risk management is likely to be weakest.</p>	<p>Advice and information given whilst carrying out Food Safety-related inspections,</p> <p>Interventions when matters of evident concern were encountered with enforcement action taken as necessary</p>	<p>Advice and information during food safety or standards inspections.</p> <p>1000 x 10mins = 165hrs (includes MOEC activities)</p> <p>Inspections of 10 sample premises: 40hrs</p> <p>Interventions when matters of evident concern (MOEC) encountered with enforcement action taken as necessary.</p> <p>Observations and intelligence gathered during visits will used to inform our overall business planning for 2017-18</p> <p>Estimated Total = 205hrs</p>

Sector, premises type or specific cross sector activity	Evidence that identified the concern and set its priority	Rationale for intervention	Activities in 2015-2016	Planned activities and intervention types and resources
<p>Primary Authority: CBRE, Virgin Active, Pure Gym, Monsoon, OATA</p> <p>Explore opportunities for increasing the Primary Authority Partnership Portfolio</p> <p>Leisure Industry Expert Panel Membership</p>	<p>Ensuring progress towards the Government's better regulation agenda, providing streamlined and improved regulation.</p>	<p>Partnerships established as part of the Better Regulation Delivery Office's initiative.</p> <p>Motivating Senior Managers can help to develop and improve the safety management of their organisations</p> <p>Expert Panel membership and promotion</p>	<p>Initiated 2 new primary authority partnerships – Monsoon and Pure Gym. Charges for Primary Authority work increased to account for full cost recovery.</p> <p>Audited, reviewed and reported on the health & safety arrangements at Virgin Active's Top 5 and Bottom 5 performing sites in the UK</p> <p>Advised all partners upon new developments in health & safety legislation and best practice</p> <p>Respond to challenges to each company from other health & safety regulators.</p>	<p>Developing Assured Advice, advising on new H&S developments, respond to challenges from other local authorities, visits to regulated premises where required</p> <ul style="list-style-type: none"> - Virgin Active: Estimate = 50-75 hrs - CBRE: Estimate = 50hrs - Pure Gym – Estimate 100hrs - Monsoon – Estimate: 100hrs - OATA : Estimate 10hrs - Leisure Industry Expert panel: - Meeting and Steering Committee attendance, conference: 70hrs - Enquiries and development of new PAP's : Estimate: 20 Hrs <p><u>Estimated Total = 425hrs</u></p>

REACTIVE INTERVENTIONS				
Sector, premises type or specific cross sector activity	Evidence that identified the concern and set its priority	Rationale for intervention	Activities in 2015-2016	Planned activity and interventions types and resources
<p>Notifications under RIDDOR:</p> <ul style="list-style-type: none"> • Accidents and Dangerous Occurrences • Occupational Disease cases 	Not applicable	<p>In accordance with the Incident Selection Criteria Guidance LAC 22/13³</p> <p>Where there is evidence obtained during the investigation that health and safety management compliance by the duty holder is of concern across a broader range of higher risk activities.</p> <p>Investigation and inspections</p> <p>Education, advice and awareness</p>	<p>Notifications received under RIDDOR:</p> <ul style="list-style-type: none"> - Accidents and Dangerous Occurrences = 221 of which 25 were investigated - Occupational Disease cases = 5 cases investigated <p>Successful Prosecution of Blades (London) Ltd under the Health and Safety at Work Etc. Act 1974 in connection with a window cleaning fatality in 2012 at Laurence Pountney Hill. Company fined £45000 plus £7500 towards costs</p>	<p>Establishing or verifying key facts or obtaining further information to inform decision on whether to investigate</p> <p>Follow-up enforcement action taken in accordance with Enforcement Management Model (EMM)</p> <p>Estimate 100 hrs</p> <p>Additionally an investigation related to a fatality in 2012 may progress to a prosecution; anticipated resource: 50 hrs</p> <p><u>Estimated Total = 150</u></p>

Sector, premises type or specific cross sector activity	Evidence that identified the concern and set its priority	Rationale for intervention	Activities in 2015-2016	Planned activity and intervention types and resources
Complaints & Service Requests <ul style="list-style-type: none"> • Complaints • Requests for advice • Asbestos notifications • LOLER reports⁴ • Pressure vessels • Massage and Special Treatment (MST) Licensing Inspections 	Not applicable	Local response policy Guided by Incident Selection Criteria Guidance LAC 22/13 ⁵	Complaints & Service Requests received and/or work undertaken:- <ul style="list-style-type: none"> - Complaints and Requests for advice = 74 - Asbestos notifications = 2 - LOLER reports = 45 - Pressure vessels = 9 - Massage and Special Treatment (MST) Licensing Inspections = 78 	Establish key facts of complaints and adverse reports; investigate selected complaints and reports. Provision of advice or follow-up enforcement action in accordance with the Enforcement Management Model. All complaints and service requests estimate = 220 hrs ; 70 MST inspections = 140hrs Work to develop MST Licensing conditions and procedures / protocol: 12hrs <u>Estimated Total = 372hrs</u>

⁴ Reports of statutory Thorough Examinations made of lifts and lifting equipment such as window cleaning cradles by specialist engineers under the Lifting Operations & Lifting Equipment Regulations 1998r

⁵ Health and Safety Executive and Local Authorities Enforcement Liaison Committee (HELA) Incident Selection Criteria www.hse.gov.uk/lau/lacs/22-13.htm

Sector, premises type or specific cross sector activity	Evidence that identified the concern and set its priority	Rationale for intervention	Activities in 2015-2016	Planned activities and intervention types and resources
<p>Provision of training / work experience / contribution to regulatory and educational community</p> <p>General Networking</p>	Not applicable	<p>Contribute to professional development and collaboration within and between EH related professions;</p> <p>Contribute to student EHP training.</p> <p>Contribute to the profile of the CoLC and M&CP</p> <p>CoLC offers unique experience and competencies re legionella risks associated with building management.</p>	<p>Various Student EHPs and Public Health Consultant trainees given practical training inc. cooling towers inspections and working at heights</p> <p>Trained Scottish LA enforcement officers on inspection of cooling towers.</p> <p>Attended 2 meetings of national HSE supported Cleaning Industry Liaison Group</p> <p>Attended three Legionella Control Association meetings to advise on water systems management and regulatory matters</p> <p>Attended four City H&S Banking Forum meetings to promote health & safety generally and in particular, workplace health and wellbeing</p> <p>Hosted:-</p> <p>- PHE Legionella</p>	<p>Hosting of miscellaneous educational and fact finding visits or communications e.g. PHE training schemes, PHE Legionella Outbreak course, EUGLI event, provision of training to M&CP and other LA's / enforcement officers.</p> <p>On and off site training (2 events)</p> <p>Consistency Training exercise for Commercial Team on MOEC and appropriate enforcement</p> <p>Organising and participating in visits to CoLC premises. – groups (2) and individuals (8)</p> <p><u>Estimated Total = 66hrs</u></p>

			<p>Outbreak course; - European Working Group on Legionella Infections Annual Conference event.</p>	
--	--	--	--	--

FOOD SAFETY ENFORCEMENT PLAN 2016-2017

Scope of the Feed and Food Service

The Commercial Teams are responsible for enforcing legal requirements relating to food safety (standards and hygiene), occupational health & safety, statutory nuisances (other than noise) arising from commercial businesses' activities and the investigation of infectious diseases.

Officers from the Commercial Teams are also responsible for delivering food standards and health & safety interventions at Smithfield Market and ensuring food hygiene is maintained in vehicles transporting product from the market. Officers working at the market also oversee the processing and disposal of animal by-products produced on the market to prevent them from re-entering the human food chain. The Feedstuffs enforcement function in the City is carried out by the Trading Standards Team.

More details on the extent of the teams' official food control work is reported in the sections following below which looks back on the work completed in recent years and what is planned for 2016-17.

There are separate food enforcement activities in the Port Health Service and this has its own separate enforcement plan.

Establishments profile: Food premises

<i>Rating and Frequency of Food Hygiene Inspections (under Food Law Code)</i>	Total number of premises			
	2012-13	2013-14	2014-15	2015-16
A rated = Inspected 6 monthly	25	31	28	27
B rated = Inspected annually	103	135	120	114
C rated = Inspected 18 months	935	876	514	493
D rated = Inspected 2 yearly	213	265	722	802
E rated = Inspected ever 3 years	288	282	321	321
Unrated / awaiting inspection	21	37	28	35
City Total	1660	1680	1733	1792
Outside program	75	57		42
Total				

FHRS Rating	
	2015-16 (2014-15)
0	15 (18)
1	60 (64)
2	75 (88)
3	141 (172)
4	325 (379)
5	1095 (947)
Awaiting inspection	35
<i>Exempt, excluded etc.</i>	87
<i>% Establishments rated 3 or better</i>	91.4 (89.7)
	1833 (1777)

Work is monitored against the following key performance Indicators (KPIs) which are reported to our Port Health & Environmental Services Committee three times a year in an Enforcement Activity Report.

Food Safety Enforcement Targets - Key Performance Indicators [KPI's]

<ul style="list-style-type: none"> Secure a positive improvement in the overall FHRs ratings profile for City of London food establishments 	Baseline profile at 31 st March 2013
<ul style="list-style-type: none"> 75% food businesses inspected will receive a report/letter detailing the outcome of their inspection <u>within 5 working days</u> and the remainder <u>within 10 working days</u>. This will accord with standards within the FHRs system 	99.5% completed on target
<ul style="list-style-type: none"> All authorised Food Safety staff to receive/complete the necessary professional development with <u>at least 10 hours</u> CPD on Food Safety tailored to delivery of this Enforcement Plan; and to complete their RDNA assessment 	Completed

Regulation Policy

The City Corporation is committed to the principles of the [Regulators' Code](#), a statutory code for all regulators and PH&PP has its own [Policy Statement on Enforcement](#) which has been approved by the Port Health & Environmental Services Committee and sets out its approach to enforcement.

1. Food Hygiene inspections

Risk based targeted inspections, in accordance with the Food Law Code, including use of alternative controls and enforcement for compliance with Food Hygiene legislation. Target >90% of food premises due and any overdue for intervention with new premises receiving a full inspection within 28 days of registration (or opening).

Food Hygiene Inspections Rating and Frequency	<u>Done</u> <u>2012-13</u>	<u>Done</u> <u>2013-14</u>	<u>Done</u> <u>2014-15</u>	<u>Done</u> <u>2015-16</u>	<u>Due</u> <u>2016-17</u>	<u>Predicted commitment</u>
A rated = Inspected 6 monthly	33	49	52	45	28	330 hours (0.22 FTE)
B rated = Inspected annually	98	133	127	121	111	455 hours (0.29 FTE)
C rated = Inspected 18 months	606	589	335	313	293	1196 hours (0.77 FTE)
D rated = Inspected 2 yearly	141	128	313	462	343	1296 hours (0.84 FTE)
E rated = Inspected ever 3 years	112	81	97	123	114	242 hours (0.16 FTE)
Unrated / awaiting inspection		36	39	67	31	
Totals	990	980	963	1131	920	3519 hours (2.28 FTE)¹
Approved premises	(1)	(1)²		-	-	

¹ Based upon a full-time equivalent having 1550 hrs per year

² The premises at Smithfield Market are approved as a cutting plant. Hygiene requirements are enforced directly by the FSA whilst the City Corporation carries out interventions in relation to food standards and other related matters in the market.

2. Food Standards inspections

All high risk premises will be rated in accordance with the required intervention interval in part 5; all others including any overdue inspections will be picked up when the next relevant Food Hygiene intervention falls due.

Page 119

Food Standards Inspections Rating and Frequency	Done 2015-16	Done 2014-15	Done 2013-14	Done 2012-13	DUE 2016-17	Predicted commitment
A= Annually	1	1	1	1	2	-
B = Two yearly	78	97	94	36	145 ³	-
C = Five yearly	373	175	206	214	422	-
Unrated	5		0	0	48	-
Outstanding	X		20	0		-
Total	457	372	301	251	617	525 hours (0.34 FTE)

3. To receive and investigate appropriately all requests for service, food incidents and complaints about food and food premises.

Identify and follow the most appropriate enforcement response in accordance with this plan our procedures and our enforcement policy

Complaints & Service Requests	147	243	318	375		662 hours work (0.43 FTE)
--	-----	-----	-----	-----	--	---------------------------

*estimated based upon previous years

4. Follow up enforcement action in food premises

Identify and follow the most appropriate enforcement response in accordance with this plan our procedures and our enforcement policy

	Done 2015-16	Done 2014-15	Done 2013-14	Done 2012-13	Predicted commitment
Letters with legal requirements	617		951	957	Inc. in Inspection Time quoted above.
Numbers of HIN's	10	15	14	17	7.5 per notice 112 hours
Voluntary Closures	5	9	6	2	10 per premises (for complicated)42 hours
Emergency Prohibitions	1	0	1	2	70 hours per case; Court action and case preparation are required for which we seek to recover our full costs
Legal Proceedings	0	0	0	1	Not known in advance
					Est. for 2016-2017 = 294 hrs (0.19 FTE)

Work Activity	2015-16 Review	2016-17 Plan
<p>5. Devise and deliver the Annual food sampling program.</p> <ul style="list-style-type: none"> ▪ In accordance with our current Sampling Policy. ▪ An annual commitment for the Teams selected from national and local sampling priorities from the FSA and/or developed through the London Food Coordinating Group and work within the SE London Food Group. ▪ The level of work to fit with the allotted allocation of funded samples through the PHE's Food Water and Environmental Microbiology (FWEM) Laboratory, our sampling budget and funded work with the Public Analysts (see above). 	<p>Sampling Plan devised and delivered in accordance with the priorities in our sampling policy. Work included;</p> <ul style="list-style-type: none"> ▪ LFCG co-ordinated food analysis work with the number and type of samples as agreed with the Public Analyst. ▪ We completed the food analysis samples allocated to us under the FSA funded food standards grant work as but the numbers of samples in the allocation reduced from previous years buy the Public Analyst. ▪ We took part in the national Food, Water & Environmental Microbiology Co-ordinated Food examination Studies Nos. 56 and 57. ▪ The pilot Norovirus project was extended in London and we continued to participate in this work as one of the original pilot Las. ▪ A number of samples were also taken following incidents and outbreaks in premises in the City. 	<ul style="list-style-type: none"> ▪ We will take part in the sampling work co-ordinated across London. The system for a nationally coordinated sample program has passed to National Trading Standards (NTS) but London work will continue to be overseen by LFCG but within the bounds of the NTS program as agreed with the FSA. ▪ We will continue with the Norovirus project work now that this has been rolled out beyond the pilot boroughs ▪ Any sampling at Smithfield Market will again focus on food authenticity and composition with further provision earmarked for work on FIC labelling requirements. ▪ Microbiological sampling will continue to be considered in businesses with poor hygiene compliance. ▪ We will always consider appropriate sampling in outbreaks and incidents. ▪ 250 hours work (0.16 FTE)
<p>6. Continue to concentrate our presence with poor performing Food Businesses that are not compliant (FHRS 0, 1 & 2)</p> <ul style="list-style-type: none"> ▪ Reinforcing the intervention strategy with additional follow up revisits and coaching sessions as 	<ul style="list-style-type: none"> ▪ A number of food businesses were closed this year with concerns again relating to pest activity that had not been managed. ▪ Closures afford the seriously non-compliant business the opportunity to focus on resolving the serious issues 	<ul style="list-style-type: none"> ▪ The Commercial Teams will focus attention on food businesses that need to improve compliance. This is enshrined in the latest Food Law Code. ▪ 150 premises were rated 0,1 or 2 under FHRS (at February 2016) an improvement on the 170 at the same

Work Activity	2015-16 Review	2016-17 Plan
<p>deemed necessary, aimed to improve food hygiene performance and confidence.</p> <ul style="list-style-type: none"> ▪ Use agreed national food safety managements systems such as "Safe Food, Better Business" where these are appropriate. ▪ Formal enforcement action is not precluded and this will be informed by our Policy Statement on Enforcement. 	<p>properly before they resume trade as such they are a useful enforcement tool as well as protecting public health.</p>	<p>time last year.</p> <ul style="list-style-type: none"> ▪ We will consider the use of further intervention techniques designed to improve and sustain compliance and to make our work more effective and efficient. This will include the use of the on-site inspection reports forms and the soon to be trialled mobile working systems. We will support the use of ethical business regulation principles. ▪ 840 hours work (0.54 FTE)
<p>7. Special Events and Trading Outside</p> <p>Page 122</p> <p>Work with other City Corporation Departments on special/outside events. Visit sites as necessary with follow-up action taken where required.</p> <ul style="list-style-type: none"> ▪ "Pop up" style vendors now receive public acclaim in parts of London and contribute to a vibrant street scene and properly vetted these vendors add value to the street scene. ▪ Contribute to the auditing of caterers on the Remembrancer's approved list of caterers. 	<ul style="list-style-type: none"> ▪ The legislation on street trading once again had little impact on the teams work with few formal applications under this new legislation. ▪ Some events may require permission - e.g. planning approval - but many do not require street trading permission as they were held on private land, and also not always notified to the City Corporation. ▪ The landscape of this type of trading 'outside' continued to evolve with yet more public spaces used to host temporary events and markets on a regular basis - e.g. on land outside Fenchurch Street Station. ▪ We maintained contact with the established organisers of these events so we knew which food businesses were 	<ul style="list-style-type: none"> ▪ We will continue to engage with the organisers of open air trading events that take place on private land to ensure that food businesses that come to the City are properly scrutinised. ▪ We develop further the use of our computer database and the Nationwide Caterers Association (NCASS) website as a one-stop shop for organisers, regulators and businesses for information on mobile vendors. ▪ We will carry out further work with the caterers on the approved list at the Guildhall and as agreed with the Remembrancer. ▪ 150 hours work (0.1 FTE)

Work Activity	2015-16 Review	2016-17 Plan
	<p>coming, with the aim to verifying their existing level of compliance or simply checked them ourselves.</p> <ul style="list-style-type: none"> ▪ The Food Law Code of Practice changed in April 2015 introducing requirements for improved liaison between food authorities to avoid over and under regulation of mobile vendors ▪ We looked at the food safety performance of Guildhall caterers at catered events as part of our official food controls, we also completed the next round of audits of approved Guildhall caterers. 	
<p>The main provisions of the new EC Food Information for Consumers Regulations (FIC) came into force in December 2014</p> <ul style="list-style-type: none"> ▪ Further enforcement powers for this legislation are enacted in England by the Food Information Regulations. ▪ Businesses need to consider both the information and labelling they provide to customers. The principle is that information is accurate and it enables consumers to make informed choices ▪ The provisions on allergen information have a direct impact on food safety. 	<ul style="list-style-type: none"> ▪ During food inspections we concentrated on the provision of allergen advice in catering and on the general information requirements in FIC to help businesses understand the new requirements. ▪ The planned round of specific visits (60) were completed to help smaller businesses in the City understand the new requirements. ▪ Specific training planned by the former Smithfield Enforcement Team for the market's traders was completed after the Campden BRI guidance was issued ▪ Training for further authorised officers on allergens and general FIC requirements was completed. 	<ul style="list-style-type: none"> ▪ Further provisions in FIC are enacted this year with the nutrition declaration becoming mandatory for pre-packed foods from December 2016. ▪ The Chartered Institute of Environmental Health (CIEH) are supporting Allergy UK to launch a national scheme designed to provide confidence for consumers with allergic conditions when buying food. The scheme will introduce an accreditation applicable to catering and food service businesses. ▪ Accreditation will show that the appropriate measures are in place to identify and communicate the presence of allergenic ingredients and

Work Activity	2015-16 Review	2016-17 Plan
		<p>the controls are in place, designed to manage accidental contamination by allergens.</p> <ul style="list-style-type: none"> ▪ We will consider how we might best promote and support this scheme for the benefit of all
<p>9. The FSA's <i>E.coli</i> guidance for businesses has been revised and was published in 2014/15</p> <p>10. The FSA have reviewed policy on so called risky foods with a focus on lightly cooked burgers and this policy is being refined. We will need to consider the impact on food businesses and their approach to this type of catering provision.</p>	<ul style="list-style-type: none"> ▪ The FSA guidance was revised again (Rev3) in December 2014 and caterers guidance was also issued. ▪ In further developments the FSA Board discussed and agreed a revised approach to certain so called "riskier" foods starting with consideration of their policy on burgers, ▪ The Lead Food Officer contributed to stakeholder meetings with the FSA and other food authorities and we were consulted on draft policy guidance immediately prior to publication. 	<ul style="list-style-type: none"> ▪ The impact of the revised FSA guidance will be considered further including the best way for it to be explained to smaller food business operators who might be considering the provision of "rare burgers". ▪ 50 hours work (0.03 FTE)

<p>11. Commercial teams to further develop their service provisions in line with the changes that followed the Service Based Review including regulation at Smithfield Market</p> <ul style="list-style-type: none"> Implement an Action Plan to address measures identified in the Food Standards Agency Audit (Nov. 2015). Develop further work to improve consistency and effectiveness with reference to the revised Food Law Code and new legislation. Complete the training needs analysis identified for Commercial Team officers in line with the service changes and changes in the new assessment of regulators competency and their authorisation to complete official food controls. Include succession planning and workforce capability and career progression. Contribute to the trials of the mobile working systems across the Department 	<ul style="list-style-type: none"> Following Service Based Reviews across the City Corporation the model of service delivery in PH&PP was re-evaluated and included restructuring the Food, Health & Safety and Smithfield Enforcement Teams into two new Commercial Teams with effect from October 2015. The FSA audited the delivery of our official food controls and we devised an Action Plan in response to the report. The Food Law Code competency framework was considered in the new authorisation procedures and the Lead Food Officer was given training by the FSA in the introduction of this framework. Further work on legal proceedings processes and procedures was coordinated through the PH&PP Director's Focus Group. Procedures and protocols were developed for the FHRS system and we continue to receive more requests for re-ratings where businesses have improved after an initial inspection. An officer, trained as a lead auditor, took part in the London inter-borough FHRS focussed audits; this was a useful process for the officer and the City as it enabled good practices to be identified. 	<ul style="list-style-type: none"> We will implement the Action Plan we have devised in response to the FSA Audit which has been published with along with the audit report on the FSA website. The Food Law Code competency framework was established in the April 2015 code and commences fully in April 2016. It will form part of our existing Performance & Development Appraisal system, itself already supplemented by each officer's use of the RDNA self-assessment tool⁴. Specific training requirements will be developed from the appraisal process and the specifics of this year's work program. Further legislative and possible Food Law Code changes are proposed and their effect will also be considered in planning training and development. We will contribute to any further planned inter-borough audit work as well as considering the adoption of any appropriate good practices that were identified in the 2015 FHRS focussed audits work. 450 hours work (0.29 FTE)
---	--	---

⁴ The Regulators' Development Needs Analysis [RDNA self-assessment tool](#) is an interactive website that provides a robust process enabling regulators to identify and prioritise their development needs.

	<ul style="list-style-type: none"> ▪ Capacity building and training of staff was considered and legislative and code changes factored into training and development. ▪ Consistency training was provided for relevant staff in the new Commercial Team including the two officers that came from the former Health & Safety Team who also enhanced their food competency further in preparation for them to be authorised to complete official food controls in the new structure. ▪ Two of the officers achieved cieh Chartered EHP status in recognition of their enhanced professional development. ▪ Training was organised and delivered to Commercial Team officers on meat and meat product recognition at Smithfield Market and was specifically designed to enhance officers' skills including managers who might be called upon to deal with incidents out of hours. 	
<p>12. Increase awareness and effectiveness of pest control management in food businesses.</p> <ul style="list-style-type: none"> ▪ Some food businesses still do not grasp the potential seriousness of pest activity and how quickly it can escalate and standard pest control contract work does not often properly address active infestation. 	<ul style="list-style-type: none"> ▪ Closures of food premises in 2015-16 once again related, at least in part, to a failure to control pests. ▪ Pest control companies were also engaged before these closures were made. ▪ Lack of understanding and commitment to pest control management and active pest problems therefore continued to 	<ul style="list-style-type: none"> ▪ The Commercial Teams will continue to engage with food establishments during our inspections to emphasise the importance of good pest management. The emphasis is on prevention and where this does not succeed upon timely and effective control measures. ▪ A refresher Pest Control training

<ul style="list-style-type: none"> Concerted effort is required by the businesses to effect control. 	<p>have a significant impact.</p>	<p>course is to be run early in the year and will include training on the Rodenticide Stewardship Scheme.</p>
<p>13. Commitment to the national Food Hygiene Rating Scheme (FHRS) in the City.</p> <ul style="list-style-type: none"> All Local Authorities have now finally adopted the single national scheme in England and Wales, with the scheme now backed by additional legislation in Wales and Northern Ireland for the mandatory display of the green FHRS rating sticker. 	<p>The FHRS rating scheme continues to be a success, contributing to the improvement in hygiene standards in businesses nationwide.</p> <ul style="list-style-type: none"> We track fluctuations in ratings and these are reported to Committee annually. In 2015-16 the overall rating profile improved (from the 2013 benchmark) and 91.4% of premises now have a rating of 3 or better. We continued to receive requests for re-ratings where improvements have been made (and sustained) following initial inspections. We also received more direct enquires from customers about FHRS ratings. We helped facilitate the second tranche of an England-wide project to gauge the level of display in premises with a 3, 4 or 5 rating and endeavoured to improve on the numbers in the City who do display their rating sticker. We responded to the impact assessment consultation the FSA issued on mandatory display in early 2016, supporting the case to make display mandatory but highlighted the resourcing this will require to ensure the system remains, consistent, fair and relevant. 	<ul style="list-style-type: none"> We will continue to promote the FHRS scheme and encourage the prominent display of the green rating sticker on the outside of premises and promote the use of the FHRS rating website The FSA plan further work to promote the FHRS system and we will endeavour to support this locally.

<p>15. Work to improve our data gathering and intelligence systems and support national schemes.</p> <ul style="list-style-type: none"> Data management remains an important priority and must be considered under the FSA Framework Agreement. Data management is an important part of the FHRS System and UKFSS⁵. 	<ul style="list-style-type: none"> There was a further upgrade to the Northgate M3 system which has enabled easier use of the FHRS system and ratings management. The use of UKFSS was developed and the latest version is now being used. We contributed to an FSA project on data management and the use of various systems to gather intelligence on official food controls 	<ul style="list-style-type: none"> A project to develop mobile working solutions is underway and part of the overall PH&PP Business Plan (see also 6 above)
<p>16. Develop the Primary Authority Programme with existing and potential partner organisations.</p>	<ul style="list-style-type: none"> Work has developed with the fitness chain Virgin Active and with Harbour & Jones The contract and event caterers and we signed a new PA agreement with Wasabi, the food retail chain 	<ul style="list-style-type: none"> We will continue to develop our Primary Authority Partnerships with:- <ul style="list-style-type: none"> - Virgin Active; - Harbour & Jones; and - Wasabi. 150 hours work (0.1 FTE)
<p>17. Work collaboratively with the FSA on meat hygiene and standards including delivery vehicle and other similar initiatives.</p>	<ul style="list-style-type: none"> Interventions including intelligence gathering exercises were completed on a significant number of vehicles trading at Smithfield Market. Other initiatives included work on labelling and traceability were undertaken. 	<ul style="list-style-type: none"> Collaborative interventions will only continue with the FSA subject to the availability of additional funding from them or other sources.

⁵ UKFSS- The Food Standards Agency UK Food Surveillance System

<p>18. Work in collaboration to produce training opportunities for our peers with.</p> <ul style="list-style-type: none"> ▪ The Food Standards Agency to deliver meat training for London authorities. ▪ Universities and food professionals to support a food inspection endorsement course (utilising Smithfield Market) ▪ In-house training opportunities designed to help coach and mentor other professionals at the City of London Corporation. 	<ul style="list-style-type: none"> ▪ The City Corporation hosted four one-day of meat hygiene training courses at Smithfield Market for London EHOs in April 2015 and then again in February 2016 utilising FSA professionals and colleagues from London Borough of Hackney. ▪ The team continued to assist an officer from Port Health and another from Smithfield Market to work towards completion of the practical elements of the Higher Certificate in Food Premises Inspections. ▪ We hosted further visits from FSA staff and PHE and from other organisations wishing to observe official control work by local authorities. 	<ul style="list-style-type: none"> ▪ There is a perceived need for further meat hygiene training in London and beyond but the development of this work will be subject to the availability of further funding and support the FSA. ▪ We will continue to assist with the practical training elements of the Higher Certificate in Food Premises Inspections for City Corporation employees.
---	--	---

This page is intentionally left blank

**CITY OF LONDON CORPORATION
DEPARTMENT OF MARKETS & CONSUMER PROTECTION
PORT HEALTH & PUBLIC PROTECTION SERVICE
LONDON PORT HEALTH AUTHORITY FOOD SAFETY ENFORCEMENT PLAN 2016-17**



Introduction

The Common Council of the City of London Corporation is the Port Health Authority for the district of the Port of London. The jurisdiction is set out in the London Port Health Authority Order 1965 and covers all of the tidal Thames from Teddington Lock to the outer Estuary.

Official food controls are delivered by the Port Health Service which is part of the Port Health & Public Protection Service (PH&PP) in the Department of Markets & Consumer Protection (M&CP). This Plan covers the work of the Port Health Service.

The checking of imported food and animal feed is an important obligation on the Port Health Service to protect public and animal health. As the checks take place at ports that are the first point of entry into the European Union (EU), the Service is responsible for compliance checks for all food and feed imports from outside the EU.

Service Aims and Objectives

Through this plan, the London Port Health Authority aims to:-

- Ensure compliance with legislation related to imported food and animal feed to protect food safety and animal health
- Deliver a high quality, accessible and responsive service to protect, enhance, and improve the public, environmental, and animal health throughout the London Port Health district

This links to the Key Service Objectives set out in M&CP, PH&PP and Port Health Business Plans.

The Corporate Plan¹ is the City of London Corporation's main strategic planning document providing a framework for the delivery of all services with three strategic aims. The City of London Corporation will support and promote the City of London as the world leader in international finance and business services, and will maintain high quality, accessible and responsive services benefiting its communities, neighbours, London and the nation.

The City of London outlines key plans for the future in a number of strategies according to the different areas of the City's work. These plans and strategies can be viewed on the City's website under About the City – Corporate plans².

This Plan is linked to these strategies through the M&CP Business Plan and our own more specific Port Health Business Plan.

Our main goal is to ensure that the Service is meeting its statutory obligations in relation to imported food and animal feed control. In doing this we aim to promote consumer confidence as a result of our work to assure the safety of the food supply chain.

Whilst meeting our statutory obligations we also have to pay attention to the principles of Better Regulation and take into account the way we deliver and enforce the legislation that we are responsible for. We have developed good working relationships with the trade using our ports by trying to understand the risks affecting businesses and dealing with consignments efficiently so as to avoid delays because of the checks we are obliged to carry out.

This understanding is an important aspect of our Service; however, there is a need to strike a balance between support for businesses, especially smaller businesses, and protecting consumers and others from fraudulent and illegal practices.

This Plan aims to ensure that our enforcement remains targeted, proportionate, consistent and transparent, and sets out the framework for its delivery. It has been prepared as required by the FSA and in accordance with their "Food Law Enforcement Service Planning Guidance" and the content of the Plan provides the basis upon which the London Port Health Authority will be monitored and audited by the FSA.

¹ <https://www.cityoflondon.gov.uk/about-the-city/how-we-make-decisions/Pages/corporate-plans.aspx>

² <https://www.cityoflondon.gov.uk/about-the-city/how-we-make-decisions/Pages/corporate-plans.aspx>

Profile of the Port Health Authority

London Port Health Authority (LPHA) is responsible for a district, which extends for 94 miles along the tidal Thames from Teddington Lock to the outer Estuary. It includes the lower reaches of the River Medway, while to the north it encompasses the River Roach and southern part of the River Crouch.

The area for which LPHA is responsible includes the new London Gateway port as well as the ports of Tilbury, Thamesport and Sheerness. The area also includes London City Airport as well as the various docks and dockland areas which have now been redeveloped.

The Port of London is the largest mixed cargo port in the United Kingdom. During 2015 it handled 45.4 million tonnes of cargo, 2% more than in the previous year. The overall tonnage was higher than in 2014, with cargo trade growing by 0.9 million tonnes. Containers and Trailer Traffic (unitised traffic) increased by approximately 6.5% and there were also increases in volumes of other cargoes including aggregates, non-fuel cargoes including food and animal feed products such as bulk cereals and oil³.

In addition, Ports on the Lower Medway continue to handle general cargo including some fruit.

The Port of Thamesport has not seen the return of an international trade but continues to handle EU cargo which continues to require monitoring by the Port Health Service.

The main activity for LPHA is the checking of food imports from countries outside the European Union. Cargo arrives from many areas of the world including South America, Africa, Australia, New Zealand, India, the Far East, the Mediterranean, USA, and Canada.

142,287 consignments of food arrived at the ports of London Gateway and Tilbury during 2015. 131,930 of these were Products Not of Animal Origin (NAO) with remaining 10,357 being Products of Animal Origin (PoAO).

³ <https://pla.co.uk/Port-Trade/Latest-Port-Handbook>

The overall numbers of imported food consignments compared to the previous year have increased by 4% due to the growth in trade at London Gateway. There was also an increase in the number of PoAO consignments(1.6%).

Looking forward, predictions indicate that the anticipated growth in global container shipping is set to continue. The Port of London Gateway has already taken advantage of this opportunity demonstrating a year on year increase since it opened in 2013.

In addition to its imported food responsibilities, LPHA also has responsibility for Animal Feeding Stuffs, Shellfish Classification, Infectious Disease Control, Pollution Control and Pest Control.

Shellfish classification forms one of the many tasks performed by the River Division; there are 15 shellfish beds within the Authority's area and 5 beds are monitored on a contractual basis for Swale Borough Council, plus additional samples are taken for FSA projects, as required.

Infectious disease control and drinking water quality monitoring are also significant parts of the work undertaken by the London Port Health Authority (LPHA), in the Dock areas, on the River and at London City Airport.

Organisational Structure

The current Organisational structure is shown in Attachment 1.

Scope of the Food and Animal Feed Service

The LPHA is responsible for enforcing legal requirements relating to food safety and food standards for all food and animal feed that is imported through the ports within London Port Health Authority area. This includes:

- Operation of the Border Control Posts at London Gateway Port, Tilbury and Thamesport
- Monitoring for illegal food or animal feed imports at any of the Ports within the district
- Carrying out documentary, identity and physical checks on imported consignments of products of animal origin and products not of animal origin
- Making checks of fish catch certificates to ensure compliance with regulations concerning Illegal, Unreported and Unregulated Fishing

- Sampling food and animal feed for chemical analysis and microbiological examination
- Checking consignments of imported animal feed comply with the relevant legislation
- Controls relating to Food Contact Materials
- Enforcing Contaminants in Food legislation
- Verification of Organic Produce
- Control of infectious diseases and food poisoning in liaison with Public Health England
- Control of shellfish harvesting areas including sampling for classification and biotoxin analysis
- Sampling of drinking water supplied to vessels and from fixed points within the port boundary
- Food safety and hygiene inspections of premises and craft at dock locations and London City Airport

Other responsibilities that are delivered alongside the food service include:

- Enforcement of Rabies prevention legislation
- Carrying out the duties as Regulator under the Environmental Permitting Regulations for Part A2 and Part B Processes
- Investigating and controlling statutory nuisances including the investigation of complaints with regard to noise and odour emissions from certain port industries
- Monitoring of waste control procedures relating to International Catering waste
- Pest control at the Port of Tilbury
- Inspection of vessels under the International Health Regulations and UK health legislation
- Liaison with Government Departments and Agencies
- Co-operate with Port Health Authorities nationally and internationally to maintain and improve service delivery
- Participating at Technical Committees relevant to Port Health

These duties are carried out by LPHA employees; external contractors are not used.

Demands on the Service

A review of the Service was carried out during 2013, principally to make recommendations having regard to the opening of the London Gateway port in November 2013. The decline in international trade at Thamesport resulted in the closure of the Thamesport office in 2013, this entailed redundancies with the remaining staff relocating to Tilbury and London Gateway. Trade levels have increased significantly in 2014 and 2015;

Tilbury: Several shipping lines have moved trade from Tilbury to London Gateway, but Tilbury have gained lines from both Sheerness and Thamesport, plus an additional Caribbean trade. Both Thamesport and Sheerness continue to decline in food and feed trade; there remains only one EU line calling at Thamesport. This is indicative of the move towards larger vessels with increased capacity making fewer calls. London Gateway was developed to exploit this trend and their increase in trade reflects this;

London Gateway: Another new line has commenced regular calls at London Gateway. Since September 2015, vessels are regularly being diverted from Felixstowe to London Gateway. At present these are ad-hoc calls and are therefore unpredictable as they arrive at short notice, the vessels are significantly larger and carry trade from countries not currently received in London. This presents a challenge to the service as paperwork has often been submitted to Felixstowe resulting in a delay in delivery the LPHA. Consequently the Service is placed under additional pressure from our customers to process, inspect and clear consignments as quickly as possible.

In order to respond to these demands, the Service has developed a new team structure. Each team consists of professionally qualified staff; Official Veterinarians (OVs) and Port Health Officers (PHOs) with Port Health Assistants (PHAs). The PHA posts were created to enable the development of existing staff and recruitment of non-professionally qualified staff, to contribute to and assist the work carried out by the OV's and PHO's. These teams are supported by a new administrative staff structure. See Attachment 1.

A new Assistant Director for Port Health was appointed in 2015 whose main objective for the coming year is to continue the work of the Port Health Service Review, which aims to ensure that the Service can continue to meet the increasing demands that growth in this sector presents. This is covered in more detail in the Port Health Business Plan; staffing and IT development being key issues.

It is anticipated in the coming year that, due to the decline in international food and feed trade arriving at Tilbury, the Port Health Service may centralise its functions at London Gateway with staff being sent to Tilbury to carry out inspections and examinations as required.

Food Imports may also still take place at Thamesport and Sheerness as they have retained official approvals, therefore, it is important to monitor the details to ensure there are no illegal imports. Generally the numbers of imports are very low with staff being sent from the remaining office(s) to carry out inspections as necessary.

The main inspection activity for products of animal origin (PoAO) from countries outside the EU takes place at London Gateway Border Inspection Post (BIP) and, now to a lesser extent, Tilbury BIP. In addition there are facilities approved as Designated Points of Entry (DPEs) for non animal products under Regulation 669/2009 for "High Risk" products at Tilbury, London Gateway, Thamesport and Sheerness. Soon these facilities will be collectively known as Border Control Posts (BCPs) under proposed changes to the legislation and London Gateway already refer to their inspection facilities as the BCP.

The hours of operation currently being worked are 07:00hrs to 19:00hrs Weekdays, 08:00hrs to 14:00hrs Saturdays and Sundays. Working hours continues to be subject to review relating to the potential demand for cover at London Gateway.

Changes in throughput can have a significant effect on the operation of the service as we have experienced at both Sheerness, Thamesport and most recently Tilbury. Volumes are predicted to increase as London Gateway attracts more business, particularly once the logistics park development becomes more established. Failure of the Service to clear cargo swiftly will have a detrimental business effect and tarnish the reputation of LPHA and by implication, the City of London.

Throughput variations are a considerable challenge because of numerous external factors affecting trade, including seasonal variations. This means that a flexible workforce is required to meet the fluctuations in service demand.

Changes to legislation places considerable demands on the Service; often the changes can be at short notice to respond to a particular problem. In particular, problems with microbiological contamination, pesticide and veterinary drug residues continue to surface.

Controls implemented at short notice may continue to operate for a long period such as those implemented following the Japan Nuclear reactor incident with checks on food imports for radiation still being in place.

Other emerging risks are notified by the FSA, in addition our Public Analysts circulate information to assist in determining which products may require our attention. Updates to the "High Risk" list under Regulation (EC) 669/2009 occur every 3 months.

Checks of catch certificates and other documentation under legislation related to the import of illegal, unreported and unregulated (IUU) fishery products is time consuming as a considerable number of consignments have multiple certificates relating to the products being imported. The LPHA has good liaison arrangements with the UK Single Liaison Office of the Marine Management Organisation (MMO) who are responsible for this area of work.

The trade expects consignments to be cleared as quickly as possible as delays result in additional costs and disruption to their business. For this reason our Business Plan includes a performance indicator to measure the time it takes to release consignments. Where containers have to be detained; queries on documentation are processed as quickly as possible; samples are submitted efficiently and there are Service Level Agreements with the laboratories to ensure delays are kept to a minimum.

As part of the Port Health Review, the responsibility for Food Hygiene and Safety inspections on craft and premises operating within the Port Health district was transferred to the City of London Food Safety Team, however as a small number of food businesses remain within the docks and London City Airport, including processing plants located outside of the dock areas but within the Port of London district that require inspection, in-house expertise has been retained to carry out this work.

Sampling of imported Products of Animal Origin (PoAO) is carried out in accordance with detailed EU rules and an internal sampling plan related to the physical checks that are undertaken by the Official Veterinarians and Port Health Officers. The aim is to sample between 1 and 10% of all the physical exams carried out linked to a sampling matrix that is produced quarterly anticipating the number of samples required. This is reviewed quarterly in order to make the necessary adjustments in accordance with any throughput variations. Samples taken may contribute to the National Sampling Plan coordinated by the FSA.

The legislation relating to High Risk non Animal Origin products (NAO) is reviewed on a 3 monthly basis, this can mean changing requirements for sampling. Close liaison with the laboratories is essential because of the potential impact the change will have on them. Insufficient laboratory capacity is a concern which can cause considerable delays to imports.

As the Food Authority for the tidal Thames, the Service has responsibility for the harvesting of shellfish throughout its area. A sampling programme is in place for classification purposes and biotoxin monitoring. Sampling for Swale Borough Council is carried out on a contract basis, with any follow up enforcement activity being carried out by Swale Borough Council's Environmental Health Officers. In 2014/15, 192 samples taken to determine Shellfish Classification with an additional 60 samples for Swale Borough Council. A further 44 were taken for biotoxins of shellfish flesh and 54 for biotoxin in the water.

London City Airport is within the LPHA boundary and checks are made under the Public Health (Aircraft) Regulations. The Food Safety (Ships & Aircraft) (England & Scotland) Order 2003 is in force and has implications for food safety and potable water on board aircraft. Supplies of water at London City airport are regularly sampled and analysed. In addition to the

controls on water supplies, regular inspections of the outside catering units and the vehicles delivering the foods for aircrafts are performed.

LPHA officers board vessels including Cruise Liners arriving within the port to undertake inspections under the Public Health (Ships) Regulations and issue Ship Sanitation Certificates under the International Health Regulations. The Food Safety (Ships & Aircraft) (England & Scotland) Order 2003 also applies sections of the Food Safety Act to vessels arriving in port. We work closely with other Port Health Authorities to enforce standards on vessels, in particular to ensure “problematic” vessels are tracked around the UK.

On a regular basis we receive requests from Government officials for visits; a great deal of interest has been shown in the London Gateway Port and we host visits for officials from the EU, Defra and the FSA.

Regulation Policy

The City Corporation is committed to the principles of the new Regulators' Code⁴, a statutory code for all regulators. PH&PP has its own Policy Statement on Enforcement⁵ which has been approved by the Port Health & Environmental Services Committee and sets out its approach to enforcement.

Interventions

Throughput for imported food consignments between April 2015 and March 2016 is shown in the table below. Some consignments are subjected only to documentary checks, but for others physical checks are carried out by opening shipping containers at the inspection facility to inspect and take samples of the product for laboratory analysis.

Consignments may be rejected for a wide range of reasons including insufficient or non-existent documentation, inadequate temperature control, insect infestation, contamination with microorganisms, pesticides, mycotoxins or veterinary residues.

In all cases, a rejection notice is served on the importer which may require the destruction, re-export or alternative use of the product. These measures ensure the protection of public and animal health.

⁴ In force from 6th April 2014

⁵ <http://www.cityoflondon.gov.uk/services/port-health/import-controls/Pages/Import-Controls.aspx>

Port Health 2015 -16	Total	Notices Served
Imported food Not of Animal Origin Consignments	131930	
Imported food Not of Animal Origin -document checks	11663	299
Imported food Not of Animal Origin – identity checks	1147	
Imported food Not of Animal Origin - physical checks	1730	
Number of samples taken	610	
Products of Animal Origin Consignments	10357	
Products of Animal Origin Consignments – document checks	10357	67
Products of Animal Origin Consignments – physical checks	4074	13
Number of samples taken	204	30

Feed and Food Complaints

The Service follows corporate policy in relation to any complaints and we aim to provide a same day response to all consumer complaints on food matters; however, between April 2015 and March 2016, no significant complaints regarding imported food or animal feed have been received.

Complaints regarding the actual service provided by LPHA are recorded within the Services ISO System, an investigation is carried out and remedial action is taken where appropriate; this is followed up at the regular ISO Management Review meetings.

Home Authority Principle and Primary Authority Scheme

It is our policy to contact the Primary Authority when we become aware of an importer not conforming with the relevant import regulations. We also try to identify and contact Primary Authorities following adverse sample results.

Advice to Business

The LPHA provides advice and support to business is in line with the FSA's Code of Practice. The Service aims to maintain and build on existing relationships to encourage businesses to meet their legal obligations and to develop best practice.

Detailed information on the Service's activities and practical advice on compliance with legislation is available on the City of London website www.cityoflondon.gov.uk/porthealth . The website is regularly updated to include any changes in legislation or procedures.

Where we cannot provide the advice sought, the enquiry will be referred direct to either a dedicated branch of the FSA, Defra or the MMO.

On a routine basis, information regarding new "controls" is sent direct to importers and agents. Where necessary, individual meetings are also held with agents, importers and other trade organisations to clarify and discuss legal issues and best practice.

We also provide updates on current issues and offer advice and support in the use of electronic systems such as TRACES.

Feed and Food Sampling

All samples are taken in accordance with our Sampling Policy. Details regarding the selection, procurement and preparation of samples are contained in our Sampling Protocol. For more details see www.cityoflondon.gov.uk/porthealth

The main aim of our sampling programme is to proactively detect foods outside specific regulation which may be a threat to public or animal health. In addition we monitor and sample on a risk basis having regard to information from a range of sources including Rapid Alert notifications, FSA / Defra intelligence, previous adverse sample results, new products and random sampling.

Products of Animal Origin are checked at the frequencies set by the European Commission for each country of origin.

In relation to shellfish, the LPHA works on behalf of the FSA who has both EU and UK statutory responsibilities for ensuring that bivalve molluscs are safe for human consumption and meet stringent bacteriological and classification standards. The LPHA's role includes the implementation of an active and rigorous sampling programme.

The latest budget information for sampling is shown in Attachment 2.

The Port Health Service strives to be an active contributor to national and regional sampling programmes and has made a number of successful bids to the FSA for funding to support additional sampling of imported food and animal feed.

The majority of our samples for chemical analysis are sent to two Laboratories ; Public Analyst Scientific Services (PASS) and Kent Scientific Services (KSS). The City of London has appointed individual Public Analysts that are employed by these laboratories and the samples are analysed under their supervision. Other accredited laboratories may be used if nominated by the Public Analyst.

Samples for microbiological examination are sent to Public Health England where their Food Examiners are responsible for reporting the result of their examination of the samples.

We have Service Level Agreements in place with the Laboratories to ensure appropriate turn around times depending on the status of the sample.

Control and Investigation of Outbreaks and Food Related Infectious Disease

Port Health Authorities have powers and duties to prevent and control risks to human health from infection or contamination, including by chemicals and radiation.

Masters of vessels or the Commander an aircraft must complete a Maritime or Aircraft Declaration of Health when they are aware of cases of infectious disease or food poisoning and notify the Port Health Authority in advance of their arrival.

The Service has an Infectious Disease Protocol that has been drawn up in conjunction with Public Health England (PHE). Close liaison takes place between PHE staff and the LPHA following the protocol to ensure control of the situation.

Powers are available to require the ship or aircraft to be isolated from normal traffic and that there is no unauthorised embarkation or disembarkation. This allows an investigation to take place on board the ship or aircraft to identify and diagnose the illness, monitor, review and decide on control measures to contain the outbreak.

In the case of Norovirus or other airborne illness, an enhanced level of scrutiny will be given to the practises, procedures and documentation associated with cleaning and control of infection aboard an aircraft or vessel.

Feed / Food Safety Incidents

We are committed to responding promptly to all food or feed safety incidents. The Service has arrangements in place to ensure that it is able to respond to Food Alerts issued by the FSA. Warnings are received electronically and all urgent Food Alerts receive immediate attention and action where necessary. Out of hours arrangements are in place.

Rapid Alert Notifications issued by the European Commission are sent to a designated Officer who is responsible for their distribution amongst LPHA Officers involved in Imported Food Enforcement. These reports are used to determine if products subject to the Notification are likely to be imported, allowing future imports to be targeted or controlled at the point of entry; effectively ensuring affected products do not enter the UK. LPHA's database, Port Health Interactive Live Information System (PHILIS) can be used to issue reminders when specific products are subject to control.

Liaison with Other Organisations

We have contact with a number of national organisations in an attempt to ensure consistency and remain at the cutting edge of developments within food and animal health. The organisations include:

- HM Revenue and Customs including UK Border Agency [UKBA] and Border Force
- Food Standards Agency [FSA]
- Department for the Environment and Rural Affairs [Defra]
- Animal and Plant Health Agency [APHA (animal health)], formerly known as AHVLA
- Veterinary Medicines Directorate [VMD]
- Rural Payments Agency
- The Forestry Commission- Plant Health Service
- The Department of Health [DoH]
- Public Health England [PHE]
- Chartered Institute of Environmental Health [CIEH]
- Environment Agency [EA]
- Port of London Authority [PLA]
- Medway Ports Authority [MPA]
- London City Airport Control Authorities Group
- Kent & Essex Resilience Forums

We no longer belong to the Association of Port Health Authorities (APHA) and we have been instrumental in setting up the Major Ports Liaison Group. This involves meetings with other Port Health Authorities responsible for other major Seaports. Membership includes the Authorities for Felixstowe, Southampton and Liverpool as well as the FSA, Defra and APHA (animal health), formerly known as AHVLA. This enables matters of strategic and operational significance related to Imported Food Controls to be considered.

We hold regular meetings with our Analytical Laboratories to review the service provided, consider current issues and discuss new developments in analytical techniques.

In addition to the above, the LPHA is a Category 1 Responder under the Civil Contingency Act. The Authority is represented at the Kent Resilience Forum and Essex Resilience Forum. City of London Resilience Team colleagues represent the Authority at the various London Forums.

Regular meetings are held with the port operators responsible for the inspection facilities.

Feed and Food Safety and Standards promotional work, and other non-official controls interventions

An annual stakeholder event is held to update the trade and discuss current issues. This opportunity is taken to promote the use of Information Technology to speed clearance times.

Resources

Financial Allocation

The overall expenditure in providing the Port Health Service is linked to our Business Plan. Attachment 2 gives the current budgetary information.

Staffing Allocation

Following the Port Health Review a new staffing structure has been put in place.

A structure diagram is shown in Attachment 1.

Staff Development Plan

Staff development is managed through the City of London Performance and Development Framework appraisal scheme and is linked to the corporate learning and development strategy which includes Investors in People principles. In addition, the Service has its own Development Plan which looks to maintain the competence of its staff and plan for the future needs of the Service.

Following the Port Health Review we are involving staff at lower grades in the inspection duties under professional supervision, the development needs of these staff members has been recognised and a training programme has been implemented.

The former Local Better Regulation Office (LBRO), now Better Regulation Delivery Office (BRDO) Regulators Development Needs Analysis tool is available to inform the individual training needs of staff.

The main targets for training are on the delivery of this Plan and Business Plan Objectives so that staff competencies are developed that can best achieve this. Value for money is considered and this has, in part, been achieved by engaging external trainers to deliver specific courses "in-house". In addition, 3 Port Health Officer's now hold a recognised training qualification and are able to deliver both internal and external training courses. External course delivery costs can be recovered and provide both useful networking opportunities and the dissemination of best practice in addition to raising the profile of the LPHA. These staff have been actively sought to deliver training for both the Chartered Institute of Environmental Health (CIEH), the FSA, DEFRA, MMO and the European Commission. Training records are kept for all staff.

Quality assessment and internal monitoring

The Port Health Food Inspection Service is accredited under the ISO 9001:2000 quality management system. External Audits of the system are carried out at least once per year by independent auditors from NQA accreditation body. We retain a Consultant to assist with internal audits and advise at Management Review meetings.

Other external Audits are carried out by Defra through the Animal and Plant Health Agency (APHA (animal health)), formerly known as AHVLA, they deal with the import procedures and controls for products of animal origin. The FSA cover most other food related activities of the Service.

Routine Audits are also carried out by the Food and Veterinary Office (FVO) of the European Commission on food and animal feed controls.

Key Performance Indicators are set out in the Port Health Business Plan; there are three performance reviews of the plan each year with the Director of Markets and Consumer Protection. The two Port Health Managers (PHMs) in conjunction with the Assistant Port Health Director and Senior Official Veterinarian (APHD & SOV) monitor and report performance at the ISO Management Review Meetings.

Review against the Service Plan for 2014-15

Page 146

The change in trade patterns at Tilbury, Thamesport and Sheerness and the increased throughput at London Gateway Port have had a significant impact on the Service. The recommendations of the Port Health Review are being implemented to make sure that our statutory obligations are being met and high standards are maintained in our Service provision.

The Service Plan is subject to review as part of the Business Plan performance management monitoring arrangements held at 4 monthly intervals as well as ISO Management Review meetings.

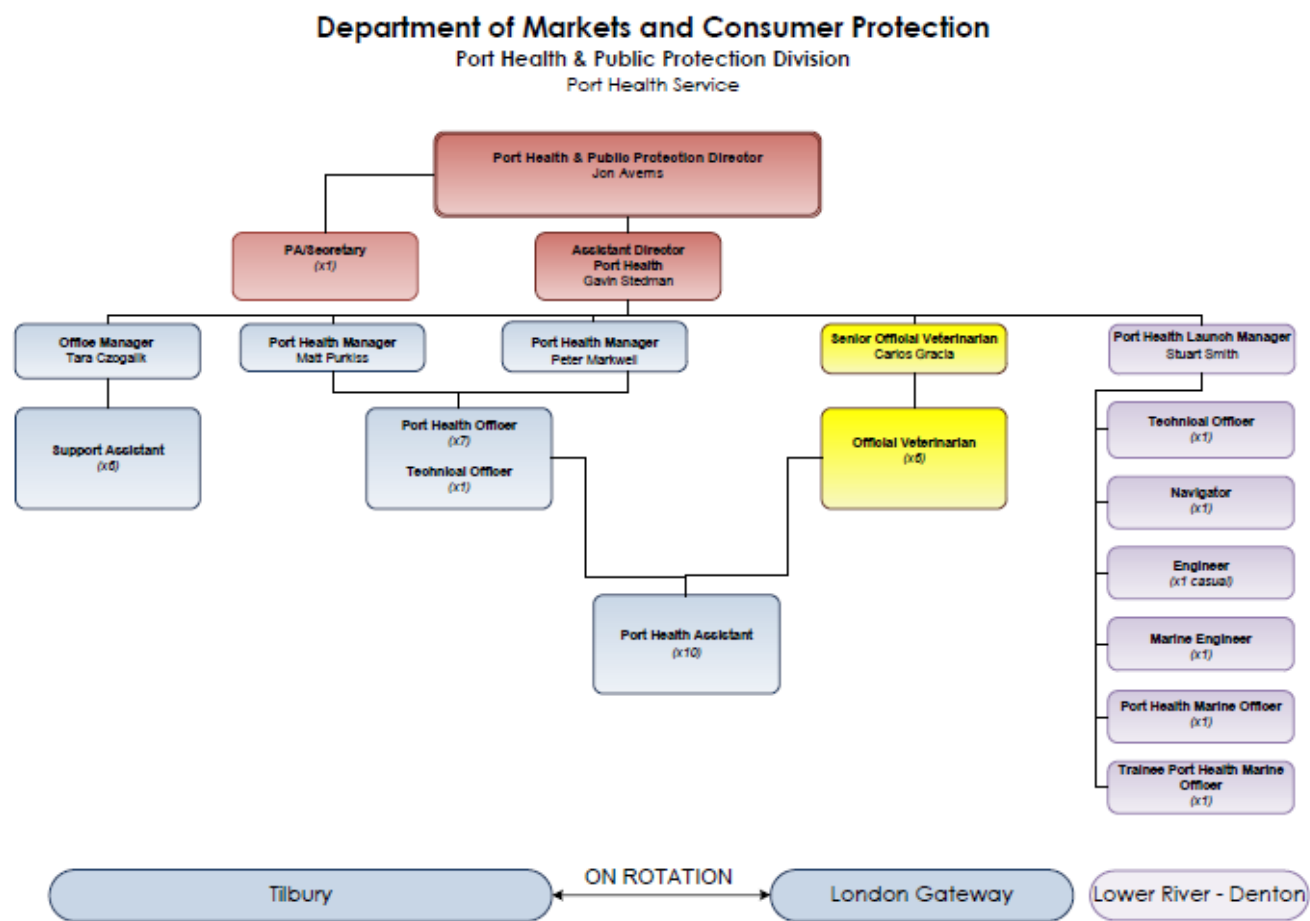
Key Performance Indicators are set out in the Port Health Business Plan; there are three performance reviews of the plan each year with the Director of Markets and Consumer Protection. The Assistant Director – Port Health, Senior Official Veterinarian and the Port Health Managers monitor and report performance at the ISO Management Review Meetings. Where a variation from the Service Plan is identified the reasons for the variation are considered and appropriate actions taken.

Areas of Improvement

A major priority is the development of the use of information technology including PHILIS, this enables the service to make better use of available resources, and is essential to deal with the future volumes of imports anticipated at the London Gateway port. Mobile working via the use of tablet computers with PHILIS will increase efficiency and reduce costs.

The management review mechanism within the ISO standard also facilitates continuous improvement in accordance with the areas covered by that scheme.

ATTACHMENT 1 - ORGANISATION STRUCTURE DIAGRAM



January 2016

ATTACHMENT 2 - FINANCIAL RESOURCES

PORT HEALTH AND ENVIRONMENTAL SERVICES COMMITTEE - CITY FUND

<i>Actual</i> <i>2014-15</i> <i>£'000</i>	PORT AND LAUNCHES <i>Director of Markets and Consumer Protection</i>	<i>Original</i> <i>Budget</i> <i>2015-16</i> <i>£'000</i>	<i>Latest</i> <i>Approved</i> <i>Budget</i> <i>2015-16</i> <i>£'000</i>	<i>Original</i> <i>Budget</i> <i>2016-17</i> <i>£'000</i>
	LOCAL RISK			
	Expenditure			
1,877	Direct Employee Expenses	1,985	2,114	2,218
120	Indirect Employee Expenses	42	65	46
1,997	TOTAL Employees	2,027	2,179	2,264
7	Repairs and Maintenance	0	0	0
11	Energy Costs	8	12	12
78	Rents	52	74	78
126	Service Charges	14	14	14
8	Rates	44	122	125
1	Water Services	1	1	1
10	Cleaning and Domestic Supplies	13	14	14
2	Grounds Maintenance Costs	2	2	2
243	TOTAL Premises Related Expenses	134	239	246
77	Direct Transport Costs	85	84	84
12	Public Transport	12	21	21
46	Car Allowances	50	30	30
135	TOTAL Transport Related Expenses	147	135	135
64	Equipment, Furniture and Materials	31	46	48
0	Books	0	0	0
2	Catering	3	3	3
10	Clothes, Uniform and Laundry	14	13	13
3	Printing, Stationery	20	6	6
234	Fees and Services	180	217	216
141	Communications and Computing	141	191	148
3	Expenses	9	8	8
3	Grants and Subscriptions	8	4	4
0	Miscellaneous Expenses	0	0	0
460	TOTAL Supplies and Services	406	488	446
0	TOTAL Transfer to Reserve	0	0	0
0	TOTAL Unidentified Savings	0	0	0

2,835	TOTAL Expenditure	2,714	3,041	3,091
	Income			
(49)	TOTAL Government Grants	0	(12)	0
	Joint Financing	0	0	0
0	TOTAL Other Grants, Reimbursements and Contributions	0	0	0
(1,752)	Fees and Charges for Services, Use of Facilities	(1,938)	(1,893)	(2,258)
(1,752)	TOTAL Customer, Client Receipts	(1,938)	(1,893)	(2,258)
0	TOTAL Transfer from Reserves	(70)	(40)	0
(1,801)	TOTAL Income	(2,008)	(1,945)	(2,258)
1,034	LOCAL RISK (excl. R&M City Surveyor)	706	1,096	833
1	Repairs and Maintenance (City Surveyor)	28	18	18
5	Cleaning (City Surveyor)	11	4	4
6	LOCAL RISK (City Surveyor)	39	22	22
1,040	TOTAL LOCAL RISK	745	1,118	855
	RECHARGES			
	Central Recharges			
11	Premises Insurance	11	12	14
9	Transport Insurance	9	9	9
13	Liability Insurance	13	12	12
0	Admin Buildings	0	0	0
227	Support Services	188	233	230
16	Surveyors Employee Recharge	0	14	14
194	IS Recharge	192	126	125
55	Capital Charges	62	45	23
525	TOTAL Central Recharges	475	451	427
	Recharges Within Fund			
0	Corporate and Democratic Core - Finance	0	0	0
	Recharges Across Funds			
116	Directorate Recharge - Markets - City's Cash	111	108	114
641	TOTAL RECHARGES	586	559	541
1,681	TOTAL NET EXPENDITURE / (INCOME)	1,331	1,677	1,396