



## Port Health & Environmental Services Committee

**Date:** WEDNESDAY, 20 JANUARY 2021

**Time:** 11.00 am

**Venue:** VIRTUAL MEETING – ACCESSIBLE REMOTELY

<b>Members:</b>	Deputy Keith Bottomley (Chairman)	Alderman Sir Roger Gifford Christopher Hill
	Jeremy Simons (Deputy Chairman)	Deputy Wendy Hyde
	Deputy John Absalom	Deputy Jamie Ingham Clark
	Caroline Addy	Alderman Gregory Jones QC
	Rehana Ameer	Shravan Joshi
	Alexander Barr	Vivienne Littlechild
	Adrian Bastow	Deputy Robert Merrett
	Deputy John Bennett	Deputy Andrien Meyers
	Peter Bennett	Deputy Brian Mooney (Chief Commoner)
	Tijs Broeke	Deputy Joyce Nash
	John Chapman	Deputy Henry Pollard
	Deputy Peter Dunphy	Henrika Priest
	Mary Durcan	Jason Pritchard
	Deputy Kevin Everett	Deputy Richard Regan
	Anne Fairweather	Deputy Elizabeth Rogula
	Sophie Anne Fernandes	

**Enquiries:** Rofikul Islam Tel. No: 020 7332 1174  
Rofikul.islam@cityoflondon.gov.uk

### Accessing the virtual public meeting

**Members of the public can observe this virtual public meeting at the below link:**

<https://youtu.be/cOTGr0UmVwI>

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**John Barradell**  
**Town Clerk and Chief Executive**

# **AGENDA**

## **Part 1 - Public Agenda**

1. **APOLOGIES**

2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**

3. **MINUTES**

To agree the public minutes and summary of the meeting held on Tuesday, 24 November 2020.

**For Decision**  
(Pages 1 - 10)

4. **UPDATE ON THE IMPACT OF THE UK LEAVING THE EU (BREXIT) ON PORT HEALTH & PUBLIC PROTECTION**

The Port Health and Public Protection Director to be heard.

**For Information**

5. **REVENUE AND CAPITAL BUDGETS 2021/22**

Joint report of the Chamberlain, the Director of the Built Environment, the Director of Markets and Consumer Protection and the Director of Open Spaces.

**For Decision**  
(Pages 11 - 26)

6. **DBE SERVICE CHANGES & BUDGET PROPOSALS**

Report of the Director of the Built Environment.

**For Decision**  
(Pages 27 - 56)

7. **DRAFT HIGH-LEVEL BUSINESS PLANS 2021/22**

Joint report of the Director of the Built Environment, the Director of Markets and Consumer Protection and the Director of Open Spaces.

**For Decision**  
(Pages 57 - 74)

8. **BUSINESS PLANS 2020/2021: PROGRESS REPORT (PERIOD 2)**

Joint report of the Director of the Built Environment, the Director of Markets and Consumer Protection and the Director of Open Spaces.

**For Information**  
(Pages 75 - 110)

9. **CEMETERY AND CREMATORIUM FEES AND CHARGES 2021/22**

Report of the Director of Open Spaces.

**For Decision**  
(Pages 111 - 122)

10. **ANIMAL RECEPTION CENTRE - HEATHROW AIRPORT: ANNUAL REVIEW OF CHARGES**  
Report of the Director of Markets and Consumer Protection.  
**For Decision**  
(Pages 123 - 132)
11. **RISK MANAGEMENT - PERIODIC UPDATE REPORT**  
Joint report of the Director of the Built Environment, the Director of Markets and Consumer Protection and the Director of Open Spaces.  
**For Information**  
(Pages 133 - 176)
12. **DEEP DIVE CR21 AIR QUALITY**  
Report of the Director of Markets and Consumer Protection.  
**For Information**  
(Pages 177 - 200)
13. **REPORT OF ACTION TAKEN**  
Report of the Town Clerk.  
**For Information**  
(Pages 201 - 204)
14. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
15. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
16. **EXCLUSION OF THE PUBLIC**  
MOTION – That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of the Schedule 12A of the Local Government Act.

**For Decision**

## **Part 2 - Non-public Agenda**

17. **NON-PUBLIC MINUTES**  
To agree the non-public minutes of the meeting held on Tuesday, 24 November 2020.  
**For Decision**  
(Pages 205 - 206)
18. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
19. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERED URGENT AND WHICH THE COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

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## **PORT HEALTH & ENVIRONMENTAL SERVICES COMMITTEE**

**Tuesday, 24 November 2020**

**Minutes of the meeting of the Port Health & Environmental Services Committee held via Microsoft Teams at 11.00 am**

### **Present**

#### **Members:**

Deputy Keith Bottomley (Chairman)	Anne Fairweather
Jeremy Simons (Deputy Chairman)	Sophie Anne Fernandes
Caroline Addy	Alderman Sir Roger Gifford
Rehana Ameer	Christopher Hill
Alexander Barr	Deputy Wendy Hyde
Adrian Bastow	Deputy Jamie Ingham Clark
Deputy John Bennett	Shravan Joshi
Peter Bennett	Vivienne Littlechild
John Chapman	Deputy Henry Pollard
Deputy Peter Dunphy	Jason Pritchard
Mary Durcan	Deputy Elizabeth Rogula
Deputy Kevin Everett	

#### **Officers:**

Rofikul Islam	- Town Clerk's Department
Gemma Stokley	- Town Clerk's Department
Kerry Nicholls	- Town Clerk's Department
Kristina Drake	- Town Clerk's Department
Jon Avern	- Department of Markets & Consumer Protection
Rachel Pye	- Department of Markets & Consumer Protection
Gavin Stedman	- Department of Markets & Consumer Protection
Tony Macklin	- Department of Markets & Consumer Protection
Julie Gibbs	- Department of Markets & Consumer Protection
Gary Burks	- Open Spaces Department
Colin Buttery	- Open Spaces Department
Vincent Dignam	- Department of the Built Environment
Carolyn Dwyer	- Department of the Built Environment
Ian Hughes	- Department of the Built Environment
Joe Kingston	- Department of the Built Environment
Paul Chadha	- Comptroller & City Solicitor's Department
Aqib Hussain	- Chamberlain's Department
Jenny Pitcairn	- Chamberlain's Department

1. **APOLOGIES**

Apologies for absence were received from Tijs Broeke and Alderman Gregory Jones.

2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**

There were no declarations.

3. **MINUTES**

**RESOLVED** - That the public minutes of the meeting held virtually on Tuesday 22 September 2020 be approved as a correct record.

**Matter arising**

**Cemetery streaming**

The Superintendent & Registrar informed the Committee that the BT installation of the fibre connection had now been installed. The Committee were also informed that the Open Spaces Department anticipates that the North and South Chapel should be able to provide live streaming services from the end of the year.

The Deputy Chairman asked if the new cremators were in place. The Superintendent & Registrar confirmed that the cremator project was progressing according to the timescale, and that two new cremators were in operation at present, which allowed for more cremations to take place. At present, 21 cremations are being carried out a day. Furthermore, in terms of the abatement concern, the process had started from November through to February.

The Chairman and Deputy Chairman commented that the project came into effect at the right time between the first and second spike of COVID-19.

4. **OUTSTANDING ACTIONS**

The Committee received a report of the Town Clerk setting out the current list of outstanding actions:

**Measurement and mitigation options for operational rail noise from London Underground affecting the Barbican Estate**

The Committee was informed that the long-term financial package had now been agreed by the Government at £1.8billion in total and that London Underground Officials are now scrutinizing their individual budgets to see what this will mean for the proposed noise and vibration works. The City of London is yet to find out if the previously agreed works can go ahead. On a more positive note, it was reported that the four lines modernisation programme was set to be funded and could therefore progress with the intention of completing this work by March 2021

The Chairman commented that that this was pleasing progress based on previous conversations with TfL on the matter.

A Member asked if the Committee could place on record its commitment to ensure that that the measurement and mitigation options for operational rail noise from London Underground affecting the Barbican Estate remained on the agenda.

The Chairman assured the Member that the Committee would ensure that this remained an important agenda item. He added that the Committee would continue its high-level engagement with senior TfL representatives' and that the Chairman intended to contact the London Underground Limited (LUL) again in the New Year.

**5. UPDATE ON THE IMPACT OF THE UK LEAVING THE EU (BREXIT) ON PORT HEALTH & PUBLIC PROTECTION**

The Committee received a verbal update from the Port Health and Public Protection Director on the impact on the UK of leaving the EU (Brexit) on Port Health & Public Protection.

The Committee was informed that things had been moving at pace since the verbal update to their last meeting. The UK Government has published a Border Operating Model that outlines how controls will be phased in at the border from January 2021.

The model contains information on a wide variety of border controls, but the ones relevant to this Committee include:

- From January 2021 – full checks on live animals, organic checks, Illegal, Unreported, and Unregulated (IUU) fishing checks. In addition, goods transiting through the EU to the UK will need to be checked. The transits are high-risk food and feed from the rest of the world that travel via the EU but are not checked by the EU. The Department will also need to check manifests to gain a better understanding of imports through the ports.
- From April 2021, the City of London will need to ensure that it is carrying out 100% documentary checks of high-risk food and feed which enters the UK through the City of London's ports. The latest projections from the UK Government indicate that this could double the workload for the Port Health Service.
- From July 2021, a physical, identification, and sampling checks will be required on 1% of high-risk EU food and feed imports

The Committee was informed that the City of London is in close liaison with various Government bodies, such as the Department for Environment, Food and Rural Affairs, and the Food Standards Agency, as it was felt that some points in the Border Operating Model require further clarification. This included details of how long the 1% checking regime will last as it is out of step with what applied to the rest of the world imports, and any safeguarding measures for Avian and Swine Flu that are to be carried on appropriate products early next year. This is an addition to the checks that the City of London continues to make on high-risk food and feed from the rest of the world.

The Committee was also reminded that the Department had submitted a bid for £474k to the Food Standard Agency under its EU Transition Fund to support the City of London's current preparations, increasing staffing. Although, the City of London was awarded only £150k, the Department for Environment, Food and Rural Affairs, released details of a Port Health Authority Transition Readiness Fund and, following discussions with the Department for Environment, Food and Rural Affairs regarding their revised predictions the City of London had submitted a bid to support its current preparations and increase its workforce by 22 officers; including 3 Port Health Officers, 3 Official Veterinarians, 8 Port Health Technical Officers and 8 Support Assistants. A

funding pot of £714K has been made available until 31 March 21. There is also a commitment that the Department for Environment, Food and Rural Affairs will underwrite the cost of recruitment until 31 March 22 based on their predictions.

The City of London is currently finalising the arrangements with the Department for Environment, Food, and Rural Affairs and it is in discussions with HR and Finance to expedite the recruitment process. The Department is hopeful that it can fill the posts quickly using apprentices and graduates.

The Committee was further advised that the Department is working closely with the various port operators on the River Thames to ensure they are ready for next year.

The Committee was made aware of the forthcoming Members Briefing on Brexit, that would focus on the Port Health Service and Heathrow Animal Reception Centre. Members were informed that the briefing would take place on Monday 14 December, 15:30-16:30.

A Member asked if the Port Health and Public Protection Director could confirm that there were no financial implications on the Port Health Services from the Target Operating Model and the 12% reduction from 2021. The Port Health and Public Protection Director responded that the Port Health function was based on full costs recovery. Staff would be employed on a flexible base, and the Department does not anticipate any legacy impacts.

The Deputy Chairman asked whether London Ports are seeing additional traffic being diverted from Felixstowe as vessels were not able to land their containers. The Port Health and Public Protection Director responded that the City of London has noted that vessels move around from Felixstowe to City of London Gateway Ports, which is well served. The Committee was advised that the City of London has very little influence or control around the vessels' movements and where they go; however, the City of London has been dealing well with diversions.

Another Member questioned whether there would be a longer-term impact as a result of the goods that are coming from the EU being subject to 1% check, as opposed to a higher check on goods that are coming directly from elsewhere. The Port Health and Public Protection Director responded that the City of London has been in contact with the Department for Environment, Food and Rural Affairs to clarify how long the 1% checks will be in place for, as the increase will impact on the resource required to deliver the service.

The Chairman reassured Members that further updates would be provided to the Committee on the impact of the UK leaving the EU (Brexit) on Port Health & Public Protection at future meetings.

**RESOLVED** - That Members noted the verbal update.

## 6. **HAZARDOUS WASTE UPDATE**

The Committee were given a verbal update from the Business Improvement & Strategic Group Manager on the Hazardous Waste Update.

The Committee was informed that the City of London acted as a lead authority on the London-wide Hazardous Waste Programme. The Hazardous Waste Programme aims to provide a service to residents, schools, and charities to safely dispose of small quantities of asbestos and chemical waste. A procurement process was followed, and a contract was awarded to Biffa Waste Services in April 2020. Since April 2020, Officers have been working hard to gain support from all the 32 London Boroughs to be part of the Programme.

The Committee was further advised that all the 32 London Boroughs had now signed up to the programme with the exception of the London Borough of Hillingdon, which has its own provision in place; however, they have engaged with the process and agreed to come back to the City of London for further engagement once their current contract comes to an end.

The service has now been up and running since October, with the transition being a smooth process. Officers commented that they were pleased with the contract delivery so far and continued to monitor progress. The Committee were informed that this was an excellent example of the City of London taking the lead on London-wide services.

The Chairman noted that a lot of work had gone into this piece of work and thanked Officers for their hard work.

**RESOLVED** – That Members noted the verbal update.

**7. AMENDMENTS TO THE COMMERCIAL ENVIRONMENTAL HEALTH SERVICE PLAN 2020-2021 WITH RESPECT TO FOOD SAFETY WORK**

The Committee considered a report of the Director of Markets & Consumer Protection on the Amendments to the Commercial Environmental Health Service Plan 2020-2021 with respect to Food Safety Work.

The Committee were reminded that, at its July 2020 meeting, it had approved the Commercial Environmental Health Team's Service Plan for the year. The plan was set out in three stages, which the City of London had anticipated the course of the pandemic to run from the initial lockdown in March, to reopen in early July and then to recovery and return to normal; however, this had not been the case. During that period, the Food Standards Agency was encouraging local authorities to do more proactive food work, alongside its statutory duties such as COVID-19 Secure, track, and trace and to inspect businesses once they could reopen in July.

As more restrictions were put in place by September, the Department's focus shifted to ensuring that the safety of the public and customers for local business became a priority. Following the national lockdown on 5 November 2020, the vast majority of the food businesses in the City of London were closed.

The Committee was assured that the few food businesses which decided to remain open were provided with COVID-19 secure advice and that, where appropriate, food safety inspections were carried out. The Department's main priority is now being prepared for the City of London's businesses to reopen safely and in line with any new regulations that may stem from the lifting of the restrictions proposed for 2 December.

The Department will continue to ensure that all the businesses remain COVID-19 secure for public use.

The Chairman noted that this was an annual exercise that needed approval from the Committee, and that a confirmation needed to be provided to the Food Standard Agency.

**RESOLVED** – that Members approved:

- a) The specific food safety and health & safety activities set out in the Commercial Environmental Health Team Plan 2020-2021; and
- b) The London Port Health Authority Food Service Enforcement Plan 2020-2021.

8. **REVIEW OF PILOT AND FUTURE BRIDGE HOUSE ESTATES FUNDING FOR ENFORCEMENT ACTIVITY AGAINST ILLEGAL STREET TRADING ON AND BY THE BRIDGES**

The Committee considered a report of the Director of Markets and Consumer Protection on the review of the pilot and future Bridge House Estates funding for enforcement activity against illegal street trading on and by the bridges.

The Committee's attention was drawn to the success of the two-year pilot project, which had resulted in a significant reduction of illegal street trading on the bridges. This was attributable to several factors, including a funding package from Bridge House Estates, which had enabled resources to be allocated to deal with the illegal street trading all year round.

The Committee was informed that it had played a significant role in the enhanced enforcement powers, which it had facilitated by the endorsement of section 101 agreement; this had allowed the Department to work across borough boundaries with its counterparts in Tower Hamlets and Southwark. Additionally, agencies such as the National Food Crime Agency, Border Forces, and the City of London bridge control room played a vital role in curbing illegal street trading.

A Member noted that the report had been discussed in the Culture, Heritage and Libraries Committee and was pleased to see that the funding had been extended. He advised the Committee that, should the City of London let its guards down, the traders would return. The Member welcomed the report.

The Deputy Chairman agreed with the Members comment and thanked Officers for the overall success of the work carried out so far.

Another Member also welcomed the report and asked if the lack of presence of the illegal traders were due to the lockdown and the reduced number of visitors to the bridges. The Assistant Director of Public Protection responded that there were no traders on the bridges during the first lockdown; however, in early July the footfall increased, and the Department of Markets & Consumer Protection observed that a number of the illegal traders had returned.

Another Member commented that they were delighted to see that many pickpockets were being disrupted, which is a massive success in itself to be able to achieve, as

this is a big issue within the City of London with many people falling victim to such criminal activities.

Another Member questioned whether the Department of Markets & Consumer Protection was working with other boroughs given that there was likely to be a displacement of the illegal street traders to other areas. The Assistant Director, Public Protection, reported that the Department of Markets & Consumer Protection regularly held meetings with its counterparts from other boroughs and carried out joint operations to tackle illegal street trading.

**RESOLVED** – that Members approved:

- (a) to extend and maintain additional enforcement capability by the City Corporation as local authority to be directed against illegal street trading on and by the bridges and the public highways which cross them and to authorise the Comptroller and City Solicitor to complete any necessary agreement with Southwark in respect of enforcement by the City Corporation within Southwark's boundary; and
- (b) should it be considered to be in the best interests of Bridge House Estates and its beneficiaries, to those additional costs being met by the charity with a view to preserving and safeguarding the bridges (and those who use them) consistent with the City Corporation's duties and powers as charity trustee to expend the charity's funds on maintaining and supporting the bridges, including to meet reasonable and proportionate costs of policing them.

9. **48TH CITY OF LONDON THAMES FISHERY RESEARCH EXPERIMENT**

The Committee considered a report of the Director of Markets and Consumer Protection on the 48th City of London Thames Fishery Research Experiment.

The Chairman noted that due to COVID-19, the 48th London Thames Fishery Research Experiment was a scaled back event. Nevertheless, the event itself was a success and was well received by the fishing teams. The Chairman informed the Committee that the anglers were grateful that the event took place, this year.

The Deputy Chairman commented that despite a low number of anglers, the total number of fish caught this year was over 500. The social distances were 10/15 meters between each of the anglers. The Deputy Chairman thanked the Officers who were involved in organizing the event.

The Port Health and Public Protection Director informed the Committee that the bars for this year's Fishery Research Experiment had been ordered, and that Members would receive them as soon as possible. He also noted that the bars for 2020 would be a different colour from what we usually have in order to mark it as a different year for the future.

**RESOLVED** - That Members:

- Noted the content of this report;
- Reviewed and approved the grant from City's Cash to partially fund the 2021 Experiment and;
- Approved the 49th City of London Thames Fishery Research Experiment to take place in 2021 (date to be confirmed).

10. **RESETTING OF DEPARTMENTAL BUDGETS 2020/21**

The Committee received a report of the Chamberlain on the Resetting of departmental Budgets 2020/21.

The Committee was informed that the report was around the resetting of departmental budgets for 2020/21. The impact for the Port Health & Environmental Services Committee is a net increase of £153K, which is made up of an increase of £301K for the Director of Markets and Consumer Protection and a reduction of £148K for the Director of Open Spaces, which were based on the financial forecast from July 2020. The Committee was further advised that this report would be submitted to the Court of Common Council on Thursday, 3 December, for a decision.

The Chairman also noted that a separate report would be provided to the Committee on the budget for 2021/22 at their next meeting in January 2021.

**RESOLVED** - That Members noted the report.

11. **DBE SENIOR OFFICER RESIGNATION**

The Committee received a report of the Director of the Built Environment on the DBE Senior Officer Resignation.

**RESOLVED** - That Members noted the report.

12. **REPORT OF ACTION TAKEN**

The Committee received a report of the Town Clerk regarding action taken between meetings.

**RESOLVED** - That Members noted the report.

13. **QUESTION ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

**Climate Action Plan**

A Member highlighted to the Committee some of the risks involved in adopting the City of London's Climate Action Plan.

He referred to a report by the Energy and Climate Intelligence Unit on the impact of working from home and the levels of pollutions which affected the environment. He stated that offices remained heated regardless of whether or not they were occupied which caused an increase of NOx by 12% in towns and cities. This was enough to offset the last two years' worth of progress that has been made on traffic emission.

The Air Quality Manager for the City of London responded that gas consumption would increase substantially across the country, as, people are working from and office building are also kept heated.

The City Corporation aimed to discuss the matter with some of the businesses within the City of London on how to overcome the increase in gas consumption in offices. A report will be presented to the Committee at the January 2021 meeting.



A Member of the Committee noted the need for a living document on the Climate Action Plan, which should be guided by a strategy which will allow room for discussions, debates, and implementation as time goes forward. This was followed by another Member who asked if the hidden effects of working from home are considered in the report.

Another Member noted that the Barbican is mentioned as a sizeable polluting area due to the building's design and raised concerns that with 2000+ properties in the estate, many people are working from home. This will undoubtedly affect the increased carbon level within the Estate and if this has been taken into account.

The Air Quality Manager for the City of London responded that the Barbican Estate obtains its gas from Citigen. From an air quality perspective, it is easier to work with the main source in mitigating the pollution. In terms of Barbican, it will not be a significant increase; however, the Air Quality Manager agreed to look further into this.

The Chairman requested that an update to the Committee is provided once the planned business engagement is carried out and noting the Alderman's comment about the long-term solution on a live document on the Action Plan in the Committee's January 2021 meeting.

### **Free Ports**

A Member stated that the Government had announced that Free Ports will be introduced around the country, and it is understood that the City of London will be bidding. He asked if Officers could provide an update on where the City of London stands with its application on the Free Ports.

The Director of Markets and Consumer Protection responded that the City of London is not directly involved as the actual ports will have to apply for Freeport status. However, the City of London is supporting the London Gateway and Tilbury ports in their bid. The Director of Markets and Consumer Protection is part of a working group, and they are arranging a non-disclosure agreement so that information can be shared between different parties. The Committee Chairman and Chair of Policy & Resources will be briefed on the issue soon.

The Director of Markets and Consumer Protection assured the Committee that the Department is involved with the process. The Chairman asked if the Committee can be kept updated with the progress on this.

### **Electric Vehicle Congress Awards**

The Committee was informed of the Electric Vehicle Congress Awards achieved by the Built Environment Department for the fleet electrification strategy of the year. The award recognized the hard work put in place by the Transport team and their collaborative working across departments within the City of London. The Chairman congratulated all those concerned.

The Chairman questioned as to when the City of London was expecting its delivery of the electric cleansing vehicles. The Business Improvement & Strategic Group Manager responded that it was anticipated that these would be delivered by January 2021. As the vehicles are the first of their kind, a number of tests and approvals are required. Officers are working with the Driver & Vehicle Standards Agency to ensure all the tests and approvals are carried out as soon as possible.

The Chairman noted that the City of London would be the first local authority in the country to have a fully electric fleet of waste collection vehicles.

**14. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

There were no questions.

**15. EXCLUSION OF THE PUBLIC**

**RESOLVED**, that – under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of the Schedule 12A of the Local Government Act.

**16. NON-PUBLIC MINUTES**

**RESOLVED** - That the non-public minutes of the meeting held virtually on Tuesday 22 September 2020 be approved as a correct record.

**17. PORT HEALTH AND ENVIRONMENTAL SERVICES DEBTORS -PERIOD ENDING 30 SEPTEMBER 2020**

The Committee received a joint report of the Director of the Built Environment, the Director of Markets and Consumer Protection, and the Director of Open Spaces.

**18. NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

There were none.

**19. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERED URGENT AND WHICH THE COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

There was no other business.

**The meeting ended at 12.15.**

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Chairman

**Contact Officer: Rofikul Islam**  
**Tel. No: 020 7332 1174**  
**Rofikul.islam@cityoflondon.gov.uk**

<b>Committee(s):</b> Port Health and Environmental Services	<b>Dated:</b> 20012021
<b>Subject:</b> Revenue and Capital Budgets 2021/22	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	n/a
<b>Does this proposal require extra revenue and/or capital spending?</b>	N
<b>If so, how much?</b>	n/a
<b>What is the source of Funding?</b>	n/a
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	n/a
<b>Report of:</b> The Chamberlain Director of the Built Environment Director of Markets and Consumer Protection Director of Open Spaces	<b>For Decision</b>
<b>Report author:</b> Jenny Pitcairn, Chamberlain's Department	

## Summary

This report presents for approval the revenue and capital budgets for the Port Health and Environmental Services Committee for 2021/22.

Overall, the proposed revenue budget for 2021/22 totals (£14.624M), a decrease in net expenditure of £2.567M compared to the 2020/21 Original Budget of (£17.191M).

The proposed budget for 2021/22 has been prepared within the resource envelopes allocated to each Director by Resource Allocation Sub Committee in December 2020 including the 12% savings target, but is dependent on the delivery of significant savings proposals, some of which are subject to Member approval, and some of which are still being developed.

The resource envelopes must be adhered to, as failure to do so will impact Finance Committee's ability to set Council Tax rates for the year ahead and the requirement in law for the City to set a balanced budget.

## Recommendations

Members are asked to:

- i) review and approve the proposed revenue budget for 2021/22 for submission to Finance Committee;
- ii) review and approve the proposed capital budgets for 2021/22 for submission to Finance Committee;
- iii) authorise the Chamberlain, in consultation with the Directors of the Built Environment, Markets and Consumer Protection, and Open Spaces, to revise these budgets to allow for any further implications arising from

- subsequently approved savings proposals, amended 2021/22 pay award, and changes to the Cyclical Works Programme; and
- iv) agree that amendments for 2020/21 and 2021/22 budgets arising from changes to recharges during budget setting be delegated to the Chamberlain.

## Main Report

### Background

1. This report sets out the latest budget for 2020/21 and the proposed revenue and capital budgets for 2021/22 for your Committee and under the control of the Departments of the Built Environment, Markets and Consumer Protection, and Open Spaces, analysed between:
  - **Local Risk Budgets** – these are budgets deemed to be largely within the Chief Officer's control.
  - **Central Risk Budgets** – these are budgets comprising specific items where a Chief Officer manages the underlying service, but where the eventual financial outturn can be strongly influenced by external factors outside his/her control or are budgets of a corporate nature.
  - **Support Services and Capital Charges** – these cover budgets for services provided by one activity to another. The control of these costs is exercised at the point where the expenditure or income first arises as local or central risk.
2. In the various tables, income, increases in income, and reductions in expenditure are shown as positive balances, whereas brackets will be used to denote expenditure, increases in expenditure, or reductions in income. Only significant variances (generally those greater than £50,000) have been commented on.
3. The latest 2020/21 budget and provisional 2021/22 budgets, summarised in Table 1 below, are analysed by risk, fund and Chief Officer in Appendix 1.

<b>Table 1 Summary Revenue Budgets 2020/21 and 2021/22</b>	<b>Original Budget 2020/21 £'000</b>	<b>Latest Budget 2020/21 £'000</b>	<b>Original Budget 2021/22 £'000</b>
Expenditure	(25,442)	(25,746)	(24,864)
Income	14,960	15,503	16,594
Support Services and Capital Charges	(6,679)	(6,985)	(6,354)
<b>Total Net Expenditure</b>	<b>(17,191)</b>	<b>(17,228)</b>	<b>(14,624)</b>

## **Latest Revenue Budget for 2020/21**

4. Appendix 2 provides details on budget movements between the 2020/21 original budget and 2020/21 latest budget. Overall, the 2020/21 latest budget is net expenditure of (£17.228M), an increase in net expenditure of (£37,000) compared to the 2020/21 original budget. Main reasons for this net increase are:
  - A net increase in central, departmental and capital recharges, (£306,000)
  - Increases in pay costs due to contribution pay and recruitment of apprentices, (£174,000)
  - Approved carry-forwards from 2019/20, (£99,000)
  - Approved COVID-19 re-budgeting adjustments:
    - Heathrow Animal Reception Centre, (£301,000) increase
    - Cemetery and Crematorium, £148,000 decrease
  - A reduction in the cost of the Corporate Works Programme managed by the City Surveyor during the year due to changes in phasing, £753,000.

## **Proposed Revenue Budget for 2021/22**

5. The proposed 2021/22 budget is net expenditure of (£14.624M), a decrease of £2.567M in net expenditure compared to the 2020/21 original budget.
6. For 2021/22 budgets include:
  - 12% reduction of £1.519m agreed by Resource Allocation Sub Committee on 10 December 2020 reflecting a combination of savings between the new Target Operating Model (TOM), and additional savings to enable a balanced budget across the medium term
  - 2% uplift for inflation offset by 2% efficiency savings (a flat cash position)
  - Previously agreed fundamental review savings of £162,000The resulting resource envelope must be adhered to, as failure to do so will impact Finance Committee's ability to set Council Tax rates for the year ahead and the requirement in law for the City to set a balanced budget.
7. The budget has been prepared within the resource envelopes allocated to each Director by Resource Allocation Sub Committee in December 2020, with the following exceptions and assumptions:

### **Director of the Built Environment**

- In order to remain within the Director's resource envelope before the 12% reduction, changes to service provision will be required, and options for Members' approval are set out in a separate paper on this agenda. The savings to be delivered, which for this Committee amount to £1.074M, have been incorporated into the 2021/22 budget as "Savings to be Applied". If Members approve options which will deliver a lower level of savings, alternative savings to the value of the shortfall must be identified in order to remain within the Director's resource envelope.
- In addition to the savings proposals outlined above, options to deliver the Department's required 12% reduction of £2.423M, of which for this Committee amounts to £1.055M, have yet to be identified. The Director

will continue to work through proposals against the 12% savings and these will be revised once the TOM is progressed through the year(s). The 12% savings have therefore been included in the budget as unidentified Efficiency Savings to ensure flexibility to move people into the right roles as a result of the TOM.

#### **Director of Markets and Consumer Protection**

- The Director has identified savings proposals which, if delivered, will enable him to remain within his City Fund resource envelope, including the required 12% reduction. These proposals will be set out in a further paper to follow, and the exact level and timing of savings is therefore not certain at this stage. As a result, the savings to be delivered from the proposals have been incorporated into the 2021/22 budget as “Savings to be Applied” and will be revised as necessary throughout the year.

#### **Director of Open Spaces**

- Of the Director’s required 12% reduction for the Cemetery and Crematorium, which amounts to £210,000, a balance of £69,000 is not yet progressed to a stage where it can be detailed in this report and has therefore been included in the budget as unidentified Efficiency Savings.

8. Appendix 3 provides details on budget movements between the 2020/21 original budget and the 2021/22 proposed budget. Overall, there is a decrease in net expenditure of £2.567M. Main reasons for this net decrease are:

- Savings proposals subject to Member approval and/or staff consultation, £1.351M (DBE £1.074M, M&CP £277,000)
- Unidentified efficiency savings, £1.124M (DBE £1.055M, Open Spaces £69,000)
- A reduction in the cost of the Corporate Works Programme managed by the City Surveyor due to changes in planned works, £376,000
- A net reduction in central, departmental and capital recharges, £325,000
- A net increase in transfers from reserves, £118,000
- A reduction in vehicle repairs and maintenance costs, £100,000
- Changes in fees and charges income:
  - Heathrow Animal Reception Centre, £170,000 increase
  - Cemetery and Crematorium, £120,000 increase
  - Waste Collection, (£297,000) reduction
  - Port and Launches, (£183,000) reduction
  - Public Conveniences, (£150,000) reduction
- Increases in pay costs due to pay award (see paragraph 9), incremental and career grade progression, and recruitment of apprentices, (£461,000)
- An increase in the costs of waste disposal, (£170,000)

## Staffing Statement

9. Table 2 below shows the movement in manpower and related staff costs.

<b>Table 2 Staffing Summary</b>	<b>Original Budget 2020/21</b>		<b>Original Budget 2021/22</b>	
<b>Service</b>	Manpower Full-time Equivalent	Estimated Cost £'000	Manpower Full-time Equivalent	Estimated Cost £'000
Public Conveniences	1.8	(139)	1.2	(86)
Public Conveniences - agency staff	-	(112)	-	(390)
Waste Collection	9.3	(580)	8.1	(522)
Street Cleansing	6.6	(434)	6.4	(418)
Waste Disposal	4.9	(319)	4.9	(313)
Transport Organisation	2.0	(79)	2.0	(96)
Cleansing Services Management	5.4	(388)	4.9	(382)
Coroner	3.0	(212)	3.0	(223)
City Environmental Health	31.8	(2,122)	29.3	(2,112)
Animal Health Services	49.9	(2,411)	47.9	(2,577)
Trading Standards	5.0	(343)	4.4	(350)
Port and Launches *	47.8	(2,615)	76.3	(4,208)
Cemetery and Crematorium	68.0	(2,509)	67.0	(2,593)
<b>Total Port Health and Environmental Services</b>	<b>235.5</b>	<b>(12,263)</b>	<b>255.4</b>	<b>(14,270)</b>

\* Port and Launches staffing in 2021/22 includes an additional 27FTE for the increase in throughput expected as a result of Brexit.

10. Members should note that the staff costs for 2021/22 included above and throughout the report were calculated based on the original 3-year pay deal agreed in 2020 which included a cost of living pay award of 2.25% on basic pay and 5% on London weighting for all staff from 1 July 2021. The subsequent decision to reduce the 2021/22 pay award to a 1.525% increase for staff on grades A to C only was made too late to be incorporated into this report, and budgets will need to be amended accordingly, with the resulting savings being used to offset unidentified savings in the first instance.

## Draft Capital and Supplementary Revenue Budgets

11. The latest estimated costs for the Committee's current capital and supplementary revenue projects are summarised in Table 3 below.

<b>Table 3</b>						
<b>Service Managed</b>	<b>Project</b>	<b>Exp Pre 01/04/20 £'000</b>	<b>2020/21 £'000</b>	<b>2021/22 £'000</b>	<b>Later Years £'000</b>	<b>Total £'000</b>
Regulatory Services	<u><b>Pre-Implementation</b></u> Planning & Regulatory Services Casework Management System	0	(4)	0	0	(4)
Cemetery & Crematorium	<u><b>Authority to Start Work</b></u> Cremator Replacement and Mercury Abatement	(18)	(981)	0	0	(999)
Cemetery & Crematorium	Mechanised Digger Replacement	0	(53)	0	0	(53)
Cemetery & Crematorium	Chapel Hot Water	(98)	0	(118)	0	(216)
<b>Total Port Health &amp; Environmental Services</b>		<b>(116)</b>	<b>(1,038)</b>	<b>(118)</b>	<b>0</b>	<b>(1,272)</b>

12. Pre-implementation costs comprise only feasibility and options appraisal expenditure which has been approved in accordance with the project procedure, prior to authority to start work.

13. The latest Capital and Supplementary Revenue Project forecast expenditure on approved schemes will be presented to the Court of Common Council for formal approval in March 2021.

## Conclusion

14. This report presents the proposed budgets for 2021/22 for the Port Health and Environmental Services Committee for Members to consider and approve.

## Appendices

- Appendix 1 – Committee Summary Budget – by Risk, Fund and Chief Officer
- Appendix 2 – 2020/21 Original Budget to 2020/21 Latest Budget
- Appendix 3 – 2020/21 Original Budget to 2021/22 Original Budget

## Background Papers

- Report: 2021/22 Budget Setting Update – Resource Allocation Sub Committee, 10 December 2020



**Jenny Pitcairn**

Chamberlain's Department

T: 020 7332 1389

E: [jenny.pitcairn@cityoflondon.gov.uk](mailto:jenny.pitcairn@cityoflondon.gov.uk)

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## Committee Summary Budget – by Risk, Fund and Chief Officer

Analysis by Service: City Fund	Original Budget 2020/21 £'000	Latest Budget 2020/21 £'000	Original Budget 2021/22 £'000
<b>LOCAL RISK</b>			
<b>Director of the Built Environment</b>			
Public Conveniences	(541)	(579)	(507)
Waste Collection	(1,898)	(1,878)	(1,960)
Street Cleansing	(5,152)	(5,142)	(4,402)
Waste Disposal	(778)	(778)	(924)
Transport Organisation	(318)	(318)	(264)
Cleansing Services Management	(109)	(116)	657
	<b>(8,796)</b>	<b>(8,811)</b>	<b>(7,400)</b>
<b>Director of Markets and Consumer Protection</b>			
Coroner	(282)	(282)	(293)
City Environmental Health	(2,148)	(2,234)	(1,907)
Animal Health Services	1,499	1,206	1,477
Trading Standards	(365)	(401)	(360)
Ports & Launches	(816)	(925)	(824)
	<b>(2,112)</b>	<b>(2,636)</b>	<b>(1,907)</b>
<b>Director of Open Spaces</b>			
Cemetery and Crematorium	1,675	1,818	1,885
	<b>1,675</b>	<b>1,818</b>	<b>1,885</b>
<b>City Surveyor</b>			
All Services	(1,211)	(488)	(840)
	<b>(1,211)</b>	<b>(488)</b>	<b>(840)</b>
<b>TOTAL LOCAL RISK</b>	<b>(10,444)</b>	<b>(10,117)</b>	<b>(8,262)</b>
<b>CENTRAL RISK</b>			
<b>Director of the Built Environment</b>			
Waste Collection	0	(30)	0
	<b>0</b>	<b>(30)</b>	<b>0</b>
<b>Director of Markets and Consumer Protection</b>			
Coroner	(8)	(8)	(8)
City Environmental Health	(55)	(73)	0
Ports & Launches	(5)	(15)	0
	<b>(68)</b>	<b>(96)</b>	<b>(8)</b>
<b>TOTAL CENTRAL RISK</b>	<b>(68)</b>	<b>(126)</b>	<b>(8)</b>
<b>TOTAL SUPPORT SERVICES AND CAPITAL CHARGES</b>	<b>(6,679)</b>	<b>(6,985)</b>	<b>(6,354)</b>
<b>COMMITTEE TOTAL NET EXPENDITURE</b>	<b>(17,191)</b>	<b>(17,228)</b>	<b>(14,624)</b>

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## 2020/21 Original Budget to 2020/21 Latest Budget

Latest Revenue Budgets 2020/21	Original Budget (OR) 2020/21 £'000	Latest Budget (LB) 2020/21 £'000	Movement OR to LB Better / (Worse) £'000	Para Ref (Table 4)
<b>LOCAL RISK</b>				
<b>Expenditure</b>				
Employees	(12,255)	(12,689)	(434)	2,5a,6
Premises Related Expenses	(1,046)	(1,107)	(61)	5b
Premises Related Expenses: City Surveyor	(1,211)	(488)	723	7
Transport Related Expenses	(601)	(601)	0	
Supplies and Services	(1,918)	(2,200)	(282)	1a,3,5c
Third Party Payments	(8,343)	(8,234)	109	5d
Contingencies	0	(301)	(301)	4
<b>TOTAL Expenditure</b>	<b>(25,374)</b>	<b>(25,620)</b>	<b>(246)</b>	
<b>Income</b>				
Other Grants, Reimbursements and Contributions	192	372	180	3
Customer, Client Receipts	14,438	14,831	393	4,5e
Transfer from Reserves	300	300	0	
<b>TOTAL Income</b>	<b>14,930</b>	<b>15,503</b>	<b>573</b>	
<b>TOTAL LOCAL RISK</b>	<b>(10,444)</b>	<b>(10,117)</b>	<b>327</b>	
<b>CENTRAL RISK</b>				
<b>Expenditure</b>				
Employees	(8)	(8)	0	
Supplies and Services	(60)	(118)	(58)	1b
<b>TOTAL Expenditure</b>	<b>(68)</b>	<b>(126)</b>	<b>(58)</b>	
<b>TOTAL CENTRAL RISK</b>	<b>(68)</b>	<b>(126)</b>	<b>(58)</b>	
<b>TOTAL LOCAL &amp; CENTRAL RISK</b>	<b>(10,512)</b>	<b>(10,243)</b>	<b>269</b>	
<b>RECHARGES</b>				
Central Recharges	(4,389)	(4,742)	(353)	
Recharges within Fund	(1,841)	(1,828)	13	
Recharges across Funds	(449)	(415)	34	
<b>TOTAL RECHARGES</b>	<b>(6,679)</b>	<b>(6,985)</b>	<b>(306)</b>	
<b>TOTAL NET EXPENDITURE</b>	<b>(17,191)</b>	<b>(17,228)</b>	<b>(37)</b>	

The significant movements in the local and central risk budgets are explained in Table 4 below.

<b>Table 4 Movements between 2020/21 Original Budget and 2020/21 Latest Budget</b>			
<b>Reason for Variance</b>	Movement Original to Latest Budget 2020/21		
	Expenditure £'000	Income £'000	Net Movement £'000
One-off items:			
1) Approved carry-forwards from 2019/20:			
a. Supplies and Services	(41)		(41)
b. Priorities Investment Pot	(58)		(58)
2) Allocations for contribution pay funded from the central pot	(68)		(68)
3) Approved grant funding from the Mayor's Air Quality Fund, offset fully by additional supplies and services costs	(180)	180	0
4) COVID-19 re-budgeting adjustments			
a. Heathrow Animal Reception Centre	(301)		(301)
b. Cemetery and Crematorium		148	148
5) Removal of rejected public convenience savings proposals included in the original budget:			
a. Employee Costs	(270)		(270)
b. Premises Related Expenses	(33)		(33)
c. Supplies and Services	(51)		(51)
d. Third Party Payments	109		109
e. Customer, Client Receipts		245	245
6) An increase in employee costs due to:			
a. apprentice posts towards the corporate target, funded from the central pot	(106)		(106)
7) Changes to phasing of the City Surveyor's Corporate Works Programme	753		753
Minor variations	(58)	0	(58)
<b>Total Movement Local and Central Risk</b>	<b>(304)</b>	<b>573</b>	<b>269</b>

The increase of £306,000 in support services and capital charge expenditure mainly reflects an increase in capital charge depreciation in relation to street cleansing contract vehicles, together with changes in the budgets of central departments and their apportionment between committees.

## 2020/21 Latest Budget to Proposed 2021/22 Original Budget

<b>Provisional Revenue Budgets 2021/22</b>	<b>Original Budget (OR) 2020/21 £'000</b>	<b>Original Budget (OR) 2021/22 £'000</b>	<b>Movement OR to OR Better / (Worse) £'000</b>	<b>Para Ref (Table 5)</b>
<b>LOCAL RISK</b>				
<b>Expenditure</b>				
Employees	(12,255)	(14,262)	(2,007)	5,7-8
Premises Related Expenses	(1,046)	(1,057)	(11)	8
Premises Related Expenses: City Surveyor	(1,211)	(840)	371	12
Transport Related Expenses	(601)	(519)	82	5,11
Supplies and Services	(1,918)	(2,239)	(321)	3-5,8-9
Third Party Payments	(8,343)	(8,414)	(71)	8,10
Savings to be Applied	0	1,351	1,351	13
Efficiency Savings	0	1,124	1,124	14
<b>TOTAL Expenditure</b>	<b>(25,374)</b>	<b>(24,856)</b>	<b>518</b>	
<b>Income</b>				
Government Grants	0	1,434	1,434	5
Other Grants, Reimbursements and Contributions	192	402	210	3-4
Customer, Client Receipts	14,438	14,373	(65)	8,15-16
Transfer from Reserves	300	418	118	2,6
<b>TOTAL Income</b>	<b>14,960</b>	<b>16,594</b>	<b>1,664</b>	
<b>TOTAL LOCAL RISK</b>	<b>(10,444)</b>	<b>(8,262)</b>	<b>2,182</b>	
<b>CENTRAL RISK</b>				
<b>Expenditure</b>				
Employees	(8)	(8)	0	
Supplies and Services	(60)	0	60	1
<b>TOTAL Expenditure</b>	<b>(68)</b>	<b>(8)</b>	<b>60</b>	
<b>TOTAL CENTRAL RISK</b>	<b>(68)</b>	<b>(8)</b>	<b>60</b>	
<b>TOTAL LOCAL &amp; CENTRAL RISK</b>	<b>(10,512)</b>	<b>(8,270)</b>	<b>2,242</b>	
<b>RECHARGES</b>				
Central Recharges	(4,389)	(4,290)	99	
Recharges within Fund	(1,841)	(1,715)	126	
Recharges across Funds	(449)	(349)	100	
<b>TOTAL RECHARGES</b>	<b>(6,679)</b>	<b>(6,354)</b>	<b>325</b>	
<b>TOTAL NET EXPENDITURE</b>	<b>(17,191)</b>	<b>(14,624)</b>	<b>2,567</b>	

The significant movements in the local and central risk budgets are explained in Table 5 below.

<b>Table 5</b>			
<b>Movements between 2020/21 Original Budget and 2021/22 Original Budget</b>			
<b>Reason for Variance</b>	<b>Movement Original Budget 2020/21 to Original Budget 2021/22</b>		
	<b>Expenditure £'000</b>	<b>Income £'000</b>	<b>Net Movement £'000</b>
Removal of one-off items from 2020/21:			
1) Approved projects funded from the Priorities Investment Pot	60		60
2) Transfer from Landfill Allowance Trading Scheme (LATS) Reserve <sup>i)</sup>		(300)	(300)
One-off items:			
3) Increase in approved grant funding from the Mayor's Air Quality Fund, offset fully by increased supplies and services costs	(130)	130	0
4) Grant funding from the Food Standards Agency for feed monitoring, fully offset by additional sampling costs	(80)	80	0
5) Grant funding from DEFRA for Brexit-related costs <sup>ii)</sup> , offset fully by:		1,401	1,401
a. Employee Costs	(1,345)		(1,345)
b. Transport Related Expenses	(50)		(50)
c. Supplies and Services	(6)		(6)
6) A transfer from the POAO reserve to meet Brexit-related costs not covered by the DEFRA funding in 5) above <sup>ii)</sup>		418	418
7) An increase in employee costs due to:			
a. provision for pay increases due to pay award, incremental and career grade progression	(359)		(359)
b. adjustment for latest apprentice posts towards the corporate target, funded from the central pot	(102)		(102)
c. Fundamental Review savings	74		74
8) Removal of rejected public convenience savings proposals included in the original budget:			
a. Employee Costs	(270)		(270)
b. Premises Related Costs	(33)		(33)
c. Supplies and Services	(51)		(51)
d. Third Party Payments	109		109
e. Customer, Client Receipts		245	245
9) Increased costs for personal protective equipment and cleansing materials as a result of COVID-19	(50)		(50)
10) Increased cost of waste disposal for:			
a. residual waste	(95)		(95)
b. recycling	(75)		(75)



11) A reduction in vehicle repairs and maintenance costs largely due to a smaller and newer fleet across the organisation	100		100
12) Changes to phasing of the City Surveyor's Corporate Works Programme	376		376

13) Identified savings required to remain within Departments' resource envelopes but subject to Member approval and/or staff consultation: a. Built Environment b. Markets and Consumer Protection	1,074 277		1,074 277
14) Additional savings, required to remain within Departments' resource envelopes as a result of the 12% savings target, which have not yet been identified: a. Built Environment b. Open Spaces	1,055 69		1,055 69
15) Increases in income from: a. Heathrow Animal Reception Centre b. Cemetery and Crematorium		170 120	170 120
16) Reductions in income, mainly as a result of ongoing impact of COVID-19: a. Public Conveniences b. Waste Collection c. Port and Launches <sup>ii)</sup>		(150) (297) (183)	(150) (297) (183)
Minor variations	30	30	60
<b>Total Movement Local and Central Risk</b>	<b>578</b>	<b>1,664</b>	<b>2,242</b>

## Notes:

i) The LATS Reserve holds the income from the sale of allowances under the former Landfill Allowance Trading Scheme, which has been set aside to meet increases in the costs of waste management. The full balance on the Reserve is budgeted to be used in 2020/21.

ii) DEFRA have committed to underwrite the financial risk of additional staff currently being recruited in preparation for Brexit for the 2021/22 financial year in the event that throughput does not increase sufficiently that our income will fully cover the associated costs. This underwriting will not cover the costs of existing additional staff already in post in preparation for Brexit, so the costs will instead be met by a transfer from the Products of Animal Origin (POAO) reserve if required. Trade income budgets have been set at a realistic pre-Brexit level so that increases to offset the requirement for use of reserves and funding from DEFRA can be tracked throughout the year.

The decrease of £325,000 in support services and capital charge expenditure reflects changes in the budgets of central departments and their apportionment between committees, particularly as a result of the Target Operating Model.

<b>Committee(s)</b>	<b>Dated:</b>
Port Health & Environmental Services Committee Planning & Transportation Committee	20 January 2021 26 January 2021
<b>Subject: DBE Service Changes &amp; Budget Proposals</b>	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	<b>10, 11, 12</b>
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>No</b>
<b>If so, how much?</b>	<b>N/A</b>
<b>What is the source of Funding?</b>	
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	<b>N/A</b>
<b>Report of: Carolyn Dwyer, Director of the Built Environment</b>	<b>For Decision</b>
<b>Report authors: Ian Hughes, Deputy Director (Highway Operations), Transportation &amp; Public Realm</b>  <b>Jim Graham, Assistant Director (Cleansing), Transportation &amp; Public Realm</b>	

## Summary

The Department of the Built Environment provides a range of front-line services for the Port Health & Environmental Services and Planning & Transportation Committees, including various cleansing, highways, parking and planning functions.

In conjunction with the Chamberlain, DBE's annual budget setting process for 2021/22 is well underway, taking into account updated projections for income and expenditure as well as DBE's new budget envelope set by Resource Allocation Sub Committee.

Two key challenges have been identified in setting a balanced service budget for 2021/22, namely:

- A £2.2m shortfall due to increasing departmental costs, a reduction in income across the board (mainly due to the impact of COVID-19) and other funding streams no-longer being available.
- The requirement to deliver a further £2.4m saving (12% of net budget) in due course to reflect the corporate requirement under the Target Operating Model.

The immediate need is to identify measures to deliver the initial £2.2m saving for a balanced budget and enable Finance Committee to set Council Tax rates for the year ahead.

Most vacant posts have already been deleted to help balance this year's budget, so the option of making further savings through internal staff changes is best

considered later in the year as part of the TOM realignment, particularly since such options would require significant discussion & consultation before implementation.

With that immediate need in mind, DBE's options are therefore largely limited to changes in service within its key contracts for cleansing, highway maintenance and parking.

The options presented in this report will require changes to some of those service standards, and where the City has typically operated to specifications set well above what might be considered the norm, such elevated specifications do not now appear to be sustainable.

From these options, officers have recommended those items that would meet the initial savings requirement with the least amount of risk and impact. Members are requested to approve those recommendations, but if Members decide not to accept one or more of those recommendations, then others from the list of options will need to be agreed in order to meet the savings required.

It is fully appreciated that these recommendations represent in some cases a considerable step change in the way these services are provided, but they are recommended as a result of a root & branch review of these functions and the scope for further changes in the timescale required is extremely limited.

### **Recommendation(s)**

**Port Health & Environmental Services Committee** are recommended to:

- Agree the overall approach to identifying savings at this time, including the changes in service provision outlined in this report as they relate to the Cleansing service.

**Planning & Transportation Committee** are recommended to:

- Agree the overall approach to identifying savings and additional income opportunities at this time as they relate to the Highways, Parking & Traffic Management functions, including:
  - those items identified as Amber and Green at paragraph 52
  - those items identified as Red at paragraph 82, subject to the subsequent approval of the Policy & Resources Committee in relation to DBE's local risk funding for the Lord Mayor's Show.

### **Main Report**

#### **Background**

1. Members will no doubt be aware that the aim of the 2021/22 budget round is to set the City Corporation on a direction that delivers a sustainable budget over the medium term, based on a number of key assumptions around business rate income, progress with the Target Operating Model (TOM),

previously agreed Fundamental Review targets, the potential impact of Brexit and the forecast impact of COVID-19.

2. To that end, a number of strategic actions have already been taken, including departmental bilateral meetings between Service Committee Chairs, Chief Officers, senior Members of Resource Allocation Sub Committee and the Chamberlain. These meetings demonstrated a shared commitment to delivering that sustainable budget, including a requirement for an average saving in Corporation funding of 12% as a result of the above factors.
3. Resource Allocation Sub Committee has now agreed resource envelopes for each department consistent with that position, requiring the Department of the Built Environment to review the way in which it delivers its statutory and discretionary services for its two principal Committees, namely Port Health & Environmental Services and Planning & Transportation

### **Current Position**

4. In terms of DBE's overall budget position, prior to the requirement to deliver a 12% TOM saving, the department was already facing a number of budget pressures totalling £2.2m that require immediate action to ensure a balanced budget can be set for 2021/22.
5. The actions necessary to deliver the 12% TOM saving can be made during the course of 2021/22, with the first full year of savings delivered in 2022/23, but DBE must now review how it delivers some of its key services from April 2021 in order to meet the initial requirement of a £2.2m saving. Failure to do so will impact Finance Committee's ability to set Council Tax rates for the year ahead, and in any case, as the majority of DBE's services are City Fund, there is a requirement in law for the City to set a balanced budget in this area.
6. The most obvious influencing factor behind the need to identify an initial £2.2m in savings has been the reduction in DBE income related to the impact of COVID across the range of fees & charges received from parking, highways, cleansing, district surveyors & planning functions.
7. Those income streams have been conservatively estimated for next year because of the current uncertainty about the pace and scale of recovery. Although additional income due to that recovery could be assumed and allocated towards the various savings targets, officers would caution against this as the speed of economic recovery based on a rapid business & tourist return to the Square Mile remains uncertain.
8. In addition to COVID, DBE also needed to address a number of other financial pressures including:
  - A pre-existing reduction in fees & charges prior to COVID indicative of a drop off in construction activity, likely due to uncertainty over the impact of Brexit
  - The need to meet previously agreed savings identified through the Fundamental Review and staff vacancy factors

- Additional staff costs to be met as a result of recruitment within the Planning Development team and the need for local risk budgets to carry the cost of past pay awards
  - The cessation of one-off funding amounts that had previously been used to balance the department's budget
  - A much lower than anticipated commercial waste royalty payment from Cleansing's service provider (Veolia)
  - The ongoing requirement to find efficiencies within the overall Cleansing contract to absorb the inflationary increases in service costs and the significant increase in waste disposal costs for dry mixed recycling.
9. As a result of the above factors, the current projection for 2021/22 suggests the need to identify £2.2m in savings from the services DBE performs for PH&ES and P&T Committee in order to stabilise and balance DBE's budget. To set this in context, that £2.2m is required against an overall local risk expenditure budget of £37m across all services.
10. It should also be noted that if DBE overspend this financial year, any overspend would be carried over into 2021/22, increasing the level of savings that would be required. However, a series of in year adjustments have already been made to minimise that risk, and the current projection is for DBE to deliver a balanced budget in 2020/21. Those in year adjustments have included deleting vacant posts, reducing services to match the reduced footfall levels during COVID and implementing a parking tariff increase from January. Additionally, there was an in-year budget adjustment agreed by RASC of £310k.
11. When applied to DBE's net local risk budget of £20m the additional 12% requirement equates to a further £2.4m saving that will also be required. As noted above, the working assumption agreed with the Chamberlain is that those additional savings will start to be delivered during the course of the 2021/22 financial year but only fully realised for 2022/23. That's because they will largely be driven through the departmental realignment due to take place later this year as DBE is brought together with Open Spaces and Consumer Protection.
12. However, an understanding of the need for these further savings should not be lost as the steps proposed in this report to stabilise DBE's budget cannot be considered the end of this process. Further service efficiencies are likely to be needed in order to supplement changes delivered through the TOM, supported if possible by additional income as a consequence of a post-COVID economic recovery.
13. DBE's local risk expenditure is largely made up of two areas; staff costs and outsourced service contracts. Given the staffing structure will be the main focus of the TOM and the departmental realignment, the primary approach proposed to meet the immediate need of stabilising DBE's budget is through a root & branch review of those major contracts for cleansing, highway

maintenance and parking, as well as implementing further changes to services to in order to reduce costs or increase income.

14. This report outlines the proposals resulting from that root & branch review and aims to provide Members with an understanding of the reasoning and consequences behind the recommendations that are believed necessary to meet this budget challenge.
15. To be clear, that root & branch review fully acknowledged and appreciated the historic service standards the City has traditionally maintained in these areas, but the financial position DBE is facing in terms of setting a sustainable budget for the medium term has required officers to recognise that those standards are (in some cases) significantly higher when benchmarked against other authorities across London, and as such are out of step with what other authorities find affordable.

### **Port Health & Environmental Services Committee Proposals**

- **Cleansing Services**

#### Service Changes

	Options	Recommend	Saving
1	Love Square Mile	Yes	£7K
2	Reduction in daily morning sweeping resource	Yes	£760K
	Reduction in weekday afternoon sweeping resource		
	Reduction in night-time resources		
	Reduction in weekend resources		
	Reduction in carriageway sweeping and washing/flushing		
3	Limited Attended Toilet closure: Royal Exchange and Eastcheap toilets	Yes	£125K
4	Full closure of APCs	Yes	£95K
5	Full closure of Urilifts	Yes	£45K
6	Additional Attended Toilet closure: Paternoster Square and Tower Hill toilets	No	£285K
7	Cessation of the Community Toilet Scheme	No	£45k
8	Additional reduction of daily street cleansing resources and frequencies	No	£265K

## Love Square Mile

16. It is recommended that subscription to this mobile reporting application is ended when it expires in 2021. A low number of reports is received through this which can now be raised using the City website or redirected through the contact centre.

## Cleansing resources reduction

17. Officers are recommending a significant reduction in cleansing (£760K) from April 2021. These changes will lead to a reduction in cleanliness, a visible lowering of on-street standards, and move the service to a more reactive position, with response times to all jobs being longer, some significantly. This reduction in service will achieve the minimum standards set out in the Environmental Protection Act 1990 (EPA 1990). This package of reductions would be taken from the following services:

- **Reduction in daily morning sweeping:**

The current contract specification requires that all streets receive a full manual sweep every morning by a dedicated on-street operative to achieve an enhanced grade A standard of cleanliness. This is detailed in Appendix 1. The proposed reduced service will aim to achieve a grade A level of cleanliness and focus on the high footfall areas and transport hubs with some streets with lower footfall not being swept every day. On days that these streets are not swept they will be maintained by daily litter clearance. This will result in more on-street litter around the City during the day which may not be cleared the same day. There will be more accumulations of detritus which may lead to increased weed growth during spring and summer and consequent additional costs in removal/treatment.

- **Reduction in weekday afternoon/evening sweeping:**

Currently there are dedicated on-street sweeping operatives who focus on maintaining high cleanliness standards in the high footfall areas and transport hubs during the afternoon and evening. If approved, the proposed reduction in this resource will result in the standard of cleansing dropping noticeably in the afternoon and evening. Some resources will be retained for the immediate areas outside transport hubs, but other areas will not be returned to minimum EPA 1990 standards until the following morning.

- **Reduction in night-time cleansing:**

This will reduce the service at night to a minimum requirement to respond to significant incidents of antisocial behaviour and emergency call outs. Some areas that have deteriorated during the evening and night will not be returned to minimum EPA 1990 standards until the morning sweep. This will include littering caused by the night-time economy that is not in the immediate vicinity of venues that are required to contribute to the night-time levy.



- **Reduction in weekend cleansing:**  
This will reduce our service at weekends with the removal of sweeping operatives and responsive mobile crews. This will result in more litter and slower response times to non-emergency issues which may not be cleared the same day. This will put greater pressure on these resources to deal with the effects of the night-time economy, resulting in streets taking longer to return to an acceptable standard in the morning.
- **Reduction in carriageway sweeping and washing:**  
Mechanical sweeping and carriageway washing will be reduced. This reduction in washing and sweeping will have an impact on staining and the build-up of detritus on pavements and roads, this will become more noticeable during the summer and extended periods of hot weather, resulting in weed growth.
- **General**  
Overall, the above reductions will result in reduced cleanliness standards and leave services vulnerable to failure. Officers will continue to work with the contractor to mitigate this risk.

## **Public Convenience closures**

18. The City's provision of toilet facilities in the Square Mile is made through a variety of facilities such as Attended Toilets, Automatic Public Conveniences (APCs), pop-up urinals (Urilift) and by businesses via the Community Toilet Scheme (CTS). A breakdown of toilet usage is provided in Appendix 2.
19. Officers have provided the following options for the reduction or removal of this provision as below. The savings for each service are indicated in the table above.
  - **Royal Exchange & Eastcheap Attended Toilets:** Officers recommend that these facilities are permanently closed. They have very low usage and poor access and egress, with alternative free facilities available at Cannon Street Station just 0.2 miles away. There are also many CTS and hospitality venues nearby with modern, adequate and accessible facilities. The facilities at Eastcheap are of Victorian design with significant accessibility issues and both toilets need significant investment and modernisation.
  - **APCs & Urilifts:** These facilities also have very low usage. Officers are confident that the remaining four APCs that are maintained by Danfo can be closed by terminating the existing maintenance contract. These toilets are located in private buildings and were installed as part of Section 106 arrangements with developers. However, officers believe that termination costs are negligible. The urilift facilities can be mothballed in situ saving their annual maintenance cost of £45,000.

- **Paternoster Square and Tower Hill Toilets:** The recommendation is to retain these two public conveniences. They are situated near the major tourist areas of the City recognising that many users are visitors who do not have access to facilities at their workplace or home. They both are of modern design and have good access and egress. Officers are of the view that this is the best approach and, in conjunction with an effective CTS, will still deliver good service provision. Officers will carry out a review of signage in conjunction with the management company of Paternoster Square so that the facilities are easier to find, increasing both convenience and usage.
- **Community Toilet Scheme:** Officers also recommend continuing with the Community Toilet Scheme which provides free public access to up to 75 toilets located in the Square Mile. The overall annual cost to the City of London is £45,000. The fee paid to participating businesses is £600 per annum and has not been increased since the scheme's introduction in 2011. The City funds partnerships with local businesses that are prepared to allow the public to use their facilities during normal opening hours, without the need to buy goods or services. Toilets are preferably Disability Discrimination Act 1995 (DDA) compliant and businesses are responsible for managing all toilet provisions. An Equalities Impact Assessment has been carried that recommends maintaining this provision if other facilities provided by the City are closed.

20. Officers recommend closing the Royal Exchange and Eastcheap attended toilets and the APCs and Urilifts (options 3 and 4 from the table above). If Members decide not to do this, then compensatory savings of £265K would need to be found, either from the other Attended Toilet Provision and/or the Community Toilet Scheme, or further reductions from the cleansing resources as detailed below.

### **Possible Compensatory Savings if Public Convenience Closures are not Agreed:**

#### **Further reduction of daily street cleansing resources and frequencies**

21. If these savings are required from the street cleansing resources, then further reductions will need to be found from the street cleaning operation. The service will be limited to a weekly or fortnightly sweep for the majority streets in the City. Operatives who are scheduled to litter pick their beats will cover much larger areas and only remove large items of litter or other offensive/dangerous materials.
22. The impact of this will be significant and will result in many areas frequently being vulnerable to service failure. There are likely to be regular and significant breaches of the statutory requirements placed upon the City by the Environmental Protection Act (EPA) 1990 and detailed in the Code of Practice

on Litter and Refuse. Further details of required standards and implications for not meeting these requirements can be found at:  
<https://www.gov.uk/government/publications/code-of-practice-on-litter-and-refuse>

23. The reduction in intensity of sweeping will lead to an increase in detritus and a possible increase in weed growth during spring and summer. There is likely to be a significant increase in complaints from residents and businesses in the City.

### **Other options considered**

Officers have also considered the following but have not proposed them for the reasons detailed below:

- **Food waste collections:** This service is currently provided to all suitable residential properties in the City twice weekly. The vehicle and operative resources for this service are shared with other services provided and therefore the saving obtainable is minimal. The saving is likely to be in the region of £13,000 per annum. Additionally, provision of this service is required by the GLA and is likely to become a statutory requirement in England through upcoming government legislation.
- **Household daily collection:** Due to the nature of the City, historically the vast majority of residential buildings have been built with limited waste storage space. This means these properties need to be serviced daily to ensure their waste capacity is not exceeded. The savings achievable from reducing this service are difficult to confirm without conducting detailed trials as officers are unsure if it would be possible to reduce the overall resources required enough to remove a whole crew and vehicle. If achievable, these savings could be somewhere between a minimum of £42,000 to a maximum of £130,000 for removal of either part of a crew or a whole crew and vehicle. This would be done by reducing the collection frequency during the week. Officers believe that it is unlikely that we would be able to remove a whole vehicle from the service without causing serious risk to service standards and overall service resilience. Sufficient data will be available in the near future to enable various trials to be completed to identify the most efficient and effective refuse collection option. This efficiency opportunity will be kept under review.

### **Benchmarking**

24. The City currently gets independent Local Environmental Quality (LEQs NI195) survey inspections carried out during the year. These inspections identify the percentage of areas that are found to have unacceptable levels of litter, detritus, flyposting and graffiti when surveyed. By comparison to the available London and National benchmarks, the City's results are historically excellent. However, the City is comprised of high intensity areas which require the highest standard under the EPA 1990. By comparing results with

neighbouring boroughs, the City has consistently achieved significantly higher LEQ survey scores. The changes recommended are likely to bring these scores in line with neighbouring boroughs. If approved there will need to revise our corporate LEQ target. Officers recommend that this target is changed from no more than 2% of LEQ surveys failing to meet EPA 1990 standards to no more than 5%. This is in line with the neighbouring boroughs as shown in the table below.

	Litter	Detritus	Graffiti	Flyposting	Overall	
2018/19	2.1%	0.61%	1.33%	0.78%	1.21%	City of London
2018/19	3.23%	2.42%	5.08%	0.74%	2.87%	Neighbour A
2018/19	3.8%	6.33%	6.21%	2.09%	4.61%	Neighbour B
2019/20	0.94%	0.28%	1.66%	0.39%	0.82%	City of London
2019/20	3.07%	3.33%	7.04%	1.64%	3.77%	Neighbour A
2019/20	5.28%	5.26%	3.43%	7.92%	5.47%	Neighbour B
2020/21	1.17%	0%	2.83%	0.5%	1.13%	City of London
2020/21	5.26%	2.12%	7.54%	2.82%	4.44%	Neighbour A
2020/21	4.72%	2.85%	14.24%	4.86%	6.67%	Neighbour B

This table details the percentage of streets that are found to have failed to reach acceptable standards when inspected by Keep Britain Tidy completing their LEQ street cleanliness surveys in neighbouring boroughs.

25. It should be noted that whilst this percentage increase in surveyed streets that are found to be unacceptable recorded through the LEQ survey target appears low, the impact on the street environment is likely to be noticeable. The service will become more reactive, by responding to reports and complaints of areas that require significant or urgent attention and maintaining the streets using a mixture of litter clearance, manual sweeping and mechanical cleaning. The recommended options should enable the City to just meet and maintain the statutory requirements of the EPA 1990.

## Key Performance Indicators

26. The City have well established detailed contractual response times for cleansing requests dealing with such things as graffiti, antisocial residue, fly tipping, etc. These are built into the contract and are dependent on the current resource levels. A reduction in resources will inevitably lead to longer response times for all jobs, some significantly, and officers will need to agree new contractually binding targets with the Veolia.
27. Officers will need to work closely with Veolia to achieve these changes. If agreed these changes will be incorporated into the contract governance and will affect contract Key Performance Indicators (KPIs) which will also need to be rebased. There will need to be some significant changes to IT systems that run and manage the contract, along with their integration with the City's Firmstep platform.

## Financial Implications

28. To summarise, it is recommended that options 1-5 of the above items within DBE's services for the Port Health & Environmental Services are accepted, totalling an estimated £1.032M.
29. It is also recommended that the Committee support the transfer of Lord Mayor's Show recharges outlined in the Planning & Transportation Committee proposals, of which £50k relates to Cleansing operations for the Show (see paragraphs 75-80).
30. The total saving for Port Health & Environmental Services Committee from the recommended items is therefore £1.082M. This would be sufficient to meet the "Savings to be Applied" of £1.074M incorporated into the 2021/22 budget as set out in the Chamberlain's report to Port Health & Environmental Services Committee in order to remain within the available resource envelope.
31. To reiterate, should Members agree that some of these items should not be agreed as recommended, then offsetting items would need to be identified from the remaining Red items set out for either Committee.
32. There could be potential redundancy costs passed back from Veolia. These would be one-off costs which are unknown at this stage. The City could also face significant charges to implement the required system changes detailed above and possibly introduce a weed control program.
33. The closure of the Danfo APCs may incur some costs in relation to the s106 agreements they were provided under. Officers are discussing the exit provisions in the Danfo contract with the Comptrollers and Solicitors office to identify risk and minimise costs.
34. The contract provides mechanisms for making these changes to the service provision through the governance and change control procedure. Officers have reviewed the contract in consultation with Comptrollers and do not believe there will be any penalty costs for changes to the formal contract.

## Risk Implications

35. The recommended savings options would be a significant reduction in front-line services. The City is likely to see significantly more litter around the Square Mile and more accumulations of detritus leading to staining and weeds on the pavements and carriageways during spring and summer. This is likely to result in a significant increase in complaints and could lead to reputational issues.
36. The City's response to Covid-19 has changed the street scene with new road layouts, pedestrian and cycle lane infrastructure, vehicle-free areas, outdoor seating, and encouraging outdoor drinking and eating has created new cleansing challenges that are likely to increase as people return to the City. Officers are not fully clear on how these changes will affect the City's

cleansing requirements, but it is highly likely that this will require more manual sweeping and will take longer. Officers will use the Clean Street Partnership to ask businesses in the affected areas to take some additional responsibility for cleansing these locations. Officers will also investigate the possibility of including an additional charge to cover these additional cleansing resources in the licensing fee for businesses that use pavement space. This would be in full consultation and agreement with relevant departments and committees.

### **Planning & Transportation Committee Proposals:**

- **Highways, Parking & Traffic Management**

#### **Background**

37. The City Corporation is the Highway, Parking & Traffic Authority for all the public highway and City walkway areas in the Square Mile, except for those streets that fall within the Transport for London Road Network (or 'Red Routes').
38. As such it has a series of primary statutory duties relating to maintaining a safe highway, to managing traffic and coordinating activities on its streets, delivered by the Department of the Built Environment on behalf of the Planning & Transportation Committee. These functions are then undertaken in accordance with the objectives set out in the City's core policy documents such as the Corporate Plan, the Transport Strategy and the Air Quality Strategy, linking DBE's departmental Business Plan to a funding envelope that allows individual service standards to be set.
39. In terms of those services, DBE is therefore responsible for managing and maintaining the City's streets, footways and walkways, including:
- inspecting them for defects, undertaking repairs and resurfacing
  - changing or enhancing streets, through major projects or in conjunction with developments
  - maintaining signs, bollards, street furniture, nameplates and drainage
  - looking after powered & illuminated street furniture in the City, from road signs to street lights
  - enforcing waiting, loading and moving traffic restrictions through the issuing of Penalty Charge Notices
  - providing parking facilities, both on-street in parking bays and in car parks, the latter in commercial competition with the private sector
  - the licencing, authorisation and coordination of a variety of on-street activities, including scaffolds, hoardings, utility excavations, parking bay suspensions, special events and road closures.
40. DBE delivers these services in partnership with two main suppliers through competitively tendered outsourced contracts. They are:
- JB Riney for highway maintenance, highway construction and electrical works including street lighting

- Saba for parking enforcement services and car park management, albeit these are operated under separate contracts having been awarded through two separate tender processes.
41. Both Riney and Saba have an excellent track record in terms of the services they provide to the City, consistently delivering on their key performance indicators, operating within budget and performing with the minimum of disruption & complaint without contractual claims. They are managed by two small client teams within DBE for the respective contracts, with the Riney contract benchmarked several times to confirm the rates for materials and works remain highly competitive.
42. Otherwise, to note the licensing & coordination process for activities on the highway is delivered direct by DBE, with the City retaining the authority to set fees & charges for those consents albeit on a cost recovery basis. The other key DBE 'in-house' function to note is the Parking Ticket Office that considers representations & appeals against PCNs which must be independent of the enforcement contractor, Saba.

### Service Change Proposals

43. In the context of the need to identify £2.2m from DBE's budget across the remits of both Committees, the combined review a services led officers to estimate a figure of £1.14m was a challenging but achievable target from within Planning & Transportation Committee's responsibilities, taking into account what is similarly achievable in terms of the parallel review of Cleansing services for the Port Health & Environmental Services Committee.
44. This is based on service changes officers believe can reasonably be made without putting at risk the City's statutory responsibilities and the reasonable expectation of how an effective service can function. Many aspects of these functions are fixed (such as the cost of materials from Riney and staff salaries to Saba), so savings typically have to be identified in terms of changing the way these functions are delivered or simply by reducing or stopping a particular activity.
45. In order to meet this challenge within the revised budget envelope for DBE as a whole, a root & branch review was undertaken across the three areas for which DBE and the Planning & Transportation Committee are responsible, namely:
- Highway Maintenance
  - Parking Services
  - Traffic Management (including special events & licencing activities)
46. To provide some context, the overall expenditure budgets for key aspects of the highways and parking services in 2020/21 were approximately:
- £1.2m highway repairs & maintenance
  - £425k for resurfacing

- £850k for lighting repairs & energy
- £355k for highway inspections, street furniture repairs & other bespoke items
- £1.7m for managing car parks, the majority of which relates to front line Saba staff paid London Living Wage
- £910k for car park premises costs eg rates & energy
- £3m for parking enforcement suppliers

47. A further breakdown of these budgets, as well as staff costs for DBE as a whole, can be found in Appendix 3, and are also contained within the Chamberlain's report to be found elsewhere on this Committee's agenda. However, as noted earlier, large elements of these budgets are fixed (such as contractor staff salaries, rates for materials, energy costs and business rates for premises), leaving a much reduced scope within which to make effective savings.
48. The parking service as a whole is also limited in terms of where budgets can be reduced. The option of reducing the number of civil enforcement officers enforcing the City's parking restrictions would have a disproportionate effect on income as well as the delivery of the Transport Strategy, road safety & congestion. CEOs cannot simply be replaced by CCTV cameras because cameras are limited in law to what they can enforce, and therefore the majority of contraventions can only be enforced on foot. In terms of DBE's car parks, with recent tariff increases they provide a net financial benefit to the department, and therefore significant service changes such as closing car parks are not proposed at this time. As a result, despite the financial commitment to Saba for delivering these parking functions, there is limited scope for savings as reductions in service would cost more than the money they save.
49. Members should note that PCN income (currently £16.4m) is considered Central Risk and therefore outside the scope of these proposals. That means although the cost of managing the parking service is within scope, focusing on raising additional income by simply issuing more PCNs is not an appropriate course of action.
50. Therefore, in terms of the outcomes from that root & branch review, a number of potential options for efficiency savings (or opportunities for increased income) were identified, largely around the highway maintenance function. These were then assessed as Red / Amber / Green based on their service or reputational impact and their ease & pace of delivery. Those deemed Amber or Green are set out in the table below with short summaries detailing the implications of each.
51. Those deemed Red are subject to more detailed explanation later in this report, but it is highly recommended that those proposals considered Amber or Green are accepted as their individual and collective implications can be delivered with manageable impacts on service delivery. To be clear, not accepting any individual Amber or Green item in the table below would require an offsetting amount to be identified from amongst the Red items.



## Amber & Green Recommendations

Area	RAG	Item	Saving Value (£k)	Existing Budget (£k)
Highways	A	Reduced highway inspection frequencies, with all streets to be inspected for defects once a month rather than some inspected fortnightly as now	35	135
	A	Revised urgent repair callout process, reducing the response time from three hours to 24 hours	65	265
	A	Energy savings resulting from the LED lighting project, with further street by street lighting reductions where deliverable	50	425
	A	Reduced festive lighting commitments	10	30
	A	Reduced funding for minor City Transport works	40	80
	G	Reduced coring (testing) of utility reinstatements	5	10
	G	Absorbing the cost of new street nameplates into the wider budget	10	10
	G	Including the annual Riney contract rebate (a % of turnover) in budget estimates rather than as a 'windfall' benefit	50	N/A
	G	Reduced lighting repairs as a result of the recent investment in new LED lighting equipment	50	200
Parking	A	Adjusting the car park night shift coverage to a roving patrol between car parks instead of a static position at each one	116	261
	A	Allowing Saba to reduce on-street parking enforcement staffing by adjusting minimum labour requirement KPIs	116	928
	G	A negotiated cost saving resulting from extending various parking contracts prior to a full retender of the service in 2022	78	3,945
Traffic Management	A	An increase in fees & charges from April 2021 (bringing forward the next increase, previously planned for April 2022)	250	N/A
	G	No staff cover on Sundays for monitoring highway activities, reducing overtime costs	16	40
<b>TOTAL SAVINGS / ADDITIONAL INCOME</b>			<b>891</b>	

52. The combined impact of these service changes is expected to realise £891k from local risk budgets with manageable risks and consequences on service delivery and as such are recommended.

53. However, to reiterate, should Members decide not to approve any individual item, an offsetting amount would need to be identified from amongst the Red items in the table below.

### Red Proposals

54. In addition to the £891k savings identified above, a further £250k is still required as a minimum to contribute towards the overall savings target of £2.2m. These options assessed as Red by officers have more significant implications when compared to those outlined above.

Area	RAG	Item	Saving Value (£k)	Existing Budget (£k)
Highways	R	Reduced footway repairs as a result of reduced 'intervention levels' and greater reuse of used paving materials	50*	210
	R	Reduced carriageway repairs as a result of reduced 'intervention levels'	50*	425
	R	Reduced contingency budgets & bespoke street furniture maintenance	29*	169
	R	Further festive lighting reductions	10	30
Parking	R	Introduce charging for on-street motorcycle parking	100	N/A
Traffic Management/ Cleansing	R	Transfer of Lord Mayor's Show local risk costs	120*	120
<b>TOTAL SAVINGS / ADDITIONAL INCOME</b>			<b>359</b>	

\* These options are the ones recommended in the subsequent paragraphs.

55. As detailed above, these potential Red proposals could result in a total saving of £359k, which is £109k more than the £250k required contribution, assuming all Amber & Green proposals are accepted. Each of these proposals is potentially challenging, with the following paragraphs setting out the issues involved. Officers have proposed on balance which items might be most appropriate to accept but sought to provide Members with an understanding of other potential options should your Committee wish to consider alternatives.

### Highway Maintenance

56. In terms of highway maintenance, the City has historically set quality standards that represent some of the highest in London, allowing the City to maintain its streets with a consistent, high quality & sustainable palette of

materials to a level where they are very few persistent defects and limited successful claims for slips, trips and falls.

57. The Riney contract has delivered this outcome by joining up a number of separate functions to ensure a lean and efficient process, with the service having to absorb the consequences of previous budget reductions and still meet the contract specification for service standards.
58. In particular, those reductions in budget have seen funding available for resurfacing reduce from £620k in 2010 to the current £425k, and despite steps being taken to offset that reduction through more data-led decision making, the gradual long-term deterioration of the highway is evidenced through our annual surveys.
59. Over the last few years, departmental underspends and funding injections from development schemes, highway projects and Transport for London have offset this increasing local risk funding gap for resurfacing. However, the underlying trend is that these additional sources are drying up, and an expectation of maintaining the City's streets to their historic high standard is no longer sustainable given the budget currently available.
60. Similar budgetary pressures have been felt for some time across the highway sector, leaving other authorities to already adjust their standards. That has left the City out of step in terms of how it defines the size of defect requiring a repair (the intervention level), and although the City's current intervention levels of 15mm for footway defects and 25mm for carriageway defects was originally aligned with Westminster, the latest benchmarking survey suggests Westminster and others have moved (in some cases) considerably away from this standard.

<b>Highway Authority</b>	<b>Footway Intervention Levels</b>	<b>Carriageway Intervention Levels</b>
City of London	15mm	25mm
Camden	20mm	30mm
Hackney	20mm	40mm
Tower Hamlets	25mm	40mm
Westminster	20mm	50mm
Southwark	25mm	40mm

61. In addition to the above, the City is also now out of step in terms of the frequency of highway safety inspections compared to other boroughs. Benchmarking has shown that category A high priority roads are typically inspected monthly in other boroughs, with quieter locations being inspected on a three to six monthly basis. By comparison, the City requires Riney to inspect our category A roads every fortnight and all other roads monthly.
62. Government guidance on inspecting and repairing highways is not prescriptive about the intervention level or the frequency of inspection but instead emphasises the need for a risk-based approach and a sustainable funding solution to deliver a safe highway. It is clear from the above that the

City is now out of step with other authorities on both counts, and by realigning its contract specifications with the industry norms, a risk-based approach can be maintained within a more affordable budget envelope.

63. When taken together with the Amber changes noted above for revising the inspection frequency and urgent repair callout process (totalling £100k), a change in intervention levels to a more typical standard for London (eg 20mm for footways and 40mm for carriageways) will likely result in a highway surface more typical of other authorities.
64. However, it's projected they would enable a reduction in highway repair budgets of £100k from the Red item list above, albeit a revised risk-based approach would still allow the City to maintain a safe highway by industry standards. As a result, these changes to highway intervention levels are recommended.
65. In addition to this, it is also recommended to reduce the City's contingency budget in line with this approach by £29k. This budget typically helps address bad weather events to maintain the current specification standard, or to repair damaged bespoke street furniture that could not otherwise be afforded from normal budgets. In terms of this latter element, this could be offset by a greater focus on securing commuted sums for on-going maintenance when such items are first installed.
66. Finally under highway maintenance, it should be noted that officers did consider the option of moving towards cheaper materials, such as concrete paving rather than York stone. Analysis of the amounts spent on new paving suggested the gains would be marginal given current materials are slightly more expensive because of their durability but their whole-life cost is more efficient & sustainable compared to cheaper alternatives. As a result, this has not been included in the assessment of options.

### Festive Lighting

67. DBE provide a number of festive lighting installations over the Christmas period totalling £30k. A £10k reduction is recommended in the Amber list of items which takes into account various proposals such as Open Spaces providing their own lighting at St Paul's and a removal of Christmas lights at less well-known locations.
68. A further £10k reduction is included as an option within the Red list which would require a more noticeable withdrawal of this service, such as the cessation of the lights at Bow Lane (typically switched on by the Lord Mayor's wife each year) and on Cheapside. Although it might be possible to consider whether the Cheapside BID could contribute to the costs of these temporary fixtures, it is thought that in a likely post-Covid scenario, these highly attractive and popular installations would be considered essential to maintaining the City's welcoming look & feel, supporting business recovery in this key retail area.

69. As such, this Red saving of £10k is not recommended at this time.

#### Parking

70. The Transport Strategy approved by Members included the concept of introducing charging for motorcycles to park on-street in the Square Mile as a means of controlling demand for road space, of better promoting the use of off-street parking facilities and to help reduce emissions in the long term.
71. A fee for motorcycle parking was first introduced by Westminster City Council several years ago and officers are aware that other authorities adjacent to the City are now considering similar schemes for the same reasons as the City Corporation.
72. In parallel to this financial review, officers were looking to bring a report on this matter to your Committee in the second half of 2021 proposing a consultation on introducing such a scheme before the necessary traffic orders could be made and the wider publicity begin.
73. It is feasible to seek to accelerate this process and to consider introducing these measures before the end of 2021, enabling a degree of income to be included in this review process. However, given the likely debate & discussion this proposal is expected to attract, it is thought appropriate to remain within the existing timetable and to take a more measured approach.
74. If Members do eventually approve the concept of motorcycle charging then the anticipated income could be counted against the further savings expected in 2022/23, but for the moment this Red proposal of £100k in additional income is not recommended.

#### Lord Mayor's Show

75. Certain aspects of delivering the Lord Mayor's Show currently fall on DBE's City Fund local risk budget. This includes the provision of crowd control barriers & traffic signs, the removal of street furniture, temporary toilet provision and sanding & sweeping the route.
76. Currently those costs amount to £120k (£70k within Planning & Transportation Committee and £50k within Port Health & Environmental Services Committee) but the Show is unique in that for all other events on the highway, including those supported by the City, the event organiser is either expected to deliver these functions themselves or to fund them if provided by DBE. For the Show, the event organiser is Lord Mayor's Show Ltd and therefore it is questionable whether City Fund budgets should be supporting it in this way.
77. In addition, these costs are largely dependent on the requirements of the Show and therefore somewhat outside DBE's control. Without a Show in 2020 these amounts were saved, but in previous years DBE's local risk budget was expected to contribute to security protection for the Show, and these requirements are expected to increase further in future to include additional

stewarding costs and alternatives to the fireworks (previously funded from central risk contingency budgets).

78. A review of funding these aspects of the Show is therefore recommended to deliver a sustainable funding solution for the medium term. Using City Fund budgets appears inappropriate and unsustainable, and in consultation with the Chamberlain, Town Clerk and Remembrancer, it is proposed to consider alternatives such as moving costs to City's Cash or recharge to Lord Mayor's Show Ltd.
79. Such proposals would be subject to approval of Policy & Resources Committee who have the overarching remit for the City's support to the Show but in the context of this report, this would represent a saving to DBE Local Risk.
80. Therefore this Red saving of £120k is recommended, subject to the subsequent approval of the Policy & Resources Committee.

### **Planning & Transportation Committee Summary**

#### **Financial Implications**

81. To summarise, it is recommended that all of the above Amber and Green items within DBE's services for the Planning & Transportation Committee are accepted, totalling an estimated £891k.
82. It is also recommended that four additional items are accepted from the Red items totalling an estimated £249k, namely:
- Reduced footway repairs as a result of reduced 'intervention levels' and greater reuse of used paving materials
  - Reduced carriageway repairs as a result of reduced 'intervention levels'
  - Reduced contingency budgets & bespoke street furniture maintenance
  - Transfer of Lord Mayor's Show costs from local risk (of which £50k falls within PH&ES budgets), subject to the subsequent approval of the Policy & Resources Committee.
83. The total saving for Planning & Transportation Committee from the recommended items is therefore £1.09m, which is sufficient to meet the required saving in order to remain within the available resource envelope. In the Chamberlain's separate report to the Planning & Transportation Committee, this is set out as savings already allocated to individual budgets of £785k and "Savings to be Applied" of £307k.
84. To reiterate, should Members agree that some of these items should not be agreed as recommended, then offsetting items would need to be identified from the remaining Red items set out for either Committee.

## Risk Implications

85. In terms of the proposals set out for Planning & Transportation Committee, the key risk is that the changes in service standards for highway maintenance will result in a noticeable change in the condition of the highway over time that may not align with the expectation of City stakeholders.
86. In addition, with less frequent inspections, lower intervention levels and reduced response times, there may be an increase in pedestrian claims due to more slips, trips and falls, and from vehicle owners due to damage from potholes. Pedestrian claims against the City are currently extremely low by comparison with other authorities and claims from drivers virtually non-existent.
87. These risks are offset by the fact the proposed service standards are benchmarked against those found elsewhere in Central London and enable the City to maintain a risk-based approach to managing the safety of our highway within the newly affordable budget envelope.
88. To be clear, the success rate for claims is typically based on whether an authority has a reasonable & appropriate process in place and that it follows that process, rather than the specific intervention level. As a result, changing the standards as set out in this report may not necessarily result in an increase in successful claims.
89. Other risks from these recommended budget changes are less significant but will nevertheless affect DBE's ability to:
- Absorb future industry wide increases in energy costs
  - Fund minor changes to the highway outside of major projects & schemes
  - Monitor the highway and respond to issues on Sundays
  - Check utility reinstatements for quality control purposes
  - Maintain a fixed overnight presence in the City's car parks

## **Corporate & Strategic Implications**

### Resource Implications

90. As can be seen in Appendix 1, the DBE client team involved in managing these respective contracts is relatively small compared to the size of the contracts themselves. Most of the day to day management of the functions delivered by Veolia, Riney and Saba are undertaken by the respective contractors, with the City providing contractual oversight through sample checking and Key Performance Indicators. As such there are no staffing resource implications for permanent staff within DBE from making the above changes, with the respective contractors expected to absorb those that may impact them through appropriate notice periods or redeployment if required.

91. In terms of opportunities for alternative or additional staff savings with DBE as a whole, most existing vacant posts have been deleted as part of the budget balancing exercise for 2020/21, and until such time as the TOM review takes place, no additional recruitment to create or backfill newly vacant posts (eg due to staff leaving the organisation) can take place without stringent business case approval from the Town Clerk and HR.

92. Otherwise it is expected that the TOM will lead to a review of the new combined departmental structure during the course of this year, and that as the new department starts to take shape, efficiencies will need to be identified at that point to contribute towards the £2.4m TOM saving.

### Strategic & Legal Implications

93. In agreeing how the City Corporation delivers its services, Members must be mindful of the City's statutory duties, core responsibilities and strategic priorities, as well as the need to set a balanced budget.

### Climate, Equalities & Security Implications

94. None

### **Conclusion**

95. This report sets out a series of service changes under both Committees that when taken together allow the City to continue to meet its statutory functions but do so within the budget envelope agreed by Resource Allocation Sub Committee, taking into account the strategic priorities of the organisation, benchmarked against similar services provided by other public bodies

### **Appendices**

- **Appendix 1 - Street Cleansing requirements from the Environmental Protection Act 1990. As laid out in the Code of Practice on Litter and Refuse 2006 (modified 2019)**
- **Appendix 2 – Public Convenience Usage Figures**
- **Appendix 3 – DBE Budget breakdown**
- **Appendix 4 – PH&ES Budget Breakdown**

### **Report authors**

Ian Hughes, Deputy Director (Highway Operations)  
Department of the Built Environment  
E: [ian.hughes@cityoflondon.gov.uk](mailto:ian.hughes@cityoflondon.gov.uk)  
T: 020 7332 1977

Jim Graham, Assistant Director (Cleansing)  
Department of the Built Environment  
E: [jim.graham@cityoflondon.gov.uk](mailto:jim.graham@cityoflondon.gov.uk)  
T: 020 7332 4972



## **Appendix 1 - Street Cleansing requirements from the Environmental Protection Act 1990. As laid out in the Code of Practice on Litter and Refuse 2006 (modified 2019)**

### **What is the purpose of the Legislation cited?**

*1.1 The Environmental Protection Act 1990 imposes duties under section 89(1) and (2) on certain landowners and occupiers (referred to throughout as 'duty bodies' and described in detail at section 3.2) to keep specified land clear of litter and refuse, and on local authorities and the Secretary of State to keep clean public highways for which they are responsible. This document provides a practical guide to the discharge of these duties.*

### **The City is classified as an area of High intensity use as per the following section:**

Areas which, through intense pedestrian and/or vehicular movements, are prone to fluctuations in litter and refuse and require both high levels of monitoring and frequent cleansing.

- Primary and secondary retail, office & commercial areas.
- Publicly accessible areas in and around transport interchanges in busy public areas (most likely to be major airports, ports, harbours, bus, train, and tram passenger stations in cities and town centres, and car parks).

### **What specific obligations does this place on the City in terms of standards of street cleanliness?**

Duty bodies are expected to set their cleansing schedules so that they meet the duty to keep their relevant land clear of litter and refuse, and highways clean.

In some areas, these standards can be effectively maintained during daylight hours. However, in others longer hours of management are required, for example, in town and city centres. If the standard in high intensity areas should fall to an unacceptable level during the evening, it should be restored to grade A by 8am. Good practice would be that grade A is achieved earlier, by the time the area begins to get busy. This applies to weekends and bank holidays as well as weekdays.

There will be circumstances, which, in the interests of responsibility and/or health and safety, require managers to respond far quicker than the maximum response time. For example, should drugs needles be found on a school playground, or any items of litter be found on an airport runway, it is expected that these objects be removed as a matter of priority, well before the maximum response time. It is recommended that for drug-related litter, duty bodies respond within 3 hours of a report.

When there is an accumulation of material that is potentially hazardous to health (for example waste food), duty bodies should remove this at the earliest practicable opportunity.

**Appendix 1 - Street Cleansing requirements from the Environmental Protection Act 1990. As laid out in the Code of Practice on Litter and Refuse 2006 (modified 2019)**

**What Specific obligations does this place on the City in terms of standards of response times?**

In addition to the requirement to ensure all high intensity areas are restored to grade A by 8am each day, there are maximum response times for cleaning an area that has become adversely affected by litter, refuse, and/or detritus.

Response time for high intensity areas - 1/2 a day. This means by 6pm if reported before 1pm or by 1pm the next duty day if reported between 1pm and 6pm on the previous day.

**What are the implications if the Duty body does not meet its duty to maintain these standards?**

As a last resort, if acceptable standards of litter and refuse are not met, response times have been set by which land must be returned to an acceptable standard. Duty bodies that allow their land to fall below acceptable standards for longer than the allowed response time may be subject to a Litter Abatement Order (section 91) or a Litter Abatement Notice (section 92) issued under the Environmental Protection Act 1990.

The time periods given are maximum response times for cleaning an area that has become adversely affected by litter, refuse, and/or detritus (where applicable). The caveat in the litter duty concerning practicability is very important. On some occasions, circumstances may render it impracticable for the body under the duty to discharge it. It is for the courts to agree whether or not it was impracticable for a person under the duty to discharge it.

**What are the grades of cleanliness referred to?**

The graded standards shown below are as defined in the original Code of Practice on Litter and Refuse issued under section 89(7) of the Environmental Protection Act 1990. These four grades also correspond to the scales used by local authorities for recording levels of street cleanliness for best value indicator BV199.

**Appendix 1 - Street Cleansing requirements from the Environmental Protection Act 1990. As laid out in the Code of Practice on Litter and Refuse 2006 (modified 2019)**

**For litter and refuse:**

Grade A: No litter or refuse

Grade B: Predominately free of litter and refuse apart from some small items

Grade C: Widespread distribution of litter and/or refuse with minor accumulations

Grade D: Heavily affected by litter and/or refuse with significant accumulations



**Grade A**

No litter or refuse



**Grade C**

Widespread distribution of litter and/or refuse with minor accumulations



**Grade B**

Predominately free of litter and refuse apart from some small items



**Grade D**

Heavily affected by litter and/or refuse with significant accumulations

**Appendix 1 - Street Cleansing requirements from the Environmental Protection Act 1990. As laid out in the Code of Practice on Litter and Refuse 2006 (modified 2019)**

**For detritus** (to be removed on metalled highways and recommended to be removed on all hard surfaces):

Grade A: No detritus

Grade B: Predominately free of detritus except for some light scattering

Grade C: Widespread distribution of detritus with minor accumulations

Grade D: Heavily affected by detritus with significant accumulations



**Grade A**  
No detritus



**Grade C**  
Widespread distribution  
of detritus with minor  
accumulations



**Grade B**  
Predominantly free of  
detritus except for some  
light scattering



**Grade D**  
Heavily affected by  
detritus with significant  
accumulations

**Appendix 1 - Street Cleansing requirements from the Environmental Protection Act 1990. As laid out in the Code of Practice on Litter and Refuse 2006 (modified 2019)**

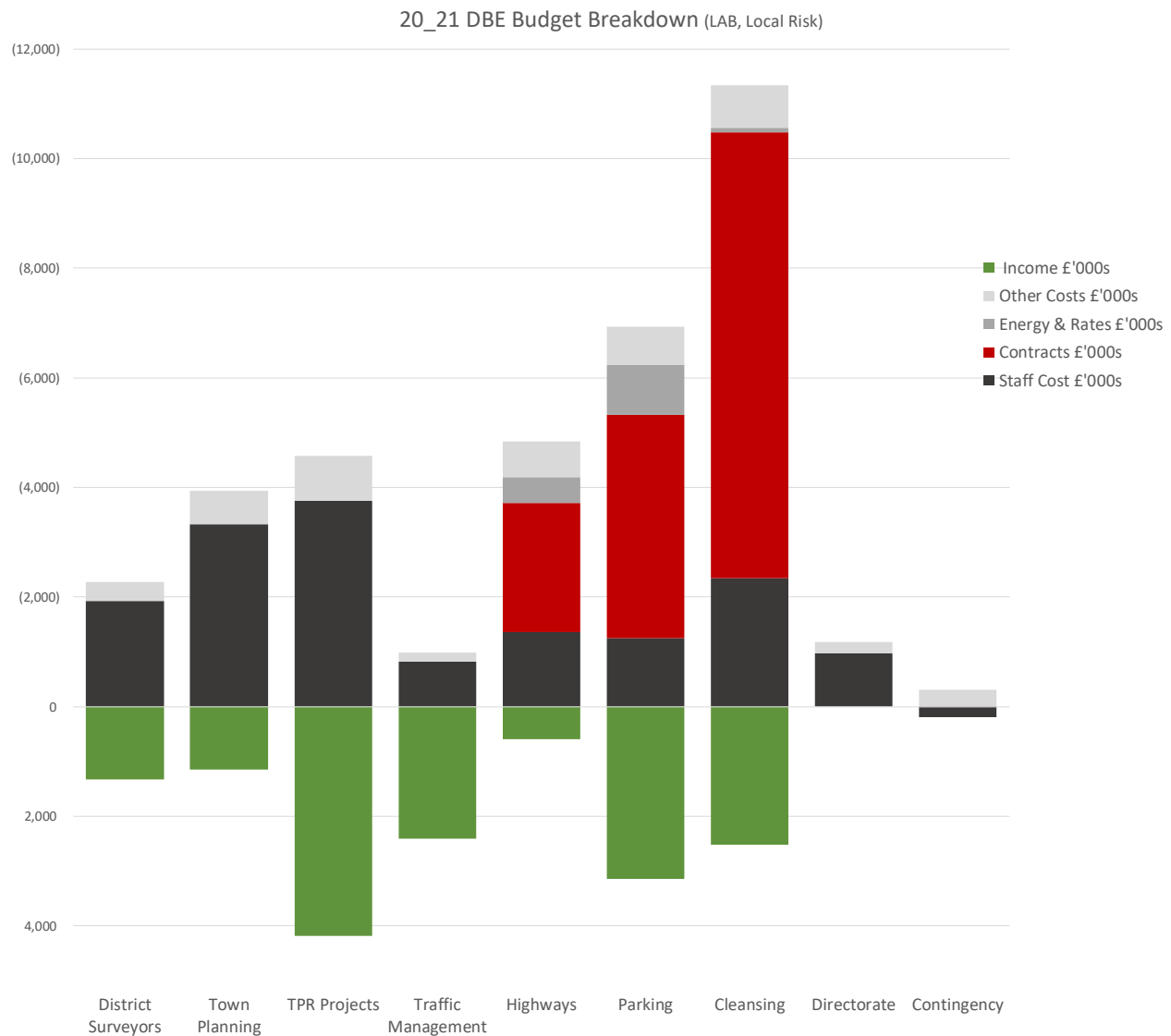
**Enhanced Grade A Standard**

Historically, and under the current contract, the City requires an enhanced cleansing standard from the Grade A laid down in the Code of Practice on Litter and Refuse above. The Enhanced Grade A standard required includes the eradication of weeds, cleaning of gully gratings, emptying of litter bins, removal of litter from horse troughs, fountains, other street furniture and tree bases, removal of unauthorised advertising, removal of unauthorised flyposting from streets (including those placed on railings and street furniture), the removal of litter from ledges, steps and behind railings of buildings abutting the street (provided that this litter may reasonably be reached from ground level) and shall include the removal of any accumulations of dust. Operatives are also expected to remove smaller items of graffiti using wipes or similar, and to remove cable ties using suitable cutters. This Enhanced Grade A Standard enables the City to maintain some of the cleanest streets in the UK.

## Appendix 2 – Public Convenience Usage Figures

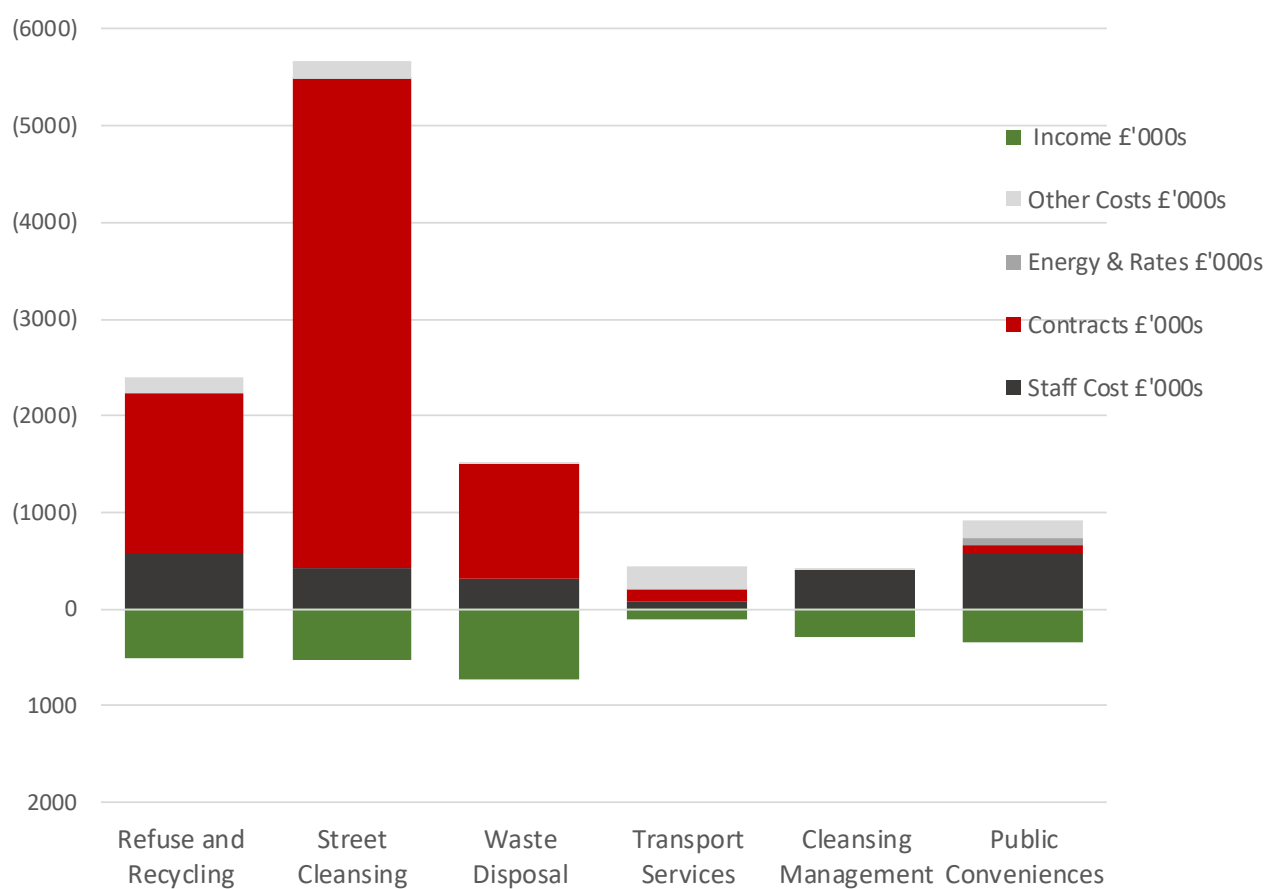
	APCs	Paternoster Square	Tower Hill	Royal Exchange	Eastcheap	Total
2017/18	11,000	168,000	548,000	44,000	48,000	819,000
2018/19	9,000	80,000	616,000	32,000	28,000	764,000
2019/20	9, 000	74,000	550,000	30,000	26,000	689,000

## Appendix 3 – DBE Budget Breakdown



## Appendix 4 – PHES Budget Breakdown

20\_21 PHES Budget Breakdown (LAB)



FY 20_21	Staff Cost £'000s	Contracts £'000s	Energy & Rates £'000s	Other Costs £'000s	Total Cost £'000s	Income £'000s	Net £'000s
Refuse and Recycling	(560)	(1676)	0	(154)	(2390)	512	(1878)
Street Cleansing	(424)	(5065)	(2)	(172)	(5663)	521	(5142)
Waste Disposal	(319)	(1181)	0	(11)	(1511)	733	(778)
Transport Services	(79)	(118)	(10)	(226)	(433)	115	(318)
Cleansing Management	(395)	0	0	(21)	(416)	300	(116)
Public Conveniences	(559)	(95)	(72)	(195)	(921)	342	(579)
<b>Cleansing Total</b>	<b>(2336)</b>	<b>(8135)</b>	<b>(84)</b>	<b>(779)</b>	<b>(11334)</b>	<b>2523</b>	<b>(8811)</b>



# Agenda Item 7

<b>Committee(s)</b>	<b>Dated:</b>
Port Health and Environmental Services	20 January 2021
<b>Subject:</b> Draft High-Level Business Plans 2021/22	<b>Public</b>
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	Outcomes: 1, 2, 3, 4, 5, 6, 8, 10, 11, 12
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
<b>Report of:</b> Director of the Built Environment Director of Markets and Consumer Protection Director of Open Spaces	<b>For Decision</b>
<b>Report authors:</b> Gerry Kiefer, Open Spaces Department Elisabeth Hannah, Department of Built Environment Donald Perry, Department of Markets and Consumer Protection	

## Summary

This report presents for approval the 2021/22 high-level Business Plan for the three Departments that report to this Committee:

- Open Spaces Department
- Department of the Built Environment
- Department of Markets and Consumer Protection

The Business Plans for each department are attached as appendices.

## Recommendation

Members are asked to:

- Approve, subject to the incorporation of any changes sought by this Committee, the 2021/22 high-level Departmental Business Plans for the
  - Open Spaces Department (Appendix 1),
  - The Department of the Built Environment (Appendix 2 (DBE))
  - Department of Markets and Consumer Protection (Appendix 3).

## Main Report

### Background

1. Business Plans for 2021/22 are being presented based on current departmental structures. These will be adjusted, alongside budgets, when any changes to these structures are implemented.

2. For 2021/22, the high-level Business Plans give a better overview of how the departments' work contributes to the Corporate Plan. It provides an overview of departmental priorities mainly, but not limited to, the forthcoming 12 months.
3. To reduce duplication, improve collaboration and reduce the number of agenda items presented at this Committee, the three reporting Departments have produced a single Business Plan report with individual plans attached as appendices.

#### **Draft final high-level summary Business Plan for 2020/21 – Open Spaces Department**

4. This report presents, at Appendix 1, the draft final high-level Business Plan for 2020/21 for the Open Spaces Department. The high-level business plan identifies the 7 main areas of work over the next year for the whole Department which includes Tower Bridge, Keats House, the various open spaces as well as the Cemetery and Crematorium
5. The vision of the Cemetery and Crematorium is; *to provide 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.*
6. The Cemetery and Crematorium service have identified the following as their key areas of work over the next year which will help them achieve their vision:
  - Continue grave reclamation for reuse
  - Fleet replacement
  - Tender Cemetery Café lease
  - Various in-house landscaping projects
  - Review Tree Management Plan

#### **Draft final high-level summary Business Plan for 2020/21 – Department of the Built Environment**

7. This report presents, at Appendix 2, the draft final high-level summary Business Plan for 2021/22 for the Department of the Built Environment.
8. The Business Plan continues to be based on delivering the department's vision of *Creating and facilitating the leading future world class city*. The DBE Business Plan contains eight aims and objectives which support the City's Corporate Plan and contribute to the success of corporate aims and outcomes.
9. Significant work is being carried out across the Department to improve our performance and outcome monitoring and data holding. This will enable better monitoring of the Department's impact on business plan and corporate outcomes and improved reporting to Members.
10. Our major workstreams for 21/22 for this Committee will include contributing to the Climate Action Strategy, developing the Circular Economy Strategy, addressing budget pressures and implementing the Target Operating Model.

## **Draft High-level Business Plan 2021/22 – Department of Markets and Consumer Protection**

11. This report presents, at Appendix 3, the draft final High-level Business Plan for 2021/22 for the Port Health & Public Protection Division of the Department of Markets and Consumer Protection.
12. This high-level plan includes the key areas of work that will be undertaken during 2021/22, all of which are focused on the need to continue to deliver statutory regulatory services in an efficient and compliant manner, while maximising opportunities to reduce expenditure and generate income.
13. Our major workstreams in 2021/22 will include addressing the outcome of Brexit, particularly for Port Health and the HARC; supporting City businesses to recover from the COVID-19 pandemic; and continuing our work to improve air quality in the City.

### **Corporate & Strategic Implications**

14. **Strategic implications** – How the Departmental Business Plans help deliver the Corporate Plan are shown on sides 1 and 2 of each Business Plan. The Plans also show which Corporate Strategies the services are helping to deliver.
15. **Financial implications** - The high-level Business Plans has been drawn up taking into consideration increasing employee costs as well as a c12% reduction in Departmental budgets compared to 2020/21.
16. **Resource implications** - Any changes to resources will be identified and delivered through the move to the new Target Operating Model and/or to meet budget savings. Requests for capital funding for projects will be made as part of the annual capital bidding process
17. **Equalities implications** – Where we develop new policies, strategies, service provision and capital projects we will undertake ‘tests of relevance’ and where appropriate a full equalities analysis.
18. **Climate Implications** – All department’s will be contributing to the delivery and success of the City’s Climate Action Strategy.
19. **Legal implications** – There are no legal implications arising from this report relevant to the reporting Departments.
20. **Risk implications** – There are no security implications arising from this report relevant to Open Spaces Department or the Department of Markets and Consumer Protection or the Department of the Built Environment other than those listed already in the high level business plans (see appendices)
21. **Security implications** – There are no security implications arising from this report relevant to Open Spaces Department or the Department of Markets and Consumer Protection or the Department of the Built Environment

## **Conclusion**

22. This report presents the draft high-level Business Plans for 2021/22 for the three Departments that report to the Port Health and Environmental Services Committee.

## **Appendices**

- Appendix 1 – Open Spaces Department, Draft High-level Business Plan 2021/22
- Appendix 2 – Department of the Built Environment, Draft High-level Business Plan 2021/22
- Appendix 3 - Department of Markets and Consumer Protection, Draft High-level Business Plan 2021/22

## **Report authors**

Gerry Kiefer. Open Spaces Department, Business Manager

T: 020 7332 3517

E: [Gerry.kiefer@cityoflondon.gov.uk](mailto:Gerry.kiefer@cityoflondon.gov.uk)

Elisabeth Hannah, Department of Built Environment, Business Manager

E: [Elisabeth.hannah@cityoflondon.gov.uk](mailto:Elisabeth.hannah@cityoflondon.gov.uk)

T: 07795 290 028

Donald Perry, Department of Markets and Consumer Protection, Head of Business Performance

E: [Donald.perry@cityoflondon.gov.uk](mailto:Donald.perry@cityoflondon.gov.uk)

T: 020 7332 3221

## THE DEPARTMENT'S VISION IS:

We enrich people's lives by enhancing and providing access to ecologically diverse open spaces and outstanding heritage assets across London and beyond.

### Our overarching objectives are:

- Open spaces and historic sites are thriving and accessible.
- Spaces enrich people's lives.
- Business practices are responsible and sustainable.

## Our major workstreams this year will be...

- Implement the required savings to deliver a balanced budget within the reduced core funding envelope through a combination of reducing expenditure, increasing income.
- Implement actions arising from the new Target Operating Model and provide open and early communication to all employees.
- Progress the landscaping of Finsbury Circus, the replacement playground at West Ham Park and all other RASC approved capital projects including the Climate Action Strategy.
- Work with other CoL Depts to commence the entire overhaul of Tower Bridge's High Voltage system, hydraulic pipework replacement and implementation of permanent solutions following the extensive Working at Heights review.
- Working with City Surveyors, progress future use of the nursery site at West Ham Park.
- Assess impact of expanded ULEZ on existing fleet, procurement and supplier capacity and available financial resources.
- Continue to cultivate the Burnham Beeches Gateway and biodiversity net gain project partnership with local landowners and make ready for grant/funding applications.

## The Corporate Plan outcomes we have a direct impact on are...

- Outcome 2 - People enjoy good health and wellbeing**
- Outcome 3 - People have equal opportunities to enrich their lives and reach their full potential**
- Outcome 5 - Businesses are trusted and socially and environmentally responsible**
- Outcome 10 - We inspire enterprise, excellence, creativity and collaboration**
- Outcome 11 - We have clean air, land and water and a thriving and sustainable natural environment.**
- Outcome 12 - Our spaces are secure, resilient and well-maintained.**

## What's changed during 2020

- More staff working from home / remotely.*
- New ways of working for non office staff to comply with Government guidance*
- Increased use of online services for payment and bookings.*
- Increased use of cashless payment.*
- 'Took our services on-line', increasing the provision of digital content so 'digitally open while physically closed'.*
- The massive increase in visitor to the open spaces, due the pandemic, is having a negative long-term impact on the sites' biodiversity and infrastructure.*
- Greater focus on generating additional income e.g. through new lease arrangements, licencing, donations, car park charging.*

Plans under consideration	Time Scale
<i>Offices unlikely to return to full capacity– long term use of office accommodation to be considered</i>	2022/23
<i>COVID19 operating models will inform future service operations.</i>	2021/23
<i>Approach to cycling to be reviewed across a number of properties</i>	2022/23
<i>Visitor attractions, may require re-setting of business models</i>	2021/23
<i>Prioritising high priority select bids for Capital that meet the precise capital funding criteria</i>	2021 onwards

## Our Strategic Commitments

Below are some of the Corporate Strategy Actions we will help deliver

### Apprenticeship Strategy

- Deliver apprenticeships within the organisation from levels 2 to 7, in terms of placements and training, which generate positive feedback from those involved in completing and delivering them and achieve target retention rates

### Climate Action Strategy

- Introduce new land management practices across our open spaces aiming to maximise their ability to remove carbon, and optimise their biodiversity and resilience value
- Advocate the importance of green spaces and urban greening as natural carbon sinks, and their contribution to biodiversity and overall wellbeing

### Cultural Strategy

- Support cultural excellence in a range of fields and champion an ethos of innovation, creative risktaking and artistic citizenship
- Support the delivery of the City of London's Education Strategy by nurturing an exemplary Cultural Education Partnership .....

### Responsible Business Strategy

- Contribute to delivering the various strategy actions, particularly under the strategy outcome: *The planet is healthier*

### Social Mobility Strategy

- Remove barriers, overcome gaps and improve access and participation in order to improve attainment.

### Sport & Physical Activity Strategy

- Contribute to delivering the various strategy actions, particularly under the strategy outcome: *People enjoy good health and wellbeing and health inequalities are reduced*

### Volunteering Strategy

- Promote volunteering opportunities and benefits to drive more and better volunteering.

## Key Departmental Risks

		0	6	3	Total = 9
	Likely (4)				
	Possible (3)		1	4	1
	Unlikely (2)			1	2
	Rare (1)				
		Minor (1)	Serious (2)	Major (4)	Extreme (8)
		Impact			

Departmental Risk Title	Score
Wanstead Park reservoirs	24
Repair and maintenance of buildings and structural assets	16
Maintaining the City's water bodies	16
Impact of development	12
Ultra Low Emission Zone (ULEZ) fleet purchase risk	12
The effect of a major event in central London on the tourism business at Tower Bridge and Monument	12
Pests and diseases	12
Health and safety	8
Extreme weather and climate change	6
These are reported Departmentally apart from Wanstead Park Reservoirs which is a Corporate risk	

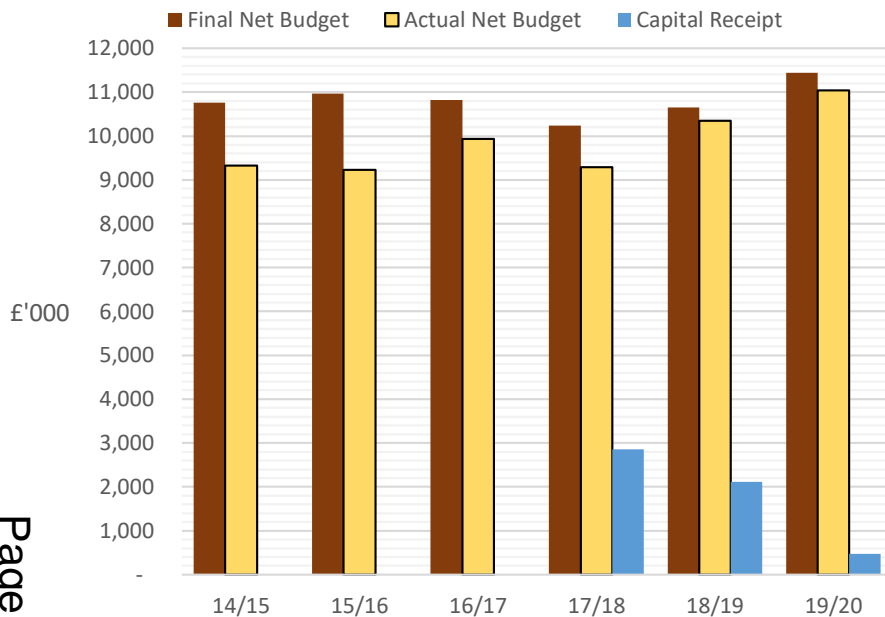
## Open Spaces risks related to COVID-19

COVID-19 Risk Title	Score
Failure of Cemetery & Crematorium services	16
Income generation and financial management	16
Health and Safety of visitors and staff	12
Bridge lifts at Tower Bridge	6
Reopening services	4
Two additional risks are being considered for inclusion. The risks are: <ul style="list-style-type: none"> <li>Accelerated long-term damage to sites</li> <li>Open Spaces workforce wellbeing</li> </ul>	
These risks are reported Corporately	

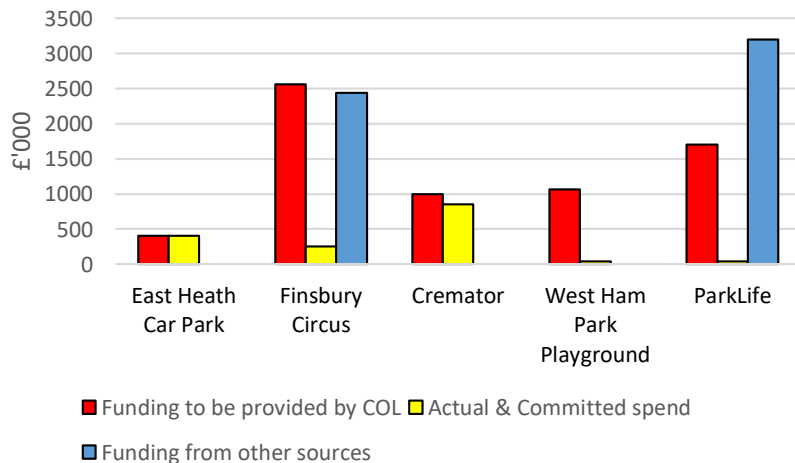
Equalities, Diversity and Inclusion Self Assessment	Score
Monitoring and use of data & information	4
Completing Equality Analysis and tackling discrimination and barriers to inclusion	3
Target setting and mainstreaming equalities into performance systems	N/A
Using procurement and commissioning to achieve equality and cohesion targets	N/A
Engagement and partnership	3
Employment and training	2
Where 4 is excellent and 2 is average	

## Directors local risk

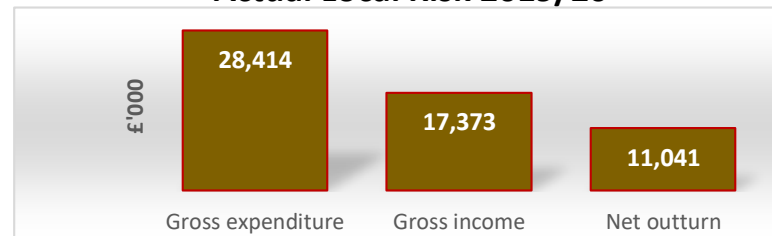
### Net Budget vs Actual Net Budget and Capital Receipts



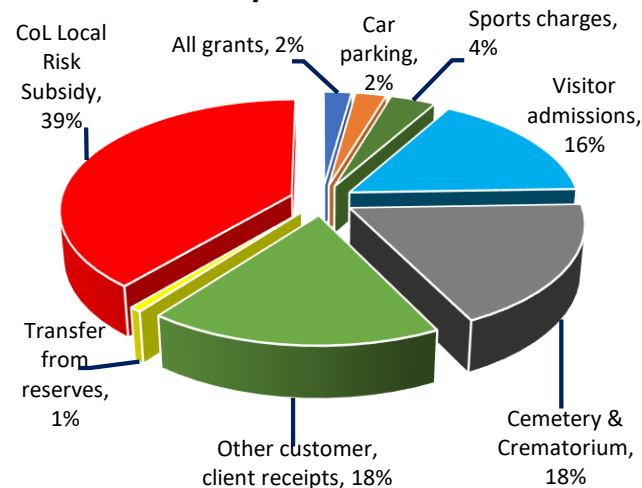
### OSD Capital projects - showing anticipated COL and other funding plus spend to date



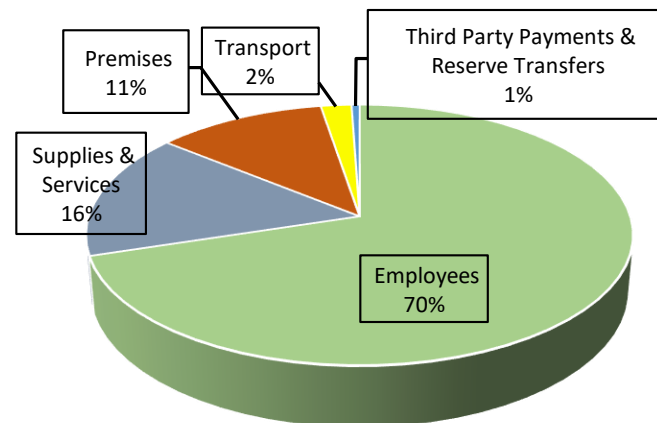
## Actual Local Risk 2019/20



### Where our 2019/20 income came from



### How we spent our local risk budget in 2019/20



## THE DEPARTMENT'S VISION IS:

We enrich people's lives by enhancing and providing access to ecologically diverse open spaces and outstanding heritage assets across London and beyond.

### The Open Spaces Department's three top line objectives and twelve outcomes are:

#### A. Open spaces and historic sites are thriving and accessible

- ✓ Our open spaces, heritage and cultural assets are protected, conserved and enhanced (12)
- ✓ London has clean air and mitigates flood risk and climate change (11)
- ✓ Our spaces are accessible, inclusive and safe (1)
- ✓ Our habitats are flourishing, biodiverse and resilient to change (11)

#### B. Spaces enrich people's lives

- ✓ People enjoy good health and wellbeing (2)
- ✓ Nature, heritage and place are valued and understood (3)
- ✓ People feel welcome and included (4)
- ✓ People discover, learn and develop (3)

#### C. Business practices are responsible and sustainable

- ✓ Our practices are financially, socially and environmentally sustainable (5)
- ✓ London's natural capital and heritage assets are enhanced through our leadership, influence, investment, collaboration and innovation (10)
- ✓ Our staff and volunteers are motivated, empowered, engaged and supported (8)
- ✓ Everyone has the relevant skills to reach their full potential (8)

**KEY:** The numbers in brackets show how the Open Spaces Outcomes link to the twelve Corporate Plan Outcomes 2018-2023.

Performance Measures	2020/21 Performance	2021/22 Direction of travel / target
Green Heritage Accreditation	13 Awards	13 Awards
Green Flag Awards	15 Awards	15 Awards
Active ancient tree management as part of the Stewardship Schemes at Epping Forest & Burnham Beeches.	As per Stewardship agreement - annual data not yet available	As per Stewardship agreement
The condition of our Sites of Special Scientific Interest	No new assessments in 2020 to enable any change to have been recorded	All re-assessed SSSI's are rated 'favourable' or 'unfavourable recovering'.
Number of visits to Open Spaces Departments webpages	647,457 to date	Increase
Tennis court usage	26,953 to date	Maintain
Customer satisfaction at Tower Bridge	New COVID19 related measure - annual	Maintain
Our environmental footprint	Annual data not yet available	Link to Climate Action Strategy
Net expenditure (OS local risk only)	Achieve readjusted budget	Achieve budget
Income generated (OS local risk)	Achieve budget	Achieve budget
Learning & volunteer programme - various measures	Annual data not yet available	Increase
Apprentice performance – various measures	Annual data not yet available	Maintain
Short term sickness	1.21 to date	Maintain
H&S accident investigations	88% to date	Corporate target



# The Department of the Built Environment Creating and facilitating the leading future world class city

## The Corporate Plan outcomes we have a direct impact on are...

- Our spaces are secure, resilient and well maintained.
- We have clean air, land and water and a thriving and sustainable natural environment.
- We inspire enterprise, excellence, creativity and collaboration.

## Our major workstreams this year will be...

- Delivery of the Transport Strategy
- Delivery of the Climate Action Strategy
- Progressing the City Plan 2036 towards adoption
- Providing an excellent Service to the Development Industry, our stakeholders and the Public
- Strengthen resilience to the risks from natural and man-made threats
- Developing the Circular Economy Strategy
- Supporting the major projects and the agreed capital programme
- Implement actions arising from the new Target Operating Model.
- Addressing significant budget pressures

## Our aims and objectives are...

- Promoting the construction of high quality, inspiring, adaptable and environmentally sustainable developments which attract a wide range of uses and users
- Advancing a flexible infrastructure that adapts to increasing capacity and changing demands
- Creating a welcoming seven-day City that is inclusive, clean, secure and accessible
- Improving the quality and safety of the environment for businesses, workers, residents and visitors
- Ensuring the built environment, businesses and people take action on and are resilient to climate change.
- Enabling digital connectivity that meets changing business and lifestyle needs
- Enabling a flourishing society and a vibrant cultural offer
- Aligning the capital programme to complement the City's major corporate projects and the Corporate Plan outcomes



## Plans under consideration

Plan	Time Scale
Fire Safety Bill – the biggest change in Building Control for 35 years	2022
Planning White Paper – proposals will, if implemented, result in major changes to statutory planning functions	2021
Procurement of Parking Contract – opportunity for synergies and savings	2022
London Re-charged: A vision for London in 2025	2025
Recovery Task Force	2025
City Plan 2036, public examination	2021/22
Transport Strategy review	2022
Public Realm Vision & SPD	2022
City of London Circular Economy Strategy	2021



## What's changed since last year...

- COVID health pandemic, behavioural and economic changes
- Significant budget pressures
- Climate Action Strategy now approved by Court and becomes embedded as key workstream.
- Covid-19 recovery and Climate Action Strategy accelerating delivery of Transport Strategy
- Deletion of obsolete vacant posts and increased skill sharing opportunities across the department.
- Increased number of apprentices at all levels across the department, including addressing industry shortages and workforce planning
- Paper-based CON29 property search services have been replaced by a remote, digital service since June 2020.
- Plastic Free City campaign fully integrated with the Clean City Awards

## Equalities, Inclusion & Diversity Self Audit (2020)

Self Audit	Score*
Monitoring and use of data and information	2
Completing Equality Analysis (EQIA) and tackling discrimination and barriers to inclusion	3
Target setting and mainstreaming equalities into performance systems	2
Using procurement and commissioning to achieve equality and cohesion targets	n/a
Engagement and partnership	3
Employment and training	3
*where 4 is excellent	

## Our strategic commitments

### Transport Strategy

- Prioritising and providing more space for people walking
- All Change at Bank, Beech Street and Healthy Streets Programme
- Freight and servicing, including last mile delivery hubs and consolidation

### Climate Action Strategy

- Implement Climate Resilience measures into the public realm.
- Embed climate resilience as a key component in decision making.
- Develop a plan to protect public health from urban heat effects.

### City Plan 2036

- Progression through the consultation, submission, examination and adoption processes;
- Implementation of the Plan to deliver a more sustainable City;
- Liaise with others to ensure an ongoing national and strategic planning policy context appropriate to the City's circumstances.



### Security Programme

- Joint delivery of the Secure City Programme with the City Police;
- Implementation of protective measures to the City's high priority crowded spaces;
- Review of security requirements delivered through the planning development process

### Circular Economy Strategy

- Promote and enforce a policy of eliminating unnecessary single use items and lead by example;
- Deliver a successful programme of City-wide Circular Economy events.

### Culture Strategy

- Transform the City's public realm and physical infrastructure, making it a more open, distinct, welcoming and culturally vibrant destination
- Develop Culture Mile in the north west of the City

### Apprentice Strategy

- Promote apprenticeships, from level 2-7, across the department
- Prioritize apprentice recruitment and progression to address skills shortages

### IT

- Replacement of Uniform and Northgate M3 with a single system
- Re-tendering of the Highways Management System

## Key Risks

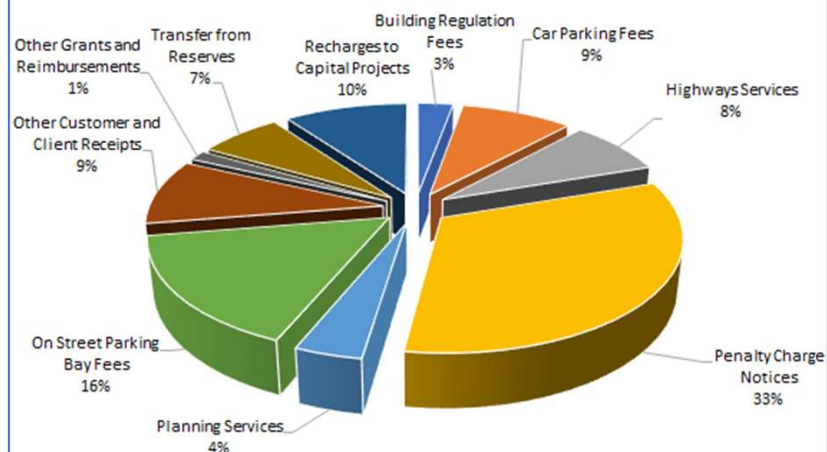


Key Risk Title	Score
Road Safety/KSI	24
Road Traffic Collision caused by City of London staff or contractor who is unfit to drive while on City business	16
Adverse planning policy context	12
COVID: Failure to deliver the Waste and Litter service required	8
COVID: Failure to deliver the Highways, Parking & Enforcement service required	8
COVID: Impact of Covid on Finance	8
Service/Pipe Subways	8
The District Surveyor's (Building Control) Division becomes too small to be viable	8
Major Projects and key programmes not delivered as TfL funding not received	8
Beech Street Roofing Panels	8

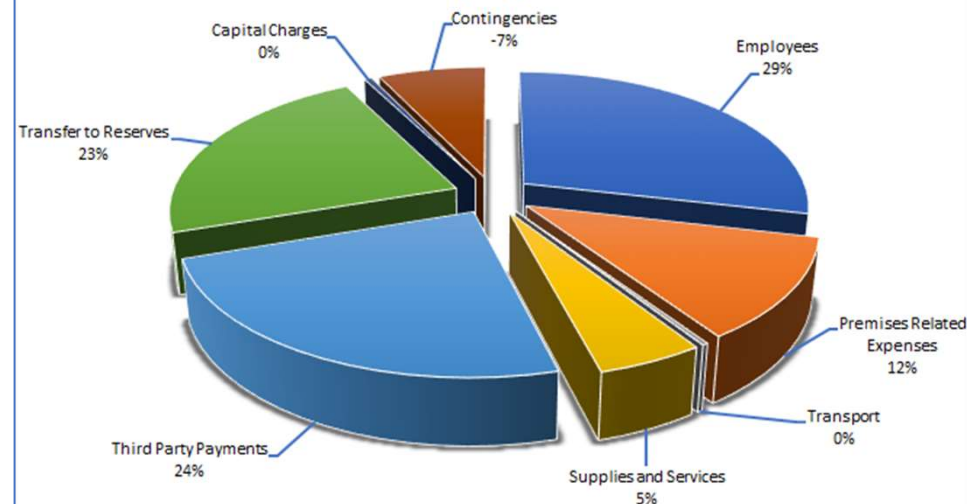
## Key Performance Indicators

KPI	Current Performance	Direction of Travel
Reduction in motor vehicle traffic	185,000	↓
Number of people killed and seriously injured on our streets	54	↓
Increase in office floorspace	9,305,000 sqm	↑
Reduction in motorised freight vehicle volume	39,000	↓
Number of km of pedestrian priority streets	25km	↑
Proportion of zero emission capable vehicles entering the City	-	↓
% City land with unacceptable levels of litter, graffiti etc	0.83%	↓
% of household waste sent for reuse, recycling, or composting	28.51%	↑
Number of plastic bottles saved due to water refill points (approx.)	75,000	↑
Area covered by sustainable drainage systems	0.42ha D	↑
%of planning applications determined to agreed timescales	79%	↑
Building Control Market Share	22%	↑
Increased Number of Apprentices	18	↑

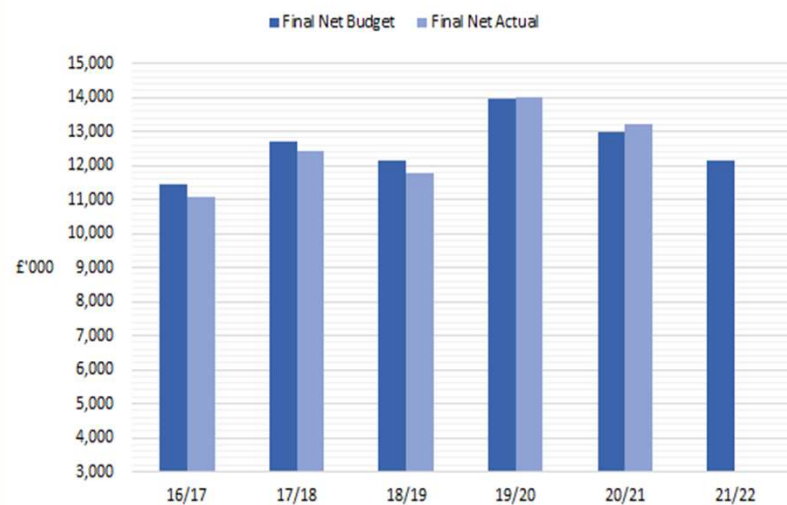
Where our money comes from



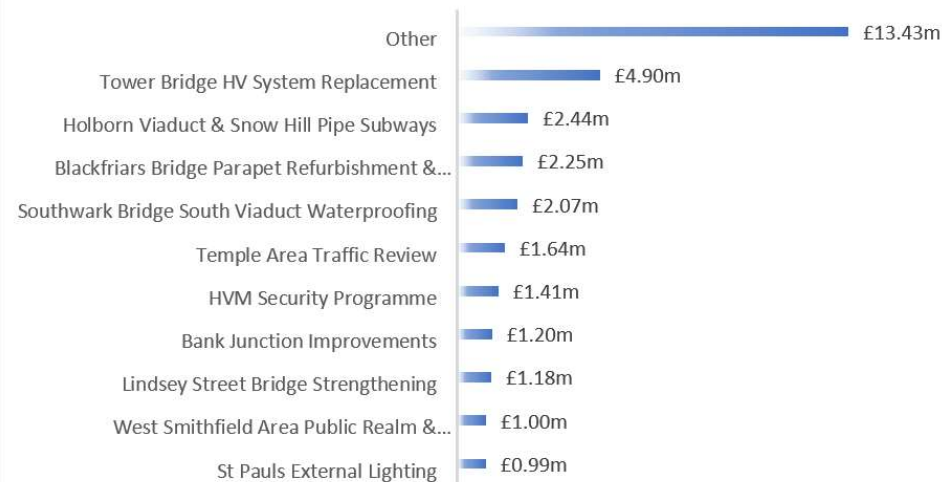
Where our money is spent



Budget vs Actual



Capital Spend Forecast



Total Estimated Spend is £32.52m across 57 projects

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## Our key aim is...

**To protect consumers, public and animal health, and support legitimate business through advice and regulatory enforcement.**

## The Corporate Plan outcomes we have a direct impact on are...

**Outcome 1:** People are safe and feel safe.

**Outcome 2:** People enjoy good health and wellbeing.

**Outcome 5:** Businesses are trusted and socially and environmentally responsible.

**Outcome 6:** We have the world's best legal and regulatory framework and access to global markets.

**Outcome 8:** We have access to the skills and talent we need.

**Outcome 11:** We have clean air, land and water and a thriving and sustainable natural environment.

## What changed during 2020/21

- Port Health and the HARC continued to operate throughout the COVID-19 pandemic, in a COVID-Secure manner.
- The COVID-19 pandemic had a considerable impact on the City's business environment and the Public Protection service adjusted quickly in response. Officers dedicated a lot of time to supporting City businesses to adapt their processes, become compliant with the changing COVID requirements and recover from the pandemic.
- The Commercial Environmental Health Team fulfilled the corporation's responsibilities to undertake local COVID-19 contact tracing, in liaison with other City Departments and the City and Hackney Public Health Team.
- Understanding of the impacts of Brexit developed and changed substantially during the year, particularly for Port Health and the HARC. Officers continued to communicate with government in preparation for the challenges that they expect to face in 2021/22.

## Our major workstreams this year will be...

- Implement alternative, more efficient methods of delivery across all the services we provide to make the required savings, by **reducing expenditure and increasing income**.
- Implement actions arising from the new **Target Operating Model** and provide open and early communication to all employees.
- The Public Protection Team will continue to support businesses as they recover from the **COVID-19** pandemic and associated restrictions, through the City's Al Fresco Eating and Drinking Policy; the COVID Compliant Accreditation Scheme; and the provision of relevant information to the public on the City's website.
- Plan for the phased introduction of **border controls** on live animals and high-risk products of food and feed and implement appropriate operational processes.
- Investigate and develop new business models for Port Health and the Heathrow Animal Reception Centre to capitalise on opportunities that arise as a result of **Brexit**.
- Improve **air quality** and manage the risk to our residents and stakeholders. Work with third parties to influence London-wide and national strategies.
- Heathrow Animal Reception Centre (HARC) will explore **income generation** opportunities and contracts with partner organisations at the airport.
- The Commercial Environmental Health Team will focus on delivery of the **food and health and safety interventions** in its annual Service Plan.
- Undertake the actions identified in the Department's **Equality, Diversity and Inclusion** Action Plan.

## Our strategic commitments

**Air Quality Strategy:** To ensure that the City complies with the statutory requirements for London Local Air Quality Management, we will demonstrate leadership for London by implementing the actions identified in the Air Quality Strategy 2019-2024.

**Climate Action Strategy:** We will continue to undertake border controls on food, feed and live animals at the sea and air ports within our jurisdiction in order to limit the introduction and spread of diseases and pests.

**Corporate Apprenticeship Scheme:** We will support the scheme by continuing to offer a range of suitable placements for candidates.

**Volunteering Strategy:** We will promote opportunities and benefits to our staff encourage greater participation in volunteering activities within and outside the City.

## Our Key Departmental Risks\*

	Impact			
	Minor	Serious	Major	Extreme
Likelihood	Likely	0	0	0
	Possible	2	4	9
	Unlikely	3	5	5
	Rare	1	4	6

\*N.B. All Key Risk information was correct on 8 December 2020 but is subject to continual review and change.  
The matrix above includes all M&CP risks, i.e. not just those for the PH&PP Division which are listed on the right.

Departmental Equalities, Diversity & Inclusion Self Assessment	Score
Monitoring and use of data and information	4
Completing Equality Analysis (EQIA) and tackling discrimination and barriers to inclusion	3
Target setting and mainstreaming equalities into performance systems	2
Using procurement and commissioning to achieve equality and cohesion targets	1
Engagement and partnership	3
Employment and training	4
Where 4 is 'excellent' and 1 is 'requires improvement'	

## Port Health & Public Protection Key Risks

Risk Title	Score
Air Quality (Corporate Risk)	12
Brexit – Impact on Port Health and Animal Health	12
Port Health – Inadequate staffing	12
Port Health – Loss of trade	6
Port Health – Fee recovery	6
Port Health – Insufficient workspace	6
HARC – Venomous or toxic species	4
HARC – Increase in throughput	4
HARC – Reduced throughput	4
HARC – Legislative changes	4
HARC – Safety mechanism failure	4
Port Health – No access to workplace	4
Port Health – Launch unavailable	3
HARC – Loss of database support	2
HARC – Loss of facility	2
HARC – Zoonotic disease outbreak	2
HARC – Loss of utilities	2
HARC – Repair delays	2
HARC – IS Systems failure	1

## COVID-19 Risks

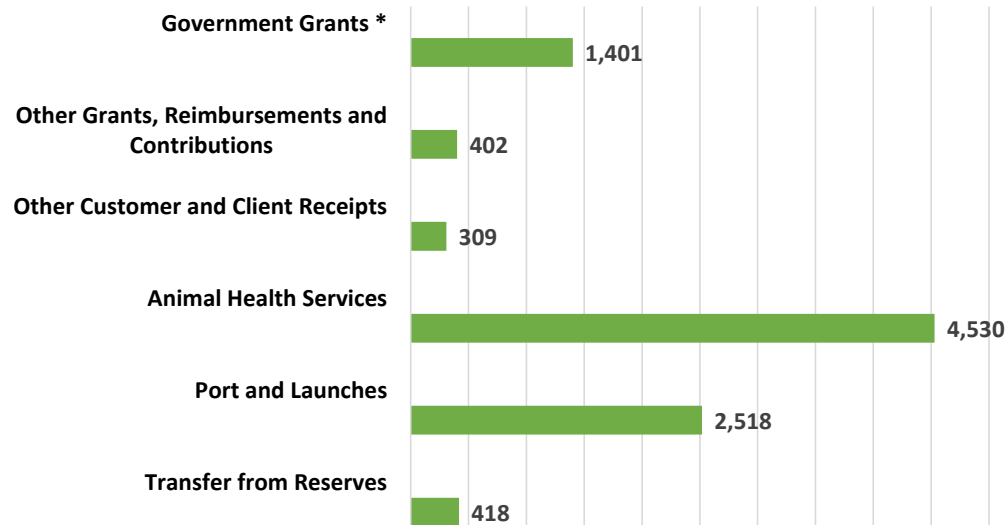
HARC emerging recovery	8
HARC animal welfare	8
Port Health imported food and feed	6
Port Health infectious disease control	4
City Mortality Planning Group	2



Performance Measures	2020/21 Performance	2021/22 Direction of travel
Air pollution in the City: 70% of the City's area meets the health-based Limit Values and WHO Guidelines for nitrogen dioxide levels by 31 March 2022. (Ultimate target is 90% by 31 March 2025).	N/A - new measure for 2021/22	Improve
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.	Annual measure – data not yet available	Improve against baseline
85% of imported food and feed consignments that satisfy the checking requirements are cleared within 5 days: a) Products of Animal Origin (POAO) b) High Risk Products of Non-Animal Origin.	a) 74% (at 30/11/2020) b) 97% (at 30/11/2020)	Improve Maintain
85% of imported food and feed consignments (Products of Non-Animal Origin) are subjected to mandatory documentary controls within 5 days.	98% (at 30/11/2020)	Maintain
Less than 1% of missed flights for transit of animals caused by the Heathrow Animal Reception Centre.	<1% (at 30/11/2020)	Maintain
Respond to 100% of 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.	100% (at 30/11/2020)	Maintain
90% of justifiable noise complaints investigated result in a satisfactory outcome.	91.1% (at 30/11/2020)	Maintain/Improve
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.	Annual measure – data not yet available	Maintain

## Where our money comes from

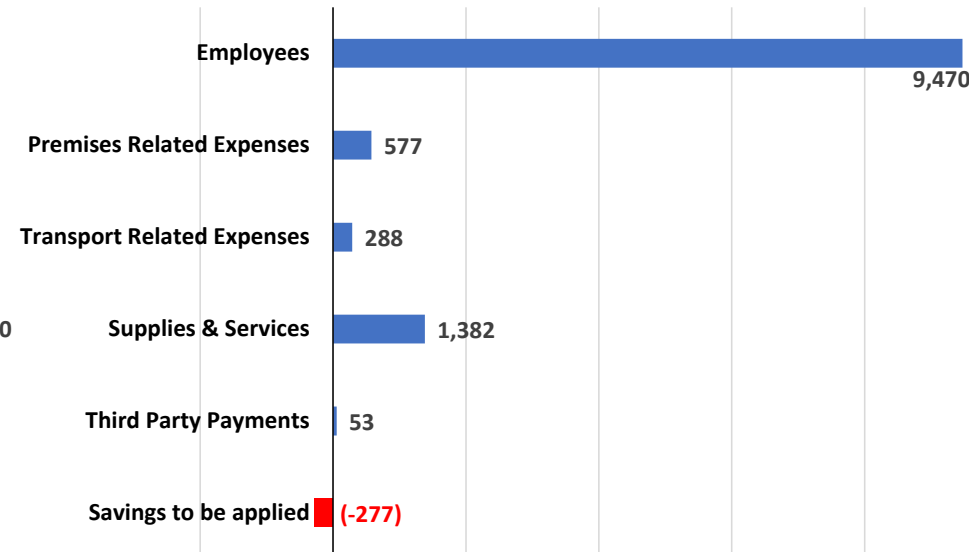
Original Budget 2021-22 (£'000)



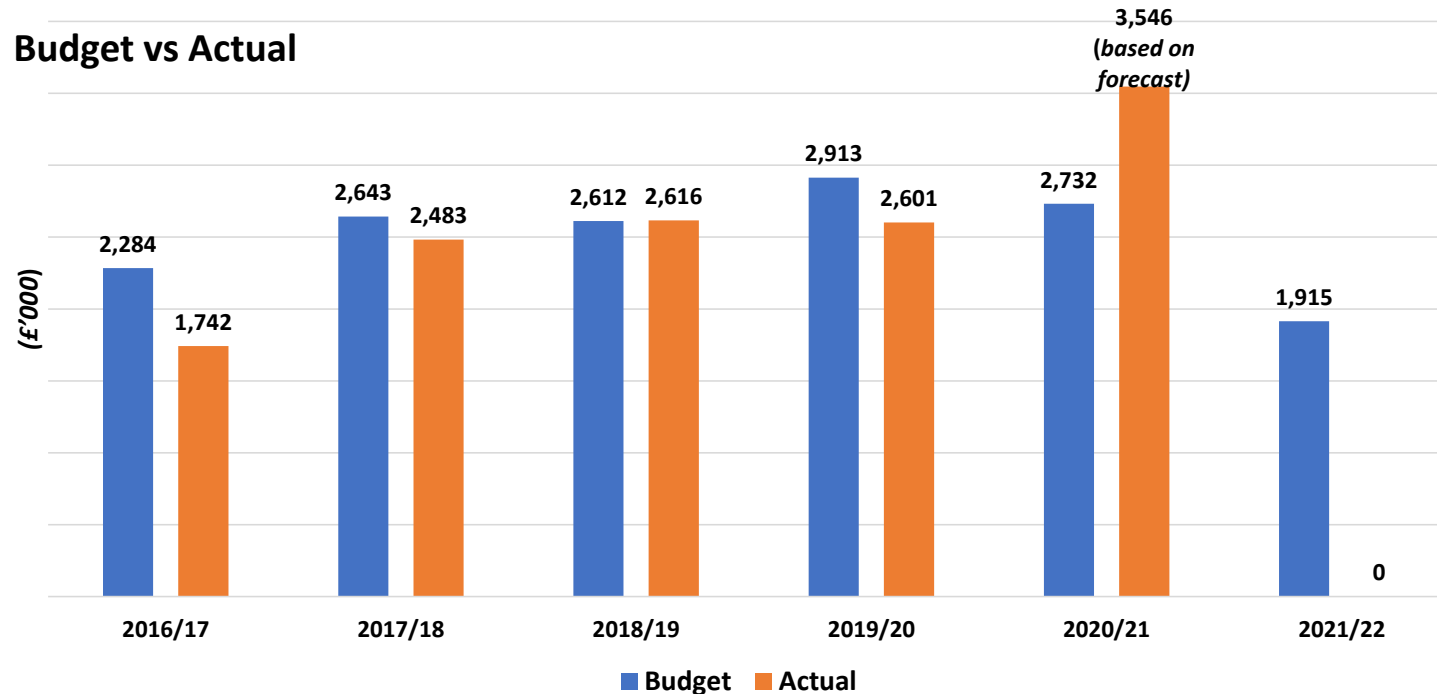
\* Government grants consisted largely of funding received in relation to Brexit preparations from Defra and other central government bodies.

## Where our money is spent

Original Budget 2021-22 (£'000)



## Budget vs Actual



<b>Committee(s):</b> Port Health & Environmental Services Committee	<b>Dated:</b> 20 January 2021
<b>Subject:</b> Business Plans 2020/2021: Progress Report (Period 2)	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	1, 2, 5, 6, 8, 11
<b>Does this proposal require extra revenue and/or capital spending?</b>	N
<b>If so, how much?</b>	n/a
<b>What is the source of Funding?</b>	n/a
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	n/a
<b>Report of:</b> Director of the Built Environment Director of Open Spaces Director of Markets and Consumer Protection	<b>For Information</b>
<b>Report author:</b> Jim Graham, Department of the Built Environment Gerry Kiefer, Open Spaces Department Joanne Hill, Department of Markets and Consumer Protection	

## Summary

This report provides an update on progress made during Period 2 (August-November) against their High-Level Business Plans 2020/21 for the following service areas which fall within the remit of your Committee:

- Department of the Built Environment: Public Conveniences, Waste Collection, Street Cleansing, Waste Disposal and Transport Services (Appendix 1)
- Open Spaces Department: Cemetery and Crematorium (Appendix 2).
- Markets and Consumer Protection: Port Health & Public Protection Division (Appendix 3)

## Recommendation(s)

Members are asked to:

- Note the content of this report and its appendices.

## Main Report

## Background

1. The High-Level Business Plans of each Department were approved by your Committee in January 2020.

2. The Business Plans set out each Department's key aims, objectives and performance measures for 2020/21.
3. To ensure your Committee is kept informed, progress made against the current High-Level Business Plans, is reported to you on a periodic (four-monthly) basis, along with current financial information. This approach allows Members to ask questions and have a timely input into areas of particular importance to them.

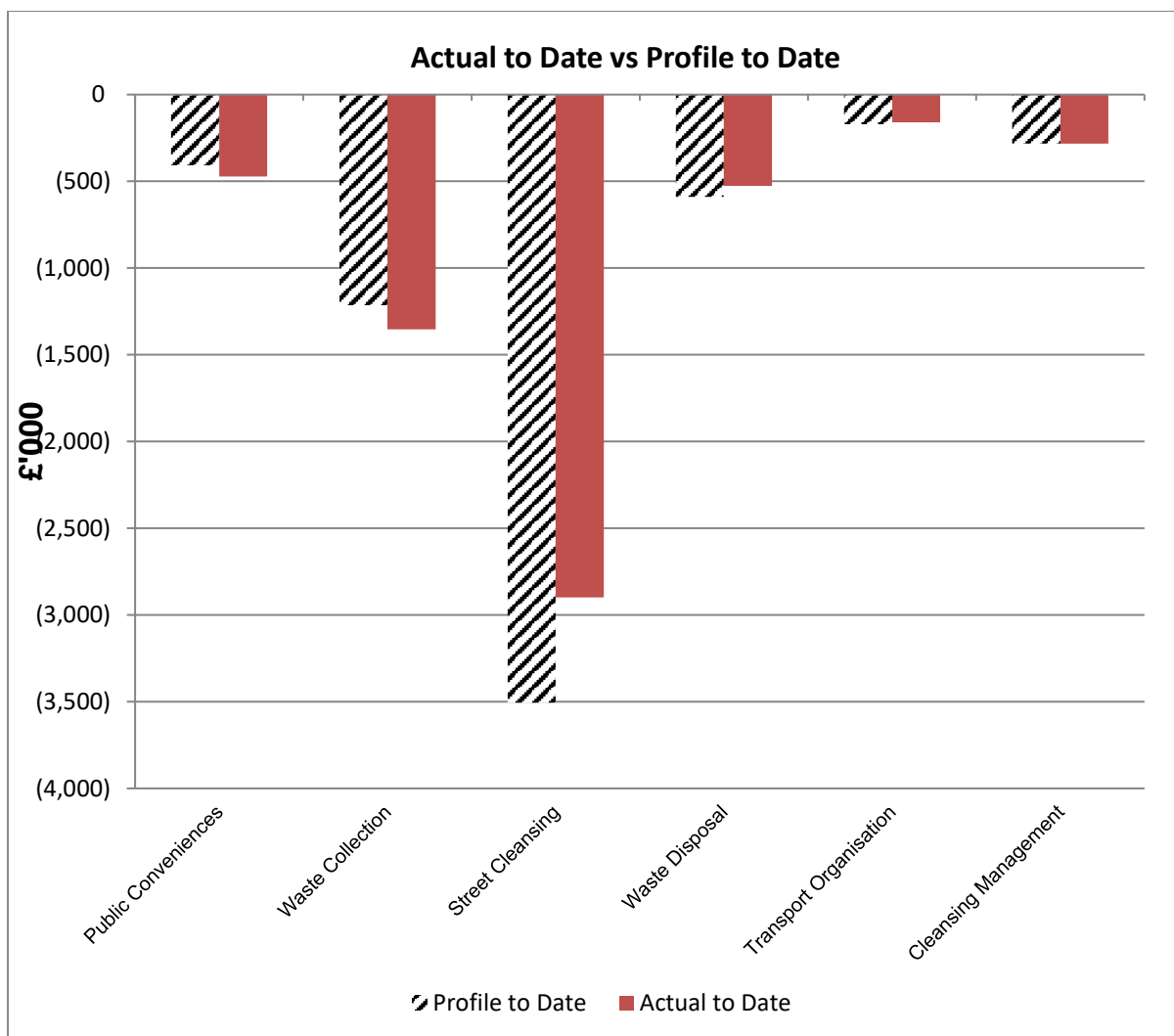
## **Department of the Built Environment**

### Current Position

4. The focus of the Cleansing Service during this period remains dealing with the Covid-19 outbreak. This continues to have a significant impact on the work programme of the cleansing service, diverting the team's efforts away from other projects and initiatives. Street Enforcement Officers continue to assist other teams and departments that do not currently have a daily presence in the City.
5. At the start of November, the Transport Team won the Fleet Electrification Strategy Award at the Electric Vehicle Congress Awards. Rasin Khayaguli, an apprentice in the Transport Team, won the Apprentice of the Year at the Chartered Institute of Couriers Awards.
6. Detailed performance against our performance indicators and our infographics are provided in Appendix 1.

### Financial Information

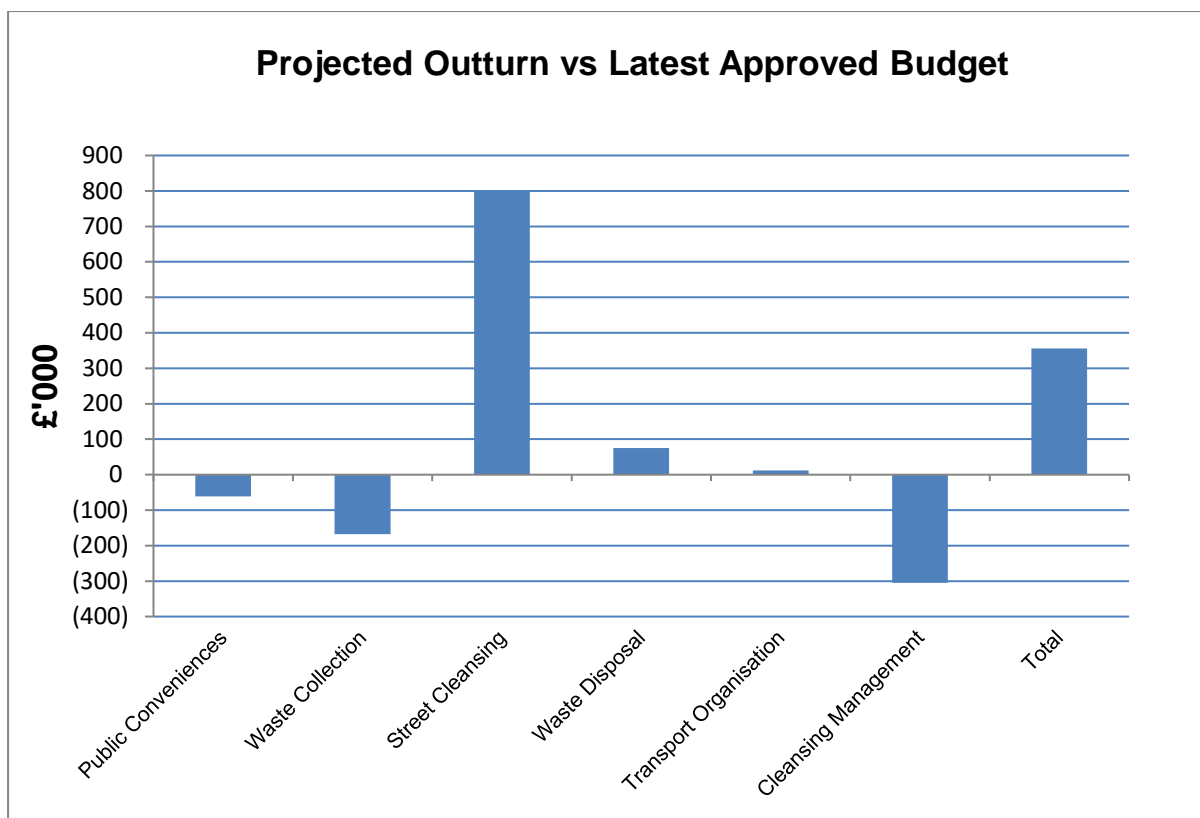
7. At the end of the November 2020, the Department of Built Environment was £479k (7.8%) underspent against the local risk budget to date of £6.173m, over all the services managed by the Director of Built Environment reporting to Port Health & Environmental Services Committee. Appendix B sets out the detailed position for the individual services managed by this department.
8. Overall, the Director of Built Environment is currently forecasting a year end underspend of £356k (4.0%) for her City Fund services.
9. The end of November 2020 monitoring position for the Department of Built Environment services within the remit of the Port Health & Environmental Services Committee is provided at Appendix B. This shows a net underspend to date for the Department of £479k (7.8%) against the overall local risk budget to date of £6.173m for 2020/21.



**Notes:**

1. Graph shows the actual local risk net position against the profiled budget to date for each Division.
2. A position above the baseline shows overall net income.
3. A position below the baseline shows overall net expenditure.
4. DBE total actual to date net exp of £5.694m is £479k under the profiled budget to date of £6.173m.
5. Overall the Director of Built Environment is currently forecasting a year end underspend position of £356k (4.0%) for her City Fund services.

10. Overall the Director of Built Environment is currently forecasting a year end underspend position of £356k (4.0%) for her City Fund services.



**Notes:**

1. Zero is the baseline latest approved budget for each Division of Service.
2. Graph shows projected outturn position against the latest approved budget.
3. A variance above the baseline is favourable i.e. either additional income or reduced expenditure.
4. A variance below the baseline is unfavourable i.e. additional expenditure or reduced income.
4. Overall the Department is forecasting an underspend of £356k at year end.

11. The reasons for the significant budget variations are detailed in Appendix B, which sets out a detailed financial analysis of each individual division of service relating to this Committee, for the services the Director of Built Environment manages.
12. The better than budget position at the end of November 2020 is mainly due to a reduction in street cleansing contract and public convenience costs due to the impact of COVID-19 on service provision together with a reduction in residual waste disposal costs, partly offset by reductions in income from public conveniences, waste collection and street cleansing, also resulting from COVID-19, and a reduction in transfer from reserves.
13. The Director of Built Environment anticipates this current better than budget position will continue to year end, which will offset overspends due to COVID-19 elsewhere within the Department.

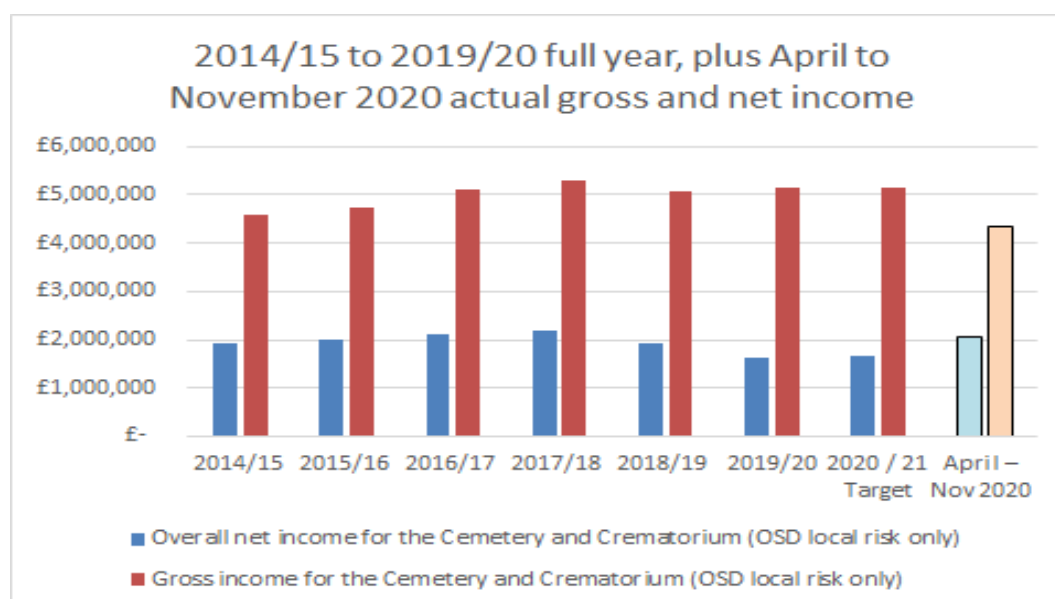
## Open Spaces Department

### Current Position

14. At the end of Period 2 the Cemetery and Crematorium remains busy and operating at levels similar to the same period last year.
15. Details of our performance against our performance measures is attached as Appendix 2
16. The cremator replacement project has progressed well and the drop in cremations during August meant that operating with only one cremator had little negative impact on the service that could be offered. Planning permission has been granted for the extension to the existing roof steelwork that will accommodate the additional cooler which will make the new Cremator fully abating.
17. Funeral streaming will be operational and available for use by February 2021 from the two chapels at the Modern Crematorium building; the North and South Chapels.

### Financial Information

18. Income levels are above budget forecast due to the number of burials and cremations during the first period as a result of the pandemic. However, there is much uncertainty about the death rate (and resulting burials and cremations) over the remaining four months which will impact on the year end income position. More detailed financial information is shown in appendix 2a.
19. The table below shows the actual gross and net income for previous financial years 2014/15 through to 2019/20. It also shows the current position at end of November and visually shows that although only 8 months into the year, due to Covid-19 and the incredibly hard work put in by all the staff to keep the service operating and available to the public, the income target is at 85% achievement and the net position has already been achieved.



## **Department of Markets and Consumer Protection (M&CP)**

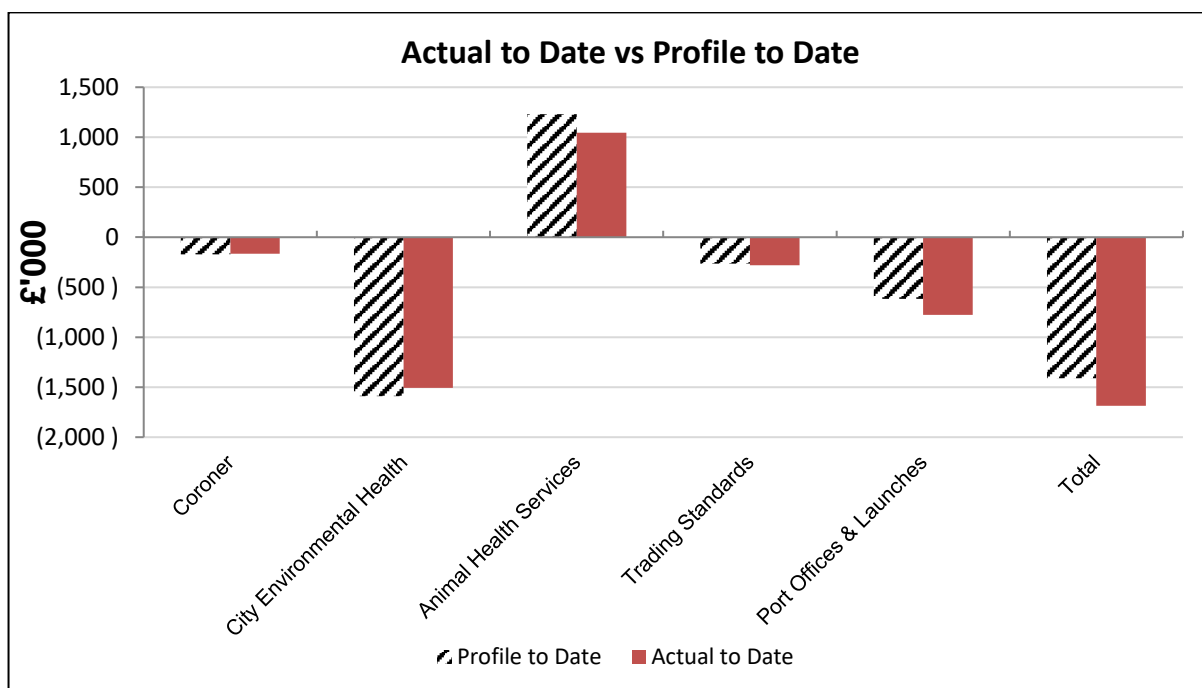
### Current Position

20. During Period Two, the COVID-19 outbreak has continued to affect the work of all Port Health & Public Protection (PH&PP) services but teams have adapted quickly to the new and unprecedented demands placed upon them. Officers have efficiently employed alternative and innovative ways of working to enable the continued provision of high-quality reactive and proactive services to their customers and other stakeholders.
21. While some activities, such as inspections and visits, have had to be postponed as a result of the pandemic, officers' workloads have increased significantly with other COVID-19 related tasks. These have included sharing expertise and skills to support businesses, other local authorities and government bodies in dealing with the impact of the pandemic.
22. Some examples of work undertaken during Period Two are:
- The Public Protection Service has worked with colleagues in the London Boroughs of Southwark and Camden to develop and deliver a pilot COVID Compliant Accreditation Scheme to support City food and retail businesses in their recovery.
  - Environmental Health Officers have worked with the Health and Safety Executive to carry out COVID-Secure spot checks in close-contact service settings, such as hairdressers and spas.
  - The Air Quality Team has continued to monitor air pollution in the City during the COVID-19 lockdown.
  - The HARC has introduced a new system to ensure that maximum capacity is not exceeded as the numbers of animals waiting to enter the UK has continued to be extremely high.
  - The Port Health Service has maintained a presence at the ports throughout the pandemic, ensuring food and feed continue to be imported efficiently from countries outside the EU.

### Financial Information

23. The end of November 2020 monitoring position for M&CP services covered by the Port Health & Environmental Services Committee is provided at Appendix 3. This shows a net overspend to date for PH&PP of £274k (19%) against the overall local risk budget to date of £1,411k for 2020/21.

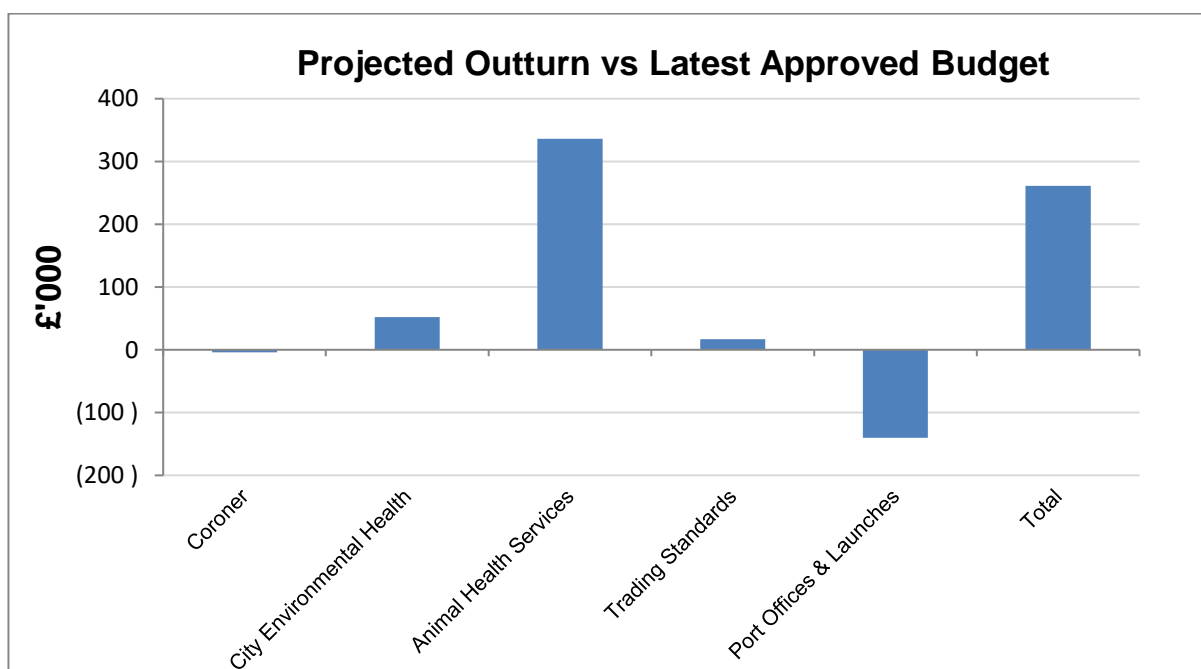




**Notes:**

1. Graph shows the actual local risk net position against the profiled budget to date for each Division.
2. A position above the baseline shows overall net income.
3. A position below the baseline shows overall net expenditure.
4. M&CP total actual to date net exp of £1.685m is £274k over the profiled budget to date of £1.411m.

24. Overall the Director of M&CP is currently forecasting a year end underspend position of £261k (10.3%) for his PH&PP City Fund services.



**Notes:**

1. Zero is the baseline latest approved budget for each Division of Service.
2. Graph shows projected outturn position against the latest approved budget.
3. A variance above the baseline is favourable i.e. either additional income or reduced expenditure.

4. A variance below the baseline is unfavourable i.e. additional expenditure or reduced income.
5. Overall the Department is forecasting an underspend of £261k at year end.

25. The reasons for the significant budget variations are detailed in Appendix 3, which sets out a detailed financial analysis of each PH&PP service relating to this Committee.
26. The worse than budget position at the end of November 2020 is mainly due to reduced income at HARC as a result of COVID-19, together with additional staffing costs for Brexit preparations at the Ports. These overspends are partly offset by reduced use of casual staff and overtime at the HARC, and delays in filling vacancies across the department.
27. The Director anticipates returning to a better than budget position by year end, due mainly to an improvement in projected income at HARC and the COVID re-budgeting adjustment approved by Court of Common Council in December.

### **Corporate & Strategic Implications**

28. **Strategic implications** – The monitoring of key improvement objectives and performance measures links to the achievement of the aims and outcomes set out in the Corporate Plan 2018-23.
29. **Financial implications** – Financial implications are addressed within the earlier section of this report, with further detail included in the appendices.
30. **Resource implications** – None for M&CP, DBE and OSD
31. **Legal implications** – None for M&CP, DBE and OSD
32. **Risk implications** – The M&CP, OSD and DBE Risk Register includes any risks which are linked to the delivery of its High-Level Business Plan. A separate report on risk has been submitted to this Committee.
33. **Equalities implications** – None for M&CP, DBE and OSD
34. **Climate implications** - None for M&CP and DBE  
Once all installation works are completed for the new cremator, all City of London cremations will be 100% abating.
35. **Security implications** – None for M&CP, DBE and OSD

### **Appendices**

- Appendix 1 a – Department of the Built Environment, Business Plan Progress Summary, Period 2 2020-21
- Appendix 1b – DBE finance info
- Appendix 1c – DBE Business Plan update Period 2
- Appendix 2 – Open Spaces Department, Business Plan Progress Summary, Period 2 2020-21

- Appendix 2a – Open Spaces Department Finance information
- Appendix 3 – Department of Markets and Consumer Protection, Business Plan Progress Summary, Period 2 2020-21

### **Background Papers**

Revenue and Capital Budgets and High-Level Summary Business Plans 2020/21  
(PH&ES Committee, 14 January 2020)

### **Contacts**

Jim Graham, Assistant Director Cleansing, Department of the Built Environment

E: [jim.graham@cityoflondon.gov.uk](mailto:jim.graham@cityoflondon.gov.uk)

T: 020 7332 4972

Gerry Kiefer, Business Manager, Open Spaces Directorate

T: 020 7332 3517

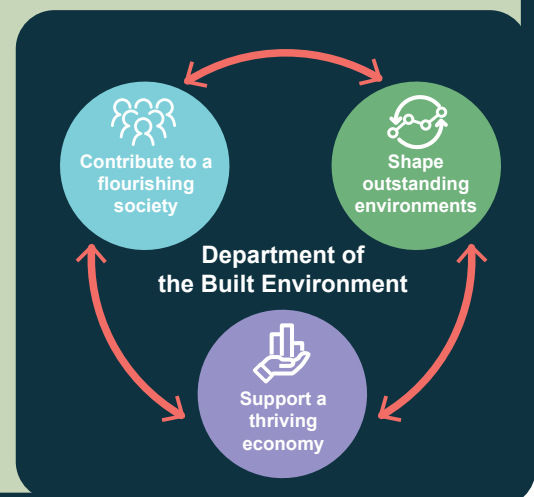
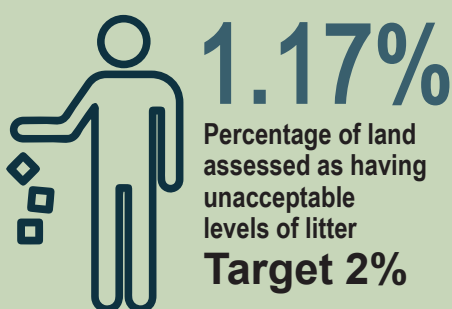
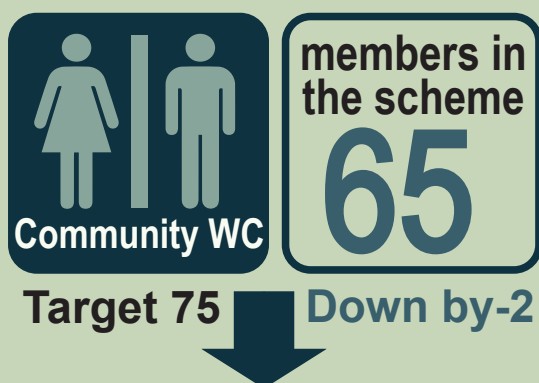
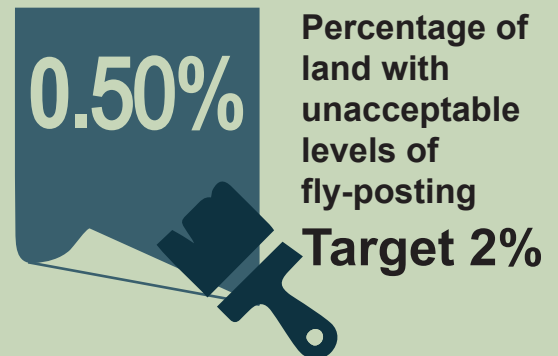
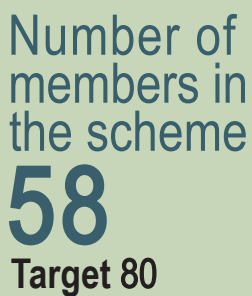
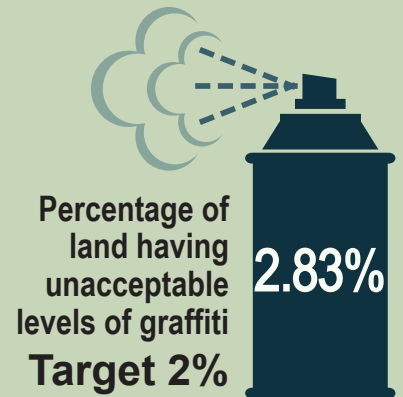
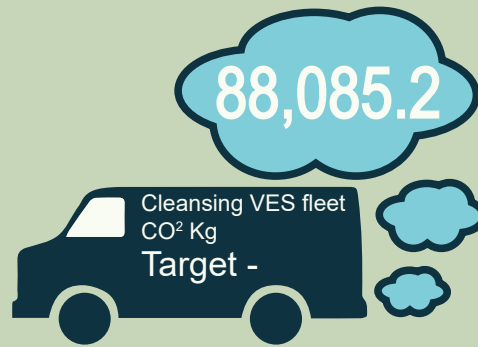
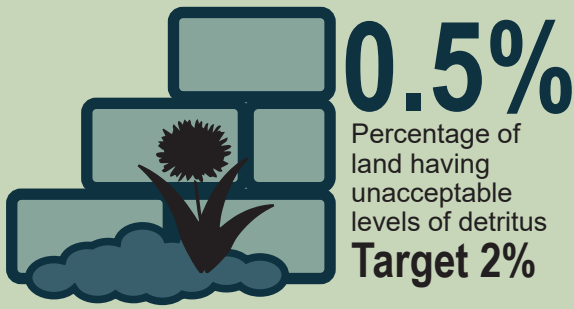
E: [gerry.kiefer@cityoflondon.gov.uk](mailto:gerry.kiefer@cityoflondon.gov.uk)

Joanne Hill, Performance Management Officer, Department of Markets and Consumer Protection

T: 020 7332 1301

E: [joanne.hill@cityoflondon.gov.uk](mailto:joanne.hill@cityoflondon.gov.uk)

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**Department of Built Environment Local Risk Revenue Budget - 1st April to 30th November 2020**  
**(Expenditure and unfavourable variances are shown in brackets)**

**Appendix 1b**

	Latest Approved Budget 2020/21 £'000	Budget to Date (Apr-Nov)			Actual to Date (Apr-Nov)			Variance Apr-Nov £'000	Forecast for the Year 2020/21			Notes
		Gross Expenditure £'000	Gross Income £'000	Net Expenditure £'000	Gross Expenditure £'000	Gross Income £'000	Net Expenditure £'000		LAB £'000	Forecast Outturn £'000	Over / (Under) £'000	
<b><u>Port Health &amp; Environmental Services (City Fund)</u></b>												
Public Conveniences	(579)	(661)	254	(407)	(487)	13	(474)	(67)	(579)	(640)	(61)	1
Waste Collection	(1,878)	(1,573)	357	(1,216)	(1,531)	178	(1,353)	(137)	(1,878)	(2,046)	(168)	2
Street Cleansing	(5,142)	(3,741)	235	(3,506)	(3,120)	221	(2,899)	607	(5,142)	(4,339)	803	3
Waste Disposal	(778)	(988)	397	(591)	(945)	419	(526)	65	(778)	(703)	75	4
Transport Organisation	(318)	(234)	63	(171)	(161)	1	(160)	11	(318)	(306)	12	
Cleansing Management	(116)	(282)	0	(282)	(282)	0	(282)	0	(116)	(421)	(305)	5
<b>TOTAL PORT HEALTH &amp; ENV SRV COMMITTEE</b>	<b>(8,811)</b>	<b>(7,479)</b>	<b>1,306</b>	<b>(6,173)</b>	<b>(6,526)</b>	<b>832</b>	<b>(5,694)</b>	<b>479</b>	<b>(8,811)</b>	<b>(8,455)</b>	<b>356</b>	

- Notes:**
- 1. Public Conveniences** - overspend mainly due to loss of toilet barrier income as a result of closure in response to COVID-19, partly offset by reduced agency staff costs and reduced costs for Automatic Public Conveniences due to closures and their earlier than planned removal.
  - 2. Waste Collection** - projected overspend is due to increased costs of PPE, and reduced income from Clean City Awards Scheme and waste collection, as a result of COVID-19. This is partly offset by staff vacancies, and a saving from the Clean City Awards Ceremony switching to a virtual event.
  - 3. Street Cleansing** - projected underspend is due to a reduction in contract costs due to reduced staffing as a result of COVID-19, partly offset by additional costs of PPE and a reduction in income for cleansing of events.
  - 4. Waste Disposal** - projected underspend due to a reduction in residual waste disposal costs following identification of an overpayment, and an increase in management fee rebate, partly offset by an increase in the price of disposal of recyclable waste.
  - 5. Cleansing Management** - projected overspend is due to a reduction in the drawdown from the LATS reserve which is no longer required.

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### Appendix 1c – DBE Business Plan update Period 2

1. During Period 2 (August – November) of this Business Plan, the management team is monitoring twelve Key Performance Indicators (KPIs) relevant to the work of this Committee Performance of the Waste Collection and Street Cleansing contract and their KPIs will be reported separately to this committee on an annual basis.
2. Performance against the other departmental KPIs was interesting, with performance against NI191 (the amount of residual domestic waste per household) continuing to perform well against target and significantly better than the same period last year. This does not take into account any upward adjustment of the housing stock figure used to calculate this KPI which may take place during the year as new residential properties are added.
3. NI192 (percentage of domestic waste recycled) remains very slightly under target. In accordance with the Mayor of London's Environment Strategy, the Reduction and Recycling Plan has been drawn up and is being undertaken as much as possible in the current circumstances. Several successful online workshops have been held with residents to encourage increased recycling.
4. Our NI195 KPI (measuring the amount of land with unacceptable level of litter, detritus, fly tipping and graffiti), which is independently monitored by Keep Britain Tidy, achieved well above the target when measured in September 2020, with all elements of the survey meeting the required standards of cleanliness. The City's score of 1.17% for areas with unacceptable levels of litter compares excellently to the KBT Greater London benchmark score of 5.87%, and the City's excellent detritus score of 0.0% obviously outperforms the benchmark of 9.14%.
5. Due to the Covid-19 Pandemic the four attended Public Conveniences have been closed for a large proportion of this period. The facilities at Tower Hill and Paternoster have reopened for periods when possible (with safety precautions being taken) in order to serve the main tourist attractions. Usage have been very low.
6. The indicator relating to the fleet carbon is being developed. Due to the Covid-19 outbreak we have not been able to obtain fully robust and reflective data for this period and have not been able assign accurate targets for this report.
7. The on-street drinking water refill points have been turned off for the whole of this period. The Community Toilet Scheme, the Clean

## Appendix 1 – Cleansing Service Key Performance Indicators

Streets Partnership and the Clean City Awards Scheme have also all been negatively affected by the Covid-19 outbreak.

## Appendix 2 – Open Spaces Performance Measures

<b>Performance Measures</b>	<b>2018/19 Actual (annual)</b>	<b>2019/20 Actual (annual)</b>	<b>2020/21 Target (annual)</b>		<b>April – Nov 2018 (actual)</b>	<b>April – Nov 2019 (actual)</b>	<b>April – Nov 2020 (actual)</b>
Maintain our market share of burials in relation to the Cemetery & Crematorium's seven neighbouring Borough's.	7.3%	7.1%	<b>7.5%</b>		7.3%	7.7%	<b>7.8%</b>
Maintain our market share of cremations in relation to the Cemetery & Crematorium's seven neighbouring Borough's.	22.0%	22.0%	<b>23%</b>		21.8%	20.21%	<b>20.8%</b>
The number of burials.	790	815	<b>861</b>		521	559	<b>659</b>
The number of cremations.	2,468	2,528	<b>2,528</b>		1,597	1,465	<b>1,843</b>
Achieve the gross income target for the Cemetery and Crematorium (OSD local risk only) £	5,085,060	5,157,686	<b>5,287,000</b> (readjusted budget)		3,267,206	3,320,113	<b>4,335,000</b>
Achieve the overall net income target for the Cemetery and Crematorium (OSD local risk only) £	1,919,283	1,757,47	<b>1,818,000</b> (readjusted budget)		1,252,60	1,062,304	<b>2,041,000</b>

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## Appendix 2a

### Department of Port Health & Environmental Services Local Risk Revenue Budget - 1st April - 30th November 2020 (Income and favourable variances are shown in brackets)

	Latest Approved	Budget year to date (Apr-Nov)			Actual year to date (Apr-Nov)			
	Budget 2020/21 £'000	Gross Expenditure £'000	Gross Income £'000	Net Expenditure £'000	Gross Expenditure £'000	Gross Income £'000	Net Expenditure £'000	Variance Apr-Jul £'000
<b>Open Spaces (City Fund)</b> City of London Cemetery and Crematorium	1,818	(2,162)	3,547	1,385	(2,294)	4,335	2,041	656
<b>TOTAL PORT HEALTH AND ENVIRONMENTAL SERVICES COMMITTEE LOCAL RISK</b>	1,818	(2,162)	3,547	1,385	(2,294)	4,335	2,041	656

Forecast for the Year 2020/21			
LAB £'000	Forecast Outturn £'000	Over / (Under) £'000	Note
1,818	2,209	391	1
1,818	2,209	391	

#### Notes:




1. Cemetery forecast is currently £391K above target. There was a huge peak for the first 4 months of the year. However, the peak has been in burial and cremation income but is slightly clouded by significantly reduced income from other income streams (Book of Remembrance, Garden Memorials and so on). The Coronavirus and lockdown is likely to have a lasting negative affect on these income areas and it is also likely that funeral numbers will drop away significantly in the longer term. This will be compounded by the replacement of cremators and reduced cremations available during the summer and autumn. However, the Cemetery has seen a number of "high-end" grave purchases this year which has also helped to boost income. The second wave of coronavirus is not expected to have as much of an impact on income if it follows the same pattern as the Spanish flu pandemic of 1918/19.

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**Department of Markets and Consumer Protection  
Port Health and Public Protection Division**

**Business Plan Progress Summary  
Period Two: 1 August – 30 November 2020**

### Progress against Operational Performance Indicators

	This indicator is performing to or above the target. (100% of the target or higher)
	This indicator is a cause for concern, frequently performing just under target. (85% - 99% of the target)
	The indicator is performing below the target. (<85% of the target)

			Actual 2019-20		Target 2020-21	Actual 2020-21		Status
			Period 2	Period 3		Period 1	Period 2	
PI 1	<b>Port Health</b> Proportion of imported food and feed consignments that satisfy the checking requirements cleared within five days.	a) Products of Animal Origin (POAO): Non-fish	80%	85%	85%	79%	72% *1	☹️
		b) Products of Animal Origin (POAO): Fish	89%	86%	85%	81%	86% *2	😊
		c) Products of Non-Animal Origin (PNAO)	95%	97%	85%	74%	96%	😊
PI 2	<b>Port Health</b> 85% of imported food and feed consignments (Products of Non-Animal Origin - PNAO) are subjected to mandatory documentary controls within five days.		98%	95%	85%	70%	98%	😊
<p>*1 The requirement for enhanced checks on Brazilian imports continues to impact clearance rates at London Gateway. During Period 2, at London Gateway: 71% of 2,526 consignments met the target (86% of 942 non-Brazilian and 62% of 1,584 Brazilian); Tilbury: 85% out of 52 consignments met the target; Thamesport: 0% of 1 consignment met the target.</p> <p>*2 During Period 2, at London Gateway, 77% of 239 consignments met the target; At Tilbury, 93% of 88 consignments met the target.</p>								



		Actual 2019-20		Target 2020-21	Actual 2020-21		Status
		Period 2	Period 3		Period 1	Period 2	
PI 3	<b>Food Safety</b> 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.	N/A	End of year result: Improved profile	Improved profile	N/A	N/A	-
PI 4	<b>HARC</b> Less than 1% of missed flights for transit of animals caused by the Animal Reception Centre (ARC).	0%	0%	<1%	0%	0%	😊
PI 5	<b>Pollution Team</b> 90% justifiable noise complaints investigated result in a satisfactory outcome.	93%	93.5%	90%	92.9%	89.3% *1	😐
PI 6	<b>Trading Standards</b> Respond to all victims of investment fraud identified to the Trading Standards Service within 5 working days to advise on the risk of repeat targeting, assess the need for safeguarding interventions and initiate the safeguarding process where appropriate.	100%	100%	100%	100%	100%	😊
PI 7	<b>Health &amp; Safety</b> 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.	N/A	End of year result: 100%	100%	N/A	N/A	-
<p><b>PI 3:</b> Annual indicator. The purpose of this indicator is to show an overall improvement in the FHRS rating profile across all City food establishments by the end of the year. The target cannot be expressed as a specific percentage since any increase will indicate achievement.</p> <p><b>PI 5:</b> 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.</p> <p><b>PI 7:</b> Annual indicator.</p> <p>*1 The restrictions that the COVID-19 pandemic has placed on investigations has increased the difficulties of resolving some complaints. The overall performance for the year to date remains above the target value at 91.1%.</p>							

	All PH&PP Service areas	Actual 2019-20		Target 2020-21	Actual 2020-21		Status
		Period 2	Period 3		Period 1	Period 2	
PI 8	a) 90% of debts to be settled within 60 days.	82%	95%	90%	43%	82.9%	☹️
	b) 100% of debts settled within 120 days.	96%	98%	100%	78%	89.9%	☹️
<b>PI 8a:</b> This indicator measures the percentage of overall debt that is less than 61 days old. <b>PI 8b:</b> This indicator measures the percentage of overall debt that is less than 121 days old.							

### Progress against Port Health & Public Protection key improvement objectives

Ref:	Objective	Progress during Period Two (August – November 2020)
1.	Continue to monitor and evaluate the potential impacts of Brexit upon our services and put in place actions to mitigate them.	<p><b>Period Two</b></p> <ul style="list-style-type: none"> <li>Port Health and HARC continue to provide advice and evidence on, and in response to, UK/EU trade relationships consultations relating to policy and process.</li> </ul> <p><u>PORT HEALTH</u></p> <ul style="list-style-type: none"> <li>FSA £225k of funding and Defra £714k of funding has been secured for 2020/21. Defra underwriting for 2021/22 is based on their predictions of throughput if income is not achieved. Second funding pot to increase staff numbers by 22.</li> <li>Temporary contracts have now been extended to September 2021. Agreement has been received to recruit the 22 additional staff asap.</li> <li>Timelines are extremely tight to recruit and train staff for the end of the transition period.</li> </ul>
2.	The Air Quality Team will deliver measurable improvements in nitrogen dioxide across the City by implementing the actions identified in the Air Quality Strategy 2019-2024.	<p><b>Period Two</b></p> <ul style="list-style-type: none"> <li>The reduction in concentrations of nitrogen dioxide continued, reflecting the ongoing decline in activity in the City. The annual average for 2020 is likely to be 35 – 40% lower than in 2019.</li> <li>Levels of particulate matter have also reduced by around 10%, reflecting reduced activity across London and the south east.</li> </ul>
3.	The Licensing Team will continue to develop the Safety Thirst Award Scheme, which aims to promote responsible management and reduce crime and anti-social behaviour.	<p><b>Period Two</b></p> <ul style="list-style-type: none"> <li>The COVID-19 pandemic has resulted in most premises remaining closed in the City. Those that are open have limited time for assessments.</li> <li>Awards granted in 2019 are renewed for 2020; the return is being monitored closely and alternative award delivery is being considered.</li> </ul>

Ref:	Objective	Progress during Period Two (August – November 2020)
4.	The Licensing Team will undertake enforcement against illegal street traders, especially on and near City bridges.	<b>Period Two</b> <ul style="list-style-type: none"> <li>Illegal street trading prosecution cases have resumed after long court delays with a £220 fine; £250 contribution to costs; and £32 victim surcharge and forfeiture of the peanut receptacle.</li> <li>The two-year enforcement pilot review report has been completed and is supported by all committees</li> <li>A further Bridge House Estates funding bid has been approved enabling the enforcement work to continue until April 2023.</li> <li>Annual detailed progress reports will be reported to this committee.</li> </ul>
5.	The Trading Standards Team will maintain its focus on disrupting and preventing financial fraud, particularly among vulnerable consumers.	<b>Period Two</b> <ul style="list-style-type: none"> <li>Ongoing. This continues to be the team's focus, and during the COVID-19 pandemic there has been an increase in consumer complaints about financial fraud generally. Unfortunately, the team has not been able to stage any field deployments to disrupt rogue traders, but illegal and fraudulent websites have been "taken" down.</li> </ul>
6.	The Commercial Environmental Health Team will focus on delivery of the food and health and safety interventions and projects in its annual Service Plan, including the further development of Primary Authority and the implementation of a healthy eating strategy grounded in London's Healthier Catering Commitment Scheme.	<b>Period Two</b> <ul style="list-style-type: none"> <li>As the City has undergone a number of lockdowns and re-openings with the introduction of new legislation and guidance each time, the team has focussed on providing advice and guidance to City businesses.</li> <li>Approval was given by November's PH&amp;ES Committee to make assisting City businesses with advice and guidance on COVID Secure matters guidance a priority and to only inspect City food businesses which are considered high risk for the immediate future.</li> <li>This has included the relaunch of our <b>Covid Compliant Accreditation Scheme</b> across all of the City in early December.</li> </ul>
7.	The Pollution Team will continue to implement the Action Plan of the Noise Strategy 2016-2026.	<b>Period Two</b> <ul style="list-style-type: none"> <li>Officers continue to work with London Underground Ltd (LUL) on operational rail noise matters affecting the Barbican Estate. LUL budgets have been severely affected by COVID-19 which has delayed projects. LUL is not able to progress noise matters at present, in particular the planned Temporary Speed Restriction (TSR).</li> <li>A next phase of the TfL Lane Rental Board Streetworks and Liaison Officer project commenced in September 2020.</li> <li>The City's infrastructure projects are progressing well with the team working hard to ensure the environmental impacts of Crossrail, Thames Tideway Tunnel and Bank Station Capacity Upgrade are being continuously monitored and managed by the numerous contractors.</li> </ul>

Ref:	Objective	Progress during Period Two (August – November 2020)
8.	The Pollution Team will implement the Monitoring Fee requirement of the Code of Practice for Deconstruction and Construction with developers and contractors.	<b>Period Two</b> <ul style="list-style-type: none"> <li>The first Construction Levy Officer has been appointed and will commence the new role in January 2021.</li> </ul>
9.	The Port Health Service will strive to become the quickest processor in the UK for consignments of food and feed through the LPHA ports.	<b>Period Two</b> <ul style="list-style-type: none"> <li>The Port Health Service continues to develop solutions to improve the efficiency of the service. Revisions to the auto-manifesting programme need to be made and tested again.</li> </ul>
10.	Heathrow Animal Reception Centre (HARC) will explore income generation opportunities and contracts with partner organisations at the airport.	<b>Period Two</b> <ul style="list-style-type: none"> <li>2020 has proven to be very difficult for the airline industry; although they are still flying a lot of dogs and cats, overall fiscally they are in challenging times. Therefore, this objective is likely to be on hold for some time.</li> </ul>

**Summary of enforcement activity - Period Two 2020/21**

<b>Food Safety</b>	<b>2019-2020 Annual Total</b>	<b>Period 2 2020-21 (Year to date totals are shown in brackets)</b>
Programmed inspections	<u>Food Hygiene:</u> 929  <u>Food Standards:</u> 337	<u>Food Hygiene:</u> 88 (91)  <u>Food Standards:</u> 31 (35)
Hygiene Emergency Closures	1	0 (0)
Voluntary closures	1	0 (0)
Complaints & service requests received	750	238 (404)
Notices served	3	0 (0)
Prosecutions	0	0 (0)

<b>Health &amp; Safety</b>	<b>2019-20 Annual Total</b>	<b>Period 2 2020-21 (Year to date totals are shown in brackets)</b>
Programmed Cooling Tower inspections	63	5 (5)
Other H&S Inspections	0	0 (0)
H&S Project visits	0	0 (0)
Accident and dangerous occurrences notifications	110	29 (43)
Complaints & service requests received	519	281 (497)
Notices	5	2 (2)
Prosecutions	0	0 (0)

### **Period 2 – Commercial Team Highlights (Food Safety and Health & Safety)**

- The Team continued to provide a phased approach to delivery of business as usual, but with further changes as the ongoing pandemic and the responses to it developed. This work is outlined in our Service Plan but now with changes driven by the various restrictions and response measures and their respective impacts.
- The Environmental Health Team has remained key in the delivery of some of the important coronavirus responses.
- Contact tracing is a vital component in preventing coronavirus outbreaks. Significant gaps in the national scheme initiated a [City & Hackney local response](#) to work in tandem with NHS Test & Trace. The Commercial Team now help provide this local test and trace response. We were also involved in [the development of standard operating procedures for workplaces and in some of the public health response following coronavirus incidents in workplaces settings](#).
- In Period One, much of our work was achieved with remote interventions but in Period Two we increasingly returned to more regular visits to businesses in line with the requisite advice and assessment. Face to face interventions after the first lockdown were well received and welcomed by many businesses especially food business operators.
- The initial optimism at the start of the period was driven by Government policy and schemes like 'Eat out to help out' helped many local food businesses. As policy shifted towards more restrictive measures, we have tried to help businesses that remained open to comply with changing requirements. Many food businesses closed as the national restrictions were imposed in November, those that stayed open traded as takeaways, but customer numbers were significantly reduced.
- A lot of work focused on further COVID-Secure spot checks and assessments using a combination of newly imposed regulations (which continually evolved) and powers in existing health and safety law.
- We were central to the development and delivery of the pilot [COVID Compliant Accreditation Scheme](#) centred around the Cheapside Business Improvement District.
- We also worked in collaboration with the Health and Safety Executive (HSE) to carry out COVID-Secure spot checks in close-contact service settings in the Square Mile (e.g. hairdressers and spas). The activity (which is ongoing) checked that the selected local businesses and respective duty holders were managing their COVID response and control measures in line with current government guidelines.
- A team member is still undertaking regular fish inspection work at Billingsgate Market.
- We continued to provide an emergency pest control function with some ongoing treatment in a number of City open spaces in a bid to eradicate the surface rat population that had increased during the initial lockdown. This work has been largely successful.
- One of the team is now Chair of the inaugural London Primary Authority Regional Group (1 of 7 such regional groups across the UK). This group is aligned with London's Strategic Regulatory Network and it has proven a useful means of improving lines of communication with the Department of Business, Energy and Industrial Strategy.

## Food Hygiene Rating Scheme (FHRS) – profile of food businesses in the City

		Hygiene Rating						Total no. of food businesses in the City included in the FHRS
		5	4	3	2	1	0	
Number (%) of food businesses	30 November 2018	1274 (73%)	261 (15%)	86 (5%)	38 (2%)	26 (1%)	4 (<1%)	1752 (incl. 63 awaiting inspection)
	29 March 2019	1290 (75%)	245 (14%)	76 (4%)	42 (2%)	29 (2%)	2 (<1%)	1730 (incl. 42 awaiting inspection)
	31 July 2019	1310 (75%)	236 (14%)	73 (4%)	48 (3%)	24 (1%)	2 (<1%)	1747 (incl. 54 awaiting inspection)
	29 November 2019	1335 (77%)	232 (13%)	73 (4%)	49 (3%)	20 (1%)	2 (<1%)	1743 (incl. 32 awaiting inspection)
	31 March 2020	1372 (78%)	207 (12%)	71 (4%)	53 (3%)	24 (1%)	2 (<1%)	1751 (incl. 22 awaiting inspection)
	31 July 2020	1352 (78%)	214 (12%)	73 (4%)	48 (3%)	27 (2%)	3 (<1%)	1743* (incl. 26 awaiting inspection)
	30 November 2020	1378 (79%)	200 (12%)	70 (4%)	43 (3%)	18 (1%)	1 (<1%)	1736* (incl. 26 awaiting inspection)

**\*N.B.** In addition to the 1,736 businesses included in these statistics, there are currently a further 53 food businesses in the City of London which are exempt from the FHRS. They are inspected by Environmental Health Officers but are not given a food hygiene rating. These are businesses that are low-risk to public health, for example, shops selling pre-wrapped goods that do not require refrigeration.

**'0' rated food businesses in the City**

This business was rated '0' on 30 November 2020 (the last working day of the period).

Premises	Details
City Izakaya Retail Unit 46 Moorgate, London, EX2R 6EL	This premises remains closed and subject to a Hygiene Emergency Prohibition Order (HEPO) issued by the Court. The premises has been closed since we served the original HEP Notice (before the initial lockdown in March).



Trading Standards	2019-20 Annual Total	Period 2 2020-21 (Year to date totals are shown in brackets)
Inspections and visits	112	12 (17)
Complaints & service requests received	2,176	962 (1,795)
Acting as a responsible authority for Licensing Applications	96	10 (19)
Prosecutions	2	0 (0)

#### **Period 2 – Trading Standards Team Highlights**

- Operation Broadway continues to operate remotely with virtual meetings taking place every two weeks. Trading Standards now participate in a high-level working group looking at investment clones which is coordinated by the National Crime Agency.
- The Team's prosecution against a fraudulent accountancy firm that offered non-existent jobs has now been delayed until July 2021 with a scheduled 4-week trial at the Central Criminal Court.

Pollution	2019-20 Annual Total	Period 2 2020-2021 (Year to date totals are shown in brackets)			
		Total	% Noise complaints resolved	Notices served	Prosecutions
Complaint investigations, noise	624	168 (418)	89.3%	0 (0)	0 (0)
Complaint investigations, other	82	13 (57)	N/A	N/A	0 (0)
Licensing, Planning and Construction Works applications assessed	1,077	198 (302)	N/A	N/A	N/A
No. of variations (to construction working hours) notices issued	1,358	306 (551)	N/A	2 S.60 1 S.61 (7)	N/A

\*COPA: Control of Pollution Act 1974. S60: Notice requiring specified controls on construction sites.

\*\*COPA: Control of Pollution Act 1974. S61: Prior consent for work on construction sites.

#### **Period 2 – Pollution Team Highlights**

- The Team, with Westminster City Council, successfully bid for a TfL funded project to develop improved control processes for street works on TfL roads with the intention to minimise environmental impact (noise and air quality) and to ensure that Local Authorities and Residents are made more aware of the works. Work has now commenced on this project which will run until October 2022.
- Officers continue to deal with a large number of enquiries. Some operational practices have needed to change in reaction to the COVID-19 situation however officers continue to liaise with contractors and developers to ensure environmental standards are met. The major infrastructure works (Thames Tideway Tunnel, Crossrail and Bank upgrade) have recommenced operations in line with COVID protocols.
- Officers continue to work with London Underground Ltd (LUL) on operational rail noise matters affecting the Barbican Estate. Technical discussions continue following the Temporary Speed Restriction Trial which took place in November. Budgetary impacts on TfL income following the COVID restrictions present additional difficulties in progressing this work.
- Team members continue to predominately work from home but a presence in the City is maintained and officers are also available to travel into the City at short notice if required. Visits within premises are not generally being undertaken but can be if essential, subject to the necessary risk assessments.

### **Period 2 – Air Quality Team Highlights**

During Period Two, the Team:

- Organised and delivered a best practice webinar for facilities managers to minimise emissions of air pollutants from buildings.
- Developed air quality action plans for all City schools.
- Responded to the government's (BEIS) call for evidence on for "Combined Heat and Power (CHP): the route to 2050".
- Issued a permit to operate an energy centre at St Bartholomew's Hospital.
- Applied for Defra funding to work with Barts Health NHS Trust on a programme to assist and reach out to people who are most vulnerable to air pollution.
- Continued to measure air pollution in the City during lockdown.

Animal Health & Welfare	2019-20 Annual total	Period 2 2020-2021 (Year to date totals are shown in brackets)			
		Total	Warning letters	Notices served	Prosecutions
Heathrow Animal Reception Centre					
Throughput of animals (no. of consignments)	16,344 consignments	6,827 (9,378) consignments	21 (23)	0 (0)	0 (0)
Animal Health					
Inspections carried out	437	107 (135)	0 (0)	20 (20)	0 (0)

### **Period 2 – Animal Health Team Highlights**

- The Animal Health team has found carrying out inspections of animal activity licensed premises to be challenging under COVID restrictions and, although all premises have been visited, the work has been adjusted to carry out the documentary checks remotely.
- During the summer months the Animal Health team attempted to catch up on licence inspections that had been suspended during the first lockdown. The team was starting to meet its KPI targets when the second lockdown was put in place in November.
- The team has continued to respond to all animal welfare related complaints and all reports of illegal landing detected in Greater London. Officers have also carried out two warrants of entry with partner local authorities
- During the COVID lockdown, the demand for puppies has increased as has the number of illegal imports coming into the county: during Period Two, the team detained 36 dogs which were placed in quarantine. Officers remain in communication with both Defra and APHA about the growing problem.
- The City of London has been carrying out a joint investigation with the Royal Borough of Kingston-upon-Thames into a person suspected of illegally moving dogs into the UK from Poland and France to sell here. To date, a total of 17 dogs have been taken into possession from the address on both welfare grounds and as illegal imports. 4 Pigs and 54 Poultry were also taken into possession from the same operator in May 2020. The case for the deprivation of ownership of the animals came to court in November 2020 when the court ruled for the local authority.
- The Senior Animal Health Inspectors continue to deliver the City & Guild level 3 professional certificate in the Licensing of Animal Activity Premises to local authority officers across England. In September 2020, it became a full City & Guild qualification, having been upgraded from a Professional Certificate. The first students have now passed the full qualification and the team continue to support students both during and beyond completion.

### **Period 2 – Heathrow Animal Reception Centre (HARC) Highlights**

- During July & August, Monday to Friday regularly exceeded capacity due to a worldwide backlog of pets waiting to enter the UK. HARC has now introduced an 'ok to forward' system to ensure that maximum capacity is not exceeded. HARC is currently running at maximum capacity during most weekdays.
- Due to COVID-19 and social distancing, many of the control posts to access the airfield had delays or were closed.
- Due to COVID-19 and social distancing, physical inspections of the terminals and cargo sheds have been very limited. A new system of virtual inspection (by telephone) will be used during Period Three.

Port Health	2019-20 Annual total	Period 2 2020-2021 (Year to date totals are shown in brackets)			
		Total	Cautions	Notices served	Prosecutions
Products of Animal Origin Consignments – document checks	8,435	3,166 (5,664)	0 (0)	16 (31)	0 (0)
Products of Animal Origin Consignments – physical checks	5,968	2,022 (3,678)	0 (0)	4 (10)	0 (0)
Number of samples taken	892	217 (444)	N/A	177 (385)	N/A
Imported food Not of Animal Origin -document checks	22,499	11,625 (20,139)	0 (0)	155 (260)	0 (0)
Imported food Not of Animal Origin - physical checks	6,818	662 (1,203)	0 (0)	N/A	0 (0)
Number of samples taken	753	454 (837)	0 (0)	N/A	N/A
Food Safety inspections and revisits	51	27 (29)	0 (0)	0 (0)	0 (0)
Ship Sanitation Inspections and Routine Boarding of Vessels	150	10* (14)	N/A	0 (0)	N/A

\* Many berths are not currently allowing officers to board ships. Therefore, Ship Sanitation Certificate extensions are being issued in place of the usual inspections. 18 such extensions were issued during Period 2.

#### **Period 2 – Port Health Service Highlights**

- Funding to increase staff resources in preparation for Brexit was received for the current financial year and an underwriting until March 2022.
- Services continued to operate without any reduction in controls despite the ongoing COVID-19 pandemic.
- Port Health Managers continue to liaise with stakeholders, other Port Health Authorities and central government bodies with regard to the post-Brexit border operating model.

**Department of Markets & Consumer Protection Local Risk Revenue Budget - 1 April to 30 November 2021**  
**(Expenditure and unfavourable variances are shown in brackets)**

	Latest Approved Budget 2020/21 £'000	Budget to Date (Apr-Nov)			Actual to Date (Apr-Nov)			Variance Apr-Nov £'000	Forecast for the Year 2020/21			Notes
		Gross Expenditure £'000	Gross Income £'000	Net Expenditure £'000	Gross Expenditure £'000	Gross Income £'000	Net Expenditure £'000		LAB £'000	Forecast Outturn £'000	(Over) / Under £'000	
<b>Port Health &amp; Environmental Services (City Fund)</b>												
Coroner	(282)	(172)	0	(172)	(165)	0	(165)	7	(282)	(286)	(4 )	
City Environmental Health	(2,210)	(1,743)	152	(1,591)	(1,661)	153	(1,508)	83	(2,210)	(2,158)	52	1
Animal Health Services	1,228	(1,895)	3,127	1,232	(1,793)	2,839	1,046	(186)	1,228	1,564	336	2
Trading Standards	(401)	(264)	0	(264)	(282)	0	(282)	(18)	(401)	(384)	17	
Port Offices & Launches	(865)	(2,429)	1,813	(616)	(2,556)	1,780	(776)	(160)	(865)	(1,005)	(140 )	3
<b>TOTAL PORT HEALTH &amp; ENV SRV COMMITTEE</b>	<b>(2,530)</b>	<b>(6,503)</b>	<b>5,092</b>	<b>(1,411)</b>	<b>(6,457)</b>	<b>4,772</b>	<b>(1,685)</b>	<b>(274)</b>	<b>(2,530)</b>	<b>(2,269)</b>	<b>261</b>	

**Notes:**

- 1. City Environmental Health** - underspend to date is mainly due to staff vacancies, which are expected to continue to year end.
- 2. Animal Health Services** - overspend to date is mainly due to the impact of COVID-19 on income, together with costs of adapting and extending premises to meet social distancing requirements. However income has recovered and is now expected to be slightly ahead of target by year end. In addition a £301k budget adjustment as part of the 2020/21 budget re-setting exercise has been included, increasing the forecast underspend.
- 3. Port Offices & Launches** - the projected overspend is mainly due to the impact of COVID-19 on income together with a large projected overspend on staffing costs, due to the extension of temporary contracts for Brexit

<b>Committee(s)</b>	<b>Date:</b>
<b>Port Health &amp; Environmental Service</b> Committee name	20 January 2021
<b>Subject: Cemetery and Crematorium Fees and Charges 2021/22</b>	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	<b>1, 2, 4, 11, 12</b>
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>N</b>
<b>If so, how much?</b>	<b>N/A</b>
<b>What is the source of Funding?</b>	<b>N/A</b>
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	<b>N/A</b>
<b>Report of: Director of Open Spaces</b>	<b>For Decision</b>
<b>Report author: Gary Burks, Superintendent Cemetery &amp; Crematorium</b>	

## Summary

Fees and charges for the services provided at the City of London Cemetery and Crematorium are reviewed annually and this report presents the proposals for 2021/22.

The report proposes price increases of 5% for cremations and new graves a rounding or increase of 1.3% on interment fees and most other items and services such as grave permits and urns and caskets. It is proposed that no increase is made on memorial garden dedications, book of remembrance and grave care. The Cemetery & Crematorium continues to offer a wide range of cremation and burial options to ensure that both services cater to a range of needs and budgets.

The report also proposes the introduction of a fee for the live streaming of cremations in the two largest chapels at the modern crematorium building. If agreed, this fee will take effect from the 1<sup>st</sup> February 2021.

The proposed increases are set to help meet the 12% savings required in 2021/22, and help us in our aim to maintain a break-even position for the service and ensure our fees are in line with other providers in the local area.

## Recommendation(s)

Members are asked to

- Agree the fees and charges as set out in this report and shown in Appendix 1 for implementation with effect from 1 April 2021
- Agree the introduction of a funeral streaming fee as detailed in paragraph 13 (from 1<sup>st</sup> Feb 2021).

## **Main Report**

### **Background**

1. The City of London Cemetery and Crematorium reviews the fees and charges that it makes for the services provided each year and the new fees come into force on the 1<sup>st</sup> April each year. This report sets out the proposed fees and charges for the year 2021/22 for your Committee's approval.

### **Current Position**

2. The strategy used when setting fees and charges in previous years has been to keep prices affordable, maintain choice and increase income to meet the needs of the service and operate as close to a break-even position as possible. Last year fees were increased by 4.5% for cremations, 5% for new graves, burials and 2.6% most other items and services such as grave permits, urns and caskets, memorial gardens and so on.
3. In setting fees in a competitive market, it is critical to consider those charged by our competitors. We have therefore reviewed the fees and charges amongst other authorities and private companies in the surrounding areas; details are given in tables 1 and 2 below.
4. Another factor that the cemetery and crematorium consider when setting fees is the affect that our charges place on funeral debt and funeral poverty. The CMA (Competition and Markets Authority) recently carried out a National questionnaire and follow-up questions based on the findings of an interim report in 2018 which highlighted significant concerns regarding price increases of funeral directors and crematoria over the last decade. It is likely that further investigations will follow, this work rather stalled in 2020 due to the pandemic. The cost of funerals has climbed significantly in recent years and the City of London Corporation has considered this when offering a range of funeral choices and in the setting of fees and charges. The City of London Corporation provides choice and prices to ensure that burial and cremation remains affordable.
5. The following tables provide analysis of cremation and lawn grave costs. These have been provided in detail as indicative benchmarks. A full list of all the proposed burial and cremation charges at the Cemetery & Crematorium is provided in appendix 1 and these include a wide variety of funeral options ranging from early morning "drop off" cremation slots with no service to longer weekend funeral times and from burial in a public or woodland grave through to large fully constructed graves with 100year leases. This wide range helps to ensure choice and that more affordable options remain despite price increases.



Table 1 – Cremation statistics and fees for other London Crematoria (Current Position)

Crematorium	Total Cremations 2017	Total Cremations 2018	Total Cremations 2019	Standard Cremation Fees (Current)
East London	451	499	538	£844
Manor Park	465	407	365	£875
Croydon	1772	1762	1661	£885
New Southgate	836	786	780	£925
South Essex	3211	3012	2955	£955
Enfield	1874	1879	1744	£949
Forest Park	1234	1312	1265	£970
Harlow	1719	1517	1485	£970
City of London	2474	2536	2374	£930
<b>City of London Proposed Fee for 2021/22</b>				<b>£976</b>
<b>City of London Residents receive a reduction of £488 on the above fees</b>				

Table 1 shows that the City's current cremation fee is competitive with most other local crematoria and that the proposed fee (an increase of 5%) is in keeping with fees within the general area and continues to provide value for money. The increase provides extra income to help meet the 12% saving required for the division. It should also be noted that several of our competitors increase fees in October and January but most wait for the City to set its fees and use them as a benchmark before setting their fees.

Table 2 – Residential and non-Residential Grave purchase and burial fees

Cemetery & Crematorium & Lease (in years)	New Lawn grave Resident & Non-Resident (including 1 <sup>st</sup> interment) 2020	Burial Fee (Current)
East London	Not publicly available	Not Publicly Available
Manor Park	£4,000	£1,715
Forest Park	(Res) £3,130 (Non-Res) £5,890	(Res) £800 (Non-Res) £1,150
South Essex	(Res) £3,520 (Non-Res) £7,040	(Res) £1,380 (Non-Res) £2,760
Enfield	(Res) £4,550 (Non-Res) £7,300	(Res) £1,800 (Non-Res) £1,800
Croydon	(Res) £4,725	(Res) £1,099

	(Non-Res) £8,803	(Non -Res) £1,551
New Southgate	Standard Grave £6,320 Heritage Grave £3,850 No non-res fees	£1,750 £2,890
City of London (Heritage Grave)	£3,718	£1,687
City of London (virgin soil) Lawn	£5,047	£1,687
<b>Proposed fee for 2020/21</b>	<b>Heritage £ 3,830</b> <b>Virgin Soil Lawn £5,240</b>  <b>City of London Residents receive a reduction of £488 on the above fees</b>	<b>£1,700</b>

Table 2 illustrates that there is a significant variation between fees, but the City of London Corporation remains in line with those of other nearby local cemeteries. The table also illustrates that our burial fees have become more expensive than many other competing cemeteries and we have therefore decided to round off the fee, increasing it by less than 1%.

6. The Cemetery still provides excellent value for burial due to its high maintenance standards and landscape value. Also, the City's development of grave reuse ensures that the cost of burial can remain reasonable.
7. Residents of the City of London currently receive a reduced rate for burial and cremation which amounts to half of the cremation fee (a maximum of £465 in 2020/21 and £488 in 2021/22).
8. A copy of the cemetery brochure showing the various burial options is available on request.

## Proposals

9. Having considered the information set out above and having consulted within the funeral industry and with cemetery staff, we believe that the market can withstand the price increases proposed in the following paragraphs and listed in Appendix 1
10. The general level of increase proposed is 5% for cremations and new graves with some rounding on other fees such as interments and ancillary services. In some instances, we have used the Department's recognised RPI figure of 1.3%. There is no increase for memorial gardens, book of remembrance and grave care. This will increase our cremation fee to £976 which will provide the income required to meet some of the 12% savings required next year. However, we do not envisage that this will affect our market share due to the level of service provided and the likely increases that will be made by our local competitors.
11. The No-Service or (drop off) cremation fee is higher than that of crematoria in the close surrounding area, therefore we have not recommended an increase for this offer and it will remain at £465.

12. Options such as early cremation services at a lower fee ensure that those families on low income can still choose the City of London as a choice for the funeral of a loved one and our fee of £465 for funerals with no service means that families choosing to have a funeral service elsewhere (at a local church for example) can do so. This means that our proposed cremation fees range from £465 up to £1400 for those with a full service in our chapel at the weekend.
13. A new fee that the City will introduce is the one for funeral streaming. Most crematoria who offer this service charge a fee of at least £76 and as much as £115. We propose an introductory fee of £65 for this service and feel that this will be attractive and meet all costs for arranging and providing the service whilst eventually meeting the installation costs.
14. Cremation memorialisation, such as the memorial gardens dedications, with a living memorial in the form of a rose or shrub and small bronze plaque has been in decline for the last 20 years and research shows that this is a national trend. We increased the fee for this choice last year by 2.6% and are this year proposing to freeze the fee at the 2020/21 price. Similarly, we propose no increase for grave care and book of remembrance entries.

## Options

15. **Option 1** - Agree the proposed scale of charges for the year 1<sup>st</sup> April 2021 to 31<sup>st</sup> March 2022 as set out in the main list attached as Appendix 1 and explained within this report. **This is recommended.**
16. **Option 2** - To keep charges as they are. This would be in effect a price cut whilst inflationary increases would still apply to our own expenses. Additional income generation would not be achieved to help meet some of the required 12% savings in 2021/22. **This is not recommended**
17. **Option 3** - To increase fees and charges higher than those proposed in Appendix 1. This has the risk of putting our fees and charges in the upper / higher end of the market and make us less competitive. This could result in a reduction in the number of burials, cremations and take up of other services provided at the Cemetery and Crematorium as families choose to go to cheaper neighbouring facilities. It could also contribute to funeral debt and funeral poverty. **This is not recommended.**

## Corporate & Strategic Implications

### Strategic implications

18. The Cemetery and Crematorium services actively contribute to the following Corporate Plan 2018-23 aims and outcomes:
  - Contribute to a flourishing society
  - Shape outstanding environments

## **Financial Implications**

19. The Cemetery and crematorium is expected to operate as a not for profit service, to meet all costs, where possible and in 2021/22 to find a 12% saving on expenditure. We will achieve this by introducing a new pricing plan and by a reduction in expenditure although the latter will result in a reduction in the quality of maintenance and the service provided to bereaved families. The proposed fees and charges should generate additional income of approximately £100,000.
20. Officers wish to remind this Committee that the services we provide are at the point of need and whilst we may retain our percentage share of the market, any regional trend in death rates may create unpredictability around the achievement of income.

## **Resource implications**

21. The recommendations in this report have no additional resource Implications

## **Legal Implications**

22. The City of London is empowered to make fees and charges for the services provided at the Cemetery and Crematorium under powers provided within Article 15(1) of the Local Authorities Cemeteries Order 1977 and section 9 of the Cremation Act 1902. Such fees must be properly incurred.

## **Risk implications**

23. The cemetery and crematorium business risks are not changed by the recommendations in this report.

## **Equalities implications**

24. The recommendations in this report should have no impact (positive or negative) on people protected by existing equality legislation – age, disability, gender reassignment, race, religion, sex, sexual orientation, marriage and civil partnership and pregnancy and maternity.

## **Climate implications**

25. There are no climate implications from the recommendations in this report.

## **Security implications**

26. There are no security implications from the recommendations within this report.

## **Conclusion**

27. As the major provider of burial and cremation services for the City and its neighbours, the Corporation is recognised as one of the UK's leading burial and cremation authorities. In addition to meeting the needs of the bereaved, the City of London Cemetery and Crematorium is an historic and listed open space

(the largest in the London Borough of Newham) and one that was originally designed as both a park and an educational resource. The Cemetery and Crematorium is however also a business in competition with several local public and privately-owned operators.

28. The above factors have been considered in setting the fees and charges for the Cemetery and Crematorium for implementation in financial year 2021/22 which I propose for approval by your Committee.

## **Appendices**

Appendix (i) – main items of the Proposed Fees and Charges for 2021/21

### **Report author**

Gary Burks

Superintendent & Registrar, City of London Cemetery and Crematorium  
Open Spaces Department

E: [gary.burks@cityoflondon.gov.uk](mailto:gary.burks@cityoflondon.gov.uk)

T: 020 8530 9831

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**City of London  
Cemetery and Crematorium  
Fees and Charges 2020/21 and 2021/2022**

## **Cremation**

Day	Time	Type	Duration of service	2020/21	2021/2022
Monday – Friday	0800-0900	No service	Nil	£465	£465
	0830 – 1000	Adult	30 mins	£501	£526
	1015 – 1800	Adult	30 mins	£930	£976
	1000 – 1800	Adult	60 mins	£1220	£1280
	0830 – 1800	Under 16	30 mins	Free	free
	1000 – 1800	Under 16	60 mins	£290	£304
Saturday - Sunday	0900 – 1330	All	Up to 60 mins	£1330	£1400

## **Burials**

Grave	Grave Type	Type	Duration of Church service	2020/21	2021/22
Burial in a private grave	Lawn	Adult	30 mins	£1687	£1700
		Under 16	30 mins	£757	£724
	Traditional Grave up to 7x3	Adult	30 mins	£1884	£1900
		Under 16	30 mins	£954	£924
	Traditional Grave over 7x3	Adult	30 mins	£2060	£2100
		Under 16	30 mins	£1130	£1124
Burial in a public grave		Adult	30 mins	£1687	£1700
		Under 16	30 mins	£757	£724
		Baby	30 mins	£601	£600
Burial in the garden for babies		Baby	30 mins	£363	£363
Additional costs for chapel services		Weekday	Extra 15 mins	£174	£182
Additional fees & charges					
		Saturday	30 mins	£346	£363
		Sunday	30 mins	£516	£540
Chapels for memorial services			Per hour	£357	£370

*The Child Burial fee in an adult grave is reduced by the adult cremation fee of £976*

## New Private Graves

Grave	Lease (in years)	2020/21 including 1 <sup>st</sup> Interment £1687	2021/22 including 1 <sup>st</sup> Interment £1700	Ground Only 2020/21	Ground Only 2021/22	Lease Extension Per year 2020/21	Lease Extension Per year 2021/22
Woodland	30	£2902	£2975	£1215	£1275	£40.50	£42.50
	45	£3509	£3612				
	60	£4117	£4250				
	75	£4724	£4887				
Heritage General	30	£3718	£3830	£2031	£2130	£67.70	£71
	45	£4733	£4895				
	60	£5749	£5960				
	75	£6764	£7025				
Conservation Lawn	30	£5047	£5240	£3360	£3540	£112.00	£118
	45	£6727	£7010				
	60	£8407	£8780				
	75	£10087	£10550				
Large lawn	50	£7582	£7900	£5895	£6200	£117.90	£124
	75	£10530	£11000				
	100	£13477	£14100				
Heritage (Large)	50	£8882	£9250	£7195	£7550	£143.90	£151
Traditional Conservation	50	£6482	£6750	£4795	£5050	£95.90	£101
	75	£8880					
Traditional non- constructed	75	£12757	£13325	£11070	£11625	£147.60	£155
	100	£16447	£17200				
Traditional part constructed	100	£23637	£24700	£21950	£23000	£219.50	£230
Vault – Constructed	100	£37987	£39,800	£36300	£38,100	£363.00	£381
Catacomb	100	£9077	£9500	£7390	£7800	£73.90	£78



## Ashes

Option	2020/21	2021/2022
Burial of Ashes in a Lawn Grave (Maximum Depth)	£1160	£1180
Burial of Ashes in a Traditional grave (Maximum depth)	£1255	£1270
Burial of Ashes in a Woodland grave (in an eco urn)	£330	£335
Strewing of Ashes from other crematoria	£206	£210
Scattering of Ashes on a Lawn Grave	£206	£210
Scattering of Ashes in Garden of Rest (if cremation carried out at City of London)	Free	Free
Weekend surcharge for burial / strewing of Ashes	£136	£138
Storage of Ashes – first two months	Free	Free
Storage of Ashes – after two months (per month)	£37	£38
Storage of Ashes – annual fee	£225	£228
Burial of Ashes in a Private Grave* - no Landing	£285	£288
Burial of Ashes in a Private Grave* – 7'x3' Landing	£416	£422
Burial of Ashes in a Private Grave* – over 7'x3' Landing	POA	POA

\*This fee is only applicable for existing graves where interments have already occurred and where no further full burials will take place

## Graves for Ashes

Option	2020/21	2021/2022
Classic grave for Ashes (10 years) if Available	£1432	£1500
Classic Ash Grave Lease extension (per year)	£143	£150
Lawn grave for Ashes (20 years)	£3680	£3864
Lawn Grave lease extension (per year)	£184	£193

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<b>Committee(s)</b>	<b>Dated:</b>
Port Health & Environmental Health Services	<b>20 January 2021</b>
Court of Common Council	<b>04 March 2021</b>
Animal Reception Centre – Heathrow Airport: Annual Review of Charges	<b>Public</b>
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	<b>1,2,</b>
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>N</b>
<b>If so, how much?</b>	<b>£</b>
<b>What is the source of Funding?</b>	<b>N/A</b>
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	<b>N/A</b>
<b>Report of:</b> Director of Markets and Consumer Protection	<b>For Decision</b>
<b>Report author:</b> Rob Quest, Department of Markets and Consumer Protection	

Report authors are required to state the financial impact of the report proposals, including confirmation of the source of funding. It is essential that you consult with the relevant contact in the Chamberlain’s Department to confirm the funding position before submission of the report. In those cases, where there is a fixed envelope e.g. the capital budget, it will also be necessary to identify what will be deprioritised to accommodate this extra spend/project.

## Summary

The purpose of this report is to seek approval of the increase to be applied to the Schedule of Charges in respect of services provided at the Heathrow Animal Reception Centre (HARC), for the forthcoming financial year 2021/22.

I propose a general inflationary increase to the fees of 3.0%. I also propose to continue the split fee for dogs, cats and ferrets travelling under the Pet Travel Scheme, with a standard charge if the consignment undergoes a pre-check of its paperwork, and a surcharge of £69 for not having a pre-check done. At present around 50% of consignments comply with the pre-check, with the other 50% paying the surcharge.

The charge of £22 to cover the cost of maintaining and administering the mandatory Customs approved electronic inventory system for the declaration of goods will continue.

In spite of the loss of throughput from April to June due to the Covid-19 pandemic, the subsequent unprecedented demand from July, if it continues in Q4, indicates that by the end of the fiscal year, HARC may reach the income target predicted prior to the pandemic and will continue to operate at a surplus in 2021/2022

## **Recommendation(s)**

Members are asked to:

- Approve the charges included in the Appendix to this report with effect from 1 April 2021, or as soon as practicable thereafter.
- Approve the proposed Byelaws contained in the Appendix to this report and recommend to the Court of Common Council that the Byelaws be made, and that the Comptroller and City Solicitor be instructed to seal the Byelaws accordingly.

## **Main Report**

### **Background**

1. The charges for holding animals and provision of other services at the Heathrow Animal Reception Centre (HARC) are due to be reviewed towards the end of the financial year to enable an appropriate variation to be applied with effect from the following April. This advance consideration is necessary because the major proportion of the charges is in respect of quarantine animals and allied services and has to be introduced as an “additional byelaw” to the principal byelaws for the Centre. This takes somewhat longer than a more simplistic, discretionary fee increase. The second, smaller element of the charges is not byelaw controlled and relates to non-quarantine (export and boarding) charges but for practical and operational reasons the two are dealt with together.
2. The funding review in 2011 agreed that the facility should aim to achieve full cost recovery within five years, and this was achieved in 2011/12 (with the exception of one-off capital charges incurred in that year), with continuing surpluses until 2016/17. The budgeted outturn for 2020/21 is a surplus of £520k, but the latest forecast is for a surplus of circa £840k.
3. The main source of income at HARC, the Pet Travel Scheme, is a non-statutory function and is thus open to competition from commercial enterprises (see paragraph 17 below). Following a period of substantial fee increases to ensure a move towards full cost recovery, annual increases from 2013 - 2015 were in line with inflation, but in 2015/16 the overall increase was 1% above inflation, returning to an inflationary increase for 2017 - 2019. However, 2019/20 saw a fundamental change with the introduction of a two-tier charging regime for pet movements. A pre-check fee, in line with previous fees, and a non pre-check fee. It is proposed that this two-tier regime continues. The aim is to get all consignments on a pre-check regime to improve both customer service, animal welfare and staff wellbeing. Currently, pre-checking runs at around 50%.
4. The E.U. regulations for pet travel give a dual set of requirements. For ‘listed countries’, all that is required is a microchip, vaccination against rabies, a wait of

21 days, and then the animal can travel. For un-listed countries, there is a requirement for a microchip, vaccination, a blood test 30 days after vaccination and then a three month wait before travel.

5. The U.K. has stated that it will maintain the same rules for imported dogs and cats as the E.U. as of the 1<sup>st</sup> January, but that it will be reviewing the legislation. However, at the time of writing there has been no deal and therefore the U.K. may be treated as an unlisted country. These stricter and more complicated rules could lead to a decrease in throughput. There is also a risk that some of the expats who travel to work in the UK may be diverted to other European cities, depending on the outcome of any deal with the EU.

### **Current Position**

6. The income for Animal Health during 2020/21 was originally projected as £4.36M with the latest forecast being income of £4.41M and an overall surplus of £840K. Expenditure at the HARC has risen over the past two years to cover the increased throughput, which has necessitated greater use of consumables (food, bedding etc.) and recruitment of additional staff.
7. Current budgeted income for Animal Health in 2021/22, taking into account the proposed increases in charges in this report, is £4.49M, and the overall projected net outturn for 2021/22 is a surplus of £795K, although this remains subject to some uncertainty until the outcome of any deal with the EU is known.
8. The City of Corporation is still in discussion with Heathrow Airport Limited regarding a change of location for HARC. However, if a move does go ahead, the timing of it will not impact on HARC during this financial period.

### **Proposals**

9. Having regard to the continuing need to balance and maximise the HARC income against the danger of reducing the customer base at the Centre, I propose that the HARC Schedule of Charges is amended as shown in Appendix 1 and that this is introduced from 1 April 2020, or as soon as practicable thereafter.
10. Generally, I propose that fees are increased by 3.0% in line with inflation. It is also proposed to maintain the difference in fees between pre-checks and non-pre-checks.
11. Pre-checking paperwork has a three-fold benefit: firstly it allows the required paperwork checks to be carried out during quieter periods; secondly it will decrease the levels of non-compliance with the Regulations which are an administrative burden and finally, it decreases the time the pets are with HARC, therefore freeing up kennels for other pets and improving customer service and animal welfare.
12. HARC is now an Internal Temporary Storage Facility (ITSF), which requires it to have a Customs-approved electronic inventory system for the declaration of goods.

13. There is a cost attached to operating the electronic inventory system of circa £8,000 for its rental, and additional resources for the administration of data entry into the system. It is proposed to increase the charge set to £22 in 2021 – 2022 to cover the cost of the systems and administrative resources required.
14. The Comptroller and City Solicitor will prepare the necessary revised Byelaws that reflect the proposed charges as contained in Appendix 1 for approval by the Court of Common Council and sealed subsequently.

## **Corporate & Strategic Implications**

### **15. Strategic implications**

HARC as part of PH&PP and through ensuring animal and public health by fulfilling its statutory duties, contributes to a flourishing society

1. Financial implications – The newer systems put in place to comply with HMRC requirements have a cost to them, but this is covered by the fees introduced specifically for this purpose. Overall, if throughput is similar to previous years, there should be a small operating surplus.
2. Resource implications – At this time none are envisaged, but any extra resource required will be down to increased throughput and hence income

### **16. Legal implications**

The Comptroller and City Solicitor and the Chamberlain have been consulted and have agreed with the proposal to implement the surcharge on those Pet Travel Scheme consignments that do not send through their documentation to be pre-checked. The Comptroller and City Solicitor also comments:

“The statutory provision under which these charges are now made is Section 30 of the City of London (Various Powers) Act 1987 (which was an enactment removing the need for Ministerial approval of the HARC Byelaws), which provides ... “the charges imposed by such Byelaws shall be such as to secure so far as is possible, that taking one year with another, the aggregate amount raised by such charges is equivalent to the reasonable costs incurred by the Corporation in operating the Animal Reception Centre”. The need for increases to be reasonable is especially important here, since, unusually, the Byelaws machinery which implements the new charges is not subject to any public notification procedure or to confirmation by the appropriate Minister”.

### **17. Risk implications**

There is a real potential for competition at Heathrow for the services we provide. Defra have confirmed that an organisation has applied to operate their own Border Control Post and Traveller’s Point of Entry at Heathrow Airport. There is therefore, a need to keep charges competitive.

### **18. Equalities implications – N/A**

### **19. Climate implications N/A**

20. Security implications N/A

### **Conclusion**

21. Changes to fees in previous years have resulted in the Animal Health Service increasing its income, and the fees that are proposed for 2021/22 should offset recent and future increases in costs and maintain the service at an operating surplus.

### **Appendices:**

22. Appendix 1, Additional Byelaws relating to Heathrow Animal Reception Centre, to incorporate revised charges for 2021/222.

### **Report author**

Rob Quest, Position, Assistant Director Animal Health & Welfare  
[rob.quest@cityoflondon.gov.uk](mailto:rob.quest@cityoflondon.gov.uk)

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**ADDITIONAL BYELAWS RELATING TO THE  
HEATHROW ANIMAL RECEPTION CENTRE**

**1 April 2021 – 31 March 2022**  
*(2020/21 rates shown in brackets)*

**Minimum charge for any one consignment (excluding those listed under point 2.0, 2.1 and 5): £186 (£186)**

**Processing and handling fee for all shipments that terminate at Heathrow: £22 (£21)**

**ANIMALS CHARGE PER CONSIGNMENT**

**1. a. Mammals** £186 (£186) for up to 24 hours, £57 per day or part thereof after 24 hours

**2.0 Dogs, Cats and Ferrets under the Pet Travel Scheme Non-commercial movement of Pet Animals Order 2011**

In order to meet the “pre-check” requirements (where applicable) all documentation must be submitted to the HARC no later than 72 hours prior to the animal’s departure.

- If a documentation ‘pre-check’ has been completed and approved by HARC, the consignment will be charged at the minimum charge of £186 (£177) for the first animal. Where the consignment consists of more than one animal, a handling fee of £47 (£45) per animal thereafter.
- PETS that have NOT received a documentation ‘pre-check’ or arrive against the advice of HARC, will be charged at £255 (£245) for the first animal. Where the consignment consists of more than one animal, a handling fee of £47 (£45) per animal thereafter.

**a. PETS checked at aircraft (Assistance Animals)**

- If a documentation ‘pre-check’ has been completed and approved by HARC, Assistance Animals will be charged at £230 (£225) plus a 1-hour collection charge of £180 (£174) = £410 (£399) for the first animal. Where the consignment consists of more than one animal, a fee of £47 (£45) per animal thereafter.
- Assistance Animals that have NOT received a documentation ‘pre-check’ or arrive against the advice of HARC, will be charged at £470 (£458) for the first animal. Where the consignment consists of more than one animal, a fee of £47 (£45) per animal thereafter.

**2.1 Dogs, Cats and Ferrets not under the Pet Travel Scheme**

**a. Dogs, Cats and Ferrets imported under licence to authorised quarantine kennels**  
£186 (£177) for up to 24 hours, £47 (£45) per animal per day or part thereof after 24 hours

**b. Dogs, Cats and Ferrets being moved into the U.K. under Directive 92/65/EEC**

£186 (£177) for up to 12 hours and £47 per animal ½ day or part thereof after 12 hours

**3. Birds** £66 (£65) per box per day £186 (£185) minimum charge

Pet birds: £47 (£45) per bird for up to 24 hours.

Birds of prey £18 per bird for up to 24 hours, £186 (£185) minimum charge

**Transit commercial bird consignments should be booked through to have a maximum stay at Heathrow of 24 hours. Any transit commercial bird consignments that stay more than 24 hours will be charged at £47 (£43) per box per day, or part thereof.**

Bird Quarantine £376-£1300 (£365-£1270) plus laboratory testing fees.

Fees are dependent on size of consignment and housing requirements.

Faecal Sampling and Bird Autopsy costs as per current Animal & Plant Health Agency rates.

Larger consignments to be negotiated see Part 2, Section 6

**4. Reptiles** £186 (£186) for up to 24 hours, £226 (£220) per day or part thereof after 24 hours.  
**Transit commercial reptile consignments should be booked through to have a maximum stay at Heathrow of 24 hours. Any transit commercial reptile consignments that stay more than 24 hours and require transferring from their containers will incur the additional special handling charge detailed below.**

Additional special £226 (£220) minimum per consignment £66 (£65) per day, or part thereof handling for any consignment after 24 hours.

**5. Fish/Aquatic Invertebrates/Invertebrates/Semen/Fish and Bird Eggs** £2.05 (£2.00) per box, £36 (£35) minimum charge.

**A surcharge of £674 (£655) will be added to the above for any transit consignment that has landed without an “OK to forward” from the on-going airline.**

**6. Security**

A charge of £23 (£22) will be made in respect of any consignment, which requires security screening prior to leaving the ARC.

**7. Not on Board**

Requests for collection of animals from aircraft, which are subsequently not found on board will be charged at normal collection charge (see Part 2, Section 5).

**PART 2**  
**CHARGES FOR ANCILLIARY SERVICES**

1. Destruction including disposal of livestock or goods - £42 (£41) per kilogram. Minimum charge £90 (£82).

Travelling containers are the owner's property and should be collected with the animal. If they are no longer required, they will be disposed of for a fee of £18 (£16) per box.

2. Cleansing and disinfecting aircraft, animal holding facilities, vehicles, loose boxes etc. - £365 (£357) per hour (including disposal of special waste).
3. Identification of species for DEFRA/HM Revenue and Customs/Border Agency - £175 (£173) per hour. Assisting on off airport operations - £90 (£87) per hour/£570 (£555) per day.
4. Re-crating or repair to crates - quotations on request.
5. Collection and delivery of animals and birds to and from the Animal Reception Centre by an Animal Reception Centre member of staff - £180 (£174) per hour or £90 (£87) per consignment if no extra waiting time.
6. Long term rates for government agencies and non-government agencies i.e. RSPCA, to be negotiated.
7. Modification of containers to International Air Travel Association (IATA) standards:-  
  
Space Bars/Battens - £50 (£49) per box  
Air Holes - £23 (£22) per box  
Water Pots - £23 (£22) per box  
  
(If these services are carried out on the airport an additional fee of £90 (£87) applies for 'delivery' of the service).
8. Use of Large Animal Facility (per pallet) £367 (£357)
9. Special handling e.g. re-oxygenation of fish/re-packaging reptiles/additional administrative functions £90 (£87) per hour plus cost of materials

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<b>Committee(s):</b> Port Health & Environmental Services Committee	<b>Dated:</b> 20 January 2021
<b>Subject:</b> Risk Management – Periodic Update Report	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	All
<b>Does this proposal require extra revenue and/or capital spending?</b>	N
<b>If so, how much?</b>	n/a
<b>What is the source of Funding?</b>	n/a
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	n/a
<b>Report of:</b> Director of the Built Environment Director of Markets and Consumer Protection Director of Open Spaces	<b>For Information</b>
<b>Report authors:</b> Richard Steele, Department of the Built Environment Donald Perry, Department of Markets and Consumer Protection Martin Falder, Open Spaces Department	

## Summary

This report has been produced to provide the Port Health & Environmental Services Committee with assurance that risk management procedures in place within the Department of the Built Environment, the Department of Markets and Consumer Protection, and the Open Spaces Department, are satisfactory and that they meet the requirements of the corporate Risk Management Framework.

This report only considers risks managed by the three Departments that fall within the remit of the Port Health & Environmental Services Committee.

Risk is reviewed regularly within each department as part of the ongoing management of operations. In addition to the flexibility for emerging risks to be raised as they are identified, a process exists for in-depth periodic review of the risk register.

## Recommendation

Members are asked to:

- Note the report and the actions taken by each department to monitor and manage effectively risks arising from their operations.

## **Main Report**

### **Background**

1. The Risk Management Framework of the City of London Corporation requires each Chief Officer to report regularly to Committee on the key risks faced by their department.
2. Appendices 2, 3 and 4 present the current Risk Register Summaries of the:
  - Department of the Built Environment
  - Markets and Consumer Protection Department
  - Open Spaces Department

### **Current Position**

3. This report provides an update on the key risks that exist in relation to the operations of the Department of the Built Environment, the Department of Markets and Consumer Protection, and the Open Spaces Department and which fall within the remit of the Port Health and Environmental Services Committee.

### **Risk Management Process**

4. Risk Management is a standing agenda item at the regular meetings of each department's Senior Management Team.
5. Between Management Team meetings, risks are reviewed in consultation with risk and control owners, and updates are recorded in the corporate risk management system (Pentana).
6. Regular risk management update reports are provided to this Committee in accordance with the City's Risk Management Framework.

### **Identification of New Risks**

7. New and emerging risks are identified through a number of channels, the main being:
  - Directly by Senior Management Teams as part of the regular review process.
  - In response to ongoing review of progress made against departmental Business Plan objectives and performance measures, e.g. slippage of target dates or changes to expected performance levels.
  - In response to emerging events and changing circumstances which have the potential to impact on the delivery of services, such as Brexit and the COVID-19 pandemic.

The risk register may be refreshed over and above the stated process for review and oversight, in response to emerging issues or changing circumstances.

## COVID-19 Risks

8. As part of the City Corporation's response to the threat of the COVID-19 virus affecting the operation of services and support for its stakeholders, a command and control structure has been implemented with Gold, Silver and Bronze levels to manage the ongoing situation.
9. Gold requested that all Silver Groups should develop COVID-19 risks that may affect the departments that report to these groups. These risks are now recorded on the Pentana Risk system.
10. Guidance has been issued to all Chief Officers to report relevant Silver Group risks to their appropriate service/Grand Committee with the regular risk update reports that committee would receive.
11. The COVID-19 risks for each department are included in the appendices to this report. Members are asked to note that, in general, no target date has been included for the mitigation of each risk given the current uncertainty over the duration of this pandemic.
12. This approach enables Members to question and seek assurance that departmental COVID-19 risks, held at Silver Group, are being managed and mitigated effectively.

## Summary of Key Risks

### Department of the Built Environment

13. The Department of the Built Environment's Risk Register includes one Key Risk:

*Road Traffic Collision caused by City of London staff or contractor who is unfit to drive while on City business (DBE-TP-01)*

Pending completion of work by HR to improve the certainty regarding who works for the City of London (and is therefore in scope) the Likelihood of the risk remains Unlikely (2) and the Impact remains at 8 (Critical). As a result this risk remains RED. Since it is not possible to reduce the impact all our efforts continue to be directed to reduce the likelihood through compliance with the corporate Transport Policy. Good progress has been made working with the City Learning team to reduce uncertainty in the figures for those who are known to be working for the City of London.

14. 92.8% of City of London staff have now completed Driver Check (the Training Needs Analysis). Up from 91.0% in the last report. Action is being taken to increase completion of Driver Check to at least 95%.
15. Completion of the Corporate Transport Policy online training course by drivers and their managers (as identified by Driver Check) is 97.2% Down from 97.3% in the last report.

16. Overall compliance with both Driver Check and the online training course is now at 92.1%. Up from 90.7% in the last report. The Business as usual compliance target is 92.5%.
17. The use of an online system (DAVIS) to maintain records of staff driving licences and, where staff use their own vehicle on business, the vehicle details. This system allows driving licences to be checked against DVLA records (normally every 6 months) to ensure drivers continue to be appropriately licenced.

### **Department of Markets and Consumer Protection**

21. The Department of Markets and Consumer Protection's Risk Register for Port Health & Public Protection Services, attached as Appendix 3a to this report, includes one Amber (Corporate) risk and one Amber Departmental risk:  
CR21 – Air Quality (Amber, 12)  
MCP – PHPP 001 – Brexit (Amber, 12)
22. The Department of Markets and Consumer Protection's COVID-19 Risk Register for Port Health & Public Protection Services, attached as Appendix 3b to this report, includes six risks:  
CVD19 SPGS 34 – HARC Emerging recovery (Amber, 12)  
CVD19 SGPS 20 – HARC Animal Welfare (Amber, 8)  
CVD19 SGPS 21 – Port Health Imported Food and Feed (Amber, 6)  
CVD19 SGPS 22 – Port Health Infectious disease control (Green, 4)  
CVD19 SGPS 19 – City Mortality Planning Group (Green, 2)

### **Open Spaces Department**

23. The Superintendent is currently reporting 4 amber risks to Committee. They are as follows:
- OSD CC 003 – Deterioration of buildings, plant, and machinery (Amber, 6)
  - OSD CC 009 – Systems Failure (Amber, 6)
  - OSD CC 010 – Extreme Weather (Amber, 6)
  - OSD CC 011 – Tree and Plant Diseases (Amber, 6)
24. All risks remain at the level previously reported in July 2020. The current score for OSD CC 009, 010, and 011, is the same as their target score, indicating that we intend to Accept this level of risk and manage them appropriately.
25. The Open Spaces Department currently reports on seven COVID-related risks to Audit and Risk Management Committee. These are as follows, for information:
- CVD19 SGPS 18 – Failure of Cemetery & Crematorium Services (Red, 16)
  - CVD19 SGPS 29 – Bridge Lifts at Tower Bridge (Amber, 6)
  - CVD19 SGPS 30 – Health and Safety of Visitors and Staff (Amber, 12)
  - CVD19 SGPS 32 – Income Generation and Financial Management (Red, 16)
  - CVD19 SGPS 35 – Reopening Services (Green, 4)
  - CVD19 SGPS 36 – Accelerated Long-term Damage to Sites (Amber, 12)
  - CVD19 SGPS 37 – Open Spaces Workforce Wellbeing (Amber, 6)



## Corporate & Strategic Implications

**Strategic implications:** effective management of risk is at the heart of the City Corporation's approach to delivering cost effective and valued services to the public as well as being an important element within the corporate governance of the organisation.

**Financial implications:** None

**Resource implications:** None

**Legal implications:** None

**Risk implications:** the proactive management of risk, including the reporting process to Members, demonstrates that each of the departments is adhering to the requirements of the City of London Corporation's Risk Management Policy and Strategy.

**Equalities implications:** There are no proposals in this report that would have an impact on people protected by existing equality legislation.

**Climate implications:** None

**Security implications:** None

## Conclusion

26. Members are asked to note that risk management processes within the Department of the Built Environment, the Department of Markets and Consumer Protection, and the Open Spaces Department adhere to the requirements of the City Corporation's Risk Management Framework. Risks identified within the operational and strategic responsibilities of each department are proactively managed.

## Appendices

- Appendix 1 – City of London Corporation Risk Matrix
- Appendix 2
  - a) Department of the Built Environment Risk Register
  - b) Department of the Built Environment COVID-19 Risk Register
- Appendix 3
  - a) Department of Markets and Consumer Protection Risk Register
  - b) Department of Markets and Consumer Protection COVID-19 Risk Register
- Appendix 4
  - a) Open Spaces Department Risk Register
  - b) Open Spaces Department COVID-19 Risk Register

## Contacts

Richard Steele, Department of the Built Environment  
T: 07525 617 411

E: [Richard.Steele@cityoflondon.gov.uk](mailto:Richard.Steele@cityoflondon.gov.uk)

Donald Perry, Head of Business Performance, Department of Markets and Consumer Protection

T: 020 7332 3221

E: [Donald.Perry@cityoflondon.gov.uk](mailto:Donald.Perry@cityoflondon.gov.uk)

Martin Falder, Project Support Officer, Open Spaces Directorate

T: 020 7332 3517

E: [Martin.Falder@cityoflondon.gov.uk](mailto:Martin.Falder@cityoflondon.gov.uk)

## City of London Corporation Risk Matrix (Black and white version)

Note: A risk score is calculated by assessing the risk in terms of likelihood and impact. By using the likelihood and impact criteria below (top left (A) and bottom right (B) respectively) it is possible to calculate a risk score. For example a risk assessed as Unlikely (2) and with an impact of Serious (2) can be plotted on the risk scoring grid, top right (C) to give an overall risk score of a green (4). Using the risk score definitions bottom right (D) below, a green risk is one that just requires actions to maintain that rating.

### (A) Likelihood criteria

	Rare (1)	Unlikely (2)	Possible (3)	Likely (4)
Criteria	Less than 10%	10 – 40%	40 – 75%	More than 75%
Probability	Has happened rarely/never before	Unlikely to occur	Fairly likely to occur	More likely to occur than not
Time period	Unlikely to occur in a 10 year period	Likely to occur within a 10 year period	Likely to occur once within a one year period	Likely to occur once within three months
Numerical	Less than one chance in a hundred thousand (<10-5)	Less than one chance in ten thousand (<10-4)	Less than one chance in a thousand (<10-3)	Less than one chance in a hundred (<10-2)

### (B) Impact criteria

Impact title	Definitions
Minor (1)	<b>Service delivery/performance:</b> Minor impact on service, typically up to one day. <b>Financial:</b> financial loss up to 5% of budget. <b>Reputation:</b> Isolated service user/stakeholder complaints contained within business unit/division. <b>Legal/statutory:</b> Litigation claim or find less than £5000. <b>Safety/health:</b> Minor incident including injury to one or more individuals. <b>Objectives:</b> Failure to achieve team plan objectives.
Serious (2)	<b>Service delivery/performance:</b> Service disruption 2 to 5 days. <b>Financial:</b> Financial loss up to 10% of budget. <b>Reputation:</b> Adverse local media coverage/multiple service user/stakeholder complaints. <b>Legal/statutory:</b> Litigation claimable fine between £5000 and £50,000. <b>Safety/health:</b> Significant injury or illness causing short-term disability to one or more persons. <b>Objectives:</b> Failure to achieve one or more service plan objectives.
Major (4)	<b>Service delivery/performance:</b> Service disruption > 1 - 4 weeks. <b>Financial:</b> Financial loss up to 20% of budget. <b>Reputation:</b> Adverse national media coverage 1 to 3 days. <b>Legal/statutory:</b> Litigation claimable fine between £50,000 and £500,000. <b>Safety/health:</b> Major injury or illness/disease causing long-term disability to one or more people <b>Objectives:</b> Failure to achieve a strategic plan objective.
Extreme (8)	<b>Service delivery/performance:</b> Service disruption > 4 weeks. <b>Financial:</b> Financial loss up to 35% of budget. <b>Reputation:</b> National publicity more than three days. Possible resignation leading member or chief officer. <b>Legal/statutory:</b> Multiple civil or criminal suits. Litigation claim or find in excess of £500,000. <b>Safety/health:</b> Fatality or life-threatening illness/disease (e.g. mesothelioma) to one or more persons. <b>Objectives:</b> Failure to achieve a major corporate objective.

### (C) Risk scoring grid

Likelihood	Impact				
	X	Minor (1)	Serious (2)	Major (4)	Extreme (8)
	Likely (4)	4 Green	8 Amber	16 Red	32 Red
	Possible (3)	3 Green	6 Amber	12 Amber	24 Red
	Unlikely (2)	2 Green	4 Green	8 Amber	16 Red
	Rare (1)	1 Green	2 Green	4 Green	8 Amber

### (D) Risk score definitions

RED	Urgent action required to reduce rating
AMBER	Action required to maintain or reduce rating
GREEN	Action required to maintain rating

This is an extract from the City of London Corporate Risk Management Strategy, published in May 2014.

Contact the Corporate Risk Advisor for further information. Ext 1297

October 2015

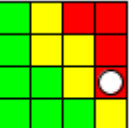
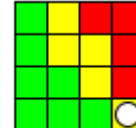

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# DBE Committee Report *(Port Health & Environmental Services Committee)*

## Appendix 2A

Report Author: Richard Steele

Generated on: 11 December 2020

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>DBE-TP-01</b> <b>Road Traffic Collision caused by City of London staff or contractor who is unfit to drive while on duty business</b> Mar-2015 Vince Dignam	Cause: A member of staff/contractor who is unfit or unqualified to drive causes ... Event: a road traffic collision which results in ... Impact: death or injury; financial claim	 Likelihood	16	Pending completion of work by HR to improve the certainty regarding who works for the City of London this risk remains RED.  92.3% of City of London staff have completed Driver Check and 97.3% of staff who have been identified, through Driver Check, as drivers (or managers of drivers) have completed the Corporate Transport Policy online training course. The overall compliance is now 91.7%. <b>11 Dec 2020</b>	 Likelihood	8	31-Dec-2021	  Constant

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
DBE-TP-01c Business As Usual Mitigation	Monitor the percentage of City of London staff who have completed Driver Check and ensure that it remains above 92.5% Monitor the percentage of City of London staff who have been identified, through Driver Check, as drivers (or managers of drivers) who have completed the Corporate Transport Policy online training course and ensure that it remains above 92.5%. Monitor overall completion rates for both driver check and the online training course and ensure that it remains above 92.5%. Monitor the collection and periodic monitoring of driver licence details (and, in the case of grey fleet drivers, vehicle details).	92.3% of City of London staff have completed Driver Check and 97.3% of staff who have been identified, through Driver Check, as drivers (or managers of drivers) have completed the Corporate Transport Policy online training course.  The overall compliance is now 91.7%.	Jim Graham	11-Dec-2020	31-Dec-2021

17 Mar-2015  
Vince Dignam;  
Ian Hughes

17 Mar-2015  
Vince Dignam;  
Ian Hughes

## Appendix 2B

Generated on: 10 December 2020

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CVD19 SGPS 24a Utilising Alternative Resources	<p>Officers have put in place a robust process for sourcing alternative staff to ensure the waste collection from households and streets continues to happen by utilising HGV drivers from alternative sources in this order:</p> <ol style="list-style-type: none"> <li>1. Spare drivers from street cleansing service.</li> <li>2. Veolia Commercial Waste Drivers and Operatives.</li> <li>3. City Officers with HGV licences.</li> <li>4. 3rd party commercial drivers with HGV licences.</li> </ol>	Staffing levels remain consistent and unaffected. No need to use contingencies	Jim Graham	10-Dec-2020	31-Dec-2021

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>CVD19 SGPS 27 Failure to deliver the New DBE - Finance (DBE) (RECOVERY)</b> 17-Apr-2020 Carolyn Dwyer; Elizabeth Hannah  <b>Page 144</b>	<b>Cause:</b> The pandemic has changed the traffic (both people and vehicular) of the working City <ul style="list-style-type: none"> <li>drastically reducing the number of visitors and workers making trips</li> <li>closing down building sites for periods of time until safe working practises can be established</li> <li>reduction in development activity</li> </ul> <b>Event:</b> Departmental income reduced by approximately £8.4m and approx. £800k in project recoverable charges.  <b>Impact:</b> Department unable to operate in line with base budget, as well as meeting Fundamental Review targets as agreed by RASC. Shortfall of approx. 30% of the 20/21 net departmental budget of £27,274,000. On street parking account finances will be reduced.	 Likelihood Impact	8	risk reviewed, recently budget work shows balanced budget in 20/21 - score reduced  <b>16 Nov 2020</b>	 Likelihood Impact	6	31-Mar-2021	  Decreasing

Action no, Title,	Action description	Latest Note		Action owner	Latest Note Date	Due Date
CVD19 SGPS 27a Budget Monitoring	Weekly budget monitoring to inform current position and budget profiling	Risk Complete, reviewed as part of BAU and will be monitored in the context of central govt funding, 21/22 budget setting, and impact of second wave		Elizabeth Hannah	02-Nov-2020	31-Mar-2021
CVD19 SGPS 27b Affordability	Review affordability of projects which rely on 'on street parking account' funding	Risk Complete, reviewed as part of BAU and will be monitored in the context of central govt funding, 21/22 budget setting, and impact of second wave		Ian Hughes	02-Nov-2020	31-Mar-2021
CVD19 SGPS 27c Recovery	Focus on recovery in the second half of 20/21 in relation to departmental budget and wider economy and planned fee increases	Risk reviewed as part of BAU and will be monitored in the context of central govt funding, 21/22 budget setting, and impact of second wave.		Ian Hughes	02-Nov-2020	31-Mar-2021





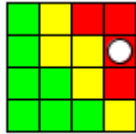
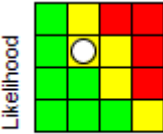



**Report Author:** Joanne Hill  
**Generated on:** 11 January 2021

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Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CR21 001a Implement policies	Implement the policies contained in the City of London Air Quality Strategy 2015-2020. The strategy contains 10 policy areas with 60 specific actions. An annual report will be produced demonstrating progress with each action.	This action is complete.	Jon Averbs	31-May-2018	31-Aug-2016
CR21 001b Review Air Quality	Review and assess air quality in line with statutory obligations of the Environment Act 1995. Submit all relevant statutory reports. Approval of all reports by Defra and the GLA will demonstrate compliance with statutory obligations.	This action is complete.	Jon Averbs	31-May-2018	31-Aug-2016
CR21 001d Develop communication s strategy.	Develop and implement a robust communications strategy to ensure people have sufficient information to reduce their exposure on days of 'high' air pollution.	This action is complete.	Jon Averbs	31-May-2018	31-Mar-2017
CR21 001e Develop plan	Develop and implement a plan for reducing the impact of diesel vehicles on air pollution in the Square Mile. This is to complement the work being undertaken by the Mayor of London to reduce air pollution in the central zone through the implementation of the Ultra Low Emission Zone.	This action is complete.	Jon Averbs	14-Jan-2020	31-Dec-2019
CR21 001f Investigate options to reduce emissions.	Investigate options to reduce emissions from combustion plant in the City using local legislation.	This action is complete.	Jon Averbs	14-Jan-2020	30-Sep-2019
CR21 001g Renew AQ Strategy	Renew the City of London Air Quality Strategy	This action is complete.	Jon Averbs	14-Jan-2020	29-Mar-2019
CR21 001h Publish annual report of air quality data	Develop baseline model for compliance assessment and publish annual report of air quality data	Baseline model for compliance assessment has been developed. Area of the Square Mile that met the nitrogen dioxide targets in 2019 was 67%, up from 30% in 2018	Ruth Calderwood	15-Dec-2020	31-Dec-2025
CR21 001i Compliant vehicles	100% of vehicles owned or leased by the CoL are electric or hybrid by 2025	There are 7 electric cars, 4 electric vans and 1 electric minibus in the Corporate Fleet	Ruth Calderwood	07-Dec-2020	31-Dec-2025

CR21 001j Develop Private Members Bill	Develop and support an Emission Reduction Private Members Bill for London local authorities	The contents of the Emission Reduction (Local Authorities in London) Bill will be used to influence the Environment Bill as it passes through the House of Lords, early 2021. A submission was made to the Public Bill scrutiny committee for the Environment Bill	Ruth Calderwoo d	15-Dec- 2020	31-Dec- 2021
CR21 001k Engine idling programme	Manage pan London idling vehicle engine programme	Arrangements underway for London wide anti engine idling campaign. Action days have not been possible during 2020 due to the impact of the COVID 19 pandemic	Ruth Calderwoo d	01-Dec- 2020	20-Mar- 2020
CR211 Compliance with NO2 target	Assess percentage compliance rate with NO2 target	67% compliance in 2019	Ruth Calderwoo d	07-Dec- 2020	31-Dec- 2024

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>MCP-PHPP 001 Brexit - Impact on Port Health and Animal Health</b>  08-Nov-2016 Jon Avern	<b>Cause:</b> The outcome of Brexit negotiations does not secure continuity of contracts, access to talent, ongoing grant funding and/or security of supply chains. <b>Event:</b> The City Corporation services fail to prepare appropriately for the end of the Brexit transition period on 31 December 2020. Uncertainty around the potential outcomes until it is too late to react. <b>Effect:</b> There are a range of potential impacts. The City Corporation's services are disrupted due to increases/changes in trade and as supply chains and contracts are reassessed, potentially increasing cost and reprioritisation of resources. Increased risk to public, animal and environmental health due to legislative changes. Increased risk and cost to consumers. Inadequate IT support if current EU software is replaced by bespoke UK systems that do not have sufficient functionality. Reduction in income if charging regimes are not established as part of Brexit. Potential for increased workload depending on whether agreement is reached from 'no deal' (check everything), through to no checks on EU products based and on risk via a full reciprocal arrangement (status quo).	<b>Likelihood</b>  <b>Impact</b>	24	A trade deal was reached on 24 December 2020 relating to tariffs and quotas. However, border controls will still need to be undertaken on live animals and high risk food and feed products. Although some implementation dates have been pushed back to July 2021 (and these will be phased in), some changes will need to be made with effect from January 2021.  <b>04 Jan 2021</b>	<b>Likelihood</b>  <b>Impact</b>	6	30-Jun-2021	  Increasing

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
MCP-PHPP 001a Liaise with Government departments and agencies.	Contribute to UK Government Listening mode.	This action is complete.	Jon Avern	09-Oct-2019	31-Dec-2020
MCP-PHPP 001b Relevant legislation	Commission an independent report on the potential implications of the UK's exit from the EU on Animal Health and Port Health	This action is complete.	Jon Avern	09-Oct-2019	30-Sep-2017

MCP-PHPP-001c Liaison with Remembrancer and other CoL depts.	Engage with stakeholders to assist in the identification of impacts and possible mitigations. Ensure Remembrancer and CoL depts are fully aware of the implications of Brexit on PH and PP and that they lobby accordingly.	A letter to Ministers was prepared and sent before Christmas outlining the issues. A parliamentary question was also raised: although unsuccessful on its first round, the question will go to ballot.	Jon Avern	04-Jan-2021	31-Mar-2021
MCP-PHPP-001d Respond promptly to developments	Respond promptly to policy decisions from the UK Government and the outcome of negotiations.	The City Corporation continues to liaise with government departments and raise questions to enable us to prepare for the outcome of policy decisions and negotiations.	Jon Avern	04-Jan-2021	31-Mar-2021
MCP-PHPP-001e Develop Measures to mitigate increased throughput	Develop Measures to mitigate the potential increase in throughput at the ports and airports	This action is complete.	Jon Avern	11-Dec-2020	31-Oct-2019
MCP-PHPP-001f Develop measures to mitigate the potential loss of qualified staff.	Develop measures to mitigate the potential loss of qualified staff of which there is a scarcity in the UK employment market.	This action is complete.	Jon Avern	11-Dec-2020	31-Oct-2019

## Department of Markets and Consumer Protection

### COVID-19 Risks (excluding completed actions)

Report Author: Joanne Hill

Generated on: 11 January 2021



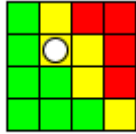
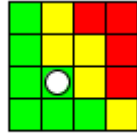

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
CYD19 SGPS City Mortality Planning Group (M&CP) 09-Apr-2020 Rachel Pye	<p><b>Cause:</b> The spread of COVID 19 is resulting in a large number of excess deaths over the time of the epidemic curve lasting some months. Critical services in the death management process must be enhanced and maintained during this period at a time when staff resource is vulnerable.</p> <p><b>Event:</b> The death management process including all statutory responsibilities must be working efficiently with no bottlenecks to ensure the dignity of the deceased is maintained as is the confidence of the bereaved. This includes Coronial processes, mortuary, body transportation and body storage.</p> <p><b>Effect:</b> The critical services being unable to cope with the numbers of deceased particularly if staff numbers are compromised through infection or bereavement</p>	Likelihood  Impact	2	The City Mortality Planning Group has brought together a range of stakeholders involved in the death management process. This is to assess the impact and consequences of the pandemic on the ability of the City of London to deliver essential services relating to the death management process, and to implement subsequent contingency options where necessary. The risk score remains low to reflect the current position. This risk continues to be closely monitored. A Coronial Leads meeting is scheduled to take place on 8 January 2021 and the risk will be reassessed when feedback is received from the London Mortality Planning Group. <b>04 Jan 2021</b>	Likelihood  Impact	1	31-Dec-2021	 Constant



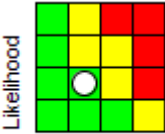
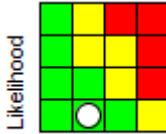

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CVD19 SGPS 19a Assess the impact and consequences of the pandemic	The City Mortality Planning Group has brought together a range of stakeholders involved in the death management process. This is to assess the impact and consequences of the pandemic on the ability of the City of London to deliver essential services relating to the death management process, and to implement subsequent contingency options where necessary	The risk level remains low as the group is ensuring a proportionate and scalable plan is in place at the local level and support for the regional level response lead by London's Mortality Planning Group (WCC) to the management of deaths due to the impact of Covid-19.	Jon Avern	04-Jan-2021	31-Mar-2021

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Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CVD19 SGPS 20d Financial Management	Review income and trade	We will continue to monitor income and trade, and are currently awaiting details of the December figures.	Robert Quest	04-Jan-2021	31-Mar- 2021
CVD19 SGPS 20e Threat to business	Possible competition for business. Liaise with Heathrow Airport and central competent bodies to ensure regulation is evenly applied.	A shipping agent is applying to set up a BCP for dogs and cats. The company was looking into this pre-Covid, but the recent increase in demand has seen them push forward with their plans. In the short-term there is sufficient trade for two BCP's but in the longer term this could be a considerable threat. The service is reviewing the possibilities and is developing plans to provide increased space HARC which will. allow greater throughput	Robert Quest	09-Dec- 2020	31-Mar- 2021

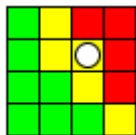
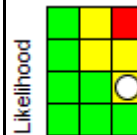

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>CVD19 SGPS 21 Port Health Imported Food and Feed (M&amp;CP)</b>  Apr-2020 Peter Markwell	<b>Cause:</b> The spread of COVID 19 causes loss of critical staff attendance. <b>Event:</b> The London Port Health Authority will struggle to maintain a minimum number of staff at inspection facilities that are required to carry out regulatory enforcement checks on food and feed required by DEFRA and the FSA amongst others. There will also be reduced throughput of imports. <b>Effects:</b> This will lead to delays and checks carried out by supplementary staff increase the risk of non- conforming import consignments of food and feed coming in and reduces our intelligence gathering ability. Reduced throughput will lead to loss of income to the City.	Likelihood  Impact	6	After reviewing Port Health finances, we have increased the risk in relation to income. Although trade is similar to last year and we had a strong Jan to April, the figures for April to June were 20% down and this is further compounded by an increased income budget. Throughput has stabilised over a number of months and is now back to pre-COVID levels. Also there has been an increase in products of non-animal origin and organics this year. This is under constant review and we will continue to monitor situation.  <b>04 Jan 2021</b>	Likelihood  Impact	4	01-Jul-2021	  Constant

Action no, Title,	Action description	Latest Note		Action owner	Latest Note Date	Due Date
CVD19 SGPS 21b Focus resources	Focus resources on imported food and feed controls.	With effect from 1 January 2021, initial work has commenced on EU trade. Staff availability is being monitored closely as the number of reported cases in the region continues to increases.		Peter Markwell	04-Jan-2021	31-Mar-2021
CVD19 SGPS 21c Discuss and implement procedures	Discuss and implement procedures relating to copy and non-signed documents. In conjunction with Central Competent bodies.	The easements relating to remote document checks and copy and electronic notification, have been extended until 31 March 2021. There is also a push to make these arrangements permanent as it is not considered that they present a risk to public or animal health.		Peter Markwell	04-Jan-2021	31-Mar-2021
CVD19 SGPS 21d Mandatory checks	Discuss undertaking less than the mandatory checks with the Central Competent bodies. Based on risk.	In light of the increase in numbers of reported cases in the region, and the potential impact on human resources, staff availability is being closely monitored. We will re-institute discussions with Defra should staffing levels fall to a level where we are unable to undertake full border checks.		Peter Markwell	04-Jan-2021	31-Mar-2021

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>CVD19 SGPS 22 Port Health Infectious disease control (M&amp;CP)</b>  09-Apr-2020 Peter Markwell	<b>Cause:</b> The spread of COVID 19 on a vessel prevents operation of the vessel. <b>Event:</b> Cruise ship operations disrupted and vessels unable to leave port. <b>Effect:</b> Health & welfare of staff on vessels adversely affected.	 Likelihood	4	Port Health staff continue to monitor vessels that remain in the port of Tilbury with our Marine and Public Health colleagues. Other public health issues are also being dealt with during the vessels' time within port. This continues to be kept under constant review.  <b>04 Jan 2021</b>	 Likelihood	2	31-Dec-2021	  Constant

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Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CVD19 SGPS 22 Infectious disease control.	Daily contact with vessels laid up at Tilbury and within the LPHA area regarding infectious disease control	The Port Health Team liaises with PHE (NE London and Thurrock) and cruise lines on cruise ship crew welfare.	Peter Markwell	04-Jan-2021	26-Feb-2021
CVD19 SGPS 22e Contact PHE	Contact with Public Health England to ensure standard advice procedures and comms.	A Standard Operating Procedure, developed with Public Health England for Hackney and the City, is complete. Port Health sits outside most of this but has procedures in place with NE PHE and Thurrock PHE. This action is complete but kept under review.	Peter Markwell	04-Jan-2021	26-Feb-2021

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>CVD19 SGPS 34 HARC Emerging recovery (M&amp;CP)</b>  01-Jun-2020 Robert Quest	<b>Cause:</b> Rise in number of arrivals at Heathrow requires increased staff, so a greater risk of not being able to maintain social distancing. This is compounded by the size of the accommodation and lack of available space. <b>Event:</b> A whole shift having to self-isolate should one person develop COVID-19 symptoms. <b>Impact:</b> Failure to deliver service leading to reputational damage to the City. Full cost recovery not being achieved due to large numbers of animals in a consignment.	 Likelihood	12	An 'OK to forward' procedure has been put in place to even out consignments and help the service to be more efficient. We are aware that there are still many pets waiting to be exported to the UK. A number of employees are coming to the end of their fixed term contracts. The HARC continues to work with HR to extend contracts.  <b>04 Jan 2021</b>	 Likelihood	8	30-Jun-2021	  Constant

Action no, Title,	Action description	Latest Note		Action owner	Latest Note Date	Due Date
CVD19 SGPS 34d Extend available space for staff.	Extend the amount of accommodation and available space for staff to work.	The service is reviewing the possibilities and developing plans to provide increased space at the HARC which will allow greater throughput. There was a visit to site by a contractor on 10 November 2020 to scope the necessary work: feedback from the contractor is still awaited.		Robert Quest	04-Jan-2021	31-Mar-2021

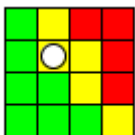
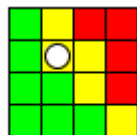

# OSD Cemetery & Crematorium Risk Register

Report Author: Martin Falder

Generated on: 14 December 2020



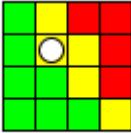
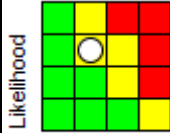

Rows are sorted by Risk Score

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD CC 003 Deterioration of buildings, plant and machinery	<p><b>Causes:</b> Inadequate proactive and reactive maintenance; failure to identify and communicate maintenance issues</p> <p><b>Event:</b> Operational or public buildings become unusable. Plants and trees die due to reduced maintenance capacity.</p> <p><b>Impact:</b> Service capability disrupted; ineffective use of staff resources; damage to corporate reputation; increased costs for reactive maintenance</p>	 <p>Likelihood</p> <p>Impact</p>	6	<p>The current CWP proposed schedule for cemetery and crematorium works for 21/22 is a total of five projects costing £517,500 with a reserve list that is not approved totalling 98 projects at a cost of £1.3M. Therefore, the risk to the long term maintenance of buildings is still at risk. However, the project to replace cremators is underway and this will be of great benefit to the operational running of the crematorium.</p> <p>Last year saw a moratorium on most repair and maintenance works at the cemetery, which has added to this risk.</p> <p>The target score has risen to amber to reflect expected position in February. If Cremator works are not completed on schedule, we anticipate the risk</p>	 <p>Likelihood</p> <p>Impact</p>	6	28-Feb-2021	

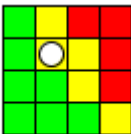
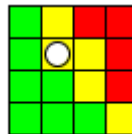

19-Aug-2015 Gary Burks				level rising. These works are currently on schedule. <b>14 Dec 2020</b>				Constant
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Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
OSD CC 003 b	Continue to develop relationship with City Surveyors and ways of working to ensure CWP works are delivered Regular meetings with CS's Property Facilities Managers The Superintendent was engaged in the development of the 2017 R&M specification and tender documents	All projects are currently on hold. Liaison work with City Surveyors remains in place to establish timelines for future works.	Gary Burks	14-Dec-2020	31-Jul-2021
OSD CC 003 d	Until the Cremator replacement project is completed, there is a risk of the ageing cremators breaking down beyond repair and therefore affecting our ability to offer as many cremation times to the public.	Project is underway. Expected completion date is February 2021.	Gary Burks	14-Dec-2020	10-Feb-2021

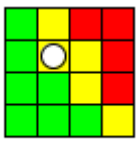
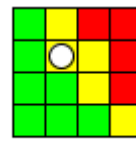



Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>OSD CC 009 Systems Failure</b>  01-Jun-2016 Gary Burks	<b>Cause:</b> IT systems including telephony fail <b>Effect:</b> Unable to operate as per normal. Unable to access Gower system. Unable to speak to funeral directors, doctors and internally across the site <b>Impact:</b> Burials and cremations may have to be cancelled/no bookings can be taken. Burials in the wrong graves. Loss of income. Reputational damage	Likelihood  Impact	6	Mitigation is in place for GOWER being temporarily offline, but longer-term issues with the system would have a significant impact on work. This risk therefore remains at Amber.  <b>14 Dec 2020</b>	Likelihood  Impact	6	31-Mar-2021	  Constant

Action no	Action description	Latest Note			Action owner	Latest Note Date	Due Date
Page 161 OSD CC 009 a	Review continuity plans on a regular basis and following significant systems failures Ensure staff are familiar with 'alternate operations' as detailed in the continuity plans IS partners aware that C&C is recognised as a 'critical' service and failures are treated as a priority.	Systems are in place to account for business continuity. Manual diaries and standalone PCs are available in case GOWER system is unavailable.  Ongoing action.			Gary Burks	14-Dec-2020	31-Mar-2021

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>OSD CC 010</b> <b>Extreme weather</b>  21-Jun-2016 Gary Burks	<b>Cause:</b> Strong winds causing significant tree damage within the cemetery and crematorium landscape <b>Effect:</b> Roads closed, exclusion of the public, disruption to funerals <b>Impact:</b> Significant cost to division and possible loss of income/ negative publicity	 Likelihood	6	Current and target score remain the same. This risk will remain reportable. There is an ongoing risk of high winds and drought conditions to tree stock at the cemetery.  <b>14 Dec 2020</b>	 Likelihood	6	31-Jul-2021	  Constant

Action no	Action description	Latest Note			Action owner	Latest Note Date	Due Date
OSD CC 010 a	A significant storm could (and has in the past) cause significant damage to tree stocks and buildings meaning that for a short period of time the cemetery roads could be closed and block, and one or more buildings could be out of action. This is managed through: <ul style="list-style-type: none"> <li>• Tree inspections</li> <li>• Maintain staff with chainsaw qualifications</li> </ul>	Ongoing monitoring action. As previously: <ul style="list-style-type: none"> <li>• Trees are surveyed and inspected with advisory works carried out. A group of staff within the cemetery team are trained in the operation of chainsaws for clearing fallen trees.</li> <li>• It is unlikely that storm damage would close the modern crematorium building but could damage other service chapels and block roads. The cemetery and crematorium service has 6 service chapels.</li> </ul> No change, with 3,500 trees around the site, the risks associated with high winds remain.			Gary Burks	14-Dec-2020	31-Jul-2021

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>OSD CC 011</b> <b>Tree and plant diseases</b>  21-Jun-2016 Cary Burks	<b>Cause:</b> Tree Disease or infestation <b>Effect:</b> Loss of tree stock or exclusion of the public from certain areas of the cemetery <b>Impact:</b> Partial closure of site or loss of mature trees and the affect that this would have on the landscape	 <p>Likelihood</p> <p>Impact</p>	6	Risk and target score remain unchanged.  OPM infection rate is accelerating. Treatment works were completed for 2020.  On-site inspections take place twice a year for Massaria at high level. These are conducted by Cemetery & Crematorium staff. Ongoing issue with 650+ plane trees.  <b>14 Dec 2020</b>	 <p>Likelihood</p> <p>Impact</p>	6	30-Apr-2021	  Constant

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
OSD CC 011 a	This tracks tree and plant disease monitoring actions at the Cemetery and Crematorium which fall outside of BAU.	Ongoing action. OPM treatment works are in place, and inspections for Massaria are taking place. Works are currently at BAU.	Gary Burks	14-Dec-2020	30-Apr-2021

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# OSD COVID-19 Risks for PHES Committee (For information)

Report Author: Martin Falder

Generated on: 14 December 2020

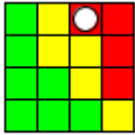
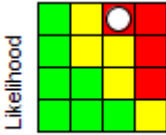



Rows are sorted by Risk Score

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>PAGE 105</b> CVD19 SGPS Failure of Cemetery & Crematorium Services (OSD) 07-Apr-2020 Colin Buttery	<p>Cause: Pandemic significantly increases mortality rate combined with a high impact on staff required to deliver essential services at the Cemetery &amp; Crematorium. Staff from other areas are not able to be reassigned to compensate for this shortfall. Key staff with specialist knowledge are unavailable during a surge in demand. Failure of aging cremators.</p> <p>Event: Cemetery &amp; Crematorium forced to close or severely reduce service.</p> <p>Impact: Failure of critical statutory service; reputational damage; financial damage; legal repercussions; failure to meet the excess death plan; significant impact on other nearby sites, resulting in potential chain of failure points, as C&amp;C is the largest site of its kind in the area.</p>	<p>Likelihood</p> <p>Impact</p>	16	<p>Risk reviewed at OSD Bronze Group 1/12/20. To remain the same for now, as demand and project risk remains.</p> <p>01 Dec 2020</p>	<p>Likelihood</p> <p>Impact</p>	16	01-Feb-2021	<p>Constant</p>

Action no	Action description	Latest Note			Action owner	Latest Note Date	Due Date
CVD19 SGPS	Actions undertaken by the Cemetery & Crematorium to	Cemetery remains under significant pressure and cremations have been reduced as part of the			Gary Burks	01-Dec-	01-Feb-

18 001	preserve statutory responsibilities.	cremator replacement project. All essential works are continuing according to government guidelines. Review date moved to 1 February, in line with cremator replacement project timelines.		2020	2021
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Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>CVD19 SGPS 32 Income Generation and Financial Management (OSD)</b>  29-Apr-2020 Colin Buttery	Cause: COVID-19 has led to closure or deferral of many of the income-generating aspects of our business, as well as the incursion of significant additional costs. In combination with existing financial pressures, we are likely to run significantly overbudget. Event: Significant overspend due to underachievement of expected income. Impact: Financial impact, potentially leading to permanent cessation of services. High likelihood of requiring additional financial support from the corporate centre.	 Likelihood	<b>16</b>  <b>Impact</b>	Risk reviewed by OSD Bronze on 1/12/20. We are not able to moderate the risk at this time, and therefore the current and target risk will remain the same. Budgets have been reset, but the second lockdown will have further impacted income, and the impact of further tier increases cannot be easily predicted at this time. Target date set for end of financial year.  <b>01 Dec 2020</b>	 Likelihood	<b>16</b>  <b>Impact</b>	31-Mar-2021	  Constant

Action no	Action description	Latest Note			Action owner	Latest Note Date	Due Date
CVD19 SGPS 32 001	Departmental overview of actions taken to help mitigate this risk.	Budgets have been reset with new targets. Continuing to engage with Chamberlains and monitor income losses due to COVID-19.			Colin Buttery	01-Dec-2020	31-Mar-2021

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>CVD19 SGPS 30 Health and Safety of Visitors and Staff (OSD)</b>  <div>Page 168</div> <div>Apr-2020</div> <div>Colin Buttery</div>	<p>Cause: Open Spaces have become essential services during the pandemic as they have been asked to remain open by the government. In the absence of other forms of recreation, public pressure on open spaces has increased significantly, and with staff numbers impacted by the virus, BAU health &amp; safety works become more difficult to deliver and more important than ever.</p> <p>Event: Significant health and safety event at one of our sites (including but not limited to: flood, fire, tree disease leading to collapse, and drowning in open water bodies). Alternatively, the closure or cessation of critical services due to H&amp;S concerns which cannot be properly addressed due to pressure on staff.</p> <p>Impact: Personal injury or death of a member of the public or staff; reputational impact; legal repercussions; cessation of critical service; site closures.</p>	<p>Likelihood</p> <p>Impact</p>	12	<p>Reviewed at OS Bronze Group 1/12/20.</p> <p>This is a blanket health and safety risk intended to cover the threat COVID-19 poses to health &amp; safety related work which takes place at our sites; for further information on the specifics of this work, please see local Open Spaces risk registers.</p> <p>At present this work is being delivered at a steady state despite increased pressure on sites and staff. A separate risk has been created to cover staff wellbeing, which is being significantly impacted by increased workload and other stressors.</p> <p><b>01 Dec 2020</b></p>	<p>Likelihood</p> <p>Impact</p>	12	31-Mar-2021	<p>Constant</p>

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CVD19 SGPS 30 001	Actions undertaken at the cemetery & crematorium to maintain key H&S works.	<ul style="list-style-type: none"> <li>Key H&amp;S work continues.</li> <li>Staff are under pressure due to self-isolation/quarantined staff members affecting rotas.</li> </ul>	Gary Burks	01-Dec-2020	31-Mar-2021
CVD19 SGPS 30 002	Actions undertaken at the Commons to maintain key H&S works.	Public H&S works continue as usual, with appropriate mitigation in place against COVID-related H&S issues. Further details of H&S-related work is held in the primary OSD Risk Register.	Andy Barnard	01-Dec-2020	31-Mar-2021
CVD19 SGPS 30 003	Actions undertaken at Epping Forest to maintain key H&S works.	Public H&S works continue as usual, with appropriate mitigation in place against COVID-related H&S issues. Further details of H&S-related work is held in the primary OSD Risk Register.	Paul Thomson	01-Dec-2020	31-Mar-2021



		A COVID outbreak among staff is further pressuring rotas. Working practices are being re-assessed in light of this outbreak.			
CVD19 SGPS 30 004	Actions undertaken at North London to maintain key H&S works.	Public H&S works continue as usual, with appropriate mitigation in place against COVID-related H&S issues. Further details of H&S-related work is held in the primary OSD Risk Register.	Bob Warnock	01-Dec-2020	31-Mar-2021
CVD19 SGPS 30 005	Actions undertaken in the Parks & Gardens division to maintain key H&S works.	Public H&S works continue as usual, with appropriate mitigation in place against COVID-related H&S issues. Further details of H&S-related work is held in the primary OSD Risk Register.	Martin Rodman	01-Dec-2020	31-Mar-2021
CVD19 SGPS 30 006	Actions undertaken at Tower Bridge and The Monument to maintain key H&S works.	<ul style="list-style-type: none"> <li>• Statutory and essential works continue</li> <li>• PPM's undertaken by in-house staff and external contractors,</li> <li>• Generic Covid Risk Assessment undertaken and all security and operational risk assessments currently being reviewed.</li> <li>• Tower Bridge Management Group meet regularly to review position.</li> </ul>	Chris Earlie	01-Dec-2020	31-Mar-2021




01-Dec-2020  
Colin Buttery

01-Dec-2020  
Colin Buttery

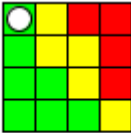
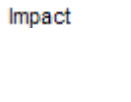
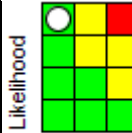
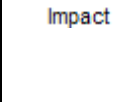

		Little else possible until visitor numbers fall significantly. Target set for 2022, as we expect this to be a long-term mitigation exercise.			
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29-Apr-2020  
Colin Buttery

29-Apr-2020  
Colin Buttery

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>CVD19 SGPS 37 Open Spaces Workforce Wellbeing (OSD)</b>  Dec-2020 Colin Buttery	<p><i>Cause:</i> Greatly increased pressure on staff across all sites, who have continued throughout the pandemic, often with an increased workload. This risk incorporates both the pressures on frontline staff (more incidents of verbal abuse, confrontation with members of the public, and antisocial behaviour on site) and WFH staff (isolation, depression, anxiety and work related abuse coming into the home).</p> <p><i>Event:</i> Increased staff sickness levels and worsening wellbeing outcomes for staff across sites.</p> <p><i>Impact:</i> Cessation of services; damage to sites; loss of vital expertise from staff turnover; serious injury or death of employee in service due to exhaustion or suicide.</p>	 Likelihood Impact	6	<p>Approved by OSD Bronze on 1/12/20.</p> <p>Reports indicate that Open Spaces staff morale is low, with corresponding wellbeing outcomes, including greatly increased sick leave, decreasing standard of work, and an increase in HR issues. While the Corporate Wellbeing Team are signposting their services, this is fundamentally an issue of capacity, resource, and reward during an extremely difficult time for key workers.</p> <p><b>01 Dec 2020</b></p>	 Likelihood Impact	4	30-Jun-2021	  Constant

Action no	Action description	Latest Note		Action owner	Latest Note Date	Due Date
CVD19 SGPS 37 001	Departmental actions taken to help mitigate this risk.	<ul style="list-style-type: none"> <li>Honorarium is currently in train for impacted staff, particularly at the Cemetery &amp; Crematorium, who have seen some of the busiest and most difficult months on record.</li> <li>Managers have increased use of 'BAU' tools (1:1s, direct contact, signposting of existing CoL Wellbeing Team resources)</li> </ul> <p>Target date of June 2021 is based on possible timeline for vaccine and start of 'return to normality'. This is obviously subject to change; we anticipate another busy and difficult summer within the Open Spaces Department.</p>		Colin Buttery	01-Dec-2020	30-Jun-2021

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>CVD19 SGPS 35 Reopening Services (OSD)</b>  30-Jun-2020 Colin Buttery  <b>Page 174</b>	This risk is separated into two possible scenarios, denoted below. <i>Cause:</i> 1) Re-opening services where social distancing is difficult or impossible to enforce, such as (but not limited to) public toilets, the Parliament Hill Lido, and the Hampstead Heath swimming ponds. 2) Government guidance advises the re-opening of facilities which are not yet considered COVID-19 safe by our local risk assessors. <i>Event:</i> 1) Social distancing is not observed, in contravention of government guidance; social distancing measures are actively disobeyed, resulting in antisocial behaviour and the need for enforcement actions. 2) Facility opening is delayed past the date at which government guidance changes. <i>Impact:</i> 1) Staff members become sick; reputational damage; damage to properties; cessation of services that cannot be safely operated. 2) Reputational impact; antisocial behaviour & break-ins, and the requisite health & safety impact of this behaviour.	 Likelihood	 Impact	<b>4</b>  Reviewed by OSD Bronze on 1/12/20. Risk to remain at green at present despite current lockdown due to previous experience with re-opening services. Changes to the tier system or sudden increase in demand will be monitored for impact on this risk.  <b>01 Dec 2020</b>	 Likelihood	 Impact	<b>4</b>  31-Mar-2021	  Constant

Action no	Action description	Latest Note			Action owner	Latest Note Date	Due Date
CVD19 SGPS 35 001	Actions managed by the Directorate to mitigate this risk.	Regular OSD Bronze Group meetings are being convened to monitor this risk in case it further escalates, but at present it remains at Green.			Colin Buttery	01-Dec-2020	31-Mar-2021



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<b>Committees:</b> Audit and Risk Management	<b>Dated:</b> 13 01 2021
Port Health and Environmental Services Committee	20 01 2021
<b>Subject:</b> Deep Dive: CR21 Air Quality	Public
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	2 and 11
<b>Does this proposal require extra revenue and/or capital spending?</b>	No
<b>Report of</b> Jon Averbs	<b>For Information</b>
<b>Report author:</b> Ruth Calderwood Air Quality Manager, Markets and Consumer Protection Dept.	

## Summary

Air quality is currently an amber corporate risk, with a risk score of 12. It was initially designated a red corporate risk; however, the risk has been reduced. This is due to ongoing improvements in air quality together with the wide range of action that has been and continues to be taken by the City Corporation to mitigate the risk. The risk reflects the potential impact on the health of residents, workers and visitors to the Square Mile. It also reflects the potential reputational and financial risk to the City of London Corporation. The target is to achieve a risk score of 6.

Extensive air quality monitoring across the Square Mile demonstrates that air quality is improving. There has been a particularly marked improvement in the area of the Square Mile that meets the health-based targets for nitrogen dioxide (a product of fuel combustion). This has gone from very small patches of the Square Mile in 2016 to 30% in 2018, increasing to 67% in 2019. The impact of the response to the COVID19 pandemic led to a further reduction in nitrogen dioxide across the City during 2020. Overall, levels of nitrogen dioxide were 35 – 40% lower than in 2019, with particulate matter, PM<sub>10</sub>, being around 10% lower over the same period. Once activity starts to return to near normal, levels of air pollution will increase.

Air quality targets and obligations were set out in European Directives. Now the United Kingdom has left the European Union, the government has published an Environment Bill to enact the provisions into domestic law. The Bill includes proposals for new air quality targets for fine particles PM<sub>2.5</sub>, and for an additional air pollutant, which is yet to be defined. The targets are likely to be influenced by World Health Organisation Guidelines, which are tighter than those set in European Directives. The Environment Bill also includes proposals for passing more responsibility for improving air quality to local government than exists under current legislation. This renewed responsibility could pose a challenge for the City Corporation due to its size and location. A significant proportion of the pollutant PM<sub>2.5</sub> measured within the Square Mile is not generated within its boundary.

Whilst increasing the obligation on local government to achieve air quality targets, the Environment Bill does not include adequate provisions for the powers that local authorities may need to reduce air pollution to an acceptable level in their area. The City Corporation has therefore developed proposals for an Emission Reduction (Local Authorities in London) Bill. The Bill, which has the support of London Councils, proposes adoptive powers for all London local authorities to reduce emissions of pollutants from a wide range of combustion plant used for heating and electricity generation. The Bill was introduced to the House of Lords as a Private Member's Bill on Monday 13<sup>th</sup> January 2020. The provisions of the Bill are being used to influence the contents of the Environment Bill as it passes through parliament.

Ongoing research into poor air quality has led to it being linked to an increasing range of diseases. Academic papers have been published suggesting a link between exposure to PM<sub>2.5</sub> and the impact of COVID19 on health. However, these papers have not been peer reviewed and should be treated with caution. On December 16<sup>th</sup>, 2020, a Coroner ruled that exposure to air pollution contributed to the death of a London child. It is the first time that air pollution has been explicitly linked to a named individual's death in the United Kingdom. During 2021, close attention will be paid to the air quality risk. It is likely to evolve due to the Coroner's ruling, change in statutory obligations and ongoing research into the health effects of air pollution, which includes the forthcoming changes to World Health Organisation Air Quality Guidelines.

The City Corporation is exceeding its current statutory duty to improve air quality and is widely regarded as demonstrating leadership in this area. Air quality, particularly nitrogen dioxide, is improving year on year. However, the City Corporation must not become complacent. In order to adequately deal with the air quality risk, the City Corporation needs to remain agile and proactive in its approach and must continue to deliver a high-quality influential programme that will serve to fulfil all statutory obligations and minimise the risk of air pollution to public health.

## **Recommendation**

Members are asked to:

- Note the report.

## **Main Report**

### **Background**

1. Being located at the heart of London, the Square Mile experiences some of the highest levels of air pollution in the country. Local air pollution is affected by emissions of pollutants from both within the Square Mile, and beyond its boundary. It is also affected by the weather and the size, shape and proximity of buildings, which can act to trap pollution. The pollutants of concern are nitrogen

dioxide, which is a colourless, odourless gas that is a product of fuel combustion, and fine particulate matter (PM<sub>10</sub> and PM<sub>2.5</sub>), which comes from a variety of sources.

2. Air quality is currently an amber corporate risk with a risk score of 12, see Appendix 1. It was initially designated a red corporate risk, but the risk has been reduced due to ongoing improvements in air quality and the wide range of action being taken by the City Corporation to further mitigate the risk. The risk reflects the potential impact on the health of residents, workers and visitors to the Square Mile. It also reflects the potential reputational and financial risk to the City of London Corporation as an organisation. The target is a risk score of 6.
3. The impact of air pollution on health is both acute and chronic. Research into the health impacts is ongoing and it is being linked to an increasingly wide range of diseases. The main health impact is cardiovascular and cardiopulmonary disease, lung cancer and respiratory disease. It also affects lung development in children. Short term pollution episodes can lead to an increase in hospital admissions for vulnerable people. Exposure to current levels of air pollution in central London over the long term has been shown to reduce life expectancy across the whole population.
4. On December 16<sup>th</sup>, 2020, a Coroner ruled that exposure to air pollution contributed to the death of a London child. The cause of death is cited as acute respiratory failure, severe asthma and air pollution exposure. It is the first time that air pollution has been explicitly linked to a named individual's death. The Coroner has asked for submissions to be made to him by mid-January 2021 so he can prepare a 'prevention of future deaths report'. This report is likely to be relevant to the City Corporation exercising its local authority responsibilities for air quality and public health. Once further information is available, consideration will be given to the potential impact of the verdict, and associated reports, on the air quality risk.
5. Academic research papers have been published showing a potential link between exposure to air pollution, particularly fine particle matter, and the impact of COVID19 on health. However, the research is in its early stages and the papers have not yet been peer reviewed, so an element of caution is required when considering the findings. Officers will continue to follow this research closely.

### **Statutory Duty**

6. Responsibility for improving air quality lies with local, regional and national government. To date, the statutory responsibility of local government in London has been to assist the government and Mayor of London with action to ensure that levels of air pollution are lower than limits set in European Union (EU) Directives.
7. Air quality in the UK meets the EU air quality limits for all pollutants except nitrogen dioxide (NO<sub>2</sub>). Levels of fine particles (PM<sub>10</sub> and PM<sub>2.5</sub>) in the Square Mile meet current EU limits, though they are higher than World Health

Organisation (WHO) Guidelines. Table 1 shows the difference between EU limits and WHO guidelines for nitrogen dioxide and fine particles.

8. The current responsibility for controlling levels of PM<sub>2.5</sub> lies with national, not local, government. This is because it is classed as a 'regional pollutant' over which local authorities have very little control. Particulate matter can stay in the air for a very long time and move around with the wind. Local authorities have a statutory obligation under the Health and Social Care Act 2012 to improve the public health of their population. One of the indicators used to assess performance with obligations under this legislation is exposure of the population to PM<sub>2.5</sub> particle pollution.
9. As levels of air pollution do not meet health-based limits in the Square Mile, the City Corporation has an obligation to produce an Air Quality Action Plan. Under current duties, the Plan must outline action that will be taken to assist the government in its obligation to improve air quality, and to help people reduce their exposure to the highest levels of air pollution.
10. The City Corporation's Action Plan has been incorporated into an Air Quality Strategy. The latest Air Quality Strategy was published in September 2019. The aims of the strategy are to:
  - a. fulfil statutory obligations for London Local Air Quality Management and improving public health
  - b. ensure that air quality in over 90% of the Square Mile meets the health-based Limit Values and World Health Organisation Guidelines for nitrogen dioxide by the beginning of 2025
  - c. support the Mayor of London to meet World Health Organisation Guidelines for particulate matter (PM<sub>10</sub> and PM<sub>2.5</sub>) by 2030
11. There are 65 actions in the strategy that focus on air quality monitoring, collaborative action, demonstrating leadership, reducing emissions and raising awareness.
12. Progress with actions, together with the most recent air quality data, is reported to the Mayor of London and government each year. These are statutory reports that are presented to the Port Health & Environmental Services Committee. The latest report was presented on 21<sup>st</sup> July 2020. A summary report, which includes air quality data over seven years up to and including 2019, is attached to this report as Appendix 2.
13. The government is drawing environmental law post Brexit through the Environment Bill. This should receive Royal Assent in spring 2021. The Bill sets out a requirement for a legally binding domestic air quality target, with an additional specific target for PM<sub>2.5</sub>. The World Health Organisation has set air quality guidelines for different pollutants. These are currently being reviewed with the outcome expected in 2022. The WHO guidelines are likely to be tightened and will influence the air quality targets proposed in the Environment Bill.

14. The Bill also includes provisions to reform *Local Air Quality Management*, which provides the framework for local authority statutory obligations. Local authority's obligations for improving air quality in the Environment Bill are more binding than at present as they require local authorities to prepare a Plan to ensure that air quality standards and targets are *met and maintained*. This increased statutory obligation could pose a challenge for the City Corporation as much of the pollution, particularly PM<sub>2.5</sub>, measured in the Square Mile originates from outside its boundary. It is therefore not within the direct control of the City Corporation.
15. The Environment Bill proposes to amend aspects of the Clean Air Act 1993 to enable simplified enforcement of Smoke Control Areas. It does not however include proposals for additional powers to deal with the full range of combustion plant found in urban areas that are used to generate heat or electricity (boilers, generators and combined heat and power plant). The City Corporation has attempted to address this through its own Emission Reduction (Local Authorities in London) Private Members Bill, This Bill, which has the support of London Councils, proposes adoptive powers for all London local authorities to reduce emissions of pollutants from a wide range of combustion plant used for heating and electricity generation. The Bill was introduced to the House of Lords as a Private Member's Bill on Monday 13<sup>th</sup> January 2020.
16. The proposals in the Emission Reduction (Local Authorities in London) Private Members Bill are being used to influence the contents of the Environment Bill as it passes through Parliament. In March 2020, a submission was made to the Public Bill Committee promoting the benefits of the contents of the Emission Reduction (Local Authorities in London) Bill. The contents of the Bill will also be tabled when the Environment Bill is presented to the House of Lords in the New Year.

## **Levels of air pollution in the Square Mile**

17. The City Corporation runs an extensive network of air quality monitors. The amount of air pollution in the City of London at any given time is influenced by a range of factors. The main factor affecting day to day levels of air pollution is the weather.
18. Given that weather patterns have a strong influence on air pollution, annual average data is assessed to see if air pollution is improving over time. The data collected demonstrates a clear pattern of improvement over the past few years. Table 1 shows the concentrations of pollutants measured at specific sites. This data has been extrapolated using a computer model to show that the area of the Square Mile that meets the EU and WHO health-based target for nitrogen dioxide. In 2016 only small patches of the City met the annual average nitrogen dioxide target. This increased to 30% in 2018 and 67% in 2019.
19. The reduction in activity associated with the COVID 19 pandemic has led to further improvements in air quality, albeit short term. Overall, levels of nitrogen dioxide were 35 – 40% lower in the Square Mile in 2020 than in 2019, with a marked reduction being seen during the first lockdown. Particulate matter was

around 10% lower in 2020 than 2019. Once activity starts to return to near normal, levels of pollution will increase.

20. In March 2020, an experimental traffic order was applied to Beech Street to restrict through traffic to zero emission vehicles. This, along with the impact of the COVID19 pandemic on activity in London, led to a reduction in nitrogen dioxide in Beech Street itself by over 50% when compared to 2019. PM<sub>10</sub> reduced by 18% in Beech Street over the same period. This significant reduction in both pollutants was expected as Beech Street is a covered road and any pollution emitted in the street is unable to disperse easily. Consequently, removing traffic emissions from Beech Street has a greater impact on air pollution in that street than a similar scheme would have on other roads in the City.
21. Although levels of fine particles (PM<sub>10</sub> and PM<sub>2.5</sub>) are also falling across the Square Mile, the overall reduction is not as dramatic as for nitrogen dioxide. This is because particulate matter is made up of many sources, some of which travel very long distances and stay in the air for a long time.

Location	Pollutant	EU Limit value	WHO Guideline	Annual average 2018 (µg/m <sup>3</sup> )	Annual average 2019 (µg/m <sup>3</sup> )	Annual average 2020* (µg/m <sup>3</sup> )
Aldgate School formerly Sir John Cass Foundation Primary School (background)	Nitrogen dioxide	40	40	32	33	22
	PM <sub>10</sub>	40	20	21	19	17
	PM <sub>2.5</sub>	25	10	12	12	12
Upper Thames Street (roadside)	Nitrogen dioxide	40	40	87	74	43
	PM <sub>10</sub>	40	20	32	27	24
Beech Street (roadside)	Nitrogen dioxide	40	40	69	62	28
	PM <sub>10</sub>	40	20	25	22	18
Farringdon Street (roadside)	PM <sub>2.5</sub>	25	10	16	14	12

Table 1

\*Data for 2020 is provisional

## Risk Mitigation

22. In order to reduce the risk associated with poor air quality in the Square Mile, the City Corporation needs to demonstrate that, at a minimum, it is fulfilling its statutory obligation and that it has taken, and will continue to take, a wide range of action to bring about improvements to air quality. The City Corporation must

also ensure that it takes necessary steps to protect the health of residents, workers and visitors to the City through the provision of appropriate information and robust and reliable data.

23. Actions to demonstrate risk mitigation are detailed in the 2019 Air Quality Strategy. Recent examples include:

- a. Reducing emissions of air pollution from its own fleet, buildings and activities.
- b. Increasing the number of pedestrianised and pedestrian priority streets.
- c. A zero-emission street pilot.
- d. Working with Barts Health NHS Trust to reduce emissions of air pollution from the energy centre
- e. Developing and disseminating guidance on minimising emissions from combustion plant in buildings
- f. Developing and disseminating guidance on minimising emissions from food premises
- g. Hosting best practice events for all London Boroughs
- h. Working with a range of partners to reduce emissions of air pollutants from the Thames river vessels
- i. Working with City businesses to encourage emission reduction from their activities
- j. Jointly leading a London Borough wide idling engine programme with the London Borough of Camden, supported by the Mayor of London
- k. Working with City schools and nurseries to develop tailored action plans to improve local air quality.
- l. Updating the free smart phone App, CityAir, which provides high pollution alerts and helps users avoid areas of poor air quality.

24. The City Corporation is recognised as the lead local authority for air quality policy across London. Officers are regularly called upon to provide expertise as part of various regional and national working groups that influence air quality policy and research.

25. There are some issues that make air quality improvements challenging in the Square Mile. For example, due to its location, the Square Mile is heavily influenced by pollution generated across London and the south east. This is recognised by the range of leadership and collaborative work undertaken by the City Corporation, such as the development of the Emission Reduction (Local Authorities in London) Private Member's Bill which would provide adoptive powers for all London Boroughs and the City Corporation.

26. There is an additional potential risk with the availability and interpretation of data. The high level of interest in air pollution has led to relatively low-cost air quality monitoring devices becoming widely available. However, measuring air quality accurately is not straight forward and requires the use of certified equipment that is subject to regular calibration, audits and a rigorous data validation process. The new generation of air quality monitors are uncertified and, when tested against certified equipment, are often shown to be inaccurate, unprecise and the data drifts over time. The City Corporation's latest Air Quality Strategy recognises the role that the authority must play in providing robust and reliable data. The strategy includes an action to test new equipment

whenever possible. The Air Quality Manager is also part of a national working group considering certification schemes for the new low-cost sensors.

## **Corporate & Strategic Implications**

### **Strategic implications**

27. The work on air quality directly supports two Corporate Plan outcomes:

No. 2. People enjoy good health and wellbeing

No. 11. We have clean air, land and water

28. Improving air quality is overseen by Port Health and Environmental Services Committee and is a priority for the Health and Wellbeing Board. It is also of interest to the Planning and Transportation and Streets and Walkways Committees.

29. Improving air quality is firmly embedded into a range of corporate policies and strategies such as the Transport Strategy, draft City Plan, Responsible Business Strategy and Procurement Strategy. In 2020 the City Corporation published a Climate Action Strategy. Steps taken to deliver the outcomes of this strategy, such as moving a greater use of renewable energy, will lead to further air quality improvements locally.

### **Financial implications**

30. The Air Quality Team local risk budget in 2020/21 is £388,000. As part of the 12% savings required to remain within the Department's resource envelope following the introduction of the Target Operating Model, there may need to be a reduction in the non-staffing element of the budget for 2021/21. Although the details have not yet been confirmed, it is anticipated that the 65 actions contained within the air quality strategy can still be delivered from existing resources. External funding and grants to support projects and programmes in the Square Mile and across London are sought wherever possible.

### **Resource implications**

31. A small team of 4 officers deliver the City Corporation's air quality programme. The team collaborates very closely with other City departments. The Air Quality Team is part of the Consumer Protection side of the current Department of Markets & Consumer Protection, which under the Target Operating Model, will be incorporated into the new Environment Department. At this time, it is not envisaged that the Target Operating Model will have an impact on the Air Quality Team's staffing resource.



## **Legal implications**

32. The City Corporation has a statutory duty to measure air quality and develop and implement an action plan to improve air quality where targets are not met. The Environment Bill, which is currently passing through parliament, contains proposals to place increased responsibility on local authorities to meet air quality targets. Due consideration will be given to the implications of this increased statutory obligation once the Bill receives Royal Assent.
33. Consideration will also be given to the potential legal implications of the recent Coroner's ruling on the death of a London Child that died from acute respiratory failure, severe asthma and air pollution exposure.

## **Risk implications**

34. During 2021, close attention will be paid to the air quality risk. It is likely to evolve due to the Coroner's ruling cited in paragraph 33 and the change in statutory obligations cited in paragraph 32. The outcome of the ongoing research into the health effects of air pollution, which includes any association with the impact of COVID19 on health, together with the forthcoming changes to World Health Organisation Air Quality Guidelines, will also be considered.

## **Equalities implications**

35. A 'test of relevance equalities analysis' was undertaken for the 2019 Air Quality Strategy. Action to improve air quality has a positive impact on all sections of the population. The benefit is greatest for children and the elderly as they are more susceptible to the health impacts of air pollution. There is also a positive impact on individuals whose lives are affected by asthma and other respiratory and cardiovascular conditions.

## **Security implications**

36. None

## **Conclusion**

37. Air quality is currently an amber corporate risk with a risk score of 12. It was initially designated a red corporate risk; however, the risk has been reduced. This is due to ongoing improvements in air quality, together with the wide range of action that has been, and continues to be, taken by the City Corporation to further mitigate the risk. The target is a risk score of 6.
38. During 2021, close attention will be paid to the air quality risk. It is likely to evolve due to the recent Coroner's ruling on the death of a London child that died from

acute respiratory failure, severe asthma and air pollution exposure. It will also be influenced by the change in statutory obligations and ongoing research into the health effects of air pollution, which includes any association with the impact of COVID19 on health, and changes to World Health Organisation Air Quality Guidelines.

39. Air quality in the City is improving. There is, however, some way to go before the air will be classed as 'healthy to breathe' at all locations. Given the issues cited above, the City Corporation must not become complacent. It must continue to deliver a high-quality influential programme that will serve to fulfil all statutory obligations and minimise the risk of air pollution to public health.

## **Appendices**

- Appendix 1 – Risk and Progress Summary for CR21: Air Quality
- Appendix 2 – Air Quality Annual Status Summary Report 2020

## **Background Papers**

- Deep Dive Reports to Audit and Risk Management Committee on Air Quality 14 June 2016, 6 November 2018, 28 January 2019
- City of London Air Quality Strategy 2019 – 2025
- City of London Annual Status Report 2020
- Emission Reduction (Local Authorities in London) Bill 2019

Ruth Calderwood, Air Quality Manager

T: 020 7332 1162

E: [ruth.calderwood@cityoflondon.gov.uk](mailto:ruth.calderwood@cityoflondon.gov.uk)

# CR21 AIR QUALITY RISK- Detailed risk register with Flight path

Report Author: Paul Dudley

Generated on: 18 December 2020



Rows are sorted by Risk Score

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Flight path (Assessment history since creation date)
<b>P006</b> <b>CR21 Air Quality</b> <b>187</b>  07-Oct-2015 Ruth Calderwood	<b>Cause:</b> Levels of air pollution in the City, specifically nitrogen dioxide and fine particles, impact on the health of residents, workers and visitors. The City Corporation has a statutory duty to take action to improve local air quality. <b>Event:</b> The City of London Corporation is insufficiently proactive and resourced, and does not have the right level of competent staff, to be able to fulfil statutory obligations, as a minimum, in order to lower levels of air pollution and reduce the impact of existing air pollution on the health of residents, workers and visitors. <b>Effect:</b> The City Corporation does not fulfil statutory obligations and air pollution remains a problem, impacting on health. Potential for legal action against the Corporation for failure to deliver obligations and protect health. Adverse effect on ability to deliver outcomes 2 and 11 of the Corporate Plan	 Likelihood Impact	12	Air pollution has reduced substantially during 2020 which is largely due to the decline in activity associated with the response to the COVID 19 pandemic. This is likely to be temporary, so no change has been made to the risk rating at this stage.  During 2021, close attention will be paid to the air quality risk. It is likely to evolve due to: a recent Coroner's ruling that air pollution was a contributory factor in the death of a London child; forthcoming change in statutory obligations and ongoing research into the health effects of air pollution, which includes the changes to World Health Organisation Air Quality Guidelines <b>18 Dec 2020</b>	 Likelihood Impact	6	31-Dec-2024	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CR21 001h Publish annual report of air quality data	Develop baseline model for compliance assessment and publish annual report of air quality data	Baseline model for compliance assessment has been developed. Area of the Square Mile that met the nitrogen dioxide targets in 2019 was 67%, up from 30% in 2018	Ruth Calderwo od	15-Dec-2020	31-Dec-2025
CR21 001i Compliant vehicles	100% of vehicles owned or leased by the CoL are electric or hybrid by 2025	There are 7 electric cars, 4 electric vans and 1 electric minibus in the Corporate Fleet	Ruth Calderwo od	07-Dec-2020	31-Dec-2025
CR21 001j Develop Private Members Bill	Develop and support an Emission Reduction Private Members Bill for London local authorities	The contents of the Emission Reduction (Local Authorities in London) Bill will be used to influence the Environment Bill as it passes through the House of Lords, early 2021. A submission was made to the Public Bill scrutiny committee for the Environment Bill	Ruth Calderwo od	15-Dec-2020	31-Dec-2021
CR211 Compliance with NO2 target	Assess percentage compliance rate with NO2 target	67% compliance in 2019	Ruth Calderwo od	07-Dec-2020	31-Dec-2024



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## Appendix 2

### Air Quality Annual Status Summary Report for 2019

#### 1. Air Quality Monitoring

##### **Nitrogen Dioxide (NO<sub>2</sub>)**

Nitrogen dioxide is measured at three locations using continuous (or automatic) analysers: Sir John Cass's Foundation Primary School (now known as the Aldgate School), Beech Street and Upper Thames Street. In 2019, it was also measured at a further 110 locations using low-cost diffusion tubes.

Air quality in the City has gradually been improving year on year. In 2019 there was a significant drop in annual average concentrations of nitrogen dioxide at roadside when compared to 2018. In Upper Thames Street NO<sub>2</sub> reduced by 14µg/m<sup>3</sup> (16%) and in Beech Street it reduced by 7µg/m<sup>3</sup> (10%). Despite this improvement, levels of nitrogen dioxide along many busy roads remain above the annual EU limit and World Health Organisation Guideline of 40 µg/m<sup>3</sup>.

Background concentrations stayed at similar levels, well below the EU limit with Sir John Cass's Foundation Primary School measuring an annual average of 33µg/m<sup>3</sup> in 2019. The hourly EU limit for nitrogen dioxide was met at all three sites for the first time since monitoring began.

##### **Small particles PM<sub>10</sub>**

PM<sub>10</sub> is measured at three locations using continuous (automatic) analysers: Sir John Cass's Foundation Primary School, Beech Street and Upper Thames Street. Levels of PM<sub>10</sub> are influenced by weather conditions. In 2019, levels of PM<sub>10</sub> decreased at all sites when compared to 2018. The largest decrease was 5µg/m<sup>3</sup> along Upper Thames Street. All sites are below the annual and daily EU limit values, but above World Health Organisation Guidelines.

##### **Fine particles PM<sub>2.5</sub>**

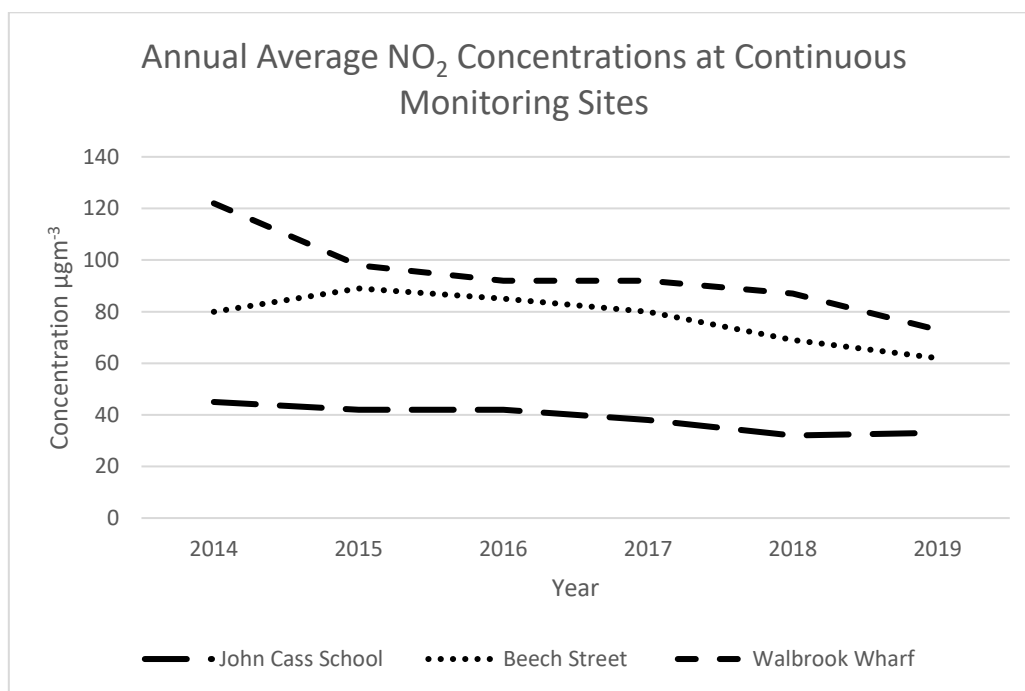
PM<sub>2.5</sub> is measured at two locations, Farringdon Street and Sir John Cass's Foundation Primary School, using continuous (automatic) analysers. Concentrations are similar at both sites as it is a regional pollutant and strongly influenced by weather conditions. In 2019 there was a slight decrease in concentration at the roadside site (Farringdon) and levels stayed the same at the background site (John Cass). Both sites are below the annual and daily EU limit value but above World Health Organisation Guidelines.

## 2. Nitrogen Dioxide Data

The EU Limit Value and World Health Organisation Guideline is an annual mean of  $40\mu\text{g}/\text{m}^3$

### Long term continuous analysers

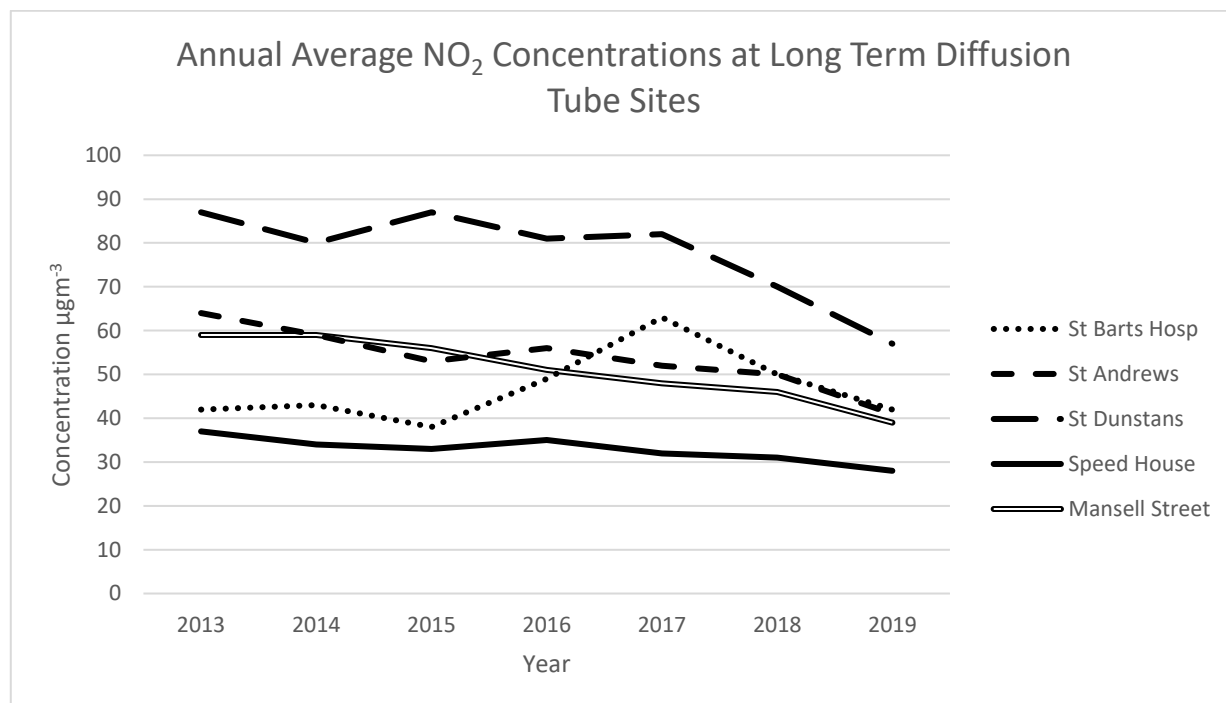
Site	Site type	Annual Mean ( $\mu\text{g}/\text{m}^3$ )						
		2013	2014	2015	2016	2017	2018	2019
John Cass's Foundation Primary School	Urban Background	47	45	42	42	38	32	33
Beech St	Roadside	81	80	89	85	80	69	62
Walbrook Wharf	Roadside	122	122	98	92	92	87	73





## Long term diffusion tube sites

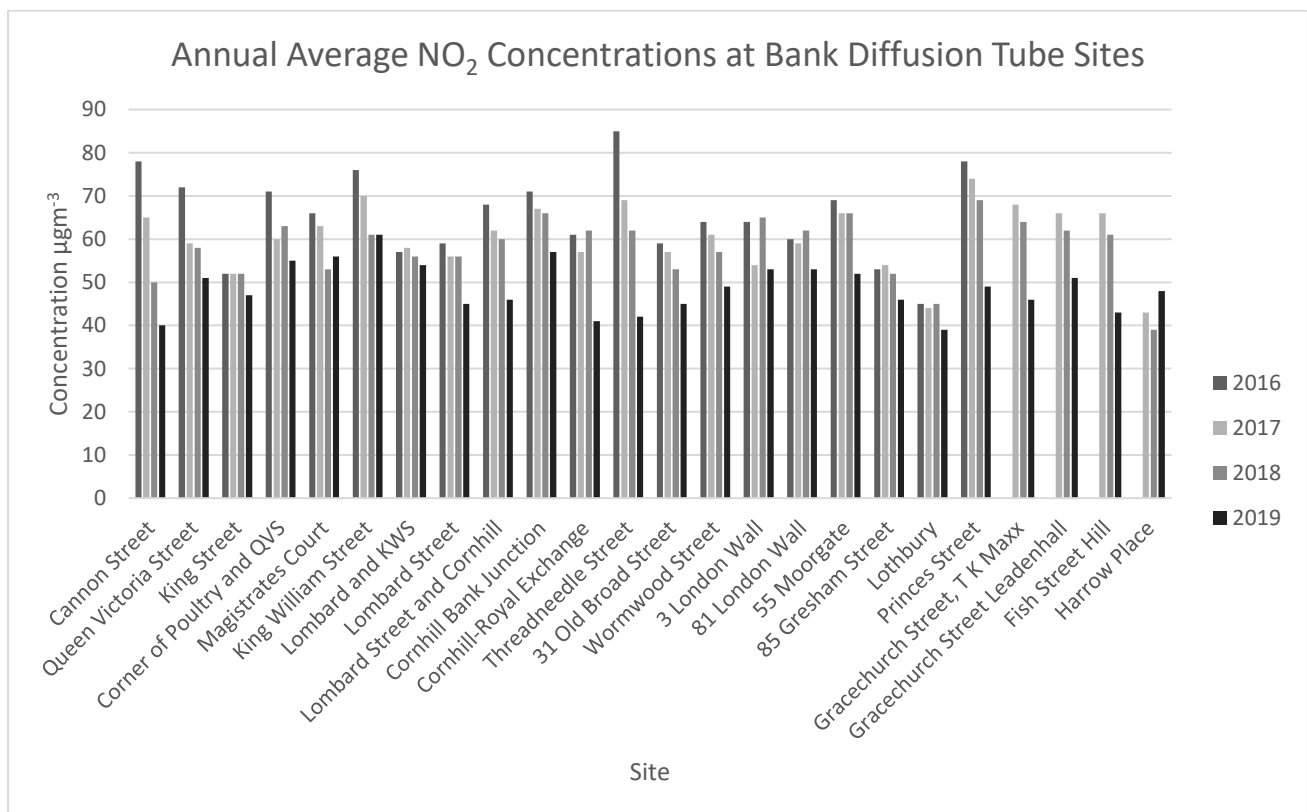
Site	Site type	Annual Mean ( $\mu\text{g}/\text{m}^3$ )						
		2013	2014	2015	2016	2017	2018	2019
St Bartholomew's Hospital Courtyard	Urban Background	42	43	38	49	63	50	42
St. Andrew's Church, Queen Victoria St	Roadside	64	59	53	56	52	50	41
Fleet Street	Roadside	87	80	87	81	82	70	57
Speed House, Barbican Estate	Urban Background	37	34	33	35	32	31	28
Guinness Trust Estate, Mansell St	Roadside	59	59	56	51	48	46	39



## Diffusion tube sites measuring the impact of the Bank on Safety traffic scheme

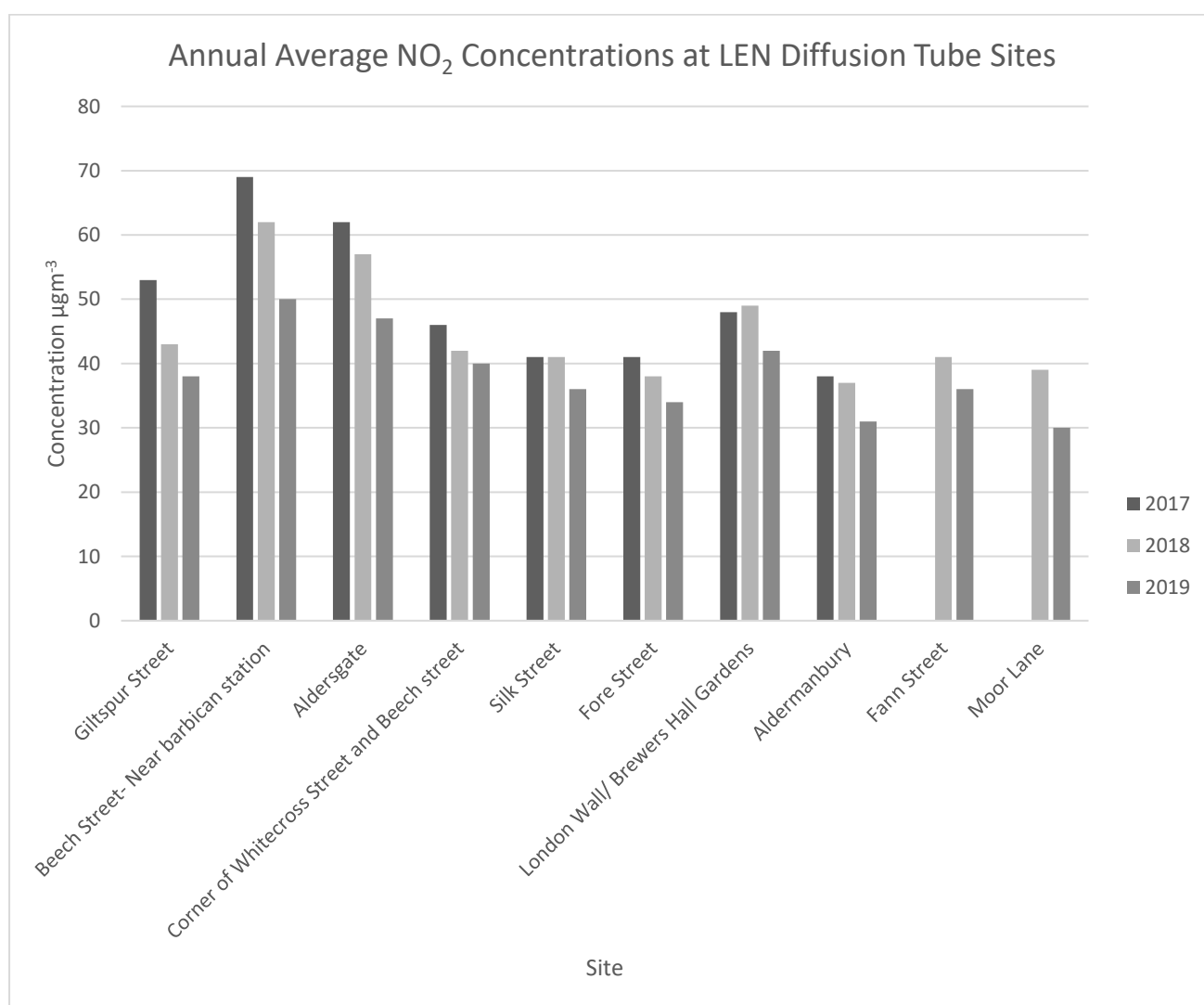
Site	Annual Mean ( $\mu\text{g}/\text{m}^3$ )			
	2016	2017	2018	2019
Cannon Street	78	65	50	40
Queen Victoria Street	72	59	58	51
King Street	52	52	52	47
Corner of Poultry and QVS	71	60	63	55
Magistrates Court	66	63	53	56

King William Street	76	70	61	61
Lombard and KWS	57	58	56	54
Lombard Street	59	56	56	45
Lombard Street and Cornhill	68	62	60	46
Cornhill Bank Junction	71	67	66	57
Cornhill-Royal Exchange	61	57	62	41
Threadneedle Street	85	69	62	42
31 Old Broad Street	59	57	53	45
Wormwood Street	64	61	57	49
3 London Wall	64	54	65	53
81 London Wall	60	59	62	53
55 Moorgate	69	66	66	52
85 Gresham Street	53	54	52	46
Lothbury	45	44	45	39
Princes Street	78	74	69	49
Gracechurch Street, T K Maxx	-	68	64	46
Gracechurch Street Leadenhall	-	66	62	51
Fish Street Hill	-	66	61	43
Harrow Place	-	43	<b>39</b>	48



## Diffusion tube sites measuring the impact of the Low Emission Neighbourhood

Site	Annual Mean ( $\mu\text{g}/\text{m}^3$ )		
	2017	2018	2019
Giltspur Street	53	43	38
Beech Street- Near barbican station	69	62	50
Aldersgate	62	57	47
Corner of Whitecross Street and Beech street	46	42	40
Silk Street	41	41	36
Fore Street	41	38	34
London Wall/ Brewers Hall Gardens	48	49	42
Aldermanbury	38	37	31
Fann Street	-	41	36
Moor Lane	-	39	30

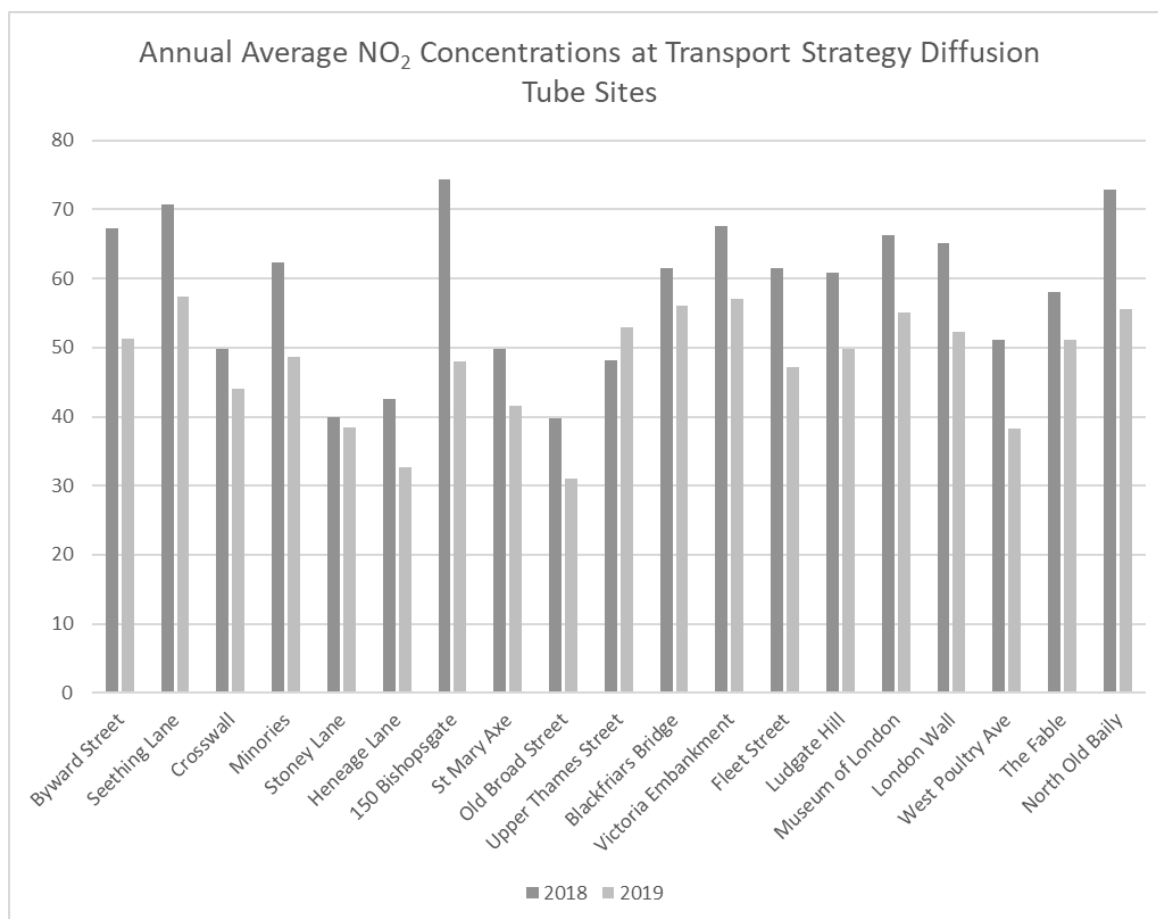


## Diffusion tube sites - other

Site	Annual Mean ( $\mu\text{g}/\text{m}^3$ )	
	2018	2019
Sir John Cass School Front playground	40	37
Southwark Bridge	41	35
London Bridge	37	35
Liverpool Street	71	52
Fenchurch Avenue	36	35
Fetter Lane	56	44
St Mary at Hill's Churchyard	33	31
St Pauls	41	39
Whittington Gardens	42	37
Goodmans Yard	-	44

## Diffusion tube sites to support the Transport Strategy

Site	Annual Mean ( $\mu\text{g}/\text{m}^3$ )	
	2018	2019
Byward Street	67	51
Seething Lane	71	57
Crosswall	50	44
Minories	62	49
Stoney Lane	40	39
Heneage Lane	42	33
150 Bishopsgate	74	48
St Mary Axe	50	42
Old Broad Street	40	31
Upper Thames Street	48	53
Blackfriars Bridge	62	56
Victoria Embankment	68	57
Fleet Street	62	47
Ludgate Hill	61	50
Museum of London	66	55
London Wall	65	52
West Poultry Ave	51	38
The Fable	58	51
North Old Baily	73	56



#### Diffusion tube sites to support the Beech Street Zero Emissions Street Project

Site	Annual Mean (µg/m³)
	2019
Aldersgate Street	47
Bunhill Row/Chiswell Street	40
Moore Lane/Ropemaker Street	34
Moorgate	52
London Wall/ Moorgate	52
London Wall	49
Wood Street	29

#### Diffusion tube sites to support the St Pauls Gyratory Project

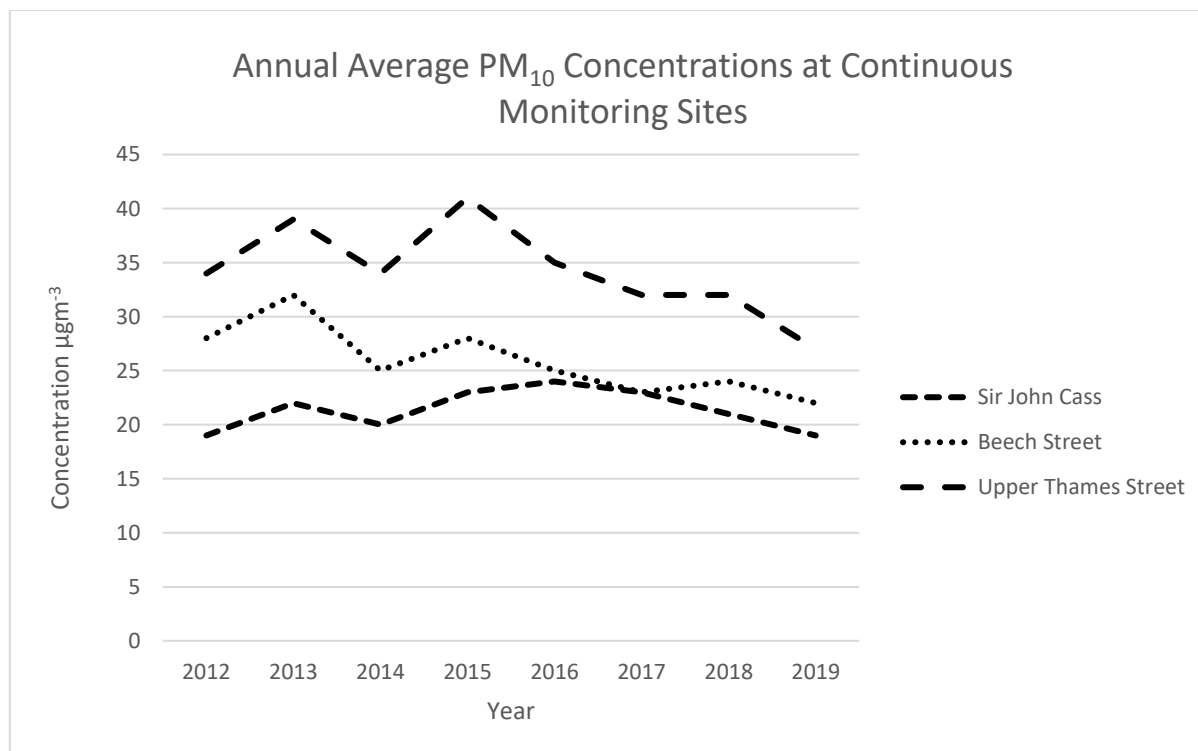
Site	Annual Mean (µg/m³)
	2019
Montague Street	49
King Edward St/Angel St	48
Angel St	45

Angel Street/St Martins le Grand	44
Cheapside (underground entrance)	42
Cheapside/Foster Lane	45
New Change	50
Cheapside	48
Newgate/Warwick Lane	51
Newside, Warwick Lane	55
King Edward Street/Newgate	59

### 3. PM<sub>10</sub> Data

The annual average EU limit value is 40µg/m<sup>3</sup>, World Health Organisation Guideline is 20µg/m<sup>3</sup>

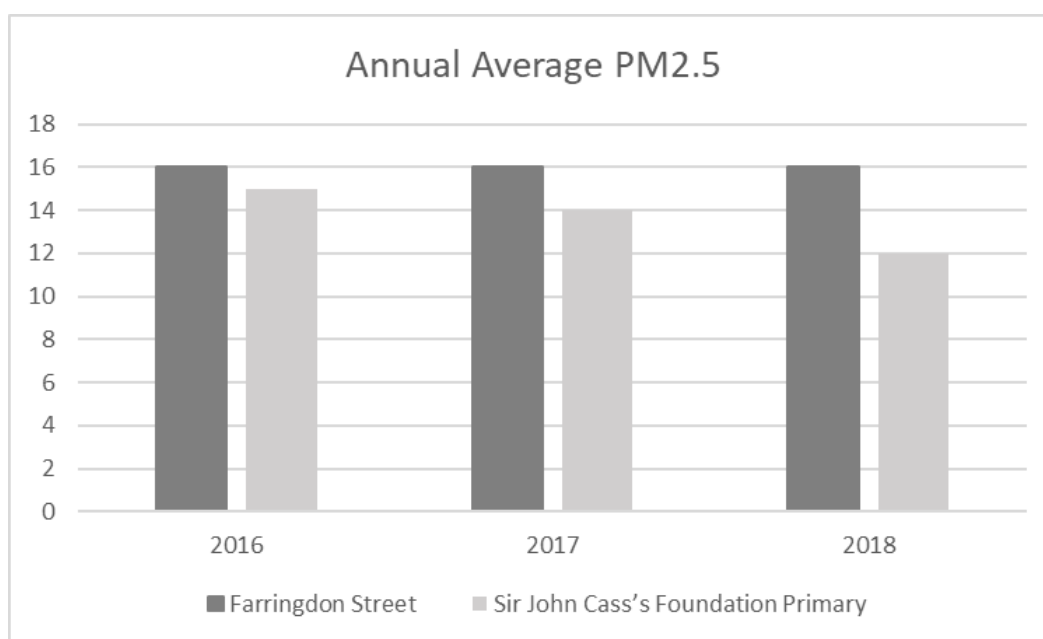
Site	Annual Mean (µg/m <sup>3</sup> )						
	2013	2014	2015	2016	2017	2018	2019
John Cass's Foundation Primary School	22	20	23	24	23	21	19
Beech St	32	25	28	25	23	24	22
Upper Thames St	39	34	41	35	32	32	27



#### 4. PM<sub>2.5</sub> Data

The annual average EU limit value is 25µg/m<sup>3</sup>, World Health Organisation Guideline is 10µg/m<sup>3</sup>

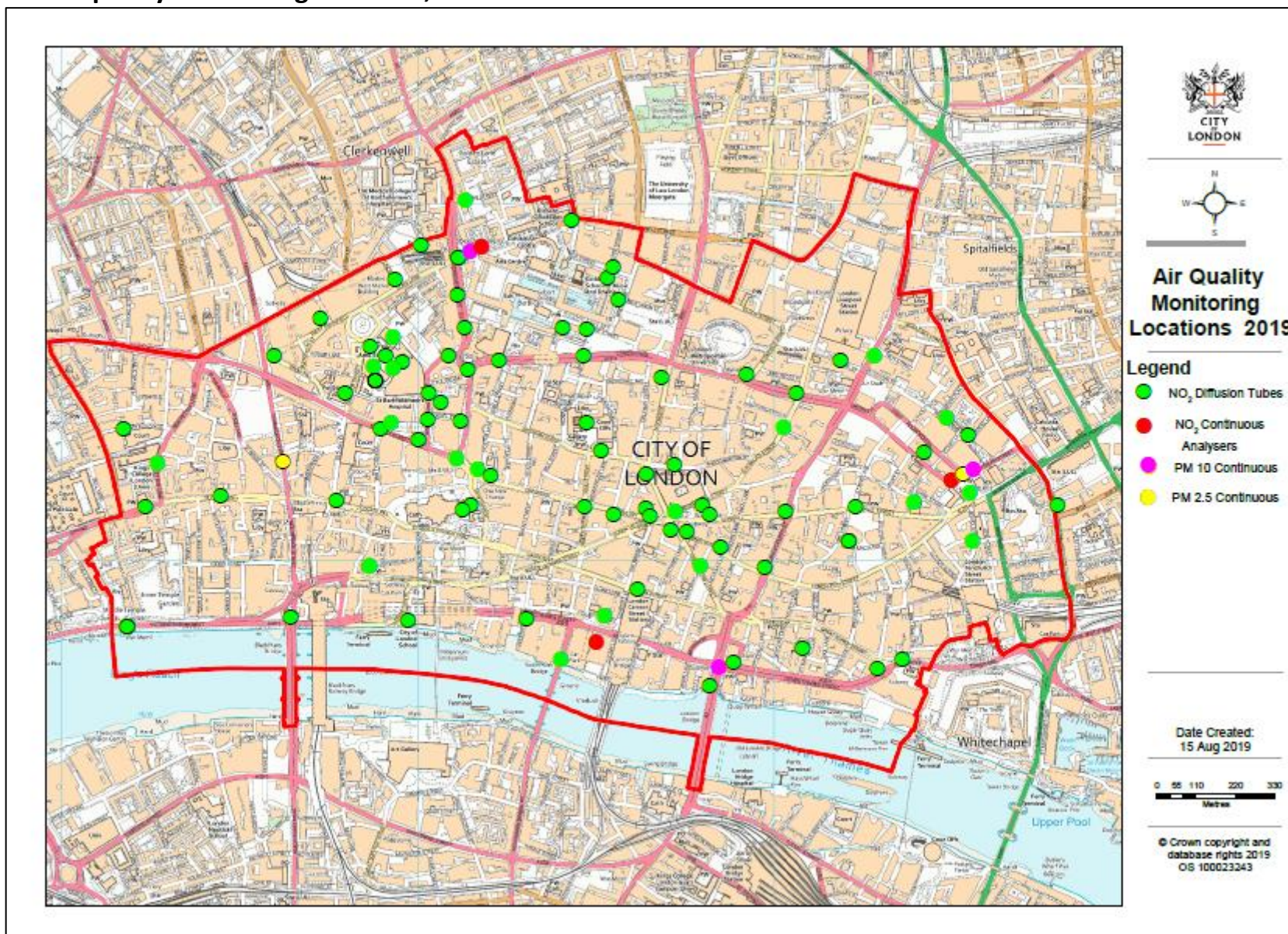
Site	Annual Mean (µg/m <sup>3</sup> )			
	2016	2017	2018	2019
Farringdon Street	16	16	16	14
Sir John Cass's Foundation Primary	15	14	12	12



#### 5. Monitoring locations

Air quality monitoring locations are reviewed annually. There are a number of core monitoring sites that are maintained. Other sites are added and removed according to the needs of research projects, planned programmes and local investigations or concerns. Locations where monitoring took place during 2019 are shown in Figure 1 overleaf.

Figure 1: Air quality monitoring locations, 2019





<b>Committee(s)</b>	<b>Dated:</b>
Port Health and Environmental Services Committee	20 January 2021
<b>Subject:</b> Report of Action Taken Between Meetings	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	<b>N/A</b>
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>No</b>
<b>If so, how much?</b>	<b>N/A</b>
<b>What is the source of Funding?</b>	<b>N/A</b>
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	<b>N/A</b>
<b>Report of:</b> Town Clerk	<b>For Information</b>
<b>Report author:</b> Rofikul Islam, Town Clerk's Department	

## Summary

This report advises Members of a Delegated Authority taken by the Town Clerk, in consultation with the Chairman and Deputy Chairman, since the last meeting of the Committee, in accordance with Standing Order No. 41(b)

## Recommendation

Members are asked to note the report.

## Main Report

**BACKGROUND:** The City of London Corporation in its capacity as a Local Authority is responsible for enforcing the provisions of The Client Money Protection Schemes for Property Agents (Requirement to Belong to a Scheme etc.) Regulations 2019 within the City. The purpose of the regulations is to ensure that deposits paid by tenants when renting a property are held in a secure bank account and will then be available to be returned, less any permissible deductions, when the tenancy ends.

Our Trading Standards Team, along with all of the other 32 London boroughs, is taking part in an ambitious project looking at the letting agents' sector and its compliance with rules around the protection of tenant deposits (called client money protection). The project is running from November 2020 until March

2021. A contractor, funded by National Trading Standards, has been allocated to work on it with officers.

In order to fully participate in the project, all Trading Standards Officers and the contractor need to be authorised to enforce The Client Money Protection Schemes for Property Agents (Requirement to Belong to a Scheme etc.) Regulations 2019 with immediate effect.

**RECOMMENDATIONS:** That the Town Clerk, in consultation with the Chairman and Deputy Chairman of Port Health and Environmental Services Committee approved (on 30 November 2020) that the Director of Markets and Consumer Protection, and in his absence the Port Health and Public Protection Director, the power to appoint authorised officers under the provisions of The Client Money Protection Schemes for Property Agents (Requirement to Belong to a Scheme etc.) Regulations 2019.

### **Appendices**

- None

### **Rofikul Islam**

Committee and Member Services Officer  
Town Clerks

[Rofikul.islam@cityoflondon.gov.uk](mailto:Rofikul.islam@cityoflondon.gov.uk)

<b>Committee(s)</b>	<b>Dated:</b>
Port Health and Environmental Services Committee	20 January 2021
<b>Subject:</b> Report of Action Taken Between Meetings	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	<b>N/A</b>
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>No</b>
<b>If so, how much?</b>	<b>N/A</b>
<b>What is the source of Funding?</b>	<b>N/A</b>
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	<b>N/A</b>
<b>Report of:</b> Town Clerk	<b>For Information</b>
<b>Report author:</b> Rofikul Islam, Town Clerk's Department	

### Summary

This report advises Members of an Urgency taken by the Town Clerk, in consultation with the Chairman and Deputy Chairman, since the last meeting of the Committee, in accordance with Standing Order No. 41(a).

### Recommendation

Members are asked to note the report.

### Main Report

**BACKGROUND:** The City of London Corporation may set annual fees for issuing a licence to those persons wishing to participate in Street Trading in Middlesex Street and for those persons wishing to apply for a temporary street trading licence.

This Committee set fees for 2020/21 at its meeting on 21 July 2020 and amended the Middlesex Street trading fees by way of an urgency report on 10<sup>th</sup> September 2020. The fees for Middlesex Street traders were reduced by approximately 50% in total (6 months) to assist traders whilst they were unable to fully trade due to Government COVID-19 restrictions.

During November 2020 Government restrictions further prevented the market from opening for one month with footfall likely to remain low throughout December 2020 and into the new year.

It was recommended that a further 17% reduction (2 months fee) resulting in an additional loss of income of approximately £10k. This will result in an increased loss of income to Licensing budgets compared with previous years and against budgeted income targets.

**RECOMMENDATIONS:** That the Town Clerk, in consultation with the Chairman and Deputy Chairman agreed (On 22 December 2020) that the Middlesex Street Market Licence fees, as set out in Appendix 1, are further reduced for 2020/21 by approximately 17%.

### **Appendices**

- None

### **Rofikul Islam**

Committee and Member Services Officer  
Town Clerks

[Rofikul.islam@cityoflondon.gov.uk](mailto:Rofikul.islam@cityoflondon.gov.uk)

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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