



Port Health & Environmental Services Committee

Date: TUESDAY, 13 MAY 2014

Time: 11.00 am

Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members:

Deputy John Absalom	Brian Mooney
Deputy John Bennett (Chief Commoner)	Hugh Morris
Henry Colthurst	Barbara Newman
Karina Dostalova	Deputy John Owen-Ward
Deputy Billy Dove	Alderman Dr Andrew Parmley
Peter Dunphy	Ann Pembroke
Kevin Everett	Henrika Priest
Deputy Bill Fraser	Deputy Gerald Pulman
George Gillon	Deputy Richard Regan
Deputy Stanley Ginsburg	Delis Regis
Alderman John Garbutt	Jeremy Simons
Wendy Hyde	Deputy James Thomson
Vivienne Littlechild	Deputy John Tomlinson
Professor John Lumley	Deputy Michael Welbank
Andrew McMurtrie	Mark Wheatley
Wendy Mead	Philip Woodhouse

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Lunch will be served at the rising of the Committee.

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. **APPOINTMENT OF COMMITTEE**
To receive the Order of the Court of Common Council, appointing the Committee and approving its Terms of Reference.

For Information
(Pages 1 - 2)
4. **ELECTION OF CHAIRMAN**
To elect a Chairman for the ensuing year in accordance with Standing Order 29.

For Decision
5. **ELECTION OF DEPUTY CHAIRMAN**
To elect a Deputy Chairman for the ensuing year in accordance with Standing Order 30.

For Decision
6. **MINUTES**
To agree the public minutes and summary of the meeting held on 11 March 2014.

For Decision
(Pages 3 - 8)
7. **OUTSTANDING ACTIONS**
To note the list of outstanding actions.

For Information
(Pages 9 - 12)
8. **PUBLIC CONVENIENCES**
To receive a presentation from Karen Bunt (Director, TNS).
9. **APPOINTMENT OF REPRESENTATIVES AND SUB COMMITTEE**
Report of the Town Clerk.

For Decision
(Pages 13 - 16)
10. **CONSUMER RIGHTS BILL**
Report of the Remembrancer.

For Information
(Pages 17 - 20)

11. **EXTENDING BURIAL SPACE AT THE CITY OF LONDON CEMETERY (THE SHOOT)**
Report of the Director of Open Spaces.
For Decision
(Pages 21 - 42)
12. **2014 BUSINESS PLAN - OPEN SPACES DEPARTMENT**
Report of the Director of Open Spaces.
For Decision
(Pages 43 - 76)
13. **ADVERTISING ('A') BOARDS IN THE CITY OF LONDON**
Report of the Director of Built Environment.
For Information
(Pages 77 - 94)
14. **2014 BUSINESS PLAN - DEPARTMENT OF THE BUILT ENVIRONMENT**
Report of the Director of the Built Environment.
For Decision
(Pages 95 - 176)
15. **MARKETS & CONSUMER PROTECTION BUSINESS PLAN 2013-2016: PROGRESS REPORT (PERIOD 3)**
Report of the Director of Markets and Consumer Protection.
For Information
(Pages 177 - 202)
16. **2014 BUSINESS PLAN - DEPARTMENT OF MARKETS AND CONSUMER PROTECTION**
Report of the Director of Markets and Consumer Protection.
For Decision
(Pages 203 - 242)
17. **STREET TRADING POLICY**
Report of the Director of Markets and Consumer Protection.
For Decision
(Pages 243 - 286)
18. **MESSAGE & SPECIAL TREATMENT FEES 2014/15**
Report of the Director of Markets and Consumer Protection.
For Decision
(Pages 287 - 294)
19. **HEALTH AND SAFETY INTERVENTION PLAN 2014/15**
Report of the Director of Markets & Consumer Protection.
For Decision
(Pages 295 - 318)

20. **APPROVAL OF THE 2014-2015 FOOD SAFETY ENFORCEMENT PLANS FOR THE CITY AND THE LONDON PORT HEALTH AUTHORITY**
Report of the Director of Markets and Consumer Protection.
For Decision
(Pages 319 - 370)
21. **HOMELESSNESS STRATEGY 2014-2019**
Report of the Director of Community and Children's Services.
For Information
(Pages 371 - 418)
22. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
23. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
24. **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.

Part 2 - Non-public Agenda

25. **NON-PUBLIC MINUTES**
To agree the non-public minutes of the meeting held on 11th March 2014.
For Decision
(Pages 419 - 420)
26. **DEBT ARREARS - PORT HEALTH AND ENVIRONMENTAL SERVICES PERIOD ENDING 31 MARCH 2014**
Joint report of the Directors of the Built Environment, Markets and Consumer Protection, and Open Spaces.
For Information
(Pages 421 - 428)
27. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
28. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERED URGENT AND WHICH THE COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

Agenda Item 3

WOOLF, Mayor	RESOLVED: That the Court of Common Council holden in the Guildhall of the City of London on Thursday 1st May 2014, doth hereby appoint the following Committee until the first meeting of the Court in April, 2015.
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PORT HEALTH & ENVIRONMENTAL SERVICES COMMITTEE

- 1. Constitution**
A Ward Committee consisting of,
 - two Aldermen nominated by the Court of Aldermen
 - up to 31 Commoners representing each Ward (two representatives for the Wards with six or more Members regardless of whether the Ward has sides) or Side of Ward.

- 2. Quorum**
The quorum consists of any nine Members.

- 3. Membership 2014/15**

ALDERMEN

- 1 Dr Andrew Charles Pamley, Mus.M., Hon. F.S.G.
- 2 John Garbutt

COMMONERS

- | | | |
|----|--|---------------------------|
| 7 | Barbara Patricia Newman, C.B.E. | Aldersgate |
| 2 | John Stuart Penton Lumley, Professor | Aldersgate |
| 2 | Hugh Fenton Morris..... | Aldgate |
| 10 | Michael Welbank, M.B.E., Deputy | Billingsgate |
| 4 | Stanley Ginsburg J.P., Deputy..... | Bishopsgate |
| 24 | William Harry Dove, M.B.E., J.P., Deputy | Bishopsgate |
| | (Bread Street has paired with Cordwainer for this appointment) | Bread Street |
| 18 | John Richard Owen-Ward, M.B.E., Deputy..... | Bridge and Bridge Without |
| 11 | John Alfred Bennett, Deputy..... | Broad Street |
| 14 | Kevin Malcolm Everett D.Sc. | Candlewick |
| 1 | Henrika Johanna Sofia Priest..... | Castle Baynard |
| 10 | Jeremy Lewis Simons M.Sc. | Castle Baynard |
| 4 | Ann Marjorie Francesca Pembroke | Cheap |
| 2 | Andrew Stratton McMurtrie..... | Coleman Street |
| 19 | George Marr Flemington Gillon | Cordwainer |
| 2 | Peter Gerard Dunphy | Cornhill |
| 5 | Vivienne Littlechild, J.P. | Cripplegate |
| 11 | John Tomlinson, B.A., M.Sc., Deputy | Cripplegate |
| 2 | Mark Raymond Peter Henry Delano Wheatley | Dowgate |
| 12 | Richard David Regan, Deputy | Farringdon Within |
| 2 | Karina Helen Dostalova..... | Farringdon Within |
| 15 | Wendy Mead..... | Farringdon Without |
| 2 | John David Absalom, Deputy | Farringdon Without |
| 2 | Philip John Woodhouse..... | Langbourn |
| 2 | Henry Nicholas Colthurst | Lime Street |
| 6 | Delis Regis..... | Portsoken |
| 16 | Brian Desmond Francis Mooney, M.A. | Queenhithe |
| 6 | Gerald Albert George Pulman, J.P., Deputy | Tower |
| 5 | William Barrie Fraser, O.B.E., Deputy. | Vintry |
| 2 | James Michael Douglas Thomson, Deputy..... | Walbrook |

Together with Wendy Hyde appointed in place of the Ward of Bassishaw which is not making an appointment on this Committee on this occasion.

4. **Terms of Reference**

To be responsible for:-

- (a) all the City of London Corporation's environmental health, port health, animal health, consumer protection, licensing (with the exception of those which are in the province of another Committee), public conveniences, street cleansing, refuse collection and disposal, and cemetery and crematorium functions;
- (b) the implementation of those sections of any Acts of Parliament and/or European legislation which direct that the local authority take action in respect of those duties listed at (a) above;
- (c) the appointment of the Director of the Built Environment (in consultation with the Planning & Transportation Committee);
- (d) the appointment of the Director of the Markets and Consumer Protection (in consultation with the Markets and Licensing Committees);
- (e) the appointment of the Director of Open Spaces (in consultation with the Open Spaces & City Gardens Committee);
- (f) determining any appeals against a decision not to grant City premises a licence under the provisions of the Marriage Act 1994 and the City of London (Approved Premises for Marriage) Act 1996 to conduct civil marriage ceremonies;
- (g) the appointment of the City of London Coroner;
- (h) the Signor Pasquale Favale Bequest (registered charity no. 206949);
- (i) making recommendations to the Court of Common Council in respect of the making and sealing of byelaws for the variance of charges at the Animal Reception Centre.

Barradell.

PORT HEALTH & ENVIRONMENTAL SERVICES COMMITTEE

Tuesday, 11 March 2014

Minutes of the meeting of the Port Health & Environmental Services Committee held at the Guildhall EC2 at 11.00am

Present

Members:

Deputy John Tomlinson (Chairman)	Vivienne Littlechild
Wendy Mead (Deputy Chairman)	Professor John Lumley
Deputy John Bennett	Andrew McMurtrie
Nigel Challis	Hugh Morris
Henry Colthurst	Barbara Newman
Deputy Billy Dove	Deputy Gerald Pulman
Deputy Bill Fraser	Deputy Richard Regan
Deputy Stanley Ginsburg	Delis Regis
Alderman John Garbutt	Jeremy Simons
Wendy Hyde	Deputy James Thomson

Officers:

Katie Odling	- Town Clerk's Department
Simon Mills	- Policy Manager (Sustainability)
Nigel Lefton	- Remembrancer's Department
Jenny Pitcairn	- Chamberlain's Department
Julie Smith	- Chamberlain's Department
Paul Chadha	- Comptroller & City Solicitor's Department
Doug Wilkinson	- Department of the Built Environment
Steve Presland	- Department of the Built Environment
David Smith	- Director of Markets and Consumer Protection
Jon Averbs	- Markets & Consumer Protection Department
Gary Burks	- Superintendent & Registrar, City of London Cemetery & Crematorium

Also in attendance:

Dr Iarla Kilbane-Dawe (Par Hil Research Ltd)

1. APOLOGIES

Apologies for absence were received from Deputy John Absalom, Kevin Everett, George Gillon, Alastair Moss, Deputy John Owen-Ward, Deputy Michael Welbank, Mark Wheatley, Philip Woodhouse and Alderman Sir David Wootton.

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

There were no declarations of interest.

3. **MINUTES**

RESOLVED – That the Minutes of the meeting held on 21 January 2014 be approved as a correct record.

4. **OUTSTANDING ACTIONS**

The list of outstanding actions was noted.

5. **AIR POLLUTION PRESENTATION**

The Chairman welcomed Dr Iarla Kilbane-Dawe, Par Hil Research Ltd, to the meeting to present a report regarding air pollution in London. Dr Kilbane-Dawe informed Board Members that:

Air pollution was highly localised - exposure increases rapidly with proximity to sources. Exposure is strongly determined by individual's routes or home environment.

Vehicle motion caused pollution - moving vehicles and heavier vehicles generate PM10 by wearing down vehicle parts and road surfaces.

Inefficient buildings and dirty heating systems caused pollution - building design was often driven by appearance rather than energy efficiency, causing waste. Biomass systems emit extremely high air pollution levels

Dirty vehicle motors and fuels reduced air quality - diesel is very polluting, but some fuels are cleaner and/or cheaper: petrol, LPG, CNG, EVs. In urban driving condition, most diesel vehicles don't meet the required NOx limits that have been set in vehicle Euro standards.

In response to queries from Members, Dr Kilbane-Dawe advised the following:

- Cyclists and drivers were mostly likely to be affected by poor air quality.
- Research showed that coating road surfaces did impact on air quality, as less dust was sprayed into the atmosphere.
- Air quality underground had not been researched, however due to the high dust levels and lack of ventilation it was highly likely that the air quality would be poor.
- It was necessary to involve Public Relations Officers from the offset to ensure that the public were receiving messages about how to protect themselves against air pollution.
- A joined up approach would be necessary to tackle this problem; Committee reports due to be considered by Streets and Walkways Sub Committee may benefit from consultation with the Health and Wellbeing Board Members.
- The public smartphone 'App' had been launched which informed the public of less polluted ways of travelling to their destination.
- The condition of air within buildings was dependent on the filter being used.
- The City's potential move to 20mph will improve air quality

The Chairman thanked Dr Kilbane-Dawe for his interesting presentation.

6. **REPORT ON AIR POLLUTION TO THE HEALTH AND WELLBEING BOARD**
A report of the Director of Markets and Consumer Protection was received in relation to Air Pollution.

RESOLVED – That the report be noted.

7. **SCHEME OF DELEGATION**
A report of the Town Clerk was considered regarding the Scheme of Delegation and Standing Orders.

RESOLVED – That,

1. the delegations relating to the Directors of the Built Environment, Markets and Consumer Protection and Open Spaces as set out in the appendix including the following additional amendments from the Director of Open Spaces and the Director of Markets and Consumer Protection be approved;

i) Director of Open Spaces

Cemetery and Crematorium –

Paragraph 34. To extinguish to Exclusive Rights of Burial in a grave that has not been used for over 75 years.

Paragraph 35. To refund fees paid by City of London Corporation employees and Members of the Common Council or their close relatives burial or alternatively cremation.

ii) Director of Markets and Consumer Protection

Page 53 - Port Health and Public Protection Division – it is proposed that the delegations listed under this sub heading are also delegated to the Port Health and Public Protection Director in the absence of the Director of Markets and Consumer Protection.

2. that the amendment to Standing Orders relating to the declaration of operation property assets which are surplus to requirements be noted.

8. **LIGHT POLLUTION IN THE CITY**
A report of the Town Clerk was considered which explained the legal position of the City of London Corporation with respect to taking action on the issue of light pollution.

In response to a question, the Director of Transportation and Public Realm agreed to speak with the City Planning Officer to discuss the possibility of examining potential light pollution as part of future planning applications.

RESOLVED – That the City Property Advisory Team/Town Clerk be authorised to write to building owners and occupiers in the neighbourhood where residents had been affected by light pollution to alert business owners of the problem and to prompt engagement.

9. **REPORT ON THE CITY OF LONDON (VARIOUS POWERS) ACT 2013**

A report of the Remembrancer was received which set out the main changes made to the City's street trading regime and its powers in relation to City Walkways following the passing of the City of London (Various Powers) Act 2013.

The Committee expressed thanks to the Remembrancer's Parliamentary Team and those in both Houses who worked on the Act.

RESOLVED – That the report be noted.

10. **SIGNOR PASQUALE FAVALE BEQUEST INVESTMENTS**

A report of the Chamberlain was considered which proposed an increase to the proportion of assets held as investments in order to maximise growth of the Bequest, whilst still being able to achieve its aims through the award of dowries.

RESOLVED – That,

1. the purchase of City of London Charities Pool units such that the remaining cash balance of the Bequest at 1 April 2014 be between £750 and £800; and
2. the Bequest's holding of Charities Pool units be reviewed at three-yearly intervals hereafter, and the Chamberlain be authorised to sell units if the cash balance falls below £450 before the next review takes place.

11. **CORPORATE PROJECT COMPLETION – PUBLIC CONVENIENCES – INSTALLATION OF BARRIERS AND URILIFTS (SEPTEMBER 2009)**

A report of the Director of the Built Environment was considered which informed the Committee of the completion of the project for the installation of barriers at Tower Hill and Patenoster Square public conveniences and the installation of a 'Urilift' at four locations across the City which had been identified as suffering from ASB street urination.

RESOLVED – That the completion of the project be noted.

12. **OUT OF HOURS SERVICE (PRIMARILY FOR NOISE COMPLAINTS)**

A report of the Director of Markets and Consumer Protection was considered which reported on the Port Health and Public Protection Out-of-Hours Noise Service.

- With regard to noise nuisance in Clothfair from taxis picking up late in the evening - it was agreed to clarify what legislation was in place; and
- It was agreed that a report for discussion would be submitted to the next meeting in relation to massage and special treatment fees.

RESOLVED – That the proposals set out in paragraphs 27 to 32 of the report be approved.

13. **THE TRADING STANDARDS ENFORCEMENT OF ‘CLOSING DOWN’ SALES IN THE CITY OF LONDON**

A report of the Director of Markets and Consumer Protection was received in relation to alleged “Closing Down Sales” in the City and the misdescription of goods as being genuine ‘sale’ items.

RESOLVED – That the report be noted.

14. **CEMETERY AND CREMATORIUM PUBLIC CONSULTATION REVIEW**

A report of the Director of Open Spaces was received regarding the Cemetery and Crematorium Public Consultation review.

RESOLVED – That the report be noted.

15. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

There were no questions.

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

There was one item of urgent business –

Thames Estuary Partnership Board– The Chairman informed the Committee that this was Nigel Challis’ last meeting of the Port Health Committee and thanked him for his work as the Committees nominated representative on the Thames Estuary Partnership Board. Mr Challis replied and provided the Committee with a brief overview of his experience on the Board over the last year.

Members noted that the appointment process for a new member would be clarified at the next meeting.

17. **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.

18. **NON-PUBLIC MINUTES**

RESOLVED – That the non-public minutes of the meeting held on 21 January 2014 be approved.

19. **DEBT ARREARS – PORT HEALTH AND ENVIRONMENTAL SERVICES PERIOD ENDING 31 DECEMBER 2013**

A joint report of the Director of the Built Environment, the Director for Markets and Consumer Protection and the Director of Open Spaces was received which informed the Committee of the arrears of invoiced income outstanding as at 31 December 2013.

20. **PORT HEALTH SERVICE RESTRUCTURE**

A report of the Director of Markets and Consumer Protection was considered and approved relative to the Port Health Restructure.

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

There were no questions.

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

There were no items of urgent business.

CHAIRMAN'S CLOSING REMARKS

Being his last meeting as Chairman, Deputy John Tomlinson thanked the Committee and Officers for their support and continuation over the past three years.

The Chairman expressed thanks to Katie Odling for the support she had provided to the Committee over the last 2 years.

The meeting closed at 12.50pm

Chairman

**Contact Officer: Katie Odling
tel. no.: 020 7332 3414
katie.odling@cityoflondon.gov.uk**

Port Health and Environmental Services Committee
Outstanding actions 2014/15

Date	Action	Officer responsible	To be completed/ progressed to next stage	Notes/Progress to date
<p>8 January 2013</p>	<p>Public Conveniences TfL who are currently exploring improvements to the Bishopsgate area to make the area more attractive and remove some of the clutter such as the brick planters.</p> <p>An update on the viability of extending the opening hours of the Bishopsgate and Eastcheap toilets will be included in the Public Convenience Strategy planned for November committee.</p> <p>Usage of the Disabled facilities at Monument and signage were also being reviewed and this will form part of the wider review of the public convenience strategy which will be reported back to this committee as above.</p> <p>Improved signage has been commissioned to direct people to the nearby Eastcheap facilities.</p>	<p>Director of the Built Environment</p>	<p>To be presented to the Committee April/May 2014</p> <p>November 2014</p> <p>November 2014</p> <p>TBC</p>	<p>May Update Due to diaries commitments there has been a slight delay in organising the feedback session to the Member working group. This session is scheduled to take place on the 30th April where Members will receive the outcomes of the field work and recommendations.</p>
<p>2 July 2013</p>	<p>Materials Recovery Facility (MRF) in Kent - It was agreed that a visit to this facility would be arranged.</p>	<p>Director of the Built Environment</p>		<p>A visit has been organised to take place on 23 June 2014 at 3pm, full details will be circulated to the Committee in due course.</p>

Port Health and Environmental Services Committee
Outstanding actions 2014/15

<p>11 March 2014</p>	<p>Light Pollution –</p> <p>i) That the City Property Advisory Team/Town Clerk be authorised to write to building owners and occupiers in the neighbourhood where residents had been affected by light pollution to alert business owners of the problem and to prompt engagement.</p> <p>ii) the Director of Transportation and Public Realm agreed to speak with the City Planning Officer to discuss the possibility of examining potential light pollution as part of future planning applications.</p>	<p>City Property Advisory Team/Town Clerk</p>		<p>In hand.</p> <p>Under the Planning Acts it is difficult to control the internal operations of specific areas of buildings and conditions could not be applied in relation to internal illumination. However, the City is aware that light spillage from adjoining buildings to residents can be a source of nuisance and in considering applications we do review whether design features could be included which would result in less light spillage where premises are adjacent to residents.</p> <p>In addition we do regulate artificial lighting through our Building Control powers. Regulation L of the Building Regulations addresses “The Conservation of Fuel and Power”. Lighting controls must be zoned and operated either from local switches or motion sensors. Coupled with this we require that there should be central controls that ensure that lighting can be switched off centrally or controlled by time switches. One problem is however that sensors are of course triggered by</p>
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Port Health and Environmental Services Committee
Outstanding actions 2014/15

				<p>people working long hours and by security staff meaning that light maybe on through much of a 24hours period.</p> <p>Finally it should be noted that the Building Regulations require buildings to be constructed to a standard but they do not attempt to control occupier behaviour.</p>
<p>11 March 2014</p>	<p>Out of Hours Service –</p> <p>i) With regard to noise nuisance in Clothfair from taxis picking up late in the evening - it was agreed to clarify what legislation was in place; and;</p> <p>ii) It was agreed that a report for discussion would be submitted to the next meeting in relation to massage and special treatment fees.</p>	<p>Director of Markets and Consumer Protection</p>		<p>To require drivers to turn off their engines and issues Fixed Penalty Notices if the request refused: The Road Traffic (Vehicle Emissions) (Fixed Penalty) (England) Regulations 2002</p> <p>There is no legislation available to enforce against people making noise in the street or noise from car engines.</p> <p>To tackle loud car stereos: The Control of Pollution Act 1974 or Environmental Protection Act 1990.</p> <p>Agenda Item 18.</p>
<p>11 March 2014</p>	<p>Thames Estuary Partnership - Members noted that the appointment process would be clarified at the next meeting.</p>	<p>Director of Markets and Consumer Protection/ Town Clerk</p>		<p>Clarification has been sought regarding the appointment process.</p> <p>As an Outside Body, this appointment falls under the remit of the Court of Common Council.</p> <p>A report will be prepared by the service area and submitted to your Committee in July which</p>

Port Health and Environmental Services Committee
Outstanding actions 2014/15

				<p>sets out the background to the TEP and why a CoL representative is required. The report will also make reference to the Committee's on-going support for a member of the committee or former member with experience of the TEP to serve in this role and a recommendation will be put forward to the Court seeking its approval for the appointment.</p> <p>A Court report would then be submitted on that basis.</p>
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Agenda Item 9

Committee(s):	Date(s):
Port Health and Environmental Services Committee	13 May 2014
Subject: Appointment of Representatives and Sub Committees	Public
Report of: Town Clerk	For Decision
<u>Summary</u>	
<p>1. This report asks you to consider your Committee's appointments to the Health and Social Care Scrutiny Sub Committee and Reference Sub Committee or defer doing so.</p> <p>2. It would be helpful if any Member interested in serving as a representative on the Sub Committees would inform Katie Odling at Katie.Odling@CityofLondon.gov.uk (or on 020 7332 3414) of his or her interest before the Committee. That information will be reported orally at the meeting before Members are asked to consider making the necessary appointment.</p> <p>Recommendation</p> <p>3. It is recommended that the Committee:-</p> <p>(a) decides whether to defer the appointment of a general Reference Sub Committee until it is required, as you chose to do last year; and</p> <p>(b) appoints one representative to the Community and Children's Services Committee's Health and Social Care Scrutiny Sub Committee for the ensuing year, which last year was Wendy Mead.</p>	

Main Report

Background

4. This report seeks your approval of the annual appointment of a representative of your Committee on a Sub Committee and a decision as to whether you wish to appoint your own Reference Sub Committee at this time.

Sub Committee

Reference Sub Committee

5. Your Committee decided last year to defer the appointment of a Reference Sub Committee until such time as a meeting was required.
6. Unless numerous different matters are not regularly referred to a Sub Committee (in which case a Reference Sub Committee might be preferable), it

does seem to be useful to wait until a Sub Committee is required for a certain task and then appoint one comprising Members who are particularly interested in or knowledgeable about that subject.

7. If you agree with that approach, you may wish to defer appointing any Sub Committee at this time.

Health and Social Care Scrutiny Sub Committee

8. You are also asked to appoint one representative of your Committee to the Health Scrutiny Sub Committee.

9. The composition of the Sub Committee is as follows: -

- Chairman and Deputy Chairman of the Community & Children's Services Committee (who will act as Chairman and Deputy Chairman of the Sub Committee)
- Up to four Members of the Community and Children's Services Committee;
- Three Members appointed by the Court of Common Council;
- Two co-opted representatives of LINK; and
- One representative of the Port Health and Environmental Services Committee.

10. The Terms of Reference are that the Sub Committee is to be responsible for:-

- (a) fulfilling the City's health scrutiny role in keeping with the aims expounded in the Health and Social Care Act 2001 and Part 14 of the Local Government and Public Health Act 2007 (Patient and Public Involvement in Care and Social Care);
- (b) reporting annually to the Community & Children's Services and Port Health & Environmental Services Committees, with the former acting as its parent Committee;
- (c) ensuring the Public Health dimension (which generally falls within the remit of the Port Health & Environmental Services Committee) is included in the Sub-Committee's work programme;
- (d) agreeing and implementing an annual work programme; and
- (e) receiving and taking account of the views of NHS stakeholders by inviting representations to be made at appropriate meetings.

11. The Sub Committee met 3 times between April 2013 and March 2014.

12. Last year, you appointed Wendy Mead to represent your Committee on that Sub Committee.

13. You are asked to appoint **one representative** to the Health and Social Care Scrutiny Sub Committee.

Conclusion

14. The Committee is asked to appoint a representative to the Children's Services Committee's Health and Social Care Scrutiny Sub Committee.
15. Any Member who is interested in filling this role is asked to let his or her intention known when we reach this item on the agenda. It would also be particularly helpful if you would notify Katie Odling in the Town Clerk's Department of your interest in the week before the meeting.
16. In addition, you are asked to consider whether you would prefer to defer appointing a Reference Sub Committee.

Background Papers:

Report to the Port Health and Environmental Services Committee of 30 April 2013.

Contact:

Katie Odling

(020) 7332 3414

Katie.Odling@CityofLondon.gov.uk

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Committee(s):	Date(s):
Port Health & Environmental Services	13 May 2014
Subject: Consumer Rights Bill	Public
Report of: Remembrancer	For Information
Summary	
<p>This Report provides a summary of those matters of most interest to your Committee. The Bill:</p> <ul style="list-style-type: none"> • Consolidates and make some changes to enforcers' powers to investigate breaches of consumer law; • Provides greater flexibility to take action on breaches of consumer law. 	
Recommendation	
<ul style="list-style-type: none"> • That your Committee note the contents of this Report. 	

Background

1. With its origins in the 2006 Davidson Report on the transposition of EU Directives into domestic law and a University of East Anglia study on the complexity of rules in this area, the Bill is designed to consolidate and make minor amendments to consumer legislation. In addition, over several years, the Government has consulted widely on reforming consumer law.
2. Following an emerging trend in the legislative process, the Consumer Rights Bill was initially published as a draft Bill and was scrutinised by the Business Innovation and Skills select committee. The eventual Bill, which had its Second Reading on 28 January 2014, retained the broad themes of the earlier draft.
3. The Bill consolidates a large number of Acts that regulate trader to consumer contracts. Among the more notable Acts replaced by the Bill are the Sale of Goods Act 1979, the Supply of Goods and Services Act 1982 and the Unfair Contract Terms Act 1977. The Bill re-states existing provisions regarding, for example, the quality of goods sold, the requirement that goods are fit for their purpose and the definition of a hire-purchase agreement.
4. Of interest to the City is the consolidation and expansion of trading standards officers' powers of investigation and enforcement in relation to breaches of consumer law – provisions which are currently contained in over 60 pieces of legislation.
5. Reflecting on the Bill's long gestation period, Business Secretary Vince Cable told MPs that "It has been widely consulted on outside and inside the House and our understanding is that it is welcomed by both business and consumer

groups. There has been some constructive criticism from inside the House during domestic scrutiny and we have taken on board the large majority of the suggestions". During the Bill's second reading in the Commons, he described the Government's intention as being to "set out in one place key consumer rights and what consumers are entitled to. The measure covers goods, services and, for the first time, digital content such as e-books and software".

6. Labour's consumer affairs spokesman, Stella Creasy, criticised what she regarded as the Bill's shortcomings in failing to extend consumer protections – "it makes the Secretary of State a consolidator, not a champion of consumer rights". Adrian Bailey, the Labour chairman of the Business, Innovation and Skills Select Committee, told MPs that "although I do not think that this is the most ambitious of Bills—it is essentially a consolidating Bill, and it has a long way to go before it can realise the visionary objective of transforming consumers' awareness—I think that it is a step in the right direction, and that if the Government accepted the Select Committee's other recommendations, they would take a few more steps in the right direction".

Trading Standards Enforcement

7. The Bill proposes a change in relation to the notice required from trading standards officers when they wish to conduct a planned routine inspection. In the future officers will be required to give advanced notice in the majority of routine inspection cases. Advanced notice will be excused in cases where the officer believes evidence may be lost or destroyed if notice is given.
8. Under the Bill, the existing separate power to enter premises with a warrant is continued with a new clarification that a court must be satisfied that goods or documents may be concealed or interfered with if notice of the inspection were given.

Cross Border Enforcement

9. Touching on the City's interests, the Bill is intended to tackle questions about which authority has jurisdiction in an instance where there is an investigation that crosses two or more authority boundaries. The Bill would clarify that officers in one authority do not require formal authorisation from those in another authority to entitle the officers to operate in that other authority's area.

Trading Standards Remedies

10. Criminal sanctions are the tool currently available to trading standards officers when tackling a breach of consumer law. The Bill proposes a shift away from criminal prosecution and towards an extension of the current power, under the Enterprise Act 2002, for officers to bring civil cases against rogue traders. The Government explained the re-calibrating of civil remedies as being designed to provide more remedies for the victims of rogue trading. Under the Bill, officers will have a power to bring a county court case when one or more of the following three outcomes may be achieved: consumer

redress, a reduction in the likelihood of future breaches and/or to provide more information to consumers.

11. Claims for redress will, under the proposals, be brought by officers and must be based on consumer loss as a result of a breach of consumer law. There are two grounds upon which an officer would be able to bring a redress claim. First, where consumers have suffered loss. Under this ground, an officer is entitled to ask the court to award compensation to the consumer(s) and, if the breach relates to a contract, the redress may offer the consumer(s) an option to terminate the contract. The second ground allows officers to bring a claim for redress where the affected consumers cannot be readily identified – officers would be entitled to bring a claim in the collective interests of consumers. Individual consumers will not usually be within the scope of either of these provisions and the Bill maintains a consumer's right to pursue a private civil claim for breach of a consumer contract.
12. The types of claims envisaged under these two heads include those that order a trader to appoint a compliance officer, to implement a complaints handling process or to publish details of a breach. The Bill is not prescriptive about the kinds of orders available in claims under these heads.
13. The Bill envisages that the trader and the officer would agree a resolution of the dispute. If a trader refuses to agree a resolution with the officer, proceedings may be taken in the civil courts for an enforcement order. Under the Bill, a court may order a trader to stop engaging in conduct in question, order compensation for consumers who have suffered loss due to a breach of consumer law and/or make orders to ensure greater compliance with consumer law.
14. The Bill proposes that if goods are seized the owners must be allowed reasonable access, although officers may recover reasonable costs of allowing such access.

Consultation

15. The Director of Markets and Consumer Protection has been consulted in and contributed to the preparation of this report.

Conclusion

16. Following a long-running consultation the Bill proposes an overhaul of consumer law in the UK through the consolidation of a dozen pieces of legislation. If brought into force in its current form, the Bill would place new restrictions on some inspections but it would provide officers with wider and more flexible enforcement powers.
17. The law on consumer rights will continue to develop as there are a small number of European measures due to be introduced over the short-term, such as regulations relating to distance selling and consumer contract cancellation.

Philip Saunders

Committee(s):	Date(s):
Port Health and Environmental Services Committee	13th May 2014
Subject:	Public
Extending Burial Space at the City of London Cemetery (The Shoot)	
Report of:	For Decision
Director of Open Spaces Department	
<p>Summary</p> <p>In March 2012 your Committee received a report from the Director of Open Spaces setting out a medium term burial plan for the City of London Cemetery. The report set out lawn burial provision for the next 10 years using space within the existing lawns landscape and the intention to develop options to identify further burial space following the City's Corporate Project Procedure.</p> <p>The work to identify further burial space has now reached 'Options Appraisal' stage and has been approved by The Project Sub-Committee.</p> <p>This report seeks your committee's approval to use the Cemetery Reserve Fund in order to carry out the necessary landscaping and infrastructure works and create a lawn burial area for a further 3,000 graves, thus providing the cemetery with a further ten to fifteen years of lawn burial space.</p>	
<p>Recommendation(s)</p> <p>It is therefore recommended that your Committee approve the following;</p> <p>Members are asked to:</p> <ol style="list-style-type: none"> 1. Approve the development of the 'shoot' area for lawn burial as described in this report and the attached appendix (1) 2. Agree to allow the cemetery and crematorium service to use its reserve fund to achieve point one above. 	

Main Report

Background

1. The City of London Cemetery was opened in 1856 'as a work for posterity as well as the present generation' to provide for the whole spectrum of the City population, rich and poor. The site continues to serve the City as well as North-East London and has now received over 500,000 burials.
2. Although no longer the choice of the majority of the population, burial is still the chosen method of disposal of 25% of London's dead and last year the cemetery carried out 891 burials.
3. In a report to your Committee in March 2012 the need for more lawn burial space was highlighted, with only 10 years of available space for this 'the most popular burial option' remaining. The superintendent was tasked with developing options for further lawn burial provision to ensure availability of this popular choice until existing lawn graves that had not received a burial in over 75 years become available for reuse.
4. The Superintendent has been working on project proposals to provide further lawn burial space since March 2012 and in November of that year submitted a proposal to the City's Corporate Project Board and Project Sub-Committee recommending a way forward by re-developing an area of the cemetery (known as 'the Shoot') that had been previously used for the storage and disposal of green waste and spoil from Grave-digging.
5. This proposal was approved and a project board was set up to develop the options and costs of landscaping and using the shoot area, and in April of this year the project was considered and approved by Project Sub-Committee at Gateways 3/4 (Options evaluation stage). The intended funding for this project, subject to Committee approval, is the cemetery and crematorium Reserve Fund.
6. The creation of a Reserve Fund was agreed by your Committee in 1999 when it was agreed that; 'all surpluses that were made by the City of London Cemetery and Crematorium be transferred into a reserve at year-end and that interest be paid on such cash balances'. It was further agreed that; '10% of all the reserve fund balance be transferred per annum to the City of London Cemetery and Crematorium revenue account at year-end to off-set maintenance costs, the percentage levels be regularly reviewed on a bi-annual basis and any change thought necessary reported to committee accordingly'.

Current Position

7. At present, the balance of the cemetery and crematorium reserve fund is £528,000 and the cemetery service has not used any transfers from the fund to off-set maintenance costs since 2007-2008.
8. Lawn burial is currently the choice of 85% of all families selecting a new grave at the City of London Cemetery and equated to 287 new graves and £787,675

of income in 2013/14. But with less than 10years provision of lawn graves left this income stream is at risk.

9. The reclamation and reuse of graves is in use at the cemetery but only in areas designated for traditional style graves (those with a memorial covering the full length of the grave) and due to the heritage value and listed status of the site lawn memorials are not permitted in these areas. Lawn graves will not become available for reclamation and reuse until 2032. Therefore the need for further lawn burial space is becoming acute and in order to achieve its aim of being completely self-funding the cemetery needs to ensure that it can continue to offer the burial options that people want.
10. The costs involved in the development of this project proposals are currently being met by the cemetery and crematorium local risk budget, and to date those costs are £23,000. However the cost of completing this project cannot be met from the cemetery local risk budget and further funding is required.
11. Discussions are on-going with regard to planning approval and consents are being sought from the Environment Agency, The London Borough of Newham and English Heritage.

Options

12. The option for redevelopment of the 'Shoot' area agreed at Project Sub Committee in April (attached as appendix 1) has a total cost of £504,000, within the present balance of the reserve fund, and will provide space for 3,000 new lawn burials. This investment would achieve income in excess of £14,000,000 over the life of the site and ensure lawn burial provision for 10 to 15 years after 2022 as well as off-set future maintenance costs.
13. Your Committee could choose not to agree for the cemetery reserve fund to be used to develop the 'Shoot' area for lawn burials. In which case, as other sources of funding are unlikely, the cemetery will run out of new lawn graves in 8 to 10 years. This is likely to have a significant impact on the total income for the site as the purchase of new lawn graves and subsequent burials achieves an income of over £750,000 per year.

Proposals

14. It is therefore proposed that your Committee approves the development and completion of the 'Shoot' area for lawn burial and agrees for the Cemetery and Crematorium to use the Reserve fund to achieve this.

Corporate & Strategic Implications

15. The efficient and effective management of the City of London Cemetery and Crematorium supports the local community and protects, promotes and enhances the local environment in accordance with the City of London Corporation's Community Strategy.

Financial Implications

16. The planning and development stages of this project will be met from existing local risk budgets. However, the delivery of the 'shoot' as a lawn burial area will require additional funding which can only be met by the current cemetery reserve fund.

HR Implications

17. The development and delivery of this project will be managed from existing resources from within Open Spaces Department.

Legal Implications

18. Under section 214 of the Local Government Act 1972 the City of London Corporation may provide and maintain a cemetery. The Local Authorities' Cemeteries Order 1977 provides that subject to its provisions, a burial authority may do all such things as they consider necessary or desirable for the proper management, regulation and control of a cemetery.
19. The City of London Corporation is not legally required to offer burial provision but is required to 'keep the cemetery in good order and repair, together with all buildings, walls and fences thereon and other buildings provided for use therewith'. A burial authority also has powers under the 1977 Order to enclose, lay out and embellish a cemetery in such manner as they think fit, and from time to time improve it.

Conclusion

20. In conclusion, the City of London Cemetery will have exhausted its current provision of new Lawn Graves by 2022. The Superintendent has highlighted a further area, within the existing cemetery landscape, that can be made suitable for this type of burial. The cost of creating this new burial area estimated at £504,000. The Cemetery and Crematorium Reserve Fund currently has a balance of £528,000. If agreed and the works are completed, new burial provision at the cemetery will be guaranteed for the foreseeable future.

Appendices

- Appendix 1 – Options Appraisal – Extending Burial Space at the City of London Cemetery (The Shoot)

Background Papers:

Cemetery Reserve Fund Report 19th May 1999

Cemetery and Crematorium Medium Term Burial Plan Report 13th March 2012

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Committee(s):	Date(s):	Item no.
Project Sub-committee	2nd April 2014	
Subject: Options Appraisal - Extending Burial Space at the City of London Cemetery (The Shoot)	Public/Non-Public Public	
Report of: Director of Open Spaces	For Decision	

Summary

Dashboard

- Project Status: Green
- Timeline indicating the stage at which the project is: Subject to G3/4 approval and determination of planning application in July 2014; delegated G5 approval by end July 2014; major levelling works to be completed by end of 2015 to allow 5 years of soil settlement and consolidation in advance of site being available for interments by end of 2020. Other landscape works such as planting to take place before end of 2016.
- Total Estimated Cost: £504k +/- 15%
- Spend to Date: £23k
- Overall project risk: Medium

Context

The City of London Cemetery has been open since 1856 and it is estimated there is now less than 10 years of space left for new lawn graves, which are the most popular choice by the public. New grave and burial income is vital to sustaining the service for the public and lawn graves have produced, on average, an income of £700k pa over the last 5 years, approximately half the income from burial.

Significant efforts have been made to maximise the life of the cemetery through a number of initiatives. However it is anticipated that there will be a gap in the availability of space for lawn graves between the existing unused space running out and the availability of lawn grave space through reuse in years to come.

There is an area in the Cemetery, known as 'the Shoot', which is potentially suitable for lawn burials but the land will need to be cleared, levelled and landscaped to bring it into use in order to help bridge the gap. This area could provide over 10 years of additional space for new lawn burials, therefore providing much needed burial space for the medium term.

Brief description of project

The self-contained 'shoot area' was previously used for the storage and disposal of spoil from grave digging and cemetery waste (now stored elsewhere within the cemetery). The area is 4 acres in size and has not been used for burial previously. The aim of the project is to produce approximately 3,000 additional lawn graves which will provide further lawn burial space for more than 10 years beyond the current availability.

The works will include the clearance of the site, level changes and landscaping with the introduction of pathways and planting. From the completion of landscaping works, it is estimated that 5 years of settlement would be required prior to the commencement of burials at 'the Shoot', in keeping with industry best practice.

Options

City officers have worked closely with specialist consultants to develop options for the Shoot based on detailed site investigation work and risk assessment based on Environment Agency methodology, landscape design considerations and the business requirements of the Cemetery. Three options were identified.

Description	Option 1 £	Option 2 £	Option 3 £
Works Costs	470,200	570,200	827,000
Fees	34,300	34,300	34,300
Staff Costs	0	0	0
Total	504,500	604,500	861,300
Tolerance +/-	15% related to the risk of unforeseen underground conditions and regulatory compliance regarding waste material	15% related to the risk of unforeseen underground conditions and regulatory compliance regarding waste material	15% related to the risk of unforeseen underground conditions and regulatory compliance regarding waste material
Funding Strategy			
Local risk budget	34,300	76,500	192,300
Cemetery and Crematorium Reserve Fund (currently £528k)	470,200	528,000	528,000
City Fund			141,000
Total Funding Requirement	504,500	604,500	861,300

NB Full details of all of the options are available in paragraph 10 below.

Recommendations

Option recommended to develop to next Gateway

It is recommended that Option 1 is approved for City officers to develop to Gateway 5 subject to planning approval by the London Borough of Newham. In the event that the Environment Agency insisted on additional works to the culvert running under the site, Option 2 is recommended as a reserve option to be developed to Gateway 5.

Next Steps

Gateway 5 delegated approval in July subject to planning approval;

Tendering of works in early autumn 2014;
 Major ground works (levelling and screening) to be completed by end of 2015;
 Other landscaping works (planting, etc.) to be completed before end 2016;
 Ground to be left to settle and consolidate until 2020, ready for interments.

Resource requirements to reach next Gateway and source of funding

£11,700 for fees to be funded from the Cemetery and Crematorium's existing local risk budget to bring the project to Gateway 5. The amount of officer time required is not significant and will be achieved from existing local risk budget.

Plans for consultation prior to the next Gateway report

Consultations will be held with the Environment Agency as a statutory consultee and further consultation will take place with the London Borough of Newham as part of the planning application process.

Procurement strategy

The recommended procurement strategy for the works is to invite tenders from suitable contractors in consultation with CLPS.

Tolerances

The budget tolerance is +/- 15% related to the risk of unforeseen underground conditions.

Overview

<p>1. Evidence of Need</p>	<p>The City of London Cemetery provides burial services to communities in many London boroughs and there is a critical shortage of burial space across London as a whole.</p> <p>There is now less than 10 years of space left for new lawn graves in the Cemetery. These are the most popular choice by the public and although grave re-use is being piloted at the cemetery, it is anticipated that lawn graves will next be available for reuse in 35 to 40 years' time.</p> <p>A 4 acre site in the City of London Cemetery, known as the Shoot, was previously used for the storage and disposal of spoil from grave digging and cemetery waste. The material is currently piled up in large mounds on the site. The area has never been used for burials. A location plan is included as Appendix 1 and photograph of the site are at Appendix 2.</p> <p>The aim of the project is to produce 3,000 additional lawn graves which will provide lawn burial space for more than an additional 10 years beyond the current availability.</p> <p>Burial income for the Cemetery and Crematorium service currently delivers in excess of £1.5M per annum</p>
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	<p>which will be reduced by almost 50% if new lawn burial space is not realised.</p>
<p>2. Success Criteria</p>	<p>Obtaining all necessary planning consents for the site to become a lawn burial area.</p> <p>Clearance and disposal of all unwanted materials, the landscaping and levelling of the site by December 2015 and the creation of all paths, drainage and planted areas by December 2016.</p> <p>Availability of 'The Shoot' for burials in December 2020 following a 5 year settlement period post completion of the landscaping works.</p> <p>Project delivered within budget.</p> <p>The Cemetery maintains Grade I listed landscape English Heritage status.</p>
<p>3. Project Scope and Exclusions</p>	<p>The project proposes:</p> <ul style="list-style-type: none"> • Clearance of the existing site and disposal of unwanted material. • Partial screening and sorting of the remaining material and remodelling of the existing spoil heaps. • Landscaping and planting of the site to integrate it with the English Heritage Grade I listed Cemetery. • Improvement of access in and around the site. • Extension of the water supply for the benefit of visitors to the site. • Creation of an additional access chamber to a culvert which runs under the site in order to facilitate any future works to the culvert. • Extensive site investigations to determine the suitability of the site to inter up to 6,000 bodies. <p>The laying of memorial foundations or memorials will not form part of this project.</p> <p>A long term (greater than 20 years) burial plan will not be considered within this project.</p>
<p>4. Link to Strategic Aims</p>	<p>This Project links to the City's Strategic Aim: To provide valued services to London and the nation.</p> <p>The site is the major burial provider for the local boroughs as well as the City of London and beyond, but this service is threatened by a future lack of affordable burial space. This project aims to ensure burial provision for a further ten to fifteen years, beyond the</p>

	<p>current 10 year supply, therefore providing a potential of 20 to 25 years in total.</p> <p>In addition through enhancing an English Heritage Grade I listed landscape it supports the City Together Strategic Theme of providing a World Class City which protects, promotes and enhances our environment.</p>
5. Within which category does the project fit	Income generating
6. What is the priority of the project?	Essential
7. Governance arrangements	A Project Board was set up and has met on a regular basis through the development of this project.
8. Resources Expended To Date	£22,600 has been spent on fees, funded from the Cemetery's local risk budget. As well as design work this has included extensive site investigations and testing necessary to determine the suitability of the site for burials. The remainder of the £34,300 fees will be required to progress the project to Gateway 5.
9. Results of stakeholder consultation to date	<p>Consultations have been held with English Heritage (EH) and pre-application discussions have been had with LB Newham.</p> <p>The Cemetery has a Conservation Management Plan in place since 2004 (revised 2010). During consultations for that document EH noted the negative impact of the Shoot, an extensive site for storing materials, in the middle of the Cemetery's Grade I listed landscape. Recent consultations with EH have been very positive and they are happy to support the proposals as an appropriate use of the land. They raised suggestions about strengthening the relationship of the proposed design with the surrounding Cemetery landscape and their comments will be fed into the design process leading to Gateway 5. EH will be formally consulted by LB Newham as part of the planning application process.</p> <p>Pre-application discussions have been held with officers of the LB Newham as a planning application is required on the basis of Operational Development. They were positive about the proposals but advised they would have to consider the requirement for Environment Agency consultation.</p>
10. Commentary on the options considered	<p><u>Option 1</u></p> <p>The existing vegetation on site is to be cleared and removed. Levelling of the mounds will be carried out and all the spoil material will be re-used in the ground</p>

modelling. As the material is placed the lower levels will be compacted. The upper levels will be screened to approximately 2.3m depth to remove larger inclusions, and compacted as they are installed. Embankments, typically around the edge of the site, will be processed and compacted to their full height to ensure slope stability. Finer selected screened material will be used for topsoil formation of the upper 200mm. Larger arisings will be incorporated into the landform at depth, below the burial zone.

Formation of pathways and planting will follow in accordance with the landscape design, with plants and trees selected in keeping with the Conservation Management Plan for the Cemetery. The soft landscaping works would be carried out incrementally by in-house staff.

The ground will be allowed to settle and consolidate for 5 years after the works which will assist in providing suitable ground conditions in which to dig graves safely. However shoring of the diggings may be required to assist in the safe operation of grave digging. As the major part of the Cemetery lies on sand and gravel soils Cemetery staff already carry out shoring techniques to safely excavate graves and this is an accepted operational requirement.

Option 2

The same as Option 1 but also includes re-lining the brick drainage culvert which runs under the Shoot. As an indicative price, re-lining the culvert as part of this project would cost up to £100k.

Option 2 could only be funded from the Cemetery & Crematorium Reserve Fund if significant amounts of the other necessary works (ground clearance, earthmoving, etc.) were carried out using in-house staff and equipment. Using Cemetery in-house staff and equipment is a fall-back which would have implications for the service and the time it would take to deliver the landscaping of the Shoot.

Given the cost, it is not recommended that re-lining the culvert is carried out at this time and would only be undertaken if re-lining was insisted upon by the Environment Agency.

The addition of the new access chamber, common to all three options, would facilitate re-lining of the culvert if required in the future.

Option 3

Clear vegetation from site. Carry out systematic

	<p>removal and extensive screening of all material to the full heights of the mounds. This would result in hard-core material separated out for re-use on footways and topsoil material for re-use. The bulk of the material would be re-laid in compacted layers systematically across the site to give ideal soil structural conditions for digging graves in the future. This would help reduce the operational need for shoring of the graves during excavations. Option 3 also includes additional drainage and footpath infrastructure and soft landscaping works to be carried out by the works contractor.</p> <p>This is the most expensive option, the main benefit of which is the creation of consistent and ideal digging conditions. However as indicated at Option 1 above the safety of grave digging can be readily managed through shoring techniques already in use in the Cemetery. This option is not recommended.</p>
<p>11. Consequences if project not approved</p>	<p>Without the proposed new burial area the Cemetery will cease to provide lawn burials by 2022, therefore reducing the income from burials by 50% and current service for the community and effectively ending its operational life.</p> <p>Whilst it is not a statutory requirement for a local authority to provide cemeteries, it is a requirement under the Local Authorities' Cemeteries Order 1977 for those which are provided and maintained by the burial authority to be kept in good order and repair and the stated reductions in income would mean that this cost would ultimately be transferred to the City Corporation and the City Fund.</p>

Information Common to All Options

<p>12. Key benefits</p>	<p>Landscaping of the Shoot, an area formerly used for storing waste material, will provide more than 10 years of additional lawn burial space beyond the current availability, thus ensuring the continuation of the operational life of the Cemetery.</p> <p>All the grave spoil and compostable material which is currently mounded on site will be utilised in the re-landscaped Shoot area thus avoiding costly disposal off site. Careful 3D modelling has resulted in a proposal which minimises steep banks and maintains shallow gradients which are accessible and maximises burial space across the site. This is in part achieved by having planted banks along some of the site perimeter which help integrate the site with the adjacent Birches nature reserve. The landscape layout is somewhat formal with</p>
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	<p>a central pathway and hedges and is in keeping with the listed landscape of the Cemetery.</p> <p>A plan of the proposed landscaping is included as Appendix 3.</p> <p>An Equalities Impact Assessment was carried out at Gateway 2 and indicated the project would have a neutral impact. This remains a valid assessment of the proposals.</p>
<p>13. Programme and key dates</p>	<p>Gateway 5 delegated approval would be sought in July 2014. This would be followed by tendering of contractor's works and implementation of the ground works before December 2015.</p> <p>The area would then be left to settle and consolidate for five years prior to use.</p>
<p>14. Constraints and assumptions</p>	<p>(1) Ground water contamination</p> <p>The consultant's site investigations were based on the requirements of the Environment Agency to carry out adequate assessments of the risk of contamination of ground water from the proposed burials on site. This included a review of previous reports commissioned by the City of London, historic mapping and environmental background information (geology, hydrology, etc.) followed up with trial pits across the site to confirm the content and depth of the material in the Shoot and the extent of underlying clay layers which act to impede contamination.</p> <p>The consultant established that the environmental risk is low with regard to groundwater contamination from burials on the site. This investigation will form part of the information supplied to determine the planning application.</p> <p>(2) <u>Brick culvert</u></p> <p>A brick culvert runs under the Shoot site and drains into the adjacent woodland reserve in the Cemetery known as the Birches, from where the water eventually joins the Roding River which flow to the east of the Cemetery. This culvert is located approximately 6m below ground and appears to be the termination of a historic drain which arises as an overflow to Alexandra Lake on Wanstead Flats to the west of the Cemetery. Consultant's advice is that the culvert life expectancy has been exceeded. It is proposed to carry out jetting and debris removal of the culvert within the site and create an additional access chamber to facilitate any maintenance works including re-lining of the culvert in</p>

	<p>the future. The proposed layout of the burial area has been designed to accommodate a construction trench of an appropriate width in case of future access requirements along the length of the culvert within the site. In the design this corridor is kept free of burials and will be utilised as a pathway following the east-west route of the culvert across the site.</p> <p>Care will be taken during the construction phase to ensure the culvert is not damaged.</p> <p>(3) <u>Material currently on site</u></p> <p>Laboratory chemical analysis was also carried out on samples taken from the trial holes. The results show that there is no evidence of elevated concentrations of potential contaminants in the material currently on site.</p> <p>This material essentially comprises spoil from grave digging and compostable arisings from the operation of the Cemetery. Some screening of the material may be required to take out larger objects such as wood, bricks and metal. There is a possibility that this processing, albeit limited to the top 2.3m of the material, may result in the material being classified as waste by the Environment Agency (EA) which could invoke the waste regulatory system which could increase costs and be more onerous to manage. It is important to determine the 'waste' status of the material in the Shoot in order to avoid invoking the regulatory system or to ensure an appropriate level of compliance with waste management regulations. In the first instance we will seek a position statement from the Environment Agency as it may be that no further action is required. If there is still a waste regulation compliance requirement we will seek to utilise an industry accepted protocol which requires limited involvement from the EA but requires a qualified person to oversee the operations. If that is not acceptable to the EA we will need to seek a permit from the EA to process the material. However this could involve delays to the programme and be onerous to implement.</p>
<p>15. Risk implications</p>	<p>(1) The potential <u>risk of not developing the site</u> for burials is that the City of London Cemetery will cease to function as a working cemetery in 10 years' time. This project is income generating and aimed at sustaining our current income levels from the sale of new graves and from burials. It will also increase income for the cemetery in years to come as other local providers run out of space. Not making provision for future lawn burial space would result in a loss of income which currently helps offset the cost of running the service and</p>

	<p>maintaining the site.</p> <p>(2) <u>Statutory approval from the Environment Agency</u></p> <p>The EA is responsible for determining the impact of the proposals on ground water and are expected to be formally consulted as part of the Planning Application. The work done by our consultant established the proposals carry a low risk of contaminating the water supply. However until we have confirmation from the EA that they accept these findings this is a Medium Risk. The implications could range from their insistence on additional site investigation and environmental monitoring, to insistence on the re-lining of the culvert before proceeding, to prohibiting the use of the area for burials without constructed burial chambers which would significantly increase the costs and timing of the project.</p> <p>There is a Low Risk of the EA placing a burden on the City for compliance with waste regulation requirements with regard to processing the existing material on the site. The implications could be an increase in monitoring and compliance costs and delay to the works programme. It is estimated that this compliance would add £7,500 to the costs arising from overseeing the operation.</p> <p>(3) <u>Planning permission from the London Borough of Newham</u></p> <p>The extension of lawn burials to the Shoot area is proposed in the context of an extant and operating cemetery. Given the critical need for additional burial space in the Borough and London generally, there is a Low Risk that the planning application would be refused, except if it was not acceptable to statutory consultees as noted above. The implications would be as in (1) above.</p>
<p>16. Stakeholders and consultees</p>	<p><u>Internal stakeholders</u></p> <p>CoL Members</p> <p>City Surveyor</p> <p>Finance</p> <p><u>External Stakeholders</u></p> <p>Environment Agency</p> <p>LB Newham</p> <p>English Heritage</p> <p>Cemetery Ministers and Funeral Directors</p>

<p>17. Legal implications</p>	<p>Section 214 of the Local Government Act 1972 empowers burial authorities to provide and maintain cemeteries. Under the Local Authorities' Cemeteries Order 1977 a burial authority may do all such things as they consider necessary or desirable for the proper management, regulation and control of a cemetery. A burial authority also has powers under the Order to enclose, lay out and embellish a cemetery in such manner as they think fit, and from time to time improve it, and are required to keep the cemetery in good order and repair.</p> <p>As regards the planning application, the cemetery's registration on the Register of Historic Parks and Gardens is a material consideration in the planning process which means that the local planning authority must consider the impact of the development on the landscape's special character. English Heritage is a statutory consultee where development is likely to affect a registered park or garden classified as Grade I or II* and the Environment Agency is a statutory consultee for development relating to the use of land as a cemetery.</p>
<p>18. HR implications</p>	<p>N/A</p>
<p>19. Benchmarks or comparative data</p>	<p>N/A</p>
<p>20. Funding strategy</p>	<p>The intended source of funding the recommended option is the Cemetery and Crematorium service through its Reserve Fund (currently standing at £528,000) which was set up to ease the burden of maintaining the historic areas of the cemetery in years to come.</p> <p>If re-lining the culvert was a requirement of the planning approval (Option 2) this would be funded by calling on all of the Cemetery & Crematorium Reserve Fund in the first instance and making up the shortfall by carrying out some of the works using the local risk budgets by utilising existing staff and equipment. At least £64k worth of works items have been identified within the cost estimate which could be carried out using existing CoL Cemetery staff and equipment.</p> <p>Option 3 is not recommended for developing further as it would necessitate calling on all of the C&C Reserve Fund, a substantial amount of local risk resource (£158k worth of works identified within the cost estimate) and the shortfall to be met from City Fund estimated at £141k. Using this extent of Cemetery local risk staff and equipment resources would have a negative impact on the operational service and the time taken to complete</p>

	the project.
21.Affordability	The works are to be completed within the available budget. The Project Manager will monitor expenditure via the City of London CBIS system and provide adequate reporting via Project Vision on a monthly basis.
22.Procurement approach	The recommend procurement strategy for the works is to invite tenders from suitable contractors in consultation with CLPS.

Options Appraisal Matrix

See separate document.

Appendices

Appendix 1	Site location
Appendix 2	Photographs of the site
Appendix 3	Landscape proposals

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KEY:

- Proposed area of "The Shoot"
- Garden of Rest
- "Birches" Nature Reserve

Drawings produced by:
SHE-CAD 15/07/2012
Drawn by: S.L.
Scale: 1:25.0
Date: 16/07/2012

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COL CREMATORIUM - THE PROJECT AREA



THE CITY SURVEYOR'S DEPARTMENT
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 City Surveyor
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Appendix 2 Photographs of the site



A - Shoot looking east



B - Shoot looking west

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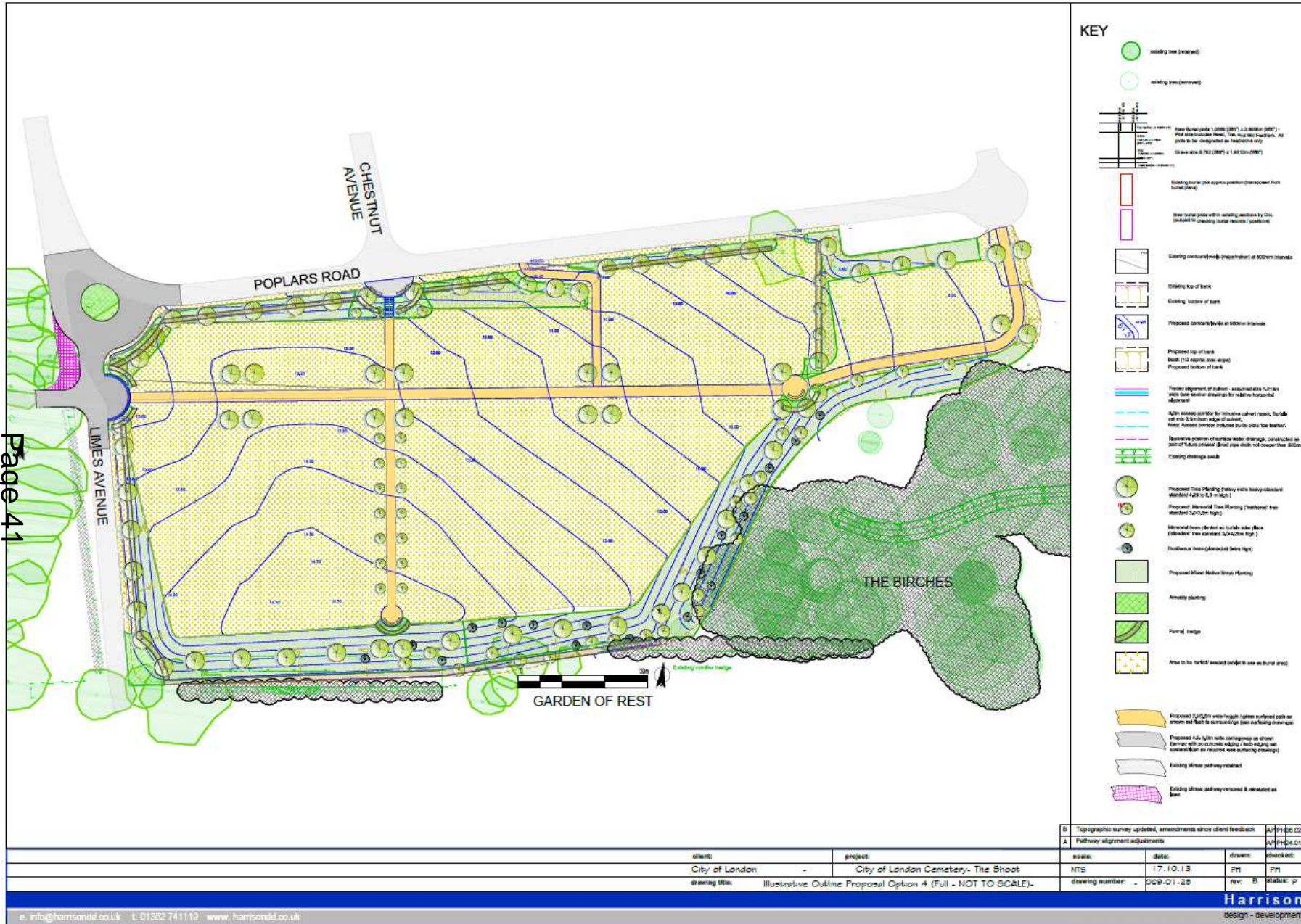
client:	project:	scale:	date:	drawn:	checked:
City of London -	City of London Cemetery- The Shoot		20.01.14	PH	PH
drawing title:	Photograph Locations Sheet	drawing number:	CG8-01-12	rev:	status: F

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Harrison
 design - development.

Appendix 3 Landscape Proposals

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Agenda Item 12

Committee(s):	Date(s):	
Open Spaces and City Gardens Committee	For decision	8 th April 2014
West Ham Park committee	For Information	8 th April 2014
Hampstead Heath, Highgate Wood and Queen's Park Committee	For Information	14 th April 2014
Epping Forest and Commons Committee	For Information	12 th May 2014
Port Health and Environmental Services Committee	For decision	13 th May 2014
Subject: Open Spaces Department Business Plan 2014-2017	Public	
Report of: Director of Open Spaces	For Decision	
Summary		
<p>This report seeks approval for the Open Spaces Department Business Plan for 2014-17. The plan outlines the departmental priorities for the forthcoming year, outlines out longer term projects and specifies how we will measure our performance using a range of performance indicators.</p> <p>Progress delivering the Business Plan will be reported quarterly.</p>		
Recommendation(s)		
Members are asked to:		
<ul style="list-style-type: none">• Approve the Open Spaces Department Business Plan for 2014-17• Determine whether any projects and performance indicators represent high risk or priority areas of service, which you would require to be featured in the quarterly progress reports to this committee.		

Main Report

Background

1. The department follows a clearly defined annual planning cycle which links service priorities with the budget setting cycle.

2. The Business Plan summarises key activities which will be completed in the forthcoming year and longer term projects where work will be done to define the scope of projects and arrive at more specific costs and timescales.
3. The plan links the department's activities to the City Together Strategy and the Corporate Plan, as well as outlining how performance will be measured within the department.

Current Position

4. A number of changes have been made to the Business Plan. The plan has been shortened in length, with a lot of the information previously included in the main report being included as appendices. This is both to reduce production costs and to make the Business Plan more accessible.
5. Feedback from members of staff suggested a single page summary of the plan would be helpful, in a format which could be printed and displayed on noticeboards at site. This has been introduced and included as an Appendix.
6. The department's strategic objectives were developed at an away day attended by the Director and Superintendents. Key objectives were developed in consultation with all Superintendents and a wide range of staff members drawn from across sites. The key objective specific to the Cemetery and Crematorium is the progression of the Shoot Project, with the aim for works associated with the project to have been initiated by the end of the financial year.
7. In previous years around twenty five key performance indicators were listed. In the new plan four key performance indicators have been identified. These are measures which seek to give an overall indicator of the performance of the department in three key areas: the conservation, people management, finance and customer satisfaction.
8. Four performance indicators specific to the Cemetery and Crematorium which will be reported to the Port Health and Environmental Services Committee three times a year. These indicators are:
 - Maintain market share of burials
 - Maintain market share of cremations
 - Percentage of income for the Cemetery and Crematorium compared with the target income of £4.174m (£4.1m 2013/14)
 - Percentage of income for the Cemetery and Crematorium compared with the target income of £4.174m (£4.1m 2013/14)
9. Other performance indicators which will be used at specific sites or in day to day management are included in an appendix.
10. Finally, following consultation with the City Surveyor's Department and the Chamberlain's Department it was agreed that capital projects should be divided into short term, medium term and long term to aid planning.

11. Short term projects are those which are thoroughly scoped with budgets and timetables for delivery.
12. Medium term projects are for delivery in three to five years time. These are projects where work needs to be carried out in the forthcoming financial year to define the scope of the project and identify budgets.
13. Long term projects are those with a timetable for delivery of over five years. These are currently not closely defined, but it was felt important to aid longer term resource planning to collect these projects in a single management document.

Corporate & Strategic Implications

14. The Business Plan outlines how the Open Space Department's activities and key projects support the aims of the City of London Corporate. It links to the themes of the City Together Strategy and the City's Corporate Plan.

Conclusion

15. Progress against the Business Plan will be monitored at monthly departmental management team meetings. Members will receive a quarterly monitoring report which provides details of progress on key project and the budget position.

Appendices

- Appendix 1 – Open Spaces Department Business Plan and appendices

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OPEN SPACES BUSINESS PLAN 2014-2017

Adopted by the Open Spaces Committee on the 8th April 2014

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1. Director's Introduction

2013/14 was a busy and successful year for the City of London's Open Spaces. The quality of the spaces we provide to London and beyond was once again confirmed by success in retaining our Green Flag and Green Heritage status at all sites.

At Hampstead Heath the Ponds Project was a challenging and significant piece of work. In the second half of the year local residents and visitors to the Heath were consulted on works to be done to ensure the dams meet safety standards.

At Epping Forest many elements of the Heritage Lottery Fund Branching Out Project were successfully delivered to time and on budget. Major improvements were completed at Jubilee Pond, which is now accessible to visitors in wheelchairs. Further work on the Grazing Strategy was also delivered with work beginning on an overwintering facility for cattle at Great Gregories. 2013/14 was also the first full year of operation for the new visitor centre 'The View', which was awarded a 'gold' accreditation by the Green Tourism Business Scheme (GTBS) for environmental design and visitor experience.

It is also good to celebrate many other notable achievements such as the awarding of £56,000 by the Heritage Lottery Fund to the Kenley Revival Project in October, the 'Blue Trees in London' installation by artist Konstantin Dimopoulos in the City Gardens, the completion of works to the traditional chapels at the Cemetery and Crematorium and the programme of innovative research carried out at Burnham Beeches and Stoke Commons in partnership with Natural England, the Environment Agency and South Buckinghamshire District Council to inform the Local Development Plan.

We also completed our City Bridge Trust funded programme 'Inspiring Londoners through Landscapes and Biodiversity'. The programme benefited around 10,000 school children each year who took part in a wide range of activities such as the 'Pond in your classroom' event and vegetable growing at West Ham Park. This was in addition to the significant work protecting landscapes and promoting biodiversity which was funded through this programme.

As a department a lot of creativity and energy was put in to a new visual identity which will be used across our sites to ensure visitors are aware of the City of London's role in managing green space in the Square Mile and well beyond.

Turning to 2014/15, there are three main priorities for our work. Two major hydrology projects – the Hampstead Heath Ponds project and the Highams Park Dam Project will be significant areas of work for the department. While the delivery of the projects will be carried out by engineers from the Built

Environment we will need to engage intensively with the local communities and manage the impact of works happening at our sites. This will require significant resources through the year.

A second priority is improving our use of resources. While in some cases our activities to achieve this goal will be achieved in a short time scale – such as merging the Superintendents' roles at Burnham Beeches and City Commons and the introduction of a Land Management Category Board - some projects are longer term in scope. The Shoot Project at the Cemetery and Crematorium is one such project, which through provision of further lawn graves will support the long term financial sustainability of the site.

The Departmental Business Plan provides details of our objectives for the forthcoming year and outlines how we will use our resources to deliver our objectives.

2. Departmental Strategic Objectives 2014/15

Our strategic objectives for the forthcoming financial year are:

- *Widening and developing what we offer to Londoners through education, biodiversity and volunteering*
- *Improving our use of resources through increased income generation and improved procurement*
- *Successfully developing and managing hydrology projects at Hampstead Heath and Epping Forest.*

The table below shows how our strategic objectives will be delivered through our departmental key objectives. It also shows how our objectives relate to the corporate objective of providing valued services to London and the nation.

Departmental Priority	14/15 Objective	Provide valued services to London and the nation	Improved use of resources	Hydrology projects	Widening offer to Londoners
1	Hampstead Heath Ponds Project	✓		✓	✓
2	Delivering savings	✓	✓		
3	Epping Forest Management Plan	✓			✓
4	Higham Park Dam Project	✓		✓	
5	Cemetery and Crematorium Shoot Project	✓	✓		
6	Formalise management of City churchyards	✓	✓		
7	Kenley Revival Project	✓			✓
8	West Ham Nursery feasibility study	✓	✓		
9	West Ham Park Café Development	✓	✓		
10	Queen's Park Playground	✓			✓
11	City Commons/Burnham Beeches shared management	✓	✓		
12	Grazing Strategy	✓	✓		✓
13	Introduction of Land Management Category Board	✓	✓		
14	Roll out of visual identity	✓			✓

3. Departmental values and delivering these through our activities in 2014/15

The department has five values: quality, inclusion, environment, promotion and people. This section of the business plan outlines how our activities in 2014/15 will reflect these values.

a. Quality

We will participate in schemes which measure and benchmark our quality, applying for Green Flag status and Green Heritage Awards, and entering relevant categories in the London in Bloom awards.

b. Inclusion

We will use a standard visitor survey to collect information relating to those visiting our sites. We will use this data to analyse whether our visitors reflect communities near to our sites. The Departmental management team will then agree follow up action to improve our levels of inclusion.

We will deliver education and volunteering programme which seek to bring new and more diverse people to our sites. Our new application to the City Bridge Trust outlines our activities in these areas. Divisional plans outline local activities planned in these areas.

c. Environment

While this value underpins many of our key objectives outlined in Section 4 of this plan, two other areas of work will be continued during the year.

The grazing strategy will be progressed at two Divisions (Epping Forest and Burnham Beeches and City Commons). The year will see the completion of the overwintering facility at Great Gregories which will be used for the first time in the winter of 2014/15.

Sustainability Audits will also be completed during the year, as we continue to work to deliver our corporate carbon reduction target. An induction programme will also be provided for up to two other City of London departments.

d. Promotion

Two main areas of activity are planned in the area of marketing and communication.

- Roll out of the new visual identity
- Agreement of a social media strategy

A new visual identity was agreed for all Open Spaces sites in 2013/14. This identity will be used in all printed literature as well as on vehicles and uniform and in online communications.

Through 2014/15 the identity will be rolled out. This will be done in a low cost way – existing stocks of printed literature and uniform will be depleted, but any new communication materials will use the new visual identity. A project to update fixed signs at all sites will be scoped for delivery in subsequent financial years.

Use of social media to communicate the work of City London in maintaining Open Spaces has been piloted over the past two years. During 2014/15 we will develop and agree a strategy which lays out how we will develop this communication channel.

e. People

Training is essential to delivering a high quality and safe service. We will aim this year to spend 1.5% of direct staff costs on training. Our priorities for the year are training in:

- Personal Safety
- Health and Safety
- Management

The first area of priority reflects a newly identified departmental risk relating to anti-social behaviour in our Open Spaces. Many members of staff within Open Spaces regularly work alone and need training in technique to promote their personal safety. This training is one of our mitigating actions relating to the departmental risk.

Health and safety training remains a priority, given the risks inherent in many areas of operations. We will continue to encourage take up of appropriate health and safety training in the form of courses and informal learning such as 'tool box talks'.

In the area of management we have identified a need to ensure all managers are familiar with new procurement processes and the newly revised procurement regulations. In addition we will build our staff management skills, so that staff in Open Spaces are empowered and motivated, as we work towards Investors in People accreditation.

4. Key objectives 2014/15

a. Hampstead Heath Ponds Project

Objective	Working in partnership with the Director of the Built Environment and City Surveyors and delivering the following elements of the project: facilitate investigative and other works on site; provide specialist biodiversity and conservation expertise in planning; develop management and maintenance plans for the dam post project completion; community engagement and communication of project; delivery of linked education project.
Rationale	This is a high profile project, led by the Director of the Built Environment and overseen by a Project Board. Significant staff resources at Hampstead Heath will be committed to this objective throughout the reporting year.
Actions/Milestones	April 2014 – June 2014 Facilitation of ground investigations.
	April 2014 – March 2015 regular stakeholder meetings.
	January 2015 – March 2015 Mobilisation phase.
	March 2015 Scoping documents produced for management and maintenance plans.
	March 2015 Education programme developed.

b. Delivering Savings

Objective	To identify budget savings as agreed with the Chamberlain as part of the corporate Service Based Review process
Rationale	A corporate review of services has been initiated to make savings across the organisation over the next three financial years.
Actions/Milestones	June 2014 – Proposals produced for Finance Committee
	September 2014 – Agreement of Department Action Plan
	March 2015 – Delivery of any identified year one savings.

c. Epping Forest Management Plan

Objective	Development of a new management plan for Epping Forest
Rationale	The previous management plan ran from 2004-2010. A

	new management plan needs to be produced.
Actions/Milestones	December 2014 – Initiation of the consultation on the management plan
	March 2015 – Completion of consultation stage

d. Highams Park Dam Project

Objective	Manage community engagement in the Highams Park Dam Project
Rationale	The Environment Agency (EA) has instructed the City of London to carry out dam reinforcement, so that it continues to comply with the 1975 Reservoirs Act. A project is currently underway to re-design the dam at Highams Park by the City of London Corporation and external consultants. The project is led by the City Surveyors, but Open Spaces leads community engagement in the project.
Actions/Milestones	March 2015 – Completion of community engagement programme during works at the site

e. Shoot Project

Objective	Development of new lawn graves at the Cemetery to support the long term sustainability of the site
Rationale	
Actions/Milestones	April 2014 – Gateway 3/4 approval
	June 2014-September 2014 – Planning application
	September 2014 – Gateway 5 approval
	January 2015 – March 2015 – initiation of works

f. City Churchyards management arrangements

Objective	Review management arrangements at City churchyards
Rationale	There are many different agreements and arrangements relating to the City churchyards. These require review to ensure that we are fulfilling our obligations relating to maintenance of the churchyards and also to ensure clarity around the provision of refreshment concessions in churchyards. This project will need to be completed in partnership with the Diocesan Advisory Committee, City churches, the Comptrollers department and others within the City of London.
Actions/Milestones	March 2015 – Completion of review

g. Queen's Park playground modernisation

Objective	Completion of Phase 3 of the playground
Rationale	Following successful completion of the first two parts of the project; the final elements of the new equipment will be installed in 14/15. Resources will be spent paying for installation of equipment and staff time in project management activities and implementation including landscaping works.
Actions/Milestones	September 2014 Initiation of Phase 3 including fundraising activities
	March 2015 Completion of the installation

h. Kenley Revival Project

Objective	Develop the Kenley Revival Project and submit detailed proposals for a Stage 2 Heritage Lottery Fund bid
Rationale	Conserve and communicate the second world war heritage features of Kenly Airfield fighter base
Actions/Milestones	June 2014 - Develop Activity Plan
	September 2014 - Develop Conservation Plan
	December 2014 - Develop Management and Maintenance plan – Physical and Digital
	December 2014 -Develop Learning Plan
	December 2014 - Submit HLF bid

i. West Ham Park Nursery feasibility study

Objective	Assess of the Nursery business plan performance
Rationale	A business plan for the nursery was developed for the period of 2010-2015. As the end of this period approaches an assessment of the performance of the nursery during this time needs to be completed, and an evaluation of future options undertaken.
Actions/Milestones	March 2015 – Completion of assessment and medium/long term plans for the nursery produced.

j. West Ham Park Café feasibility study

Objective	Develop a café in West Ham Park
Rationale	There is unmet demand for a café in West Ham Park and an opportunity to develop an income stream
Actions/Milestones	September 2014 – Completion of initial scoping,

	including discussion with City Surveyors
	April 2015 – Development of project plan

k. City Commons and Burnham Beeches management arrangements

Objective	Develop and Deliver the new Structure at City Commons and integrate management with Burnham Beeches & Stoke Common under a single Superintendent
Rationale	Accommodate recent changes to the Department's Senior Management team and to deliver efficiencies
Actions/Milestones	March 2015 - Deliver new structure at City Commons
	March 2015 - Identify and deliver new ways of 'collegiate' working across the 3 City Commons' sections whilst ensuring their status as separate Charities.
	March 2015 - Identify development/training needs to support the above
	March 2015 - Integrate communications across the City Commons and Burnham Beeches teams

l. Grazing project

Objective	Completion of infrastructure and first year of free range grazing at Epping Forest; expansion of grazing at Burnham Beeches
Rationale	This is the completion of a long-term project to re-introduce grazing at the Forest
Actions/Milestones	September 2014 – Full completion of over-wintering facilities at Great Gregories (Epping Forest)
	December 2014 – installation of hard and invisible fencing at the grazing zone (Epping Forest and Burnham Beeches)
	March 2014 – Completion of full year of free range grazing (Epping Forest)

m. Introduction of Land Management Category Board

Objective	Establish and develop programme of work for the Land Management Category Board
Rationale	Achieve improvements and efficiencies in departmental procurement through use of a category management approach to purchasing and the creation of a Land Management Category Board.
Actions/Milestones	April 2014 – Establishment of the board
	June 2015 – Agreement of priorities for year's work
	March 2015 – Reporting of savings achieved.

n. Roll out of the Open Spaces visual identity

Objective	Roll out of the new identity to all new publications, publicity materials newly purchased vehicles, infrastructure and uniforms
Rationale	Open Space sites, and the role of the City of London in managing and funding these sites, will be more effectively promoted through the use of a single identity for all publically available information
Actions/Milestones	April 2014 – Presentation of identity 'tool-kits' to staff
	September 2014 – Completion of initial training of staff in use of the toolkits
	March 2015 – Completion of roll out for all annually renewed publications and publicity materials.

5. Medium and long term priorities and projects

We have a priority this year to improve our use of resources. This has led us to focus on longer term projects which we will need to develop to ensure that we can create new income streams and maximise existing income streams.

Many of our longer term projects require significant input from other departments of the City of London Corporation, in particular the City Surveyor's Department, and this list is provided to help their longer term business and resource planning. The list of projects identified below show areas where we are beginning to scope work, identify resource requirements and business plan for future years.

The City Surveyor's Department provides property asset management and facilities (including heritage) management service to Open Spaces through a dedicated team and a project management team.

A number of management documents outline how we will manage our assets in partnership with the City Surveyors. This document outlines our planned business requirements and plans for property assets. The Corporate Asset Management Strategy, written by the City Surveyors sets out how the City manages its operational property assets effectively, efficiently and sustainably, to deliver the strategic priorities and service needs.

Asset Management Plans for core Open Spaces sites are being devised to address the short, medium and long term requirements, ensuring that the portfolio is fit for purpose and that there is a plan of action to meet any changes in operational demand and to support the Open Spaces longer term aspirations for the sites.

Opportunities will be taken to achieve efficiencies in utilising or sharing accommodation and to grow potential income from services that complement the Open Spaces, whilst reducing revenue expenditure.

Grant funding to support a variety of public causes could also benefit the City's Open Spaces. These will continue to be explored in partnership with the City Surveyors to help drive proposals here and in Asset Management Plans forward.

a. Short term projects

These are projects due for delivery in the next two years for which funding has been secured and plans developed.

Project	Timescale	Partners/contributors	Estimated costs
The Roman Kiln Project, Highgate Wood	2015/16 (Project Initiation Document in development)	Potential HLF funding	c. £100,000
Improvements to Queen's Park and Parliament Hill Cafes to increase income generation	2015/16 (Project Initiation Document in development)	For discussion with City Surveyors	£50,000-£150,000
The Shoot Project	2014/15	Cemetery and Crematorium Reserve Fund	£528,000
Great Gregories – overwintering facility	2014/15	Local Risk and HLF funded	£135,000-£220,000
Kenley Revival	2014/15	Stage One funding secured from HLF	£320,000-£500,000
Seething Lane Garden	2014/15	S106 Funding	£800,000
Senator House Garden	2014/15	S106 Funding	£500,000-£1,000,000
St Botolph's Bishopgate	2014/15	S106 Funding	£92,000
St Olave's Churchyard	2014/15	S106 Funding	£500,000-£1,000,000

b. Medium term projects

These are projects due for delivery in the three to five years time. While the projects have been scoped, detailed plans and budgets may not have been established for each project.

Project	Timescale	Partners/contributors	Estimated costs
Parliament Hill and Queen's Park Paddling Pools; these	2017/18	City Surveyors	Tbc

facilities will be reaching the end of their expected lives and steps will need to be taken to replace/remodel facilities			
Education facilities at Hampstead Heath – change of use of buildings to align with the Corporate Education Strategy	2017/18	City Surveyors	Tbc
Bunhill Fields – restoration of memorials	Tbc	Possible HLF bid	Tbc
Wanstead Park	Tbc	Possible HLF bid	Tbc
Wanstead Flats – changing room renovation	Tbc	Possible Football Foundation bid	Tbc
Development of West Ham Park Café	2016/17	City Surveyor/disposal of asset	Tbc
Burnham Beeches Pond Embankments	Tbc	City Surveyors	£180,000

c. Long term projects

These are projects where scoping has just been initiated. Plans are in development and budget yet to be defined. These projects will be delivered in five years' time or beyond.

Project	Timescale	Partners/contributors	Estimated costs
Hampstead Heath – Operational Buildings – (project to look at a range of buildings consolidate/improve/income generate)	Tbc	City Surveyors	Tbc
Hampstead Heath – Lido –	Tbc	City Surveyors	Tbc

project to improve infrastructure and maximise income potential of site			
Open Space Signs – replacement of signs at all sites using new visual identity	Tbc	City Surveyors	Tbc
Replacement of the Cremators – both Cremators at the Cemetery and Crematorium will reach the end of their working life	2020/1	City Surveyors	£1.5million

6. Key performance indicators

Four KPIs have been developed to assess the performance of the department through the year. In addition each division will measure their own indicators to reflect performance of the particular elements of their business. Appendix E lists additional performance indicators and information which will be monitored by managers within Open Spaces. A dashboard containing information on performance indicators will be presented to the Departmental Management Team on a monthly basis and to the Open Spaces Committee on a quarterly basis.

KPI	Description and target
Conservation	Number of sites (out of 15) with current management plan. Traffic light measure (Red= no current management plan; Amber= work on next plan to be initiated; Green= no action required) Target – no red sites by the end of the reporting year; action taken for all amber sites.
Customer satisfaction	Introduction of 60 second survey at all sites; 14/15 to serve as baseline data; Target: completion of 100 60 second surveys for each division.
Finance	Income as a percentage of local expenditure (actuals) (Goal of increase percentage for 14/15 compared to 13/14)
People management	Training costs as a percentage of total direct employee costs (goal of trainings costs of 1.5% of direct employee costs)

7. Supporting Information

- A. Business Plan Summary
- B. Departmental Risk Register Summary
- C. Establishment chart/ Workforce information
- D. Financial information
- E. Performance Indicators.

Open Spaces Business Plan 2014/15

Our strategic aims

Widening and developing what we offer to Londoners through education, biodiversity and volunteering

Improving our use of resources through increased income generation and improved procurement

Successfully developing and managing hydrology projects at Hampstead Heath and Epping Forest

Our key objectives

1. Hampstead Heath Ponds Project
2. Delivering cost savings
3. Epping Forest Management Plan
4. Highams Park Dam Project
5. The Shoot Cemetery Project
6. City Churchyards Management Project
7. Queen's Park playground modernisation
8. Kenley Revival Project
9. West Ham Park Nursery feasibility study
10. West Ham Park Café Development
11. City Commons and Burnham Beeches management arrangements
12. Grazing Project
13. Introduction of the Land Management Category Board
14. Roll out of the Open Spaces visual identity

All our activities support the corporate objective of providing valued services to London and the nation

Measuring our success



People

Training costs as a % of total direct employee costs



Conservation

Number of sites out of fifteen with current management plans



Finance

Income as a % of local expenditure



Customer satisfaction

Establishment of baseline data on visitor satisfaction

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Departmental risk tracker				Owned By Administered By		Director of Open Spaces Departmental Business Manager		Version Date			
								2014/15 18th March 2014			
Risk No.	Risk	Gross Risk		Risk Owner / Lead Officer	Existing Controls	Net Risk			Control Evaluation		
		Likelihood	Impact			Likelihood	Impact	Risk Status & Direction			
1	Extreme weather or changing environmental conditions having an affect on site operations and usage	4	5	Superintendents and City Surveyor	Monitoring of reservoirs required to meet Environment Agency	3	5	R	↓	Completion of Emergency Plans and introduction at all Sites. Carry out defined responsibility for the Director Open Spaces and City Surveyor to address implications of Dam works at Hampstead Heath and Epping Forest	A
2	Impact on Landscape Management of an outbreak of diseases affecting animals (e.g. Foot and Mouth). Also plant and tree diseases, with the potential to alter the character of land and eradicate plants	5	4	Superintendents	Monitor Defra and Forestry Commission websites for updates, meet all Defra guidance on animal welfare, movements and, if outbreak occurs, protection zones. Train relevant staff. Inform public/restrict access as required.	5	3	R	↑	Continue to monitor arrangements for grazing animals and local animal enclosures. Consider additional vaccination. Introducing further measures, based on advice received, monitor tree disease, departmental tree disease group to meet quarterly.	A
3	Threat of death or serious injury resulting in substantial fines and negative publicity if health and safety procedures fail or other regulations fail	4	4	Superintendents and City Surveyor	The Department has developed an annual H&S auditing system including independent assessment, and has identified Top X risks. Departmental H&S Policy Framework now developed. Mapping of underground services has been carried out across the Department.	3	4	A	↑	Action outcomes from annual audit and accident investigations. Keep Top X risks under review. Alert staff to new mapping arrangements.	A

KEY	1	2	3	4	5
Likelihood	Rare	Unlikely	Possible	Likely	Almost Certain
Impact	Insignificant	Minor	Moderate	Major	Catastrophic

*Direction relates to change in assessment since last review (up/down/no change)

Control Evaluation:
R: Existing controls are not satisfactory
Y: Existing controls require improvement/Mitigating controls identified but not yet implemented fully
G: Robust mitigating controls are in place with positive assurance as to their effectiveness

Departmental risk tracker				Owned By		Director of Open Spaces		Version		
				Administered By		Departmental Business Manager		Date		
								2014/15 18th March 2014		
Risk No.	Risk	Gross Risk		Risk Owner / Lead Officer	Existing Controls	Net Risk		Planned Action	Control Evaluation	
		Likelihood	Impact			Likelihood	Impact			Risk Status & Direction
4	Impact of anti-social behaviour (drug dealing, violence, fly-tipping and dog attacks) at sites incurring increased costs, detriment to the environment and damage to reputation	4	4	Superintendents	Enforcement action, partnership working with emergency services, Safer Neighbourhoods Team in local authorities, visible staff presence, infrastructure development (installation of gates, clearing of undergrowth etc).	3	3	↑	Range of enforcement strategies partnerships and infrastructure development to address individual problems at sites.	A
5	Unavoidable reduction in income	4	4	Superintendents	All sites monitor their income and debt closely to ensure they remain within their local risk budgets and new income streams have been identified where appropriate. More pressure on budgets due to the efficient savings. Monitoring cross-compliance of ELS/HLS obligations	4	3	↓	Further ways of increasing income to be considered at all sites	A
6	Encroaching housing development and highways may have an adverse effect on the Open Spaces, arising from Planning legislation changes	4	4	Superintendents	Planning applications monitored closely by Superintendents. Adjoining land is purchased when possible to effect a buffer zone	4	3	↑	Monitor further opportunities to purchase land. Need to develop mechanisms and identify new solutions to address planning policy.	A
7	Increase in fly-tipping, including handling hazardous substances with risk of contamination, risk of environmental damage, landfill tax	5	3	Superintendents	Ensure staff are appropriately briefed about the correct procedures for dealing with hazardous substances	4	3	↔	Promote the need for increased fines and ensure more publicity to highlight the issue	A
8	Implications of increasing energy costs	5	3	Superintendents	Departmental Improvement Group, reviews consumption quarterly and a Departmental Energy Action Plan produced.	4	3	↑	Respond to the Corporate demand to reach Carbon Reduction Commitment	A

KEY	1	2	3	4	5
Likelihood	Rare	Unlikely	Possible	Likely	Almost Certain
Impact	Insignificant	Minor	Moderate	Major	Catastrophic

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Control Evaluation:

- R: Existing controls are not satisfactory
- A: Existing controls require improvement/Mitigating controls identified but not yet implemented fully
- G: Robust mitigating controls are in place with positive assurance as to their effectiveness

Departmental risk tracker				Owned By		Director of Open Spaces		Version	
				Administered By		Departmental Business Manager		Date	
								2014/15 18th March 2014	
Risk No.	Risk	Gross Risk		Existing Controls	Net Risk		Planned Action	Control Evaluation	
		Likelihood	Impact		Likelihood	Impact			Risk Status & Direction
9	IS Failure affecting service delivery or loss of data	4	3	Risk management included in IS strategy, numerous measures in place. Departmental business continuity plan has been developed	3	3	Continuous review of systems and improvement programme carried out in conjunction with IS Division	G	
10	Buildings/infrastructure may deteriorate or become unstable/unusable through insufficient maintenance and may cause serious injury	4	4	City Surveyor undertakes annual surveys and has 20 year plan of works to maintain the buildings. Superintendents have commented on revisions to the maintenance plan including infrastructure. Extra investment from the additional works programme. Control measures have been introduced for some reservoirs and others are planned. Corporate training on the Control of Contractors implemented and protocol developed.	3	3	Further meetings taking place with City Surveyor to develop a Division of Responsibility Schedule and ensure new repairs and maintenance contract is working effectively. Develop plan to address Wanstead Park "at risk" status. Departmental legionella and asbestos plans to be reviewed.	A	
11	Service delivery affected by outside factors e.g. pandemic, strikes and fuel shortages	3	5	Departmental pandemic plan produced. Staff cover arrangements in place	3	3	Review in light of any further advice from the Corporate Business Continuity team	G	
12	Inability to deliver additional burial space	4	4	Scheme in place to use more of existing burial space and reuse graves	3	3	Developing a project to prepare additional space for 10 years time	G	
13	Failure to secure sufficient external funding for major capital works	3	4	Funding achieved for Wanstead Flats and Branching Out Project. Funding for Hampstead Heath and Wanstead Park still to be secured.	3	3	Project programmes could be prepared to secure funding for Hampstead Heath and Wanstead Park, but will have to follow the further resolution of hydrology issues	A	

KEY	1	2	3	4	5
Likelihood	Rare	Unlikely	Possible	Likely	Almost Certain
Impact	Insignificant	Minor	Moderate	Major	Catastrophic

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Control Evaluation:

R: Existing controls are not satisfactory

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G: Robust mitigating controls are in place with positive assurance as to their effectiveness

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OPEN SPACES: Summary Business Plan 2014/17

Our Strategic Aims are:	<ul style="list-style-type: none"> • Widening and developing what we offer to Londoners through education, biodiversity and volunteering • Improving our use of resources through increased income generation and improved procurement • Successfully developing and managing potential hydrology projects at Hampstead Heath and Epping Forest.
Vision / Key Objectives and /or Key Policy Priorities are:	<ol style="list-style-type: none"> 1. Hampstead Heath Ponds Project 2. Delivering cost savings 3. Epping Forest Management Plan 4. Highams Park Dam Project 5. The Shoot Cemetery Project 6. City Churchyards Management Project 7. Queen's Park playground modernisation 8. Kenley Revival Project 9. West Ham Park Nursery feasibility study 10. West Ham Park Café Development 11. City Commons and Burnham Beeches management arrangements 12. Grazing Project 13. Introduction of the Land Management Category Board 14. Roll out of the Open Spaces visual identity

Our Key Performance Indicators are:		
Description:	2013/14 performance	2014/15 target
Conservation: number of sites out of fifteen with current management plans	13	15
People: training costs as % of total direct employee costs	1.0%	1.5%
Finance: income as a % of local expenditure	45.6%	50%
Customer satisfaction: establishment of baseline data on visitor satisfaction	N/A	N/A

Financial Information

	2012/13 Actual	2013/14 Latest Approved Budget	2013/14 Actual Outturn (1)		2015/16 Original Budget
	£000	£000	£000	%	£000
Employees	13,710	13,996	13,996	100	14,206
Premises	3,623	2,034	2,034	100	2,003
Transport	806	684	684	100	597
Supplies and Services	3,044	2,254	2,254	100	2,142
Third Party Payments	137	103	103	100	78
Transfer to Reserves	297	75	75	100	100
Total expenditure (excluding City Surveyor)	21,617	19,146	19,146	100	19,126
City Surveyor (repairs & Maintenance and cleaning)	2,275	3,021	3,021	100	4,785
Total expenditure	23,892	22,167	22,167	100	23,911
Total Income	(8,377)	(7,885)	(7,885)	100	(8,376)
Total Local Risk	15,515	14,282	14,282	100	15,535
Total Central Risk	(2,668)	(2,648)	(2,648)	100	(1,719)
Total Local and Central Recharges	12,847	11,634	11,634	100	13,816
Total Net Expenditure	3,988	4,344	4,344	100	4,354
	16,835	15,978	15,978	100	18,170

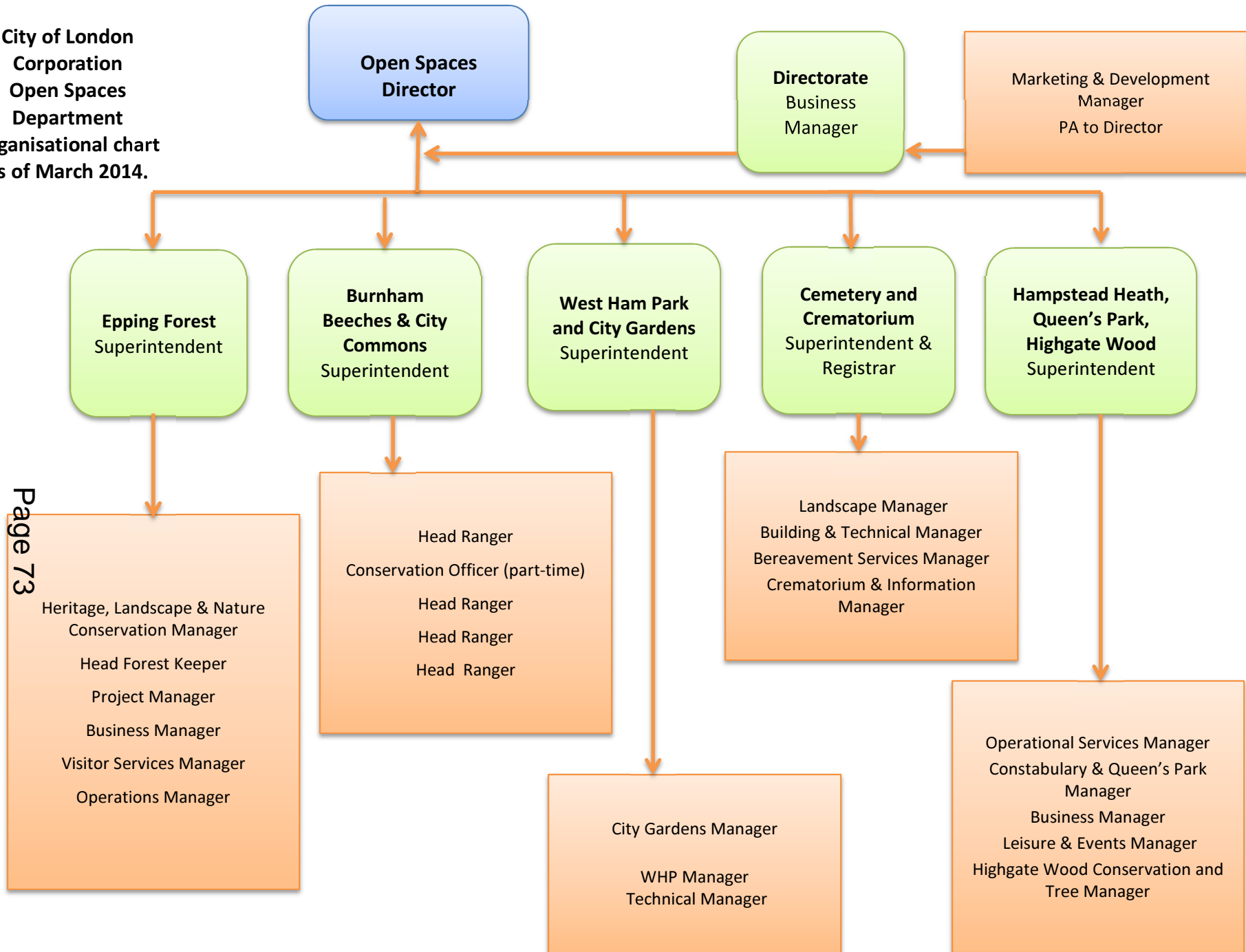
Staffing information

- 371 staff in post (352.41 FTEs)
(See note 3)
- Age profile
 - Under 21 - 0.54%
 - 21 – 30 – 10.24%
 - 31 – 40 – 21.0%
 - 41 – 50 – 36.65%
 - 51 – 60 – 25.61%
 - 61+ - 6.20%
- Service profile
 - Up to 5 years 40.16%
 - 6 – 20 years 43.67%
 - 21+ years 16.17%
- Ethnic Minority Staff 10.24%
- Female staff 25.88%
- Annual turnover 17.00%

Notes on Financial Information:

1. Expected outturn at December 2013.

**City of London Corporation
Open Spaces Department
Organisational chart
as of March 2014.**



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Appendix E: Performance Indicators

Four key performance indicators will be used to drive performance in the department through 2014 and 2015.

In addition to these four indicators, which seek to give a broad overview of our performance, additional performance indicators will be monitored. Below they are listed and the people who will collect the information, monitor and act on the indicators are specified.

Business performance indicators

Indicator	Compiled by	Reviewed by
Sickness absence statistics	HR Business Partner	SMT quarterly
Energy consumption	Energy wardens at sites	Sustainability Improvement Group
Purchase order processes data	CLPS	Finance Improvement Group and SMT quarterly
Monthly budget reports	Chamberlain's department	Budget managers, Director, Departmental Business Manager and Chamberlain's quarterly
Service response standards	Town Clerk's	SMT quarterly
Freedom of Information responses	Departmental Business Manager	SMT quarterly (on exception basis)
H&S Accident Reporting	Technical Manager	Health and Safety Improvement Group quarterly
Website visits	Marketing and Development Manager	Interpretation Improvement Group quarterly

Cemetery and Crematorium indicators

Indicator	Compiled by	Reviewed by
Maintain market share of burials	Superintendent	Superintendent, Director and Departmental Business Manager Quarterly
Maintain market share of cremations	Superintendent	Superintendent, Director and Departmental Business Manager Quarterly

Percentage of income for the Cemetery and Crematorium compared with the target income of £4.174m (£4.1m 2013/14)	Superintendent	Superintendent, Director and Departmental Business Manager Quarterly
Increase the number of cremations using the new fully abated Cremator	Superintendent	Superintendent, Director and Departmental Business Manager Quarterly

<p>Committee(s): Planning and Transportation – For decision <i>Port Health and Environmental Services – For information and comment</i> Health and Wellbeing Board – For Information and comment Streets and Walkways – For Information and comment</p>	<p>Date(s): 10th June 2014 <i>13th May 2014</i> <i>30th May 2014</i> <i>9th June 2014</i></p>
<p>Subject: Advertising ('A') Boards in the City of London</p>	<p>Public</p>
<p>Report of: Director of Built Environment</p>	<p>For Information</p>
<p>Summary</p> <p>This report considers current practices in relation to permitting Advertising Boards ('A' Boards) on the footway in the City and recommends that they are not permitted. In recommending this, regard has been given to the importance some traders place on 'A' Boards and therefore whether they could still be allowed in some locations.</p> <p>The report explains that in the recent past the City has not taken a rigid approach to enforcement in relation to 'A' Boards preferring instead a pragmatic view, balancing location, width of footway, numbers of pedestrians, and the desire for premises to market themselves.</p> <p>The City continues to receive a number of complaints every year regarding A' boards. These include complaints that the boards cause obstruction, complaints from traders in narrow streets that they are being disadvantaged by the City allowing 'A' boards in main/wider streets and most recently by GLA funded 'Travel Watch' who are promoting a zero tolerance to 'A' Boards on equality/ obstruction grounds (particularly related to those with visual impairment).</p> <p>The report explains that against this backdrop officers have undertaken a review of current practise. This review has had regard to Highways legislation in relation to obstruction and the need in the City for increased unobstructed footway. The report also refers to current City planning policy in relation to advertising on City streets, which are not supportive of advertising.</p> <p>Despite the desire of some traders to retain the use of 'A' Boards which officers would wish to accommodate, this report seeks the Committee's approval to an approach whereby the placing of 'A' Boards on the public highway would not generally be allowed. In supporting this recommendation the report distinguishes 'A' Boards, from objects which enhance amenity or provide a public service or which are authorised or required in connection with statutory, public benefit (Tables and Chairs) or public safety functions, such as traffic management and street works signage etc.</p>	

Unauthorised 'A' Boards on the public highway would be regarded as giving rise to a highway obstruction, those responsible for displaying the 'A' Boards will be asked to remove them, and persistent offenders will risk prosecution. However, suitable publicity would be undertaken to raise awareness and understanding prior to implementation of any revised approach in accordance with the City's enforcement protocol.

The report also sets out further relevant matters. These include firstly the public sector equality duty under the Equalities Act 2010. This in itself could lead the City to consider not allowing any 'A' boards to be placed on any streets which would result in improving the user experience of those with sight and mobility impairments.

Secondly, that the City must also plan for the predicted growth in population over the coming years (e.g. as a result of Crossrail) where there could be more than 400,000 people competing on a daily basis for the use of the footways. As a result the City has increasingly been using design principles (e.g. Cheapside) and policies (e.g. restricting the periods when waste bags may be left on the street awaiting collection) to deliver wider and clearer footways.

The City must manage the street environment in a joined up holistic way. In doing so it seems logical that the conclusion and recommendation of this report would be to accept that an 'A' board placed on any footpath in the City constitutes an obstruction of the highway. The report notes that this is consistent with the City's general approach to related matters such as planning policy which resists excessive or obtrusive advertising.

This report recommends that this new approach be enforced through the provisions of the Highway legislation relating to obstruction.

This report will be presented to Port Health and Environmental Services Committee, Health and Wellbeing Board and Streets and Walkways sub-committee for information and comment before being presented to Planning and Transportation Committee for decision.

Recommendations

Members are asked to consider and note the contents of this report and agree:

1. 'A' Boards on the public highway will normally be regarded as giving rise to a highway obstruction and those responsible for displaying the 'A' Boards be asked to remove them, with persistent offenders risking prosecution.
2. Implementing of the revised approach outlined in Recommendation 1 be subject to publicity first being undertaken to raise awareness and understanding amongst those using 'A' Boards.

Main Report

Background

1. 'A' boards are used by shops and businesses to advertise and promote their business. They generally consist of a solid 'A' frame structure which can display various forms of wording and/or picture advertisements. Their size and type differ across a broad range of business activities. On occasions 'A' boards are positioned where they are an obstruction to users of the highway, and in some cases they are placed quite a distance from the business they are advertising.
2. The issue of 'A' boards in the City has been around many years and some traders consider the advertising they give to be important to their business. On this basis officers would ordinarily try to accommodate traders' wishes but recently there appears to have been an increase in the use of 'A' Boards and the City has received more complaints.
3. Currently Officers adopt a practise of requiring the removal of 'A' Boards only in locations where the footway is narrow. To date the City has not sought to control 'A' boards on the basis of the control of advertising on City streets.
4. The historic layout of many City streets means that there are a number of areas where streets and lanes have very narrow footways. Redevelopment has resulted in a number of street design improvement projects to enhance the street environment which makes them a more usable pedestrian space. The City is expecting a significant increase in commuters, shoppers etc. with the construction of projects such as Crossrail, and therefore City streets are being altered to create more space for pedestrian movement. An example of this type of development is Cheapside where there has been a conscious design decision to both widen the footpaths and also to maintain a 'clear street' with minimal street furniture, creating more freedom of movement for all users.
5. Other initiatives that support removing clutter or obstructions from the highway include the introduction of Time Banding for Bagged Waste. This initiative, agreed by the Port Health and Environmental Services Committee in September 2011, restricts the times when waste bags may be placed on the highway for collection to avoid times of high footfall.
6. Given the likelihood of even greater pedestrian numbers, this approach should be maintained to enable the City to adequately plan for the challenges that growth will bring to the City. The current daily population of users of the City is estimated to be around 330,000 people and with the arrival of the 'Eastern Clusters' office developments, the construction of Crossrail, Bank upgrade and the ThamesLink upgrade etc. the City's daily population, over the next ten years, is predicted rise to well over 400,000. This will result in our streets becoming even more congested and public footpath space ever more precious. It is already evident from daily

observation that pressure on footways is leading pedestrians to walk 'in the road'.

7. Many traders report that the provision of 'A' Boards helps generate business which the City would want to support. However this needs to be balanced against continuing complaints, implications for planning policy and the view that 'A' Boards are a highway obstruction with particular concern to the visually impaired. Further, even small scale use of 'A' Boards by some traders can serve to encourage wider use as individual businesses seek to compete with neighbours. For these reasons, TfL have over recent years, revised their approach to 'A' Boards, moving to implement a zero tolerance policy on what they call 'prestige footways'. See appendix 1.
8. It is against the above backdrop that Members are asked to consider the City's approach as to not permitting 'A' Boards on the footway of City streets. The following paragraphs consider in some detail the range of issues relating to 'A' Boards which need to be balanced when considering whether it is practicable to agree some traders wish to utilise 'A' Boards to advertise their business.

ISSUES FOR CONSIDERATION

The City as Local Highway Authority

9. The City is the Local Highway Authority for most City streets and as such also has an obligation to ensure compliance with the Highways Act 1980. The relevant sections of this Act are:
 - a) Section 137 - if a person, without lawful authority or excuse, in any way wilfully obstructs the free passage along a highway it is an offence and liable to a fine on Level 3 of the Standard Scale (currently up to £1,000.00).
 - b) Section 148(c) - if, without lawful authority or excuse a person deposits anything whatsoever on a highway to the interruption of any user of the highway he is guilty of an offence and liable to a fine (again, Level 3 on the Standard Scale).
 - c) Section 149 – if anything is so deposited on a highway as to constitute a nuisance, the highway authority for the highway may by notice require the person who deposited it there to remove it forthwith. In the event of non-compliance, a court order may be obtained authorising the removal and disposal of the offending item. In the event that the highway authority considers the item to constitute a danger to users of the highway it can remove the item forthwith and, ultimately, seek a court order for its disposal.
 - d) Section 149 (3) of the Act allows a Local Authority to recover its 'expenses' incurred in removal, but not for storage. A charge of £40 for removal of item if owners come forward to claim it may be levied. This charge is to be treated as a measure of deterrence rather than securing an income from this service.

- e) Section 130 – the highway authority has a duty to assert and protect the rights of the public to use and enjoyment of the highway.
10. There is some case law where small structures placed on the highway have been held not to amount to an obstruction. This is where the structure has been deemed to be 'de-minimis' (insignificant) in relation to the available width of the highway where it was placed. However, the use of this principle cannot be considered in isolation, other factors must also be taken into account. For example where there is a high footfall, at shopping/ visitor areas and commuter pedestrian routes at peak times would mean that any sized structure would become an obstruction due to the volume of people using the footpaths. Accordingly, any claims of the "de minimis" exception applying must be considered on a case by case basis taking into account the above factors.
11. It must be noted that this 'de-minimis' exception is currently being challenged by some lobby group organisations that support pedestrians and disability groups, under the Equality Act 2010 as they feel that any structure placed on the highway obstructs all users.
12. There are some exceptions when the highway can be used for purposes other than the primary purpose of passing and re-passing. These include the temporary erection of scaffolding for building repairs, maintenance or development and other things such as signs and bollards. Additionally there are 'Tables and Chairs', which may be deemed an amenity or to be a public service and may be licensed under the Highways Act 1980. (Commercial 'A' Boards would not be considered to provide an amenity or public benefit and therefore would not be granted such a licence). Other permitted activities by the City as Local Highway Authority are the requirement to maintain, repair and clean the highway to the required standards using associated equipment. In addition, certain signage is permitted or required for public benefit or public safety purposes in connection with the exercise of statutory functions, such as traffic management, street works or polling station signage. Such signage is outside the scope of this report.

Transport for London's Position

13. Transport for London (TfL) has for some time been advocating de-cluttering of the pavements and streets. With an initiative in 2001 'to return our pavements back to the pedestrian' by clearing away unlicensed obstructions and advertising boards from the TfL Road Network. In 2009, the Mayor of London initiated 'the better streets initiative' which offered guidance to encourage the removal of 'illegal' 'A' boards. The London Plan followed and, TfL, taking forward the Mayor's Transport Strategy - Accessibility Implementation Plan, stated how it intended to improve access for all.
14. TfL have produced a schedule of 'prestige footways' with a zero tolerance to 'A' boards, this can be found in Appendix 1 and includes Bishopsgate, Gracechurch Street, Upper and Lower Thames Street, Byward Street and Tower Hill within the City. TfL officers currently enforce on these streets within the City against 'A' boards being placed out on the highway.

London TravelWatch

15. London TravelWatch is a watchdog organisation representing the interests of transport users in and around the capital. Officially known as London Transport Users Committee, they were established in July 2000. London TravelWatch is sponsored and funded by the London Assembly, which is part of the Greater London Authority, and is independent from the transport operators.
16. London TravelWatch promotes integrated transport policies and presses for better public transport, with higher standards of quality, performance and accessibility. They liaise with transport operators, providers, regulators and local authorities.
17. London Travelwatch have recently undertaken a campaign sponsored by the Royal National Institute of Blind People (RNIB) to highlight the problems caused by obstructions such as 'A' boards on the highway. This work found that street clutter was a major concern around the country affecting those with impaired vision and guide dogs. This is also an issue which affects those in wheelchairs and with mobility impairments and people with prams etc.
18. Following the campaign a report was published challenging authorities to carry out their obligations under legislation to clear the highway of such obstructions. This report is available on their website:

http://www.londontravelwatch.org.uk/news/2013/11/passenger_watchdog_calls_for_the_removal_of_obstructions_on_london_s_pavements

Other London Boroughs

19. Within the above report the Royal Borough of Kingston upon Thames is held up as an exemplar in using its powers to keep the streets clear of 'A' boards and achieves a high level of compliance. Stating their public interest considerations are:
 - *The placing of street advertising boards ('A' boards) on the public highway is unlawful;*
 - *They cause street clutter/ nuisance;*
 - *They are a health and safety hazard to disabled and partially sighted people;*
 - *They may compromise the council's statutory duties under the Highways Act and the Equality Act 2010.*
20. The report also highlights some other London Boroughs that are positively tackling this issue, these include Greenwich, who do not permit 'A' boards, Barnet has a zero tolerance of 'A' boards and Hackney has recently agreed a no 'A' boards policy. All report having reasonable compliance.

Improvements for street signage to help direct people places of interest.

21. As an alternative the City may wish to improve signage in some areas where there are concentrations of shops and restaurants and install more 'way finders' information signs. These can help visitors find places of interest and can be useful in directing people to shopping areas etc. The Street Enhancement Team, within Department of Built Environment current identify areas where this might be appropriate and design and install such information boards/ way finders. An example of these can be found on Eastcheap directing people to the historical lanes of Lovat Lane with shops and restaurants. An image of these can be found in Appendix 2. These direct people to retail areas but cannot be used to identify particular traders.

22. Equalities Act 2010

Section 149 - Public sector equality duty - A public authority must, in the exercise of its functions, have due regard to the need to (advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;

This includes removing or minimising disadvantages suffered by people due to their protected characteristics (such as visual or mobility disabilities).

23. The maintaining of clear and accessible pavements has particular importance in relation to the elderly and those with visual and mobility impairments.

24. It could be argued that 'A' boards placed on a highway of any width could potentially become a hazard and obstruction for people with sight impairment or mobility issues.

25. The City of London Corporation's Access Officer comments that 'A' Boards and their positioning can be very problematic for disabled people. For blind and partially sighted people it is essential to have as clear route as possible along footways. This is often made worse because 'A' boards are positioned randomly at different distances from the kerb and that white cane users often negotiate their way along footways by using the edges as an indicating guide. Colliding with an 'A' Board poses not only the potential for physical hurt but can also adversely affect a person's confidence even to the extent that they will avoid the particular area.

26. Equally for wheelchair/ mobility scooter users and parents with buggies, negotiating a footway which contains 'A' boards can be challenging. Poorly positioned 'A' boards leading to a lack of available footpath space can have far reaching impacts ranging from minimal inconvenience to major health and safety concerns. The fact that many of the footways in the City are of narrow width and an 'A' Board placed upon such a footway means there is often insufficient space to pass by without stepping into the carriageway.

OTHER ISSUES

27. It is important that in considering the exercise of its Highway Authority powers, the City reaches its view based on Highway considerations as set out above. However, Members will also wish to be aware of related non-highways issues to ensure that the City does not adopt inconsistent policies.

Advertising and Planning Control

28. A policy to remove 'A' Boards would also be consistent with planning policy which generally advocates restraint and resists excessive or obtrusive advertising (Core Strategy Policy CS10; Draft Local Plan Policy DM 10.6 see appendix 3). The policy has been successfully applied for many years including numerous successful appeal decisions, where advertising displays that may be considered acceptable in other areas have been held harmful to the generally restrained character and appearance of much of the City. This approach could easily be prejudiced by continuing and escalating use of 'A' Boards which introduce additional advertising causing visual clutter and incrementally eroding the restrained character of the streetscape. To date the City has not sought to control 'A' boards on the basis of the control of advertising on City streets due to resource constraints; therefore planning powers have not generally been used.

Viability of local services

29. It is a key strategic objective to maintain the City's position as a leading international business and finance centre and this includes ensuring the provision of high quality local services for those who live work and visit the area. The use of 'A' Boards are seen by traders who use them as a means of drawing attention to their business and the goods and services they offer. However, if this is correct, it could also be seen as giving an advantage to those businesses that use 'A' Boards, particularly more obtrusive ones (and encouraging their escalating use to avoid other traders being at a disadvantage as compared to those who use 'A' Boards). In addition, it is a perceived advantage that has not been available to businesses on narrower streets where 'A' Boards have been treated as an obstruction. It is considered that a "zero tolerance" approach would create a more level playing field by removing any perceived advantages of 'A' Boards currently enjoyed only by those who use them on wider streets.

ISSUES TO CONSIDER IN ENFORCEMENT

Current arrangements for compliance

30. The Street Environment Officers (SEO), within Cleansing Services are responsible for monitoring compliance with the above highway legislation. Currently the SEOs use a set of 'A' board guidelines which follow the 'de-minimis' rule to ensure that 'A' boards do not significantly obstruct the highway. These stipulate a minimum width of 2 metres of available footpath which allows users to pass and re-pass on the highway. This width is an 'ideal minimum width' quoted within the industry. The

guidelines prescribe a number of other criteria to ensure 'A' boards are not an obstruction on the highway and aid the safe management of street furniture. A copy of these can be found in Appendix 4.

31. The current approach to enforcement of 'A' boards is that the SEOs do not aggressively target businesses using 'A' boards. However, when a complaint is received, SEOs will investigate using the above guidelines. If the business does not or cannot comply then they are asked to remove it. Failure to do so will result in the SEO removing it in accordance with the relevant highway legislation procedures.
32. These actions are taken using the highway legislation only, treating the 'A' board as an obstruction and not making any judgement about the display. The impact on amenity can only be considered by the local planning authority..

The impact of applying a de-minimis rule.

33. An assessment of the City's Street Asset Register suggests that some 302 streets have footpaths measuring 3m or more wide, out of the 752 recorded. This equated to 40% of the City's footpaths where, under highway legislation, and if the de-minimis rule is applied, 'A' boards could be considered 'acceptable'. The remaining 60% of the footpaths would be managed/ enforced through Highway obstruction legislation.

Conclusion

34. In conclusion, whilst it is recognised that some traders consider 'A' Boards important to their business the boards are becoming more problematic and the City has seen continued complaints relating to them. The City has sought to apply principles in design to maintain a clear street environment when developing new projects, as has been shown with the Cheapside redevelopment and with new initiatives such as the introduction of restrictions on when waste bags can be placed on the highway by means of the Time Banding Policy. These measures go to reinforce the need to keep the footpaths free from obstructions and clutter.
35. The City must also plan for the ongoing growth in population with more than 400,000 people predicted to be competing on a daily basis for the use of the footpaths to move around the City.
36. In the light of incrementally increasing demand for footway space it is considered that 'A' Boards can reasonably be considered to cause obstruction to free passage. As such it is considered appropriate to revise the current approach to 'A' Boards whereby those on wide footways have been tolerated and not generally subject to enforcement action.
37. It may be argued that allowing some 'A' boards disadvantages some businesses located in the narrower streets and lanes and does not create a level playing field for businesses to operate and compete.
38. Through the Mayor of London's strategies TfL have adopted a zero tolerance to 'A' boards on their 'prestige footways' which include streets within the City.

39. Momentum is growing with other London boroughs either adopting a zero tolerance e.g. Royal Borough of Kingston upon Thames or considering moving to this position.
40. The GLA funded TravelWatch group are actively championing to clear London streets of obstructions and clutter which is supported by the RNIB.
41. Given the above, whilst officers would ordinarily wish to accommodate those traders wanting to use 'A' Boards it is considered a revised approach is necessary whereby: (i) unauthorised 'A' Boards on the public highway will be regarded as giving rise to a highway obstruction, (ii) those responsible for displaying the 'A' Boards will be asked to remove them, and (iii) persistent offenders will risk prosecution.
42. This would be subject to publicity first being undertaken to raise awareness and understanding amongst those using 'A' Boards in line with the City's agreed enforcement policy approach.

Implications and implementation

43. Implementing the recommended revised approach is likely to be very challenging and in part unpopular amongst those that have used 'A' Boards for some time. It would therefore require careful communication with possibly a transition period of education and engagement to help support businesses to understand the reasons for this approach before any enforcement is taken. A similar approach was adopted for the introduction of the Time Banding Scheme restricting when bagged waste can be put out on the highway. This approach was generally successful. This could be undertaken by the Street Enforcement team within the Cleansing Services as they already monitor the City streets for compliance under the highway regulatory framework. It is proposed to prepare a Guidance Note for interested parties which can be circulated and placed on the City's website.
44. These principles are broadly in-line with the City's enforcement policy, education, engagement, support and only enforcement as a last resort.

Financial and HR Implications

45. There may be additional training required for the officers responsible for monitoring and enforcing compliance of all of the relevant legislation and policies.

Legal Implications

46. There will need to be a review of the delegated authority of officers who manage and enforce compliance to ensure that appropriate officers have the correct powers.
47. All other legal implications are contained in the body of the report.

Property Implications

48. None

Strategic Implications

49. SA1 - To support and promote The City as the world leader in international finance and business services. Creating clean and attractive city environment to attract businesses.

50. SA2 - To provide modern, efficient and high quality local services within the Square Mile for workers, residents and visitors with a view to delivering sustainable outcomes.

51. SA3 - To provide valued services to London and the nation.

Contact:

doug.wilkinson@cityoflondon.gov.uk



The voice of transport users

Inclusive streets

TfL schedule of prestige footways with „zero tolerance“ for „A“ Boards.
A zero tolerance approach to advertising boards on these roads was agreed in November 2011 by TfL's Surface Transport Panel:

A200 Tooley Street

A200 Duke Street Hill

A 3 London Bridge

A3 King William Street

A10 Bishopsgate

A10 Gracechurch Street

A501 City Road (Moorefield Eye Hospital approaches)

A3211 Upper Thames Street

A3211 Lower Thames Street

A3211 Byward Street

A3211 Tower Hill

A4 Knightsbridge

A4 Cromwell Road

A4 Cromwell Gardens

A4 Thurloe Place

A4 Brompton Road

A3211 Victoria Embankment

The following have been described as additional areas to be covered.

Already Established

Bishopsgate/Gracechurch Street

Brompton Road
Victoria Embankment
Tooley Street

City of London

Kensington and Chelsea
Westminster
Southwark

In Progress (i.e. prior to May

2013) Stoke Newington High
Street

Hackney

Nags Head
Clapham High Street
Borough High Street
Balham High Road

Islington
Lambeth
Southwark
Wandsworth

May 2013 Rollout Camden High

Street

Camden

Edgware Road
Whitechapel Road

Westminster
Tower Hamlets

September 2013 Rollout Finchley

Road

Camden

Earls Court Road
Kingsland High Street
Upper Street
Streatham High Road
Peckham High Street
Tooting High Street
Wandsworth High Street

Kensington & Chelsea
Hackney
Islington
Lambeth
Southwark
Wandsworth
Wandsworth



Appendix 3

The City as a Local Planning Authority

1. The City is the Local Planning Authority and has responsibility for planning policy and planning decisions the consideration of these policies in relation to advertising on City streets is important in developing our approach to 'A' Boards..
2. The installation and display of advertisements is controlled by the Town & Country Planning (Control of Advertisements) Regulations 2007.
3. An 'A' board on the public highway requires Express Consent under these Regulations. Subject to certain size and other conditions, an 'A' Board on private land (e.g. on a private forecourt) has Deemed Consent under these regulations and would not require the local planning authority's approval.
4. In making a decision on an application for Express Consent the Regulations require that the Local Planning Authority exercises its powers in the interests of amenity and public safety, taking account of the development plan and any other material considerations.
5. Planning policies have been developed to frame the City's planning decisions. These include policies to improve and maintain the quality of the City's environment and space for people to move around. The details of the relevant policy guidance of; The City's Core Strategy, section 3, Design, sections 3.10.3 and 3.10.4. The Core Strategic Policy CS10 and the Draft Local Plan policy DM 10.6 for advertisements Paragraph 3.10.32 and 3.10.33.
6. Under these regulations an application for Express Consent to display an 'A' board would need to be considered on an individual basis and considered on a case by case basis. Such displays are likely to be resisted, but the City would need to demonstrate that the proposed display would be detrimental to amenity or public safety. The impact of one 'A' board may not be detrimental to amenity in an appropriate location but the combined impact of a proliferation of 'A' boards in one street or location may be.
7. Where Express Consent is refused there is a right of appeal to the Secretary of State.
8. The Town & Country Planning (Control of Advertisements) Regulations 2007 provides the Local Planning Authority the powers to enable the discontinuance of the display of an unauthorised 'A' board where it is expedient to do so. There is a right of appeal to the Secretary of State against a discontinuance notice.

The City's Core Strategy states in section 3, Design,

3.10.3 - Outdoor advertising has a strong impact on the appearance of buildings, the street scene and in particular the historic environment. The City's approach to the control of advertisements in terms of size, location and illumination is restrained to safeguard the high quality of the City's environment.

3.10.4 *The City has a large workforce whose numbers are expected to grow substantially. Most journeys within the Square Mile are on foot and this movement is particularly high during morning and evening peak times. Despite redevelopment throughout its history, the City has retained much of its dense street pattern, which provides convenient walking routes and allows for a high degree of pedestrian permeability. At the same time, the pattern of narrow streets and alleyways poses challenges in terms of accessibility, way-finding, safety and increased pressure on the pedestrian environment. The City has numerous small open spaces, which provide valuable amenities, and many are of historic importance. The location and design of these small spaces requires innovative and sensitive solutions which respect their settings and create high quality, accessible areas for all the City's communities. The City's streets also provide space for public enjoyment, and the City Corporation has an extensive programme of street scene projects to improve the quality, sustainability, inclusivity and amenity of the public realm.*

Core Strategic Policy CS10 is:

To promote a high standard and sustainable design of buildings, streets and spaces, having regard to their surroundings and the character of the City and creating an inclusive and attractive environment, by:

- *Requiring the design and management of buildings, streets and spaces to provide for the access needs of all the City's communities, including the particular needs of disabled people.*
- *Ensuring that signs and advertisements respect the restrained character of the City.*

Draft Local Plan policy DM 10.6 Advertisements is:

- *To encourage a high standard of design and a restrained amount of advertising in keeping with the character of the City.*
- *To resist excessive or obtrusive advertising, inappropriate illuminated signs and the display of advertisements above ground floor level.*

Paragraph 3.10.32 states:

"In order to protect and enhance the dignified character of the City's streets, the Corporation considers that advertising material should be restrained in quantity and form. It has for many years sought to exercise careful control over the display of advertisements and will seek improvements where appropriate. The City Corporation will exercise advertisement control having regard to the need to maintain visual amenity and public safety".

Paragraph 3.10.33 states:

Advertising hoardings and advertisements on street furniture will not normally be permitted as these detract from the restrained character of the City.



CITY OF LONDON A-BOARDS GUIDANCE

Section 149 Highways Act (1980)

A-Boards placed on the footway are subject to the following conditions;

- Must be overall a maximum of 1200mm High X 800mm Wide x 500mm Base/Footprint
- Only one A-Board per business
- Footpath must have a minimum residual width (width of footpath not obstructed by A Board) of 2.0 metres left for the passage of pedestrians
- Must be placed against your building/business
- Must not cause an obstruction to pedestrians
- Must be placed on straight sight lines and not on any curved angles along the building line
- Rotating or swinging banner type signs are not permitted
- Boards must not be fixed or attached to any street furniture (lamp poles, sign posts etc.)
- All boards must be taken in/removed from the footpath when the business is closed

**A-BOARDS THAT DO NOT CONFORM TO THE ABOVE REQUIREMENTS WILL
BE REMOVED WITHOUT NOTICE BY CITY OF LONDON STREET
ENVIRONMENT OFFICERS**

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Committee(s):	Date(s):
Planning and Transportation Port Health & Environmental Services	8 th April 2014 13 th May 2014
Subject: Department of the Built Environment Business Plan 2013-16	Public
Report of: Director of the Built Environment	For Decision
<p>This report details the Business Plan for 2014-17 for the Department of the Built Environment.</p> <p>The business plan sets out what we do, the standards we will attain, how we will operate as a department, where we fit into the Corporate plans, and what we are planning to do to keep on improving.</p> <p>The Business Plan has been compiled so that the first part gives a summary of what the Department plans to do and how it will be done and then the reader can select what detail he or she chooses from the appendices. The most essential appendices are the Workforce Plan (Appendix A); the Summary Plan with finances (Appendix B); and Port Health and Environmental Services Committee Members are particularly requested to consider the first three Key Performance Indicators in Appendix C, this shows last year's KPIs set against this year's. It should be noted that further stretched targets are proposed for waste reduction (NI 191) and recycling (NI 192) whilst the same challenging target for street cleansing (NI 195) as 2013/14 is retained.</p> <p>PH&ES Committee Members are also requested to consider the Transportation and Public Realm (T&PR) Divisional Plan which immediately follows (Appendix I) and contains those elements of the Department's services that are relevant to the Port Health and Environmental Services Committee. (We have omitted the detailed Divisional Plans of the other Divisions within the Built Environment namely; Planning Policy, The District Surveyor and Planning Development).</p> <p>Within the T&PR Plan, TPR5, TPR6 and TPR7, specifically relate to the work of the Port Health and Environmental Services Committee.</p> <p>Recommendation(s) Members are asked to:</p> <ul style="list-style-type: none"> • Approve the Department of the Built Environment's Business Plan 2014-17 and associated appendices. 	

Main Report

Background

1. This Business Plan is an integral element of the performance management system. The plan shows how the Department will be improving performance and how activities support the City's strategic aims and policy priorities.

Current Position

2. The new Business Plan for 2014-17 has been compiled in line with corporate guidelines, and incorporates comments from the Town Clerk's Performance and Development Team.

Strategic Implications

3. This Business Plan details how the Department's activities and key projects for the next three years support and link to the themes in the City Together Strategy and the City's Corporate Plan.

Consultation

4. The managers and staff of the department were consulted during the planning process. Our Business Partners, (HR & Finance) staff also contributed to the preparation of the plan.
5. Further consultation was undertaken with the Deputy Town Clerk on 26th March 2014.

Conclusion

6. Formal monitoring arrangements are in place to ensure that performance is reviewed regularly and during the year progress will be monitored at the monthly departmental management team meetings. Members will be kept informed of progress on the KPIs, key objectives and the budget position in quarterly reports which will be presented to Committee.

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Chief Administrative Officer

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Department of the Built Environment

Business Plan 2014-17

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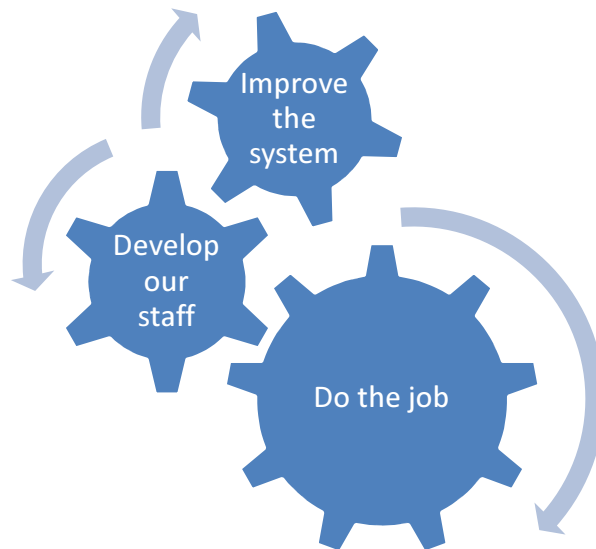
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Director's Introduction

1. This year we are going for a step change in our business planning. It's hard to describe: 'this is the year DBE really starts to rock and roll'. 'This is the year we have been building up to'. 'All the work on getting the basics in place now starts to bear fruit'. 'This year we move from evolution to revolution'. I hope that's enough to set the tone. Here's what I mean.
2. I have always had a simple philosophy about our management of DBE that it is about more than just getting the job done well. At the same time as delivering high quality services, we have tried to develop our staff, and tried to improve our processes. Courtesy of two years of developing a solid Business Plan, we have a clear set of KPIs that enable us to see how we are doing at a glance. And what they show is that we are delivering high quality service consistently well. We have clear programmes of work, clear objectives, with clear targets. So now's the time to take it up a gear. Or two.
3. What this means is we must look more at how we do things, and that's just what we are going to do. But first, I want to talk about the context in which we will be operating. Research we have done recently shows that one of the main things that makes firms want to locate in the City is not just the buildings themselves, but the facilities for their staff that the City can offer, things like shops, cafes, and perhaps even more importantly the space and systems to allow them to work flexibly away from their desks. This means the need for a joined-up, coordinated built environment service has never been greater.
4. So one of the things we have done this year is decide on longer-term joint objectives that show how we will work together to achieve cross-departmental results. You will see them at Paragraph 16 below. But that's not all. We need to have the different approach I talked about above. Where you can see this is in our Workforce Plan, Appendix A. We will be putting renewed effort into developing you, our people. Partly this is because we have an ageing workforce; partly it is because we want to improve our middle management capability; predominantly it is because we want to develop more team working.
5. We know we learn best from things we have done before, but what we have seen up to now, (and I noticed this in particular on street improvement schemes we have done), is that we have radically understated the improvements in procedure and process we achieved as a result of the scheme. What's worse, we had no way of capturing that experience for the next scheme. We aim to put that right. So we will have more ideas sessions, more cross-divisional working and thinking, make more of the meetings we already have now, and improve our systems so that data sharing becomes the norm.

6. So this year, the theme is 'Do the job, develop our staff, improve the system'. It's an integrated process of continuous improvement.



What We Do

7. None of this means we will be moving away from the Key Aims we were set up to deliver. The first of these was to provide an integrated service to City developers.

- To provide an integrated service to city developers and occupiers from pre-construction to demolition;
- To improve external communications and actively engage with City residents, workers and visitors;
- To manage all activities and services that relate to the City's streets, especially utility works and minimise their impact upon road danger and congestion; and
- To respond to changes in demand for and usage of the City's streets and streetscene.

8. As a department we offer a coordinated service on all those activities that relate to the structure and operation of the City's buildings and streets, including planning, all aspects of street works including transportation, the street scene, highway maintenance, parking and liaison with the utilities, building control (the District Surveyor's function), and street cleansing. We also have a strong management link with the City Property Advisory Team, which works closely with City developers and occupiers to (among other things) help them find and retain accommodation and to enhance the City's long-term competitive position.

9. Since the department was established in 2011, we have embedded within the divisions a sense of 'joined-up' service delivery. Establishing cohesive working relationships to ensure we can take a site from development to demolition and everything in between including our District Surveyor work, our public realm developments, the transportation infrastructure needed and satisfying the demand for office space within this ever growing City.
10. We continue to face significant challenges in the year ahead including corporate wide service reviews; the Thames Tunnel Tideway, Road Danger Reduction and our 20mph implementation, the Aldgate project and the Cultural Hub.
11. Our two-year budget planning has enabled better financial management and awareness of projected budget shortfalls. Through continued service reviews we have closed an estimated budget gap of £600K in 2014/15. Our income is subject to fluctuations in market conditions but by working to improve budget profiling and financial management to support the work of our managers and budget holders we hope to identify any future projected budget shortfalls at an early stage and take timely action to address them.
12. The summary plan, Appendix B, provides members with an outline of key objectives, performance indicators and targets; as well as departmental finance information and HR trends most relevant to the department.

Key Performance Indicators

13. Our KPIs enable us to measure key areas of work within the department, as well as monitoring national targets. These KPIs continue to focus on targets, outcomes and aspirations; where new targets have been set they are in line with changes made by the Mayor's Office or by central government.
14. KPIs are monitored by managers across the department (Appendix C). They will be reported to committee on a regular basis.

How we will do things in DBE

Cross Cutting Objectives

15. This year in order to set the longer term vision and to improve inter-departmental liaison we've included some cross cutting objectives that will shape the City and our contribution as a department to City business in the next few years. An individual Director will be assigned to lead on each of these objectives.
16. Our key cross-divisional objectives have been developed to represent the cross departmental working that is being cultivated within the department. (Appendix D).
 - I. To deliver the Aldgate Highway Change and Public Realm Project.
 - II. To contribute to the City's Cultural Hub Working Party.
 - III. To future-proof the City.
 - IV. Improve departmental and corporate data sharing and use of GIS (Graphical Information Systems).
 - V. To implement the City's Community Infrastructure Levy (CIL).

HR

17. Any successful business relies on its staff. In the year ahead we are building on the quality of our staff as we concentrate on succession planning, improved team working and management skills. Our Workforce Plan (Appendix A) shows how we will do this, and together with our Learning & Development Plan (Appendix E) you can see our key areas for the development of our people over the coming year.
18. We will create a culture where communication is key; by ensuring all staff have the 'team working' behaviour for the 14/15 appraisal, as well as encouraging staff to think about how best to communicate across teams in order to achieve the best results.

Learning & Development

19. Through the core behaviours, staff will continue to be developed and encouraged to deliver key departmental aims. Commitment to work experience at all levels will support the City Together partnership goals, as well as giving the opportunity to influence our professions and develop students and young people.
20. As a big part of succession planning we are looking at on-going professional development being a key area of development for the department, and this includes legislative and statutory updates. In addition we are going to concentrate on:

- Continued Professional Development (CPD)
- Marketing & Communication
- Team Working
- Project Management & Organisational Skills
- Budget Management
- Health & Safety for Managers

21. During 2014, the City of London Corporation will be reassessed against Investors in People (IIP). The department will work closely with the Town Clerk's team to demonstrate the principles of IIP are embedded in, and supported by, good management throughout the department. Our commitment to management improvement reflects current IIP standards.

Finance

22. Over the last year we have established a two-year budget plan, and for some areas a five-year plan. This has enabled our managers to better plan their long term spend and ensure the integrity of our budget.

23. Over the coming year we will be supporting the organisation in order to help meet the projected £5m shortfall in the City Fund by 2016/17 (£9m by 2017/18), as well as other financial pressures on Local Authorities. Our Departmental Management Team and the managers of the department will be required to ensure efficiency and financial robustness through closer budget management.

24. We expect all our people to ensure efficiency and VfM in all procurement activity. We will continue to strengthen our relationships with the CLPS and Chamberlain's teams to deliver savings where possible.

25. Major Projects can be found in Appendix F, and these are listed and monitored within Project Vision.

Communication

26. We are looking to improve the way we interact internally and how we ensure high quality consultation.

27. Cooperative working will contribute to a more cohesive department, and through our Workforce Plan, we will encourage partnerships and a supportive network. As a department we sent 183,033 emails in Q3 13/14. We want to improve face to face communication to improve our service delivery, and reduce the volume of emails sent. Early discussion and the involvement of the right people will improve the cross division relationships, project delivery and see a drop in our email figures; we will measure our email output quarterly to see if it's working.

28. Alongside developing our internal communication improvements we will be looking towards our consultations, how these are done and what role social media may have in reaching as many of our residents, workers and visitors as possible.

Information Technology

29. We will be working with our Senior Business Analyst to improve systems and efficiency, create the tools and systems that we need to deliver our aims and objectives; while ensuring both departmental and organisation objectives are met, more detail can be found in Appendix G.

Key IT Objectives

- I. Continue to improve communications with our customers.
- II. Complete the Highways Management System (HyMS).
- III. Explore replacement options for the street parking system and the car park barrier systems.
- IV. Continue gathering information to obtain a single, integrated, view of the future City through GIS.
- V. Work with Amey (Cleansing & Transport Contractor) to streamline customer complaint handling by integrating their software with the CRM.
- VI. Miscellaneous Projects

Business Risk

30. The department reviews Business Risk quarterly and reports on changes to Committee. There are currently 23 identified business risks, key risks are linked to divisional objectives. There are no "Red" risks, and the control effectiveness of all risks has been assessed as "Green". (Appendix H).

Health & Safety

31. The department H&S Group is led by the Chief Officer, who also sits on the Corporate H&S Group; the group meet three times a year to discuss accident trends, legislative changes, monitor performance (including contractors) and review H&S risk within the department.
32. Health & Safety considerations have been taken on board while writing our departmental objectives.
33. The Annual Certificate of Assurance and Top X are produced in accordance with best practice guidance issued by the Corporate H&S team; these are reviewed twice a year.
34. Detailed arrangements for safety management have been incorporated into our Departmental Health & Safety Plan in line with the Corporate H&S Policy.
35. Monitoring of compliance with this plan will be undertaken and progress reported to the H&S Group.

36. Competently discharge our duties as the Client under construction under CDM 2007, and any other duty holder responsibilities we fulfil.

Equalities

37. One of the features of the Equality Act (2010) is the Public Sector General Equality Duty which requires public bodies to have due regard to:

- eliminate discrimination, harassment, victimisation and any other prohibited conduct
- advance equality of opportunity between people who share a relevant protected characteristic and those who do not
- foster good relations between people who share a relevant protected characteristic and those who do not share it.

38. All new strategies policies and key projects have scoping exercises produced, and if necessary full Equality Impact Assessments. The findings of these assessments are used to help shape the work of the department and improve service delivery.

Key Partners

39. The Department has a close working relationship with many internal and external parties. These key partners support the department as we deliver our key outcomes.

40. Internally, both the HR and Finance Business Partners sit on the Department Management Team; offering advice, support and challenge to our Management team. Other key internal partners include the City of London Police, Comptroller & City Solicitor, CLPS, TC's Contact Centre and IS Division all of whom support the delivery of our departmental aims and objectives. In addition, the department support the Corporate Access Meetings, and the Conservation Advisory Area Committee.

41. The Department also has established partnership working with central government, the GLA, other local authorities and is represented on bodies such as the Mayor of London's Road Task Force, the LDSA (London District Surveyors Association, ALBPO (Association of London Borough Planning Officers), BCO (British Council for Offices), the London Road Safety Advisory Group, LoTAG (the London Technical Advisors Group) and the DAC (Diocesan Advisory Committee).

The City Property Advisory Team

42. CPAT (managed by the City Surveyor) provides an important link between DBE, the City Surveyor, City developers and occupiers. They assist businesses to access our services, and act as a channel for us to advise businesses on developments in our service area, particularly on matters of planning policy. CPAT activities will compliment and reinforce those identified in the cross cutting themes. In particular they will support the regeneration of the Aldgate area through promoting the development of a business partnership for the area. Another area of focus will be ensuring businesses and workers are afforded the

optimum technological environment from which to operate. CPAT will working with DBE to review opportunities to develop smart infrastructure networks and will also finalise a telecommunications strategy to ensure the City offer for both wireless and fixed line communications is commensurate with its World city status.

Development of the Business Plan

43. This plan has been developed in consultation with the Senior Management Team. Directors and Managers held local discussions with staff and business partners to agree the main objectives and forward-looking divisional plans.
44. Consultation was undertaken with Town Clerks (HR), Town Clerks (H&S), Town Clerks (Performance), Chamberlains (Finance) and Chamberlains (IS).

Key Contacts

45. A schedule of key contacts can be found in Appendix I.

Appendices and Supporting Documents

Appendix A	Workforce Plan
Appendix B	Summary Plan
Appendix C	KPIs
Appendix D	Key Cross Cutting Objectives
Appendix E	Learning & Development Plan
Appendix F	Major Projects
Appendix G	Information Management
Appendix H	Business Risk Register
Appendix I	Key Departmental Contacts

Supporting Documents (These can be provide on request or by following hyperlinks)

- Divisional Business Plans and Objectives
- Committee financial budget sheets
- Department of Built Environment Projects Programme, P&T 26th November 2013
- Road Danger Reduction Plan, P&T 15th January 2013
- Road Danger Update, P&T 28th February 2014
- 2014 Annual Certificate of Assurance (H&S)
- 2014 Top X (H&S)
- Departmental business risk register

Abbreviations

CCAS: Clean City Award Scheme
CIL: Community Infrastructure Levy
CLPS: City of London Procurement Service
CPAT: City Property Advisory Team
CPD: Continued Professional Development
DBE: Department of the Built Environment
ETP: Education, Training and Publicity
GIS: Geographical Information Systems
GLA: Greater London Authority
H&S: Health and Safety
IIP: Investors in People
IT: Information Technology
KPIs: Key Performance Indicators
L&D: Learning and Development
OOH: Out of Hours
RDRP: Road Danger Reduction Plan
T&PR: Transportation and Public Realm
TfL: Transport for London
VfM: Value for Money

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Workforce Planning 2014/15

This document outlines the key workforce planning issues that we will be focussing on during 2014/15

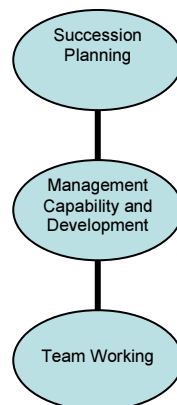
WORKFORCE PROFILE DATA

The key workforce profile data for the department is included in the Summary Business Plan. While it is important to analyse this data and understand what it is telling us, the focus of workforce planning is on what we know to be true of the department's workforce, and taking tangible action to move closer to the ideal workforce.

To that end, this workforce plan presents the key pragmatic challenges facing the department's workforce and planned actions to help resolve these.

Current position

The now established Department of the Built Environment is made up of professional and technical staff with managers ranging from grades D to SMT across a range of disciplines. We have 3 key focus areas in relation to our people:



Key Focus Area 1: Succession Planning

In order to deliver consistency and stability, as well as ensure that we make use of the existing talent and knowledge that we know we will lose in the future due to an aged workforce, we will take a structured approach to succession.

The nature of the work in some divisions has allowed us to develop career graded roles which has provided a clear pathway to develop staff and address succession issues. This has allowed more experienced staff to mentor and develop lower graded staff within a structured framework. District Surveyors and Highways are examples of divisions which have career graded roles in place and the department will consider whether other divisions may have similar opportunities within their service areas over the coming year. In particular, a review of roles within the Parking Ticket Office is underway with a view to introducing a career grade approach.

However, not all roles lend themselves to structured career pathways so we will also seek to address succession in a number of other ways as follows:-

- In the Planning Development division, a review of the structure is underway and is planned to be completed in the first quarter of 2014. The focus will be on creating a structure that encourages sharing of knowledge across broader areas than the current structure allows whilst increasing the depth of knowledge and skills in specialist areas and increasing flexibility. This may include an interim structure to ensure succession is effective in the longer term.
- A review of the Transportation structure is currently under way, and we have agreed some flexible retirement requests to allow for knowledge to be transferred in a more structured way over a longer period of time.
- We will consider longer hand-over periods where the department knows specific employees will be leaving the organisation and key knowledge may be lost, subject to financial implications.
- Senior managers will be required to provide a representative at management meetings they are unable to attend, enabling other levels of management to gain exposure and contribute to senior meetings.
- We will encourage managers to consider their team's skills and capabilities and, where possible, provide opportunities to develop these such as exposure to committee and senior management meetings, allocating projects that will stretch them, provide financial and mentoring support in relation to professional training where appropriate and support for City of London volunteering.
- We will encourage managers to seek the long term aspirations of employees through their appraisals and to agree learning and development plans to assist with them being able to achieve their aspirations either at the City or elsewhere in the long term. In doing so, whether our employees progress within the City or move on to other organisations, we can utilise the skills and knowledge they bring as a result of their development.
- We will support flexible retirement requests where there is a clear business benefit to enable knowledge to be transferred in a more structured way and ensure consistency to our service users.
- We will continue to support cross-divisional and cross-departmental secondments, subject to business needs, where opportunities arise in order to further develop employees and introduce them into new areas where they can bring their skills and knowledge.
- We will consider supporting further apprenticeships, providing opportunities for young people to learn about our professions and giving them an opportunity to apply for permanent positions, where available and to 'grow our own' employees.

- We will continue with current initiatives regarding cross-borough working, sharing knowledge and experience, where appropriate.
- We will resource our services with a permanent base of employees, addressing temporary resource needs through a combination of agency workers, fixed term contracts and secondments.

Key Focus Area 2: Management Capability and Development

The need to improve management capability and provide a development plan for both existing and aspiring managers was identified in 2012 and formed part of a longer term workforce plan. The aim was to improve existing management capability as well as ensure that the department has the management capability for the future.

Shortly after the creation of the Built Environment, The Transportation and Public Realm division engaged in a long term development programme, not only to develop senior management but also to enable a new team of senior managers to work together effectively. This development informed a general management development programme that we planned to offer to existing and aspiring managers in the future. However, towards the latter part of last year, some work by Corporate HR was undertaken alongside this initiative and it was felt appropriate to feed into this rather than provide a separate departmental programme. It is anticipated that the Corporate Management Programme will be available during 2014/15 and will include elements of the department's developed programme.

In addition to the Corporate Management Programme planned, we will, where appropriate adopt the following approaches in developing and supporting our managers:

- Increase self-awareness across teams by using tools such as personal profiling and emotional intelligence assessments, allowing managers to better understand their management style and helping them to manage their team more effectively;
- Provide improved management information to managers to allow them to be more effective and efficient; this is on-going and, whilst improvements have been made in the last year, it is recognised that more is required; this will include liaising with the Corporate Trent team where specific improvements are identified;
- Provide individual coaching and guidance to managers in specific situations, where appropriate, via the department's HR business partner and HR adviser;
- Raising awareness of manager's responsibilities in relation to health and safety including risk assessments through training sessions.
- Require our budget holders to undertake the planned financial e-learning currently being progressed by the Chamberlain's department.

Key Focus Area 3: Team Working

The Built Environment has been established since October 2011 and has focused on the integration of merged services. We believe this has been successful in that it

provides effective and efficient services to the public and divisional teams have integrated successfully.

We know that how individuals do things and their behaviour is really what differentiates performance. So further improvement can be made by adopting a departmental 'team' ethos whereby employees are encouraged to work more collaboratively across divisional teams, engaging and consulting with each other in a more structured way.

In order to do this we wish to create a culture whereby communication is key. We will:

- Ensure all staff have the 'team working' behaviour for the 14/15 Appraisal.
- Encourage employees to think about how best to communicate across divisions and, where appropriate, to talk more at the planning stage of activity. One way of doing this is to discourage the use of internal e-mail where a face-to-face conversation would be more beneficial. The business plan has, therefore, identified a target of reduced e-mails over the coming year to try to measure this.
- Encourage employees to respect the roles of other divisions and the contribution that they make, understanding their importance to the department as a whole. To support this, we will be organising an open day event in the 2nd Quarter where divisions will present to other divisions and/or have stands which communicate the key areas that they are working on and the contribution that they make to the organisation. We have also agreed cross-cutting divisional objectives as part of our business plan which involves all areas across the department working together to achieve the same aims.
- Identify and communicate a structured and transparent approach to giving and receiving feedback as a result of consultation across divisions. To support this new consultation protocols have been agreed between Planning Development and Transportation & Public Realm divisions which we plan to embed into processes during the coming year.
- Make 'Big Stuff' meetings a priority in order to share information, requiring representation from all divisions at every meeting. Information shared at these meetings will link to the cross-cutting divisional objectives agreed in the Business Plan.
- Review the role of the Communication Group, its frequency and terms of reference to ensure that it is fit for purpose. Use this group to consider other mechanisms to communicate across divisions.
- Encourage employees to share knowledge and information across divisions through a variety of initiatives. The departmental newsletter will continue to share information relating to events, specific roles, recognition, and initiatives related to the Built Environment.

- Require a representative from each division to attend the CPD group, contributing ideas to a calendar of cross-cutting learning events and facilitating their delivery.

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Department of the Built Environment: Summary Business Plan 2014/17

Our Strategic Aims are:

- To provide an integrated service to City developers and occupiers from pre-construction to demolition;
- To improve external communications and actively engage with City residents, workers and visitors;
- To manage all activities and services that relate to the City's streets, especially utility works and minimise their impact upon road danger and congestion; and
- To respond to changes in demand for and usage of the City's streets and streetscene

Our Key Cross-Department Objectives are:

- I. To deliver the Aldgate Highway Change and Public Realm Project.
- II. To support the City's Cultural Hub.
- III. To build on what factors define a future city.
- IV. Improve departmental and corporate data sharing and use of Geographical Information System (GIS).
- V. Implement the City's Community Infrastructure Levy (CIL).

Key Divisional Performance Indicators:

Description:	2013/14 target	2014/15 target
To increase percentage of household waste recycled	41%	43%
Percentage of Penalty Charge Notice (PCN) debts recovered	80%	80%
90% of street works in full compliance with the service 5-point communication plan	n/a	90%
To manage responses to requests under the Freedom of Information Act within 20 working days	85%	85%

Department name: Summary Business Plan 2014/17

Our Financial Information:

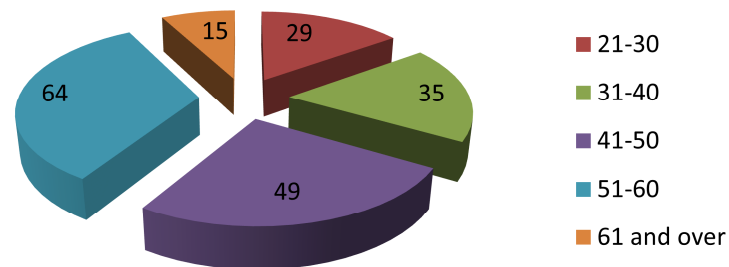
Summary Financial Information - Built Environment						
	2012/13	2013/14	2013/14	2013/14		2014/15
	Actual	Original	Revised	Forecast		Original
		Budget	Budget	Outturn		Budget
			(latest approved)			
	£'000	£'000	£'000	£'000	%	£'000
Employees	11,378	11,484	11,335	11,362	100.2%	11,674
Premises	7,182	5,062	5,929	5,321	89.7%	5,266
Transport	251	97	206	223	108.3%	211
Supplies & Services	2,596	1,763	2,557	2,664	104.2%	1,825
Third Party Payments	10,032	9,865	9,769	9,698	99.3%	9,918
Transfer to Reserve	11	5	5	5	100.0%	0
Contingencies	0	9	283	0	0.0%	9
Unidentified Savings ¹	0	-92	0	0		-47
Total Expenditure	31,450	28,193	30,084	29,273	97.3%	28,856
Total Income	(13,084)	(11,816)	(13,188)	(12,868)	97.6%	(12,366)
Total Local Risk²	18,366	16,377	16,896	16,405	97.1%	16,490
Central Risk	(4,665)	(5,209)	(5,774)	(5,720)	99.1%	(6,084)
Recharges	10,197	12,275	11,706	11,706	100.0%	12,318
Total Expenditure (All Risk)³	23,898	23,443	22,828	22,391	98.1%	22,724

Notes on Financial Information:

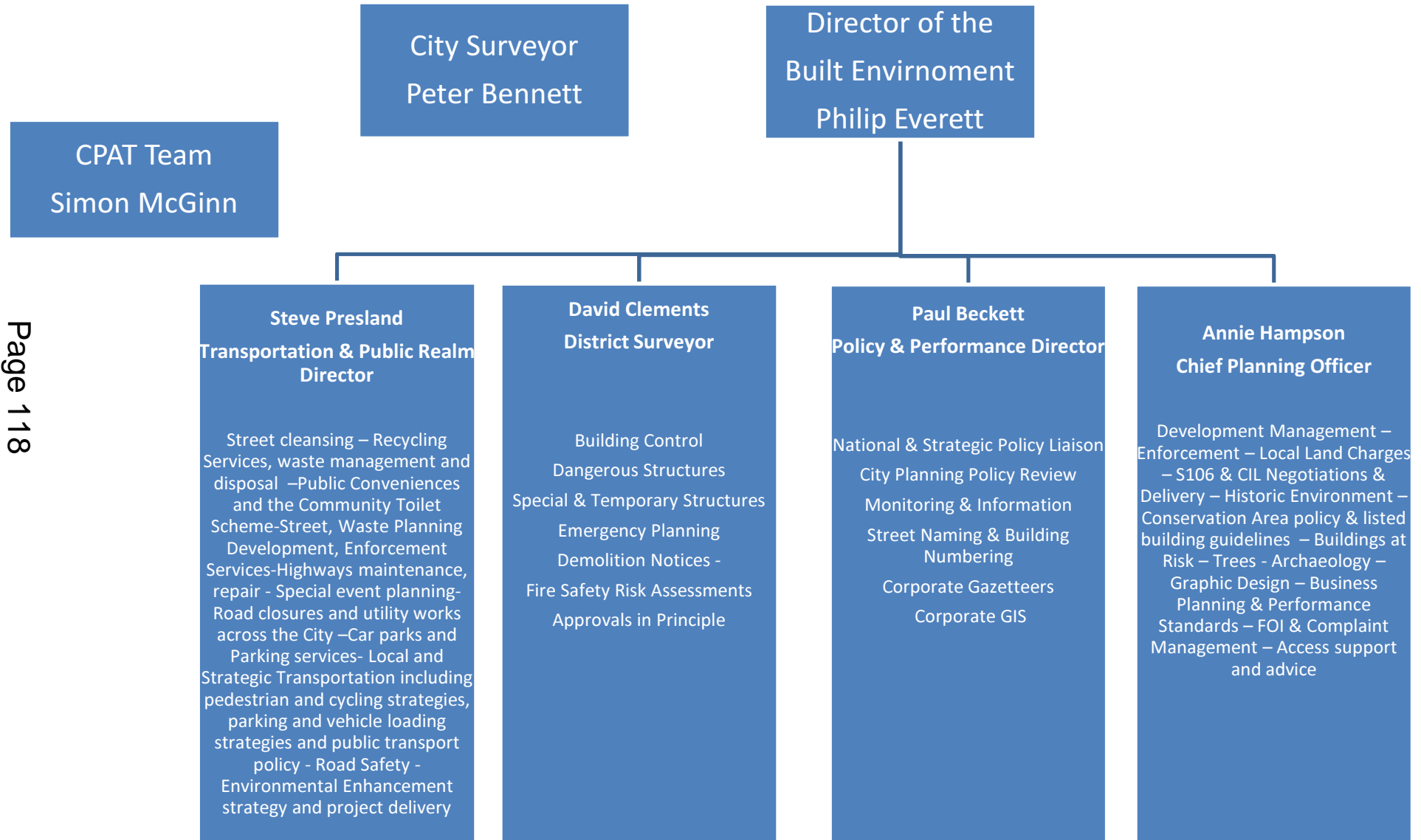
- 1.
2. Excludes Local Risk amounts spent by the City Surveyor
3. Projected outturn 2012/13 based on monitoring at period 10 (31/01/2013)

Our Staffing:

- 192 staff across four divisions: Transportation & Public Realm, Planning Development, Planning Policy and Building Control.
- 42% of total employees are aged 51+ (see note 1 & 2)
- Short term sickness absence continues to be at or above target levels for the City. (see note 3)
- Staff Turnover is a healthy 9.25% providing an opportunity for new skills and experience whilst retaining key knowledge.

Age Profile**Notes on Staffing Information:**

1. 41% of total employees are aged 51+; 100% of Directors and 64% of Assistant Directors are 51 or over. This, coupled with a general need for continuity and stability, has raised the need to consider a planned approach to succession in the longer term to ensure we have the capability in terms of technical and professional knowledge as well as the leadership skills for the future (please see our Workforce Plan for more detail).
2. Only 15% of the department are aged 21 -30 and the 20 or under category is not represented. This is due mainly to the department being largely technical or professional in nature. However, during 2012 the department recruited 2 apprentices and, where there are opportunities, will consider providing more apprenticeships in the future.
3. Sickness absence continues to be slightly above average levels for the City but below corporate target levels at 6.29 FTE days lost during the calendar year 2013, demonstrating an improvement in overall sickness totals for the previous year of 7.91 FTE days lost. This is made up of short term sickness (4.56 days) and absence related to underlying medical conditions/long term absence (1.73 days). There are a significant proportion of staff (10%) with underlying medical conditions which are considered disabilities under the Equalities Act. The department manages related absences ensuring that they remain reasonable and bala



Departmental Key Performance Indicators

		Target 13/14	Target 14/15
	Transportation & Public Realm		
NI 191	To reduce the residual annual household waste per household.	508.5kg	373.4kg
NI 192	Percentage of household waste recycled.	41%	43%
NI 195	Percentage of relevant land and highways from which unacceptable levels of litter, detritus, graffiti and fly-posting are visible.	2%	2%
LTR2	Percentage of valid PCN debts recovered.	80%	80%
LTR3a	Respond to percentage of PCN correspondence within 10 days.	90%	90%
TPR1	No more than 3 failing KPI's, per month on new Refuse and Street Cleansing contract	<9 per quarter	<9 per quarter
TPR2	No more than 3 failing KPI's, per month on new Highway Repairs and Maintenance contract.	<9 per quarter	<9 per quarter
TPR3a	Reduction by 10% in the number of persons killed or seriously injured compared to the 2010 baseline persons killed or seriously injured.	Target ≤ 9 persons	Target ≤ 9 persons
TPR3b	Reduction by 5% (or 19 people) in the total number of road traffic casualties compared to 2010 baseline	Target ≤ 90 persons	Target ≤ 90 persons
TPR4	No more than 10 unresolved 'time banding' queries.	n/a	10
TPR5	3 New Area Strategies agreed by Committee by March 31st 2014	n/a	3
TPR6	90% street works in full compliance with the services 5 point communication plan.	n/a	90%
	District Surveyor's (Building Control)		
LBC1	To monitor targets for approval turnarounds for both standard applications and report to committee quarterly. (90% within 19 working days).	90%	90%
LBC2	To monitor targets for approval turnarounds for non-standard applications and report to committee quarterly. (90% within 26 working	90%	90%

		Target 13/14	Target 14/15
	days).		
LBC3	To issue a completion certificate within 10 days of the final inspection of completed building work in 90% of eligible cases.	85%	90%
	Planning Policy		
PP1	Adopt the City's Community Infrastructure Levy (CIL) in May 2014 and implement by July 2014.	n/a	July 2014
PP2	Submit draft Local Plan in May 2014 for examination in autumn 2014 and adoption in March 2015	n/a	March 2015
PP3	Publish development pipeline information bi-annually (June & Dec) and publish 2011 Census analysis on workers and travel to work by August 2014.	n/a	August 2014
PP4	Submit local land and property gazetteer updates at least weekly to the National Address Gazetteer and maintain submissions of the local street gazetteer at Gold standard.	Gold Standard	Gold Standard
PP5	Ensure internal and public-facing GIS services are available 98% of the working day (excluding IS service disruptions) and implement improved GIS within Dept and at Epping Forest by March 2015.	98%	98%
	Development Management		
DM1a	Process 65% of minor planning applications within 8 weeks	65%	65%
DM1b	Process 75% of other planning applications within 8 weeks	75%	75%
DM1c	Negotiate with applicants such as to be in a position to recommend 95% of all planning applications	n/a	95%
DM2	To seek a BREEAM status of Excellent or above on all relevant planning applications	n/a	100%
DM3	Process 100% of standard land charge searches within 7 working days.	100%	100%
DM6	Provide access observations to 95% planning applications within 14 days of receipt of information	95%	95%
DM7	To manage responses to requests	85%	85%

		Target 13/14	Target 14/15
	under the Freedom of Information act within 20 working days. (Statutory target of 85%)		
DM8	Investigate 90% of alleged breaches of planning control within 10 working days of receipt of complaint.	90%	90%
	Service Response Standards		
SRS A	All external visitors to be pre-notification via the visitor management system.	100%	100%
SRS B	Where an appointment is pre-arranged, visitors should be met within 10 minutes of the specified time where Visitors arrive at Guildhall North or West Wing receptions.	100%	100%
SRS C	Emails to all published (external-facing) email addresses to be responded to within 1 day.	100%	100%
SRS D	A full response to requests for specific information or services requested via email within 10 days.	100%	100%
SRS E	Telephone calls to be picked up and answered within 5 rings/20 seconds	90%	90%
SRS F	Voicemail element only target 10%	10%	10%

DBE1	Deliver the Aldgate Highway Change and Public Realm Project				
Supporting TCT Strategy themes:	<ul style="list-style-type: none"> City which supports our communities. City which protects, promotes and enhances our environment. City which is safer and stronger. 	Priority and rationale (why are you doing it?):	<ul style="list-style-type: none"> To deliver the Aldgate Highway Change and Public Realm Project; delivering safer streets, supporting the One Portsoken and Aldgate Business initiatives and delivering the Mayor's Vision for Cycling 		
Aligns to Corporate Plan:	<u>Corporate Plan Strategic Aims:</u> SA1 and SA2 <u>Key Policy Priorities:</u> KPP1 and KPP3				
Departmental Strategic Aims:	To manage all activities and services that relate to the City's streets, especially utility works and minimise their impact upon road danger and congestion; and To respond to changes in demand for and usage of the City's streets and streetscene.				
Actions/Milestones		Target Date	Measure of Success	Responsibility	Resources
Secure permission to commence construction (G5)		June 2014	Member approval	Asst Director (City Transportation)	Officer time
Commence and manage construction		June 2014	Adherence to programme	Asst Director (Highways)	Officer time
Contribute to obtaining the necessary planning approvals and enhancement of the City's environment, heritage and special character through pre-application discussions and consideration of planning or other applications.		Planning permission prior to December 2014	All planning type approvals obtained Planning decision within the statutory timescale	Asst Director (Highways) and Chief Planning Officer	Officer time

Arts and Events Strategy (subject to Member approval and funding)	March 2015	An approved strategy and processes	Asst Director (Environmental Enhancement) Head of CPAT (for funding)	Officer time and funding
Secure all approvals for structural elements and third party consents	December 2014	Approvals obtained	Asst Directors (City Transportation) & (Structures)	Officer time
Confirm future maintenance costs	April 2014	Costs defined	Asst Director (Cleansing)	Officer time
Secure funding	June 2014	Full project funding identified	Asst Director (City Transportation) Policy and Performance Director, Head of Finance	Officer time
Cycling trial in Aldgate High Street (See DBE1)	March 2015	Trial approved by TfL	Asst Director (City Transportation)	Officer time
Communication Plan	June 2014	Signed plan and manager in post	Asst Director (City Transportation)	Officer time
Money	People		Environment	Managing Business
Project funding from TfL and S106/CIL. Possible need for On Street Parking Surplus. (G4 estimate of £17m).	Involves all divisions within Built Environment. Major contributions from City Surveyor's and, Children and Community Services.		Will deliver on many cross cutting Corporate Strategies.	A developed accounting process will be needed to manage the 'cash flow'. Improve cross department communication.

<p>DBE2</p>	<p>To support the City’s Cultural Hub Working Party of Members and officers, examining the prospects for the establishment of a cultural focus based around the Museum of London and The Barbican Centre.</p>				
<p>Supporting TCT Strategy themes:</p>	<ul style="list-style-type: none"> • City which supports our communities. • City which protects, promotes and enhances our environment. • City which is safer and stronger. 	<p>Priority and rationale (why are you doing it?):</p>	<ul style="list-style-type: none"> • To Support the City’s Cultural Hub Working Park as it examines the prospects for the establishment of a cultural focus based around the Museum of London and The Barbican Centre. • As it is in its early stages, it is impossible to put dates to elements of the project at this stage, although the highway works are already in their early stages of development, but there is no doubt these will develop further. • This development will be in respect of our own requirements, and also in relation to external funding sources for junctions, notably the St Paul’s Gyratory removal, which may be able to attract TfL funding.. 		
<p>Aligns to Corporate Plan:</p>	<p><u>Corporate Plan Strategic Aims:</u> SA1 and SA2 <u>Key Policy Priorities:</u> KPP1 and KPP3</p>				
<p>Departmental Strategic Aims:</p>	<p>To manage all activities and services that relate to the City’s streets, especially utility works and minimise their impact upon road danger and congestion; and</p> <p>To respond to changes in demand for and usage of the City’s streets and streetscene.</p>				
<p>Actions/Milestones</p>		<p>Target Date</p>	<p>Measure of Success</p>	<p>Responsibility</p>	<p>Resources</p>
<p>Contribute to the working group:</p> <ul style="list-style-type: none"> • Planning in relation to the usage of buildings in the area • Policy in relation to the further effect (if any) on our Local Plan (which already recognises the initiative) • T&PR in respect of the local road network and pedestrian flows. 		<p>Tbc</p>	<p>Working group have access to advise and information</p>	<p>Director of the Built Environment All Directors</p>	<p>Officer time</p>

St Paul's Gyrotory removal	2022	Successful removal and implementation	Director of the Built Environment T&PR Director	Officer time
Money	People		Environment	Managing Business
Project funding potentially other external sources.	Cross Organisation working		Will deliver on many cross cutting Corporate Strategies.	Supporting the organisation as a world financial City.

<p>DBE 3</p>	<p>To future-proof the City and build on our initial assessment of what factors define a future city</p>				
<p>Supporting TCT Strategy themes:</p>	<ul style="list-style-type: none"> • City which supports our communities. • City which protects, promotes and enhances our environment. • City which is safer and stronger. 	<p>Priority and rationale (why are you doing it?):</p>	<ul style="list-style-type: none"> • We know that the use of up to date information technology will affect the way we interact with our city environment. It will give us access to more and more information that will shape the way we work. This will affect the City as the local authority for the Square Mile in two main ways, as a provider of services and as the repository for the publicly available information that can come from the new IT. We need to see how we, as the LA, need to react to this new trend, whether we can leave it to the market or whether we need to step in. One area where we will definitely need to act is in relation to the space between buildings, where demands on it are changing fast, from changes in road use to an increased need for space for people to work outside the office. • To build on our initial assessment of what factors define a future city, to see where we might need to intervene, and where we can simply maintain a watching brief. This will involve all our divisions in assessing technological change, and being able to plan for changes in building usage, and the changing requirements of City employees, especially those issues that affect employers' decisions on where to locate. 		
<p>Aligns to Corporate Plan:</p>	<p><u>Corporate Plan Strategic Aims:</u> SA1 and SA2 <u>Key Policy Priorities:</u> KPP1 and KPP3</p>				
<p>Departmental Strategic Aims:</p>	<p>To provide an integrated service to City developers and occupiers from pre-construction to demolition;</p> <p>To respond to changes in demand for and usage of the City's streets and streetscene.</p>				
<p>Actions/Milestones</p>		<p>Target Date</p>	<p>Measure of Success</p>	<p>Responsibility</p>	<p>Resources</p>
<p>Implement a team, and influence Members and Organisational change</p>		<p>Tbc</p>	<p>A City suited to future needs</p>	<p>Director (Policy & Performance)</p>	<p>Officer time</p>

Transportation and Planning policies to ensure we, as the LA, react to new trends,	Tbc	Signed plan and manager in post	Director (Policy & Performance) Director (T&PR) Chief Planning Officer	Officer time
Money	People		Environment	Managing Business
	Involves all divisions within Built Environment.		Will deliver on many cross cutting Corporate Strategies.	This will contribute to a world class City and ensure we are fit for the future

<p>DBE 4</p>	<p>Improve departmental and corporate data sharing and use of GIS to provide an overview of expected medium term change in the City's built environment, streets and public realm. (PP4/PP5/DM2)</p>				
<p>Supporting TCT Strategy themes:</p>	<ul style="list-style-type: none"> • City which supports our communities. • City which protects, promotes and enhances our environment. • City which is safer and stronger. 	<p>Priority and rationale (why are you doing it?):</p>	<ul style="list-style-type: none"> • We have spatial data which is currently underused. We want to make this information more widely available. We need to alert people to the potential of GIS, and help them to imagine where it might be useful to them. Once clear application already in hand is to display pre-application and CPAT data and to use this to help model expected CIL income. • To improve departmental and corporate data sharing and use of GIS to provide an overview of expected medium term change in the City's built environment, streets and public realm. • Improved data sharing will lead to better informed decision making, better coordinated policy implementation & project delivery and better service delivery in the public realm. 		
<p>Aligns to Corporate Plan:</p>	<p><u>Corporate Plan Strategic Aims:</u> SA1 and SA2 <u>Key Policy Priorities:</u> KPP1 and KPP3</p>				
<p>Departmental Strategic Aims:</p>	<p>To provide an integrated service to City developers and occupiers from pre-construction to demolition;</p> <p>To manage all activities and services that relate to the City's streets, especially utility works and minimise their impact upon road danger and congestion; and</p>				
<p>Actions/Milestones</p>		<p>Target Date</p>	<p>Measure of Success</p>	<p>Responsibility</p>	<p>Resources</p>
<p>Rework business processes to make GIS core data repository with regard to</p> <ul style="list-style-type: none"> - Public realm maintenance agreements - Highway/City Walkway dedication & stopping-up 		<p>August 2014</p> <hr/> <p>December 2014</p>	<p>New processes implemented & real-time maps available to all interested parties</p>	<p>Director (Policy & Performance) and Director (Transportation & Public Realm Director)</p>	<p>Officer time</p>

- Permanent Traffic Orders		March 2015			
Implementation of GIS at Epping Forest		March 2015	Improved communication and sharing of spatial data.	Director (Policy & Performance) in cooperation with the Director of Open Spaces	Officer time
Money	People		Environment		Managing Business
Corporate efficiencies through sharing of information	Additional training maybe required				Consultation and close working across the organisation

DBE 5	Implement the City's Community Infrastructure Levy (CIL) charging schedule.				
Supporting TCT Strategy themes:	<ul style="list-style-type: none"> • City which supports our communities. • City which protects, promotes and enhances our environment. • City which is safer and stronger. 	Priority and rationale (why are you doing it?):	<ul style="list-style-type: none"> • Ensure developments are accompanied by appropriate infrastructure investment including enhancements to the City's built environment, streets and public realm. This will include managing the transition from the current approach to planning obligations and the legacy of historic planning obligations. 		
Aligns to Corporate Plan:	<u>Corporate Plan Strategic Aims:</u> SA1 and SA2 <u>Key Policy Priorities:</u> KPP1 and KPP3				
Departmental Strategic Aims:	To provide an integrated service to City developers and occupiers from pre-construction to demolition;				
Actions/Milestones		Target Date	Measure of Success	Responsibility	Resources
City CIL and revised S106 adopted (See PP2)		July 2014	Successful implementation	Director (Planning Policy) Chief Planning Officer	Officer time
Review reporting procedures for submission to TfL		Quarterly	Reports approved and submitted	Chief Planning Officer Chamberlains	Officer time
Implement and administer the City CIL (See DM3 for more info)		May 2014	Implementation is successful	Chief Planning Officer Chamberlains	Officer time IS Division
Money		People		Environment	Managing Business

<p>Close working with Chamberlains</p>	<p>Involves all divisions within Built Environment, major contributions from Chamberlains.</p>	<p>Will deliver on many cross cutting Corporate Strategies.</p>	<p>A developed accounting process will be needed to manage the 'cash flow'. Improve cross department communication.</p>
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The department's Learning and Development Plan supports the three corporate learning priorities:

- **Managing Change** – this plan addresses the need to develop staff for long term succession and incorporates on-going professional learning in relation to changing requirements and legislation.
- **Leadership and Management Skills** – financial and health and safety skills are a key focus this year in this departmental Learning and Development Plan
- **Communication** – a staff open day is planned to encourage better communication and an understanding of the roles and contributions of different divisions.

The Departmental learning priorities are

- Continuous Professional Development
- Marketing and Communication
- Team Working
- Project Management & Organisational Skills
- Budget Management
- Health and Safety for Managers

Specific departmental training events or initiatives identified:

1. As part of our workforce plan we will re-invigorate the departmental CPD group, requiring there to be a representative from each division/team who will contribute ideas to a calendar of cross-cutting learning events and facilitating their delivery.
2. Individual CPD events will be provided where identified and agreed.
3. A departmental Open Day will be held during the 2nd Quarter of the year as a learning event for everyone in the department to encourage team working and improved communication.
4. All budget holders will be required to undertake the financial e-learning training provided by the Chamberlain's department.
5. All managers will be required to attend the corporately run health and safety sessions provided.

Key skills/knowledge/qualifications identified to achieve key departmental objectives:

Objective linked to Business Plan:	Key skills/knowledge /qualifications	Development Methods	Progress @ mid-year	Priority (by when)
To reduce traffic accidents on City's Streets	<ul style="list-style-type: none"> • Road Safety awareness • Knowledge of changing context. 	<ul style="list-style-type: none"> • Road Safety awareness sessions for staff as and when required. • CPD specific training as identified 		31 st March 2015
Enhance the environment of the City Streets and spaces, meet the needs of the business City, and meet the anticipated increase in cycling and footfall, through a long-term co-ordinated & integrated programme of strategic, spatial & modal changes.	<ul style="list-style-type: none"> • Professional knowledge around street scene enhancement. • Knowledge of changing context in relation to cycling and footfall. 	<ul style="list-style-type: none"> • Individual and team CPD • Process Benchmarking against other major Cities • Conferences/seminars • Team briefings • Design criticism sessions 		31 st March 2015
Provide a cost effective parking service, including parking enforcement, car parks parking bay and cash collection functions	<ul style="list-style-type: none"> • Keeping abreast of developments in parking technology • Continuous improvement in contract management 	<ul style="list-style-type: none"> • Conferences/Seminars • CPD • Support for contract management specific training • Mentoring staff to improve skills/knowledge. 		31st March 2015
Effective management of Highways activities, co-ordinating works and	<ul style="list-style-type: none"> • Keeping abreast of developments in street lighting technology 	<ul style="list-style-type: none"> • Process Benchmarking with manufacturers • CPD 		31st March 2015

<p>ensuring disruption to pedestrians and traffic minimised.</p>	<ul style="list-style-type: none"> • Knowledge of NEC contracts 	<ul style="list-style-type: none"> • Conferences/Seminars • Training Courses • Sharing knowledge and experience with external local authorities and TfL via meetings. 		
<p>Review the Public Convenience Strategy to improve cost effectiveness and ensure it meets the current and future needs of residents, workers and visitors.</p>	<ul style="list-style-type: none"> • Knowledge of other schemes 	<ul style="list-style-type: none"> • Process Benchmarking against other suppliers of public conveniences 		<p>31st March 2015</p>
<p>Provide a cost effective, 24/7, street enforcement service including delivery of an out of hours noise response service in line with the agreed service level agreement with Environmental Health Service.</p>	<ul style="list-style-type: none"> • Specific SEO training to delivery to deliver EH service requirements. 	<ul style="list-style-type: none"> • Identify matrix of training to be rolled out to SEOs in consultation with Environmental Health. 		<p>31st March 2015</p>
<p>Deliver a cost effective waste management and street cleansing service whilst reducing household waste and improving sustainability</p>	<ul style="list-style-type: none"> • Front line customer service skills for live phone answering • Professional knowledge around waste management and street cleansing in relation to household waste 	<ul style="list-style-type: none"> • Individual and team CPD • Hazardous Waste training, where appropriate • Process Benchmarking against other local authorities 		<p>31st March 2015</p>

	<p>reduction and sustainability.</p> <ul style="list-style-type: none"> • Knowledge of changing context in relation to waste and recycling. 			
<p>Prepare for, assist & co-ordinate the delivery of major third party infrastructure projects, including influencing and mitigating their permanent impact</p>	<ul style="list-style-type: none"> • Knowledge of technical expertise to contribute to the delivery of projects 	<ul style="list-style-type: none"> • CPD • Conferences/ • Seminars • Training Courses 		<p>31st March 2015</p>
<p>Maximise workload in the challenging competitive market place through direct contact with development intelligence from internal and external sources.</p>	<ul style="list-style-type: none"> • Knowledge of schemes developing in the City 	<ul style="list-style-type: none"> • Communicating with other divisions within the department as well as CPAT in City Surveyors through meetings • Attending external seminars meetings and conferences to improve networking and maintain and increase contacts and gain an understanding of activity. • Research on property information. • Specific meetings with key developers. 		<p>31st March 2015</p>
<p>Improve financial transparency and VfM, as well as compliance with CIPFA and internal financial regulations by</p>	<ul style="list-style-type: none"> • No knowledge requirements identified. 			<p>31st March 2015</p>

<p>monitoring recording of staff time against projects and work classes.</p>				
<p>Deliver successful graduate/junior training programme, ensuring succession planning within the division and profession.</p>	<ul style="list-style-type: none"> • Continuing Professional knowledge • Understanding of career development scheme 	<ul style="list-style-type: none"> • Mentoring • In-house CPD training in relation to Development Scheme • External CPD training where appropriate. • Sharing of career grade criteria with managers and incorporate into Development Scheme 		<p>31st March 2015</p>
<p>Influence national and strategic planning and transportation policy context to benefit City's future development;</p> <p>Planning data monitoring, analysis, and updated submissions to national gazetteer hub or Mayor in accordance with legal agreements</p> <p>Update Development Plan for the City of London including new</p>	<ul style="list-style-type: none"> • Knowledge of changing context • Knowledge of new policies around CIL and S106 • Knowledge of changing legislation • Knowledge of relevant software for monitoring and analysis. 	<ul style="list-style-type: none"> • Individual and Team CPD • RTPI season ticket training • Departmental CPD • Workshops and briefing notes/sessions for Planning Officers on new CIL and S106 policies. • Software training via on-line or traditional classroom training. 		<p>31st March 2015</p>

City CIL and revised planning obligations				
Develop the Corporate Geographic Information System (GIS), encourage its wider use, and increase corporate data sharing to boost corporate efficiency, effectiveness and service delivery.	<ul style="list-style-type: none"> • GIS professional development for team where identified • Maintain technical skills for GIS team • Identify needs and gaps in knowledge across divisions, addressing those needs with the development methods listed 	<ul style="list-style-type: none"> • Training to maintain technical skills in GIS team • Conferences/seminars • In-house mentoring and hand-holding from GIS team • External Courses • On-line training 		31st March 2015
Deliver and administer an effective town planning service ensuring an efficient service to developers and occupiers, encouraging the development of high quality, sustainable and accessible buildings.	<ul style="list-style-type: none"> • Up to date professional knowledge • Knowledge of Access team's work in relation to this objective 	<ul style="list-style-type: none"> • Individual and team CPD • Departmental CPD • Close working with Access team. • Planning and Architectural Visits to sites and properties • Attending POS and ALBPO meetings 		31st March 2015
To ensure the IT systems are in place to support an efficient town planning system.	<ul style="list-style-type: none"> • Knowledge of Uniform system 	<ul style="list-style-type: none"> • Train the trainer training • Uniform system training for staff 		
To secure, manage and monitor S106/CIL and other legal arrangements	<ul style="list-style-type: none"> • Knowledge of changing legislation 	<ul style="list-style-type: none"> • Individual and team CPD • Seminars and Conferences 		31st March 2015

<p>in relation to development management</p>	<ul style="list-style-type: none"> • Knowledge of S106/CIL policies 	<ul style="list-style-type: none"> • Legal Updates • Workshops/briefings on S106 and CIL policies. 		
<p>To facilitate the planning aspects of the major infrastructure proposals required in the City, e.g. Thames Tunnel, Crossrail, Bank Station upgrade, etc and to secure the best outcome for the City.</p>	<ul style="list-style-type: none"> • Professional Knowledge • Changing context 	<ul style="list-style-type: none"> • Individual and team CPD • RTPI season ticket training • Meetings with other boroughs and TfL 		<p>31st March 2015</p>
<p>Through the planning process, ensuring that the quality of the City's environment is protected and enhanced, safeguard its heritage and special character and make it a more pleasant and inclusive place in which to work, live and visit.</p>	<ul style="list-style-type: none"> • Professional Knowledge • Changing context 	<ul style="list-style-type: none"> • Individual and team CPD • RTPI season ticket training 		<p>31st March 2015</p>
<p>Support and develop our staff to ensure each person achieves their potential and that staff develop to ensure succession in the future.</p>	<ul style="list-style-type: none"> • Knowledge of best practice. • Knowledge of legal changes • Knowledge of changing context • Knowledge of 	<ul style="list-style-type: none"> • Professional qualifications • Appraisals • Individual, team and departmental CPD • Professional seminars • Other free conferences/seminars 		<p>Ongoing</p>

	<p>organisational understanding</p>	<ul style="list-style-type: none"> • Industry Meetings • Team briefings • Critical reading • Mentoring/Mentee • Leadership/Management Qualifications (e.g. ILM) • Exposure to Committee meetings • Representation at meetings as deputies • Identifying specific work that would encourage organisational understanding and building relationships. 		
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Major Projects

Below is a selection of key projects that the department will be working on during the period of this business plan. All projects are now listed and monitored through Project Vision, A full list of agreed construction projects and their delivery timetable can be found overleaf.

Brief description of the project	Approx. total project cost (£000)	Indicative source of funding				Indicative construction timetable for the project	
		S.106/S.278/CIL/Other External	TfL / Cross River Partnership	Parking Meter Reserve	Bridge House Estates/City fund	Start	Completion
Aldgate Highway & Public Square	17,039	9,088	7,951	0	0	Jun-14	Jun-17
Holborn Circus Area Enhancement	3,148	253	2,500	395	0	Apr-13	Apr-14
The Mayor Of London - Vision For Cycling In London	3,045	0	3045	0	0	Oct-14	Mar-17
Courtesy Crossing Study	3,040	0	3,040	0	0	Apr-14	Apr-17
Eastern City Cluster - St Helen's Square	2,224	2,224	0	0	0	Aug-14	Apr-15
Eastern City Cluster Phase 1	2,131	2,131	0	0	0	May-14	Dec-14
Heron Plaza Security S.278	2,000	2,000	0	0	0	Jun-14	Jun-17
5 Broadgate S106	1,896	1,896	0	0	0	Jun-14	Nov-14
RWE London Bridge Staircase	1,695	0	74	0	1,621	Jul-14	Dec-14
Eastern City Cluster Phase 2	1,650	1,650	0	0	0	Aug-14	Apr-15
Eastern City Cluster Phases 3-4	1,519	1,519	0	0	0	Jan-15	Jan-17
RWE Millennium Bridge Area	1,201	1,071		130	0	Jun-14	Jan-15
Moor Lane	1,101	1,101	0	0	0	Apr-14	Jan-15
New St Square Highway Improvements	1,013	1,013	0	0	0	May-14	Jun-14
72 Fore St S.106	1,007	1,007	0	0	0	Jan-14	Dec-17

Middlesex St Area Enhancement S106 (Pre & Post Evn)	900	900	0	0	0	Oct-14	Jan-16
Shoe Lane Phases 2-3	816	408	0	408	0	Apr-06	Sep-15
Bank Alleys And Courts	750	750	0	0	0	Oct-14	Jul-15
Barbican Area Strategy - Silk St	700		0	700	0	May-14	Nov-14
St Andrews Holborn - Landscape S106	499	499	0	0	0	Jan-14	Aug-14
Middlesex St Ramps S106 (Pre + Post Evn)	473	473	0	0	0	Feb-15	Jul-15
30 Old Bailey S106	300	184	116	0	0	Jun-14	Nov-16
RWE Queenhithe Mosaic	140	140	0	0	0	Jun-14	Sep-14

Information Management

Over the coming year we will be working with our Senior Business Analyst to improve systems and efficiency, create the tools and systems that we need to deliver our aims and objectives; while ensuring both departmental and organisation objectives are met.

Each of our high level information management objectives has associated projects. Each project is given a priority category.

Cat 1 is ongoing

Cat 2 is to begin within 6 months

Cat 3 is to begin in 6-12 months

Cat 4 is beyond 12 months

1. We will continue to **improve communications with our “customers”** including exploring additional opportunities to exploit social media, while at the same time improving internal flows of information from “customers” through better integration with the CRM.
 - **Integration of the CRM and Works Manager (Cat 1)** to improve customer service by increasing the speed of information flow and reduce errors by elimination of “double handling” of data.
 - **Integration of the CRM and Love Clean Streets (Cat 2)** to improve customer service by increasing the speed of information flow and reduce errors by elimination of “double handling” of data.
 - **Investigate replacement of the Hazardous Waste System (Cat 3)** to reduce the number of standalone systems, to eliminate wasteful and inefficient back office working practices (this system is funded externally, some change costs may not be recoverable and any savings will not accrue to the City).
2. The majority of the **Highways Management System** (HyMS) is now live. In 2014-15 we will complete the implementation to include Mobile Working, Street Lighting and CRM integration.
 - **Complete Implementation of HyMS Phase 2 (Mobile Working & Street Lighting) (Cat 1)** to enable us to reduce the number of standalone systems and to modernise working practices with our highways maintenance contractor.
 - **Undertake implementation of HyMS Phase 3 (CRM integration) (Cat 2)** which includes parking dispensations, parking suspensions and fault reporting.

3. The existing **on street parking system and the car park barrier systems** are reaching the end of their effective life and have been a significant problem in the City of London achieving Public Services Network (PSN) compliance. Whilst we will be examining replacement options in 2014 there is an immediate need to complete the external hosting of the server hardware and upgrading clients (to enable full PSN compliance).
 - **Complete PSN compliance changes to HubParking (formerly ZEAG) systems (Cat 1)**
 - **Undertake review of replacement options for the car park and on-street parking systems (Cat 2)**
4. We will continue merging information from a wide variety of sources to obtain **a single, integrated, view of the future City.**
 - **Develop a Development Forecasting Model (Cat 1)** to produce a “best guess” of the timescale and likely progress of all major developments in the City. This will require combining information from Uniform, Access, Development Management and CPAT.
 - **Develop a Pedestrian Flow Model for the City (Cat 2)** to support transportation planning and the development management process (this project is funded by TfL).
5. **Working with contractors**
 - We will work with Amey (Cleansing & Transport Contractor) to facilitate shared use of systems, in particular:
 - **ANTS (weighbridge/vehicle movements system) (Cat 1)** – Citrix access to be provided to reduce contractor access to the City of London network.
 - **Pool Vehicle Booking System (Cat 1)** – either Citrix access or Outlook Web Access to be provided to reduce contractor access to the City of London Network.
 - **Vehicle mileage and maintenance data (Cat 1)** – Citrix access to be provided to reduce contractor access to the City of London network.
 - **Implement Mobile Working with J B Riney (Highways Maintenance Contractor) (Cat 1)** – this will be achieved as part of the HyMS project.
6. **Miscellaneous areas of work**
 - **Work with the Police to make better use of the CCTV system operated by them (Cat 1)** this will support our Highways, Environmental Projects and

Cleansing work and will also support the corporate Emergency Planning and Major Event Management functions.

- **Examine the need for a Land Charges System (Cat 2/3)** in the light of proposals by the Land Registry to centralise some elements of Local Land Charges.
- **Change the way we use our Document Management System (Cat 1)** which holds documents relating to planning applications and allows us to meet our statutory duty to publish these documents. New functionality will enable us, through business process change, to reduce scanning of documents and automate the loading of documents.

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Ref	Risk Details	Gross Risk		Risk Owner	Existing Controls	Net Risk			Planned Action	Control Evaluation
		Likelihood	Impact			Likelihood	Impact	Risk Status		
PLSV/2	A decision is made (or advice is given) which is capable of successful challenge (JR/Ombudsman/Appeal etc)	4	4	Annie Hampson	Experienced staff, good legal advice and managerial procedures with appropriate safeguarding systems	3	4	A	Continued procedure	G
TPCL/1	Major contractor goes into liquidation before selling business as a going concern	3	4	Steve Presland	Weekly contract management meetings; Monthly strategic and quarterly Board meetings	2	4	A	Continue to monitor major contractor accounts.	G
TPCL/3	An accident involving a Member/employee/contractor on City of London business leading to a fatality. Possibility of a corporate manslaughter charge being brought against the City of London.	3	4	Steve Presland	Systematic checking procedure now partly in place Implement policy	2	4	A	Continued procedure monitoring	G
DSUR/2	Budget Loss over 3/5 year period (District Surveyor)	3	4	David Clements	Promote the merits of using a quality service. Management review the skills mix on a regular basis.	3	3	A	Continue close monitoring of market	G
PLSV/5	Uncertainty of the legislative environment and Central Government advice in respect of Development Management	4	4	Annie Hampson	Early notification & engagement through professional groups.	3	3	A	Continued procedures	G

Ref	Risk Details	Gross Risk		Risk Owner	Existing Controls	Net Risk			Planned Action	Control Evaluation
POLY/1	Adverse planning policy context	4	3	Paul Beckett	Lobby Central Govt and respond to consultations exercises to increase understanding of City issues	3	3	A	Continued procedures	G
TPCT/8	Road Safety - people being killed as a result of changes to the highway or failure to rectify deficiencies	5	4	Steve Presland	Road Safety Plan; close liaison with police; regular reviews.	3	3	A	Continue Road Safety Reduction plan	G
PLSV/6	Possible transfer of all or part of Local Land Charges function to HM Land Registry (HMLR)	3	3	Annie Hampson	Monitoring of Govt consultation	3	3	A	Continued monitoring	G

Main contacts and Responsibilities:

Responsibility	Name	Ext
Access Team	Rob Oakley	3795
Archaeology	Kathryn Stubbs	1447
Barbican Listed Building Management Guidelines	Petra Sprowson	1147
Building Control	David Clements	1949
Business Planning	Elisabeth Hannah	1725
City Development Plan review	Peter Shadbolt	1038
City's Local Land & Property Gazetteer & City's Local Street Gazetteer	Stuart O'Callaghan	1843
Complaints	Elisabeth Hannah	1725
Conservation Area Advisory Committee	Clive Cornwell/Gwyn Richards	1922/1709
Conservation Areas, Character Summaries, Supplementary Planning Documents	Kathryn Stubbs	1447
Corporation Car Parks	Kay English	1572
Demolition Notices	Andrew Kendrick	3900
Business Continuity	Richard Steele	3150
Business Risk Register	Richard Steele	3150
Information Asset Owner	Richard Steele	3150
Dangerous Structures	David Clements	1949
Development Management (East)	David Stothard	1238
Development Management (West)	Ted Rayment	1705
Development monitoring & London Development Database submissions	Stuart O'Callaghan	1843
Corporate Geographical Information System (GIS)	Richard Steele	3150
Cycling Strategy	Iain Simmons	1151
District Surveyors	David Clements	1949
Emergency Planning	Bill Welch	1939
Events in the City	Kay English	1572
Fire Risk Assessments	Bill Welch	1939
Freedom of Information	Elisabeth Hannah	1725
Golden Lane Listed Building Management Guidelines	Petra Sprowson	1147
Graphics Team	Kathryn Stubbs	1447
Hazardous Waste/Pan London Contract	Jim Graham	4972
Health & Safety	Elisabeth Hannah	1725
Highways Repairs, Maintenance and resurfacing	Ian Hughes	1977
Land Charges	Elisabeth Hannah	1725
Listed Buildings, Heritage at Risk	Kathryn Stubbs	1447
Local Transportation	Iain Simmons	1151
Marriage Licence Advice	David Withington	1947
Hazardous Waste service (Pan-London)	Jim Graham	4972
Parking Enforcement	Kay English	1572
Parking Ticket Office	Stuart McGregor	1035

Planning Enforcement	Susan Bacon	1708
Planning Obligations (S106/CIL)	Chhaya Patel	1191
Planning Policy	Peter Shadbolt	1038
Policy liaison with Government, Mayor, and London Boroughs	Peter Shadbolt	1038
Public Art Proposals and commissioning	Victor Callister	3468
Public Conveniences	Doug Wilkinson	4998
Quality Management System	Geoff Martin	1962
Recycling Policy	Doug Wilkinson	4998
Road Safety	Iain Simmons	1151
Strategic Transportation	Andy Phipps	3229
Street Cleansing	Jim Graham	4972
Street Enforcement	Doug Wilkinson	4998
Street Enhancement and design	Victor Callister	3468
Street Lighting	Ian Hughes	1977
Street Naming and Building Numbering	Stuart O'Callaghan	1843
Street works and Highways Enforcement	Ian Hughes	1977
Trees	Susan Bacon	1708
Vehicle Maintenance – Fleet advice and Hire	Jim Graham	4972
Waste Collection and Disposal	Jim Graham	4972
Waste Strategy	Doug Wilkinson	4998

Transportation & Public Ream

Steve Presland
Transportation & Public Realm Director

1. The last year has been a highly successful one with a number of our key successes set out in our Divisional Plan (Appendix B).
2. A philosophy of continuous improvement has underpinned our success. This approach is focused on three key areas, namely; 'Programme Management', 'Data collation, analysis and target setting' and 'Communication'.

Programme Management

3. A considerable success of 2013/2014 was the shift achieved within T&PR to improved programmed management and works planning. In terms of project management we now report every six months setting out recommendations for the commencement of new projects put in the context of all of those projects approved through Area Strategies but which have not yet commenced. This now provides Members real options and the ability to prioritise resources.
4. In 2014/15 we will be taking our programming a significant step further to improve work programming and mitigation of the impact of our works on traffic. This will involve all projects being assessed for their impact on congestion and then being provisionally programmed from commencement to completion over the next five years. This programme will then be assessed by our highway teams having regard to known longer terms projects such as Crossrail, the Mayor of London's Cycling Vision, Bank Station Upgrade, utility renewal programmes and City events. Once agreed we will use GIS to set out our works programme. We will use GIS to show not only the sites of activity but also the area of traffic impact for each scheme. This will deliver a clear programme useful for Members, developers, the utility companies and residents alike.

Data Collection and Analysis

5. The management of the T&PR Division is driven by information analysis. The monitoring of contract embedded KPIs is key to the success of our parking, highways maintenance, waste and street cleansing contracts. These KPIs are both monitored and reviewed as part of our continuous

improvement approach. For example – in 2014/2015 we will be reviewing the effectiveness of the waste and street cleansing contract KPIs to ensure they effectively track performance. We have also built a requirement for periodic service benchmarking into contracts such as our waste/cleansing contract and 2014/2015 will see the first of these benchmark reviews.

6. The collection and analysis of data underpins our approach to management. Whether it is delivery of our recycling plan (due 2014/2015), delivering efficiencies into our street cleansing operations or income budget setting, the work we do on data analysis is essential. This was never more true than last year when we presented the evidence to Members that enabled them to support the introduction of a 20MPH speed limit in the City. This was a major success for the Division.
7. Road Danger Reduction will continue as the top priority for the T&PR Division in 2014/2015 as will the development and promotion of our Road Danger Reduction Partnership. The analysis of accident data along with a move towards a move evidence based road danger reduction programme will be a particular priority and, through the partnership, we will be looking to engage with both the police and academics in our approach.

Communication

8. T&PR rightly has an excellent reputation for service delivery. My aim now is to see us also recognised as a beacon of excellence in communication. This is not something new for the Division we have been developing this approach over the last two years. For example we took the innovative step of specifying a dedicated communications officer post in the new Riney contract and we have been at the leading edge of the use of Twitter to communicate on highways works, cycling and waste.
9. Most recently we have been instrumental in proposing and detailing a consultation protocol for estates. Currently being finalised this protocol will initially focus on the Barbican. It will be adopted corporately (other than for housing and planning consultation) and once evaluated rolled out to all estates across the City. This document will shape, in particular, our forthcoming strategy review of the Barbican Area and see a marked shift towards a 'you said' and 'we did' style of communication. In 2014/2015 I see this approach being embedded within T&PR for both external and internal consultations e.g. around committee reports.
10. We will also be continuing our approach to stakeholder communication on major build schemes by publishing weekly progress updates directly to interested stakeholders as well as on our web pages. This has proved a major success on the Holborn scheme and will be essential to the successful delivery of the Aldgate scheme due to start in June 2014.

Department of the Built Environment Transportation & Public Realm Division Plan 2014-15	
What We Do	Street cleansing – Recycling Services, waste management and disposal –Public Conveniences and the Community Toilet Scheme-Street, Waste Planning Development, Enforcement Services-Highways maintenance, repair - Special event planning- Road closures and utility works across the City –Car parks and Parking services- Local and Strategic Transportation including pedestrian and cycling strategies, parking and vehicle loading strategies and public transport policy - Road Safety - Environmental Enhancement strategy and project delivery
Our Vision	To deliver a clean and safe, high quality built environment to encourage urban regeneration and meet the current and future needs of businesses, residents and visitors.
Our Achievements	<p>For 2013/14</p> <p>Cleansing</p> <ul style="list-style-type: none"> • Britain in Bloom cleansing commended for contribution to clean streets/garden areas. • Street cleanliness standards assessed by Keep Britain Tidy as best on record, best in London and best City nationally. • Keep Britain Tidy Innovation Award for street cleansing <i>No Ifs No Butts</i> campaign. • Commended in Green Fleet awards Public Sector Fleet Manager • Corporate Transport Policy approved. • City's fleet management awarded FORS Gold (TfL) and Van Excellence Award by Fleet Transport Association. • Implementation of 'Bin the Bin' in Walbrook Wharf; increased recycling rates from 61% (2012) to 71% (2013). • Highest Household Dry Recycling Rate of all 'Inner London Boroughs', 36.46% for 2013. • Bulky reuse collection service introduced – tripling amount of furniture being reused • 'Recycling in the City' float in the Lord Mayor Show – gained BBC coverage and raised awareness of recycling in the City. • Installation of Urilifts (Charterhouse St, Watling Street, Bidhopsgate and Cornhill).

- Refurbishment & installation of barriers at Royal Exchange & Eastcheap toilets; completing the installation of barriers at Tower Hill and Paternoster Square conveniences.
- Securing the 'contract' with Environmental Health to deliver the out of hours noise complaints service for 2014/15.

Highways

- Procurement of new parking enforcement and cash collection contract.
- Facilitation and delivery of over a dozen major special events, including management of The Lord Mayor's Show fireworks.
- The accommodation of an increase in City development activity, and the continuing impact of Crossrail, without major disruption to the City's highway network.
- Assistant Traffic Manager (On-Street Parking) nominated for an award from Crossrail in recognition of her efforts to co-ordinate activity.
- "National Joint Utilities Group Partnership Award 2013" for its work in partnering with office developers and telecoms providers in promoting its "Communal Entry Chambers & Early Installation Initiative".

Parking Ticket Office

- Improved Old Broad Street signage reducing non-compliance by 66%.
- Partnership working with G4S has reduced their PCNs by 33% and is now recognised best practice in London Councils Parking Manager's Seminars.
- We have reviewed over 40 webpages of the Parking Ticket website and have introduced mapping services in areas regularly visited.
- Increase to 50% of PCN payments being paid online (from 20%) saving officer time and improving efficiency.

City Transportation/ Environmental Enhancement

- Won CIHT/Enterprise Mouchel Streets Award for the Cheapside project
- Obtained Member approval for a City wide 20mph limit
- Scheme approval for Aldgate Highway and

	<p>Public Realm Improvements</p> <ul style="list-style-type: none"> • Approvals and significant external funding for Holborn Circus; then completing substantially the construction.
<p>Our Challenges</p>	<p>For 2014/015</p> <ul style="list-style-type: none"> • Maintain Renew bins whilst uncertainty remains over future plans. • Full implementation of the Corporate Transport Policy • Renewal of FORS Gold, new criteria new parameters. • Increasing recycling and participation rate, especially from private blocks. • Reducing the burden of the Clean City Award Scheme on the local risk budget. • Successfully deliver the out of hours noise service. • Car park facilities need to be reviewed in light of current income levels. • Tour de France will come to London requiring major weekday road closures. • Aldgate scheme to move from detailed design into construction. • Long-term co-ordination of major works, schemes and projects to prioritise a comprehensive programme of works and avoid cumulative disruption. • Commence the replacement of street lighting on the riverside and to institute a major cost saving switch to LED lighting. • Reorganising section to deal with the coming challenges • Designing and delivering the Quietway and Superhighway cycling infrastructure in the City • Delivering the 20mph scheme and a programme of education, training and publicity • Restructuring PTO to improve management efficiency and clarity of roles. • To continue to review the service, particularly in relation to signage and high PCN level areas, to ensure that the service is fair and transparent. • To manage various legislative, code of practice and statutory guidance changes in relation to CCTV, bailiffs and parking enforcement.

<p>Our Objectives</p>	<ol style="list-style-type: none"> 1. Reduce traffic accidents on City streets. 2. Enhance the city streets and spaces to meet the needs of the business City and the anticipated increase in cycling and walking. 3. Provide a cost effective parking service that supports the delivery of local and strategic transport policy and the safe and efficient use of our streets. 4. Effective management of highways activities, co-ordinating works and ensuring disruption to pedestrians and traffic minimised. 5. Review the public convenience strategy to improve cost effectiveness 6. Prove a cost effective, 24/7, street enforcement service. 7. Deliver a cost effective waste collection and street cleansing service whilst reducing household waste and improving sustainability 8. Prepare for, assist & co-ordinate the delivery of major third party infrastructure projects, including influencing and mitigating their permanent impact.
<p>Our KPIs</p>	<ul style="list-style-type: none"> • NI 191- To reduce the residual annual household waste per household to 373.4kg • NI 192 - 43% of household waste recycled. • NI 195 - 2% of relevant land and highways (%) from which unacceptable levels of litter, detritus, graffiti and fly-posting are visible. • LTR2 - 80% of valid PCN debts recovered. • LTR3a -Respond to 90% of PCN correspondence within 10 days. • TPR1- No more than 3 failing KPI's, per month on new Refuse and Street Cleansing contract • TPR2 - No more than 3 failing KPI's, per month on new Highway Repairs and Maintenance contract. • TPR3a - Reduction by 10% of number of persons killed and seriously injured compared to 2010 Baseline. • TPR3b - Reduction by 5% of number of casualties compared to 2010 Baseline. • TPR4 - No more than 10 unresolved 'time banding' queries. • TPR5 - 3 New Area Strategies agreed by Committee by March 31st 2013 • TPR6 - 90% street works in full compliance with the services 5 point communication plan.

TPR 1	Reduce traffic accidents on City Streets				
Supporting TCT Strategy themes:	<ul style="list-style-type: none"> • City which is competitive and promotes opportunity. • City which supports our communities. • City which protects promotes and enhances our environment. • City which is safer and stronger. 	Priority and rationale (why are you doing it?):	<ul style="list-style-type: none"> • To meet accident reduction targets as set out in the 2011-2014 Local Implementation Plan. • To reduce the costs and workload associated with accidents. • To deliver City streets that encourages walking and cycling with the resultant air quality and health benefits. 		
Aligns to Corporate Plan:	<u>Corporate Plan Strategic Aims:</u> SA1 and SA2 <u>Key Policy Priorities:</u> KPP1, KPP3				
Departmental Strategic Aims:	To manage all activities and services that relate to the City's streets, especially utility works and minimise their impact upon road danger and congestion.				
157	Actions/Milestones	Target Date	Measure of Success	Responsibility	Resources
	Maintain quarterly meetings of the Road Danger Reduction Partnership	Quarterly	Joint programming and evaluation established.	Asst Director (Transportation)	Staff Time Air Quality & Traffic Surveys costs
	Deliver 20MPH speed limit in accordance with the agreed committee report.	July 2014	20MPH speed limit operative, minimum complaints received	Asst Director (Transportation)	Time. £200K TfL Budget Signage/Installation Costs
	Deliver Road Danger Reduction Plan (RDRP) for 2014/2015.	Specific items as per RDRP plan	Delivery of programme to time.	Asst Director (Transportation)	Budget to be confirmed. Staff time
	Complete Holborn Junction Road Safety Scheme	Complete April 2014	Schemes deliver to time and budget. Accidents reduce.	Project Officers	£2.3m TfL Budget.
	RDRP criteria embedded into Considerate	Feb 2015	Evaluation criteria	AD Highways	Officer Time

Contractor Scheme Assessment, inc Award			embedded in CCS and award presented				
Freight Strategy		March 2015	Strategy and Action Plan Agreed	Asst Director (Transportation)	Capital Funding. Officer time.		
Develop the project to remove the Aldgate Gyratory System to Gateway 5 (implementation) (See DBE1)		Commence work July 2014 Complete September 2016	Project agreed with final design and fully funded	Asst Director (Transportation)/ Project Officers Assistant Director – City Transportation	Capital funding. Officer time.		
Conduct a comprehensive review of the efficiency of courtesy crossings		December 2014	Review completed and reported to Committee	Asst Director (Transportation/Project Officers)	£30K Local Risk		
Page 158	Establish a joint venture/partnership with Research Institute to assure outcomes on RDR Plan		July 2014	Agree scope and delivery schedule	£20K TfL		
			Dec 2014	Agree model and findings			
Delivery of Education, Training and Publicity (ETP) programme to deadlines		Deadlines as set in ETP programme	% of programme delivered	Asst Director (Transportation)	£80K TfL		
National standard on “Construction Logistics and Work Related Road Risk” into, construction and logistics plans; Building Service Plans; and City’s own procurement.		Dec 2014	Embedded	AD Highways (Delivered by RDR Programme Manager with Business Improvement & Performance)	Time including legal planning.		
Money		People		Environment		Managing Business	
Part funded TfL but will require prioritisation of City S106/CIL/OSPR. Costs shown are indicative.		Increased Road Safety awareness for all staff. Reduced number of RTA’s.		Environmental impact of 20 MPH to be modelled and evaluated.		Need to agree corporate prioritisation of Aldgate scheme if funded to be found.	

			ETP programmes with local businesses. Increased partnership working with Key Partners in particular the City of London Police.
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<p>TPR 2</p>	<p>Enhance the environment of the City Streets and spaces, meet the needs of the business City, and meet the anticipated increase in cycling and footfall, through a long-term co-ordinated & integrated programme of strategic, spatial & modal changes.</p>			
<p>Supporting TCT Strategy themes:</p>	<ul style="list-style-type: none"> • City which is competitive and promotes opportunity. • City which supports our communities. • City which protects promotes and enhances our environment. • City which is vibrant and culturally rich • City which is safer and stronger. 	<p>Priority and rationale (why are you doing it?):</p>	<ul style="list-style-type: none"> • Thameslink, Bank Station and Crossrail are all expected to deliver a substantial additional pedestrian footfall on City Streets. • A modal shift to cycling and walking, as well as London-wide cycling initiatives, makes it essential that City Streets and spaces are designed and improved to meet the expected demand. • Major projects need to be prioritised and co-ordinated to ensure wider City initiatives (eg the Cultural Hub) are integrated with the needs of City developments and the wider local transport agenda • The programming of works is essential to ensure clarity of funding, prioritisation of schemes and minimised impact of works on City streets. 	
<p>Aligns to Corporate Plan:</p>	<p>Corporate Plan Strategic Aims: SA1 and SA2 Key Policy Priorities: KPP1, KPP3</p>			
<p>Departmental Strategic Aims:</p>	<p>To manage all activities and services that relate to the City's streets, especially utility works and minimise their impact upon road danger and congestion; and</p> <p>To respond to changes in demand for and usage of the City's streets and streetscene</p>			
<p>Actions/Milestones</p>	<p>Target Date</p>	<p>Measure of Success</p>	<p>Responsibility</p>	<p>Resources</p>
<p>Establish process for assessing & delivering change through the assessment, prioritisation and co-ordination of projects</p> <ul style="list-style-type: none"> • Data gathering to inform project assessment • Prioritise projects by corporate need, area strategy requirement, fixed or flexible programme (eg developments, TfL funding, 	<p>April 2014 May 2014</p>	<p>Programme reviewed, agreed, authorised, reported and embedded in divisional workload priorities. Dynamic</p>	<p>Director of T&PR Director of Policy & Performance Chief Planning Officer</p>	<p>Local Risk, CIL, s106, s278 & TfL funding</p>

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<ul style="list-style-type: none"> Crossrail), construction impact etc Establish method of geographical representation for scheme construction impact Assess cumulative impact & resources to re-prioritise programme Authorise & report as appropriate Establish long-term dynamic programme adjustment process 	<p>June 2014</p> <p>June 2014</p> <p>Sept 2014</p> <p>On-going</p>	<p>review process established</p>	<p>Principal Planning Officer (Obligations)</p>	
<p>Complete geographical representation of 3 year workplan</p>	<p>Sept 2014</p>	<p>Presentation Completed</p>	<p>Director of T&PR</p>	<p>TBC</p>
<p><u>Priority Project (Concept)*</u> Fleet St London Wall Place / London Wall Benchurch St Bank junction Fleet Buildings Museum of London gyratory</p>	<p>TBC</p>	<p>Priority projects progressing from concept to design</p>	<p>Director of T&PR</p> <p>Chief Planning Officer</p>	<p>Local Risk, CIL, s106, s278 & TfL funding</p>
<p><u>Priority Project (Design)*</u> Cycling initiatives programme Aldgate gyratory (See DBE1) Middx St Bloomberg, Queen Victoria St</p>	<p>TBC</p>	<p>Priority projects progressing from design to delivery</p>	<p>Director of T&PR</p> <p>Chief Planning Officer</p>	<p>Local Risk, CIL, s106, s278 & TfL funding</p>
<p><u>Priority Project (Delivery)*</u> Cycling initiatives programme John Carpenter St Silk St Streetscene enhancement Sculpture in the City 2014 Moor Lane Streetscene enhancement Millennium Bridge Area Middx St</p>	<p>TBC</p>	<p>Priority projects progressing from delivery to completion</p>	<p>Director of T&PR</p> <p>Chief Planning Officer</p>	<p>Local Risk, CIL, s106, s278 & TfL funding</p>

Policy development: City Transportation 2020	TBC	Programme Board meeting bi-monthly	Asst Director (Transportation)	Officer time plus fees (to be determined)
Policy development: Commission and deliver a pedestrian movement model for the City to inform future City street design and enhancement	March 2015	Model Working	Asst Director (City Transportation)	Sum from LIP 2014/2015 - £190K Captial Total Cost - £340K. Revenue £60K (£20K/Year to maintain and run) Total £400K over 5 years Funded by TfL through LIP.
Money	People		Environment	Managing Business
A number of income streams, including Local Risk, S106, S278, TfL and Cil.	Partnership Working within the COL and with external partners such as TfL.		Cycling increase will deliver improved on quality of air.	Provide City fit for world class financial and business centre. Improve cross department communication.

<p>TPR 3</p>	<p>Provide a cost effective parking service, including parking enforcement, car parks parking bay and cash collection functions</p>				
<p>Supporting TCT Strategy themes:</p>	<ul style="list-style-type: none"> • City which is competitive and promotes opportunity. • City which supports our communities. • City which protects promotes and enhances our environment. • City which is vibrant and culturally rich <p>City which is safer and stronger.</p>	<p>Priority and rationale (why are you doing it?):</p>	<ul style="list-style-type: none"> • On street parking contract requires renewal as expiring. • Pay by Phone evaluation to establish need, if any, to replace redundant barrier equipment. • Car Park strategy to evaluate financial viability and support local transportation strategy. • Car park management, on-street parking enforcement, ticket processing & appeals, cash collection, pay & display, Pay by Phone functions deliver this key transport strategy function 		
<p>Aligns to Corporate Plan:</p>	<p>Corporate Plan Strategic Aims: SA1 and SA2 Key Policy Priorities: KPP1, KPP2, KPP3</p>				
<p>Departmental Strategic Aims:</p>	<p>To manage all activities and services that relate to the City's streets, especially utility works and minimise their impact upon road danger and congestion; and</p> <p>To respond to changes in demand for and usage of the City's streets and streetscene.</p>				
<p>Actions/Milestones</p>		<p>Target Date</p>	<p>Measure of Success</p>	<p>Responsibility</p>	<p>Resources</p>
<p>Procure new Pay by Phone contract</p>		<p>Nov 2014</p>	<p>Contract awarded & mobilised</p>	<p>Traffic Manager</p>	<p>Officer time</p>
<p>Strategic review of car park provision, policies, operating costs and tariffs.</p>		<p>Dec 2014</p>	<p>Car park strategy implemented & monitored.</p>	<p>Assistant Highways Director T&PR Director</p>	<p>Officer time</p>
<p>Retender combined car park management contract inc Markets & Barbican Centre</p>		<p>Dec 2014</p>	<p>Contract awarded & mobilised</p>	<p>Traffic Manager</p>	<p>Officer time</p>
<p>Review on-street Pay & Display parking provision in context of Pay by Phone success, ageing P&D</p>		<p>March 2015</p>	<p>Strategy agreed and implementation</p>	<p>Traffic Manager</p>	<p>Officer time</p>

<p>TPR 4</p>	<p>Effective management of Highways activities, co-ordinating works and ensuring disruption to pedestrians and traffic minimised</p>				
<p>Supporting TCT Strategy themes:</p>	<ul style="list-style-type: none"> • City which is competitive and promotes opportunity. • City which protects promotes and enhances our environment. • City which is vibrant and culturally rich 	<p>Priority and rationale (why are you doing it?):</p>	<ul style="list-style-type: none"> • City of London has a Network Management Duty to deliver the expeditious movement of traffic on its road network and those of other traffic authorities • Identifying ways to minimise disruption by co-ordinating works and communicating what is planned is vital to this Duty • Special events often have a national or pan-London profile and major local impact, and have to be planned effectively 		
<p>Aligns to Corporate Plan:</p>	<p>Corporate Plan Strategic Aims: SA1and SA2 Key Policy Priorities: KPP1, KPP2, KPP3</p>				
<p>Departmental Strategic Aims:</p>	<p>To manage all activities and services that relate to the City’s streets, especially utility works and minimise their impact upon road danger and congestion; and</p> <p>To respond to changes in demand for and usage of the City’s streets and streetscene.</p>				
<p>Actions/Milestones</p>		<p>Target Date</p>	<p>Measure of Success</p>	<p>Responsibility</p>	<p>Resources</p>
<p>Plan and oversee delivery of the annual special events plan including Lord Mayors Show, Tour de France and a review of event approval guidelines. Plan and deliver cleansing operations re. above.</p>		<p>As per approved events programme</p>	<p>Events successfully delivered. Minimisation of complaints received.</p>	<p>Traffic Manager Asst Director – Cleansing (Operations)</p>	<p>Officer time. Operational Costs TBA.</p>
<p>Maintain and publicise a method of measurement for monitoring the 5 point plan for streetworks & City’s own works.</p>		<p>March 2015</p>	<p>% compliance with 5 point plan</p>	<p>AD Highways</p>	<p>Staff time</p>
<p>Deliver bi-annual coring programme to assess utility reinstatements and take action on failures.</p>		<p>March 2015</p>	<p>Programme delivered and results assessed, fed back and enforced.</p>	<p>AD Highways</p>	<p>£30K local risk, with intention of becoming self-financing.</p>

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5 year resurfacing programmed budgeted for and delivered, taking into account #street Condition Index, DVI surveys and future streetscene enhancements	Nov 2014	Programme delivered and to time.	Highways Manager	Revenue Budget (TBA) Staff Time.			
Maintain a safe & suitable street surface & environment, inc street lighting.	March 2015	Highway inspections completed, contract service levels delivered	Highways Manager Head of Access	£2.1m local risk			
Use of Highways Management System (HyMS) to facilitate highway asset management plan, CIPFA valuation of the highway and highway repair prioritisation	March 2015	CIPFA calculation to Chamberlains, UKPMS survey complete	AD Highways	£274k (capital budget)			
Review accident claims, inspection processes and trend data.	March 2015	Review complete. Lessons learned & implemented	Highway Manager	Staff time			
Embed mobile working	September 2015	Efficiency savings identified	AD Highways	Within £274K capital budget			
Implement TfL LoHAC contract & review suitability for use on particular works	Dec 2014	Contracts signed & framework used	AD Highways	Staff time			
Manage and co-ordinate activities on-street to ensure the City's Network Mgt Duty is met, inc long-term works programme	March 2015	Disruption minimised, works co-ordinated	AD Highways	Staff time			
Frame and progress strategic street lighting review and sturgeon lighting project, as well as (if approved) their associated works	March 2015	Long-term strategy in place and sturgeon replacement underway	AD Highways Chief Planning Officer	£2.5m approx. (strategic replacement programme) £300k sturgeon lighting			
Money		People		Environment		Managing Business	
Expenditure will be a combination of Local Risk and Capital Money. Potential saving in energy costs is switch to LED lighting				LED lighting will result in reduced energy consumption.		Improve cross department communication.	

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<p>TPR 5</p>	<p>Review the Public Convenience Strategy to improve cost effectiveness and ensure it meets the current and future needs of residents, workers and visitors.</p>			
<p>Supporting TCT Strategy themes:</p>	<ul style="list-style-type: none"> • City which is competitive and promotes opportunity • City which supports our communities • City which protects, promotes and enhances our environment • City which is safer and stronger 	<p>Priority and rationale (why are you doing it?):</p>	<ul style="list-style-type: none"> • Following a customer satisfaction survey review the current service provisions and make appropriate changes to meet expectations. • Gain an understanding of the Corporate Service Based Reviews and what the impact is likely to be on the public convenience service and develop appropriate plans to achieve the desired outcomes. • Undertake an options appraisal for the delivery of the service exploring external delivery. 	
<p>Aligns to Corporate Plan:</p>	<p>Corporate plan Strategic Aims: SA2 Key Policy Priorities: KPP1, KPP2</p>			
<p>Departmental Strategic Aims:</p>	<p>To respond to changes in demand for and usage of the City's streets and streetscene.</p>			
<p>Actions/Milestones</p>	<p>Target Date</p>	<p>Measure of Success</p>	<p>Responsibility</p>	<p>Resources</p>
<p>Committee Report reviewing Toilet Strategy based on the outcome of the customer satisfaction survey; and if necessary, another following the service based reviews.</p>	<p>May 2014 and November 2014</p>	<p>Committee report agreed.</p>	<p>Asst Director (Street Scene and Strategy)</p>	<p>Officer time</p>
<p>Develop an action plan based on the information collected from the satisfaction survey.</p>	<p>May 2014</p>	<p>Timeline and milestones for implementation. Improved customer satisfaction scores.</p>	<p>Asst Director (Street Scene and Strategy)</p>	<p>Officer time</p>
<p>Relocate the Automated Public Convenience (APC) at Monument Place to Middlesex Street.</p>	<p>March 2015</p>	<p>Successful relocation and increased user figures at new location</p>	<p>Asst Director (Street Scene and Strategy) Asst Director (Development Management)</p>	<p>TBA</p>

Divisional Business Plans

Transportation & Public Realm

<p>Agree a strategy for promoting the Public Convenience service including the Community Toilet Scheme (CTS)</p>	<p>December 2014</p>	<p>Greater awareness of the service and locations. Improved satisfaction score.</p>	<p>Asst Director (Street Scene and Strategy)</p>	<p>Officer time</p>
<p>Review the income budgets as a result of the introduction of charging and establish budget income levels</p>	<p>January 2015</p>		<p>Asst Director (Street Scene and Strategy)</p>	<p>TBA</p>
<p>Review options for delivery of the service and report to Committee as to whether anything to be gained from out-sourcing</p>	<p>January 2015</p>	<p>identify and recommend options for the future delivery of the service</p>	<p>Asst Director (Street Scene and Strategy)</p>	<p>Officer time, possibly engage consultants for research.</p>
<p>Money</p>	<p>People</p>		<p>Environment</p>	<p>Managing Business</p>
<p>Relocation of the APC to Middlesex Street may incur a cost for connections – PC Decaux will bear the cost for the relocation from Monument Street and re-instatements. External consultants are engaged to assist with an options appraisal of the service provision for Public Conveniences then funds will be required. This will need to be identified in consultation with the Chamberlains department but found from within the PC local risk budget where possible.</p>	<p>There may be an impact of staff resource</p>		<p>Improved provision of facilitating should reduce anti-social behaviour.</p>	<p>There is an unknown factor which will flow from the public convenience satisfaction survey regarding actions and cost implications. Any implementation will be done in consultation with the Director and Chairman.</p>

<p>TPR 6</p>	<p>Provide a cost effective, 24/7, street enforcement service including delivery of an out of hours noise response service in line with the agreed service level agreement with Environmental Health Service.</p>				
<p>Supporting TCT Strategy themes:</p>	<ul style="list-style-type: none"> • City which is competitive and promotes opportunity. • City which supports our communities. • City which protects promotes and enhances our environment. • City which is safer and stronger. 	<p>Priority and rationale (why are you doing it?):</p>	<ul style="list-style-type: none"> • To deliver a quality of street scene enforcement suitable for the city as a world financial centre and meet the levels of cleanliness required by residents and visitors alike. • To minimise obstructions and permit the free flow of pedestrian movement across the City streets. • Deliver an out of hours noise response service. • To further deliver the no ifs no butts programme of educational events and enforcement to tackle smoking related litter across the City. 		
<p>Aligns to Corporate Plan:</p>	<p>Corporate Plan Strategic Aims: SA2 Key Policy Priorities: KPP3</p>				
<p>Departmental Strategic Aims:</p>	<p>To manage all activities and services that relate to the City's streets, especially utility works and minimise their impact upon road danger and congestion</p>				
<p>Page 169</p>					
<p>Actions/Milestones</p>		<p>Target Date</p>	<p>Measure of Success</p>	<p>Responsibility</p>	<p>Resources</p>
<p>Develop a set of performance measures to demonstrate successful delivery of the SLA for OOH service, including training staff to the required level.</p>		<p>September 2014</p>	<p>Satisfactory performance in delivering the OOH SLA</p>	<p>Asst Director (Street Scene and Strategy)</p>	<p>Officer time.</p>
<p>Refine the street environment officer work plan. SRL (education and enforcement), Business engagement, time band surveys, contract monitoring.</p>		<p>March 2015</p>	<p>Programme and performance measures agreed.</p>	<p>Asst Director (Street Scene and Strategy)</p>	<p>Officer time. Materials.</p>
<p>Agree A Board Policy and implement a programme of enforcement.</p>		<p>May 2014 – P&T Committee</p>	<p>Policy agreed and enforcement plan adopted.</p>	<p>Asst Director (Street Scene and Strategy) Chief Planning Officer</p>	<p>Officer time.</p>
<p>Explore the possibilities of the introduction of</p>		<p>September</p>	<p>Committee approval</p>	<p>Asst Director (Street</p>	<p>Officer time.</p>

legislation controlling distribution of printed material	2014		Scene and Strategy)	
Ensure processes are in place to follow up all non-payments of FPN's and pursue through the court process where necessary	March 2015	Number of FPN's paid and recovered.	Asst Director (Street Scene and Strategy)	Officer time
Introduce an individual work monitoring process to identify capacity, volume and outputs.	September 2014	Monitoring Process Operational	Asst Director (Street Scene and Strategy)	Officer time
Money	People		Environment	Managing Business
	A more robust approach to 'A' boards may result in greater demands on the enforcement team to ensure compliance. Ongoing noise training for SEO Staff.		Safer, Better, Regulated environment	To deliver safer city expected of world leading financial and business city.

<p>TPR 7</p>	<p>Deliver a cost effective waste collection and street cleansing service whilst reducing household waste and improving sustainability.</p>				
<p>Supporting TCT Strategy themes:</p>	<ul style="list-style-type: none"> • City which is competitive and promotes opportunity • City which supports our communities • City which protects, promotes and enhances our environment • City which is safer and stronger 	<p>Priority and rationale (why are you doing it?):</p>	<ul style="list-style-type: none"> • Develop a delivery plan to make the CCAS sustainable and reduce the burden on the local risk budget. • Following the adoption of the revised Waste Strategy develop an action plan with clear objectives and ownership to deliver the ambitions of the Waste Strategy. • Explore and adopt appropriate legislation to ensure the City's streets and maintained to the high cleanliness standards required in the City. • Improve the use of technology allowing the public to engage and report issues easier and integrate into internal systems to streamline processes. 		
<p>Aligns to Corporate Plan:</p>	<p><u>Corporate plan Strategic Aims:</u> SA1, SA2 <u>Key Policy Priorities:</u> KPP1, KPP2, KPP3</p>				
<p>Departmental Strategic Aims:</p>	<p>To provide an integrated service to City developers and occupiers from pre-construction to demolition;</p> <p>To respond to changes in demand for and usage of the City's streets and streetscene.</p>				
<p>Actions/Milestones</p>		<p>Target Date</p>	<p>Measure of Success</p>	<p>Responsibility</p>	<p>Resources</p>
<p>Review Clean City Award Scheme to eliminate Local Risk financial burden to deliver savings in 15/16</p>		<p>March 2015 Report September 2014</p>	<p>Service reduces the burden on the local risk budget.</p>	<p>Clean City Awards and Recycling Manager</p>	<p>Officer time.</p>
<p>Agree and implement recycling action plan identifying responsibilities for tasks and monitoring progress against objectives.</p>		<p>July 2014 review March 2015</p>	<p>Progress made on the objectives within the Waste Strategy.</p>	<p>Asst Director (Street Scene and Strategy)</p>	<p>Officer time. Consultation material costs.</p>
<p>Develop an integrated system for the Love the Square Mile App with the CRM system.</p>		<p>September 2014</p>	<p>LtSM app fully integrated with CRM</p>	<p>Asst Director (Street Scene and Strategy)/ Business Improvement and Performance</p>	<p>Officer time. System development cost IS Division liaison</p>

			Manager Call Centre	
Administer the Corporate Re-use system (Warp-It) and evaluate with recommendations	March 2015	Significant users numbers of system with demonstrable savings.	Asst Director (Street Scene and Strategy)/ Recycling Manager	Officer time. System development cost
Fully integrate CRM with Amey Work Manager system	August 2014	Fully Integrated	Business Improvement and Performance Manager	Officer time. £25K tbc. IS Division liaison
2015 Annual Improvement plan for Amey Contract.	Sept 2014	Annual improvement plan agreed by board.	Assistant Cleansing Director	Officer time.
Agree proposals to benchmark Amey contract	May 2014	Benchmarking process agreed	Assistant Cleansing Director	Officer time.
Review snow plan and operational protocols	Aug 2014	Annual snow plan revised and all protocols documented, website developed	Assistant Cleansing Director	Officer time. Adaptations possible set open space kit.
Assess night-time street cleansing needs and explore opportunities for efficiencies.	November 2014		Assistant Cleansing Director	Officer Time
Money	People		Environment	Managing Business
Telephone networking costs Phone App development/systems integration costs Reduce financial burden on CCAS making a saving on the local risk budget.	Explore potential 'Snow Friends' as volunteer support		Reduction in street waste and improved recycling rates will have an impact on the immediate environment.	Will enable delivery of a clean and safe City.

<p>TPR 8</p>	<p>Prepare for, assist & co-ordinate the delivery of major third party infrastructure projects, including influencing and mitigating their permanent impact</p>				
<p>Supporting TCT Strategy themes:</p>	<ul style="list-style-type: none"> • City which is competitive and promotes opportunity. • City which supports our communities. • City which protects promotes and enhances our environment. • City which is safer and stronger. 	<p>Priority and rationale (why are you doing it?):</p>	<p>The City needs to meet the challenge of a number of major infrastructure projects being delivered in the Square Mile by Transport for London, Thames Water and Crossrail. This includes:</p> <ul style="list-style-type: none"> • Advance preparation for respective Transport & Works Acts, including logistics planning, asset protection and safeguarding City interests • Co-ordination of activities undertaken by third parties under each particular consent process against the background of other on-going highway activities • Assessment of the eventual impact of planned projects at completion • Influencing and working with the delivery authority to achieve an effective outcome for the City 		
<p>Aligns to Corporate Plan:</p>	<p>Corporate Plan Strategic Aims: SA1 and SA2 Key Policy Priorities: KPP1, KPP3</p>				
<p>Departmental Strategic Aims:</p>	<p>To manage all activities and services that relate to the City's streets, especially utility works and minimise their impact upon road danger and congestion; and</p> <p>To respond to changes in demand for and usage of the City's streets and streetscene.</p>				
<p>Actions/Milestones</p>		<p>Target Date</p>	<p>Measure of Success</p>	<p>Responsibility</p>	<p>Resources</p>
<p>Thames Tideway: Negotiate with Thames Water to assert that City interests are protected in the Statement of Common Ground and Transport & Works Act</p>		<p>March 2015</p>	<p>CoL needs accommodated in TWA</p>	<p>AD Development Management plus AD Highways, Local Transport & Streetscene</p>	<p>Staff time from Highways, Local Transport & Streetscene Enhancement (local risk)</p>
<p>Northern Line Upgrade (Bank station): Negotiate with London Underground to assert City views are included in Transport, Highways & Public Realm design, prior to Transport & Works Act</p>		<p>March 2015</p>	<p>CoL needs accommodated in designs and TWA</p>	<p>AD Highways, Local Transport & Streetscene AD Development</p>	<p>Staff time from Highways, Local Transport & Streetscene Enhancement (local risk)</p>

			Management	
Northern Line Upgrade (Bank station): Accommodation of LUL site investigation & enabling works	March 2015	Works delivered with minimum network disruption	AD Highways AD Development Management	Staff time (local risk)
Crossrail: Co-ordination of works at five separate sites through Crossrail consent process	March 2015	Works delivered with minimum network disruption	AD Highways AD Development Management	Staff time (local risk)
Crossrail: Review the public street scene need in light of the impact of Crossrail's station delivery	Dec 2014	Need & options for enhancement set out	AD Streetscene Enhancement AD Development Management	Staff time (Departmental funding required)
Crossrail: Ensure compliant Crossrail construction of pipe subway, complete legal & financial agreement for CoL adoption and management, and co-ordinate utility installation & access requirements	March 2015	Construction, legal adoption, commuted sum transfer and utility access in place	AD Highways	Staff time (local risk)
Cycle Super-highway: Co-ordinate CoL assessment, influence and agreement of TfL's proposals	March 2015	CoL views accommodated & political approval received	AD Local Transportation	Staff time (TfL funding?)
Cycle Super-highway: Plan for co-ordination of TfL's construction activities against the City's own long-term highway works programme, inc Aldgate (See DBE1), special events	March 2015	Works delivered with minimum network disruption	AD Highways	Staff time (local risk)
Cycle Super-highway: Review impact of permanent highway closures & changes in network capacity on the CoL streets' ability to accommodate temporary works	March 2015	Impact of temp works, road closures & diversions reviewed	AD Highways	Staff time (local risk)

Funding from TfL	Cross departmental working as well as with TfL Additional Cycling Officer	reduced air pollution	Supporting the development of the City of London Improve cross department communication.
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Committee(s):	Date(s):
Port Health and Environmental Services	13 May 2014
Subject: Markets and Consumer Protection Business Plan 2013-2016: Progress Report (Period 3)	Public
Report of: The Director of Markets and Consumer Protection	For Information

Summary

This report provides an update on progress against the Business Plan of the Port Health and Public Protection Division (PH&PP) of the Department of Markets and Consumer Protection (M&CP), for Period 3 (December-March) of 2013-14 against key performance indicators (KPIs) and objectives outlined in the M&CP Business Plan.

The report consists of:

- Performance against our key performance indicators (KPIs) – Appendix A
- Progress against our key objectives – Appendix B
- Enforcement activity – Appendix C
- Key risks – Appendix D
- Financial information – Appendix E

Key points from the report are that:

- At the end of the February 2014, the Department of Markets & Consumer Protection was £165k (6.5%) **underspent** against the local risk budget to date of £2.5m, over all the services now managed by the Director of Markets & Consumer Protection covering the Port Health & Environmental Services Committee. Appendix E sets out the detailed position for the individual services covered by this department.
- Overall the Director of Markets & Consumer Protection is currently forecasting a **year end underspend** position of £15k (0.5%) for his City Fund and City Cash services.
- A **Hygiene Emergency Prohibition Order** was granted by the City Magistrates Court against the “Royal Kitchen” in Aldgate High Street for an uncontrolled mouse infestation which resulted in the actual contamination of stored foodstuffs. Costs of over £2,000 were awarded back to the City Corporation. The premises re-opened after a week and is now much improved.
- The Health & Safety Team delivered ‘Cooling Tower Inspection’ training to 70 Environmental Health professionals across London and the UK; an important contribution to improving knowledge and competence on **Legionella** issues for regulators.
- The three large **fraud investigations** which the Trading Standards Team has been working on with support from Scambusters/National Trading Standards are progressing well and it is hoped that arrests will be made in the next month or so.
- Two abatement notices were served under S80 of the **Environmental**

Protection Act (EPA) to control excessive noise. These were both for licensed premises.

- The ARC has been looking after some very **rare lizards** which originated in the Bahamas and were caught being smuggled through Heathrow. There are only around 400 of these lizards left in the wild.
- On 3 March the **Town Clerk** visited both Tilbury and London Gateway Ports with the Director of Markets and Consumer Protection and the Port Health & Public Protection Director.

Recommendation(s)

Members are asked to note the content of this report and its appendices.

Main Report

Background

1. In the 2013-16 Department of Markets and Consumer Protection (M&CP) Business Plan five Key Performance Indicators (KPIs) were identified to facilitate measurement of performance across the Port Health and Public Protection (PH&PP) Division. The KPIs were selected to be representative of the main elements of work carried out.
2. The Business Plan also sets out six key objectives for the PH&PP Division.

Current Position

3. To ensure that your Committee is kept informed of progress against the current business plan, progress against KPIs (Appendix A) and key objectives (Appendix B) is reported on a periodic (four-monthly) basis, along with a financial summary (Appendix E). This approach allows Members to ask questions and have a timely input on areas of particular importance to them. Members are also encouraged to ask the Directors for information throughout the year.
4. Periodic progress is also discussed by Senior Management Groups to ensure any issues are resolved at an early stage.
5. In order to provide further information on the work carried out by the PH&PP Division, each periodic report includes a summary of the enforcement activity carried out (Appendix C) and the Division's key risks (Appendix D).

Financial and Risk Implications

6. The end of February 2014 monitoring position for Department of Markets & Consumer Protection services covered by Port Health & Environmental Services Committee is provided at Appendix E. This reveals a net underspend to date for the Department of £165k (6.5%) against the overall local risk budget to date of £2.5m for 2013/14.

7. Overall the Director of Markets & Consumer Protection is currently forecasting a year end underspend position of £15k (0.5%) for his City Fund and City Cash services under his control. The table below details the summary position by Fund.

Local Risk Summary by Fund	Latest Approved Budget £'000	Forecast Outturn £'000	Variance from Budget +Deficit/(Surplus)	
			£'000	%
City Fund	2,418	2,418	0	0%
City Cash	357	342	(15)	(4.2%)
Total M&CP Services Local Risk	2,775	2,760	(15)	(0.5%)

8. The reasons for the significant budget variations are detailed in Appendix E, which sets out a detailed financial analysis of each individual division of service relating to this Committee, for the services the Director of Markets & Consumer Protection supports.
9. The better than budget position at the end of February 2014 relates mostly to additional income at the Heathrow Animal Reception Centre for additional throughput of work relating to passports for pets and to a lesser extent quarantine and fish imports. This is partly offset by a planned reduction in the use of the POAO reserve fund due to other underspends in the Committee resulting in this funding requirement being unnecessary.
10. The Director of Markets & Consumer Protection anticipates the better than budget forecast position at the end of the financial year will be minimal, subject to income activity achieving projected levels. This is principally due to the effect of downturns in CVED income at the Ports due to the closure of the Thamesport Port Health Office; redundancy costs; and other projected London Gateway costs; which meant the full use of the POAO reserve of £399k was required to balance the revised estimates. However, less of the reserve will now be required as it is currently projected other underspends within Port Health & Environmental Services Committee will be achieved. The forecasts also do not currently include the full effects of London Gateway due to the uncertainty of these and so the outturn is likely to change.

Annual assurance statement for data quality

11. By: David A H McG Smith CBE, Director of the Department of Markets and Consumer Protection.

For the financial year 2013-2014 I give assurance to Members that my department complies with the corporate Data Quality Policy and Protocol in producing its service and performance data. I confirm that my department has

effective systems and procedures in place that produce relevant and reliable information to support management decision-making and to manage performance.

Corporate & Strategic Implications

12. The monitoring of performance indicators across the Division links to all three Corporate Plan Strategic Aims (To support and promote 'The City'; To provide modern, efficient and high quality local services for the Square Mile; and, To provide valued services to London and the nation).

Consultees

13. The Town Clerk and the Chamberlain have been consulted in the preparation of this report.

Appendices

- Appendix A – Performance Management Report Period 3 2013-14
- Appendix B – Progress against Key Objectives Period 3 2013-14
- Appendix C – Enforcement Activity Period 3 2013-14
- Appendix D – Key Risks
- Appendix E – Financial Statements: Department of Markets and Consumer Protection

Background Papers:

Department of Markets & Consumer Protection Business Plan 2013-2016 and
Appendix B: Port Health & Public Protection Business Plan 2013-2016

(PH&ES Committee 30/04/2013)

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Performance Management Report 2013-14
Period Three: 1 December 2013 – 31 March 2014

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

Progress against Business Plan Performance Indicators

	This indicator is performing to or above the target
	This indicator is performing just under target
	The indicator is performing below the target

	Public Protection	2012-13 Annual Result	Target 2013-14	Actual 2013-14			2013-14 Annual Result
				Period 1	Period 2	Period 3	
KPI 1 * ₁	Over the course of the year, secure a positive improvement in the overall Food Hygiene Ratings Scheme (FHRS) rating profile for City food establishments compared to the March 2013 profile.	* ₁	TBC * ₃	* ₂	* ₂	* ₂	Overall FHRS rating profile decreased * ₄ ↓
KPI 2	Percentage of justifiable noise complaints investigated that result in a satisfactory outcome.	95%	90%	95%	99.5%	98.7%	97.7% ↑
KPI 3 * ₁	Trading Standards team to inspect 100% of 'high risk' premises. * ₅	* ₁	80%	* ₂	* ₂	* ₂	100% ↑
<p>*₁ New indicator for 2013-14 *₂ Annual indicator *₃ 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, especially in this first year of measurement. *₄ In March 2013 91% of City food businesses had FHRS ratings of 3 or above. This figure decreased over the course of the year and was 87% in March 2014. *₅ A 'high risk premises' for Trading Standards is one that either receives a high number of complaints, or is in an industry sector that tends to do so.</p>							
	Port Health and Animal Health	2012-13 Annual Result	Target 2013-14	Actual 2013-14			2013-14 Annual Result
				Period 1	Period 2	Period 3	
KPI 4	Percentage of consignments of products of animal origin (POAO) that satisfy the checking requirements cleared within five days of presentation of documents/consignments.	94%	95%	95.81%	94.03%	93.51%	93.8%* ↓
KPI 5	Less than 4% of missed flights for transit of animals caused by the Animal Reception Centre (ARC).	5%	<4%	0%	0.1%	0%	0.03% ↑
<p>KPI 4 - i.e. time elapsed between receipt of documents/presentation of container to release, on electronic cargo handling system. The underperformance for the year overall was primarily due to initial problems at the new London Gateway Port, at which the first vessel arrived during Period 2. There were a large number of queries, detained samples and problems with the presentation of containers for checks at London Gateway. A number of consignments under query for long periods at Thamesport also had a negative influence on the achievement of the target.</p>							

Key

↑ Above target

↓ Below target

Progress against Port Health & Public Protection Key Objectives 2013-2014

Ref:	Objective	Progress to date
1	Balance the PH&PP Service budget for 2014-15 in the light of £250,000 unidentified savings/income.	<p>Period 1: April – July 2013</p> <ul style="list-style-type: none"> • The Port Health Service Review is underway and will identify most of these savings. • Fees and Charges levied by PH&PP are being revised to increase income. • A service based review is also underway for Environmental Health and some posts are on a fixed term contract until this has been completed. <p>Period 2: August – November 2013</p> <ul style="list-style-type: none"> • A revised budget has been agreed for 2013/2014 and an original for 2014/15. • A review of the Port Health Service has been undertaken to ensure it provides the most effective use of resources. The loss of trade, particularly at Thamesport, and the opening of the London Gateway Port have been taken into account and the resulting changes will be implemented during the forthcoming year. The Service will be kept under continuous review as trade develops at London Gateway (including impact on other ports). • Service Based Review for City Fund completed and results sent to lead Chief Officer. • Service Based Reviews of City Cash services now being undertaken corporately. <p>Period 3: December 2013 – March 2014</p> <ul style="list-style-type: none"> • The budget was balanced in Period 2 (see above), but the Service Based Review is now in progress. • Phase 2 of the Service Based Review of the combined City Fund and City Cash services has been completed in readiness for submission to the 'Star Chamber' in April 2014.

2	Introduce a focus group to ensure a consistent approach to enforcement throughout the Service.	<p>Period 1: April – July 2013</p> <ul style="list-style-type: none"> • Nominations from different teams have been sought for representation on the group. • The Terms of Reference have been drafted. • The first meeting is scheduled for September. <p>Period 2: August – November 2013</p> <ul style="list-style-type: none"> • First meeting has been held. • Enforcement protocols and procedures to be reviewed. <p>Period 3: December 2013 – March 2014</p> <ul style="list-style-type: none"> • The group is carrying out an ongoing review and development of enforcement and legal procedures.
3	Implement the review of the Port Health Service in preparation for the opening of the London Gateway Port and ensure the Service's operations continue in a safe, secure and uninterrupted manner.	<p>Period 1: April – July 2013</p> <ul style="list-style-type: none"> • Proposals have been presented to the staff and individual consultations are underway. • The impact of London Gateway opening is under constant review to ensure that sufficient resources are deployed to service the Port. • The inspection facilities have been completed and the lease agreed for the office. • Thamesport will no longer require a permanent presence, so some staff will transfer to London Gateway. <p>Period 2: August – November 2013</p> <ul style="list-style-type: none"> • London Gateway Port opened on 7 November 2013. • Thamesport staff have transferred to work either at the Tilbury office or London Gateway. • Staff are familiarising themselves with new working arrangements introduced as a result of the opening of London Gateway. <p>Period 3: December 2013 – March 2014</p> <ul style="list-style-type: none"> • London Gateway has opened gradually and an upturn in trade is not expected until May 2014. • The “soft start” has allowed staff relocated as part of the review to become integrated team members and also enabled further training to take place as necessary. • Manorway Office refurbishment has commenced, but completion is behind schedule due to delays in signing the lease and some concerns over asbestos.

4	Continue to implement the Noise Strategy including deciding on options for Out of Hours (OOH) service delivery.	<p>Period 1: April – July 2013</p> <ul style="list-style-type: none"> • Out of Hours Contract with Westminster CC extended to March 2014. • CoL Code of Practice for Construction and Deconstruction Sites revised and agreed. • Code of Practice for minimising noise from street works developed for Committee approval. • Noise Service Delivery Policy developed and agreed. • Broad input to integrate noise minimisation into draft Local Plan, Aldgate Gyratory Scheme and draft new Street Scene Manual. • Development of M&CP / Planning Enforcement Protocol.
		<p>Period 2: August – November 2013</p> <ul style="list-style-type: none"> • Review of Westminster City Council's performance as OOH provider underway. • Alternative delivery model using Street Environment Officers (SEO) is being developed. • Three SEOs undertook training towards the Certificate of Competence in Environmental Noise Measurement to build SEO noise competence. • Aldgate Gyratory Phasing meetings attended and discussion begun early on environmental controls. • Team has engaged with Bank Station Capacity Upgrade Project to support the development and minimise its impact on the City.
		<p>Period 3: December 2013 – March 2014</p> <ul style="list-style-type: none"> • Following a review, the Out of Hours service is now provided in house by Street Environment Officers (SEOs). • A new Service Level Agreement is now in place with tighter KPIs and much improved response times. • The SEOs and Pollution Team officers completed two days training on statutory nuisance and noise enforcement, followed by individual mentoring and coaching. • The Team is engaged with both the Aldgate Gyratory Phasing and the Bank Station Capacity Upgrade Project to ensure environmental controls are implemented.

5	Implement and comply with the requirements of the Health & Safety Executive's new National Local Authority Enforcement Code – Health and Safety at Work.	<p>Period 1: April – July 2013</p> <ul style="list-style-type: none"> • Compliance in line with the code as: <ol style="list-style-type: none"> a) inspections of cooling towers are included on the list of permitted enforcement activities and are therefore continuing in the City as normal; and b) activities at Smithfield also fall within the list of activities and can therefore be subject to pro-active inspection. • Interventions at Smithfield focusing on uncontrolled risks and areas of evident concern in stakeholder areas. • The implications for the future of other health & safety enforcement activities by the City Corporation will be subject to a detailed report to Members at November's PH&ES Committee.
		<p>Period 2: August – November 2013</p> <ul style="list-style-type: none"> • Smithfield Enforcement Team continues to focus interventions where uncontrolled risks and areas of evident concern are identified. • Report approved by PHES Committee in November on the way forward with a greater emphasis on the gathering and use of health and safety intelligence to inform local projects in the City. • A London-wide approach to intelligence gathering and handling is being lobbied for by the CoL representatives on the London Boroughs Health and Safety Liaison Group and its Policy Board.
		<p>Period 3: December 2013 – March 2014</p> <ul style="list-style-type: none"> • Smithfield Enforcement Team continues to focus interventions where uncontrolled risks and areas of evident concern are identified. • Work on an intelligence based approach to enforcement is being developed with London Boroughs with a view to piloting this during 2014/2015. • Intelligence analysis and targeting has been incorporated in the 2014/2015 Health & Safety Intervention Plan.

6	Respond to any further legislative changes affecting the importation of animals at HARC to protect animal health and income streams.	<p>Period 1: April – July 2013</p> <ul style="list-style-type: none"> The recently enacted Regulation (EU) 576/2013 should result in no major changes to work at the Animal Reception Centre. Discussions regarding animals carried as baggage continue with Defra and the Home Office. <p>Period 2: August – November 2013</p> <ul style="list-style-type: none"> The Assistant Director, Animal Health, continues to attend Defra workshops on implementation of the new Regulation. Animals will be allowed to come into the UK as baggage from EU Member States some time in 2014 (commencement date is to be confirmed). Lobbying of Government Agencies and Departments continues to protect income streams. <p>Period 3: December 2013 – March 2014</p> <ul style="list-style-type: none"> An Animal Health customer survey has been completed and responses were very positive (94% of respondents rated the service they had received as 'good' or 'very good'). Lobbying of Government Departments is paying off as they are now setting up a group to look at the issue of illegally imported puppies. All obstacles put in place with regard to animals being imported as baggage have been overcome and we await the airlines' uptake of the new process.
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Port Health & Public Protection Enforcement Activity Period 3 (December – March) 2013-14

Food Safety	2013-14 Target (where applicable)	Period 3 Total (Whole of year totals are shown in brackets)
Programmed inspections	<u>Food Hygiene:</u> 860 <u>Food Standards:</u> 191	<u>Food Hygiene:</u> 357 (925) <u>Food Standards:</u> 79 (211)
Hygiene Emergency Closures	N/A	1 (1)
Voluntary closures	N/A	2 (3)
Complaints & service requests received	N/A	73 (231)
Notices served	N/A	7 (21)
Prosecutions	N/A	0 (0)

Period 3 – Food Safety Team highlights

- A **Hygiene Emergency Prohibition Order** was granted by the City Magistrates Court against the Royal Kitchen, Aldgate High Street, for an uncontrolled mouse infestation which resulted in the actual contamination of stored foodstuffs. Costs of over £2,000 were awarded back to the City Corporation. The premises re-opened after a week and is now much improved.
- Preparations were made for the transfer of approximately 120 **river-based food premises/vessels** to the City's Food Safety Team with effect from April 2014
- A survey of 50 small food businesses was undertaken to establish their preferred method of **food hygiene training** delivery and determine whether it would be worthwhile providing formal training courses for them. Cost and convenience of access were the most important factors identified, with online training the clear favourite. As a result, no further work is currently planned to run our own specific food hygiene courses for City food businesses. Businesses will be directed to other suitable training providers.
- A large delegation from the Norwegian Food Safety Authority received a joint presentation on **Food Enforcement and Official Controls in the UK** from the Food Standards Agency, the City's Food Safety Team and the Port Health Service.
- A **Public Health England** training session on food sampling was hosted by the team with all officers attending.
- As part of "**Project Pentagon**", the Food Standards Agency interviewed officers from the team on the various IT-based food intelligence gathering systems used within the agency and local authorities.

Port Health & Public Protection Enforcement Activity Period 3 (December – March) 2013-14

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

Food Hygiene Rating Scheme (FHRS) – profile of food businesses in the City of London				
Hygiene Rating	Number (percentage) of food businesses			
	March 2013	August 2013	29 November 2013	31 March 2014
5	925 (58%)	908 (56%)	903 (55%)	880 (53%)
4	345 (22%)	378 (23%)	387 (23%)	374 (23%)
3	171 (11%)	168 (10%)	172 (10%)	182 (11%)
2	69 (4%)	83 (5%)	98 (6%)	104 (6%)
1	61 (4%)	67 (4%)	70 (4%)	74 (5%)
0	12 (1%)	25 (2%)	24 (2%)	23 (1%)
Total no. food businesses in the City which are included in the FHRS	1583	1629	1654	1661 <i>(including 24 awaiting inspection)</i>

'0' rated food businesses in the City

These businesses were rated '0' at 31 March 2014; some have been since been re-inspected - further information is given in the 'Details' column.

Premises	Details
Bep Haus , Retail Unit, 40 Bow Lane, London, EC4M 9DT	Structural works have been carried out. The Food Business Operator (FBO) is working to create a Food Safety Management System. A revisit was carried out on 3 April 2014.
Bob's & Co , Rising Sun Public House, 61 Carter Lane, London, EC4V 5DY	Structural works have been carried out. A Food Safety Management System has now been created and implemented. The vacuum packer is being used for raw foods only.
Caffé Concerto , 15 Upper Cheapside Passage, London, EC2V 6AG	A re-inspection is due to be carried out at the end of April.
Chao!Now , 4 St Andrew's Hill, London EC4V 5BY	A Food Safety Management System has been put in place. Many changes have been made and the premises are now very clean.
Chapters Deli , Retail Unit, 50 Bishopsgate, London, EC2N 4AJ	A revisit found standards to be much improved. Food and swab samples were taken; the results are awaited.
Cote Brasserie , 26 Ludgate Hill, London, EC4M 7DR	Refurbishment and pest control requirements have been completed. The FBO has requested a revisit in order to be re-rated.
Dukes , 18-22 Houndsditch, London, EC3A 7DB	An EHO has revisited several times. The business is no longer open during the day. It is open in the evenings only and does not serve food.
Enoteca , 10 Basinghall Street, London, EC2V 5BQ	An EHO has revisited several times and has spent time with the FBO talking through necessary controls. A new rating of 4 has now been applied.
Fuzzy's Grub , 62 Fleet Street, London, EC4Y 1JU	The premises are now much cleaner. A further revisit is to be carried out in April.

**Port Health & Public Protection Enforcement Activity
Period 3 (December – March) 2013-14**

Grab , 68 Queen Victoria Street, London, EC4N 4SJ	The premises are now much cleaner. A Food Safety Management System has been put in place.
Konditor & Cook Ltd , Retail Unit 3, 30 St Mary Axe, London, EC3A 8BF	A revisit has been carried out: the premises are much cleaner and there is now hot water at the wash hand basin. The FBO is working on a HACCP system. A further revisit is to be carried out in April 2014.
La Tasca , 16 Eldon Street, London, EC2M 7LA	A revisit has been carried out: many improvements have been made. The next inspection is due on 3 June 2014.
Mehk Restaurant & Bar , 45 London Wall London, EC2M 5TE	An EHO is undertaking ongoing work with the FBO.
MITIE Catering Services Ltd, Lloyds , 25 Gresham Street, London, EC2V 7HN	A revisit found the premises to be satisfactory. The issue of dual use of a vacuum packer has been resolved.
Mumbai Square , 7 Middlesex Street, London, E1 7AA	Several revisits have been carried out. Standards have improved and pest control problems are being dealt with. Temperature control has improved and the chiller has been repaired.
My Lunch Box , Retail Unit, 6 Minories, London, EC3N 1BJ	EHOs have revisited and are undertaking ongoing work with the FBO. The hot water and sinks downstairs are now structurally improved but a lot of coaching is required on the Food Safety Management System. A revisit is due after Easter.
Taylor St Baristas Ltd , 125 Old Broad Street, London, EC2N 1AR	The premises were inspected in March 2014 and the rating remains unchanged; further enforcement action is underway in an effort to improve their food safety management.
The Burger Barn , Guild Church Of St Mary, Aldermary, Watling Street, London, EC4M 9BW	The business (stall) is seldom trading. The FBO has been contacted and has confirmed that they have trained their members of staff. They continue to run the neighbouring stall, 'Bangkok Kitchen', which is on church property.
The Duke and Duchess , 2-3 Creed Lane, London, EC4V 5BR	Cleaning, structural and training standards are now much improved.
The India Restaurant , Retail Unit, 21 College Hill, London, EC4R 2RP	The next inspection is due to be carried out in May 2014.
Treats , Booking Hall, St Paul's Underground Station, Cheapside, London, EC2V 6AA	A routine inspection is due to be carried out in April 2014.
Valentino's , Watling House, 33 Cannon Street, London, EC4M 5SB	A revisit found the premises to be much cleaner. A further revisit is due to be carried out in April 2014.
White Swan , 20 Farringdon Street, London, EC4A 4AB	A revisit found standards to be improved.

Port Health & Public Protection Enforcement Activity Period 3 (December – March) 2013-14

Health & Safety	2012-13 Annual Total	2013-14 Target (where applicable)	Period 3 Total (Whole of year totals are shown in brackets)
Programmed Cooling Tower inspections	68	80	27 (74) ^{*1}
Other H&S Inspections	7 High Risk 25 MST ^{*2}	10 MST ^{*2}	5 (12)
H&S Project visits	25 Asbestos	10 seasonal overstocking with London Fire Brigade	4 (8 ^{*3})
Accident and dangerous occurrences notifications	286	N/A	71 (245)
Complaints & service requests received	241	N/A	59 (193)
Notices	3	N/A	0 (3)
Prosecutions	1	N/A	0 (0)

^{*1} Arrangements for inspections of some cooling towers, which were due towards the end of the financial year, were delayed due to changes in premises ownership or responsibilities. All towers have since been inspected.

^{*2} MST – Massage and Special Treatment

^{*3} The target to carry out 10 H&S project visits on seasonal overstocking was not met as the London Fire Brigade were only available to carry out joint visits on 1 day rather than the 2 days the team had planned.

Period 3 – Health & Safety Team highlights

- The Team delivered 'Cooling Tower Inspection' training to 70 Environmental Health professionals across London and the UK; an important contribution to improving knowledge and competence on **Legionella** issues for regulators.
- The Team hosted site visits to cooling towers for a regulatory fact-finding mission by **Kuwaiti government**.
- The Team promoted the London Healthy Workplace Charter at the high profile '**Business Healthy**' conference at Mansion House on 11 March.
- Up until the end of March 2014, 190 chargeable hours were spent on advising the team's Primary Authority partners, **CBRE** (40 hours) and **Virgin Active** (150 hours) on health & safety management systems and auditing of performance.
- The City of London Corporation has assumed the lead role in the **investigation of a fatality** which occurred in 2012, after formal hand over from City Police; CPS decided there was insufficient evidence to proceed with corporate manslaughter charges.
- **Customer survey**: a small pilot survey to assess the quality, effectiveness and value of cooling tower inspections to duty holders was carried out. All respondents valued the inspections and found them to be conducted professionally; 75% agreed that the inspections resulted in sustainable improvements.
- The Team regularly tweeted health & safety information from its **Twitter** account: [@SafeSquareMile](https://twitter.com/SafeSquareMile), which now has 450 followers.

Port Health & Public Protection Enforcement Activity Period 3 (December – March) 2013-14

- Produced two well received short training '**YouTube**' videos (over 3000 viewings) related to preventing injuries associated with fall arrest, and rescue associated with City building maintenance and cleaning.

Period 3 – Pest Control Team highlights

- An external audit of **Smithfield Market** pest control services, which are provided by the team, demonstrated continuing success of pest control strategies.
- **Income** levels were maintained.
- Continued pressure and support from team has resulted in **Thameswater** commencing a programme of sewer treatments to control rat populations.

**Port Health & Public Protection Enforcement Activity
Period 3 (December – March) 2013-14**

Trading Standards	2013-14 Target (where applicable)	Period 3 Total (Whole of year totals are shown in brackets)
Inspections and visits	N/A	9 (56)
Complaints & service requests received	N/A	1514 (3418)
Home Authority referrals	N/A	22 (462)
Consumer credit investigations	N/A	51 (169)
Consumer safety notifications	N/A	1 (6)
Acting as a responsible authority for Licensing Applications	N/A	21 (79)
Prosecutions	N/A	0 (0)

Period 3 – Trading Standards highlights

- The three large **fraud investigations** supported by Scambusters/National Trading Standards are progressing well and it is hoped that arrests will be made in the next month or so.
- The service has continued working with partners, particularly The City Police and NFIB (National Fraud Intelligence Bureau), to coordinate work in relation to **scams and fraud**.
- Work has continued on Operation Rosa, a regional initiative hosted by the City Trading Standards service relating to criminality associated with **mail forwarding businesses**.
- The service has continued to support its **Primary Authority** partners by offering timely advice and support.
- All officers have received training on the **Trading Standards Intelligence Operating Model** and arrangements are in hand to adopt the necessary processes and procedures.
- The service is working with the National Scams Hub to **support victims of scams**.
- The Service has regularly tweeted health & safety information from its **Twitter** account [@Squaremiletts](https://twitter.com/Squaremiletts), which now has 365 followers.

**Port Health & Public Protection Enforcement Activity
Period 3 (December – March) 2013-14**

Pollution	2013-14 Target (where applicable)	Period 3			
		Total	% Noise Complaints Resolved	Notices Served	Prosecutions
(Whole of year totals are shown in brackets)					
Complaint investigations, noise	N/A	292 (1125)	98.7%	2 EPA* 2 COPA S60* (12)	0 (0)
Complaint investigations, other	N/A	43 (169)	N/A	0 (0)	0 (0)
Licensing, Planning and Construction Works applications assessed	N/A	312 (1054)	N/A	5 COPA S61* (16)	N/A
No. of variations (to construction working hours) notices issued	N/A	224 (650)	N/A	N/A	N/A

* EPA – Environmental Protection Act

* COPA – Control of Pollution Act 1974 (S60 - Control of noise on construction sites; S61 - Prior consent for work on construction sites)

Period 3 – Pollution Team highlights

- Two abatement notices were served under S80 of the **Environmental Protection Act (EPA)** to control excessive noise. These were both for licensed premises: Salotto and Roda, 31 Lovat Lane and The Three Lords Public House, 27 Minories.
- **Crossrail**: Some sites are working up to 24/7, all operations have been well planned, and liaison has been effective using established relationships.
- A **Customer Service Survey** was conducted for the Pollution Control Team with 100% of respondents agreeing that *'the officer handling my case was helpful and professional'*.
- The **Schools Clean Air Zones Project** saw children and volunteers from 'Friends of City Gardens' install 8 ivy green screens and 131 air quality plants at the Sir John Cass school. The project aims to trap particulates and engage with the children on air pollution issues.
- Over 50 **Barbican** residents have been measuring nitrogen dioxide levels on their balconies and conducting personal exposure monitoring of PM2.5 particulates.
- The team hosted two **Public Health and Air Quality workshops** for members of staff who work in areas that have the potential to impact on concentrations of air pollution.
- An initiative led by the City of London Corporation as part of the **CityAir Scheme** has resulted in 18 City firms pledging to take action to improve air quality.

**Port Health & Public Protection Enforcement Activity
Period 3 (December – March) 2013-14**

Animal Health & Welfare	2013-14 Target (where applicable)	Period 3			
		Total	Warning Letters	Notices Served	Prosecutions
(Whole of year totals are shown in brackets)					
Animal Reception Centre					
Throughput of animals (no. of consignments)	N/A	6245 (21015)	20 (55)	0 (33)	5 (10)
Animal Health					
Inspections carried out*	N/A	227 (516)	2 cautions (3)	17 (42)	0 (1)
*Due to the legislation, most of the Animal Health licensing inspections are carried out at the end of the calendar year and figures will, therefore, fluctuate across reporting periods.					

Period 3 – Animal Health & Welfare highlights

- This period has seen a considerable increase in the number of **illegally imported dogs** being dealt with by the team within London.
- The ARC has been looking after some very **rare lizards** which originated in the Bahamas and were caught being smuggled through Heathrow. There are only around 400 of these lizards left in the wild.

**Port Health & Public Protection Enforcement Activity
Period 3 (December – March) 2013-14**

Port Health	2013-14 Target (where applicable)	Period 3			
		Total	Cautions	Notices Served	Prosecutions
(Whole of year totals are shown in brackets)					
Food Safety inspections and revisits	N/A	76 (200)	0 (0)	0 (0)	0 (0)
Ship Sanitation Inspections and Routine Boarding of Vessels	N/A	40 (98)	0 (0)	0 (0)	0 (0)
Imported food Not of Animal Origin -document checks	N/A	5292 (15176)	0 (0)	15 (207)	0 (0)
Imported food Not of Animal Origin - physical checks	N/A	276 (910)	0 (0)	41 (41)	0 (0)
Number of samples taken	N/A	97 (373)	N/A	N/A	N/A
Products of Animal Origin Consignments – document checks	N/A	3437 (10676)	0 (0)	59 (92)	0 (0)
Products of Animal Origin Consignments – physical checks	N/A	1252 (3737)	0 (0)	7 (15)	0 (0)
Number of samples taken	N/A	163 (398)	N/A	70 (142)	N/A

Period 3 – Port Health highlights

- On 3 March the **Town Clerk** visited both Tilbury and London Gateway Ports with the Director of Markets and Consumer Protection and the Port Health & Public Protection Director.

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Port Health and Public Protection Key Risks

The table below shows a selection of our key risks which form part of our Departmental Risk Tracker. These are reported to Committee as part of the periodic Business Plan Progress Reports.

Risk No.	Risk	Gross Risk		Risk Owner / Lead Officer	Existing Controls	Net Risk			Planned Action	Control Evaluation
		Likelihood	Impact			Likelihood	Impact	Risk Status & Direction		
MCP4	Risk of serious injury to staff and service users at the HARC due to constrained space for vehicle movement which, in the event of a serious accident/fatality could affect the operation and sustainability of the service.	4	4	Port Health & Public Protection Director	The TOP X risk priority system and a near miss reporting system is in place. Banksman employed at HARC. All accidents fully investigated and any follow up actions implemented.	3	4	A ↔	Review of traffic management controls currently being undertaken.	G
MCP5	Failure by enforcement officers to act within statutory requirements.	3	4	Port Health & Public Protection Director	Competent enforcement officers; clear policies, procedures and decision making; monitoring of enforcement officers	2	4	A ↔		G
MCP6	Failure to meet Air Quality limit values in the City by the prescribed dates set by the EU which could result in a fine of unknown amount.	4	4	Port Health & Public Protection Director	The current systems in place allow the City to demonstrate that it is taking sufficient effective action to help the government and the GLA to meet air quality Limit Values	4	4	R ↑	This has been previously considered by the SRMG & Chief Officer Core Groups and will now be represented as a strategic risk.	A
MCP8	Loss of quarantine licensing at the HARC due to breach of regulations or legislative change. This would result in the closure of the facility causing financial loss and negative publicity for the City.	3	4	Port Health & Public Protection Director	Current procedures reflect regulatory requirements and are actively managed.	2	4	G ↔		G
MCP9	Outbreak of Legionnaires disease (Legionella sp.) in the City associated with a cooling tower situated within the City of London.	3	4	Port Health & Public Protection Director	Regular inspections (frequency dependent upon risk). Independent audit by Environmental Health Officers looking at all aspects of the water risk management systems in place.	2	4	A ↔		G
Ratings		Risk Status				Control Evaluation				
R - Red		High risk, requiring constant monitoring and deployment of robust control measures.				Existing controls are not satisfactory				
A - Amber		Medium risk, requiring at least quarterly monitoring, further mitigation should be considered.				Existing controls require improvement/Mitigating controls identified but not yet implemented fully				
G - Green		Low risk, less frequent monitoring, consideration may be given to applying less stringent control measures for efficiency gains.				Robust mitigating controls are in place with positive assurance as to their effectiveness				

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Department of Markets & Consumer Protection Local Risk Revenue Budget - 1st April to 28th February 2014
(Income and favourable variances are shown in brackets)

Appendix E

	Latest Approved Budget 2013/14 £'000	Budget to Date (Apr-Nov)			Actual to Date (Apr-Nov)			Variance Apr-Nov £'000
		Gross Expenditure £'000	Gross Income £'000	Net Expenditure £'000	Gross Expenditure £'000	Gross Income £'000	Net Expenditure £'000	
Port Health & Environmental Services (City Fund)								
Coroner	39	36	0	36	47	0	47	11
City Environmental Health	1,669	1,911	(381)	1,530	1,837	(341)	1,496	(34)
Pest Control	97	174	(85)	89	162	(81)	81	(8)
Animal Health Services	(543)	1,906	(2,404)	(498)	1,857	(2,568)	(711)	(213)
Trading Standards	274	279	(28)	251	287	(28)	259	8
Port Offices & Launches	882	2,664	(1,855)	809	2,653	(1,757)	896	87
Meat Inspector's Office (City Cash)	357	378	(51)	327	363	(52)	311	(16)
TOTAL PORT HEALTH & ENV SRV COMMITTEE	2,775	7,348	(4,804)	2,544	7,206	(4,827)	2,379	(165)

Forecast for the Year 2013/14			Notes
LAB £'000	Forecast Outturn £'000	Over / (Under) £'000	
39	54	15	
1,669	1,712	43	1
97	89	(8)	
(543)	(713)	(170)	2
274	278	4	
882	998	116	3
357	342	(15)	
2,775	2,760	(15)	

Notes:

- 1. City Environmental Health** - favourable variance to date is due to expenditure on grant-funded projects which do not have predictable spend patterns. The projected year end overspend is due to the additional cost of agency staff employed.
- 2. Animal Health Service** - the favourable forecast is mostly based on current activity and previous years performance for increased passports for pets income and to a lesser extent additional income for quarantine and fish imports.
- 3. Port Offices & Launches** - the effect of downturns in CVED's income due to the closure of Thamesport; redundancy costs; and other projected London Gateway costs; mean the full use of the POAO reserve of £399k has been made in the revised estimates. However, less will now be used from the reserve as its currently projected other underspends within Port Health & Environmental Services Committee will be achieved. The forecasts do not currently include the full effects of London Gateway due to the uncertainty of these and so the outturn is likely to change.

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Agenda Item 16

Committee(s):	Date(s):
Port Health & Environmental Services	13 May 2014
Subject:	Public
Department of Markets & Consumer Protection Business Plan 2014-2017	
Report of:	For Decision
The Director of Markets & Consumer Protection	
<u>Summary</u>	
<p>This report seeks approval of the Business Plan for 2014-17 for the Department of Markets & Consumer Protection.</p>	
<p>The Department reports to three discrete City Committees: Markets; Port Health and Environmental Services; and Licensing. The Business Plan consists of an overarching plan which contains information relating to the whole department, and a separate appendix for each of the three Committees which reflects the responsibilities of that Committee only.</p>	
<p>The Business Plan identifies some key achievements from the past year and sets out what we aim to achieve this year, the standards we will attain, and where this fits within Corporate plans.</p>	
Recommendation	
<p>Approval of the Business Plan for 2014-17 for the Department of Markets & Consumer Protection.</p>	

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Department of Markets and Consumer Protection Business Plan 2014-2017

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Appendix A – Markets Business Plan	
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Introduction

The Department of Markets and Consumer Protection (M&CP) has the widest span of all front-line service departments, employing some 247 staff with a combined gross turnover (expenditure) of £23,400,000 and an overall net local risk budget of £4,122,000 giving a total budget including central risk and recharges of £2,723,000. Spread across ten locations the department ranges from the Heathrow Animal Reception Centre in the West, to Billingsgate and Spitalfields Markets in the East, with Tilbury on the North side of the Thames and Denton on the South side.

Markets

The City of London's wholesale markets have a long history and have always played a central role in the economies of the communities in which they operate. Billingsgate, New Spitalfields and Smithfield supply fish, fruit, vegetables, flowers, and meat to a host of food service sectors within the South East and beyond. Customers range from catering companies, butchers, fishmongers, and greengrocers to restaurants, hotels, schools, street and retail markets and small local businesses. The markets have a combined estimated turnover of about £2 billion per year and more than 25,500 customers per week.

- **Billingsgate Market** has 42 fish merchants including specialist and catering suppliers, potato and trade sundries suppliers, with an annual turnover of some 22,000 tonnes, valued at approximately £250 million. Although traditionally a wholesale market, retail trade has increased in recent years, especially on Saturdays. The Billingsgate Seafood Training School, a registered charity, is located within the market.
- **Smithfield Market** is a world-renowned wholesale meat and provisions market serving Greater London and southern England. There are 42 individual businesses with approximately 120,000 tonnes throughput, valued at approximately £500 million. As well as meat and poultry, products such as cheese, pies, and other delicatessen goods are available.
- **New Spitalfields Market** has 121 trading units for wholesalers in the market hall, 13 catering supplies units, and a further 20 supporting businesses. New Spitalfields Market houses the largest number of food wholesalers in the UK, with a turnover of some 750,000 tonnes, valued at approximately £750 million. Sustainability is a high priority for the market and about 75% of its waste is now recycled.

Port Health and Public Protection Service

The Port Health and Public Protection Service provides a comprehensive and effective environmental health and trading standards service for the City of London, ensuring that, through monitoring, regulation and enforcement, City residents and businesses can enjoy an environment and services which are, so far as possible, safe and without risks to their health or welfare. Through its Port Health and Animal Health services it also provides imported food control as the London Port Health Authority and animal health services to 29 London and two Berkshire local authorities. The service is sub-divided into three divisions comprising Port Health, Animal Health & Welfare, and Public Protection.

Port Health

- As the London Port Health Authority, the **Port Health Service** is responsible for a district extending for 151 kilometres along the River Thames from Teddington to the outer Estuary including the ports of Tilbury, London Gateway, Thamesport, Sheerness and London City Airport. The authority serves businesses and protects the nation through the delivery of the following services controlling: food and feed imports; food standards, food safety and water quality; infectious disease control; civil contingencies; environmental protection and shellfish control.

Animal Health & Welfare

- The division is responsible for providing **animal health services** across London on an agency basis for 31 London Boroughs and also Unitary Authorities in the Home Counties. Officers carry out inspections of pet shops, zoos, dog breeding and riding establishments, and offer advice on the keeping of dangerous wild animals. The division also deals with complaints from the public and welfare matters involving circuses, animal shows, studio work with animals and other cases where animals are used to perform.
- The **Heathrow Animal Reception Centre (HARC)** has established itself as a world leader in the care of animals during transport. Open 24 hours a day, 365 days a year, the centre receives and cares for hundreds of thousands of animals of all types - from cats and dogs to baby elephants, horses, reptiles and spiders. The centre has seen a range of unusual animals including a mongoose, a sun bear, a white lion cub, cheetahs and sloths.

Public Protection Division

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

- **Food Safety** undertakes a range of food hygiene, food standards and health and safety interventions across all City food businesses including the provision of advice and information. The team also carries out infectious disease investigations and sampling work and enforces odour nuisance legislation.
- **Health & Safety** is responsible for enforcement of health and safety legislation in all relevant City businesses including the provision of advice and information.
- **Operational Support** is responsible for providing a range of administrative and IT support services to the department including system administration of Timemaster and the Northgate M3 database.
- **Pest Control** provides a comprehensive pest control eradication and advisory service to all non-food businesses in the City and engages in contract work for various City Corporation departments including Housing, the City Surveyor and our own Smithfield Market.
- **Pollution Control** is responsible for enforcing all noise and nuisance legislation, private sector housing, air quality management and contaminated land legislation across the Square Mile.
- **Trading Standards** is responsible for enforcing and advising businesses and consumers regarding legislation relating to trading practices within the City of London. The team investigates scams and fraud in conjunction with the Office of Fair Trading's Scambusters Team. Other work includes weights and measures, pricing, product safety, consumer credit and fair trading.
- **Smithfield Enforcement Team** undertakes enforcement of health and safety legislation, food standards, hygiene controls in vehicles that visit Smithfield Market and investigates any food complaints, as well as operating the Animal By-Product facility for the disposal of unfit meat.

Licensing Service

- The **Licensing Service** is responsible for ensuring that all city businesses hold the appropriate licences and registrations and comply with the rules and conditions appertaining to those licences.

Markets and Consumer Protection Directorate

The Directorate Team has a strategic role in managing the overall strategy, communications, health and safety, and promotion of the department, allowing the operational managers to focus on the day-to-day management of their divisions and their customers' requirements. The Directorate also liaises directly with the department's HR, IS and Chamberlain's (Finance Unit 3) Business Partners and Chamberlain's Head of Finance at a strategic level.

The Department of Markets and Consumer Protection's business has many strands and this plan aims to bring together the improvement objectives so that resources can be fairly allocated. As the department reports to three separate Committees (Markets Committee; Port Health and Environmental Services Committee; Licensing Committee) for discrete aspects of its work, this plan is divided into four sections:

- An overarching set of key departmental objectives and performance indicators
- Three appendices with specific objectives relevant to the responsible Committee.

The downturn is affecting every aspect of business and budget restrictions will force further reviews of the services we provide and the way we do business. Funds are going to become increasingly tight for the foreseeable future. So, to ensure that we fulfil our obligations to our major customers, we need to satisfy the four perspectives shown on page 11, our version of the Balanced Scorecard¹, while we endeavour to maintain our traditional standards and remain mindful of our corporate, environmental, and social responsibilities.

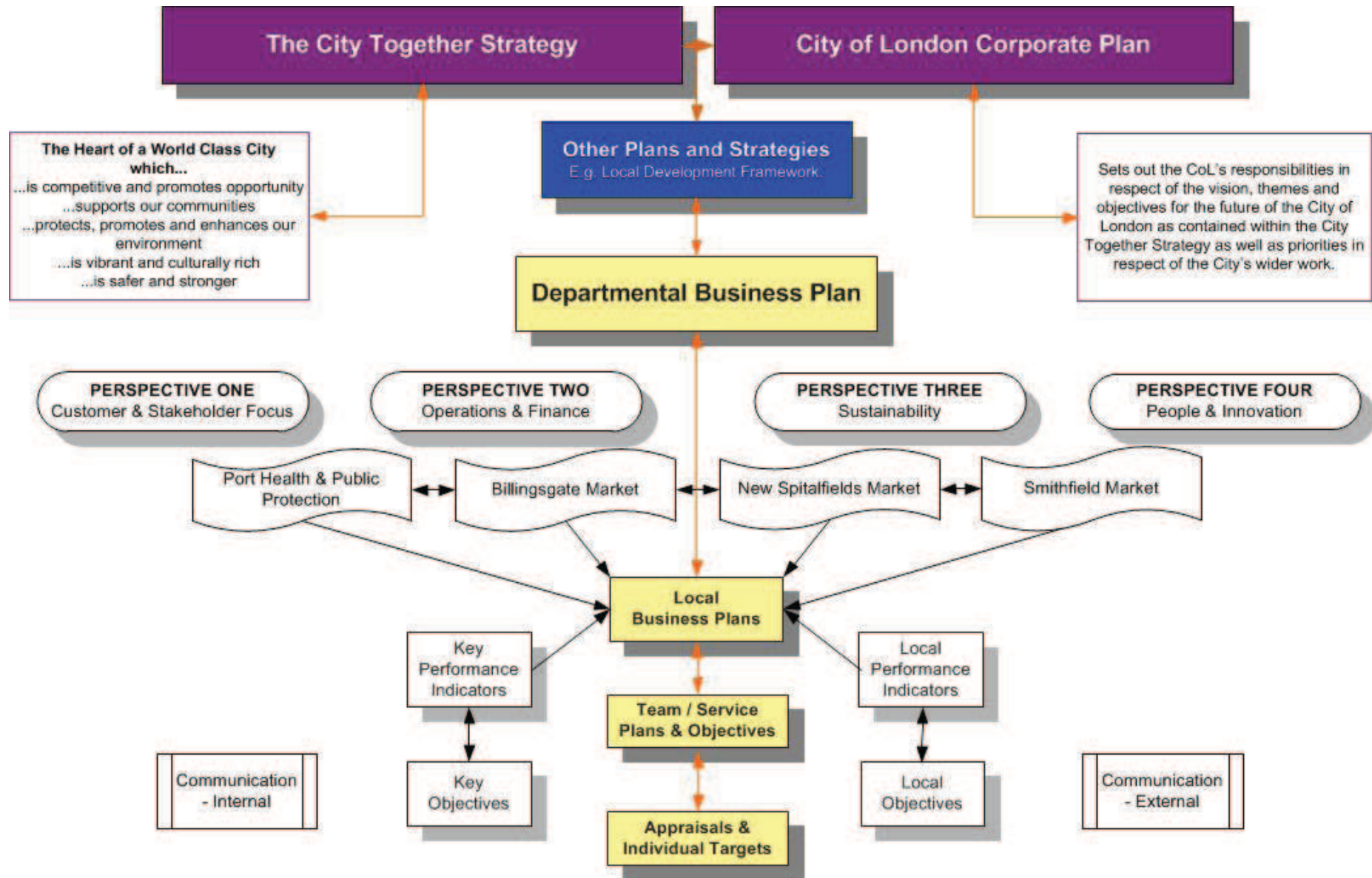
The Service Based Reviews will absorb a significant amount of senior management time and effort over the coming year as we look towards changes coming in the 2016/17 and 2017/18 time frame. In managing the hugely varied business of the department, managers at all levels will need to have two words at the forefront of their minds: initiative and proactivity.

We recognise the importance of maintaining a skilled and motivated workforce to successfully deliver our business plan, and are committed to providing appropriate training and support to our staff in order to achieve this.

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

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

Business Planning Process



Vision

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

Strategic Aims

Our strategic aims are:

- To operate the three wholesale food markets in a manner that provides an exemplary trading environment which is environmentally sustainable, well maintained, safe, hygienic, and financially viable.
- To advise, educate, influence, regulate and protect all communities for which the department has responsibility in the fields of Environmental Health, Port Health, Trading Standards, Licensing and Animal Health.
- At all times to seek value for money in the activities we undertake so that the highest possible standards are achieved cost effectively.

Key Performance Indicators 2014-2015

The Key Performance Indicators for the Department are listed here. Progress against these indicators will be reported to the relevant Committee on a periodic basis throughout the year.

Markets Committee; Port Health & Environmental Services Committee; Licensing Committee

- KPI 1** Achieve an overall sickness level across all Business Units of no more than 7 days per person by 31 March 2015, and a total of no more than 1680 days across the Department². (See also: Appendix A, MKPI 1; Appendix B, PI 1; Appendix C, PI 1)
- KPI 2** 90% of debts to be settled within 60 days and 100% of debts settled within 120 days. (See also: Appendix A, MKPI 2; Appendix B, PI 2; Appendix C, PI 2)

Markets Committee

- KPI 3** Divert 90% of waste from landfill at the Markets. (See also: Appendix A, MKPI 3)
- KPI 4** Achieve 95% occupancy of all lettable space at Billingsgate, Smithfield and New Spitalfields Markets. (See also: Appendix A, MKPI 4)
- KPI 5** Improve the standard of accident reports, ensuring all information and evidence is gathered thoroughly and documented. All reports to be completed within 3 days following the reporting of an incident. (See also: Appendix A, MKPI 5)

Port Health & Environmental Services Committee

- KPI 6** 95% of consignments of Products of Animal Origin (POAO) that satisfy the checking requirements cleared within five days. (See also: Appendix B, PI 3)
- KPI 7** Less than 4% of missed flights for transit of animals caused by the Heathrow Animal Reception Centre. (See also: Appendix B, PI 10)
- KPI 8** 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. (See also: Appendix B, PI 13)
- KPI 9** Audit all Cooling Tower sites that are either due an inspection in accordance with HELA LAC 67/2 (rev4)³, City of London local priorities and local intelligence, or that have other good reason to be audited. (See also: Appendix B, PI 15)
- KPI 10** 90% justifiable noise complaints investigated result in a satisfactory outcome⁴. (See also: Appendix B, PI 21)
- KPI 11** Trading Standards Team will bring to a conclusion at least two major investigations into investment and commodity fraud out of Operations Addams, Wade and Currie by March 2015. (See also: Appendix B, PI 24)

² Target based upon Full Time Equivalent (FTE) members of staff at 31 December 2013 (no. 240).

³ Local Authority Circular (LAC 67/2 (rev4) is guidance under Section 18 Health and Safety at Work etc Act 1974 (HSWA). It provides LAs with guidance and tools for priority planning and targeting their interventions to enable them to meet the requirements of the National Local Authority Enforcement Code (the Code).

⁴ 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.

Licensing Committee

- KPI 12** Achieve a written self-assessment of the areas of concern and an accompanying improvement action plan at 100% of premises falling into either the amber or red zones of the Traffic Light Scheme. *(See also: Appendix C, PI 4)*
- KPI 13** Ensure all necessary paperwork is submitted to Town Clerks prior to a Sub Committee hearing/review in accordance with agreed timescales on 100% of occasions. *(See also: Appendix C, PI 5)*

Key Objectives 2014-2015

We will consider our business in terms of how effectively we are satisfying the following four broad perspectives. The Department's objectives for 2014-2015 are listed in each Appendix under these perspectives. The Appendices include detailed information on each objective, including specific actions, measures of success and responsibilities.

Perspective 1 – Customer and Stakeholder Focus

Maintain a strong positive relationship with our stakeholders by providing high quality customer service and capturing business development opportunities.

Perspective 2 – Operations and Finance

Ensure the safety and security of stakeholders and property, carry out operations efficiently and ensure the department is financially viable to the City, while minimising costs.

Perspective 3 – Sustainability and Site Optimisation

Provide sites which are fit for purpose, within budget and demonstrate environmental responsibility in the way we manage waste and use resources, while being financially viable.

Perspective 4 – People and Innovation

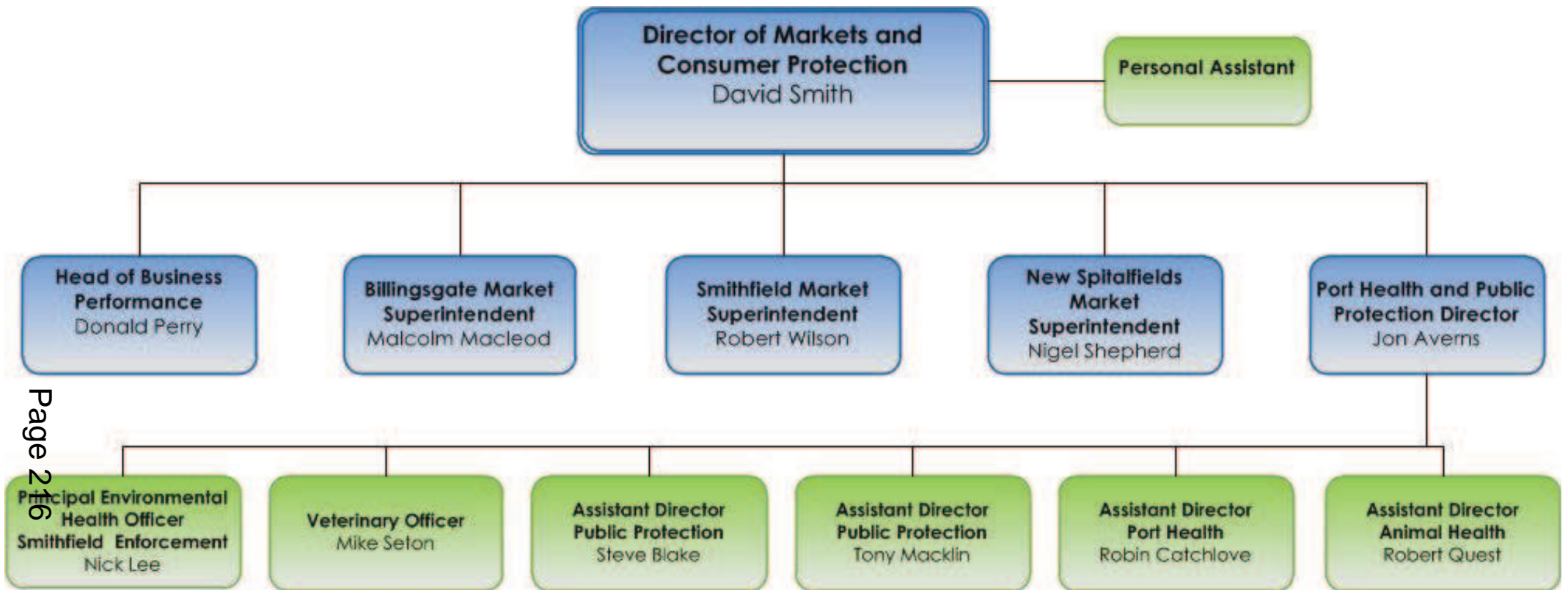
Improve the quality of leadership and management throughout the department and ensure that all members of staff have a chance to maximise their potential and job satisfaction.

Capital Projects 2014-2019

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

Brief description of potential project	Approximate cost	Indicative source of funding	Indicative timetable for project
HARC: Flooring of animal areas.	Awaiting quote from City Surveyors.	City Fund	A priority project due to deterioration in current flooring.
HARC: Extension to the building.	£1m	City Fund	Currently still at concept stage.
HARC: Re-roof building.	£150k	City Fund	In consultation with City Surveyors.
HARC: Installation of solar panels.	£100k	City Fund	Dependent on full cost/benefit analysis, prevailing feed in tariff and timing of re-roofing project.
HARC: Rainwater Harvesting project. Spend to save project to reduce annual water costs.	£100k	City Fund	Will be considered as part of the extension to the Animal Reception Centre.
Billingsgate Market: roof replacement (flat roof).	£900,000	50% Sinking Fund 50% European Fisheries Fund grant confirmed	Work to start 7 April 2014; due to take 28 weeks.
Billingsgate Market: Metal profile roof.	£1.2 million	50% Sinking Fund 50% European Fisheries Fund	Evaluation work partially complete. Subject to Committee approval, works likely to be ready to commence late autumn 2014.
Billingsgate Market: Fish handling facilities.	£1.4 to £2.0 million	50% Sinking Fund 50% European Fisheries Fund grant to be applied for.	Evaluation work partially complete. One additional option to be evaluated. Due to funding constraints, works likely to follow after the two higher priority roof projects. There will need to be clarity on the remaining Sinking Fund balance available to fund this project and, as a result, whether this project is scaled back.
Smithfield Market: Poultry Market roof.	£6.3 to £6.4 million	Resource allocation from City's Cash.	Gateway Level 3 achieved. Gateway 4 in September 2014. Work expected to start May 2015. Work expected to complete November 2016.
New Spitalfields Market: Photovoltaic Cells on the Market Hall roof	Not yet known	To be decided	At pre-Gateway Zero concept stage. Outline concept document to be produced and evaluated.

Departmental Management Structure



Financial Summary

We will build on the close working relationships that have been successfully developed between our budget managers and our finance partners in the Chamberlain's department. The focus this year will be on further improvements to financial profiling and forecasting our budgets. This will be supported through regular meetings between budget managers and accountants and our Head of Finance's attendance at Senior Management Group meetings.

Over the coming year we will be fully supporting the organisation's drive for efficiency and savings in order to meet the projected shortfall in City Resources of £13m by 2017/18.

The department is also fully engaged with the planned implementation of Oracle Property Manager. The system will enable us to drive further efficiencies in the management of our market tenants' leases and the raising of service charge and rental income.

Summary Financial Information Department of Markets and Consumer Protection

	2012/13 Actual	2013/14 Original Budget	2013/14 Revised Budget (latest approved)	2013/14 Forecast Outturn		2014/15 Original Budget	N.B.
	£'000	£'000	£'000	£'000	%	£'000	
Employees	11,088	11,054	11,283	11,235	99.6%	11,137	
Premises	4,747	4,508	4,508	4,678	103.8%	4,957	
Transport	252	275	385	410	106.5%	257	
Supplies & Services	1,875	1,651	2,045	2,108	103.1%	1,589	
Third Party Payments	1,734	1,799	1,814	1,814	100.0%	1,850	
Transfer to Reserve	184	4	34	34	100.0%	126	
Contingencies	0	3	1	0	0.0%	3	
Unidentified Savings	0	-286	0	0	0.0%	0	
Total Expenditure	19,880	19,008	20,070	20,279	101.0%	19,919	
Total Income	(13,792)	(13,476)	(15,723)	(16,100)	102.4%	(15,797)	
Total Local Risk	6,088	5,532	4,347	4,179	96.1%	4,122	1.
Central Risk	(4,834)	(5,613)	(4,866)	(5,221)	107.3%	(5,279)	
Recharges	8,648	8,392	3,991	3,991	100.0%	3,880	
Total Expenditure (All Risk)	9,902	8,311	3,472	2,949	84.9%	2,723	2.

N.B.

1. Excludes Local Risk amounts spent by the City Surveyor
2. Forecast outturn 2013/14 based on monitoring at period 10 (31/01/2014)

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Appendix B: Port Health & Public Protection Business Plan 2014-2017

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Key Achievements 2013-2014

- Balanced the PH&PP Service budget for 2014-2015 in light of £250,000 unidentified savings/income.
- Successfully implemented the review of the Port Health Service in preparation for the opening of London Gateway Port and ensured that the Service's operations continued in a safe, secure and uninterrupted manner.
- Participated in and promoted a number of events and initiatives for the European Year of Air 2013, including the introduction of a CityAir Smart Phone App and a community air quality monitoring project around the Barbican Estate.
- Continued to implement the City of London Noise Strategy and reviewed options for Out of Hours service delivery.
- Ensured the Service was compliant with the requirements of the Health and Safety Executive's new National Local Authority Enforcement Code – Health and Safety at Work.
- The Trading Standards Team worked in collaboration with the Tri-Regional Scambusters Team, pooling their expertise and resources to undertake investigations into alternative investment frauds.
- The Food Safety Team, with the sponsorship of the Food Standards Agency (FSA), facilitated food safety coaching for a number of poorer performing (takeaway) food businesses to help them improve their management of food safety.
- Ten officers completed a post graduate level course in advanced investigative practice. This was in addition to the usual range of in house and external professional development.
- The Smithfield Enforcement Team worked collaboratively with the Food Standards Agency combining expertise to verify the absence of horsemeat contamination in beef products at Smithfield Market.
- The Smithfield Enforcement Team, in conjunction with the Food Standards Agency, implemented a joint initiative at Smithfield Market to raise awareness of food safety issues amongst food delivery vehicle operators.
- The HARC had a record year in terms of throughput.
- The Animal Health and Welfare team dealt with an increased number of investigations into illegally imported puppies.
- At the International Pet and Animal Transportation Association (IPATA) Annual Conference, the HARC was presented with the 'Industry Partner Award'. This was in recognition of the help and advice given to IPATA members over the years.

Performance Indicators 2014-2015

The **Key Performance Indicators** for Port Health and Public Protection for the year 2014-2015 are shown in bold type. Progress against these key indicators will be reported to the Port Health and Environmental Services Committee on a four monthly basis throughout the year.

All PH&PP Service areas

- PI 1. **Achieve an overall sickness absence level of no more than 7 days per person by 31 March 2015, and a total of no more than 770 days across all PH&PP Service areas.**¹
- PI 2. **90% of debts to be settled within 60 days and 100% of debts settled within 120 days.**

Port Health

- PI 3. **95% of consignments of Products of Animal Origin (POAO) that satisfy the checking requirements cleared within five days.**
- PI 4. 95% of compliant consignments of non-animal origin (NAO) cleared within five days.
- PI 5. 85% of attendees at the annual stakeholder event rate the service as good or higher.
- PI 6. 35 shellfish samples collected per quarter (14 beds/10 inspections each per annum).²

Animal Health

- PI 7. Meet 100% of service level targets with the Boroughs that have contracted their animal health and/or welfare responsibilities to the City of London's Animal Health & Welfare Service.³
- PI 8. Licensed premises inspections to be carried out and reports sent to relevant borough by third week of December 2014 to ensure licences can be issued by 1 January 2015.
- PI 9. Carry out 300 'airline' inspections per month on behalf of London Borough of Hillingdon.

HARC

- PI 10. **Less than 4% of missed flights for transit of animals caused by the Heathrow Animal Reception Centre.**
- PI 11. Pick-ups and deliveries – 95% on time.
- PI 12. 85% of respondents to annual customer satisfaction survey rate the service as good or higher.

Food Safety

- PI 13. **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.**
- PI 14. Ensure 75% of food businesses inspected receive a report/letter detailing the outcome of their inspection within 5 working days and the remainder within 10 working days.

1. Target based upon Full Time Equivalent (FTE) members of PH&PP staff at 31 December 2013 (no. 110).

2. There is no statutory requirement to sample each shellfish bed a certain number of times per annum. The FSA has, however, issued guidance which recommends a minimum of 8 samples per annum for beds classed as Category B in order to maintain the classification (all of our beds are Category B).

3. The target for this service is set at 100% as there is a contractual need to meet the agreed service conditions.

Health & Safety

- PI 15. **Audit all Cooling Tower sites that are either due an inspection in accordance with HELA LAC 67/2 (rev4), City of London local priorities and local intelligence, or that have other good reason to be audited.**⁴
- PI 16. Respond to all Primary Authority requests for advice within 1 working day.

Pest Control

- PI 17. Respond to all service requests within one working day.
- PI 18. Undertake all contract service visits within 5 days of the scheduled date.

Pollution

- PI 19. Achieve 90% data capture at air quality monitoring sites.
- PI 20. Respond to 90% of out of hours calls within 60 minutes.
- PI 21. **90% justifiable noise complaints investigated result in a satisfactory outcome.**⁵

Smithfield Enforcement Team

- PI 22. Ensure 100% of requested voluntary surrender certificates are completed and received by businesses within 1 working day.
- PI 23. Carry out 45 inspections per month of Food Delivery Vehicles that visit Smithfield Market.

Trading Standards

- PI 24. **Bring to a conclusion at least two major investigations into investment and commodity fraud out of Operations Addams, Wade and Currie by March 2015.**

4. Local Authority Circular (LAC 67/2 (rev4) is guidance under Section 18 Health and Safety at Work etc Act 1974 (HSWA). It provides LAs with guidance and tools for priority planning and targeting their interventions to enable them to meet the requirements of the National Local Authority Enforcement Code (the Code).

5. 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.

Objectives 2014-2015

The Port Health and Public Protection Service Objectives for 2014-2015 are listed here under the four broad perspectives, or themes, which run across the whole of the Department of Markets and Consumer Protection. Detailed information on each objective, including specific actions, measures of success and responsibilities, is available in Annex 1.

The **Key Service Objectives** for Port Health and Public Protection for the year 2014-2015 are shown in bold type. Progress against these six key objectives will be reported to the Port Health and Environmental Services Committee on a four monthly basis throughout the year.

Perspective 1 – Customer and Stakeholder Focus

Promote and publicise PH&PP services to ensure that internal and external stakeholders are fully aware of the types and level of service we provide. Create and maintain a strong positive relationship with our stakeholders by delivering high quality services which meet their needs and support legitimate businesses to achieve economic growth.

- Promote and publicise PH&PP services to ensure that stakeholders are fully aware of the types and level of services we provide. ⁶ **(Links to Performance Indicators 5 and 12)**
- In line with the Government's new Regulators' Code⁷, carry out our activities in a way that supports those we regulate to comply and grow; ensure clear information, guidance and advice is made available to those we regulate to help them meet their responsibilities to comply with appropriate legislation; and act as a Regional Support Centre for the work of Regulators. **(Links to Performance Indicators 3-27)**
- Trading Standards Team to take appropriate enforcement action in relation to all serious breaches of consumer law, investigate scams and enforce against 'rogue traders' utilising support from the National Trading Standards Board and the Tri-Regional Scambusters Team. **(Links to Performance Indicator 24)**
- Smithfield Enforcement Team to undertake further joint initiatives with the Food Standards Agency (FSA) at Smithfield Market.
- Develop our Primary Authority Partnerships⁸. **(Links to Performance Indicator 16)**
- **Implement the Health & Safety Intervention Plan. (Links to Performance Indicators 15 and 16)**

6. Regulators should provide simple and straightforward ways to engage with those they regulate and hear their views (Regulators' Code).

7. https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/262915/13-1016-regulators-code.pdf

8. Primary Authority Partnerships enable businesses to form a statutory partnership with one local authority, which then provides robust and reliable advice for other councils to take into account when carrying out inspections or addressing non-compliance.

- **Ensure a consumer focused food law enforcement program is implemented based upon the FSA's national Framework Agreement and Food Law Code of Practice. (Links to Performance Indicator 13)**
- Contribute to the development and implementation of the City of London Joint Health and Wellbeing Strategy.

Perspective 2 – Operations and Finance

Identify and manage business and health and safety risks; respond to Government and other consultations; achieve value for money; and, maximise opportunities to generate income.

Under this wide ranging, high level, perspective we will focus on the various ways we can improve and adapt our operations to achieve value for money and generate income. As regulators, we must comply with new and amended legislation introduced by Government and we will look for the most efficient ways to do this while continuing to provide our stakeholders with high quality services.

- Provide high quality, value for money services. **(Links to all Performance Indicators)**
- Review fees and charges to maximise income.
- **Prepare for and implement changes arising from Service Based Reviews.**
- Share expertise through the delivery of training courses and advice to external candidates and business partners in order to increase income generation. **(Links to Performance Indicator 16)**
- **Implement and embed new legislation and adapt to revisions to existing legislation.**
- **Prepare for potential implications of new EU Animal Health legislation around importing animals as baggage rather than freight, including the possible requirement for the construction of additional facilities. (Links to Performance Indicators 10, 11 and 12)**
- **Revise the City Air Quality Strategy to reflect the latest evidence of the impact on health, additional action required to meet air quality limit values, and the new public health responsibilities of the City Corporation. (Links to Performance Indicator 19)**
- Produce a Revised Port Health Authority Order by 31 March 2015.
- Improve the Animal by Product transactional service at Smithfield Market. **(Links to Performance Indicator 22)**
- Transfer responsibility for Port Health food hygiene inspections on vessels to the City Food Safety Team.
- Manage business risks and develop business continuity and emergency plans.

Perspective 3 – Sustainability and Site Optimisation

Increase the sustainability of our operations; reduce energy usage where possible while recognising that an increase in commercial business success will necessitate greater energy use.

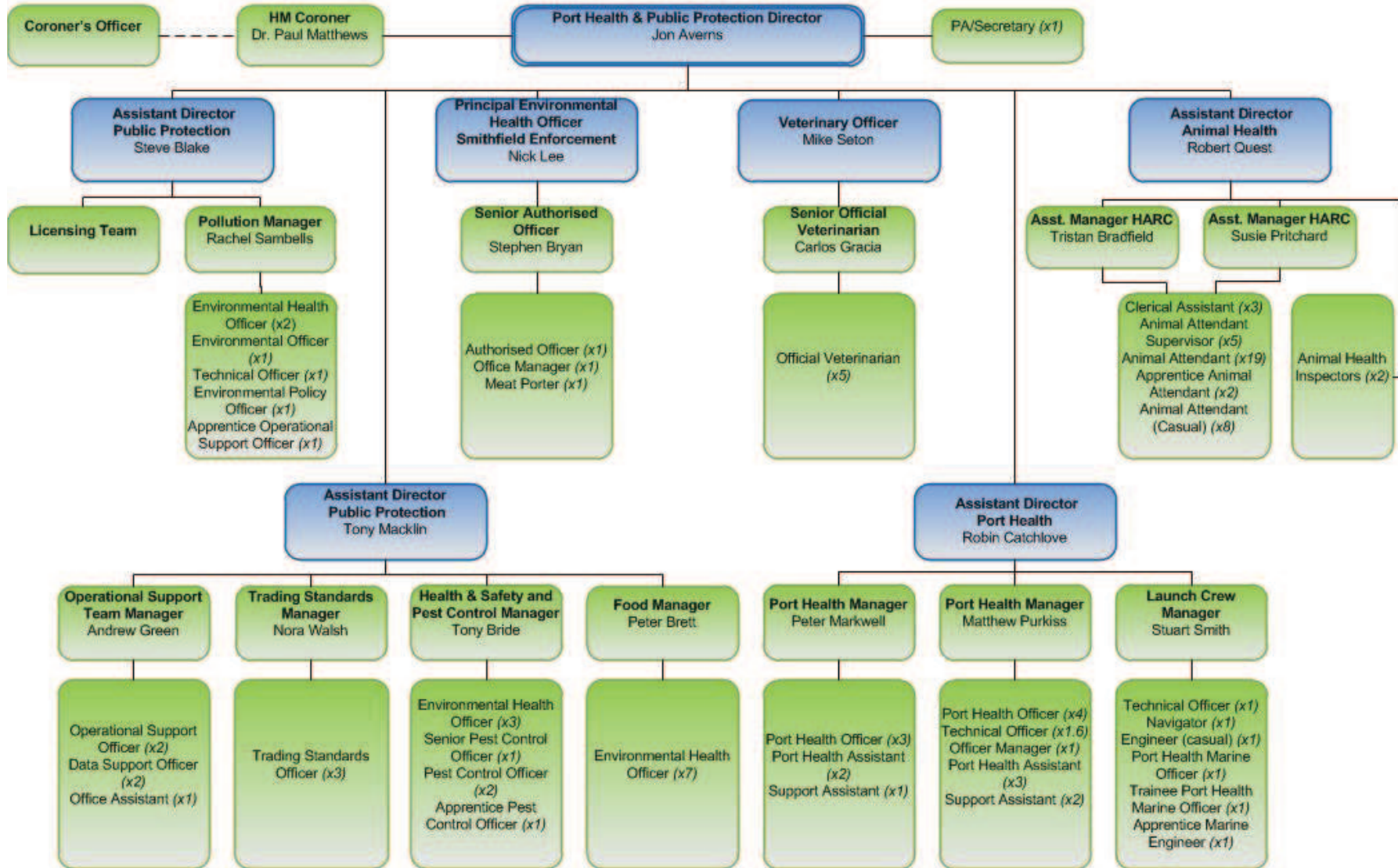
- Work to reduce energy usage at sites which are under our control, to reduce both costs and our carbon footprint.

Perspective 4 – People and Innovation

To improve the quality of leadership and management throughout the service and ensure that all members of staff maintain their required level of professional competence, maximise their potential and achieve job satisfaction.

- Continue to actively manage cases of sickness absence. **(Links to Performance Indicator 1)**
- Demonstrate a professional and competent workforce, meet the requirements for Continuous Professional Development (CPD) for all regulatory officers, and comply with the competency requirements of the Regulators' Code.
- Develop the leadership and management skills of existing and potential managers.

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



Financial Summary

We will build on the close working relationships that have been successfully developed between our budget managers and our finance partners in the Chamberlain's department. The focus this year will be on further improvements to financial profiling and forecasting our budgets. This will be supported through regular meetings between budget managers and accountants and our Head of Finance's attendance at Senior Management Group meetings.

Over the coming year we will be fully supporting the organisation's drive for efficiency and savings in order to meet the projected shortfall in City Resources of £13m by 2017/18.

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

	2012/13	2013/14	2013/14	2013/14		2014/15	N.B.
	Actual	Original Budget	Revised Budget (latest approved)	Forecast Outturn		Original Budget	
	£'000	£'000	£'000	£'000	%	£'000	
Employees	5,848	5,596	5,824	5,859	100.6%	5,622	
Premises	643	515	553	530	95.8%	539	
Transport	211	236	331	340	102.7%	218	
Supplies & Services	910	818	1,178	1,231	104.5%	761	
Third Party Payments	20	19	41	41	100.0%	40	
Transfer to Reserve	0	0	0	0	0.0%	0	
Contingencies	0	1	1	0	0.0%	1	
Unidentified Savings	0	(286)	0	0	100.0%	0	
Total Expenditure	7,632	6,899	7,928	8,001	100.9%	7,181	
Total Income	(4,771)	(4,377)	(5,150)	(5,226)	101.5%	(4,651)	
Total Local Risk	2,861	2,522	2,778	2,775	99.9%	2,530	1.
Central Risk	8	8	8	0	0.0%	8	
Recharges	2,094	2,030	1,724	1,724	100.0%	1,661	
Total Expenditure (All Risk)	4,963	4,560	4,510	4,499	99.8%	4,199	2.

N.B.

1. Excludes Local Risk amounts spent by the City Surveyor
2. Forecast outturn 2013/14 based on monitoring at period 10 (31/01/2014)

Detailed PH&PP Service Objectives 2014 – 2015 (1 April 2014 – 31 March 2015)

Perspective 1 – Customer and Stakeholder Focus			
Promote and publicise PH&PP services to ensure that internal and external stakeholders are fully aware of the types and level of service we provide. Create and maintain a strong positive relationship with our stakeholders by delivering high quality services which meet their needs and support legitimate businesses to achieve economic growth.			
Objective	Task	Measure of success	Responsibilities
<p>Promote and publicise PH&PP services to ensure that stakeholders are fully aware of the types and level of services we provide. ¹ (Links to Performance Indicators 5 and 12)</p>	<p>All areas:</p> <ul style="list-style-type: none"> Optimise use of intranet / internet and improve content on the City's website as appropriate in line with user feedback. Continue to develop the use of social media e.g. Facebook, Twitter, YouTube, to provide advice and receive service requests where appropriate. Ensure that information on key legislative changes is publicised and reaches key stakeholders. <p>Remain abreast of industry views and practices, and anticipate threats and problems through regular attendance at forums and meetings, such as: Legionella Control Association; London Banks' Health & Safety Forum; Cleaning Industry Forum; Port Health and Animal Health related National and International Panels and Committees; ACTSO (Association of Chief Trading Standards Officers); London & SE Northgate M3 User Forum.</p> <p>Trading Standards:</p> <ul style="list-style-type: none"> Continue to facilitate and host seminars for London Boroughs and other Trading Standards (TS) groups and colleagues. 	<ul style="list-style-type: none"> High quality, informative and well rated website and social media content available to the public. This will be assessed by content editors and the Management Team using Google informatics, and other, solicited and unsolicited, feedback from users. <p>Provide high quality services to Stakeholders by exerting influence and providing expert assistance.</p> <ul style="list-style-type: none"> Boroughs informed of the work being done on their behalf and the value for money they receive, especially in terms of 'Scambusting'. 	<ul style="list-style-type: none"> Assistant Directors Team Managers Other officers as appropriate <ul style="list-style-type: none"> Assistant Directors Team Managers Enforcement Officers <ul style="list-style-type: none"> Trading Standards Manager

¹ Regulators should provide simple and straightforward ways to engage with those they regulate and hear their views (Regulators' Code).

Perspective 1 – Customer and Stakeholder Focus			
Promote and publicise PH&PP services to ensure that internal and external stakeholders are fully aware of the types and level of service we provide. Create and maintain a strong positive relationship with our stakeholders by delivering high quality services which meet their needs and support legitimate businesses to achieve economic growth.			
Objective	Task	Measure of success	Responsibilities
Page 230	<p>Public Protection, City based teams:</p> <ul style="list-style-type: none"> • Devise and introduce an ongoing customer feedback survey, actively encouraging service users to share their views on our performance and priorities. The surveys will commence with the Pollution Team and be rolled out across other teams if deemed successful and beneficial. 	<ul style="list-style-type: none"> • Improved dialogue, engagement, and co-operation with stakeholders. • Provision of a streamlined, effective service to our customers. Increased usage of IT systems for transactions will be assessed using data retrieved from the PHILIS (Port Health Live Interactive System) software system. 	<ul style="list-style-type: none"> • Assistant Directors, Public Protection • Team Managers • Public Protection Apprentice Support Officer • Other officers as appropriate • Official Veterinarians • Port Health Officers
	<p>Port Health:</p> <ul style="list-style-type: none"> • Arrange a meeting with Importers and Agents during the first half of the year to explain arrangements following the opening of London Gateway Port and the closure of the Thamesport Office. The opportunity will also be taken to promote IT options available to Importers and Agents. 		

Perspective 1 – Customer and Stakeholder Focus			
Promote and publicise PH&PP services to ensure that internal and external stakeholders are fully aware of the types and level of service we provide. Create and maintain a strong positive relationship with our stakeholders by delivering high quality services which meet their needs and support legitimate businesses to achieve economic growth.			
Objective	Task	Measure of success	Responsibilities
<p>In line with the Government's new Regulators' Code², carry out our activities in a way that supports those we regulate to comply and grow; ensure clear information, guidance and advice is made available to those we regulate to help them meet their responsibilities to comply with appropriate legislation; and act as a Regional Support Centre for the work of Regulators.</p> <p>(Links to Performance Indicators 3-27)</p>	<ul style="list-style-type: none"> • Explore synergies with the City of London's Economic Development Unit. • Review all regulatory processes to ensure that they support business and economic growth in line with the requirements of the Regulators' Code. • Signpost businesses to other City of London services that will assist and support their economic growth. • Signpost businesses and other service users to relevant guidance available from national regulators and resources. • Develop a CoL online food premises registration form to replace the www.gov.uk form which we currently use. • Facilitate Regulators' meetings and training events including ALEHM (Association of London Environmental Health Manager); LFCG (London Food Coordinators Group) and the London Food Approvals Group; NTSB (National Trading Standards Board). 	<ul style="list-style-type: none"> • The Service will be compliant with the Regulators' Code. • Increased use of CoL services which support economic growth. • Businesses will use the City's online food premises registration form. 	<ul style="list-style-type: none"> • Assistant Directors • Team Managers • Enforcement Officers

² https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/262915/13-1016-regulators-code.pdf

Perspective 1 – Customer and Stakeholder Focus			
Promote and publicise PH&PP services to ensure that internal and external stakeholders are fully aware of the types and level of service we provide. Create and maintain a strong positive relationship with our stakeholders by delivering high quality services which meet their needs and support legitimate businesses to achieve economic growth.			
Objective	Task	Measure of success	Responsibilities
<p>Trading Standards Team to take appropriate enforcement action in relation to all serious breaches of consumer law, investigate scams and enforce against 'rogue traders' utilising support from the National Trading Standards Board and the Tri-Regional Scambusters Team.</p> <p>(Links to Performance Indicator 24)</p>	<ul style="list-style-type: none"> Analyse details of complaints and service requests received and identify the priority enforcement areas. Incorporate the requirements of Trading Standards Integrated Operating Model (IOM) 2014 into the working practices of The Trading Standards Service. Successfully complete the LoTSA/Tri-Regional Scambusters Operation Rosa on Mail Forwarding Businesses across Greater London by 31 March 2015. 	<ul style="list-style-type: none"> Successful prosecution of 'rogue traders' operating in the City. The Trading Standards Services' working practices will be updated to include the IOM 2014. Operation Rosa will be completed with appropriate enforcement action taken or commenced by 31 March 2015. 	<ul style="list-style-type: none"> Trading Standards Manager
<p>Smithfield Enforcement Team (SET) to undertake further joint initiatives with the Food Standards Agency at Smithfield Market.</p>	<ul style="list-style-type: none"> Identify appropriate areas and undertake enforcement to achieve compliance. 	<ul style="list-style-type: none"> Improved compliance with food safety requirements. 	<ul style="list-style-type: none"> Principal Environmental Health Officer (SET) Senior Authorised Officer Authorised Officer

Perspective 1 – Customer and Stakeholder Focus			
Promote and publicise PH&PP services to ensure that internal and external stakeholders are fully aware of the types and level of service we provide. Create and maintain a strong positive relationship with our stakeholders by delivering high quality services which meet their needs and support legitimate businesses to achieve economic growth.			
Objective	Task	Measure of success	Responsibilities
Develop our Primary Authority Partnerships. ³ (Links to Performance Indicator 16)	<ul style="list-style-type: none"> Review and develop the Health & Safety, Food Safety and Trading Standards Teams' existing partnerships, including investigating the feasibility of any inspection plans. 	<ul style="list-style-type: none"> Our relationships with our Primary Authority partners will be sustained. 	<ul style="list-style-type: none"> Assistant Directors Team Managers Environmental Health Officers Trading Standards Officers
Implement the Health & Safety Intervention Plan. (Links to Performance Indicators 15 and 16)	<ul style="list-style-type: none"> Implement the 2014-15 Health & Safety Intervention Plan. The existence of and compliance with the Plan is a statutory requirement for the CoL as an Enforcing Authority under Section 18 of Health and Safety at Work Act 1974 (HSW Act). 	<ul style="list-style-type: none"> Continued provision of a competent and high quality service to City businesses and residents. 	<ul style="list-style-type: none"> Assistant Directors Principal EHO (SET) Health & Safety Team Manager
Ensure a consumer focused food law enforcement program is implemented based upon the FSA's national Framework Agreement and Food Law Code of Practice. (Links to Performance Indicator 13)	<ul style="list-style-type: none"> Implement the annual Food Service Plan which is based upon the format provided in the FSA Framework Agreement. Carry out a program of risk based targeted interventions for food hygiene and standards at City food businesses at a frequency determined by national risk criteria and local intelligence. Take appropriate enforcement action using the new Regulators' Code and our enforcement policy. 	<ul style="list-style-type: none"> The 2014-15 Service Plan will be implemented following approval by Committee. A positive improvement will be seen in the overall Food Hygiene Ratings Scheme (FHRS) ratings profile for City food establishments by 31 March 2015, as compared with the March 2014 profile. 	<ul style="list-style-type: none"> Assistant Directors Principal EHO Food Safety Team Manager

³ Primary Authority Partnerships enable a business to form a statutory partnership with one local authority, which then provides robust and reliable advice for other councils to take into account when carrying out inspections or addressing non-compliance.

Perspective 1 – Customer and Stakeholder Focus			
Promote and publicise PH&PP services to ensure that internal and external stakeholders are fully aware of the types and level of service we provide. Create and maintain a strong positive relationship with our stakeholders by delivering high quality services which meet their needs and support legitimate businesses to achieve economic growth.			
Objective	Task	Measure of success	Responsibilities
<p>Contribute to the development and implementation of the City of London Joint Health and Wellbeing Strategy.</p>	<ul style="list-style-type: none"> • Through representation on the City Health and Wellbeing Board (HWB) and working with other City and London wide partners: <ul style="list-style-type: none"> ○ Promote and support City businesses and other organisations to improve workplace wellbeing and recognise achievements e.g. through the London Healthy Workplace Charter. ○ Update the City of London Air Quality Strategy to reflect air quality as a priority in the City Joint Strategic Needs Assessment (JSNA). ○ To review the City of London Noise Strategy and provide an action plan progress update to the HWB. ○ Contribute to the refresh of the JSNA. ○ Contribute to the annual refresh of the City of London Joint Health and Wellbeing Strategy. 	<ul style="list-style-type: none"> • PH&PP support will enable City businesses and organisations to achieve a Healthy Workplace Charter award. • Publication of an updated Air Quality Strategy. • Publication of an updated Noise Action Plan and Strategy Summary. • Submission of a progress report on the Noise Action Plan to the HWB. 	<ul style="list-style-type: none"> • PH&PP Director • Assistant Directors • Team Managers • Environmental Policy Officer

Perspective 2 – Operations and Finance			
Identify and manage business and health and safety risks; respond to Government and other consultations; achieve value for money; and, maximise opportunities to generate income.			
Objective	Task	Measure of success	Responsibilities
Provide high quality, value for money services. (Links to all Performance Indicators)	<ul style="list-style-type: none"> Review budgets monthly with the Chamberlain. 4 monthly business plan review meetings with Chief Officer on all service areas and performance indicators. Report to relevant committees on a 4 monthly basis, including updates on progress against Key Performance Indicators and Objectives and financial reports. 	<ul style="list-style-type: none"> Service standards maintained/ improved within budget. 	<ul style="list-style-type: none"> Port Health & Public Protection Director Assistant Directors
Review fees and charges to maximise income.	<ul style="list-style-type: none"> Ensure changes to HARC charges reflect areas where income can be maximised. Revise charges as appropriate and obtain Committee approval. Review Port Health charges to maximise income where possible. 	<ul style="list-style-type: none"> Increased revenue to reduce the risk of having to cut front-line services or staff during current savings exercises. 	<ul style="list-style-type: none"> Assistant Directors
Prepare for and implement changes arising from Service Based Reviews.	<ul style="list-style-type: none"> Assess potential impact of agreed changes on each service. Train, prepare and inform affected staff. Implement changes in a timely manner and minimise disruption to services. Evaluate impact and adjust resource allocation accordingly, as agreed by Senior Management/Members. 	<ul style="list-style-type: none"> Compliance with Corporate policy and decisions. Impact on service delivery minimised. 	<ul style="list-style-type: none"> Port Health & Public Protection Director Assistant Directors

Perspective 2 – Operations and Finance			
Identify and manage business and health and safety risks; respond to Government and other consultations; achieve value for money; and, maximise opportunities to generate income.			
Objective	Task	Measure of success	Responsibilities
<p>Share expertise through the delivery of training courses and advice to external candidates and business partners in order to increase income generation. (Links to Performance Indicator 16)</p>	<ul style="list-style-type: none"> Smithfield Enforcement Team to work with Billingsgate Seafood Training School to deliver training for student EHOs at Derby University and explore new income streams with other universities. Where demand is identified, Smithfield Enforcement Team to work with the FSA to build an income generating meat hygiene and standards course for London using Smithfield Market and Port Health facilities as potential venues. Health & Safety Team to promote and run additional health and safety enforcement training and advisory events and seek additional funding from Primary Authority activities e.g. increase number of partnerships. 	<ul style="list-style-type: none"> Two seafood training courses for student EHOs will be delivered by the end of the year (Derby University and one other). 	<ul style="list-style-type: none"> Principal Environmental Health Officer (SET) Senior Authorised Officer Authorised Officer Health & Safety Team Manager
<p>Implement and embed new legislation and adapt to revisions to existing legislation.</p>	<ul style="list-style-type: none"> Implement and embed the principles in the new Regulators' Code. Implement Coroner reforms and evaluate additional roles for the position. Embed the changes to the FSA Food Law Code of Practice. Work with the National Trading Standards Board (NTSB) to comply with new requirements for Trading Standards enforcement. 	<ul style="list-style-type: none"> Full compliance with the requirements of the Regulators' Code. Confirmation of the City Coroner's role and compliance with legal requirements. The service will be compliant with the Food Law Code of Practice. Fully integrated Trading Standards enforcement. 	<ul style="list-style-type: none"> Assistant Directors Principal EHO (SET) Team Managers PH&PP Director Coroner Assistant Director (PP) Food Team Manager Trading Standards Manager

Perspective 2 – Operations and Finance			
Identify and manage business and health and safety risks; respond to Government and other consultations; achieve value for money; and, maximise opportunities to generate income.			
Objective	Task	Measure of success	Responsibilities
<p>Prepare for potential implications of new EU Animal Health legislation around importing animals as baggage rather than freight, including the possible requirement for the construction of additional facilities. (Links to Performance Indicators 10, 11 and 12)</p>	<ul style="list-style-type: none"> Evaluate the impact of forthcoming changes to Regulation (EC) 998/2003 (on the animal health requirements applicable to the non-commercial movement of pet animals), which may result in increased business at the ARC, and make necessary changes to working practices and procedures. 	<ul style="list-style-type: none"> The continued provision of a high level of service to our customers (assessed through responses given to the ongoing customer feedback survey). 	<ul style="list-style-type: none"> Assistant Director Animal Health (AH)
<p>Revise the City Air Quality Strategy to reflect the latest evidence of the impact on health, additional action required to meet air quality limit values, and the new public health responsibilities of the City Corporation. (Links to Performance Indicator 19)</p>	<ul style="list-style-type: none"> Work with City communities to develop a new Air Quality Strategy for the City Corporation. Work with Transport for London to ascertain what additional action is required in the City to meet the air quality limit values by 2020. Apply for funding to support air quality improvement work. Raise the profile of air quality through community engagement programmes and by publicising and enhancing the CityAir smartphone app. Work with a range of organisations on joint action in improving air quality in central London. 	<ul style="list-style-type: none"> Publication of a revised Air Quality Strategy. Production of a list of options for achieving the limit value for nitrogen dioxide by 2020. Release of an Android and web version of the CityAir smartphone app. Engagement with Barbican and Mansell Street residents, and further engagement with City businesses. Gain funding to advance work on improving air quality in the City. 	<ul style="list-style-type: none"> Environmental Policy Officer
<p>Produce a Revised Port Health Authority Order by 31 March 2015.</p>	<ul style="list-style-type: none"> Redefine the boundary of the Authority to reflect changes resulting from closures of wharves and the construction of new facilities. Liase with Riparian Bodies. Use the Department of Health (DoH) Toolbox and include Legislative changes. 	<ul style="list-style-type: none"> Avoidance of legal challenge to the operational basis of the Port Health Authority. Clear boundary definition to show extent of operations to other stakeholders. 	<ul style="list-style-type: none"> Assistant Director (PH)

Perspective 2 – Operations and Finance			
Identify and manage business and health and safety risks; respond to Government and other consultations; achieve value for money; and, maximise opportunities to generate income.			
Objective	Task	Measure of success	Responsibilities
Improve the Animal by Product transactional service at Smithfield Market. (Links to Performance Indicator 22)	<ul style="list-style-type: none"> Develop a database which will streamline the transactional service, making it more efficient. 	<ul style="list-style-type: none"> Improved accuracy for finance /invoicing. Reduced paperwork. Improved productivity. 	<ul style="list-style-type: none"> PEHO (SET) Senior Authorised Officer Authorised Officer
Transfer responsibility for Port Health food hygiene inspections on vessels to the City Food Safety Team.	<ul style="list-style-type: none"> Manage the effective transfer of responsibility for food hygiene inspections on certain river vessels to the City Food Team. 	<ul style="list-style-type: none"> A smooth transition of responsibility for this work to the City Food Team will enable a continuous, high quality service to be provided with no customer complaints received as a result of the changes. 	<ul style="list-style-type: none"> PH&PP Director Assistant Director (PH) Assistant Director (PP)
Manage business risks and develop business continuity and emergency plans.	<ul style="list-style-type: none"> Establish key business risks across PH&PP. Put emergency and business continuity plans in place. 	<ul style="list-style-type: none"> Continued provision of an effective out of hours service. The service is prepared to respond rapidly and appropriately in the event of an emergency situation. 	<ul style="list-style-type: none"> Port Health & Public Protection Director Assistant Directors Team Managers

Perspective 3 – Sustainability and Site Optimisation			
Increase the sustainability of our operations; reduce energy usage where possible while recognising that an increase in commercial business success will necessitate greater energy use.			
Objective	Task	Measure of success	Responsibilities
Work to reduce energy usage at sites which are under our control, to reduce both costs and our carbon footprint.	<ul style="list-style-type: none"> • Monitor energy usage at remote sites. • Introduce energy saving measures where feasible and economic. 	<ul style="list-style-type: none"> • Achieve a 15% reduction in energy usage by March 2015 against the baseline year of 2008/09. 	<ul style="list-style-type: none"> • Assistant Director Port Health • Assistant Director Animal Health • Team Manager

Perspective 4 – People and Innovation			
To improve the quality of leadership and management throughout the service and ensure that all members of staff maintain their required level of professional competence, maximise their potential and achieve job satisfaction.			
Objective	Task	Measure of success	Responsibilities
Continue to actively manage cases of sickness absence. (Links to Performance Indicator 1)	<ul style="list-style-type: none"> Rigorous application of the Absence Management Policy. 	<ul style="list-style-type: none"> Achieve a sickness level of no more than 7 days absence per person by 31 March 2015, with a total of no more than 770 days across all service areas⁴. 	<ul style="list-style-type: none"> Port Health & Public Protection Director Assistant Directors Team Managers
Demonstrate a professional and competent workforce, meet the requirements for Continuous Professional Development (CPD) for all regulatory officers, and comply with the competency requirements of the Regulators' Code.	<ul style="list-style-type: none"> Assistant Directors to ensure that their teams have consistent objectives across and within the teams and that these are clearly linked to the requisite Service Plans. Match development and training with the needs of the Service Plans and key regulatory changes. Assess the competencies and training needs of all regulatory staff in relation to the appropriate Service Plans and capacity building. Professional development and culture change are being supported through the introduction of a common approach to competency, including the revised Regulators' Development Need Analysis (RDNA). Arrange 6 monthly staff briefing sessions. Hold CPD sessions to cascade recent training. 	<ul style="list-style-type: none"> A CPD objective is included in the performance and development plan of all regulatory officers. This will be achieved and signed off by their line manager and their senior manager. EHOs, both ordinary and Chartered, will complete and sign the required annual declaration with their institute (CIEH). Chartered TSO's will receive sign off from their line manager with their institute (TSI). Involvement of all staff to promote inclusiveness and consistent messages. 	<ul style="list-style-type: none"> Assistant Directors Team Managers Enforcement Officer
Develop the leadership and management skills of existing and potential managers.	<ul style="list-style-type: none"> All managers and potential managers to undertake a Leadership and Management Development training event and pass any associated assessments by the end of March 2015. 	<ul style="list-style-type: none"> All managers and potential managers will complete a leadership training event and pass any associated assessments by 31 March 2015. Highly skilled managers who have the ability to lead and motivate their teams to provide an efficient, high quality and cost effective service to key stakeholders. Effectiveness will be demonstrated through individual performance appraisals. 	<ul style="list-style-type: none"> Port Health & Public Protection Director Assistant Directors Team Managers

⁴ Target based upon Full Time Equivalent (FTE) members of staff at 31 December 2013 (110).

Committee(s):	Date(s):	Item no.
Port Health and Environmental Services (For decision)	13 May 2014	
Planning and Transportation (For Information)	20 May 2014	
Culture, Heritage and Libraries (For Information)	27 May 2014	
Licensing (For Information)	21 July 2014	
Subject: Street Trading Policy		Public
Report of: Director of Markets and Consumer Protection		For Decision

Summary

The City of London (Various Powers) Act 2013 has made changes to the long established street trading regime within the City of London. The City Corporation will have the authority to issue temporary street trading licences so that commemorative and seasonal events will be able to include a street trading element.

Powers of enforcement against illegal street trading have been strengthened with items used to facilitate illegal sales being subject to seizure. This includes vehicles such as ice cream vans.

This report provides an introduction to the attached combined policy and procedure document. This report:

- Explains the legislation affecting street trading in the City of London;
- Sets out the City Corporation's policy in respect of the regulation of street trading, including its enforcement; and
- Offers guidance as to the procedure to be followed in seeking a street trading licence

The report outlines matters considered by the licensing service in setting the proposed temporary licence fees which follow legally established guidelines. The fees set out in the policy are designed to cover the costs associated with the licensing process. Authorities, including the City Corporation, are not able to include the costs of enforcement against unlicensed street traders within their fees.

Recommendations

Port Health and Public Protection

It is recommended that your Committee:

- Agree the proposed policy attached as Appendix 1 to this report.
- Agree the fees, incorporated as part of the Policy document, and replicated as Appendix 2 to this report.

Planning and Transportation

Members are invited to note the contents of this report

Licensing

Members are invited to note the contents of this report

Main Report

Background

1. A report was considered by the Port Health and Environmental Services Committee on 11 March 2014 and the Planning and Transportation Committee on 18 March 2014 outlining the main changes introduced by the City of London (Various Powers) Act 2013. The present report concentrates on the City Corporation's policy response to the changes in the law.
2. Prior to the 2013 Act the only street trading permitted in the City of London was in part of Middlesex Street and only on Sunday mornings. Under the new measures, the City Corporation may issue temporary street trading licences for up to 21 days in any area of the City of London other than Middlesex Street. It remains the view of the City Corporation that street trading is generally not suitable within the City of London.
3. Where a temporary market is proposed, the Act provides for one person to apply on behalf of a number of traders. Provision is made by the Act for charging of fees for applications for and grant of temporary licences and for the imposition of licence conditions as to charges and the recovery of expenses.
4. A new seizure power applies to goods being unlawfully sold, and to equipment and vehicles used by unlawful street traders. This will enable, for example, an ice cream van operating in the City to be seized.

Current Position

5. A prohibition on street trading in the City of London, other than in Middlesex Street, has been in force for many years. The 2013 Act

liberalises the arrangements so as to permit street trading to take place for temporary periods in defined areas.

6. A combined policy and procedure document has been produced for the purpose of:
 - explaining the legislation affecting street trading in the City;
 - setting out the Corporation's policy in respect of the regulation of street trading, including its enforcement; and
 - offering guidance as to the procedure that should be followed in seeking a street trading licence.

The document can be seen as Appendix 1.

7. Of particular note is paragraph 4.3 of the document which establishes the type of occasion where a temporary licence will be acceptable i.e. as part of a one-off street festival or charity event, seasonal event or a specialist market.
8. Paragraph 4.4 looks at the criteria which will be considered prior to issuing a licence. The criteria are designed to ensure that before a temporary licence is issued environmental and public safety considerations will be taken into account, together with any other relevant City Corporation policies and strategies.
9. Also of note is paragraph 7.16 which ensures any receptacle has been approved by the City Corporation before being placed on the highway.
10. Before preparing the policy the views from a number of City Corporation services were sought including Planning, Highways, Cleansing, the Remembrancer's Office, the Comptroller's Office, and Environmental Health. Their comments were taken into consideration in the preparation of the policy.

Fees

11. The City Corporation may charge such fees for applications for and the grant of temporary licences as it may determine and as may be sufficient in aggregate to cover the reasonable administrative or other costs it incurs in connection with street trading applications.
12. A high court case held on 16 May 2012 (*R (Hemming and Others) v Westminster City Council*) concluded that the amount of the fee is required to be determined every year and further that a local authority was precluded from making a profit from the licensing regime. A full account of the fee income and expenditure would therefore need to be considered to ensure a surplus is not being made.

13. In determining the proposed fee structure for temporary street trading licences the following factors have been taken into account:
- Officer time spent on processing applications including site inspections and the issue of any licence
 - Officer time spent on the development and maintenance of processes and guidance notes
 - Training of staff as necessary
 - A percentage of the service costs such as accommodation and equipment
 - Officer time spent on inspections to ensure compliance with terms and conditions of any licence
14. Costs associated with the enforcement of unlicensed street trading activity have not been taken into account in setting the proposed fees, which are set out in Appendix 2.

Corporate & Strategic Implications

15. The proposed policy and the introduction of temporary street trading in the City of London meets one of the City Corporation's aims, as stated in the Corporate Plan 2013-2017, 'To provide modern, efficient and high quality local services and policing within the Square Mile for workers, residents and visitors with a view to delivering sustainable outcomes'.
16. It also meets one of the five key policy priorities KPP2, in that it seeks to 'support and promote the international and domestic financial and business sector.

Implications

17. If fees are set lower than those recommended the result will be a deficit for 2014/15 as costs of administering the licence will not be fully met from income received. Fees set higher than those recommended will result in a surplus i.e. an income which exceeds the cost of providing the service.
18. Any such surplus or deficit for 2014/15 will be calculated after the end of that financial year and carried forward to be taken into consideration when fees are set for 2016/17. Ignoring a surplus or deficit could result in the City Corporation being subject to legal challenge.

Appendices

Appendix I – Street Trading policy and Procedure
Appendix II – Proposed fees

Background Papers:

Port Health & Environmental Services Committee Report 11 March 2014:
'City of London (Various Powers) Act 2013 London Local Authorities and
Transport for London (No. 2) Act 2013'

Transcript of (*R (Hemming and Others) v Westminster City Council*)

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City of London Corporation

POLICY & PROCEDURE

Street Trading

(In accordance with section 16H of the
City of London (Various Powers) Act 1987)

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1. Introduction

- 1.1. The purpose of this document is to:
 - explain the legislation affecting street trading in the City;
 - set out the Corporation's policy in respect of the regulation of street trading, including its enforcement; and
 - offer guidance as to the procedure that should be followed in seeking a street trading licence.
- 1.2. For many years street trading within the City of London was not permitted except for a Sunday market held in part of Middlesex Street. This general prohibition has now been amended by the City of London (Various Powers) Act 2013 which permits licences to be issued for street trading elsewhere in the City of London for limited periods.
- 1.3. Separate provision is made for ice cream trading outside food premises in the City. Please go to *[web link to be inserted]* for more information about this.
- 1.4. It is intended to review the Corporation's policy on street trading every three years although minor amendments may be made between general reviews.

2. Definitions

1965 Act: The City of London (Various Powers) Act 1965

1987 Act: The City of London (Various Powers) Act 1987

2013 Act: The City of London (Various Powers) Act 2013

Middlesex Street licence: A licence granted under section 8 of the 1987 Act.

Licensed street trader: A person, including a temporary licence holder, licensed to engage in street trading by a street trading licence granted under the 1987 Act. This includes both Middlesex Street traders and temporary licence holders.

Receptacle:	Includes a vehicle, trailer or stall and any basket, bag, box, vessel, stand, easel, board, tray or other structure or thing which is used as a container for, or for the display of, any article or thing.
Street trading:	The selling or exposing or offering for sale of any article or thing in a street.
Street trading licence:	A licence to engage in street trading granted under the 1987 Act. This includes both Middlesex Street licences and temporary licences.
Temporary licence:	A licence granted under section 11A of the 1987 Act which is valid for a period of up to 21 days.
Trading area:	An area which is specified in a temporary licence as the area within which street trading is permitted.

3. Legislation

- 3.1. The legislation applying to street trading in the City of London is contained primarily in the City of London (Various Powers) Act 1987 as amended by the 2013 Act.
- 3.2. Licences may be granted under section 8 of the 1987 Act for street trading in the part of Middlesex Street between the junctions with Widegate Street and Sandys Row. Street trading under such a licence can only take place between the hours of 9 a.m. and 2 p.m. on Sundays (other than on Christmas Day when that day falls on a Sunday). Middlesex Street licences expire at the end of each calendar year.
- 3.3. Temporary licences may be granted under section 11A of the 1987 Act. Temporary Licences permit the licence holder to carry on street trading in a designated area set out in the licence for a maximum period of 21 days.
- 3.4. The City of London Corporation may make byelaws under section 21 of the 1965 Act (applicable to Middlesex Street trading only) and section 14 of the

1987 Act (applicable to all street trading) concerning, amongst other things, the manner in which street trading is carried on and the dimensions of receptacles. Applicable byelaws are attached as Appendix 1.

- 3.5. Sections 8(1) and 11A(4) of the 1987 Act provide that an application for a street trading licence must contain certain information. The grounds for refusing to grant or renew a Middlesex Street licence are set out in section 8 of the Act.
- 3.6. It is an offence under section 16(1) of the 1987 Act for any person to engage in street trading in the City of London other than in accordance with a street trading licence.

4. City Corporation's policy in respect of temporary street trading

- 4.1. As a global financial and business centre with a small resident population and a very large daily workforce, the City requires an environment which meets its special needs. This was recognised at the beginning of the 20th century with the enactment of the City of London (Various Powers) Act of 1911. This brought to an end the problems of maintaining order, safety and hygiene created by large numbers of street traders being crowded into the City's many narrow and winding streets.
- 4.2. With one exception to the prohibition, for that part of Middlesex Street which is within the City, the general City restriction on street trading has been maintained until the present day. It remains the view of the Corporation that street trading is generally not suitable within the City. However, the 2013 Act enables the prohibition to be lifted so as to permit street trading to take place for temporary periods in specified areas.
- 4.3. The intention is to enable limited street trading to take place in relation to one-off street festivals or charity events such as the 800th anniversary celebration for London Bridge in 2009, the annual Smithfield Nocturne, and, where appropriate, for seasonal events such as may occur at Christmas. This could also include, for example, the licensing of short term specialist markets.
- 4.4. In considering an application for a temporary licence, the City Corporation will have in mind environmental and public safety considerations, the public's

right to use and enjoy the highway, together with any other relevant City Corporation policies and strategies. Specific factors to be taken into account will include:

- The proximity and nature of any rail and tube stations, road junctions, and pedestrian crossing points;
- The volume of pedestrian footfall especially at peak times;
- Whether the proposed Trading area would enable continued free access to members of the public using the road, pavement, other footpath, footway or walkway or cause obstruction to e.g. pedestrians, prams and wheelchairs;
- The presence of existing street furniture;
- Any other factors which might put safety at risk;
- Whether the proposed street trading might have a negative effect on the character and appearance of the area in particular near heritage sites, conservation areas and listed buildings;
- The number of other temporary licences that have been issued for areas in or near the proposed trading area;
- Other events taking place within the City of London
- The nature of goods proposed to be sold;
- Any relevant factors relating to the applicant;
- Waste disposal arrangements;
- Any adverse impact on private rights – especially impacts on access to property/security of premises.

4.5. It is important that the public are able to pass along footpaths without the risk of coming into contact with vehicular and other traffic. In particular those using wheelchairs, mobility vehicles, pushchairs and buggies should be able to pass on pavements. As a guide, there should be a minimum width of unobstructed footway of two metres between the edge of a trading area and the edge of the footway. Where pedestrian flow rates are greater than 1200 persons per hour this distance may be increased, and such distances will need to take account of street furniture such as bollards, benches, cycle racks and bus stops etc. Permission will not be granted where the street trading might interfere with a fire escape. Further details of safe distances and how they should be measured are set out in Appendix 2.

4.6. Other potential hazards which will be considered include the impact on emergency services accessibility and whether the street trading would result in poor sight lines affecting vehicular or pedestrian traffic. In particular, street

trading will not normally be permitted within five metres of a pedestrian crossing.

- 4.7. To protect the attractiveness of the City's streets, it is important that the granting of a temporary licence does not result in detriment to the street scene. Street trading activity should not cause environmental problems or detract from the amenities of adjacent retailers/occupiers. Regard will be had to any potential problems associated with crime and disorder or anti-social behaviour. Street trading activity should not represent, or be likely to represent, a substantial risk of nuisance to the public or business from noise, particularly in residential areas and close to sensitive premises/areas e.g. schools, banks, listed buildings, conservation areas etc.
- 4.8. Where an event is to take place over a large area, such as a processional route, applications are more likely to be granted where they are along the route designated for that event or close to the event area. In these circumstances the number of temporary street trading licences granted in the same street or area, (where part of a single application), will be of less significance than in other cases. However, consideration will be given to the sufficiency of existing trading outlets to serve the needs of the event.
- 4.9. Temporary Licences will usually be connected with a particular event. It is expected that the duration of the licence will be the same as the duration of that event, up to the statutory maximum of twenty-one days.
- 4.10. In order to restrict the possibility of noise nuisance, the playing of amplified or non-amplified music is unlikely to be permitted unless it is an integral part of the event. Each application will be considered individually taking into account the likelihood of disturbance to residents, businesses and other sensitive premises. Further information can be obtained from the Corporation's Environmental Health Pollution Team or can be found on the Corporation's website [*web link*]. Under certain circumstances the playing of music may require a Temporary Event Notice. This would be in addition to the Street Trading Licence. For more information on Temporary Event Notices please go to (*insert web link*).
- 4.11. The use of generators may be permitted subject to the consideration of noise and emissions. Applications must include a detailed location plan indicating full details of generators and associated noise control. Further information can

be obtained from the Corporation's Environmental Health pollution Team or can be found on the Corporation's website [*web link*].

- 4.12. Artificial lighting will only be permitted if it does not cause a public nuisance.

5. Terms and conditions of licences

Middlesex Street Licences

- 5.1. The conditions (or "prescriptions") which are applied to Middlesex Street licences are set out in section 9 of the 1987 Act. These include the position or place in Middlesex Street where the licensee may trade, the articles which may be traded and the nature of any receptacle or equipment which may be used. A standard set of conditions for a Middlesex Street licence is set out at Appendix 3.
- 5.2. A street trading licence is granted to an individual and may not be transferred, sold or sublet to another individual.
- 5.3. A completed indemnity certificate is required before a licence is issued giving evidence of public liability insurance to the minimum value of £2,000,000 per incident.
- 5.4. Failure to comply with any conditions of a Middlesex Street licence may lead to its revocation in addition to any enforcement action.

Temporary Licences

- 5.5. Temporary licences will specify, in addition to the area and time of street trading, the terms and conditions in accordance with which any street trading must take place (section 11A of the 1987 Act). Conditions will include the licence holder's responsibilities to maintain public safety, prevent nuisance and generally preserve the amenity of the locality. The standard conditions for temporary licences, which may be subject to alteration in the circumstances of each case, are set out in Appendix 4.
- 5.6. Permission will not normally be granted for temporary street trading to begin earlier than 09:00 Monday to Friday and 10:00 Saturday or Sunday. The

terminal hour will not normally be later than 21:00 Monday to Friday and 20:00 Saturday or Sunday. In considering the trading times, the Corporation will take into account the need to service the pitch e.g. to stock and re-stock, and the time needed to set up and take down any stall or other receptacle against the likelihood of disturbance to nearby residents and businesses.

- 5.7. A street trading licence is granted to an individual and may not be transferred, sold or sublet to another individual.
- 5.8. Where applicable, waste transfer arrangements must be provided on request to a City of London authorised officer. Any arrangement must comply with the City Corporation's Time banding Regulations. Further details can be obtained by clicking *[insert web link]*.
- 5.9. The licence holder must ensure that there is no litter around his place of trading and in a 3 square metre immediate vicinity of the trading area (regardless of whether the litter emanated from his business). The licence holder will ensure any staining of the footpath is removed before the end of trading on each day to the required standards of the City Corporation. Failure to achieve this will result in the City Corporation arranging removal of any staining and recharging the licence holder. The expected rates for additional cleansing can be seen as part of Appendix 9.
- 5.10. A completed indemnity certificate is required before a licence is issued giving evidence of public liability insurance to the minimum value of £2,000,000 per incident. Where the trading area and/or receptacle is large e.g. a marquee, a trading area containing more than two receptacles, the minimum value of public liability insurance may have to be increased. If in doubt as to the amount of insurance required please consult the licensing team.

6 Enforcement of street trading laws

- 6.1 It is an offence under section 16 of the 1987 Act for any person to engage in street trading in the City of London unless they are a licensed street trader who is:
 - trading in accordance with a Middlesex Street licence, or
 - trading in accordance with a temporary licence granted under section 11A of the 1987 Act.

- 6.2 Any person convicted of an offence under section 16 is liable to a fine up to Level 3 on the Standard Scale (£1000).
- 6.3 A police officer or authorised officer of the City Corporation may, where they have reasonable grounds for believing that a person has committed an offence of unlawful street trading, seize any article or thing being offered for sale (whether or not the items are displayed), or any receptacle or equipment being used.
- 6.4 The procedure to be followed for seizure, including information about how goods may be returned, is explained in Appendix 5. Special provision is made for perishable goods and motor vehicles.
- 6.5 The City of London Port Health and Public Protection Department's Enforcement Policy will always be taken into consideration before any enforcement action is taken. The City of London Corporation's general approach is to assist traders in meeting their legal obligations and to work with them in putting things right. Further information on the Enforcement Policy can be found at *[insert web link]*.

7. Making an application for a street trading licence

General

- 7.1 It is recommended that potential applicants contact a licensing officer prior to submitting an application.
- 7.2 In order to obtain a street trading licence, or renew an existing Middlesex Street licence, an application must be made in writing to the City of London Licensing Service.
- 7.3 An application for a Middlesex Street licence must be in the form set out in Appendix 6 (new) or 7 (renewal). An application for a temporary licence must be in the form set out in Appendix 8. There is no renewal process for a temporary licence.
- 7.4 An application form must be accompanied by two recent photographs of the applicant and the appropriate fee.

- 7.5 On receipt of an application form, licensing officers will check to ensure it is completed correctly and complies with all statutory requirements.
- 7.6 Street trading will not normally require planning permission. However the selling of articles on the highway may require planning permission or affect the current planning use of the premises where that premises is connected with the licensed street trader. In these circumstances planning permission must be obtained in the normal way. Similarly, where temporary street trading will involve the closure of a road, a closure order under the Road Traffic Regulation Act 1984 will need to be applied for. [*link to relevant parts of CoL website*]
- 7.7 Where an LPG fuelled appliance is to be used, a copy of an up-to-date competent person's form certifying that the appliance has been properly checked and is sound must accompany the application form.

Middlesex Street Licences

- 7.8 Under section 8(2) of the 1987 Act, an application for renewal of a Middlesex Street trading licence should be made no earlier than three months, and no later than two months, before the date on which that licence, unless revoked or surrendered, will cease to be valid.
- 7.9 Late applications will be considered and processed so far as reasonably practicable. However, applicants should be aware that if the application is submitted late it may not be processed before the existing licence ceases to be valid. This may result in a period of time during which the applicant cannot carry on any street trading.
- 7.10 Where a renewal application has been made, and there have been no justified complaints or enforcement issues, and all fees have been paid on time, the licence will normally be renewed.
- 7.11 If an application for a Middlesex Street Licence is refused on the grounds that there is no available space, the applicant will be given the option of having his details added to a waiting list. When a suitable space becomes available, the person next in line on the waiting list will be contacted and invited to re-submit an application form for the now vacant position.

Temporary Licences

- 7.12 Full details of the trader, the goods proposed to be traded and the area of trading must be included on the application form. The application form must be accompanied with a plan showing the proposed Trading area outlined in red.
- 7.13 Where a number of stall holders come together as part of a single market, event, commemoration, or similar, a single application may be made. Such an application must list the names and addresses of all proposed traders.
- 7.14 Applications should be made no earlier than six months before the date on which a licence is required, and no later than twenty-eight days before the start of the proposed licence. As with Middlesex Street applications, if the application is submitted late it may not be processed in time for the proposed first trading day.
- 7.15 Before the grant of a temporary licence a site visit will be carried out by Licensing Officers and/or other officers of the City Corporation.
- 7.16 The design and appearance of any receptacle which is to be used will need to be agreed with the Licensing team and/or planning officers. If a large structure, the receptacle may need to be inspected by the City Corporation's District Surveyors.

8 Appeal Procedure

- 8.1 Any person aggrieved by the refusal of the City Corporation to grant or, in the case of a Middlesex Street licence, renew, a street trading licence, or by the revocation or variation of a street trading licence, or by any prescription of a Middlesex Street licence, may appeal to the magistrates' court.
- 8.2 Any appeal must be made within fourteen days from the date on which the refusal, revocation, variation or prescription which is the subject of the appeal is notified to such person.

- 8.3 Further details of the appeal procedure can be found in the Licensing section of the City of London website (*web link to be inserted*) or by contacting the licensing team.

9 Fees and charges

Middlesex Street Licences

- 9.1 The fee for an application for the grant or renewal of a Middlesex Street licence is set by section 10 of the 1987 Act at £5. The fee should be submitted with the application. In the case of a Middlesex Street application, the fee will be returned to the applicant if the application is refused.
- 9.2 In addition to the application fee a further fee will be charged (a 'licence' fee) to recover the City Corporation's costs in issuing and maintaining the licence. This fee is currently set at £780 per annum. Where a licence is granted part way through the year the 'licence' fee will be reduced on a pro-rata basis. For example, if a licence was granted at the beginning of April only 75% of the fee will be payable. The fee for a Middlesex Street licence can be paid on a quarterly basis at no additional cost to the licence holder.
- 9.3 A list of current fees and charges is set out in Appendix 9.

Temporary Licences

- 9.4 The fee for an application for a temporary licence is determined by the City Corporation and is currently set at £300 plus an additional 'trading' fee dependant on the length of time the licence is granted and is currently set at between £73 and £370.
- 9.5 Where the application is for multiple traders and/or trading areas, the fee will be determined individually in each case.
- 9.6 In addition to the application fee, charges may be payable including for the removal of refuse or other services provided to licensees.
- 9.7 An application for a temporary licence must be accompanied by the relevant total fee. The fee is for the duration of the temporary licence.

9.8 A list of current fees and charges is set out in Appendix 9.

10 Contacts

Write to: Licensing Service
Walbrook Wharf
Upper Thames Street
EC4R 3TD

Email: licensing@cityoflondon.gov.uk

Telephone: 020 7332 3406

You can also find more information and links to other sources of information on the City of London's website. Please click on the link below:

[Street Trading further information](#) (*link to be inserted*)

BYELAWS AS TO STREET TRADING

BYELAWS made by the Mayor and Commonalty and Citizens of the City of London acting by the Common Council with respect to Street Trading in the said City pursuant to Section 21 of the City of London (Various Powers) Act, 1965.

1. In these Bylaws:-

“the Act” means the City of London (Various Powers) Act, 1965;

“the Act of 1911” means the City of London (Various Powers) Act, 1911;

“the Corporation” means the Mayor and Commonalty and Citizens of the City of London acting by the Common Council;

“licensed street trader” means a person licensed to engage in street trading by a licence granted under Part III of the Act;

“registered street trader” means a person registered as a street trader under Section 24 of the Act of 1911;

“receptacle” includes a vehicle or stall and any basket, bag, box, vessel, stand, easel, board, tray or other structure or thing which is used (whether or not constructed or adapted for such use) as a container for, or for the display of, any article or thing;

“article or thing” includes any living thing;

“street traders’ certificate” means a certificate issued to a registered street trader under Section 24 of the Act of 1911;

“street trading” means the selling or exposing or offering for sale of any article or thing in a street;

“street trading licence” means a licence to engage in street trading granted under Part III of the Act.

2. A licensed street trader shall not use a receptacle under the authority of a street trading licence unless it is so constructed as to be easily and immediately removable without the necessity of undressing the receptacle, and no accessories shall be attached thereto which would be likely to cause damage to the street.

3. A licensed street trader shall not, except for the purposes of supplying artificial light, cause or permit a receptacle used by him to be connected physically in any manner with any other receptacle, or any premises or property.

Provided that any connection for the purpose of supplying artificial light shall be readily detachable.

4. A licensed street trader shall not use a receptacle for street trading exceeding 7 feet in length, 4 feet 3 inches in width and 10 feet in height measured from the ground level.
5. *[no longer applicable]*
6. A licensed street trader shall not place a receptacle in such a manner as to project over the footway and where practicable shall place the receptacle along the curb-line. A receptacle may have an awning or roof projecting not more than 2 feet to the front and 2 feet to the rear of the receptacle (the front of the receptacle for this purpose is the side facing the footway).

Provided that any such awning or roof, including its supports, if any, shall insofar as they so project be in every part not less than 7 feet above the highway, and no articles or things shall be suspended from such awning or roof so as to reduce the headroom to less than 7 feet.

7. *[no longer applicable]*
8. A licensed street trader or a registered street trader shall not cause or permit any article or thing to project beyond or be placed alongside or around any receptacle used by him or be placed above the height of 10 feet measured from ground level.

Provided that the space immediately beneath the receptacle may be used for the deposit of articles or things, provided always that the street gullies are not obstructed thereby.

9. *[no longer applicable]*
10. *[no longer applicable]*
11. A licensed street trader or his assistant, shall when required by an officer of the City of London Police immediately remove his receptacle, articles or things temporarily, for so long a period as may be necessary from the space in front of any premises where their presence unduly obstructs or hinders the approach to or departure from such premises of persons or vehicles.

12. A licensed street trader or his assistant, or registered street trader, shall immediately remove his receptacle, articles or things temporarily for so long as may be necessary if required to do so by an officer of the City of London Police in the event of an emergency or in the exercise by the Corporation of any of their powers and duties.
13. A licensed street trader whilst engaged in street trading shall produce his street trading licence, [...], for inspection when requested to do so by an officer of the City of London Police or by an Inspector appointed by the Common Council of the City of London under the Shops Act, 1950.
14. *[no longer applicable]*
15. A licensed street trader shall cause all refuse, scraps, waste material, litter or rubbish arising from his street trading to be placed in suitable covered containers which shall be supplied by him and shall be kept exclusively for that purpose and he shall cause all such containers to be kept in a reasonably clean state, regard being had to the purposes for which they are provided, and shall cause such containers to be emptied as often as they are full into Refuse Containers provided by the Corporation.
16. A licensed street trader and any assistant shall demonstrate, offer for sale or sell goods only whilst standing at ground level or whilst sitting on a chair, box or other object placed at ground level, the height of such chair, box or other object not being in excess of 20 inches.
17. A licensed street trader shall not use or cause or permit to be used on any receptacle used by him for street trading, any system of lighting which includes any of the following types of equipment:-
 - (a) equipment not readily detachable.
 - (b) electricity leads exceeding five yards in length.
 - (c) candles or other naked lights unless the same are surrounded by a non- flammable and windproof shield.
18. The amount of the charges which the Corporation are authorised to make under Section 19 of the Act for the removal of refuse or other services rendered by them to licensed street traders, in respect of expenses incurred by them in the administration of Part III of the Act, and in the cleansing of that part of Middlesex Street in the City of London in which street trading takes place, shall not exceed *[£15 per week]*.

19. Any person who shall offend against any of the foregoing byelaws shall be liable on summary conviction to a penalty not exceeding [£500] and in the case of a continuing offence, to a further penalty not exceeding [???] for each day during which the offence continues after conviction therefor.

Examined.

(Signed) DESMOND HEAP,
Comptroller and City Solicitor

The Common Seal of the Mayor and Commonalty and Citizens of the City of London was affixed to these Byelaws at a duly constituted meeting of the Court of Common Council held on the 29th day of June, 1967 and in my presence.

(Signed) E. H. NICHOLS.
Town Clerk

The Secretary of State this day confirmed the foregoing Byelaws and fixed the date on which they are to come into operation as the first day of November, 1967.

(L.S.)

(Signed) H. B. WILSON.
An Assistant Under
Secretary of State

Whitehall
4th October 1967

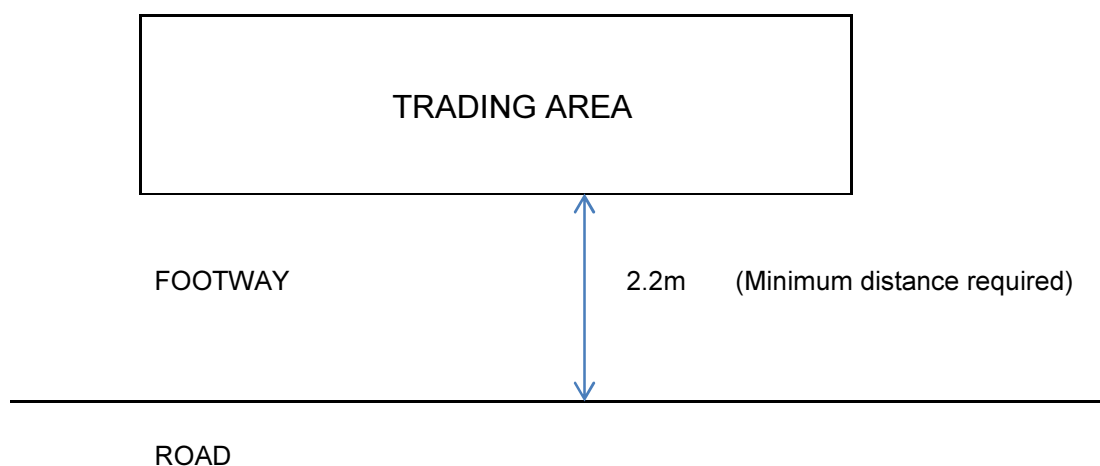
NOTE.

Section 13(2) of the City of London (Various Powers) Act, 1965, is in the following terms.

“(2) A person who is a licensed street trader may, subject to the provisions of this Part of this Act, engage in street trading in that part of Middlesex Street in the City which lies between the junctions of that street with Widegate Street and Sandys Row at any time between the hours of 9 a.m. and 2 p.m. on Sundays other than Christmas Day when that day falls on a Sunday.”

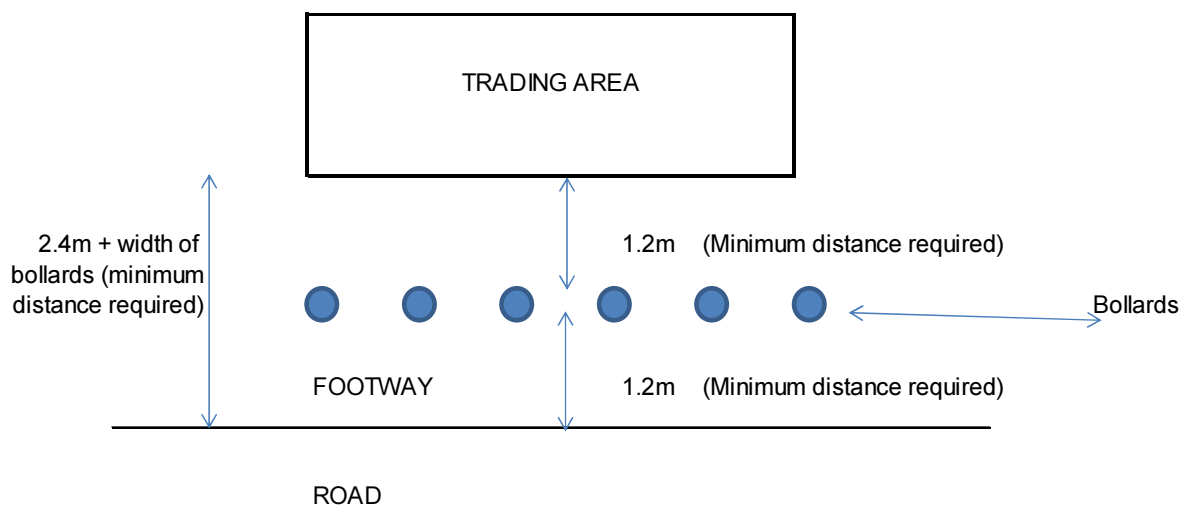
Measurement of Available Footpath

- a) There must be a minimum width of unobstructed footway of 2.0 metres between the edge of the trading area and 200mm from the edge of the footway. The 200mm distance is to allow for the fact that pedestrians cannot be expected to walk on the edge of the footpath.



- b) Please note that the measurement is taken from the edge of the trading area and not the receptacle that may be used for trading. This is to allow for people browsing or queuing at the trader and not interfering with passing pedestrians.
- c) Where pedestrian flow rates are greater than 1200 persons per hour, particularly near a tourist attraction, this distance may be increased taking into consideration the likelihood of pedestrians stopping to observe shop fronts/the attraction etc. There is no exact formula for determining the minimum width of footpath and each case will be determined on its merits. The overriding factor will be the comfort of pedestrians and their ability to pass along the footpath safely.

- d) Where the footpath contains other street furniture such as lamp posts, bollards, parking meters, telephone booths, benches etc., the minimum unobstructed width will be measured between the edge of the trading area and 200mm from the item(s) in question plus the additional distance between the item(s) and 200mm from the edge of the footpath if each distance is not less than 1.2 metres.



- e) The positioning of the trading area should never discourage pedestrians from using the footway. The available pedestrian route must be straight, obvious and unobstructed and not pass through the trading area. An exception may be made where a street market occupies the whole of the Trading Area and the pedestrian route passes through the centre of that market.

Standard Conditions for Middlesex Street Licences

1. The holder of any street trading licence, and any receptacle used for the purpose of street trading, must comply with all relevant road traffic and highways legislation.
2. The holder of any street trading licence, and any receptacle used for the purpose of street trading, must comply with all relevant food hygiene legislation.
3. The licensed street trader shall only trade from a receptacle approved by the Corporation in writing.
4. The licensed street trader shall maintain the receptacle in a clean condition and its structure, where appropriate, shall be kept in good order, repair and condition to the satisfaction of a licensing officer.
5. The licensed street trader shall conduct his business in such manner to ensure that he does not:
 - Cause a nuisance to the occupiers of adjoining property
 - Cause an obstruction to the vehicles or pedestrians using the highway
 - Cause a danger to occupiers of adjoining property or to users of the highway
6. A copy of the licence, suitably protected against the weather, shall be displayed in a prominent position on the stall or vehicle at all times when trading is taking place
7. No process or operation shall be carried out which would give rise to a nuisance by reasons of noise, vibration, smoke or smell.
8. No poster, advertisement, signage or decoration of an unsuitable material or nature shall be displayed, sold or distributed on or about the vehicle or premises. For the purpose of this condition, material is unsuitable if, in the

opinion of an authorised officer of the City Corporation, it is indecent, scandalous, offensive or likely to be harmful to any person likely to apprehend it. Material may also be considered to be unsuitable if it is of such a nature as to distract motorists driving on the highway.

9. Failure to comply with any condition attached to the street trading licence may result in the revocation of that licence

Standard Conditions for Temporary Street Licences

1. The holder of any street trading licence, and any receptacle used for the purpose of street trading, must comply with all relevant road traffic and highways legislation.
2. The holder of any street trading licence, and any receptacle used for the purpose of street trading, must comply with all relevant food hygiene legislation.
3. The licensed street trader shall only trade from a receptacle approved in writing by the Corporation.
4. Trading shall only take place in the area specified on the licence.
5. The licensed street trader may only offer for sale the commodities specified on the licence.
6. The licensed street trader shall maintain the receptacle in a clean condition and its structure, where appropriate, shall be kept in good order, repair and condition to the satisfaction of a City Corporation licensing officer.
7. The licensed street trader shall conduct his business in such manner to ensure that he does not:
 - Cause a nuisance to the occupiers of nearby property
 - Cause an obstruction to the vehicles or pedestrians using the highway
 - Cause a danger to occupiers of nearby property or to users of the highway
8. Refuse storage must be provided adjacent to the trading area. The storage must be of substantial construction and waterproof. The trade waste must be removed at the end of each working day or, if the amount of refuse warrants it, when the container is full, whichever is the sooner.

9. A copy of the licence, suitably protected against the weather, shall be displayed in a prominent position on the stall or vehicle at all times when trading is taking place.
10. No process or operation shall be carried out which would give rise to a nuisance by reasons of noise, vibration, smoke or smell.
11. Nothing in any licence has the effect of granting to the holder any other licence or permissions needed under any other enactment or requirement and the licence holder is specifically advised to obtain such other approvals as may be required.
12. No poster, advertisement, signage or decoration of an unsuitable material or nature shall be displayed, sold or distributed on or about the vehicle or premises. For the purpose of this condition, material is unsuitable if, in the opinion of an authorised officer of the City Corporation, it is indecent, scandalous, campaigning, offensive or likely to be harmful to any person likely to apprehend it. Material may also be considered to be unsuitable if it is of such a nature as to distract motorists driving on the highway.
13. Failure to comply with any condition attached to the street trading licence may result in the immediate revocation of that licence.

Procedure Relating to Seized Items

Goods other than vehicles or perishable goods

- Goods (includes any articles or things) may only be seized if they are to be used as evidence in proceedings for illegal street trading or may be the subject to forfeiture in such proceedings.
- If legal proceedings **have not** been instituted within 28 days of seizure, the goods will be returned to the person from whom the goods were seized before the end of the 28 day period.
- Where legal proceedings **have** been instituted within 28 days of seizure, the goods will be returned to the person from whom they were seized following the conclusion of proceedings.
- If proceedings have been instituted within the 28 day period but discontinued, the goods will be returned to the person from whom they were seized once proceedings have been discontinued.
- Goods will not be returned if the person from whom they were seized, or the owner if different, cannot be identified or refuses to accept them. In these circumstances we will apply to the Courts for a disposal order.
- Goods will not be returned if a forfeiture order is made under section 16C of the 1987 Act.
- Where costs are awarded to the City Corporation following the conclusion of proceedings, and they have not been paid within 28 days of the order for costs being made, goods will not be returned until the costs are paid. In these circumstances, the City Corporation may dispose of the goods and secure the best possible price for them. Where the sum obtained from the disposal of the goods exceeds the costs awarded by the court, the excess shall be returned to the person to whom the goods belong.

Motor Vehicles:

- Vehicles may only be seized if they are to be used as evidence in proceedings for illegal street trading or may be the subject of forfeiture in such proceedings.
- We will make a request to the Secretary of State within 14 days of seizure in order to ascertain the identity of the person from whom the vehicle was seized.

- Where the results of the above request **have been** received by the City Corporation within 14 days of seizure and legal proceedings **have not been** instituted within 28 days of seizure (the 'proceedings period'), the vehicle will be returned to the person from whom it was seized before the end of the 28 day period.
- Where the results of the above request **have not been** received by the City Corporation within 14 days of seizure the 'proceedings period' will be extended to 14 days following receipt of the requested results. In these circumstances, if legal proceedings have not been instituted within the 'proceedings period' the vehicle will be returned to its owner before the expiry of that period.
- Where legal proceedings **have** been instituted within 28 days of seizure, the goods will be returned to the person from whom they were seized, or the vehicle's owner, following the conclusion of proceedings.
- If proceedings have been instituted within the 28 day period but discontinued, the vehicle will be returned to the person from whom they were seized once proceedings have been discontinued.
- A vehicle will not be returned if the person from whom it was seized, or the owner if different, cannot be identified or refuses to accept it. In these circumstances we will apply to the Courts for a disposal order.
- A vehicle will not be returned if a forfeiture order is made under section 16C of the 1987 Act.
- If the vehicle is used for ice cream trading, the owner or registered keeper of the vehicle will be permitted to collect it within three days of notifying us of their intention in writing irrespective of whether legal proceedings are being instituted.
- However, the owner or registered keeper of an ice cream vehicle will not be permitted to collect it if they have been convicted of an offence under s.87 of the 1987 Act (illegal street trading) within three years of the seizure taking place.

Perishable Goods

- Perishable Goods (includes articles or things) may only be seized if they are to be used as evidence in proceedings for illegal street trading or may be the subject of forfeiture in such proceedings.
- Where perishable goods are seized we will give to the person from whom they are seized a notice detailing how the goods may be collected from the Corporation.

- If perishable goods are not collected within 48 hours of seizure the City Corporation may dispose of them. In disposing of perishable goods the City Corporation will secure the best possible price for them. Whilst waiting for perishable goods to be collected the City Corporation will store them at an appropriate temperature.
- If legal proceedings **have not** been instituted within 28 days of seizure, the goods will be returned to the person from whom the goods were seized before the end of the 28 day period (unless disposed of as above)
- Where legal proceedings **have** been instituted within 28 days of seizure, the goods will be returned to the person from whom they were seized following the conclusion of proceedings (unless disposed of as above).
- If proceedings have been instituted within the 28 day period but discontinued, the goods will be returned to the person from whom they were seized once proceedings have been discontinued (unless disposed of as above).
- Goods will not be returned if the person from whom they were seized, or the owner if different, cannot be identified or refuses to accept them. In these circumstances we will apply to the Courts for a disposal order.
- Goods will not be returned if a forfeiture order is made under section 16C of the 1987 Act.
- Where costs are awarded to the City Corporation following the conclusion of proceedings, and they have not been paid within 28 days of the order for costs being made, goods will not be returned until the costs are paid. In these circumstances, the City Corporation may dispose of the goods and secure the best possible price for them. Where the sum obtained from the disposal of the goods exceeds the costs awarded by the court, the excess shall be returned to the person to whom the goods belong
- Where proceedings are not instituted within 28 days of their seizure, and the goods have been disposed of by the City Corporation following non-collection within 48 hours of seizure, compensation may be recovered from the City Corporation by any person who had a legal interest in the goods at the time of their seizure.



CITY OF LONDON (VARIOUS POWERS) ACT, 1987 (PART III)
APPLICATION FOR A MIDDLESEX STREET TRADING LICENCE

I hereby apply to the City of London Corporation, under Part III of the City of London (Various Powers) Act 1987 for a licence to engage in street trading in Middlesex Street: to be valid until 31 December and supply the following information: -

Please answer all questions in BLOCK CAPITALS

1) FULL NAME AND ADDRESS OF APPLICANT

Name: _____

Address: _____

Postcode: _____

Tel No: (Home) _____ (Work): _____

2)	Date of birth: -----	
3)	Nature of articles and things to be sold or exposed or offered for sale. (These must be precisely defined).	
4)	Type of receptacle or equipment (i.e. stall, trailer, stand, etc.) to be used in connection with street trading. <i>(Not exceeding 7ft x 4ft 3"/ 2.13m x 1.30m per pitch)-</i>	
5)	Location for storage when not trading:	
i)	of articles or things for sale:-	i)
ii)	of receptacle or equipment used in connection with street trading:-	ii)
6)	Do you hold a City of London Corporation Street Trading Licence at present? If so, state	
i)	Licence number	i)
ii)	Pitch number	ii)

7)	Do you hold any other Street Trading Licence or Licences at present? If so, give full details	
8)	Have you ever been refused a Street Trading licence or consent in this or any other area? If yes, give details.	
9)	Do you, or are you involved in any way with any Company or partnership that, own, operate or assist at any retail or wholesale premises at or near Middlesex Street? If yes, give full details.	
10)	Do you understand that you will only be permitted to trade at the pitch prescribed by a Street Trading Licence which may be granted to you and only between the hours of 9am and 2pm on Sundays, and not when that day is also Christmas Day?	
11)	Do you understand that you must also comply with any other legislation which may affect your business, and with Bylaws for the time being in force, which govern street trading within the City?	
12)	I confirm that the £5.00 renewal/application fee has been paid.	

In the event of a street trading licence being granted to me I agree to conform to the conditions in the licence, and to pay such charges as the City of London Corporation may direct for the removal of refuse or other services, for the cost of administration and the cleansing of that part of Middlesex street where the market is held.

Any person who by wilful misrepresentation obtains a Street Trading Licence or the renewal of any such Licence shall be guilty of an offence and liable on summary conviction to a fine not exceeding level 3 on the standard scale.

Any alterations desired by current traders from the terms and conditions of an existing City of London Corporation Street Trading Licence should be made in writing and enclosed with this application form.

NEW APPLICATIONS will require a £5.00 application fee to accompany this form.

N.B. (The renewal application fee of £5.00 required from existing traders will be included in the next quarterly invoice and should be paid in the normal way).

ALL APPLICATIONS will require two passport sized photographs (taken within the preceding twelve months and signed by the applicant on the reverse side), to accompany this form.

I declare that I have checked the information on this application form and to the best of my knowledge and belief it is correct. I further declare that the licence is for my use only.

Signed Date:
(Signature of Applicant)

Completed forms and their enclosures should be returned to:-

**City of London Corporation
Department of Markets & Consumer Protection
Port Health & Public Protection - Licensing Office
P O Box 270
Guildhall
London, EC2P 2EJ.**

Telephone: 020 7332 3406



CITY OF LONDON (VARIOUS POWERS) ACT, 1987 (PART III)
APPLICATION FOR A MIDDLESEX STREET TRADING LICENCE (RENEWAL)

I hereby apply to the City of London Corporation, under Part III of the City of London (Various Powers) Act 1987 for a licence to engage in street trading in Middlesex Street: to be valid until 31 December and supply the following information: -

Please answer all questions in BLOCK CAPITALS

1) FULL NAME AND ADDRESS OF APPLICANT

Name: _____

Address: _____

_____ Postcode: _____

Tel No: (Home) _____ (Work): _____

2)	Date of birth: -----	
3)	Nature of articles and things to be sold or exposed or offered for sale. (These must be precisely defined).	
4)	Type of receptacle or equipment (i.e. stall, trailer, stand, etc.) to be used in connection with street trading. <i>(Not exceeding 7ft x 4ft 3"/ 2.13m x 1.30m per pitch)-</i>	
5)	Location for storage when not trading: i) of articles or things for sale:- ii) of receptacle or equipment used in connection with street trading:-	i) ii)
6)	Do you hold a City of London Corporation Street Trading Licence at present? If so, state i) Licence number ii) Pitch number	i) ii)

7)	Do you hold any other Street Trading Licence or Licences at present? If so, give full details	
8)	Have you ever been refused a Street Trading licence or consent in this or any other area? If yes, give details.	
12)	Do you, or are you involved in any way with any Company or partnership that, own, operate or assist at any retail or wholesale premises at or near Middlesex Street? If yes, give full details.	
13)	Do you understand that you will only be permitted to trade at the pitch prescribed by a Street Trading Licence which may be granted to you and only between the hours of 9am and 2pm on Sundays, and not when that day is also Christmas Day?	
14)	Do you understand that you must also comply with any other legislation which may affect your business, and with Bylaws for the time being in force, which govern street trading within the City?	
12)	I confirm that the £5.00 renewal/application fee has been paid.	

In the event of a street trading licence being granted to me I agree to conform to the conditions in the licence, and to pay such charges as the City of London Corporation may direct for the removal of refuse or other services, for the cost of administration and the cleansing of that part of Middlesex street where the market is held.

Any person who by wilful misrepresentation obtains a Street Trading Licence or the renewal of any such Licence shall be guilty of an offence and liable on summary conviction to a fine not exceeding level 3 on the standard scale.

Any alterations desired by current traders from the terms and conditions of an existing City of London Corporation Street Trading Licence should be made in writing and enclosed with this application form.

NEW APPLICATIONS will require a £5.00 application fee to accompany this form.

N.B. (The renewal application fee of £5.00 required from existing traders will be included in the next quarterly invoice and should be paid in the normal way).

ALL APPLICATIONS will require two passport sized photographs (taken within the preceding twelve months and signed by the applicant on the reverse side), to accompany this form.

I declare that I have checked the information on this application form and to the best of my knowledge and belief it is correct. I further declare that the licence is for my use only.

Signed Date:
(Signature of Applicant)

Completed forms and their enclosures should be returned to:-

**City of London Corporation
Department of Markets & Consumer Protection
Port Health & Public Protection - Licensing Office
P O Box 270
Guildhall
London, EC2P 2EJ.**

Telephone: 020 7332 3406



CITY OF LONDON (VARIOUS POWERS) ACT 1987 (PART III)

APPLICATION FOR A TEMPORARY STREET TRADING LICENCE

I hereby apply to the City of London Corporation, under Part III of the City of London (Various Powers) Act 1987 for a licence to engage in temporary street trading in the City of London.

<i>Please answer all questions in BLOCK CAPITALS</i>		
1.	Full Name and Address of Applicant Name: Address: Post Code:	Tel: No. Home Mobile: Work: Email:
2.	Date of Birth	
3.	Type of Street trading activity proposed and nature of articles and things to be sold or exposed or offered for sale.	
4.	Type of receptacle or equipment (i.e. stall, trailer, stand etc.) to be used in connection with street trading (photograph if possible).	
5.	Area in which it is proposed that street trading will take place (a location plan must accompany this application) See Note 1 below.	
6.	Period (not exceeding twenty one days) for which it is desired that the licence should have effect.	
7.	Particulars of days and times during which trading will take place.	

8.	Is there any proposal to permit by agreement, individuals other than the applicants, to trade under the provisions of any licence granted? See Note 2 below	
9.	Have you ever been refused a Street Trading licence or consent in this or any other area? If yes, please give details	
10.	Do you intend to use generators, other noise making equipment, artificial lighting or intend to play music. If yes, please give details	
11.	Do you understand that you must also comply with any other legislation which may affect your business, and with bylaws for the time being in force, which govern street trading within the City?	

In the event of a Temporary Street Trading Licence being granted to me I agree to conform to the conditions in the licence.

Any person who by wilful misrepresentation obtains a Temporary Street Trading Licence shall be guilty of an offence and liable on summary conviction to a fine not exceeding level 3 on the standard scale.

ALL APPLICATIONS must be accompanied by i) two passport sized portrait photographs (taken within the preceding twelve months and signed by the applicant on the reverse side), and, ii) an application fee of £xx.

I declare that I have checked the information on this application form and to the best of my knowledge and belief it is correct.

Signed:

Date:

.....
(signature of applicant)

Notes

1. The application must be accompanied by three copies of a site plan, to a scale of 1.50 or larger, which show the precise position of the proposed pitch or pitches to be used for street trading.
2. Where an agreement is proposed between the applicant and any person(s) that provides for such person(s) to become a temporary licence holder by virtue of the temporary licence to which this application relates, you must provide full details of the agreement on the continuation form provided.

Completed forms and their enclosures should be returned to:-
City of London Corporation
Licensing Office
P O Box 207
Guildhall, EC2P 2EJ

CITY OF LONDON (VARIOUS POWERS) ACT 1987 (PART III)

CONTINUATION FORM

**DETAILS OF AGREEMENT WITH PROPOSED
TEMPORARY LICENCE HOLDER(s.11A(4)(f))**

Name of Applicant:

Proposed Trading Dates:

Name(s) of proposed temporary licence holder(s) if different:

Details of Agreement:

FEES

Middlesex Street Licence

Application Fee (statutory)	£5 (refundable if application not granted)
Annual Fee	£780 (payable by quarterly invoice)
TOTAL FEE	£785

(n.b. For persons renewing their licence the £5 application fee will be included in the first quarters invoice.)

Temporary Street Licence

Application Fee	£300 (non refundable)
-----------------	-----------------------

In addition to the application fee a trading fee will be charged depending on the length of the licence (this fee is refundable if for whatever reason the licence is not granted):

Trading Fee	1 days	£73
	2 - 3 days	£106
	4 - 7 days	£172
	8 – 14 days	£271
	15 – 21 days	£370

TOTAL FEE (temporary licence for a single trader)*:

1 day	£373
2 – 3 days	£406
4 – 7 days	£472
8 – 14 days	£571
15 – 21 days	£670

*Where the application is for two or more traders, or for two or more trading locations, the temporary licence fee will be decided individually in each case. The fee will take into account the number of traders, the size and number of trading areas and the duration of the licence. The fee will cover the costs of administering the licence and ensuring applicable conditions are met..

The following is a **guide only** as to the fee for temporary licence applications for multiple traders/trading areas:

2 – 3 traders	Increase single trader fee by approximately 75%
4 – 5 traders	Increase single trader fee by approximately 100%
6+ traders	Increase single trader fee by approximately 150%

Please contact licensing team to obtain a precise fee.

N.B. In addition to the above fees, charges may be payable for the removal of refuse or cleaning the highway at the rate of £55 per hour.

STREET TRADING FEES

Middlesex Street Licence

Application Fee (statutory)	£5 (refundable if application not granted)
Annual Fee	£780 (payable by quarterly invoice)
TOTAL FEE	£785

(n.b. For persons renewing their licence the £5 application fee will be included in the first quarters invoice.)

Temporary Street Licence

Application Fee	£300 (non refundable)
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The following is a **guide only** as to the fee for temporary licence applications for multiple traders/trading areas:

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6+ traders	Increase single trader fee by approximately 150%

Please contact licensing team to obtain a precise fee.

N.B. In addition to the above fees, charges may be payable for the removal of refuse or cleaning the highway at the rate of £55 per hour.

Agenda Item 18

Committee(s):	Date(s):
Port Health and Public Protection	13 May 2014
Subject: Massage & Special Treatment Licence Fees 2014/15	Public
Report of: Director of Markets and Consumer Protection	For Decision
<u>Summary</u>	
<p>The City of London Corporation may set annual fees for those premises requiring a licence for Massage and Special Treatments and for those premises seeking to register for acupuncture, tattooing, ear / cosmetic piercing or electrolysis. The report outlines recent case law which has indicated that the process for setting the fees must be robust and that income received through the licensing process cannot exceed the cost of obtaining that income.</p> <p>The matters considered by the licensing service in setting the proposed fees are discussed and include all aspects, other than enforcement costs which case law currently excludes, of the licensing process.</p> <p>The proposed fees will result in similar income compared with previous years.</p>	
Recommendation	
It is recommended that your Committee:-	
<ul style="list-style-type: none">• Agree the proposed fees for 2014/15 as set out in Appendix 2 (column two) to this report.	

Main Report

Background

1. Part IV of the London County Council (General Powers) Act 1920 permits the City Corporation to set a fee for the administration and inspection costs associated with granting or renewing a licence to permit an establishment to carry on massage or special treatments (MSTs). Examples of the different types of massage and special treatments which require a licence can be seen as Appendix 1.
2. Part V of the Greater London Council (General Powers) Act 1981 permits the City Corporation to set a fee for the administration and inspection costs associated with registering an individual or premises for the practice of acupuncture or the business of tattooing or cosmetic piercing respectively.
3. Licences are valid for twelve months from the date of grant unless revoked. The licence fee is due for payment at the time of application or prior to renewal.
4. Registrations are valid indefinitely unless suspended or cancelled by an order of court for a contravention of an applicable byelaw.
5. A high court case held on 16 May 2012 (*R (Hemming and Others) v Westminster City Council*) concluded that the amount of the fee is required to be

determined every year and further that a local authority was precluded from making a profit from the licensing regime. A full account of the fee income and expenditure would therefore need to be considered to ensure a surplus is not being made.

6. Mr Justice Keith stated in the case '*... [in relation to] the steps which an applicant for a licence has to take if he wishes to be granted a licence or to have his licence renewed. And when you talk about the cost of those procedures, you are talking about the administrative costs involved, and the costs of vetting the applicants (in the case of applications for a licence) and the costs of investigating their compliance with the terms of their licence (in the case of applications for the renewal of a licence). There is simply no room for the costs of the 'authorisation procedures' to include costs which are significantly in excess of those costs.'* Therefore enforcement costs cannot be recouped.
7. Two important principles were established in the Hemming case:
 - That where a local authority profits from licence fees in that its expenditure is exceeded by its fee income, it must carry the surplus forward in determining the fee for future years;
 - That in authorisation schemes covered by the Provision of Services Regulations 2009, which the London County Council (General Powers) Act 1920 and the Greater London Council (General Powers) Act 1981 are, enforcement costs may not be recharged to licensed operators.

Calculation of Fees for 2014/15

8. In order to avoid possible complications arising from non-compliance with the Hemming decision, the licensing service has carried out an in-depth examination of the processes that are undertaken in order to administer the licence application/renewal and the costs of investigating compliance with any licence conditions.
9. In determining the proposed fee structure the following factors have been taken into account:
 - Officer time spent on processing applications including site inspections and the issue of any licence
 - Officer time spent on the development and maintenance of processes and guidance notes
 - Training of staff as necessary
 - A percentage of the service costs such as accommodation and equipment
 - Officer time spent on inspections of licensed premises to ensure compliance with terms and conditions of any licence
10. MST fees for 2013/14 were calculated on the above basis for each of a number of different types of licence. The forecast number of applications for each type can be seen in the table below along with the number of licences/registrations that were actually issued.

	Forecast for 2013/14	Actual for 2013/14
New MSTs	6	5
New MSTs with lasers	2	3
Renewal of MSTs	62	67
Renewal of MSTs with lasers	18	17
Registrations	0	2
Registrations (with an MST)	0	4

11. The forecast for 2014/15 is that a similar number of licenses will be issued. As costs have also remained at a similar level in the past 12 months, administration and inspection costs for 2014/15 can be covered by charging the same fee as last year. The proposed fees can be seen as Appendix 2.
12. The fee is made up of an administration part and an inspection part. This has been apportioned taking into account the criteria listed in paragraph 9. The total cost of both parts has then been rounded to the nearest £10 to produce the final proposed fee. The costs attributed to each part can be seen in the table below

	Health & Safety Inspection Costs	Administration Costs	Total Costs
New Licence	266.15	224.83	490.98
New Licence with Lasers	386.45	224.83	611.28
Renewal of Licence	266.15	200.48	466.63
Renewal of Licence with lasers	386.45	200.48	586.93
Registration	251.12	224.83	475.95
Registration (if holding MST Licence)	232.85	0.00	232.85

13. Costs associated with the enforcement of unlicensed activity have not been taken into account in setting the proposed fee structure.

Proposals/Options

14. If fees are set lower than those recommended the result will be a deficit for 2014/15 as costs of administering the licence will not be fully met from income received.
15. Fees set higher than those recommended will result in a surplus i.e. an income which exceeds the cost of providing the service.
16. Any such under or over recovery of costs from 2014/15 will be calculated after the end of that financial year and be carried forward to be taken into consideration in setting the fees for 2016/17. The surplus/deficit for 2013/14 is currently being calculated and will be taken into account when setting the fees for 2015/16. Ignoring a surplus or deficit could result in the City Corporation being subject to legal challenge.

Implications

17. Setting the recommended fees will result in 'Massage & Special Treatment' estimated income for 2014/15 of £46,215, in line with the budgeted income of £46,000.
18. Setting fees above or below those recommended will have the implications as set out in paragraphs fourteen to sixteen above.

Appendices

Appendix 1 – Examples of Massage and Special Treatments

Appendix II – Proposed fees

Background Papers:

Transcript of (R (Hemming and Others) v Westminster City Council)

Contact: *Peter Davenport*
Licensing Manager
peter.davenport@cityoflondon.gov.uk | x 3227

London County Council (General Powers) Act 1920
Licensing of establishments for massage or special treatment

Examples of Massage and Special Treatment

- a. Massage** including but not limited to acupressure, aromatherapy, ayurveda, body massage, bowen technique, champissage (Indian head massage), facial massage, Grinberg method, holistic massage, manual lymphatic drainage, marma therapy, metamorphic technique, reflexology, rolfing, shiatsu, sports massage, stone therapy, thai massage or tui-na.
- b. Manicure** including but not limited to all forms of manicures, nail extensions or pedicures.
- c. Chiropody**
- d. Light** including but not limited to colour therapy, infra-red, lasers / intense pulse light (IPL), lumi-lift / lumi-facial or ultra-violet tanning (sunbeds).
- e. Electric** including but not limited to endermologie, faradism, foot detox, galvanism, high frequency, lumi-lift / lumi-facial, micro current therapy, scenar therapy or ultra sound.
- f. Vapour** including but not limited to facial steamers, halo therapy or steam room.
- g. Baths** including but not limited to fish pedicures, floatation tank, foot detox, hydrotherapy, sauna, spa or thalassotherapy.

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Fees payable for the licensing of premises providing massage or special treatments and for the registration of premises that carry out the practice of electrolysis, acupuncture, ear piercing and tattooing.

2014/15

Application Type	Fee	Refundable element for withdrawn applications (admin process completed but no technical assessment)	Refundable element for withdrawn applications (admin process and technical assessment completed)
New massage and special treatment licence (massage, manicure, chiropody, light, electric, vapour, sauna or other baths) <u>No laser treatment</u>	£490.00	£265.00	£0.00
Renewal of a massage and special treatment licence (massage, manicure, chiropody, light, electric, vapour, sauna or other baths) <u>No laser treatment</u>	£470.00	£265.00	£0.00
New massage and special treatment licence <u>to include cosmetic or Intense Pulse Light laser treatment</u>	£610.00	£385.00	£0.00
Renewal of a massage and special treatment licence <u>to include cosmetic or Intense Pulse Light laser treatment</u>	£595.00	£385.00	£0.00
New registration to provide acupuncture, tattooing, piercing or electrolysis - <u>registration without an MST licence</u>	£480	£250.00	£0.00
New registration to provide acupuncture, tattooing, piercing or electrolysis - <u>registration with an MST licence</u>	£235	N/A*	N/A*



Fees payable for the licensing of premises providing massage or special treatments and for the registration of premises that carry out the practice of electrolysis, acupuncture, ear piercing and tattooing

2014/15

- * There is no refundable element for an unsuccessful registration, where the applicant already holds an MST licence, as the fee only covers the administration costs.

There is no refund available if a licence is surrendered part way through the year.

Committee(s):	Date(s):
Port Health & Environmental Services Committee	13 May 2014
Subject: Approval of the Health & Safety Intervention Plan 2014-2015	Public
Report of: Director of Markets & Consumer Protection	For Decision
<p><u>Summary</u></p> <p>This report seeks your Committee’s approval for the Health & Safety Intervention Plan 2014-2015 for which the City of London Corporation is required to obtain Member approval and subsequently publish.</p> <p>The Health & Safety Executive (HSE) requires local authorities to produce an annual Health & Safety Intervention Plan in accordance with its National Enforcement Code for Local Authorities,</p> <p>Under this code, every authority, such as the City of London Corporation, is required to make a formal, corporate commitment to improving health & safety outcomes locally and all Intervention Plans should be agreed by Members.</p> <p>In addition to routine intervention work in areas such as inspecting cooling towers, investigating accidents and complaints, specific projects will be undertaken such as:-</p> <ul style="list-style-type: none"> • promoting the “London Workplace Wellbeing Charter”; and • providing information for City businesses, the public and other stakeholders on key health and safety issues using a variety of social media. <p>Recommendations</p> <p>I recommend that your Committee approves the key work areas outlined in this report and detailed in the Health & Safety Intervention Plan 2014-2015.</p>	

Main Report

Background

1. In order to be transparent and accountable, local authorities are required to publish plans setting out their enforcement work in key areas, and Health & Safety is one such area for which we are required to publish such by the Health & Safety Executive, the relevant Government agency.

2. We must also however, continue to meet the local needs of City businesses, residents, workers and visitors as set out in the Vision, Strategic Aims and Key Policy Priorities of the City of London Corporate Plan 2013-2017; this is achieved through our departmental Business Plan and individual service plans such as this one which detail the work that will be done and by which we are judged overall by our key performance indicators.
3. The highlights of our health & safety intervention work during the past year 2013-2014 were that we:-
 - a) inspected all City cooling towers sites that were due an inspection to assess their systems for managing the risk of Legionnaires' disease;
 - b) delivered 'Cooling Tower Inspection' training to over 80 Environmental Health Officers across London and the UK, making an important contribution to improving knowledge and competence for regulators and generating £8,000 in income;
 - c) continued to use the team's Twitter account [@SafeSquareMile](#) - "*signposting the way to safety, health and well-being for all who work in the historic "Square Mile"*" – to inform and promote health & safety issues in the City and beyond;
 - d) wrote and produced two health & safety videos for the City of London YouTube channel on working on Fall Restraint and Emergency Rescue At Height;
 - e) continued to develop chargeable Primary Authority Partnerships with **CBRE** and **Virgin Active** on health & safety management systems, auditing their performance, provided speakers at conferences and training events and dealt with a variety of regulatory queries and challenges from other UK local authorities, generating in excess of £11,000 in income.

Current Position

4. Under the HSE's National Local Authority Enforcement Code - Health and Safety at Work¹ (the Code), Health and Safety Enforcing Authorities (HSEAs), should make a formal commitment to improving health & safety outcomes and produce a written intervention plan agreed by senior management and Members.
5. The Code is made under the HSE's powers under Section 18 of the Health & Safety Act 1974 and is a prescribed standard setting out the risk based approach to targeting health and safety interventions to be followed by HSEAs.
6. The Code provides a principle based framework that recognises the respective roles of business and the regulator in the management of risk, concentrating on four objectives:-
 - a) clarifying the roles and responsibilities of business, regulator and professional bodies

¹ www.hse.gov.uk/lau/la_enforcement_code

- b) outlining the risk-based approach to regulation that HSEAs should adopt with reference to the new Regulators Compliance Code and HSE's Enforcement Policy Statement and the need for effective, targeted interventions that focus on influencing behaviours and improving the management of risk;
 - c) setting out the need for training and competence of HSEA staff; and
 - d) explaining the arrangements for the collection and publication of HSEAs' data and peer review to give assurance on meeting the requirements of the Code.
7. The enforcement operations of all HSEAs are now judged against this Code and a HSEA's health & safety intervention plan should set out their overall aims and priorities and include a range of risk-based interventions such as pro-active inspections of high risk businesses, specific local enforcement initiatives, accident and complaint investigations, revisits to check on earlier enforcement action, the provision of advice to new and existing businesses, and awareness raising and promotional activities in general.
8. These interventions should all be targeted at:-
- the most serious health & safety risks and/or least well-controlled hazards;
 - those businesses that seek economic advantage from non-compliance with health & safety law;
 - securing action by dutyholders to reduce health & safety risks; and
 - improving health & safety outcomes for employees
- and in order to ensure national consistence a List of Activities and Supplementary Guidance to the Code is produced for all HSEAs to follow.
9. The City Corporation's Health & Safety Intervention Plan, which can be annual or part of a longer, rolling and annually reviewed process, should also:-
- set out how the authority intends to deliver its health & safety enforcement service;
 - make reference to its performance against any previous year's intervention plan; and
 - be a stand-alone document, or part of a broader plan of regulatory services, as long as it clearly identifies the health & safety priorities and plans for intervention of the HSEA.
10. As well as being based upon both local needs, and whenever possible, regional and national initiatives, all our interventions are in accordance with the Government's current guidance on health & safety enforcement and for 2014-2015, as well as continuing with our proactive and reactive intervention work on:-
- a) cooling towers and other at-risk water systems;
 - b) Primary Authority Partnerships with **CBRE** and **Virgin Active**; and
 - c) investigating accidents and health & safety complaints.

and we will also:-

- d) be continuing to develop an engagement strategy for promoting the “London Healthy Workplace Charter”, an opportunity for employers to demonstrate their commitment to the health and well-being of their workforce and an area of work closely aligned to the City’s own Health & Well-being Board’s public health strategy.

Corporate & Strategic Implications

11. The Health & Safety Intervention Plan reflects the detailed operational work undertaken by regulatory enforcement teams as set out in the Vision, Strategic Aims and Key Policy Priorities of the City of London Corporate Plan 2013-2017; this is achieved through our departmental Business Plan and individual service plans which detail the work that will be done and which is judged by our key performance indicators.
12. Approval of these Plans will ensure that the City meets its fundamental obligations under the requirements of the HSE’s National Enforcement Code for Local Authorities.
13. As previously, it is my intention to make the plan available to all stakeholder businesses operating within City of London which will though publication on the City of London’s website. In accordance with the stated policy of the HSE, this will make the City’s intentions transparent and accountable to all relevant parties, and also enables any comments received on the documents to be taken into account at the next revision for 2015-2016.

Other Implications

14. There are no other implications that would result from approval of this report.

Conclusion

15. The Health & Safety Intervention Plan is linked to the overall Port Health & Public Protection Business Plan 2014-2017 and sets a clear and transparent standard for our health & safety regulatory work for the year, subject to your approval.

Proposals

16. I therefore recommend that your Committee approves the Health & Safety Intervention Plan 2014-2015.

Background Papers:

Appendix 1 Health & Safety Intervention Plan 2014-2015

Contact:

Tony Macklin, Assistant Director (Public Protection)

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HEALTH & SAFETY INTERVENTION PLAN 2014-2015

1. Introduction

The range of enforcement and advisory activities of the Health & Safety Team directly contributes to and supports the Strategic Aims of City of London Corporate Plan 2013-17:-

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

in particular the cross-cutting Key Policy Priorities of:-

- **KPP2** - Maintaining the quality of our public services whilst reducing our expenditure and improving our efficiency,
- **KPP3** - Engaging with London and national government on key issues of concern to our communities including policing, welfare reform and changes to the NHS,
- **KPP4** - Maximising the opportunities and benefits afforded by our role in supporting London's communities

and **The City Joint Health and Wellbeing Strategy** identifies alcohol, smoking and mental health associated with stress are the key health and wellbeing challenges for the City.

2. Our Key Challenges for 2014-17

A key challenge for the Health & Safety Team for the forthcoming years is to respond to the changes to health & safety enforcement following the Government's commissioning of Professor Löfstedt's independent review of health & safety legislation¹, the Government's response² and the resulting National Local Authority Enforcement Code³ (the Code).

It will require changes to the way we plan, target and intervene with duty holders' activities and together with the new Regulators Code, the National Code will

¹ ["Reclaiming Health & Safety for All"](#)

² [The Government's Response to the Löfstedt Review](#)

³ [National Enforcement Code for Local Authorities - Health & Safety](#)

necessitate development of a different relationship and engagement with businesses whom we want to influence.

We will further develop and better use the available sources of intelligence on risks and compliance in order to target our interventions in the City where there is the greatest perceived and actual risk.

We will need to ensure enforcement officers have the skills to effectively apply the range of interventions necessary to identify and communicate health and safety messages to the City business and worker community.

3. KPIs for 2014-2015

The following are the team's Key Performance Indicators for this year:-

- To complete a risk-based intervention programme for all cooling towers systems within the year.
- To complete all Health & Safety Intervention Plan projects within the year.
- To respond to all Primary Authority requests for advice within 1 working day.

3. Competent and trained officers

In order to ensure that the service we offer to businesses and residents is competent and high quality we will ensure that:

- all officers carrying out enforcement work are appropriately authorised, according to their ability, qualifications, expertise and experience;
- officer's competence is continually assessed and that we support officers to develop their skills and widen their experience;
- we will ask for feedback from businesses and other service users on the quality of the service we provide and strive to continually improve; and
- we will continue to participate in peer reviews with other local authorities to ensure consistency and promote best practice.

PH&PP will seek to ensure all its enforcement decisions are consistent with:-

- *the current PH&PP Policy Statement on Enforcement; and*
- *the HSE and Local Authorities' Enforcement Management Model*

and will continue to train and develop competency of its enforcement officers to using the current [Regulators' Development Needs Assessment \(RDNA\)](#) tool.

There will be joint working on projects and interventions and in training between the Food Safety, Trading Standards, Pest Control and Health & Safety teams of the Port Health & Public Protection (PH&PP) Service so as to develop and encourage consistency and the exchange of advice and guidance.

4. The National Local Authority Enforcement Code (The Code)

All Health & Safety Enforcing Authorities in the UK must make adequate arrangements for enforcement of the Health and Safety at Work Etc 1974 (HSWA). 'The Code' sets out what is meant by 'adequate arrangements for enforcement' and for reporting on compliance. It is given legal effect as HSE guidance to LAs under Section 18 of HSWA and is designed to ensure that LA health and safety regulators take a more consistent and proportionate approach to enforcement.

Whilst the primary responsibility for managing health and safety risks lies with the business who creates the risk, LA health & safety regulators have an important role in ensuring the effective and proportionate management of risks, supporting business, protecting their communities and contributing to a wider public health agenda.

The Code sets out the risk based approach to targeting health and safety interventions to be followed by LA regulators and it provides a principle based framework that recognises the respective roles of business and the regulator in the management of risk, concentrating on four objectives:-

- Clarifying the roles and responsibilities of business, regulator and professional bodies
- Outlining the risk-based approach to regulation that LAs should adopt with reference to the new Regulators Compliance Code and HSE's Enforcement Policy Statement and the need to target relevant and effective interventions that focus on influencing behaviours and improving the management of risk
- Setting out the need for training and competence of LA H&S regulators and
- Explaining the arrangements for collection/publication of LA data and peer review to give assurance on meeting the requirements of the Code.

We will use a range of regulatory interventions available to influence behaviours and the management of risk. Pro-active inspections will **only be** utilised for premises with higher risks and activities or where intelligence suggests that risks are not being effectively managed.

5. National Priorities for the UK

Alongside The Code HSE has published a list of higher risk activities as National Priorities to inform local authority planning, based on sector specific HSE strategies. National Priorities which the City will be addressing in 2014-15 are:

- **Legionella infection at premises with cooling towers** – through conducting risk-based audits of the large number of cooling towers within the City that require robust risk control. Local intelligence on risk management performance has led to the development of reduced intervals between inspections.
- **Fatalities / injuries resulting from being struck by a vehicle and falls from height** in wholesale, warehouses and distribution – through conducting inspections of stallholder areas at Smithfield Market,

- **Event Safety / Crowd control at large public sports / leisure events** – through prior working with dutyholders and other Corporation Departments in the prior planning and permissioning of events as well as inspections.

6. Local Priorities for the City of London

The Code provides flexibility to address local priorities alongside national ones, but based on local intelligence and evidence. The City Corporation's Port Health & Environmental Services Committee have endorsed such an approach in the City and such City-related issues which the team will also be seeking to address through an intelligence-lead and targeted approach are:-

- **Falls from height** related to external building maintenance, cleaning and servicing, based on local intelligence, using inspection where appropriate, awareness raising by working with stakeholders and using social and web based media.
- **Legionella risks** associated with hot and cold water systems in large older office stock; most cases of legionellosis are associated with such systems.
- **Workplace health and wellbeing** – identified as a priority by local City-based research and Joint Health and Wellbeing Strategy, including mental health; working with other stakeholders to promote good practice and supporting businesses through advice, audits, London Healthy Workplace Charter, web and social media.
- **Slips, Trips and Falls, Gas Safety and injuries related to manual handling in Food premises** – City RIDDOR accident data indicate these are the most common causes of injury in the sector; interventions will be advisory where there is evidence of uncontrolled risks; serious risks (Matters of evident concern – MOEC) will be resolved using appropriate enforcement action.

The Health and Safety team's service targets for the year are provided in further tabulated detail in **ANNEX B**.

7. Working in Partnership

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

- **HSE** – national policy, strategy and guidance; operational support; London Local Authority Liaison strategic support. .
- **London Partnership and Strategy Group**, the [Association of London Environmental Health Managers](#) (Alehm) and the **All-London Boroughs Health & Safety Liaison Group** – to encourage consistency across London through being actively involved in a variety of London-wide health & safety initiatives; and
- **Neighbouring London Boroughs** – both in the **South East London Quadrant** (the City of London plus the London Boroughs of Bexley, Bromley, Croydon, Greenwich, Lewisham, Southwark and Westminster)
- The [City of London Police](#) – on violence and crime in the Retail and Hospitality sector and other areas detailed in the Memorandum of Understanding between the City Corporation and the City of London Police;

- **Better Regulation Delivery Office** – on Primary Authority and other projects regarding local authority regulatory services ;
- **London Banks Health & Safety Forum** - to encourage consistency, share best practice across the Financial Services sector,
- **The Legionella Control Association** - to raise standards in service providers involved in the supply of goods and services relating to the control of Legionella bacteria in water systems.
- **Health and Safety Executive / Public Health England national working group** review of guidance on control of legionella in spa pools,
- **Cleaning Industry Liaison Forum** – to work with industry trade associations, training bodies and trade unions to improve health, safety and welfare standards in the cleaning industry.
- **Public Health England** – supporting training for other health professionals on legionella control by facilitating site visits
- **Managing Agents Forum** – providing advice and sharing good practice
- **City of London Health and Wellbeing Board** – providing advice and linking health & safety into the public health agenda
- **London Healthy Workplace Charter Steering Group** – supporting the Charter scheme development, sharing good practice.
- our **Primary Authority Partnerships**

The team will actively support all London local authority health & safety events, and continue to host training courses for the HSE and the All-London Boroughs' H&S Liaison Group whenever possible to ensure that the City of London maintains its position at the forefront of health & safety regulation in the capital and the UK as a whole.

In support of this it will continue to attend and support national industry groups such as the Legionella Control Association and the Cleaning Industry Liaison Forum where these are most closely linked to the City's local health & safety priorities.

9. Service Development

PH&PP will also seek to develop and improve its overall health & safety enforcement through a number of improvement projects as set out below in support of the above theme of "**Works together.....**".

- **Customer surveys** – we will carry out further surveys of our customers across key elements of the service and use the results to inform service improvements;
- **Communications strategy** – we will develop a more strategic approach to communicating with our City stakeholders and customers, and seek effective means to improve access to, influence and work with City businesses communities and workers.
- **Skills for the new enforcement intervention landscape** – we will improve officers' awareness and understanding of business' needs, how to effectively communicate health and safety messages using a broader range of intervention strategies.

- **Test resilience of Legionella outbreak plan** – we will assess and test key steps in our outbreak response plan to ensure it is fit for purpose;

The Food Safety Team will also be included in all health & safety project working and competency development initiatives and whenever possible, representatives from both teams will attend the All-London Boroughs' Health & Safety Liaison Group.

Finally, the Health & Safety Team will undertake wherever action is most appropriate to promote and publicise the City Corporation's work as both a Health & Safety Enforcing Authority and the providers of quality and authoritative advice and information to City businesses and workers.

Jon Averns
Port Health & Public Protection Service Director

April 2014

HEALTH & SAFETY TEAM HIGHLIGHTS 2013-2014

Last year, the Health & Safety Team undertook the following wide range of activities.

Legionella Control

- Delivered 'Cooling Tower Inspection' training to 80 Environmental Health professionals across London and the UK, an important contribution to improving knowledge and competence on Legionella issues for regulators.
- Hosted site visits to cooling towers for regulatory fact finding mission by Kuwaiti government;
- Assisted the Public Health England by providing site visits for two national *Legionella* outbreak investigation and control courses to demonstrate risk assessment in practice for cooling towers and spa pools
- Showcased our work on *Legionella* control to leading businesses from the water treatment industry at a number of conferences and events, promoting the City of London and key public health messages concerning managing this risk.

Health and Safety Information Campaign

The team continued a campaign around current key issues in health & safety as they affect the wide variety of City businesses from SMEs to multinational organisations and across different industry sectors. This included:–

- Regularly tweeted health & safety information from our Twitter account [@SafeSquareMile](#) - "*The City of London Corporation's Health & Safety Team, signposting the way to safety, health and well-being for all who work in the historic "Square Mile" – and which now has 450 followers*
- Promoted the London Healthy Workplace Charter at the high profile '**Business Healthy**' conference at Mansion House in March 2014.
- Produced two well received, short training 'YouTube' videos (over 3000 viewings) related to preventing injuries associated with fall arrest and rescue associated with City building maintenance and cleaning.

Inspections and Interventions

- 86 control of legionella in cooling tower' inspections and enforcement action.
- 32 project based interventions carried out, including:-
 - 4 'Seasonal Retail Overstocking' project interventions
 - 12 water fountain sites targeted for *Legionella* sampling
 - 16 Massage, Special Treatment and acupuncture licensing inspections
- 8 Full inspections of Smithfield Market businesses

Complaints and service requests

152 complaints and service requests received were responded to, investigations and enforcement actions taken where necessary, including:-

- 4 Asbestos notifications
- 45 LOLER lift inspection reports
- 37 Pressure vessels inspection reports
- 66 Health & safety complaints
- 43 special events applications reviewed and advised upon

Accidents, Ill-health and Dangerous Occurrences

- Received and assessed 245 accidents and dangerous occurrences,
- Investigated 28 reportable accidents comprising:-
 - 5 dangerous occurrences
 - 23 Specified injuries (serious accidents)
- Two cases of legionnaires disease investigated

Primary Authority Partnership Work

Up until the end of March 2014, 190 chargeable hours were spent on advising the team's Primary Authority partners, **CBRE** (40 hours) and **Virgin Active** (150 hours) on health & safety management systems, auditing of performance, speaking at conferences and training events and dealing with regulatory queries and challenges from other local authorities and which also brought in income. Both partners have expressed a strong preference to continue with these partnerships, which they have both found valuable and good value.

Formal Legal Action

- City of London Corporation have assumed lead role in the investigation of a fatality which took place in 2012, after formal hand over from City Police; CPS decided there was insufficient evidence to proceed with corporate manslaughter charges.
- Investigated potential exposure of building maintenance workers to asbestos as a result of poor management; legal proceedings have been authorised and have been referred to the City Solicitor;
- Three Improvement Notices were served under Section 21 of the Health & Safety At Work Etc. Act 1974 requiring improvements to the management and control of legionellae risks associated with cooling towers.

Other Activities

- **London Healthy Workplace Charter** to improve workplace health in City businesses; A City Business Trainee was employed to identify and target potential interest and raise awareness of the Charter due to low uptake of the award; the Charter was promoted at the COLC sponsored **Business Healthy** conference in March 2014.

- **Customer survey:** a small pilot survey to assess the quality, effectiveness and value of cooling tower inspections to duty holders was carried out; all respondents (50%) valued the inspections and found them to be conducted professionally; 75% agreed that the inspections resulted in sustainable improvements.

HEALTH & SAFETY INTERVENTION PLAN TARGETS 2014-2015				
PRO-ACTIVE INTERVENTIONS – National Priorities				
Sector, premises type or specific cross sector activity	Evidence that identified the concern and set its priority⁴	Planned intervention type⁵	Rationale for intervention	Planned activity or resource
<i>Control of legionella interventions: cooling towers and other at risk water systems.</i>	<p>National and local priority.</p> <p>151 cooling towers sites within the City.</p> <p>Risk of Legionnaires' disease outbreak affecting the Square Mile is considered an unacceptable reputational risk.</p> <p>Poor performers identified via established risk ratings and local intelligence.</p>	<p>Inspection and enforcement</p> <p>Education and awareness</p> <p>Working with intermediaries, LCA, London Banks H&S Forum, Managing Agents Forum</p> <p>Working to influence design at planning stage through CDM.</p>	<p>Due to the complex nature of the water systems involved it is essential to carry out a detailed audit in order to make a competent assessment of risk.</p> <p>Established intervention protocol utilised.</p> <p>Outputs measured via lower risk ratings following intervention.</p>	<p>Risk-based audit of highest risk of a population of 151 City sites</p> <p>Revisits and enforcement action taken as necessary</p> <p>Approximately 90 premises, 520 hrs.</p> <p>Response to Planning applications and advice to designers and CDM Coordinators</p>
<i>Health and Safety interventions at Smithfield Meat Market: Fatalities / injuries resulting from being struck by a vehicle and falls from height.</i>	<p>National Priority</p> <p>Risk rating, past performance, FSA / CoL Authorised Officer intelligence from food safety inspection, and confidence in management.</p>	<p>Inspection (Cat A), and enforcement</p> <p>Matters of evident concern</p> <p>Education and awareness</p> <p>Working with Smithfield Market management office and SM Tenants Association and HSE Filed Operations Team.</p>	<p>Targeting uncontrolled risks in the stallholder areas.</p> <p>Inspections and enforcement in highest risk premises and where risks not adequately controlled.</p> <p>Education / awareness</p> <p>Influencing business owners</p>	<p>Interventions focusing on the highest risk hazard and matters of evident concern with enforcement action taken as necessary</p>

⁴ Evidence types detailed in Supplementary Materials 6 of LAC 67-2 rev4
www.hse.gov.uk/lau/lacs/67-2/supplementary-material-6-potential-sources-of-information-to-aid.pdf

⁵ Planned Intervention Types detailed in Annex A of LAC 67-2 rev4
www.hse.gov.uk/lau/lacs/67-2/annexe-a-Intervention-types.pdf

<p>Event Safety / Crowd control at large public sports / leisure events</p>	<p>Large scale events are a National Priority.</p> <p>City Corporation is host to many high profile events such as the Lord Mayor's Show.</p> <p>Approximately 6 events are large events for which City are the enforcement authority for significant high risk activities.</p> <p>As a local priority it aims to mitigate reputational risk issues and avoid negative publicity on health & safety grounds.</p>	<p>Education and awareness Liaison with event organisers</p> <p>CoLC Event 'permissioning'</p> <p>Inspection and Enforcement for highest risk activities</p>	<p>Officers are involved at planning stages of events through the City's Safety Advisory Group (SAG) and discussion with event organisers.</p> <p>Intelligence is shared at the SAG from Met and City of Police, London Ambulance, Highways, etc.</p> <p>Requests for competent advice by City Corporation's Highways service.</p>	<p>Review all event plans and risk assessments Visits to site as necessary. Follow-up action taken as necessary</p> <p>50 events, 175 hrs</p>
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PRO-ACTIVE INTERVENTIONS – Local Priorities				
<p>Falls from Height related to external building maintenance, cleaning and servicing</p>	<p>Window cleaner fatality 2012 and investigation, Local intelligence and observations made by COLC officers and others in the COL facilities management community,</p>	<p>Education and awareness.</p> <p>Working with intermediaries</p> <p>Advisory visits</p> <p>Inspection and enforcement where appropriate.</p> <p>Working with intermediaries, LCA, London Banks H&S Forum, Managing Agents Forum</p> <p>Working to influence design at planning and fit-out stages through CDM.</p>	<p>Large number of sites where external working at height (WAH) carried out.</p> <p>Building managers usually keen to understand the risks and receptive to awareness raising - e.g. popularity of recent videos by H&S Team</p> <p>Some sites may need direct enforcement intervention on MOEC or where non-compliance on follow up to advisory visits</p>	<p>Observations during street walks, dealing with matters of evident concern and using observations and LOLER Thorough Examination reports to target inspections of poorly controlled activities.</p> <p>Estimate 10 inspections, 90 hrs</p> <p>Awareness raising by working with stakeholders and using social and web-based media - e.g. videos</p> <p>2x video productions = 90 hrs</p> <p>Response to Planning applications and use of applications to trigger advice to designers and CDM Coordinators</p>

<p>Legionella control in hot and cold water systems in large buildings</p>	<p>HSL Report HEX/12/07 identifies hot and cold water systems attributable to a significant number of legionellae sp. associated outbreaks in the UK over in the 10 years prior to the report; the City of London has a large number of large buildings with complex H&C water systems; during inspections of cooling towers officers have acted on MOEC on a number of systems in recent years.</p>	<p>Education and awareness of new HSE guidance</p> <p>Use of intermediaries.</p> <p>Inspection of a sample of large, older buildings, not previously visited, to assess risks and to inform need for and mode of future intervention programmes.</p> <p>Working with intermediaries, LCA, London Banks H&S Forum, Managing Agents Forum</p> <p>Working to influence design of new build and refurbishment at planning or fit-out stage through CDM.</p>	<p>See column 2.</p>	<p>Inspection of 10 premises = 70 hrs</p> <p>Use information found to determine need for further intervention. Use of Twitter, interactions with City forums and networks to advise on new HSE guidance informed by results of inspections.</p> <p>Response to Planning applications and use of applications to trigger advice to designers and CDM Coordinators</p>
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<p>Workplace health and wellbeing: Including Workplace Wellbeing Charter</p>	<p>Local Priority: <i>identified as a priority by local City based research and Joint Health and Wellbeing Strategy, including mental health.</i></p>	<p>Recognising good performance through the London Healthy Workplace Charter</p> <p>Partnerships – working through City Health and Wellbeing Board and Business Healthy initiative</p> <p>Intermediaries – such as managing agents and London Banks Health and Safety Forum.</p>	<p>There is strong evidence to show how having a healthy workforce can reduce sickness absence, lower staff turnover and boost productivity - this is good for employers, workers and the wider economy.</p> <p>As part of the steering group working with the Department of Health / GLA to promote engagement and business uptake with the Charter post pilot.</p>	<p>Further development of engagement strategy using existing networks and resources such as City Business Library contacts database.</p> <p>Working with other stakeholders to promote good practice and supporting businesses through advice, audits, London Healthy Workplace Charter, web and social media.</p> <p>Working with any interested businesses towards an award.</p> <p>Estimate 3 assessments = 50 hrs</p> <p>Attendance at Steering Group and City development meetings and activities = 120 hrs</p> <p>CoLC assessment activities = 50 hrs</p>
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<p>Health and safety interventions in food premises: Slips, trips and Falls; falls from height; gas safety; manual handling; burns.</p>	<p>RIDDOR and enforcement data on M3 for 2013-14; EHO intelligence from food safety inspections, confidence in management.</p>	<p>Enforcement on Matters of Evident Concern (MOEC)</p> <p>Advice, education and awareness</p>	<p>Food premises are some of the highest risk premises in City of London and also contain highest proportion of SME's where risk management weakest.</p>	<p>Advice and information during inspections, 1000 x 10mins = 165hrs</p> <p>Interventions when matters of evident concern encountered with enforcement action taken as necessary</p> <p>MOEC Estimate = 60 hrs</p>
<p>Joint London Fire Brigade Seasonal Overstocking Project</p>	<p>Local Priority Based on intelligence from London Fire Brigade</p>	<p>Partnerships</p> <p>Education and awareness</p> <p>Inspection and enforcement</p>	<p>Issues such as blocked fire exits, impeded access / egress are immediate and serious issues best identified by site visits.</p>	<p>Joint inspections with City & Islington LFB In December 2014</p> <p>Inspect for hazards relating to overstocking around Christmas</p> <p>Provision of advice to business</p> <p>Enforcement as necessary to achieve compliance Estimate = 15 hrs</p>

<p>Primary Authority CBRE and Virgin Active</p> <p>Seek further primary authority partnerships with businesses or organisations.</p>	<p>Ensuring progress towards the Government's better regulation agenda, providing streamlined and improved regulation.</p>	<p>Partnerships</p> <p>Motivating Senior Managers</p> <p>Supply Chain</p> <p>Design and supply</p> <p>Best practice</p>	<p>Partnerships established as part of the Better Regulation Delivery Office's initiative.</p>	<p>Appraisal of each company's health & safety policies, procedures and practices as they are reviewed.</p> <p>Appraisal of each company's contractors and management arrangements</p> <p>Audit and review the health & safety arrangements, to including strategy and organisational implementation.</p> <p>Advising on related documentation as required.</p> <p>Advising the Company upon new developments in health & safety legislation and best practice</p> <p>Respond to challenges to each company from other health & safety regulators</p> <p>Total 700 hrs</p>
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REACTIVE INTERVENTIONS				
Sector, premises type or specific cross sector activity	Evidence that identified the concern and set its priority	Planned intervention type	Rationale for intervention	Planned activity or resource
<p>Notifications under RIDDOR:</p> <ul style="list-style-type: none"> • Accidents and Dangerous Occurrence • Occupational ill-health 	<p>Accidents, Dangerous Occurrences and Work-related ill-health are indicators and intelligence of both common safety risks and areas of non-compliance across both industry sectors and City businesses as a whole</p>	<p>Incident and ill health investigation</p>	<p>In accordance with the Incident Selection Criteria Guidance LAC 22/13⁶</p>	<p>Establish key facts and available evidence</p> <p>Determine whether further investigation is required in accordance with LAC 22/13</p> <p>Follow-up enforcement action taken in accordance with Enforcement Management Model (EMM)</p> <p>Estimate 200 hrs</p> <p>Additionally PH&PP has assumed lead on an investigation into a fatality in 2012; anticipated resource: 240 hrs</p>

⁶ Health and Safety Executive and Local Authorities Enforcement Liaison Committee (HELA) Incident Selection Criteria www.hse.gov.uk/lau/lacs/22-13.htm

<p>Complaints & Service Requests</p> <ul style="list-style-type: none"> • Complaints • Asbestos notifications • LOLER reports • Pressure vessels • Massage and Special Treatment (MST) Licensing Inspections 	<p>Statutory Adverse Insurance Reports (AIR's) may indicate poor management and /or maintenance practices.</p>	<p>Investigations, inspections where appropriate</p> <p>Advice</p>	<p>Local response policy</p> <p>Input to local licensing arrangements of MST activities</p>	<p>Research and provision of H&S advice.</p> <p>Establish key facts of complaints and adverse reports; investigation and inspection for selected complaints and reports in accordance with risks and dutyholder performance.</p> <p>Follow-up enforcement action taken in accordance with Enforcement Management Model (EMM)</p> <p>All complaints and service requests (excluding MST inspections) estimate = 250 hrs</p> <p>90 MST inspections = 200 hrs</p>
<p>To review planning applications and make representations where appropriate</p>	<p>Working with architects, designers, planners and engineers at planning stage is essential to design out issues that can become a health and safety risk to on completion.</p> <p>Discussions held on work at height - i.e. window cleaning, legionella control, prevention of slips and trips.</p>	<p>Education and awareness</p>	<p>Requested by COL Planning Department as part of the planning process.</p>	<p>Scrutinise and comment on applications where appropriate.</p> <p>Advise on CDM regulations & workplace regulations.</p> <p>Visits to premises as necessary.</p> <p>50 hrs</p>

Committee(s):	Date(s):	Item no.
Port Health & Environmental Services Committee	13 May 2014	
Subject: Approval of the 2014-2015 Food Safety Enforcement Plans for the City and the London Port Health Authority		Public
Report of: Director of Markets & Consumer Protection		For Decision
<p><u>Summary</u></p> <p>This report seeks your Committee's approval for two Food Service Enforcement Plans; one for the City of London and one for the London Port Health Authority.</p> <p>The Food Standards Agency (FSA) is the central competent authority for the administration of Regulation EC 882/2004 on official food and feed control in the UK and they have powers in the Food Standards Act 1999 to set standards of performance and audit and monitor local authorities. The FSA have set up a Framework Agreement with local authorities in England which we are obliged to follow when developing our food and feed services and planning our enforcement activity.</p> <p>Under this agreement, the FSA also requires each local food authority to publish an annual Food Service Enforcement Plan. for their food safety work and due to the City Corporation being the competent authority for both the City and the London Port Health Authority, we are required to produce a plan for each service.</p> <p>Recommendations</p> <p>I recommend that your Committee approves:</p> <ul style="list-style-type: none"> a) the City of London Food Service Enforcement Plan 2014-2015 (see Appendix 1); and b) the London Port Health Authority Food Service Enforcement Plan 2014-2015 (see Appendix 2) 		

Main Report

Background

1. EC Regulation 882/2004 sets out the approach that competent authorities of Member States must adopt for official feed and food controls with the Food Standards Agency (FSA) acting as the central UK food authority and they in turn have devised a Framework Agreement that sets out what they expect from local authorities (LAs) acting as “food authorities” who are charged with the delivery of official controls on feed and food legislation.
2. Each such ‘food authority’ must produce an annual Food Service Enforcement Plan that describes the activities, techniques and approaches that will ensure they deliver on their obligations and it is a requirement that these plans are approved by elected members.
3. The Framework Agreement also contains ‘the Standard’ which LAs are obliged to follow on service delivery as well as a template format to which our plans follow.

Current Position

4. The City Corporation must ensure that the services we provide to support and achieve business compliance with food safety law address the whole package set out in ‘the Standard’, and that we deliver this in line with the Government’s better regulation agenda.
5. We must also however, continue to meet the local needs of City businesses, residents, workers and visitors as set out in the Vision, Strategic Aims and Key Policy Priorities of the City of London Corporate Plan 2013-2017; this is achieved through our departmental Business Plan and individual service plans which detail the work that will be done and which is judged by our key performance indicators.
6. The City Corporation publishes its Food Service Enforcement Plans as the FSA expects as an expression of its commitment to the development of food safety in the Port and City of London and it is my intention to continue to make these plans available to our stakeholders including publishing them on the City of London website.

7. The Food Service Enforcement Plans set out the direction of future enforcement work and we aim to:-
 - a) target poor performing food businesses appropriately to secure improvements; and
 - b) work with better performing businesses to ensure they maintain full compliance.
8. However there are continuing challenges which we face and these are set out below:-

The national Food Hygiene Rating Scheme

9. In **London 2012** Olympic year, the City Corporation successfully migrated from the London **Scores on the Doors** scheme to the FSA's national Food Hygiene Rating Scheme (FHRS). Since then, and in partnership with all other local authorities across the country, we have continued to promote the scheme and its [website](#) as widely as possible so that the public can make informed choices on where to eat or purchase food and consequently help push overall food hygiene standards towards improvement.
10. In 2013, the Welsh Assembly passed legislation which made the display of a business' FHRS score sticker compulsory in Wales so that the public are fully aware of how hygienic a business is and this may well become the situation UK wide in the next few years.

Dealing with poor performing food businesses

11. Whilst the vast majority of City food businesses are compliant (87%) with 53% currently in the highest category of 5●, there are a continuing group of poor performers, currently around 200 who are zero to 2●, and we will continue to concentrate time and resources on these particular businesses to improve their levels of food hygiene compliance.

Increased Food Standards work

12. In the wake of the horse meat crisis, last year the City Food Safety and Port Health teams increased their compositional sampling work in partnership with the other Port Health and London local authorities to ensure all food products were as described and are

from traceable and reputable sources and this will continue in 2014-2015.

Changes to the inspection programmes

13. There will be two changes to the inspection programmes from 2014-2015 affecting both the City and Port based teams.
14. Firstly, following the successful Port Health Review last year, 120 food businesses, primarily tourist river craft, have been transferred over to become the responsibility of the City's Food Safety Team and their inspections will be incorporated into that team's programme of inspections from now on.
15. Secondly, last month, the FSA launched their revised [Food Law Code of Practice](#) which has altered the inspection intervals of some premises. Some Category C, medium risk and broadly, compliant food premises, who score well for Structure, Hygiene and Confidence in management, will have their current inspection interval of 18 months extended out to 24 months.
16. The implications of this are that whilst the City may now have more premises overall to inspect, a significant number will not now require inspection for an additional 6 months, balancing out any additional pressure on resources.

Corporate and Strategic Implications

17. The two Enforcement Plans reflect the detailed operational work undertaken by our regulatory enforcement teams in support of the strategic aims of the City and through:-
 - a) ensuring by advice and enforcement that the City's business community is legally compliant and that it continues to produce food hygienically and which is safe to eat; and
 - b) ensuring that food products entering the country through our ports meet the food safety requirements of the whole of the UK.
18. The plans are linked into our Departmental and Service Business Plans through setting out detailed activities which support our Key Performance Indicators.

19. Approval of these Plans will ensure that the City Corporation as a both a Food and a Port Health authority meets its fundamental obligations under the requirements of the FSA's Official Controls Framework Agreement.
20. It is my intention to make these plans available to all stakeholder businesses operating within City of London which will include publication on the City of London's website. In accordance with the stated intentions of the FSA, this will make the City's intentions transparent and accountable to all relevant parties and also enables any comments received on the documents to be taken into account at the next revision for 2015-2016.

Other Implications

21. There are no other implications that would result from approval of this report.

Conclusion

22. The attached service plans follow the prescribed format and content required by the FSA's Official Controls Framework Agreement and updated annually, and subject to your approval, will form part of the Business Plan 2014-17 for the Port Health & Public Protection Service.

Recommendations

23. I recommend that your Committee approves:
 - a) the City of London Food Service Enforcement Plan 2014-2015 (see Appendix 1); and
 - b) the London Port Health Authority Food Service Enforcement Plan 2014-2015 (see Appendix 2)

Appendices:

Appendix 1	City Food Service Enforcement Plan 2014-2015
Appendix 2	London Port Health Authority Food Service Enforcement Plan 2014-2015

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**CITY OF LONDON CORPORATION
DEPARTMENT OF MARKETS & CONSUMER PROTECTION
PORT HEALTH & PUBLIC PROTECTION SERVICE
CITY OF LONDON FOOD SAFETY ENFORCEMENT PLAN 2014-15**



Introduction

At the City of London Corporation, official food controls are delivered by the Food Safety Team, the Smithfield Enforcement Team and the Port Health Service. All are part of the Port Health & Public Protection Service (PH&PP) which is itself part of the Department of Markets & Consumer Protection (M&CP). This Plan covers the work of the Food Safety and Smithfield Teams.

The food, catering and hospitality sectors make a significant contribution to City corporate life and to the wellbeing of residents, workers and visitors and the proper regulation of food safety within food businesses remains an important priority for the City.

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

The City of London outlines key plans for the future in a number of strategies according to the different areas of the City's work. These plans and strategies can be viewed on our website's sections on Corporate Governance and performance².

Our teams' plan is linked to these strategies through the M&CP Business Plan and our main goals are to help ensure that food is hygienically prepared, safe to eat and that whilst we will support businesses, we place the appropriate integrity and assurance of food safety and supply and the Consumer at the heart of what we do.

In March 2012, the Local Better Regulation Office (LBRO) (now Better Regulation Delivery office) published "Regulation and Growth"³ which highlighted:-

¹ [The Corporate Plan 2013-2017](#)

² [The City Corporation's Corporate Governance and Performance](#)

³ [Regulation and Growth, LBRO March 2012](#)

“....it is often the day-to-day experience of how regulation is delivered and enforced that matters most to businesses. It is at this level that regulators can develop their understanding of local businesses and build good relationships with them; assessing the risks that affect them, working with them to enable compliance and interacting in a way that builds confidence and trust ”.

This interaction is a central tenet of our Service and in performing the two teams' work, there is a need to strike a balance between support for businesses, especially smaller businesses, and protecting consumers and others from fraudulent and illegal practices.

There are currently 1727 food businesses registered with the City of London⁴ as being involved in the preparation, production, storage or sale of food⁵. The majority of these are shops, bars, restaurants or other types of catering establishments such as staff restaurants and corporate caterers or craft on the river. However, there are also an increasing number of temporary businesses, often registered elsewhere, that set up during various events and in outdoor spaces such as City church yards.

The City is home to Smithfield Market, the largest wholesale meat market in the UK and there are currently 46 trade premises operating from the Market in respect of which the City of London Corporation is the enforcing authority for food standards, with the Food Standards Agency is the primary enforcing authority for food hygiene at these premises.

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

Service Aims and Objectives

Through this plan, the Port Health & Public Protection (PH&PP) Service aims to ensure that:-

⁴ This excludes those food businesses which have remained with the Port Health Service for enforcement and which are generally situated in dock areas and/or adjacent to the river east of Greenwich

⁵ As of 6th April 2014 [Food Standards Agency - Food law code of practice](#)

- all food and drink that is produced, stored, or sold by food businesses within the City of London is hygienically prepared and safe to eat; and
- is described and labelled correctly

and this links to the Key Service Objectives for M&CP and PH&PP.

Objectives and plans

This Plan forms an appendix of the PH&PP's overall Business Plan for 2014-17 and the teams' main objectives are to :-

- Carry out regular inspections within City food businesses at a frequency determined by national risk criteria and local intelligence;
- Assist businesses in achieving legal compliance and good standards of food safety management through the provision of targeted advice, support and training;
- Investigate food poisoning outbreaks associated with City food businesses;
- Investigate serious complaints about food purchased in the City and complaints about City food premises;
- Undertake an annual food sampling programme in liaison with neighbouring authorities and colleagues in other agencies;
- Take appropriate and timely action in response to 'food alerts' issued by the FSA;
- Take appropriate enforcement action for failures to meet legal standards.

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Scope of the Feed and Food Service

The Food Safety Team is responsible for enforcing legal requirements relating to food safety (standards and hygiene), occupational health and safety, statutory nuisances (other than noise) arising from commercial food businesses' activities and the investigation of food-related infectious diseases.

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

More details on the extent of the teams' work is reported in the sections following below which looks back on the work completed in recent years and what is planned for 2014-15. There are separate food enforcement activities in the Port Health Service and this has its own separate enforcement plan.

Establishments profile: Registered food premises			
Rating and Frequency of Food Hygiene Inspections (under Food Law Code)	Total number of premises		
	2011-12	2012-13	2013-14
A rated = Inspected 6 monthly	21	25	31
B rated = Inspected annually	98	103	135
C rated = Inspected 18 months	940	935	876
D rated = Inspected 2 yearly	214	213	265
E rated = Inspected ever 3 years	267	288	282
Unrated / awaiting inspection	-	21	37
City Total	1648	1660	1680
Outside program	72	75	57
Approved food premises	(1)	(1)	44
			1727

Food Hygiene Rating Scheme (FHRS) Rating	Number Premises (inc Port Health)
0	22
1	75
2	111
3	185
4	375
5	875
Awaiting Inspection	24
Exempt, excluded etc	80
	1747 (inc. Port Health)

In addition to the inspections identified above, there are some 200 vehicles that transport product from Smithfield Market daily that are outside the inspection programme. These cannot be inspected at a set frequency due to their mobile nature but they are inspected periodically as part of an on-going joint project with the Food Standards Agency.

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

Food Safety Enforcement Targets - Key Performance Indicators [KPI's]	
<ul style="list-style-type: none"> ▪ Secure a positive improvement in the overall FHRs ratings profile for City of London food establishments 	Baseline profile at 31 st March 2013
<ul style="list-style-type: none"> ▪ 75% food businesses inspected will receive a report/letter detailing the outcome of their inspection <u>within 5 working days</u> and the remainder <u>within 10 working days</u>. This will accord with standards within the FHRs system 	99.5% completed on target
<ul style="list-style-type: none"> ▪ All authorised Food Safety staff to receive/complete the necessary professional development with <u>at least 10 hours</u> CPD on Food Safety tailored to delivery of this Enforcement Plan; and to complete their RDNA assessment 	Completed
<ul style="list-style-type: none"> ▪ In 2014/15 risk rate 100% of Smithfield businesses in accordance with the FSA's Food Standards Risk Rating Scheme 	100%

Regulation Policy

The City Corporation is committed to the principles of the new Regulators' Code⁶, a statutory code for all regulators and PH&PP has its own [Policy Statement on Enforcement](#) which has been approved by the Port Health & Environmental Services Committee and sets out its approach to enforcement.

⁶ In force from 6th April 2014

Interventions at Food and Feeding stuff establishments

The City of London Food Safety Team inspects premises according to the FSA'S Food Law Code of Practice⁷. Inspections are based on risk and inspection frequencies calculated using Annex 5 of the Code and planned inspections at Smithfield are also based around the Code's Food Standards risk rating scheme. The details of our intervention work are outlined in the Service Work Plan section below.

Inspections primarily centre on risk based inspection and on follow up interventions which are determined on the extent of an establishment's legal compliance. Premises rated 0, 1 or 2 in the Food Hygiene Rating Scheme (FHRS) receive additional visits; this is based on work done with poor performing businesses in the City and elsewhere in the last few years which showed there was some success in maintaining or improving compliance through regular (face to face) contact. Follow up interventions are now also a requirement of the Food Law Code. The purpose of the additional interventions are two-fold; to support those willing to make improvements and to regularly monitor those who have previously been unable to maintain the required standards between routine inspections.

For the vast majority of other food businesses in the City, there remains an overlap between Food Hygiene and Food Standards work, making simultaneous inspections where they are due the best intervention option assisting both businesses, through minimising disruption and limiting multiple visits. This often means existing food businesses due a Food Hygiene inspection will be simultaneously inspected for Food Standards if such an inspection is due any time within the same year; this allows the service to use its resources more effectively and to focus more on dealing with the poorer performing businesses

Each new food business will receive a Food Hygiene and Food Standards intervention to assess their compliance with the relevant legislation. We will endeavour to do so within 28 days of their opening and then the business will be risk-rated to trigger future inspections at appropriate intervals and to determine any further appropriate intervention. The Teams also consider appropriate health & safety interventions during some food controls including those in new premises and this work is outlined in the current year's Health & Safety Intervention Plan for the City.

Officers carrying out Food Hygiene inspections will consider the appropriate application of the FSA's current *E. coli* guidance where this is applicable. We migrated to the new national FHRS in April 2012 and the Food Safety Team continues to promote the scheme, to ensure the public know how to determine how well a food business performs in relation to food hygiene.

⁷ There were revisions to the Food Law Code which became effective on 6th April 2014

Other interventions, those classed as not an audit or inspection, will continue and will include sampling visits and visits to check compliance after complaints and to check progress on implementing remedial action following an inspection. These are seen as a very important part of the service, especially in poor performing businesses, as they help ensure that standards are maintained and improved where required.

All team members are encouraged to identify new premises and report details to the Operational Support Team to ensure our premises intelligence remains current. Intelligence on new premises is also acquired from colleagues in other PH&PP teams - e.g. Licensing, Trading Standards - and other City departments – e.g. Planning, Building Control - as well as formally through new food business registrations.

Feed and Food Complaints

The Food Safety Team and Smithfield Enforcement Team will continue to respond to all complaints but decisions on the depth of investigations will be made according to whether:-

- food is suspected as causing food poisoning or does not satisfy food safety requirements;
- the City of London Corporation has enforcement responsibility; and
- It is suspected that there could be a significant breach of the law.

Views and information received from the FSA and Primary Authorities will also be taken into account when determining the extent and direction of any investigation.

Authorised officers and where appropriate the team managers make an assessment of the complaints to determine the most appropriate follow up action, with previous intelligence and compliance history are both being taken into account.

Feed complaints, if any, are investigated by Trading Standard but none were received in 2013-14. Several supermarket chains have now registered as feed premises as certain waste foods are now being recycled into the feed chain.

Home Authority Principle and Primary Authority Scheme

A Food Safety-related Primary Authority Partnership was signed with **Virgin Active**, the national health and fitness club chain in late 2012 and with **Harbour & Jones**, a contract and event catering company, in late 2013 and this will be developed during this current year.

Advice to Business

Food safety advice to businesses is an integral part of the service and forms a significant part of the discussions with food business operators at various times including at the design stage for new premises or refurbishments and during inspections and following other service requests. We are encouraging businesses to use web based resources to help answer initial enquiries they may have; these include ERWIN - Everything Regulation When It's Needed – a one-stop website for a range of regulatory information.

Page 333 Not all food businesses consult directly prior to carrying out works and new developments and their associated permissioning processes in the City can be complex. The teams' endeavour to engage with these businesses through Planning, Building Control and Licensing services in order to advise and influence on food hygiene and health & safety believing this to be the best time to secure sustainable improvements through adequate investment.

Feed and Food Sampling

The City Corporation strives to be an active contributor to national and regional sampling programs and the sampling program is developed with its neighbours in the SE London Food Group and through the pan-London Food Co-ordinating Group. The group also takes advice and guidance from the Public Health England and the Public Analysts and a sampling plan is devised that considers the co-ordinated programs as well as locally important issues.

Samples are submitted to the Food Examiner or appointed Analyst as necessary for the selected projects or in response to specific complaints and there is a contingency fund for this work.

Control and Investigation of Outbreaks and Food Related Infectious Disease

The City Corporation is in the North East and North Central Health Protection Team (HPT)'s area and operates with the HPT to investigate outbreaks and selected infectious disease notifications.

Health Protection legislation in England was updated in April 2010 with measures now contained in the amended Public Health (Control of Disease) Act 1984 and accompanying Regulations. The legislation adopts an all hazards approach, and, in addition to the specified list of infectious diseases, there is a requirement to notify cases of other infections or contamination which could present a significant risk to human health. Local authorities have powers and duties to prevent and control risks to human health from infection or contamination, including by chemicals and radiation.

Feed / Food Safety Incidents

The service has arrangements in place to ensure that it is able to respond to Food Alerts issued by the FSA. Warnings are received electronically and all urgent Food Hazard Warnings receive immediate attention and action where necessary with staff able to be co-opted from other teams if necessary. Out of hours arrangements have altered since 2012-13 with managers now on call out of hours to facilitate priority work, including that involving pertinent food hazard alerts that require an urgent response.

Liaison with Other Organisations

The City is a member of the SE Sector London Boroughs Food Group and its representatives regularly attend meetings with the Director of Public Health and with the Consultants in Communicable Disease with the City acting as hosts for London Food Coordinating Group meetings and other events including a number for the Food Standards Agency. The Food Safety Team is also routinely involved in work with its Licensing colleagues and the City of London Police. For a number of years the City Corporation has maintained active links with the Better Regulation Delivery Office being involved with a number of Primary Authority arrangements and it has contributed to improvement and development work for local authority regulatory services at national level.

The Smithfield Enforcement Team works collaboratively with the Food Standards Agency to deliver food safety project work and with Billingsgate Seafood Training School and the University of Derby to deliver training to student Environmental Health Officers. Regular liaison is maintained with trade bodies such as the Smithfield Market Tenants Association and the FSA's contactor for hygiene enforcement at Smithfield Market.

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

Joined up working and promotion of information is seen as important and the City Corporation encourages SMEs to seek advice and to utilise resources such as ERWIN. The Smithfield Enforcement Team will continue to deliver food safety education initiatives to operators of meat delivery vehicles in collaboration with the FSA.

Staff Development Plan

Staff development is managed through the City Corporation's Performance & Development Framework (P&DF) appraisal scheme. Specific assessments are used such as the Better Regulation Delivery Office (BRDO) Regulator's Development Needs Analysis (RDNA) tool and Continuing Professional Development (CPD) requirements for Food Officers and generally for Environmental Health Officers (EHOs) members of Chartered Institute of Environmental Health (CIEH) and Institute of Occupational Safety and Health (IOSH) etc., are taken into account. The main targets for training are on the delivery of this Plan and the development of staff competencies that can best achieve this. Value for money is considered and the best results have been achieved by engaging external trainers to deliver specific courses. Training records are kept for all staff.

Quality assessment and internal monitoring

Monitoring is by way of the City Corporation's annual P&DF appraisal scheme which links individual officers' work directly to this Plan and the overall aims and objectives of the organisation. These require preparation, a meeting, a six monthly follow-up and an end of year review [84 hours pa].

The workload monitoring process ties in with appraisal objectives and regular one-to-one meetings are held with officers to monitor how objectives are proceeding. These also consider all enforcement action taken and the officer's interaction with individual food businesses. As a signatory to the national Food Hygiene Rating Scheme, the City Corporation have further monitoring and consistency obligations to administer the safeguards of the scheme, [168 hours pa].

There are separate procedures for monitoring enforcement decisions, investigations and formal notices this time is incorporated in the following :-

- Regular (6 weekly) team meetings [112 hours pa]

- The Food Service contributes to the local Food Sector and H&S Quadrant work that reviews the arrangements that are in place to meet our service obligations. [72 hours pa Food, 17.5 hours pa H&S]

Review against the Service Plan for 2013-14

See the Service Plan below

Identification of any Variation from the Service Plan

See the Service Work Plan below

Areas of Improvement

See Service Development below

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APPENDIX ONE - SERVICE PLAN

APPENDIX TWO - BACKGROUND

APPENDIX THREE - RESOURCES

APPENDIX ONE - SERVICE PLAN

1. Food Hygiene inspections

- Risk based targeted inspections, in accordance with the revised Food Law Code, including use of alternative controls and enforcement for compliance with Food Hygiene legislation. Target >90% of food premises due and any overdue for intervention:- New Premises to receive a full inspection within 28 days of registration (or opening).
- Manage the effective transfer of responsibility for river vessel food controls; now to be included in the City's programme having transferred from Port Health in their reorganisation

Food Hygiene Inspections Rating and Frequency	<u>Due</u> 2014-15	<u>Done</u> 2013-14	Done 2012-13	Done 2011-12	Done 2010-11	Done 2009-10	Predicted commitment)
A rated = Inspected 6 monthly	30	49	33	23	20	12	310 hours
B rated = Inspected annually	124	133	98	81	77	70	654 hours
C rated = Inspected 18 months	313	589	606	640	704	608	950 hours
D rated = Inspected 2 yearly	392	128	141	67	114	65	980 hours
E rated = Inspected ever 3 years	119	81	112	96	96	112	223 hours
Unrated / awaiting inspection	33	36		2			
Totals	1,011	980	990	909	1011	867	3,117 hours
Approved premises	-	(1)⁸	(1)	(1)	(1)	(1)	-

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

In addition to the above, 540 inspections of delivery vehicles associated with Smithfield Market will be undertaken.

2. Food Standards inspections

Continue action plan as agreed with our Port Health & Environmental Services Committee for 2010-11 with all high risk premises rated and all others including any overdue inspections picked up when the relevant Food Hygiene intervention is due.

Food Standards Inspections Rating and Frequency	Due 2014-15	Done 2013-14	Done 2012-13	Done 2011-12	Done 2010-11	Done 2009-10	Predicted commitment
A= Annually	1	1	1	0	0	1	-
B = Two yearly	36	94	36	18	80	57	-
C = Five yearly	281	206	214	292	443	376	-
Unrated	35	0	0	0	0	0	-
Outstanding	19	20	0	0	77	111	-
Total	372	301	251	298	523	545	350 hours

3. Health and safety in food premises

Matters of evident concern are now only dealt with during official controls inspections and/or when reported to the Department through statutory notification requirements and deemed appropriate for further follow up under the National Local Authority Enforcement Code⁹

	Due 2014-15	Done 2013-14	Done 2012-13	Done 2011-12	Done 2010-11	Done 2009-10	Predicted commitment
Health and Safety interventions 'matters of evident concern'	-	-	-	89	355	291	161 hours work ¹⁰
Accidents	100*	103 ¹¹	85	95	104	155	50 hours work ¹²
LOLER/PUWER reports	10*	12	9	3	2	5	~10 hours work

*estimated based upon previous years

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

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

Complaints & Service Requests	250*	243	318	375	364	355	662 hours work
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*estimated based upon previous years

⁹ [National Enforcement Code For Local Authorities - Health & Safety](#)

¹⁰ Previously based upon 1 Hour per inspection when combined with Food Hygiene; new premises likely to be similar, more serious reactive interventions will take longer. Average for the year 10 minutes per premises

¹¹ There are changes to both RIDDOR notifications and to HSE investigative criteria meaning that fewer incidents are likely to be reported and less investigated. See www.hse.gov.uk/lau/lacs/22-13.htm for details on incident selection criteria

¹² If no major investigative work is required following a serious accident etc.

5. Follow up enforcement action in food premises.							
Identify and follow the most appropriate enforcement response in accordance with this plan our procedures and our enforcement policy							
	Estimated 2014-15	Done 2013-14	Done 2012-13	Done 2011-12	Done 2010-11	Done 2009-10	Predicted commitment
Letters with legal requirements	Similar to previous	951	957	664	930	835	Inc. in Inspection Time quoted above.
Numbers of HIN's	"	14	17	19	27	35	112 hours
HSW Notices	"	0	4	2	1	1	Negligible<10 hours
Voluntary Closures	"	6	2	3	3	1	42 hours
Emergency Prohibitions	"	1	2	2	1	0	70 hours per case
Legal Proceedings	"	0	1	1	3	1	147 hours per case

Work Activity	2013-14 Review	2014-15 Plan
<p>6. Devise and deliver the Annual food sampling program.</p> <ul style="list-style-type: none"> ▪ In accordance with the current Sampling Policy ▪ An annual commitment for the Teams selected from national and local sampling initiatives developed through recommendations from the London Food Coordinating Group and work in the SE London Food Group. ▪ The level of work to fit within the allotted (free) allocation of samples from HPA and our sampling budget for those consigned to the Public Analyst (see above). 	<ul style="list-style-type: none"> ▪ Sampling Plan devised and delivered as planned with additional grant monies secured for work at Smithfield Market. ▪ Sample allocation from PHE (FWEM) completed ▪ Work planned through LFCG and FSA funded completed 	<ul style="list-style-type: none"> ▪ Studies to be agreed as per Sampling Policy ▪ Sampling at Smithfield Market will focus on food authenticity and composition. FSA grant monies applied for as part of regional (LFCG) bid ▪ Some sampling will focus on businesses with poor compliance using previously devised protocols where appropriate. ▪ 250 hours work
<p>7. Continue to concentrate our presence with Food Businesses that are not compliant (in the lower tiers of the FHRS 0, 1 & 2)</p> <ul style="list-style-type: none"> ▪ Reinforcing the intervention strategy with additional follow up; revisits and coaching sessions as deemed necessary to improve food hygiene performance. ▪ Use agreed national food safety managements systems such as “<i>Safe Food, Better Business</i>” where 	<ul style="list-style-type: none"> ▪ A number of food businesses were closed this year with most concerns related to pest activity. This was done using hygiene emergency powers. ▪ Closures afford the business the opportunity to focus on resolving the serious issues properly before they resume trade. ▪ The FSA funded additional work with poor performing take away businesses, see below. 	<ul style="list-style-type: none"> ▪ The Food Safety Team will continue to focus more attention on food businesses that need to improve compliance. This is now enshrined in the revised Food Law Code. ▪ We have amended our inspection report forms and procedures to ensure follow up inspections are achieved in non-compliant premises. ▪ Part of follow up inspections will focus on compliance with the

Work Activity	2013-14 Review	2014-15 Plan
<p>these are appropriate.</p> <ul style="list-style-type: none"> ▪ Formal enforcement action is not precluded and this will be informed by our Policy Statement on Enforcement. 		<p>revised FSA <i>E Coli 0157</i> guidance (where this is appropriate).</p> <ul style="list-style-type: none"> ▪ The Teams will also consider poor performance with food standards legislation especially if this relates to issues of authenticity and provision of allergen information. ▪ 208 premises are 0,1 or 2 rated under FHS (at April 2014) ▪ 1050 hours work ▪ SET Food Standards work 105 hrs
<p>8. Special Events; Trading outside;</p> <ul style="list-style-type: none"> ▪ Work with other City Departments on outside events. ▪ Catering at outdoor events is potentially a high risk activity whether at an established venue or market or at a temporary or mobile function. Potentially large numbers of people, frequent use of temporary staff, the temporary nature of the accommodation and high-risk products for sale place specific pressure on food safety management. ▪ Sampling surveys have indicated that outdoor events are vulnerable to food safety problems. ▪ Enhance the system for gathering intelligence on these events in 	<ul style="list-style-type: none"> ▪ The formal policy on street trading is dependent on the outcome of legislation for street trading. ▪ The SAG¹³ was formed in 2011, with PH&PP represented, there was much improved coordination and communication for larger special events (that feed into the SAG process)*. ▪ Other smaller events and issues around trading outside are not always readily quantifiable; some events are not planned or not notified to the City Corporation. ▪ The landscape of street trading has evolved with still more public spaces now used to host temporary food events with markets now held on a regular basis at a number of 	<ul style="list-style-type: none"> ▪ Legislation for the City of London on street trading has now been passed and the Street Trading procedures are being drafted for publication. ▪ * It is expected that the SAG type process will help with the coordination of food at many organised street events for which a temporary street trading license is applied for. ▪ The next round of audits of approved Guildhall caterers will be completed as part of the new tender process. ▪ We will continue to engage with the organisers of outside events (that take place on private land) to ensure that food businesses that come to the City are properly

Work Activity	2013-14 Review	2014-15 Plan
<p>advance.</p> <ul style="list-style-type: none"> ▪ Gather information and comment to the relevant duty holders ▪ Visits sites as necessary with follow-up action taken where required ▪ Contribute to the auditing of caterers on the Remembrancer's approved list. 	<p>locations.</p> <ul style="list-style-type: none"> ▪ We try to maintain established contacts with the organisers of these events. ▪ "Pop up" style vendors now receive public acclaim in parts of London and contribute to a vibrant street scene. Properly vetted these vendors add value to the street scene. ▪ We have looked at the performance of Guildhall caterers at catered events. 	<p>scrutinised.</p> <ul style="list-style-type: none"> ▪ 150 hours work
<p>9. The main provisions of the new EC FIC Regulations come into force in December 2014; this legislation will be enacted in England by FIR. Businesses in some circumstances will need to consider both the information and labelling they provide to customers. The idea that information is accurate and can enable consumers to make informed choices; some provision such as those for allergens have a direct impact on food safety not only standards.</p>	<ul style="list-style-type: none"> ▪ A number of training sessions have been attended to assist with the delivery of the new requirements ▪ The website is kept up to date with suitable information and links on the requirements. 	<ul style="list-style-type: none"> ▪ We will concentrate on the provision of allergen advice in catering and on the general information requirements in FIC to help businesses understand the new requirements. ▪ We will promote the proper consideration of consumer information on allergens in catering particularly in small businesses. We will develop and signpost guidance at our inspections and on our own website ▪ Further training for relevant officers is planned on allergens and general FIC requirements ▪ 100 hours work

Work Activity	2013-14 Review	2014-15 Plan
<p>10. Changes to health and safety regulatory work in the new National Enforcement for Local Authorities for Health and Safety (the Code) will continue to be developed.</p>	<ul style="list-style-type: none"> ▪ The Teams proactive health and safety inspection work ceased in 2012-13; following Government direction to do so in all but the highest risk premises. ▪ Health and safety inspections now focus on matters of evident concern where these are identified during official food controls visits 	<ul style="list-style-type: none"> ▪ The Code considers that matters of evident concern should continue to be raised with business and the team are likely to continue to come across these when performing official food controls ▪ The Code contains an Annex of activities and industry sectors where more proactive inspections can be considered including food related areas ▪ The Code does allow for the continued investigation of complaints and accidents. ▪ The details of health and safety work are reported further in the health and safety enforcement plan (and the anticipated times involved).
<p>11. The FSA's E coli guidance for businesses has been revised and is due to be published in early 2014/15</p>	<ul style="list-style-type: none"> ▪ n/a 	<ul style="list-style-type: none"> ▪ The revised FSA guidance will be considered including the best way for it to be explained to smaller food business operators with no access to their own professional food advice.
<p>12. Continue to develop the programme to consolidate procedures and protocols to improve consistency of inspection, enforcement, advice, accuracy and consistency of record keeping and procedures.</p>	<ul style="list-style-type: none"> ▪ We continued to develop workable consistent processes and procedures. ▪ This included further development of our website and the information it contains and the advice it signposts. ▪ Procedures and protocols were 	<ul style="list-style-type: none"> ▪ The UKFSS system will be developed further with the introduction of the new Desktop system. ▪ Legal proceedings work is underway coordinated through the PH&PP Director's Focus Group. ▪ Develop further training following

Work Activity	2013-14 Review	2014-15 Plan
<ul style="list-style-type: none"> ▪ Develop further work to improve consistency and effectiveness with reference to the revised Food Law Code and new legislation. 	<p>developed for the FHRS system. We now receive more requests for re-ratings (where businesses have improved after an initial inspection.</p> <ul style="list-style-type: none"> ▪ Capacity building and training of staff were considered in the event of a serious food incident/crisis /infection affecting public health. ▪ The City adopted the UKFSS¹⁴ system for recording food and feed samples. This is a database that can be used by all local authorities and laboratories (the PHE¹⁵ and Public Analyst) ▪ The UKFSS system was used to report part of our required returns to the FSA but created problems with the data. 	<p>the completion of the Performance & Development Appraisal for each Officer, their RDNA assessment and the specifics of this year's work program</p> <ul style="list-style-type: none"> ▪ Continue to develop our service content for the revised City Corporation website;
<p>13. Increase awareness and effectiveness of pest control management in food businesses.</p> <ul style="list-style-type: none"> ▪ Small food businesses still do not grasp the potential seriousness of pest activity and how quickly it can escalate; standard pest control contract work does not often properly address infestations. 	<ul style="list-style-type: none"> ▪ Closures of food premises in 2013-14 all related, at least in part, to a failure to control pests. Pest control companies were also engaged before these closures were made. ▪ Lack of understanding and commitment to pest control management and active pest problems therefore continues to have a significant impact. 	<ul style="list-style-type: none"> ▪ The Food Safety Team will continue to engage with food establishments during our inspections to emphasise the importance of good pest management.

14 UKFSS- UK Food Surveillance Scheme See www.food.gov.uk/enforcement/monitoring/fss

15 Public Health England has a food water and environmental reference laboratory at Colindale which provides the City with microbiological services www.phe.org.uk/ProductsServices/InfectiousDiseases/RegionalMicrobiologyNetwork/FoodWaterEnvironmentalMicrobiologyServices/FWEColindale/

Work Activity	2013-14 Review	2014-15 Plan
<p>14. Evaluate the City Corporation's commitment to food hygiene training.</p> <ul style="list-style-type: none"> ▪ Training can help improve poor performance with better trained food handlers supporting businesses to meet their legal requirements, especially in relation to effective Food Safety Management Systems. 	<ul style="list-style-type: none"> ▪ Businesses are currently directed to other providers for food hygiene courses. ▪ We consider specific assistance to food establishments to meet their food safety management duties. ▪ We completed an evaluation of preferred training provision with 50 small food business operators. This concluded that face to face training was often considered too expensive and inflexible with web-based training the favoured option as it was cheaper and easier to organise. ▪ The FSA financed further training with poor performing take away operators using NSF. 	<ul style="list-style-type: none"> ▪ No further work is planned to set up specific food hygiene courses with businesses signposted to other training providers. ▪ The individual work with poor performers will continue and will include assistance with determining training and supervision commensurate with duties. ▪ Time included in the follow up work above.
<p>15. Commitment to the national Food Hygiene Rating Scheme (FHRS) in the City.</p> <ul style="list-style-type: none"> ▪ All Local Authorities have now adopted the single national scheme in England and Wales, with the scheme now backed by legislation in Wales and display mandatory. 	<ul style="list-style-type: none"> ▪ It is hoped the FHRS rating scheme continues to be a success, contributing to an improvement in overall hygiene standards in businesses in our area and nationwide. ▪ We have however noticed a pronounced fluctuation in ratings in some premises and for the first time a reversal in the general trend in ratings improvement. Nearly 90% of our rated premises do however remain broadly compliant. 	<ul style="list-style-type: none"> ▪ The City and Port Health food services will continue to embed the FHRS scheme. ▪ We will continue to encourage display of the rating sticker within premises <u>and</u> to promote the use of the FHRS rating website especially through mobile media – i.e. Apps http://ratings.food.gov.uk ▪ The FSA plan further work to promote the FHRS system and we will endeavour to support this locally to increase use and acceptance

Work Activity	2013-14 Review	2014-15 Plan
	<ul style="list-style-type: none"> ▪ Hygiene rating schemes provide consumers with published readily accessible information about hygiene standards in food premises operating in the City and beyond. ▪ We have noticed an increase in the number of requests for re-ratings where improvements have been made (and sustained) following initial inspections. 	with businesses and the public.
<p>15. Work to improve our data gathering and intelligence systems and support national schemes.</p> <ul style="list-style-type: none"> ▪ Data management remains an important priority and must be considered under the FSA Framework Agreement. ▪ Data management is an important part of the FHR System and UKFSS¹⁶. 	<ul style="list-style-type: none"> ▪ There was a further upgrade to the Northgate M3 system which has enabled easier use of the FHR System and ratings management. ▪ We continue to develop procedures that encompass the needs of all the (various) users of the PH&PP database with the Licensing Team now incorporated. ▪ SET are now using UKFSS for their sampling work. 	<ul style="list-style-type: none"> ▪ Further development work is envisaged with Data Management. ▪ The use of UKFSS will be further developed and the UKFSS version 9 adopted. ▪ We will consider further how this system operates with our own database. ▪ 25 hours work
<p>16. Develop the Primary Authority Programme with existing and potential partner organisations.</p>	<ul style="list-style-type: none"> ▪ Work has developed with the fitness chain Virgin Active and another Primary Authority Partnership Agreement was signed with Harbour & Jones the contract and event caterers. 	<ul style="list-style-type: none"> ▪ 75 hours work

¹⁶ UKFSS- The Food Standards Agency UK Food Surveillance System

Work Activity	2013-14 Review	2014-15 Plan
17. Work collaboratively with the FSA on meat delivery vehicle initiatives (Smithfield Enforcement Team).	<ul style="list-style-type: none"> ▪ Developed educational food safety leaflet for food delivery vehicle operators. ▪ Consulted Smithfield Market Tenants Association 	<ul style="list-style-type: none"> ▪ Deliver educational interventions
18. Work in collaboration with the Food Standards Agency to deliver meat training for London authorities. (Smithfield Enforcement Team)	<ul style="list-style-type: none"> ▪ N/A 	<ul style="list-style-type: none"> ▪ One day course with provisional syllabus set and facilities at LCM earmarked for use.

APPENDIX TWO - BACKGROUND

Profile of the Local Authority

The City of London Corporation is an unusually diverse organisation that supports and promotes the City as the world's pre-eminent financial centre and provides local government and police services for the "Square Mile". It provides valued services to London and the nation as a whole including management of Guildhall Art Gallery, the Barbican Centre, the Central Criminal Court at the Old Bailey, 4,240 hectares of open space, three wholesale food markets and acts as London's Port Health Authority. The political and governance structures are not based on party politics and the City Corporation uses its own private funds to finance the promotional work it does on behalf of the UK-based financial and business services industry.

The City's working population is forecast to be around 350,000 with people working in many different business sectors but largely concentrated in finance, banking and the law. There are reminders of the City's past in the markets such as Smithfield and Leadenhall but other industries have grown to service the needs of the businesses and people who work in the City including the provision of food with over 17,000 working in accommodation and food services sectors.

Retail developments including food outlets are expanding in the City and 2010 saw the opening of the large New Change shopping complex with an increasingly diverse retail corridor being developed around it in Cheapside. Hotel developments continue to expand and there is a thriving night-time economy including world class venues such as the Barbican Centre and numerous bars and restaurants. The City has a small residential population currently around 9,000. The City is a popular destination for visitors, especially around St Paul's Cathedral and there are estimated to be over 10,000 visitors each day to the City.

Organisational Structure

The Food Safety Team is located on the 'commercial' side of PH&PP and the team is managed by a Food Safety Team Manager whose work is dedicated to food enforcement and who reports to an Assistant Director (Public Protection). The Smithfield Enforcement Team is managed by a Principal Environmental Health officer who reports directly to the Port Health & Public Protection Service Director.

The Food Safety Team is located at Walbrook Wharf, 78-83 Upper Thames Street, London, EC4R 3TD and the Smithfield Enforcement Team at 202 Poultry Market, Smithfield. The food team's office reception is open from 8am to 6pm each day

but we only occasionally receive callers (unless by pre-arranged appointment). Smithfield office is open from 4am to 1pm daily and the animal by-product facility is open between 6am and mid-day.

Access to services is largely by telephone, e-mail, via the City Corporation's web site and the City Corporation's Contact Centre or through our own proactive inspections on site. Field enforcement officers normally work between the hours of 8am to 6pm. Smithfield officers work between 4am and 11am. In the event of an 'out of hours' emergency senior managers are all contactable via telephone. Food safety information is displayed on the City Corporation's website: www.cityoflondon.gov.uk

APPENDIX THREE - RESOURCES

Finance

The 2013-14 budget was £466,000 including income from various work streams where charges or costs were applicable. In 2014-15 the net planned expenditure before any income is £478,000. In 2013-14 the local risk expenditure for the Smithfield Enforcement team was £360,000 net; in 2014-15, the planned local risk expenditure is £327,000 net.

Legal provision for enforcement action is part-funded locally from the Team's budget and part centrally through the Comptroller & City Solicitor's department, with counsel engaged for any prosecutions.

Staffing

The Food Safety Team Manager is responsible for day-to-day operations of the Food Safety Team comprising seven Environmental Health Officers (EHOs) and reporting to an Assistant Director (Public Protection).

The Smithfield Enforcement Team is managed by a Principal Environmental Health Officer and consists of 2 Authorised Officers and 1 Porter. The Principal Officer reports directly to the Port Health and Public Protection Director.

This is also an Operational Support Team that administers the Northgate M3 PP database system for PH&PP, adding new premises, registrations and reporting/data extraction.

Food Safety Team	FTE	Smithfield Enforcement Team	FTE
1x Food Safety Team Manager	1.0	1 x Principal Officer	1.0
7 x EHO posts	6.45	2 x Authorised Officers	1.7
1 x AD Commercial	0.25	1 x Porter	1.0
9	7.7	5	3.7

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**CITY OF LONDON CORPORATION
DEPARTMENT OF MARKETS & CONSUMER PROTECTION
PORT HEALTH & PUBLIC PROTECTION SERVICE
LONDON PORT HEALTH AUTHORITY FOOD SAFETY ENFORCEMENT PLAN 2014-15**



Introduction

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

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

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

Service Aims and Objectives

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

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

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

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

The City of London outlines key plans for the future in a number of strategies according to the different areas of the City's work. These plans and strategies can be viewed on our website's sections on Corporate Governance and performance².

This plan is linked to these strategies through the M&CP Business Plan and our own more specific Port Health Business Plan which should be read in conjunction with this Plan.

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

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

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

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

1 [The Corporate Plan 2013-2017](#)

2 [The City Corporation's Corporate Governance and Performance](#)

Profile of the Port Health Authority

London Port Health Authority (LPHA) is responsible for a district, which extends for 94 miles (150 kilometres) along the tidal Thames from Teddington Lock to the outer Estuary. It includes the lower reaches of the River Medway, while to the north it encompasses the River Roach and southern part of the River Crouch.

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

The Port of London is the largest mixed cargo port in the United Kingdom. During 2013 it handled 43.2 million tonnes of cargo. The overall tonnage was lower than in 2012, mainly because of the closure of Coryton Refinery; however, there were increases in volumes of other cargoes including aggregates, vehicles and unitised cargo (containers and trailers).

In addition, Ports on the Lower Medway handle around 2 million tonnes of general cargo including some fruit.

The Port of Thamesport has suffered a serious decline in trade due to the withdrawal of the last remaining significant shipping line calling at the port. This has necessitated the closure of the Thamesport Port Health office.

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

Around 120 000 consignments of food arrived at the ports of Tilbury and Thamesport during 2013. Approximately 110 200 of these were Products Not of Animal Origin (NAO) with remaining 9,800 being Products of Animal Origin (PoAO).

The overall numbers of imported food consignments compared to the previous year have declined because of the reduction in trade through Thamesport. Also there is a continuing trend of a decline in the number of PoAO consignments.

Looking forward, predictions indicate there will be growth in global container shipping; the London Gateway Port is positioned to take advantage of this opportunity and opened as planned in October 2013.

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

Shellfish classification forms the main element of the work carried out by the Launch Service as there are 14 shellfish beds within the Authority's area and five beds monitored on a contractual basis for Swale Borough Council.

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

Organisational Structure

The current Organisational structure is shown in Attachment 1.

Scope of the Food and Animal Feed Service

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

- Operation of the Border Control Posts at London Gateway Port, Tilbury and Thamesport
- Monitoring for illegal food or animal feed imports at other ports within the district
- Carrying out documentary, identity and physical checks on imported consignments of products of animal origin and products not of animal origin
- Making checks of fish catch certificates to ensure compliance with regulations concerning Illegal, Unreported and Unregulated Fishing
- Sampling food and animal feed for chemical analysis and microbiological examination
- Checking consignments of imported animal feed comply with the relevant legislation
- Controls relating to Food Contact Materials
- Enforcing Contaminants in Food legislation
- Verification of Organic Produce
- Control of infectious diseases and food poisoning in liaison with Public Health England
- Control of shellfish harvesting areas including sampling for classification and biotoxin analysis
- Sampling of drinking water supplied to vessels and from fixed points within the port boundary

- Food safety and hygiene inspections of premises and craft at dock locations

Other responsibilities that are delivered alongside the food service include:

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

These duties are carried out by London Port Health employees, external contractors are not used.

Demands on the Service

A review of the Service was carried out during 2013, principally to make recommendations having regard to the opening of the London Gateway port in November 2013, however, there was a serious decline in trade at Thamesport and it became necessary to close the Thamesport office, this entailed redundancies with the remaining staff relocating to Tilbury.

The main objective for the coming year is to consolidate the actions arising from the Port Health review and ensure that sufficient preparations are in place to cope with the increased demand that is likely when London Gateway throughput increases. This is covered in more detail in the Business Plan; staffing and IT development being key issues.

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

The main inspection activity for products of animal origin (PoAO) from countries outside the EU takes place at the Tilbury and London Gateway Border Inspection Posts (BIPs). In addition there are facilities approved as Designated Points of Entry (DPEs)

for non animal products under Regulation 669/2009 for “High Risk” products. Soon these facilities will be collectively known as Border Control Posts (BCPs) under proposed changes to the legislation and London Gateway already refer to their inspection facilities as the BCP.

The hours of operation currently being worked are 07 00 hrs to 19 00 hrs Weekdays, 08 00hrs to 14 00 hrs Saturdays and Sundays. Weekend working is subject to review relating to the potential demand for cover by London Gateway.

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

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

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

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

Other emerging risks are notified by the Food Standards Agency, our Public Analysts circulate information as well to assist in determining which products may require our attention. Updates to the “High Risk” list under Regulation (EC) 669/2009 occur every 3 months,

Checks of catch certificates and other documentation under legislation related to the import of illegal, unreported and unregulated (IUU) fishery products is time consuming as a considerable number of consignments have multiple certificates relating to the products being imported. LPHA has good liaison arrangements with the Defra unit responsible for this area of work.

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

As part of the Port Health Review, the responsibility for Food Hygiene and Safety inspections on craft and premises operating within the Port Health district has been transferred to the City of London Food Safety Team. A small number of food businesses remain within the docks that require inspection and in house expertise has been retained to carry out this work.

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

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

As the Food Authority for the tidal Thames the Service has responsibility for the harvesting of shellfish throughout its area. A sampling programme is in place for classification purposes and biotoxin monitoring. Sampling for Swale Borough Council is carried out on a contract basis, with any follow up enforcement activity being carried out by Swale Environmental Health officers

London City Airport is within the Port Health boundary and checks are made under the Public Health (Aircraft) Regulations. The Food Safety (Ships & Aircraft) (England & Scotland) Order 2003 is in force and has implications for food safety and potable water on board aircraft. Supplies of water at London City airport are regularly sampled and analysed. In addition to the controls on water supplies, regular inspections of the outside catering units and the vehicles delivering the foods for aircrafts are performed.

Our officers board vessels including Cruise Liners arriving within the port to undertake inspections under the Public Health (Ships) Regulations and issue Ship Sanitation Certificates under the International Health Regulations. The Food Safety (Ships & Aircraft) (England & Scotland) Order 2003 also applies sections of the Food Safety Act to vessels arriving in port.

We work closely with other Port Health Authorities to enforce standards on vessels, in particular to ensure “problematic” vessels are tracked around the UK.

On a regular basis we receive requests from Government officials for visits; a great deal of interest has been shown in the London Gateway Port and we hosted visits for officials from the EU, Defra and the Food Standards Agency. The City Corporation’s Town Clerk has visited and we plan to take Members of the Port Health and Environmental Services Committee on a visit in July 2014.

Regulation Policy

The City Corporation is committed to the principles of the new Regulators’ Code³, a statutory code for all regulators. PH&PP has its own [Policy Statement on Enforcement](#) which has been approved by the Port Health & Environmental Services Committee and sets out its approach to enforcement.

Interventions

Throughput for imported food consignments for the Period April 2013 to March 2014 is shown in the table below. Some consignments are subjected only to Documentary checks for others, Physical checks are carried out by opening shipping containers at the inspection facility to inspect and take samples of the product for laboratory analysis.

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

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

³ In force from 6th April 2014

Port Health 2013 -14	Total	Notices Served
Imported food Not of Animal Origin Consignments	120155	N/A
Imported food Not of Animal Origin -document checks	15176	383
Imported food Not of Animal Origin - physical checks	910	0
Number of samples taken	448	0
Products of Animal Origin Consignments	8571	N/A
Products of Animal Origin Consignments – document checks	8571	220
Products of Animal Origin Consignments – physical checks	3620	0
Number of samples taken	372	N/A

Feed and Food Complaints

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

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

Home Authority Principle and Primary Authority Scheme

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

We act as the Primary Authority for one company but this relationship requires development and will be reviewed.

Advice to Business

Advice and support to business is in line with the Food Standards Agency Code of Practice. We maintain and build on existing relationships to encourage businesses to meet their legal obligations and to develop best practice.

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

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

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

This year we have a Business Plan objective to provide a briefing in relation to the London Gateway Port, we will also give an update on current issues and provide advice and support in the use of electronic systems such as TRACES.

Feed and Food Sampling

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

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

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

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

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

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

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

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

Page 363 **Control and Investigation of Outbreaks and Food Related Infectious Disease**

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

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

The Service has an infectious disease protocol that has been drawn up in conjunction with Public Health England. Close liaison takes place between PHE staff and the Port Health Authority following the protocol to ensure control of the situation. Powers are available to require the ship or aircraft to be isolated from normal traffic and that there is no unauthorised embarkation or disembarkation. This allows an investigation to take place on board the ship or aircraft to identify and diagnose the illness, monitor, review and decide on control measures to contain the outbreak.

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

Feed / Food Safety Incidents

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

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

Liaison with Other Organisations

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

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

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

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

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

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

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

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

Resources

Financial Allocation

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

Staffing Allocation

Following the Port Health Review a new staffing structure has been put in place. A structure diagram is shown in Attachment 1.

Staff Development Plan

Staff development is managed through the City of London Performance and Development Framework appraisal scheme and is linked to the corporate learning and development strategy which includes Investors in People principles

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

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

The main targets for training are on the delivery of this Plan and Business Plan Objectives so that staff competencies are developed that can best achieve this. Value for money is considered and the best results have been achieved by engaging external trainers to deliver specific courses. Training records are kept for all staff.

Quality assessment and internal monitoring

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

Other external Audits are carried out by Defra through the Animal Health and Veterinary Laboratory Agency, they deal with the import procedures and controls for products of animal origin. The FSA cover most other food related activities of the Service.

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

Key Performance Indicators are set out in the Port Health Business Plan; there are three performance reviews of the plan each year with the Director of Markets and Consumer Protection. The Assistant Port Health Service Director (APHSD) monitors and reports performance at the ISO Management Review Meetings.

Review against the Service Plan for 2014-15

The closure of the Thamesport office and the opening of the London Gateway Port have had a significant impact on the Service. The recommendations of the Port Health Review are being implemented to make sure that our statutory obligations are being met and high standards are maintained in our Service provision.

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

Key Performance Indicators are set out in the Port Health Business Plan; there are three performance reviews of the plan each year with the Director of Markets and Consumer Protection. The APHSD monitors and reports performance at the ISO Management Review Meetings. Where a variation from the Service Plan is identified the reasons for the variation are considered and appropriate actions taken.

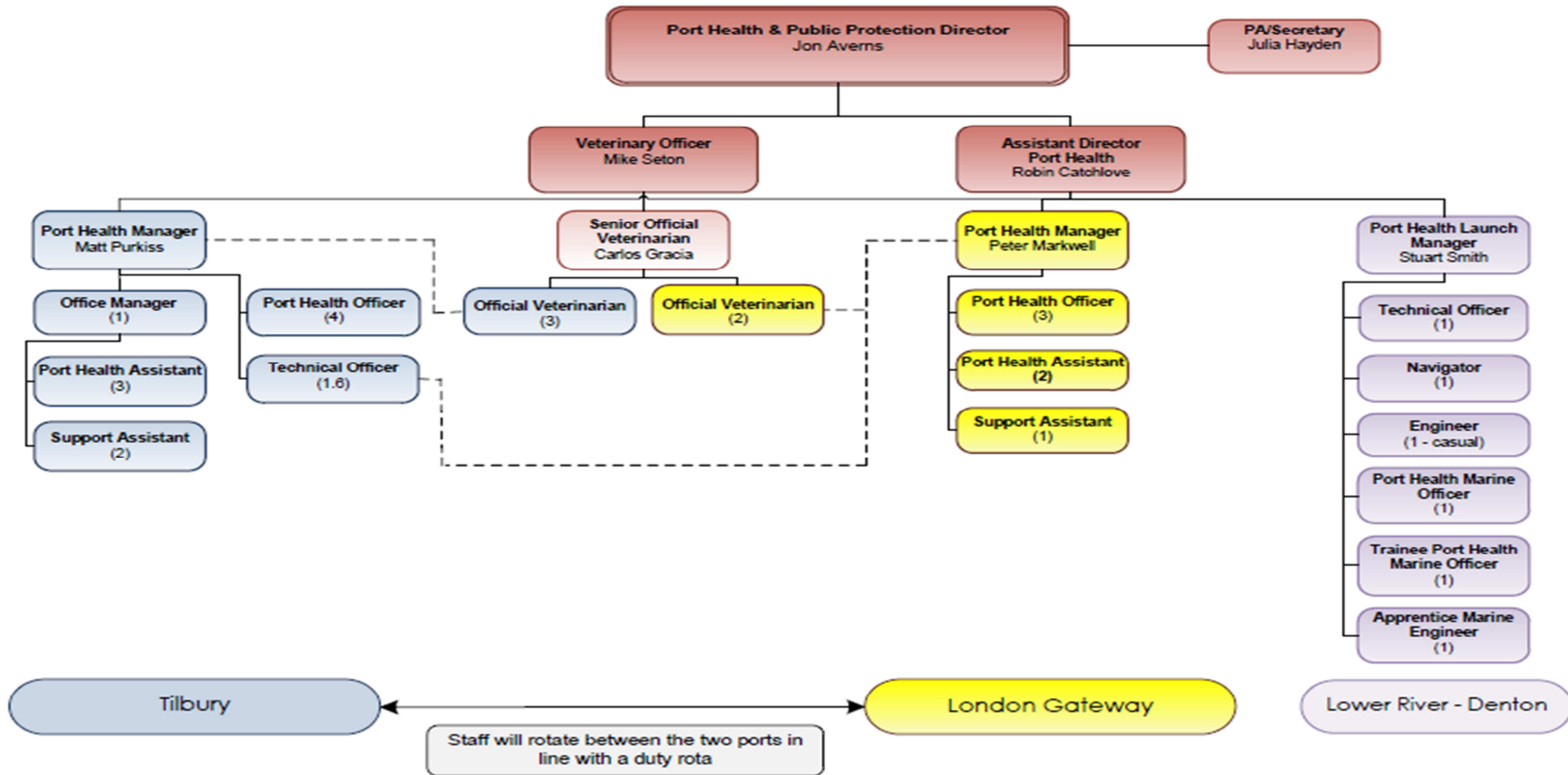
Areas of Improvement

A major priority is the development of the use of information technology including the Port Health Interactive Live Information System (PHILIS), this will provide an opportunity to make better use of available resources, and will be essential to deal with the future volumes of imports anticipated at the London Gateway port.

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

ATTACHMENT ONE - ORGANISATION STRUCTURE DIAGRAM

Department of Markets and Consumer Protection
 Port Health & Public Protection Division
 Revised Port Health Service



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ATTACHMENT 2 - FINANCIAL RESOURCES

PORT HEALTH AND ENVIRONMENTAL SERVICES COMMITTEE - CITY FUND

<i>Actual</i> 2012-13 £'000	PORT AND LAUNCHES <i>Director of Markets and Consumer Protection</i>	<i>Original</i> <i>Budget</i> 2013-14 £'000	<i>Latest</i> <i>Approved</i> <i>Budget</i> 2013-14 £'000	<i>Original</i> <i>Budget</i> 2014-15 £'000
	LOCAL RISK			
	Expenditure			
2,083	Direct Employee Expenses	2,011	1,993	1,879
59	Indirect Employee Expenses	50	150	50
2,142	TOTAL Employees	2,061	2,143	1,929
19	Repairs and Maintenance	0	18	0
(4)	Energy Costs	16	6	9
70	Rents	76	73	75
37	Rates	38	41	48
0	Services Charges	0	4	14
0	Water Services	1	1	1
8	Cleaning and Domestic Supplies	0	0	0
0	Grounds Maintenance Costs	2	2	2
130	TOTAL Premises Related Expenses	133	145	149
70	Direct Transport Costs	81	104	85
11	Public Transport	12	11	12
79	Car Allowances	95	85	75
160	TOTAL Transport Related Expenses	188	200	172
38	Equipment, Furniture and Materials	30	41	25
1	Books	0	0	0
3	Catering	3	3	3
9	Clothes, Uniform and Laundry	14	14	14
8	Printing, Stationery	26	22	22
299	Fees and Services	219	191	188
52	Communications and Computing	63	130	116
8	Expenses	9	9	9
6	Grants and Subscriptions	8	8	8
424	TOTAL Supplies and Services	372	418	385
0	TOTAL Unidentified Savings	(236)	0	0
2,856	TOTAL Expenditure	2,518	2,906	2,635

<i>Actual</i> 2012-13 £'000	PORT AND LAUNCHES <i>Director of Markets and Consumer Protection</i>	<i>Original</i> Budget 2013-14 £'000	<i>Latest</i> Approved Budget 2013-14 £'000	<i>Original</i> Budget 2014-15 £'000
	Income			
0	TOTAL Government Grants	0	(19)	0
(55)	Joint Financing	0	0	0
(55)	TOTAL Other Grants, Reimbursements and Contributions	0	0	0
(1,754)	Fees and Charges for Services, Use of Facilities	(1,755)	(1,606)	(1,830)
(1,754)	TOTAL Customer, Client Receipts	(1,755)	(1,606)	(1,830)
0	Transfer from Reserves	0	(399)	0
0	TOTAL Transfer from Reserves	0	(399)	0
(1,809)	TOTAL Income	(1,755)	(2,024)	(1,830)
1,047	LOCAL RISK (excl. City Surveyor)	763	882	805
0	Repairs and Maintenance (City Surveyor)	28	28	28
0	Cleaning (City Surveyor)	10	10	10
0	LOCAL RISK (City Surveyor)	38	38	38
1,047	TOTAL LOCAL RISK	801	920	843
	RECHARGES			
	Central Recharges			
10	Premises Insurance	10	11	11
11	Transport Insurance	9	9	9
14	Liability Insurance	14	13	12
6	Admin Buildings	8	0	0
241	Support Services	211	260	239
195	IS Recharge	159	212	204
71	Capital Charges	60	59	59
548	TOTAL Central Recharges	471	564	534
(6)	Recharges Within Fund	(6)	0	0
	Corporate and Democratic Core - Finance			
	Recharges Across Funds			
90	Directorate Recharge - Markets - City's Cash	96	97	99
632	TOTAL RECHARGES	561	661	633
1,679	TOTAL NET EXPENDITURE	1,362	1,581	1,476

Committee(s):	Date(s):
Community and Children’s Services	– For decision 13 June 2014
Health and Wellbeing Board	– For information 30 May 2014
City of London Police Committee	– For information 23 May 2014
Port Health and Environmental Services Committee	– For information 13 May 2014
Subject:	Public
Homelessness Strategy 2014–2019	
Report of:	For Information
Director of Community and Children’s Services	
Summary	
<p>This report seeks approval from Members of the Community and Children’s Services Committee for the Homelessness Strategy 2014–2019 and is presented to your Committee for information.</p> <p>The Homelessness Act 2002 requires the City of London to review homelessness in its area and develop a local strategy every five years. This report introduces to Members the third City of London Homelessness Strategy developed in response to this legislative requirement.</p> <p>The strategy identifies five strategic priorities developed through consultation with Members, external and internal stakeholders, and users of homeless services in the City or supported by the City. These are:</p> <ul style="list-style-type: none"> • preventing homelessness • ending rough sleeping • increasing the supply of and access to accommodation • delivering outstanding integrated services • improving the health and wellbeing of homeless people. <p>For each priority the strategy identifies what will be done to address the key challenges of that priority. The nature and complexity of homelessness is such that delivery of this strategy will require the commitment, response and resources of a number of partner agencies and City of London services – including policing, health providers, environmental services, voluntary sector providers and a range of services within the Department of Community and Children’s Services.</p> <p>A separate action plan will be developed to support the implementation of the approved Homelessness Strategy and monitor its progress. This action plan will be refreshed annually.</p>	

Recommendation(s)

Members are asked to receive the Homelessness Strategy.

Main Report

Background

1. The Homelessness Act 2002 requires local authorities to review and renew their homelessness strategy every five years. The purpose of this strategy is to set out the City of London's priorities. These will govern a framework within which the City and its partners can deliver better outcomes for individuals who are homeless or at risk of homelessness.
2. The City of London's Homelessness Strategy 2014–2019 has been developed to replace the previous strategy approved by Grand Committee in 2008. It also replaces and incorporates the previous Rough Sleeping Strategy. The strategy sits alongside the Housing Strategy, Housing Allocations Policy and Health and Wellbeing Strategy in setting out the City of London's comprehensive response to homelessness.
3. The City's Homelessness Strategy will govern our approach for five years. However, in a period of emerging policies and economic change, it is vital that it remains responsive. For that reason it will be underpinned by a separate action plan that will be refreshed annually. This is currently being developed.

Current Position

4. The incidence of homelessness in the City of London is atypical in that there are relatively high levels of rough sleeping, but low levels of statutory homelessness (applications from families and individuals seeking local authority support under the provisions of the Housing Act 1996).
5. Across 2012–2013 284 people were recorded sleeping on the streets of the Square Mile of whom 112 (39 per cent) were seen rough sleeping for the first time. In the same year, the City took 37 applications from households who were homeless or at risk of homelessness and accepted a duty to house 20. A further 70 households were given housing advice to prevent or end homelessness.
6. Rough sleeping and wider homelessness are increasing across London. In 2012–2013 rough sleeping in the capital rose by 13 per cent: in the same period the City of London experienced an increase of 14 per cent.

7. There is a commitment at a national, regional and sub-regional level to tackle homelessness. This commitment is echoed in the City of London and articulated through its achievements, Homelessness Strategy and delivery of services.
8. Since the last Homelessness Strategy the City of London has increased opportunities to find homes in the private rented sector, helped families at risk of homelessness through its Troubled Families Project, supported innovative partnership projects to tackle rough sleeping such as pan-London Personalisation and the Lodge, and recommissioned independent advice for City residents and workers in need of support.

Proposals

9. A draft City of London Homelessness Strategy has been prepared for Members' consideration (see Appendix 1). It was developed through consultation with key stakeholders, including Members, teams across the Department of Community and Children's Services, Built Environment, the Community Safety Partnership, the City of London Police Service, health providers, voluntary sector services, neighbouring boroughs and those who have experienced homelessness and those who remain homeless in the City.
10. The strategy also draws on the successes, learning and changing environment that have been experienced within and beyond the City since the last strategy was produced. It highlights the five priorities:
 - preventing homelessness
 - ending rough sleeping
 - increasing supply of and access to accommodation
 - delivering outstanding integrated services
 - improving the health and wellbeing of homeless people.
11. Under each priority, the strategy states 'we will'. The 'we' does not refer to the City alone. It is instead a reference to the broad range of partners – City services, outreach services, health services, the City of London Police, businesses and others – who have a role in delivering better outcomes for those who are homeless or at risk of homelessness.
12. Where the City is responsible, it will lead on the delivery of actions, and where partners are responsible, the City will work to co-ordinate and support delivery where necessary. The City will lead on monitoring the implementation of this strategy and reporting its progress.
13. The City will develop the action plan that supports this strategy and that delivers the commitments made under each priority. Many of the actions will replicate the commitments set out in the strategy but will provide greater detail of the lead, timescales and measurable outcomes. Further detailed actions will be a product of initial actions to review process and services. Others will respond to emerging trends or changes in resources or legislation.

14. The action plan will be refreshed annually. Its delivery will be monitored by the leadership team of the City's Department of Community and Children's Services, and reported to its Grand Committee.
15. The development of the strategy has been subject to an Equalities Impact Assessment which is attached as Appendix 2. Where target equality groups are over-represented in homelessness it is believed that the implementation of the Homelessness Strategy will benefit these groups positively. The City of London uses a range of specialist support agencies to meet the needs of equalities groups such as those from particular migrant communities or the lesbian, gay, bisexual and transgender community. It is acknowledged that the collection of monitoring information could be improved.

Corporate and Strategic Implications

16. The City's Corporate Strategy seeks a world class City which supports our communities through the appropriate provision of housing, and supports a safer and stronger City through supporting community cohesion. This Homelessness Strategy supports the delivery of that vision, the delivery of the Corporate Plan that underpins it, and the City's drive to deliver high-quality, accessible and responsive services benefiting its communities, neighbours, London and the nation.
17. The City's Homelessness Strategy sits alongside other Community and Children's Services strategies including the Housing Strategy, Housing Allocations Policy and the Health and Wellbeing Strategy.

Other Implications

18. Homelessness is driven by a number of factors. Most of these are beyond the control of the City of London or any local authority. As such the demand and implications for services can be hard to predict.
19. Rough sleeping, in particular, requires the input of a range of partner organisations from within and outside the City. The co-operation of City of London Adult Social Care, the police, health, Built Environment and housing services is necessary for the delivery of the Homelessness Strategy. Therefore the strategy has implications for the resources of these teams and organisations, and calls upon them will need to be negotiated and agreed.
20. The Comptroller and City Solicitor has been consulted and has no additional comment. There are no additional financial or HR implications arising from this report.

Conclusion

21. The City of London Homelessness Strategy 2014–2019 sets out a five-year vision to deliver better outcomes for those who are homeless and those at risk of becoming so. Through broad consultation it has identified the City’s strategic priorities for tackling homelessness, the outcomes sought in relation to those priorities and the actions to deliver them. Its approval by Members will give direction to the range of partners necessary for its delivery and to secure its implementation.

Appendices

- Appendix 1 – Draft City of London Homelessness Strategy 2014–2019
- Appendix 2 – Equalities Impact Assessment

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The City of London Corporation Homelessness Strategy

2014–2019

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The City of London Corporation Homelessness Strategy

2014–2019

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1. Introduction

Homelessness presents most obviously in the City of London among those seen sleeping rough on the streets or in the doorways of the Square Mile. However, homelessness is wider than rough sleeping, and includes those hidden from view who may sleep on a friend's sofa or in a squat. It can also include those who have a roof over their head, but one under which it is not safe to remain, or those who occupy a home that is unsuitable due to severe overcrowding.

Homelessness is experienced by single people, couples and families with children. It can be a consequence of personal circumstances such as ill health and family breakdown, or wider issues such as unemployment and housing shortage.

Being without a home can have significant negative impacts on employment, education, health and wellbeing. In its worst manifestation – rough sleeping – homelessness can result in lasting damage to physical and mental health, and premature death. Homelessness can also have significant costs to society and the public purse.

The City of London Corporation ('the City') is committed to tackling homelessness. This commitment is articulated below in the five strategic priorities that will drive our response and services over the coming years. These are:

- preventing homelessness
- ending rough sleeping
- increasing supply of and access to accommodation
- delivering outstanding integrated services, and
- improving the health and wellbeing of homeless people.

In pursuing these priorities the City will continue to find innovative and practical ways to help those who are at risk of homelessness or find themselves without a home. Integral to this approach is the strength of the partnerships within the City itself, and with our statutory and voluntary sector partners. This Homelessness Strategy sets out a framework within which those partnerships can continue to thrive in order to deliver better outcomes for individuals, and more efficient and effective services.

The City's Homelessness Strategy will govern our approach for five years. However, in a period of emerging policies and economic change, it is vital that it remains responsive. For that reason it will be underpinned by a separate action plan that will be refreshed annually.

2. Strategic context

National context

The current Government has set out a clear commitment to tackling homelessness. In its housing strategy, *Laying the foundations: A housing strategy for England* (November 2011), the Government states:

...tackling homelessness is a key priority for the Government. We recognise that this will be a demanding task over the next few years, as the legacy of the recession continues to bite. We know that statutory homelessness

acceptances are rising and there are signs that rough sleeping is increasing in key areas such as London.

The pressure recognised in this strategy underpinned the publication of the first report of the ministerial working group on preventing and tackling homelessness – *Vision to end rough sleeping* – and the follow-up policy paper – *Making every contact count: A joint approach to preventing homelessness*.¹ The latter sets out ten local challenges to local authorities and their partners to:

- adopt a corporate commitment to prevent homelessness which has buy-in across all local authority services
- actively work in partnership with voluntary sector and other local partners to address support, education, employment and training needs
- offer a housing options prevention service to all clients, including written advice
- adopt a No Second Night Out model or an effective local alternative
- have housing pathways agreed or in development with each key partner and client group that include appropriate accommodation and support
- develop a suitable private rented sector offer for all client groups, including advice and support to both client and landlord
- actively engage in preventing mortgage repossessions, including through the Mortgage Rescue Scheme
- have a homelessness strategy which sets out a proactive approach to preventing homelessness and is reviewed annually to be responsive to emerging needs
- not place any young person aged 16 or 17 in bed and breakfast accommodation, and
- not place any families in bed and breakfast accommodation unless in an emergency and for no longer than six weeks.

In meeting these challenges it is the Government's intention that local authorities should deliver 'Gold Standard' services to those who are homeless or at risk of homelessness.

The Government's policy ambitions are set out in a context of legislative change and significant financial pressure in the public sector. The Localism Act 2011 introduced a number of freedoms and flexibilities with the potential to significantly change local approaches to tackling homelessness and meeting housing need. These include the power for local authorities to fully discharge their duty to secure accommodation for homeless households through an offer of suitable accommodation in the private rented sector. It also introduced the freedom for an authority to decide whether to continue operating an open housing register or introduce local eligibility criteria to determine who qualifies for social housing.

Alongside these reforms, the Government is also undertaking a radical reform of the welfare system. The reforms, aimed at creating a fairer system that better incentivises work, have – among other changes – introduced caps on the total amount of benefit payable to households. In London this change may restrict access to the private rented sector for larger households in housing need.

¹ www.gov.uk/government/publications/making-every-contact-count-a-joint-approach-to-preventing-homelessness

Regional context

The Mayor of London's *London Housing Strategy* (February 2010) sets out his regional priorities and policies for housing in the capital.² The housing policies and strategies for local authorities in London are required to be in 'general conformity' with the Mayor's strategy. The Mayor has since published a revised draft, *Homes for London: The Draft London Housing Strategy 2013*, for consultation with the public.³ Both documents set out clearly the Mayor's commitments to tackling homelessness and ending rough sleeping in the capital.

The Mayor has set out his support for the Government's social housing reform agenda. He recognises that the reform will give local authorities far more say over how and to whom their social housing is allocated and will give greater flexibility in how they prevent and deal with homelessness. His strategy also recognises the importance of the private rented sector in providing for households in housing need, including those who are homeless. However, his draft strategy expects a balanced approach, which provides opportunity for homeless households in both the private and the social sector. He is also committed to increasing the number of affordable homes to buy and to rent, in order to tackle growing waiting lists, homelessness and overcrowding.

In his first term, the Mayor committed to end rough sleeping by the end of 2012. Significant progress was made towards this target, including within the City. However, his ambition that no one should live on the streets, and that no one arriving new to the streets should spend more than one night out, has not been fully met. Despite this, the Mayor has made clear that his commitment to end rough sleeping remains. This was supported by the establishment of the Mayor's Rough Sleeping Group in 2013, a strategic grouping of mainly central London authorities, of which the City is a core member.

City context

The City's Corporate Strategy seeks a world class City which supports our communities through the appropriate provision of housing, and supports a safer and stronger City through supporting community cohesion. This strategy supports the delivery of that vision, the delivery of the Corporate Plan that underpins it, and the City's drive to deliver high-quality, accessible and responsive services benefiting its communities, neighbours, London and the nation.

The City's Homelessness Strategy sits alongside the Housing Strategy and Housing Allocations Policy. The Housing Strategy includes within its strategic aims a commitment to:

- increase the supply of homes
- make better use of existing homes
- prevent homelessness
- address the impact of welfare reform
- improve access to support, and
- reduce rough sleeping.

² www.london.gov.uk/sites/default/files/archives/uploads-Housing_Strategy_Final_Feb10.pdf

³ www.london.gov.uk/priorities/housing-land/consultations/draft-london-housing-strategy

As such, the Housing Strategy is critical to the delivery of the priorities set out within this strategy. However, the nature of homelessness and rough sleeping in the City means that this strategy cannot be delivered in isolation of the City's wider role and strategic priorities. Therefore it integrates with, and supports the delivery of, a number of the City's strategies and policies, including:

- **City Together Strategy: The heart of a world class city 2008–2014**, which identifies the challenge of supporting our communities, including those experiencing homelessness and rough sleeping
- **Corporate Plan 2013-17**, in which responding to the implications of welfare reform, the Localism Act, and NHS and public health reforms is a key priority
- **Department of Community and Children's Services Business Plan**, in which protecting and safeguarding vulnerable people through better prevention and early intervention is a priority
- **Joint Health and Wellbeing Strategy**, in which improving the health and wellbeing of those who are homeless and sleeping rough is identified as a priority, and which sets out plans to reduce health inequalities between local communities, and
- **Safer City Partnership Plan 2013-16**, which sets out the City's response to domestic abuse, a significant cause of homelessness, and anti-social behaviour.

In addition to ensuring that the cross-cutting approach to preventing and tackling homelessness and rough sleeping is reflected in its key strategic documents, the City has also established a Rough Sleeping Strategy Group to ensure the delivery and responsiveness of these commitments. The group brings together key internal and external partners including Adult Social Care, the City's outreach provider, the City of London Police, local clergy and health partners. The People Division of the Department of Community and Children's Services uses its Senior Management Team meetings to provide a multidisciplinary approach to tackle specific complex cases. Oversight of this work and the wider approach to homelessness is provided by the City's Community and Children's Services Grand Committee.

3. Background, housing need and homelessness in the City

Place and population

The City of London is both the historical and the geographical heart of the capital, bordered by seven central London boroughs. At just one square mile in size it is the world's leading international financial centre, with more than 6,000 businesses, and is also an important visitor destination and transport hub.

The number of people usually resident in the City is around 7,400, with an additional 1,400 people who have a second home in the City but live elsewhere. Over the last decade, population growth has been slow, but it is projected to accelerate and reach 9,190 by 2021.

The City has 4,390 households and large numbers of people of working age. Compared with Greater London there is a greater proportion of people aged between 25 and 69 and fewer young people aged below 18 years. Only 10 per cent of households have children, compared with around 30 per cent for London and the

rest of the country. Average household size is small, and many people (56 per cent) live alone.

The City's population is predominantly white (79 per cent), with the second largest ethnic group being Asian (13 per cent). This group – which includes Indian, Bangladeshi and Chinese populations – has grown over the past decade. The City has a relatively small black population compared with the London-wide population and England and Wales.

This resident population is dwarfed by the City's daytime working population which, at more than 383,000, is some 50 times larger than the resident one. This is projected to grow to 428,000 by 2026.

Housing need

The housing market within the City reflects its unique size and economy and the mobility of some sectors of the population. A large private rented sector provides homes to about 34 per cent of City households; around 19 per cent of households live in social rented housing, and 42 per cent of homes are owner-occupied. As with much of central London and beyond, demand for housing in all tenures outstrips supply. Prices are among the highest in the capital and are increasing faster than wage growth. Private sector rent levels in the City are beyond the reach of any households on benefits.

Demand for the City's social housing is high, with more than 1,000 households on the housing register (waiting list). Overcrowding is a challenge for the City, with around one in three of all households within its boundaries living in accommodation lacking one or more rooms. Of those households on the City's housing register, 326 are overcrowded. In addition to the impacts that overcrowding can have on health and child development, it can also trigger homelessness. It is an issue that also has a disproportionate impact on black and minority ethnic households.

Homelessness

Its location, size, population and boundaries inform the nature of the City's homelessness challenge. Homelessness and housing needs arise among the City's resident population and its working population. Many who are already homeless, particularly those who sleep rough, come to the City's streets drawn by the busy transport hubs or quieter nighttime environment of the non-residential areas.

The most harmful and most obvious manifestation of homelessness is rough sleeping. However, local authorities also assist households who are homeless (but not street homeless) or who are threatened with homelessness. Some may apply for assistance and in certain circumstances a local authority will have a legal duty to secure accommodation for them. Others at risk of homelessness, or dealing with issues that can easily lead to homelessness, will often seek housing advice from independent agencies as well as the City's services.

Homeless households

The City's Housing Needs and Homelessness services provide advice and assistance to those in housing need, and undertake formal assessments of homelessness

applications to determine whether the City must provide assistance under current legislation.

In 2012/13 the City took 37 applications from households who were homeless or at risk of homelessness. The number of applications has increased in the last two years and is set to continue at this level in 2013/14. The majority of those who approach the City for assistance have a local connection based on employment rather than residency. Of those who applied for assistance in 2012/13, 20 were both homeless and in priority need, and the City accepted a duty to secure settled accommodation.

The City also provided temporary accommodation to 25 households who were either homeless applicants pending a decision on their case, or those whom the City had a duty to house and who were awaiting an offer of settled accommodation. The City is rarely able to provide temporary accommodation within its boundaries, but the majority of temporary accommodation stays are less than six months in duration.

Advice services commissioned by the City provided assistance to 19 people at risk of homelessness in 2012/13. The most common issue they dealt with was rent arrears in both social and private rented sector housing. In addition, the City's Housing Needs and Homelessness teams provided advice and assistance to prevent or end the homelessness of a further 51 households.

Rough sleeping

The rough sleeping population is often very transient, and therefore levels of rough sleeping in the City cannot be separated from trends and issues experienced in London as a whole.

In the last four years, the number of rough sleepers seen in the capital has increased dramatically, from 3,472 in 2008/09 to 6,473 in 2012/13.⁴ During this period both the number and proportion of rough sleepers from Central and Eastern Europe have increased dramatically, and Central and Eastern European nationals now account for more than a quarter of those seen on the streets.

Over the course of 2012/13, outreach teams recorded a total of 284 people sleeping rough in the City – the sixth highest total in the capital.⁵ Of these people, 112 (39 per cent) were new to the streets of London, another 112 (39 per cent) were longer-term rough sleepers who had been seen both in the reported year and in the year before, and 60 (21 per cent) were those who had returned to the streets after a period away. Of those who were new to the streets, 50 per cent were seen just once. The vast majority of those met were male (94 per cent), and 85 per cent were aged between 25 and 55 years. In line with the regional trend, the City has experienced a growth in rough sleepers from European countries (other than the UK), with Central and Eastern European nationals accounting for 28 per cent of those seen on the streets.

4. Progress since the last strategy

⁴ www.broadwaylondon.org/CHAIN/Reports/S2h2013/Street-to-Home-report-2012_20132.pdf

⁵ www.broadwaylondon.org/CHAIN/Reports/S2h2013/Street-to-Home-report-2012_20132.pdf

Much has been achieved since the publication of the City's last homelessness strategy, including:

- enhanced private rented sector opportunities for families and single people through the City Rent Deposit Scheme, Real Lettings⁶ and the East London Housing Partnership's Single Homelessness Project⁷
- the development and expansion (in partnership with Broadway) of the Personalised Budget project, which has succeeded in bringing 20 of the City's most entrenched long-term rough sleepers off the streets
- the development (in partnership with St Mungo's) of The Lodge – an innovative accommodation scheme designed to meet the needs of London's most entrenched rough sleepers
- accommodating 657 people who slept rough in the City and reconnecting a further 267 to advice and services in their home area over the last five years
- moving from having London's third highest annual rough sleeping count in 2007/08 to the sixth highest in 2012/13
- supporting Broadway to deliver an innovative programme of week-long 'pop-up hubs' to provide rapid intervention and support for those sleeping rough in the City which have succeeded in accommodating 25 people
- joint work to design out rough sleeping hotspots and areas that are inaccessible to support workers
- delivery of a Troubled Families project to support households in need of support, including those at risk of eviction
- development of processes and guidance to support care leavers establishing a tenancy
- meeting the City's duty to provide temporary accommodation without placing any young people into bed and breakfast accommodation, and ensuring that no family placed in bed and breakfast accommodation spends more than six weeks in this emergency accommodation
- recommissioning independent advice services for City residents and workers, and
- expanding tenancy support provision to vulnerable households in City of London housing.

5. Developing this strategy

This strategy has been developed through consultation with key stakeholders, including those who have experienced homelessness and those who remain homeless in the City. Others consulted include the following.

Internal:

- Members of the Court of Common Council of the City of London Corporation
- Adult Social Care
- Built Environment
- Children's Social Care
- City of London Police
- Community Safety Partnership
- Early Years and Education
- Housing
- Public Health

⁶ For information on Real Lettings, see www.reallettings.com/

⁷ For information on the Single Homelessness Project, see www.lbbd.gov.uk/elhp/pdf/SHP-Plan.pdf

- Substance Misuse Partnership

External:

- Broadway
- East London NHS Foundation Trust
- London Borough of Tower Hamlets
- London Probation Trust
- Pathway Homeless Team, Royal London Hospital
- Providence Row
- Providence Row Housing Association
- Toynbee Hall
- Westminster City Council

The strategy also draws on the successes, learning and changing environment that have been experienced within and beyond the City since the last strategy was produced.

This process has identified five key priorities, set out in the section below. For each priority, we set out the issues and challenges the City experiences, what the implementation of this strategy will achieve in addressing that priority, and what will be done to secure those achievements.

No homelessness strategy can be delivered by one organisation. Where under each priority the strategy states 'we will', the 'we' does not refer to the City alone. It is instead a reference to the broad range of partners – City services, outreach services, health services, the City of London Police, businesses and others – who have a role in delivering better outcomes for those who are homeless or at risk of homelessness. Where the City is responsible, it will lead on the delivery of actions, and where partners are responsible, the City will work to co-ordinate and support delivery where necessary. The City will lead on monitoring the implementation of this strategy and reporting its progress (see section 7).

6. Priorities

Priority 1: Preventing homelessness

Why this is a priority:

Homelessness has significant social and financial costs. For families and individuals, homelessness impacts on health, wellbeing, education and employment – impacts that can have lasting consequences for individuals and society. The cost of homelessness to the public purse is also considerable. For the City, providing temporary accommodation and support to homeless families dislocated from their community and support networks can be very costly. Where those who have been helped off the City's streets return to rough sleeping, this places further burdens on outreach services and the resources of partners such as mental health services and the police. Therefore preventing homelessness is a key priority.

Homelessness prevention ranges from early identification and intervention to crisis responses. Identifying those at risk can be challenging, as they may not approach specialist services or recognise the potential to lose their home. For that reason it is

imperative that services across the City are able to identify risk and respond or signpost appropriately as early as possible.

Key challenges:

- In 2012/13, 110 people approached the City for housing advice and support.
- The most common reason for loss of last settled address for households making homeless applications to the City is that family or friends are no longer willing or able to accommodate.
- Some 21 per cent of rough sleepers met in the City in 2012/13 had returned to the streets after a period away.
- A total of 65 City tenants were affected by changes that reduced their welfare benefits – changes that may also impact on some low income workers in the Square Mile.

What we will achieve:

The City will maximise the potential to prevent homelessness by:

- delivering accessible services
- providing effective housing advice and information, and
- supporting people to stay in their homes.

What we will do:

Accessible services

We will:

- review access routes and referral mechanisms to the City's Housing Needs and Homelessness services to ensure that they are clear and customer focused
- provide a free, confidential and independent advice and information service for residents, workers and students in the City who need support with issues such as employment, relationships, benefits and housing, and
- offer phone-based, internet-based and face-to-face housing options advice and homelessness prevention services.

Effective housing advice and information

We will:

- review and improve information on the City's website relating to housing need, housing options and homelessness
- offer tailored support and information to tenants affected by changes to welfare benefits in order to mitigate any negative impacts
- improve recording and data monitoring of housing waiting list and homelessness applicants, and housing advice needs, to inform the design and delivery of services, and
- provide signposting and written advice and assistance to homeless people whom the City does not have a duty to house.

Supporting people to stay in their homes

We will:

- identify vulnerable City tenants at risk of homelessness through joint working between Housing and Adult and Children's Social Care services
- use our Tenancy Support Team to co-ordinate the input and support of services to help to sustain tenancies at risk
- expand the scope of the Tenancy Support Team across landlords and tenures
- develop and promote our Good Neighbour Scheme to provide informal support and earlier opportunities for intervention for City tenants who may be vulnerable
- develop and promote the Befriending Scheme for clients of the City's Adult Social Care services in all tenures to provide informal support and earlier opportunities for intervention
- promote skills and employment as a means to prevent homelessness, sustain housing and increase housing options
- review our protocol for housing management services to ensure that we trigger appropriate interventions and support at the earliest stage for those at risk of eviction
- work with the City's Housing and Adult Social Care Group and Adult Wellbeing Partnership Board to drive continuing integration of services to support vulnerable adults to prevent homelessness and sustain tenancies
- prevent family breakdown and tackle other issues that may result in homelessness through the work of our Children and Families service
- develop a financial inclusion approach for tenants to ensure that they minimise the risk of financial difficulties
- develop a domestic abuse policy to improve multi-agency working and strengthen awareness, responses and support across City services encountering those experiencing domestic abuse
- revise the City's approach to managing anti-social behaviour in its housing to ensure effective intervention to prevent eviction, and
- ensure that there is support for former rough sleepers to help sustain their life away from the streets.

Case study - tenancy sustainment

P fled his home country and arrived in Britain without a legal guardian and was allocated to the City of London as an unaccompanied minor in need of support. The City was unable to arrange a secure family placement for P, but did arrange specialist accommodation including a two year stay at a foyer for young people.

At the end of this period of care, P was given a tenancy in a City of London property, and provided with support to help establish independence. Support was reduced and finally ended when P appeared fully independent.

P was referred to the City's Tenancy Sustainment Team when rent arrears threatened eviction. The worker supporting P discovered that P's benefits had been stopped leading to rent arrears and severe self-neglect. The worker suspected P had underlying mental health issues, which were subsequently diagnosed. Adult Social Care services provided advice and emergency funding.

P engages well with the Tenancy Sustainment Team. They helped P claim benefits for those unable to work and have appealed the sanctions that saw Job Seekers Allowance stopped. They have helped reduce other debts and agreed a payment plan to repay rents arrears and end the risk of eviction. P is engaging with mental health services and now wants to find work.

Priority 2: Ending rough sleeping

Why this is a priority:

Rough sleeping is the most acute and visible form of homelessness, and an issue that remains a challenge within the City of London and beyond. Those who find themselves homeless on the streets are intensely vulnerable to crime, drugs and alcohol and at high risk of physical and mental illness, and premature death. Many people will come to the streets with complex personal issues; some have limited entitlement to services, or a connection to areas far from where they are sleeping rough; and some are resistant to and refuse the support that is available to them. For those who continue to sleep rough, the aim of returning to a stable life in their own home becomes harder to achieve the longer they call the streets their home.

In addition to the impact on individuals, rough sleeping can also have negative impacts on the wider community. The presence of rough sleepers can act to draw others – often the vulnerable – to the streets. For those who live, work or learn in the City, the presence of rough sleepers, beggars and street drinkers can be intimidating, and may undermine their confidence in local support services and the police. Rough sleeping can also impact negatively on specific areas, and may damage business and tourism.

For these reasons the City shares the Mayor of London's ambition to end rough sleeping. It is imperative that a night on the streets does not lead to a lifetime of rough sleeping, and no one should call the streets of the City their home. Ending rough sleeping will require continued partnership and effective collaboration with neighbouring boroughs, voluntary sector providers, health services, the City of London Police, adult social care services and others. Tackling rough sleeping,

especially among those who are entrenched, chaotic or stuck in substance misuse requires more than offering support. Active enforcement, coupled with assertive outreach, is a key factor in reducing numbers by encouraging the take-up of services and accommodation. Within the City there are examples of how such an approach has positively transformed the lives of individuals who had previously spent years sleeping rough.

Key challenges:

- The number of new rough sleepers coming to the streets of London increased by 14 per cent in the last year.
- The success of the City's work with entrenched, older rough sleepers has seen the profile of the rough sleeping population change over recent years to one that is younger.
- Transiency, lack of local connection, accommodation pressures and mainstream models of service delivery make tackling complex and multiple health needs challenging and potentially very costly.
- In the last year, ten people sleeping rough in the City required a Mental Health Act assessment due to concerns about their mental ill health.

What we will achieve:

The City will work in partnership to provide a range of services that:

- deliver a rapid response to those who are new to the streets, to prevent them from spending a second night out
- prevent the return to rough sleeping of those who have been helped to leave the streets
- ensure that no one calls the streets of the Square Mile their home, and
- develop approaches that cut across services, policies and partners to support our vision to end rough sleeping.

What we will do:

No second night out for new rough sleepers

We will:

- provide outreach coverage in the City with the capacity to respond every day of the week
- deliver local responses to prevent new rough sleepers spending a second night on the streets and work proactively and co-operatively with the pan-London No Second Night Out service
- monitor and set targets to increase the proportion of new rough sleepers prevented from spending a second night out
- develop a clear service offer and approach focused on voluntary reconnection for those from European countries, and
- promote the No Second Night Out helpline and StreetLink online reporting tool to provide an opportunity for the public and business to report concerns about rough sleepers.

Preventing return to the streets

We will:

- work with the London-wide rough sleeping Social Impact Bond targeted at those who return frequently to the streets, to secure more sustainable outcomes for that group in the City
- examine the scope of the City's outreach team to provide transitional support to those placed in accommodation who are at risk of eviction or abandonment
- provide tenancy support to rough sleepers housed independently in the City's housing stock, and
- work with our partner services, including local day centres, to ensure that those who have slept rough develop the skills, such as those focused on employment, to sustain life away from the streets.

Ensuring that no one lives on the streets

We will:

- deliver specialist accommodation targeted at the most entrenched rough sleepers
- continue to use personalisation as an approach to help the most entrenched engage with services
- ensure that none of those identified within the 'Rough Sleeping 205' for whom the City is responsible are sleeping rough by the end of 2014, and
- partner with the Home Office and City of London Police to work with those who are not UK nationals who may need regularisation or Home Office enforcement action to resolve their rough sleeping.

Cross-cutting actions

We will:

- undertake a review of the accommodation pathway, including move-on options, available to meet the varying and sometimes complex needs of rough sleepers in the City
- maintain an assertive and consistent approach to outreach working
- review the needs of former rough sleepers in supported living accommodation to ensure that their needs are being met most appropriately
- work with the City's clergy to develop the contribution of churches to tackling rough sleeping and strengthen their links with services
- adopt and develop best practice in police liaison and joint working with City mental health services
- review with the Safer City Partnership the role of, approaches to and use of enforcement action to tackle rough sleeping
- review and develop integrated approaches for rough sleepers needing intervention from substance misuse, mental health or other adult social care services to ensure clarity of processes, responsibilities and roles
- foster and support further innovation in service provision
- discourage and disrupt begging and other behaviours that may sustain people on the streets, and those that cause nuisance
- work with the business and resident community to improve their knowledge of services, provide opportunities to support services, and develop shared solutions to rough sleeping issues, and

- work with the City Health and Wellbeing Board to improve the health of rough sleepers (see priority 5).

Case study - rough sleeping

J first slept rough in the city in 2008. Like many who sleep rough, J's life history is complex and troubled – involving periods of care, self-harm and domestic abuse. J was, and remains, a user of heroin and crack cocaine – begging to provide the £200 a day spent on drugs. J's history of drug use has resulted in serious physical illness including lasting liver damage.

J has been accommodated a number of times. The City provided a home, but arrears, refusal to engage with support, and problematic behaviour led eviction. J was subsequently provided with specialist accommodation, but refused to live there. J later settled into a hostel for two years, but arrears, refusal to engage with support, and finally an assault led to another eviction

A number of specialist agencies are working in the City and Tower Hamlets to provide support. J is once again in temporary accommodation, is claiming benefits and has been prescribed methadone – all of which has resulted in much reduced begging. J is awaiting a more settled home.

Priority 3: Increasing supply of and access to accommodation

Why this is a priority:

Accessing accommodation is crucial to both preventing and resolving homelessness, whether through providing a long-term home, or through providing interim or specialist accommodation from where a more lasting solution can be achieved. However, accessing accommodation in the capital can be very difficult, as demand is high, and in many parts of London house prices and private rents are beyond the reach of those on low incomes. Within the City the supply of housing of any tenure is scarce and the ability to increase supply is extremely limited.

To meet its legal duty to house certain homeless households, the City makes use of homes that become available in its stock of affordable social housing. However, the number of vacant properties each year is limited, and those that become available cater for a range of housing needs groups. Where the City is required to provide interim temporary accommodation for a prolonged period pending an offer of a long-term home, this can be costly to the authority and detrimental to the household.

For those seeking move-on from hostels to independent living, or households seeking advice on housing options, the private rented sector (PRS) is the primary offer. For City services, this inevitably means supporting access to the PRS outside its boundaries.

The localisation of revenue funding for hostels and supported housing to local authorities, and the current funding constraints faced, have resulted in a loss of

accommodation available to those with little or no local connection. This impacts particularly on rough sleepers, who are often transient and gravitate to central London areas where they have little connection.

Trends across London would suggest that demand from homeless households for accommodation – whether temporary accommodation, specialist provision (such as hostels and supported housing) or longer-term homes – is rising: latest figures show a 13 per cent rise in the number of households accepted as homeless by local authorities in the capital.⁸ While the City has not experienced the dramatic increases in homelessness that some London boroughs have faced, demand has not diminished and is likely to increase in the future.

Key challenges:

- In 2012/13 the City had 117 properties become available for allocation (of which five were new build).
- The City's size means that there are very limited opportunities to develop additional affordable housing.
- Increasing private sector rents and limits to the Local Housing Allowance payable have resulted in many areas becoming unaffordable to those on benefits.
- Competition for housing in London is great across all tenures and areas.

What we will achieve:

The City will increase the supply of, and access to, accommodation by:

- developing more affordable homes within and outside its boundaries
- making greater use of the PRS to meet housing needs
- investing in specialist provision for rough sleepers, and
- improving access to and increasing the range of suitable temporary accommodation options.

What we will do:

More affordable homes

We will:

- use the City's Section 106 receipts to build additional affordable housing on land available on estates within the Square Mile, and on the City's estates in neighbouring boroughs
- acquire or seek partnership to access land in other boroughs to develop affordable housing schemes, and
- tackle unlawful occupancy within the City's social housing stock to maximise the number of properties available to let.

Greater use of the PRS

We will:

⁸ www.gov.uk/government/publications/statutory-homelessness-in-england-july-to-september-2013

- review the City's Rent Deposit Scheme to explore its potential to support more private sector tenancies
- use the flexibilities granted through the Localism Act 2011 to make greater use of the PRS to meet the City's duty to house some homeless households and develop a protocol to underpin this use, and
- work with partners to increase the PRS opportunities for those in need.

Invest in specialist provision for rough sleepers

We will:

- invest in specialist move-on accommodation targeted at former long-term rough sleepers accommodated in the Lodge project, and
- undertake a review of the accommodation pathway, including move-on options, available to meet the varying needs of rough sleepers in the City.

Access to and range of temporary accommodation

We will:

- undertake a review of temporary accommodation options available and where necessary increase the options available to the City, and
- review procurement processes to ensure timely access to temporary accommodation.

Priority 4: Delivering outstanding integrated services

Why this is a priority:

The risk of or experience of homelessness is traumatic, and can impact on the wellbeing of individuals and families, often dislocating people from support and stability. Many of those whom the City helps have complex needs – whether in terms of their housing, health, lifestyle or personal circumstances. Help for individuals and families may require input from specialist advice agencies, social care teams and outreach workers in addition to the work of the City's homelessness services.

Many of those who approach the City for help will be guided to help themselves, while others will need more intensive support. Given the limited housing supply in the City and the limited local connection of many who are homeless in the Square Mile (particularly those who sleep rough), resolving homelessness will usually require help to access housing outside the City's boundaries or to reconnect to areas where there is entitlement to services.

Preventing homelessness is a priority. To achieve this, it is imperative to identify those at risk of homelessness at the earliest stage in order to provide appropriate support and advice services. This requires professionals across disciplines and organisations to be able to identify the risk of homelessness, and know how best to respond.

Key challenges:

- Those who are homeless or at risk of homelessness may seek help from a range of services and organisations both inside and outside the City.

- Homelessness is not just about accommodation, but frequently takes in a range of complex personal factors and/or wider structural factors such as the economy or service provision.

What we will achieve:

The City will deliver outstanding integrated services by:

- striving for continuous improvement in frontline housing services
- integrating services through improved processes, protocols, communications and information sharing, and
- developing and strengthening effective partnerships within and beyond the City of London.

What we will do:

Continuous improvement

We will:

- review the systems and processes of the Housing Needs and Homelessness team to identify opportunities to improve delivery
- commit to become a Gold Standard⁹ authority and use the resources and tools made available through this scheme to ensure that the City continues to offer excellent housing advice and information to those at risk of homelessness in all tenures
- ensure that the views, experience and suggestions of service users help to shape the services commissioned and delivered by the City
- report the progress of this strategy and issues that emerge to the City of London Adult Wellbeing Board
- use new technology and social media to improve the effectiveness and reach of, and to further develop, City services, and
- learn from the achievements and success of other agencies and local authorities, and share the learning from the City's successes.

Integrating services

We will:

- review and agree the processes and protocols providing access to services delivered to homeless people by City of London partners such as Adult Social Care, the Substance Misuse Partnership and the Safer City Partnership
- make better use of information technology to support service integration and efficiency
- provide a link worker within the Housing Needs team to work with our Children and Families Service to support care leavers housed by the City
- ensure that services working with rough sleepers, people suffering domestic abuse, young people and other risk groups signpost people appropriately to agencies that can help with housing problems or with other issues that put them at risk of homelessness

⁹ www.goldstandard.practitionersupport.org/display/PUBLIC/Public+space+Home

- promote closer working with health, prison and probation services to prevent homelessness on discharge or release, and
- improve referral processes and information sharing when working with the City of London Police.

Effective partnerships

We will:

- work in partnership with neighbouring boroughs, sub-regional partnerships and the Mayor of London's Rough Sleeping Group to deliver consistent approaches to rough sleeping across borough boundaries and learn from best practice
- actively work in partnership with voluntary sector and other local partners to address support, education, employment and training needs to help prevent homelessness
- work with partners in the criminal justice sector through MARAC and MAPPA arrangements to provide appropriate support, including housing, to victims and offenders
- ensure consistent, transparent policies and protocols to foster improved co-operation with partners, and
- maintain the multi-agency Rough Sleeping Strategy Group.

Case study – homeless family

MV and her child approached the City of London for help after fleeing domestic abuse from her home in the homes counties. Originally from Asia, MV had little knowledge of where to get help, but came to the City as she had worked in the Square Mile as a shop worker.

The City's housing needs team recognised the severity of her situation and took a homelessness application. Having placed her and her child in temporary accommodation, the team helped MV sort out problems with her benefits and referred her for support from Asian Women's Aid – a specialist London based agency.

The City assessed MV's homelessness application and accepted a duty to rehouse her. Through their work with a partner organisation, the housing needs team secured MV a home for herself and her child in a private rented sector flat in west London. She has now secured permanent work in the City.

Priority 5: Improving the health and wellbeing of homeless people

Why this is a priority:

All forms of homelessness can lead to poor physical and mental health. However, those who sleep rough are at greatest risk of ill health and premature death. Physical illnesses such as chronic chest conditions, tuberculosis and hepatitis C are more prevalent among rough sleepers, and commonly combine with mental ill health and

substance misuse. The experience of central London hospitals is that rough sleepers are more likely to attend emergency services, are more likely to be admitted and will have more health needs. Beyond the disastrous health implications for the individual, rough sleeping costs health services millions of pounds – much of which is preventable.

Despite this, rough sleepers can face barriers to accessing services due to provider attitudes, service models, inability to register with a GP, a lack of knowledge of services, eligibility issues, a lack of continuity of care, and potential cost implications to local health and care services.

Homelessness can also dislocate individuals and families from support networks and services. Placements into temporary accommodation in other local authority areas also risk recipient services such as education or social services being unaware of new households in their area.

Key challenges:

- Rough sleepers access A&E seven times more than the general population.¹⁰
- In 2012/13, 46 per cent of rough sleepers in contact with services in the City had alcohol problems, 30 per cent had drug problems and 45 per cent had mental health problems (with many having more than one of these problems).
- Life expectancy of long-term rough sleepers is just over 40 years.¹¹
- Given its size and local housing costs, the City can only place households into temporary accommodation in other local authority areas, which are often distant from existing support services.

What we will achieve:

The City will improve the health and wellbeing of homeless people by:

- improving access to and delivery of health services, and
- improving communication with local authorities in which temporary accommodation placements are made.

What we will do:

Access and delivery

We will:

- work with partner services for rough sleepers such as Street Med and the mobile 'Find&Treat' tuberculosis service to provide better access to healthcare for City homeless clients
- include the needs of rough sleepers in the Health and Wellbeing Board's Joint Strategic Needs Assessment and strategy
- improve the integration of services (see priority 4)

¹⁰ www.homeless.org.uk/sites/default/files/Rough%20Sleepers%20Health%20and%20Healthcare%20Summary.pdf

¹¹ www.londonpathway.org.uk/uploads/BMJ_2012345-e5999.pdf

- improve the knowledge and practice of frontline services to enable them to identify need and to signpost to specialist health and substance misuse services, and
- use existing services and initiatives to offer public health services such as vaccinations and smoking cessation to rough sleepers.

Communication

We will:

- implement NOTIFY to ensure that people placed out of the City are linked into the appropriate services they require, and
- ensure processes to prevent any hospital discharge to the streets.

Case study - City Bridge Trust

City Bridge Trust is the grant-making arm of Bridge House Estates. It was established to make use of funds surplus to bridge requirements and provides grants totalling around £15m per year towards charitable activity benefitting Greater London. The Trust aims to address disadvantage by supporting charitable activity across Greater London through quality grant-making and related activities.

Through its various programmes the Trust is currently supporting 25 projects working homeless people with grants totalling over £2.1 million. Projects being supported include:

- *a number of initiatives focussed on supporting those who are homeless and experience mental ill health*
- *work to reduce the number of CEE nationals sleeping rough and engaging in street drinking in the City of London and Tower Hamlets*
- *support for "Choir with No Name" – which runs choirs for homeless and formerly homeless men and women*
- *structured vocational training and support for young people(16-25) with mental health issues, facing homelessness, to increase their employability*
- *help for homeless families to integrate with each other and the local community through English and advocacy courses and cross-cultural events, and*
- *a horticulture based volunteering programme in the Queen Elizabeth Hall Roof Garden, to promote improved mental health and well-being among homeless people.*

7. Costs and resources

Homelessness can have a lasting negative impact on the wellbeing of individuals and families. There are also a range of financial and societal costs arising from homelessness through:

- failed tenancies
- health and substance misuse problems and increased contact with A&E departments
- involvement with the police and criminal justice system (as both victims and perpetrators of crime)

- prolonged unemployment and costs of welfare benefits and economic inactivity
- disruption to education.

A Government review of evidence of the cost of homelessness estimates of the annual costs to government ranging from £24,000 - £30,000 (gross) per person¹².

Providing services to homeless people carries an economic cost to the City of London. Direct costs incurred from responding to homelessness include staffing to deliver advice and assessments, provision of outreach services, temporary and specialist accommodation, rent deposit payments and police support for targeted operations. For the City of London these amount to £XXX(circa £950k [tbc]). Almost half of this cost is met through Government grants and housing benefit receipts.

Investment in services to prevent homelessness and to support those who are homeless can stem escalating need which could require more costly public services. Research undertaken for the Government on the net financial benefits of the Supporting People programme (housing related support to vulnerable adults) estimated net financial benefits of £3.41 bn per annum for the client groups considered (including homeless families and individuals) against an overall investment of £1.61 bn.¹³

The City of London will continue to invest in services over the lifetime of this strategy that deliver lasting outcomes for homeless people. In doing so it will seek to minimise the cost burden to the City and the wider public purse.

8. Implementation and delivery

Each of the priorities of this strategy sets out what we will do to achieve its delivery. As set out in section 5, the 'we' in this context are the range of partners, including the City, key to this delivery.

The City will develop the action plan that supports this strategy and that delivers the commitments made under each priority. Many of the actions will replicate the commitments set out above but will provide greater detail of the lead, timescales and measurable outcomes. Further detailed actions will be a product of initial actions to review process and services. Others will respond to emerging trends or changes in resources or legislation.

The action plan will be refreshed annually. Its delivery will be monitored by the leadership team of the City's Department of Community and Children's Services, and reported to its Grand Committee.

¹² www.gov.uk/government/uploads/system/uploads/attachment_data/file/7596/2200485.pdf

¹³ www.gov.uk/government/uploads/system/uploads/attachment_data/file/16136/1274439.pdf

Glossary of terms

Broadway	Voluntary sector organisation providing services to those who are homeless or at risk of homelessness including street outreach, supported housing and hostels.
Central and Eastern European	Estonia, Latvia, Lithuania, Poland, Czech Republic, Slovakia, Hungary, Slovenia, Romania and Bulgaria
Lodge	Specialist accommodation project for long-term rough sleepers that uses the appearance and approach of a hotel operation to overcome resistance to more traditional hostels
MAPPA	Multi-Agency Public Protection Arrangements that require the police, probation and prison services to work together to protect the public from violent and sexual offenders, and with which local authorities are required to co-operate.
MARAC	Multi-Agency Risk Assessment Conferences that enable organisations such as the police, probation, local authorities, prison services, housing and health services to work together to provide a coordinated and effective safety plan for those individuals at the highest risk of domestic abuse.
No Second Night Out	London-wide project aimed at ensuring that those sleeping rough in London for the first time need not spend a second night on the streets.
NOTIFY	Web-based information and notification system, the primary role of which is to notify relevant services of the placement and movement of statutorily homeless households accommodated by London boroughs in temporary accommodation under homelessness legislation
Outreach	Street-based service commissioned by the City to work with those sleeping rough
Rough Sleeping 205	An initiative that originally identified and sought to end the rough sleeping of the 205 most entrenched and prolific rough sleepers in London through the provision of targeted and enhanced services; this cohort has twice been refreshed, but retains the original '205' name
Section 106	Planning obligations placed on new developments which can, in some circumstances, include the provision of financial contributions to invest in affordable housing
Social Impact Bond	A funding model that attracts investment in public services by offering returns to investors linked to the outcomes achieved

by the service

Statutory homelessness

Homelessness defined within the terms of the homelessness legislation and which determines when local authorities will have a duty to offer accommodation

StreetLink

Internet-based tool to allow the public to alert any local authority in England about a rough sleeper

Street Med

Nurse-led outreach and case management service working to improve access to healthcare for homeless people

Temporary accommodation

Interim accommodation provided by local authorities to homeless households awaiting a decision on their homelessness application, or to those awaiting the allocation of housing

DRAFT



‘You will not get far if you perceive the duty to be over burdensome or take a mechanistic approach....there will be progress if the duty is seen as a way of fundamentally changing the core values and culture of the organisation.....we need and outcome-oriented approach’ – CRE Chair 2001

Equality Impact Assessment: Stage 1: Initial Screening Form for Policies or Functions (including new & revised)

A: Summary Details

Directorate: Community and Children's Services

Section: People

Person responsible for the assessment: Simon Cribbens

Contact details: simon.cribbens@cityoflondon.gov.uk

Names of other people participating in review: Jonathan Qureshi

Name of Policy to be assessed: Homelessness Strategy

Is this a new or revised policy: Revised

Date policy scheduled for Committee (if relevant): 13 June 2014

B: Preparation

*It is important to consider all available information that could help determine whether the policy could have any actual or **potential** adverse impact. Please attach examples of available monitoring information, research and consultation reports.*

1. Do you have monitoring data available on the number of people (with protected characteristics*) who are using or are potentially impacted upon by your policy? *Please specify what monitoring information you have available (your monitoring information should be compared to the current available census data or more recent population data if available to see whether a proportionate number of people are taking up your service).*

Statutory homelessness statistics for the UK are available on the central government website¹. In addition, each borough submits quarterly statutory homeless returns which are collated by the Department of Communities and Local Government (DCLG)². These returns identify ethnicity of those who have made a homeless application. For those who are owed a full housing duty, the following is collated:

- Age
- Reason for priority
- Reason for loss of home
- Nationality

¹ <https://www.gov.uk/government/collections/homelessness-statistics>

² <http://www.iform.co.uk/>

The last available published statutory homelessness figures for the City of London are for 2012-13: This reports detailed data for 18 households accepted as homeless by the City during that period. This shows:

Ethnicity	count	%
White	13	72%
Black	3	17%
Asian	2	11%
Mixed	0	0%
other	0	0%
Total	18	100%

Ages of those accepted	count	%
18-24	2	11%
25-44	13	72%
45-59	2	11%
60-64	1	6%
65-74	0	0%
75 & over	0	0%
total	18	100%

Reason for Priority	count	%
Dependent children	3	17%
Physical disability	2	11%
Mental illness or disability	4	22%
Drug dependency	2	11%
other	4	22%
Been in custody	2	11%
fleeing DV	1	6%
total	18	100%

It should however be noted that reason for priority may not reflect an individual's circumstances in full. For example, if someone presents with dependents, but also have underlying mental health issues, the reason for priority would likely be due to the children in the household, therefore the statistics do not always reflect the complete picture.

Rough sleeping statistics are available through CHAIN (Combined Homeless and Information Network) on the St Mungo's Broadway website³. This records all street contacts with rough sleepers in London. It provides detailed demographic detail for this group including:

- Age
- Ethnicity

³ <http://www.broadwaylondon.org/CHAIN/Reports.html>

- Nationality
- Support needs (drugs, mental health, alcohol)
- Gender

CHAIN has published data on rough sleeping in the City of London in 2013-2012. This data shows that 284 people were recorded sleeping rough in the City over the course of that year.

Gender	count	%
Female	18	6%
Male	266	94%

Age	count	%
18-25	14	5%
26-35	75	26%
36-45	92	32%
46-55	72	25%
over 55	31	11%
total	284	100%

Ethnicity	%
White - other	36%
White - Irish	3%
White - British	48%
Refused	0%
Other	1%
Mixed	3%
Black	7%
Asian	2%

Nationality	count	%
UK	158	56%
Central and East Europe	78	27%
Other Europe	29	10%
Africa	6	2%
America	1	0%
Asia	5	2%
Not known	7	2%
Total	284	100%

2. If monitoring has NOT been undertaken, will it be done in the future or do you have access to relevant monitoring data for this area? If not, specify the arrangement you intend to make; if not please give a reason for your decision.

We have used the monitoring data available and identified some areas that need improving such as data collection of the sexuality of clients. In rough sleeping and homelessness situations can be difficult to gather at first point of contact.

3. Please list any consultations that you may have had and/or local/national consultations, research or practical guidance that will assist you in completing this EqIA.

We have reviewed the EqIAs of neighbouring boroughs, which although much larger, have similar characteristics to the City in terms of rough sleeping.

C: Your Policy or Function

1. What is the main purpose of the policy or function?

The Homeless Act 2002 places a duty on local authorities to carry out a review of homelessness in their area and based on this review publish a strategy to prevent and tackle homelessness. This is the City of London's third Homelessness Strategy and as has been developed through consultation with key stakeholders, including those who have experienced homelessness and those who remain homeless in the City. The strategy also draws on the successes, learning and changing environment that have been experienced within and beyond the City since the last strategy was produced.

The strategy identifies five key priorities

1. Preventing homelessness
2. Ending rough sleeping
3. Increasing supply of and access to accommodation
4. Delivering outstanding integrated services
5. Improving the health and wellbeing of homeless people

Groups that are overrepresented

A number of vulnerable and minority groups of society are over-represented in the homeless demographic. However it is important to note that given the City's relatively low numbers for statutory homelessness applications, representation can considerably fluctuate from year to year. The P1E data is based on 2012-2013 statistics, but provide a relevant 'snapshot' of marginal and vulnerable groups being over-represented in this sector. For example, according to the P1E 2012-2013 statistics, 19.4% of decisions completed for those who made a homeless application in the City were from the black population. This is high compared to the 2.6% black resident population of the Square Mile, the 5% black City workers population⁴ and the 13.3% black resident population of Greater London⁵. The Asian population is also over-represented at 16% of applications made compared to 12.7% resident population and 12% City workers population.

The biggest reason for priority need (P1E, 2014) was mental illness, or disability. This accounted for 22% of those deemed to be owed a full housing duty. The proportion of the English population meeting the criteria for one common mental

⁴ JSNA City Supplement-draft (2014)

⁵ <http://www.cityoflondon.gov.uk/services/environment-and-planning/planning/development-and-population-information/demography-and-housing/Documents/census-information-reports-ethnicity.pdf>

disorder (is) 17.6 per cent in 2007⁶. Further to this, those with drug dependency and rough sleeping were other reasons for being placed in priority need which also are over-represented groups. Therefore this group is also over-represented according to 2012-2013 statistics.

Regarding age, the City's rough sleeping population aligns with that of Greater London's (CHAIN, 2014), but those who present as homeless are over-represented in the 25-44 age group consisting of over 72% of those households accepted in comparison to the 40.5% representation of the City's resident population and roughly 55% of the City workers population⁷.

The City rough sleeping population consists of a significantly over-represented group of males compared to females at 94% male in 2012-2013 (CHAIN, 2014). The London rough sleeping gender divide consists of 88% male. Compare this to the 61% male working population of the City (PHAST report, 2012) and we can see a large over-representation of the male population with regards to the strategy.

Sexuality is not routinely recorded by CHAIN or for the purpose of statutory homeless reporting. However, this characteristic is often identified through case work. No applicant's approached the City as homeless in 2012-2013 as a result of homophobic abuse. However, the city provides signposting to specialist services such as Stonewall Housing (which is also signposted on the website), the Albert Kennedy Trust and Broken Rainbow. Working with people sleeping rough presents a number of difficulties in asking their sexuality therefore statistics are very sparse. The City is working with its outreach provider to examine how this recording can be improved.

2 Are there any other objectives of the policy or function, if so what are they?

The strategy sits within the wider objective of the government's commitment to tackling homelessness. This document balances the wider objectives with the City's specific and unique homeless demographic needs (high levels of rough sleeping compared to relatively low numbers of statutory applications).

3 Do any written procedures exist to enable delivery of this policy or function?

The Homelessness Act 2002 and Code of Guidance for Homelessness are the key written procedures regarding the statutory homelessness function. The strategy is also supported through guidance from DCLG and Homeless Link regarding working with rough sleepers. Other supporting documents and procedures include guidance on eligibility, benefits legislation, working with those with NRPF (No Recourse to

⁶ http://www.nhsconfed.org/Publications/Documents/Key_facts_mental_health_080911.pdf

⁷ <http://www.cityoflondon.gov.uk/business/economic-research-and-information/research-publications/Documents/research-2012/The%20Public%20Health%20and%20Primary%20Healthcare%20Needs%20of%20City%20Workers.pdf>

Public Funds), and other related Governmental procedures which are amended due changes in policy and legislation, such as Welfare Reform.

In addition, the City Outreach team is commissioned with respect to a specification which also includes equalities policies and procedures.

4 Are there elements of common practice in the service area or function that are **not** clearly defined within the written procedures?

No

5 Who are the main stakeholders of the policy?

There are number of stakeholders to this policy. The main stakeholders are the homeless population of the Square Mile. However, other key stakeholders also include partner agencies as discussed in the strategy. The strategy has been developed through consultation with key stakeholders, including those who have experienced homelessness and those who remain homeless in the City. Others consulted include the following.

Internal:

- Members of the Court of Common Council of the City of London Corporation
- Adult Social Care
- Built Environment
- Children's Social Care
- City of London Police
- Community Safety Partnership
- Early Years and Education
- Housing
- Public Health
- Substance Misuse Partnership

External:

- Broadway
- East London NHS Foundation Trust
- London Borough of Tower Hamlets
- London Probation Trust
- Pathway Homeless Team, Royal London Hospital
- Providence Row
- Providence Row Housing Association
- Toynbee Hall
- Westminster City Council

6 Is the policy associated with any other Corporation policy (s)?

The strategy sits alongside the Housing Strategy and Housing Allocations Policy

It also integrates with, and supports the delivery of, a number of the City's strategies and policies, including:

- **City Together Strategy: The heart of a world class city 2008–2014**, which identifies the challenge of supporting our communities, including those experiencing homelessness and rough sleeping
- **Corporate Plan 2013-17**, in which responding to the implications of welfare reform, the Localism Act, and NHS and public health reforms is a key priority
- **Department of Community and Children's Services Business Plan**, in which protecting and safeguarding vulnerable people through better prevention and early intervention is a priority
- **Joint Health and Wellbeing Strategy**, in which improving the health and wellbeing of those who are homeless and sleeping rough is identified as a priority, and which sets out plans to reduce health inequalities between local communities, and
- **Safer City Partnership Plan 2013-16**, which sets out the City's response to domestic abuse, a significant cause of homelessness, and anti-social behaviour.

7 Are there any areas of the service/policy that are governed by discretionary powers? If so, is there clear guidance as to how to exercise these?

There is some discretion within the Homelessness Act, for example the discretion to provide interim accommodation or who to provide rent deposit to. This will be covered by the action plan which will aim to create protocols for such discretionary issues to ensure transparency.

8 Is the responsibility for the proposed policy or function shared with another department or authority or organisation? If so, what responsibility, and which bodies?

Under each priority, the strategy states 'we will'. The 'we' does not refer to the City alone. It is instead a reference to the broad range of partners – City services, outreach services, health services, the City of London Police, businesses and others – who have a role in delivering better outcomes for those who are homeless or at risk of homelessness. Where the City is responsible, it will lead on the delivery of actions, and where partners are responsible, the City will work to co-ordinate and support delivery where necessary. The City will lead on monitoring the implementation of this strategy and reporting its progress.

D: The Impact

Assess the potential impact that the policy could have on people who share the protected characteristics. The potential impact could be negative, positive or neutral. If you have assessed negative potential impact for any people who share one or more of the protected characteristics, you will need to also assess whether that negative potential impact is high, medium or low.

(N.B. Impact will not be equally negative or positive or neutral for all groups. There will be differing degrees of impact, the purpose of this section is to highlight whether it is disproportionately different)

a) Identify the potential impact of the policy/service/proposal on men and women:

Gender	Positive	Negative (please specify if High, Medium or Low)	Neutral	Reason
Women	✓			Although under-represented, this group is likely to be addressed through strategy regarding factors such as Domestic Abuse and prevention of homelessness
Men	✓			This group is over-represented particularly in the rough sleeping demographic. The strategy makes tackling rough sleeping a priority and therefore is expected to have a beneficial impact for this group.
Transgender/ transexual			✓	We recorded a homeless applicant or rough sleeper from this from this client group, but signposting is available to appropriate agencies.

b) identify the potential impact of the policy/service/proposal on the basis of the following:

	Positive	Negative (please specify if High, Medium or Low)	Neutral	Reason
Pregnancy & Maternity	✓			strong safety net for homeless families in this category regarding priority need
Marriage & Civil Partnership			✓	

c) Identify the potential impact of the policy/service/proposal on different race groups:

Race	Positive	Negative (please specify if High, Medium or Low)	Neutral	Reason
Asian (including Bangladeshi, Pakistani, Indian, Chinese, Vietnamese, Other Asian Background – please specify _____)	✓			This group is over-represented and therefore should benefit from the actions resulting from the strategy
Black (including Caribbean, Somali, Other African, Other black background – please specify _____)	✓			This group is over-represented and therefore should benefit from the actions resulting from the strategy
White (including English, Scottish, Welsh, Irish, Other white background – please specify _____)	✓			This group is over-represented, such as EEA nationals who are sleeping rough, and therefore should benefit from the aims of the strategy
Mixed/ Dual heritage (White and Black Caribbean, White and Black African, White and Asian, Other mixed background - please specify _____)	✓			This group is over-represented and therefore should benefit from the aims of the strategy
Gypsies/Travellers			✓	Annual monitoring statistics suggest

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				there are no clients in this group in the City
Other (please specify)				

d) Identify the potential impact of the policy/service/proposal on disabled people:

Disability	Positive	Negative (please specify if High, Medium or Low)	Neutral	Reason
Physical Disability	✓			Legislation provides a statutory responsibility to prioritise homeless people who are vulnerable with these support needs
Sensory Impairment	✓			Legislation provides a statutory responsibility to prioritise homeless people who are vulnerable with these support needs
Learning Difficulties	✓			Legislation provides a statutory responsibility to prioritise homeless people who are vulnerable with these support needs
Mental Health Issues	✓			Rough sleeping services have been developed significantly and will continue to address this client group which is an over-represented demographic

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e) Identify the potential impact of the policy/service/proposal on different age groups:

Age Group (specify, for example younger, older etc)	Positive	Negative (please specify if High, Medium or Low)	Neutral	Reason
Older People	✓			Services have been developed significantly and will continue to address this client group which is an over-represented demographic
Young People/children	✓			Services have been developed significantly and will continue to address this client group which is an over-represented demographic

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f) identify the potential impact of the policy/service/proposal on lesbians, gay men, bisexual or heterosexual people:

Sexual Orientation	Positive	Negative (please specify if High, Medium or Low)	Neutral	Reason
Lesbian			✓	Monitoring is limited for this characteristic, however, support and signposting to specialist services is available for this group
Gay Men			✓	Monitoring is limited for this characteristic, however, support and signposting to specialist services is available for this group

Bisexual			✓	Monitoring is limited for this characteristic, however, support and signposting to specialist services is available for this group
Heterosexual			✓	Monitoring is limited for this characteristic. However mainstream provision meets the needs of this group. Specialist provision exist for those in circumstances such as domestic abuse.

g) Identify the potential impact of the policy/service/proposal on different religious/faith groups?

Religious/Faith groups (specify)	Positive	Negative (please specify if High, Medium or Low)	Neutral	Reason
Buddhist			✓	This group is not monitored, but it is not anticipated that faith groups will be impacted negatively by the strategy
Christian			✓	This group is not monitored, but it is not anticipated that faith groups will be impacted negatively by the strategy
Hindu			✓	This group is not monitored, but it is not anticipated that faith groups will be impacted negatively by the strategy
Jewish			✓	This group is not monitored, but it is not anticipated that faith groups will be impacted negatively by the

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				strategy
Muslim			✓	This group is not monitored, but it is not anticipated that faith groups will be impacted negatively by the strategy
Sikh			✓	This group is not monitored, but it is not anticipated that faith groups will be impacted negatively by the strategy
Other (please specify)				

h) As a result of completing Question 1 a-f above what is the potential impact of your policy?

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High

Medium

Low ✓

The safety net provision of legislation more broadly supports those with vulnerabilities such as age, mental health etc and are therefore deemed as priority. In addition, the City of London is committed to monitoring the equalities impact of the strategy within the context of the wider monitoring process.

2. Could you minimise or remove any negative potential impact? Explain How.

We have not identified any potential negative impacts but through monitoring will continue to identify any risk and respond accordingly.

3. If there is no evidence that the policy promotes equality of opportunity or prevents unlawful discrimination– could it be adapted so that it does? How?

We believe that the policy promotes equality of opportunity / prevents unlawful discrimination by delivering a targeted response to improve outcomes for clients.

Please ensure that all actions identified are included in the attached action plan and reflected in your service plan.

Please sign and date this form, keep one copy and send one to Equality, Diversity & Human Rights Manager

Signed

Signed

Signed

Simon Cribbens

Service Head

Date

Date

Date

Action Plan

Recommendation	Key activity	Progress milestones	Officer Responsible	Progress

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Agenda Item 25

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

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Agenda Item 26

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

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