



Port Health & Environmental Services Committee

Date: TUESDAY, 5 MAY 2015
Time: 11.00 am
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members:

Deputy John Absalom	Wendy Mead
Deputy John Bennett	Deputy Robert Merrett
Henry Colthurst	Brian Mooney
Karina Dostalova	Hugh Morris
Peter Dunphy	Barbara Newman
Kevin Everett	Ann Pembroke
Deputy Bill Fraser	Henrika Priest
George Gillon	Deputy Gerald Pulman
Deputy Stanley Ginsburg	Deputy Richard Regan
Deputy Brian Harris	Delis Regis
Alderman Peter Hewitt	Jeremy Simons
Wendy Hyde	Deputy John Tomlinson
Vivienne Littlechild	Deputy James Thomson
Professor John Lumley	Michael Welbank
Alderman Julian Malins	Mark Wheatley
Andrew McMurtrie, JP	Philip Woodhouse

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Lunch will be served in Guildhall Club at 1PM
NB: Part of this meeting could be the subject of audio or video recording

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. **ORDER OF THE COURT OF COMMON COUNCIL**
To receive the Order of the Court of Common Council, 23 April 2015, appointing the Committee and approving its Terms of Reference.
For Information
(Pages 1 - 2)
4. **ELECTION OF CHAIRMAN**
To elect a Chairman in accordance with Standing Order no. 29.
For Decision
5. **ELECTION OF DEPUTY CHAIRMAN**
To elect a Deputy Chairman in accordance with Standing Order no. 30.
For Decision
6. **MINUTES**
To agree the public minutes and summary of the meeting held on 10 March 2015.
For Decision
(Pages 3 - 8)
7. **OUTSTANDING ACTIONS**
To note the list of Outstanding Actions.
For Information
(Pages 9 - 12)
8. **2015-18 BUSINESS PLAN - OPEN SPACES DEPARTMENT**
Report of the Director of Open Spaces.
For Decision
(Pages 13 - 58)
9. **2015-18 BUSINESS PLAN - DEPARTMENT OF THE BUILT ENVIRONMENT**
Report of the Director of the Built Environment.
For Decision
(Pages 59 - 94)
10. **HAZARDOUS WASTE COLLECTION AND DISPOSAL SERVICE UPDATE**
Report of the Director of the Built Environment.
For Information
(Pages 95 - 98)

11. **INTRODUCTION OF BODY WORN VIDEO FOR STREET ENVIRONMENT OFFICERS**
Report of the Director of the Built Environment.

For Decision
(Pages 99 - 110)
12. **AMEY CONTRACT ROYALTY NEGOTIATIONS (TO FOLLOW)**
Report of the Director of the Built Environment.

For Decision
13. **MARKETS & CONSUMER PROTECTION BUSINESS PLAN 2014-17: PROGRESS REPORT (PERIOD 3)**
Report of the Director of Markets & Consumer Protection.

For Information
(Pages 111 - 136)
14. **2015-18 BUSINESS PLAN - MARKETS & CONSUMER PROTECTION DEPARTMENT**
Report of the Director of Markets & Consumer Protection.

For Decision
(Pages 137 - 174)
15. **MESSAGE AND SPECIAL TREATMENT FEES 2015/16**
Report of the Director of Markets & Consumer Protection.

For Decision
(Pages 175 - 184)
16. **STREET TRADING FEES 2015/16**
Report of the Director of Markets & Consumer Protection.

For Decision
(Pages 185 - 192)
17. **NOISE STRATEGY UPDATE**
Report of the Director of Markets & Consumer Protection.

For Decision
(Pages 193 - 230)
18. **HEALTH & SAFETY INTERVENTION PLAN 2015/16**
Report of the Director of Markets & Consumer Protection.

For Decision
(Pages 231 - 248)
19. **2015-2016 FOOD SERVICE ENFORCEMENT PLANS FOR THE CITY OF LONDON AND PORT HEALTH AUTHORITY**
Report of the Director of Markets & Consumer Protection.

For Decision
(Pages 249 - 300)
20. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
21. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

22. **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

23. **NON-PUBLIC MINUTES**
To agree the non-public minutes of the meeting held on 10 March 2015.
For Decision
(Pages 301 - 302)
24. **DEBT ARREARS - PORT HEALTH AND ENVIRONMENTAL SERVICES PERIOD ENDING 31 MARCH 2015**
Joint report of the Directors of the Built Environment, Markets & Consumer Protection, and Open Spaces.
For Information
(Pages 303 - 310)
25. **AMEY CONTRACT VARIATION: REFUSE COLLECTION, STREET CLEANSING, VEHICLE MAINTENANCE AND ANCILLARY SERVICES CONTRACT**
Report of the Director of the Built Environment.
Circulated separately as the item was received too late for inclusion in the main agenda.
For Decision
26. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
27. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERED URGENT AND WHICH THE COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

<p>YARROW, Mayor</p>	<p>RESOLVED: That the Court of Common Council holden in the Guildhall of the City of London on Thursday 23rd April 2015, doth hereby appoint the following Committee until the first meeting of the Court in April, 2016.</p>
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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 2015/16**

ALDERMEN

- 1 Julian Malins Q.C.
- 1 Peter Hewitt

COMMONERS

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

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, 10 March 2015

Minutes of the meeting of the Port Health & Environmental Services Committee held at the Guildhall EC2 at 12.00 pm

Present

Members:

Wendy Mead (Chairman)	Professor John Lumley
Deputy John Tomlinson (Deputy Chairman)	Andrew McMurtrie
Deputy John Absalom	Barbara Newman
Henry Colthurst	Ann Pembroke
Peter Dunphy	Henrika Priest
Kevin Everett	Deputy Richard Regan
Alderman John Garbutt	Delis Regis
Deputy Stanley Ginsburg	Jeremy Simons
Wendy Hyde	Deputy James Thomson
Vivienne Littlechild	Philip Woodhouse

Officers:

Susan Attard	Deputy Town Clerk
Chris Bartson-Umuliisa	Town Clerk's Department
Natasha Dogra	Town Clerk's Department
Laura Donegani	Town Clerk'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

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Deputy John Bennett, Karina Dostalova, Deputy Billy Dove, Deputy Bill Fraser, George Gilon, Brian Mooney, Hugh Morris, Deputy John Owen-Ward, Sherriff & Alderman Dr Andrew Parmley, Deputy Michael Welbank and Mark Wheatley.

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

There were none.

3. **MINUTES**

RESOLVED – That the public minutes and non-public summary of the last meeting held on 20 January 2015 be agreed.

4. **OUTSTANDING ACTIONS**

The Committee received the list of Outstanding Actions:

Heathrow Animal Reception Centre (HARC) Annual Review of Charges

The Schedule of Charges to be adopted by HARC from 1 April 2015 which were agreed by the Committee in January 2015 was approved by Court of Common Council on 5 March 2015.

Prudent Passage, EC2

Members were informed that Prudent Passage is currently swept once a day, it has cigarette bins fitted and signage in place and Street Environment Officers (SEO) patrol the area regularly and speak to smokers to encourage responsible behaviour, SEO's issue FPNs and request ad hoc sweeps from Amey when the passage is found to heavily soiled. Amey managers have been asked to monitor the passage for a month and advise if it requires extra scheduled sweeps.

Members asked officers about how often businesses in the City are spoken to about cigarette related litter.

Members also asked about enforcement on this issue, suggesting a joint approach combining traffic wardens and the City police to tackle this issue as they could not see why corporation officers were not enforcing corporation. The Transportation and Public Realm Director explained that the civil enforcement officers were the most effective and safest option when encouraging responsible behaviour. Deputy Regan was dissatisfied with this answer.

Members asked about the enforcement powers of the SEO's when dealing with litter. The Transportation and Public Realm Director explained that they were able to issue fixed penalty notices. He explained further that this method is actively enforced and that the City had received between 40 and 45K of income from these. SEO's are also able to report offenders for further prosecution.

Members enquired about possibly targeting officers to monitor specific areas and that local SEO's should be easily contactable by Member's as this would be beneficial in locating problem areas. The Transportation and Public Realm Director that resources were targeted using a combined method of surveys and street cleansers tasked with reporting back. It was agreed that contact information for SEO's be put into Ward newsletters, so that individual wards could liaise with their SEO so as to target resources more efficiently.

Members about whether TFL have a responsibility for cleaning any of the roads. The Transportation and Public Realm Director stated that TFL are not responsible for cleaning any of the roads.

5. **PUBLIC CONVENIENCES STRATEGY UPDATE**

The Committee received a report of the Town Clerk investigating the possibility of providing a non-statutory service of Public Conveniences through City's Cash funding. It outlined the results of the investigation and sought Members views going forward.

Members raised questions over the toilet provision and that the increasing amount of bars and restaurants within the City, should equate to an appropriate amount of facilities. Members enquired further about whether night time provision should also come from the Community Toilet Scheme. The Transportation and Public Realm Director explained that concern over the safety of staff and the clientele that would want to use the facilities to engage in illicit behaviour, which had happened in the past. The Director of Built Environment answered queries on the Community Toilet Scheme explaining that although it was difficult to get feedback, they have used a 'Red, Amber, Green' system in order to gather data and have received a reasonable response so far. He went on to advise the committee who agreed that developing larger signage would help raise visibility of toilets in the scheme.

A Member asked the Director of Built Environment for a breakdown of the percentages of pubs and restaurants involved in the scheme, and enquired to how often participants facilities are assessed. The Director agreed to provide a breakdown of the figures and stated that the toilets were initially inspected quarterly and now were inspected monthly to maintain corporation standards. He further explained that when a business is joining the scheme, officers will judge if it's reasonable accessible considering the layout and location.

A Member stated that Westminster Council operate 24/7 toilet facilities and questioned why the City was unable to do this. The Director of Built Environment explained that there have been many cases where staff have been made to feel unsafe in these facilities. Furthermore, The Director informed the Committee that fundamentally, it was quite difficult to get businesses to join the Community Toilet Scheme and that was what the Corporation was working towards.

In response to a Member's concerns about public urination, The Director of Built Environment stated that the department were attempting to work closely with the police to enforce laws surrounding this activity.

The Deputy Chairman addressed the committee stating that the Committee did take a decision to reduce expenditure on public conveniences in November 2014, but that the points of enforcement surrounding public urination was a strong one which would be taken up urgently with the City Police. The Director of Built Environment agreed that liaising with police to coordinate enforcement action on this issue was the best course of action.

RESOLVED – That Members' receive an update in six months to review how effectively the actions being put in place were delivering the strategy.

6. **REPORT OF ACTION TAKEN BETWEEN MEETINGS**

Members were provided with the details of a delegated decision taken since the Committee's last meeting in January 2015, in accordance with Standing Order 41(b).

Members asked about what thought was given to giving concessions to cleaner vehicles operating in the City. Members were informed by the Town Clerk that the City of London Corporation was in talks with TfL about this matter and the potential of a scrapping scheme.

RESOLVED - That the contents of the report be noted.

7. **DRAFT CITY OF LONDON CONTAMINATED LAND INSPECTION STRATEGY 2015 - 2020**

The Committee considered a report of the Director of Markets and Consumer Protection. The City's contaminated Land strategy fulfils the City of London's statutory obligation to set out its wider approach to contaminated land and its inspection duties within the Square Mile.

A Member asked a question about Crossrail's archaeological/contractors' dig across the 16th century burial grounds of Bedlam Hospital. Since many victims of the plague were buried with the disease following outbreaks over the centuries, cadaver's teeth would be examined for cause of death. In view of the findings of live plague bacteria in the burial ground of St. Luke's Church, Old Street in recent years, which was closed off whilst contamination was removed, the Member questioned at what stage was the City of London's involvement with this potentially dangerous site central to City activity and what was the programme in place to protect the public over the lengthy period of Crossrail's works there. The Member further asked whether Crossrail would be funding the related costs of officers' time and whatever precautionary safeguard measures were required.

The Port Health & Public Protection Director responded that plague contamination was not a problem and the Museum of London Archaeological Service, which carries this work regularly, had a licence. Furthermore, the bodies buried on the site were not in coffins which meant that any potential disease bacteria or viruses would not survive.

RESOLVED – That approval be given to the proposal for the contaminated land inspection strategy to undergo external consultation until 25th May 2015, subject to any comments received at the meeting. A further report would be presented to the Committee's meeting on 22 September 2015 to approve the subsequent new strategy.

8. **RECYCLING ACTION PLAN**

Members received a report from the Director of Built Environment on The City of London's 2013 Waste Strategy setting a local target to achieve a 45% recycling rate by 2015 and 50% by 2020. Initially, from 2013, the City's recycling rate had increased and was on track to achieve this. However, due to the introduction of the Materials Recycling Facility Code of Practice in October

2014, which set stricter quality standards for recyclable materials sent for reprocessing, it was necessary for officers to investigate the quality of the recycling being sent for onward processing. In addition to the issues detailed above, it was reported widely in the industry press that national recycling rates have flat lined.

The Renew on-street recycling bins and those maintained by Parks and Gardens were identified as having a consistently high contamination rate which affected the quality of the recycling. As a result, these two streams of recycling were removed from City's recycling and the recycling rate decreased accordingly to 30%.

A Recycling Action Plan has been devised setting out the actions the City will take to get back on track to reach its recycling targets.

Members highlighted the use of incentives to prompt participation in the Recycling Action Plan from businesses and amongst schools and young people. The Director of Built Environment explained that the City was utilising schemes looking for financial waste, as well as working towards reminding businesses that it is cheaper to recycle than to dispose of waste. The Committee were also informed that the corporation was working closely with educational establishments to increase Dry Mixed Recycling (DMR).

Members enquired as to why recycling bins have been taken away from particular areas within the City. The Director of Built Environment explained that the corporation only wanted to use recycling bins if waste was being recycled correctly as this was part of the contamination problem. Members followed this question by asking what exactly was contaminating the recyclable waste and whether it was possible to provide more options, such as dual bins. The Director stated that a complete list of recyclable materials would be going out with the next council tax form and that the corporation was looking into recycling commercial waste, trialling different bins and looking at using different bags in order to improve the process.

RESOLVED – That Members noted the implementation of the Recycling Action Plan.

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

There were none.

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

There was none.

11. **EXCLUSION OF THE PUBLIC**

RESOLVED – That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Paragraph 3 of Part I of Schedule 12A of the Local Government Act.

12. **NON-PUBLIC MINUTES**

That the non-public minutes of the last meeting held on 20 January 2015, be agreed.

13. **DEBT ARREARS – PORT HEALTH AND ENVIRONMENTAL SERVICES PERIOD ENDING 31 DECEMBER 2014**

The Committee received a report that informed of the arrears of invoiced income outstanding as at 31 December 2014.

RESOLVED – That Members noted the contents of the report.

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

There was one question.

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

There was none.

The meeting closed at 1:15pm

Chairman

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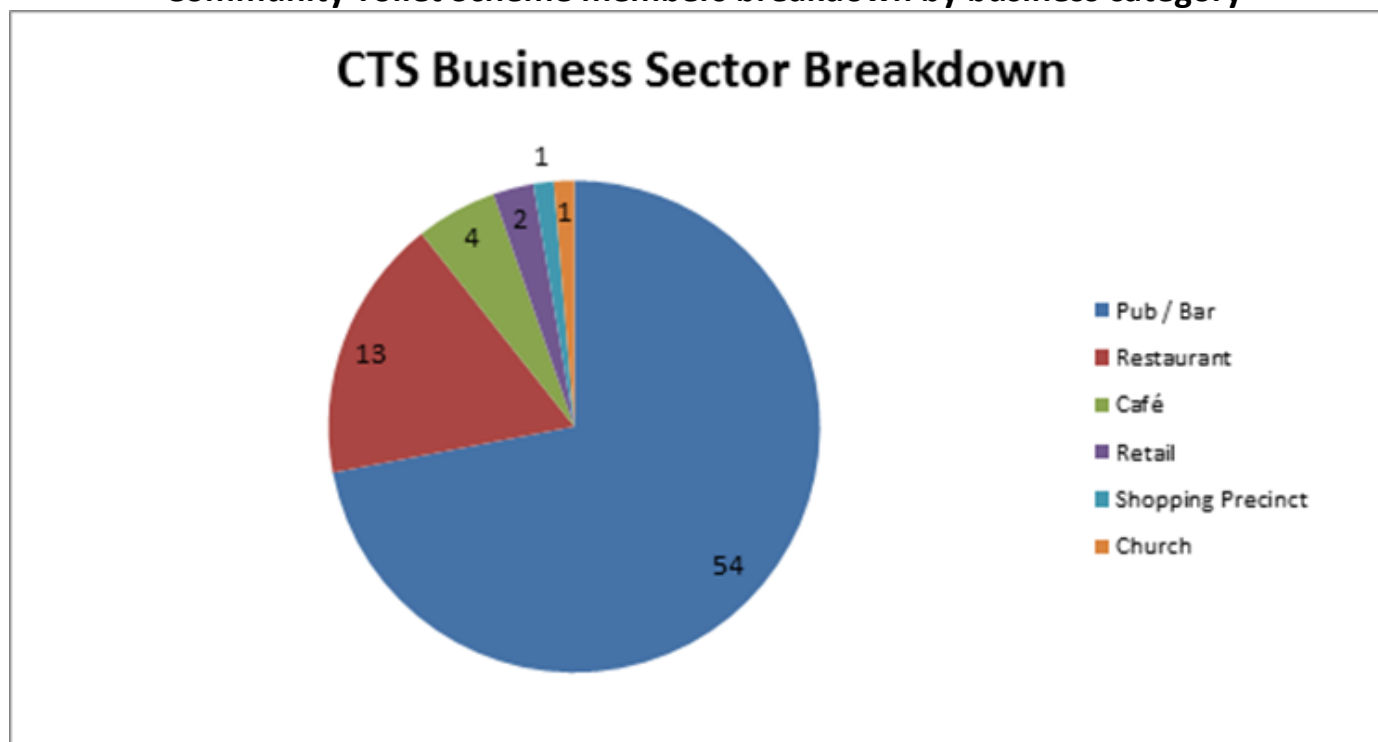
Port Health & Environmental Services Committee – Outstanding Actions

Item	Date	Action	Officer responsible	To be completed/ progressed to next stage	Progress Update
1.	8 January 2013	Service Based Review Savings Programme – Public Conveniences	Director of Transportation and Public Realm	September 2015	<p>In January 2015, Members agreed that the previously proposed savings regarding the provision of Public Conveniences should be reconsidered. It was agreed that the possibility of providing a non-statutory service of Public Conveniences through City’s Cash funding be investigated and details of the investigation be reported at the next appropriate Committee meeting.</p> <p>May 2015 Update Members agreed that the funding of the Public Convenience service was not an appropriate use for City’s Cash. In line with the SBR programme, Blackfriars, Aldgate, Bishopsgate and Smithfield toilets are now closed. The revised standardised opening times are now in place for the remaining toilets. Work is progressing for the improvement of the signage across the City and will be</p>

Item	Date	Action	Officer responsible	To be completed/ progressed to next stage	Progress Update
					<p>installed over the next 3-6 months due to the bespoke design of way finders.</p> <p>Progress is being made on the re-location of the APC from Aldermanbury to Smithfield.</p>
2.	20 January 2015	Prudent Passage, EC2	Assistant Cleansing Director	Ongoing	<p>Prudence passage is currently swept once a day, it has cigarette bins fitted and signage in place, our Street Environment Officers (SEO) patrol the area regularly and speak to smokers to encourage responsible behaviour, SEO's issue FPNs and request ad hoc sweeps from Amey when the passage is found to heavily soiled. Amey managers have been asked to monitor the passage for a month and advise if it requires extra scheduled cleansing. This monitoring has resulted in a Street Cleansing Flushing team being scheduled to attend Prudent Passage every Monday morning to check and remove any anti-social</p>

Item	Date	Action	Officer responsible	To be completed/ progressed to next stage	Progress Update
					behavioural instances that may have occurred over the weekend.
3.	10 March 2015	Community Toilet Scheme	Assistant Director Street Scene & Strategy	May 2015	Members requested a breakdown of Community Toilet Scheme members by business category, which can be seen below.

Community Toilet Scheme members breakdown by business category



STREET	No.	COMPANY NAME	BUSINESS TYPE
Blackfriars Lane	15	Harry's Pizzeria	Restaurant
Fenchurch Street	67	East India Arms	Pub/Bar
Fleet Street	99	Punch Tavern	Pub/Bar
King William Street	68	House of Fraser	Retail
Fleet Street	22	Ye Olde Cock Tavern	Pub/Bar
Ludgate Hill	42	Ye Olde London	Pub/Bar
Masons Avenue	2	The Old Doctor Butlers Head	Pub/Bar
Farringdon Street	80	Hoop and Grapes	Pub/Bar
New Bridge Street	5	Chi Noodle Bar	Restaurant
St Andrews Hill	7	The Cockpit	Pub/Bar
Carter lane	61	The Rising Sun	Pub/Bar
Allhallows Lane	13/16	Loose Cannon	Pub/Bar
New London Street	2	The Windsor	Pub/Bar
West Smithfield	9-10	Bishops Finger	Pub/Bar
Leadenhall Market	48-51	The M Bar	Café
Wilson Street	36	The Fleetwood	Pub/Bar
Cheapside	128	Hummus Bros	café
Houndsditch	31	The White Horse	Pub/Bar
St Martins Le Grand	61	Lord Raglan	Pub/Bar
Fetter Lane	144	Fetter Barbers	Retail
Goswell Road	2	The Shakespeare	Pub/Bar
Little Someset Street	1	The Still & Star	Pub/Bar
Middlesex Street	1	Barcelona Tapas Bar	Restaurant
Lime Street	24	Barcelona Tapas Bar	Restaurant
Little Someset Street	15	The Duke of Somerset	Pub/Bar
Newgate Street	126	The Viaduct Tavern	Pub/Bar
Middlesex Street	120	Nando's	Restaurant
Copthall Avenue	20	K10 - Modern Japanese Cuisine	Restaurant
New Change	1	Nando's	Restaurant
Queen Victoria Street	64	The Sea Horse	Pub/Bar
Gracechurch Street	7	Crosse Keys	Pub/Bar
Liverpool Street	32	Hamilton Hall	Pub/Bar
Poultry	1	The Green Man	Pub/Bar
Long Lane	71	The Red Cow	Pub/Bar
Bow Churchyard	1	The Fine Line	Pub/Bar
New Change	1	One New Change	Shopping Precinct
Finch Lane	6	The Cock & Woolpack	Pub/Bar
Bastion Walk	3	El Vino	Pub/Bar
Cannon Street	119	The Vintry	Pub/Bar
Telegraph Street	11	The Telegraph	Pub/Bar
Nevill Street Square	1	Natural Kitchen	Restaurant
Minories	64	The Minories	Pub/Bar
White Kennett Street	1	La Piazzetta	Restaurant
Devonshire Row	10	Fernando's	Restaurant
Monument Street	1	The Fine Line	Pub/Bar
Gresham Street	49	Red Herring	Pub/Bar
St Mary Axe	25	Slug & Lettuce	Pub/Bar
Middlesex Street	125	The Shooting Star	Pub/Bar
Trinity Square	15	The Liberty Bounds	Pub/Bar
Eldon Street	1	Red Lion	Pub/Bar
Garlick Hill	28	The Hatchet	Pub/Bar
Great Tower Street	19	Assenhiem 56	café
Martin Lane	6	Old Wine Shades	Pub/Bar
Mark Lane	60	Ruskins	Pub/Bar
Fleet Street	47	El Vino	Pub/Bar
New Bridge Street	30	El Vino	Pub/Bar
Coleman Street	32	Café 32	café
Watling Street	73	Kurumaya	Restaurant
Temple Avenue	5	Tempio Bar	Pub/Bar
Cousin Lane		The Banker	Pub/Bar
Appold Street	3	K10 - Modern Japanese Cuisine	Restaurant
Mitre Street	29	Trident Bar & Restaurant	Pub/Bar
Moorgate	4	Tokenhouse	Pub/Bar
Whitefriars Street	35	Hack and Hop	Pub/Bar
Cornhill	50	The Counting House	Pub/Bar
Monument Street	22	Britannia	Pub/Bar
Watling Street	23	Pavilion End	Pub/Bar
St Andrews Hill	31	Shaws Booksellers	Pub/Bar
Jewry Street	36	Three Wine Tuns	Pub/Bar
Crosswall	14	The Angel	Pub/Bar
Old Bailey	18	Magpie & Stump	Pub/Bar
Guildhall Yard		St Lawrence Jewry	Church
West Smithfield	60-63	Butchers Hook & Cleaver	Pub/Bar
Crutched Friar	39-41	Crutched Friar	Pub/Bar
Fore Street	53	Wood Sreet Bar & Restaurant	Restaurant

Agenda Item 8

Committee(s):	Date(s):
Open Spaces & City Gardens - For Decision	20 April 2015
West Ham Park - For Decision	20 April 2015
Port Health - For Decision	5 May 2015
Epping Forest & Commons - For Decision	11 May 2015
Hampstead Heath, Highgate Wood & Queen's Park - For Decision	18 May 2015
Subject: Open Spaces Business Plan 2015/16 – 17/18	Public
Report of: Director of Open Spaces	For Decision
Summary	
<p>The Open Spaces Business Plan 2015/16 – 17/18 focuses on delivering our charitable objectives and our four departmental objectives:</p> <ul style="list-style-type: none"> • Protect and conserve the ecology, biodiversity and heritage of our sites • Embed financial sustainability across our activities by delivering identified programmes and projects • Enrich the lives of Londoners by providing a high quality and engaging learning and volunteering offer • Improve the health and wellbeing of our communities through access to green space and recreation <p>The delivery of these objectives is supported by a number of corporate, departmental and divisional projects and programmes. These are illustrated on our roadmap. These programmes are an ambitious plan for change which will allow our charities to operate more effectively both individually and as a collective, to deliver of objectives in a way that is effective and sustainable.</p>	
Recommendation	
It is recommended that Members approve the Open Spaces Business Plan 2015/16 – 17/18	

Main Report

Background

1. In line with City of London business planning guidance, the Open Spaces Business Plan covers a three year period and is reviewed on an annual basis.

Current Position

2. The business plan for 2015/16-17/18 presents a slightly changed approach from previous years as it focuses on the department's roadmap for key programmes and projects. Roadmaps have started to be introduced across the City of London to illustrate priority projects including a timeline and milestones.
3. The roadmap presents an overview of programmes and activities and it is supported by a suite of project and programme management documents which include a new "Opportunity Outline", "Corporate Impact Assessment", "Project Initiation Document" and "Highlight Report". These documents form the basis of a new corporate gateway process for the scoping, delivering and monitoring of non-capital projects.
4. The Open Spaces department has been at the forefront of adopting the new roadmap approach as we believe it will help us in delivering our ambitious programme of change. This programme will allow us to achieve our departmental savings over the next three years while focusing our attention and activities on delivering and understanding outcomes for our communities.

Departmental Objectives

5. The business plan presents four departmental objectives, which support our charitable objectives:
 - Protect and conserve the ecology, biodiversity and heritage of our sites
 - Embed financial sustainability across our activities by delivering identified programmes and projects
 - Enrich the lives of Londoners by providing a high quality and engaging learning and volunteering offer
 - Improving the health and wellbeing of our communities through access to green space and recreation
6. Our achievement of these objectives is supported by our roadmap projects and programmes.

Key Projects and Programmes

7. The projects and programmes which form the roadmap are:
 - Learning
 - Sports
 - Various Powers Bill
 - Promoting our services
 - Energy efficiency
 - Fleet and equipment review

- Wayleaves
 - Ponds Project
 - Lodges and operational property review
 - Car parks
 - Cafes
8. The roadmap also reflects a number of corporate projects which will have an impact on the work of the department – service based review; strategic energy review; customer service transformation; oracle business intelligence; City People (I-Trent) upgrade; Investors in People and revised appraisal system roll out.
 9. The Superintendent of the Cemetery & Crematorium will be leading on the “Promoting Our Services” project for the department. The Energy Efficiency and Fleet & Equipment review are likely to be the most significant programmes for the Cemetery & Crematorium, although as reflected in the property section of the business plan, there will also be efforts to ensure best use of operational property which will have some impact on the site.

Key Performance Indicators

10. A new set of indicators were introduced in last year’s business plan. The department is now looking to develop these indicators further with a “basket of indicators” which will sit behind each KPI which will allow us to consider a broader range of performance measures.
11. An additional KPI – energy efficiency and sustainability – has been introduced to reflect the importance this is considered by the department. The targets have been taken from the department’s Sustainability Improvement Plan.

The Cemetery and Crematorium specific indicators

12. As in the previous business plan, a different additional set of KPIs are included for the Cemetery and Crematorium to reflect their operation as a business rather than a charity. These are:
 - Maintain 23% market share of cremation
 - Maintain 8% market share of burials
 - Income compared to income target
 - Target of 60% of cremation using the new fully abated cremator

Corporate & Strategic Implications

13. The delivery of the Open Spaces Business Plan 2015/16 – 17/18 will support the City of London’s strategic aim “to provide valued services to London and

the nation” and the key policy priority of “maintaining the quality of our public services whilst reducing our expenditure and improving our efficiency”.

Conclusion

14. The roadmap which forms the basis of the Open Spaces Business Plan illustrates the eight key programmes that will deliver change and improvement across the department over the next three years. By working together more effectively as a department, we will support each of our charities in delivering to their communities and the Cemetery & Crematorium in delivering their services.

Appendices

- **Appendix 1 - Open Spaces Business Plan 2015/16 – 17/18**
- **Appendix 2 – Cemetery & Crematorium update on performance 2014/15**

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Open Spaces Business Plan 2015/16 – 2017/18

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1. Director's introduction

We began 2014/5 by looking at the longer term; considering what Open Spaces will need to provide for communities over the next 50 years. Many of the landscapes we manage require long term planning. With the projected growth in London's population, pressures on the NHS and education, as well as substantial reductions in central government grants which have left local authorities with major decisions to make over the levels of service they provide; we determined to focus on ensuring our green spaces would be able to meet the challenges of these changes. Whilst the City of London Corporation is not simply a local authority, we do provide local services. Like other organisations, we are facing serious economic challenges; we are, however, working hard to ensure our financial position remains stable. In reviewing our services we are challenging what and how we provide them, as well as the way we currently operate. This will, allow us to explore more efficient, effective and innovative ways of working. We have used this work to develop a programme of change for 2015 onwards.

As well as planning ahead, there were some significant achievements in 2014. The two reservoir projects – Hampstead Heath's Ponds and Epping Forest's Highams Park Lake – have been examples of excellent joint working with engineers from the Department of the Built Environment, as well as community engagement. Highams Park now has a new dam and significantly less silt, as well as achieving a solution for the home of the local scout canoeists. At Hampstead Heath, following a successful outcome of the Judicial Review and planning permission, work has been able to start on site; achieving the tight planned timescale. Both projects have benefitted from some great staff support, working closely with a wide range of community groups.

Other projects that have made good progress include the Cemetery and Crematorium Shoot, providing additional burial space, where work is now ready to be commencing on site in 2015/6. The Kenley Heritage Lottery Project, involved an interesting workshop on maintaining heritage assets and now has all resources in place to commence work on site later in 2015. As significant part of the grazing strategy was achieved with the completion of the Great Gregory's buildings providing overwintering facilities for 170 cattle including Epping's longhorn and red poll cattle as well as City Common's Sussex cattle. This will enable the herd to grow further in subsequent years, improving wood pasture management.

We are indebted to both staff and volunteers for all their achievements in 2014; with nearly 50,000 volunteer hours, up 10% on 2013, volunteers enable us to together achieve some significant projects; for example the visitor surveys at Epping Forest and the woodland management at City Commons. I was delighted that two Superintendents, Bob Warnock and Andy Barnard, were successful in their appointments to new roles within the Department.

The introduction of a new visual identity, focussing on our charitable trusts, has started to draw together messaging for each site. We continue to focus on improving our web site; seeking to understand the requirements of our customers and using social media to support their interest. We have made good use of QR codes on some sites to direct further information and visitor experience.

This Plan provides our direction for 2015/6 and beyond; focussing on ensuring our green spaces are preserved for recreation and enjoyment, whilst protecting local biodiversity and heritage; providing opportunities for both community and individual enrichment. Our projects are challenging all of us

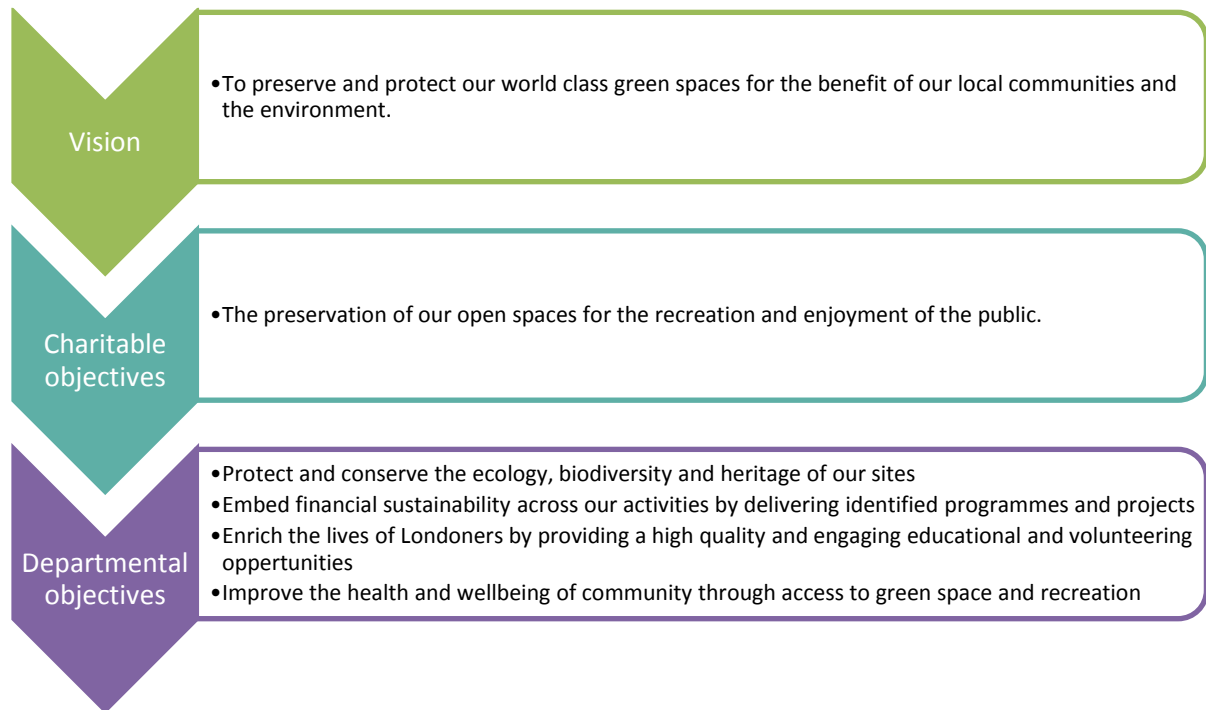
to do things differently and some of them will require our staff to develop new skills – particularly around developing ideas into financially viable projects, managing projects and managing change. Each of our divisional training plans will need to reflect these new requirements alongside day-to-day operational considerations.

In preparing for change, we recognise the need to develop staff skills both in project management, leadership and managing change; as well as developing management information to better understand our customers, empower staff and achieve improvements and efficiencies. Specific projects will focus on the opportunity that the introduction of a Various Powers Bill will enable; a strategic property review and a new Learning Strategy. We will seek further opportunities to become more efficient through energy and fleet reviews, together with achieving additional funding from wayleaves, car parking, cafes and other opportunities to promote our services. Although our focus must be on developing our skills, reducing costs and increasing income; there are several significant projects that must also be delivered. The Ponds Project will be a year for considerable upheaval on site, whilst construction starts; working with the community to ensure the short term impact is limited where possible. At Epping Forest the new management plan will be presented for public consultation.

These projects present an ambitious programme of change that will allow our charities to operate more effectively in delivering their objectives and our Departmental objectives, in a way which is effective, efficient, sustainable and wide reaching.

2. Our vision and objectives

The Open Spaces Department is integral to the service that the City of London offers to the community of London and beyond. Our green infrastructure contributes to ecological diversity and conservation as well as positive outcomes for people - enjoyment, recreation, wellbeing and health.

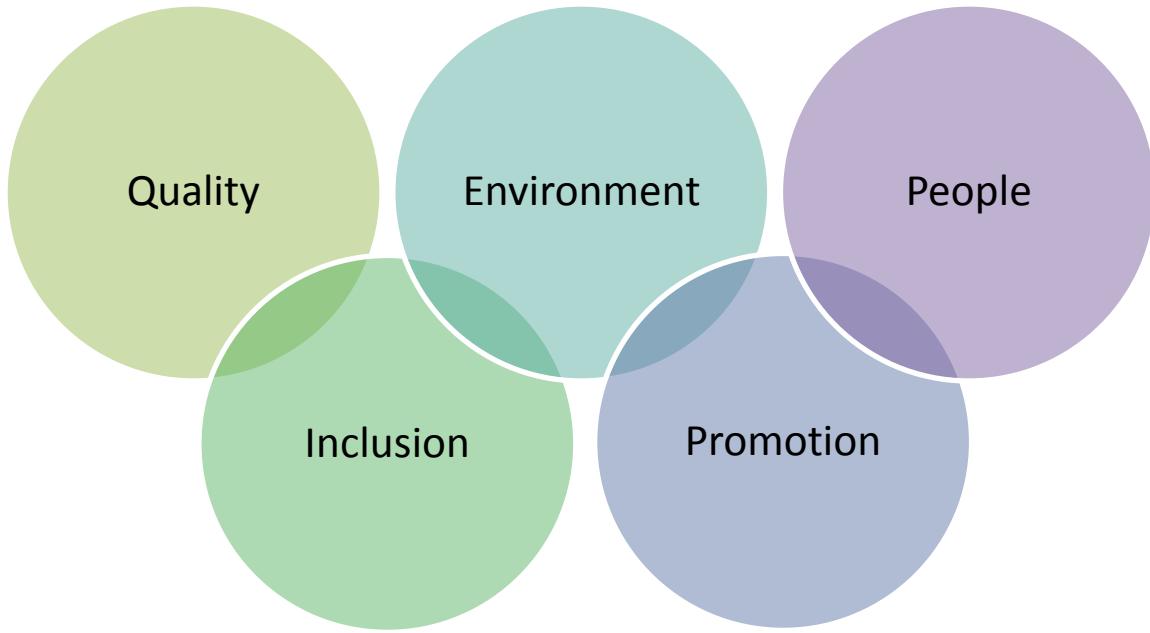


This vision reflects the objectives of each of our eight charities, which focus on the preservation of our green spaces for the recreation and enjoyment of the public. The objectives for each of our charities are included in appendix 2.

The Department's objectives reflect our charities' joint focus on communities and the landscape we all enjoy. Through this business plan, the Open Spaces Department through its charities at Ashted Common, Burnham Beeches & Stock Common, Coulson Common & Other Commons, Epping Forest, Hampstead Heath, Highgate Wood & Queen's Park, West Ham Park, West Wickham Common & Spring Park and as well as our Cemetery & Crematorium will:

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

In delivering our charity and departmental objectives, we are also conscious of our five departmental values of quality, inclusion, environment, promotion and people; and the City's values of lead, empower and trust.



3. Delivering our key priorities

The delivery of our charitable objectives for each open space and our four departmental objectives is supported by a number of corporate, departmental and divisional projects and programmes. These are illustrated on our departmental roadmap.

Roadmaps are being introduced across the City of London to illustrate priority projects including a timeline and milestones. Each roadmap presents an overview of programmes and activities and it is supported by a suite of project and programme management documents which include new “Opportunity Outlines”, “Corporate Impact Assessments”, “Project Initiation Documents” and “Highlight Reports”. These documents form the basis of a new corporate gateway process for the scoping, delivering and monitoring of non-capital projects.

Our departmental roadmap also reflects those corporate cross cutting projects which will impact on the department, as well as those projects that we are running as a Department. Our departmental programmes are:

Learning	<ul style="list-style-type: none"> •City Bridge Trust Bid Education strategy and operating model Golders Hill Park Zoo and Queen's Park Children's Farm One O'Clock Club Volunteering and outreach work at City Gardens and West Ham Park Hampstead Heath education and play facilities
Sports	<ul style="list-style-type: none"> •Sports strategy Charging Paddling pools Wanstead Park changing facility improvement Hampstead Heath Lido Golf course recovery Online sports booking Operating model
Various Powers bill	<ul style="list-style-type: none"> •Management powers Income generation Enforcement
Promoting our services	<ul style="list-style-type: none"> •Market research Events Charging Commercial activity Promotion of charities Increase awareness of services Understanding of costs Digital development
Energy efficiency	<ul style="list-style-type: none"> •Audit of property Reduction in utility usage Increase electricity generation
Fleet & equipment review	<ul style="list-style-type: none"> •Audit of equality and costs Disposal Management options
Wayleaves	<ul style="list-style-type: none"> •New charging model Annual process of review Enforcement
Ponds Project	<ul style="list-style-type: none"> •Engineering and landscaping project to improve dam safety, improve water quality and create diverse habitats
Lodges and operational property review	<ul style="list-style-type: none"> •Identification of surplus property Exploration of short and long term leasing opportunities Disposal of surplus assets Income generation
Car Parks	<ul style="list-style-type: none"> •Divisional based projects considering charging strategy and infrastructure to support this
Cafes	<ul style="list-style-type: none"> •Development of food sales, concessions and cafe Service improvements Increased income

Together these projects present an ambitious programme of change that will allow our charities to operate more effectively together in order to deliver each of the charities' objectives and our departmental objectives in a way which is effective, efficient, sustainable and wide reaching. Our roadmap is attached at appendix 1.

A separate list of future capital projects is included at appendix 3. However over the next three years the Department will primarily be focusing on our roadmap projects and programmes. As a result only those capital projects associated with roadmap projects have been added to the business plan.

4. Performance measures

As the Directorate undertakes the change programme as part of our key priority projects and programmes to secure financial sustainability and to meet our key objectives, it will be increasingly important for staff to have access to information about our customers and our business performance to inform decisions.

New Key Performance Indicators (KPIs) were introduced in 2014/15 – Conservation, Customer Satisfaction, Finance and People Management. These will continue as: Preserving the ecology and biodiversity of our sites, Customer Satisfaction, Finance and Developing our staff. A new indicator, Energy efficiency and sustainability, has been added to reflect two of our roadmap projects – Energy Efficiency and Fleet Review.

To enable decisions to be based on good evidence, we are developing the performance indicators established by the previous business plan. To facilitate this, a broader basket of site specific indicators will sit behind each KPI. These will drill down into further detail. The development of a broader range of indicators will also enable us to recognise the variety and differences between each of our 14 open green.

KPI	Performance 2014/15	Basket of Indicators for 2015/16
Preserving the ecology and biodiversity of our sites	Target of all sites having either a current management plan or work on next plan initiated met by the end of 2014/15	<ul style="list-style-type: none"> • Sites with current management plan • Green flags awards • Green heritage awards • SSSI condition • London in Bloom awards • Heritage assets at risk
Customer satisfaction	Target of all divisions to have completed a hundred “60 second surveys” met in 2014/15	<p>Completion of hundred 60 second surveys for each site</p> <p>A basket of indicators will be developed during 2015/16 following a market segmentation exercise and as part of the Promoting our Services roadmap project. These indicators will link to COL Customer Strategy</p>
Finance - Income as a percentage of local expenditure (actuals)	<p>Goal of increase percentage for 14/15 compared to 13/14</p> <p>TBC at year end</p>	<ul style="list-style-type: none"> • Road map projects successfully delivered • Net profit evaluation of events • Net profit evaluation of commercial activity
Developing our staff	<p>Target of trainings spend of 1.5% of direct employee costs</p> <p>TBC at year end</p>	<p>Target of training spend of 1.5% of direct employee costs</p> <p>A basket of indicators will be developed during 2015/16 that link to Investors in People, a training analysis and a departmental workforce strategy. It</p>

		is anticipated that these indicators will consider the effectiveness of training and how it is contributing to the business; staff progression and retention; development of core skills over and above business specialist.
Energy efficiency and sustainability	Performance against the Department Sustainability Improvement Plan	<ul style="list-style-type: none"> • Reduce utility consumption by 2.5% per annum • Reduce fuel consumption by 5% per annum • Increase in electricity generation of 100KW (two additional buildings generating at least 50KW each)

The Cemetery & Crematorium has an additional set of Key Performance Indicators which reflect the commercial and regulatory environment in which it operates.

Target 2014/15 and 2015/16	Performance 2014/15
Maintain 23% market share of cremations	Under KPI to date due to reduced operating in January and February as a result of operational issues
Maintain 8% market share of burials	7Under KPI due to a slight shift away from burial this year.
Income compared to income target	To be confirmed at end of year – expect to exceed income target
Percentage cremations using the new fully abated cremator – target of 60%	48.5% due to the failure of our abated cremator during parts of November, January and February.

In addition to our KPIs, as part of our roadmap projects, we are also embedding consideration of outcomes in each project and programme as they are developed. Over time the development, monitoring and refinement of our outcomes will feed into our KPIs and indicators.

5. Our People

The Open Spaces Department employs 350 staff across a broad range of activities including arboriculturalists, litter pickers, rangers, constabulary, lifeguards, bereavement services, grounds maintenance, administration, marketing, sports, fleet management and education. A structure chart is included at appendix 6.

Our roadmap projects are challenging all of the staff in the Open Spaces Department to do things differently and some of them will require some of our staff to develop new skills – particularly around developing ideas into financially viable projects, managing projects and managing change. Each of our divisional training plans will need to reflect these new requirements alongside day-to-day operational considerations.

Investors in People

The City of London Corporation being assessed over a period of three years against the Investors in People (IIP) core standard and the wider IIP framework. In year one (September 2014) the assessment focused on validating the 'one team' culture and effectiveness of leaders and managers. In September 2015 the assessment focus will be on the effectiveness of engagement of frontline teams in all elements of strategy implementation and in year three the assessment focus will be on the skills of managers in evaluating the outcomes from learning and development activities.

In September 2014 the City Corporation met the evidence requirements of the IIP core standard and enough of the wider framework evidences from indicators 1, 3, 4 and 5 to secure recognition as a Bronze Investor in People. It is hoped that by the last assessment in September 2016 enough of the wider IIP framework evidences will have been met to secure the Gold award.

An Open Spaces Departmental action plan based on the 2014 assessment has been developed. Superintendents and their teams are working towards imbedding the IIP principles into everyday management, develop and share areas of good practice and gathering evidence for the next assessment.

Workforce planning

In recognition of our need to effectively manage and develop our workforce, we will be replacing our Human Resources Improvement Group with a Workforce Planning Group. This departmental group will contribute to a broader corporate programme of activity around workforce planning.

Succession Planning

The Department recognises the need to succession plan both as part of individuals development but also to secure positive outcomes for the Department. The Senior Leadership Team will be discussing how to take this forward with our HR Business Partner.

Learning priorities and outcomes

The department has a suite of learning priorities which are: project management, people management, leadership, financial awareness, managing and working with volunteers, operational training and coaching/mentoring skills. In setting our learning priorities for this business plan period, consideration has been given to our charitable and departmental objectives, and our roadmap projects and programmes.

Our learning priorities will be used to identify appropriate learning opportunities. Learning outcomes will be set for each learning opportunity, such as courses, conferences or events, and outcomes will be evaluated on completion of learning and cost-benefit will be evaluated. This will allow the Department to understand the impact of its learning programme and to highlight those learning opportunities which have proved particularly valuable.

Volunteers

We are hugely grateful for the work of our volunteers who support a wide range of activities across our green spaces including woodland management, ecological surveys, ecological enhancements, event organisation & delivery, mentoring, visitor engagement and installing new planting schemes. Some of activities and services are only possible due to the time given by volunteers.

In recognising the support of our volunteers in managing and maintaining our green spaces, we also recognise that volunteering should be a beneficial and enjoyable experience for those who volunteer. Volunteering can contribute to a range of outcomes including: connectivity to open space and the wider community, exercise, a sense of wellbeing, engagement with others and skills development. As part of our learning programme, we will be developing a series of outcomes and indicators which will help us to assess and understand the impact of volunteering for those who participate.

A volunteering programme is now embedded at each of our sites with the exception of the Cemetery & Crematorium. The Department will continue to develop its volunteering offer and ensure that the contribution of volunteers is maximised through its Volunteering Improvement Group which brings representatives from across the Department together to share good practice.

As we progress our roadmap projects and programmes we will continue to work with communities and volunteers to deliver the services they need.

6. Risk Register

The Open Spaces Department manages risk through a Departmental risk register, divisional risk registers, generic risk assessments and dynamic risk assessments. The Department also currently has one risk on the Corporate Risk Register – Corporate Risk 11.

Risks are managed on a divisional basis and each divisional management team is responsible for managing risks locally. Risks are escalated to the Departmental risk register to reflect those risks which cut across divisions, or which would have an impact which would be felt beyond the division. Risks are escalated to the Corporate Risk Register in accordance with the City of London Risk Management Strategy.

Generic risk assessments have been produced by the Open Spaces Risk Assessment Group and agreed by Senior Leadership Team to ensure a common standard across the Department. These generic risk assessments are then used as a basis for preparing risk assessments and safe systems of work in each of the divisions.

Dynamic risk assessments are conducted by staff prior to undertaking any risky activity. Where alterations are made to agreed safe methods of working these decisions must be documented.

The most significant risks facing the Department are our ability to deliver our roadmap projects & programmes; animal, plant & tree disease; and health & safety.

Each roadmap project will develop its own risk register for the project and the associated change implementation. These risks will be managed by the project lead and reported to the programme board or programme executive. Risks and issues will be escalated by the programme executives to the Department's Senior Leadership Team as necessary, who in turn may choose to escalate risk further through the corporate process.

7. Health and safety

Health and Safety is managed in the Department through the Health & Safety Improvement Group which meets quarterly and is chaired by the Director. Each division is represented at this meeting, and each divisional representative is charged with communicating the outcomes and

recommendations of the Health & Safety Improvement group to their divisions. The minutes of the meetings are circulated through the Department and made available on divisional notice boards.

The Health & Safety Improvement Group has a Risk Assessment Sub Group which is currently reviewing and rationalising risk assessments and safe systems of work.

Each division also has its own Health & Safety group which escalates issues up to the Departmental Health & Safety Improvement Group as necessary.

The Director represents the Department on the City of London Health & Safety Committee which is chaired by the Town Clerk. The Open Spaces Technical Manager also attends the City of London Safety Managers Forum.

The Open Spaces Department uses 12 indicators to monitor Health & Safety which are attached in appendix 5. An annual Health & Safety audit is carried out to monitor the 12 Health & Safety indicators. The audit is carried out by each division carrying out a self-assessment which is followed in alternate years by a validation from another division.

The current areas the Department is focusing on to improve are:

- Managing contractors
- Maintenance of equipment
- Working with the public/lone working
- Musculo-skeletal issues
- Premises fire risk assessments
- Noise and vibration
- Risk assessments for the use of chemicals.

8. Property and asset management

The Open Spaces Department is the custodian of the City's open space land, while the City Surveyor is responsible for the maintenance of the buildings and other built infrastructure. The Open Spaces Department will be working together with the City Surveyors and Chamberlains as part of the operational property review during the course of this business plan to review our operational assets to ensure that assets are used effectively and sustainably and any surplus assets are identified.

Preparations for this review have already identified surplus assets including surplus lodges, the "rabbit triangle" and a toilet block at the Cemetery and an empty office at Farthing Downs. This work is reflected on our roadmap. Discussions have also started to consider cases where assets could become surplus in the future, such as Heathfield House which currently houses the management and administration team for Hampstead Heath, Highgate Wood & Queen's Park.

9. Summary Business Plan

Our Vision is:	To preserve and protect our world class open spaces for the benefit of our local communities and the environment.
Our Charitable Objectives are:	The preservation of our open spaces for the recreation and enjoyment of the public.
Our Departmental Objectives are:	<ul style="list-style-type: none"> • Protect and conserve the ecology, biodiversity and heritage of our sites • Embed financial sustainability across our activities by delivering identified programmes and projects • Enrich the lives of Londoners by providing a high quality and engaging educational and volunteering opportunities • Improving the health and wellbeing of community through access to green space and recreation

Our Key Performance Indicators are:		
Description:	2013/14 performance	2014/15 target
Preserving the ecology and biodiversity of our sites	Target of all divisions to have completed a hundred “60 second surveys” met in 2014/15	Basket of indicators: <ul style="list-style-type: none"> • Sites with current management plan • Green flags awards • Green heritage awards • SSSI condition • London in Bloom awards • Heritage assets at risk
Customer satisfaction	Target of all divisions to have completed a hundred “60 second surveys” met in 2014/15	100 surveys per site completed. A basket of indicators will be developed during 2015/16 following a market segmentation exercise and as part of the Promoting our Services roadmap project. These indicators will link to COL Customer Strategy
Finance - Income as a percentage of local expenditure	TBC at year end	<ul style="list-style-type: none"> • Road map projects successfully delivered • Net profit evaluation of events • Net profit evaluation of commercial activity
Developing our staff	TBC at year end	Target of training spend of 1.5% of direct employee costs

		A basket of indicators will be developed during 2015/16 that link to Investors in People, a training analysis and a departmental workforce strategy. It is anticipated that these indicators will consider the effectiveness of training and how it is contributing to the business; staff progression and retention; development of core skills over and above business specialist.
Energy efficiency and sustainability	New indicator	<ul style="list-style-type: none"> • Reduce utility consumption by 2.5% per annum • Reduce fuel consumption by 5% per annum • Increase in electricity generation of 100KW (two additional buildings generating at least 50KW each)

Our Financial Information:					
	2013/14 Actual 000	2014/15 Original Budget 000	2014/15 Revised Budget 000	2014/15 Forecast Outturn (latest) 000	2015/16 Original Budget 000
Employees	£13,777	£14,206	£13,850	£13,850	£14,256
Premises	£2,118	£1,849	£1,983	£1,983	£1,771
Transport	£639	£597	£1,027	£1,027	£622
Supplies & Services	£2,455	£2,142	£2,100	£2,100	£2,152
Third Party Payments	£61	£78	£112	£112	£78
Transfer to Reserve	£213	£100	£66	£66	£74
Total Expenditure	£19,263	£18,972	£19,138	£19,138	£18,953
Total Income	-£8,344	-£8,376	-£8,376	-£8,626	-£8,280
Total Local Risk	£10,919	£10,596	£10,762	£10,512	£10,673
Central Risk	-£2,235	-£1,203	-£516	-£516	-£619
Total Local and Central	£8,684	£9,393	£10,246	£9,996	£10,054
Recharges	£4,019	£3,829	£4,031	£4,031	£3,992
Total Net Expenditure	£12,703	£13,222	£14,277	£14,027	£14,046
City Surveyor Local Risk	£3,164	£4,785	£4,181	£4,181	£5,039
Total Net Expenditure	£15,867	£18,007	£18,458	£18,208	£19,085

Our People													
Total staff	353												
Full time	314												
Part time	39 (figure does not include seasonal casual staff at Hampstead Heath and Epping Forest)												
Turnover	10-15% of permanent posts become vacant in any one year												
Vacancies	All vacancies are advertised internally within the City of London. From April 2015, all vacancies for Team Leaders and above it will be advertised across the department prior to any further recruitment in order to identify existing employees would like to be considered for secondment, acting up or to have development experience.												
Sickness absence	<p>The Open Spaces department is predominantly a manual worker department and the average number of days lost for the 12 months ending December 2014 was 6.2 days per employee. This compares favourably with the corporate average.</p> <p>The main areas which caused the sickness absence in late 2014 were musculo-skeletal problems such as knee, back, neck, hip and shoulder injuries and infections such as flu, coughs, cold etc. These absences accounted for 52.6% of all sickness absences during the period October to December 2014.</p>												
Gender	74.2% of staff are males, whilst 25.8% of staff are females												
Age range	<p>The Open Spaces Department has an aging workforce, with over 70% employees over 41</p> <table border="1"> <tbody> <tr> <td>20 and under</td> <td>0.6%</td> </tr> <tr> <td>21-30</td> <td>9.1%</td> </tr> <tr> <td>31-40</td> <td>20.1%</td> </tr> <tr> <td>41-50</td> <td>36.3%</td> </tr> <tr> <td>51-60</td> <td>27.8%</td> </tr> <tr> <td>61 plus</td> <td>6.2%</td> </tr> </tbody> </table>	20 and under	0.6%	21-30	9.1%	31-40	20.1%	41-50	36.3%	51-60	27.8%	61 plus	6.2%
20 and under	0.6%												
21-30	9.1%												
31-40	20.1%												
41-50	36.3%												
51-60	27.8%												
61 plus	6.2%												
Ethnicity	89.39% of the workforce are white British/European, 1.52% are Asian, 3.33% are black, 5.57% are classified as being of mixed ethnicity												

10. Appendices

1. The Open Spaces Department Roadmap and divisional roadmaps
2. Charitable objectives
3. Capital projects
4. Risk register
5. Health & Safety indicators
6. Structure charts

Guide to the roadmaps

Open Spaces Roadmap and Business Plan

There is one main roadmap for Open spaces that contains the department priorities. This is supplemented by 5 division level roadmaps.

The Open Spaces Departmental roadmap features key corporate projects which will impact on the work of the Department. These are directly taken from the Corporate roadmap and can be seen in the top portion of the document, and below this are the Open Spaces Departmental priority projects.

Each division roadmap shows the Open Spaces Departmental projects in the top portion, and below this are the specific projects the Division are undertaking.

Programme tracking and progress

The roadmaps illustrate the progress of projects against milestones. The milestones are shown as blue diamonds, with activities shown in oblongs. As activities are progressed or completed the orange oblongs are highlighted in Green, while those yet to be completed remain in orange. . Not all project have been fully scoped, this is undertaken using the Corporate Opportunity Outline process and engagement with key stakeholders across the organisation. Once an opportunity outline has been completed and signed off, the activity boxes and key milestones are added to the roadmap for that project.

New projects or programmes that arise during the course of the business planning period may also be added and priorities changes – these will be highlighted through the reporting process.

Dates are shown horizontally across the top of the page. These focus on a 12 month period, longer term projects may appear on the roadmap without milestones or activity.

At the end of each programme line is a traffic light which gives a status of the overall programme – red, amber or green. Red and Amber projects will report on actions required to bring the status of delivery back on track or agree changes to maintain controls around the cost, quality or timeframes for delivery. There is also an arrow to indicate direction of travel (i.e. things are improving, steady state or getting worse). The arrow will also highlight the effectiveness of controls put in place on a red or amber project. The red amber green status and the direction status updates are confirmed through programme highlight reports at our Senior Management Team.

For example, the Education programme is currently listed as amber. This reflects the significant degree of risk and uncertainty associated with the application to the City Bridge Trust, although all activities to date have been completed to agreed timescales.

Committees will receive an update on progress against the roadmap as part of the quarterly business plan update. This will include commentary on any projects which are falling behind schedule or are subject to higher levels of risk.

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Committees

Open Spaces & WHP

Committee Date	20-Apr	27-Jul	12-Oct	09-Nov	07-Dec
Paper Submission date	06-Apr	13-Jul	28-Sep	26-Oct	23-Nov
Items	Lead Officer	Lead Officer	Lead Officer	Lead Officer	Lead Officer
Business Plan	Sue/Martin				

Port Health

Committee Date	10-Mar	05-May	07-Jul	22-Sep	24-Nov
Paper Submission date	24-Feb	21-Apr	23-Jun	08-Sep	10-Nov
Items	Lead Officer	Lead Officer	Lead Officer	Lead Officer	Lead Officer
Business Plan		Gary/Sue			

Epping Forest

Committee Date	09-Mar	11-May	06-Jul	07-Sep	09-Nov
Paper Submission date	23-Feb	27-Apr	22-Jun	24-Aug	26-Oct
Items	Lead Officer	Lead Officer	Lead Officer	Lead Officer	Lead Officer
Business Plan		Paul/Sue			

Hampstead Heath

Committee Date	23-Mar	18-May	20-Jul	21-Sep	23-Nov
Paper Submission date	09-Mar	04-May	06-Jul	07-Sep	09-Nov
Items	Lead Officer	Lead Officer	Lead Officer	Lead Officer	Lead Officer
Business Plan		Bob/Sue			

Committees

Open Spaces & WHP

Committee Date
Paper Submission date

Port Health

Committee Date
Paper Submission date

Page 38

Epping Forest

Committee Date
Paper Submission date

Hampstead Heath

Committee Date
Paper Submission date



- Project is in a critical state**, guaranteed that the project will go, or has, gone beyond agreed tolerances (financial, benefits, timescales, quality)
- Project is slipping**, project has slipped or will about to slip into agreed tolerances
- Project is on track**



-
- Project Closed**
 - Project is in a controlled state**
 - Positive direction of travel**
 - Negative direction of travel**



Partnership project



Technology led project



Open Spaces SBR linked project

Programme / Project			2015												RAG
March 28th 2015			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	
CORPORATE ROADMAP															
Service Based Reviews – Grants, Strategic Review of Operational Assets, Contract Management, Facilities Management, Income Generation, Effectiveness of Hospitality	John Baradell	Sue Ireland		• Report on Workforce & HR implications to Estab Committee		• Summary Report to P & R Cmt	• Timelines & Milestones to be established, resourcing taking longer than expected			• Update to Resource Allocation Sub Cmt awayday					🟡➡
>> Strategic Review of Operational Properties	Caroline Al-Beyerty and Peter Bennett	Sue Ireland		• To agree Governance, milestones and establish project	• City Surveyors produce initial analysis of opportunity utilisation list	• Report to March RAG Sub to agree methodology	• Workshops April/M	• Prepare workshop pack for Markets & CP workshop	• Agree replacement Barbican GSMO Cap		• Update to Summit Group				🟢➡
Strategic Energy Review <i>Lead: Susan Attard, Sue Ireland</i>	Sue Ireland and Susan Attard				• Energy Efficiency Fund Approved			• Published milestones to be agreed							🟢➡
Customer Service Transformation	Susan Attard	Sue Ireland	• First Customer Services Steering Group	• Second Customer Services Steering Group	• Terms of Reference and strategy to be agreed			• Governance to agree priorities to move forward	• Handover to normal operation						🟢➡
Oracle Business Intelligence – Upgrade to R12, replacement of Manhattan and roll out of BI reporting & dashboards	Peter Kayne	Esther Sumner	• On track for transition to begin on 26/02	• 2nd March Technical Go-Live		• Continued Business Transformation & Benefits realisation		• Handover to BAU complete	• Project Closed						🔴➡
City People (iTrent upgrade) – Rebranding and upgrade of HR management system with additional HR self service including increased functionality for managers	Chrissie Morgan	Alison Grayson	• New L&D module Go Live		• New Recruitment & leaver functionality signed off with supplier as complete		• New Absence module Go Live		• New Variations to Pay module Go Live						🟡➡
Investors in People and Appraisal System (PDF) Update Roll out	Chrissie Morgan	Yvette Hughes	• New PDF Go Live - Open Spaces	• IIP Action plan agreed by Summit	• Further intranet communications to go out in March	• BIP checklist for Chief Officers to be agreed			• Electronic PDF Feasibility Work						🟢➡
OPEN SPACES PRIORITIES			Executive	Lead											
Learning Programme <i>Education strategy for Open Spaces. Funding bid for City Bridge Trust and delivery of learning programme. Delivery of SBR Education related projects.</i>	Martin Rodman	Grace Rawnsley	• Framework developed	• Design programme						• Bid considered by CBT committee					🟡➡
Sports Programme <i>Feasibility review of sports provision across open spaces. Sports and play strategy for Open Spaces. Potential new operating model to deliver SBR savings.</i>	Bob Warnock	Declan Gallagher	• OO produced	• Data gathering and evaluation	• Supplier requirements and selection	• Options developed and evaluated	• PID development and approval								🔴➡
Ponds Project <i>Necessary works at Highgate and Hampstead to ensure safety and prevent flooding as a result of extreme storm events. Legal duty.</i>	Philip Everett	Tom Creed (DBE) Bob Warnock (OS)	• S106 signed	• Site Clearance	• Mobilise	• Construction (18 month programme)									🟢➡
Various Powers Bill <i>Seeking changes to legislation governing Open Spaces to give clarity and flexibility to management of open spaces enabling opportunities to deliver more efficient and effective services.</i>	Paul Thomson	Jo Hurst		• Informal Consultation			• Committee scrutiny and Court of Common Council						• Bill deposition with Parliament		🟡➡

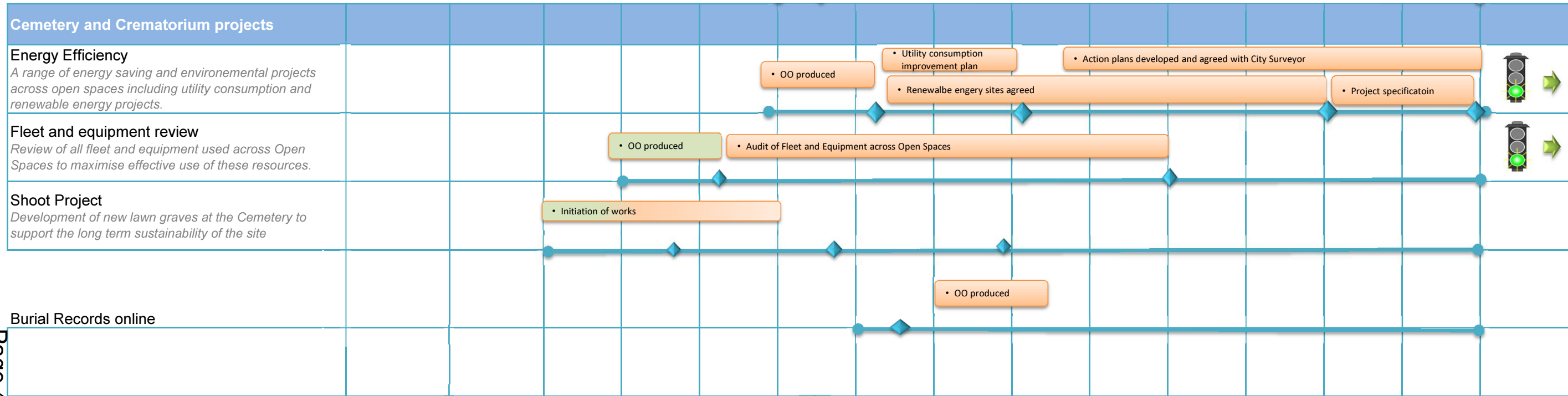
Programme / Project March 28th 2015	Lead officers	Open Spaces	2015												RAG		
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec			
Promoting our services <i>A range of initiatives across all open spaces to review events and promotions, raising awareness of our services, their costs. Income generation.</i>	Gary Burks	Esther Sumner				• OO produced		• POS programme set up and short medium and long term opportunities outlined									
Energy Efficiency <i>A range of energy saving and environmental projects across open spaces including utility consumption and renewable energy projects.</i>	Andy Barnard	Jonathan Meares					• OO produced	• Utility consumption improvement plan		• Action plans developed and agreed with City Surveyor							
Fleet and equipment review <i>Review of all fleet and equipment used across Open Spaces to maximise effective use of these resources.</i>	Andy Barnard	Geoff Sinclair		• OO produced		• Audit of Fleet and Equipment across Open Spaces		• Review of operational demand				• Short, medium and long term options identified					
Wayleaves <i>Review of Wayleave charges and introduce a structured approach to charging across Open Spaces</i>	Paul Thomson	Sue Rigley		• OO produced		• High end Wayleaves review		• Full business case				• Service agreements - OO produced		• 1st October fee increases			
Lodges (& specific properties) review <i>Short and long term rental of lodges and properties in our Open Spaces.</i>	Paul Thomson	Jeremy Dagley				• OO produced											
Car Parks <i>Individual Division based projects relating to car parking to put in place the charging strategy and infrastructure to support this.</i>	tbc	tbc						• OO produced									
Cafes <i>The development of food sales, concessions and cafes across our Open Spaces to improve services and increase income.</i>	tbc	Richard Gentry						• OO produced	• Sub project - NLOS Cafe OO	• Sub project - NLOS Soft Market testing							

Project is in a critical state
 Project is slipping,
 Project is on track
 Partnership project
 Technology led project
 Linked to SBR projects and savings

Milestones
 Project is in a controlled state
 Positive direction of travel
 Negative direction of travel

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Cemetery and Crematorium			2015												RAG	
Updated March 2015			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec		
Open Spaces Department projects and priorities																
Learning Programme Education strategy for Open Spaces. Funding bid for City Bridge Trust and delivery of learning programme. Delivery of SBR Education related projects.	SBR	Martin Rodman	Grace Rawnsley	• Strategy developed • OO	• Design programme		• Prepare and submit Bid			• Bid considered by CBT committee	• Initiation of non bid projects					
	Sports Programme Feasibility review of sports provision across open spaces. Sports and play strategy for Open Spaces. Potential new operating model to deliver SBR savings.	SBR	Bob Warnock	Declan Gallagher	• OO produced	• Supplier requirements and selection	• Data gathering and evaluation	• Options developed and evaluated	• PID development and approval	• Sports programme set up and sub project OO's produced						
Ponds Project Necessary works at Highgate and Hampstead to ensure safety and prevent flooding as a result of extreme storm events. Legal duty.		P	Philip Everett	Tom Creed (DBE)	• S106 signed	• Site Clearance	• Mobilise	• Construction (18 month programme)								
	Bob Warnock (OS)															
Various Powers Bill Seeking changes to legislation governing Open Spaces to give clarity and flexibility to management of open spaces enabling opportunities to deliver more efficient and effective services.		Paul Thomson	Jo Hurst	• Informal Consultation			• Committee scrutiny and Court of Common Council				• Bill deposition with Parliament					
Promoting our services A range of initiatives across all open spaces to review events and promotions, raising awareness of our services, their costs. Income generation.	SBR	Gary Burks	Esther Sumner			• OO produced	• POS programme set up and short medium and long term opportunities outlined									
Energy Efficiency A range of energy saving and environmental projects across open spaces including utility consumption and renewable energy projects.		Andy Barnard	tbc			• OO produced	• Utility consumption improvement plan	• Action plans developed and agreed with City Surveyor				• Renewalbe engery sites agreed		• Project specificatoin		
Fleet and equipment review Review of all fleet and equipment used across Open Spaces to maximise effective use of these resources.		Andy Barnard	tbc	• OO produced	• Audit of Fleet and Equipment across Open Spaces				• Short, medium and long term options identified							
				• Review of operational demand												
Wayleaves Review of Wayleave charges and introduce a structured approach to charging across Open Spaces	SBR	Paul Thomson	Sue Rigley	• OO produced	• High end Wayleaves review	• Full business case		• Service agreements - OO produced		• 1st october fee increases						
			• Develop approach and proposals for charging structure			• Committee Approval										
Lodges (& specific properties) review Short and long term rental of lodges and properties in our Open Spaces.	SBR	Paul Thomson	Jeremy Dagley			• OO produced										



- Project is in a critical state
- Project is slipping,
- Project is on track
- Partnership project
- Technology led project
- Linked to SBR projects and savings
- Project Milestone
- Project is in a controlled state
- Positive direction of travel
- Negative direction of travel
- Project Closed

Projects

In progress

Hampstead Heath Ponds Project – due to complete October 2016

Shoot project – due to complete October 2016

Queen's Park playground modernisation – due to complete early summer 2015

Short term (2016-18)

Kenley Revival project

Queen's Park Café improvements

Parliament Hill Café improvements

Seething Lane Garden (S106)

St Botolph's Bishopsgate (S106)

Medium term (2018-2020)

Parliament Hill paddling pool

Queen's Park paddling pool

Hampstead Heath educational facility change of use

Changing Room renovation at Wanstead Flats

Burnham Beeches Pond embankments

Wanstead Park HLF bid

Senator House Garden (S106)

Long term (beyond 2020)

City Churchyard management arrangements

Restoration of memorials at Bunhill Fields

Hampstead Heath operational buildings

Hampstead Heath lido

Open Space signs

Replacement of the cremators

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Open Spaces Risk Register

Code	Description (Cause, Event, Impact)	Risk owner	Current Risk Matrix	Target Risk Matrix	Target Date
CR11	<p>Cause: The earth dams on Hampstead Heath are vulnerable to erosion caused by overtopping</p> <p>Event: Severe rainfall event which causes erosion which results in breach, leading to failure of one or more dams</p> <p>Impact: Loss of life within the downstream community and disruption to property and infrastructure – including Kings Cross station and the Royal Free Hospital. A major emergency response would need to be initiated by Camden Council and the police at a time when they are likely to already be dealing with significant surface water flooding. Damage to downstream buildings and infrastructure would result in significant re-build costs. The City's reputation would be damaged. An inquiry and legal action could be launched against the City.</p> <p>The Ponds Project has been</p>	Sue Ireland			31-Oct-2016

Code	Description (Cause, Event, Impact)	Risk owner	Current Risk Matrix	Target Risk Matrix	Target Date
	initiated to mitigate this risk as the current interim mitigations of telemetry, weather monitoring, an on-site emergency action plan do not address the issue of the dam's vulnerability to overtopping				
OSD 001	<p>Causes: Poor understanding or utilisation of health and safety policies, procedures and safe systems of work; inadequate training; failure to implement results of audits; dynamic risk assessments not undertaken</p> <p>Event: Staff or contractors undertake unsafe working practices</p> <p>Impact: Injury or death of a member of staff, contractor or a member of the public.</p>	Sue Ireland			01-Apr-2016
OSD 002	<p>Causes: Severe wind, prolonged heat, heavy snow, heavy rainfall - potential to increase with climate change</p> <p>Event: Severe weather at one or more site</p> <p>Impact: Strong winds cause tree limb drop, prolonged heat results in fires, snow disrupts sites access, rainfall results in flooding and impassable areas, site closures</p>	Sue Ireland			01-Apr-2016

Code	Description (Cause, Event, Impact)	Risk owner	Current Risk Matrix	Target Risk Matrix	Target Date
OSD 003	<p>Causes: Lack of appropriate skill sets to deliver projects; cultural resistance; initial scoping of project outcomes and timescales inaccurate</p> <p>Event: Department is unable to deliver its roadmap projects and programmes in agreed timescales or achieve agreed outcomes</p> <p>Impact: Alternative savings undertaken which may not be consistent with achieving cultural change or improving outcomes.</p>	Sue Ireland			01-Apr-2016
OSD 004	<p>Causes: Inadequate proactive and reactive maintenance; failure to identify and communicate maintenance issues</p> <p>Event: Operational or public buildings become unusable</p> <p>Impact: Service capability disrupted; ineffective use of staff resources; damage to corporate reputation; increased costs for reactive maintenance</p>	Sue Ireland			01-Apr-2016
OSD 005	<p>Causes: Inadequate biosecurity, buying of infected trees, plants or cattle, spread of windblown Oak Processionary Moth (OPM) from adjacent sites</p> <p>Event: Sites become infected by animal, plant or tree diseases</p> <p>Impact: Public access to sites restricted, animal culls, tree decline, reputational damage, cost</p>	Sue Ireland			01-Apr-2016

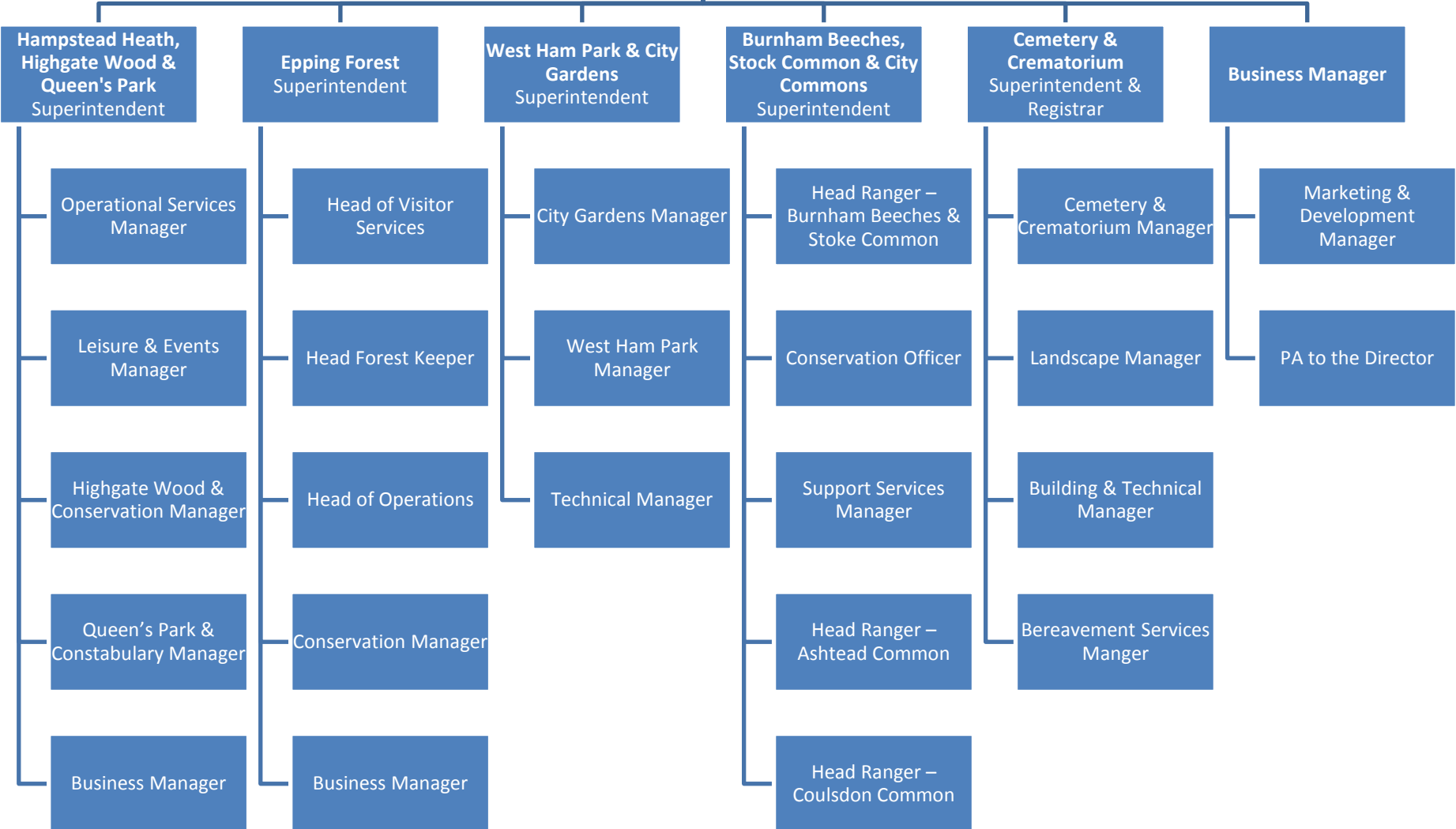
Code	Description (Cause, Event, Impact)	Risk owner	Current Risk Matrix	Target Risk Matrix	Target Date
	of control of invasive species, risk to human health from OPM or other invasives				
OSD 006	<p>Cause: Pressure on housing and infrastructure in London and South East; failure to monitor planning applications and challenge them appropriately; challenge unsuccessful; lack of resources to employ specialist support</p> <p>Event: Major development near an open space</p> <p>Impact: Permanent environmental damage to plants, landscape and wildlife, access issues, potential for encroachment</p>	Sue Ireland			01-Apr-2016
D 007	<p>Cause: Failure to provide attractive employment prospects for skilled staff.</p> <p>Event: Staff capacity greatly reduced as skilled workers move to other fields.</p> <p>Impact: Reduced capacity, decline in quality of work, reduced ability to deliver core responsibilities, staff motivation declines.</p>	Sue Ireland			01-Apr-2016

Health & Safety Indicators

1. **Organisation, Implementation and Communication.** Each Division must have a local Health & Safety Plan and statement, and ensure that is regularly updated, clearly communicated and understood by all staff.
2. **Risk Management.** Each Division should have Risk Assessments and Safe Systems of Work in place that cover all activities, operations and premises and adhere to current legislation and City Codes of Practice.
3. **Training.** All staff shall receive a thorough health & safety induction followed by regular recorded and evaluated training determined by legislation, risk assessments and duties.
4. **Volunteers, Contractors and Suppliers.** Each Division should have local arrangements to ensure that all third parties are working in accordance with health & safety legislation.
5. **Accident and Near Miss Reporting.** Each Division must have procedures to ensure the reporting, investigation and analysis of accidents, incidents and near misses in accordance with City and Departmental Codes of Practice.
6. **Central Support.** Each Division should have arrangements in place with the City Surveyors Department, the Occupational Health Section and the central Health and Safety Section to ensure central support according to the schedules defined in the Open Spaces Health & Safety Policy.
7. **Checklists, Inspections and Maintenance Records.** Each Division should ensure that all statutory tests and inspections are undertaken in accordance with current legislation and that infrastructure is regularly inspected according to an accurate asset inventory.
8. **Policies.** Based on Departmental guidance, each Division should define site specific policies (as applicable) on Water Safety, Tree Safety, Play Equipment, Vehicle Safety, Events and Lone Working.
9. **First Aid.** Each Division should have appropriate first aid arrangements relating to training and provision according to current legislation and local risk assessments.
10. **Emergency Action Plans.** Each Division should have plans and procedures to deal with emergencies and disasters.
11. **Fire Safety.** Each Division should have appropriate fire safety equipment, training and procedures based on local fire risk assessments.
12. **Monitoring and Review.** Each Division should review their local Health & Safety Plan on an annual basis, advising the Open Spaces Health & Safety Committee of any key issues arising from this process.

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Director of Open Spaces



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Cemetery & Crematorium – update on performance 2014/15

Key Performance Indicators

Target 2014/15 and 2015/16	Performance 2014/15
Maintain 23% market share of cremations	Achieved 22% for the year to date. (awaiting stats for March 15) Under KPI to date due to reduced operating in January and February as a result of operational issues
Maintain 8% market share of burials	Achieved 7% for the year to date (awaiting stats for March) Under KPI due to a slight shift away from burial this year.
Income compared to income target of £4,174.000	To be confirmed at end of year Current figure is £4,594,000 (11% up on income target)
Percentage cremations using the new fully abated cremator – target of 60%	48.5% due to the failure of our abated cremator during parts of November, January and February. The Crematorium achieved 64.95% for the year 2014 and is expected to achieve the statutory target of 50% for 2015 at least.

Finance

	2014/15	2015/16
	Actual	Budget
Employees	1,963	2,032
Premises	289	312
Transport	96	46
Supplies and Services	337	275
Third Party Payments	0	0
Transfer to Reserves	0	0
Total Expenditure (excluding City Surveyor)	2,684	2,665
City Surveyor (repairs & maintenance and cleaning)	632	781
Total Expenditure	3,316	3,446
Total Income	(4,594)	(4,279)
Total Local Risk	(1,277)	(833)
Total Central Risk	0	0
Total Local and Central Risk	(1,277)	(833)
Recharges	1,334	1,433
Total Net Expenditure	56	600

Year to date position

The outturn for the 2014/15 financial year has not yet been finalised so these figures should be taken as an indication only.

Income at the Cemetery during 2014-15 was higher than anticipated by approximately £440K. This was due to a higher number of cremations during the year and a slight increase in the number of families choosing memorial garden dedications

However, the nature of how income is received is rather unpredictable as the number of families choosing a new grave reduced. In addition, expenditure at

-	Latest Approved	Budget year 2014/15			Actual year 2014/15			Variance
	2014/15	Gross Expenditure	Gross Income	Net Expenditure	Gross Expenditure	Gross Income	Net Expenditure	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Open Spaces (City Fund) City of London Cemetery and Crematorium	(1,424)	2,750	(4,174)	(1,424)	2,684	(4,594)	(1,910)	(486)

the Cemetery was approximately £66K underspent across all cost centres.

Please note that part of this underspend at the Cemetery may be transferred to their reserves in order to use against the forthcoming Shoot Project.

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Committee(s):	Date(s):
Planning and Transportation Port Health & Environmental Services	14 th April 2015 5 th May 2015
Subject: Department of the Built Environment Business Plan 2015-18	Public
Report of: Director of the Built Environment	For Decision
<p>This report details the Business Plan for 2015-18 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>Recommendation(s) Members are asked to:</p> <ul style="list-style-type: none"> • Approve the Department of the Built Environment’s Business Plan 2015-18 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 2015-18 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 17th March 2015.

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.

Elisabeth Hannah

Head of Planning Support and Business Performance

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Department of the Built Environment

Business Plan 2015/18

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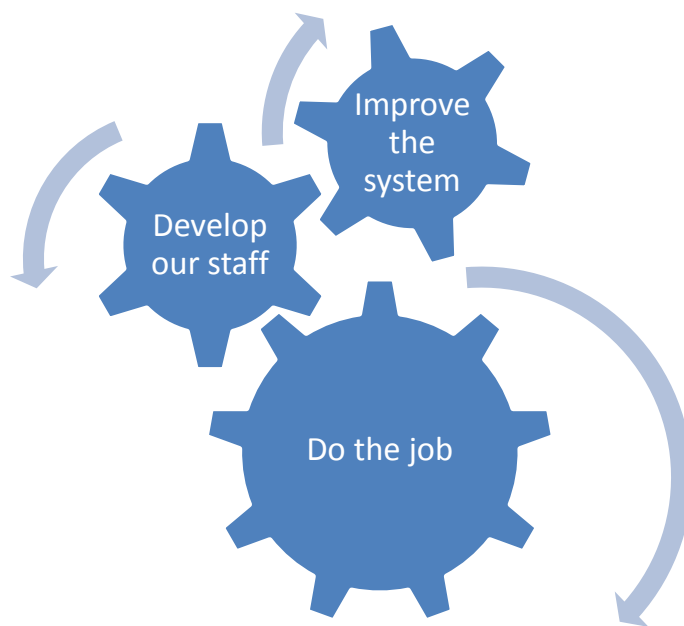
Director's Introduction



1. Last year I barged in at the middle of the business planning process, taking our objectives as read and focusing instead on how we set about our work. In contrast, this year I'd like to start from the top, strategic through to departmental, as my job is to make sure we check and check again that what we are doing in DBE is still going to be relevant in ten years' time. It is easy to become preoccupied with the day to day, especially as we do it well, and then to suddenly find that you are behind the curve. We in DBE are fundamental to the shaping of the City, and so we need to know that what we are planning to do is right, and the Business Plan should say why it is.
2. We test out our objectives in a variety of ways. We commission research, the latest example of which is on Future Workstyles and Workplaces in the City. We check out what other cities are doing, and some of you will have been to Berlin, Lyon, Milan and elsewhere to report back on best practice. We listen to our customers, developers and residents, through regular forums and groups. We keep a sharp eye on central government; in particular recently on planning and parking, to make sure we are up to date. The net result of all this is that I am sure our objectives are right.
3. This time last year I said this is when we start to change how we set about achieving our objectives. I wanted more interactivity across the structure I think we made a great start in achieving that. The Open Day was a success in getting us all to mix and allowing us all to see what others in the Department do. Our cross cutting objectives are bearing fruit, and this year we have added to them. The Big Stuff meetings are working as a middle management forum to find out what's going on. We have changed the way DMTs are minuted to make them snappier and make cascading easier.
4. This year we will build on that change. We will do more to promote leadership within the Department, creating the space within which it can flourish. We will expand our use of KPIs by making the data on City-wide development activity more available, so we can see where DBE fits the wider picture, and in particular we will continue our development of the Future City, helping to shape

what we want the City to be. Our contribution to the Service Based Reviews was efficiency savings, made possible by ongoing year-on-year planning, and being able to drive continuous improvement. We must “*continue to do the job, develop our staff, improve the system*”, as that remains the virtuous circle by which we will develop our services whilst driving efficiency.

5. This will be my last year as Director. How this Plan develops in future years will depend on all of you, and how my successor sees things. By having a clear idea of what we are doing, and where it all fits, I would say we have jointly advanced our services to the point where the whole exceeds the sum of the parts. Long may that continue.



Departmental Vision

- 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.

6. We continue to face significant challenges in the year ahead including implementing our service reviews; senior level staff recruitment; the ongoing Thames Tunnel Tideway, the Aldgate project and the continued development of the Cultural Hub.
7. We are playing a key part in the Future City debate. The department plays a central role in ensuring the City is fit for purpose in 2025; this means we need to explore the use of technology to react to the changes ahead. We need to know what our population will look like and what utilities are required.
8. Through our coordinated departmental services and our close link with the City Property Advisory Team, we can ensure the success of the City's long-term vision.

Cross Cutting Objectives

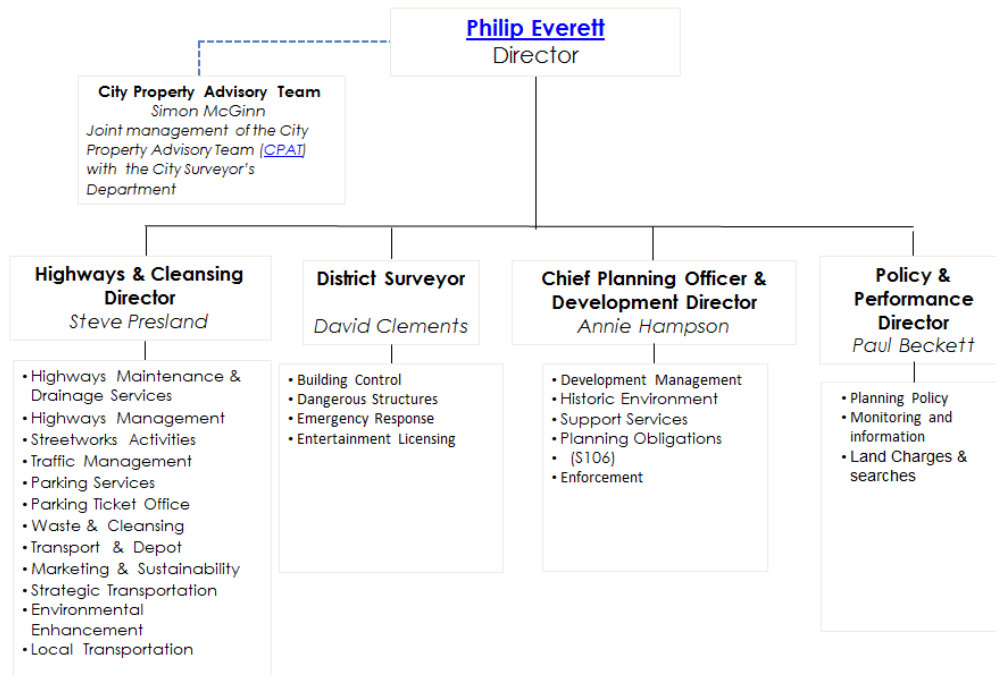
9. Continuing the work of last year's business plan, we've included key cross cutting objectives that will help shape the City and our contribution as a department to City business in the next few years.
 - I. Deliver the Aldgate Highway Change and Public Realm Project.
 - II. Support the City's Cultural Hub Working Party, examining the prospects for the establishment of a cultural focus based around the Museum of London and the Barbican Centre.
 - III. Provide a vision for a smarter future City and set out the key steps needed to deliver it
 - IV. 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.
 - V. Implement the City's Community Infrastructure Levy (CIL).
 - VI. Improve coordination in the use of planning conditions.
 - VII. Prepare and implement new procedures for the submission of capital project spending bids and their prioritisation by the Priorities Board (capital projects) or relevant service committee.

Key Performance Measures

10. Our KPIs show key areas of work across the department, as well as monitoring national targets. This dashboard of information allows Directors and Managers to focus 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.

Structure Chart

Department of the Built Environment



Finance

11. Over the coming year we will be implementing our agreed Service Based Review savings for 2015/16 to contribute towards the projected shortfall in City Fund resources of £13m by 2017/18. These savings are reflected in our original budget for 2015/16.
12. I am also pleased to report that I have identified an alternative savings proposal to the £105,000 original proposal (effective from 2017/18) which was rejected by P & T Committee Members in a private session of their meeting on 11 November 2014. I propose to substitute additional savings from the On Street parking contract as a result of further efficiencies generated by my department and to bring this saving forward to 2015/16, which is reflected in our original budget, subject to P & T Committee approval.

Workforce Capability

13. Following on from the 2014 IIP review, our departmental action plan supports the Corporate Business Improvement Plan; a network of IIP champions throughout the department will help support the DMT towards the 2015 assessment.
14. Supporting the Business Improvement Plan our DMT and managers throughout the department will continue to build on the City's key values; Lead, Empower and Trust.

15. Due to retirement, as anticipated in last year's Workforce Plan, we have two senior appointments to be made in the first half of the year.
16. The department's workforce plan focuses on generic and specific approaches to provide opportunities, experience and training to employees to help them to develop and to address skills and knowledge gaps that the department knows it will lose due to the age profile and needs to retain in the future.

Learning & Development

17. 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.
18. 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
19. In September 2015, 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.

Equalities

20. 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.
21. All new strategies policies and key projects carry out equalities scoping exercises. The findings of which are used to help shape the work of the department and improve service delivery.

Health & Safety

22. The department H&S Group is supported by the DMT and the group meets three times a year to discuss accident trends, legislative changes, monitor performance (including contractors) and review H&S risk within the department.
23. Health & Safety considerations have been taken on board while writing our departmental objectives.
24. The Annual Certificate of Assurance and Top X are produced in accordance with best practice guidance issued by the Corporate H&S team.
25. Detailed arrangements for safety management have been incorporated into our Departmental Health & Safety Plan in line with the Corporate H&S Policy. Monitoring of compliance will be undertaken and reported to the H&S Group.

Departmental Summary Risk Register

26. 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 is one “Red” risk (DBE-TP-01: A road traffic collision caused by a member of staff at work), and the control effectiveness this risk has been assessed as “Amber”. The control effectiveness of all other risks has been assessed as “Green”.

Property and Asset Management

27. The Department operates from of a number of City of London properties. The main bulk of staff work at Guildhall and Walbrook Wharf, with a small workforce at Smithfield and at the City’s staffed public conveniences.
28. During 14/15 a number of office moves took place, including the removal of single occupancy offices. This allowed us to accommodate staff moving into the District Surveyor’s team from the City Surveyor’s; additional staff recruited as a result of the reorganisation in Development Management as well as contractors joining the Transportation and Public Realm division to deliver on projects such as the Aldgate scheme; as well as the Road Danger Reduction plans and other key projects.
29. This increase in staff count presented the DMT with the opportunity to review Guildhall occupancy levels. Working with the City Surveyor’s team we were able to review our options and increase headcount without the need for additional space allocation, therefore ensuring no increase in cost.

Guildhall	Jan 2014	Feb 2015	
Desk Count	207	225	(↑8.7%)
Head Count	184	211	(↑14.7%)
Per Head Average	9.8 m ²	8.5 m ²	(↓13.3%)

Key Partners

The City Property Advisory Team

30. 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 continue to work 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.
31. 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.
32. 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.
33. 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).

Appendices and Supporting Documents

Appendix A	Key Cross Cutting Objectives
Appendix B	Full list of departmental KPIs
Appendix C	Key Departmental Contacts

Supporting Documents

These can be providing on request:

- Divisional Plans
- Committee financial budget sheets
- 2015 Annual Certificate of Assurance (H&S)
- 2015 Top X (H&S)
- Departmental Business Risk Register
- Projects Summary (P&T 24th January 2015)
- Summary Business Risk Register

Abbreviations

CCAS: Clean City Award Scheme
CDM: Construction Design & Management
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
DMT: Departmental Management Team
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

Summary Business Plan 2015/18

<p>Our Strategic Aims are:</p>	<ul style="list-style-type: none"> • 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.
<p>Key Objectives:</p>	<ol style="list-style-type: none"> I. To deliver the Aldgate Highway Change and Public Realm Project. II. To support the City’s Cultural Hub Working Party, examining the prospects for the establishment of a cultural focus based around the Museum of London and The Barbican Centre. III. To provide a vision for a smarter future City and set out the key steps needed to deliver it IV. 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. V. To implement the City’s Community Infrastructure Levy (CIL) charging schedule. VI. Improve coordination in the use of planning conditions VII. To prepare and implement new procedures for the submission of capital project spending bids and their prioritisation by the Priorities Board (capital projects) or relevant service committee

Our Key Performance Indicators are:		
Description:	2014/15 performance to date (as at 1/1/15)	2015/16 target
Planning & Transportation Committee		
Process 65% of minor planning applications within 8 weeks	73%	65%
Process 75% of other planning applications within 8 weeks	73%	75%
Recover 80% of valid PCN debts	86%	80%
Respond to 90% of PCN correspondence within 10 days	100%	90%
Reduction by 10% of number of persons killed and seriously injured compared to 2010 Baseline.	37	32.9 (by 2016)
Reduction by 5% of number of casualties compared to 2010 Baseline.	264	294.9 (by 2016)
Ensure internal and public-facing GIS services are available 98% of the working day (excluding IS service disruptions).	99%	98%
Port Health & Environmental Services Committee		
To increase percentage of household waste recycled	35.82%	43%
To reduce the residual annual household waste per household	289.5kg	373.4kg
Percentage of relevant land and highways from which unacceptable levels of litter, detritus, graffiti and fly-posting are visible	0.83%	2%

Finance

Our Financial Information:							
	2013/14 Actual	2014/15 Original Budget	2014/15 Revised Budget	2014/15 Forecast Outturn (latest)		2015/16 Original Budget	
	£000	£000	£000	£000	%	£000	
Employees	11,313	11,674	12,249	12,245	100.0	12,209	1
Premises	6,194	5,266	6,336	6,448	101.8	5,292	
Transport	215	211	221	185	83.7	214	
Supplies & Services	2,603	1,825	2,812	2,757	98.0	1,792	
Third Party Payments	9,523	9,918	8,729	8,710	99.8	8,745	
Contingencies/Reserves	5	9	582	0	0	81	
Unidentified Savings	0	(47)	0	0	0	0	
Total Expenditure	29,853	28,856	30,929	30,345	98.1	28,333	
Total Income	(13,801)	(12,470)	(14,697)	(14,827)	100.9	(12,893)	
Total Local Risk	16,052	16,386	16,232	15,518	95.6	15,440	2
Central Risk	(5,625)	(6,063)	(4,878)	(4,751)	97.4	(5,251)	
Total Local and Central	10,427	10,323	11,354	10,767	94.8	10,189	
Recharges	12,373	12,345	11,629	11,629	100.0	13,220	
Total Net Expenditure	22,800	22,668	22,983	22,396	97.4	23,409	3

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Notes on Financial Information:

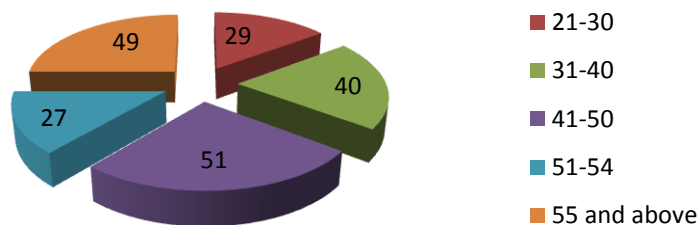
1. The increase in the employee budget reflects the transfer of the Structural Maintenance and Inspection Team from City Surveyor's to my department (4.6FTE's) in 2014/15 and provision for annual pay award and increments.
2. Excludes local risk amounts spent by the City Surveyor.
3. Projected forecast outturn 2014/15 is based on budget monitoring at period 10 (31/01/2015).

Staffing

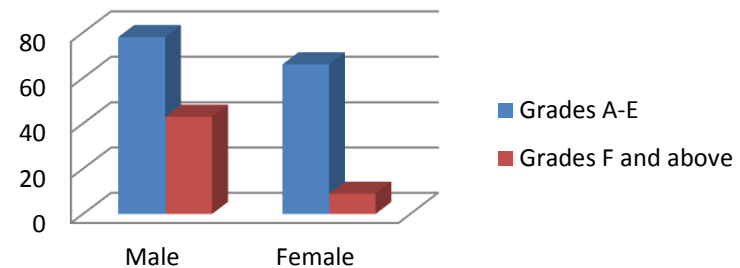
Our Staffing is made up of:

- 196 employees across four divisions: Transportation & Public Realm, Planning Development, Planning Policy and Building Control. Staff turnover has reduced slightly from last year to 8.35%.
- Approximately one third of employees are female and there is similar representation across all grades up to grade E. From grade F upwards female representation significantly reduces to 11%.
- One quarter of the department is aged 55 and above with one third being Directors or Assistant Directors.
- Half of all employees have been with the City Corporation for 11 years or more and one quarter 21 years or more, indicating many years' of experience and knowledge within the department.
- Short term sickness absence during the last calendar year averages at 6.49 days per employee per annum, 0.49 days above the organisation's revised target of 6 days.

**Age Profile by headcount
Calendar Year 2014**



**Male/Female employees by
Grade**



Notes on Staffing Information:

1. The department is recruiting a new Director and the District Surveyor retires in April 2015. Two thirds of the remaining departmental management team are aged 60 or over. Plans are in place in the Planning Development division to ensure knowledge is retained in the future. Transportation & Public Realm's senior management team has a more balanced age profile with half being aged 55 or younger.

2. In addition the department's wider workforce plan focuses on generic and specific approaches to providing opportunities, experience and training to all employees to help them to develop and to address skills and knowledge gaps that the department knows it will lose due to the age profile but needs to retain in the future.
3. 10% of employees have underlying medical conditions which are considered disabilities under the Equalities Act. The department manages related absences ensuring they remain reasonable and balanced but it is accepted that a higher than average absence may be considered as a reasonable adjustment for some.
4. Our Workforce Plan will be produced in June/July 2015 and will address additional issues raised above.

Capital Projects

Planning Ahead for Capital Projects - Please provide some very broad information about projects that may require over £50k of capital expenditure in the next five years. Add rows to the table if you need to add more projects.

Brief description of potential project	Rough idea of the cost (a broad range is absolutely fine)	Indicative source of funding (e.g. City Fund, City's Cash, Designated Sales Pool, External)	Indicative timetable for project (please state if project must be delivered by particular date)
Aldgate Highway and Public Square	£22m	TfL, Various S106	Completion due Autumn 2016
Moor Lane	£1.2m	S106	Commence Q2 2015/16, completes Q4 2015/16
Millennium Bridge Area	£1.2m	TfL & S106	Commenced & completes Q4 2015/16
201 Bishopsgate	£250,000	S106	Commence Q1 2015/2016 complete Q4 2015/16
Austin Friars	£750,000	S106	Completion due Spring 2016
Bank bypass walking routes	£1m	S106 & TfL	Commenced, completes Q4 2015/16
London Bridge Staircase	£2.5m	S106 & TfL	Commenced, completes Q2 2015/16
Lime Street/Cullum Street Enhancement Works	£659,000	S106	Commence Summer 2015, complete 2017
Fishmongers Wharf Ramp	£400,000	S106	Commence Spring 2015 complete Winter 2015
Liverpool Street/Crossrail	£1m	S106	Commence Q4 2016/17 complete Q4 2017/2018
Moorfields Area Crossrail	£1.5m	S106	Commence Q4 2016/17 complete Q4 2017/18
London Wall Place	£2.5m	S106 & S279	Commence q2 2016/17 complete Q1 2017/18
Mitre Street Square	£860,000	S106 & S278	Commence Q1 2016/17 complete Q2 2016/17

Fenchurch Street S106	£4m	TfL & S106	Commence Q4 2016/17 complete Q4 2018/19
120 Fenchurch Street	£750,000	S106 & S278	Commence Q4 2016/17 complete Q4 2017/2018
Eastern City Cluster Phase 1, 3 and 4	£3m	S106	Commence 2016 complete Q4 2017/18
Eastern City Cluster Phase 2	£1.7m	S106	Commence Q3 2015/16 complete Q2 2016/17
60 St Mary Axe	£1m	S278 & S106	Commence Q4 2015/16 complete Q4 2016/17

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Objective	Deliver the Aldgate Highway Change and Public Realm			
Priority and rationale (why are you doing it?)	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			
Supporting:				
The City Together Strategy	Corporate Plan		Departmental Strategic Aims	
<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. 	<u>Corporate Plan 2013-17</u> <u>Strategic Aims: SA1 and SA2</u> <u>Key Policy Priorities: KPP1 & KPP3</u>		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
<ul style="list-style-type: none"> Deliver the Aldgate Project to programme Agree funding streams. 	June 2016	Project on programme and fully funded. All construction packages complete and orders placed.	Assistant Director (City Transportation)/ Project Officers	Capital funding. Officer time. Close working with Chamberlain's team. A developed accounting process will be needed to manage the 'cash flow'.

Objective	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			
Priority and rationale (why are you doing it?)	<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 Gyrotory removal, which may be able to attract TfL funding. 			
Supporting:				
The City Together Strategy	Corporate Plan	Departmental Strategic Aims		
<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. 	<u>Corporate Plan 2013-17</u> <u>Strategic Aims: SA1 and SA2</u> <u>Key Policy Priorities: KPP1 & KPP3</u>	<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>		
Actions/Milestones	Target Date	Measure of Success	Responsibility	Resources
Contribute to the working group: <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. 	Tbc	Working group have access to advise and information	Director of the Built Environment All Directors	Officer time
St Paul’s Gyrotory removal	2022	Successful removal and implementation	Director of the Built Environment T&PR Director	Officer time

Objective	To provide a vision for a smarter future City and set out the key steps needed to deliver it				
Priority and rationale (why are you doing it?)	<ul style="list-style-type: none"> • Technological change is creating new ways of communicating for workers, visitors and residents, and new ways of collecting and analysing data with scope for better service delivery and urban management. • City needs to adapt its built environment and public realm to complement new technology so that it remains a leading international business centre • Intensified use of the public realm for work and leisure will need greater use of smart technology for better service delivery and better urban management. 				
Supporting:					
The City Together Strategy	Corporate Plan		Departmental Strategic Aims		
<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. 	<u>Corporate Plan 2013-17</u> Strategic Aims: SA1 SA2 & SA3 <u>Key Policy Priorities:</u> KPP1 & KPP2 & KPP4		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 respond to changes in demand for and usage of the City's streets and streetscene.		
Actions/Milestones	Target Date	Measure of Success		Responsibility	Resources
Provide a vision for a smarter future City to provide a context for specific projects. Ensure Local Plan and other strategies support the vision	June 2015	Member support for vision	Policy & Performance Director		Officer time
Create virtual model of the Eastern cluster of tall buildings to improve understanding of its current and future context	June 2015	Model in use	Assistant Director (Design)		Officer time

Implement Superfast City Programme to: 1. improve wired broadband services 2. improve wireless network coverage Need to consider assets in the public realm, e.g., street lights, CCTV, bins, and the effect on the built environment	Oct 2015 Oct 2015	Engage supplier Asset marketing	All Directors P&P Director T&PR Director Chief Planning Officer	IS Director
Consider the scope to use new technology and better data management to improve efficiency and effectiveness of DBE services	Sept 2015	Improvements identified		Officer time

Objective	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			
Priority and rationale (why are you doing it?)	<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. • 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. 			
Supporting:				
The City Together Strategy	Corporate Plan	Departmental Strategic Aims		
<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. 	<u>Corporate Plan 2013-17</u> Key Policy Priorities: KPP1 & KPP2	<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.</p>		
Actions/Milestones	Target Date	Measure of Success	Responsibility	Resources
Rework business processes to make GIS the core data repository with regard to ... <ul style="list-style-type: none"> - Public realm maintenance agreements 	Aug 2015	New processes implemented & real-time maps available to all interested parties	Primary: Director (Transportation & Public Realm)	Officer time (both GIS team and within Transportation & Public Realm)
<ul style="list-style-type: none"> - Highway/City Walkway dedication & stopping-up 	Oct 2015		Supporting: Director (Policy & Performance), Corporate GIS	
<ul style="list-style-type: none"> - Public Realm projects / schemes / strategies 	Jun 2015			

<ul style="list-style-type: none"> - Permanent Traffic Orders - Loading & Waiting Traffic Management Orders 	<p>Dec 2015 Dec 2015 Mar 2016</p>	<p>Convert paper to map-based process Use for new orders</p>	<p>Manager</p>	<p>TMO Team Leader Parking Ticket Office Manager</p>
<p>Rework the Public Access Map Change Control Process to make GIS the core data repository.</p>	<p>Oct 2015</p>	<p>New Public Access Map Change Control Process implemented</p>	<p>Director (Policy & Performance)</p>	<p>Officer time (both GIS team and within the Monitoring & Information team)</p>
<p>Implementation of GIS at Epping Forest</p>	<p>To be agreed with Director of Open Spaces</p>	<p>Improved communication and sharing of spatial data.</p>	<p>Primary: Director of Open Spaces Supporting: Director (Policy & Performance)</p>	<p>Officer time (both GIS team and within the Epping Forrest team)</p>
<p>Use of strategic traffic management information for long term programme management purposes</p>	<p>Sep 2015</p>	<p>Long term co-ordination of works and schemes</p>	<p>Assistant Director of Highways</p>	<p>Officer time</p>

Objective	Implement the City's Community Infrastructure Levy (CIL).			
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. 			
Supporting:				
The City Together Strategy	Corporate Plan		Departmental Strategic Aims	
<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. 	<u>Corporate Plan 2013-17</u> <u>Strategic Aims: SA1 & SA2</u> <u>Key Policy Priorities: KPP1 & KPP3</u>		To provide an integrated service to City developers and occupiers from pre-construction to demolition;	
Actions/Milestones	Target Date	Measure of Success	Responsibility	Resources
Implement, administer and monitor the City CIL	May 2015 June 2015 December 2015	Procuring appropriate administration and monitoring software Issuing of demand notices in line with City CIL Review of processes	Chief Planning Officer Asst. Director Planning Policy S106 Planning Officers	Approx. £30k Support from IS and Chamberlains staff CPD for Officers
Review and update the Planning Obligation SPD to reflect changes in policy and practice.	Review and update as necessary	Implementation complete, and published on www.cityoflondon.gov.uk	Asst. Director Planning Policy Chief Planning Officer S106 Planning Officers	Support from Chamberlain's Dept and legal staff

Objective	Improving coordination in the use of planning conditions			
Priority and rationale (why are you doing it?)	<ul style="list-style-type: none"> • Technological change is creating new ways of communicating for workers, visitors and residents, and new ways of collecting and analysing data with scope for better service delivery and urban management. • City needs to adapt its built environment and public realm to complement new technology so that it remains a leading international business centre • Intensified use of the public realm for work and leisure will need greater use of smart technology for better service delivery and better urban management. 			
Supporting:				
The City Together Strategy	Corporate Plan		Departmental Strategic Aims	
<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. 	<u>Corporate Plan 2013-17</u> <u>Strategic Aims: SA1 & SA2</u> <u>Key Policy Priorities: KPP1 & KPP3</u>		To provide an integrated service to City developers and occupiers from pre-construction to demolition;	
Actions/Milestones	Target Date	Measure of Success	Responsibility	Resources
Circulate a discussion document that identifies the different responsibilities of the teams and divisions and matters that are known to need addressing.	30 April 15	Document circulated to all divisional Directors and Ass Directors	Asst. Director Planning Change Management	Officer time in DBE
Working Party to consider the discussion document.	31 May 15	Issues identified	Asst. Director Planning Change Management	Officer time in DBE
Put in place measures to ensure the matters identified are dealt with.	31 July 15	All relevant matters are covered prior to development starting.	All Divisional Directors & Asst. Directors	Officer time in DBE
Review and update processes.	30 April 16	Successful implementation	Asst. Director Planning Change Management	Officer time in DBE

Objective	To prepare and implement new procedures for the submission of project spending bids and their prioritisation by the Priorities Board (Capital Projects) or relevant service committee			
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 need new procedures for the submission and prioritisation of project spending bids taking account of diverse funding sources including City CIL, legacy planning obligations and on-street parking reserve. 			
Supporting:				
The City Together Strategy	Corporate Plan		Departmental Strategic Aims	
<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. 	<u>Corporate Plan 2013-17</u> <u>Strategic Aims: SA1 & SA2</u> <u>Key Policy Priorities: KPP1 & KPP3</u>		To provide an integrated service to City developers and occupiers from pre-construction to demolition;	
Actions/Milestones	Target Date	Measure of Success	Responsibility	Resources
Prepare, agree and communicate procedure notes on the submission of capital project spending bids to Priorities Board (capital projects) or relevant service committee	June 2015	Agreed note on website	Policy & Performance Director and DBE Head of Finance	Officer time in DBE and Chamberlain’s Dept.
Prepare, agree and communicate procedure notes for applications to spend the City CIL ‘neighbourhood’ funds	June 2015	Agreed note on website	Policy & Performance Director and DBE Head of Finance	Officer time in DBE and Chamberlain’s Dept.
Model development pipeline to forecast future City CIL, planning obligations and other income to inform prioritisation process	June 2015	Quarterly reports to Priorities Board	Policy & Performance Director and DBE Head of Finance	Officer time in DBE and Chamberlain’s Dept.
Monitor actual City CIL, planning obligations and other income and spending to inform prioritisation process	June 2015	Quarterly reports to Priorities Board	DBE Head of Finance	Officer time in DBE and Chamberlain’s Dept.

Agree procedure note on how DBE capital spending bids will be prepared and prioritised before submission.	June 2015	Note agreed.	Policy & Performance Director assisted by other Directors	Officer time in DBE.
Review planning obligations funds received and confirm commitments in signed agreements. Establish planning obligations funds available for local community facilities and the environment and for transport improvements, sums spent, timescale for spend of remainder and accrued interest.	June 2015	Review completed; subsequent change monitored.	Transport and Public Realm Director and DBE Head of Finance	Officer time in DBE and Chamberlain's Dept.
Review process for accessing commuted sums (on going revenue costs) for cleaning and maintenance of street enhancement projects.	Sept 2015	Review completed	Transport and Public Realm Director and DBE Head of Finance	Officer time in DBE and Chamberlain's Dept.
Identify and agree prestige locations for enhanced cleansing/maintenance	Sept 2015	Locations identified	Transport and Public Realm Director	Officer time in DBE.

Departmental Key Performance Indicators

		Target 14/15	Target 15/16
Transportation & Public Realm			
NI 191	To reduce the residual annual household waste per household.	373.4kg	373.4kg
NI 192	Percentage of household waste recycled.	43%	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	To reduce the number of persons killed or seriously injured in road traffic collisions to a three-year rolling average of 32.9 casualties per annum by 2016. (Base data - This represents a reduction of 33.4% from the 2004–2008 average of 49.4 killed or seriously injured casualties per annum.)	32.9 casualties per annum by 2016	32.9 casualties per annum by 2016
TPR3b	To reduce the total number of persons injured in road traffic collisions to a three-year rolling average of 294.9 casualties per annum by 2016. (This represents a reduction of 20.0% from the 2004–2008 average of 368.6 casualties per annum.)	294.9 casualties per annum by 2016	294.9 casualties per annum by 2016

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 days).	90%	90%
LBC3	To issue a completion certificate within 10 days of the final inspection of completed building work in 90% of eligible cases.	90%	90%
Planning Policy			
PP1	Implement and keep under review the City's Community Infrastructure Levy (CIL) and s106 planning obligations to support the City's economic role and statutory local authority functions	n/a	Review April 2016
PP2	Scope the need for review or alteration to the Local Plan by Oct 2015, adopting revised Local Development Scheme and Statement of Community Involvement by March 2016.	n/a	March 2016
PP3	Publish development pipeline information bi-annually (June & Dec) and publish monitoring reports on Local Plan policies by Oct 2015.	n/a	October 2015
PP4	Submit address and street gazetteer updates to the national hub at new Bronze standard and maintain Green status for development monitoring submissions to the London Development Database.	Old Gold standard Green status	New Bronze standard Green status
PP5	Ensure internal and public-facing GIS services are available 98% of the working day (excluding IS service disruptions) and implement a "mobile friendly" GIS for use internally and externally.	98%	98%
PP6	Process all standard land charge searches within 6 working days.	100% in 7 days	100% in 6 days

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	95%	95%
DM2	To seek a BREEAM status of Excellent or above on all relevant planning applications	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 under the Freedom of Information act within 20 working days. (Statutory target of 85%)	85%	85%
DM8	Investigate 90% of alleged breaches of planning control within 10 working days of receipt of complaint.	90%	90%

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Main contacts and Responsibilities:

Responsibility	Name	Ext
Access Team	Rob Oakley	3795
Aldgate Public Realm & Events	Daniel Nelson	3529
Archaeology	Kathryn Stubbs	1447
Barbican Listed Building Management Guidelines	Petra Sprowson	1147
Barbican Public Realm	Trent Burke	3986
Building Control	David Clements	1949
Building Site Activity	Ian Hughes	1977
Business Continuity	Richard Steele	3150
Business Planning	Elisabeth Hannah	1725
Business Risk Register	Richard Steele	3150
City Development Plan review	Peter Shadbolt	1038
City Transportation	Iain Simmons	1151
Clean City Awards Scheme	Jim Graham	4972
Complaints	Elisabeth Hannah	1725
Conservation Area Advisory Committee	Clive Cornwell/Gwyn Richards	1922/1709
Conservation Areas, Character Summaries, Supplementary Planning Documents	Kathryn Stubbs	1447
Considerate Contractor Scheme	Giles Radford	3924
Corporate Geographical Information System (GIS)	Richard Steele	3150
Corporation Car Parks	Kay English	1572
Cycling Strategy	Iain Simmons	1151
Dangerous Structures	David Clements	1949
Demolition Notices	Andrew Kendrick	3900
Development Management	Ted Rayment	1705
Development monitoring & London Development Database submissions	Stuart O'Callaghan	1843
District Surveyors	David Clements	1949
Eastern City Cluster	Trent Burke	3986
Emergency Planning	Bill Welch	1939
Environmental Enhancement	Victor Callister	3468
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	Dominic Strickland	
Hazardous Waste/Pan London Contract	Jim Graham	4972

Health & Safety	Elisabeth Hannah	1725
Hazardous Waste service (Pan-London)	Jim Graham	4972
Highways Repairs, Maintenance, Drainage and Resurfacing	Giles Radford	3924
Information Asset Owner	Richard Steele	3150
Land Charges	Amanda Harcourt	1175
Licences and Permits for Highways Works	Ian Hughes	1977
Listed Buildings, Heritage at Risk	Kathryn Stubbs	1447
Local Transportation	Iain Simmons	1151
Local Land & Property Gazetteer & Local Street Gazetteer	Stuart O'Callaghan	1843
Marriage Licence Advice	David Withington	1947
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	Jim Graham	4972
Quality Management System	Geoff Martin	1962
Recycling Policy	Doug Wilkinson	4998
Riverside Walk Enhancements	Melanie Charalambous	3155
Road Closures	Ian Hughes	1977
Road Safety	Iain Simmons	1151
Strategic Transportation	Andy Phipps	3229
Street Cleansing	Jim Graham	4972
Street Enforcement	Jim Graham	4972
Street Lighting	Giles Radford	3924
Street Naming and Building Numbering	Stuart O'Callaghan	1843
Street works	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

Committee(s)	Dated:
Port Health and Environmental Services	05 May 2015
Subject: Five year extension of London Wide Hazardous Waste Collection and Disposal Service update.	Public
Report of: Director of the Built Environment	For Information

Summary

The City currently acts as the lead authority for the London-wide Hazardous Waste Collection and Disposal Service, which is delivered through a contract with PHS Waste Management.

The current contract commenced on 1 October 2010 for five years, with the option to extend by a further five years subject to satisfactory performance and further authority being obtained from your Committee and sufficient numbers of participating boroughs.

Authority was obtained from your Committee to extend the contract on 18 November 2014. Subsequently 31 of the 32 boroughs, including the City, have agreed to the contract extension and therefore the contract with PHS Waste management will be extended for five years commencing 01 October 2015.

Recommendation(s)

Members are asked to:

- Note the report.

Main Report

Background

1. The current contract commenced on 1 October 2010 for five years, with the option to extend by a further five years subject to satisfactory performance and further authority being obtained from your Committee and the participating boroughs.
2. Authority was obtained from your Committee on 18th November 2014 and subsequently 31 of the 32 boroughs, including the City, have agreed to the contract extension and therefore the contract with PHS Waste management will be extended for five years commencing 01 October 2015.
3. LB Islington have decided not be included in the contract extension. Officers are aware they LB Islington are bringing a lot of services back in-house but despite

being contacted a number of times LB Islington have declined to explain further the reason why they no longer wish to continue to participate in the service.

4. To assist participating boroughs in their decision on whether to extend the current contract an external review of the service was undertaken by the London Waste and Recycling Board (LWARB). This review consisted of a desk based analysis of data from the household hazardous waste collection service; a review of the contract documentation; information gathering from the Boroughs to gauge their views on the current service; and the scope for improvement to the service and most appropriate options for achieving this.
5. A consultation workshop was also held where officers presented to representatives of the participating Boroughs details of how the current service operates and views on current and future service operation were obtained.
6. The review concluded that as all of the Boroughs are happy with the current service, there are no obvious objections to extending the existing contract for five years. The Borough officers felt that it is a valuable service for residents that is well managed. The service also enables the Boroughs to provide for the appropriate management of household chemicals. It is part of their Duty of Care and environmental protection responsibilities as councils to be able to offer the service. There was no appetite amongst the group to retender the contract as it is viewed as working well. There were a small number of recommendations which came from the review which officers will look at implementing.

Current Position

7. Comptroller and City Solicitors have written formally to PHS Waste Management confirming the five year contract extension from 01 October 2015 to 30 September 2020.

Options

8. The contract review identified some future options for service improvement:
 - As an improvement to the contract reporting information, clarification of European Waste Catalogue codes would provide a greater transparency in terms of reporting the various material streams collected through the service and the charges being levied.
 - The contract review identified the current use of RPI as the metric for annual price increases. The CPI Index is currently running at a lower rate than RPI and could generate savings for the contract in future retender exercises.
 - All boroughs to provide improved and consistent information in call centres regarding household hazardous waste so that consistent information can be provided to residents regarding the most appropriate recycling and disposal routes for household hazardous items.

- All Boroughs to improve the level of detail provided on websites regarding the central service, in particular to provide consistent contact details to residents for the central service (telephone number and web address), details of the materials that can be accepted, e.g. both chemicals and asbestos and which household chemicals can be collected. Reference to the option for using online application forms to request the collection service should also be made by all Boroughs.
- Information provided to residents on how to handle left over paint could be improved, in particular the promotion of paint re-use as a first priority followed by paint recycling and then disposal through the collection service is an approach that could be developed. Each Borough could also share information with the City regarding paint re-use operations in their boroughs so that the call centre staff could divert callers to these services first prior to using the central collection service. These measures could help improve the efficiency of the service ensuring that it only collects from households the materials that need to be collected. The approach is also consistent with applying the waste hierarchy.

Proposals

9. Following recommendations in the review Officers will incorporate more European waste Catalogue codes in the reporting back to Boroughs of the types of waste collected from residents.
10. It is proposed that your Officers will assist LWARB in compiling call centre scripts for Boroughs in order that the same information is supplied to residents regarding the central service.
11. Officers will assist Boroughs in reviewing their websites ensuring that a consistent message is given to residents including a link to the on-line request portal.
12. Boroughs will be asked to provide details of any re-paint schemes which operate within their boundaries.

Corporate & Strategic Implications

13. The City acting as lead authority on behalf of all London Boroughs (with the exception of Hillingdon and Islington) for the provision of this service provides an excellent example of joined up partnership working on a London-wide scale. It also reinforces the City's position of providing services or amenities for the benefit of London as a whole and fits with one of the three strategic aims "to provide valued services to London and the nation"

Implications

14. Due to the increase in usage of this service there may be a need to increase staffing in the future depending on demand. This initially would be on a part time basis during the peak spring/summer period and cover would be provided on an

agency basis although it is hoped that with more applications being made on line this need may be reduced. This type of scenario is already provided for within the existing Borough Agreements and any additional costs involved would be shared amongst the participating authorities, and the impact on the City would be minimal.

15. The overall feedback from the Boroughs was that the current service is reasonably priced and a relatively small cost when compared the total cost of waste and recycling services. The right service provision was felt to be more important than cost, although equally they would not like the cost to rise excessively in the future as budgetary pressures continue to be faced by all of the Boroughs.
16. The estimated cost of the contract for the present financial year is £363,000. The charge to the City for the last financial year was less than £3,000 (equivalent to its proportion of the fixed costs plus collection costs). Due to LB Islington opting out of the service their portion of the fixed standing costs around £3800 will need to be apportioned out across the other participating boroughs leading to around £100 per annum additional charge to the City.

Conclusion

17. The present contractual and administrative arrangements have provided an essential and reliable service to the participating London authorities. The service has also gained praise from other bodies and other local authorities have used it as a model on which to base their own schemes. The existence of the service has meant a significant amount of hazardous waste generated in London has been managed properly.

Appendices

- None

Background Papers

Five year extension of London Wide Hazardous Waste Collection and Disposal Service dated 18 November 2014.

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Committee(s):	Date(s):
Port Health and Environmental Services	5 th May 2015
Subject: Introduction of Body Worn Video for Street Environment Officer	Public
Report of: Director of the Built Environment	For Decision

Summary

The City is looking to introduce Body Worn Video (BWV) for use by Street Environment Officers (SEOs) who perform a key role in ensuring that the cleansing and environment of the City's streets is maintained to the expected standard of the of a world class city and that businesses within the square mile dispose of waste legally. Additionally the SEO team are responsible for implementing the City's out-of-hours noise service that operates seven days per week. The majority of the work undertaken by the SEO team involves regulatory enforcement.

It is expected that the introduction of BWV will assist SEOs in their duties by providing accurate, irrefutable evidence of interventions and interaction between SEOs and the persons with whom they engage. This is anticipated to be of particular benefit when issuing fixed penalty notices (FPNs) on the street to persons committing environmental crime, for example leaving litter. In such circumstance the BWV recording would provide strong supporting evidence in prosecutions and is also expected to reduce the likelihood of aggression towards officers as BWV is proven to reduce the risk of escalation and lower exposure to physical or verbal abuse. BWV would also be of significant value when attending noise call-outs, when officers work alone and are often required to enter private residences. In this circumstance, as with all scenarios when BWV is used it will protect officers and the public alike from false allegations being made and will enable managers in effectively and expediently investigating complaints.

The use of BWV will be 'incident specific' thus reducing collateral intrusion. Officers will start using the BWV equipment from May 2015. The implementation of this technology is in partnership with the City of London Police and their BWV introduction through the Ring of Steel upgrade project and Civil Enforcement Officers within the Highways service and will be reviewed after six-months to determine if it has achieved the desired effect in reducing aggression towards officers, complaints against officers and assisting officers when performing their duties. Through partnering with the City Police,

Home Office grant funding is also available to assist in the purchase of the equipment.

Recommendations

Members of the Committee are asked to:

- Note the contents of this report and agree to the implementation of the use of Body Worn Cameras as outlined in the report from May 2015.
- Receive a further report following six months of implementation to review the effectiveness and impact of the equipment.

Main Report

Background

1. Body Worn Video (BWV) has routinely been in use to capture both video and audio information by public bodies since 2006, this includes local authorities, and some examples across London are Tower Hamlets, Newham and Harrow. Additionally the City Corporation's Civil Enforcement Officers (CEO's), via the contact with Vinci have recently introduced the use of BWV.
2. Studies have shown that the use of BWV reduces abuse, both physical and verbal, that officers could be exposed to and it better enables officers to perform their roles by providing a contemporaneous, irrefutable record of events.
3. A study of BWV was undertaken and published earlier this year by Portsmouth University (Operation Hyperion, *Ellis et al, 2015*); on behalf of Hampshire Constabulary. In the study cameras were issued to all officers on the Isle of Wight on 1 July 2013. The study evaluated the year prior to the issue of BWVs and the year after. The research showed a reduction in complaints made against officers when using BWV and that assaults on officers went down by a third. Simon Hayes, Police and Crime Commissioner for Hampshire said: "*The University of Portsmouth's report on the use of BWV on the Isle of Wight provides irrefutable evidence and compelling support for the investment I have made in this technology*". "*This report identifies clear benefits to victims of crime, plus officers, and should be of some reassurance to society as a whole.*"
4. Whilst our officers, to date, have not been physically assaulted they are subjected to verbal abuse and aggressive behaviour frequently when issuing

Fixed Penalty Notices (FPN's). There have been instances where we have had false allegations made against SEO's. The resolution requiring at times lengthy investigations, in some cases, requiring officers to obtain CCTV footage from third parties, this can be time consuming and be very stressful for the officer being investigated.

5. Officers have been looking at BWV solutions to improve the way we operate and address the concerns highlighted above. To ensure we are joined up and consistent in our approach Cleansing officers have been working in partnership with the City of London Police linking in with the wider Ring of Steel upgrade project to look at introducing Body Worn Video equipment. This BWV equipment, both Corporation and Police, along with the upgraded CCTV will link into the projects integrated Video Management System (VMS). In developing the BWV with the City Police we have been able to attract some external funding from the Home Office to contribute to the capital costs of the equipment.
6. The Street Environment Officers (SEOs) perform key functions in the City's out-of-hours noise service as well as ensuring that the City's streets are maintained to an agreed standard of cleanliness fitting of a world class city, including that they remain, so far as is reasonably practicable, free of litter and waste accumulations. Undertaking this line of work involves regular and frequent contact with the general public and business stakeholders, usually in the context of enforcing environmental law meaning a high level of exposure to potential confrontation. Based on the experiences of other public bodies it is envisaged that when dealing with potentially volatile situations the behaviour is far less likely to escalate to either physically or verbally abusive when a person is aware that they are being recorded.
7. BWV will also improve the quality of investigation in relation to complaints and challenges to enforcement work and ensure that high levels of customer service are being delivered.
8. In the spirit of personal safety and continuous improvement, the equipment provides a positive development for the City to ensure, as is reasonably practicable, that the health and safety of its employees is enhanced.
9. BWV will be used in an 'incident specific' manner and not recording, for example, an entire patrol as this would be disproportionate and would incur needlessly high levels of collateral intrusion. The BWV will only be switched to record mode in accordance with the Protocol. The protocol is being produced in collaboration with the Comptrollers Department and the Information Officer and City Police to ensure Data Protection regulations

are complied with and similarly for the Privacy Impact Assessment which is a requirement.

10. Occasionally, when a fixed penalty notice (FPN) has been issued it may be disputed and it is envisaged that the use of BWV by SEOs will then improve the process of investigating such disputes by providing clear and irrefutable evidence to either support or challenge the FPN.
11. The introduction of BWV has the following further benefits:
 - Provision of reliable evidence to the Police and City Officers of assaults and abuse against SEOs
 - Assist in carrying out the City's public sector equality duty by seeking to reduce or eliminate racist or similar such targeted abuse directed at SEOs.

Operational Use of Body Worn Video

12. BWV is designed to be overt, including a label on the device illustrating that it is a video and audio recording device. It is worn on the body by using a shoulder harness. The BWV camera will be 'incident specific' and not indiscriminately record an entire patrol. For the purpose of this document and associated documentation an incident is defined as:
 1. Face to face issuing of FPNs;
 2. Engagement with a member of the public or business representative which the SEO believes is, or is likely to become, confrontational;
 3. Noise monitoring visits (note that in accordance with the protocol a recording in a private dwelling may only be made with the express consent of the occupier).
13. The SEO will make a verbal announcement to indicate that the BWV is in use or is about to be activated (where it is safe to do so). The SEOs will make the announcement clearly and in a straightforward language that can be easily understood by the public. Once the incident is concluded, the SEO will stop the device from recording and return it to stand-by mode.
14. Officers must have received training in all the necessary technical aspects of the equipment being used, and relevant legislation such as the Data Protection Act 1998 prior to using the equipment.

15. A BWV protocol has been produced in collaboration with the City's Information Officer and only when officers have signed to declare that they agree to solely use the BWV in accordance with the protocol will they be permitted to use the equipment.

Privacy

16. The BWV Protocol outlines best practice guidelines and advice for using BWV and utilising the material recorded. The Protocol will ensure:
- That the deployment and usage of BWV, including the process of the capture, retention, and sharing of any data complies with relevant legislation and good practice.
 - On-going compliance with any data protection good practice note as may be released from time to time by the Information Commissioner's Office (ICO).
 - That captured and retained images and sounds are suitable evidential quality.
 - Information is stored safely and securely.
17. Whilst BWV technology is routinely used in environmental crime enforcement throughout the UK, it is recognised that there might be concerns regarding personal privacy issues particularly as the device would not necessarily be identified as a camera from a distance, as such the Information Commissioner's Office (ICO) recommends that a Privacy Impact Assessment (PIA) is completed to ensure compliance with the Data Protection Act 1998 (DPA). A PIA is a process which helps to anticipate and address likely impacts of a project, and to identify solutions to minimise the risk of personal intrusion. A PIA in respect of the introduction of this technology has been undertaken and detailed in Appendix 1. The PIA will be continually updated to take into account operational changes that might emerge overtime, and incorporate both internal and external feedback received during the six months review period.

Financial Implications

18. The purchase of the equipment is in conjunction with City of London Police and is supported by grant funding from the Home Office. The cost to the Cleansing department is £6,965 of which £3,065 (44%) will be claimed back the Home Office Innovation Fund; the balance of £3900 will be met from within existing local risk resources. The licence fee for use of

evidence.com (the cloud based storage facility) is £1,925 per annum will also be absorbed with in the local risk budget.

Legal Implications

19. The Protocol for the use of BWV must comply with the Data Protection Act 1998, which regulates the processing of personal data. The Freedom of Information Act 2000 provides for a general right of access to information, which is not personal data held by public bodies. The Human Rights Act 1998, Article 6 (right to a fair trial) requires recordings that might have the potential to be used in court proceedings, to be safe guarded i.e. need an audit trail. Article 8 (right to respect for private life) requires that recordings, which may potentially be private, must not go beyond what is necessary.
20. All captured data will be processed to comply with the Data Protection Act 1998, and adherence to ICO guidance. The City recognises the risk of enforcement action, which could be taken under the Data Protection Act 1998 should any processing breach occur.

Strategic Implications

21. The introduction of BWV for use by SEOs contributes towards the provision of an efficient and high quality local service for workers, residents and visitors in the Square Mile by improving efficiency of working, minimising threats towards officers and improving the quality of investigation in relation to complaints and challenges to enforcement work, especially FPNs.

Conclusion

22. This report provides information to Members on the introduction of Body Worn Video (BWV) for Street Environment Officers as means of improving 'incident specific' evidence, personal safety and improving the delivery of environmental crime enforcement within the City.
23. The introduction of BWV in May 2015 will be reviewed after six months of operational use. The outcome of the review will be subject to separate report and anticipated to be presented to Members at Committee in the winter 2015.

Appendices

24. Appendix 1: Privacy Impact Statement

Appendix 2: Image of the Body Worn Video unit

Contact:

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Street Scene, Strategy & Safer City Partnership

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Appendix 1 – Privacy Impact Assessment

APPENDIX	PRIVACY IMPACT ASSESSEMENT	
<p>BODY WORN VIDEO & BENEFITS</p>	<p>It is proposed to introduce Body Worn Video cameras for the purposes of protecting officers and the public by providing an undisputable record of events when carrying out duties, including enforcement and monitoring. Target date for introduction is expected to be May 2015.</p> <p>Body Worn Video cameras (BWV) is a body worn portable system that provides an audio and visual record of activities undertaken by Street Environment Officers (SEOs). The BWV will not be used without audio and visual functions operating together.</p> <p>There is no alternative to BWV that can provide the same key benefits as listed below:</p> <ul style="list-style-type: none"> • Training purposes • Enhance the integrity and professionalism of officers undertaking environmental enforcement • Strengthen the quality of communication with the public • Strengthen the quality of evidence to support the issue of a Fixed Penalty Notice (FPN) to ensure fairness, transparency and accountability when dealing with complaints and to ensure irrefutable accuracy when preparing for prosecution. • Provide supporting evidence to noise monitoring • Improved health and safety: to reduce risks of assaults and to protect officers and the public from false allegations • Improve the safety of officers when lone working <p>BWV is proven and tested technology and will be provided by third party provider (Taser). The proposed cameras meet or exceed all recommendations in the Home Office Body-Worn Video Technical Guidance 2014.</p> <p>The proposed camera is designed to be overt and consequently is clearly identifiable as a camera recording device from the CCTV label carried on it.</p>	<p>Supplementary Information:</p>

<p>COLLECTION, USE & DELETION OF PERSONAL DATA</p>	<p>For data protection purposes, the City of London will be deemed the Data Controller.</p> <p>All recordings will be securely stored to ensure that at all times no unauthorised access will be allowed to the recorded material. All access to stored data will be logged and recorded. The SEO office (access controlled) located at Walbrook Wharf will be used for this purpose. Data access will be restricted to authorised personnel, by using unique passwords and logins.</p> <p>Daily recorded footage will be transferred to a secure cloud based storage and video management facility (Evidence.com). The stored data will be kept separately and uniquely identifiable at all times. Recorded data of evidential value will be downloaded to a video management system in line with City of London Police one this is available from the ‘Ring of Steel’ project.</p> <p>Access, viewing, processing, storage and disclosure of stored data will be the responsibility of the Street Environment Team, with the exception of data recorded during noise visits, in which case the retention and deletion would be the decision and responsibility of the Pollution Team Manager.</p> <p>Upon returning to the office and docking the camera the footage is automatically uploaded to Evidence.com.</p> <p>Non-evidential footage will be deleted after no longer than 30 days. Footage identified as evidential will remain stored until no longer required. Officers will check stored evidential data on a weekly basis and delete data no longer required. In the case of data obtained during the issuing of an FPN the data would be deemed as no longer required 21 days subsequent to liability to conviction for the offence being discharged, this is in case a person should lodge a complaint following making payment to discharge liability.</p> <p>Where data recorded by the BWV is to form evidence for prosecution copies of the data shall be produced onto disc for viewing by prosecution and defence.</p>	<p>Supplementary Information:</p> <p>Recorded images may include vehicle registration numbers, occupants of vehicles, pedestrians, business employees, residents and City of London Staff</p>
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<p>CONSULTATION</p>	<p>It would be advantageous to raise public and member awareness of the use of BWV by SEOs and promote the benefits and advantages of its use.</p>	<p>Supplementary Information: Methods of communication will be via: City of London (COL) website, COL social media e.g. Facebook, Twitter</p> <p>Committee report to Members</p>
<p>PRIVACY RISKS AND SOLUTIONS</p>	<p>BWV will only be deployed in an overt manner, using trained staff and in defined operational circumstances (refer to BWV Protocol). The technology will only be deployed in accordance with the Protocol to ensure that its use is proportionate, necessary and justifiable.</p> <p>All captured data will be processed to ensure compliance with the Data Protection Act and Human Rights Act 1998. In cases where recordings of individuals have taken place, the evidence/recording is only to be seen by the person recorded. The City will satisfy itself that the person wishing to see the recording is the same person recorded by pre-viewing the footage.</p> <p>All SEOs will receive training in all the necessary technical aspects of the equipment being used. This will cover the legal implications, equipment, practical use e.g. when to commence and cease recording, and health and safety.</p> <p>The SEO will announce to the member of the public when the camera is being used. The camera is securely fixed to the officer by way of a shoulder harness and secure fastening to ensure that it cannot easily be removed by a member of the general public.</p> <p>In the event of a lost camera, the Authorised Officer (as outlined in the Protocol) will notify the City of London's Information Officer so the Information Commissioner's Office can be informed at the earliest opportunity.</p>	

Appendix 2

Image of the Body Worn Video unit



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Committee(s):	Date(s):
Port Health and Environmental Services	5 May 2015
Subject: Markets and Consumer Protection Business Plan 2014-2017: 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 key performance indicators (KPIs) and objectives outlined in 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 2014-15.

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:

- The Health and Safety Team brought a successful prosecution against managing agents for failing to managing the risks associated with damaged asbestos materials in an occupied City office building.
- The Pest Control Team has worked to eradicate significant rat infestations in two City Gardens.
- The Pollution Team commenced work with Bart’s Health NHS Trust to train clinicians to provide advice to vulnerable patients about poor air quality.
- Animal Health Officers discovered 15kgs of heroin in three cat boxes imported through the Animal Reception Centre. The Officers have provided information and assistance to the National Crime Agency.
- The Food Team investigated five separate outbreaks and incidents of gastrointestinal illness with links to premises within the City.
- London Gateway Port continues to expand with a further significant increase in trade predicted by mid-summer.
- The Trading Standards Team’s continued involvement with the Operation Broadway initiative into investment fraud included a successful ‘Day of Action’ in March to highlight the issue to members of the public.
- At the end of the February 2015, the Department of Markets & Consumer Protection was £234k (9.7%) underspent against the local risk budget to date of £2.4m, over all the services managed by the Director of Markets & Consumer Protection covered by the Port Health & Environmental Services Committee. This is largely the result of greater than expected income from the Heathrow Animal Reception Centre. Appendix E sets out the detailed position for individual services.

Recommendation(s)

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

Main Report**Background**

1. In the 2014-17 Department of Markets and Consumer Protection (M&CP) Business Plan eight Key Performance Indicators (KPIs) were identified to measure 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 to areas of particular importance to them. Members are also encouraged to ask the Directors for information throughout the year.
4. 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).
5. Periodic progress is also discussed by Senior Management Groups to ensure any issues are resolved at an early stage.

Financial and Risk Implications

6. The end of February 2015 monitoring position for the Department of Markets & Consumer Protection services covered by the Port Health & Environmental Services Committee is provided at Appendix E. This reveals a net underspend to date for the Department of £234k (9.7%) against the overall local risk budget to date of £2.4m for 2014/15.
7. Overall, the Director of Markets & Consumer Protection is currently forecasting a year end underspend position of £153k (5.8%) for the PH&PP Division's City Fund and City Cash services under his control. The following table 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	2,342	2,204	(138)	(5.9%)
City Cash	282	267	(15)	(5.3%)
Total M&CP Services Local Risk	2,624	2,471	(153)	(5.8%)

8. The reasons for the significant budget variations are shown in Appendix E, which sets out a detailed financial analysis of each individual service relating to this Committee, which the Director of Markets & Consumer Protection supports.
9. The better than budget forecast position at the end of February 2015 is principally due additional income from the Pet Travel Scheme at the Heathrow Animal Reception Centre.
10. The Director of Markets & Consumer Protection anticipates that this current better than budget position will continue to year end.

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 2014-2015 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 2014-15
- Appendix B – Progress against Key Objectives Period 3 2014-15
- Appendix C – Enforcement Activity Period 3 2014-15
- Appendix D – Key Risks
- Appendix E – Financial Statements: Department of Markets and Consumer Protection, Port Health & Public Protection Division

Background Papers

Department of Markets & Consumer Protection Business Plan 2014-2017 and
Appendix B: Port Health & Public Protection Business Plan 2014-2017
(*PH&ES Committee 13 May 2014*)

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**Performance Management Report 2014-15
Period Three: 1 December 2014 – 31 March 2015**

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

Progress against Business Plan Performance Indicators

↑	The annual performance of this indicator has been above or on target .
↓	The annual performance of this indicator has been below target .

	All PH&PP Service Areas	2013-14 Annual result	Target 2014-15	Actual 2014-15			2014-15 Annual Result
				Period 1	Period 2	Period 3	
PI 1 * 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 (<257 days per period) across all PH&PP Service areas.	N/A	<257 days per period	287	284	254 * ₂	765 days* ₂ ↑
PI 2 * ₁	a) 90% of debts to be settled within 60 days.	N/A	90%	97%	97%	95%	96% ↑
	b) 100% of debts settled within 120 days.			97%	99.5%	99.7%	99% ↑
<p>*₁ New indicator for 2014-15</p> <p>PI 1: Target based upon Full Time Equivalent (FTE) members of PH&PP staff at 31 December 2013 (no. 110).</p> <p>*₂ Sickness statistics to the end of March 2015 are not yet available from the Human Resources Department. The Period 3 figure shown here includes the months of December, January and February only. The annual result consists of days lost due to sickness absence for the period 1 April 2014-28 February 2015.</p>							

	Port Health and Animal Health	2013-14 Annual result	Target 2014-15	Actual 2014-15			2014-15 Annual Result
				Period 1	Period 2	Period 3	
PI 3	Percentage of consignments of products of animal origin (POAO) that satisfy the checking requirements cleared within five days of presentation of documents/consignments.	93.8%	95%	95.56%	94.64%	95.06%* ₁	95.07% ↑
PI 10	Less than 4% of missed flights for transit of animals caused by the Animal Reception Centre (ARC).	0.03%	<4%	0%	3.3%	0%	1% ↑
<p>PI 3: Time elapsed between receipt of documents/presentation of container to release, on electronic cargo handling system.</p> <p>Period 3 2014/15: 95.60% for London Gateway and 93.87% for Tilbury.</p> <p>Annual Result: 95.53% for London Gateway and 94.52% for Tilbury.</p>							

	Public Protection	2013-14 Annual result	Target 2014-15	Actual 2014-15			2014-15 Annual Result
				Period 1	Period 2	Period 3	
PI 13 * ₁	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.	Overall FHRS rating profile decreased ↓	Improved profile	N/A	N/A	N/A	Overall FHRS rating profile decreased ↓
PI 15 * ₂	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.	N/A	100%	100%*	95%	100%	98% ↓
PI 21	90% justifiable noise complaints investigated result in a satisfactory outcome.	100% ↑	90%	96.9%	92%	94.9%	94.9% ↑
PI 24 * ₁ & * ₂	Bring to a conclusion at least two major investigations into investment and commodity fraud out of Operations Addams, Wade and Currie by March 2015.	N/A	100%	N/A	N/A	N/A	50% ↓

*₁ Annual indicator

*₂ New indicator for 2014-15

PI 13: 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.

Explanation for underperformance: In March 2013 91% of City food businesses had FHRS ratings of 3 or above. We set this as the benchmark year. This figure decreased over the course of the past two years and was 90% in April 2015. (This is, however, an improvement on the March 2014 figure of 87%). The KPI is basic and does not take into account the 'churn' of premises in the City; as at 22 April 2015, of the total 1784 premises, 156 are new and have not yet been inspected and 188 have only had one inspection (around 20% of the total).

PI 15: 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).

Explanation for underperformance: The inspection of one tower which was due at the end of November 2014 was delayed to mid December 2014 due to schedule Primary Authority work taking precedence.

PI 21: 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.

PI 24: Explanation for underperformance: Fraud investigations are notoriously complex and time-consuming, as it is impossible to know at the beginning of the investigation how many suspects there will be and how much evidence will be gathered and therefore how long the investigations will take.

One of the three fraud investigations was concluded (Op Wade) which gives 50% compliance. The reason it was concluded was because it became obvious that the company being investigated by the Trading Standards Team was merely a satellite of a much larger fraud. The business that appeared to be at the centre of the larger fraud was investigated and professional enforcement action was taken against the firm by The Insolvency Service. City of London Trading Standards contributed to that investigation.

The matter has now been passed to City of London Police Economic Crime Unit (ECU) for consideration of the whole. The ECU is aware that the Trading Standards Team is holding information on one part of the fraud and that it is prepared to cooperate fully with any investigation that the ECU undertakes. However, it would not have been prudent for the Trading Standards Team to continue with its investigation because of the distinct possibility that it could unwittingly undermine a larger investigation.

Operation Addams It is hoped to have papers to Counsel by the end of May/beginning of June for a charging decision. The investigation has shown that the matter was rather more complex than first imagined and therefore is taking more time. In addition, Counsel has indicated that the Trading Standards Team should also collate evidence about the company that 'phoenixed' into the company we were actually investigating. Whilst this has not involved any new investigation, it has added to the amount of evidence that needs to be gathered.

Operation Curie Sufficient evidence has been gathered for persons to be arrested in connection with this matter. However, because the Trading Standards Team has decided that it is more efficient to get the papers to Counsel in Operation Addams, before taking on what will be an enormous amount of work, post-search and arrest in Operation Currie, it is currently on hold.

Progress against Port Health & Public Protection Key Objectives 2014-2015

Ref:	Objective	Progress to date
1	Implement the Health & Safety Intervention Plan.	<p>Period 1: April – July 2014</p> <ul style="list-style-type: none"> • Ongoing. The Plan received Committee approval on 15 May 2014. <p>Period 2: August – November 2014</p> <ul style="list-style-type: none"> • Ongoing. <p>Period 3: December 2014 – March 2015</p> <ul style="list-style-type: none"> • Ongoing.
2	Ensure a consumer focused food law enforcement program is implemented based upon the FSA's national Framework Agreement and Food Law Code of Practice.	<p>Period 1: April – July 2014</p> <ul style="list-style-type: none"> • Ongoing. The Food Safety Enforcement Plans for the City and the London Port Health Authority received Committee approval on 15 May 2014. <p>Period 2: August – November 2014</p> <ul style="list-style-type: none"> • Ongoing. • The Port Health & Public Protection Enforcement Policy has been updated and the latest version was posted on the City of London website in August 2014. <p>Period 3: December 2014 – March 2015</p> <ul style="list-style-type: none"> • Ongoing.
3	Prepare for and implement changes arising from Service Based Reviews.	<p>Period 1: April – July 2014</p> <ul style="list-style-type: none"> • Port Health - good progress is being made on the tasks agreed by the Assessment Panel which include use of IT for mobile working, review of charges, property matters and shared procurement for Launch fuel and maintenance with other statutory bodies. • The full submission for the service has been agreed with the Committee Chairman and Deputy Chairman. • The Chief Officer and PH&PP Director attended the Star Chamber and subsequent meetings. • Awaiting decision of Policy & Resources Committee in early September. <p>Period 2: August – November 2014</p> <ul style="list-style-type: none"> • The Department's Service Based Review plans were approved by the Policy & Resources Committee in early September and endorsed by the Port Health & Environmental Services Committee in November. • The Chief Officer and Port Health & Public Protection Director have briefed Public Protection Division managers and staff about the changes that will affect

		<p>them and an Action Plan to implement the approved measures is being developed.</p> <ul style="list-style-type: none"> The introduction of mobile working technology for Port Health is not progressing as quickly as anticipated due to procurement issues and delays on the part of the Chamberlain's IS Division. <p>Period 3: December 2014 – March 2015</p> <ul style="list-style-type: none"> Proposals for Environmental Health are being reviewed to take into account government regulatory enforcement priorities. A Road Map is being prepared to show actions and timelines. Port Health mobile working is now being treated as a high priority by the Departments involved in the project.
4	Implement and embed new legislation and adapt to revisions to existing legislation.	<p>Period 1: April – July 2014</p> <ul style="list-style-type: none"> Ongoing in line with the new Regulators' Code. Regular updates made to Imported Food legislation are brought to the attention of Port Health staff so that changes may be implemented and ISO procedures updated. New street trading legislation has been fully embedded within current policies and procedures. Members of staff have received appropriate training. Two ice cream vans have been seized and a further crackdown planned. <p>Period 2: August – November 2014</p> <ul style="list-style-type: none"> Ongoing, in line with the requirements of the Regulators' Code. The only recent legislation update for Port Health is the quarterly review of the "High Risk" products list under EC 669/2009. The Pollution Team arranged and was joined by colleagues from the City of London Police and across the Corporation in training for the new antisocial behaviour powers in preparation for the implementation of the Anti-Social Behaviour Crime and Policing Act 2014. <p>Period 3: December 2014 – March 2015</p> <ul style="list-style-type: none"> The implications of the Openness of Local Government Bodies Regulations 2014 are being assessed. Lobbying and meetings are taking place concerning proposed changes to EU imported food and feed legislation.

5	<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.</p>	<p>Period 1: April – July 2014</p> <ul style="list-style-type: none"> Confirmation is awaited from the Animal Health and Veterinary Laboratories Agency (AHVLA) and the airlines that they have finalised and agreed their new processes for the importation of animals as baggage. <p>Period 2: August – November 2014</p> <ul style="list-style-type: none"> Internal training at the HARC is taking place so that staff members are prepared for the implementation of the legislation in December. <p>Period 3: December 2014 – March 2015</p> <ul style="list-style-type: none"> No airlines have progressed from an initial interest in shipping animals as baggage. There is now less political pressure on progressing this. Extra facilities, in the form of a replacement Portakabin, have progressed slowly throughout 2014-15. The final target is that the Portakabin will be in place by the end of September 2015.
6	<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.</p>	<p>Period 1: April – July 2014</p> <ul style="list-style-type: none"> An informal consultation is underway regarding additions to the revised Air Quality Strategy. Key aims for the new document have been put to the PH&ES Committee, Health and Wellbeing Board and Supporting London Officers Group. The revised Strategy is due to be submitted to PH&ES Committee for consideration and subsequent consultation during Period 2 (Aug-Nov 2014). A “London Air Quality Reception” was held at Mansion House on 29 July. The event was addressed by the Lord Mayor and the Mayor of London. <p>Period 2: August – November 2014</p> <ul style="list-style-type: none"> The Draft Air Quality Strategy was approved by the Port Health & Environmental Services Committee and public consultation is now underway. An Air Quality Breakfast Seminar was held in the Livery Hall on 4 November with presentations from London Councils, King's College and an air quality consultant. Attendees included CoL Members and officers and members from other local authorities. Work continues on the Barbican and Mansell Street Citizen Science Projects, which involve residents carrying out data collection and visualisation to monitor air pollution in the City. <p>Period 3: December 2014 – March 2015</p> <ul style="list-style-type: none"> The Air Quality Strategy is being amended to reflect consultation comments. The first Cleaner Air Action Days in the City of London to tackle idling engines have been launched.

		<ul style="list-style-type: none">• An event was held at Guildhall for Barbican residents to mark the end of the air quality monitoring project.• Work continues with Bart's Health NHS Trust to train clinicians to provide advice to vulnerable patients about poor air quality.
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Port Health & Public Protection Enforcement Activity
Period 3 2014-2015
 (December 2014 – March 2015)

Food Safety	2014-15 Target (where applicable)	Period 3 Total (Year to date totals are shown in brackets)
Programmed inspections	<u>Food Hygiene:</u> 1011 <u>Food Standards:</u> 372	<u>Food Hygiene:</u> 343 (864) <u>Food Standards:</u> 89 (286)
Hygiene Emergency Closures	N/A	0 (0)
Voluntary closures	N/A	1 (9)
Complaints & service requests received	N/A	88 (293)
Notices served	N/A	4 (23)
Prosecutions	N/A	0 (0)

Period 3 – Food Safety Team Highlights

- Five separate **outbreaks and incidents of gastrointestinal illness** with links to premises within the City were investigated; several were associated with catered functions. One incident was linked to norovirus, another to campylobacter. Investigations such as these require a significant amount of officer time in liaison with colleagues in Public Health England and other local authorities. Full cooperation of affected parties is not always received, even when they are the ones who report the incident, which can result in inconclusive investigations despite strenuous efforts.
- One food premises was closed as a result of a **mouse infestation** which presented a potential risk to health, with food preparations surfaces contaminated.
- Work on the **FHRS display project**, mentioned in the previous report, concluded in March. The project ran across England and was coordinated by the Food Standards Agency; their final analysis of the data is awaited. The project was designed to gauge and improve the extent of display of food hygiene ratings in compliant premises (those rated 3, 4 or 5) and it is hoped that the outcome will support the case for mandatory display of ratings (currently in place in Wales).
- The team completed a number of interventions with **small catering businesses** to help them to understand the requirements of the Food Information for Consumers legislation, which came into force in mid-December, especially in relation to allergen controls.
- The team hosted several visits on behalf of the FSA including one from **Which?** This followed the publication's work on local authority inspection interventions; their researcher wished to gain a better understanding of the inspection work involved.

Port Health & Public Protection Enforcement Activity Period 3 2014-2015

(December 2014 – March 2015)

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

		Hygiene Rating						Total no. of food businesses in the City included in the FHRS
		5	4	3	2	1	0	
Number (%) of food businesses	March 2013	925 (58%)	345 (22%)	171 (11%)	69 (4%)	61 (4%)	12 (1%)	1583
	August 2013	908 (56%)	378 (23%)	168 (10%)	83 (5%)	67 (4%)	25 (2%)	1629
	29 November 2013	903 (55%)	387 (23%)	172 (10%)	98 (6%)	70 (4%)	24 (2%)	1654
	31 March 2014	880 (53%)	374 (23%)	182 (11%)	104 (6%)	74 (5%)	23 (1%)	1661 <i>(incl. 24 awaiting inspection)</i>
	31 July 2014	898 (54%)	374 (23%)	174 (10%)	102 (6%)	67 (4%)	19 (1%)	1661 <i>(incl. 27 awaiting inspection)</i>
	1 December 2014	919 (55%)	380 (23%)	175 (10%)	92 (6%)	58 (4%)	17 (1%)	1675 <i>(incl. 34 awaiting inspection)</i>
	31 March 2015	960 (57%)	361 (21%)	165 (10%)	88 (5%)	64 (4%)	18 (1%)	1692 <i>(incl. 36 awaiting inspection)</i>

'0' rated food businesses in the City

These businesses were rated '0' at 31 March 2015; some have been since been re-inspected - further information is given in the 'Details' column.

Premises	Details
Apulia , 50 Long Lane, London EC1A 9EJ	Revisited 15/01/15: no longer using dual use vac-pack machines and rodent issues under control.
Bangkok Kitchen , Guild Church Of St Mary Aldermary, Watling Street, London EC4M 9BW	Cleaning has improved; WC leak has been repaired.
Chilli Nachos (Tinga Foods Limited) , Retail Unit 46, Moorgate, London EC2R 6EL	Ongoing interventions alongside planning, licensing building control.
Eatsies , Thavies Inn House, 3-4 Holborn Circus, London EC1N 2HA	Revisited: pest control issue has been resolved and the premises has reopened.
Jamies , 5 Groveland Court, London EC4M 9EH	Several visits carried out; premises greatly improved.
Kim's Vietnamese , 62 Fleet Street, London EC4Y 1JU	To be followed up.
Kirin Restaurant , 10 College Hill, London EC4R 2RP	Several visits carried out; externally provided coaching and training has taken place.
Mehek Restaurant & Bar , 45 London Wall, London EC2M 5TE	Revisited and re-inspected in March 2015. Vast improvements seen – FHRS of "5" has been awarded.
Mumbai Square , 7 Middlesex Street, London E1 7AA	Revisit due; has been re-inspected and now has a FHRS score of "2".
Notes, Music & Coffee Ltd , City Point, 1	Improvements have been made. SFBB (Safer Food

Port Health & Public Protection Enforcement Activity
Period 3 2014-2015
(December 2014 – March 2015)

Ropemaker Street, London EC2Y 9AW	Better Business) coaching has been given. Awaiting next routine inspection.
Rudd's , Retail Unit, 148 Queen Victoria Street, London EC4V 4BY	Premises had improved on last visit.
Scoffs , Thames Court, 1 Queenhithe, London EC4V 3DX	Improved, but there is a lack of understanding from the management downwards. This was discussed at time of visit.
The Cock And Woolpack Public House , 6 Finch Lane, London EC3V 3NA	Improvement notices were complied with by September. A new Chef is currently being trained. New documentation has been issued.
The White Swan , 108 Fetter Lane, London EC4A 1ES	Revisited: the pest control issue has been resolved and the premises has reopened.
Tsuru , Retail Unit, Aldermay House, 15 Queen Street, London EC4N 1TX	There are recurring issues with lack of cleaning and full HACCP on site for processes within the store room area.
Wood Street Bar and Restaurant , 53 Fore Street, London EC2Y 5EJ	Much improved 2 weeks later. No dual use of vac pack machines and improved cleaning and HACCP.
Wrap it Up Production Kitchen , 166-170 Bishopsgate, London EC2M 4LX	Frequent visits made. Has improved with a dedicated person to oversee practices. All have retrained. Due to relocate in 3-4 months.
Zorita's Kitchen , Retail Unit, Broken Wharf House, 2 Broken Wharf, London EC4V 3DT	Improvements have been made and notices have been complied with.

Port Health & Public Protection Enforcement Activity
Period 3 2014-2015
 (December 2014 – March 2015)

Health & Safety	2013-14 Annual Total	2014-15 Target (where applicable)	Period 3 Total (Year to date totals are shown in brackets)
Programmed Cooling Tower inspections	74	90	26 (69)
Other H&S Inspections	12	N/A	29 (38)
H&S Project visits	8	N/A	25 (27)
Accident and dangerous occurrences notifications	245	N/A	76 (238)
Complaints & service requests received	193	N/A	32 (160)
Notices	3	N/A	0 (0)
Prosecutions	0	N/A	1 (1)

*MST – Massage and Special Treatment

Period 3 – Health & Safety Team Highlights

- As part of the '**Working at Height**' project: a free briefing was provided to facilities managers on the selection and management of cleaning/maintenance contractors who carry out work 'at height'. Team members guided and assessed the London Borough of Southwark's successful application for a London Workplace Wellbeing Charter Award.
- A **successful prosecution** was brought against managing agents for failing to managing the risks associated with damaged asbestos materials in an occupied City office building. The company was fined a total of £40,000 and ordered to pay £5,412.60 costs.
- Members of the team have been invited to join a National working group to review guidance on **controlling legionella** in spa pools.
- Two **new videos** have been produced for facilities managers, in conjunction with PRO, providing advice on the selection and management of contractors.

Period 3 – Pest Control Team Highlights

- The team has worked with the Food Standards Agency and the Superintendent of **Smithfield Market** in order to improve hygiene and pest proofing in shop units at the Market.
- Significant rat infestations have been successfully eradicated in two **City Gardens**.
- There has been improved coordination with Thames Water and Rentokil in relation to City of London **sewer baiting** for rats.
- During period 3, the team received 78 service requests for treatment, 76 of which were carried out.

Port Health & Public Protection Enforcement Activity
Period 3 2014-2015
 (December 2014 – March 2015)

Trading Standards	2014-15 Target (where applicable)	Period 3 Total (Year to date totals are shown in brackets)
Inspections and visits	N/A	17 (91)
Complaints & service requests received	N/A	1130 (3332)
Home Authority referrals	N/A	45 (466)
Consumer safety notifications	N/A	0 (2)
Acting as a responsible authority for Licensing Applications	N/A	25 (84)
Prosecutions	N/A	0 (0)

Period 3 – Trading Standards Highlights

- **Operation Broadway**, a joint initiative between City of London Trading Standards, City of London Police, Metropolitan Police, The Financial Conduct Authority and HMRC continued to disrupt the activities of “boiler rooms” selling worthless alternative investments to victims. On 19 March, Operation Broadway mounted a **“Day of Action”** to highlight the issue with serviced/virtual office providers (who host the perpetrators) to the public. The Day of Action received widespread media coverage and resulted in the identification of further boiler room fraud.
- The Trading Standards team commenced its first ever prosecution under section 75 of the London Local Authorities Act 2007, which regulates the activities of **mail forwarding businesses**, a major enabler of fraudulent activity. The full trial is scheduled for June.

Port Health & Public Protection Enforcement Activity
Period 3 2014-2015
 (December 2014 – March 2015)

Pollution	2014-15 Target (where applicable)	Period 3 Total	% Noise complaints resolved	Notices served	Prosecutions
Complaint investigations, noise	N/A	320 (971)	95%	2 COPA S60 (6)	0 (0)
Complaint investigations, other	N/A	27 (68)	N/A	0 (0)	0 (0)
Licensing, Planning and Construction Works applications assessed	N/A	635 (1286)	N/A	5 COPA S61 (14)	N/A
No. of variations (to construction working hours) notices issued	N/A	270 (719)	N/A	N/A	N/A

* COPA: Control of Pollution Act 1974. S60: Control of noise on construction sites. S61: Prior consent for work on construction sites.

* EPA: Environmental Protection Act 1990.

Period 3 – Pollution Team Highlights

- The draft **Contaminated Land Strategy** 2015 – 2020 has been released for external consultation.
- Tunnel Boring Machines (TBM) are predicted to enter the vicinity of the Barbican Estate on 9 April 2015. The team has been working with **Crossrail** to reduce any potential impacts on the Barbican Concert Hall, the Barbican Centre and residents.
- Seven submissions have been received for consideration of the **Environment Award** of the Considerate Contractors Awards.
- The team delivered a seminar for Highways colleagues on the **Environmental impacts of streetworks**.
- Two **Cleaner Air Action Days** have been held to deal with engine idling; the first of these took place on a day of high levels of air pollution in the City.
- 13 businesses in the Barbican area were engaged in the Cleaner Air Action Days.
- The draft **Air Quality Strategy** was issued for consultation.
- Engagement commenced with clinicians at **Barts Health NHS Trust** to provide advice to vulnerable people on air quality.
- Downloads of the **CityAir App** have exceeded 6,000.
- A **Sustainable City Award** for Air Quality was awarded to Midtown Business Improvement District. The runners up were Land Securities and Wilson James.

Port Health & Public Protection Enforcement Activity
Period 3 2014-2015
 (December 2014 – March 2015)

Animal Health & Welfare	2014-15 Target (where applicable)	Period 3 Total	Warning letters	Notices served	Prosecutions
(Year to date totals are shown in brackets)					
Animal Reception Centre					
Throughput of animals (no. of consignments)	N/A	6477 (21,762)	11 (50)	0 (0)	4 (13)
Animal Health					
Inspections carried out*	N/A	120 (368)	0 (1)	9 (50)	0 (0)
*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 quarters.					

Period 3 – Animal Health & Welfare Highlights

- 15kgs of **heroin** were recently discovered in three cat boxes imported through the Animal Reception Centre. The team's stringent checks and documentation have proven extremely useful for the National Crime Agency which is building a case against the defendant. Three Animal Health Officers will give evidence in court.
- The team set up the first **Primary Authority Partnership** for animal licensed premises.
- **Income** from Emotional Support Animals has increased steadily, reaching £53,000 during quarter 3 of 2014/15.

Port Health & Public Protection Enforcement Activity
Period 3 2014-2015
(December 2014 – March 2015)

Port Health	2014-15 Target (where applicable)	Period 3 Total	Cautions	Notices served	Prosecutions
		(Year to date totals are shown in brackets)			
Food Safety inspections and revisits	N/A	9 (54)	0 (0)	0 (0)	0 (0)
Ship Sanitation Inspections and Routine Boarding of Vessels	N/A	26 (92)	0 (0)	0 (0)	0 (0)
Imported food Not of Animal Origin -document checks	N/A	5168 (12,768)	0 (0)	131 (299)	0 (0)
Imported food Not of Animal Origin - physical checks	N/A	683 (1,866)	0 (0)	0 (0)	0 (0)
Number of samples taken	N/A	123 (327)	N/A	N/A	N/A
Products of Animal Origin Consignments – document checks	N/A	3,189 (9,818)	0 (0)	22 (61)	0 (0)
Products of Animal Origin Consignments – physical checks	N/A	1,257 (3,713)	0 (0)	11 (17)	0 (0)
Number of samples taken	N/A	77 (244)	N/A	21 (71)	N/A

Period 3 – Port Health Highlights

- **London Gateway** continues to expand and the first Triple E Class vessel, The Munkebo Maersk, arrived on 26 February 2015. At 195,000 tons this is the largest vessel ever to sail up the Thames. The Port is still predicting a further significant increase in trade by mid-summer.
- The **mobile working** project within the Ports is still on course to go live on 1 June 2015.
- Four **new members of staff** joined Port Health in March and are completing their induction training.
- **Robin Catchlove**, Assistant Director of Port Health, retired at the end of March 2015.
- The **Chamberlain and Chief Information Officer** visited our operations at London Gateway and Tilbury Ports and on the river itself.

Port Health and Public Protection Key Risks (February 2015)

The table below shows a selection of our key risks which form part of our Departmental Risk Tracker.

Risk No.	Risk	Risk Owner	Existing Controls	Current Risk				Planned Action	Target Risk		
				Likelihood	Impact	Rating	Direction		Likelihood	Impact	Rating
PH & PP 1	The cark parking area at HARC is used by customers' vehicles as well as through traffic which includes HGVs and is an area where a forklift truck operates. There is a risk of injury or death of a pedestrian if vehicle movements in this constrained space are not controlled. This could result in prosecution, a fine, reputational damage for the City and impact on the operation and sustainability of the service.	Rob Quest HARC	Training and licensing of all fork lift users has been carried out. All staff wear personal protective equipment when on duty, access is restricted and the Vehicle & Grounds Attendant controls vehicle movements at peak times.	Unlikely	Major	A	↔	Continued monitoring of vehicle movements by Vehicle & Grounds Attendant.	Unlikely	Major	A

Risk No.	Risk	Risk Owner	Existing Controls	Current Risk				Planned Action	Target Risk		
				Likelihood	Impact	Rating	Direction		Likelihood	Impact	Rating
PH&PP2	<p>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. Poor air quality is also a significant public health issue for the City of London as a small number of the population are more vulnerable to the effects of air pollution where exposure to pollution can exacerbate existing health conditions including cardiovascular and respiratory disease. This can lead to restricted activity, hospital admissions and even premature mortality.</p>	Jon Aaverns Director of PH&PP	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	Likely	Major	R	↔	<p>The City is Working with the GLA and other Local Authorities, organisations and partnerships to address pan-London issues which impact air quality in the City and implementing actions identified within the City of London Air Quality Strategy (recently reviewed and currently out for consultation) including:</p> <ul style="list-style-type: none"> •Encouraging City businesses to reduce emissions via CityAir •Minimising construction and demolition emissions through the City's Code of Practice •Tackling emissions from idling vehicle engines •Recognising and rewarding good practice •Increasing public awareness of air quality •Monitoring the impact of measures to reduce pollution 	Possible	Major	A

Risk No.	Risk	Risk Owner	Existing Controls	Current Risk				Planned Action	Target Risk		
				Likelihood	Impact	Rating	Direction		Likelihood	Impact	Rating
P H & P P 3	The HARC has experienced significant delays to maintenance or repair of equipment and facilities due to be carried out under the Corporate repair and maintenance contract . This has resulted in operational difficulties, security risks and risk of closure of the facility leading to reputational damage and financial loss to the City.	Rob Quest HARC	City Surveyor's PFMs have been dealing directly with Mitie to address known problem areas. Local management are regularly in touch with PFMs to press for remedial action.	Possible	Major	A	↔	City Surveyor's PFMs have been dealing directly with Mitie to address known problem areas. Local management are regularly in touch with PFMs to press for remedial action.	Unlikely	Minor	G
P H & P P 4	A lack of robustness of IS systems at HARC leading to technical failure of these systems and hence the loss of computer network facilities and telephones for a period in excess of 24 hours. Records of animal movements are essential and whilst these can be maintained manually for a few hours, a period of I.S. loss greater than this in peak times significantly affects efficiency, customer service and income generation, as well as risking animal welfare and therefore has a reputational as well as a financial impact.	Rob Quest HARC	The current I.S. service agreement does not include 24hr cover. An ADSL telephone line has been installed as a back up, but this cannot be activated outside the I.S. department's working hours. Manual system for recording animals and movements in place.	Possible	Major	A		Increased provision of IS support required.	Rare	Minor	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 2015
(Income and favourable variances are shown in brackets)

Appendix E

	Latest Approved Budget 2014/15 £'000	Budget to Date (Apr-Feb)			Actual to Date (Apr-Feb)			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	52	48	0	48	38	0	38	(10)
City Environmental Health	1,599	1,815	(349)	1,466	1,822	(301)	1,521	55
Pest Control	68	148	(85)	63	137	(90)	47	(16)
Animal Health Services	(672)	1,946	(2,562)	(616)	1,883	(2,708)	(825)	(209)
Trading Standards	269	264	(17)	247	246	(17)	229	(18)
Port Offices & Launches	1,026	2,608	(1,667)	941	2,575	(1,653)	922	(19)
Meat Inspector's Office (City Cash)	282	261	(3)	258	246	(5)	241	(17)
TOTAL PORT HEALTH & ENV SRV COMMITTEE	2,624	7,090	(4,683)	2,407	6,947	(4,774)	2,173	(234)

Forecast for the Year 2014/15			Notes
LAB £'000	Forecast Outturn £'000	Over / (Under) £'000	
52	43	(9)	
1,599	1,621	22	1
68	61	(7)	
(672)	(854)	(182)	2
269	251	(18)	
1,026	1,082	56	3
282	267	(15)	
2,624	2,471	(153)	

Notes:

- 1. City Environmental Health** - overspend to date is mainly due to the inclusion of a £30K salary vacancy allowance for whole of Port Health & Public Protection.
- 2. Animal Health Service** - favourable forecast is based on current activity and previous years performance for increased passports for pets income, this is partly offset by a downturn in quarantine income.
- 3. Port Offices & Launches** - due to the uncertainty in Common Veterinary Entry Documents (CVED's) income from the opening of London Gateway, the outturn is likely to change. London Gateway income increases are starting to kick-in now, plus Tilbury has shown signs of improvement. The year end forecast assumes income remains at current performance levels for the remainder of the year and further increases will need to materialise for the income budget to be achieved. Further overspends relate to new rates charges for Border Inspection Posts, for which the Port Operators have declined to meet, this is being reviewed by the Rating Officer and will be passed on to Port Operators if possible. The Products of Animal Origin (POAO) transfer from reserve is currently required to pay for additional staff only, however, should the overall MCP Departmental City Fund outturn forecast for the year move into deficit, then it may be used further to balance the

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Committee(s):	Date(s):
Port Health and Environmental Services	5 May 2015
Subject: Port Health and Public Protection Business Plan 2015-2018	Public
Report of: The Director of Markets & Consumer Protection	For Decision

Summary

This report seeks your Committee's approval for the 2015-18 Business Plan of the City of London's Port Health and Public Protection Service, which is part of the Department of Markets & Consumer Protection.

As the Department reports to three separate Committees (Port Health and Environmental Services Committee; Licensing Committee; Markets Committee) for discrete aspects of its work, separate plans have been produced for each. This plan contains specific key information relating to the Port Health and Public Protection Service.

The Business Plan sets out what the Service aims to achieve this year, the standards it will attain, and where this fits within the wider Departmental and Corporate strategic aims and objectives.

Recommendation

It is recommended that Members approve the content of this report and its appendices.

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Port Health & Public Protection Business Plan 2015-2018

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Director's Introduction

The Department of Markets and Consumer Protection (M&CP) has the widest span of all front-line service departments, employing some 238 staff with a combined local and central risk gross expenditure of £21,307,000 and an overall net local risk budget of £3,942,000 giving a total net budget including central risk and recharges of £3,237,000. 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 and London Gateway Ports on the North side of the Thames and Denton on the South side.

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

Despite what seems to be an upturn in the national economy, public funds are going to be very tight for the foreseeable future, so working more efficiently, generating more income from our assets, and exploiting the benefits of modern technology will become increasingly important as we endeavour to maintain the high standards that our customers expect.

To ensure that we fulfil our obligations to our major customers, we need to satisfy the four perspectives shown on pages 9 and 10, our version of the Balanced Scorecard¹, while we endeavour to maintain our traditional standards and remain mindful of our corporate, environmental, and social responsibilities.

Implementing the Service Based Reviews and their associated work-streams will take an increasing amount of senior management time, so the corporate values of Lead, Empower, Trust will become increasingly important with middle managers, especially Team Leaders, being encouraged to use their initiative and take a proactive stance in problem solving, without always having to seek permission from higher authority. Decision-making must be delegated to the lowest possible level of management and there is nothing wrong with taking calculated, rational risks.

With so much change happening, we recognise the vital importance of having a skilled and highly motivated workforce, since it is people who will deliver our Plan and they deserve to be led thoughtfully and positively. Good leadership is going to become increasingly important and we are committed to provide the appropriate training and development opportunities 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

Overview of our Services

The **Port Health and Public Protection Division** 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 service 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

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

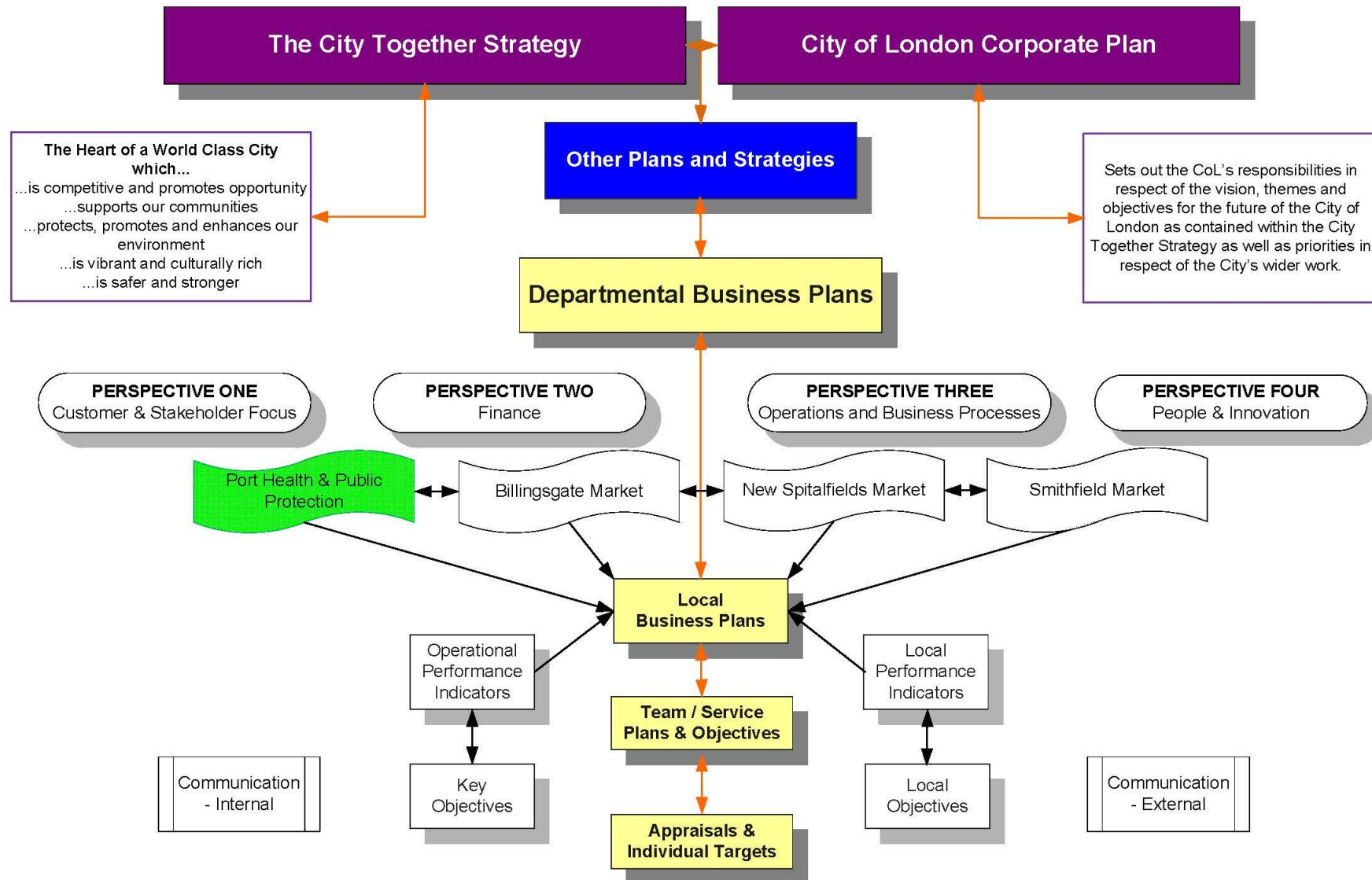
- **Food Safety** undertakes a range of food hygiene, food standards and health and safety interventions across all City food businesses including the provision of advice and information. The team also carries out infectious disease investigations and sampling work and enforces odour nuisance legislation.
- **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. While part of the Port Health & Public Protection Division, the Service reports directly to the Licensing Committee and further details of its work are not included in this Business Plan.

Business Planning Process



Departmental Vision

The overall 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

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

- To advise, educate, influence, regulate and protect all communities for which 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.

Measuring Performance

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

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

Data Quality

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

The Department complies with the Corporate Data Quality Policy and Protocol and has its own Departmental Data Quality Policy (Appendix B).

Key Improvement Objectives 2015-2016

The nine **Key Improvement Objectives** for the Port Health and Public Protection Division for 2015-2016 are listed here under the four broad perspectives, or themes, which run across the whole of the Department of Markets and Consumer Protection.

Perspective 1 - Customer and Stakeholder Focus			
Deliver statutory and non-statutory services to a high quality with regulatory services being increasingly intelligence and risk-based, in line with the Government's Deregulation agenda and the risks accepted by Members in the Service Based Review.			
Action	Outcome	Measure	Responsibility
Public Protection teams to evaluate performance via analysis of completed customer satisfaction surveys which are sent to service users once their complaint/query has been investigated.	Improved levels of service will be provided to complainants/service users.	Analysis of responses will reveal an upward trend in satisfaction levels. Necessary and appropriate improvements to service processes and procedures will be identified and implemented by March 2016.	Assistant Directors, Public Protection
Pollution Team to publish and implement revised Air Quality Strategy, 2015–2020.	The City will fulfil its obligations for improving air quality and reducing its impact on public health.	The policies and actions set out in the Strategy will be progressed in accordance with specified targets, including: A PM2.5 monitor will be installed at Sir John Cass School, by October 2015. At least 4 Cleaner Air Action Days will be delivered to deal with unnecessary idling engines in the City, by March 2016 A communications and action plan will be developed to roll out on days of high pollution in the City, by July 2015	Environmental Policy Officer
Trading Standards Team to collaborate with City of London Police and other relevant organisations to tackle economic crime, particularly investment fraud.	More effective joint working, making the best use of intelligence to reduce crime.	Appropriate enforcement action will be taken against offenders.	Assistant Director, Public Protection (Commercial)/ Trading Standards Manager

Perspective 2 – Finance

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

Action	Outcome	Measure	Responsibility
Prepare for, and implement, measures identified as part of the Service Based Review.	Compliance with Corporate policy and decisions. Statutory services delivered at reduced cost with minimum disruption to service provision.	Targets set out in the Service Based Review outcome will be met.	Port Health & Public Protection Management Team members

Perspective 3 - Operations and Business Processes

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

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

Action	Outcome	Measure	Responsibility
Work with the City Surveyor to agree Mission Critical assets at each of our sites as part of the BRM (Building Repairs and Maintenance) Asset Verification Process.	A definitive list of Mission Critical assets for PH&PP properties, with an agreed Planned Preventative Maintenance schedule in place for each, which will facilitate the improved performance of the BRM contract (MITIE).	PH&PP operational property managers to provide timely input to the asset verification process.	Assistant Director, Port Health Assistant Director, Animal Health

Perspective 4 - People and Innovation

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

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

Action	Outcome	Measure	Responsibility
Carry out a training needs analysis across all service areas, investigate the availability of suitable learning opportunities and arrange for staff to attend where feasible.	A professional and competent workforce able to deliver high quality, efficient services and which complies with competency requirements of the Regulators Code of Practice.	Learning and development needs of all members of staff identified during the performance appraisal processes will be fulfilled. Regulatory officers will meet their CPD requirements and complete and sign the required annual declaration with their relevant institute (i.e. CIEH or TSI).	Port Health & Public Protection Management Team members
Introduce mobile working technology throughout the PH&PP service, in collaboration with the Chamberlain's IS Division.	Improved efficiency of processes across the Division.	Implementation at Port Health offices by 1 June 2015. This will enable 'real time' clearance of consignments and minimise duplication of data entry. Appropriate technology and software will be identified and introduced across the other service areas to improve efficiency of processes. The implementation date is dependent upon the level of support available from IS.	Assistant Director, Port Health Assistant Directors, Public Protection / Assistant Director, Animal Health
Develop and implement a workforce plan which ensures that our workforce has both the capability and resources to meet the Division's business objectives.	A Departmental Workforce Plan will be published and the actions within it will have begun to be carried out.	A Succession Plan will be in place by December 2015. The M&CP Workforce Plan will be published by December 2015. A Chief Officer led workforce planning group will be established within the Department by June 2015.	Chief Officer/ Port Health & Public Protection Management Team members /HR Business Partner
Senior Managers to review and implement all relevant actions from the Business Improvement Plan to address any gaps identified through the IIP assessment.	The Division will contribute towards the corporate stretch target of attaining the Silver IIP Standard in September 2015.	The Division will remain on track for achieving the Gold IIP Standard in 2016.	Chief Officer/ Port Health & Public Protection Management Team members/ HR Business Partner

Operational Performance Indicators 2015-2016

The seven **Operational Performance Indicators** for Port Health and Public Protection for the year 2015-2016 are shown here.

All PH&PP Service areas:

- PI 1.** Achieve an overall sickness absence level of no more than 6 days per person by 31 March 2016, and a total of no more than 708 days across all PH&PP Service areas.²
- PI 2.** 90% of debts to be settled within 60 days and 100% of debts settled within 120 days.

Port Health:

- PI 3.** 95% of imported food consignments that satisfy the checking requirements cleared within five days.

Food Safety:

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

HARC:

- PI 5.** Less than 4% of missed flights for transit of animals caused by the Heathrow Animal Reception Centre.

Pollution:

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

Trading Standards:

- PI 7.** Respond to all victims of investment fraud identified to the Trading Standards Service within 2 working days to advise on the risk of repeat targeting, assess the need for safeguarding interventions and initiate the safeguarding process where appropriate.

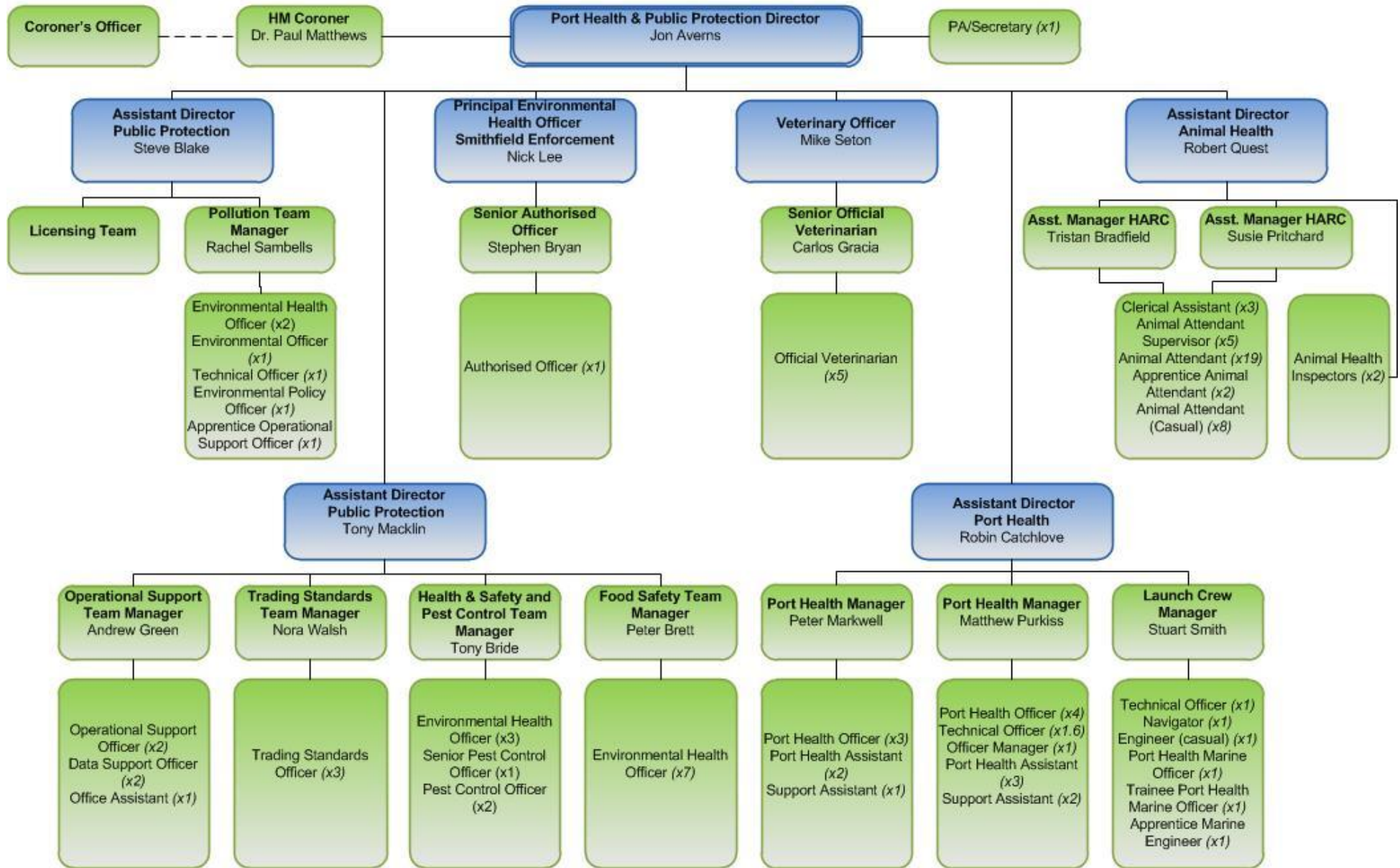
². Target based upon Full Time Equivalent (FTE) members of PH&PP staff at 31 December 2014 (no. 118).

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

Department of Markets and Consumer Protection

Port Health and Public Protection Division

Management Structure



Workforce Capability

Workforce planning

Analysis of the Division's workforce profile has emphasised the need to plan for the future. One third of the Division's staff lies in the '51 and over' age range, the implication being that over the coming years a significant number are likely to retire which could lead to loss of corporate memory and specialist skills.

At the same time, we are cognisant of the importance of retaining those staff in the lower age bands. 47% of our staff are aged '40 and under', with 24% of those being younger than 31. We need to identify the potential of these members of staff and look at/invest in their development to incentivise/encourage them to stay.

The HR Business Partner is working with the Director and the Management Team to develop a workforce plan which will identify future need skills gaps, and put in place appropriate measures to mitigate the impact of this. These measures are likely to include succession planning and talent management.

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

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

Learning and Development

Learning and Development is a priority for the department as a whole. The Port Health & Public Protection Division's budget for learning and development for 2015/16 is £79,000.

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

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

The competencies and training needs of all regulatory staff are assessed in relation to appropriate local business plans and capacity building. Professional development and culture change are supported through a common approach to competency, including the revised Regulators' Development Need Analysis (RDNA).

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

Leadership and effective management has been identified as a Departmental aim for 2015/16. Senior management is currently identifying ways to develop this across the Management Team. The first step involved a 'Leaders' Conference' which took place in autumn 2015. A follow up conference is planned for autumn 2015.

Investors in People

In December 2013 the City of London Corporation decided to continue to work within the framework provided by Investors in People (IiP) and be assessed for the Bronze standard. The assessment will be held over three years with the aim of reaching the Gold standard by 2016.

Following the assessment that took place in September 2014, the City of London Corporation met 67 evidence requirements and achieved recognition as a BRONZE Investor in People.

A corporate IiP Business Improvement Plan was approved by Summit Group on 23 February 2015. Senior Managers in Markets & Consumer Protection are reviewing and implementing all relevant actions to address any gaps identified through the IiP assessment. The Department's IiP Champions are working with managers to help achieve the stretch goal of 'Silver' which the Corporation is aiming for.

In 2015 the focus will be on the effectiveness of engagement of frontline teams in all elements of strategy implementation: recognition and reward; involvement and empowerment; and learning and development.

In 2016 the focus will be skills of managers in evaluating the outcomes from learning and development activities: learning and development strategy, performance measurement and continuous improvement will be looked at.

Equalities and Diversity

We have named 'Departmental Equalities Champions' who represent the Department and Division on the Corporate Equalities Working Group. The Champions share best practice and provide support and advice to colleagues on equality and diversity issues.

Tests of relevance and Equalities Impact Assessments are carried out for any new or significantly amended policies/procedures which may affect service users or our own employees. Several members of staff have been trained to help ensure these are carried out effectively.

We continue to liaise with the corporate Equalities and Diversity Officer on emerging guidance and legislation and to ensure compliance with corporate equalities requirements, such as the Public Sector Equality Duty (under The Equality Act 2010).

Risk Management

Business Continuity and Emergency Planning

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

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

Business Risks

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

The Departmental Risk Tracker is regularly updated and reported to the Port Health & Environmental Services Committee every four months. The key business risks for Port Health & Public Protection are shown in the extract of the Departmental Risk Tracker at Appendix C.

Health and Safety Risks

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

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

A copy of the Top X Register is at Appendix D along with a diagram showing the structure of health and safety management and reporting within the department.

Property and asset management

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

Signed [CHIEF OFFICER of DEPARTMENT]

Dated

Capital projects 2015-2020

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.
HARC: Extend the current 'Residence' which is let to APHA	Quote will be required from City Surveyors.		APHA has requested more office accommodation. Awaiting an outline specification of their requirements before approaching City Surveyors for costings.

Financial summary

We will 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 making effective use of Oracle Business Intelligence financial reports to further improve 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 implementing our agreed Service Based Review savings for 2015/16 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

	2013/14 Actual	2014/15 Original Budget	2014/15 Revised Budget (latest approved)	2014/15 Forecast Outturn		2015/16 Original Budget	N.B.
	£'000	£'000	£'000	£'000	%	£'000	
Employees	5,728	5,622	5,691	5,702	100.2%	5,697	
Premises	549	539	551	627	113.8%	567	
Transport	304	218	236	240	101.7%	194	
Supplies & Services	1,133	761	1,193	1,166	97.7%	812	
Third Party Payments	36	40	58	46	79.3%	52	
Transfer to Reserve	0	0	0	0	0	0	
Contingencies	0	1	1	0	0.0%	1	
Unidentified Savings	0	0	0	0	100.0%	0	
Total Expenditure	7,750	7,181	5,691	7,781	100.7%	7,323	
Total Income	(5,133)	(4,651)	(5,140)	(5,191)	101.0%	(4,901)	
Total Local Risk	2,617	2,530	2,590	2,590	100.0%	2,422	1.
Central Risk	97	108	79	71	89.9%	79	
Recharges	2,050	1,561	1,834	1,834	100.0%	1,815	
Total Expenditure (All Risk)	4,764	4,199	4,503	4,495	99.8%	4,316	2.

N.B.

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

Consultation

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

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

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

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

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PH&PP Strategic Links Matrix

		M&CP Strategic Aims		The City Together Strategy The heart of a world class city which:				Corporate Plan 2015-19		
		To advise, educate, influence, regulate and protect all communities for which the department has responsibility.	At all times to seek value for money in the activities we undertake so that the highest possible standards are achieved cost effectively.	is competitive and promotes opportunity	supports our communities	protects, promotes and enhances our environment	is vibrant and culturally rich	is safer and stronger	To support and promote The City as the world leader in international finance and business services.	To provide modern, efficient and high quality local services within the Square Mile for workers, residents and visitors.
N.B. Some PH&PP Key Objectives and Performance Indicators have been abridged in this table.										
PH&PP Key Improvement Objectives 2015-2016	Evaluate performance via analysis of customer satisfaction surveys		✓		✓				✓	
	Publish and implement revised Air Quality Strategy, 2015-2020	✓				✓				
	Tackle economic crime, particularly investment fraud.	✓					✓			
	Implement, measures identified as part of the Service Based Review.		✓	✓					✓	
	Work with the City Surveyor to agree Mission Critical assets as part of the BRM Asset Verification Process.		✓							✓
	Carry out a training needs analysis; identify suitable learning opportunities.	✓			✓				✓	
	Introduce mobile working technology.		✓	✓					✓	
	Develop and implement a workforce plan.		✓	✓						✓
Review and implement actions from the IIP Business Improvement Plan.		✓	✓						✓	

		M&CP Strategic Aims		The City Together Strategy The heart of a world class city which:				Corporate Plan 2015-19		
		To advise, educate, influence, regulate and protect all communities for which the department has responsibility.	At all times to seek value for money in the activities we undertake so that the highest possible standards are achieved cost effectively.	is competitive and promotes opportunity	supports our communities	protects, promotes and enhances our environment	is vibrant and culturally rich	is safer and stronger	To support and promote The City as the world leader in international finance and business services.	To provide modern, efficient and high quality local services within the Square Mile for workers, residents and visitors.
N.B. Some PH&PP Key Objectives and Performance Indicators have been abridged in this table.										
PH&PP Operational Performance Indicators 2015-2016	PI 1. Achieve an overall sickness absence level of no more than 6 days per person by 31 March 2016.		✓							✓
	PI 2. 90% of debts to be settled within 60 days and 100% of debts settled within 120 days.		✓	✓						
	PI 3. 95% of imported food consignments that satisfy the checking requirements cleared within five days.	✓								✓
	PI 4. Secure a positive improvement in the overall Food Hygiene Ratings Scheme ratings profile compared to the baseline profile at 31 March 2013.	✓			✓				✓	
	PI 5. Less than 4% of missed flights for transit of animals caused by the Heathrow Animal Reception Centre.		✓							✓
	PI 6. 90% justifiable noise complaints investigated result in a satisfactory outcome.	✓			✓	✓			✓	
	PI 7. Trading Standards Team to respond to all victims of investment fraud within 2 working days.	✓			✓		✓		✓	

Data Quality Policy

Department of Markets and Consumer Protection

This departmental policy sets out the responsibilities of all members of staff in terms of assuring data quality. The policy should be read in conjunction with the Corporate [Data Quality Policy](#) which details the City of London's approach to managing data. The Corporate policy includes a Data Quality Protocol which sets out the basic rules for all City Corporation data.

This policy defines the processes in place with Markets and Consumer Protection to ensure that the department complies with the Corporate Data Quality Policy. It also details the responsibilities of members of staff at all levels.

Why is data quality important?

Consistent, high quality, timely and comprehensive information is vital to support good decision making. Each area of the department should have effective systems and procedures in place that produce relevant and reliable information to support management decision-making and to manage performance.

Who is responsible?

Responsibility for ensuring data quality lies with individual staff members who collect and produce the data but this responsibility extends through the line of management via Team Managers, Superintendents/ Assistant Directors, and ultimately to the Chief Officer.

How is departmental compliance with the Data Quality Policy monitored?

Markets' Data

- Data is collected by relevant members of staff and includes statistics on operational areas such as maintenance, security, waste management, health and safety, staff sickness absence and occupation of market stands and offices. Other than the health and safety information, which includes a substantial amount of qualitative data, the majority of the other data is quantitative.
- Checks are carried out by members of staff at each Market who are responsible for collating the data and forwarding relevant datasets to the Directorate Team (Head Office).
- All data received by the Directorate Team is scrutinised by team members who query any anomalies/apparent errors. The majority of the data is stored in Excel spreadsheets which are only accessible by members of the Directorate Team.
- This data is then used by the Chief Officer and his Senior Management Team to inform decision making; and some is also reported to Committee in, usually, public reports.
- Data which is reported to Committee is further verified by the relevant Superintendent and is ultimately approved by the Chief Officer.

PH&PP Data

- The majority of data collected relates to the regulatory functions carried out by enforcement officers. Much of the data is gathered during inspections of and visits to businesses and sites in the City; it is then entered onto a central database (Northgate M3) which holds both qualitative and quantitative data.
- The responsibility for ensuring that this data is correct lies with the individual who collects and inputs it. As the individual enters new information about a City business/site they confirm that both the new and existing data held is accurate.
- The database includes a range of reporting functions, the administration of which is carried out by the PH&PP Operational Support Team. The Team produces reports to feed data into external and internal reporting processes. Members of staff in that team carry out initial checks on the quality of the data output and these are then verified by Team Managers and Assistant Directors before being submitted to the relevant external or internal recipient.
- Data produced is often used by the Chief Officer and his Senior Management Team to inform decision making; and some is also reported to Committee in, usually, public reports.
- Data which is reported to Committee is further verified by the relevant Team Manager, Assistant Director, the Port Health & Public Protection Director, and is ultimately approved by the Chief Officer.

Responsibilities

Data quality is the responsibility of every employee. Everyone has a responsibility to ensure that all data held is relevant, timely, accurate and comparable at all stages, e.g. when entering, processing, maintaining, calculating, analysing, extracting, and reporting on data from any information system.

Specific areas of responsibility are set out below:

All staff

- Get it right the **first time**
- Check **accuracy** of data entry
- **Query** anything that doesn't look 'right'
- Ensure that databases, spreadsheets etc have sufficient levels of **protection** to prevent unintended amendments being made
- **Check** calculations when supplying information based upon data sources
- **Update** data sources as soon as possible when new data becomes available
- Make sure those who need to **access** the data know how to do so
- Maintain a reliable, clear and searchable **evidence trail** to show where the data came from and how it has been manipulated/processed
- Ensure that data you produce or report is **supported** by underlying working papers/records and that these are retained as appropriate in accordance with audit requirements
- Any data supplied to external bodies must be **approved** by a senior officer (e.g. Team Manager, Assistant Director, Superintendent, Service Director or Chief Officer, as appropriate)
- Undertake appropriate **training** as required or directed

Owners of databases or spreadsheets should ask themselves:

- What does the data mean?
- Why do we need to record it?
- How long do we need to keep it for?
- What is the purpose of the data (why are we collecting it? Is it necessary?)
- How is it calculated?
- What is the unit of measure?
- How often is the source data available?
- Where is the data sourced from?
- What are the key management controls to ensure quality?

Senior Managers

- Ensure that the Data Quality Policy is communicated, understood, implemented and complied with
- Assess skills capability to ensure that staff have the skills required to deliver high quality data
- Ensure that appropriate systems and processes are in place to deliver high quality data from internal and external sources
- Ensure contingency arrangements and appropriate controls are in place

Chief Officers

- Have overall responsibility for ensuring arrangements are in place to assure the quality of data (in particular that which is business critical) and that improvement action is taken where necessary.
- Ensure that a statement of data quality compliance is made annually as part of existing Committee reporting arrangements

Port Health and Public Protection Risk Tracker

Appendix C

Risk No.	Risk	Risk Owner	Existing Controls	Current Risk				Planned Action	Target Risk		
				Likelihood	Impact	Rating	Direction		Likelihood	Impact	Rating
P H & P P 1	The cark parking area at HARC is used by customers' vehicles as well as through traffic which includes HGVs and is an area where a forklift truck operates. There is a risk of injury or death of a pedestrian if vehicle movements in this constrained space are not controlled. This could result in prosecution, a fine, reputational damage for the City and impact on the operation and sustainability of the service.	Rob Quest HARC	Training and licensing of all fork lift users has been carried out. All staff wear personal protective equipment when on duty, access is restricted and the Vehicle & Grounds Attendant controls vehicle movements at peak times.	Unlikely	Major	A	↔	Continued monitoring of vehicle movements by Vehicle & Grounds Attendant.	Unlikely	Major	A

Port Health and Public Protection Risk Tracker

Appendix C

Risk No.	Risk	Risk Owner	Existing Controls	Current Risk				Planned Action	Target Risk		
				Likelihood	Impact	Rating	Direction		Likelihood	Impact	Rating
PH&PP2	<p>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. Poor air quality is also a significant public health issue for the City of London as a small number of the population are more vulnerable to the effects of air pollution where exposure to pollution can exacerbate existing health conditions including cardiovascular and respiratory disease. This can lead to restricted activity, hospital admissions and even premature mortality.</p>	Jon Averns Director of PH&PP	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	Likely	Major	R	↔	<p>The City is Working with the GLA and other Local Authorities, organisations and partnerships to address pan-London issues which impact air quality in the City and implementing actions identified within the City of London Air Quality Strategy (recently reviewed and currently out for consultation) including:</p> <ul style="list-style-type: none"> •Encouraging City businesses to reduce emissions via CityAir •Minimising construction and demolition emissions through the City's Code of Practice •Tackling emissions from idling vehicle engines •Recognising and rewarding good practice •Increasing public awareness of air quality •Monitoring the impact of measures to reduce pollution 	Possible	Major	A

Port Health and Public Protection Risk Tracker

Appendix C

Risk No.	Risk	Risk Owner	Existing Controls	Current Risk				Planned Action	Target Risk		
				Likelihood	Impact	Rating	Direction		Likelihood	Impact	Rating
P H & P P 3	The HARC has experienced significant delays to maintenance or repair of equipment and facilities due to be carried out under the Corporate repair and maintenance contract . This has resulted in operational difficulties, security risks and risk of closure of the facility leading to reputational damage and financial loss to the City.	Rob Quest HARC	City Surveyor's PFMs have been dealing directly with Mitie to address known problem areas. Local management are regularly in touch with PFMs to press for remedial action.	Possible	Major	A	↔	City Surveyor's PFMs have been dealing directly with Mitie to address known problem areas. Local management are regularly in touch with PFMs to press for remedial action.	Unlikely	Minor	G
P H & P P 4	A lack of robustness of IS systems at HARC leading to technical failure of these systems and hence the loss of computer network facilities and telephones for a period in excess of 24 hours. Records of animal movements are essential and whilst these can be maintained manually for a few hours, a period of I.S. loss greater than this in peak times significantly affects efficiency, customer service and income generation, as well as risking animal welfare and therefore has a reputational as well as a financial impact.	Rob Quest HARC	The current I.S. service agreement does not include 24hr cover. An ADSL telephone line has been installed as a back up, but this cannot be activated outside the I.S. department's working hours. Manual system for recording animals and movements in place.	Possible	Major	A		Increased provision of IS support required.	Rare	Minor	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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Health and Safety

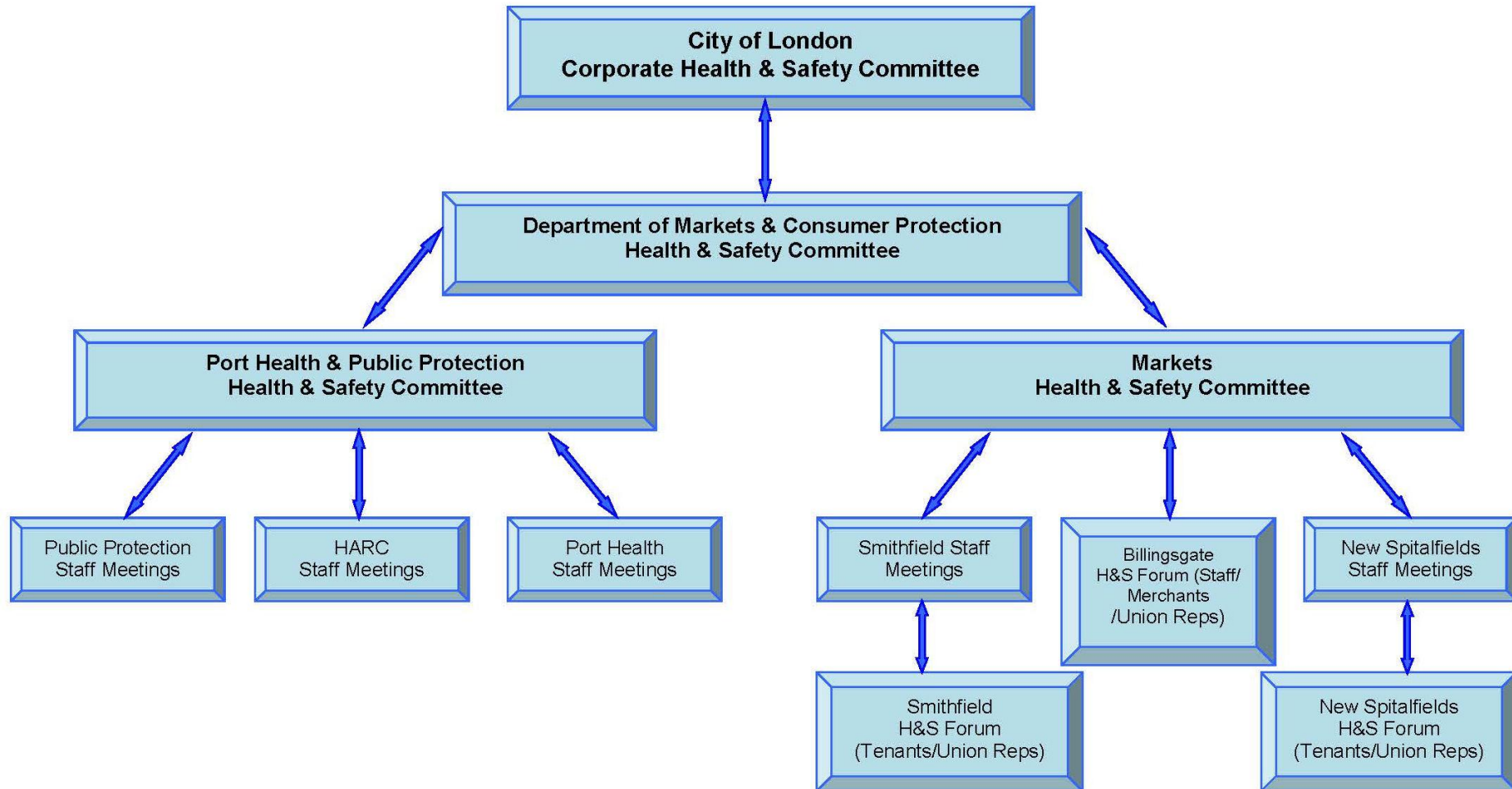
Departmental Top X Register

Reference:	Task	Hazard and Consequence	Rating	Likelihood	Rating	Risk	Proposed Action
1	Traffic Management (Environmental Health & Public Protection, Port Health & Vet Services, Markets)	<p>Movement of vehicles including FLT's by third parties in areas controlled by the City of London.</p> <p>Vehicles arriving late at Billingsgate Market result in issues regarding segregation during the unloading process.</p> <p>Crush Injury. Impact/collision. Fatality.</p>	3	<p>Trained banksmen at HARC and Parking Marshalls employed at Billingsgate.</p> <p>Multiple collections and deliveries Lack of physical segregation between pedestrian and vehicular traffic routes.</p> <p>Multi directional traffic.</p> <p>Visitors not 'site aware'.</p> <p>Bad working practices by FLT operators employed by others.</p> <p>Traffic not related to market activities passing between market buildings at East Poultry avenue at Smithfield Market. This roadway doesn't have an adequate pedestrian crossing point. Also, there are no road markings to indicate lane priority for the two traffic streams which enter this road.</p> <p>Procedure for late unloading at</p>	3	9	<p>Pedestrian walkways and road markings to be regularly maintained and kept clear of obstructions.</p> <p>New pedestrian routes to be created at Spitalfields Market.</p> <p>Floodlighting to be installed at crossing points.</p> <p>Site speed limits to be enforced. Speed limit on the Spitalfields site is regulated at 5mph.</p> <p>Re-assess the competence of all forklift operators and eEnforce FLT penalty point scheme.</p> <p>Continue to work with stakeholders to get them to take more responsibility for their staff and working practices in the areas controlled by the City of London.</p> <p>The Director of the Built Environment has been tasked by the Town Clerk to assess the East Poultry Avenue crossing point.</p>

				Billingsgate has been agreed. Alterations to the unloading area have been made. Barriers have been provided to separate pedestrians/workforce from entering unloading area when in operation.			Continue to monitor the unloading operations at Smithfield Market to ensure that any unsafe practices by the tenants' banksmen are addressed, reported and that any unsafe operation is halted immediately.
2	Working at height (Markets & Port Health)	<p>Maintenance, installation and general repairs using ladders, portable towers and MEWPS.</p> <p>Ship Boarding from Launch or Quayside and boarding/alighting Port Health launch.</p> <p>Working on quaysides and loading bays with unprotected edges.</p> <p>Roof working.</p> <p>Fall from heights up to 25m. Major Injury including Suspension Trauma. Fatality.</p>	3	<p>Although warning signage is in place, there is a lack of physical edge protection on Poultry Market Roof at Smithfield Market. Safety lines are in place but are worn.</p> <p>Latchway system installed on main roofs and harness inspection regime in place.</p> <p>All access equipment is inspected regularly and in accordance with statutory requirements.</p> <p>Permit to work system in place for roof work.</p> <p>Only trained staff members are permitted to use access equipment.</p> <p>Berth Codes of Practice, regularly updated and issued to all staff members. Induction training carried out and PPE supplied. Work does not take place in dangerous conditions. Regular liaison with port operators.</p>	2	6	<p>Safety lines on Poultry Market roof are currently being repainted.</p> <p>Maintenance managers will ensure that all contractors comply with the requirements of permits for roof work.</p> <p>Induction training carried out. Only trained staff members will be permitted to use access equipment.</p> <p>Officers will carry out a dynamic risk assessment of the environment prior to accessing vessel or quayside. They are instructed not proceed if they have any concerns about the arrangements or equipment in place for accessing any area or vessel</p> <p>All access equipment is inspected regularly in accordance with statutory requirements.</p> <p>Regular liaison takes place with Port Operators.</p> <p>Communication with masters of vessels and crew.</p>

3	Emergency evacuation of M&CP buildings. (Environmental Health & Public Protection, Port Health & Vet Services, Markets)	Fire Severe burns. Structural failure causing impact or crush Injury Fatality.	3 Fire Risk Assessments have been conducted and are reviewed annually. All staff are trained in basic fire awareness and security staff receive Fire Marshall training. Evacuation plans have been developed and are tested regularly by conducting fire drills. Some stakeholders fail to engage during evacuation drills.	2	6	Monitor fire exits, emergency access routes and prevent them from being obstructed. Enforce no smoking policy at all sites. Continue to chase Market Tenants for copies of their fire risk assessments advice has been given by the City's Fire Safety Officer and this is being progressed. General signage to be improved.
4	Lone working, out of hours and security duties (Environmental Health & public Protection, Port Health & Vet Services, Markets)	Lone working Violence – including physical force, verbal abuse, threats, gestures and harassment Illness whilst on duty Accidents	2 Officers may carry out enforcement action which can cause tension. EHO's have electronic lone worker safety systems. All services have lone working policies and procedures in place.	2	4	An annual review of all existing practices to be undertaken by separate divisions and teams based upon their unique activities and working environments. For anticipated / planned Out of Hours work within PP the local protocol/procedure for out of hours lone working will be reviewed, updated and published to staff by December 2014.
5	Handling venomous and unknown reptiles, amphibians & invertebrates. (Port Health & Vet Services)	Bites, envenomation, toxicity, stings:- death	3 Possible due to variation in packing of AVI containers and frequency of venomous shipments.	2	6	Venomous/ unknown animals inspected by management team only. PPE:-gloves, gauntlets, goggles. Envenomation emergency procedure established, but need to revise envenomation plans with local hospital and in conjunction with Liverpool School of Tropical Medicine. Address DWA licencing issues.

Departmental Health and Safety Management Structure



Committee(s):	Date(s):
Port Health and Public Protection	5 May 2015
Subject: Massage & Special Treatment Licence Fees 2015/16	Public
Report of: Director of Markets and Consumer Protection	For Decision

Summary

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.

The matters considered by the licensing service in setting the proposed fees are discussed and include all aspects of the licensing process, other than enforcement costs which case law currently excludes.

The proposed fees will result in similar income compared with previous years.

Recommendation

It is recommended that your Committee:-

- Agree the proposed fees for 2015/16 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.

3. Part VIII of the Local Government (Miscellaneous Provisions) Act 1982 permits the City Corporation to set a reasonable fee for registering a premises under this Act associated with the practice of electrolysis.
4. 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.
5. Registrations are valid indefinitely unless suspended or cancelled by an order of court for a contravention of an applicable byelaw.
6. A High Court case (whose findings were subsequently endorsed by the Court of Appeal) 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.
7. 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.
8. 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 enforcement costs may not be recharged to licensed operators.

Calculation of Fees for 2015/16

9. 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.

10. 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
- Administration cost and inspections to ascertain compliance with byelaws in relation to the registration of premises and individuals.

11. MST fees for 2013/14 and 2014/15 were calculated on the above basis for each of a number of different types of licence. The actual number of applications for each type can be seen in the table below:

	Actual for 2013/14	Actual for 2014/15	Forecast for 2015/16
New MSTs	5	5	5
New MSTs with lasers	3	3	3
Renewal of MSTs	67	58	60
Renewal of MSTs with lasers	17	17	15
Registrations	2	2	2
Registrations (with an MST)	4	1	3

12. The forecast for 2015/16 is that a similar number of licenses will be issued. However, income from 2013/14 was £1,340 below the costs for that year. In order to recoup that shortfall, and offset a small increase in costs, fees will need to be increased. The proposed fees can be seen as Appendix 2.

13. 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 10. 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	Admin Costs	Shortfall from 2013/14	Total Cost	Rounded Fee
New Licence	281.92	238.78	20.00	540.71	540
New Licence with Lasers	409.31	238.78	30.00	678.09	680
Renewal of Licence	281.92	213.45	19.14	514.51	520
Renewal of Licence with lasers	409.31	213.45	17.00	639.76	635
Registration of Premises	313.77	107.96	20.00	441.73	440
Registration of Premises (if holding MST Licence)	154.54	107.96	00.00	262.50	265
Registration of Individual	0	44.52	00.00	44.52	45

14. Costs associated with the enforcement of unlicensed activity have not been taken into account in setting the proposed fee structure.
15. An additional fee has been added this year pertaining to the registration of an individual for the practice of acupuncture or the business of tattooing or cosmetic piercing. The registration only applies within the City of London and only if the practitioner works in registered premises. Previous years has only seen the premises registered. The change is due to a different interpretation of legislation.

Proposals/Options

16. If fees are set lower than those recommended the result will be a deficit for 2015/16 as costs of administering the licence will not be fully met from income received.

17. 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 under or over recovery of costs from 2015/16 will be calculated after the end of that financial year and be carried forward to be taken into consideration in setting the fees for 2017/18. The deficit for 2013/14 has been 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

19. Setting the recommended fees will result in 'Massage & Special Treatment' estimated income for 2015/16 of £47,000 in line with the budgeted income.
20. Setting fees above or below those recommended will have the implications as set out in paragraphs 16 to 18 above.

Appendices

Appendix I – 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

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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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Special Treatment Fees 2015/16

Appendix 2

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

Application Type	Fee	Refundable element for withdrawn applications (admin process completed but no technical assessment)	Previous Fees 2014/15
New massage and special treatment licence (massage, manicure, chiropody, light, electric, vapour, sauna or other baths) <u>No laser treatment</u>	£540	£280	£490
New massage and special treatment licence <u>to include cosmetic or Intense Pulse Light laser treatment</u>	£680	£410	£610
Renewal of a massage and special treatment licence (massage, manicure, chiropody, light, electric, vapour, sauna or other baths) <u>No laser treatment</u>	£520	£280	£470
Renewal of a massage and special treatment licence <u>to include cosmetic or Intense Pulse Light laser treatment</u>	£635	£410	£595
Registration to provide acupuncture, tattooing, piercing or electrolysis - <u>premises without an MST licence</u>	£440	£315	£480
Registration to provide acupuncture, tattooing, piercing or electrolysis - <u>premises with an MST licence</u>	£265	£150	£235



Special Treatment Fees 2015/16

Registration of an Individual	£45	N/A*	£0.00
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- * There is no refundable element for an unsuccessful registration 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 and Environmental Services	5 May 2015
Subject: Street Trading Fees 2015/16	Public
Report of: Director of Markets and Consumer Protection	For Decision
<p><u>Summary</u></p> <p>The City of London Corporation may set annual fees for issuing a licence to those persons wishing to participate in Street Trading in Middlesex Street and for issuing temporary street trading licences.</p> <p>This report outlines the criteria considered when setting fees and the changes in legislation which now permits the City Corporation to set fees for trading in Middlesex Street above what was, the statutory maximum in the City of London.</p> <p>The proposed fees will result in a small increase in income compared with previous years but are now set at a level which will cover costs.</p> <p>Recommendation</p> <p>It is recommended that your Committee:-</p> <ul style="list-style-type: none"> • Agree the proposed fees for 2015/16 as set out in Appendix 1 	

Main Report

Background

1. A report was considered by the Port Health and Environmental Services Committee on 11 March 2014 outlining the main changes introduced by the City of London (Various Powers) Act 2013 (the ‘Various Powers Act’). A further report was considered by this Committee on 13 May 2014 setting out the details of the Street Trading Policy.
2. The Various Powers Act permits temporary Street Trading licences to be granted for up to 21 days in the City of London as long as any application complies with the criteria laid down in the Street Trading Policy. Street Trading within the City of London is now permitted on a temporary basis in addition to those trading on a Sunday in Middlesex Street.
3. The Various Powers Act also permits the City Corporation to recover charges from those trading in Middlesex Street for:
 - a. The removal of refuse or other services rendered by the City Corporation to licensees; and

- b. Expenses incurred by the City Corporation in the administration concerned with granting and issuing the licence, compliance with relevant byelaws and in the cleansing of that part of Middlesex Street in the City where street trading takes place.
4. Prior to the legislation coming into force the fees for trading in Middlesex Street were statutorily set at no more than £15 per week plus an annual application fee of £5. (This latter amount has been retained as a statutory amount and is only applicable within the City of London).
5. A High Court case (whose findings were subsequently endorsed by the Court of Appeal) 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 enforcement costs may not be recharged to licensed operators.

Calculation of Fees for 2015/16

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 licence applications/renewals, the costs of investigating compliance with

any licence conditions/byelaws and the cost of cleaning the area in Middlesex Street where street trading takes place.

Middlesex Street Traders

9. In determining the proposed fee structure the following factors have been taken into account:
 - Officer time spent on processing applications 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
 - Administration cost and inspections to ascertain compliance with byelaws.
 - Costs connected with cleaning the area in Middlesex Street and associated areas, only in relation to Middlesex Street Traders licensed by the City Corporation.

10. Costs for 2015/16 were calculated on the above basis, and assuming all 57 pitches will be full during the year. Occupancy levels have typically been above 99%.

	Annual Cost £	Annual Cost per trader £	Weekly Equivalent £
Cost of cleaning Middlesex Street	44,838	786.63	15.13
Administration/compliance costs	14,400	252.63	4.86
TOTAL	59,238	1,039.26	19.99

11. In order to meet current costs fees will therefore need to be increased from their current level of £15 per week which, until the Act came into force, was the statutory maximum the City Corporation could charge. The

proposed fees, which match the costs shown above rounded to the nearest £10, can be seen at Appendix 1.

12. The Act introduces a procedure which is required to be followed when fees are increased. The Corporation is required to give notice in writing of the proposed charges to all licensed street traders and how they were calculated. Representations concerning the charges can then be made to the Corporation within a minimum period of 28 days from the date of the notice. Only after these have been considered can a further notice be delivered to all licensed street traders informing them of the new fee and when those charges are to be brought into effect. Due to this procedure it is intended that the new fees will be effective from 1 October 2015.
13. Costs associated with the enforcement of unlicensed activity have not been taken into account in setting the proposed fee structure.

Temporary Licences

14. Since the City Corporation have been permitted to grant temporary licenses only two have been issued, both in 2014. These were for a group of stalls selling refreshments at the Smithfield Nocturne and two traders selling souvenirs at the Tour de France.
15. The fee structure agreed by this Committee on the 13 May 2014 has generally given officers maximum flexibility in setting fees in a number of different circumstances. However, the application fee (£300) has proven to be less flexible as it was made under the assumption that a contribution from other services would be necessary which has not proven to be the case in all circumstances.
16. The new fee has been set at £150 to cover the cost of administration. However, an additional amount, up to a maximum of £150, may be charged where, due to the nature of a particular application, other services are involved. For example, a trader wishing to trade in an area where parking restrictions apply may need to apply for a dispensation.
17. It is not anticipated that the number of applications in 2015/16 will increase significantly from the two received in 2014/15. It is forecast that three applications will be received. The proposed fees can be seen at Appendix 1.

Proposals/Options

18. If fees are set lower than those recommended the result will be a deficit for 2015/16 as costs of administering the licences will not be fully met from income received.

19. Fees set higher than those recommended will result in a surplus i.e. an income which exceeds the cost of providing the service.
20. Any such under or over recovery of costs from 2015/16 will be calculated after the end of that financial year and be carried forward to be taken into consideration in setting the fees for 2017/18. 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 estimated income for 2015/16 of £52k. This is a surplus on the budgeted income of £42k although, as the 'Middlesex' fee will not be implemented from 1 April 2015, it does not completely cover our costs. In future years, charging recommended fees from the beginning of a year will cover the associated costs in full.
18. Setting fees above or below those recommended will have the implications as set out in paragraphs 18 to 20 above.

Appendices

Appendix I – Proposed fees

Background Papers:

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

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'

Port Health & Environmental Services Committee Report 13 May 2014: 'Street Trading Policy'.

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STREET TRADING FEES 2015-16

Middlesex Street Licence

Application Fee (statutory)	£5 (refundable if application not granted)
Annual fee from 1 April 2015	£15 per week (payable by quarterly invoice)
Annual Fee from 1 Oct 2015	£20 per week (payable by quarterly invoice)
TOTAL FEE:	
	1 April 2015 – 30 Sep 2015 £395
	1 Oct 2015 – 31 Mar 2016 £520

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

Temporary Street Licence

Single Traders

Application Fee £150* (non refundable)

*However please note – the application fee has been set to cover the costs incurred by the Licensing Team only. An additional amount, up to a maximum of £150, will be charged if, as a result of the nature of the application, additional local authority services are required e.g. planning, parking, highways.

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 day	£55
	2 - 3 days	£110
	4 - 7 days	£165
	8 – 14 days	£275
	15 – 21 days	£385

TOTAL FEE (Application fee plus Trading fee for a single trader – subject to any additional amounts as referred to above)

	1 day	£205
	2 – 3 days	£260
	4 – 7 days	£315
	8 – 14 days	£425
	15 – 21 days	£535

Multiple Traders

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. The fee is for the total number of traders applying and will need to be divided by the number of traders in order to obtain the fee per trader.

- 2 – 3 traders/areas
Total fee increased by 60%. i.e. £328 for one day
- 4 – 5 traders/areas
Total fee increased by 100%. i.e. £410 for one day
- 6+ traders/areas
Total fee increased by 150%. i.e. £510 for one day

MULTIPLE TRADER FEES ARE GIVEN AS A GUIDE ONLY. 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.

Committee(s):	Date(s):
Port Health and Environmental Services	5 May 2015
Subject:	Public
Noise Strategy Update of Action Plan	
Report of:	For Decision
Director of Markets and Consumer Protection	
Summary	
<p>The City of London Noise Strategy was agreed by your Committee in May 2012 and considers four key areas: dealing with complaints of excessive noise; minimising noise associated with new developments; reducing noise from transport and street works and protecting areas of relative tranquillity. Brief commentary is given on progress regarding some key areas from the actions proposed in the Noise Strategy to ensure that the City Corporation fulfils its statutory obligations for noise management, as well as seeking to improve the health and well-being of the City's residential and business communities.</p> <p>Recommendations</p> <p>I recommend that your Committee approve:-</p> <ul style="list-style-type: none"> • the proposal set out in paragraph 20 that the attached draft updated actions list (Appendix 2) is amended incorporating any comments from your Committee; • that the City Noise Strategy is reviewed, revised and consulted upon in the next year to reflect current concerns; and • the City Noise Strategy is published next year considering the period 2016 – 2020 to align with the City Air Quality Strategy 2015 -2020. 	

Main Report

Background

1. In September 2010, a report was presented to your Committee outlining social survey work that had been undertaken to assess attitudes to noise in the City of London. This survey indicated that noise is an issue of concern

for both City residents and workers and an overwhelming majority would like to see action to reduce it. That survey and its findings laid the foundations for the development of the Noise Strategy.

2. A draft of this Noise Strategy was brought before your Committee on 24 January 2012 and was subsequently agreed at your 1 May 2012 Committee along with list of actions and summary of the Strategy (see Appendix 3).
3. The aim of this report is to provide an update on some of the key areas of work being undertaken set out in the original action plan (see Appendix 1), updating and prioritising the action list for the next year (see Appendix 2) and agree the proposal to start a review and revision of the Noise Strategy over the next twelve months to align actions with the City Air Quality Strategy 2015-2020.

Current Position

4. Noise is part of the everyday experience for residents, workers and visitors to the City of London. For some people noise can be invigorating and an essential element of a lively City. However, it can also be a source of annoyance and disturbance, affecting people's health and well-being.
5. The City Corporation has a statutory obligation to investigate complaints of excessive noise, to use its functions as a planning authority to minimise noise from new developments, and as a licensing authority, to minimise noise from entertainment.
6. There is growing interest in the protection and enhancement of relatively tranquil spaces in urban areas and this is reflected in both the London Plan and the draft National Planning and Policy Framework, both of which require local authorities to aim to identify and protect such areas of relative tranquillity.

The Noise Strategy

7. The City of London Noise Strategy 2012-2016 considers four key policy areas:-
 - mitigating noise from new developments;
 - reducing noise from transport, servicing and street works;
 - dealing with noise complaints and incidents; and
 - protecting and enhancing tranquil areas.
8. The strategy reflects the concerns and desires of the residents, workers and visitors who were questioned about the City's noise environment and takes

account of comments received in discussion with other City Corporation Departments and the comments received during the public consultation process.

9. It combines the main areas of work that the City of London is already undertaking as part of its statutory obligation to manage and mitigate excessive noise but it also makes recommendations for improving the way that the City controls noise and makes proposals for protecting and enhancing areas of relative tranquillity.
10. The strategy balances the needs of the Business City (particularly construction sites) and the City Corporation to undertake noisy works, with the expectations of residents and neighbouring businesses who wish for disturbance to be minimised. In particular, City Corporation officers have given further consideration to balancing the authority's statutory noise responsibilities and traffic management needs in relation to minimising disruption from streetworks and the extent to which City night time activities, such as deliveries, refuse collection and street cleansing can best be facilitated.

Key Matters

11. The progress made against the original Noise strategy action plan is set out in a table which can be seen at Appendix 1.
12. With respect to Tranquil Areas; work to protect and enhance these have now been embedded in the City of London Local Plan and the Open Spaces Strategy. The Local Plan Policy DM19.1 requires new open space in commercial or residential developments to 'have regard to acoustic design to minimise noise and create tranquil spaces.'
13. The Open Space Strategy now sets out how the City will protect and enhance the gardens in the City and create more spaces. It guides the management and planning of open spaces. The strategy contains a chapter on tranquillity (page 31) and states; '*Opportunities will be identified for improving and enhancing the tranquillity and soundscape of open spaces during the planning or enhancements of new spaces.*' The Strategy was adopted in January 2015 as a supplementary planning document. Further development of advice will depend on identifying additional resources for independent consultancy in this area. The Pollution team will continue to work with Open Spaces with comment and advice on their proposals for new and enhanced use of existing spaces in the City with respect to protecting their acoustic environment.

14. The Out of Hours Service (OOH) is now provided 24 hours a day 364 days of the year (except Christmas Day) delivered more effectively in house by Department of Built Environment (DBE) Street Environment Officers (SEO's) as agreed by your Committee on March 11 2014. There continues to be an extensive training and mentoring programme to ensure that these officers meet minimum requirements for dealing with noise matters as set out in guidance through Governments Better Regulation and Delivery Office. Over the first year the SEO's have received a total of 474 complaints outside of normal working hours and weekends of which 368 needed or wanted a visit; of these 95.9% were carried out within the one hour and most were much quicker than this. In the last quarter 100% of calls back to the person affected, where appropriate, and visits to site (within 15 minutes and one hour of receipt respectively) have been achieved. The customer feedback has been very positive in line with these performance measures.
15. The seventh edition of the City's Code of Practice for Deconstruction and Construction has been extensively updated and revamped particularly with respect to expected liaison practices as previously reported to your Committee on April 30 2013 and further minor updates are currently being considered.
16. The first City Corporation Streetworks Code of Practice has been introduced to clarify requirements of the City with respect to this specific work activity and to enable more flexible working where this is appropriate as agreed by your Committee on November 13 2012. This appears to be working well despite the continuing large demand for this activity which will be further increased as the two Transport for London (TfL) Cycling Superhighways North/South and East/West start after the London 2015 Marathon at the end of April.
17. TfL are promoting the more extensive use of re-scheduled evening and night time freight delivery which may have concerns in certain areas of the City where there are residents potentially affected by any such changes. These are mostly controlled at the moment by condition in planning approvals suggested by The Pollution team to avoid impacts on sleep by noise from these activities between 2300 and 0700. The Pollution Team is in close contact with Department of Built Environment strategic transport Officers and will be contributing to development of a proposed City Freight Strategy to ensure the noise impacts of such changes are suitably and sufficiently mitigated this year.
18. Procurement and Contracts were identified within the strategy as potential areas where pro-active work may help improve the City soundscape.

Although there has been limited progress with this the City Procurement Team is now in place and the Pollution team will investigate further whether these issues can be raised as part of the City procurement process. The issue of contracts used by the City, for example by Barbican Centre/City Surveyors for their activities and premises is to be considered along with City Surveyor and Chamberlain's Department in respect of including civil remedies to run either in parallel or as first option before using the Pollution team's statutory powers to control noise matters.

19. There have been considerable improvements in liaison between Public Protection and DBE services, including Strategic Transportation, Highways, Planning and Environmental Enhancement Teams in order to ensure that their policies align with the Noise Strategy and there is ongoing liaison regarding new programmes, projects and policies. Pre-application meetings now include input from the Pollution Team and noise issues are explicitly included within the new Local Plan. As identified in the Local Plan action plan it is anticipated that the Pollution Team will seek to develop a supplementary planning document (SPD) in 2015/16 on noise and noise related impacts to enhance these links making the processes clear and consistent. There is considerable ongoing work between our Licensing and Pollution Teams (Public Protection) together with Safer City Partnership, City of London Police regarding information sharing, joint working concerning anti-social behaviour which is being used as an integrated model to be rolled out for other Community Safety work across the City Corporation via Town Clerk's Department.

Proposals

20. I propose that, subject to comments received at your meeting, a focussed revised action plan for 2015/16 is agreed by your Committee (see Appendix 2 and the Noise Strategy itself is reviewed to update this in line with current developments and published, after consultation, in 2016 to run in parallel with the recent Air Quality Strategy to 2020.

Financial Implications

21. Financing of work associated with the Noise Strategy will remain within the local risk budget of the Port Health and Public Protection Service.

Corporate and Strategic Implications

22. The work on The City Noise Strategy 2012 -2016 fits with one of the City Corporation's three aims of the Corporate Plan 2015 – 2019 in that it seeks to evolve a service 'to provide modern, efficient and high quality local

services and policing within the Square Mile for workers, residents and visitors'. It also meets two of the five key policy priorities KPP2 'Improving the value for money of our services within the constraints of reduced resources' and KPP3 'Engaging with London and national government on key issues of concern to our communities such as transport, housing and public health'.

Conclusion

23. The City Corporation continue working on the actions of the Noise Strategy 2012-2016 which it is suggested are re- focussed for the year 2015/16 as set out in Appendix 2 and the Strategy itself needs review to run in parallel with the City's newly update Air Quality Strategy.

Background Papers:

Report on Enhanced Working Hours for Street works in the City - Port Health and Environmental Services Committee November 13 2102

Report on Mitigation of Environmental Impacts from Developments - Port Health and Environmental Services Committee April 30 2013

Report on Noise Service Delivery Policy/Noise Complaint Policy - Port Health and Environmental Services Committee July 2 2013

Report on Port Health and Public Protection Out of Hours Noise Service - Port Health and Environmental Services Committee March 1 2014

Appendices:

APPENDIX 1: Noise Strategy Action Plan– Update March 2015

APPENDIX 2: Noise Strategy Action Plan 2015/16

APPENDIX 3: Noise Strategy 2012-2016 Summary

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APPENDIX 1: NOISE STRATEGY POLICIES AND ACTIONS –Update March 2015

Policies Reference	Actions	Timescale	Review and Revised Actions March 2015	Timescale
<p>Developments 1 Tranquil Areas 1</p>	<p>Review and update planning conditions and informatives to ensure they are fit for purpose and reflect the policies and aims of the new National Planning Policy Framework (NPPF), Core Strategy and City of London Noise Strategy,</p>	<p>December 2012 and ongoing</p>	<p>Most conditions reviewed and updated on Planning protected document in 2012/13.</p> <p>Further review and update of conditions underway to ensure they are necessary and enforceable.</p> <p>Revised conditions submitted to for submission into their protected document for use by case Planning Officers.</p>	<p>Completed</p>
<p>Page 199</p>	<p>Develop appropriate planning policies in the emerging Development Management DPD and other policy documents to reflect policies and aims of the Noise Strategy.</p>	<p>March 2014</p>	<p>Completed – comments made and have on the whole been integrated into the draft Local Plan except where previously agreed by committee before the noise strategy is Core Strategy.</p> <p><u>ACTION:</u> a) Consider the need for policies to be developed into City Noise SPD and b) include in work programme for forthcoming year</p>	<p>Completed</p> <p>April 2015/16</p>
	<p>Consider noise and ‘tranquil’ areas issues in Environmental Enhancement Area Strategies as consultations emerge .</p>	<p>Ongoing</p>	<p>Comments made on strategies when known.</p> <p><u>ACTION:</u> Environmental Enhancement and Environmental Health Liaison meetings now scheduled.</p>	<p>Ongoing</p>
	<p>Develop further guidance for designers and developers on</p>	<p>March 2014</p>	<p>Not started.</p>	

Policies Reference	Actions	Timescale	Review and Revised Actions March 2015	Timescale
	designing 'tranquil' spaces and minimising final use noise impacts.		<u>Action:</u> to propose as potential local budget bid for consultancy advice on existing document	May – August 2015
	Review guidance to construction businesses on noise considerations and content relating to Environmental Management Plans.	March 2013	Completed. Incorporated into revised Construction and Deconstruction Code of Practice May 2013. <u>Further action:</u> Code of Practice being further reviewed as an action in Pollution Control Business Plan 2014/15.	June 2015
	Engage with relevant organisations including DEFRA and Department for Communities and Local Government, for noise related guidance on planning control during the early stages of implementation of the NPPF.	March 2012 - March 2014	No guidance produced or forthcoming.	N/A
Developments 2	Work to influence Licensing policy through the proposed review of the City of London Statement of Licensing Policy and procedures.	June 2012 - December 2012	Completed. City of London Statement of Licensing Policy published January 2013. N.B. New update Licensing Policy expected 2015/16	Completed
Developments 3	Continue to lobby Crossrail for support to provide a timely response and consent process to Section 61 consent applications.	Ongoing	Completed and ongoing.	Completed & ongoing
Developments 4	Continue to provide ad hoc advice to a wide range of City Corporation Departments e.g. Department of the Built Environment project works, facilities and housing stock management, waste collection, and events promotion and	Ongoing	Ongoing	Ongoing

Policies Reference	Actions	Timescale	Review and Revised Actions March 2015	Timescale
	management, Barbican Centre.			
Developments 5	Continue to consider noise impacts of City events and filming through the Augmented Safety Advisory Group (ASAG) and also via direct consultation with M&CP Pollution Team.	Ongoing	Ongoing. Safety Advisory Group now very established. Noise considerations are an integral consideration for event planning.	Ongoing

Policies Reference	Actions	Timescale	Review and Revised Actions 2013	Timescale
Transport 1, 2, 3, 11	Continue to work with Department of the Built Environment (DBE), contractors and utility companies to facilitate reduced traffic disruption (e.g. extended working hours) due to street works.	Ongoing	Street Works Code of Practice published August 2013. Distributed to streetworks stakeholders at all opportunities. <u>ACTION</u> – continued wider distribution of Code of Practice to utilities and other contractors.	Completed & ongoing
	Review options for reducing traffic disruption while minimising noise impacts for residents and businesses including review of the current 'quiet hours' requirements in the City of London Code of Practice for Deconstruction and Construction.	March 2013	Completed – Construction and Deconstruction Code of Practice revised and published May 2013; Street Works Code of Practice developed and published August 2013 ; extended hours scheme approved and revised.	Completed

	Lobby TfL to build flexible arrangements into their proposed 'lane rental' scheme to prevent nuisance and disturbance to City residents in sensitive locations of the TfL network within the City.	June 2012	Completed. ACTION – To review of effectiveness of current arrangements	Completed April 2015 – October 2015
	Develop formal liaison protocols on noise issues with Transport for London.	September 2013	Street Works Code of Practice published August 2013. <u>Further action:</u> Consider the development of a Memorandum of Understanding on noise and liaison issues between pollution Control Team and TFL.	Completed April 2015 – October 2015.
Page 202	Work with relevant City Corporation Departments to provide advice and support on minimising noise and noise impacts from their transport and highways related operations.	Ongoing	Requires further review – working has been reactive and dependant on our awareness of new proposals and initiatives. Need to explore formally integrating assessment of noise impacts into new projects. General Note: A lot of work has gone into getting noise issues into strategic City policy documents especially planning ones. Next steps – to raise awareness and knowledge of how those policies can be taken forward by document owners and policy implementers. Options to explore include considering a noise network, offering to provide briefings to planning policy people and planning officers, consideration of a City Noise SPD.	Ongoing.
Transport 4, 6	Review and develop working arrangements between DBE and M&CP for integration of noise considerations where required into strategic	September 2013	We have built a stronger relationship through the Highways / EH liaison meetings and meetings with Transportation and Public Realm Director, but there	April 2015/16

	and service planning and delivery.		are no formal or informal arrangements for assessing noise impacts of strategic or service plans for DBE or other key 'noise generating departments.' Action: For further consideration.	
	Contribute to the inclusion of noise minimisation considerations into the City of London Manual for Sustainable Streets.	March 2013	Completed. Review where the document is now. Perhaps look to provide supplementary guidance to DBE officers to help DBE officers implement. This links to the Noise SPD. Overall – need to develop some awareness raising events / briefings for key staff in DBE – Highways, Street scene, Planning, Cleansing.	Completed Ongoing
Transport 5 Page 203	Develop policy and arrangements for integration of noise management considerations into relevant City Corporation PP2P (Procure to Pay) procurement processes and contracts e.g. specifications.	May 2012 - March 2013	To raise issue again with Chamberlain's Department with advent of City Procurement unit To consider (raised via Alderman at Barbican) whether City specific City contracts can usefully include controls which help the City in the mitigation of noise alongside statutory controls Further action: needs a strategy and follow up, possibly via Director and chief officers group.	April 2015/16
Transport 7	Seek funding for noise surveys to gather baseline noise data on road traffic noise levels in the City.	March 2013	Not done. Look for opportunities to obtain funding through S.106, LIP, CIL.	April 2015/16

Policies Reference	Actions	Timescale	Review and Revised Actions 2013	Timescale
	<p>Noise Action Planning:</p> <ul style="list-style-type: none"> - Complete investigation stages at Important Areas First Priority Locations (FPL) - Following the investigation stage, to consider and secure budget, where practical, to implement measures to reduce high road traffic noise levels at FPL's where the Corporation are the Highways Authority - Lobby and support, where necessary, TfL, Department of Transport and Office of the Rail Regulator to meet their similar obligations on other routes in the City. 	<p>November 2012</p> <p>September 2013</p>	<p>COL HA – investigation stage completed.</p> <p>TfL HA – investigation stage completed.</p> <p>TfL U/G – investigation completed.</p> <p><u>Further action:</u> no apparent appetite with Defra to continue supporting this work but need to continue liaison with DBE and TfL regarding any traffic related measures to be considered in City to raise noise a design issue</p>	<p>Completed & ongoing</p>
<p>Page 204</p> <p>Transport 8</p>	<p>Continue discussions with Crossrail and their contractors to minimise noise impact of tunnelling and train movements when operational.</p>	<p>Ongoing</p>	<p>Completed. Work of tunnelling about to start under Barbican (soft launch of first machines on April 8 from Liverpool Street). Further monitoring an liaison arranged over the coming period of work</p>	<p>Completed & ongoing</p>
<p>Transport 9</p>	<p>Continue to enforce and raise awareness of the City limits on night time deliveries in noise sensitive areas including temporary relaxation in the lead up to the Olympic and Paralympic games; the policy on night time delivery time limits may need to be considered and reviewed after the games.</p>	<p>April - September 2012</p> <p>Review December 2012</p>	<p>Completed.</p>	<p>Completed.</p>

Policies Reference	Actions	Timescale	Review and Revised Actions 2013	Timescale
Page 205	Continue to be involved with trials and schemes which promote quieter deliveries and premises servicing in the City during the Olympic and Paralympic Games: e.g. TfL Quiet Deliveries trials and Code of Practice.	April - August 2012	<p>Current position – have reverted to traditional City policy of no deliveries 2300 – 0700 Mon-Sat. Recent committee report from Planning proposes to explore with TFL MoL policy and recommended to assemble more data about freight operations and to undertake various pilot studies to assess the viability of measures to encourage more sustainable delivery and servicing arrangements. Included protections for residents re noise. Leading to City Freight Strategy.</p> <p>Pilot for TFL / Fullers being agreed .</p> <p>ACTION – Continue to work with Planning, DBE, TFL and others to facilitate night time servicing and deliveries / freight movement while minimising disturbance to City residents and other vulnerable occupiers. Anticipate contributing to development of an initial City Freight Strategy in 2015</p>	Ongoing
	Transport 4, 10, 11	Continue to promote the use of quieter vehicles and reduced use of road traffic vehicles for journeys through the Core Strategy, Local Implementation Plan, City of London Cycling Plan and Air Quality Strategy.	Ongoing	Ongoing.

Policies Reference	Actions	Timescale	Review and Revised Actions 2013	Timescale
Responding 1, 2, 4	Review, update and consolidate current M&CP noise service management and delivery policies.	March 2013	Completed. Noise Response Service Delivery Policy published.	Completed
	Support and encourage good noise management practice in Licensed Premises through the development of good practice guidance for licensees.	September 2013	Contributed towards the current guidance. Further Action: Provide examples of good practice and areas for improvement when guidance next updated.	Ongoing
	Current edition of City of London Code of Practice on Deconstruction and Construction to be reviewed and updated.	March 2013	Completed May 2013. Further Action: Review existing edition for any necessary changes.	Completed July 2015

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Policies Reference	Actions	Timescale		
Responding 5, 6, 7, 9	Continue work with the Health and Well-being Board to include noise as a health 'issue' to be addressed in the Joint Strategic Needs Assessment.	Ongoing	Working with Health City Development Manager to develop an appropriate indicator for 'Noise' exposure for the City. Incorporate 'tranquil spaces' in JSNA as part of worker wellbeing workstream.	Ongoing.
	Continue with work involving the Licensing Liaison and Safer City Partnerships; encourage and support consistent and effective policies and procedures across the City Corporation and	Ongoing	Completed. COLP, Licensing and Pollution Team are working much closer together with joined up approaches to issues and incidents related to public nuisance. This will be an ongoing matter to enhance	Completed & ongoing

Policies Reference	Actions	Timescale		
	other agencies to respond to public nuisance related to operation of licensed premises.		effectiveness, particularly as the Community Safety work being co-ordinated via Town Clerk's Department integrating work of City Police and City of London Corporation, including Joint Contact & Command Centre progresses.	
	Support a joined-up approach to noise issues in the review of the Statement of Licensing Policy and the implementation of pending new licensing legislation.	June - December 2012	Completed.	Completed
Page 207	Continue to support and take part in schemes which promote good practice in noise control and management e.g. City's Considerate Contractor Scheme (CCS) and 'Safety Thirst' scheme.	Ongoing annual schemes	Ongoing.	Ongoing
	Develop formal liaison and coordination protocols with City Police on noise and anti-social behaviour enforcement matters and including information sharing.	September 2012	Licensing has developed an MOU referring making Pollution Control Team the lead for all public nuisance complaints. <u>Further Action:</u> Under review from August 2014. New Anti-social Behaviour Crime and Policing Act 2014 requires greater information sharing and liaison. Projects underway to implement lead by the Safer City Partnership.	April 2015/16

Policies Reference	Actions	Timescale		
	Develop protocols with City Corporation DBE Development Planning on enforcement issues liaison relating to noise from unauthorised developments.	March 2013	Completed. Signed November 2014.	Completed
	Develop protocols with City Corporation Housing Management (including Barbican Estate, Registered Social Landlords and Barbican Centre) for responding to and resolving neighbour and neighbourhood noise complaints.	March 2014	Underway from Autumn 2014.	March 2015.
Page 208	Continue to build on business engagement including attending and presenting at business, licensed trade, sector liaison and residents meetings.	Ongoing	Meetings attended as opportunities arise. Customer engagement survey completed September 2014.	Ongoing.
Responding 8	Make arrangements for the public sharing and availability of noise complaint data.	September 2012	Business Plan with summary data published on web from 2014.	Ongoing
Tranquil Areas 1 – 4	None		Policy 1 – Representations made on Local Plan, Open Spaces Strategy, Area Environmental Strategies, Street Scene Manual, LIP, Aldgate Gyrotory Scheme; to create the policy space for implementation. ACTION: Need to develop a plan to put these, and remaining Tranquil Areas policies into mainstream COL practice.	Completed Ongoing

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APPENDIX 2: NOISE STRATEGY Action Plan –Update April 2015/16

Priority	Policies Reference	Actions	Timescale
1	<p>Transport 5: Develop policy and arrangements for integration of noise management considerations into relevant City Corporation PP2P (Procure to Pay) procurement processes and contracts e.g. specifications.</p>	<p>To raise issue again with Chamberlain’s Department with advent of City Procurement unit</p> <p>To consider (raised via Alderman at Barbican) whether City specific City contracts can usefully include controls which help the City in the mitigation of noise alongside statutory controls</p> <p>Further action: needs a strategy and follow up, possibly via Director and chief officers group.</p>	April 2015/16
2	<p>Transport 9: Continue to be involved with trials and schemes which promote quieter deliveries and premises servicing in the City during the Olympic and Paralympic Games: e.g. TfL Quiet Deliveries trials and Code of Practice.</p>	<p>Current position – have reverted to traditional City policy of no deliveries 2300 – 0700 Mon-Sat. Recent committee report from Planning proposes to explore with TFL MoL policy and recommended to assemble more data about freight operations and to undertake various pilot studies to assess the viability of measures to encourage more sustainable delivery and servicing arrangements. Included protections for residents re noise. Leading to City Freight Strategy.</p> <p>Pilot for TFL / Fullers being agreed.</p> <p>ACTION – Continue to work with Planning, DBE, TFL and others to facilitate night time servicing and deliveries / freight movement while minimising disturbance to City residents and other vulnerable occupiers. Anticipate contributing to development of an initial City Freight Strategy in 2015</p>	April 2015/16

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Priority	Policies Reference	Actions	Timescale
3	<p>Developments 1 Tranquil Areas 1 and Transport 1,2,3,11: Develop appropriate planning policies in the emerging Development Management DPD and other policy documents to reflect policies and aims of the Noise Strategy.</p> <p>Work with relevant City Corporation Departments to provide advice and support on minimising noise and noise impacts from their transport and highways related operations.</p>	<p>Develop appropriate planning policies in the emerging Development Management DPD and other policy documents to reflect policies and aims of the Noise Strategy.</p> <p>a) Consider the need for policies to be developed into City Noise SPD and b) include in work programme for forthcoming year.</p>	April 2015/16
4	<p>Developments 1 and Tranquil Areas 1: Review guidance to construction businesses on noise considerations and content relating to Environmental Management Plans.</p>	<p><u>Further action:</u> Code of Practice being further reviewed as an action in Pollution Control Business Plan 2014/15.</p>	June 2015

Priority	Policies Reference	Actions	Timescale
5	<p>Responding 5, 6, 7, 9: Continue with work involving the Licensing Liaison and Safer City Partnerships; encourage and support consistent and effective policies and procedures across the City Corporation and other agencies to respond to public nuisance related to operation of licensed premises.</p> <p>Develop formal liaison and coordination protocols with City Police on noise and anti-social behaviour enforcement matters and including information sharing.</p>	<p><u>Further Action:</u> Under review from August 2014. New Anti-social Behaviour Crime and Policing Act 2014 require greater information sharing and liaison. Projects underway to implement lead by the Safer City Partnership. ongoing matter to enhance effectiveness, particularly as the Community Safety work being co-ordinated via Town Clerk's Department integrating work of City Police and City of London Corporation, including Joint Contact & Command Centre progresses.</p>	April 2015/16
6	<p>Developments 2: Work to influence Licensing policy through the proposed review of the City of London Statement of Licensing Policy and procedures.</p>	<p>Contribute to new update Licensing Policy expected 2015/16. Provide examples of good practice and areas for improvement when guidance next updated</p>	April 2015/16

Priority	Policies Reference	Actions	Timescale
7	See Noise Strategy Action Plan 2012 16	Ongoing	Ongoing

City of London Noise Strategy 2012-2016 Summary Version





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Introduction

Being located at the heart of London, the City of London inevitably experiences relatively high levels of noise.

The main noise sources of concern in the City are from building works, street works, road traffic, leisure activities, and other commercial activities such as deliveries, plant and equipment. High levels of noise can cause disturbance to residents and can also disrupt business activity in the City. The City Corporation has a statutory responsibility to manage and minimise exposure to excessive and sometimes unnecessary noise, whilst ensuring that the City can continue to function as a modern world-class business centre.

The City of London Noise Strategy brings together and updates policies and programmes that are already in place to manage and mitigate noise. It also proposes additional measures which together with existing ones should improve management of noise in the City.

Policies and an action plan address the following:

- Noise associated with new developments
- Noise associated with transport and street works
- Noise complaints from residents and businesses
- Protecting tranquil areas of the City from increased noise levels

The strategy reflects the concerns of residents, workers and visitors to the City who have previously been interviewed and consulted about the City's noise environment.

The strategy supports local, regional and national policy¹ and aims to:

- *Avoid or reduce noise, and noise impacts, which could adversely affect the health and well-being of City residents, workers and visitors*
- *Support the City Corporation to fulfil its statutory obligations for local noise management and assist others in fulfilling theirs*
- *Commit the City Corporation to provide joined-up regulation on environmental noise issues and to take account of this strategy in policy development and delivery of its various activities within the City*
- *Balance minimisation of noise and noise impacts with the need to improve and update City infrastructure*
- *Encourage measures which will reduce noise emissions in the Square Mile*
- *Build corporate, business and public awareness, understanding of noise issues and noise management good practice*
- *Recognise, reward and disseminate good practice*
- *Work in partnership with other organisations, to take a lead and help shape local and regional policy*

¹ The City Together Strategy: The Heart of a World Class City 2008 - 2014; City of London Local Development Framework Core Strategy, September 2011; The London Plan: Spatial Development Strategy for Greater London, July 2011; Noise Policy Statement for England 2010, Defra March 2010; National Planning Policy Framework DCLG 2012.

1. New Developments

Overall aim: To prevent or minimise noise emissions and noise impacts of developments on residents, businesses, workers and visitors at noise sensitive locations.

The City of London has a highly complex and intensively used built environment in which space is at a premium and neighbours in very close proximity.

Although office based business and financial related services are the dominant activities, the City is also a place where people live. Additionally, the City has a small number of educational and health service sites which have particular noise sensitivities.

The main noise sources related to developments in the City are:

- Demolition and construction work and associated activities e.g. piling, heavy goods vehicle movements, utilities street works
- Building services plant and equipment e.g. ventilation fans, air-conditioning, emergency generators
- Leisure facilities and licensed premises e.g. amplified music
- Servicing activities e.g. deliveries, window cleaning and building maintenance

The level of new development, including redevelopment of existing buildings, continues to be high. The City of London Core Strategy anticipates continuing economic growth for the City, predominantly business and financial services led. There will be a consequential increase in demand for retail and leisure facilities and a growth in residential accommodation.

Minimising noise from new developments will be primarily through the implementation of appropriate planning and licensing policies and working more closely with businesses before formal applications are submitted.

POLICIES

Planning development

Developments 1: Minimising noise emissions and impacts of new development through the development and application of appropriate and effective planning policies, conditions and agreements within the Local Development Framework.

Premises Licence policies, conditions and enforcement

Developments 2: Minimising noise emissions and impacts of new leisure and entertainment premises through the development, application and enforcement of appropriate, consistent and effective policies, procedures and conditions within the framework of the City of London Statement of Licensing Policy.

Infrastructure projects

Developments 3: Continue to work proactively to minimise noise impacts of major developments and infrastructure projects through:

- Lobbying and technical representations
- Use of Planning Conditions e.g. requiring provision of Environmental Management Plans for approval
- Promoting a flexible approach to compliance and good practice contained in the City of London Code of Practice on Deconstruction and Construction
- Where necessary, use of enforcement measures under the Control of Pollution Act 1974.

Engagement, advice and guidance

Developments 4: Continue to provide advice, support and guidance to the City Corporation on minimising noise and noise impacts arising from proposed Corporation development activities.

Developments 5: Continue to work to assess and minimise noise and noise impacts of street and other open space events planned in the City.

Developments 6: Continue to work proactively with the leisure, hospitality, construction and other business sectors to ensure noise and other environmental impacts of new developments are adequately managed and minimised.

2. Transport and Street Works

Overall aim: To promote and support the minimisation, or reduction where possible, of transport and street related adverse noise and noise impacts, while recognising the need to minimise disruption resulting from infrastructure works.

The City of London needs and promotes an efficient transportation system that allows commuters to get to and from work, couriers and goods vehicles to make essential deliveries and collections.

Noise from street works need to be minimised while also exercising the traffic management duty. Effective consultation and communications with affected residents and businesses are key measures to minimise complaints.

The most significant sources of transport related noise causing annoyance and disturbance in the City, according to complaints received, are street works. Road traffic noise is also a significant source of environmental noise in the City but is less frequently a source of complaint. Road Transport noise is most likely to cause adverse impacts on quality of life and possibly on health. Other transport related noises are from aircraft (including helicopters), sirens from emergency vehicles, and the rail and underground networks.

POLICIES

City of London Highways Authority Functions

Transport 1: Minimise and where necessary limit the noise impacts of street-works with reference to the latest relevant City of London Code of Practice² and wherever possible consider alternative arrangements to minimise duration of works and disruption to traffic.

Transport 2: Continue the development of close cooperation and partnerships on street-works noise issues between City Corporation Departments, TfL, Utilities and contractors.

Transport 3: Encourage, seek funding for and support use and further development of effective community communications strategies to minimise noise disturbance and duration of street-works.

Transport 4: Integrate noise minimisation considerations into policy, planning and design of City Corporation's transport, cleansing, planning, highways management and improvement activities across the City.

2 Currently, the 6th ed. available at <http://www.cityoflondon.gov.uk/business/environmental-health/environmental-protection/Pages/Noise-strategy-and-policy.aspx>

City of London Highways Authority Functions

Transport 5: Integrate noise minimisation requirements into City Corporation procurement processes and contract specifications for highways maintenance and improvement, engineering, transportation and cleansing activities.

Transport 6: Incorporate noise minimisation considerations for City Corporation schemes, including good design practice, when considering improvements or changes to road transport planning, traffic and pedestrian routes. Prioritise noise minimisation measures according to noise reduction benefit.

Transport 7: Meet the Corporation's obligations as a Highways Authority in the Noise Action Plan: London Agglomeration, and also support TfL's obligations to implement the Action Plan on TfL roads in the City.

Advocacy

Transport 8: Work to influence TfL, Utilities companies, Network Rail, Crossrail, Civil Aviation Authority, Police Authorities and other emergency services wherever possible to reduce noise and vibration levels and impacts from their operations for City residents, workers, businesses and visitors.

Night Time Servicing

Transport 9: Continue to support restrictions on night time and weekend commercial vehicle movements through the City and to limit operational hours of noisy servicing activities in noise sensitive locations where necessary. Support for quieter delivery, collection and servicing trials and schemes where application of time limits are not practicable AND they achieve acceptable noise reduction.

General

Transport 10: Exploit opportunities and synergies with other City of London Corporation policies (e.g. the City Corporation's Air Quality Strategy 2011 and Local Transportation Implementation Plan) to reduce noise and noise impacts from road transportation, servicing and street works.

Transport 11: Where possible, support and contribute to the development of low noise methods, schemes, management techniques and technologies which could reduce noise or noise impacts from road traffic, street works and servicing.

3. Dealing with Noise Complaints and Incidents

Overall aim: To resolve noise complaints and incidents through a coordinated noise response, enforcement and information sharing network.

The City Corporation has a statutory obligation to investigate and take action on complaints of noise nuisance. Despite the numerous proactive measures to deal with the potential for excessive noise, the City Corporation receives a significant number of complaints. The strategy outlines a range of actions aimed at improving the way noise complaints are addressed.

The City Corporation and its partners need to have the arrangements in place to respond, assess and take action to minimise and prevent recurrences of unacceptable noise.

Not all noise complaints are necessarily made directly to the City Corporation. Some are received by the City of London Police, or are made directly to noise perpetrators or contractors through 'Helplines' such as the Crossrail Helpline.

Others with responsibilities for noise issues include:

- Corporation of London – e.g. Open Spaces, Housing, Planning, Licensing, Highways and Transportation, Barbican Centre
- City of London Police
- Registered Social Landlords
- Transport for London
- Civil Aviation Authority and Airport Authorities
- Ministry of Defence

There is scope for strengthening and improving current levels of co-ordination and cooperation between those with noise management responsibilities and the City Corporation Pollution Team, towards providing a joined-up noise response service.

POLICIES

Noise complaint resolution and enforcement

Responding 1: Provide a dedicated service responding to, assessing and resolving justifiable noise complaints according to statutory obligations and noise management policies and procedures, managing expectations and using law enforcement tools where necessary.

Responding 2: Continue to provide a rapid response to noise complaints requiring urgent action, in particular:

- 'Out of Hours' noise response service to respond swiftly to complaints of noise occurring outside office hours
- Response during 'office hours' to noise affecting businesses e.g. street works or construction sites.

Noise complaint resolution and enforcement

Responding 3: The City Corporation, in its capacity as London Port Health Authority, will undertake night time noise patrols on the River Thames, particularly during summer months, to monitor and control noise emanating from activities on the river, and prevent disturbance to City residents, through enforcement action where necessary.

Responding 4: To apply noise prevention, control and mitigation guidance developed or adopted by the City of London; currently this is the latest edition of the City of London Code of Practice for Deconstruction and Construction Etc. (Appendix 2 outlines the key requirements of the Code relevant to working hours of noisy work on sites).

Responding 5: Continue to develop timely, consistent, and co-ordinated joined up approaches to enforcement and partnership with other regulators and public bodies to resolve and reduce the number of noise (including noise-related anti-social behaviour) complaints, e.g. Planning Authority (both City Corporation and Mayor of London), City Police, Licensing Authority, Highways Authorities, Safer City Partnership, Housing Authority and other Registered Social Landlords.

Responding 6: Organisations involved with noise management powers and responsibilities will be encouraged and supported to resolve noise complaints made to them where that is possible.

Noise complaint information and data

Responding 7: Organisations involved with noise management powers and responsibilities will be encouraged to maintain and share information and data on noise complaints. The information made available will be collated, analysed and shared between them (within the limitations of data protection legislation).

Responding 8: The City of London Corporation will, where possible (subject to limitations of data protection legislation) share noise complaint data with City residents.

Engaging with businesses

Responding 9: Continue to work proactively with the leisure, hospitality, construction and other business sectors to manage and minimise noise impacts and other environmental impacts of their operations. Such work to include provision of advice and sharing information and best practice on reducing noise disturbance and complaints.

4. Protecting and Enhancing Tranquil Areas

Overall aim: To protect, and where possible enhance, the peace and tranquillity in parts of the City so that residents, workers and visitors can find respite from the noisy urban environment.

There is a requirement for local planning policies to identify and protect areas of relative tranquillity in order to provide areas of respite from noisy urban environments. This strategy proposes the identification of 'tranquil areas' in the City and the development of policies to protect and enhance these spaces. There are also suggestions for encouraging major new developments to include tranquil areas.

There is growing interest in the value of 'tranquil areas'. National, Regional and local policies support the identification and protection of areas of tranquillity or high soundscape quality³.

The City Corporation has already been looking at options to protect and enhance tranquil areas. According to a social survey people who live in and work in the City value relatively quiet, tranquil areas and positive (e.g. iconic) sounds.

POLICIES

Policies to facilitate the protection and enhancement of tranquillity and positive sounds

Tranquil Areas 1: Where possible, acoustic design and management will be integrated into other relevant City Corporation policies and strategies and environmental management to enhance the City's 'soundscape' e.g. Open Spaces Strategy, Street Scene Manual, Area Strategies Local Implementation Plan.

Tranquil Areas 2: Open spaces that would benefit from additional protection from increased noise will be identified; specific recommendations will be made to protect and enhance these spaces in line with the requirements of the National Planning Policy Framework, The London Plan and City of London Core Strategy, supported by appropriate planning policies.

Tranquil Areas 3: Existing noise levels at open spaces will be decreased whenever the opportunity arises

Tranquil Areas 4: Major site developments will be encouraged to include tranquil areas through the planning consent pre-application process.

Tranquil Areas 5: Information on publicly accessible tranquil open spaces will be made available to the public.

Tranquil Areas 6: Options for the protection and enhancement of iconic sounds will be investigated.

Tranquil Areas 7: Consideration will be given to developing sound-based public art features in the City which will positively enhance tranquillity.

3 The London Plan: Spatial Development Strategy for Greater London, July 2011.
National Planning Policy Framework, March 2012; DCLG.
City of London Local Development Framework Core Strategy, September 2011.

APPENDIX 1: NOISE STRATEGY POLICIES AND ACTIONS

Policies Reference	Actions	Timescale
Developments 1 Tranquil Areas 1	1) Review and update planning conditions and informatives to ensure they are fit for purpose and reflect the policies and aims of the new National Planning Policy Framework (NPPF), Core Strategy and City of London Noise Strategy,	December 2012 and ongoing
	2) Develop appropriate planning policies in the emerging Development Management DPD and other policy documents to reflect policies and aims of the Noise Strategy.	March 2014
	3) Consider noise and 'tranquil' areas issues in Environmental Enhancement Area Strategies as consultations emerge.	Ongoing
	4) Develop further guidance for designers and developers on designing 'tranquil' spaces and minimising final use noise impacts.	March 2014
	5) Review guidance to construction businesses on noise considerations and content relating to Environmental Management Plans.	March 2013
	6) Engage with relevant organisations including Defra and Department for Communities and Local Government, for noise related guidance on planning control during the early stages of implementation of the NPPF.	March 2012 - March 2014
Developments 2	7) Work to influence Licensing policy through the proposed review of the City of London Statement of Licensing Policy and procedures.	June 2012 - December 2012
Developments 3	8) Continue to lobby Crossrail for support to provide a timely response and consent process to Section 61 consent applications.	Ongoing
Developments 4	9) Continue to provide ad hoc advice to a wide range of City Corporation Departments e.g. Department of the Built Environment project works, facilities and housing stock management, waste collection, and events promotion and management, Barbican Centre.	Ongoing
Developments 5	10) Continue to consider noise impacts of City events and filming through the Augmented Safety Advisory Group (ASAG) and also via direct consultation with M&CP Pollution Team.	Ongoing

Policies Reference	Actions	Timescale
Transport 1, 2, 3, 11	1) Continue to work with Department of the Built Environment (DBE), contractors and utility companies to facilitate reduced traffic disruption (e.g. extended working hours) due to street works.	Ongoing
	2) Review options for reducing traffic disruption while minimising noise impacts for residents and businesses including review of the current 'quiet hours' requirements in the City of London Code of Practice for Deconstruction and Construction.	March 2013
	3) Lobby TfL to build flexible arrangements into their proposed 'lane rental' scheme to prevent nuisance and disturbance to City residents in sensitive locations of the TfL network within the City.	June 2012
	4) Develop formal liaison protocols on noise issues with Transport for London.	September 2013
	5) Work with relevant City Corporation Departments to provide advice and support on mimimising noise and noise impacts from their transport and highways related operations.	Ongoing
Transport 4, 6	6) Review and develop working arrangements between DBE and M&CP for integration of noise considerations where required into strategic and service planning and delivery.	September 2013
	7) Contribute to the inclusion of noise minimisation considerations into the City of London Manual for Sustainable Streets.	March 2013
Transport 5	8) Develop policy and arrangements for integration of noise management considerations into relevant City Corporation PP2P (Procure to Pay) procurement processes and contracts e.g. specifications.	May 2012 - March 2013
Transport 7	9) Seek funding for noise surveys to gather baseline noise data on road traffic noise levels in the City.	March 2013

Policies Reference	Actions	Timescale
	10) Noise Action Planning: <ul style="list-style-type: none"> - Complete investigation stages at Important Areas First Priority Locations (FPL) - Following the investigation stage, to consider and secure budget, where practical, to implement measures to reduce high road traffic noise levels at FPL's where the Corporation are the Highways Authority - Lobby and support, where necessary, TfL, Department of Transport and Office of the Rail Regulator to meet their similar obligations on other routes in the City. 	November 2012 September 2013 March 2013
Transport 8	11) Continue discussions with Crossrail and their contractors to minimise noise impact of tunnelling and train movements when operational.	Ongoing
Transport 9	12) Continue to enforce and raise awareness of the City limits on night time deliveries in noise sensitive areas including temporary relaxation in the lead up to the Olympic and Paralympic games; the policy on night time delivery time limits may need to be considered and reviewed after the games.	April - September 2012 Review December 2012
	13) Continue to be involved with trials and schemes which promote quieter deliveries and premises servicing in the City during the Olympic and Paralympic Games: e.g. TfL Quiet Deliveries trials and Code of Practice.	April - August 2012
Transport 4, 10, 11	14) Continue to promote the use of quieter vehicles and reduced use of road traffic vehicles for journeys through the Core Strategy, Local Implementation Plan, City of London Cycling Plan and Air Quality Strategy.	Ongoing
Responding 1, 2, 4	1) Review, update and consolidate current M&CP noise service management and delivery policies.	March 2013
	2) Support and encourage good noise management practice in Licensed Premises through the development of good practice guidance for licensees.	September 2013
	3) Current edition of City of London Code of Practice on Deconstruction and Construction to be reviewed and updated.	March 2013

Policies Reference	Actions	Timescale
Responding 5, 6, 7, 9	4) Continue work with the Health and Well-being Board to include noise as a health 'issue' to be addressed in the Joint Strategic Needs Assessment.	Ongoing
	5) Continue with work involving the Licensing Liaison and Safer City Partnerships; encourage and support consistent and effective policies and procedures across the City Corporation and other agencies to respond to public nuisance related to operation of licensed premises.	Ongoing
	6) Support a joined-up approach to noise issues in the review of the Statement of Licensing Policy and the implementation of pending new licensing legislation.	June - December 2012
	7) Continue to support and take part in schemes which promote good practice in noise control and management e.g. City's Considerate Contractor Scheme (CCS) and 'Safety Thirst' scheme.	Ongoing annual schemes
	8) Develop formal liaison and coordination protocols with City Police on noise and anti-social behaviour enforcement matters and including information sharing.	September 2012
	9) Develop protocols with City Corporation DBE Development Planning on enforcement issues liaison relating to noise from unauthorised developments.	March 2013
	10) Develop protocols with City Corporation Housing Management (including Barbican Estate, Registered Social Landlords and Barbican Centre) for responding to and resolving neighbour and neighbourhood noise complaints.	March 2014
	11) Continue to build on business engagement including attending and presenting at business, licensed trade, sector liaison and residents meetings.	Ongoing
	12) Develop formal liaison protocols on noise issues with Transport for London.	September 2013
Responding 8	13) Make arrangements for the public sharing and availability of noise complaint data.	September 2012

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The full version of this strategy is available on the City of London website www.cityoflondon.gov.uk/business/environmental-health/environmental-protection/Pages/Noise-strategy-and-policy.aspx



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Committee:	Date(s):
Port Health & Environmental Services Committee	5 May 2015
Subject:	Public
Health & Safety Intervention Plan 2015-2016	
Report of:	For Decision
Director of Markets & Consumer Protection	

Summary

This report seeks your Committee’s approval for the Health & Safety Intervention Plan 2015-2016 for which the City of London Corporation is required to obtain Member approval and subsequently publish.

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, 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.

In addition to routine intervention work in areas such as inspecting cooling towers, investigating accidents and complaints, specific projects will be undertaken such as:-

- continuing to promote the GLA’s “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.

Recommendations

I recommend that your Committee approves the key work areas outlined in this report and detailed in the Health & Safety Intervention Plan 2015-2016

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, 2014-2015, 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) continuing to deliver 'Cooling Tower Inspection' and 'Water Management' training, this year to 110 Environmental Health Officers across London and the UK, making an important contribution to improving knowledge and competence for regulators and generating £5,560 in income;
 - a) guided and assessed the City of London Corporation's submission to the GLA's London Health Workplace Charter for which they gained an "Achievement" award;
 - b) guided and assessed successful submissions to the same scheme for the London Boroughs of Southwark and Brent as well as Barts Health NHS Trust and Lloyds of London;
 - 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) launched a successful campaign to improve building managers' awareness of managing safe working at height, including use of social media, hands-on free training, and production of two more health & safety videos for the City of London YouTube channel;
 - e) continued to develop our income generating Primary Authority Partnerships with **CBRE** and **Virgin Active** on health & safety management systems, auditing their performance, provided speakers at their conferences and training events and dealt with a variety of regulatory queries and challenges from other UK local authorities, generating in excess of £15,000 in income;
 - f) along with our department's Animal Health Service, commenced a new chargeable Primary Authority Partnerships with the **Ornamental Aquatic Trade Association (OATA)**; and finally
 - g) ended the year with a successful prosecution of a managing agent for failing to managing the risks associated with damaged asbestos materials in an occupied City office building for which the company were fined a total of £40,000 and ordered to pay our £5,412 costs

Current Position

4. Under the HSE's 2013 **National Local Authority Enforcement Code - Health and Safety at Work**¹ (the Code), Health and Safety Enforcing Authorities

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

(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 At Work Etc. 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;
 - b) outlining the risk-based approach to regulation that HSEAs should adopt with reference to the 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 all 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 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 employeesand in order to ensure national consistency a List of Activities and Supplementary Guidance to the Code is produced for all HSEAs to follow.
9. The City Corporation's annual Health & Safety Intervention Plan should also:-
 - set out how the authority intends to deliver its health & safety enforcement service; 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. The Intervention Plan is based upon both locally identified risks, and whenever possible, regional and national initiatives, in accordance with the Government's current guidance on health & safety enforcement for 2015- 2016. 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, Virgin Active and OATA;
- c) continuing to work on the successful 'Falls from Height' project and
- d) investigating accidents and health & safety complaints,

we will also be continuing to promote and develop our engagement strategy for promoting the "London Healthy Workplace Charter" with colleagues in Community & Children's Services' Commissioning and Partnerships staff, giving City businesses the opportunity to demonstrate their commitment to the health and well-being of their workforce, an area of work closely aligned to the City's own Health & Well-being Board's public health strategy.

Proposals

11. I therefore recommend that your Committee approves the Health & Safety Intervention Plan 2015-2016.

Corporate & Strategic Implications

12. 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.
13. 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.
14. We have already consulted key stakeholder groups on this namely, the **London Banks' Health & Safety Forum**, the **Suspended Access Equipment Manufacturers Association**, the Property Management Forum and our existing Primary Authority Partners and their response has overwhelmingly been supportive of the proposed Intervention Plan for this year.
15. As previously though, it is also my intention to make the plan available to all stakeholder businesses operating within City of London through publication on the City of London's website.
16. 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 2016-2017.

Other Implications

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

Conclusion

18. The Health & Safety Intervention Plan is linked to the overall Port Health & Public Protection Business Plan 2015-2018 and sets a clear and transparent standard for our health & safety regulatory work for the year, subject to your approval.

Appendices

Appendix 1 - Health & Safety Intervention Plan 2015-2016

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HEALTH & SAFETY INTERVENTION PLAN 2015-2016

1. Introduction

The range of enforcement and advisory activities of the Health & Safety enforcement function contributes to and supports a number of Key Policy Priorities of the Strategic Aims of City of London's [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,***
- ***To provide valued services to London and the nation,***

and in particular contributes to **The City Joint Health and Wellbeing Strategy** .

2. Our Key Challenges for 2015-2018

- Continuing adjustments to meet the National Local Authority Enforcement Code¹ (the Code) and Regulators Code, using the available sources of intelligence on risks and compliance in order to target interventions where there is the greatest risk.
- Continuing to develop officer skills and competency across PH&PP to effectively apply the range of interventions necessary to identify and communicate with City businesses and workers and meet the above Codes.

3. KPIs for 2015-2016

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

- To complete a risk-based intervention programme for all cooling towers systems within the year.
- To implement all Health & Safety Intervention Plan projects and programmes within the year.

3. Competent and trained officers

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

- all officers carrying out enforcement work are appropriately authorised, and their competence assessed; this includes participating in peer reviews with other local authorities when arrangements are available; and

¹ [National Enforcement Code for Local Authorities, Health & Safety](#)

- we use feedback from businesses and other service users on the quality of the service we provide and strive to continually improve.

5. City of London Priorities 2015-2016

Local and National Priorities which the City will be addressing in 2015-2016 are:

- **Legionella infection at premises with cooling towers** – through conducting inspections of cooling towers within the City. Premises are inspected at frequencies based on risk management performance, an approach supported by evidence and agreed by Members. Local intelligence on risk management performance has led to the development of reduced intervals between inspections.
- **Fatalities / injuries resulting from being struck by a vehicle and falls from height in wholesale, warehouses and distribution** – inspections and advisory visits to stallholder areas at Smithfield Market, based on risk management performance.
- **Event Safety / Crowd control at large public sports / leisure events** – through working with organisers, dutyholders and other City Corporation departments in the prior planning and permissioning of events.
- **Falls from height** related to cleaning and servicing buildings, based on local intelligence, using inspections where appropriate, awareness raising by working with stakeholders and using social and web based media to promote best practice.
- **Workplace health and wellbeing** – identified as a priority by local City-based research and City 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, 'Business Healthy initiative', web and social media.

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

7. Working in Partnership

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

- **London LA's Enforcement Community and Partnership; London Partnership and Strategy Group, Association of London Environmental Health Managers (Alehm), All-London Boroughs Health & Safety Liaison Group, London SE Quadrant LA's** – through active involvement in this community, sharing of experiences and encouraging consistency and cross-LA working in London;
- **Health and Safety Executive (HSE)** – contribute to national policy, strategy and guidance; operational support; London Local Authority Liaison strategic support.
- **Better Regulation Delivery Office** – Primary Authority Partnership scheme and other local authority regulatory services projects, including the Leisure Industry Expert Panel;
- **London Banks Health & Safety Forum / London Managing Agents Forum** - working with City financial and property management sectors to promote compliance and good practice, share best practice across the sectors, receive feedback on service delivery and consult on plans and projects.

- **The Legionella Control Association** - representing LA enforcement community, raise standards in service providers involved in the supply of goods and services relating to the control of Legionella bacteria in water systems.
- **HSE / Public Health England national working group** review of guidance on control of legionella in spa pools, supporting training for other health professionals on legionella control by facilitating site visits and contributing to video production
- **HSE Cleaning industry Liaison Forum** – representing LA enforcement community: working with industry trade associations, training bodies and trade unions to improve health, safety and welfare standards in the cleaning industry.
- **City of London Health and Wellbeing Board** – providing advice and linking health & safety into the public health agenda, in particular worker mental health issues.
- **London Healthy Workplace Charter** – supporting the GLA's charter scheme's development and sharing good practice.
- **Primary Authority Partners** – Virgin Active, CBRE and Ornamental Aquatic Trade Association (OATA)

9. Service Development

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

- **Customer surveys** – feedback on surveys of businesses carried out in 2014-2015 relating to cooling tower inspections were very positive; we will carry out further surveys of our customers across key elements of the service and use the results to inform service improvements;
- **Skills for the new enforcement intervention landscape** – we will continue to improve officers' awareness and understanding of business' needs, how to effectively communicate health and safety messages using a broader range of intervention strategies.
- **Test resilience of the Legionella Outbreak Plan** – having reviewed our communications capacity in 2014-2015, we will assess and test key steps in our outbreak response plan to ensure it is fit for purpose;

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

Jon Aaverns
Port Health & Public Protection Director

April 2015

HEALTH & SAFETY INTERVENTION PLAN TARGETS 2015-2016

PRO-ACTIVE INTERVENTIONS – National Priorities

Sector, premises type or specific cross sector activity	Evidence that identified the concern and set its priority ²	Planned intervention type ³	Rationale for intervention	Planned activity or resource
<p>Control of legionella interventions: cooling towers and other at risk water systems.</p>	<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, Legionella Control Association, 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 75 Cooling Tower sites</p> <p>Revisits and enforcement action taken as necessary</p> <p>Response to Planning applications and advice to designers and CDM Co-ordinators.</p> <p>Test resilience of the Legionella Outbreak Plan – test key steps in our outbreak response plan to ensure it is fit for purpose (30hrs)</p> <p>Estimated Total 75 sites at 5hrs per site = 400 hrs;</p>

² 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

³ 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

Sector, premises type or specific cross sector activity	Evidence that identified the concern and set its priority ⁴	Planned intervention type ⁵	Rationale for intervention	Planned activity or resource
Health and Safety interventions at Smithfield Meat Market: Fatalities / injuries resulting from being struck by a vehicle and falls from height.	National Priority Risk rating, past performance, FSA / CoL Authorised Officer intelligence from food safety inspections, and confidence in management.	Inspection (Cat A), and enforcement Matters of evident concern Education and awareness Working with Smithfield Market management office, Smithfield Markets Tenants Association and the HSE.	Targeting uncontrolled risks in the stallholder areas. Inspections and enforcement in highest risk premises and where risks not adequately controlled. Education / awareness Influencing business owners	Interventions focusing on the highest risk hazard and matters of evident concern with enforcement action taken as necessary 4 premises to be targeted where Fork Lift Trucks operates inside those premises, also focussing on falls from height risks associated with storage racking. Remaining premises – Matters of Evident Concern or advisory visits
Event Safety / Crowd control at large public sports / leisure events	Large scale events are a National Priority. City Corporation is host to many high profile events. City are the enforcement authority for approximately 6 large higher risk events.	Education and awareness Liaison with event organisers Inspection and Enforcement for highest risk activities	Involved at planning stages of events through the City's Safety Advisory Group (SAG) and discussion with event organisers. Intelligence is shared between the Met and City of London Police, LFCDA, London Ambulance, Highways, etc.	Review event plans and risk assessments of high risk events. Visits to site as necessary. Follow-up action taken as necessary Estimated Total - 10 large events and 20 smaller ones , = 50 hrs

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

Sector, premises type or specific cross sector activity	Evidence that identified the concern and set its priority ⁶	Planned intervention type ⁷	Rationale for intervention	Planned activity or resource
<p>Falls from Height related to external building cleaning and servicing</p> <p>Building on valuable work carried out in 2014-15 and in response to demand from businesses and intermediaries.</p>	<p>Local intelligence and observations made by CoLC officers in 2014-15; others in the facilities management, 'access' design and operations community,</p>	<p>Education and awareness.</p> <p>Advisory visits</p> <p>Training for duty-holders</p> <p>Inspection and enforcement for Matters Of Evident Concern (MOEC).</p> <p>Working with intermediaries, London Banks H&S Forum, Managing Agents Forum, SAEMA, Cleaning Industry Liaison Forum (CILF)</p> <p>Working to influence design at planning stage through CDM</p>	<p>Large number of sites where external working at height (WAH) carried out.</p> <p>Hazards and risks high: Poor practices, poor design, poor awareness by duty-holders: information from:</p> <ul style="list-style-type: none"> - Findings of advisory visits and training sessions; - views of reputable members of the building access industry through 1-2-1 discussions, meetings and training events. <p>Building managers usually keen to understand the risks and receptive to awareness raising - e.g. popularity of recent videos by H&S Team</p> <p>Some sites may need direct enforcement intervention on MOEC or where non-compliance on follow up to advisory visits</p>	<p>Observations during street walks, dealing with matters of evident concern</p> <p>Estimate 10 interventions, 30hrs</p> <p>Training and briefings to facilities managers – x2 16hrs</p> <p>Awareness raising by working with stakeholders and using social and web-based media - e.g. Twitter account and promoting 2 new videos produced in 2014-15. Estimate: 54hrs</p> <p>Response to Planning applications and use of applications to trigger advice to designers and CDM Co-ordinators.</p> <p>Estimated Total = 100hrs</p>

⁶ 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

⁷ 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

Sector, premises type or specific cross sector activity	Evidence that identified the concern and set its priority ⁸	Planned intervention type ⁹	Rationale for intervention	Planned activity or resource
<p>Workplace health and wellbeing: Including Workplace Wellbeing Charter</p> <p>Building on work carried out in 2014-15</p>	<p><i>Identified as a local priority by City-based research and the City & Hackney's Joint Health and Wellbeing Strategy, including mental health.</i></p> <p><i>Labour Force Survey</i></p>	<p>Recognising good performance through the GLA's London Healthy Workplace Charter and City of London Sustainability Awards.</p> <p>Partnerships – working through the City of London 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, and to help further develop the scheme.</p>	<p>Engagement with potential businesses using existing networks and resources such as City Business Library and CoLC Economic Development Office, Dept. of Community & Children Services Public Health Team.</p> <p>Working with other stakeholders to promote good practice and supporting businesses through advice, audits, London Healthy Workplace Charter, 'Business Healthy' initiative, web and social media.</p> <p>Working with any interested businesses towards an award. Estimate 3 Charter assessments = 50 hrs</p> <p>London Healthy Workplace Charter Steering Group and City development meetings and activities = 120 hrs</p> <p>CoLC Charter assessment activities = 20 hrs</p> <p>Sustainable City Awards = 7hrs</p> <p>Estimated Total 197hrs</p>

⁸ 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

⁹ 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

Sector, premises type or specific cross sector activity	Evidence that identified the concern and set its priority ¹⁰	Planned intervention type ¹¹	Rationale for intervention	Planned activity or resource
<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 2014-15; 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 enforced by City of London and also contain highest proportion of SMEs where risk management is weakest.</p>	<p>Advice and information during food safety or standards inspections,</p> <p>1000 x 10mins = 165hrs</p> <p>Interventions when matters of evident concern encountered with enforcement action taken as necessary. Observations and intelligence gathered will used to inform our overall business planning for 2016-17</p> <p>MOEC Estimate = 30 hrs</p> <p>Estimated Total = 195hrs</p>

¹⁰ 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

¹¹ 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

Sector, premises type or specific cross sector activity	Evidence that identified the concern and set its priority ¹²	Planned intervention type ¹³	Rationale for intervention	Planned activity or resource
<p>Primary Authority: CBRE, Virgin Active and OATA</p> <p>Explore opportunities for increasing the Primary Authority Partnership Portfolio</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>Advice, education and awareness</p>	<p>Partnerships established as part of the Better Regulation Delivery Office's initiative.</p>	<p>Virgin Active: Estimate = 320-420 hrs</p> <ul style="list-style-type: none"> - Review around 15 policies - 10 Premises Audits: July /August - Involvement with development of Leisure Industry Expert Panel <p>CBRE: Estimate 60hrs</p> <p>OATA : New trade association Primary Authority Partnership. Estimate 10-20hrs</p> <p>Developing Assured Advice</p> <p>Advising on new H&S developments</p> <p>Respond to challenges from other health & safety regulators</p> <p>Estimated Total = 400-500 hrs</p>

¹² 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

¹³ 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

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 22/13¹⁴</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 an investigation into a fatality in 2012 may progress to a Court hearing; anticipated resource: 100 hrs</p> <p>Estimated Total = 300</p>

¹⁴ Health and Safety Executive and Local Authorities Enforcement Liaison Committee (HELA) Incident Selection Criteria www.hse.gov.uk/lau/lacs/22-13.htm

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
Complaints & Service Requests <ul style="list-style-type: none"> • Complaints • Asbestos notifications • LOLER reports • Pressure vessels • Massage and Special Treatment (MST) Licensing Inspection 	Statutory Adverse Insurance Reports (AIR's) may indicate poor management and /or maintenance practices.	Investigations, inspections where appropriate Advice	Local response policy Input to local licensing arrangements of MST activities	<p>Research and provision of health & safety advice.</p> <p>Establish key facts of complaints and adverse reports; investigation and inspection for selected complaints and reports in accordance with risks and duty-holder performance.</p> <p>Follow-up enforcement action taken in accordance with the HSE's Enforcement Management Model (EMM)</p> <p>All complaints and service requests estimate = 250 hrs; 45 MST inspections = 135hrs</p> <p>Estimated Total = 385hrs</p>

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>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 & safety risk on completion.</p> <p>Discussions held on work at height - i.e. window cleaning, legionella control, prevention of slips and trips, workplace transport</p>	<p>Education and awareness</p>	<p>Requested by CoLC's Planning & Transportation Service 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>Estimate 10 pre-applications: 30hrs 30 planning applications: 60hrs.</p> <p>Estimated Total = 90hrs</p>

Committee(s):	Date(s):
Port Health & Environmental Services Committee	5 May 2015
Subject: Approval of the 2015-2016 Food Safety Enforcement Plans for the City and the London Port Health Authority	Public
Report of: Director of Markets & Consumer Protection	For Decision

Summary

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.

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.

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.

Recommendations

I recommend that your Committee approves:

- a) the City of London Food Service Enforcement Plan 2015-2016 (see Appendix 1); and
- b) the London Port Health Authority Food Service Enforcement Plan 2015-2016 (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 of contents and format which our plans must 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.
11. This may well become the situation UK wide in the next few years as the FSA, supported by the Chartered Institute of Environmental Health (CIEH) is lobbying for similar legislation to be introduced into England; work has been recently undertaken across London and the UK to promote the display of FHRs stickers by compliant (3-5●) food businesses and will be the subject of a future report to this committee when the findings and data are finally published.

Dealing with poor performing food businesses

12. Whilst the vast majority of City food businesses are compliant (90%) with 57% currently in the highest category of 5●, there are a continuing group of poor performers, currently around 170, 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

13. In the wake of the horse meat crisis, the City Food Safety and Port Health teams already 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 2015-2016.

Changes to the inspection programmes

14. There were two changes to the inspection programmes from last year which affected both the City and Port based teams.
15. Firstly, following the successful Port Health Review in 2013-2014, 120 food businesses, primarily tourist river craft, were transferred over to become the responsibility of the City's Food Safety Team and their inspections were incorporated into that team's programme of inspections going forward.
16. Secondly, the FSA launched their revised [Food Law Code of Practice](#) in April 2014 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; this increased the inspection interval for such premises from 18 months out to 24 months.
17. Overall though, whilst the City may now have more premises overall to inspect, the effect on the inspection programme per annum has been negligible with the total number of inspections due hovering between 960 to 1020 each year since 2012-2013.

Increase in Trade at the Ports

18. The level of throughput at the Ports has increased significantly in the past year, most notably at London Gateway. Trade has also shifted between Ports; from Tilbury to London Gateway, and from Sheerness to Tilbury. Throughput predictions for London Gateway indicate that this increase will be sustained over the next year.
19. Although Thamesport has yet to see the return of an international trade, recent liaison with the Port Operator has indicated that this may change in the next year. Depending on the nature of the trade secured this may require an increased presence at the Port to conduct inspections. However, this will be facilitated via the existing offices at London Gateway and Tilbury, with officers sent to Thamesport, as required. All document handling will be undertaken at either London Gateway or Tilbury offices, as deemed appropriate.

Change to the Port Health Operational Structure

20. The Port Health Service recognised the need to deliver an efficient and effective service and has developed a new team structure to ensure the workforce is flexible.

Increased use of Information Technology at the Ports

21. In addition to the continued use of PHILIS the Port Health Service is to introduce mobile working via the use of tablet computers. This will enable data from inspections to be entered in “real time” and facilitate faster clearance times resulting in more efficient and effective service delivery.

Corporate and Strategic Implications

22. 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.
23. The plans are linked into our Departmental and Service Business Plans through setting out detailed activities which support our Key Performance Indicators.
24. 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.
25. 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

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

Proposals

27. It is recommended that your Committee approves:

- a) the City of London Food Service Enforcement Plan 2015-2016 (see Appendix 1); and
- b) the London Port Health Authority Food Service Enforcement Plan 2015-2016 (see Appendix 2)

Conclusion

28. 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 2015-18 for the Port Health & Public Protection Service.

Appendices:

Appendix 1	City Food Service Enforcement Plan 2015-2016
Appendix 2	London Port Health Authority Food Service Enforcement Plan 2015-2016

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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 2015-16**

Introduction

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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 acting as the London Port Health Authority (LPHA). 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 Enforcement Teams; a separate plan covers the food safety work of the LPHA.

The food, catering and hospitality sectors all make a significant contribution to the corporate life of the City of London 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 City Corporation outlines its key plans for the future in a number of strategies according to the different areas of the City's work all of which can be viewed on our website¹.

The Corporate Plan² is the City of London Corporation's main strategic planning document providing a framework for the delivery of all services with three strategic aims and the City Corporation will continue to 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.

¹ [The City Corporation's Corporate Governance and Performance](#)

² [The Corporate Plan 2013-2017](#)

The City of London Corporation

Our teams' plans are 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.

Government guidance published on "Regulation and Growth" highlighted that:-

"....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. In performing the Food Safety and Smithfield Enforcement 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 around 1770 food businesses registered with the City of London³ as being involved in the preparation, production, storage or sale of food⁴. The majority of these are shops, bars, restaurants or other types of catering establishments such as staff restaurants and corporate caterers or tourist pleasure craft on the river. There are also a continuing number of temporary businesses, often registered elsewhere, that set up during various events and in outdoor spaces such as City churchyards and at "pop up" or "street markets".

The City is also 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 being 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

³ 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

⁴ As of 6th April 2014 [Food Standards Agency - Food law code of practice](#)

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 we:-

- protect public health from risks which may arise in connection with the consumption of food, including risks caused by the way in which it is produced or supplied and otherwise;
- protect the interests of consumers in relation to food so that all food sold is as described and is labelled correctly

Objectives and plans

This Plan forms an appendix of the PH&PP's overall Business Plan for 2015-2018 and the teams' main objectives are to :-

- carry out targeted inspections within City food businesses as 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 advice, support and training;
- investigate food poisoning outbreaks and incidents associated with City 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; and
- take appropriate enforcement action for failures to meet legal standards.

Scope of the Food Service

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

The Smithfield Enforcement Team is responsible for delivering food standards and health & 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 which look back on the work completed in recent years and what is planned for 2015-2016. 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.

<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"> ▪ To risk rate 100% of Smithfield businesses in accordance with the FSA's Food Standards Risk Rating Scheme 	100%

Establishments profile: Food premises

Going into 2015-2016, the current profile of Food premises in the City in terms of the risk ratings, derived from the national Food Law Code of Practice, are as follow:-

Rating and Frequency of Food Hygiene Inspections (Food Law CoP)	Total number of premises at the end of the year			
	2011-12	2012-13	2013-14	2014-15
A rated = Inspected 6 monthly	21	25	31	28
B rated = Inspected annually	98	103	135	120
C rated = Inspected 18 months	940	935	876	514
D rated = Inspected 2 yearly	214	213	265	722
E rated = Inspected ever 3 years	267	288	282	321
Unrated / awaiting inspection	-	21	37	28
City Total	1648	1660	1680	1733
Outside program	72	75	57	
Approved food premises			44	44
Total				1777

FHRS Rating	At current year end (At previous year end)
	2014-15 (2013-14)
0	18 (22)
1	64 (75)
2	88 (111)
3	165 (185)
4	361 (375)
5	960 (875)
Awaiting inspection	36
<i>Exempt, excluded etc.</i>	85
<i>% Establishments rated 3 or better</i>	90 (88)
	1777

Regulation Policy

The City Corporation is committed to the principles of the new Regulators' Code⁵, 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.

Review against the Service Plan for 2014-15

See **APPENDIX TWO** following.

- APPENDIX ONE - SERVICE PLAN 2015-2016**
- APPENDIX TWO - REVIEW OF 2014-2015 AND ISSUES FOR 2015-2016**
- APPENDIX THREE - BACKGROUND TO THE CITY OF LONDON'S FOOD SAFETY TEAM**
- APPENDIX FOUR - RESOURCES**

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Jon Averbs
Port Health & Public Protection Director

April 2015

⁵ In force from 6th April 2014

APPENDIX ONE- SERVICE PLAN 2015-16

1. Food Hygiene inspections

Risk based targeted inspections, in accordance with the Food Law Code, including use of alternative controls and enforcement for compliance with Food Hygiene legislation. Out target is visit >90% of food premises due an inspection and any that are overdue for intervention with new premises receiving a full inspection within 28 days of registering or opening.

Food Hygiene Inspections Rating and Frequency	Due 2015-16	Done 2014-15	Done 2013-14	Done 2012-13	Done 2011-12	Predicted commitment)
A rated = Inspected 6 monthly	56	52	49	33	23	390 hours
B rated = Inspected annually	90	127	133	98	81	450 hours
C rated = Inspected 18 months	357	335	589	606	640	1250 hours
D rated = Inspected 2 yearly	400	313	128	141	67	1200 hours
E rated = Inspected ever 3 years	120	97	81	112	96	240 hours
Unrated / awaiting inspection	4	39	36		2	
Totals	1027	963	980	990	909	3530 hours
Approved premises	-		(1)⁶	(1)	(1)	

In addition to the above, several 100 further interventions are planned with delivery vehicles associated with Smithfield Market.

⁶ The premises at Smithfield Market are approved as a cutting plant. Hygiene requirements are enforced directly by the FSA whilst the City Corporation carries out interventions in relation to food standards and other related matters in the market.

2. Food Standards inspections

All high risk premises will be rated in accordance with the required intervention interval in Annex 5 of the Food Law Code of Practice; all others including any overdue inspections will be done when the next relevant Food Hygiene intervention falls due.

Food Standards Inspections Rating and Frequency	Due 2015-16	Done 2014-15	Done 2013-14	Done 2012-13	Done 2011-12	Predicted commitment
A= Annually	1	1	1	1	0	-
B = Two yearly	78	97	94	36	18	-
C = Five yearly	373	175	206	214	292	-
Unrated	5		0	0	0	-
Outstanding	X		20	0	0	-
Total	457	372	301	251	298	450 hours

3. Health and safety in food premises

'Matters of evident concern' are dealt with during the delivery of Official Food Controls inspections and/or when reported to the Service through statutory notifications and where deemed appropriate for further follow up under the National Local Authority Enforcement Code as has been the case since 2012-2013⁷. Further details are outlined in the Health & Safety Intervention Plan for this year and similarly the health & safety work done at Smithfield Market is also included in that plan.

	Due 2015-16	Done 2014-15	Done 2013-14	Done 2012-13	Done 2011-12	Predicted commitment
Health and Safety interventions 'matters of evident concern'	-	-	-	-	89	165 hours work ⁸
Accidents	100*	99 and 1 Dangerous Occurrence	103 ⁹	85	95	75 hours work ¹⁰
LOLER/PUWER reports	10*	11	12	9	3	~10 hours work

*estimated based upon previous years

⁷[National Enforcement Code For Local Authorities - Health & Safety](#)

⁸ 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 (matters of evident concern)

⁹ 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

¹⁰ If no major investigative work is required following a serious accident etc. Note the dangerous occurrence investigation resulted in 21 hours work.

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	662 hours work
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*estimated based upon previous years

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 2015-16	Done 2014-15	Done 2013-14	Done 2012-13	Done 2011-12	Predicted commitment
Letters with legal requirements	Similar to previous	963	951	957	664	Inc. in Inspection Time quoted above.
Numbers of HIN's	"	15	14	17	19	112 hours
HSW Notices	"	0	0	4	2	Negligible<10 hours
Voluntary Closures	"	9	6	2	3	42 hours
Emergency Prohibitions	"	0	1	2	2	70 hours per case
Legal Proceedings	"	0	0	1	1	147 hours per case

APPENDIX TWO - REVIEW OF 2014-2015 AND ISSUES FOR 2015-2016

<i>Work Activity</i>	<i>2014-2015 Review</i>	<i>2015-2016 Plan</i>
<p>6. Devise and deliver the Annual food sampling program.</p> <ul style="list-style-type: none"> ▪ In accordance with our current Sampling Policy. ▪ An annual commitment for the Teams selected from national and local sampling priorities of the FSA and developed through the London Food Co-ordinating Group (LFCG). <p>▪ The level of work to fit with the allotted allocation of funded samples through PHE, Food Water and Environmental Microbiology (FWEM) Laboratory, our sampling budget and funded work with the Public Analysts (see above).</p>	<p>Sampling Plan devised and delivered in accordance with the priorities in our sampling policy. Work included;</p> <ul style="list-style-type: none"> ▪ LFCG co-ordinated food analysis work; the number and type of samples agreed with the Public Analyst and in accordance with his role and work across London. ▪ A separate FSA funded grant bid for work at Smithfield Market was rolled into the above London wide work. ▪ FWEM co-ordinated (national and London) food examination studies 53, 54 & 55. ▪ FWEM and the University of Liverpool also co-ordinated a project exploring the presence of Norovirus environmental contamination in food premises which involved sampling in a number of premises where outbreaks had occurred or were suspected. ▪ We contributed to the FSA nationally coordinated work on testing for the presence of undeclared meat species and allergens in lamb products from takeaway outlets, http://www.food.gov.uk/sites/default/files/lamb-takeaway-finalreport%20-Jan%202015.pdf ▪ A number of samples were also taken following incidents and outbreaks in premises in the City. 	<ul style="list-style-type: none"> ▪ We will take part in the sampling work co-ordinated across London by the LFCG, the Public Analyst and the FSA. ▪ Sampling at Smithfield Market will focus on food authenticity and composition with further provision earmarked for work on the new FIC labelling requirements. ▪ Some microbiological sampling will continue in businesses with poor compliance and we will always consider sampling in outbreaks and incidents. ▪ We will continue with the norovirus project work now that this has been rolled out beyond the pilot Boroughs ▪ 250 hours work

Work Activity	2014-2015 Review	2015-2016 Plan
<p data-bbox="91 730 136 922" style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 266</p> <p data-bbox="107 347 703 497">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 data-bbox="107 507 703 1008" style="list-style-type: none"> ▪ Reinforcing the intervention strategy with additional follow up; revisits and coaching sessions, aiming to improve food hygiene performance. ▪ Use agreed national food safety managements systems such as “<i>Safe Food, Better Business</i>” where appropriate. <p data-bbox="143 865 703 1008">Formal enforcement action is not precluded and this will be informed by our Policy Statement on Enforcement.</p>	<ul data-bbox="734 229 1480 737" style="list-style-type: none"> ▪ We started using the new FSA UKFSS version 9 system, and this has improved co-ordinate and collate sampling work. ▪ A number of food businesses were closed this year with concerns again relating to pest activity that had not been managed. ▪ Closures afford the business the opportunity to focus on resolving the serious issues properly before they resume trading. ▪ The FSA funded additional work with a number of the poorer performing food businesses focusing on those with a take away element. 	<ul data-bbox="1512 347 2101 778" style="list-style-type: none"> ▪ The Food Safety Team will continue to focus on food businesses that need to improve compliance. ▪ Follow up inspections will focus on compliance with the revised FSA <i>E Coli 0157</i> guidance where appropriate. ▪ Going into the year, there are 170 premises which are 0,1 or 2 rated under FHRS (at February 2015) ▪ 840 hours work
<p data-bbox="107 1059 651 1091">8. Special Events; Trading outside;</p> <ul data-bbox="107 1098 703 1401" style="list-style-type: none"> ▪ Work with other City Corporation departments on special/outside events. Visit sites to be undertaken as necessary with follow-up action taken where required. ▪ Contribute to the auditing of caterers on the Remembrancer’s approved list of caterers. 	<ul data-bbox="734 1059 1458 1401" style="list-style-type: none"> ▪ Street trading legislation and a policy has been developed. ▪ Small events and trading outside on private land took up time. This type of trading continues to evolve with yet more public spaces used to host temporary events and markets on a regular basis. ▪ We audited the food safety performance of Guildhall as part of the tendering process. 	<ul data-bbox="1512 1059 2101 1401" style="list-style-type: none"> ▪ We will continue to engage with the organisers of outside events to ensure that food businesses that come to the City are scrutinised. ▪ We will carry out further work with the caterers on the approved list at the Guildhall and as agreed with the Remembrancer. ▪ 150 hours work

Work Activity	2014-2015 Review	2015-2016 Plan
<p data-bbox="91 730 136 916" style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 267</p> <p data-bbox="107 228 703 890">9. The main provisions of the new EC Food Information for Consumers Regulations (FIC) came into force in December 2014 and further enforcement powers for this legislation are enacted in England by the Food Information Regulations. Businesses in some circumstances will need to consider both the information and labelling they provide to customers. The principle is that information is accurate and it enables consumers to make informed choices; the provisions on allergen information have a direct impact on food safety.</p>	<ul data-bbox="734 228 1480 850" style="list-style-type: none"> ▪ A number of training sessions were attended to assist with the delivery of the new requirements ▪ The website was kept up to date with suitable information and links on new requirements. ▪ In the immediate lead up to the new regulations, visits were made to 30 small FBO's involved in catering. ▪ The aim was to gauge their knowledge and to assist them with the new requirements regarding allergen information and especially the control of 'hidden' allergens ▪ Campden BRI work initially planned by SET was subsequently funded directly FSA and written guidance was compiled and issued for the Smithfield Market traders. 	<ul data-bbox="1512 228 2092 1166" style="list-style-type: none"> ▪ We will continue to focus on the provision of allergen advice in catering and on the general information requirements in the FIC to help businesses understand the new requirements. ▪ A further round of specific visits [60] will be made to help more smaller businesses in the City. ▪ Specific training is planned by SET for traders at Smithfield Market now guidance has been issued ▪ We will signpost guidance during our inspections and on our own website pages. ▪ We will consider poor performance with food standards legislation especially if this relates to issues of authenticity and provision of allergen information. ▪ Further training for officers is planned on allergens and the requirements of the FIC. ▪ 200 hours work
<p data-bbox="107 1174 703 1401">10. Continue to develop procedures and protocols to improve consistency of inspection, enforcement, advice, accuracy and consistency of record keeping and procedures.</p>	<ul data-bbox="734 1174 1480 1401" style="list-style-type: none"> ▪ We continued to develop workable consistent processes and procedures. Further legal proceedings work was coordinated through the PH&PP Director's Focus Group. ▪ Further development of our website and the information it contains and the advice it 	<ul data-bbox="1512 1174 2051 1401" style="list-style-type: none"> ▪ There is now a further revision to the Food Law Code from April 2015, principally relating to competency which will be accommodated within the annual appraisal process.

Work Activity	2014-2015 Review	2015-2016 Plan
<ul style="list-style-type: none"> ▪ Capacity building and training of staff is considered and legislative and code changes factored into training and development. 	<p>signposts was completed.</p> <ul style="list-style-type: none"> ▪ Procedures and protocols were developed for the FHRS system. We now receive more requests for re-ratings (where businesses have improved after an initial inspection). ▪ Consistency training was provided for relevant staff in the Food Safety Team to ensure Annex 5 of the Food Law Code of Practice is being consistently applied. This has a knock on effect on FHRS ratings. ▪ One officer completed a Lead Auditor course funded by FSA with a view to assisting with inter-Borough audits on consistency. 	<ul style="list-style-type: none"> ▪ We will contribute to any planned inter-Borough audit work. ▪ 150 hours work
<p>Page 268</p> <p>1. Increase awareness and effectiveness of pest control management in food businesses.</p> <p>Some food businesses still do not grasp the potential seriousness of pest activity and how quickly it can escalate.</p> <ul style="list-style-type: none"> ▪ Standard pest control contract work does not often properly address active infestation and a concerted effort is required by the businesses to effect control. 	<ul style="list-style-type: none"> ▪ Closures of food premises in 2014-15 related, again, 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. The emphasis is on prevention and where this does not succeed upon timely and effective control measures.

Work Activity	2014-2015 Review	2015-2016 Plan
<p>12. Commitment to the national Food Hygiene Rating Scheme (FHRS) in the City.</p> <ul style="list-style-type: none"> ▪ All Local Authorities (except one) have now adopted the single national scheme in England and Wales, with the scheme now backed by legislation in Wales where it is mandatory to display your rating. ▪ The FHRS provides consumers with published readily accessible information about hygiene standards in food premises operating in the City and beyond. 	<ul style="list-style-type: none"> ▪ The FHRS rating scheme continues to be a success, contributing to the improvement in hygiene standards in businesses nationwide. ▪ We track fluctuations in ratings and whilst more improve, some do not. For the first time this year there has not been an overall ratings improvement. [89.7% of our premises remain broadly compliant but this is down from the start of 2013 figure was 90.2%]. ▪ We continued to receive requests for re-ratings where improvements have been made (and sustained) following initial inspections. ▪ We facilitated a London-wide project in the City to gauge the level of display in premises with a 3, 4 or 5 rating and to endeavour to improve on the numbers who do display. ▪ We have taken part in two FSA research projects to examine issues involving FHRS rating and the Food Law Code 	<ul style="list-style-type: none"> ▪ The City Corporation will continue to promote the FHRS scheme and will continue to encourage display of the rating sticker within premises <u>and</u> to promote the use of the FHRS rating website 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 with businesses and consumers.
<p>15. Continue to develop the Primary Authority Programme with existing and potential partner organisations.</p>	<ul style="list-style-type: none"> ▪ Work has developed with the fitness chain Virgin Active and with Harbour & Jones the contract and event caterers; ▪ We signed an agreement with Wasabi, a Japanese food take-way chain in April 2015. 	<ul style="list-style-type: none"> ▪ 75 hours work
<p>16. Smithfield Enforcement Team (SET) to work collaboratively with the FSA on meat delivery vehicle and other initiatives</p>	<ul style="list-style-type: none"> ▪ Interventions including intelligence gathering completed on a significant number of vehicles trading at Smithfield Market. ▪ Other initiatives included work on labelling and traceability 	<ul style="list-style-type: none"> ▪ Interventions will continue with vehicles trading at Smithfield Market.

Work Activity	2014-2015 Review	2015-2016 Plan
17. Work in collaboration with the Food Standards Agency to deliver meat training for London authorities. (SET and City Food Safety Team)	<ul style="list-style-type: none"> ▪ The planned courses did not run this year but plans for delivery have been completed with two pilot courses scheduled in April 2015 	<ul style="list-style-type: none"> ▪ A number of one day courses have been planned with a provisional syllabus set and facilities at Smithfield Market earmarked for use. ▪ The two pilot courses are planned for April.
18. Other work	<ul style="list-style-type: none"> ▪ In April 2014 responsibility for food hygiene inspections of river vessels was transferred from Port Health to the City Food Safety Team (107 premises). ▪ The voluntary closure and FHRS 0 rating of a “celebrity” chef’s butcher shop was reported in the national newspapers some six months after the concerns were originally raised and remedied which caused some consternation. ▪ The team assisted a an officer from Port Health and two officers from SET as they worked to complete the practical elements of the Higher Certificate in Food Premises Inspections. ▪ The team hosted two delegations from the Peoples’ Republic of China’s Beijing Administration for Industry & Commerce who received presentations on the City Corporation’s regulatory work. ▪ We have also hosted a number of visits from FSA staff and from other organisations wishing to observe official control work by local 	<ul style="list-style-type: none"> ▪ The practical training elements of the Higher Certificate in Food Premises Inspections will continue.

Work Activity	2014-2015 Review	2015-2016 Plan
	<p>authorities.</p> <ul style="list-style-type: none"> ▪ In this period there have been seven incidents and outbreaks of gastrointestinal illness associated with premises within the City and which required detailed follow up. ▪ Such work is investigated with our colleagues in Public Health England and in some cases with other local authorities. (215 hours work) 	

APPENDIX THREE – BACKGROUND TO THE CITY OF LONDON AND ITS FOOD SAFETY TEAM

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 but 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 the Superintendent's office, East 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

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 Practice¹¹. 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.

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

¹¹ There were revisions to the Food Law Code which became effective on 6th April 2014

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; 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.

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.

Food Safety Complaints

The Food Safety Team and Smithfield Enforcement Team will continue to respond to 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 complaints to determine the most appropriate follow up action, with previous intelligence and compliance history, both being taken into account.

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 these arrangements are continuing to develop as 2015-16. In April 2015, a new Primary Authority Partnership was signed with **Wasabi**, a Japanese food take-way chain.

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.

However, not all food businesses consult directly prior to carrying out works and starting new developments. 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 at the earliest opportunity, believing this to be the best time to secure sustainable improvements through adequate investment.

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.

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 by competent staff.

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 current contactor for food hygiene enforcement at Smithfield Market.

Food Safety Promotional Work

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 Business Compliance. 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.

Continuing Professional Development (CPD) requirements for Food Officers and generally for Environmental Health Officers (EHOs) as members of Chartered Institute of Environmental Health (CIEH) and the Institute of Occupational Safety and Health (IOSH), are taken into account. The main targets for training for Food Safety-related staff 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 with training records 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]

APPENDIX FOUR - RESOURCES

Finance

The 2014-2015 budget was £478,000 including income from various work streams where charges or costs were applicable. In 2015-2016 the net planned expenditure before income is £476,000.

In 2014-15 the local risk expenditure for the Smithfield Enforcement team was £282,000 net. In 2015-16, the planned local risk expenditure is £286,000 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). Staffing levels have been reviewed as part of corporate wide Service Based Review and will change in 2016-17.

The Smithfield Enforcement Team is managed by a Principal Environmental Health Officer and currently consists of one Senior Authorised Officer and one Authorised Officer. The Principal Environmental Health Officer reports directly to the Port Health & Public Protection Director.

This is also an Operational Support Team that amongst its many duties, administers the Northgate M3 PP database system for PH&PP, adding new premises, registrations and reporting on and extracting data.

Food Safety Team	FTE	Smithfield Enforcement Team	FTE
1 x Assistant Director (Public Protection)	0.25	1 x Principal Environmental Health Officer	1.0
1x Food Safety Team Manager	1.0	1 x Senior Authorised Officer	1.0
7 x EHO posts	6.45	1 x Authorised Officer	1.0
		1 x Administrative Officer	0.25
9	7.7	4	3.25

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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 2015-16**



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.

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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 2014 it handled 44.5 million tonnes of cargo, 3% more than in the previous year. The overall tonnage was higher than in 2013, with cargo trade growing by 1.3 million tonnes. Containers and Trailer Traffic (unitised traffic) increased by 7.4 % and there were also increases in volumes of other cargoes including aggregates, non-fuel cargoes including food and animal feed products such as bulk cereals and oil.

In addition, Ports on the Lower Medway handle around 2 million tonnes of general cargo including some fruit.

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

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

136,613 consignments of food arrived at the ports of London Gateway and Tilbury during 2014. 126,423 of these were Products Not of Animal Origin (NAO) with remaining 10,190 being Products of Animal Origin (PoAO).

The overall numbers of imported food consignments compared to the previous year have increased due to the growth in trade at London Gateway. There is a corresponding increase in the number of PoAO consignments.

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

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

Shellfish classification forms one of the many tasks performed by the River Division; there are 18 shellfish beds within the Authority's area and 5 beds are monitored on a contractual basis for Swale Borough Council, plus additional samples are taken for Food Standards Agency projects, as required.

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 any of the Ports within the district
- Carrying out documentary, identity and physical checks on imported consignments of products of animal origin and products not of animal origin
- Making checks of fish catch certificates to ensure compliance with regulations concerning Illegal, Unreported and Unregulated Fishing
- Sampling food and animal feed for chemical analysis and microbiological examination
- Checking consignments of imported animal feed comply with the relevant legislation
- Controls relating to Food Contact Materials

- Enforcing Contaminants in Food legislation
- Verification of Organic Produce
- Control of infectious diseases and food poisoning in liaison with Public Health England
- Control of shellfish harvesting areas including sampling for classification and biotoxin analysis
- Sampling of drinking water supplied to vessels and from fixed points within the port boundary
- Food safety and hygiene inspections of premises and craft at dock locations and London City Airport

Other responsibilities that are delivered alongside the food service include:

- Enforcement of Rabies prevention legislation
- Carrying out the duties as Regulator under the Environmental Permitting Regulations for Part A2 and Part B Processes
- 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. The decline in international trade at Thamesport resulted in the closure of the Thamesport office, this entailed redundancies with the remaining staff relocating to Tilbury and London Gateway. Trade levels have increased significantly in 2014 with several shipping lines moving trade from Tilbury to London Gateway and a line moving from Sheerness to Tilbury. The service has responded by developing a new team structure. Each team consists of professionally qualified staff; Official Veterinarians (OVs) and Port Health Officers (PHOs) with Port Health Assistants (PHAs). These posts were created to enable the development of existing staff and recruitment of non-professionally qualified staff, to contribute to and assist the work carried out by the OV's and PHO's. These teams are supported by a new administrative staff structure.

The main objective for the coming year is to consolidate the actions implemented by the Port Health review to ensure that the service can continue to meet the demand that the increased growth in trade at London Gateway presents. 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 from the Tilbury or London Gateway offices to carry out inspections as necessary.

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 at Tilbury, London Gateway, Thamesport and Sheerness. Soon these facilities will be collectively known as Border Control Posts (BCPs) under proposed changes to the legislation and London Gateway already refer to their inspection facilities as the BCP.

The hours of operation currently being worked are 07 00 hrs to 19 00 hrs Weekdays, 08 00hrs to 14 00 hrs Saturdays and Sundays. Weekend working continues to be 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 logistics park development becomes more established. Failure of the Service to clear cargo swiftly will have a detrimental business effect and tarnish the reputation of 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 UK Single Liaison Office of the Marine Management Organisation (MMO) 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 and London City Airport, including processing plants located outside of the dock areas but within the Port of London district 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 host visits for officials from the EU, Defra and the Food Standards Agency. The City Corporation’s Town Clerk and Chamberlain have visited and we hosted the annual Port Health and Environmental Services Committee visit in July 2014 where Members and invited guests enjoyed a tour of London Gateway including a visit to the Border Control Post inspection facility.

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 2014 to March 2015 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.

Port Health 2014 -15	Total	Notices Served
Imported food Not of Animal Origin Consignments	126423	N/A
Imported food Not of Animal Origin -document checks	15217	298
Imported food Not of Animal Origin – identity checks	50	0
Imported food Not of Animal Origin - physical checks	1985	0
Number of samples taken	593	0
Products of Animal Origin Consignments	10190	N/A
Products of Animal Origin Consignments – document checks	10190	76
Products of Animal Origin Consignments – physical checks	3940	9
Number of samples taken	260	71

3 In force from 6th April 2014

Feed and Food Complaints

The Service follows corporate policy in relation to any complaints and we aim to provide a same day response to all consumer complaints on food matters; however, 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 the relevant import regulations. We also try to identify and contact Primary Authorities following adverse sample results.

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, Defra or the MMO.

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

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

Feed and Food Sampling

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

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

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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.

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 Alerts receive immediate attention and action where necessary. Out of hours arrangements are in place.

Rapid Alert Notifications issued by the European Commission are sent to a designated Officer who is responsible for their distribution amongst 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 and Plant Health Agency [APHA (animal health)], formerly known as AHVLA
Veterinary Medicines Directorate [VMD]
Rural Payments Agency
The Forestry Commission- Plant Health Service
The Department of Health [DoH]
Public Health England [PHE]
Chartered Institute of Environmental Health [CIEH]
Environment Agency [EA]
Port of London Authority [PLA]
Medway Ports Authority [MPA]
London City Airport Control Authorities Group
Kent & Essex Resilience Forums

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

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

In addition to the above, 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 and Plant Health Agency (APHA (animal health)), formerly known as AHVLA, they deal with the import procedures and controls for products of animal origin. The FSA cover most other food related activities of the Service.

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

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

Review against the Service Plan for 2015-16

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

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

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

Areas of Improvement

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

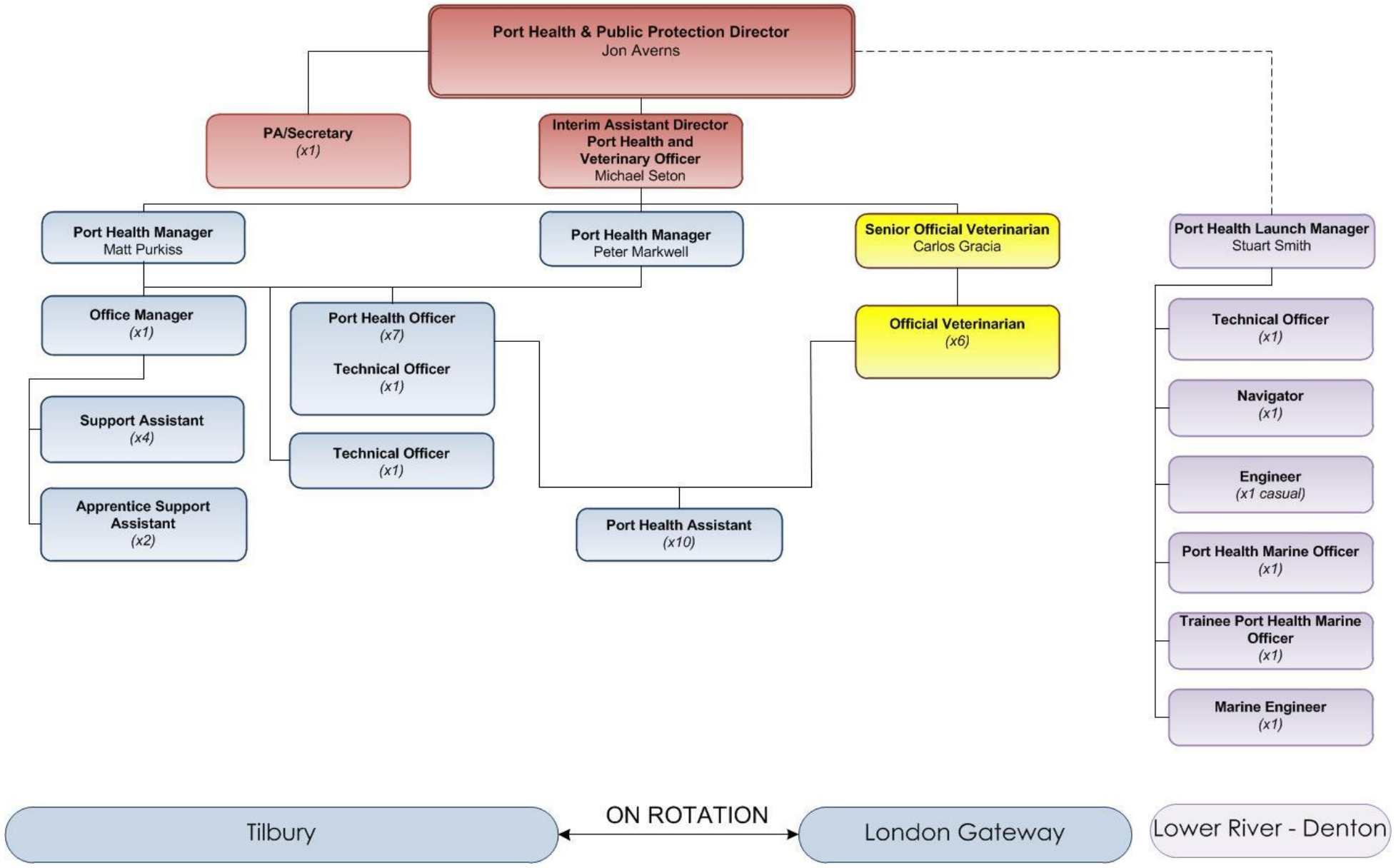
The management review mechanism within the ISO standard also facilitates continuous improvement in accordance with the areas covered by that scheme.

Department of Markets and Consumer Protection

Port Health & Public Protection Division

Port Health Service

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ATTACHMENT 2 - FINANCIAL RESOURCES

PORT HEALTH AND ENVIRONMENTAL SERVICES COMMITTEE - CITY FUND

<i>Actual</i> 2013-14 £'000	PORT AND LAUNCHES <i>Director of Markets and Consumer Protection</i>	<i>Original</i> Budget 2014-15 £'000	<i>Latest</i> <i>Approved</i> Budget 2014-15 £'000	<i>Original</i> Budget 2014-15 £'000
	LOCAL RISK			
	Expenditure			
2,016	Direct Employee Expenses	1,879	1,935	1,985
43	Indirect Employee Expenses	50	117	42
2,059	TOTAL Employees	1,929	2,052	2,027
0	Repairs and Maintenance	0	5	0
7	Energy Costs	9	9	8
71	Rents	75	73	52
1	Service Charges	14	13	14
53	Rates	48	48	44
0	Water Services	1	1	1
5	Cleaning and Domestic Supplies	0	8	13
2	Grounds Maintenance Costs	2	2	2
139	TOTAL Premises Related Expenses	149	159	134
89	Direct Transport Costs	85	95	85
22	Public Transport	12	12	12
73	Car Allowances	75	50	50
184	TOTAL Transport Related Expenses	172	157	147
2	Equipment, Furniture and Materials	25	63	31
2	Books	0	0	0
1	Catering	3	3	3
13	Clothes, Uniform and Laundry	14	14	14
5	Printing, Stationery	22	20	20
239	Fees and Services	188	182	180
113	Communications and Computing	116	179	141
7	Expenses	9	9	9
5	Grants and Subscriptions	8	8	8
(3)	Miscellaneous Expenses	0	0	0
424	TOTAL Supplies and Services	385	478	406
0	TOTAL Transfer to Reserve	0	0	0
0	TOTAL Unidentified Savings	0	0	0

2,806	TOTAL Expenditure	2,635	2,846	2,714
	Income			
(49)	TOTAL Government Grants	0	0	0
(18)	Joint Financing	0	0	0
(18)	TOTAL Other Grants, Reimbursements and Contributions	0	0	0
(1,713)	Fees and Charges for Services, Use of Facilities	(1,830)	(1,803)	(1,938)
(1,713)	TOTAL Customer, Client Receipts	(1,830)	(1,803)	(1,938)
0	TOTAL Transfer from Reserves	0	(17)	(70)
(1,780)	TOTAL Income	(1,830)	(1,820)	(2,008)
1,026	LOCAL RISK (excl. R&M City Surveyor)	805	1,026	706
21	Repairs and Maintenance (City Surveyor)	28	14	28
0	Cleaning (City Surveyor)	10	11	11
21	LOCAL RISK (City Surveyor)	38	25	39
1,047	TOTAL LOCAL RISK	843	1,051	745
	RECHARGES			
	Central Recharges			
10	Premises Insurance	11	11	11
9	Transport Insurance	9	9	9
14	Liability Insurance	12	13	13
0	Admin Buildings	0	0	0
281	Support Services	239	188	188
238	IS Recharge	204	203	192
58	Capital Charges	59	56	62
610	TOTAL Central Recharges	534	480	475
	Recharges Within Fund			
0	Corporate and Democratic Core - Finance	0	0	0
	Recharges Across Funds			
108	Directorate Recharge - Markets - City's Cash	99	107	111
718	TOTAL RECHARGES	633	587	586
1,765	TOTAL NET EXPENDITURE / (INCOME)	1,476	1,638	1,331

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