



## Port Health & Environmental Services Committee

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

**Members:**

Deputy John Absalom	Andrew McMurtrie
Keith Bottomley	Wendy Mead
Karina Dostalova	Brian Mooney
Dennis Cotgrove	Hugh Morris
Peter Dunphy	Barbara Newman
Deputy Kevin Everett	Ann Pembroke
Deputy Bill Fraser	Henrika Priest
Anne Fairweather	Deputy Richard Regan
George Gillon	Delis Regis
Deputy Stanley Ginsburg	Deputy John Tomlinson
Graeme Harrower	Deputy James Thomson
Alderman Peter Hewitt	John Scott
Wendy Hyde	Jeremy Simons
Vivienne Littlechild	Michael Welbank (Chief Commoner)
Professor John Lumley	Mark Wheatley
Alderman Julian Malins	Philip Woodhouse

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**Lunch will be served in Guildhall Club at 1:15PM**  
**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 note the Order of the Court of Common Council of 21 April 2016, appointing the Committee and setting 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 8 March 2016.  
**For Decision**  
(Pages 3 - 8)
7. **OUTSTANDING ACTIONS**  
To note the current list of Outstanding Actions.  
**For Information**  
(Pages 9 - 12)
8. **OPEN SPACES BUSINESS PLAN 2015-18 YEAR END PROGRESS REPORT**  
Report of the Director of Open Spaces.  
**For Information**  
(Pages 13 - 18)
9. **NEW OPEN SPACES BUSINESS PLAN 2016-19**  
Report of the Director of Open Spaces.  
**For Decision**  
(Pages 19 - 32)
10. **NEW DEPARTMENT OF THE BUILT ENVIRONMENT BUSINESS PLAN 2016-19**  
Report of the Director of the Built Environment.  
**For Decision**  
(Pages 33 - 46)
11. **DEPARTMENT OF THE BUILT ENVIRONMENT RISK MANAGEMENT**  
Report of the Director of the Built Environment.  
**For Information**  
(Pages 47 - 60)

12. **NI195 SURVEY RESULTS 2015-16**  
Report of the Director of the Built Environment.  
**For Information**  
(Pages 61 - 64)
13. **PORT HEALTH AND PUBLIC PROTECTION BUSINESS PLAN 2015-18 PERIOD 3 PROGRESS REPORT**  
Report of the Director of Markets and Consumer Protection.  
**For Information**  
(Pages 65 - 92)
14. **PORT HEALTH AND PUBLIC PROTECTION BUSINESS PLAN 2016-19**  
Report of the Director of Markets and Consumer Protection.  
**For Decision**  
(Pages 93 - 110)
15. **MESSAGE & SPECIAL TREATMENT FEES 2016/17**  
Report of the Director of Markets and Consumer Protection.  
**For Decision**  
(Pages 111 - 118)
16. **HEALTH & SAFETY INTERVENTION PLAN 2016- 2017**  
Report of the Director of Markets and Consumer Protection.  
**For Decision**  
(Pages 119 - 124)
17. **LPHA FOOD SERVICE INTERVENTION PLAN 2016/17**  
Report of the Director of Markets and Consumer Protection.  
**For Decision**  
(Pages 125 - 130)
18. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
19. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
20. **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**

21. **NON-PUBLIC MINUTES**  
To agree the non-public minutes of the meeting held on 8 March 2016.  
**For Decision**  
(Pages 131 - 134)

22. **LONDON GATEWAY - ADDITIONAL OFFICE ACCOMMODATION FOR PORT HEALTH OFFICES AT MANORWAY HOUSE**

Report of the Director of Markets and Consumer Protection.

**For Decision**  
(Pages 135 - 144)

23. **DEBT ARREARS - PORT HEALTH & ENVIRONMENTAL SERVICES PERIOD ENDING 31 MARCH 2016**

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

**For Information**  
(Pages 145 - 152)

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

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

MOUNTEVANS, Mayor	<b>RESOLVED:</b> That the Court of Common Council holden in the Guildhall of the City of London on Thursday 21st April 2016, doth hereby appoint the following Committee until the first meeting of the Court in April, 2017.
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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 2016/17**

### ALDERMEN

- 2 Julian Henry Malins, Q.C.
- 2 Peter Lionel Raleigh Hewitt

### COMMONERS

9	Barbara Patricia Newman, C.B.E.....	Aldersgate
4	John Stuart Penton Lumley, Professor.....	Aldersgate
4	Hugh Fenton Morris.....	Aldgate
2	Graeme George Harrower.....	Bassishaw
12	Michael Welbank, M.B.E.....	Billingsgate
6	Stanley Ginsburg J.P., Deputy.....	Bishopsgate
2	Wendy Marilyn Hyde.....	Bishopsgate
	(Bread Street has paired with Cordwainer for this appointment).....	Bread Street
2	Keith David Forbes Bottomley.....	Bridge and Bridge Without
3	John George Stewart Scott, J.P. ....	Broad Street
16	Kevin Malcolm Everett, Deputy.....	Candlewick
3	Henrika Johanna Sofia Priest.....	Castle Baynard
12	Jeremy Lewis Simons.....	Castle Baynard
6	Ann Marjorie Francescia Pembroke.....	Cheap
4	Andrew Stratton McMurtrie, J.P.....	Coleman Street
21	George Marr Flemington Gillon.....	Cordwainer
4	Peter Gerard Dunphy.....	Cornhill
7	Vivienne Littlechild, J.P. ....	Cripplegate
13	John Tomlinson, Deputy.....	Cripplegate
4	Mark Raymond Peter Henry Delano Wheatley.....	Dowgate
14	Richard David Regan, O.B.E., Deputy.....	Farringdon Within
2	Karina Dostalova.....	Farringdon Within
17	Wendy Mead, O.B.E. ....	Farringdon Without
4	John David Absalom, Deputy.....	Farringdon Without
4	Philip John Woodhouse.....	Langbourn
18	Dennis Cotgrove.....	Lime Street
8	Delis Regis.....	Portsoken

18	Brian Desmond Francis Mooney.....	Queenhithe
1	Anne Helen Fairweather.....	Tower
7	William Barrie Fraser, O.B.E., Deputy.....	Vintry
4	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.

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

**Tuesday, 8 March 2016**

**Minutes of the meeting of the Port Health & Environmental Services Committee  
held at the Guildhall EC2 at 11.30 am**

### **Present**

#### **Members:**

Wendy Mead (Chairman)	Graeme Harrower
Jeremy Simons (Deputy Chairman)	Vivienne Littlechild
Deputy John Absalom	Professor John Lumley
Deputy John Bennett	Andrew McMurtrie
Keith Bottomley	Barbara Newman
Henry Colthurst	Ann Pembroke
Karina Dostalova	Delis Regis
Peter Dunphy	Deputy John Tomlinson
Marianne Fredericks	Michael Welbank
George Gillon	Mark Wheatley
Deputy Stanley Ginsburg	Philip Woodhouse

#### **Officers:**

David Arnold	- Town Clerk's Department
Sue Baxter	- Town Clerk's Department
John Park	- Town Clerk's Department
Jenny Pitcairn	- Chamberlain's Department
Julie Smith	- Chamberlain's Department
Paul Chadha	- Comptroller & City Solicitor's Department
Carolyn Dwyer	- Director of Built Environment
Steve Presland	- Department of the Built Environment
Jim Graham	- Department of the Built Environment
Sue Ireland	- Director of Open Spaces
Gary Burks	- Superintendent of the City of London Cemetery & Crematorium
Tony Macklin	- Markets & Consumer Protection Department
Steve Playle	- Markets & Consumer Protection Department

#### **1. APOLOGIES**

Apologies for absence were received from Deputy Bill Fraser, Wendy Hyde, Alderman Julian Malins, Hugh Morris, Henrika Priest, Deputy Richard Regan, and Deputy James Thomson.

#### **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 meeting held on 18 January 2016 be approved.

**Matters Arising**

Recycling Action Plan

The Director of Transportation and Public Realm advised that the effectiveness of incentive initiatives to encourage City of London residents and businesses to recycle was being investigated but early reports suggested it would be non-cost-effective. A final report from the West London Waste Authority who was piloting this scheme should be available during April 2016.

The Assistant Director of Cleansing Operations advised that additional cardboard recycling collections had been arranged for the Middlesex Street Estate. In response to Members' requests, the Director of Transportation and Public Realm added that the general use of waste storage bins reserved for service charge payers would be investigated.

Heathrow Animal Reception Centre

In response to a Member's question, the Assistant Director of Environmental Health advised that the outcome of a meeting with representatives from the United States Department of Agriculture to discuss the animal transportation issues encountered with United Airlines would be reported to Members shortly.

Rough Sleepers

A Member advised that the various contact methods and details for reporting locations of rough sleepers to relevant Officers would be circulated to Members after the meeting.

4. **OUTSTANDING ACTIONS**

The Committee received the list of Outstanding Actions. The Town Clerk advised that the Heathrow Animal Reception Centre Review of Charges for 2016/17 would be considered by the Court of Common Council on 21 April 2016 due to an error with the version of the Byelaws submitted to Court in March 2016.

**RESOLVED** – That the Outstanding Actions list be noted.

5. **INCOME GENERATION**

The Committee considered a report of the Chamberlain regarding the income generation cross cutting review. The Town Clerk's Partnership Advisor advised that additional income could be available to the City Corporation through commercial activities like lettings, venue hire, and events management.

Members noted that the Markets and Consumer Protection Department would need to carry out a feasibility study before a business case was prepared for expanding the animal transit and inspections service as legislation dictated that costs could be recovered but a profit could not be made by a Local Authority. In addition, Members noted an opportunity to generate income through the

sharing of the Heathrow Animal Reception Centre's expertise with similar services provided at Gatwick Airport.

**RESOLVED** – That:-

- a) a feasibility study by the Department of Markets & Consumer Protection be commissioned to explore a potential business case for expanding the animal transit and inspections services to London's airports on a more commercial basis to maximise potential income; and
- b) the Department of Markets & Consumer Protection prepare a business case for maximising all income generation across Environmental Health & Trading Standards, not just through Primary Authority Partnerships.

**6. BISHOPSGATE BIN TRIAL**

The Committee received a report of the Director of the Built Environment that detailed the outcomes of the long-term bin trial carried out in Bishopsgate from May to November 2015 and the future plans for bins in Bishopsgate.

In response to Members' questions, the Assistant Director of Cleansing Operations advised that the Big Belly bins were capable of compacting waste at a ratio of 5:1. He added that £40,000 was collected from Fixed Penalty Notices for littering during 2014/15.

In response to a Member's request, the Assistant Director advised that nearby Train Station Managers would be contacted regarding the disposal of free daily newspapers. Additional paper recycling bins could also be placed at Station exits within the City of London.

**RESOLVED** – That the Bishopsgate bin trial be noted.

**7. BURIAL SPACE PLAN FOR THE CITY OF LONDON CEMETERY**

The Committee received a report of the Director of Open Spaces regarding the current position in relation to available burial space, burial options, and a plan for the next 15+ years of burial provision at the City of London Cemetery.

The Superintendent of the Cemetery and Crematorium explained the different grave types to Members. In response to Members' questions, he added that the Cemetery offered columbaria for ashes and that due to relatively short lease periods reuse was possible, this was a sustainable option.

**RESOLVED** – That the Burial Space plan for the City of London Cemetery be noted.

**8. OPERATIONAL PROPERTY REVIEW - CEMETERY AND CREMATORIUM**

The Committee considered a report of the Director of Open Spaces regarding the parts of the City of London Cemetery that had been highlighted as underutilised or surplus to requirement. The Superintendent of the Cemetery and Crematorium advised that the demolition of the South Gate Toilet Block would create space for 40-50 additional graves. He added that the demolition would cost £38,000 because the entire footprint of the block would be demolished and removed, including an underground septic tank. Members

noted that the disposal of the parcel of land known as the Rabbits Road Bridge Plot would be considered by the Property Investment Board at a later date.

**RESOLVED – That:-**

- a) The demolition of the South Gate Toilet Block and the removal of the foundations to allow the land to be used for new graves, be approved; and
- b) The parcel of land known as the Rabbits Road Bridge Plot be declared surplus to the Open Spaces Department's requirements and be presented to Corporate Asset Sub Committee.

**9. DELEGATION OF POWERS TO THE DIRECTOR OF MARKETS AND CONSUMER PROTECTION**

The Committee considered a report of the Director of Markets and Consumer Protection that sought approval for authority to be delegated to the Director to enforce any redress schemes established in relation to letting agency work and property management work. The Trading Standards Manager advised that Fixed Penalty Notices would be issued for non-compliance with the provisions of Sections 83-88 of the Enterprise and Regulatory Reform Act 2013 and the Redress Schemes for Lettings Agency Work and Property Management Work (England) Order 2014 (along with any subsequent orders made under Section 83 of the 2013 Act). Collaboration work would continue with neighbouring boroughs to investigate letting agencies based outside the City of London who let properties within it and to prevent non-compliant agencies moving into the City in the future.

**RESOLVED –** That authority be delegated to the Director of Markets and Consumer Protection, and in his absence the Port Health and Public Protection Director, to enforce any redress schemes established in relation to lettings agency work and property management work in accordance with the provisions of Ss. 83-88 Enterprise and Regulatory Reform Act 2013 and the Redress Schemes for Lettings Agency Work and Property Management Work (Requirement to Belong to a Scheme etc.) (England) Order 2014 (along with any subsequent orders made under S.83 of the 2013 Act), insofar as they relate to the City of London Corporation's Local Authority area, and to authorise officers of the Department of Markets & Consumer Protection to act under the aforementioned provisions.

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

In response to a Member's question regarding noise pollution at the Barbican from the London Underground lines beneath, Members noted that a letter from the Chairmen of this Committee and the Planning and Transportation Committee would be sent to Transport for London requesting that the issue be addressed.

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

There was none.

12. **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 on the grounds that they involve the likely disclosure of exempt information as defined in Part 1 of Schedule 12A of the Local Government Act.
13. **NON-PUBLIC MINUTES**  
**RESOLVED** – That the non-public minutes of the meeting held on 18 January 2016 be approved.
14. **OPERATION BROADWAY - BEYOND MARCH 2016 AND BEYOND THE CITY OF LONDON**  
The Committee considered a report of the Director of Markets and Consumer Protection regarding the future of the Operation Broadway.
15. **CITY OF LONDON CEMETERY AND CREMATORIUM CAFE LETTING**  
The Committee considered a report of the City Surveyor that sought approved to the grant of a new lease of the Café at the City of London Cemetery and Crematorium.
16. **CITY OF LONDON CEMETERY AND CREMATORIUM FLORIST LETTING**  
The Committee considered a report of the City Surveyor that sought approval to the grant of a new lease of the Florist Kiosk at the City of London Cemetery and Crematorium.
17. **DEBT ARREARS - PORT HEALTH AND ENVIRONMENTAL SERVICES PERIOD ENDING 31 DECEMBER 2015**  
The Committee received a joint report of the Director of the Built Environment, Director of Markets and Consumer Protection and Director of Open Spaces regarding the arrears of invoiced income outstanding as at 31 December 2015.
18. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**  
There were none.
19. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERED URGENT AND WHICH THE COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**  
The Chairman advised the Committee that the Annual River Inspection visit would take place on 8 July 2016 and that the next Committee meeting had been moved to 2:00pm on Monday 23 May 2016 due to a clash with another Committee meeting.

**The meeting closed at 12.45 pm**

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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.	7 July 2015	<b>Mobile Shredding Vehicles</b>	Director of Transportation and Public Realm	Ongoing	<p>As reported previously, the City of London takes the environmental impact of shredding companies on residents and other City users very seriously and is committed to helping companies to reduce their pollution and noise levels within the Square Mile.</p> <p>Over the last 6 months, City Officers have met regularly with Shred-It, the main operator within the City, to look at the issues and potential solutions. I am pleased to advise you that these discussions have generally gone very well and we have established a set of joint aims. The key issue we agree on is that their clients should be encouraged to move from an on-site to an off-site shredding model. This would deliver a cost saving to their clients without any degradation to security/data protection. We are looking to supplement this with a case study/analysis exercise around sustainability/Corporate responsibility showing the environmental benefits of off-site vs. on-site shredding. This will help Shred-It to provide solid marketing to clients and we</p>

Item	Date	Action	Officer responsible	To be completed/ progressed to next stage	Progress Update
					<p>have already approached a couple of City of London Members who have agreed to get involved at this point, look at the data/marketing and provide their input. We can also use the outcomes of the exercise to encourage other operators to adopt best practice.</p> <p><u>Information from meetings:-</u></p> <p>Shred-It's two year target is to reduce the % of on-site shredding clients from 55% to 30%. This target applies to all of their workers from senior management down to account managers and sales staff. Their 18 month target for London was to reduce from 55% to 45% and, as they have already met this, they have moved the target to 41%.</p> <p>They have looked at their routing schedules in South West England and reduced the number of vehicles from 65 to 54. They are going through a similar exercise for London. There has been a delay in looking at vehicle movements and emissions as Shred-It has recently been acquired by another company and part of that process is to change the tracking and other software in their fleet.</p>

Item	Date	Action	Officer responsible	To be completed/ progressed to next stage	Progress Update
					<p>So, what next?</p> <ul style="list-style-type: none"> <li>• By end of July 2016, we will have looked at all their on-site, on-street shredding locations in the City and come up with a plan for each site.</li> <li>• By end of July 2016, Shred-It will have definitive data which they will share with us about CO2 emissions and the difference between on-site and off-site shredding.</li> <li>• By end of September 2016, Shred-It will have a comprehensive marketing sheet for customers setting out the benefits of off-site shredding.</li> </ul> <p>Shred-It will be met with again in July and Members will be updated on progress of the above timetable.</p>
2.	19 January 2016	<b>Heathrow Animal Reception Centre (HARC) Annual Review of Charges</b>	Comptroller & City Solicitor	Complete	<p>The Schedule of Charges to be adopted by HARC from 1 April 2016 were agreed by your Committee in January 2016 and will be considered by the Court of Common Council for final approval at its meeting on 3 March 2016.</p> <p><b>May 2016 Update</b> The final 2016/17 byelaws were</p>

Item	Date	Action	Officer responsible	To be completed/ progressed to next stage	Progress Update
					considered and approved at Court of Common Council on 21 April 2016.
3.	8 March 2016	<b>Recycling Action Plan</b>	Assistant Director of Cleansing Operations	May 2016	The outcome of a report from the West London Riverside Waste Authority regarding a piloted recycling-incentive scheme was undertaken, the results are due to be published soon and will be reported to Members when available.
4.	8 March 2016	<b>Bishopsgate Bin Trial</b>	Assistant Director of Cleansing Operations	May 2016	New Bin units have been delivered and are soon to be installed. Once installed, Train Station Managers will be contacted regarding the disposal of free daily newspapers and publicising the use of the bins.
5.	8 March 2016	<b>Open Spaces Operational Property Review</b>	Director of Open Spaces	Complete	In March 2016, the Corporate Asset Sub Committee considered and approved that the parcel of land known as the Rabbits Road Bridge Plot be declared surplus to the Open Spaces Department's requirements.

<b>Committee:</b>	<b>Date:</b>
Port Health and Environmental Services Committee	23 May 2016
<b>Subject:</b> Open Spaces Business Plan 2015– Year end progress report.	<b>Public</b>
<b>Report of:</b> Director of Open Spaces <b>Report author:</b> Gerry Kiefer, Open Spaces	<b>For Information</b>

## Summary

This report provides a year end update on progress against the sections of the Open Spaces Business Plan 2015 – 2018 which relate to the City of London Cemetery and Crematorium.

The Cemetery and Crematorium division has generally performed well against its performance indicator targets retaining Green Flag and Green Heritage awards and Gold in 'London in Bloom'. However the changing religious diversity of the seven neighbouring Borough's has likely influenced the underachievement of the 'market share of burial and cremation' targets.

Of those people surveyed at the Cemetery and Crematorium as part of the Department's '60 second survey', eighty-one per cent of respondents rated the Cemetery and Crematorium as very good or excellent.

The latest budget position is that the Cemetery and Crematorium overachieved its budgeted income target by £384k.

There has been no change in the risk status which was reported in January 2016.

## Recommendation:

- Members are asked to note the report.

## Main Report

### 1. Background

- 1.1. The Open Spaces Business Plan 2015/16 – 2017/18 was approved by the Port Health and Environmental Services Committee on 5 May. From a Cemetery and Crematorium perspective the business plan recognised the Cemetery and Crematorium's role as both an open space and a local authority function.

### 2. Performance Indicators

- 2.1. A number of performance indicators were set within the Business Plan that related the open space element of the Cemetery and Crematorium. In addition there were a number that related to specifically to the Cemetery and Crematorium. The information below shows that most of the performance targets have been achieved.

## Open Space performance indicators

Performance Indicator	Target for 2015/16	Full year achievement
<b>Preserving the ecology and biodiversity of our sites</b>	Green flags awards	Green Flag Award retained.
	Green heritage awards	Green Heritage Award retained
	London in Bloom awards	Gold Award in the Large Cemetery category.
<b>Customer satisfaction</b>	Completion of one hundred, 60 second surveys for each site	100 surveys completed.
<b>Developing our staff</b>	1.5% of direct employee costs to be spent on training	0.37%

2.2. One hundred people completed the '60 second' survey. In response to the question; 'how would you rate the cemetery overall?' 49% of the respondents stated it was excellent, 32% very good and 18% good.

2.3. The 'developing our staff' measure does not take into consideration training that staff may receive that has no financial cost. A total of £7,291.35 was spent on 'charged for' training. This is equivalent to approx. £119 per Full Time Employee (FTE) based on 61.5 FTE's. As advised previously this measure does not include training from various forms of in-house and on-line training, mentoring and shadowing that has no financial cost.

## Cemetery and Crematorium Specific Indicators

Performance Indicator	Actual 2014/15	Target 2015/16	Progress to November 2015	Actual Year End
Market share of cremations	22.02%	23%	21.3%	20.2%
Market share of burials	7.2%	8%	8.3%	6.9%
Income compared to income target	£4,593,562	£4,357,000	£3,090,410 equivalent to 71% of target.	£4,741,052 Financial position at 28 April.
Percentage of cremations using the new fully abated cremator	50% due to a gas failure in January and February 2015	60%	61.5%	62%

2.4. The Performance Indicators for 'market share of cremations' and 'market share of burials' did not achieve the annual target. Both targets are measured in relation to the total deaths in the seven neighbouring Boroughs'; Newham, Redbridge. Tower Hamlets. Waltham Forest, Hackney, Havering and Barking & Dagenham. The reduction in market share of cremations, officers believe reflects a shift in religion of the populations in the seven neighbouring

Boroughs; with a larger proportion of the Boroughs populations being Muslim. Officers recognise that the local Muslim population's preference is for burial and not cremation and that this is preferred within a Muslim cemetery rather than a non-denominational cemetery. The table below shows that there has been a gradual decrease in market share of both burials and cremations in the last four years.

<b>Percentage market share</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>
<b>Cremations</b>	22.7%	22.5%	22%	20.2%
<b>Burials</b>	7.4%	7.4%	7.2%	6.9%

- 2.5. 2015/16 income has been overachieved against target by approximately £384k (9%) based on budget position as of 28 April 2016. This is an increase of £147k on 2014/15 actual. In 15/16 the fees and charges increased by 5.5%, however there has been a decrease in the number of burials and cremations, particularly over the last three months of this financial year, potentially due to the mild winter. Therefore whilst the income budget profile was exceeded it was not as great as it may have been assumed, based on last year's actual and the increase in fees and charges. This reinforces the unpredictable nature of burials and cremations and that an annual targeted increase, both financial and numerical is challenging.

Table showing total number of burials and cremations this and last year.

	<b>2014/15</b>	<b>2015/16</b>
<b>Cremations</b>	2,809	2,516
<b>Burials</b>	896	866

### **Programmes and Projects**

- 2.6. The Cemetery and Crematorium will benefit from two of the Open Spaces Programmes: the energy efficiency programme and the fleet and equipment review programme. The Shoot and burial records online programmes are specific to the Cemetery and Crematorium. An update on each is given below together with an update on the café and florist shop tendering.
- 2.7. **Energy Efficiency Programme** - In January 2016 the cemetery and crematorium achieved its aim of using waste heat from mercury abatement to heat the modern crematorium service chapels, and although it is too early to provide figures of the savings made the Cemetery and Crematorium is effectively no longer using gas boilers to heat the chapels during normal operation of our abated cremator and saving money on the cost of cooling the waste hot water. This project was achieved under budget at £27k.
- 2.8. **Fleet and Equipment Review Programme** –The cemetery superintendent is a member of this Programme Board. The fleet and equipment has been assessed across the Department and surplus items identified and marked for disposal.
- 2.9. **Shoot project** - Whilst the discharge of final planning conditions in relation to ground water and Equality Assessment requirements is still awaited, work

continues in the preparation and soft landscaping of the site and procurement of hard landscaping features and access. This work will continue for the next two years.

- 2.10. **Burial records online** – An opportunity outline is being developed with IT and work is underway with external consultants to finalise a way forward.

- 2.11. **Café and Florist** - As reported to this committee in March 2016 the café and florists in the Cemetery and Crematorium were tendered in late 2015 and Members agreed the recommendation to award two leases which will expire on 31 March 2019. The florist is currently providing services under a tenancy at will whilst City Surveyors complete the new lease with the tenant. The café is currently closed and a draft lease has been issued to the new café tenant and the City Solicitor is awaiting their comments.

### 3. Corporate & Strategic Implications

- 3.1. 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".

### 4. Implications

- 4.1. **Risk** - Risks at the Cemetery and Crematorium continue to be monitored and managed. There have been no changes to the status of existing risks which were reported to Members in January 2016 and will be reported again in July 2016.
- 4.2. **Finance** - A saving of £106k was the target for the Cemetery and Crematorium as part of the Department's SBR savings. This was already built into the budget profiles and has been achieved in 2015/16. An additional SBR saving of £56k is required in 2016/17 and £51k in 2017/18. These savings will be achieved through the generation of additional income. This has been built into the 2016/17 budget profiles.
- 4.3. The local net risk budget for the Cemetery and Crematorium showed an overall net saving of £434k. In addition to this, the total recharges from other services and total City Surveyors R&M risk is lower than budgeted. Therefore across all risks, the Cemetery made a surplus of £44,305. This balance will be moved into the Cemetery Reserve Fund.

	<b>Net Budget</b>	<b>Net Actual</b>
<b>Local Risk</b>	<b>-£1,617,000</b>	<b>-£2,051,378</b>
<b>Recharges from other services</b>	£1,514,000	£1,489,704
<b>City Surveyors R&amp;M risk</b>	£691,000	£516,985
<b>Total Net position</b>	<b>£588,000</b>	<b>-£44,305</b>

### 5. Conclusion

- 5.1. The Cemetery & Crematorium has performed well in relation to the majority of its performance indicators and the relevant Programmes and Projects are progressing as planned.

**Background Papers:**

- Open Spaces Business Plan 2015/16-17/18 - PHES Committee, 5 May 2015
- Open Spaces Business Plan – April to November 2015 progress report.  
PHES Committee, 19 January 2016

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<b>Committee:</b>	<b>Date:</b>
Port Health and Environmental Services Committee	23 May 2016
<b>Subject:</b> 2016 to 2019 Open Spaces Business Plan	<b>Public</b>
<b>Report of:</b> Director of Open Spaces	<b>For Decision</b>
<b>Report author:</b> Gerry Kiefer, Open Spaces	

## Summary

This report outlines to Members the Open Space's Business Plan for the period 2016 to 2019, with particular focus on the elements within the Plan which are associated with the Cemetery and Crematorium.

The Business Plan details fifteen key actions that will deliver the departmental and charitable objectives. Two of these actions are specific to the Cemetery and Crematorium. In order to manage performance, twenty four specific, measurable, achievable, relevant, time-bound (SMART) performance indicators (PI) have been proposed. This will enable the Department to show, over a three year period that it is working towards continuous improvement. Four of these PI's are specific to the Cemetery and Crematorium. The key actions and performance indicators solely relating to the Cemetery and Crematorium are detailed within paragraphs 3.3 and 3.6 of this report.

## Recommendation

The Port Health and Environmental Services Committee Members are asked to:

- Note the overall Open Spaces 2016 – 2019 Business Plan
- Agree the key actions and performance indicators relating specifically to the Cemetery and Crematorium

### 1. Background

- 1.1. The City of London's Business Plans are developed at a Departmental level. These annual plans set out the Department's vision, objectives, actions and measures of achievement over a three to five year term.
- 1.2. The Business Plan recognises that Open Spaces provides services both as a local authority (City of London Cemetery and Crematorium and City Gardens) and through its eight charitable trusts.
- 1.3. The Plan performs a number of functions for the Department. It helps inform our staff, other Departments, senior officers and Members about the range of services and activities that we will be delivering over the next three to five years. It provides a useful background for new members of staff and is a useful reference point for partners.
- 1.4. The 2015/18 Business Plan focussed on our themed Programmes and Projects to highlight the importance of cross departmental work in driving forward service improvement and delivering our Service Based Review

savings. This approach has led to the start of a cultural transformation within the Open Spaces Department with officers beginning to work more collaboratively and supportively and openly sharing their knowledge, experience and skills across divisions and departments.

## **2. Current Position**

- 2.1. As our Programmes and Projects move into year two of delivery, this year's Business Plan brings attention to the considerable amount of 'significant other' work that is planned to take place across the Department.
- 2.2. The Department has developed a Vision which is to:
  - Preserve and protect our wold class green spaces for the benefit of our local communities and the environment
- 2.3. Four Departmental objectives have been embedded through the Business Planning process:
  - Protect and conserve the ecology, biodiversity and heritage of our sites
  - Embed financial sustainability across our activities by delivering identified programmes and projects
  - Enrich the lives of Londoners by providing high quality and engaging, educational and volunteering opportunities
  - Improve the health and wellbeing of the community through access to green space and recreation
- 2.4. The vision for the Cemetery and Crematorium is to:
  - Provide the City of London Cemetery and Crematorium as a model cemetery and crematorium constituting both a site of excellence in bereavement services, a forerunner in cemetery conservation and the greatest choice of burial and cremation facilities in the UK.

This together with the Department's vision and objectives inform and direct the work of the service.

## **3. Proposals**

- 3.1. **Key Actions** - The key areas of work for the Department are identified within the Business Plan's Key Actions section (summarised in appendix 1 and provided in detail in relation to the Cemetery and Crematorium in appendix 2) The Key Actions identify the departmental objectives and detail the actions to deliver the objectives, identifying key milestones, success measures, lead officers and partners and how these actions cross reference to the organisation's strategic aims and priorities. An additional objective to 'improve service efficiency and workforce satisfaction' is included together with relevant key actions.
- 3.2. Many of these key actions relate to the whole Department and the Cemetery and Crematorium will play a part in helping to achieve these overall actions, for example:
  - g) Work with City Surveyors to deliver the outcome of the operational property assets review for realisation of income and reduction in revenue expenditure
  - h) Actively engage in key corporate procurement opportunities
  - k) Develop volunteering across our sites
  - n) Ensure the health and welfare of our skilled and motivated staff

3.3. The following key actions are specific to the Cemetery and Crematorium:

Key action a)

Continue to develop and implement strategies that direct the management of our open spaces - specifically:

- Development, drafting, consultation and final production of the Cemetery and Crematorium conservation management plan.

Key action i)

Ensure sustainable provision of the cemetery and crematorium services – specifically:

- Assess and determine the most efficient and effective way to replace the Crematorium's cremators.
- Complete the soft and hard landscaping on the Shoot.

3.4. **Performance Indicators** - In order to develop the service's performance management and strive for continuous improvement, twenty four Specific, Measurable, Achievable, Relevant and Time bound (SMART) performance indicators (summarised in appendix 1 and provided in detail in relation to the Cemetery and Crematorium in appendix 3) are proposed. By setting targets for three years the Department will endeavour to sustain ongoing planned improvement, collect reliable baseline data where necessary to enable performance measurement, and make longer term improvements where annual measures are too limited.

3.5. Many of these performance indicators relate to the whole Department and the Cemetery and Crematorium will play a part in helping to achieve these overarching targets, for example:

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

PI 10: Increase electricity generation.

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

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

3.6. There are four performance indicators which are specific to the Cemetery and Crematorium:

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

PI 5 Increase the number of burials.

PI 6 Increase the number of cremations.

PI 7 As a minimum, achieve local risk Cemetery and Crematorium income target.

3.7. Two Cemetery and Crematorium specific performance indicators (PI) that were reported in 2015/16 have been removed. These are:

- *Maintain our market share of cremations in relation to the Cemetery and Crematoriums seven neighbouring Borough's.*

This indicator was measured in terms of the number of cremations undertaken as a percentage of the total deaths in the seven neighbouring Boroughs. This PI has been removed because the religious composition of the neighbouring

Borough's is changing. This is reflected in an increasing local Muslim population who do not use the City of London Cemetery as it is a multi-denominational site. The Cemetery and Crematorium has limited ability to put measures in place that will result in an increased percentage of cremations amongst local populations who do not accept cremation and so an associated performance target would not be achievable or relevant.

- *Percentage of cremations using the new fully abated cremator*

This PI has been removed because only one of the four operational cremators provides mercury abatement. This is the cremator of choice, but as the number of cremations increases demand requires that the other cremators are used. The National target is 50% and Cemetery and Crematorium will continue to report on our performance to its local EHO and any dip below the legislative requirement, to this Committee. A target to increase the number of cremations will have a negative effect on the percentage of cremations using the fully abated cremator. It is anticipated that the non-abated cremators will be replaced in 2020/21.

- 3.8. A performance indicator for learning and development has not been included as there is currently no comprehensive process or system to capture the amount and/or benefit of training that staff receive. The Department will work with HR to develop a measure that is reliable, consistent and reflective of the Department's learning and development offer so that a new performance indicator can be included in the 2017/18 Business Plan.

#### **4. Corporate & Strategic Implications**

- 4.1. The Business Plan identifies how the department's improvement activities will support the aspirations of the organisation, as reflected in the Corporate Plan. The Improvement Actions particularly support the organisation's core value of: Working in partnership.
- 4.2. Delivering the Business Plan will support the Corporation's strategic aims to:
- SA2 - Provide modern, efficient and high quality local services, including policing, within the Square mile for workers, residents and visitors
  - SA3 - Provide valued services, such as education, employment, culture and leisure to London and the nation.
- 4.3. In addition it will deliver the key policy priorities: KPP2, KPP3, KPP4, and KPP5 as defined in the [Corporate plan](#).

#### **5. Implications**

- 5.1. **Risk** - The risks associated with delivering this Business Plan have been considered. Risks are managed at a divisional level and will be reported to Members in the summer. Those risks which cut across divisions and/or would have an impact which would be felt beyond the division are reported at a Departmental level. There are currently ten Departmental risks and one Corporate risk. A copy of the Departmental risks can be provided on request or are available from Democratic Services officers.
- 5.2. **Property** - Officers will continue to progress the outcome of the 2015/16 property asset review in collaboration with the City Surveyor to ensure that Open Spaces' assets are being used efficiently and effectively.

- 5.3. **Finance** - The Open Spaces 2015/16 Service Based Review identified that £2,189,000 savings would be made over three years. Savings of £699k have been achieved in year 1 (2015/16) of which £106k was from the Cemetery and Crematorium. Further savings of £721k (£56k from Cemetery and Crematorium) and £769k (£51k from Cemetery and Crematorium) are required in 2016/17 and 2017/18 respectively. The Business Plan and 16/17 and 17/18 local risk budgets recognise this level of savings.
- 5.4. The local risk only budget for the Cemetery and Crematorium in 2016/17 is:
- |              |              |
|--------------|--------------|
| Expenditure: | £2,771,000   |
| Income:      | (£4,470,000) |
| Net:         | (£1,699,000) |
- 5.5. The 2016/17 original budget for Cemetery and Crematorium including City Surveyors local risk, Central Risk (Interest and Investment income), Support Services and Recharges (i.e. costs from Central Departments: finance, legal, Town Clerk's, city surveyor, IS, insurance, admin buildings and procurement.) is:
- |              |              |
|--------------|--------------|
| Expenditure: | £5,186,000   |
| Income:      | (£4,470,000) |
| Net:         | £716,000     |
6. **Conclusion**
- 6.1. The Business Plan sets the direction for service delivery across Open Spaces, including the Cemetery and Crematorium over the next three to five years. It shows how we will deliver not only against our own objectives and vision but also those of the Corporation. We have carefully considered risk management in the process of developing our Business Plan and have set ourselves targets for continuous improvement. The Cemetery and Crematorium has actions and performance targets that relate specifically to the services that it provides as well as contributing to numerous overarching Departmental actions and performance indicators.

## Appendices

- Appendix 1 – Summary Key Actions and Performance Indicators
- Appendix 2 – Cemetery and Crematorium key actions from the Business Plan
- Appendix 3 – Cemetery and Crematorium performance indicators from the Business Plan

## Background Papers

A full copy of the Business Plan is available from the Members room and can be provided on request, by Democratic Services officers.

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## **APPENDIX 1: SUMMARY DEPARTMENTAL BUSINESS PLAN**

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

	<p>k) Develop volunteering across our sites</p> <p><b>IMPROVE THE HEALTH AND WELLBEING OF THE COMMUNITY THROUGH ACCESS TO GREEN SPACE AND RECREATION</b></p> <p>l) Work with partners to create open spaces within the boundary of the City of London</p> <p>m) Secure funding and partnerships to deliver improved sport and recreation opportunities and facilities at our open spaces.</p> <p>In addition to delivering these departmental objectives we will also deliver actions to:</p> <p><b>IMPROVE SERVICE EFFICIENCY AND WORKFORCE SATISFACTION</b></p> <p>n) Ensure the health and welfare of our skilled and motivated staff</p> <p>o) Make more effective use of IT and adopt 'smarter' ways of working</p>
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## SUMMARY PERFORMANCE INDICATORS

Our Performance Indicators have been identified over a three year period to drive continuous improvement and recognise the timescales sometimes required to see transformation. For details regarding the targets for these PI's please see appendix 3.

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2.	<p><b>PROTECT AND CONSERVE THE ECOLOGY, BIODIVERSITY AND HERITAGE OF OUR SITES</b></p> <p>Retain 15 Green Flags and improve the overall band score achieved across our Green Flag sites by 2018/2019.</p> <p>Retain 12 green heritage awards and increase this to 13 sites by 2018/19.</p>
3.	<p><b>EMBED FINANCIAL SUSTAINABILITY ACROSS OUR ACTIVITIES BY DELIVERING IDENTIFIED PROGRAMMES AND PROJECTS</b></p> <p>Achieve our Departmental Net local risk budget.</p>
4.	Maintain our market share of burials in relation to the Cemetery and Crematorium's seven neighbouring Borough's.
5.	Increase the number of burials.
6.	Increase the number of cremations.
7.	As a minimum, achieve local risk Cemetery and Crematorium income target.
8.	Reduce utility consumption.
9.	Reduce fuel consumption.
10.	Increase electricity generation.
	<p><b>ENRICH THE LIVES OF LONDONERS BY PROVIDING HIGH QUALITY AND ENGAGING, EDUCATIONAL AND VOLUNTEERING OPPORTUNITIES</b></p>
11.	Increase the percentage of Learning Programme participants who are more knowledgeable about the natural history of our open spaces.
12.	Increase the percentage of new participants in the Learning Programme who report their intention to visit our open spaces with their families.
13.	Increase the percentage of Learning Programme participants who are from Black and Minority Ethnic Groups or under-represented groups.

14. Increase the amount of supported volunteer work hours.
15. Increase the amount of unsupported volunteer work hours.

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

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

**IMPROVE SERVICE EFFICIENCY AND WORKFORCE SATISFACTION**

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

## **APPENDIX 2 – BUSINESS PLAN KEY ACTIONS**

This appendix shows the key actions over the next five years where the Cemetery and Crematorium has a significant role to play in achieving the success measures.

Please see key at bottom of tables.

<b>Departmental Objective 1: Protect And Conserve The Ecology, Biodiversity And Heritage Of Our Sites</b>							
<b>Action to deliver objective</b>	<b>Detail</b>	<b>Key Milestones</b>	<b>Measures of Success</b>	<b>Lead &amp; partners</b>	<b>Comm</b>	<b>Department Values</b>	<b>Link to Corp' Plan</b>
<b>a) Continue to develop and implement strategies that direct the management of our open spaces</b>	Development, drafting, consultation and final production of a range of management plans and strategies across the service.	Cemetery and Crematorium Conservation Management Plan to Committee for approval – 2017/18	Cemetery and Crematorium Conservation Management Plan actions being implemented	Cem & Crem Superintendent	PH	Quality Inclusion Environment Promotion People	KPP 3 KPP 5

<b>Departmental Objective 2: Embed Financial Sustainability Across Our Activities By Delivering Identified Programmes And Projects</b>							
<b>Action to deliver objective</b>	<b>Detail</b>	<b>Milestones</b>	<b>Measures of Success</b>	<b>Lead &amp; partners</b>	<b>Comm</b>	<b>Department Values</b>	<b>Link to Corp' Plan</b>
<b>h) Actively engage in key corporate procurement opportunities</b>	Active involvement in procurement process for COL's new building, repairs and maintenance (BRM) contract	Input into BRM Customer Working Group – regular meetings up until July 2017	Input into BRM specification  Service received from new BRM contract is appropriate and fit for purpose for the needs of Open Spaces Dept.	OS Customer working group reps SLT City Surveyors	OSCG	Quality People	KPP 2
<b>i) Ensure sustainable</b>	Assess and determine the most efficient and	Project Gateway submitted – early 2017	New cremators operational	Cem & Crem Superintendent	PH	Quality	SA3

Departmental Objective 2: Embed Financial Sustainability Across Our Activities By Delivering Identified Programmes And Projects							
Action to deliver objective	Detail	Milestones	Measures of Success	Lead & partners	Comm	Department Values	Link to Corp' Plan
provision of the Cemetery and Crematorium service	effective way to replace the Crematorium's cremators	for Gateway 1 / 2  Options appraisal completed and funding agreed – 2018/19  Procurement process completed, contract awarded and cremators installed 2020/21	Cremators are fully abated	Chamberlains – City Procurement  City Surveyors			KPP 2 KPP 4
	Complete the soft and hard landscaping on the 'Shoot'	Hard landscaping – 2016/17  Soft landscaping, planting – 2019  Shoot area being used for burials 2020/2021	Shoot available for burials	Cem & Crem Superintendent	PH	Environment	KPP 2 KPP4

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

Departmental Objective 3: Enrich The Lives Of Londoners By Providing High Quality And Engaging, Educational And Volunteering Opportunities							
Action to deliver objective	Detail	Milestones	Measures of Success	Lead & partners	Comm	Department Values	Link to Corp' Plan
		present) – ongoing.	alone' groups				

Objective: Improve Service Efficiency And Workforce Satisfaction							
Action to deliver objective	Detail	Milestones	Measures of Success	Lead & partners	Comm	Dept Values	Link to Corp' Plan
n) Ensure the health and welfare of our skilled and motivated staff	Deliver our workforce Plan and liP Action Plans	Departmental learning programme developed – July annually  Deliver actions within the Workforce and liP plans - within their identified timelines	Appropriately skilled workforce  Increasing levels of staff satisfaction and motivation  A more equitable workforce	SLT  HR Business partner  HR improvement group  Wellbeing officers	OSCG PHES	People	KPP 2
	Support the implementation of the Wellbeing Strategy and the framework of: Connect, , Be Active, Take Notice, Learn, Give	Establish divisional 'wellbeing champions' – Nov 2016	Extensive use of the wellbeing training offer, particularly in relation to mental health awareness	SLT  HR improvement group  Wellbeing officers			

**Key:**

Dept Values = Department Values  
LTA = Lawn Tennis Association  
Comm = Committee  
WHP = West Ham Park Committee

LA's = Local Authorities  
SLT = Open Spaces Senior Leadership Team  
EFCC = Epping Forest and City Commons Committee  
PH = Port Health and Environmental Services Committee

OSPSU = Open Spaces Project Support Unit  
CHL = Culture, Heritage and Libraries  
OSCG = Open Space's and City Gardens Committee  
HH = Hampstead Heath, Highgate Wood and Queens Park Committee

## APPENDIX 3 – PERFORMANCE INDICATORS 2016 TO 2019

This appendix shows the performance indicators over the next three years where the Cemetery and Crematorium has a significant role to play in achieving the targets. These indicators have been set over a three year period so that staff can plan ahead and deliver continuous improvement.

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

Description	Frequency of measure	2015/16 Performance	2016/17 Target	2017/18 Target	2018/19 Target
<b>PI 1</b> Retain 15 Green Flags and improve the overall band score achieved across our Green Flag sites by 2018/2019	Annual	15 green flag sites overall band scores 46% = 80+ 27% = 75 – 79 27% = 70 - 74	Same as 2015/16	Same as 2015/16	15 green flag sites overall band score 53% = 80+ 27% = 75 – 79 20% = 70 - 74
<b>PI 2</b> Retain 12 green heritage awards and increase this to 13 sites by 2018/19	Annual	12 Green Heritage Awards	12 Green Heritage Awards	12 Green Heritage Awards	13 Green Heritage Awards

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

Description	Frequency Of measure	2015/16 Performance	2016/17 Target	2017/18 Target	2018/19 Target
<b>PI 3</b> Achieve our Departmental Net local risk budget.	Annual at year end	<i>Add final figure after year end</i>	Original Budget £10,347,000	£9,578,000	£9,578,000
<b>PI 4</b> Increase our market share of burials in relation to the Cemetery and Crematorium's seven neighbouring Borough's	Updates every four months. Annual at year end	6.9%	2015/16 performance plus 0.4% = 7.3%	2016/17 performance plus 0.5%	2017/18 performance plus 0.5 %
<b>PI 5</b> Increase the number of burials	Updates every four month. Annual at year end	866	2015/16 performance plus 2.5% = 888	2016/17 performance plus 2.5%	2017/18 performance plus 2.5 %
<b>PI 6</b> Increase the number of cremations	Updates every four month. Annual at year end	2519	2015/16 performance plus 1.5% = 2557	2016/17 performance plus 1.5%	2017/18 performance plus 1.5%

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

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

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

Description		Frequency Of measure	2015/16 Performance	2016/17 Target	2017/18 Target	2018/19 Target
PI 14	Increase the amount of supported volunteer work hours	Annual at year end	Not applicable - new measure	To establish the baseline	2016/17 performance plus 5%	2017/18 performance plus 5%
PI 15	Increase the amount of unsupported volunteer work hours.	Annual at year end	Not applicable - new measure	To establish the baseline	2016/17 performance plus 5%	2017/18 performance plus 10%

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

Description		Frequency Of measure	2015/16 Performance	2016/17 Target	2017/18 Target	2018/19 Target
PI 19	Increase the percentage of customers surveyed as part of the 60 second survey or similar that stated the 'overall rating' of the open space as 'very good or excellent'.	Annual	2015 = 69%	75%	2016/17 performance plus 5%	2017/18 performance plus 5%
PI 20	Increase the number of visitors to the Open spaces webpages.	Updates every quarter Annual at year end	534,728	2015/16 performance plus 10% = 588,201	2016/17 performance plus 10%	2017/18 performance plus 10%

## Improve Service Efficiency And Workforce Satisfaction

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

<b>Committee(s):</b>	<b>Date(s):</b>
Planning and Transportation Port Health & Environmental Services	5 April 2016 23 May 2016
<b>Subject:</b> Department of the Built Environment Business Plan 2016-19	<b>Public</b>
<b>Report of:</b> Director of the Built Environment	<b>For Decision</b>

## Summary

This report details the Business Plan for 2016-19 for the Department of the Built Environment.

The Department reports to two City Committees: Planning & Transportation and Port Health & Environmental Services. This Plan consists of an overarching plan which relates to the whole department, with Key Performance Indicators (KPIs) broken into two distinct categories reflecting the work of the relevant committee.

This Plan outlines the departmental vision, key aims and priorities for the next three years.

## Recommendation

It is recommended that Members approve the contents of this report and associated appendices.

## Appendices

- Appendix A Summary Business Plan
- Appendix B Full list of departmental KPIs
- Appendix C Key Departmental Contacts

## Background Papers

Department of the Built Environment Business Plan 2016-19 (available electronically and via hard copy in the Members' Reading Room)

## Supporting Documents

These can be provided on request:

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

- Workforce Plan

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## Department of the Built Environment Summary Business Plan 2016/19

Our Vision	<b>Future City</b> <b>Creating and facilitating the leading future world class City</b>
Our <b>Strategic Aims</b> are:	<b>An inclusive future world class sustainable City that offers:</b> <ul style="list-style-type: none"> <li>• a leading international financial and business centre;</li> <li>• diverse culture, amenities and leisure that make the City more than a business centre;</li> <li>• highly accessible central location with efficient travel on City streets upon arrival;</li> <li>• excellent utilities infrastructure including the latest IT for business and leisure;</li> <li>• high quality architecture and public realm that responds to new development and enhances the historic environment</li> <li>• healthy, safe and resilient environment for workers, visitors and residents;</li> <li>• excellent integrated public services to developers, occupiers and the public.</li> </ul>
<b>Key Delivery Themes &amp; Projects:</b>	

Key Performance Indicators are: (see Appendix B for full list)		
Description:	Performance to date 1/3/16	2016/17 target
<b>Planning &amp; Transportation Committee</b>		
Reduction by 10% of number of persons killed and seriously injured compared to 2010 Baseline.	8 (Q2 stats)	32.9 (by 2016)
Reduction by 5% of number of casualties compared to 2010 Baseline.	65 (Q2 stats)	294.9 (by 2016)
Process 70% of minor planning applications within 8 weeks	71%	70%
Process 75% of other planning applications within 8 weeks	74%	75%
Process 90% of major planning applications within 13 weeks	73%	90%
Recover 80% of valid PCN debts recovered	81%	80%
<b>Port Health &amp; Environmental Services Committee</b>		
To reduce the residual annual household waste per household	364.25kg	373.4kg
To increase percentage of household waste recycled	31.4%	43%
Percentage of relevant land and highways from which unacceptable levels of litter, detritus, graffiti and fly-posting are visible	0.25% (October 2015)	2%

## Finance

Our Financial Information:							
	2014/15 Actual	2015/16 Original Budget	2015/16 Revised Budget	2015/16 Forecast Outturn (latest)		2016/17 Original Budget	
	£000	£000	£000	£000	%	£000	
Employees	12,135	12,209	12,512	12,501	99.9	13,829	1
Premises	6,894	5,292	6,360	6,346	99.8	5,627	
Transport	201	214	185	197	106.5	191	
Supplies & Services	2,832	1,792	2,376	2,377	100.0	1,686	
Third Party Payments	8,709	8,745	8,887	8,896	100.1	8,807	
Contingencies/Reserves	0	386	2	0	0.0	2	
Total Expenditure	30,771	28,638	30,322	30,317	100.0	30,142	
Total Income	(15,694)	(13,093)	(14,342)	(14,315)	99.8	(14,453)	
<b>Total Local Risk</b>	<b>15,077</b>	<b>15,545</b>	<b>15,980</b>	<b>16,002</b>	<b>100.1</b>	<b>15,689</b>	<b>2</b>
Central Risk	(4,231)	(5,251)	(4,926)	(4,925)	100.0	(5,189)	
<b>Total Local and Central</b>	<b>10,846</b>	<b>10,294</b>	<b>11,054</b>	<b>11,077</b>	<b>100.2</b>	<b>10,500</b>	
Recharges	11,594	13,220	12,707	12,707	100.0	13,608	
<b>Total Net Expenditure</b>	<b>22,440</b>	<b>23,514</b>	<b>23,761</b>	<b>23,784</b>	<b>100.1</b>	<b>24,108</b>	<b>3</b>

### Notes on Financial Information:

1. The increased staff costs relates to pay costs due to provisions for pay award, incremental and career progression, maternity cover, agency staff, additional posts as a result of restructuring in City Transportation and Development Management and an increase in National Insurance as part of the Government's changes to state pension arrangements from April 2016.
2. Excludes Local Risk amounts spent by the City Surveyor
3. Forecast outturn 2015/16 based on period 8 and 9 monitoring

## Staffing

### Our Staffing is made up of:

- 202 employees (196 full time equivalent posts) (↑) across four divisions: Transportation & Public Realm, Planning Development, Planning Policy and Building Control. Staff turnover has increased slightly from last year to 10.05% (↑) but remains below the corporate average of 14.87%.
- Just over one third of employees are female (⇔) and there is a similar or higher level of representation across all grades up to and including grade E. From grade F upwards female representation reduces to 22% (↑) but this has significantly increased from last year's 11%.
- One quarter of the department is aged 55 and above (⇔) with 60% of Senior Leadership Team aged 60 or over (↓).
- Just under half of all employees have been with the City Corporation for at least 11 (↓) years or more and one quarter 21 years or more, indicating there is many years' of experience and knowledge within the department.
- Overall sickness absence during the last calendar year averages at 6.71 (↑) days per employee per annum, 0.71 days above the organisation's revised target of 6 days. 58% of the total sickness absence was attributable to the top 3 reasons for sickness, being infections, stomach and digestion, and musculo-skeletal problems.

### Notes on Staffing Information:

1. The department recruited to a new Director and District Surveyor during the year. Plans are being drawn up in all divisions 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. A detailed Workforce Plan will be produced in March 2016 and will address additional issues raised above.

## Capital Projects

The Environmental Enhancement team are working on a number of key Area Strategies over the coming five years, for ease our top priority projects are listed. More details are available on request.

Brief description	Approx. cost £000	Indicative source of funding
Barbican Area Strategy	£3,730	External
Bank Area Strategy	£8,470	External
Barbican Area Strategy	£36,300	External
Chancery Lane Strategy	£200	External
Cheapside & Guildhall Area Enhancement Strategy	£13,250	External
Churchyard Enhancement Programme	£50	External
Eastern City Cluster	£1,519	External
Fenchurch / Monument Strategy	£8,548	External
Fleet Street Area Strategy	£3,575	External
Riverside Walk Enhancement Strategy	£6,719	External
West Smithfield Strategy	£4,500	External

## CPR Priority Projects

Riverside Walk Enhancement Strategy Access Improvements (staircase and ramp)	£3.5m	2015-2016
Bart's Close public realm enhancement scheme	£4.5-5m	2016-2019
Middlesex Street area enhancements (Ph1-3)	£2-3m	2016-2020
Bank By-pass walking routes project (Ph2 - 3)	£600-800K	2016-2019
Eastern City Cluster Area Enhancement Strategy	180K	2016-2017
Churchyards Programme	£4-5m	2016-2021
Cultural Hub Public Realm Programme	£8-10m	2016-2021
Fleet Street major scheme	£5-7m	2019-2022
Crossrail public realm enhancement	£6-9m	2016-2019
Fenchurch Street public realm enhancement project	£3-6m	2016-2019
Completion of Aldgate Project	£20m	2016-2017
Interim Safety Scheme at Bank Junction	£500k	2016-2017

In addition to the projects overleaf, the following are scheduled for the Engineering team, in the District Surveyors Division

Brief description of potential project	Rough idea of the cost £000	Indicative source of funding	Indicative timetable for project
Dominant House Footbridge Bearings	£600k	Parking Revenue surplus/Lobeg	2016 – 2018
Holborn Viaduct waterproofing	£1.7M	Parking Revenue surplus/CIL	2020(after Shoe Lane Bridge)
Shoe Lane Bridge refurbishment	£1.2M	Parking Revenue surplus/CIL	2019+
Removal of White Lion Hill Flyover	£800k	Developer	Linked to redevelopment of Baynard House managed decline remaining 4 years
Blackfriars Bridge Parapet & repainting	£600k - £8M	BHE 50 year plan	2016 – 2018
Southwark Bridge Joint replacement And Footway Strengthening	£1.25M	BHE 50 year plan	2017/18
Southwark Bridge Approach refurbishment	£2M	BHE 50 year plan	2019/20
London Bridge Bearing replacement	£1.5M	BHE 50 year plan	2018/19
London Bridge Waterproofing	£1.3M	BHE 50 year plan	2019/20
Millennium Bridge Cable retensioning	£500k	BHE 50 year plan	2017/18
Epping Forest Reservoirs	£10-20M	tbc	Following implementation of the part of the FWMA 2010 covering Cascades

## Departmental Key Performance Indicators

↑	KPI is more stretching than 15/16
↔	KPI maintains the same target as 15/16

	National /Local	Description	Performance to date 1/3/16	Target 16/17	Variance on 15/16 target
<b>Transportation &amp; Public Realm</b>					
NI 191	National	To reduce the residual annual household waste per household.	304kg	373.4kg	↔
NI 192	National	Percentage of household waste recycled.	31%	43%	↑
NI 195	National	Percentage of relevant land and highways from which unacceptable levels of litter, detritus, graffiti and fly-posting are visible.	0.33%	2%	↔
LTR2	Local	Percentage of valid PCN debts recovered.	81%	80%	↔
LTR3a	Local	Respond to percentage of PCN correspondence within 10 days.	100%	90%	↔
TPR1	Local	No more than 1 failing KPI's, per month on new Refuse and Street Cleansing contract	4	<3 per quarter	↑
TPR2	Local	No more than 3 failing KPI's, per month on new Highway Repairs and Maintenance contract.	0	<9 per quarter	↔
TPR3a	Local	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.)	8 (as at 1/1/16)	32.9 casualties per annum by 2016	↔

	National /Local	Description	Performance to date 1/3/16	Target 16/17	Variance on 15/16 target
TPR3b	Local	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.)	65 (as at 1/1/16)	294.9 casualties per annum by 2016	↔
<b>District Surveyors</b>					
LBC1	Local	To monitor targets for approval turnarounds for both standard applications and report to committee quarterly. (90% within 19 working days).	98%	90%	↔
LBC2	Local	To monitor targets for approval turnarounds for non-standard applications and report to committee quarterly. (90% within 26 working days).	94%	90%	↔
LBC3	Local	To issue a completion certificate within 10 days of the final inspection of completed building work in 90% of eligible cases.	88%	90%	↔
LBC4	Local	To monitor targets for Approvals in Principal turnarounds for standard applications (90% within 35 days)	NEW	90%	NEW
<b>Planning Policy</b>					
PP1	Local	Adopt revised Statement of Community Involvement by May 2016 to provide a context for public consultation on the Local Plan Issues and Options review stage commencing July 2016.	NEW	SCI May 2016 Local Plan I&O July 2016	↔
PP2	Local	Establish a Sustainability Officer post by April 2016 to focus on sustainability and establish a Sustainable City Forum online discussion site	NEW	Online Forum June 2016	NEW

	National /Local	Description	Performance to date 1/3/16	Target 16/17	Variance on 15/16 target
PP3	Local	Publish development pipeline information bi-annually (June & Dec) and publish Local Plan policy monitoring reports by July 2016 to complement Local Plan Issues and Options consultation.		July 2016	↔
PP4	National	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.		Bronze standard Green status	↔
PP5	Local	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.	99%	99%	↑
PP6	Local	Process all standard land charge searches within 6 working days.	100%	100% in 6 days	↔
<b>Development Management</b>					
DM1a	National	Process 70% of minor planning applications within 8 weeks or agreed timescales	71%	70%	↑
DM1b	National	Process 75% of other planning applications within 8 weeks or agreed timescales	74%	75%	↔
DM1c	National	Process 90% of Major planning applications within 13 weeks or agreed timescales	73%	90%	NEW
DM2	Local	Provide access observations to 95% planning applications within 14 days of receipt of information	90%	95%	↔
DM3	National	To manage responses to requests under the Freedom of Information act within 20 working days. (Statutory target of 85%)	97%	90%	↑
DM4	Local	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:**

<b>Responsibility</b>	<b>Name</b>	<b>Ext</b>
Access Team	Rob Oakley	3795
Aldgate Public Realm & Events	Trent Burke	3756
Archaeology	Kathryn Stubbs	1447
Barbican Listed Building Management Guidelines	Petra Sprowson	1147
Barbican Public Realm	Trent Burke	3986
Bridge House Estate River Crossings	Paul Monaghan	3122
Building Control	Bill Welch	1939
Building Site Activity	Ian Hughes	1977
Business Continuity	Richard Steele	3150
Business Planning	Elisabeth Hannah	1725
Car Parks (DBE)	Kay English	1572
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	Gwyn Richards	1709
Conservation Areas, Character Summaries, Supplementary Planning Documents	Kathryn Stubbs	1447
Considerate Contractor Scheme	Robin Close	1104
Corporate Geographical Information System (GIS)	Richard Steele	3150
Cycling Strategy	Iain Simmons	1151
Dams and Reservoirs	Paul Monaghan	3122
Dangerous Structures	Bill Welch Geoff Martin	1939 1962
Demolition Notices	Andrew Kendrick	3900
Development Management	Ted Rayment	1705
Development monitoring & London Development Database submissions	Stuart O'Callaghan	1843
District Surveyors	Bill Welch	1939
Eastern City Cluster - Public Realm	Trent Burke	3986
Emergency Planning	Bill Welch	1939
Environmental Enhancement	Simon Glynn	1095
Events in the City	Kay English	1572
Fire Risk Assessments	Chris Shiel	1925
Freedom of Information	Elisabeth Hannah	1725
Golden Lane Listed Building Management Guidelines	Petra Sprowson	1147
Graphics Team	Dominic Strickland	1583
Hazardous Waste/Pan London	Jim Graham	4972

Contract		
Health & Safety	Elisabeth Hannah	1725
Highways Repairs, Maintenance, Drainage and Resurfacing	Giles Radford	3924
Highway Structures	Paul Monaghan	3122
Information Asset Owner	Richard Steele	3150
Local 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	Russell Clowser	1950
Pan London Contract/ Hazardous Waste	Jim Graham	4972
Parking Enforcement	Kay English	1572
Parking Ticket Office	Stuart McGregor	1035
Planning Enforcement	Susan Bacon	1708
Planning Obligations (S106/CIL)	Chhaya Patel	1191
Planning Policy	Peter Shadbolt	1038
Policy liaison with Government, Mayor, and London Boroughs	Peter Shadbolt	1038
Public Art Proposals and commissioning	Simon Glynn	1095
Public Conveniences	Jim Graham	4972
Quality Management System	Geoff Martin	1962
Recycling Policy	Jim Graham	4998
Risk Register	Richard Steele	3150
Road Closures	Michelle Ross	3485
Road Safety	Iain Simmons	1151
Strategic Transportation	Craig Stansfield	1702
Street Cleansing	Jim Graham	4972
Street Enforcement	Jim Graham	4972
Street Lighting	Brian Elliott	3135
Street Naming and Building Numbering	Stuart O'Callaghan	1843
Street works	Ian Hughes	1977
Sustainable Drainage Systems (SuDS)	Geoff Martin	1962
Trees	Susan Bacon	1708
Vehicle Maintenance – Fleet advice and Hire	Jim Graham	4972
Waste Collection and Disposal	Jim Graham	4972
Waste Strategy	Jim Graham	4972

<b>Committee(s)</b>	<b>Dated:</b>
Port Health & Environmental Services Committee – For Information	23052016
Planning & Transportation Committee – For Information	24052016
<b>Subject:</b> Department of the Built Environment Risk Management – Quarterly Report	<b>Public</b>
<b>Report of:</b> Director of the Built Environment	<b>For Information</b>
<b>Report author:</b> Richard Steele	

## Summary

This report has been produced to provide the Planning & Transportation and Port Health and Environmental Services Committees with assurance that risk management procedures in place within the Department of the Built environment are satisfactory and that they meet the requirements of the corporate Risk Management Framework.

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

There is one Corporate Risk managed by the Department of the Built Environment. This is:

- CR20 - Road Safety (Current risk: RED – unchanged)  
[Planning & Transportation Committee]

There is one Departmental RED Risk managed by the Department of the Built Environment. This is:

- DBE- TP-01 - Road Traffic Collision caused by City of London staff or contractor who is unfit to drive while on City business (Current Risk: RED - unchanged).  
[Port Health & Environmental Services Committee]

## Recommendation

Members are asked to:

- Note the report and the actions taken in the Department of the Built Environment to monitor and manage effectively risks arising from the department's operations.

## **Main Report**

### **Background**

1. The Risk Management Framework of the City of London Corporation requires each Chief Officer to report regularly to Committee the risks faced in their department.
2. Risk Management is a standing item at the Senior Leadership Team meetings.
3. Risk owners are consulted and risks are reviewed between SLT meetings with the updates recorded in the corporate (Covalent) system.

### **Current Position**

4. This report provides an update on the current risks that exist in relation to the operations of the Department of the Built Environment and, therefore, Planning & Transportation Committee and/or Port Health and Environmental Services Committee.
5. The risk register captures risk across all four divisions within the department, (Transportation & Public Realm, District Surveyor, Development and Policy & Performance) but risks relating to the City Property Advisory Team are managed by the City Surveyor.

### **Risk Management Process**

6. Risk and control owners are consulted regarding the risks for which they are responsible quarterly. Historically changes to risks have been reported to Members as part of the following Business Plan report. In future Members will receive this report quarterly (Planning & Transportation Committee) or 4-monthly (Port Health and Environmental Services Committee).
7. All significant risks (including Health & Safety risks) identified by the Department have been added to the Covalent Corporate Risk Management System.
8. Many of the department's risks have "Business As Usual" mitigations. These mitigations are ongoing and in Appendix 1 they do not have either a "Latest Note" or a "Latest Note Date". Because the Covalent system requires that they have a Due Date the fictitious (and meaningless) date of 31 Dec 2999 has been used.

### **Significant Risk Changes**

9. Regular assessments of risks have identified one increased risk and two reduced risks.

- **Service/Pipe Subways (DBE-02)**  
[Planning and Transportation Committee]

This is the health and safety risk associated with working in the service or pipe subways. This risk was assessed as having Impact 8 (Critical) and Likelihood

2 (Unlikely). Since the Code of Practice has been updated the Likelihood has reduced to 1 (Rare) and the risk has been reduced from Red to Amber.

- **Major Projects and key programmes not delivered as TfL funding not received (DBE-TP-03)**  
[Planning and Transportation Committee]

Meetings have been scheduled with TfL and will take place throughout the year. The likelihood for 2016/17 has been reduced from 2 (Unlikely) to 1 (Rare) and this risk has been reduced from Amber to Green.

- **The District Surveyor's Division becomes too small to be viable (DBE-DS-01)**  
[Planning and Transportation Committee]

With the consistent difficulty to recruit professional staff and the ever increasing number of Approved Inspectors the likelihood is increasing. The Likelihood of this occurring has been increased from 2 (Unlikely) to 3 (Possible). This risk remains Amber.

### Identification of New Risks

10. New risks may be identified at the quarterly review of all risk; through Risk reviews at the Department Management Team; or by a Director as part of their ongoing business management.
11. An initial assessment of all new risks is undertaken to determine the level of risk (Red, Amber or Green). Red and Amber risks will be the subject of an immediate full assessment with Red risks being report to the Department Management Team. Green risks will be included in the next review cycle.
12. One new risk, relating to the Lord Mayor's Fireworks has been identified and has been assessed as a Service level risk and will not be reported to Members.

### Summary of Key Risks

13. The Department of the Built Environment is responsible for one Corporate Risk. This is:

- **Road Safety (CR20) which is RED**  
[Planning & Transportation Committee]

This is the risk related to road traffic collisions.

This risk is assessed as having impact 8 (Critical) and Likelihood 4 (Likely). Once the Interim Bank Junction redesign has been implemented (scheduled for completion in April 2017) the risk will be reduced to Amber.

Additional modelling in connection with the Interim Bank Junction redesign will result in 4 months slippage. The Target date for risk reduction has been revised accordingly.

14. The Department of the Built Environment's Risk Register includes one RED risk. This is:

- **Road Traffic Collision caused by City of London staff or contractor who is unfit to drive while on City business (DBE-TP-01)**  
[Port Health & Environmental Services Committee]

This risk is assessed as having Impact 8 (Critical) and Likelihood 2 (Unlikely). Once the Corporate Transport Policy has been implemented (scheduled for September 2016) the Likelihood will reduce to 1 (Rare) and the risk will be reduced to Amber.

15. One risk that was previously classified as RED has, following mitigation work, been reassessed as Amber (as noted above) and will no longer be considered to be a key risk:

- **Service/Pipe Subways (DBE-02)**  
[Planning and Transportation Committee]

This is the health and safety risk associated with working in the service or pipe subways.

This risk was assessed as having Impact 8 (Critical) and Likelihood 2 (Unlikely). Since the Code of Practice has been updated the Likelihood has reduced to 1 (Rare) and the risk is now Amber.

## Conclusion

16. Members are asked to note that risk management processes within the Department of the Built Environment adhere to the requirements of the City Corporation's Risk Management Framework and that risks identified within the operational and strategic responsibilities of the Director of the Built Environment are proactively managed

## Appendices

- Appendix 1 – Register of Corporate and Departmental risks

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# Committee Report (Corporate & Departmental Level Risks)

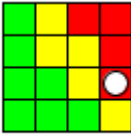
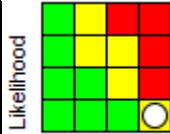

Report Author: Richard Steele

Generated on: 10 May 2016

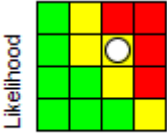
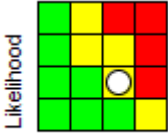

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>CR20 Road Safety</b>  <div>Page 51</div> <div>Oct-2015</div> <div>Colyn Dwyer</div>	<b>Cause:</b> Limited space on the City's medieval road network to cope with the increased use of the highway by vehicles and pedestrians / cyclists within the City of London. Interventions & legal processes take time to deliver <b>Event:</b> The number of casualties occurring in the City rises instead of reducing. <b>Effect:</b> The City's reputation and credibility is adversely impacted with businesses and/or the public considering that the Corporation is not taking sufficient action to protect vulnerable road users; adverse coverage on national and local media	<div> <div>Likelihood</div> </div> <div> <div>Impact</div> </div>	16	Road Danger Reduction Joint Action Plan for 2016/17 has been agreed with the City of London Police and approved by Committee. Additional modeling in connection with the Interim Bank Junction redesign will result in 4 months slippage. The Target date for risk reduction has been revised accordingly.  <b>09 May 2016</b>	<div> <div>Likelihood</div> </div> <div> <div>Impact</div> </div>	6	30-Apr-2017	<div>↔</div>  No change

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
CR20a Joint Safer Transport Team	Implement a joint City of London Corporation & City of London Police Road Safety/Safer Transport Team	The business case for colocation is being reassessed. It is expected that there will be a decision about relocation by the end of July and the due date has been revised accordingly.	Steve Presland	09-May-2016	31-Jul-2016
CR20b Permanent Bank Junction redesign	Permanent Bank Junction redesign	Still on track	Steve Presland	09-May-2016	30-Nov-2018
CR20c Interim Bank Junction redesign	Working with TfL to explore and, where practicable, deliver short term design/operational improvements to Bank Junction	Additional modelling to enable us to reach agreement with TfL will result in 4 months slippage. It is anticipated that a report to proceed to implementation will presented by December this year with implementation by the end of April 2017. The due date has been revised accordingly.	Steve Presland	09-May-2016	30-Apr-2017

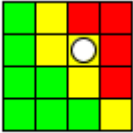
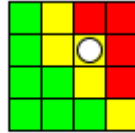

CR20d Road Safety Communication s Strategy	Work with the Corporation's Communications Office to deliver a Road Safety Communications Strategy	Currently awaiting resource recruitment and allocation from the Corporate Communications Team	Steve Presland	09-May-2016	30-Nov-2016
CR20e City Contracts	Explore embedding vehicle and driver safety in all City of London Corporation contracts	Following comments from CLPS we will be reporting to Committee in the summer regarding potential impact on contract costs.	Steve Presland	09-May-2016	30-Sep-2016

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>DBE-TP-01 Road Traffic Collision caused by City of London staff or contractor who is unfit to drive while on City business</b> 13-Mar-2015 Steve Presland	Cause: A member of staff/contractor who is unfit or unqualified to drive causes ... Event: a road traffic collision which results in ... Impact: death or injury; financial claim	 Likelihood  Impact	<b>16</b>	The roadshows are underway and should be completed by the end of May. Despite this slight slippage we are still on target to achieve the implementation of the Corporate Transport Policy by the end of June.  <b>29 Apr 2016</b>	 Likelihood  Impact	<b>8</b>	01-Sep-2016	  No change

Action no, Title, File,	Description	Latest Note	Managed By	Latest Note Date	Due Date
DBE-TP-01a Approve Corporate Transport Policy	Approve Corporate Transport Policy [NB this depends on HR and Chief Officers]	ACTION COMPLETED 16 Jul 15	Oliver Sanandres	29-Apr-2016	31-Aug-2015
DBE-TP-01b Implement Corporate Transport Policy	Implement Corporate Transport Policy (including establishing monitoring regimen)	The roadshows are underway and should be completed by the end of May. Despite this slight slippage we are still on target to achieve the implementation of the Corporate Transport Policy by the end of June.	Steve Presland	29-Apr-2016	30-Jun-2016
DBE-TP-01c Driver safeguards in future City contracts	Work with the Corporate Procurement Service to embed driver safeguards in future City contracts	Following comments from CLPS we will be reporting to Committee in the summer regarding potential impact on contract costs.	Steve Presland	29-Apr-2016	31-Dec-2016

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>DBE-DS-01</b> <b>The Division becomes too small to be viable</b> 25-Mar-2015 Bill Welch	Cause: Reduced Income causes the service to be unviable Event: Development market fails to maintain momentum or our market share shrinks Impact: Reduced staffing levels do not provide adequate breadth of knowledge and experience	 Likelihood Impact	12	Reviewing options for change to reduce likelihood  <b>09 May 2016</b>	 Likelihood Impact	8	31-Dec-2016	  No change

Action no, Title, Page no	Description	Latest Note	Managed By	Latest Note Date	Due Date
DBE-DS-01a Business as usual mitigating controls	(1) Continue to provide excellent services [evidenced by customer survey]; (2) Maintain client links with key stakeholders; (3) Continue to explore new income opportunities; (4) Continue to undertake cross-boundary working.		Bill Welch		31-Dec-2999
DBE-DS-01b Building Control business model review	(1) Review and update Marketing Strategy (2) Consider Options for Change	(1) (a) Review underway; (b) consulting with the Local Authority Building Control (LABC - which represents all local authority building control teams in England and Wales). Expected to be completed in June 2016. (2) (a) Consulting LABC & neighbouring Local Authorities; (b) Undertaking options review. Expected to be completed in July 2016.	Bill Welch	10-May-2016	31-Oct-2016

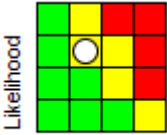
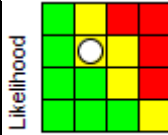

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>DBE-PP-01</b> <b>Adverse planning policy context</b> 06-Mar-2015 Paul Beckett	Cause: A desire in Government and others to change the existing planning system in a way which may be detrimental to the City  Event: Changes detrimental to the City are implemented  Impact: Adverse changes cannot be prevented using local planning control	Likelihood  Impact	12	Submitted response to DCLG Technical Consultation on planning changes.  <b>27 Apr 2016</b>	Likelihood  Impact	12		  No change

Action no, Title,	Description	Latest Note			Managed By	Latest Note Date	Due Date
DBE-PP-01a Business as usual mitigating controls	(1) Ongoing monitoring of government regulations; (2) continue monitor progress of, and seek to influence, Housing and Planning Bill				Paul Beckett		31-Dec-2999

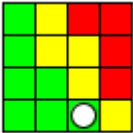
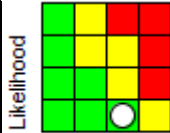

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>DBE-02 Service/Pipe Subways</b> 02-Dec-2015 Giles Radford	<p>Cause: Provide safe access and egress for utilities and maintenance functions, whilst having operatives entering the confined space to undertake checks.</p> <p>Event: A lack of Oxygen, poisonous gases, fumes and vapour, liquids and solids that suddenly fill spaces, Fire and explosions, hot conditions, Entrapment and falling debris.</p> <p>Impact: Fatality / Major Injury / Illnesses</p>	<div> <div>Likelihood</div> <div>Impact</div> </div>	8	Permit form and webpage to be resolved in the near future. Re-writing of the COP will take a year at least. <b>29 Feb 2016</b>	<div> <div>Likelihood</div> <div>Impact</div> </div>	8	31-Dec-2016	 No change

Action no, Title,	Description	Latest Note			Managed By	Latest Note Date	Due Date
<b>DBE-02a Business As Usual Operations</b>	<p>Confined space working is avoided when possible.</p> <p>All PPE and other equipment required for a SSOW shall be suitable and sufficient for the tasks identified. The following PPE and equipment shall be provided, as stated in the approved code of practice</p> <p>All openings are controlled through a central booking system. A subway must not be entered if permission to do so has been refused.</p> <p>No booking will be granted to parties who are not on the database. If the contractor is not on the database they must seek approval from CoL regarding their works. Once confirmed, the contractors will be added to the system before agreeing access.</p> <p>All works and operatives entering the pipe subway must comply with the code of practice for access and safe working in local authority subways.</p>				Giles Radford		31-Dec-2999

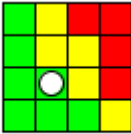
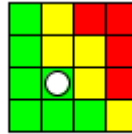

	<p>Regular inspections of the structure, covers, condition and asbestos surveys are undertaken.</p> <p>The Permit to enter form must be completed and contractors checked to ensure they have suitable and sufficient equipment to enter a confined space.</p> <p>No smoking is allowed at any time.</p>				
DBE-02b Update Code of Practice	Revisit and update the approved code of practice working with other Local Authorities who have pipe subways.	Utilities will ,meet with LA's at the next LA meeting to discuss additions and amendments to the COP.	Giles Radford	25-Apr-2016	31-Dec-2016
DBE-02c Permit to Enter application form	Update Permit to Enter application form to improve clarity and reduce incorrect completion	[COMPLETED]	Steve Presland	19-Apr-2016	01-Mar-2016
DBE-02d Web presence	Publish an extranet page that includes all relevant documentation to ensure that utilities have access to up-to-date documents at all times. This will also include an on-line booking form.	Webpage is now live. Training will be provided in early June before becoming mandatory. All documents are being uploaded as we speak.	Giles Radford	25-Apr-2016	30-Apr-2016

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>DBE-PL-02</b> <b>Not being alive to the needs/requirements of the world business centre and the political environment</b> 23-Mar-2015 Annie Hampson	Cause: Staff are badly briefed in relation to the planning development needs of the City as a world business centre  Event: Perception that we are not responsive to the planning development needs of the City as a world business centre  Impact: The City's reputation suffers and we fail to deliver buildings that meet the needs of the City as a world business centre	 Impact	6	Risk unchanged   <b>04 Apr 2016</b>	 Impact	6		   No change

Action no, Title, File,	Description	Latest Note			Managed By	Latest Note Date	Due Date
DBE-PL-02a Business as usual mitigating controls	(1) Continue to work closely with other parts of the department; the City Property Advisory Team; other City of London Departments; & the Greater London Authority. (2) Attendance at MIPIM.				Annie Hampson		31-Dec-2999

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>DBE-TP-03</b> <b>Major Projects and key programmes not delivered as TfL funding not received</b> 27-Mar-2015 Steve Presland	Cause: City of London fail to bid at the appropriate time or City of London lose credibility with TfL or Reduced funding from TfL Event: TfL funding for Local Investment Plan ceased or significantly reduced Impact: Unable to deliver highway investment & improvement programmes	 Likelihood	<b>4</b>	Likelihood for 2016/17 has been reduced to Rare and the risk score reduced accordingly. Meetings have been scheduled with TfL and will take place throughout the year.  <b>29 Apr 2016</b>	 Likelihood	<b>4</b>	30-Apr-2017	  No change

Action no, Title,	Description	Latest Note			Managed By	Latest Note Date	Due Date
DBE-TP-03a TfL interactions	Agree TfL interactions timetable	In final draft. Expected to be completed by the end of the first week in May.			Steve Presland	29-Apr-2016	30-Apr-2016
DBE-TP-03b TfL meetings	Conduct quarterly meetings with TfL-	Meetings have been setup for 2016/17. Meetings will be held throughout the year.			Steve Presland	29-Apr-2016	30-Mar-2017

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>DBE-TP-07 A major incident, such as flooding or fire, makes Walbrook Wharf unusable as a depot</b> 27-Mar-2015 Steve Presland	Cause: A major incident, such as flooding or fire Event: Walbrook Wharf unusable as a depot Impact: Unable to clean streets; collect waste or maintain City of London Police vehicles. City of London unable to meet its contractual arrangements with third parties who use the depot for their commercial purposes.	 Likelihood	4  Impact	Risk unchanged          <b>31 Mar 2016</b>	 Likelihood	4  Impact		          No change

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
DBE-TP-07a Business Continuity exercise	Conduct annual DBE business continuity exercise	This has now been scheduled for the middle of June	Steve Presland	29-Apr-2016	30-Jun-2016

<b>Committee(s)</b>	<b>Dated:</b>
Port Health and Environment Services	23 May 2016
<b>Subject:</b> NI195 Survey Results	<b>Public</b>
<b>Report of:</b> Director of the Built Environment	<b>For Information</b>

## Summary

This report details the result of the NI195 surveys conducted for the City of London Cleansing Service by Keep Britain Tidy from June 2015 to March 2016. It highlights the work done by the Cleansing Service to achieve the best scores in over a decade, well beyond the local and national benchmarks. Additionally it notes the areas where improvement is still possible.

## Recommendation

Members are asked to:

- Note the report.

## Main Report

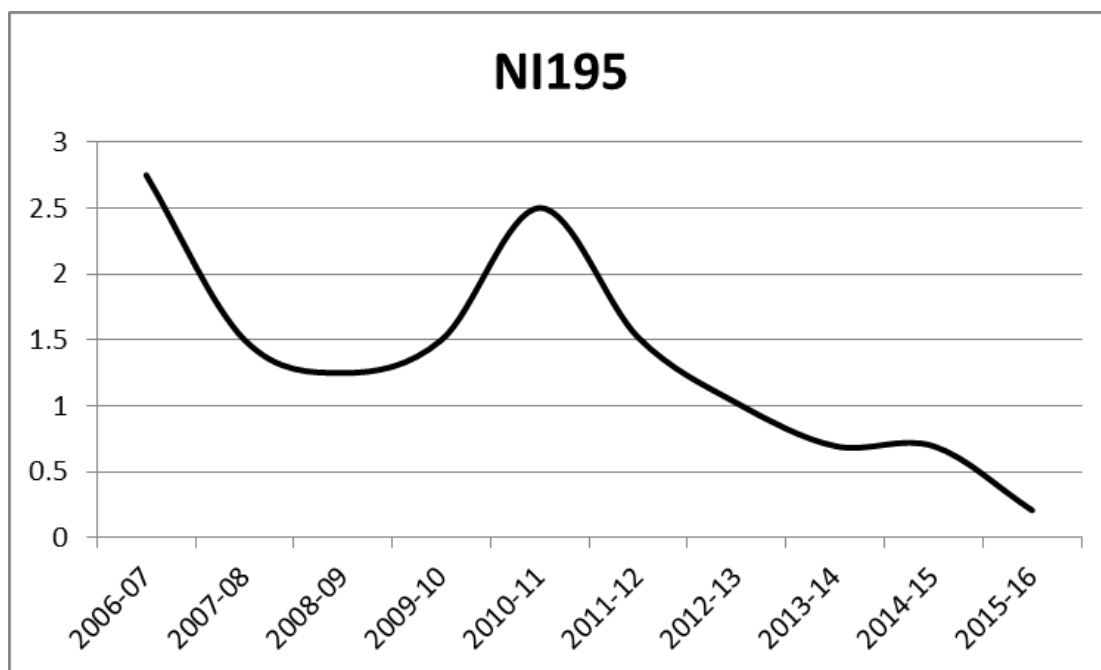
### Background

1. Since 2006 the City of London Cleansing Service has commissioned detailed independent surveying of the street scene environment in order to gauge the quality of the service provided and highlight any areas of concern that require improvement. The surveying is carried out by qualified surveyors from Keep Britain Tidy (KBT). These surveys have proved invaluable in measuring the impact of changes to the service or specific campaigns and projects.
2. The surveying consists of three tranches of inspections carried out over the year in March, June and October. Each tranche consists of 300 transect inspections, where a randomly selected 50m stretch of highway and carriageway are graded according to the presence of litter, detritus, fly posting and graffiti. These are carried out using Defra's National Indicator 195 methodology in accordance with the schedule set out in Appendix 1.

### Current Position

3. The overall results of the 2015/16 NI195 surveys are the best that the City has achieved since 2006 as detailed in the table and chart below.

Year	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
NI195	2.75%	1.5%	1.25%	1.5%	2.5%	1.52%	1.02%	0.70%	0.70%	0.21%



Benchmarking data from inspections carried out by KBT in other boroughs across London and nationwide is available from 2014/15 and can be seen in the table below broken down by individual category. The City significantly outperforms both of these benchmarks in all categories.

	Litter	Detritus	Fly posting	Graffiti
2015/16 – City of London	0.44%	0.11%	0%	0.28%
2014/15 – City of London	2.39%	0.11%	0.06%	0.22%
2014/15 – London Benchmark	11.6%	10.14%	0.85%	2.79%
2014/15 – National Benchmark	6.47%	17.7%	0.27%	1.52%

4. The low score for detritus are particularly encouraging as this indicates the quality of deep cleansing that the City regularly receives. The scores for flyposting and graffiti indicate that the practice of providing all sweepers with the equipment to remove incidents of flyposting and low level graffiti is also working well.
5. In addition to the four main indicators above that comprise the National Indicator 195, the surveys cover a range of bespoke categories requested by the Cleansing Service. Form these indicators KBT have rated the weed growth, leaf fall and waste place out all as good. The condition and cleansing of bins is satisfactory, with the exception of a couple of sites. The main area for concern is staining (including chewing gum), particularly at bus stops and around litter bins. This was also noted in last year's report and, whilst not improving, has not worsened, even with the removal of the dedicated chewing gum service.
6. The excellent results achieved in these surveys, along with the various proactive approaches to dealing with the issues specific to the city (such as our No Small Problem campaigns and our anti-social behaviour crews) formed a large part of the evidence for our successful applications for both the Chartered Institute of Wastes Management National Clean Britain Award and the Keep Britain Tidy Local Authority of the Year Award over the last year.

## **Proposals**

7. The surveying has been commissioned for 2016/17 as part of a three year fixed priced reduction agreed last year. The Cleansing Service will continue to seek ways to improve the service in order to target the areas of concern noted and maintain the excellent results expected of a world class financial centre.

## **Corporate & Strategic Implications**

8. The results of the surveying match with the strategic aim of the Corporate Plan to provide modern, efficient and high quality local services, including policing, within the Square Mile for workers, residents and visitors, and the key priority policy 2 of improving the value for money of our services within the constraints of reduced resources. They also agree with the City Together aim of being the heart of a World Class City which protects, promotes and enhances our environment.

## **Implications**

9. There are no financial or other implications.

## **Conclusion**

10. The overall levels of cleansing remain extremely good, especially in the context of the service based review savings that were made over the last year. The Cleansing Service must continue to focus on ways of improving the service and targeting the issues with staining.

## **Appendices**

- Appendix 1: NI195 Litter Grading from Defra Cleanliness National Indicator (NI195) Manual

### **Jim Graham**

Assistant Director Cleansing Operations

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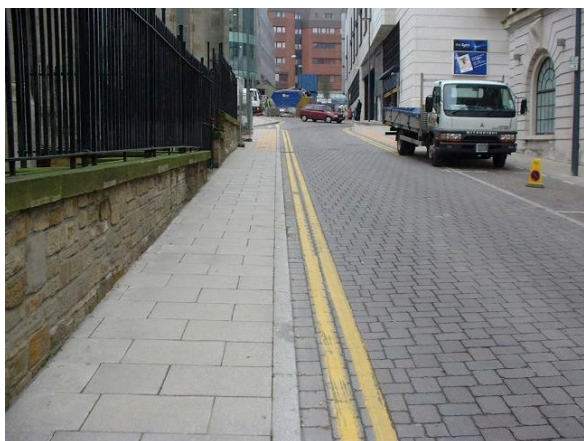
E: [jim.graham@cityoflondon.gov.uk](mailto:jim.graham@cityoflondon.gov.uk)

## Appendix 1: NI195 Litter Grading from Defra Cleanliness National Indicator (NI195) Manual

There is no statutory definition of litter. The Environmental Protection Act 1990 (s.87) states that litter is 'anything that is dropped, thrown, left or deposited that causes defacement, in a public place'. This accords with the popular interpretation that 'litter is waste in the wrong place'. However, local authority cleansing officers and their contractors have developed a common understanding of the term and the definition used for NI195 (and for the LEQSE) is based on this industry norm.

Under Section 98(5A) of the Environmental Protection Act 1990, certain discarded smoking-related materials (cigarette ends, etc.), and discarded chewing gum and the results of other products designed for chewing, are specifically stated to be items of litter. However, whilst both are litter when they are dropped (i.e. the dropper could be prosecuted under Section 87 of the Environmental Protection Act 1990 for leaving litter), the standards in the Code of Practice on Litter and Refuse do not apply to trodden-in chewing gum. Duty bodies are not required to employ special cleansing methods to remove compacted gum or gum staining over and above normal cleansing regimes.

Litter may also include putrescible or clinical wastes, or faeces such as dog, bird and other animal faeces. Note - This definition is aligned with the opinion of most members of the public who regard faeces - especially dog faeces - as comprising litter. For the purposes of NI195, recent leaf and blossom falls are excluded from the definition of litter.



**GRADE A** - no litter or refuse



**GRADE B** - predominantly free of litter and refuse except for some small items



**GRADE C** - widespread distribution of litter and refuse, with minor accumulations



**GRADE D** - heavily littered, with significant accumulations

<b>Committee(s)</b>	<b>Dated:</b>
Port Health and Environmental Services Committee	23 May 2016
<b>Subject:</b> Markets and Consumer Protection Business Plan 2015-2018: Progress Report (Period 3)	<b>Public</b>
<b>Report of:</b> The Director of Markets and Consumer Protection	<b>For Information</b>
<b>Report author:</b> Joanne Hill, Department of Markets and Consumer Protection	

## 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 2015-16.

The report consists of:

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

## Key points from the report are that:

- There has been an increase in the number (15%) and size of vessels arriving at London Gateway Port, with some of the largest container vessels in the world now using the Port.
- In December, the FSA carried out a focused audit of our food law service delivery and food business compliance. Results were positive and the auditors' recommendations have helped us refine the format and management of the service.
- Officers contributed to the Health and Safety Executive's new web-based guidance on safe working at height for window cleaners which includes links to our own YouTube videos on the subject.
- A bid for funding has been submitted to the GLA to implement a Low Emission Neighbourhood in the City.
- Pollution Team officers hosted a workshop for construction and demolition companies on the new requirements for reducing pollution from non-road mobile machinery.
- The Pest Control Service was decommissioned at the end of March and transferred seamlessly to the new contractor.
- Animal Health Officers have been heavily involved in a recent Defra Consultation on Animal Establishment Licensing and a review of the relevant Acts.
- Trading Standards Officers have contributed to a significant piece of research on financial scamming, in conjunction with the 'National Centre for Post-Qualifying Social Work and Professional Practice'. The research resulted in

the production of a guidance booklet, 'Financial Scamming', which was launched at the House of Commons.

- At the end of the February 2016, M&CP was £263k (10.8%) underspent against the local risk budget to date of £2.4m, over all the PH&PP services managed by the Director and covered by the Port Health & Environmental Services Committee. Overall, the Director is currently forecasting a year end underspend position of £201k (7.6%) for all of the PH&PP City Fund services under his control. Appendix D sets out the detailed position for the individual services covered.

## **Recommendation(s)**

Members are asked to:

- Note the content of this report and its appendices.

## **Main Report**

### **Background**

1. The 2015-16 PH&PP Business Plan sets out seven Key Performance Indicators (KPIs) and nine Improvement Objectives against which the Division's performance will be measured throughout the year.
2. The KPIs and objectives were selected to be representative of the main elements of work carried out.

### **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 improvement objectives (Appendix B) is reported on a periodic (four-monthly) basis, along with a financial summary (Appendix D). 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. Periodic progress is also discussed by Senior Management Groups to ensure any issues are resolved at an early stage.
5. In order to provide further information on the work carried out by PH&PP, each periodic report includes a summary of the enforcement activity carried out (Appendix C).

### **Air Quality**

6. The Risk Register for PH&PP includes Air Quality as a high (red) risk.
7. Air Quality is now also on the Corporate Risk Register and a list of actions to demonstrate mitigation against that risk will be reported to the Audit and Risk Management Committee in May.

8. Small particulate pollution has chronic health impacts from long term exposure at very low concentrations and is in evidence within the City and central London. There is also a health impact associated with long term and short term exposure to nitrogen dioxide. Under certain atmospheric conditions there is a higher probability of immediate effects.
9. The consequences, both acute and chronic, may include:
  - An increase in hospital referrals placed upon both emergency services and the NHS for those already suffering from respiratory or cardiovascular conditions (it may also place a strain on City social services).
  - An increase in deaths, particularly of those already suffering from respiratory or cardiovascular conditions (both residents and workers).
  - Economic costs such as acting as a deterrent to businesses coming to London, or staying here, and financial penalties for non-compliance with air quality limits.
  - Persistent poor air quality may affect the longer term health of the City population.
10. With the aim of reducing the risk, the City continues to implement the policies detailed within the City of London Air Quality Strategy 2015-2020. The department is also working jointly with the Department of the Built Environment to investigate ways of reducing those factors which create air pollution. A number of other actions have been undertaken during Period 3 and a selection of these is shown in the Enforcement Activity Report at Appendix C.

## **Corporate & Strategic Implications**

11. The monitoring of KPIs and improvement objectives across the Division links to all three Corporate Plan Strategic Aims and to the five themes of the City Together Strategy.

## **Implications**

### **Financial and Risk Implications**

12. The end of February 2016 monitoring position for M&CP services covered by the Port Health & Environmental Services Committee is provided at Appendix D. This reveals a net underspend to date for PH&PP of £263k (10.8%) against the overall local risk budget to date of £2.4m for 2015/16.
13. Overall, the Director of M&CP is currently forecasting a year end underspend position of £201k (7.6%) for all of the PH&PP City Fund services under his control.
14. The better than budget position at the end of February 2016 is principally due to additional income received at the Heathrow Animal Reception Centre in relation to passports for pets and this is detailed in Appendix D, which sets out a detailed financial analysis of each individual division of service relating to this Committee, for the services the Director of M&CP supports.

15. The Director of Markets & Consumer Protection anticipates this current better than budget position will continue to year end, subject to income activity maintaining its current surplus levels. The full year end figures will be reported separately by the Chamberlain, as part of the outturn report to Committee.
16. Due to the overall underspend projected for M&CP, a funding transfer from the Products of Animal Origin (POAO) reserve is not currently required. Should the outturn forecast for the year remain in surplus, an additional transfer of funds back to the POAO reserve may be possible.

#### Annual assurance statement for data quality

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

For the financial year 2015-2016 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.

#### Consultees

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

#### Appendices

- Appendix A – Performance Management Report Period 3 2015-16
- Appendix B – Progress against Key Objectives Period 3 2015-16
- Appendix C – Enforcement Activity Period 3 2015-16
- Appendix D – Financial Statements: Department of Markets and Consumer Protection, Port Health & Public Protection Division

#### Background Papers

Port Health & Public Protection Business Plan 2015-2018  
(PH&ES Committee 5 May 2015)

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**Performance Management Report 2015-16**  
**Period Three: 1 December 2015 – 31 March 2016**

**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 <b>above or on target</b> .
↓	The annual performance of this indicator has been <b>below target</b> .

## Appendix A

	All PH&PP Service Areas	Annual result 2014-15	Target 2015-16	Actual 2015-16			Annual result 2015-16
				Period 1	Period 2	Period 3	
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 (<236 days per period) across all PH&PP Service areas.	860 days	<236 days per period	180 days	158 days	228 days	561 days* ↑
PI 2	a) 90% of debts to be settled within 60 days.	96%	90%	93%	91%	82%	89% ↓
	b) 100% of debts settled within 120 days.	99%	100%	96%	97%	91%	95% ↓
<p><b>PI 1:</b> Target based upon Full Time Equivalent (FTE) members of PH&amp;PP staff at 31 December 2014 (no. 118).</p> <p>* The annual result is slightly lower (5 days) than the total of the three separate periods. In cases where an individual's absence overlaps two periods, the figure reported is based upon their anticipated date of return. The figures are subsequently adjusted to reflect the actual return to work date.</p> <p><b>PI 2:</b> All debtors with debts more than 120 days old continue to be chased.</p>							

		Annual result 2014-15	Target 2015-16	Actual 2015-16			Annual result 2015-16
				Period 1	Period 2	Period 3	
PI 3	<b>Port Health</b> 95% of imported food consignments that satisfy the checking requirements cleared within five days.	N/A* <sup>1</sup>	95%	93.9%	95.5%	93.1%	94.2% ↓
PI 4 * <sup>2</sup>	<b>Food Safety</b> Over the course of the year, secure a positive improvement in the overall Food Hygiene Ratings Scheme (FHRS) ratings profile for City food establishments compared to the baseline profile at 31 March 2013.	Overall FHRS rating profile decreased	Improved profile	N/A	N/A	N/A	Overall FHRS rating profile improved ↑
PI 5	<b>HARC</b> Less than 1% of missed flights for transit of animals caused by the Animal Reception Centre (ARC).	1%	<1%	0%	0.05%	0%	0.02% ↑
<p>*<sup>1</sup> New indicator for 2015-16</p> <p>*<sup>2</sup> Annual indicator</p> <p><b>PI 3:</b> Time elapsed between receipt of documents/presentation of container to release, on electronic cargo handling system. Period 3: 92.1% for London Gateway and 94% for Tilbury. Annual result: The underperformance of this indicator for the year was caused by an increase in the numbers of consignments of fish products. Fish</p>							

products have a two stage clearance process, which slows up how quickly a consignment can be released. During Period 3 the London Gateway Port received a lot of diverted vessels from other ports, which resulted in proportionally more fish products when compared to other Products of Animal Origin. In light of this, in 2016/17 this KPI will be split into two separate measures: one for non-fish Products of Animal Origin and one for fish.

**PI 4:** 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 90.2% of rated City food businesses had FHRs ratings of 3 or above; we set this as the benchmark year. This figure has risen to 91.9% by April 2016. The KPI is basic and does not take into account the typical 'churn' of premises in the City (approximately 15% each year). In addition, the number of food businesses in the City has risen significantly since March 2013, from 1,633 to 1,840.

**PI 5:** The target for this indicator has changed from that stated in the Business Plan (i.e. <4%). The target has been reduced to 'less than 1%' as this is achievable and better reflects the service provided.

		Annual result 2014-15	Target 2015-16	Actual 2015-16			Annual result 2015-16
				Period 1	Period 2	Period 3	
PI 6	<b>Pollution Team</b> 90% justifiable noise complaints investigated result in a satisfactory outcome.	94.9%	90%	92.5%	94.7%	96.8%	94.7% ↑
PI 7	<b>Trading Standards</b> 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.	N/A*1	100%	100%	100%	100%	100% ↑

\*1 New indicator for 2015-16

**PI 6:** 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.

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## Progress against Port Health & Public Protection Key Objectives 2015-2016

Ref:	Objective	Progress to date
1	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.	<p><b>Period 1: April – July 2015</b></p> <ul style="list-style-type: none"> <li>• Surveys are sent each week to members of the public and businesses who have been in contact with the service or who have been inspected.</li> <li>• The Pollution Control Team seeks feedback from service users weekly on complaints that have been closed. The sources of satisfaction and dissatisfaction are analysed and fed into performance meetings with officers. Where contact details have been given requesting further contact each of these are followed up by the Team Manager. Nine responses were received during the period.</li> </ul> <p><b>Period 2: August – November 2015</b></p> <ul style="list-style-type: none"> <li>• Ongoing.</li> <li>• The Pollution Control Team seeks feedback from service users weekly on complaints that have been closed. 20 responses from 94 surveys were received during this period.</li> <li>• The Operational Support Team is developing and trialling specific questionnaires to roll out during Period 3 to capture additional feedback on the activities of the different teams.</li> <li>• The Port Health Service held a Briefing Session with Agents and Importers on 30 November 2015 to update them on performance and on improvements that are being made to service delivery through the use of mobile working technology. Advice was provided on completing paperwork and feedback was sought from attendees.</li> </ul> <p><b>Period 3: December 2015 – March 2016</b></p> <ul style="list-style-type: none"> <li>• Surveys to members of the public and businesses who have been in contact with the service or have been inspected continue to be sent each week.</li> <li>• Over the course of the year, the Pollution Control Team received 118 completed surveys, over 70% of which were from City residents. Despite understandable concerns where legislation is not available or effective (e.g. problems with helicopter noise) more than 93% of respondents agreed or strongly agreed that the team dealt professionally and courteously with the matters they raised.</li> <li>• The Port Health Service held a further briefing in March 2016 for Agents and Importers on the completion of documentation. The aim was to reduce errors found on the documentation, which in turn will speed up the processing of consignments. The Service is also in discussions with the London Gateway port and an Agent/Importer regarding the information available to them to effectively plan the forwarding of consignments.</li> </ul>

Ref:	Objective	Progress to date
2	Pollution Team to publish and implement revised Air Quality Strategy, 2015–2020.	<b>Period 1: April – July 2015</b> <ul style="list-style-type: none"> <li>The Strategy was approved by the Port Health and Environmental Services Committee on 7 July 2015. Work is now underway to transpose the strategy to more robust, radical and tangible actions.</li> </ul>
		<b>Period 2: August – November 2015</b> <ul style="list-style-type: none"> <li>Following approval by the Port Health and Environmental Services Committee, further responses have been made to the comments of the Planning and Transportation Committee as well as to questions on related work at Court of Common Council. Work is continuing to transpose the strategy to more robust, radical and tangible actions.</li> </ul>
		<b>Period 3: December 2015 – March 2016</b> <ul style="list-style-type: none"> <li>The strategy continues to be implemented and a detailed report on progress will be presented to your Committee in autumn 2016.</li> <li>A bid has been submitted to the GLA for a Low Emission Neighbourhood scheme. The outcome should be known in the summer.</li> </ul>
3	Trading Standards Team to collaborate with City of London Police and other relevant organisations to tackle economic crime, particularly investment fraud.	<b>Period 1: April – July 2015</b> <ul style="list-style-type: none"> <li>This is ongoing through the work of Operation Broadway to disrupt “boiler rooms” in virtual offices which are involved in investment fraud scams.</li> </ul>
		<b>Period 2: August – November 2015</b> <ul style="list-style-type: none"> <li>The work of Operation Broadway continues, in order to disrupt and displace “boiler rooms” committing investment fraud in the Square Mile.</li> <li>Plans are being drawn up to present to London Trading Standards (ex-LoTSA) to open the processes and partnership model developed through Operation Broadway across the rest of London.</li> </ul>
		<b>Period 3: December 2015 – March 2016</b> <ul style="list-style-type: none"> <li>Joint working with City of London Police continues.</li> <li>Approval has been given by PH&amp;ES Committee to seek funding for an additional Trading Standards Officer for one year to promote and develop the Operational Broadway model across London and this will be pursued in 2016-2017.</li> </ul>
4	Prepare for, and implement, measures identified as part of the Service Based Review.	<b>Period 1: April – July 2015</b> <ul style="list-style-type: none"> <li>The review of Environmental Health and its associated recommendations have been agreed by members of the Port Health and Environmental Services and Establishment Committees.</li> <li>Formal consultation with affected staff commenced mid-July and was completed by the end of August.</li> <li>The new arrangements will be implemented with effect from 1 October 2015.</li> </ul>

Ref:	Objective	Progress to date
5	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.	<b>Period 2: August – November 2015</b> <ul style="list-style-type: none"> <li>Members of staff in the Food Safety, Health &amp; Safety and Smithfield Enforcement teams have been restructured into two geographically-based "Commercial" teams (West and East).</li> <li>Officers have also moved around at the Walbrook Wharf offices to facilitate working in their new teams but also retaining close contact with their professional peers, encouraging flexible working and synergies of knowledge and competence.</li> <li>The Principal EHO of the Smithfield Enforcement Team has retired and responsibility for food and health &amp; safety work at the Market is now the responsibility of the Commercial (West) Team Manager.</li> </ul>
		<b>Period 3: December 2015 – March 2016</b> <ul style="list-style-type: none"> <li>Largely complete though some processes are still being adapted and developed going into 2016-2017.</li> <li>Feedback sessions for the staff involved were organised in December (3 months) and April (6 months). Issues were taken into consideration and, where possible, modifications and changes were implemented accordingly.</li> <li>A final, 12 month feedback session will be held in October.</li> </ul>
		<b>Period 1: April – July 2015</b> <ul style="list-style-type: none"> <li>A Draft Mission Critical asset list has been received for the Heathrow Animal Reception Centre and is being finalised.</li> <li>Port Health asset lists are currently being prepared by the City Surveyor.</li> </ul>
6	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.	<b>Period 2: August – November 2015</b> <ul style="list-style-type: none"> <li>The Mission Critical Assets have been verified at ARC and the list is due to be reviewed in early 2016.</li> <li>The initial draft asset list for the Port Health Service has been requested as a variation to the BRM contract. Further improvements will be provided at a later date by electrical, mechanical and building fabric specialists.</li> </ul>
		<b>Period 3: December 2015 – March 2016</b> <ul style="list-style-type: none"> <li>Complete.</li> </ul>
6		<b>Period 1: April – July 2015</b> <ul style="list-style-type: none"> <li>This was undertaken for all members of staff as part of the annual Performance and Development Review process.</li> <li>Further analysis has been carried out for those members of staff who will be affected by the forthcoming restructure of the Public Protection Division to identify areas where skills need to be refreshed. Appropriate training and</li> </ul>

Ref:	Objective	Progress to date
		<p>coaching is being planned and undertaken.</p> <ul style="list-style-type: none"> <li>Analysis at the Heathrow Animal Reception Centre has identified some areas of training need. One officer has committed to undertake the ILM (Institute of Leadership and Management) certificate in Leadership and Management programme, commencing in September. Further learning opportunities should be realised when the new facility at the ARC is opened.</li> </ul> <p><b>Period 2: August – November 2015</b></p> <ul style="list-style-type: none"> <li>Specific refresher training for staff moving into the two new Environmental Health Commercial Teams has been undertaken with respect to Meat Inspection and other food related matters in order to bring all staff up to a comparable level of competency.</li> </ul> <p><b>Period 3: December 2015 – March 2016</b></p> <ul style="list-style-type: none"> <li>Complete.</li> <li>Any further training needs for groups of staff and individuals will be identified as normal as part of the annual Performance and Development Review appraisals during April.</li> </ul>
7	Introduce mobile working technology throughout the PH&PP service, in collaboration with the Chamberlain's IS Division.	<p><b>Period 1: April – July 2015</b></p> <ul style="list-style-type: none"> <li>A Business Requirements report was submitted to the IS Technical Design Assurance Panel in early July. This was, however, referred back to the Department for further discussion following 'lessons' learned by the CoL Police during their recent mobile working project.</li> </ul> <p><b>Period 2: August – November 2015</b></p> <ul style="list-style-type: none"> <li>The IS Technical Design Assurance Panel has granted approval and Agilisys are proceeding to configure two types of tablet device for field trials by officers during Period 3.</li> </ul> <p><b>Period 3: December 2015 – March 2016</b></p> <ul style="list-style-type: none"> <li>Technical issues delayed the start of the project but in March two different types of tablet device were issued to individuals as part of the project's first phase – "Look &amp; Feel" – aimed at identifying which is best suited for the various field work activities staff engage in.</li> <li>In early 2016-17 the second part of this phase will see the devices given to a small group of staff for longer periods of time and will involve wider functionality such as electronic inspection forms.</li> </ul>
8	Develop and implement a workforce plan which ensures that our workforce has both the capability and resources to meet the Division's business objectives.	<p><b>Period 1: April – July 2015</b></p> <ul style="list-style-type: none"> <li>A draft workforce plan has been prepared and submitted to Summit Group via the Corporate Workforce Planning Group.</li> </ul>

Ref:	Objective	Progress to date
		<ul style="list-style-type: none"> <li>A Workforce Plan for the Heathrow Animal Reception Centre is being implemented. Several members of staff are temporarily acting-up to higher grade roles and this is assisting with succession planning and providing training opportunities.</li> </ul> <p><b>Period 2: August – November 2015</b></p> <ul style="list-style-type: none"> <li>The skills matrix and training matrix for the Heathrow Animal Reception Centre have been worked on during this period, and are to be completed during the third period.</li> <li>It is difficult to recruit experienced Port Health Officers. The Port Health Service is, therefore, exploring the possibility of Environmental Health Officer Apprenticeships with the Chartered Institute of Environmental Health for students who have completed their degrees, but need to complete their practical and professional exams.</li> </ul> <p><b>Period 3: December 2015 – March 2016</b></p> <ul style="list-style-type: none"> <li>The Port Health Service has prepared a business case, person specification and job description for evaluation. It is hoped that the service will start the recruitment process in time to attract those just leaving university this summer.</li> </ul>
9	Senior Managers to review and implement all relevant actions from the Business Improvement Plan to address any gaps identified through the IIP assessment.	<p><b>Period 1: April – July 2015</b></p> <ul style="list-style-type: none"> <li>Relevant actions have been identified and implementation is underway regarding training and management development.</li> </ul> <p><b>Period 2: August – November 2015</b></p> <ul style="list-style-type: none"> <li>Ongoing.</li> </ul> <p><b>Period 3: December 2015 – March 2016</b></p> <ul style="list-style-type: none"> <li>Ongoing.</li> </ul>

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**Port Health & Public Protection Enforcement Activity**  
**Period 3 2015-16**  
**(December 2015 – March 2016)**

<b>Food Safety</b>	<b>2014-2015 Annual Total</b>	<b>2015-16 Target (where applicable)</b>	<b>2015-16 Period 3 Total (Whole year totals are shown in brackets)</b>
Programmed inspections	<u>Food Hygiene:</u> 864  <u>Food Standards:</u> 286	<b><u>Food Hygiene:</u></b> <b>1027</b>  <b><u>Food Standards:</u></b> <b>457</b>	<u>Food Hygiene:</u> 416 (1,014)  <u>Food Standards:</u> 106 (303)
Hygiene Emergency Closures	0	<b>N/A</b>	0 (1)
Voluntary closures	9	<b>N/A</b>	1 (5)
Complaints & service requests received	293	<b>N/A</b>	94 (267)
Notices served	23	<b>N/A</b>	5 (13)
Prosecutions	0	<b>N/A</b>	0 (0)

**Period 3 - Food Safety Team Highlights**

- The former 'Food Safety' and 'Health and Safety' teams have been restructured into two more flexible, multi-skilled 'Commercial' Teams (as recommended in the **Service Based Review**). The new teams incorporate those officers who were formerly part of the Smithfield Enforcement Team.
- Procedures used by the authorised food officers (8-10 staff) have been revised to address the changes in team structure and changes in the **Food Law Code**.
- In December the Food Standards Agency (FSA) audited the department's delivery of official food controls in the City. The **FSA** issued their **audit report** to the Town Clerk in early 2016; we have developed an action plan to address the recommendations made in the report.
- London Boroughs made an application (grant funded) to the FSA to carry out **inter-authority audits** to look at consistency in the application of inspections and systems that support the Food Hygiene Rating Scheme across London. We provided one of the three auditors who completed this work in London.
- One business **voluntarily closed** during the period. The business, 'Toast', one of those that appear in the zero rated premises list, closed as a result of pest activity; the situation has since improved.
- We contributed to a number of **FSA consultations** on policy including proposals for mandating the FHRS rating scheme within England and further (still interim) guidance on the sale of so called rare burgers.
- We engaged a further **contractor** to assist with the completion of the food hygiene inspection workload.
- The FSA ran two further courses for London environmental health staff on meat hygiene using **Smithfield Market** facilities.

**Port Health & Public Protection Enforcement Activity**  
**Period 3 2015-16**  
**(December 2015 – March 2016)**

**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 (incl. 24 awaiting inspection)
	31 July 2014	898 (54%)	374 (23%)	174 (10%)	102 (6%)	67 (4%)	19 (1%)	1661 (incl. 27 awaiting inspection)
	1 December 2014	919 (55%)	380 (23%)	175 (10%)	92 (6%)	58 (4%)	17 (1%)	1675 (incl. 34 awaiting inspection)
	31 March 2015	960 (57%)	361 (21%)	165 (10%)	88 (5%)	64 (4%)	18 (1%)	1692 (incl. 36 awaiting inspection)
	31 July 2015	1014 (59%)	361 (21%)	158 (9%)	77 (4.5%)	58 (3.5%)	8 (0.5%)	1721 (incl. 45 awaiting inspection)
	30 November 2015	1049 (60%)	360 (21%)	147 (8%)	68 (4%)	57 (3%)	10 (1%)	1748 (incl. 57 awaiting inspection)
	31 March 2016	1106 (63%)	320 (18%)	142 (8%)	74 (4%)	56 (3%)	18 (1%)	1756 (incl. 40 awaiting inspection)

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

These businesses were rated '0' at 31 March 2016; food businesses will have taken some action to improve and some have been since been re-inspected - further information is given in the 'Details' column.

Premises	Details
<b>Bad Egg</b> , Retail Unit 1b, 1 Ropemaker Street, London EC2Y 9AW	There were serious concerns with the production methods for burgers (lightly cooked with no real control measures) and the process was stopped.
<b>Bow Wine Vaults</b> , 10 Bow Churchyard, London EC4M 9DQ	Some improvements in practices and cleaning have been noted but further work is still required.
<b>Picante Mexican Grill</b> , 8-12 New Bridge Street, London EC4V 6AL	This premises has permanently closed.
<b>Cheeky Chicos Ltd</b> , 8-12 New Bridge Street, London EC4V 6AL	This business took over from 'Picante Mexican Grill' (see above); it remains a poor performer. The next inspection is due in May.

**Port Health & Public Protection Enforcement Activity**  
**Period 3 2015-16**  
**(December 2015 – March 2016)**

<b>Chilli Nachos (Tinga Foods Limited)</b> , Retail Unit, 46 Moorgate London EC2R 6EL	A considerable number of follow up visits have been made to this business and staff changes have effected what we hope will be an improvement. The next inspection is due at the end of April.
<b>Continental Sandwich Bar</b> , 19 Watling Street, London EC4M 9BR	This premises was inspected in March and obtained a rating of 3.
<b>Madison</b> , Roof Terrace Restaurant, 1 New Change, London EC4M 9AF	This premises has put in place certain improvements; we are dealing with their solicitors over potential legal proceedings.
<b>Nii Haw Sushi</b> , 7 Ludgate Circus, London EC4M 7LF	This premises has since been re-inspected and rated as a 2. It is due to close mid-April when the lease expires.
<b>Old Red Cow</b> , The Old Red Cow Public House, 71-72 Long Lane, London EC1A 9EJ	This premises was revisited a number of times and foods resampled. All staff have attended food hygiene training and the most recent food samples were satisfactory.
<b>Planet of the Grapes Ltd</b> , Basement Unit, 74-82 Queen Victoria Street, London EC4N 4SJ	The premises was revisited in December and was found to have very much improved. Issues with the hot water supply had been resolved; the premises was generally clean with no evidence of pests (after long standing problems). Most supporting paper work was complete and available. The next inspection was carried out in March and the business has sustained compliance and is now rated a 4.
<b>Pull'd</b> , 61 Cannon Street, London EC4N 5AA	Several interventions have been completed since the last inspection, including some sampling work. Systems had improved with the manager taking a keen interest, other key staff less so. The next full inspection is due in April.
<b>The Creed Lane Kitchen</b> , 1 Creed Lane, London EC4V 5BR	This premises was inspected in March and is now rated a 1 so there has been some improvement but more is required.
<b>The Hack &amp; Hop</b> , 35 Whitefriars Street, London EC4Y 8BH	The premises was revisited in April 2016 and was found to have complied with the requirements identified during the initial inspection. The business will be requesting a re-rating.
<b>Toast</b> , 21 West Smithfield, London EC1A 9HY	This place voluntarily closed due to a mouse infestation. Premises now opened following a deep clean and pest control treatments. No re-rating request has been received.
<b>Tsuru</b> , Retail Unit, Aldermay House, 15 Queen Street, London EC4N 1TX	This premises has been inspected and is now rated a 3.
<b>Turntable</b> , 7-9 Norwich Street, London EC4A 1EJ	A Hygiene Improvement Notice was served and complied with at the time of the follow up visit in January 2016.
<b>Wood Street Bar and Restaurant</b> , 53 Fore Street, London EC2Y 5EJ	A number of follow up visits were made to this premises to effect improvements; an inspection is due in April.
<b>XLNT (Results) Ltd</b> , 2nd Floor Gantry, Temple Of Mithras (Ancient Temple Court), 11 Queen Victoria Street, London	This premises was inspected again in late March. It has sustained improvement and now rates a 4.

**Port Health & Public Protection Enforcement Activity**  
**Period 3 2015-16**  
**(December 2015 – March 2016)**

<b>Health &amp; Safety</b>	<b>2014-15 Annual Total</b>	<b>2015-16 Target (where applicable)</b>	<b>2015-16 Period 3 Total (Whole year totals are shown in brackets)</b>
Programmed Cooling Tower inspections	69	<b>75</b>	33 (73*)
Other H&S Inspections	38	<b>N/A</b>	3 (59)
H&S Project visits	27	<b>N/A</b>	0 (10)
Accident and dangerous occurrences notifications	238	<b>N/A</b>	76 (240)
Complaints & service requests received	160	<b>N/A</b>	34 (145)
Notices	0	<b>N/A</b>	0 (0)
Prosecutions	1	<b>N/A</b>	0 (1)

\* 73 of the target 75 Cooling Towers were inspected during the year:

One Cooling Tower became due for inspection on 28 March 2015 but this was done a week later, i.e. in the next financial year (this was, however, still within the target for the inspection).

One decommissioned Cooling Tower was not visited as the team is aware that it is still not active.

**Period 3 – Health & Safety Highlights**

- Officers provided support to the Coroner with a suicide case, in line with the **City of London's Suicide Strategy**.
- The service entered into a new **Primary Authority Partnership** with Monsoon (clothing retailer). A further potential partnership, with a health and safety consultancy company, is being considered.
- Two briefings were delivered to facilities managers on the topic of **safer working at height**.
- Officers supported visits and training on **Legionella control** in cooling towers for public health and enforcement staff from other local authorities and Public Health England.
- Officers contributed to new web-based guidance on safe working at height for window cleaners, which is available on the **Health and Safety Executive** website and includes links to our YouTube videos on the subject.
- Our first **YouTube video** on working at height (produced in 2013) received more than 10,000 'hits'.

**Period 3 – Pest Control Highlights**

- Officers provided support for the development of the specification and the tendering process for **outsourcing** of the Pest Control Service.
- The Pest Control Service was **decommissioned** at the end of March and transferred seamlessly to the new contractor.

**Port Health & Public Protection Enforcement Activity**  
**Period 3 2015-16**  
**(December 2015 – March 2016)**

<b>Trading Standards</b>	<b>2014-15 Annual Total</b>	<b>2015-16 Target (where applicable)</b>	<b>2015-16 Period 3 Total (Whole year totals are shown in brackets)</b>
Inspections and visits	91	<b>N/A</b>	30 (77)
Complaints & service requests received	3332	<b>N/A</b>	759 (3,321)
Home Authority referrals	466*	<b>N/A</b>	33 (101)
Acting as a responsible authority for Licensing Applications	84	<b>N/A</b>	32 (122)
Prosecutions	0	<b>N/A</b>	0 (2)

\* The 2014-15 Period 1 figure for Home Authority referrals was misreported, meaning that the annual total for 2014-15 is incomparable with that for 2015-16.

**Period 3 – Trading Standards Highlights**

- Trading Standards have been working closely with the 'National Centre for Post-Qualifying Social Work and Professional Practice' based at Bournemouth University and contributed to a significant piece of research work on financial scamming that fits in with the team's work on **Operation Broadway**. The subsequent guidance book (linked below) was launched at an event attended by Trading Standards at the House of Commons on 9 March 2016. <http://www.ncpgsw.com/financial-scamming/>
- Trading Standards was granted delegated powers by the Port Health and Environmental Services Committee in relation to a new piece of work being planned on the activities of **letting agents**. New legislation places controls on the activities of letting agents; a number of them operating in the City of London will be visited during the summer, their compliance checked and suitable advice offered.

**Port Health & Public Protection Enforcement Activity**  
**Period 3 2015-16**  
**(December 2015 – March 2016)**

Pollution	2014-15 Annual Total	2015-16 Target (where applicable)	Period 3 2015-2016 results			
			Total	% Noise complaints resolved	Notices served	Prosecutions
			(Whole year totals are shown in brackets)			
Complaint investigations, noise	971	N/A	410 (1,045)	96.8%	5 COPA S60* (10)	0 (0)
Complaint investigations, other	68	N/A	148 (260)	N/A	N/A	0 (0)
Licensing, Planning and Construction Works applications assessed	1286	N/A	680 (1,726)	N/A	6 COPA S61* (9)	N/A
No. of variations (to construction working hours) notices issued	719	N/A	380 (1,151)	N/A	0 (4)	N/A

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

**Period 3 – Pollution Team Highlights**

- Workshop delivered, in conjunction with the Highways Team, to Statutory Utilities on the **environmental impact of street works activity** with a view to increased 24 hour working.
- Delivered a **Fats, Oils and Greases Drainage seminar** to colleagues in Building Control and Food Safety.
- Hosted a workshop for construction and demolition companies on the new requirements for reducing pollution from **non-road mobile machinery**. Also gave a presentation to London Local Authorities and Planning Officers regarding the City's approach to these new requirements.
- The **London Construction Code of Practice** has been finalised and is currently being launched by the CIEH.
- Received notification of the following funding streams from the next round of the **Mayor's Air Quality Fund**:
  - To investigate the feasibility and acceptability of different options to reduce emissions from diesel across the Square Mile - £100,000 over 3 years.
  - To coordinate and roll out Cleaner Air Action Days across 10 London boroughs to deal with unnecessary vehicle engine idling - £100,000 over 3 years.
  - To investigate the potential impact on air quality in central London of using standby diesel generators for 'short term operating reserve' in times of peak electricity demand, rather than just in emergency situations and for testing - £40,000 for 2016/17.
  - The City Corporation is also part of 2 joint projects to take action to deal with emissions from non-road mobile machinery on construction sites.
- Supported a piece of **air quality research** by the independent think tank, **Policy Exchange**. The work outlines potential policy options to address London's air quality problem. The final report was published in March  
<http://www.policyexchange.org.uk/publications/category/item/up-in-the-air-how-to-solve-london-s-air-quality-crisis-part-2>

**Port Health & Public Protection Enforcement Activity**  
**Period 3 2015-16**  
**(December 2015 – March 2016)**

- Held a **Business Healthy event** on air quality hosted by Nomura.
- Completed a 3 year air quality project with **Bart's Health NHS Trust**.
- Held **Cleaner Air Action Days** to deal with idling engines with the support of resident volunteers.
- Awarded the **Sustainable City Award for Air Quality** to Client Earth who were also the overall winners.
- Modelled the impact of **Austin Friars** road closure and the changes to **Bank Interchange** on local air quality.
- Completed an application for funding for a **Low Emission Neighbourhood** in the City.
- Gave a presentation at the March ALEHM (Association of London Environmental Health Officers) meeting to update attendees on air quality matters and changes.
- Commenced **air quality monitoring** as follows:
  - with Cheapside Business Alliance at 10 locations (this is ongoing); .
  - in Mansell Street (real time particulate and nitrogen dioxide monitoring)
  - Sir John Cass primary school (installed PM2.5 monitoring equipment).

**Port Health & Public Protection Enforcement Activity**  
**Period 3 2015-16**  
**(December 2015 – March 2016)**

Animal Health & Welfare	2014-15 Annual total	2015-16 Target (where applicable)	Period 3 2015-2016 results			
			Total	Warning letters	Notices served	Prosecutions
			(Whole year totals are shown in brackets)			
Animal Reception Centre						
Throughput of animals (no. of consignments)	21,762	N/A	6,613 (22,228)	15 (46)	0 (0)	3 (17)
Animal Health						
Inspections carried out*	368	N/A	136 (366)	2 (4)	11 (33)	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 Highlights**

- Due to action taken by the Animal and Plant Health Agency at Coquelle and Dover, the number of **illegal puppies** reported in London has significantly reduced. We have still had to deal with cats in being transported in containers and, at Christmas, 'beggars' coming from Eastern Europe with 'cute' puppies.
- We have been heavily involved in a recent **Defra Consultation on Animal Establishment Licensing** and a review of the relevant Acts. The outcomes from this will be published this summer.

**Period 3 – HARC Highlights**

- Numbers of **dogs and cats** have remained at previous rates and have become the main focus of work at the HARC.
- Zoo movements continue and we were lucky enough to have a **Clouded Leopard Cub** recently as well as a **rescued lion**.
- At the beginning of 2016, we held a meeting with the US Department of Agriculture to discuss the issues we have with the standard of paperwork accompanying animals from the States and **Emotional Support Animal** issues. The outcome from this will hopefully lead to fewer problems.

**Port Health & Public Protection Enforcement Activity**  
**Period 3 2015-16**  
**(December 2015 – March 2016)**

Port Health	2014-15 Annual total	2015-16 target (where applicable)	Period 3 2015-2016 results			
			Total	Cautions	Notices served	Prosecutions
			<i>(Whole year totals are shown in brackets)</i>			
Food Safety inspections and revisits	54	N/A	11 (18)	0 (0)	0 (0)	0 (0)
Ship Sanitation Inspections and Routine Boarding of Vessels	92	N/A	43 (120)	0 (0)	0 (0)	0 (0)
Imported food Not of Animal Origin - document checks	12,768	N/A	5,032 (15,823)	-	101 (241)	-
Imported food Not of Animal Origin - physical checks	1,866	N/A	1,730 (3,522)	-	N/A	-
Number of samples taken	327	N/A	122 (339)	N/A	N/A	N/A
Products of Animal Origin Consignments – document checks	10,226	N/A	3,901 (10,258)	0 (0)	44 (69)	0 (0)
Products of Animal Origin Consignments – physical checks	3,959	N/A	1,561 (4,046)	0 (0)	3 (14)	0 (0)
Number of samples taken	259	N/A	78 (228)	N/A	8 (33)	N/A

**Period 3 – Port Health Highlights**

- During Period 3 there has been a 15% **increase in the number of vessel arrivals** at London Gateway Port when compared to the same period the previous year. In addition, Port Health has seen an **increase in vessel size**. Historically, most typical vessels at London Gateway Port and the Port of Tilbury carried in the region of 9,000 twenty foot equivalent unit (TEU) containers. However, Port Health is now seeing some of the largest container vessels in the world use London Gateway Port. These vessels carry around 18,000 TEU containers and discharge around 5,000 containers each visit.
- Port Health has started to roll out and test a number of **IT solutions to streamline work processes**. This includes the use of tablets to record information directly on to the Port Health database, and securing appropriate Wi-Fi networks in the ports to allow mobile working. Further IT developments are planned for the next 4 month period.

**Port Health & Public Protection Enforcement Activity  
Period 3 2015-16  
(December 2015 – March 2016)**

**PUBLIC PROTECTION SERVICE  
CUSTOMER SATISFACTION SURVEY RESULTS 2015-2016**

During 2015-2016, for the first time the Public Protection Service asked its customers to feedback on how they found the service they received. Customer satisfaction surveys were sent each week to service users once their complaint/query had been investigated.

Results of the surveys have been analysed and fed into performance meetings with individual officers. Where contact details have been given requesting further contact each of these has been followed up by the Team Manager. The information collected is being used to improve performance where appropriate.

The surveys will continue during 2016-2017. Going forward we intend to explore different means of increasing the level of feedback we receive in an effort to obtain a more accurate picture of how our services are perceived by the businesses, residents, workers and visitors to the City of London.

A summary of the results of the 2015-16 surveys for our Food Safety and Pollution services are shown below.

**FOOD SAFETY**

**Completed by:** Business 68% Worker 32% Nos. 65

**Q. How strongly you agree or disagree with the following statements about your most recent contact with the City of London's Public Protection service**

	<b>Strongly Agree</b>	<b>Agree</b>	<b>Total</b>
<b>The officer handled issues with courtesy and professionalism</b>	78%	22%	65
<b>The officer provided clear information</b>	73%	27%	64
<b>The officer clearly explained what I could expect the service to provide</b>	67%	33%	64

**Q. Did you find the following materials useful?**

	<b>Strongly Agree</b>	<b>Agree</b>	<b>N/A</b>	<b>Total</b>
<b>Printed our information left with you</b>	30%	30%	40%	63
<b>Follow up letter or information</b>	48%	32%	20%	65
<b>Follow up e-mail</b>	28%	17%	55%	64
<b>Website Information</b>	23%	19%	58%	64

**Q. If you were asked to take action did you understand what was required of you?**

<b>Yes</b>	82%	53
<b>No</b>	2%	1
<b>N/A</b>	16%	11

**Port Health & Public Protection Enforcement Activity  
Period 3 2015-16  
(December 2015 – March 2016)**

**Q. At the site visit, did our officer?**

	<b>Strongly Agree</b>	<b>Agree</b>	<b>N/A</b>	<b>Total</b>
Show identification on arrival	94%	2%	4%	64
Explain to you the purpose of the visit	98%	-	2%	64
Help you understand how best to meet legal requirements	94%	-	6%	63
Announce the visit in advance	19%	77%	4%	64
Leave a business card	63%	27%	10%	64

**Q. Do you feel your business was dealt with fairly?**

<b>Strongly Agree</b>	<b>Agree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
72%	28%	-	-

**Q. Overall, how would you describe your experience with the service received?**

<b>Excellent</b>	<b>Good</b>	<b>Satisfactory</b>	<b>Poor</b>
69%	28%	3%	-

### **POLLUTION**

There has been a good rate of response to our requests for customer feedback this year. However, one needs to take into consideration that the Pollution survey is only sent to complainants whose complaints may not have been substantiated, hence a degree of negativity in some of the feedback.

**Completed by:**

	<b>% of Total Responses</b>	<b>No</b>
<b>Business</b>	24%	28
<b>Resident</b>	70%	83
<b>Member</b>	< 1%	1
<b>Worker</b>	5%	6
<b>Visitor</b>	-	-
		118

**Q. The Service Request concerned...**

	<b>% of Total Responses</b>	<b>No</b>
Noise from domestic premises	9%	11
Noise from licensed premises	16%	19
Construction site or Street Works	44%	52
Other Commercial premises	31%	36
		118

**Q. Was your complaint made between 18:00 and 08:00 and / or on a weekend or bank holiday?**

<b>Yes</b>	<b>65%</b>	<b>77</b>
<b>No</b>	<b>35%</b>	<b>41</b>

**Port Health & Public Protection Enforcement Activity**  
**Period 3 2015-16**  
**(December 2015 – March 2016)**

**Q. How strongly you agree or disagree with the following statements about your most recent contact with the City of London's Public Protection service**

	<b>Strongly Agree</b>	<b>Agree</b>	<b>Disagree</b>	<b>Strongly disagree</b>	<b>Total</b>
<b>The officer handled issues with courtesy and professionalism</b>	63%	31%	2%	4%	108
<b>The officer provided clear information</b>	50%	35%	8%	7%	106
<b>The officer clearly explained what I could expect the service to provide</b>	43%	41%	11%	5%	107

**Q. Did you find the following materials useful?**

	<b>Strongly Agree</b>	<b>Agree</b>	<b>Disagree</b>	<b>Strongly disagree</b>	<b>N/A</b>	<b>Total</b>
<b>Printed our information left with you</b>	6%	6%	2%	1%	85%	108
<b>Follow up letter or information</b>	11%	13%	2%	6%	56%	108
<b>Follow up e-mail</b>	8%	27%	3%	6%	56%	108
<b>Website Information</b>	5%	16%	5%	6%	68%	108

**Q. If you were asked to take action did you understand what was required of you?**

<b>Yes</b>	25%	29
<b>No</b>	5%	4
<b>N/A</b>	70%	76

**Q. At the site visit, did our officer?**

	<b>Yes</b>	<b>No</b>	<b>N/A</b>	<b>Total</b>
<b>Show identification on arrival</b>	62%	18%	20%	34
<b>Explain to you the purpose of the visit</b>	79%		21%	34
<b>Help you understand how best to meet legal requirements</b>	50%	18%	32%	34
<b>Announce the visit in advance</b>	65%	12%	23%	34
<b>Leave a business card</b>	52%	24%	24%	33

**Q. Overall, how would you describe your experience with the service received?**

<b>Excellent</b>	<b>Good</b>	<b>Satisfactory</b>	<b>Poor</b>
46%	22%	14%	18%
49	23	15	20

Department of Markets & Consumer Protection Local Risk Revenue Budget - 1st April to 29th February 2016  
(Income and favourable variances are shown in brackets)

Appendix D

	Latest Approved Budget 2015/16 £'000	Budget to Date (Apr-Feb)			Actual to Date (Apr-Feb)			Variance Apr-Feb £'000	Forecast for the Year 2015/16			Notes
		Gross Expenditure £'000	Gross Income £'000	Net Expenditure £'000	Gross Expenditure £'000	Gross Income £'000	Net Expenditure £'000		LAB £'000	Forecast Outturn £'000	Over / (Under) £'000	
<b><u>Port Health &amp; Environmental Services (City Fund)</u></b>												
Coroner	49	45	0	45	48	0	48	3	49	50	1	
City Environmental Health	1,607	1,816	(343)	1,473	1,725	(243)	1,482	9	1,607	1,645	38	
Pest Control	38	120	(85)	35	115	(76)	39	4	38	44	6	
Animal Health Services	(645)	2,100	(2,691)	(591)	2,012	(2,817)	(805)	(214)	(645)	(839)	(194 )	1
Trading Standards	268	290	(44)	246	291	(42)	249	3	268	264	(4 )	
Port Offices & Launches	1,096	2,788	(1,783)	1,005	2,729	(1,767)	962	(43)	1,096	1,080	(16 )	2
Meat Inspector's Office	246	232	(7)	225	208	(8)	200	(25)	246	214	(32 )	
<b>TOTAL PORT HEALTH &amp; ENV SRV COMMITTEE</b>	<b>2,659</b>	<b>7,391</b>	<b>(4,953)</b>	<b>2,438</b>	<b>7,128</b>	<b>(4,953)</b>	<b>2,175</b>	<b>(263)</b>	<b>2,659</b>	<b>2,458</b>	<b>(201 )</b>	

Notes:

1. **Animal Health Service** - favourable forecast mostly relates to increased passports for pets income, which is partly offset by a reduction in quarantine income.
2. **Port Offices & Launches** - underspend to date mainly due to savings from staff vacancies and delay in the engine repair of the launch against the budget profile. These are partly offset by overspends on dilapidations costs for the vacated Thamesport office. Due to overall underspends currently projected for M&CP, a transfer from the Products of Animal Origin (POAO) reserve is not currently required. Should the outturn forecast for the year remain in surplus, an additional transfer of funds back to the POAO reserve may be possible.

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<b>Committee(s)</b>	<b>Dated:</b>
Port Health and Environmental Services Committee	23 May 2016
<b>Subject:</b> Port Health & Public Protection Business Plan 2016-2019	<b>Public</b>
<b>Report of:</b> The Director of Markets & Consumer Protection	<b>For Decision</b>
<b>Report author:</b> Don Perry, Markets & Consumer Protection Department	

## Summary

This report seeks your Committee's approval of the 2016-2019 Business Plan of the City of London's Port Health & 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 & 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(s)

Members are asked to:

- Approve the Port Health & Public Protection Business Plan 2016-2019 and its appendices.

## Appendices

- a) Port Health & Public Protection Strategic Links Matrix
- b) Business Plan Summary Risk Report and Departmental Health and Safety Management Structure
- c) Port Health & Public Protection Summary Business Plan 2016-19

## Background Papers

Port Health & Public Protection Business Plan 2016-19 (available electronically and via hard copy in the Members' Reading Room)

## Contacts

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## PH&PP Strategic Links Matrix

		M&CP Strategic Aims		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.	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.	To provide valued services, such as education, employment, culture and leisure, to London and the nation.
N.B. Some PH&PP Key Objectives and Performance Indicators have been abridged in this table.						
PH&PP Key Improvement Objectives 2016-2017	Pollution Team to implement the policies and actions set out in the City of London Air Quality Strategy, 2015–2020.	✓			✓	
	Trading Standards Team to collaborate with relevant partner organisations to tackle economic crime, particularly investment fraud.	✓			✓	
	Public Protection's Commercial Teams to develop their services in line with the changes that followed the SBR.	✓	✓		✓	
	Complete and implement an agreed Action Plan to address measures identified in the Food Standards Agency Audit of December 2015.	✓			✓	
	Continue to implement, and monitor progress on delivery of, measures identified as part of the Service Based Review.		✓		✓	
	Produce a revised Port Health Authority Order.	✓			✓	
	Explore opportunities for increased income generation.		✓		✓	
	Work with the City Surveyor to agree Mission Critical assets at our Port Offices as part of the BRM Asset Verification Process.		✓		✓	
	Provide input to the renewal of the corporate Building repairs and maintenance (BRM) contract.		✓		✓	
	Review our property holdings with City Surveyors Department in accordance with Standing Order 55.		✓		✓	
	Introduce mobile working technology throughout the PH&PP service.	✓	✓		✓	

		M&CP Strategic Aims		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.	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.	To provide valued services, such as education, employment, culture and leisure, to London and the nation.
N.B. Some PH&PP Key Objectives and Performance Indicators have been abridged in this table.						
PH&PP Key Improvement Objectives 2016-2017	Complete transition of all M&CP business risks on to the Covalent database. Populate the Covalent system with M&CP Top X risks.		✓		✓	
	Implement the priorities outlined in the Departmental Workforce Plan.	✓	✓		✓	
	Senior managers will review and implement all relevant actions in the M&CP liP Business Improvement Plan.	✓			✓	
	Complete the training needs analysis identified for Commercial Teams in line with recent service changes and forthcoming changes in the assessment of food regulators' competency to complete official food controls.	✓			✓	
	Deliver a Leadership Development Programme for current and future managers.		✓		✓	

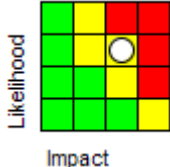
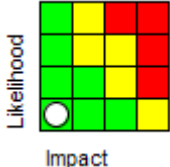
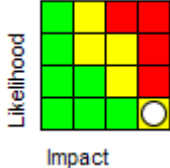
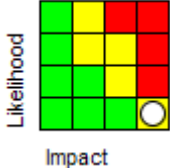
		M&CP Strategic Aims		Corporate Plan 2015-19		
		To advise, educate, influence, regulate and protect all communities for which the department has responsibility.	At all times to seek value for money in the activities we undertake so that the highest possible standards are achieved cost effectively.	To 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.	To provide valued services, such as education, employment, culture and leisure, to London and the nation.
N.B. Some PH&PP Key Objectives and Performance Indicators have been abridged in this table.						
PH&PP Operational Performance Indicators 2016-2017	PI 1. Achieve an overall sickness absence level of no more than 6 days per person by 31 March 2017.		✓		✓	
	PI 2. 90% of debts to be settled within 60 days and 100% of debts settled within 120 days.		✓		✓	
	PI 3. Proportion of imported food consignments (Products of Animal Origin – POAO) that satisfy the checking requirements cleared within five days (Non-fish: 95%; Fish: 85%)	✓				✓
	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 1% 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 5 working days.	✓			✓	
	PI 8. Complete the annual risk-based cooling towers inspection programme in order to ensure that the risk of Legionnaires' disease is being effectively managed by all those responsible.	✓			✓	

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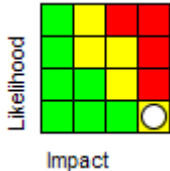
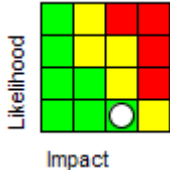
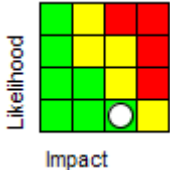
## Business Plan Summary Report

Generated on: 28 April 2016

Code	Description (Cause, Event, Impact)	Risk owner	Current Risk Matrix	Target Risk Matrix	Target Date
MCP-HA 001	<p><b>Cause:</b> The car parking area is used by staff and visitors as well as through traffic which includes Heavy Goods Vehicles. The area is also used for unloading by forklift truck.</p> <p><b>Event:</b> There is a real risk of injury or death of a pedestrian if vehicle movements in this constrained space are not appropriately managed and controlled.</p> <p><b>Effect:</b> Serious injury or fatality; prosecution, a fine, reputational damage for the City. Adverse impact on the operation and sustainability of the service.</p>	Robert Quest			31-Dec-2015
MCP-HA 002	<p><b>Cause:</b> The Heathrow Animal Reception Centre has experienced significant delays to maintenance and/or repair of equipment and facilities due to be carried out under the corporate repair and maintenance contract.</p> <p><b>Event:</b> This has resulted and will</p>	Robert Quest			30-Dec-2016

Code	Description (Cause, Event, Impact)	Risk owner	Current Risk Matrix	Target Risk Matrix	Target Date
	<p>result in future operational difficulties, including security risks where security doors are left inoperable.</p> <p><b>Effect:</b> The risk of closure of the facility by the enforcing authorities leading to reputational damage and financial loss to the City.</p>				
MCP-HA 003	<p><b>Cause:</b> A lack of robustness of Information Technology systems at the Heathrow Animal Reception Centre.</p> <p><b>Event:</b> Technical failure of Information Technology systems leading to the loss of computer network facilities and telephones for a period in excess of 24 hours.</p> <p><b>Effect:</b> Disruption to service, damage to reputation, temporary loss of income. Possible threat to animal welfare where HARC cannot be notified of airside incidents.</p>	Robert Quest			30-Dec-2016
MCP-HA 004	<p><b>Cause:</b> Arrival of unknown venomous/toxic species through BIP.</p> <p><b>Event:</b> Envenomation or poisoning of staff or visitor leading to serious illness or death.</p> <p><b>Effect:</b> Serious injury or fatality; prosecution, a fine, reputational</p>	Robert Quest			30-Dec-2016

Code	Description (Cause, Event, Impact)	Risk owner	Current Risk Matrix	Target Risk Matrix	Target Date
	damage for the City. Adverse impact on the operation and sustainability of the service.				
MCP-HA 005	<b>Cause:</b> Downturn in aviation/travel due to economics, environmental factors, terrorism etc. <b>Event:</b> Reduced throughput of consignments at HARC. <b>Effect:</b> Loss of income.	Robert Quest			30-Dec-2016
MCP-HA 006	<b>Cause:</b> Significant increase in throughput at short notice <b>Event:</b> Insufficient facilities to process consignments. <b>Impact:</b> Damage to reputation caused by inability to meet demand of airlines/agents, or slow processing.	Robert Quest			30-Dec-2016
MCP-HA 007	<b>Cause:</b> Loss of IS support for ARC Ledger bespoke database. <b>Event:</b> Loss of data, recording and reporting, and invoicing capability. <b>Impact:</b> Reputational damage due to compromised service delivery. Temporary loss of income.	Robert Quest			30-Dec-2016
MCP-HA 009	<b>Cause:</b> Fire or bomb threat, terrorism. <b>Event:</b> Evacuation of building. <b>Impact:</b> Inability to deliver service short term, reduced control on	Robert Quest			30-Dec-2016

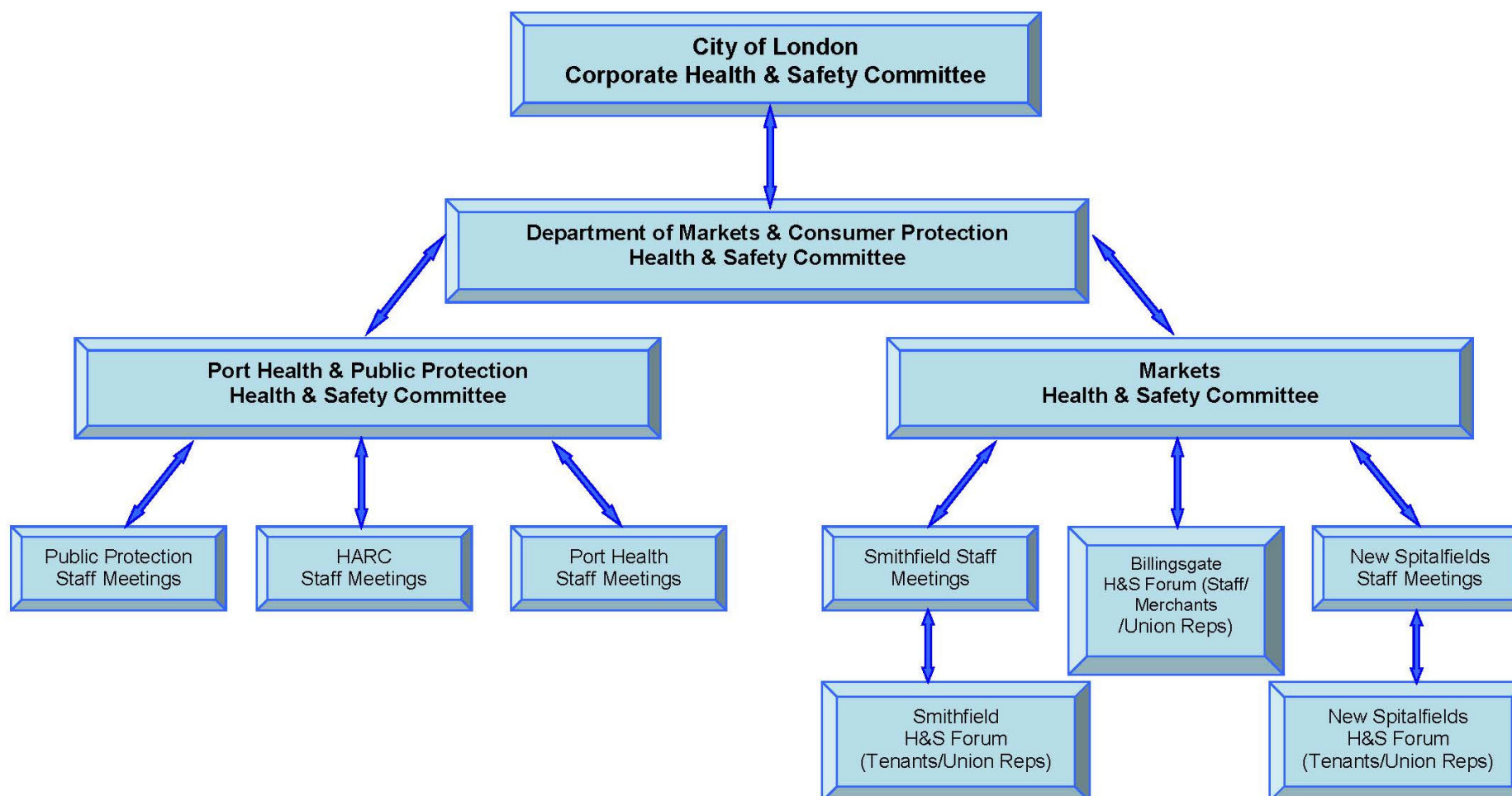
Code	Description (Cause, Event, Impact)	Risk owner	Current Risk Matrix	Target Risk Matrix	Target Date
MCP-HA 010	<p>imports leading to risk to human/animal health.</p> <p><b>Cause:</b> Outbreak of zoonotic disease within Greater London/South East.</p> <p><b>Event:</b> Restriction of animal movements, possible closure of Border Inspection Post to some species.</p> <p><b>Impact:</b> Loss of income if BIP closed, cost of resourcing response to zoonoses outbreak, damage to reputation if at fault or poor response.</p>	Robert Quest			30-Dec-2016
MCP-HA 011	<p><b>Cause:</b> Loss of power or water to building.</p> <p><b>Event:</b> Compromised service delivery due to inability to operate IS systems, and animal facilities.</p> <p><b>Impact:</b> Damage to reputation, loss of income.</p>	Robert Quest			30-Dec-2016
MCP-HA 012	<p><b>Cause:</b> New Live Animal Border Inspection Post opening in UK/Heathrow.</p> <p><b>Event:</b> Reduced throughput of animal consignments at Heathrow.</p> <p><b>Impact:</b> Loss of Income.</p>	Robert Quest			30-Dec-2016

Code	Description (Cause, Event, Impact)	Risk owner	Current Risk Matrix	Target Risk Matrix	Target Date
MCP-HA 013	<b>Cause:</b> Legislative change on current 100% checks of EU pet movements. <b>Event:</b> Reduced/no requirement to check EU pets entering UK. <b>Impact:</b> Loss of income, increased risk of introduction of rabies.	Robert Quest			30-Dec-2016
MCP-HA 014	<b>Cause:</b> Handling of heavy consignments in the Large Animal Border Inspection Post, handling of large animals, failure of scissor lift safety mechanism. <b>Event:</b> Injury caused by failed safety mechanism on scissor lift, or kicking/trampling by horses and other large animals. <b>Impact:</b> Serious injury of staff, APHA staff or consignment attendant.	Robert Quest			30-Dec-2016
MCP-PP 001	<b>Cause:</b> Incorrect legal process/advice followed for Commercial Environmental Health/Trading Standards. <b>Event:</b> That a major prosecution case fails with costs not being awarded back to the CoLC/Judicial Review/civil claim associated with adverse publicity in the general and professional / technical media. <b>Effect:</b> Reputational and financial	Jon Avern			29-Apr-2016

Code	Description (Cause, Event, Impact)	Risk owner	Current Risk Matrix	Target Risk Matrix	Target Date
	loss.				
MCP-PP 002	<p><b>Cause:</b> Incorrect legal process/advice followed for environmental health (excluding commercial teams) and licensing matters.</p> <p><b>Event:</b> That a major prosecution case fails with costs not being awarded back to the CoLC/Judicial Review/civil claim associated with adverse publicity in the general and professional / technical media.</p> <p><b>Effect:</b> Reputational and financial loss.</p>	Steve Blake			29-Apr-2016
MCP-PP 003	<p><b>Cause:</b> Incorrect legal process/advice followed for licensing matters.</p> <p><b>Event:</b> Incorrect suspension of Premises Licence resulting in civil claim for loss of business.</p> <p><b>Effect:</b> Reputational loss.</p>	Jon Avern			29-Apr-2016
MCP-PP 004	<p><b>Cause:</b> incorrect / poor enforcement decision made by inexperience or untrained officers</p> <p><b>Event:</b> Incorrect seizure of property/goods e.g. ice cream vans/nut sellers stalls resulting in civil claim for loss of business</p> <p><b>Effect:</b> Reputational loss</p>	Jon Avern			29-Apr-2016

Code	Description (Cause, Event, Impact)	Risk owner	Current Risk Matrix	Target Risk Matrix	Target Date
MCP-PP 005	<p><b>Cause:</b> Poor management by the duty holder / responsible person through the action(s) / inaction(s) of their specialist contractor(s)</p> <p><b>Event:</b> Outbreak of Legionnaires' disease traced to a City-audited (or even owned) cooling tower site and/or failure to adequately investigate the outbreak thus detrimentally affecting the reputation of the City of London as the world's pre-eminent financial centre and investment from international companies reducing as they locate elsewhere – e.g. Frankfurt or New York</p> <p><b>Effect:</b> Major reputational loss</p>	Jon Avern			29-Apr-2016
MCP-PP 006	<p><b>Cause:</b> Poor management by the duty holder / responsible person through the action(s) / inaction(s) of their specialist contractor(s)</p> <p><b>Event:</b> Food poisoning outbreak linked to a State Banquet or other high profile event at the Guildhall or the Mansion House which detrimentally affects the reputation of City of London.</p> <p><b>Effect:</b> Major reputational loss</p>	Jon Avern			29-Apr-2016

## Departmental Health and Safety Management Structure



## Port Health and Public Protection: Summary Business Plan 2016-2019

### Our **Departmental Vision** is:

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

### Our **Strategic Aims** are:

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

### Our two cross-departmental **Key Performance Indicators** are:

Description:	2015/16 performance (where comparable)	2016/17 target
Achieve an overall sickness absence level of no more than 6 days per person by 31 March 2017, and a total of no more than 696 days across all PH&PP Service areas. (N.B. Target based upon Full Time Equivalent (FTE) members of PH&PP staff at 31 December 2015 (no. 116))	561 days (Target: <=708 days)	<=696 days
90% of debts to be settled within 60 days and 100% of debts settled within 120 days.	89% (60 days) 95% (120 days)	<b>90%</b> (60 days) <b>100%</b> (120 days)

## Port Health and Public Protection: Summary Business Plan 2016-2019

## Our Financial Information:

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

## Notes on Financial Information:

1. Excludes Local Risk amounts spent by the City Surveyor
2. Projected outturn 2015/16 based on monitoring at period 9 (31/12/2015)

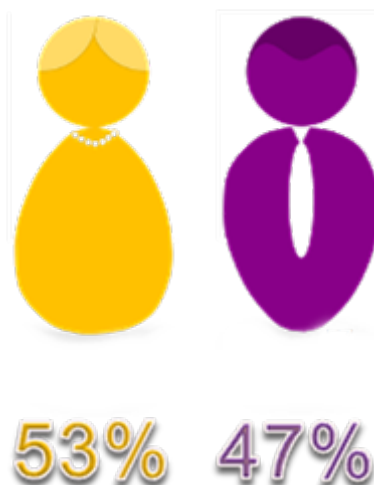
## Port Health and Public Protection: Summary Business Plan 2016-2019

### Our People\*:

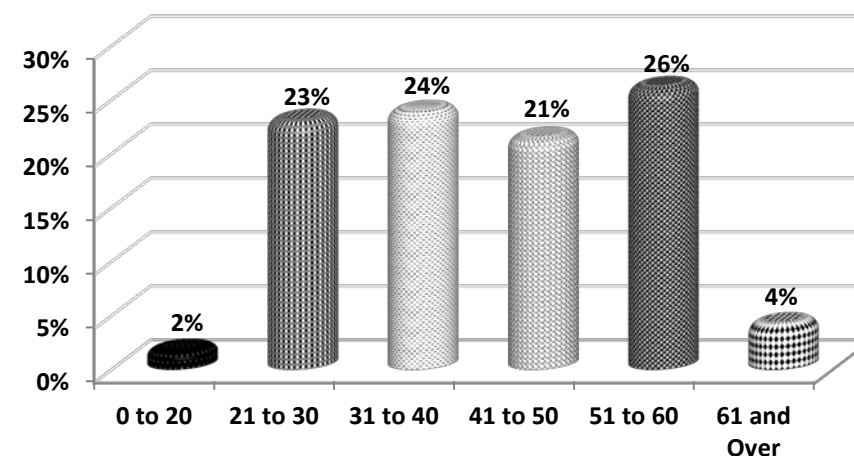
The Port Health and Public Protection Division has **122** employees 53% of whom are female and 47% male. Our employees are fairly evenly distributed across the age range. However, the fact that almost one third are aged over 50 emphasises the importance of succession planning over the coming years. The Departmental Workforce Planning Group will look at developing and implementing measures to mitigate the impact of the potential loss of experienced staff along with their skills and knowledge. There is a high proportion of male staff at senior management grades (Grade G – J) and strategies to recruit and develop female employees to higher level positions will be researched by the Workforce Planning Group.

**Sickness absence:** The overall average number of **working days lost per FTE** (full time equivalent) employee in the division during the year ending 31 December 2015 was **5.55**, against a corporate result of 6.20 and a corporate and local target of 6.00 days per FTE. There was a reduction in sickness absence throughout the year, with the average number of working days lost per FTE in December 2015 (.35 days) representing a 50% reduction in comparison with December 2014 (.71 days). All cases of sickness absence are rigorously managed in line with corporate procedures.

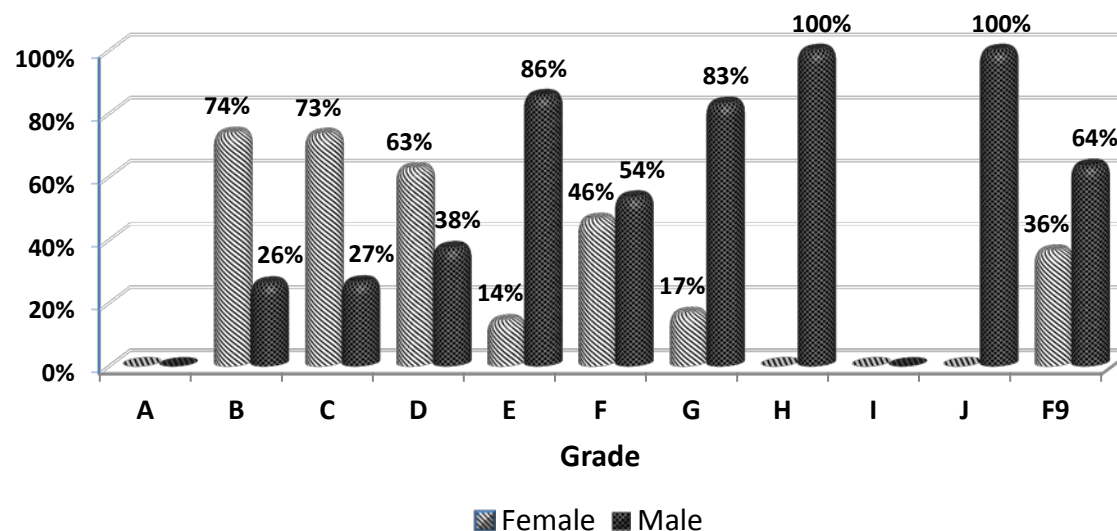
\*Statistics are those of 31 December 2015.



### Age Profile



### Gender by Grade



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<b>Committee(s)</b>	<b>Dated:</b>
Port Health and Environmental Services Committee	23 May 2016
<b>Subject:</b> Massage & Special Treatment Licence Fees 2016/17	<b>Public</b>
<b>Report of:</b> Director of Markets and Consumer Protection	<b>For Decision</b>
<b>Report author:</b> Peter Davenport, Licensing (Markets and Consumer Protection Department)	

## 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(s)

Members are asked to:

- Agree the proposed fees for 2016/17 as set out in Appendix 2 (column two).

## 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 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. The decision was subsequently upheld by the Court of Appeal.
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, particularly against unlicensed operators, cannot be recouped.
8. The Supreme Court heard an appeal on 29 April 2015 and decided that licensing schemes which required the applicant to pay a fee covering the administrative costs of the application at the time the application is made and, in the event that the application is granted, a further fee to cover the costs of enforcing the licensing scheme did not fall foul of the Provision of Services Regulations 2009. Furthermore, the Supreme Court rejected Mr Justice Keith’s view that enforcement costs cannot be recouped. In delivering the judgement of the Supreme Court, Lord Mance stated ... “ there is no reason why it (*the fee*) should not be set at a level enabling the authority to recover from licensed operators the full cost of running and enforcing the licensing scheme, including the costs of enforcement and proceedings against those operating ... establishments without licences.”
9. However, a decision regarding licensing schemes which required a fee that covered both the administrative costs and the costs of enforcing the scheme to be paid at the time the application was made, with the enforcement element being refunded should the application be rejected, was referred to the European Court of Justice for determination.

### **Calculation of Fees for 2016/17**

10. 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.

11. In determining the proposed fee structure for MST premises 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 proportion of the service costs such as accommodation, equipment and central recharges
  - 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.
12. MST fees for 2016/17 have been calculated on the above basis for each of a number of different types of licence. The majority of proposed fees have stayed the same. The decrease in a registration, for premises that do not have a current MST Licence, is due primary to a recalculation of work involved following a change in procedure. Proposed fees can be seen as Appendix 2.
13. The forecast number of applications for each type for 2016/17 can be seen in the table below along with the number of licences/registrations that were actually granted during 2014/15 and 2015/16.

	2014/15	2015/16	2016/17
	Actual	Actual	Forecast
New MSTs	5	4	4
New MSTs with lasers	3	5	5
Renewal of MSTs	58	60	60
Renewal of MSTs with lasers	17	21	21
Registration (premises without MST licence)	2	3	3
Registration (premises with an MST)	1	2	2
Additional registration(s)	-	0	0
Individual Registration	-	14	14

## **Proposals/Options**

14. If fees are set lower than those recommended the result will be a deficit for 2016/17 as costs of administering the licence will not be fully met from income received.
15. Fees set higher than those recommended will result in a surplus i.e. an income which exceeds the cost of providing the service.
16. Any such under or over recovery of costs from 2016/17 will be calculated after the end of that financial year and will be carried forward to be taken into consideration in setting fees for 2018/19. The surplus or deficit on each fee type from 2014/15 has been taken into account when setting the fees for 2016/17. Where this sum is relatively small, i.e. less than £20 per licence, in order to prevent the fees going up one year and down the next, the under or over recovery will be carried over to the next year(s). Ignoring a surplus or deficit could result in the City Corporation being subject to legal challenge.

## **Corporate & Strategic Implications**

17. The proposals within this report meet the requirement to set fees for the licensing of activities within the London County Council (General Powers) Act 1920, the Greater London Council (General Powers) Act 1981 and the Local Government (Miscellaneous Provisions) Act 1982, as they apply to the City of London Corporation.

## **Implications**

18. Setting the recommended fees will result in MST licence estimated income for 2016/17 of £52,245, against a budgeted income of £46,000.
19. Setting fees above or below those recommended will have the implications as set out in paragraph 16 above.

## **Appendices**

- Appendix 1 – Examples of Massage and Special Treatments
- Appendix 2 – Proposed Fees for 2016/17

## **Background Papers**

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

## **Peter Davenport**

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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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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.

<b>Application Type</b>	<b>Fee</b>	<b>Refundable element for withdrawn applications (admin process completed but no technical assessment)</b>	<b>Previous Fees 2015/16</b>
<b>New</b> massage and special treatment licence (massage, manicure, chiropody, light, electric, vapour, sauna or other baths ) <b><u>No laser treatment</u></b>	<b>£540</b>	£280	£540
<b>New</b> massage and special treatment licence <b><u>to include cosmetic or Intense Pulse Light laser treatment</u></b>	<b>£680</b>	£410	£680
<b>Renewal of a</b> massage and special treatment licence (massage, manicure, chiropody, light, electric, vapour, sauna or other baths) <b><u>No laser treatment</u></b>	<b>£520</b>	£280	£520
<b>Renewal of a</b> massage and special treatment licence <b><u>to include cosmetic or Intense Pulse Light laser treatment</u></b>	<b>£635</b>	£410	£635
<b>Registration</b> to provide acupuncture, tattooing, piercing or electrolysis - <b><u>premises without</u> an MST licence</b>	<b>£340</b>	£315	£440
<b>Registration</b> to provide acupuncture, tattooing, piercing or electrolysis - <b><u>premises with</u> an MST licence</b>	<b>£250</b>	£150	£265



## Special Treatment Fees 2015/16

<b>Additional Registration(s)</b> (Premises)	<b>£250</b>	£150	-
<b>Registration</b> of an Individual	<b>£45</b>	N/A*	£45

\* 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.

<b>Committee(s):</b>	<b>Date(s):</b>
Port Health & Environmental Services Committee	23 May 2016
<b>Subject:</b> Health & Safety Intervention Plan 2016- 2017	<b>Public</b>
<b>Report of:</b> Director of Markets & Consumer Protection	<b>For Decision</b>
<b>Author:</b> Tony Macklin, Assistant Director (Public Protection)	

## Summary

This report seeks your Committee's approval for the Health & Safety Intervention Plan 2016-2017 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, other locally identified intervention topics will include :-

- Falls from height related to cleaning and servicing buildings;
- Continuing to promote the Construction (Design & Management) Regulations 2015 (CDM 2015) and the designing-in of good health & safety measures for end users, right from the start of any development project; and
- Continuing to support businesses to achieve wellbeing recognition and promote the GLA's "London Healthy Workplace Charter".

## **Recommendations**

I recommend that your Committee approves the key work areas outlined in this report and detailed in the Health & Safety Intervention Plan 2016-2017

## 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 2015-2019; 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, 2015-2016, 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) 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;
  - c) continued to promote the previous year's successful campaign to improve building managers' awareness of managing safe working at height;
  - d) promoted CDM 2015 and good design with the production with a specific health & safety video for the City of London's YouTube channel;
  - e) continued to develop our income generating Primary Authority Partnerships<sup>1</sup> with **CBRE** and **Virgin Active** advising and helping improve their health & safety management systems, including driving improvement through auditing the Top 5 and Bottom 5 UK performing sites for **Virgin Active**;
  - f) commenced new chargeable Primary Authority Partnerships with **Pure Gym** and **Monsoon Accessorize** and finally
  - g) successfully prosecuted a window cleaning company, **Blades (London) Ltd.**, following the fatal fall from height of one of their employees from a City office building and for which they were fined £45,000 plus £7,500 costs.
4. We also contributed to the City of London Health & Wellbeing Board's Strategy and Action Plan, including most recently, the Suicide Prevention Action Plan and promoted the "London Healthy Workplace Charter" and workplace wellbeing generally.

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<sup>1</sup> Primary Authority Partnerships are when a local authority formally agrees to work with a business or trade organisation and provide them with "assured advice" on a single or a variety of regulatory subjects – e.g. Food Safety, Health & Safety, etc. Once "assured advice" has been given on an issue, other local authorities are bound to take heed of it and can only take enforcement action against the business in respect of that issue with the Primary Authority's approval except in urgent situations.

[www.gov.uk/government/organisations/regulatory-delivery](http://www.gov.uk/government/organisations/regulatory-delivery)

## Current Position

5. Under the HSE's **National Local Authority Enforcement Code - Health and Safety at Work**<sup>2</sup> (the Code), Health & Safety Enforcing Authorities (HSEAs), should make a formal commitment to improving health & safety outcomes and produce a written intervention plan agreed by senior management and Members.
6. 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. It also provides a framework that recognises the respective roles of businesses and regulators in the management of risk, concentrating on four objectives:-
  - a) clarifying the roles and responsibilities of businesses, regulators 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 data to give assurance the Code's requirements are being met.
7. The enforcement operations of all HSEAs are judged against the 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 locally identified initiatives, accident and complaint investigations, revisits to check on earlier enforcement action, the provision of advice to businesses, and awareness raising and promotional activities in general. 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.
8. The City Corporation's annual Health & Safety Intervention Plan should also:-
  - set out how it intends to deliver its health & safety enforcement service; and

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<sup>2</sup> [www.hse.gov.uk/lau/laenforcementcode](http://www.hse.gov.uk/lau/laenforcementcode)

- 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.
9. 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 2016-2017. As well as
  10. We will continuing with our proactive and reactive intervention work on national issues such as:-
    - a) inspecting the management of all cooling towers and other at-risk water systems according to their perceived risk and previous performance;
    - b) investigating health & safety accidents and complaints;
    - c) managing Falls from Height associated with cleaning and servicing of buildings'; and
    - d) managing health & safety risks in food businesses including workplace transport and fork lift truck risks Smithfield Market where the City is the HSEA; and
    - e) developing Primary Authority Partnerships with **CBRE, Virgin Active, Pure Gym, Monsoon Accessorize** and the **Ornamental Aquatic Trade Association**
  11. However, we will also be look be looking at the local issues of:-
    - a) promoting the Construction (Design & Management) Regulations 2015 (CDM 2015) and the designing-in of good health & safety measures for end-users right from the start of any development project; and
    - b) continuing to contribute to the City Health & Wellbeing Strategy and Action Plan, including the Suicide Prevention Action Plan and will further develop our engagement strategy for promoting workplace wellbeing and the "London Healthy Workplace Charter" in partnership with colleagues in Community & Children's Services.

## Proposals

12. I therefore recommend that your Committee approves the Health & Safety Intervention Plan 2016-2017.

## Corporate & Strategic Implications

13. 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 2015-2019 and the Health & Wellbeing Board's strategies. 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.

14. 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.
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. 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 2017-2018.

#### **Other Implications**

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

#### **Conclusion**

17. The Health & Safety Intervention Plan is linked to the Port Health & Public Protection Business Plan 2016-2019 and sets a clear and transparent standard for our health & safety regulatory work for the year, subject to your approval.

#### **Background Papers**

Health & Safety Intervention Plan 2016-17 (provided separately electronically)

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<b>Committee(s):</b>	<b>Date(s):</b>
Port Health & Environmental Services Committee	23 May 2016
<b>Subject:</b> 2016-2017 Food Safety Enforcement Plans for the City and the London Port Health Authority	<b>Public</b>
<b>Report of:</b> Director of Markets & Consumer Protection	<b>For Decision</b>
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## 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**

We recommend that your Committee approves:

- a) the City of London Food Service Enforcement Plan 2016-2017 (see Appendix 1); and
- b) the London Port Health Authority Food Service Enforcement Plan 2016-2017 (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 to 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 2015-2019; 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. Both 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. Since before the **London 2012** Olympics, the City Corporation has adopted and promoted the FSA's Food Hygiene Rating Scheme (FHRS) 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' green FHSR 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 finally introduced into England; work was undertaken last year across London and the UK to promote the display of FHSR 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 (91.4%, slightly up on 2014-2015's 89.7%), with nearly 60% currently in the highest category of 5●, there are a continuing group of poor performers, currently around 150, who are zero to 2●. Albeit this being a 12% improvement on last year (170), we will continue to concentrate time and resources on these particular businesses to improve their levels of food hygiene compliance.

### ***Changes to the inspection programmes***

13. Overall though, whilst the City may now have more premises overall to inspect – circa 1840 – the effect on the inspection programme per annum has been fairly negligible with the total number of inspections due each year hovering around the 960 to 990 mark since 2012-2013.
14. This year 920 inspections are due partly to changes in bandings within the Food Law Code two years ago which precipitated an increase in the number of the lower, D rated premises (and thus a reduction the higher, C rated ones); this change had the effect of putting back elements parts of our inspection workload to future years by transferring many inspections from an 18 month to a 2 year cycle. This has now unravelled and is evident in the larger number of inspections carried out last year (1131) and the lower total for this year above.
15. The total number of premises has however been increasing year-on-year and hidden behind that there is also the 'churn' of premises (10-15%). New premises should be inspected within 28 days of opening and if a the nature of business alters sufficiently, it too should be inspected.

### ***Food Standards Agency***

16. The City's Food Safety Service was audited last year (December 2015) and successfully passed, with only some minor procedural recommendations required of us and with the FSA commenting in their Audit Report:-

***"The Authority demonstrated consistent high performance with regard to meeting planned inspection targets of food businesses due an intervention".***

and we will be reporting back on the audit more fully at a future meeting of this Committee.

### ***Increase in Trade at the Ports***

17. 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.
18. Although Thamesport has yet to see the return of an international food or feed 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 that 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 with all document handling being undertaken at either London Gateway or Tilbury offices, as appropriate.

### ***Change to the Port Health Operational Structure***

19. 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 and to meet future demands, is flexible and resilient.

### ***Increased use of Information Technology at the Ports***

20. In addition to the continued use of, PHILIS, their online database for releasing cargoes, the Port Health Service has introduced mobile working via the use of tablet computers and secure wi-fi throughout the London Gateway and Tilbury ports. 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. The service is also starting to adopt other solutions to speed up back office tasks, such as the use of scanners and automatic processing of correspondence, which in the future will result in all back office functions being centralised at one of the ports.

### ***Corporate and Strategic Implications***

21. 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.

22. The plans are linked into our Departmental and Service Business Plans through setting out detailed activities which support our Key Performance Indicators.
23. 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.
24. Finally 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 2016-2017.

### **Other Implications**

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

### **Proposals**

26. It is recommended that your Committee approves:
  - a) the City of London Food Service Enforcement Plan 2016-2017 (see Appendix 1); and
  - b) the London Port Health Authority Food Service Enforcement Plan 2016-2017 (see Appendix 2)

### **Conclusion**

27. 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 2016-19 for the Port Health & Public Protection Service.

### **Appendices / Background Documents (provided separately electronically):**

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|--------------|--|
| (Appendix 1) | City Food Service Enforcement Plan 2016-2017                         |
| (Appendix 2) | London Port Health Authority Food Service Enforcement Plan 2016-2017 |

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