



Port Health & Environmental Services Committee

Date: TUESDAY, 9 MAY 2017
Time: 1.45 pm
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members:

Deputy John Absalom	Deputy Henry Jones
Caroline Addy	Alderman Sir Paul Judge
Alexander Barr	Vivienne Littlechild
Adrian Bastow	Andrew McMurtrie
Peter Bennett	Andrien Meyers
Deputy Keith Bottomley	Deputy Brian Mooney
Tijs Broeke	Deputy Joyce Nash
Peter Dunphy	Henrika Priest
Mary Durcan	Deputy Richard Regan
Deputy Kevin Everett	Deputy Elizabeth Rogula
Anne Fairweather	John Scott
Alderman David Graves	Jeremy Simons
Graeme Harrower	Pooja Suri Tank
Christopher Hill	Michael Welbank
Deputy Tom Hoffman	Mark Wheatley
Wendy Hyde	Philip Woodhouse

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

John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **ORDER OF THE COURT OF COMMON COUNCIL**
To note the Order of the Court of Common Council of Thursday 27 April 2017, 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 24 January 2017.

For Decision
(Pages 3 - 12)
7. **OUTSTANDING ACTIONS**
To note the current list of outstanding actions.

For Information
(Pages 13 - 14)
8. **PRESENTATION ON ONE LESS BOTTLE (TEP)**
Kimberly Ferran Holt, Marine Litter Coordinator, Thames Estuary Partnership to be heard.

For Information
9. **APPOINTMENT OF SUB-COMMITTEE CHAIRMEN**
Resolution of the Policy and Resources Committee.

For Information
(Pages 15 - 20)
10. **UPDATE ON THE HEATHROW ANIMAL RECEPTION CENTRE CONTRACT**
The City Surveyor to be heard.

For Information

11. **DEPARTMENTAL BUSINESS PLANS 2017/18**
Joint Reports of the Director of Markets and Consumer Protection, Director of the Built Environment, and the Director of Open Spaces.
- For Decision**
(Pages 21 - 70)
12. **CEMETERY & CREMATORIUM RISK MANAGEMENT**
Report of the Director of Open Spaces.
- For Decision**
(Pages 71 - 88)
13. **DEPARTMENT OF THE BUILT ENVIRONMENT RISK MANAGEMENT - PERIODIC REPORT**
Report of the Director of the Built Environment.
- For Information**
(Pages 89 - 98)
14. **PORT HEALTH & PUBLIC PROTECTION RISKS**
Report of the Director of Markets and Consumer Protection.
- For Information**
(Pages 99 - 108)
15. **MARKETS AND CONSUMER PROTECTION BUSINESS PLAN 2016-2019: PROGRESS REPORT (PERIOD 3)**
Report of the Director of Markets and Consumer Protection.
- For Information**
(Pages 109 - 136)
16. **APPROVAL OF THE HEALTH & SAFETY INTERVENTION PLAN 2017-2018**
Report of the Director of Markets and Consumer Protection.
- For Decision**
(Pages 137 - 142)
17. **APPROVAL OF THE 2017-2018 FOOD SAFETY ENFORCEMENT PLANS FOR THE CITY AND THE LONDON PORT HEALTH AUTHORITY**
Report of the Director of Markets and Consumer Protection.
- For Decision**
(Pages 143 - 148)

18. **SIGNORE PASQUALE FAVALE BEQUEST - RISK REGISTER 2017**

Joint report of the Town Clerk and the Chamberlain.

For Decision
(Pages 149 - 156)

19. **CHARITY COLLECTIONS TERMS OF REFERENCE**

Report of the Director of Markets and Consumer Protection.

For Decision
(Pages 157 - 160)

20. **ENFORCEMENT ACTION TAKEN AGAINST NON-COMPLIANT MASSAGE PARLOURS AND SEX ESTABLISHMENTS**

Report of the Director of Markets and Consumer Protection.

For Information
(Pages 161 - 166)

21. **COORDINATED ACTION TO DEAL WITH UNNECESSARY VEHICLE ENGINE IDLING**

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

For Information
(Pages 167 - 172)

22. **ELECTRIC VEHICLE CHARGING UPDATE REPORT**

Report of the Director of the Built Environment.

For Information
(Pages 173 - 178)

23. **PROGRESS REPORT - ON-SITE SHREDDING VEHICLE OPERATIONS WITHIN THE SQUARE MILE**

Report of the Director of the Built Environment.

For Information
(Pages 179 - 184)

24. **JOINT HEALTH AND WELLBEING STRATEGY**

Report of the Director of the Department of Community and Children's Services.

For Information
(Pages 185 - 210)

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

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

Any items of business that the Chairman may decide are urgent.

27. **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

28. **NON-PUBLIC MINUTES**
To agree the non-public minutes of the meeting held on 24 January 2017.

For Decision
(Pages 211 - 214)

29. **DEBT ARREARS - PORT HEALTH AND ENVIRONMENTAL SERVICES PERIOD ENDING 31 MARCH 2017**

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

For Information
(Pages 215 - 224)

30. **STREET CLEANSING, REFUSE COLLECTION AND ANCILLARY SERVICE CONTRACT UPDATE**

Report of the Director of the Built Environment.

For Information
(Pages 225 - 230)

31. **DECISIONS TAKEN UNDER URGENCY PROCEDURES SINCE THE LAST MEETING OF THE COMMITTEE**

Report of the Town Clerk.

For Information
(Pages 231 - 238)

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

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

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PARMLEY, Mayor	RESOLVED: That the Court of Common Council holden in the Guildhall of the City of London on Thursday 27th April 2017, doth hereby appoint the following Committee until the first meeting of the Court in April, 2018.
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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 2017/18**

ALDERMEN

- 1 Sir Paul Judge
- 1 David Andrew Graves

COMMONERS

1	Adrian Mark Bastow.....	Aldersgate
20	Joyce Carruthers Nash, O.B.E., Deputy	Aldersgate
1	Andrien Gereith Dominic Meyers.....	Aldgate
3	Graeme George Harrower.....	Bassishaw
13	Michael Welbank, M.B.E.....	Billingsgate
1	Pooja Suri Tank.....	Bishopsgate Without
3	Wendy Marilyn Hyde, Deputy.....	Bishopsgate Within
	(Bread Street has paired with Cordwainer for this appointment).....	Bread Street
3	Keith David Forbes Bottomley, Deputy.....	Bridge and Bridge Without
4	John George Stewart Scott, J.P.	Broad Street
17	Kevin Malcolm Everett.....	Candlewick
4	Henrika Johanna Sofia Priest.....	Castle Baynard
13	Jeremy Lewis Simons.....	Castle Baynard
1	Tijs Broeke.....	Cheap
5	Andrew Stratton McMurtrie, J.P.....	Coleman Street
1	Alexander Robertson Martin Barr.....	Cordwainer
5	Peter Gerard Dunphy.....	Cornhill
8	Vivienne Littlechild, J.P.	Cripplegate Within
1	Joan Mary Durcan.....	Cripplegate Without
5	Mark Raymond Peter Henry Delano Wheatley.....	Dowgate
15	Richard David Regan, O.B.E., Deputy.....	Farringdon Within (S.S.)
1	Christopher Hill.....	Farringdon Within (N.S.)
1	Caroline Kordai Addy.....	Farringdon Without (S.S.)
5	John David Absalom, Deputy.....	Farringdon Without (N.S.)
5	Philip John Woodhouse, Deputy.....	Langbourn
1	Elizabeth Rogula, Deputy.....	Lime Street
5	Henry Llewellyn Michael Jones, Deputy	Portsoken
19	Brian Desmond Francis Mooney, Deputy.....	Queenhithe
2	Anne Helen Fairweather.....	Tower

7	Tom Hoffman, Deputy.....	Vintry
1	Peter Gordon Bennett.....	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 (acting jointly 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, 24 January 2017

Minutes of the meeting of the Port Health & Environmental Services Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Tuesday, 24 January 2017 at 11.30 am

Present

Members:

Jeremy Simons (Deputy Chairman)
Deputy John Absalom
Keith Bottomley
Karina Dostalova
Peter Dunphy
Deputy Kevin Everett
Anne Fairweather
Deputy Stanley Ginsburg
Graeme Harrower
Alderman Peter Hewitt
Wendy Hyde

Vivienne Littlechild
Professor John Lumley
Barbara Newman
Henrika Priest
Delis Regis
John Scott
Deputy John Tomlinson
Michael Welbank (Chief Commoner)
Mark Wheatley
Philip Woodhouse

Officers:

Sacha Than	-	Town Clerk's Department
Jenny Pitcairn	-	Chamberlain's Department
Julie Smith	-	Chamberlain's Department
Paul Chadha	-	Comptroller & City Solicitor's Department
Richard Litherland	-	City Surveyor's Department
Carolyn Dwyer	-	Department of the Built Environment
Steve Presland	-	Department of the Built Environment
Jim Graham	-	Department of the Built Environment
Richard Steele	-	Department of the Built Environment
David Smith	-	Department of Markets & Consumer Protection
Jon Averbs	-	Department of Markets & Consumer Protection
Donald Perry	-	Department of Markets & Consumer Protection
Rachel Sambells	-	Department of Markets & Consumer Protection
Sue Ireland	-	Department of Open Spaces
Gary Burks	-	Department of Open Spaces
Esther Sumner	-	Department of Open Spaces
Susanna Lascelles	-	Public Relations Office

1. APOLOGIES

Apologies for absence were received from Wendy Mead (Chairman), Deputy Bill Fraser, Andrew McMurtrie, and Deputy James Thomson.

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

In respect of item 26, Peter Dunphy and Mark Wheatley declared an interest (as Freemen of the Drapers' Company).

3. **MINUTES**

RESOLVED – That the public minutes and non-public summary of the meeting held on 22 November 2016 be approved.

Matters Arising

Street Trading

In response to a Member's question, the Port Health and Public Protection Director explained that illegal street trading had reduced considerably since action had been taken against the ice cream vans and the nut traders on London Bridge.

The Port Health and Public Protection Director explained that there were still issues with the nut sellers on the Millennium Bridge in Southwark and in order to address this, the City Corporation was working with the London Borough of Southwark to look at stronger enforcement. The Committee offered its support to assist with this issue and suggested that a letter could be sent to the leader of Southwark Council from the Chairman at a later date.

In response to a Member's question on illegal street trading in other areas, the Port Health and Public Protection Director confirmed that regular monitoring visits had been made to Middlesex Street Market and non-compliant traders could be prosecuted. The Port and Health Public Protection Director agreed to provide the Committee with information in relation to legal enforcement and compliance at the market.

The Port Health and Public Protection Director added that the City Corporation had been in touch with the London Borough Council of Tower Hamlets to monitor illegal trading and regular visits to the area had been carried out.

Waste Collection

In response to a Member's comments on the lack of action taken in relation to the refuse bins in Middlesex Street, the Assistant Director of Cleansing advised that he had spoken with the refuse collectors and reiterated the instructions to close and lock the bins. Officers would also be instructed to continue to monitor the area. The Assistant Director of Cleansing further advised that as the City does not have a local tip, City residents can use the Tower Hamlets tip. Furthermore, bulky waste collection points have been provided on the residential estates. The Assistant Director of Cleansing acknowledged that there had been issues with external people using the refuse bins in the Middlesex Street area and this would be brought to the attention of the Middlesex Street estate managers so they can take action to ensure the area is secure and not open to the general public.

4. **OUTSTANDING ACTIONS**

The Committee received the current list of outstanding actions. The Director of Transportation and Public Realm advised that a meeting had been scheduled to take place with Shred-It, but due to unforeseen circumstances, the meeting had been re-scheduled to take place in February. A review had taken place of the current shredding vehicles and their routes, and following this, twelve on-street sites had been identified, however, with the view to move from on street to off-site shredding, it was hoped that the twelve sites could be reduced to zero.

In response to a Member's question, the Director of Transportation and Public Realm explained that there were two concerns in relation to on-street shredding; pollution and the increased road danger caused by the parked vehicles, therefore suitable off street sites near the City were being explored as options and a report would be provided at the next Committee. The Director of Transportation and Public Realm agreed to look into whether it would be feasible to use the on-site parking facilities of companies where shredding was already taking place.

In response to a Member's request that the City Corporation continue to work with Transport for London to ensure that disabled access is provided at train stations, particularly in relation to the Crossrail project, officers agreed to look into this further.

The outstanding action on Delegated Powers was discharged as it had been completed.

RESOLVED – That the outstanding actions be noted.

5. **TERMS OF REFERENCE / FREQUENCY OF MEETINGS**

The Committee considered a report of the Town Clerk that sought approval to the Terms of Reference for subsequent submission to the Court of Common Council.

The Committee agreed that the wording be amended as follows:

- (c) the appointment of the Director of the Built Environment, acting jointly with the Planning & Transportation Committee;
- (d) the appointment of the Director of the Markets and Consumer Protection, acting jointly with the Markets and Licensing Committees;
- (e) the appointment of the Director of Open Spaces, acting jointly with the Open Spaces & City Gardens Committee;

The Town Clerk advised that all the Terms of Reference for the Grand Committees would be submitted to the Policy and Resources Committee, where any changes would be joined up with other relevant Committees where necessary.

RESOLVED – That: -

- a) the terms of reference of the Committee be approved for submission to the Court of Common Council in April 2016;
- b) any subsequent changes required in the lead up to the Court's appointment of Committees be delegated to the Town Clerk in consultation with the Chairman and Deputy Chairman; and
- c) the frequency of meetings continue at six times per year.

6. UPDATE TO SCHEME OF DELEGATIONS - MARRIAGE LICENCING

The Committee considered a joint report of the Town Clerk and the Director of Community and Children's Services that sought approval to an amendment to the Scheme of Delegations to delegate marriage premises licensing to the Director of Community and Children's Services.

RESOLVED – That the amendment of Paragraph 29 of the Delegations to the Director of the Community and Children's Services be approved for consideration by the Court of Common Council.

7. REPORT OF ACTION TAKEN

The Committee received a report of the Town Clerk regarding action taken by the Town Clerk under delegated power since the last meeting of the Committee in relation to the Mayor of London's consultation on his proposals to improve air quality in London.

RESOLVED – That the Committee note the report.

8. DRAFT CODE OF PRACTICE FOR DECONSTRUCTION AND CONSTRUCTION SITES EIGHTH EDITION 2017

The Committee considered a report of the Director of Markets and Consumer Protection that sought approval to the draft Code of Practice for Deconstruction and Construction Sites eighth edition 2017.

In response to a Member's question on training for Banksmen within the City, the Director of Transportation and Public Realm explained that whilst no formal qualifications were required in order to become a Banksmen, for those contracted by the City Corporation, inductions had been provided to assist them in carrying out their roles to a high standard and as part of the logistics plan, the provision of training for Banksmen would be looked at in more detail.

RESOLVED – That the Committee approve the proposal that the draft Code undergo external consultation until 25 April 2017, and a further report be presented to the Committee on 19 September to approve the subsequent new code.

9. ANIMAL RECEPTION CENTRE - HEATHROW AIRPORT: ANNUAL REVIEW OF CHARGES

The Committee considered a report of the Director of Markets and Consumer Protection that sought approval to increase the Schedule of Charges in respect of services provided at the Heathrow Animal Reception Centre, for 2017/18.

RESOLVED – That the Committee -:

- a) approve the charges with effect from 1 April 2017, or as soon as practicable thereafter; and
- b) approve the proposed Byelaws as set out in the report and recommend to the Court of Common Council that the Byelaws be made, and that the Comptroller and City Solicitor be instructed to seal the Byelaws accordingly.

10. CITY OF LONDON NOISE STRATEGY 2016-2026

The Committee considered a report of the Director of Markets and Consumer Protection that sought approval to the Noise Strategy.

The Chairman advised the Committee that the City of London Noise Strategy would be circulated to both the Health and Wellbeing Board and the Planning and Transportation Committees for information. Members agreed that any amendments suggested by the other Committees should be provided to the Chairman and Deputy Chairman of this Committee under delegated authority arrangements.

In response to a Member's question on the sources of the noise complaints made to the City of London from 2009 onwards, as referenced in the report, officers agreed to provide a further breakdown of the figures to the Member directly.

A discussion took place on sources of noise pollution such as the party boats on the river and the amplification systems used by buskers. The Port Health and Public Protection Director explained that measures were in place to ensure noise levels were monitored and action could be taken where necessary.

In response to a Member's question on what action could be taken by residents with a noise complaint concerning the Barbican Centre, which was owned by the City Corporation, the representative of the Comptroller and City Solicitor explained that Section 82 of the Environmental Health Act would be applicable in such circumstances and agreed to provide further information outside of the meeting.

RESOLVED – That the Committee approve that the Noise Strategy be approved and published.

11. MESSAGE & SPECIAL TREATMENT LICENCE FEES 2017/18

The Committee considered a report of the Director of Markets and Consumer Protection that sought approval to the proposed fees for 2017/18 in relation to the Massage and Special Treatment Licence.

RESOLVED – That the Committee agree the proposed fees for 2017/18 as set out in the report.

12. **MARKETS AND CONSUMER PROTECTION BUSINESS PLAN 2016-2019: PROGRESS REPORT (PERIOD 2)**

The Committee considered a report of the Director of Markets and Consumer Protection regarding progress against the key performance indicators and improvement objectives outlined in the Business Plan of the Port Health and Public Protection Division for Period Two of 2016/17.

In response to a Member's question, the Port Health and Public Protection Director explained that officers had been working closely with the Food Standards Agency to ensure that the new guidance issued in relation to the correct cooking temperatures for lightly cooked burgers was being followed by restaurants.

RESOLVED – That the Committee note the report and its appendices.

13. **PORT HEALTH AND PUBLIC PROTECTION RISKS**

The Committee considered a report of the Director of Markets and Consumer Protection regarding the risk management procedures in place within the Department of Markets and Consumer Protection. The Committee was informed that the previously circulated report was not the final version and a new report was tabled before Members. The changes were as follows:

- The wording within the risk for repair delays for the Heathrow Animal Centre had been amended with no reference to the security doors. The risk update had been amended to show there had been no significant repair delays since the last assessment and the target date was amended from December 2016 to March 2017;
- The risk update in relation to the IS systems failure at the Heathrow Animal Centre had been updated to show that a 24 hour support system had been implemented and the target date for this risk had been amended from December 2016 to March 2017.

In response to Members' questions on why reports could not be printed in colour, the Town Clerk advised that this was due to cost efficiency savings, but a further response would be provided to the Committee.

Members advised that they were extremely displeased that the maintenance issues at the Heathrow Animal Centre had still not been resolved and there was considerable concern that a satisfactory answer had not been provided to the Committee in relation to these ongoing issues. The Port Health and Public Protection Director explained that some of the problems had been resolved, as highlighted in the updated report before Members; however there were ongoing issues which had recently been raised with the City Surveyor. The Port Health and Public Protection Director further advised that contract negotiations for a new supplier had involved a number of service departments. As a result of this the service provided should improve once the new contract was in place.

A representative of the City Surveyor advised the Committee that the new supplier should be in place from 2 July 2017 and that a report would be submitted to both the Finance Committee and the Court of Common Council. Arrangements were being put in place to address priority concerns in the

interim until the new contract takes effect. Members asked that the City Surveyor provide an update report via email to the Committee within two weeks. The City Surveyor undertook to provide a further update at the next meeting.

RESOLVED – That: -

- a) the Committee note the report and the actions taken in the Department of Markets and Consumer Protection to monitor and manage effectively risks arising from our operations; and
- b) a report be circulated to Members within two weeks from the City Surveyor and a further update be provided at the next meeting.

14. OPEN SPACES PERIOD 2 (AUG-NOV) BUSINESS PLAN UPDATE

The Committee considered a report of the Director of Open Spaces regarding the performance of the Cemetery and Crematorium from August to November 2016.

RESOLVED – That the Committee note the report.

15. SQUARE MILE COFFEE CUP CHALLENGE

The Committee considered a report of the Director of the Built Environment regarding the Cleansing Services' plans for a high profile campaign in relation to the recycling of disposable coffee cups to take place in April 2017. The Assistant Director of Cleansing explained that one of the funders had requested that the target be reduced from one million cups to 500,000.

In response to Members' questions, the Assistant Director of Cleansing advised that City Corporation departments would be encouraged to take part in the scheme with particular emphasis on those who use a high volume of cups and there would be temporary collection points for the coffee cups which had been designed to last the duration of the campaign.

RESOLVED – That the Committee note the report.

16. DEPARTMENT OF THE BUILT ENVIRONMENT(CLEANSING SERVICES) BUSINESS PLAN PROGRESS REPORT FOR PERIOD 1 (AUGUST - NOVEMBER), 2016/17

The Committee considered a report of the Director of the Built Environment regarding the progress made during Period two against the 2015/18 DBE Business Plan for Public Conveniences, Waste Collection, Street Cleansing, Waste Disposal and Transport Services.

The Transportation and Public Realm Director advised that the City Corporation had received Platinum Awards for its public convenience toilets. The Transportation and Public Realm Director further advised that the City Corporation had continued to work with businesses in order to reduce litter. A Member asked that the high walk area above Wood Street be monitored as there had been a high volume of litter caused by cigarette butts.

RESOLVED – That the Committee note the content of the report and the appendices.

17. DEPARTMENT OF THE BUILT ENVIRONMENT RISK MANAGEMENT - QUARTERLY REPORT

The Committee considered a report of the Director of the Built Environment regarding risk management procedures in place within the Department of the Built Environment. An officer from the Department of the Built Environment explained that a compliance report in relation to the Driver Checks for City Corporation staff would be presented to Chief Officers in early 2017. Members asked that a copy of this report also be circulated to the Committee.

RESOLVED – That the Committee 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.

18. STREET CLEANSING, WASTE COLLECTION AND ANCILLARY SERVICE CONTRACT UPDATE AND APPENDIX A

The Committee considered a report of the Director of the Built Environment regarding the recent performance of Amey plc, the City Corporation's Street Cleansing, Refuse Collection and Ancillary Services contractor, and the number of service failures, the majority of which stem from a change in the Amey contract management team.

In response to a Member's question, the Transportation and Public Realm Director confirmed that there was already a system in place where officers met with Amey on a regular basis, and these meetings had been used to resolve issues; however there had been an impact on officers' time and as a result, some departmental work had slipped.

Members expressed their concern that officers had been required to work so closely with the contractor in order to assist them in meeting their obligations. The Transportation and Public Realm Director explained that as part of the improvement measures, new personnel had been recruited by the contractor and it had been made clear that if improvements were not made, a potential consequence could be the termination of the contract. However, although the street cleanliness levels remained satisfactory the City Corporation continues to work with the contractor to resolve matters.

RESOLVED – That the Committee note the report.

19. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE

There were none.

20. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There was none.

21. **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.
22. **NON-PUBLIC MINUTES**
RESOLVED – That the non-public minutes of the meeting held on 22 November 2016 be approved.
23. **CEMETERY AND CREMATORIUM FEES, CHARGES & MARKETING**
The Committee received a report of the Director of Open Spaces regarding the proposed fees and charges for the City of London Cemetery and Crematorium for 2017/18 and the marketing activities.

RESOLVED – That the Committee agree the fees and charges and note the marketing activities.
24. **STREET CLEANSING, WASTE COLLECTION AND ANCILLARY SERVICE CONTRACT UPDATE - APPENDIX B**
The Committee received the non-public appendix to item 18.

RESOLVED – That the Committee note the appendix.
25. **REFURBISHMENT OF THE TRADITIONAL CREMATORIUM AT THE CITY OF LONDON CEMETERY**
The Committee considered a report of the City Surveyor that sought approval for the Crematorium refurbishment project to be closed.

RESOLVED – That the lessons learned be noted and the project be closed.
26. **PROPOSED CHARGES FOR STREET CLEANSING, WASTE COLLECTION AND PUBLIC CONVENIENCES 2017/18**
The Committee considered a report of the Director of the Built Environment that proposed charges for street cleansing, waste collection and public conveniences for 2017/18.

RESOLVED – That the Committee approve the proposed charges.
27. **REPORT OF ACTION TAKEN**
The Committee received a report of the Town Clerk regarding action taken by the Town Clerk under delegated power since the last meeting of the Committee in relation to a deed of variation.

RESOLVED – That the Committee note the report.
28. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were none.

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

There was none.

The Committee returned to public session to extend their thanks to the following people:

The Committee thanked Wendy Mead for her work as Chairman over the past three years.

The Committee thanked Member Nigel Challis for his role as the Committee's representative on the Thames Estuary Partnership.

The Committee thanked the Director of Open Spaces for all her support and her contribution to the work of the Committee and wished her well for the future.

The meeting ended at 1.10 pm

Chairman

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Port Health & Environmental Services Committee – Outstanding Actions

Item	Date	Action	Officer(s) responsible	To be completed/ progressed to next stage	Progress Update
1.	7 July 2015	Mobile Shredding Vehicles	Director of Transportation and Public Realm / Director of Port Health & Public Protection	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 12 months, City Officers have met regularly with Shred-It, the main operator within the City, to look at the issues and potential solutions. These discussions have generally gone very well and a set of joint aims has been established.</p> <p>At the Port Health & Environmental Services Committee meeting on 24 January 2017, Members asked the Director of Transportation and Public Realm to look into whether it would be feasible to use the on-site parking facilities of companies where shredding was already taking place.</p>
2.	23 May 2016	Noise Pollution from the London Underground	Director of Port Health and Public Protection	Ongoing	<p>The Chairmen of the Port Health & Environmental Services and the Planning & Transportation Committees wrote to TfL in July 2016 to request that the issue of noise in the City of London from the London Underground be looked into as a priority and this was circulated for all Committee Members' information.</p> <p>A detailed report was circulated to Members of the Port Health & Environmental Services Committee on 10 January</p>

Item	Date	Action	Officer(s) responsible	To be completed/ progressed to next stage	Progress Update
					<p>2017.</p> <p>At the Port Health & Environmental Services Committee meeting on 24 January 2017, Members asked Officers to work with TfL to ensure that disabled access is provided at train stations, particularly in relation to the Crossrail project.</p>
3.	20 July 2016	Provision of charging facilities for electric vehicles	Director of the Built Environment	May 2017	The provision of charging facilities for electric vehicles in car parks and at taxi ranks across the City of London from 2017 would be reviewed and reported back the Committee.
4.	22 Nov 2016	Middlesex Street Area Enhancement – Phase 2	Director of Transportation and Public Realm	May 2017	Members requested to be kept informed of the progress of Phase 2 of the Middlesex Street Area works to enhance Petticoat Lane Market and the central section of Middlesex Street between Sandys Row and St Botolph Street.

TO: **PORT HEALTH AND ENVIRONMENTAL
SERVICES COMMITTEE**

Tuesday, 9 May 2017

FROM: **POLICY AND RESOURCES COMMITTEE**

Thursday, 16 March 2017

4. **APPOINTMENT OF SUB-COMMITTEE CHAIRMEN**

The Committee considered a report of the Town Clerk concerning the process for appointing chairmen of sub-committees.

The Chairman stated that the purpose of a sub-committee was to deal with matters referred to it by its parent committee. It was noted that whilst the Policy and Resources Committee was responsible for governance, without a change to standing orders, its recommendation regarding the appointment of chairmen of sub-committees was on the basis of the adoption of a convention only. Detailed discussion ensued during which the following comments were made:-

- The Chairman advised that the resolution to committees from the December meeting aimed to set a convention which enabled the Chairman of a grand committee who did not wish to chair a sub-committee to identify and nominate for the role another Member with the necessary experience and qualities, for approval of that Committee. In the interests of clarity the initial resolution would have benefited from being circulated with the substantive report.
- Members questioned the need for the convention particularly given the different nature of some committees, for example some were quasi-judicial and therefore required a different approach.
- As the intention of the convention was to clarify the process it might be better for grand committees to set out its approach to appointments in its terms of reference.
- Rather than seeking the adoption of a convention, Committees should be provided with some general guidance instead. Without being too prescriptive, could also include reference to the length of time a chairman could serve. Several Members supported this.

RESOLVED: that the following guidance be given to all Grand Committees:

1. **in the event of a Grand Committee having no prior arrangement or custom in place for the way in which the chairmen of its sub-committees are selected, it should be usual practice for the Chairman of the relevant Grand Committee, should they not wish to serve themselves, to nominate an individual to serve in that capacity for the approval of the Grand Committee; and**
2. **that the term of office of a chairman of a sub-committee would usually be no longer than the term of office of the Chairman of the Grand Committee e.g. three, four or five years, subject to the relevant Grand Committee being able to extend the term of the sub-committee's chairman on an annual basis.**

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Committee:	Date:
Policy & Resources Committee	16 March 2017
Subject:	Public
Appointment of Sub-Committee Chairmen	
Report of:	For Decision
Town Clerk	
Report authors:	
Simon Murrells, Assistant Town Clerk	

Summary

This report concerns the process for appointing chairmen of sub-committees. There is no hard or fast rule and Members felt that the rather ad-hoc approach taken by the various Committees would benefit from greater consistency across the board. In light of this, the Policy & Resources Committee decided that when a Chairman of a Grand Committee does not wish to be the chairman of a sub-committee, a convention is adopted whereby the Chairman submits his or her nomination for chairman of the sub-committee to the Grand Committee for approval. Where no specific Member is nominated by the Chairman of the Grand Committee, the selection process would be by election from all eligible Members of the Grand Committee.

This proposal was promulgated to the various Committees and was met with a mixed response. It was also discussed at the all-Member informal meeting on 9 February, with differing views being expressed. The Policy Chairman agreed that the issue should be reconsidered. To assist Members, set out are several options for Members to consider, including retaining the status quo, implementing the convention proposed by this Committee for Grand Committee Chairmen to nominate the chairman of the sub-committees, election of chairmen of sub-committees by the Grand Committee and election of Sub Committee chairmen by the sub-committee itself.

At the informal meeting of all Members in February, it was suggested that the introduction of term limits for chairmen of sub-committees should also be considered and the views of Members are sought on that matter.

Recommendations

It is **recommended** as follows:

- a) that further consideration be given to the implementation of a new convention for the appointment of chairmen of sub-committees, namely, when a Chairman of a Grand Committee does not wish to be the chairman of a sub-committee a convention is adopted whereby the Chairman submits his or her nomination for chairman to the Grand Committee for approval. Where no specific Member is nominated by the Chairman of the Grand Committee, the selection process would be by election from all eligible Members of the Grand Committee;

- b) that consideration be given to the introduction of term limits for sub-committee chairmen.

Report

Background

1. This report concerns the recent review of the process for appointing chairmen of sub-committees.
2. The current arrangements for selecting the chairmen of sub-committees is for that to be determined by the relevant Grand Committee and quite often it can be the Chairman of the Grand Committee who takes on the responsibility, depending on circumstances. If not, it is usual practice for the sub-committee to decide, most often by election from amongst its membership. There is no hard or fast rule and Members felt that the rather ad-hoc approach taken by the various Committees would benefit from greater consistency across the board
3. In light of this, in December 2016 the Policy Committee proposed the introduction of a convention for the selection of sub-committee chairmen to ensure consistency across all Committees. The convention provides that, when a Chairman does not wish to be the chairman of a sub-committee and wishes a specific member to be appointed, the Chairman shall submit his or her nomination for chairman to the Grand Committee for approval. A resolution to that effect was circulated to all relevant Committees asking for the convention to be endorsed.
4. The Policy Committee based its decision on the following principles:
 - it should be accepted practice for the Chairman of a Grand Committee to chair any Sub-Committee appointed by it;
 - where the Chairman of a Grand Committee does not wish to chair a sub-committee, the Chairman should be able to nominate another Member of the Grand Committee with the necessary experience and qualities, for approval to fulfil that role; and
 - where no specific Member is nominated by the Chairman of the Grand Committee, the selection process would be by election from all eligible Members of the Grand Committee.
5. The Chairman of the Finance Committee was particularly supportive of the P&R recommendation. Under his Chairmanship of Finance, he has been able to propose and to gain support for some significant changes in the way sub-committees operate and who chairs them. These changes have enabled more Members to play a more valuable part in, and to contribute to, the Committee's overall work, whilst also recognising that sub-committees should be servants of the Grand Committee's policies and priorities. Any changes should not get in the way of these two objectives.

6. It was noted at the informal meeting that the Policy & Resources Committee would take another look at the position. In addition, several Members asked for consideration to also be given to whether terms limits should be introduced for Chairmen of sub-committees, as they are for Chairmen of Grand Committees.

Options for Chairmanship of sub-committees

7. There are several options open to Members to consider for how Chairmen should be selected for sub-committees, including the following:
 - i) Retain the status quo. Currently, a Grand Committee has the option of choosing who should take the chair of a sub-committee that it appoints. In a number of cases that is the Chairman of the Grand Committee but not always. Grand Committees can also decide to leave such matters to the sub-committee who usually select their Chairman through a process of election. This has been the position for a number of years.
 - ii) Adopt the convention agreed by the Policy & Resources Committee in December, as described in paragraphs 3 and 4 above. This provides for a process whereby the Chairman of a Grand Committee does not wish to chair a sub-committee and has instead identified another Member for that role with the necessary experience and qualities. In those circumstances, the Chairman would submit his or her nomination to the Grand Committee for approval. Where no specific Member is nominated by the Chairman of the Grand Committee, the selection process would be by election from all eligible Members of the Grand Committee who would nominate themselves.
 - iii) Grand Committees to appoint all sub-committee chairmen. In this case, when sub-committees are appointed (which they are annually), the Grand Committee would be asked to decide at that stage who should take the chair. This could be the Chairman of the Grand Committee or by inviting eligible Members of the Grand Committee to nominate themselves, followed by an election if there is more than one candidate.
 - iv) Sub-committees to appoint their own chairmen. In this case, the question of chairmanship would be left entirely to the sub-committee to decide, usually by election. Whilst this is an option, it should be noted that there are a number of sub-committees where Members may consider it appropriate, because of the nature of the business ie: it is sensitive or strategic, for the Chairman of the Grand Committee to be the chairman. In those circumstances, imposing such a rigid rule may not serve the City Corporation's best interests as it does not allow for any flexibility.
8. It should also be noted that the Chief Commoner automatically chairs several sub-committees including the Privileges Sub-Committee.

Term Limits

9. At the informal meeting of all Members reference was made to the possibility of introducing terms limits for chairmen of sub-committees. Currently there are no restrictions on the number of terms (or years) that a Member can serve as chairman of a sub-committee as there are for Grand Committees (there are, however, conventions affecting the chairmanship of the Property Investment Board, Financial Investment Board and Social Investment Board, all of which report directly to the Court of Common Council). Standing Orders provide for the Chairmanship of most Grand Committees to be no more than three years with three exceptions - the Policy & Resources and Finance Committees where the term is a maximum of five years and the Police Committee where the term is no more than four years.
10. Members' views are sought on whether term limits should be introduced for chairmen of sub-committees and, if so, what the term should be eg: three years. If Members decide to introduce a term limit, it would be prudent, where the Chairman of the Grand Committee chairs the sub-committee, for any limit to correspond with the term of chairmanship of the relevant Grand Committee.
11. Members should bear in mind that in a number of cases sub-committees are appointed to give more detailed consideration to certain topics and, over time, chairmen can develop an expertise and considerable knowledge of the area. This does, however, need to be balanced against the need for others to be given opportunities to serve and to bring fresh skills and experience to the work of the sub-committee. The loss, through the imposition of a term limit, of an experienced chairman does not necessarily mean that individual and their knowledge of a particular topic need be lost to the sub-committee.

Conclusion

12. The proposed convention agreed by the Policy & Resources Committee for appointing chairmen of sub-committees has been met with mixed views and at the recent informal meeting of all Members it was noted that the Committee would look again at the matter. This report asks Members to review the position and sets out some options that could be considered. It also asks Members for a view on whether a term limit should be introduced for chairmen of sub-committees and, if so, what that term should be.

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Committee	Dated:
Port Health and Environmental Services Committee	9 May 2017
Subject: Departmental Business Plans 2017/18	Public
Report of: Director of Built Environment; Director of Markets and Consumer Protection, and Director of Open Spaces	For Decision
Report author: Gerry Kiefer, Built Environment; Don Perry, Markets and Consumer Protection; Esther Sumner, Open Spaces	

Summary

This report presents, for approval, the business plans for 2017/18 for the Departments that provide services for which this Committee is responsible: Built Environment; Markets and Consumer Protection, and Open Spaces for the year 2017/18.

The high-level summary plan for the Department of the Built Environment (Appendix 1) presents a strategic approach to achieve our vision of '*Creating and facilitating the leading future world class city*'. This supports the draft Corporate Plan and ensures we continue to deliver excellent services. Programmes specifically related to the work of this Committee are highlighted in paras 8-12.

The high-level summary plan for Markets and Consumer Protection (Appendix 2) draws together the wide range of services provided, and regulatory functions carried out by, the whole Department. As the Department reports to three separate Committees (Port Health and Environmental Services; Licensing; Markets) for discrete aspects of its work, separate detailed business plans have been produced for each. The plan at Appendix 3 therefore contains specific key information relating to the Port Health & Public Protection Service (PH&PP).

The high-level summary plan for Open Spaces and Heritage (Appendix 4) highlights, in bold, those elements that apply to the Cemetery and Crematorium. Following previous feedback from your Committee, paragraphs 17 to 21 in this report provide a summary of the elements of the business plan of most relevance to your Committee. A copy of the full Open Spaces & Heritage Business Plan is available on request.

This report also presents an early draft of the Corporate Plan 2018-23 to give Members an opportunity to provide informal feedback before wider consultation on the plan takes place in the autumn with staff, partners and other external stakeholders.

Recommendation(s)

Members are asked to:

- Approve the business plans from:

- Department of the Built Environment
- Department of Markets and Consumer Protection
- Department of Open Spaces
- Note the draft Corporate Plan 2018-23 and provide initial feedback on the content.

Main Report

Background

1. A new framework for corporate and business planning is currently being developed, led by the City Corporation's Head of Corporate Strategy and Performance. The aim is for all the work carried out by or supported by the City Corporation to contribute to one overarching goal. This will be achieved by:
 - Identifying the overarching goal and the specific outcomes that support it in the refreshed Corporate Plan;
 - Ensuring that all the work carried out by departments, including projects and development plans, contributes to delivery of the outcomes in the refreshed Corporate Plan, and is included in their business plans;
 - Enhancing the "golden thread", such that everything we do and develop is captured within appropriate departmental business plans, team plans, and individual work plans;
 - Developing a culture of continuous improvement, challenging ourselves about the economy, efficiency and effectiveness of what we do and the value we add.
2. As this new approach involves parallel changes to a number of high-level processes, it will take 2-3 years to be fully implemented, so how plans are presented to Members is likely to develop during this time.

Departmental Business Plans

3. Revised departmental business planning documentation is being introduced in response to Member requests for consistency of presentation across the organisation, and a desire to see a succinct statement of key ambitions and objectives for every department. For this year, we have introduced new standardised high-level summary departmental plans. These will also allow corporate Committees and Sub Committees to see what is being proposed and delivered across the organisation as a whole.
4. Prior to the March Common Council elections, where meeting dates permitted, departments presented draft high-level departmental plans for discussion with their Service Committees. Following feedback from Members and Chief Officers, the standard template for and content of these high-level plans has been finalised. As well as key information on ambitions, budget and planned outcomes, the template requires departments to include information on their plans for cross-departmental and departmental projects, development of the department's capabilities, and a horizon-scan of future opportunities and challenges.

5. This report presents at Appendices 1, 2 and 4 the high-level plans for the departments that provide services for which this Committee is responsible:
 - Department of the Built Environment
 - Department of Markets and Consumer Protection
 - Department of Open Spaces
6. The high-level plan for Markets and Consumer Protection is supported by a more detailed plan for the PH&PP Service for 2017/18, in the format used in previous years (Appendix 3). This provides more information on the items highlighted in the high-level plan. During 2017/18, development work will take place on the format of the detailed business plans, with a view to a standard format being introduced for 2018/19 onwards, which will align more closely with the high-level plans.
7. Further work will also take place on monitoring and reporting against the agreed outcomes at both corporate and departmental levels. This responds to Members' demands for more focussed and meaningful performance measures which concentrate on outcomes and impact rather than just outputs and activity. Ways in which reporting can become streamlined will also be considered.

Department of the Built Environment

8. The high-level plan for the Built Environment presents our strategic aims and objectives for the future, focusing on our portfolio of programmes and strategic ambitions which support the Place, Prosperity and People Strategic Steering Groups. The plan brings together the very specific operational services that enable the Business City to flourish.
9. The coloured stars give Members the ability to follow the ambition theme throughout the plan. This approach also gives the reassurance that the work of the Department is supporting our Aims and Objectives.
10. The work of the Cleansing and Waste team which is in the remit of this Committee, supports the department in achieving our wider ambitions, in particular:
 - 'To provide the capacity for future resilience and sustainable growth'
 - 'To support urban well-being by providing a distinctive, secure and healthy place to work, visit or live'
 - 'To provide high quality, effective and relevant services for a world class City'.
11. The high-level plan is supported by the Department's statutory duties. For this Committee, our regulatory team, based in the Cleansing team ensure the City provides residents, visitors and workers with a clean and safe environment by taking enforcement action on activities such as fly posting, graffiti and littering including smoking related litter. We are looking to extend our services to other parts of the organisation to ensure excellent customer service and a high quality environment and this team currently provides the first line of response to all 'out of hours' noise complaints and some other areas of enforcement on behalf of the Department of Markets and Consumer Protection.

12. The following programmes contain specific projects relating to the work of this Committee:

Cleansing and Waste: Continue to work with the contract providers to deliver the highest standard of street cleansing; Prepare for the retendering of the cleansing contract which is currently scheduled for renewal in 2019.

Policy and Strategy: Working with the GLA, finalise and agree a revised Waste Strategy for the City.

Foremost Services: Promote recycling services and in particular, work with residents of the City's estates to increase recycling rates.

Eastern City Cluster/Future Public Space: Cleansing supports the healthy Streets agenda, particularly around the management of the Eastern City Cluster estate and maintaining the quality of current and future public spaces.

Department of Markets and Consumer Protection

13. The high-level summary business plan draws together the wide range of services provided, and regulatory functions carried out, by the whole Department.
14. 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 detailed business plans have been produced for each. The plan at Appendix 3 contains specific key information relating to the Port Health & Public Protection Service (PH&PP).
15. The PH&PP 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.
16. The ambitions, objectives and performance measures contained within both the high-level departmental plan and the detailed PH&PP plan are underpinned by the Department's statutory duties, core functions and its commitment to supporting corporate priorities. Members of staff at all levels were consulted on the content of the plans as were corporate contacts and business partners.

Department of Open Spaces

17. Following previous feedback from your Committee, the high level business plan is attached at Appendix 4 for your approval, and subsequent paragraphs provide a summary of the elements of the business plan of most relevance to your Committee. A copy of the full Open Spaces & Heritage Business Plan is available on request.
18. The principle purpose of the Cemetery is the respectful disposal of the dead. This is supported within the Business Plan in particular through the key action to "Ensure sustainable and affordable provision of the Cemetery and Crematorium Services" which includes a proposal to replace the unabated cremators. This

action is already being taken forward by the Superintendent who is exploring options in consultation with City Procurement.

19. However the Cemetery is also a heritage site, a place for peaceful contemplation, recreation and a habitat. As such, its activities are also relevant to the objective to “Conserve and improve the ecology, biodiversity and heritage of our sites”. To support this, the Superintendent is planning to revise the Cemetery’s Conservation Management Plan this year. The continuation of a high quality environment and well maintained heritage assets is an important contributor the financial sustainability of the cemetery as it supports its competitiveness and service standards.

Budget

Expenditure (£'000)				Income (£'000)				
Local Risk	Central Risk	Recharge	Total expenditure	Local Risk	Central Risk	Recharge	Total income	Net position
2,889	0	2,306	5,195	4,656	0	0	4,656	539

20. In this final year of the Service Based Review, the Cemetery has committed to increasing income by £51,000. This is reflected within the budget figures.

Performance Indicators

21. There are a number of Cemetery specific indicators and departmental indicators which are relevant to the Cemetery. These have been extracted and attached as Appendix 5.

22. Corporate Plan 2018-23

23. In parallel with the development of the high-level departmental plans, work has continued on developing a refreshed Corporate Plan for 2018-23. This will include a mission statement which is specific and relevant to the City Corporation and ambitious long-term outcomes against which we can measure our performance.
24. Draft 15-year ambitions developed by Chief Officers in the People, Place and Prosperity Groups have been edited into three broad strategic objectives, aligned with a draft mission. Twelve draft outcomes are grouped under these objectives to form the basis of the refreshed plan. To support the development of this plan a new Corporate Strategy Network of senior officers has been established. As a first task, this network is mapping activities listed in departmental business plans to draft outcomes in the Corporate Plan so that we can see where our efforts are currently being directed, and use this information to help inform future decisions.
25. A draft of the Corporate Plan is presented at Appendix 6 to give Members an opportunity to provide feedback on the plan before it is discussed at the informal meeting of the Resource Allocation Sub Committee in June. The draft mission, strategic objectives and grouped outcomes are on the first page of the draft plan. The second page describes the strategic principles, competencies and commitments that underpin how we will go about delivering the outcomes.

26. Members will have a further chance to comment on the Corporate Plan at Service Committees and in other working groups in the autumn.
27. Formal consultation will also take place with staff, partners and other stakeholders from September.
28. Officers are aiming to seek full Member approval of the Corporate Plan 2018-23 from the Court of Common Council prior to publication before the start of the 2018/19 financial year. Once the refreshed Corporate Plan has been approved, there will be closer alignment between the Corporate Plan and departmental business plans; for example departmental plans will explicitly refer to the relevant outcomes from the Corporate Plan.

Conclusion

29. This report presents the business plan for the Departments of the Built Environment, Markets and Consumer Protection, and Open Spaces for approval, and an early draft of the Corporate Plan 2018-23, to give Members an opportunity to provide initial feedback before it is discussed at the informal meeting of the Resource Allocation Sub Committee in June and opened out to wider consultation in the autumn.

Appendices

For Approval:

1. High level departmental plan – Department of the Built Environment
2. High level departmental plan – Department of Markets and Consumer Protection
3. Detailed Business Plan – Department of Markets and Consumer Protection, PH&PP Service
4. High level departmental plan – Department of Open Spaces
5. Selected Performance Indicators – City of London Cemetery and Crematorium

For Information

6. Draft Corporate Plan 2018-23

Neil Davies

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Creating and facilitating the leading future world class City

Our ambitions are:

- ★ To provide the capacity for future resilience and sustainable growth.
- ★ To maximise connectivity
- ★ To create an environment for innovation and technology
- ★ To support urban well-being by providing a distinctive, secure and healthy place to work, visit or live.
- ★ To shape a relevant physical infrastructure
- ★ To provide high quality, effective and relevant services for a world class City.

What we do is:

- Help promote and position the City to compete with other world class cities ★★
- Ensure the City is a welcoming, safe and inclusive place for visitors, workers and residents ★
- Improve public spaces to provide a thriving urban centre ★★
- Secure and support innovation to advance technological solutions to major challenges ★★
- Lead the way in creating a SMART city which supports modern workforces ★★
- Enable the development of high class architecture to ensure high quality choice of business space ★★
- Develop innovative approaches to safeguarding and sustaining our heritage, built and natural environment ★★

2017-18 budget:

	Exp £'000	Inc £'000	Net £'000
Local Risk	30,889	(15,227)	15,662
Central Risk	6,558	(11,885)	(5,327)
Recharges	16,725	(2,418)	14,307
Total	54,172	(29,530)	24,642

CIL income 16/17 £19,515,390
DBE pot is 40% £7,806,156

S106 Income 16/17 £1,133,588 (in relation to DBE specific schemes)

Capital programme value 2016/17 £34m, overall lifetime value of forecast project expenditure £199M

Our top line objectives are:

1. Advancing a flexible infrastructure that adapts to increasing capacity and changing demands. ★★
2. Promoting the construction of high quality, inspiring buildings which attract diverse uses and users ★
3. Developing a 'smart city' approach through use of data and technology ★★
4. Creating an environment that motivates creativity and innovation ★
5. Enabling digital connectivity that meets business and lifestyle needs ★
6. Creating an accessible city which is stimulating, safe and easy to move around in ★
7. To lead and initiate research into microclimate issues for the benefit of London and the UK, and to minimise impact of climate change ★
8. Empowering a rich and thriving social and cultural offer ★
9. Improving quality of life for workers, residents and visitors ★

What we'll measure:

- Successful implementation of the experimental Bank Junction scheme to reduce traffic related accidents without increasing average journey times ★★
- Deliver approved/built space in line with the local plan targets ★★
- Our readiness to be an early adopter of 5G ★
- Improved traffic flow ★
- Production of comfort criteria guidance and adoption ★
- Deliver transformative initiatives that change the look and feel within the Cultural Hub Area ★
- Improved air quality ★
- A successful 2017 'Sculpture in the City' creating a more stimulating and engaging urban environment ★
- Open a vibrant new community space at Aldgate Public square. ★



At a Corporate level we will contribute to the Cultural Hub programme and will lead the Gigabit and Smart City programmes. At a departmental level we have developed a portfolio which will support our ambitions and prioritise our work going forward. The prioritised programmes within this portfolio are listed below. A number of identified projects within these programmes will be assured by the Department's Senior Leadership Team whilst the progress of other projects will be assured by divisional senior management teams. The Department's portfolio is:

1. **Cultural Hub programme:** creation of an attractive new retail and cultural offer in the area ★★
2. **Gigabit City programme:** improved digital connectivity across the City ★★
3. **Smart City programme:** use of smart-enablement and collaborative innovation to be more intelligent and efficient ★★
4. **Strategic Transport programme:** deliver a strategic approach to movement in the City which improves traffic flow and air quality whilst continuing to meet the needs of businesses ★★
5. **Strategic Infrastructure programme:** support and accommodate major infrastructure initiatives to secure the best outcome for the City ★★
6. **Road Danger Reduction and Active Travel programme:** highway and public realm changes which reduce traffic related injuries and encourages greater levels of cycling and walking ★★
7. **Future Public Space programme:** provide distinctive, attractive, inclusive spaces in which to work, live and enjoy ★★
8. **Cleansing and Waste programme:** future provision of the City's waste and street cleansing services ★★
9. **Eastern Cluster Estate Management programme:** an estate based approach to the ECC which includes consideration of security; highway network operation and cleansing/maintenance; planning and public space while recognising the area's increasing workforce ★★
10. **Policy and Strategy programme:** adoption of the Local Plan and other strategies and policies which inform and direct how future development and provision within the City will look, feel and operate ★★
11. **Foremost Services programme:** Provision of high quality, continually improving and reviewed, relevant services which provide excellent services to businesses, residents, workers and visitors ★★

How we plan to develop our capabilities this year:

- Continue to develop and expand effective partnerships
- Think strategically to link in with the People, Place, Prosperity Steering groups and Summit Group
- Develop our presence through communication and promotion
- Advance a consistent approach to programme and project management.
- Embrace and implement new technologies to modernise and enhance business processes
- Develop succession plans, undertake talent management and consider career development opportunities.
- Establish a more courageous and radical approach to problem solving and service improvement
- Better understanding of international cultural differences and changing business needs

What we're planning to do over the coming years

- Managing intensification, diversification of the City and the changing nature of its workforce
- Ensure we have the expertise within the department to deliver a future world class city
- Build on our intellectual capital to develop smart solutions
- Provide relevant, high quality end to end services for City developments
- Create a new public and performance space, piloting latest technologies and innovations
- Transformation of Bank Junction
- Facilitate relocation of Museum of London and the Centre for Music

What we'll measure:

- Deliver a series summer arts initiatives within the Cultural Hub area ★
- Cultural Hub Look and Feel strategy adopted ★★
- Deliver a world leading gigabit WiFi network ★★
- Deliver smart city 'quick win' projects ★
- City transport strategy adopted ★★
- Reduce the amount of freight using the City's streets ★★
- Increase in businesses using consolidation centres ★★
- Reduction in the number people injured in road traffic accidents ★
- Adoption of Road danger reduction strategy ★
- Improved air quality where public space has been enhanced ★★
- Percentage of land which has unacceptable levels of litter, detritus, graffiti and flyposting ★★
- Waste strategy adopted ★★
- Use of Healthy street criteria within the Eastern City Cluster ★★
- Establish collaborative estate management approach to the Eastern City Cluster ★★
- Revised Local Plan, fully consulted and adopted ★★
- Increase in office floorspace stock and employment ★★
- Strong SME presence and broader range of occupiers ★★
- DBE portfolio assurance implemented ★
- Building control options appraisal completed ★

We advise and regulate a wide variety of businesses in the Square Mile and beyond to protect consumers and communities from bad practice and fraud. We also provide access to fresh produce as a vital link in the food supply chain for London and the South by operating three thriving wholesale food markets.

Our ambitions are that:

- We will demonstrate leadership for London by delivering our Air Quality Strategy 2015-2020 and we will work with others to achieve a new Clean Air Act.
 - We will operate thriving markets, with modern infrastructure, that meet the needs of buyers, our tenants, and local communities.
 - We will develop our Port Health service to be the fastest processor of imported food and feed consignments in the UK.
- We will develop and expand our Animal Health services to provide world class facilities at Heathrow Animal Reception Centre which accommodate anticipated increases in demand.
- We will set the benchmark nationally for Licensing Policy and other Schemes that promote the Licensing objectives.
 - We will meet the current and future needs of our stakeholders by protecting consumers through the enforcement of a wide range of legislation and undertaking appropriate interventions.

What we do is:

Our **Port Health and Public Protection Division** is sub-divided into three service areas:

- Public Protection provides a comprehensive and effective environmental health, trading standards and licensing service for the City of London, ensuring that, through monitoring, regulation and enforcement, City residents and businesses can enjoy an environment and services which are, so far as possible, safe and without risk to their health or welfare.
- As London Port Health Authority, the Port Health Service controls imported food and feed, and infectious disease, as well as protecting the environment along 151km of the tidal Thames.
- The Animal Health & Welfare Service provides animal health services to London, including carrying out inspections of pet shops, zoos, dog breeding and riding establishments, and dealing with illegal imports of animals. The service also runs the Animal Reception Centre at Heathrow.

We operate the three City of London **wholesale food markets**:

- As landlords we manage and provide administration, maintenance, cleaning and security services to Billingsgate, New Spitalfields and Smithfield Markets.
- These markets supply fish, fruit, vegetables, flowers, and meat to a host of food service sectors within the South East and beyond.
- Customers range from catering companies, butchers, fishmongers, and greengrocers to restaurants, hotels, schools, street and retail markets and small local businesses.
- The wholesale markets still turnover some 30% of the fresh produce entering London and are a vital link in the food supply chain.

Our budget is:

Expenditure	£'000
Public Protection	2,795
Port Health	3,260
Animal Health	2,153
Markets	13,620
	21,828

Income	
Public Protection	(774)
Port Health	(2,351)
Animal Health	(3,165)
Markets	(12,358)
	(18,648)

Net Local Risk Expenditure ^{*1}	3,180
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^{*1} Excludes Local Risk amounts spent by the City Surveyor

Our top line objectives are:

Service deliverables

1. Implement a Low Emission Neighbourhood in the City to improve air quality and mitigate the risk of high air pollution.
2. The Licensing Team will continue to expand the Safety Thirst Award Scheme, which aims to reduce crime and anti-social behaviour.
3. The Trading Standards Team will maintain its focus on protecting City residents from financial fraud.
4. The Pollution Team will implement the Action Plan of the Noise Strategy 2016-2026.
5. Investigate, and begin to implement, new income generation proposals for the Heathrow Animal Reception Centre (HARC).
6. Evaluate the potential impact of leaving the EU on the services provided by Port Health and Public Protection.
7. Implement a new waste and cleaning contract at New Spitalfields Market.
8. Complete the delivery of Service Based Review (SBR) measures and historic repair works at Smithfield Market.
9. Continue to develop the use of technology and mobile working solutions across the department.
10. Carry out a comprehensive strategic review of the three wholesale markets, including transport needs and location.

Corporate programmes and projects

- One Safe City Programme: contribute to the development of the Customer Relationship Management (CRM) system as part of delivering the programme's three key initiatives to provide a safer environment for our customers and stakeholders to live and do business in.
- Air Quality Project: ensure that the City Corporation complies with the new statutory requirements for London Local Air Quality Management. Demonstrate leadership for London by implementing the actions set out in the Air Quality Strategy 2015-2020, including introducing a Low Emission Neighbourhood in the City.
- Corporate Apprenticeship Scheme: support the scheme by offering a range of suitable placements for candidates.
- Focus on further reductions in energy usage as part of the Energy Efficiency Programme.

Departmental programmes and projects

- Procure and install a multi-lane entry barrier system and pedestrian access control at New Spitalfields Market.
- Identify and take up opportunities to increase income generation in all parts of the department.
- In liaison with the IT Department, continue to develop the use of technology and mobile working solutions.

How we plan to develop our capabilities this year

- Improve working relationships with partners, Government Departments and other agencies through collaboration and sharing information and expertise.
- Refresh our Workforce Plan, including consideration of appropriate proposals for succession planning.
- Continue to develop our leadership capabilities through the departmental Leadership Development Programme.

What we plan to do in the future:

- Identify the potential impacts and opportunities of the UK's exit from the EU and prepare appropriate strategies to address them.
- Ensure we have the necessary expertise and capability to respond to Government and legislative changes.
- Improve air quality and manage the risk to our residents and stakeholders. Work with third parties to influence London-wide and national strategies.
- Develop extra facilities at Heathrow Animal Reception Centre to meet anticipated increases in demand and thereby increase income.
- Expand our capacity at London Gateway and Tilbury ports in order to accommodate anticipated increased demand.
- Ensure the continued relevance of our wholesale food markets by building on the findings of the comprehensive strategic review.

What we'll measure:

1. Levels of air pollution in the City.
2. The number and quality of applications received for the Safety Thirst Award Scheme.
3. The number of reported incidences of City residents experiencing financial fraud.
4. Delivery of key actions.
5. Income levels at the HARC.
6. Completion of mapping of all legislation that may be affected by the EU exit, by April 2019.
7. The number of complaints made about the performance of the cleaning contractor at New Spitalfields Market.
8. Income levels at Smithfield Market.
9. Improvements to working practices as a result of implementing mobile working technologies.
10. Report findings of the review to Markets Committee for consideration by May 2018.



Port Health & Public Protection Business Plan 2017-2020

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Director's Introduction

The Department of Markets and Consumer Protection (M&CP) has the widest span of all front-line service departments, employing some 262 staff with a combined local and central risk gross expenditure of £22,349,000 and an overall net local risk budget of £3,180,000 giving a total net budget including central risk and recharges of £1,404,000 for 2017-18. Spread across ten locations, the department ranges from the Heathrow Animal Reception Centre in the West, to Billingsgate and Spitalfields Markets in the East, with Tilbury and London Gateway Ports on the North side of the Thames, and Denton on the South side.

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

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

As part of the Service Based Review (SBR), we have successfully continued the process of maximising income generation from our assets, and will need to exploit the benefits of modern technology. This will become increasingly important as we endeavour to deliver the high standards that our customers expect with pride, pace, passion, and professionalism. To ensure that we fulfil our obligations to our major customers, we need to satisfy the four perspectives shown on pages 10 to 15, our version of the Balanced Scorecard¹, while we endeavour to maintain our traditional standards and remain mindful of our corporate, environmental, and social responsibilities.

Implementing the SBR measures, and the associated work-streams, was a key element of our activities during the past two years. The department's planned SBR savings have been accomplished so far, and new, more flexible ways of working are underpinning progress in this area. The Mobile Technology project and the corporate Accommodation & Ways of Working project will be vital enablers for improving our efficiency and effectiveness, so that we can 'do more with less'.

As the City continues to transform the way it delivers its services, we recognise the vital importance of having a skilled and highly motivated workforce in order to support this change, and the role good leadership plays. We have shown our commitment to providing this through the inaugural Markets and Consumer Protection Leadership Development Programme for selected middle-rank and senior staff last year. We are running a second programme this year and I hope it will be adopted as a corporate initiative thereafter.

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

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

Overview of our Services

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

Port Health

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

Animal Health & Welfare

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

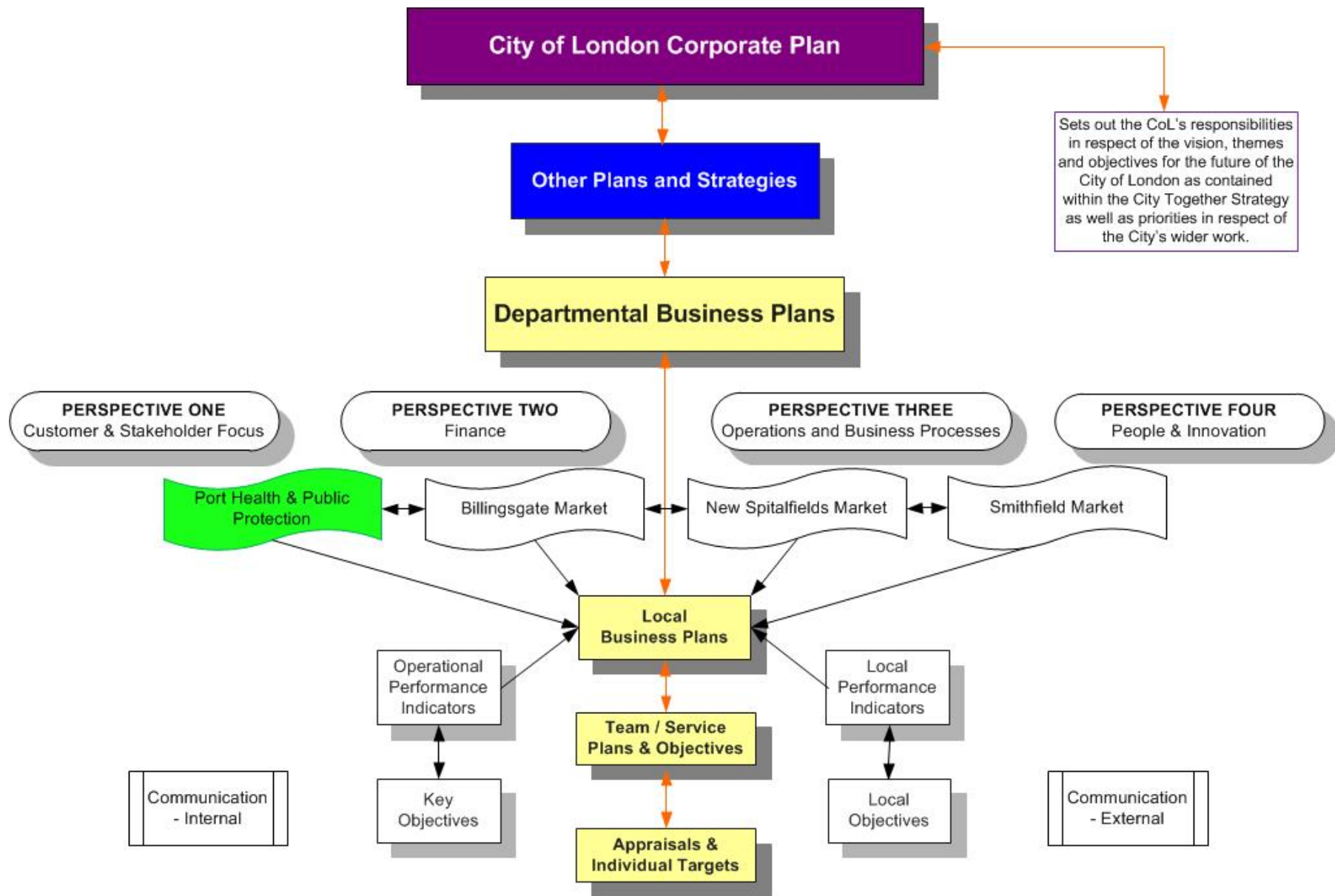
Public Protection

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

- The two **Commercial Teams** are responsible for enforcing a range of legal requirements relating to food safety (standards and hygiene), occupational health and safety, statutory nuisances (other than noise) arising from commercial businesses' activities and the investigation of infectious diseases. Duties include:
 - Undertaking a range of food hygiene, food standards and health and safety interventions across all City food businesses including the provision of advice and information.
 - Enforcing health and safety legislation in all relevant City businesses including the provision of advice and information.
 - Carrying out infectious disease investigations and sampling work and enforcing odour nuisance legislation.
 - At Smithfield Market, enforcing health and safety legislation in let premises, food standards and hygiene controls in vehicles that visit the market and investigating any food complaints.
- **Operational Support** are responsible for providing a range of administrative and IT support services to the department including system administration of the Northgate M3 database and the Timemaster time management system.
- **Pollution Control** are responsible for enforcing all noise and nuisance legislation, private sector housing and contaminated land legislation across the Square Mile.
- A new **Air Quality** team was established in September 2016 to reflect the high priority placed on improving air quality in the City and the increased workload to deliver policies in the Air Quality Strategy. The team is responsible for ensuring that the City complies with the new statutory requirements for London Local Air Quality Management and, in the longer term, for implementing a range of agreed measures to reduce the status of the corporate air quality risk from red to amber.
- **Trading Standards** are responsible for enforcing a wide range of legislation to protect consumers and to maintain a level playing field for businesses. They review and prioritise thousands of complaints that are received every year on their behalf by the Citizens Advice Consumer Service and take action where appropriate. This includes working with businesses to bring them into compliance with the law and project based work looking at investment fraud in the City. The team is actively involved with the National Trading Standards Scambuster Team which targets criminals involved with doorstep crime, counterfeiting, consumer and business fraud and other related crime
- The **Licensing Service** is responsible for ensuring that all City businesses hold the appropriate licences and registrations and comply with the rules and conditions appertaining to those licences. While part of the Port Health & Public Protection Division, the Service reports directly to the Licensing Committee and further details of its work are not included in this Business Plan.

Business Planning Process

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Departmental Vision

The overall vision of the Department of Markets and Consumer Protection is to provide high quality, efficient services to our customers and stakeholders by operating three thriving wholesale markets; and by advising, regulating and protecting communities for which we have responsibilities in the fields of Environmental Health, Port Health, Trading Standards, Animal Health and Licensing.

Ambitions

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

- Demonstrate leadership for London in delivering our Air Quality Strategy 2015-2020.
- Develop our Port Health Service to be the fastest processor of imported food and feed consignments in the UK.
- Provide excellent customer service to people using our animal health services, while developing our offering and generating significant additional income.
- At all times to seek value for money in the activities we undertake so that the highest possible standards are achieved cost effectively.

Measuring Performance

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

Data Quality

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

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

Operational Performance Indicators 2017-2018

The ten **Operational Performance Indicators** for Port Health and Public Protection for 2017-2018 are shown here.

Port Health:

- PI 1.** Proportion of imported food and feed consignments (Products of Animal Origin – POAO) that satisfy the checking requirements cleared within five days:
- Non-fish 95%
 - Fish 85%
- PI 2.** 90% of imported food and feed consignments (Products of Non Animal Origin - PNAO) are subjected to mandatory documentary controls within five days.
- PI 3.** 5% of imported food and feed consignments (Products of Non Animal Origin - PNAO) are subjected non-mandatory physical checks.

Food Safety:

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

HARC:

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

Pollution:

- PI 6.** 90% justifiable noise complaints investigated result in a satisfactory outcome.²

Trading Standards:

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

Health & Safety:

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

All PH&PP Service areas:

- PI 9.** Achieve an overall sickness absence level of no more than 6 days per person by 31 March 2018, and a total of no more than 690 days across all PH&PP Service areas.³
- PI 10.** 90% of debts to be settled within 60 days and 100% of debts settled within 120 days.

² 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.

³ Target based upon Full Time Equivalent (FTE) members of PH&PP staff at 31 December 2016 (no. 115).

Key Improvement Objectives 2017-2018

The fifteen **Key Improvement Objectives** for the Port Health and Public Protection Division for 2017-2018 are listed here under the four broad perspectives, or themes, which run across the whole of the Department of Markets and Consumer Protection.

Perspective 1 - Customer and Stakeholder Focus Deliver statutory and non-statutory services to a high quality with regulatory services being increasingly intelligence and risk-based, in line with the Government's Deregulation agenda and the risks accepted by Members in the Service Based Review.			
Action	Outcome	Measure	Responsibility
Evaluate the potential impact of leaving the EU on the services provided by PH&PP. Inform central Government of these impacts and consider appropriate mitigating actions.	Government departments and agencies will be aware of the potential impact on public and animal health, and consumers. A smoother transition for the City when the UK leaves the EU. Maintain the City's status as delivering world class services. Be in a position to service any new and evolving trade as it develops.	All relevant legislation that may be affected will be mapped by April 2019. Mitigating actions will be identified by April 2019.	Port Health & Public Protection Management Team
Trading Standards Team to maintain focus on protecting City residents from financial fraud. Promote closer ties and better joint working between Trading Standards, Adult Services and City of London Police.	Those residents who are potentially vulnerable and socially isolated are better protected from financial fraud and attempted scams.	Fewer incidences of City residents experiencing financial fraud.	Assistant Director, Public Protection Trading Standards Manager
Continue with the current regulatory delivery model for Commercial regulation ensuring a clear focus on risk-based priorities. Develop closer ties with other London local authorities and national regulators. Explore the most effective methods of using legislative and non-legislative tools.	The Commercial Teams' risk-based local service plans for Food Safety, Health & Safety and Trading Standards, will be successfully delivered. Consumer interests will remain at the heart of what we do; influencing the behaviour of businesses in the interests of consumers.	Planned targets will be set and successfully delivered by 31 March 2018.	Assistant Director, Public Protection Commercial Team Managers

Perspective 1 - Customer and Stakeholder Focus

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

Action	Outcome	Measure	Responsibility
Animal Health Service to support government and non-government organisations in their work on combating the illegal puppy trade.	Animal Health Officers will provide data, advice and, where possible, physical support.	Reduction in the numbers of cases requiring investigation.	Assistant Director, Animal Health
Pollution Team to implement the Action Plan for the Noise Strategy 2016-2026.	City residents, workers and visitors are not exposed to unreasonable levels of noise.	<p>Key actions from the plan will be progressed:</p> <ul style="list-style-type: none">• Consult upon a draft, and subsequently launch, a revised Code of Practice for Construction and Deconstruction. By September 2017.• If TfL funding is received, participate in a two year pilot scheme with TfL and five other Boroughs (funded by TfL) to improve liaison on streetworks on TfL roads.• Launch a Memorandum of Understanding (MoU) between TfL and the CoL in relation to the environmental impact of streetworks by May 2017.• Review operation of the MoU and revise as necessary by March 2018.• Quarterly meetings will be held with London Underground Ltd to discuss minimising the impacts of the operational railway, railway maintenance and night tube as it develops.	Assistant Director, Public Protection

Perspective 1 - Customer and Stakeholder Focus

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

Action	Outcome	Measure	Responsibility
Ensure compliance with the new statutory requirements for London Local Air Quality Management. Mitigate the risk associated with potential fines for non-compliance with air quality limit values.	Full and continuing compliance with the new statutory obligations which require new systems of working and the implementation of new reporting mechanisms. Maintain the City's status as 'Clean Air Borough'.	The new systems of working and reporting will be implemented and all data included in the statutory annual report by 24 April 2017. Significant progress in the following areas will be demonstrated by March 2018: <ul style="list-style-type: none">• Political leadership• Taking action• Leading by example• Development control• Public health• Information and communication	Air Quality Manager
Implement a Low Emission Neighbourhood in the City.	Improved local air quality will be achieved through a range of local measures designed to reduce emissions from various sources.	Improved air quality which will, in turn, mitigate the risk associated with high levels of air pollution.	Air Quality Manager
Reduce the status of the corporate air quality risk by implementing a range of agreed measures as set out in the Air Quality Strategy 2015-2020.	Mitigate the impact of poor air quality on the health of residents and workers in the City.	The status of the corporate risk will reduce from red to amber.	Air Quality Manager

Perspective 2 – Finance

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

Action	Outcome	Measure	Responsibility
Produce an updated Port Health Authority Order to ensure that the Port Health Service is authorised to take formal action within the boundary under the relevant legislation.	Avoidance of legal challenge to the operational basis of the Port Health Authority. Clear boundary definition to show extent of operations to other stakeholders. Possibility to undertake wider duties within the boundary, which may generate further income, or recharge for work outside the boundary.	The draft Order will be completed by March 2018. The Remembrancer will then pursue the Parliamentary aspects.	Assistant Director, Port Health
Evaluate the increased potential for Primary Authority work including the feasibility of establishing a new Primary Authority Unit ⁴ . This will include a programme of engagement with City businesses. Implement the findings of the evaluation.	Depending upon the findings of the evaluation, the outcomes will be: Improved support for businesses and economic growth. Improved working relationships with national regulators on the provision of specific advice as their role is extended (from October 2017). Improved protection for consumers, workers and the environment. Businesses that sign up to a partnership will have access to reliable, tailored regulatory advice. The City of London's reputation will be enhanced.	Increased number of Primary Authority Partnerships. Increased Primary Authority income.	Assistant Director, Public Protection Commercial Team Managers Trading Standards Manager
HARC: investigate and implement new income generation proposals.	Income streams from current facilities will be maximised. Additional income will potentially be realised through developing facilities.	Increased income.	Assistant Director, Animal Health

⁴ From 1 October, 2017 the Enterprise Act 2016 comes into force and Primary Authority will be open to any size of business including pre start-ups, through an extension and simplification of the scheme,

Perspective 3 - Operations and Business Processes

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

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

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

Action	Outcome	Measure	Responsibility
Complete the formal annual review of our property holdings with City Surveyors Department to ensure that we do not occupy buildings and land in excess of our identified operational need, in accordance with Standing Order 55.	That our property holdings are appropriate for our operational needs and future needs.	Review to be completed by October 2017.	Assistant Director, Port Health Assistant Director, Animal Health Head of Business Performance
Continue to develop the use of technology and Mobile Working solutions. Complete the implementation of PHILIS software at the HARC.	A more compelling, agile IT working solution for the workforce so that officers will be able to record and receive real-time enforcement data whilst in the field. Real-time updating and processing of enforcement data and intelligence. Improved integration of HARC and Ports working practices.	Faster data and information capture and more effective communication with businesses. Improved turnaround times for imports. PHILIS to be in full use at the HARC by 1 October 2017.	Assistant Directors

Perspective 4 – People and Innovation

Enhance the quality of our leadership and management.
Further embed the corporate values of “Lead, Empower, Trust”.
Encourage the development of all of our staff.

Action	Outcome	Measure	Responsibility
Implement a strategic Learning and Development Plan to ensure we have the necessary skills and capabilities and training to undertake our work and deliver the corporate strategy.	Our workforce will be adequately resourced and experienced, enabling PH&PP to fulfil the objectives set in its departmental business plan and local service plans.	Proposed staff changes will be mapped, including any required new posts, impending retirements, team moves etc, by March 2018.	Port Health & Public Protection Management Team
Refresh the Workforce Plan to include upcoming proposed staff changes.	A more efficient service and improved staff morale will result in a better service for our customers.	An updated Workforce Plan will be agreed. This will include proposals for succession planning and arrangements for suitable training, job shadowing and coaching.	Departmental Workforce Planning Group
Fully implement the Port Health HR Plan.			HR Business Partner
Reorganise staff at the HARC as recommended in an independent external report.			
Actively support the development and use of Apprentices across the City Corporation.			
Deliver the second iteration of the M&CP Leadership Development Programme. (Linked to the fourth Equalities priority within the Corporate Equality Objectives for 2016 – 2020')	Improved leadership skills.	Delegate satisfaction as measured by post-course feedback.	Chief Officer Individual delegates

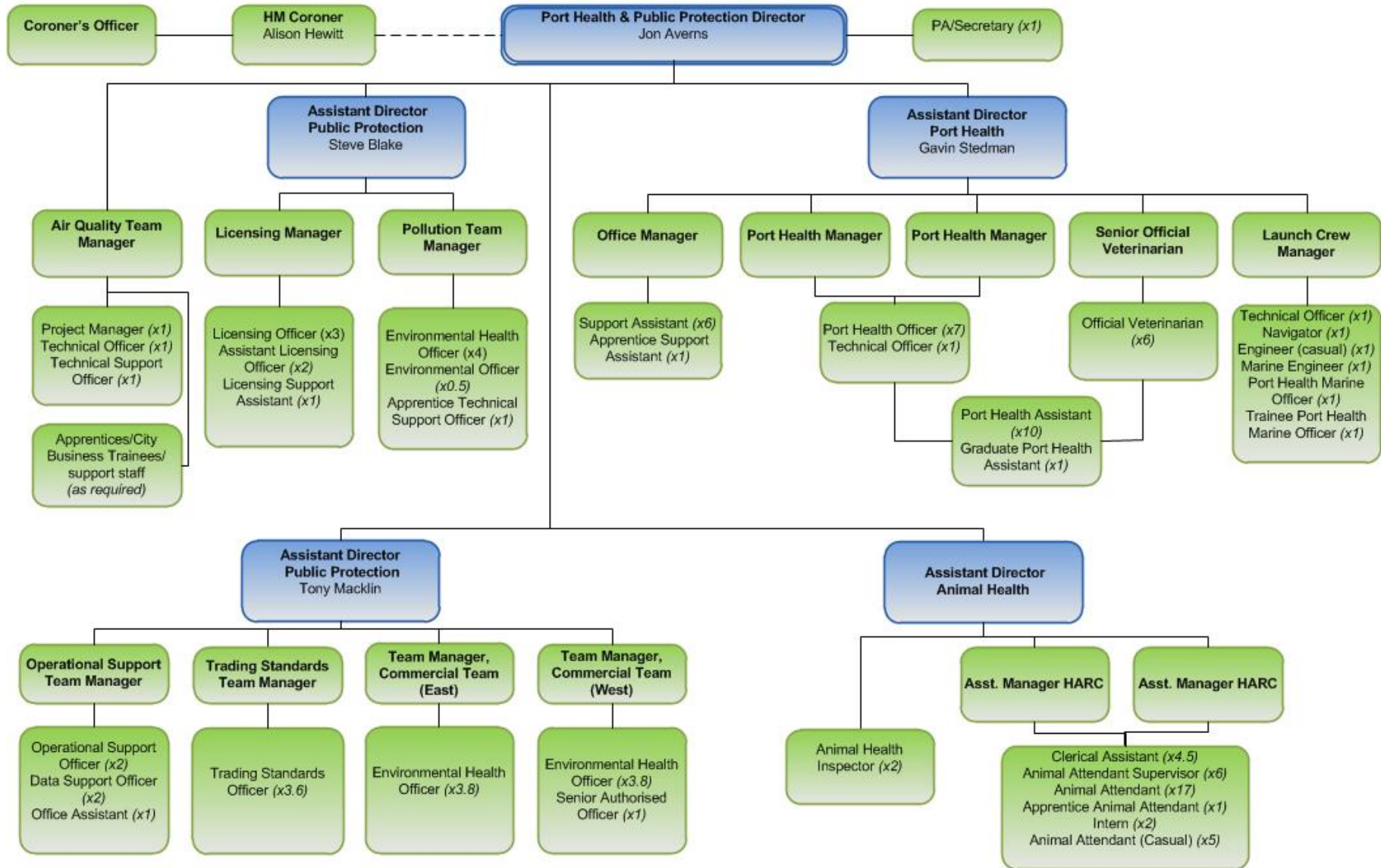
Looking ahead

As part of our ongoing business planning process, it is essential that we remain aware of future events that may impact the department. Such forward thinking will help us to ensure that we allocate resources effectively in order to provide services that are relevant and meet the changing needs of our stakeholders. We will be able to make the most of opportunities to innovate, collaborate, work more efficiently, and, where appropriate, remain competitive and maximise income.

Over the coming years we will:

- Mitigate the potential impacts of exit from the EU on the services provided by Port Health & Public Protection.
- Work to reduce the status of the corporate air quality risk from red to amber by implementing a range of agreed measures set out in the Air Quality Strategy 2015-2020.
- Develop extra facilities at Heathrow Animal Reception Centre to maximise income.
- Continue to implement the Action Plan for the Noise Strategy 2016-2026.

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



Workforce Capability

Workforce planning

A departmental Workforce Plan was developed in 2015. A Workforce Planning Group was set up to be responsible for delivering the objectives set out within the Plan and to prepare for the future in relation to sourcing, developing and retaining knowledge and expertise. This year the Workforce Plan will be refreshed.

Learning and Development

Learning and Development is a priority for the department as a whole. In addition to mandatory training, individual development needs of all members of staff are identified at performance appraisals and progress is monitored at review stages.

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

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

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

Improving the quality of our leadership and management is an ongoing departmental objective. During 2016/17 we initiated and successfully delivered a Leadership Development Programme for 16 people at the Assistant Director and Team Leader level with the specific aim of encouraging them to find different ways of thinking about leading their areas of business. The programme will be repeated in 2017/18 with a further group of staff, drawn from a wider range of Grades.

Investors in People

In September 2015, the City of London Corporation met 118 evidence requirements and achieved recognition as a SILVER Investor in People but it was decided by the Summit Group to put working towards attaining the Investors in People Gold level on hold until 2018. To maintain our 'Silver' accreditation a light touch review with one day on site and written evidence will take place in May 2017.

Equalities and Diversity

The Department supports the City of London's four Equality Objectives for 2016-2020, which are:

1. Increase community engagement and improve cohesion within our communities so that people feel safe.
2. Support the City's most disadvantaged groups and develop our understanding of our communities' needs.
3. Improve the way we listen to our communities and respond to their feedback to improve our services.
4. Promote staff development and career progression to ensure equality of opportunity for promotion and the development of a workforce that reflects the make-up of our communities.

The Department provides services in line with the Public Sector Equality Duty (PSED) of the Equality Act 2010, which requires public authorities to have 'due regard' to the need to:

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

We have named 'Departmental Equalities Representatives' who represent the Department and provide support and advice to colleagues on equality and diversity issues relating to service delivery.

Risk Management

Business Continuity and Emergency Planning

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

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

Business Risks

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

The Departmental Risk Tracker is regularly updated and reported to the Markets Committee.

Health and Safety Risks

The Department's Top X Register comprises a list of our main Health and Safety risks. The Register is managed using the Covalent Risk Management software package and a report is presented to the Corporate Health and Safety Committee annually.

The Department complies with the Corporate Health and Safety Policy, including having its own Departmental Health and Safety Policy Statement. There is a Departmental Health & Safety Committee with a Markets sub-Committee, as well as local Health & Safety Groups at each market. Named individuals have specific health and safety responsibilities including carrying out risk assessments and accident/incident reporting.

A copy of the Summary Risk Register is at Appendix A along with a diagram showing the structure of health and safety management and reporting within the Department.

Property and asset management

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

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

Dated: 31.03.2017

Capital projects 2017-2022

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

Brief description of potential project	Approximate cost	Indicative source of funding	Indicative timetable for project
HARC: Extension to the building	£1m	City Fund	Currently still at concept stage.
HARC: Extend the current 'Residence' which is let to APHA (Animal and Plant Health Agency)	Quote will be required from City Surveyors.		APHA has requested more office accommodation. Awaiting an outline specification of their requirements before approaching City Surveyors for costings.
PH&PP: System Rationalisation in partnership with DBE from two back-office database systems into a single system.	£490k over 3 years (£164k pa)	City Fund	Up to three years dependent upon any slippage (already factored in) Still at pre-Opportunity Outline stage
Port Health: Replacement of one of the launch vessels.	£750k	City Fund	The service is currently investigating suitable replacements.

Financial summary

We will continue to build on the close working relationships that have been successfully developed between our budget managers and our finance partners in the Chamberlain's Department. There will be collaboration between Chamberlain's and budget managers to make effective use of Oracle Business Intelligence, improve budget profiling and enter updated year end forecasts into Oracle, in order to enable greater self-service of budget monitoring information. This will be supported through regular meetings between budget managers and accountants and our Head of Finance's attendance at Senior Management Group meetings.

Over the coming year we will continue our drive for efficiencies in support of the City's agreed efficiency plan from 2018/19. Additionally, we will liaise closely with the Chamberlain on the financials for investigating the options and merits of trading accounts at the HARC and Ports to ensure these meet the latest CIPFA rules on cost neutrality.

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

	2015/16 Actual	2016/17 Original Budget	2016/17 Revised Budget (latest approved)	2016/17 Forecast Outturn		2017/18 Original Budget	N.B.
	£'000	£'000	£'000	£'000	%	£'000	
Employees	5,266	5,839	6,050	5,905	97.6%	6,106	
Premises	615	429	429	458	106.8%	460	
Transport	204	174	175	180	102.9%	168	
Supplies & Services	1,004	825	1,415	1,060	74.9%	835	
Third Party Payments	47	29	29	28	96.6%	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	7,136	7,297	8,099	7,632	94.2%	7,599	
Total Income	(5,010)	(5,311)	(5,883)	(5,673)	96.4%	(5,600)	
Total Local Risk	2,126	1,986	2,216	1,959	88.4%	1,999	1.
Central Risk	0	8	48	8	16.7%	8	
Recharges	2,158	1,658	1,684	1,684	100.0%	1,786	
Total Expenditure (All Risk)	4,284	3,652	3,948	3,651	92.5%	3,793	

N.B.

1. Excludes Local Risk amounts spent by the City Surveyor

Consultation

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

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

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

The final version of the Plan will be published on the Department's intranet pages and a link to this will be emailed to all members of staff. Line Managers will make hard copies available to those members of staff who do not have regular access to a computer.

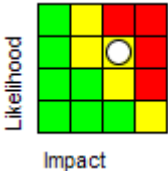
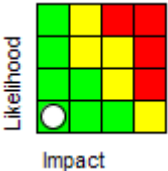
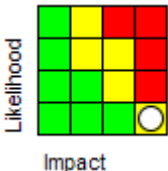
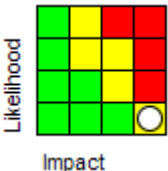
Port Health & Public Protection Summary Risk Register

Report Type: Risks Report

Report Author: John Smith

Generated on: 31 March 2017

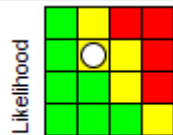

Code	Description (Cause, Event, Impact)	Risk owner	Current Risk Matrix	Target Risk Matrix	Target Date
MCP-HA 001	<p>Cause: The car parking area is used by staff and visitors as well as through traffic which includes Heavy Goods Vehicles. The area is also used for unloading by forklift trucks.</p> <p>Event: 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>Effect: 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>Cause: 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>Event: This could result in future operational difficulties, including security risks.</p>	Robert Quest			31-Mar-2017

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

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

Code	Description (Cause, Event, Impact)	Risk owner	Current Risk Matrix	Target Risk Matrix	Target Date
MCP-HA 010	Cause: Outbreak of zoonotic disease within Greater London/South East. Event: Restriction of animal movements, possible closure of Border Inspection Post to some species. Impact: Loss of income if BIP closed, cost of resourcing response to zoonoses outbreak, damage to reputation if at fault or poor response.	Robert Quest			30-Dec-2016
MCP-HA 011	Cause: Loss of power or water to building. Event: Compromised service delivery due to inability to operate IS systems, and animal facilities. Impact: Damage to reputation, loss of income.	Robert Quest			30-Dec-2016
MCP-HA 012	Cause: New Live Animal Border Inspection Post opening in UK/Heathrow. Event: Reduced throughput of animal consignments at Heathrow. Impact: Loss of Income.	Robert Quest			30-Dec-2016
MCP-HA 013	Cause: Legislative change on current 100% checks of EU pet movements. Event: Reduced/no requirement to check EU pets entering UK. Impact: Loss of income, increased risk of introduction of rabies.	Robert Quest			30-Dec-2016

Code	Description (Cause, Event, Impact)	Risk owner	Current Risk Matrix	Target Risk Matrix	Target Date
MCP-HA 014	<p>Cause: Handling of heavy consignments in the Large Animal Border Inspection Post, handling of large animals, failure of scissor lift safety mechanism.</p> <p>Event: Injury caused by failed safety mechanism on scissor lift, or kicking/trampling by horses and other large animals.</p> <p>Impact: Serious injury of staff, APHA staff or consignment attendant.</p>	Robert Quest			30-Dec-2016
MCP-PH 002	<p>Cause: Increase of fees resulting in trade moving to other more competitive ports.</p> <p>Event: Large increase in rates valuation by Thurrock Council. Large increase in lease costs of buildings. Lack of investment in new technology to maintain efficiency and reduce costs.</p> <p>Effect: Salary and redundancy liability of excess staff. Loss of income from charges. Claims of compensation from port operators for loss of trade and reputational damage.</p>	Gavin Stedman			31-Dec-2016
MCP-PH 003	<p>Cause: Failing to meet legal obligations for fee recovery. Lack of funding, compromising service delivery.</p> <p>Event: Lack of adequate Financial</p>	Gavin Stedman			31-Dec-2016

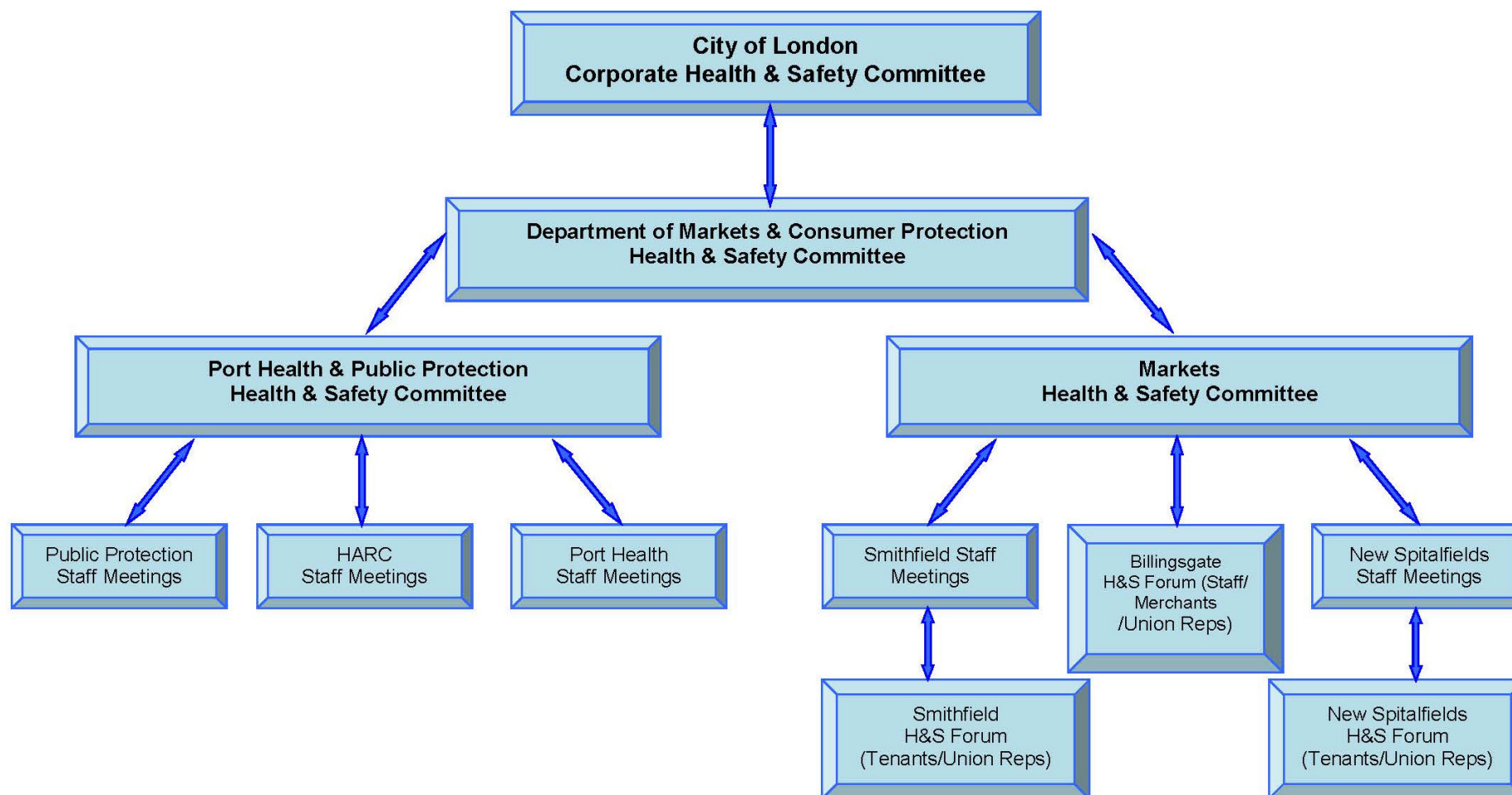
Code	Description (Cause, Event, Impact)	Risk owner	Current Risk Matrix	Target Risk Matrix	Target Date
	<p>Management, Importers becoming insolvent and unable to pay debt.</p> <p>Effect: Non-compliance for not recovering fees where applicable</p> <p>Service compromised triggering stakeholder complaints, compensation, reputational damage.</p>				
MCP-PH 004	<p>Cause: Unavailability of one or both launches affecting the performance of the statutory duties and non-statutory duties. For 1 week over 1 month. Launches unable to be kept in the river.</p> <p>Event: Mechanical breakdown of launch and engine and equipment</p> <p>Damage to launch from terrorism, vandalism or accident Failing to renew the existing leases for Charlton and Denton, and losing the mooring points or failing to provide with suitable alternatives.</p> <p>Effect: Reputational damage due to non-compliance with statutory duties and non-statutory duties. Compensations, claims from stakeholders.</p>	Gavin Stedman	 <p>Likelihood</p> <p>Impact</p>	 <p>Likelihood</p> <p>Impact</p>	31-Dec-2016

Code	Description (Cause, Event, Impact)	Risk owner	Current Risk Matrix	Target Risk Matrix	Target Date
MCP-PH 005	<p>Cause: Building becomes too small for the volume of operations required. River Section staff in need of office space.</p> <p>Event: Trade / throughput increase or workload increase. Berth 3 at LG opening 08/2016. Denton office lease coming to an end.</p> <p>Effect: Compensation claims from: delay in processing and releasing consignments, diversion of trade to other ports possibly causing financial and reputational damage.</p>	Gavin Stedman	 <p>Likelihood</p> <p>Impact</p>	 <p>Likelihood</p> <p>Impact</p>	31-Dec-2016
MCP-PH 006	<p>Cause: Inadequate staff numbers.</p> <p>Event: Sudden sustained increase in trade. Sudden sustained increase in workload. Lengthy recruitment process. Lack of suitable applicants to vacancies. Brexit implication for recruiting and retaining staff</p> <p>Effect: Compensation claims from: delay in processing consignments, diversion of trade to other ports possibly causing financial and reputational damage</p>	Gavin Stedman	 <p>Likelihood</p> <p>Impact</p>	 <p>Likelihood</p> <p>Impact</p>	31-Dec-2016
MCP-PH 007	<p>Cause: Staff unable to access– Tilbury/ London Gateway sites for more than 24 hours.</p> <p>Event: Building not fit for use or access denied or cease of use</p>	Gavin Stedman	 <p>Likelihood</p> <p>Impact</p>	 <p>Likelihood</p> <p>Impact</p>	01-Nov-2016

Code	Description (Cause, Event, Impact)	Risk owner	Current Risk Matrix	Target Risk Matrix	Target Date
	(closure of Tilbury office and centralisation to Manorway). Problems with roads or traffic, Effect: Compensation claims from: delay in processing consignments, diversion of trade to other ports possibly causing financial and reputational damage if prolonged.				
MCP-PP 001	<p>Cause: Incorrect legal process/ advice followed for Commercial Environmental Health/Trading Standards.</p> <p>Event: 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>Effect: Reputational and financial loss.</p>	Jon Avern			29-Apr-2016
MCP-PP 004	<p>Cause: Incorrect / poor enforcement decision made by inexperience or untrained officers</p> <p>Event: Incorrect seizure of property/goods e.g. ice cream vans/nut sellers stalls resulting in civil claim for loss of business</p> <p>Effect: 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>Cause: Poor management by the duty holder / responsible person through the action(s) / inaction(s) of their specialist contractor(s)</p> <p>Event: 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>Effect: Major reputational loss</p>	Jon Avern			29-Apr-2016
MCP-PP 006	<p>Cause: Poor management by the duty holder / responsible person through the action(s) / inaction(s) of their specialist contractor(s)</p> <p>Event: 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>Effect: Major reputational loss</p>	Jon Avern			29-Apr-2016

Departmental Health and Safety Management Structure



We protect our treasured green spaces for people & wildlife and ensure our outstanding heritage assets are protected, accessible & welcoming

Our ambitions are that:

- Our habitats are ecologically thriving and diverse 🍃
- Our places for play, learning, tranquillity, cultural experiences, enjoyment, wellbeing and exercise are high quality, inclusive and accessible to all 🌟
- ***Our heritage is preserved and we share history and stories through our spaces and buildings*** 🌟
- ***We provide leadership which is grounded in our innovative practices, knowledge and expertise*** ☆

What we do is: Protect and provide access to green space, preserve heritage, share the story of London, and provide valued and affordable burial and cremation services in a beautiful heritage environment:

	Our budget is:		
	Expenditure (£000)	Income (£000)	Net cost (£000)
City Gardens	2277	379	1898
Epping Forest	7416	1512	5904
Hampstead Heath, Highgate Wood, Queen's Park & Keats House	11464	3116	8348
Monument	535	665	-130
The Commons (Burnham Beeches, Stoke Common and City Commons)	2905	366	2539
Tower Bridge	6881	5796	1085
West Ham Park	1381	142	1239
City of London Cemetery & Crematorium	5195	4656	539
Total	38054	16632	21422

Service Objectives:

- ***Protect and conserve the ecology, biodiversity and heritage of our sites.*** 🍃🌟☆
- ***Embed financial sustainability across our activities by delivering identified programmes and projects and continuously developing income generating endeavours.*** 🌟
- Enrich experiences by providing high quality, welcoming and engaging, visitor, educational and volunteering opportunities. 🌟☆
- Improve the health and wellbeing through access to green space and recreation 🌟 ☆
- ***Improve service efficiency and workforce satisfaction*** 🌟

Corporate programmes and projects

- ***Ensure efficient use of property and reduction in maintenance costs (Operational Property Review)*** 🌟
- Introduce more effective ways of working (Accommodation & Ways of Working Programme) 🌟
- ***Support the development of asset management plans and master plans for each site*** 🌟

What we'll measure:

Service outcomes

- Ecological condition 🍃
- Visitor experience 🌟
- ***Green Flags and Green Heritage awards*** 🍃🌟🌟
- Knowledge of learning participants 🌟
- Intention of learning participants to visit again 🌟
- Volunteering participation and experience 🌟
- ***Condition of heritage assets*** 🌟🌟

Departmental programmes and projects

- **Ensure our services are inclusive, accessible and welcoming to all (Equalities Board)** ⚙️
- Continuously develop the visitor offer at the department's heritage attractions in terms of content, processes, technology and customer service ⚙️*
- Increase participation and improve management of sports (Sports Programme) ⚙️
- Protect our open spaces and generate income from Wayleaves Programme ⚙️
- Develop and deliver fundraising options (Fundraising Board) ⚙️
- **Increase income generation and ensure appropriate and transparent charging (Promoting our Services Programme)** ⚙️
- Deliver opportunities arising from improved management capability from the Open Spaces Bill ⚙️
- **Reduce energy usage and increase energy generation capacity (Energy Efficiency Programme)** ⚙️
- **Reduce fleet operating and maintenance costs (Fleet Programme)** ⚙️

How we plan to develop our capabilities this year

- **Improve our understanding and demonstration of impact, including improving the collection and utilisation of appropriate and informative data** ⚙️★
- Review and improve our approach to consultation and engagement ⚙️
- Embrace and implement new technologies to modernise and enhance business processes ⚙️
- **Structured approach to reviewing of departmental policies** ★
- **Participate in sector research and share expertise** ⚙️💧
- **New department – develop our synergies, improve practices, welcome new comers** ★
- **Culture – focusing on departmental collaboration and sharing of expertise** ★

What we'll measure:

Service outputs

- **Number and market share of burials and cremations** ⚙️
- Sports played and efficiency of use: tennis, golf, football ⚙️
- Customer service standards ⚙️*

Operational

- Accreditations ⚙️
- **Staff satisfaction** ⚙️
- **H&S accident investigation** ⚙️
- **Sickness absence** ⚙️
- **Utility consumption** ⚙️
- **Electricity generation** ⚙️
- Website visits and social media engagement ⚙️

Financial

- **Income** ⚙️

What we're planning to do over the following years

- Explore and develop options for Wanstead Flats and Bunhill Fields ⚙️*
- Establish a fully accessible education facility at Tower Bridge ⚙️*
- Achieve a stand-alone visitor centre at the Monument ⚙️*
- Develop the cultural profile of the department's heritage attractions ⚙️*
- Use GIS to support management of sites and enhance visitor information ⚙️
- Develop and implement a fundraising strategy for the parts of the department operating as Charitable Trusts ⚙️*
- Develop a sustainable model for delivering learning ⚙️*
- Complete the process of land registration 💧⚙️

PERFORMANCE INDICATORS

To assist in developing and driving a performance management culture across the service and enabling staff to plan ahead to deliver 'continuous improvement', 32 performance indicators have been set. □
These indicators are SMART and challenging and set targets for the next three years. These performance indicator targets should be reviewed annually and future year's targets considered against the previous year's annual performance

ALL DIVISIONS

PI No:	Description	Frequency Measure	2015/16 Actual Performance	2016/17 Performance Target	2016/17 Actual	Lead Collator	2017/18 Performance Target	2017/18 Actual	2018/19 Performance Target	2018/19 Actual	Hyperlink to Explanations / Definitions
PI 1	Retain 15 Green Flags and improve the overall band score achieved across our Green Flag sites by 2018/2019	Annual	15 green flag sites overall band scores 46% = 80+ 27% = 75 – 79 27% = 70 - 74	Same as 2015/16	15 green flag sites overall band scores 53% = 80+ 27% = 75 – 79 20% = 70 - 74	Esther Sumner	Same as 2015/16		15 green flag sites overall band score 53% = 80+ 27% = 75 – 79 20% = 70 - 74		Explanations-baselines-definiti!C7
PI 2	Retain 12 green heritage awards and increase this to 13 sites by 2018/19	Annual	12 Green Heritage Awards	12 Green Heritage Awards	11 Green Heritage	Esther Sumner	12 Green Heritage Awards		13 Green Heritage Awards		Explanations-baselines-definiti!C9
PI 8	Reduce utility consumption (electric)	Annual	323,951	2.5% reduction on 2015/16 performance	TBC	Jonathan Mears	2.5% reduction on 2016/17 performance		2.5% reduction on 2017/18 performance		Explanations-baselines-definiti!C13
PI 8	Reduce utility consumption (gas)	Annual	125,461	2.5% reduction on 2015/16 performance	TBC	Jonathan Mears					
PI 9	Reduce fuel consumption (red and white diseal)	Annual	6665	2.5% reduction on 2015/16 performance	TBC	Jonathan Mears	5% reduction on 2016/17 performance		5% reduction on 2017/18 performance		Explanations-baselines-definiti!C15
PI 9	Reduce fuel consumption (petrol)	Annual	968	2.5% reduction on 2015/16 performance	TBC	Jonathan Mears					
PI 9	Reduce fuel consumption (small fuels)	Annual	4356	2.5% reduction on 2015/16 performance	TBC	Jonathan Mears					
PI 10	Increase electricity generation	Annual	2450	Two additional buildings generating 50KWH each	TBC	Jonathan Mears	A further two additional buildings generating 50KWH each		A further two additional buildings generating 50KWH each		Explanations-baselines-definiti!C17
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%	88%	Esther Sumner	2016/17 performance plus 5%		2017/18 performance plus 5%		Explanations-baselines-definiti!C23
PI 21	Increase the percentage of H&S accidents that are investigated within 14 days.	6 monthly	Feb 15 to Jan 16 = 71%	80%	Feb 15 to Jan 16 = 62%	Alison Grayson / HR Dashboard	83%		86%		Explanations-baselines-definiti!C27
PI 22	Reduce the average number of Full Time Employee (FTE) working days lost per FTE due to short term sickness absence.	Quarterly	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	Feb 2015 to Jan 2016 = 3.72 days Short-Term FTE Working Days Lost per FTE	Alison Grayson / HR Dashboard	3.3 days FTE Working Days Lost per FTE		3.2 days FTE Working Days Lost per FTE		Explanations-baselines-definiti!C29
PI 23	Reduce the average number of FTE working days lost per FTE due to long term sickness absence.	Quarterly	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	Feb 2015 to Jan 2016 = 2.68 days Long-Term FTE Working Days Lost per FTE Long-Term FTE Working Days Lost per FTE	Alison Grayson	2.35 days FTE Working Days Lost per FTE		2.30 days FTE Working Days Lost per FTE		Explanations-baselines-definiti!C31
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%	Survey not undertaken	Esther Sumner / Oliver Sanandres	94%		95%		Explanations-baselines-definiti!C33

CEMETERY AND CREMATORIUM											
PI No:	Description	Frequency Measure	2015/16 Actual Performance	2016/17 Performance Target	2016/17 Actual	Lead Collator	2017/18 Performance Target	2017/18 Actual	2018/19 Performance Target	2018/19 Actual	
PI 4	Increase our market share of burials in relation to the Cemetery and Crematorium's seven neighbouring Borough's	4 monthly	6.90%	2015/16 performance plus 0.4% = 7.03%	TBC	Gary Burks	2016/17 performance plus 0.5%		2017/18 performance plus 0.5 %		Explanations-baselines-definiti!C49
PI 5	Increase the number of burials	4 monthly	866	2015/16 performance plus 2.5% = 888	868	Gary Burks	2016/17 performance plus 2.5%		2017/18 performance plus 2.5 %		Explanations-baselines-definiti!C51
PI 6	Increase the number of cremations	4 monthly	2519	2015/16 performance plus 1.5% = 2557	2540	Gary Burks	2016/17 performance plus 1.5%		2017/18 performance plus 1.5%		Explanations-baselines-definiti!C53
PI 7	As a minimum, achieve local risk Cem & Crem inc	4 monthly	Overachived income by £384,000	Original Budget (£4,470,000)	Projecting over achievement of income	Gary Burks	(£4,521,000) 16/17 original budget plus £51k SBR saving)		-£4,521,000		Explanations-baselines-definiti!C55



Draft Corporate Plan 2018 - 23

The City of London Corporation is the governing body of the Square Mile dedicated to a thriving City, supporting a strong, sustainable and diverse London within a globally-successful UK.

We aim to...

Benefit society

By fostering a culture of inclusivity, opportunity and responsibility

Shape the future City

By strengthening its connectivity, capacity and character

Secure economic growth

By promoting the City as the best place in the world to do business

Everything we do supports the delivery of these three strategic objectives. We measure our performance by tracking our impact on twelve outcomes:

People

People live enriched lives and reach their potential
 People enjoy good health and well-being
 People enjoy our thriving and sustainable public spaces
 People are safe and feel safe

Place

The Square Mile is the ultimate co-working space: flexible, secure and inspiring
 The Square Mile is digitally and physically well-connected and responsive
 The Square Mile is known for world-leading culture and creativity
 The Square Mile has outstanding public spaces, retail, leisure and hospitality

Prosperity

The City has the world's best access to global markets and regulatory framework
 The City is the global hub for business innovation – new products, new markets and new ways of doing business
 The City nurtures and has access to the skills and talent it needs to thrive
 The City's activities at home and abroad are known to benefit society and business

Draft Corporate Plan 2018 - 23

What we are responsible for...

London's world-leading financial and business centre, the Square Mile's local authority services, City of London Police, national economic security, London's Port Health Authority, five Thames bridges, London's biggest independent grant-maker, the UK's highest performing group of secondary Academies, three independent schools, Europe's largest multi-arts centre, numerous cultural and educational institutions, three wholesale markets, safe UK animal trade, housing, landholdings and historic green spaces

We want to...

Deliver far more for the City, the capital and the country by collaborating with our unique breadth and depth of partners and stakeholders

Our unique selling points are...

Our independent voice

Our convening power and reach

Our long-held traditions yet ability to be a catalyst for change

Our long-term view and local, regional, national and global perspectives

Our private, public and voluntary sector expertise

We commit to...

Unlocking the potential of our many assets – our people, our stakeholders, our relationships, our buildings and the valued cultural, educational, environmental and commercial assets we oversee

Championing diversity and London's cosmopolitan nature

Listening to our customers and providing excellent services

Being active partners, open to challenge, leading and learning

Innovation, always looking for ways to deliver more and add value through new technologies and smart approaches

Good governance, by driving the relevance, responsibility, reliability and radicalism of everything we do

Upholding our values – Lead, Empower, Trust - and displaying passion, pace, pride and professionalism in everything we do

Committee:	Date:
Port Health & Environmental Services	9 May 2017
Subject: Cemetery & Crematorium Risk Management	Public
Report of: Director of Open Spaces	For Decision
Report Author: Esther Sumner, Business Manager	

Summary

This report provides your Committee with an update on the management of risks faced by the Cemetery & Crematorium. Risk is reviewed regularly by the Department's Senior Leadership Team as part of the ongoing management of the operations of the Department.

The Open Spaces department has previously reported on six departmental risks. The departmental risk register was reviewed when the department was expanded to include Tower Bridge, Monument and Keats House but it was felt that the risks associated with these sites did not need to be escalated to the departmental level.

Departmental risks:

- OSD 001 - Ensuring the health and safety of staff, volunteers, contractors and public
- OSD 002 - Extreme weather
- OSD 004 - Poor repair and maintenance of buildings
- OSD 005 - Animal, plant and tree diseases
- OSD 006 - Impact of housing and/or transport development
- OSD 007 – Maintaining the City's water bodies

Recommendation

Members are asked to:

- Note the risk scoring grid at Appendix 1
- Note the Departmental risk register outlined in this report and at Appendix 2
- Approve the Cemetery & Crematorium risk register included within Appendix 3.

Main Report

Background

1. The Open Spaces Department's risk registers conform to the City's corporate standards as guided by the Risk Management Strategy 2014, and all of our departmental and divisional risks are registered on the Covalent Risk Management System.
2. The Open Spaces Department manages risk through a number of processes including: Departmental and Divisional risk registers, the departmental health and safety improvement group, divisional health and safety groups and risk

assessments. Departmental risks are reviewed by the Department's Senior Leadership Team (SLT) on a regular basis.

Current Position

3. Appendix 2 shows the Departmental risks. Officers are undertaking a range of actions at a divisional level and these actions will reduce the 'current departmental risk score' to achieve the 'target score'. As previously, the Departmental risk register layout, provides cross references to the divisional risks. Appendix 3 provides the detail of the Cemetery & Crematorium divisional risks, the actions which are being taken to reduce (or maintain) the risk and a latest note on progress, at a divisional level.
4. The Superintendent is currently managing 5 amber risks. As previously agreed, green risks are managed at service level and are not reported to your Committee.
5. The detail of the individual risks is shown in Appendix 3.

Corporate & Strategic Implications

6. The divisional risk register reflects the Open Spaces Department's five objectives as set out in the departmental business plan:
 - Protect and conserve the ecology, biodiversity and heritage of our sites
 - Embed financial stability across our activities by delivering identified programmes and projects
 - Enrich experiences by providing a high quality and engaging visitor, educational and volunteering offer
 - Improving the health and wellbeing of our communities through access to green space and recreation
 - Improve service efficiencies, equalities and workforce satisfaction
7. The use of the divisional risk register, as part of a suite of similar documents that inform the collective departmental risk. This support the departmental Business Plan which delivers aspects of the City of London's corporate plan.

Conclusion

8. The need to systematically manage risk across the Department and at a divisional level for Cemetery & Crematorium is addressed by the production of this risk register, as too are the requirements of the Charity Commission. This document in turn will inform the collective risk across the department's business activities.

Appendices

- Appendix 1 – Risk Scoring grid
- Appendix 2 – Departmental Risk register
- Appendix 3 – Cemetery & Crematorium risk register

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Appendix 1:

City of London Corporation Risk Matrix

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

Likelihood criteria

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

Impact Criteria

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

Risk Scoring Grid

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

Risk Definitions

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

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

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OS Departmental Detailed Risk Report

Report Author: Esther Sumner

Generated on: 19 April 2017



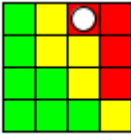
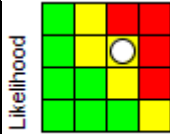

Rows are sorted by Risk Score

Code & Title: OSD Department of Open Spaces Risk Register 6

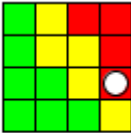
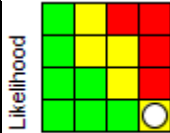

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD 005 Pests and Diseases 10-Mar-2015 Colin Buttery	<p>Causes: Inadequate biosecurity; purchase or transfer of infected trees, plants, soil and/or animals; 'natural' spread of pests and diseases from neighbouring areas.</p> <p>Event: Sites become infected by animal, plant or tree diseases e.g. Oak Processionary Moth (OPM), foot and mouth, Massaria, Ash Die Back, <i>Salmonella</i> (DT 191a), Leaf Miner Moth</p> <p>Impact: Service capability disrupted, public access to sites restricted, animal culls, tree decline, reputational damage, increased cost of monitoring and control of invasive species, risk to human health from OPM or other invasives, loss of key native species, threat to existing conservation status of sites particularly those with woodland habitats. invasives</p>	 Likelihood Impact	16	Pests and diseases continue to be a concern due to the spread of OPM and the presence of ramorum. 10 Apr 2017	 Likelihood Impact	6	31-Mar-2019	 Increased Risk Score

Action no, Title,	Description	Latest Note			Managed By	Latest Note Date	Due Date
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OSD 005 g Divisional delivery of risk actions	Implement the actions associated with the following divisional risks: OSD CC 011 OSD EF 007 OSD EF 008 OSD NLOS 004 OSD P&G 004 OSD TC 004	Measures to address Ramorum are being taken at Epping Forest. This is being delivered locally and monitored by their local risk registers.	Andy Barnard; Martin Rodman; Paul Thomson; Bob Warnock; Gary Burks	20-Dec- 2016	01-Apr- 2019
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Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD 006 Impact of Housing and/or transport development 10-Mar-2015 Colin Buttery	Cause: Pressure on housing and infrastructure in London and South East; failure to monitor planning applications and challenge them appropriately; challenge unsuccessful; lack of resources to employ specialist support or carry out necessary monitoring/research, lack of partnership working with Planning Authorities Event: Major development near an open space Impact: Increase in visitor numbers, permanent environmental damage to plants, landscape and wildlife, air and light pollution, ground compaction and resulting associated effects on tree and plant health. Wear and tear to sports pitches. Lack of budget to facilitate repairs, potential for encroachment.	 Likelihood Impact	16	Planning issues at the boundaries of our sites are actively monitored across the department. 17 Mar 2017	 Likelihood Impact	12	31-Mar-2019	 Increased Risk Score

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD 006 d Divisional delivery of risk actions	Implement the actions associated with the following divisional risks: OSD EF 010 OSD P&G 007 OSD TC 002 OSD NLOS 011	Officers continue to monitor this divisionally.	Andy Barnard; Martin Rodman; Paul Thomson	20-Dec-2016	01-Apr-2019

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD 007 Maintaining the City's water bodies 25-Oct-2016	The City is responsible for a number of water bodies, some of which are classified as "Large Raised Reservoirs" under the provisions of the Reservoirs Act 1975 and the Flood & Water Management Act 2010. Failure to adequately manage and maintain the City's reservoirs and dams could result in leaks, dam collapse or breach. For some of the City's large raised reservoirs there is the potential for loss of life, damage to property and infrastructure in the event of dam collapse or breach, and the associated reputational damage.	 Likelihood	16 Impact	This remains a red risk as Wanstead Park has been designated as high risk and there are actions required to improve the response at Highams Park Lake following the Emergency Plan test. 05 Apr 2017	 Likelihood	8 Impact	31-Mar-2018	 No change

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD 007 a Divisional delivery of risk actions	Implement the actions associated with the following divisional risks: OSD EF 004 OSD TC 006	Actions monitored divisionally.	Andy Barnard; Paul Monaghan; Paul Thomson; Bob Warnock	20-Dec-2016	31-Mar-2018
OSD 007 b Divisional delivery of reservoir safety in conjunction with the City Engineers	Divisional risk and actions will be further developed to deliver reservoir safety considering the following: - Monitoring of dam condition and safety - Identifying required works, budgets, project progression - Emergency plans and warning systems as appropriate - Ownership and shared ownership	Safety monitoring is being conducted on a divisional basis with the City Engineers.	Andy Barnard; Paul Monaghan; Paul Thomson; Bob Warnock	20-Dec-2016	31-Mar-2018

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD 004 Poor Repair and Maintenance of buildings 10-Mar-2015 Colin Buttery	Causes: Inadequate planned and/or reactive maintenance; failure to identify and communicate maintenance issues Event: Fail to meet statutory regulations and checks. Operational, OS residential or public buildings deteriorate to unusable/unsafe condition. Impact: Service capability disrupted; ineffective use of staff resources; damage to corporate reputation; increased costs for reactive maintenance and lack of budget to replace. Delay will have operational impact. Poor condition of Assets, loss of value.	<div> <div>Likelihood</div> <div>Impact</div> </div>	12	Regular meetings are held with surveyors. New BRM contract starts in July 19 Apr 2017	<div> <div>Likelihood</div> <div>Impact</div> </div>	2	31-Mar-2019	 No change

Action no, Title,	Description	Latest Note		Managed By	Latest Note Date	Due Date
OSD 4 e Divisional delivery of risk actions	Implement the actions associated with the following divisional risks: OSD EF 002 OSD CC 003 OSD NLOS 008 OSD P&G 002 OSD TBM 006 OSD KH 003	Actions delivered locally and monitored departmentally		Gary Burks; Martin Rodman; Paul Thomson; Bob Warnock	06-Apr-2017	01-Apr-2019

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD 001 Ensuring the Health & Safety of staff, volunteers, contractors and public 10-Mar-2015 Colin Buttery	Causes: Poor understanding or utilisation of health and safety policies, procedures and safe systems of work; inadequate training; failure to implement results of audits; dynamic risk assessments not undertaken; contractors not complying with procedures and processes Event: Staff, volunteers or contractors undertake unsafe working practices Impact: Injury or death of a member of the public, volunteers, staff or a contractor	 Likelihood Impact	6	The department continues to utilize the H&S Improvement Group to facilitate improved practices. Tower Bridge and Keats House have been integrated into this system. 19 Apr 2017	 Likelihood Impact	4	01-Apr-2018	 Decreased Risk Score

Action no, Title,	Description	Latest Note			Managed By	Latest Note Date	Due Date
OSD 001 g divisional delivery of risk actions	Implement the actions associated with the following divisional risks: OSD EF 001 OSD CC 001 OSD TC 001 OSD NLOS 006 OSD P&G 001	Risk actions monitored at Health & Safety Improvement Group and implemented divisionally.			Andy Barnard; Gary Burks; Martin Rodman; Paul Thomson; Bob Warnock	20-Dec-2016	01-Apr-2018

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD 002 Extreme weather 10-Mar-2015 Colin Buttery	Causes: Severe wind, prolonged heat, heavy snow, heavy rainfall – potential to increase with climate change Event: Severe weather at one or more site Impact: Service capability disrupted , incidents increase demand for staff resources to respond to maintain public and site safety. temporary site closures; increased costs for reactive management. Strong winds cause tree limb drop, prolonged heat results in fires, snow disrupts sites access, rainfall results in flooding and impassable areas. Damage/loss of rare/fragile habitats and species. Risk of injury or death to staff, visitors, contractors and volunteers. Damage to property and infrastructure.	 Likelihood	6	Plans for the winter period were effective. The sites are now preparing for the summer 19 Apr 2017	 Likelihood	6	31-Mar-2019	 Decreased Risk Score

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD 2 a Divisional delivery of risk actions	Implement the actions associated with the following divisional risks: OSD EF 009 OSD P&G 005 OSD NLOS 003 OSD TC 005	Processes for monitoring weather and providing advance warning to the public are now established. Reviews of procedures followed the various winter storms and divisions adapted their approach in light of findings.	Andy Barnard; Martin Rodman; Paul Thomson; Bob Warnock	12-Mar-2015	31-Mar-2019

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OSD C&C Detailed Risk report

Report Author: Esther Sumner

Generated on: 18 April 2017

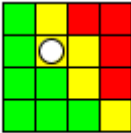
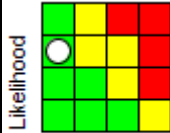



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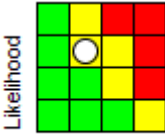
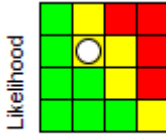

Code & Title: OSD CC Cemetery & Crematorium 5

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD CC 002 Financial failure 18-Aug-2015 Gary Burks	<p>Causes: Reduction in the number of burials, cremations and grave purchases. Increased unexpected expenditure due to building, plant or machinery failure. Charges too high for local market. Unanticipated high recharges. Insufficient burial space, cremators cannot be operated, poor budget monitoring, increased competition from other providers</p> <p>Event: Net agreed budget position not met at year end.</p> <p>Impact: Financial and reputational impact. Reduction in quality of service.</p>	<p>Likelihood</p> <p>Impact</p>	6	<p>Cremator maintenance is in a better position than previously and the Superintendent continues to progress works to replace the non-abated cremators.</p> <p>Landscaping works at the Shoot are now complete and this will enhance the operating sustainability of the site.</p> <p>Due to the number of burial options available we can offer graves at a reasonable price but must consider the whole life costs to ensure that we are charging correctly</p> <p>07 Apr 2017</p>	<p>Likelihood</p> <p>Impact</p>	4	31-Mar-2018	<p>No change</p>

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD CC 002 a Burial management	Review undertaken of remaining and additional burial space. Fees comparisons with neighbouring/competitor facilities used to inform annual fees and charges Consideration when setting fees and charges with 'whole life' costs. Effective relationships developed with funeral directors. Monitor any significant changes in competition or ownership of nearby crematoria Ongoing	As previously, the 'Burial Space Plan for the City of London Cemetery' Report to Port Health and Environmental Services Committee in March 2016 set out current availability and a plan for the next 15 years provision including the new space created by the Shoot and reuse of graves.	Gary Burks	07-Apr-2017	31-Mar-2018
OSD CC 002 b Effective maintenance management	Continue to work with City Surveyors to ensure that planned and preventative maintenance and AWP works for buildings and cremators is effective. Ongoing	Cem & Crem Superintendent continues to work with City Surveyors, CLPS and industry experts to take a cremator replacement project through the Gateway process in the coming years. Consideration of options has commenced.	Gary Burks	07-Apr-2017	31-Mar-2018
OSD CC 002 c Budget management	Regular monitoring of income and expenditure and budget adjustments made where appropriate and necessary	Regular and ongoing budget monitoring continues	Gary Burks	07-Apr-2017	31-Mar-2018

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD CC 003 Deterioration of buildings, plant and machinery 19-Aug-2015 Gary Burks	Causes: Inadequate proactive and reactive maintenance; failure to identify and communicate maintenance issues Event: Operational or public buildings become unusable. Plants and trees die. Impact: Service capability disrupted; ineffective use of staff resources; damage to corporate reputation; increased costs for reactive maintenance	 Likelihood Impact	6	The reduced CWP programme picks up urgent and important building works, cremators are currently operating well and repairs are being carried out to schedule. A contract to run alongside the City's main R&M contract is being negotiated for cremator repair and maintenance. 07 Apr 2017	 Likelihood Impact	3	01-Aug-2017	 No change

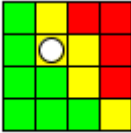
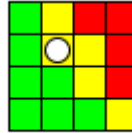

Action no, Title,	Description	Latest Note			Managed By	Latest Note Date	Due Date
OSD CC 003 a Operational Property Review	Implementation of property review which aims to rationalise operational buildings across open spaces.	Cemetery actions complete - no further updates			Gary Burks	16-Nov-2016	31-Jul-2016
OSD CC 003 b Building R&M	Develop relationship with City Surveyors and ways of working to ensure AWP works are delivered Regular meetings with CS's Property Facilities Managers Input into 2017+ R&M specification and tender documents	Actions are ongoing. Superintendent now sits on the BRM working Group to monitor the new contract as it progresses			Gary Burks	07-Apr-2017	31-Jul-2017
OSD CC 003 c BRM contract renewal	The current BRM contract expires in July 2017. It was agreed that the cremators should be removed from the overarching contract and subject to a separate procurement to find a specialist contractor.	The Superintendent is currently working with the City Surveyors and Procurement teams to tender the maintenance of the City Corporations cremators, this will help ensure that maintenance standards for this vital plant and equipment is maintained.				07-Apr-2017	31-Mar-2018

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD CC 009 Systems Failure 01-Jun-2016 Gary Burks	Cause: IT systems including telephony fail Effect: Unable to operate as per normal. Unable to access Gower system. Unable to speak to funeral directors, doctors and internally across the site Impact: Burials and cremations may have to be cancelled/no bookings can be taken. Burials in the wrong graves. Loss of income. Reputational damage	 Likelihood Impact	6	As previously, recent problems with telephony and computer systems did not have a major impact on services because they were managed through use of mobile phones and manual back-up systems. Current and target score to match as a lower target score not able to be achieved until corporate IT becomes more reliable and stable. 07 Apr 2017	 Likelihood Impact	6	31-Mar-2018	 No change

Action no, Title, File,	Description	Latest Note			Managed By	Latest Note Date	Due Date
OSD CC 009 a Business continuity	Review continuity plans on a regular basis and following significant systems failures Ensure staff are familiar with 'alternate operations' as detailed in the continuity plans IS partners aware that C&C is recognised as a 'critical' service and failures are treated as a priority.	No change: Use of mobile phones and manual systems has been required due to IT issues. IT Business partner escalated issues to 'priority' status due to business impact			Gary Burks	07-Apr-2017	31-Mar-2018

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD CC 010 Extreme weather 21-Jun-2016 Gary Burks	Cause: Strong winds causing significant tree damage within the cemetery and crematorium landscape Effect: Roads closed, exclusion of the public, disruption to funerals Impact: Significant cost to division and possible loss of income/ negative publicity	 Likelihood	6	There is a residual significant risk as we can do little to change the course of nature, but have systems in place and experienced staff to deal with any such incident 07 Apr 2017	 Likelihood	6	31-Mar-2018	 No change

Action no, Title,	Description	Latest Note		Managed By	Latest Note Date	Due Date
Page 87 OSD CC 010 a and damage	A significant storm could (and has in the past) cause significant damage to tree stocks and buildings meaning that for a short period of time the cemetery roads could be closed and block, and one or more buildings could be out of action. Tree inspections Maintain staff with chainsaw qualifications	No change: Trees are surveyed and inspected with advisory works carried out. A group of staff within the cemetery team are trained in the operation of chainsaws for clearing fallen trees. It is unlikely that storm damage would close the modern crematorium building but could damage other service chapels and block roads. The cemetery and crematorium service has 6 service chapels.		Gary Burks	07-Apr-2017	31-Mar-2018

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD CC 011 Tree and plant diseases 21-Jun-2016 Gary Burks	Cause: Tree Disease or infestation Effect: Loss of tree stock or exclusion of the public from certain areas of the cemetery Impact: Partial closure of site or loss of mature trees and the affect that this would have on the landscape	 Likelihood	6	Efforts across the department are continuing. Trees are surveyed and inspected, departmental experts have been setting pheromone traps in vulnerable tree stock. 07 Apr 2017	 Likelihood	6	31-Mar-2018	 No change

Action no, Title, Page	Description	Latest Note			Managed By	Latest Note Date	Due Date
OSD CC 011 a Tree surveys	Regular monitoring of trees Engagement of specialists where required	Continued monitoring and surveys should flag up tree disease or infestation in the early stages, at which time advice will be sought and action taken.			Gary Burks	07-Apr-2017	31-Mar-2018

Committee(s)	Dated:
Port Health & Environmental Services Committee – For Information	9 May 2017
Subject: Department of the Built Environment Risk Management – Periodic Report	Public
Report of: Director of the Built Environment	For Information
Report author: Richard Steele	

Summary

This report has been produced to provide the Port Health and Environmental Services Committee 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.

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

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.

Since the last report to Members there have been no changes in the list of Corporate or Departmental risks managed by the department.

There is no Corporate Risk managed by the Department of the Built Environment. The Departmental Risks are listed at Annex 2.

Following the successful implementation of the Corporate Transport Policy the Departmental RED risk (DBE- TP-01 - Road Traffic Collision caused by City of London staff or contractor who is unfit to drive while on City business) has been reduced to an AMBER risk.

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.
4. Each risk managed by the Department of the Built Environment is allocated to either the Planning & Transportation Committee or the Port Health & Environmental Services Committees. **This report only considers risks managed by the Department of the Built Environment that fall within the remit of the Port Health & Environmental Services Committee.**

Parallel periodic reports are submitted to the Planning & Transportation Committee.

Current Position

5. This report provides an update on the current risks that exist in relation to the operations of the Department of the Built Environment that fall within the remit of the Port Health and Environmental Services Committee.
6. In order to reduce the volume of information presented, and accordance with the Corporate Risk Management Strategy, this report includes all Corporate and Departmental level risks but not Service Level risks (unless there are changes which are considered to be likely to be of interest to Members).
7. 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

8. Risk and control owners are consulted regarding the risks for which they are responsible at appropriate intervals based on the level of risk and the likelihood that this level will change. In general RED risks are reviewed monthly; AMBER risk are reviewed quarterly; and GREEN risks are reviewed quarterly, 6 monthly or annually depending on the likelihood of change.

9. Changes to risks were, historically, reported to Members as part of the Business Plan report. Members now receive this report quarterly¹ in accordance with the Corporate Risk Management Strategy.
10. 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 Business Plan report. In future the Port Health and Environmental Services Committee will receive this report 4-monthly.
11. All significant risks (including Health & Safety risks) identified by the Department have been added to the Covalent Corporate Risk Management System.

Significant Risk Changes

12. Regular assessments of risks have identified one reduction in the Risk Score of Departmental risk DBE-TP-01.
13. Routine Contract monitoring has resulted in a further increase in the likelihood the Service Level risk DBE-TP-05 (Continued significant service failure by major contractor) from Unlikely to Possible.

Identification of New Risks

14. 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.
15. 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.
16. No new Departmental level risks have been identified since the last report.

Summary of Key Risks

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

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

Following successful implementation of the Corporate Transport Policy this risk is assessed as having Impact 8 (Critical) and Likelihood 1 (Rare).

This is a reduction in Likelihood from 2 (Unlikely).

As a result this risk has now been reduced from RED to AMBER.

¹ Due to the scheduling of meetings of the Port Health & Environmental Services Committee, and with the agreement of that Committee, these reports are presented at 4 months intervals instead of quarterly.

Over 85% of City of London staff have now completed Driver Check (the Training Needs Analysis). Whilst completion remains patchy no department is now below 50% (and only three departments are below 80%).

Completion of the Corporate Transport Policy online training course by drivers and their managers (as identified by Driver Check) is over 87%.

Overall compliance with both Driver Check and the online training course is now above 80%.

All departments are provided with periodic reports with details of all staff who are not compliant.

Business As Usual monitoring will ensure that compliance is maintained at a level to give assurance that the likelihood of this risk occurring remains Rare.

18. Members may wish to be aware that a Business Continuity exercise simulating the loss of Walbrook Wharf was successfully carried out in conjunction with our cleansing contractor in March 2017.

Conclusion

19. 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 – City of London Corporation Risk Matrix
- Appendix 2 – Register of DBE Corporate and Departmental risks (Port Health & Environmental Services Committee)

Carolyn Dwyer

Director of the Built Environment

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

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

(A) Likelihood criteria

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

(B) Impact criteria

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

(C) Risk scoring grid

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

(D) Risk score definitions

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

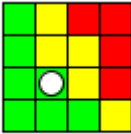
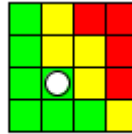

This is an extract from the City of London Corporate Risk Management Strategy, published in May 2014.

Contact the Corporate Risk Advisor for further information. Ext 1297

October 2015

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DBE-TP-01b Implement Corporate Transport Policy	Implement Corporate Transport Policy (including establishing monitoring regimen)	Almost 80% of City of London staff have completed Driver Check. However take up remains patchy. A compliance report is being sent to Chief Officers (and the Chairman and Deputy Chairman of the Port Health & Environmental Services Committee). Completion of the Corporate Transport Policy online training course by those identified by Driver Check is already over 80% and driver licence checking is now taking place. It is anticipated that this risk will reduce to AMBER in April 2017 and the target date has been adjusted accordingly.	Steve Presland	20-Mar- 2017	28-Apr- 2017
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Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
DBE-TP-07 A major incident, such as flooding or fire, makes Walbrook Wharf unusable as a depot 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	A Business Continuity exercise was successfully carried out in March 2017. The next exercise will be held in 2018 and the dates have been reset accordingly. 07 Apr 2017	 Likelihood	4		 No change

Action no, Title, File,	Description	Latest Note			Managed By	Latest Note Date	Due Date
DBE-TP-07a Business Continuity exercise	Conduct annual DBE business continuity exercise	A Business Continuity exercise was successfully carried out in March 2017. The next exercise will be held in 2018 and the dates have been reset accordingly.			Steve Presland	07-Apr-2017	30-Sep-2018

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Committee(s) Port Health & Environmental Services Committee	Dated: 9 May 2017
Subject: Port Health & Public Protection Risks	Public
Report of: Director of Markets and Consumer Protection	For Information
Report author: John Smith Department of Markets and Consumer Protection	

Summary

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

Risk is reviewed regularly by the departmental Senior Management Team as part of the on-going management of operations within the Department of Markets and Consumer Protection. 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.

The Department of Markets and Consumer Protection have identified a number of departmental risks. Of these, the most significant risks for this Committee to consider are:

- CR21 – Air Quality (Current Risk: RED)
- MCP- HA 003 – IS Systems Failure (Current Risk: AMBER)

Recommendation(s)

Members are asked to:

- Note the report and the actions taken in the Department of Markets and Consumer Protection to monitor and manage effectively risks arising from our 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 key risks faced in their department.

Current Position

2. This report provides an update of the key risks that exist in relation to the operations of the Port Health & Public Protection Services within the Department of Markets and

Consumer Protection. The report also outlines the processes adopted for the on-going review of risk and mitigating actions.

Risk Management Process

3. The Department of Markets and Consumer Protection risk management is a standing agenda item at the two-monthly Departmental Senior Management Group (SMG) meeting, over and above the suggested quarterly review. SMG receives the risk register for review, together with a briefing note highlighting any changes since the previous review. Consideration is also given as to whether any emerging risks exist for inclusion in the risk register as part of Divisional updates on key issues from each of the Superintendents and Assistant Directors, ensuring that adequate consideration is given to operational risk.
4. Between each SMG meeting, risk and control owners are consulted regarding the risks for which they are responsible, with updates captured accordingly.
5. Regular risk management update reports are provided to this Committee in accordance with the City's Risk Management Framework.

Identification of New Risks

6. New and emerging risks are identified through a number of channels, the main being:
 - Directly by SMG as part of the monthly review process.
 - In response to regular review of delivery of the departmental Business Plan; slippage against key deliverables, for example.
 - Annual, fundamental, risk register review, undertaken by the tier of management below SMG.

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

Summary of Key Risks

7. The Department of Markets and Consumer Protection's Risk Register for Port Health & Public Protection Services, attached as Appendix 1 to this report, includes one Red (Corporate) risk and one Amber risk:

CR21 – Air Quality (Current Risk: RED)

Cause: 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.

Event: Under certain atmospheric conditions there is a higher probability of poor air quality within the City and it is more likely that residents, workers and visitors would suffer the acute consequences.

Effect: 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 of businesses coming to London or staying and financial penalties for non-compliance with air quality limits.

Persistent poor air quality may affect the longer term health of the City population.

Persistent poor air quality may attract adverse media coverage making the City seem a less attractive place to live and work.

MCP- HA 003 – IS Systems Failure (Current Risk: AMBER)

Cause: A lack of robustness of Information Technology systems at the Heathrow Animal Reception Centre.

Event: Technical failure of Information Technology systems leading to the loss of computer network facilities and telephones for a period in excess of 24 hours.

Effect: Disruption to service, damage to reputation, temporary loss of income. Possible threat to animal welfare where HARC cannot be notified of airside incidents.

The previously Amber Risk, MCP-HA 002 Repair Delays, has been reassessed since January's Committee and is now a Green Risk for the following reasons:

The vehicle bay doors are now under a maintenance contract and a maintenance schedule is in place. A new contractor has now been appointed to maintain the HARC's boilers and they are proactively working to rectify the problems identified. We are confident that all previous issues will be resolved. Maintenance orders have been raised to rectify outstanding issues with the general plant and the City Surveyor's Facilities Management team has assured us all of this work will be completed to our satisfaction. This risk will continue to be closely monitored to ensure that progress is sustained.

Conclusion

8. Members are asked to note that risk management processes within the Department of Markets and Consumer Protection adhere to the requirements of the City Corporation's Risk Management Framework. Risks identified within the operational and strategic responsibilities of the Department of Markets and Consumer Protection are proactively managed.

Appendices

- Appendix A – Port Health & Public Protection Risk Register Summary
- Appendix B – Risk Matrix

Background Papers

Department Business Plan
Department Risk Review

Department Business Plan Progress Report
Risk Management Strategy

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Report Author: John Smith
Generated on: 26 April 2017

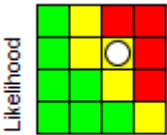
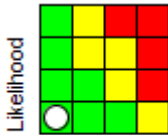



Code & Title: CR Corporate Risk Register 1 MCP-HA HARC Risk Register 2

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	coverage making the City seem a less attractive place to live and work.						
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Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
CR21 001a Implement policies	Implement the policies contained in the City of London Air Quality Strategy 2015-2020. The strategy contains 10 policy areas with 60 specific actions. An annual report will be produced demonstrating progress with each action.	This action is now complete.	Jon Avern	06-Oct-2016	31-Aug-2016
CR21 001b Review Air Quality	Review and assess air quality in line with statutory obligations of the Environment Act 1995. Submit all relevant statutory reports. Approval of all reports by Defra and the GLA will demonstrate compliance with statutory obligations.	This action is now complete.	Jon Avern	06-Oct-2016	31-Aug-2016
CR21 001c Become an Exemplar Borough	Ensure the City Corporation becomes a Mayor of London Exemplar Borough for air quality.	This action is now complete.	Jon Avern	06-Oct-2016	29-Dec-2017
CR21 001d Develop communications strategy.	Develop and implement a robust communications strategy to ensure people have sufficient information to reduce their exposure on days of 'high' air pollution.	Comms strategy now in place for the Low Emission neighbourhood	Jon Avern	12-Dec-2016	31-Dec-2016
CR21 001e Develop plan	Develop and implement a plan for reducing the impact of diesel vehicles on air pollution in the Square Mile. This is to complement the work being undertaken by the Mayor of London to reduce air pollution in the central zone through the implementation of the Ultra Low Emission Zone.	Work has commenced in a Low Emission neighbourhood scheme which will result in a reduction in the number of diesel vehicles in the City	Jon Avern	12-Dec-2016	31-Dec-2018

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
MCP-HA 003 IS Systems Failure 24-Feb-2015 Robert Quest	Cause: A lack of robustness of Information Technology systems at the Heathrow Animal Reception Centre. Event: Technical failure of Information Technology systems leading to the loss of computer network facilities and telephones for a period in excess of 24 hours. Effect: Disruption to service, damage to reputation, temporary loss of income. Possible threat to animal welfare where HARC cannot be notified of airside incidents.	 Likelihood	12	There is currently a limited 24 hour support system in place. 11-Jan-2017	 Likelihood	1	1-Jul - 2017	 No change

Action no, Title,	Description	Latest Note		Managed By	Latest Note Date	Due Date
MCP-HA 003a Meet with Agilysis.	Meet with Agilysis to determine possibility of 24hr IS support.	Limited 24 hour support is now available. New phone system has yet to be installed.		Robert Quest	11-Jan-2017	02-Jan-2017

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

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

Appendix B

MCP Port Health & Public Protection Risk Report

(A) Likelihood criteria

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

(C) Risk scoring grid

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

(B) Impact criteria

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

(D) Risk score definitions

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

This is an extract from the City of London Corporate Risk Management Strategy, published in May 2014.
Contact the Corporate Risk Advisor for further information. Ext 1297
Version date: December 2015

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Committee(s)	Dated:
Port Health and Environmental Services – For information	9 May 2017
Subject: Markets and Consumer Protection Business Plan 2016-2019: Progress Report (Period 3)	Public
Report of: The Director of Markets and Consumer Protection	For Information
Report author: Joanne Hill, Department of Markets and Consumer Protection	

Summary

This report provides an update on progress against the key performance indicators (KPIs) and improvement 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 2016-17.

The report consists of:

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

Key points from the report are that:

- Work commenced on the establishment of a Low Emission Neighbourhood in the Barbican and Golden Lane area.
- London Gateway Port has been successful in attracting new routes, which will increase current calls to the port by 30% from summer 2017.
- The City of London's 10 year Noise Strategy was consulted upon and agreed in January 2017.
- Operation Broadway continues, with deployments taking place regularly to disrupt the activities of those involved in investment fraud, and Trading Standards continues to engage with the mail forwarding and serviced office sector to promote good business practices.
- The Commercial Team's 'Falls from Height' campaign has been 'show-cased' to UK local authorities by the Health and Safety Executive as an example of good enforcement practice.
- Environmental Health Officers have continued to engage with a number of businesses which serve lightly cooked burgers to ensure they understand the risks involved and how to comply fully with FSA guidance.
- The HARC recently dealt with six Slow Loris imported by Monkey World Ape Rescue Centre from a rescue facility in Hong Kong.
- At the end of the February 2017, M&CP was £500k (25%) underspent against the local risk budget to date of £2m, over all the PH&PP services managed by the Director and covered by the Port Health and Environmental Services Committee. Overall the Director is currently forecasting a year end

underspend position of £383k (17.1%) for all the PH&PP City Fund services under his control.

Recommendation(s)

Members are asked to:

- Note the content of this report and its appendices.

Main Report

Background

1. The 2016-19 PH&PP Business Plan sets out eight key performance indicators (KPIs) and sixteen 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 Director for information throughout the year.
4. Progress against the business plan is regularly 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. Air Quality is now on the Corporate Risk Register and a list of actions to demonstrate mitigation against that risk was reported to the Audit and Risk Management Committee in June 2016.
7. 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. A new Air Quality Team has been established to reflect the high priority placed on improving air quality in the City. So far, this has been done within existing budgets, but to achieve all the targets additional resources may be required in future.
8. A number of other actions have been undertaken during Period 3, a selection of which is shown in Appendix B (Progress against Key Objectives) and Appendix C (Enforcement Activity).

Operational Property Holdings

9. In accordance with Standing Order 55, PH&PP property holdings are reviewed annually with the City Surveyor and were subject to an in depth review in 2014, as part of the Service Based Review (SBR), from which property-related savings measures were identified. The department's property holdings were also included in the City's Operational Property Review in 2015. Actions taken this year to date, against a specific improvement objective (objective 10), are given in Appendix B.

Corporate & Strategic Implications

10. The monitoring of KPIs and improvement objectives across the Division links to all three of the Strategic Aims set out in the Corporate Plan 2015-19.

Implications

Financial and Risk Implications

11. The end of February 2017 monitoring position for M&CP services covered by the Port Health and Environmental Services Committee is provided at Appendix D. This reveals a net underspend to date for PH&PP of £500k (25%) against the overall local risk budget to date of £2m for 2016/17.
12. Overall, the Director of Markets and Consumer Protection is currently forecasting a year end underspend position of £383k (17.1%) for all of the PH&PP City Fund services under his control.
13. The reasons for the significant budget variations are detailed in Appendix D, which sets out a detailed financial analysis of each PH&PP service the Director supports.
14. The better than budget forecast position at the end of February 2017 is mainly due to additional income at the Heathrow Animal Reception Centre relating to passports for pets services, and savings at the Ports relating to staffing vacancies that are taking longer to recruit to than originally envisaged, and lower levels of disposal costs than anticipated.
15. The favourable variance to date has been partly offset by additional work costs for new office space and improvements to connectivity at London Gateway, and by lower levels of CVED (Common Veterinary Entry Document) trade at London Gateway than projected.
16. The Director anticipates this current better than budget position will continue to year end, subject to income activity maintaining its current high performance.
17. The full year end figures will be reported separately by the Chamberlain as part of his outturn report to Committee.

Annual assurance statement for data quality

18. By: David A H McG Smith CBE, Director of the Department of Markets and Consumer Protection.
19. For the financial year 2016-2017 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

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

Appendices

- Appendix A – Performance Management Report Period 3 2016-17
- Appendix B – Progress against Key Objectives Period 3 2016-17
- Appendix C – Enforcement Activity Period 3 2016-17
- Appendix D - Financial Statements: Department of Markets and Consumer Protection, Port Health & Public Protection Division

Background Papers

Port Health & Public Protection Business Plan 2016-2019
(PH&ES Committee 23 May 2016)

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Performance Management Report 2016-17
Period Three: 1 December 2016 – 31 March 2017

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

Progress against Key Performance Indicators

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

	All PH&PP Service Areas	Annual result 2015-16	Target 2016-17	Actual 2016-17			Annual result 2016-17 (01.04.16 to 31.01.17)
				Period 1	Period 2	Period 3 (01.12.16 to 31.01.17)	
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 696 days (<232 days per period) across all PH&PP Service areas. *PLEASE SEE NOTE BELOW	561 days	<232 days per period	225 days	203 days	79 days <i>(against a pro-rated target of <116 days)</i>	504 days ↑ <i>(against a pro-rated target of <580 days)</i>

PI 1: Target based upon Full Time Equivalent (FTE) members of PH&PP staff at 31 December 2015 (no. 116).

*** Due to information technology problems, the sickness statistics for the PH&PP Service for February and March 2017 are not currently available. The Period 3 and Annual results provided above are, therefore, based upon sickness absence data to 31 January 2017.**

The pro-rated targets are:

Annual (1 April 2016 – 31 January 2017): no more than 580 days




Period 3 (1 December 2016 – 31 January 2017): <116 days

	All PH&PP Service Areas	Annual result 2015-16	Target 2016-17	Actual 2016-17			Annual result 2016-17
				Period 1	Period 2	Period 3	
PI 2	a) 90% of debts to be settled within 60 days.	89%	90%	78%	87%	86%	86% ↓
	b) 100% of debts settled within 120 days.	95%	100%	85%	92%	93%	93% ↓

PI 2a: The majority of outstanding debts incorporated in this result were still less than 61 days old at the end of March 2017. It is, therefore, still possible that they will be settled within 60 days.

PI 2b: Debts older than 120 days relate to Port Health and the HARC. All debtors with debts more than 120 days old are currently being chased. The majority of these debts relate to debtors currently being pursued by Comptrollers and City Solicitors.

		Annual result 2015-16	Target 2016-17	Actual 2016-17			Annual result 2016-17
				Period 1	Period 2	Period 3	
PI 3 * ¹	Port Health 95% of imported food consignments that satisfy the checking requirements cleared within five days:	N/A* ¹	a) Non-fish products 95%	97%	92%	96%	95%* ¹ ↑
		N/A* ¹	b) Fish products 85%	90%	88%	92%	90%* ¹ ↑
PI 4 * ²	Food Safety 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 improved	Improved profile	N/A	N/A	N/A	Improved profile ↑
PI 5	HARC Less than 1% of missed flights for transit of animals caused by the Animal Reception Centre (ARC).	0.02%	<1%	0%	0%	0%	0% ↑
<p>*¹ New indicator for 2016-17</p> <p>*² Annual indicator</p> <p>PI 3: Time elapsed between receipt of documents/presentation of container to release, on electronic cargo handling system. Breakdown of annual performance by port: Non-fish: Tilbury 95%; London Gateway 95%. Fish: Tilbury 90%; London Gateway 89%</p> <p>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.</p>							

		Annual result 2015-16	Target 2016-17	Actual 2016-17			Annual result 2016-17
				Period 1	Period 2	Period 3	
PI 6	Pollution Team 90% justifiable noise complaints investigated result in a satisfactory outcome.	94.7%	90%	96.4%	97.2%	96%	96.1% 
PI 7 *3	Trading Standards Respond to all victims of investment fraud identified to the Trading Standards Service within 5 working days to advise on the risk of repeat targeting, assess the need for safeguarding interventions and initiate the safeguarding process where appropriate.	N/A*3	100%	100%	100%	100%	100% 
PI 8 *4	Health & Safety To complete the annual risk-based cooling towers inspection programme in order to ensure that the risk of Legionnaires' disease is being effectively managed by all those responsible	97.3%	100%	N/A	N/A	N/A	97% 
*3 New indicator for 2016-17 *4 Annual indicator 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. PI 8: The inspections of two cooling towers which were due in February and late March were not completed until early April 2017.							

Progress against Port Health & Public Protection key improvement objectives 2016-2017

Ref:	Objective	Progress to date
1	Pollution Team to implement the policies and actions set out in the City of London Air Quality Strategy, 2015–2020.	<p>Period 1: April – July 2016</p> <ul style="list-style-type: none"> • Notification of funding for Low Emission Neighbourhood of £1 million over 3 years has been received. • Monthly idling engine action days are being held: June's day featured on Radio 4's 'World at One' and July's on CNN. • An 'Action on Air Quality' event was held at the Guildhall to roll out a work programme with Barts Health NHS Trust to public health professionals. • Officers have given presentations on air quality to Parliamentary and Scientific Committees. • A 'Responsible Procurement Strategy' has been adopted corporately and includes a number of air quality measures including a commitment to purchase non-diesel vehicles unless there is no alternative. The Policy has been widely publicised. <p>Period 2: August – November 2016</p> <ul style="list-style-type: none"> • A new Air Quality Team has been established to deliver policies in the Air Quality Strategy. • Work commenced on the Low Emission Neighbourhood. The initial phase of business engagement and construction site audit has been completed. • The team is working with the Office for Low Emission Vehicles and the Department for Transport on the proposals to develop the first zero emissions street in the UK: Beech Street. • 10 additional nitrogen dioxide monitors were established in the Low Emission Neighbourhood area to act as a baseline. • A Draft Supplementary Planning Document was submitted to Port Health & Environmental Services and Planning & Transportation Committees for approval. • The roll out of idling engine action days across London commenced with most boroughs hosting one day per month. • Work commenced to investigate the air quality impact of using diesel standby generators for STOR (Short Term Operating Reserve). <p>Period 3: December 2016 – March 2017</p> <ul style="list-style-type: none"> • A full report on progress against the Air Quality Strategy will be presented at the July meeting of the PH&ES Committee. • Work continues on the establishment of a Low Emission Neighbourhood in the Barbican and Golden Lane area. • An investigation into the impact of using standby diesel generators for short term operating reserve and triad management was completed.

Ref:	Objective	Progress to date
		<ul style="list-style-type: none"> • An air quality policy group and air quality operational group were established with representatives from Transport and Urban Realm to drive coordinated action. • The draft Supplementary Planning Document for air quality was published for consultation. • Recommendations made to the City Health and Wellbeing Board on how it could support the City air quality agenda are detailed as a case study in the March 2017 publication by Defra and Public Health England: Air Quality – A Briefing for Directors of Public Health. • The Energy Savings Trust completed a review of the City Corporation and City Police fleet with a view to identifying further opportunities for the purchase of zero and ultra-low emission vehicles.
2	Trading Standards Team to collaborate with City of London Police and other relevant partner organisations to tackle economic crime, particularly investment fraud.	<p>Period 1: April – July 2016</p> <ul style="list-style-type: none"> • This is ongoing with the continuing success of Operation Broadway. • Funding has now been made available to recruit an additional Trading Standards Officer to develop the Operation Broadway “model” across Greater London with our partners, agencies and other London local authorities. <p>Period 2: August – November 2016</p> <ul style="list-style-type: none"> • Progress against this objective is ongoing. • An additional fixed-term contract Trading Standards Officer has joined the team and is busy developing the Operation Broadway ‘model’ with a number of other London local authorities. <p>Period 3: December 2016 – March 2017</p> <ul style="list-style-type: none"> • Progress against this objective is ongoing. • High demand from other London local authorities’ Trading Standards services has resulted in a very high workload for the fixed-term contract Trading Standards Officer developing the Operation Broadway ‘model’ across London. There has been a variety of deployments ranging from briefing and assistance, through accompanying on site to executing deployments on behalf of local authorities.
3	Public Protection's Commercial Teams to develop services in line with the changes that followed the Service Based Review, including regulation at Smithfield Market.	<p>Period 1: April – July 2016</p> <ul style="list-style-type: none"> • The new structure of the Commercial Teams is now embedded and officers continue to work towards cross-skilling former ‘specialist’ food and health & safety staff to deal with a variety functions. <p>Period 2: August – November 2016</p> <ul style="list-style-type: none"> • This objective is now complete. <p>Period 3: December 2016 – March 2017</p> <ul style="list-style-type: none"> • This objective is now complete.

Ref:	Objective	Progress to date
4	Complete and implement an agreed Action Plan to address measures identified in the Food Standards Agency Audit of December 2015.	<p>Period 1: April – July 2016</p> <ul style="list-style-type: none"> Some actions have already been completed and the remainder are approaching completion, as reported to the July PH&ES Committee ('Food Standards Agency Audit 2015'). <p>Period 2: August – November 2016</p> <ul style="list-style-type: none"> A small number of remaining actions are approaching completion. The Food Standards Agency was due to revisit in December to discuss progress but they have postponed this until January. <p>Period 3: December 2016 – March 2017</p> <ul style="list-style-type: none"> One outstanding matter regarding transferring procedural documentation to a Sharepoint folder system from the traditional network drive is being addressed. Awaiting final revisit and sign-off by the Food Standards Agency.
5	Continue to implement, and monitor progress on delivery of, measures identified as part of the Service Based Review.	<p>Period 1: April – July 2016</p> <ul style="list-style-type: none"> Work on this objective is ongoing. <p>Period 2: August – November 2016</p> <ul style="list-style-type: none"> PORT HEALTH: Most measures have been completed, and the service continues to develop. PUBLIC PROTECTION: Progress against this objective is ongoing. <p>Period 3: December 2016 – March 2017</p> <ul style="list-style-type: none"> PORT HEALTH: Port Health continues to develop and enhance service provision. PUBLIC PROTECTION: Progress against this objective is ongoing.
6	Produce a revised Port Health Authority Order.	<p>Period 1: April – July 2016</p> <ul style="list-style-type: none"> Meetings have been held between Port Health and the City Solicitors. GIS maps have been drafted and Customs boundaries have been requested from the port operators. <p>Period 2: August – November 2016</p> <ul style="list-style-type: none"> Work towards achieving this objective is ongoing – some legal issues have been encountered that require resolution. <p>Period 3: December 2016 – March 2017</p> <ul style="list-style-type: none"> Work continues towards achieving this objective. Boundary issues and applicable legislation are currently being considered. Mapping identified some anomalies that have now been resolved, and riparian authorities are due to be consulted.
7	Explore opportunities for increased income generation from the Animal Reception Centre and the Public Protection teams.	<p>Period 1: April – July 2016</p> <ul style="list-style-type: none"> This has commenced with the work of one contractor being at draft report stage. Further consultants are to be appointed through City Procurement and the formal tender process.

Ref:	Objective	Progress to date
		<p>Period 2: August – November 2016</p> <ul style="list-style-type: none"> The recommendations from the first report are now being implemented The formal tendering process did not produce a successful consultant, so this is being revisited. <p>Period 3: December 2016 – March 2017</p> <ul style="list-style-type: none"> Consultants have now been engaged for HARC. Additional Primary Authority Partnerships are being investigated. A proposal for charging developers to monitor construction sites is out for consultation.
8	Work with the City Surveyor to agree Mission Critical assets at the HARC and our Port Offices as part of the BRM (Building Repairs and Maintenance) Asset Verification Process.	<p>Period 1: April – July 2016</p> <ul style="list-style-type: none"> Work has been undertaken at the HARC in conjunction with City Surveyors. Feedback from City Surveyors is awaited. 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. <p>Period 2: August – November 2016</p> <ul style="list-style-type: none"> HARC: This is complete. PORT HEALTH: All maintenance works on critical assets remain on schedule. Further work is to be undertaken over the next quarter to ensure correct site data is loaded onto the new CAFM (Computer aided facilities management) system in preparation for new BRM contracts which will commence in July 2017. <p>Period 3: December 2016 – March 2017</p> <ul style="list-style-type: none"> This objective is now complete.
9	Provide input to the renewal of the corporate Building repairs and maintenance (BRM) contract. Work with the City Surveyor to develop procurement strategy and the technical specification and individual Site Data Packs for each of our sites.	<p>Period 1: April – July 2016</p> <ul style="list-style-type: none"> Representatives have provided input at meetings and by follow-up email. The Port Health Assistant Director sits on the Facilities Services Category Management Board. <p>Period 2: August – November 2016</p> <ul style="list-style-type: none"> HARC: This is almost complete. Work on evaluating tenders was carried out during the week commencing 12 December 2016. PORT HEALTH: Input from the Assistant Director, who sits on the Facilities Category Board, continues. <p>Period 3: December 2016 – March 2017</p> <ul style="list-style-type: none"> This objective is now complete. The Port Health Assistant Director continues to sit on the Facilities Category Board.

10	Review our property holdings with City Surveyors Department to ensure that we do not occupy buildings and land in excess of our identified operational need, in accordance with Standing Order 55.	<p>Period 1: April – July 2016</p> <ul style="list-style-type: none"> • Work is being undertaken to ensure appropriate property holdings for Port Health including extending the lease at Denton; increasing office space at Manorway; alternative accommodation in the upper river; and early release/alternative accommodation at Tilbury. • A review is being commissioned of the land use at Heathrow Animal Reception Centre to optimise any underutilised space. Options to be considered include an export checks facility and provision of more office accommodation for the Animal & Plant Health Agency. <p>Period 2: August – November 2016</p> <ul style="list-style-type: none"> • PORT HEALTH: Work to ensure property holdings are appropriate continues. Possession of the extended office space at Manorway House is near completion; negotiations to extend the lease at Denton are ongoing; further work is underway to secure alternative accommodation in the upper river; talks with the property owner regarding early termination of the Tilbury lease have commenced. <p>Period 3: December 2016 – March 2017</p> <p>PORT HEALTH:</p> <ul style="list-style-type: none"> • The Manorway office has been expanded and refurbished; talks with the property owner regarding early termination of the Tilbury lease will now move forward more quickly; discussions continue regarding Denton and accommodation in the Upper River. • The Chamberlain is reviewing Port Health properties as part of the Asset Management Review.
11	Introduce mobile working technology throughout the PH&PP service, in collaboration with the Chamberlain's IT Division.	<p>Period 1: April – July 2016</p> <ul style="list-style-type: none"> • The first phase of mobile working has commenced at the Ports allowing officers to update back office systems 'live' and search for reference material and documentation. • The first phase of Public Protection's mobile working project, 'Look & Feel', in which officers trialed two types of tablet device was completed and feedback collated. Preparations for the next phase, in which officers will trial a new electronic Food Hygiene inspection form, are nearly complete with the final technical issues being worked out with IT / Agilisys. <p>Period 2: August – November 2016</p> <ul style="list-style-type: none"> • PORT HEALTH: Further work to streamline Port Health activities continues, including securing suitable networks throughout the port environment. • PUBLIC PROTECTION: The technical issues have been overcome by IT/Agilisys and Phase 1B in which officers will trial a new electronic Food Hygiene Inspection Form on Microsoft Surface tablet devices will commence in early January. • HARC is updating its back office system using the same software as Port Health, which will facilitate mobile working there.

		<p>Period 3: December 2016 – March 2017</p> <ul style="list-style-type: none"> • PORT HEALTH: Mobile working solutions are in place for all operational staff, and these will continue to be developed. Work continues to improve Wi-Fi connectivity at inspection facilities. • PUBLIC PROTECTION: Phase 1B commenced in January 2017 and will run for five months, not the original three as planned due to problems with the efficacy of the electronic form which has necessitated its replacement after three months. This has created the need to extend the project to gain additional feedback.
12	Complete transition of all M&CP business risks on to the Covalent database. Populate the Covalent system with M&CP Top X risks.	<p>Period 1: April – July 2016</p> <ul style="list-style-type: none"> • Port Health business risks have been prepared for input into Covalent. All but three of the Health & Safety Risk Assessments have been reviewed and updated. • All Public Protection risks are on the Covalent database. They are regularly reviewed and updated as necessary. <p>Period 2: August – November 2016</p> <ul style="list-style-type: none"> • PORT HEALTH: All business risks are now on Covalent. All Health and Safety risks have been assessed. • PUBLIC PROTECTION: All risks are regularly reviewed and updated as necessary. <p>Period 3: December 2016 – March 2017</p> <ul style="list-style-type: none"> • All business risks are now on Covalent. All risks are regularly reviewed and updated as necessary.
13	Implement the priorities outlined in the Departmental Workforce Plan.	<p>Period 1: April – July 2016</p> <ul style="list-style-type: none"> • The Departmental Workforce Planning Group continues to progress this objective. <p>Period 2: August – November 2016</p> <ul style="list-style-type: none"> • The Departmental Workforce Planning Group continues to progress this objective and there is a further meeting planned for January to review the position. <p>Period 3: December 2016 – March 2017</p> <ul style="list-style-type: none"> • The Department's new HR Business Partner is updating the plan and the Departmental Working Group will reconvene early in 2017/18.
14	Senior managers will review and implement all relevant actions in the M&CP liP Business Improvement Plan and work towards providing evidence for the relevant indicators to achieve the Gold liP Standard.	<p>Period 1: April – July 2016</p> <ul style="list-style-type: none"> • The CoL has decided to postpone accreditation of the Gold standard until 2018. In the meantime, however, evidence for the indicators continues to be documented and collated. <p>Period 2: August – November 2016</p> <ul style="list-style-type: none"> • Evidence to support achievement of the indicators continues to be documented and collated. <p>Period 3: December 2016 – March 2017</p> <ul style="list-style-type: none"> • Work on this objective is ongoing.

15	Complete the training needs analysis identified for Commercial Teams in line with recent service changes and forthcoming changes in the assessment of food regulators' competency to complete official food controls. Include succession planning, workforce capability and career progression.	<p>Period 1: April – July 2016</p> <ul style="list-style-type: none"> • All Commercial Team officers undertaking official food controls work have worked through the Food Standards Agency's Competency Framework and assessment which has identified any specific training needs. • Succession planning has identified officers to receive leadership and management training. <p>Period 2: August – November 2016</p> <ul style="list-style-type: none"> • Progress against this objective continues. Selected officers have undertaken leadership training in accordance with objective 16 (below). <p>Period 3: December 2016 – March 2017</p> <ul style="list-style-type: none"> • Work on this objective is ongoing. • A second cadre of selected officers commenced leadership training in January 2017 in accordance with objective 16.
16	Deliver a Leadership Development Programme for a cohort of 10-12 current and future managers. <i>(Linked to Corporate Equalities priority within the Equalities and Inclusion Action Plan 2016)</i>	<p>Period 1: April – July 2016</p> <ul style="list-style-type: none"> • A programme was delivered via a series of one day workshops for a group of 15 current and future managers in the department. A further development day and parallel work has been organised to lead into the 2016-17 business planning process. <p>Period 2: August – November 2016</p> <ul style="list-style-type: none"> • The successful programme ended in early December 2016 and was a success. It is intended to run a second programme in 2017 for a further group of staff drawn from a wider range of grades. <p>Period 3: December 2016 – March 2017</p> <ul style="list-style-type: none"> • Building on the initial programme, a second cadre of officers commenced the leadership training programme in January 2017.

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Port Health & Public Protection Enforcement Activity Period 3 (December-March) 2016-17

Food Safety	2015-2016 Annual Total	2016-17 Target (where applicable)	Period 3 Total (Whole year totals are shown in brackets)
Programmed inspections	Food Hygiene: 1,014 Food Standards: 303	Food Hygiene: 920 Food Standards: 617	Food Hygiene: 346 (898) Food Standards: 109 (276)
Hygiene Emergency Closures	1	N/A	0 (1)
Voluntary closures	5	N/A	1 (2)
Complaints & service requests received	267	N/A	108 (327)
Notices served	13	N/A	3 (40)
Prosecutions	0	N/A	0 (0)

Period 3 - Food Safety Enforcement Highlights

- The Team has continued to engage with a number of businesses (chains) where **lightly cooked burgers** are served to ensure they understand the risk involved and how to comply fully with FSA guidance. This work has included liaison with other local authorities both through the liaison meeting previously reported and more directly, including through a Primary Authority partnership.
- Two further incidents of **gastro-intestinal infection** have been reported that suggested food businesses in the City might have been the cause; these are being followed up, with lessons to be learnt for both businesses.
- A further revision has been made to the national **Food Law Code of Practice** with the City commenting during the consultation period and making recommendations, inter alia, to improve the information given on Emergency Prohibition procedures when authorities make an application for a Court Order.
- The two officers contracted to work on **food hygiene inspections** through January-March have successfully completed their contract term.
- The charging system for **rerating requests**, as previously reported, was introduced on 1 January 2017 and six requests have been made so far.
- In April the team will start to field test a **mobile working** solution which has been developed utilising an off-the-shelf audit application. The aim is to streamline some of the inspection process and the records and reports generated.

Port Health & Public Protection Enforcement Activity Period 3 (December-March) 2016-17

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)
	29 July 2016	1163 (66%)	306 (17%)	132 (8%)	60 (3%)	49 (3%)	13 (1%)	1765 (incl. 42 awaiting inspection)
	30 November 2016	1204 (69%)	306 (17%)	117 (7%)	64 (4%)	43 (2%)	6 ($<1\%$)	1740 (incl. 46 awaiting inspection)
	31 March 2017	1244 (70%)	277 (16%)	101 (6%)	73 (4%)	36 (2%)	7 ($<1\%$)	1774 (incl. 36 awaiting inspection)

Port Health & Public Protection Enforcement Activity Period 3 (December-March) 2016-17

'0' rated food businesses in the City

These businesses were rated '0' at 31 March 2017; 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
Grand Union Public House , Rolls Passage, London EC4A 1HL	This premises was closed following service of a Hygiene Emergency Prohibition Notice & Order (HEPO) in November 2016 in relation to pest (mice) control. Further enforcement action is currently being considered. The premises is due a routine food hygiene inspection in May 2017 when any improvements since the HEPO will be further reviewed.
Jamies , 1 Alban Highwalk, London EC2Y 5AS	This business was last visited on 22 March 2017: there were vast improvements in standards including cleaning, still issues with pest activity but the company is working on pest proofing in what is a 'difficult' building.
Louie's Bar , Retail Unit 46, Moorgate, London EC2R 6EL	In the past this business has struggled to improve and/or maintain improvement. There have been further staffing changes and the new chef is making an impact; the premises was inspected at the end of March and processes and practices are now considered broadly compliant (an FHRs rating of 3).
Moshi Moshi , Retail Unit 24, Upper Concourse, Liverpool Street Station, Liverpool Street, London EC2M 7PY	This premises closed voluntarily after the last inspection because of pest control problems. Considerable effort has been applied by the business since it closed; it was allowed to reopen 8 days later and the owner continues to make further improvement. We will determine if further formal action is appropriate. There has been no request for a re-rating but the business is likely to be rated more highly if they maintain the improvements.
Sweet News , Retail Unit 2, 1 Fleet Place, London EC4M 7RA	As per the previous two periodic updates, this business (a newsagent) had a serious rodent problem which required a concerted effort to rectify; this was done. The premises has not requested a re-rating but a routine inspection is due during April 2017.
Wine Lodge Public House , 145 Fenchurch Street, London EC3M 6BL	This business has shown a gradual improvement over the course of several months (to the end of January). The next inspection is scheduled in early April.
Wood Street Bar and Restaurant , 53 Fore Street, London EC2Y 5EJ	The next routine inspection is due on 2 May 2017. The premises has been visited on a number of occasions since the 0 rated inspection and critical issues in relation to cleaning and structure were dealt with. No re-rating request has been received.

Port Health & Public Protection Enforcement Activity Period 3 (December-March) 2016-17

Health & Safety	2015-16 Annual Total	2016-17 Target (where applicable)	Period 3 Total (Whole year totals are shown in brackets)
Programmed Cooling Tower inspections	73	75	21 (62)
Other H&S Inspections	3	N/A	4 (18)
H&S Project visits	0	N/A	0 (7)
Accident and dangerous occurrences notifications	240	N/A	84 (246)
Complaints & service requests received	145	N/A	38 (178)
Notices	0	N/A	0 (0)
Prosecutions	1	N/A	0 (0)

Period 3 – Health & Safety Enforcement Highlights

- The team hosted a practical training day for UK public health professionals on behalf of **Public Health England**, visiting cooling tower and spa venues in the City.
- A new co-ordinated **Primary Authority Partnership** with [Assurity Consulting](#), a leading health and safety consultancy active in the City, was agreed.
- One of the team gave a presentation at the **National seminar: Inside Government** event about how we, as regulators, deliver our health & safety service.
- The team is participating in a 'Hi-Rig' (iconic high rise buildings facilities management group) emergency planning/business continuity event at City Point to provide a health and safety perspective on managing a '**base jumping**' incident.
- The team organised a meeting for facilities managers of buildings in the **Fleet Street area** to discuss and share experiences on health and safety issues concerning seagulls nesting on buildings,
- The team's '**Falls from Height**' campaign has been 'show-cased' to UK local authorities by the Health and Safety Executive as an example of good enforcement practice, as it delivers a diverse range of interventions to achieve improvements in safety management.

Port Health & Public Protection Enforcement Activity Period 3 (December-March) 2016-17

Trading Standards	2015-16 Annual Total	2016-17 Target (where applicable)	Period 3 Total (Whole year totals are shown in brackets)
Inspections and visits	77	N/A	20 (83)
Complaints & service requests received	3,321	N/A	634 (2,167)
Home Authority referrals	101	N/A	39 (138)
Acting as a responsible authority for Licensing Applications	122	N/A	27 (89)
Prosecutions	2	N/A	0 (0)

Period 3 – Trading Standards Highlights

- **Operation Broadway** continues, with fortnightly meetings being held to discuss intelligence about investment fraud. Deployments take place regularly to disrupt the activities of those involved in investment fraud and Trading Standards continues to engage with the mail forwarding and serviced office sector to promote good business practices.
- **Operation Offspring** is taking the principles of Operation Broadway to a number of Boroughs surrounding the Square Mile. A dedicated officer is assisting these other Boroughs on how to approach inspections of mail forwarding and serviced office businesses and the feedback has been excellent with our neighbours fully appreciating the support we are giving.
- An emerging issue is **binary options**, a form of gambling on the movement of share prices, interest rates or the price of commodities such as gold. It is becoming clear that this is becoming a major problem right across the world but we have identified a large number of links to City of London addresses which will be investigated as part of a project during 2017. Trading Standards were instrumental in arranging a meeting of interested enforcement partners to discuss binary options which took place in February 2017. This included the FCA, Met Police, City of London Police and the Gambling Commission.

Port Health & Public Protection Enforcement Activity Period 3 (December-March) 2016-17

Pollution	2015-16 Annual Total	2016-17 Target (where applicable)	Period 3 2016-2017 Totals			
			Total	% Noise complaints resolved	Notices served	Prosecutions
			<i>(Whole year totals are shown in brackets)</i>			
Complaint investigations, noise	1,045	N/A	265 (896)	98.4%	4 2 COPA S60* 2 EPA S80** (11)	0 (0)
Complaint investigations, other	260	N/A	31 (81)	N/A	N/A	0 (0)
Licensing, Planning and Construction Works applications assessed	1,726	N/A	288 (1,130)	N/A	N/A	N/A
No. of variations (to construction working hours) notices issued	1,151	N/A	109 (759)	N/A	8 COPA S61* (20)	N/A

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

** EPA: Environmental Protection Act 1990. S80: Summary proceedings for statutory nuisances.

Period 3 – Air Quality Team Highlights

- Work commenced on the establishment of a **Low Emission Neighbourhood** in the Barbican and Golden Lane area.
- An investigation into the impact of using **standby diesel generators** for short term operating reserve and triad management was completed.
- **Idling engine action days** were held once per month with the support of volunteers. The programme was rolled out to an additional 11 London boroughs.
- An **air quality policy group** and an **air quality operational group** were established with representatives from Transport and Urban Realm to drive coordinated action.
- A draft **Supplementary Planning Document** for air quality was published for consultation.
- Recommendations made to the **City Health and Wellbeing Board** on how it could support the City air quality agenda are detailed as a case study in the March 2017 publication by Defra and Public Health England: 'Air Quality – A Briefing for Directors of Public Health'.
- Version 2 of the free **CityAir smart phone app** was released in November 2016. The relative amounts of pollution on three routes are available so the user can make a more informed judgement about which route to take.
- The **Energy Savings Trust** completed a review of the City Corporation fleet and City Police fleet with a view to identifying further opportunities for the purchase of zero and ultra-low emission vehicles.

Port Health & Public Protection Enforcement Activity Period 3 (December-March) 2016-17

Period 3 – Pollution Team Highlights

- The City of London's 10 year **Noise Strategy** was consulted upon and agreed in January 2017.
- The team successfully bid for £110k funding from TfL's Line Rental Fund for a 2 year **'Streetwork Liaison and Environment Officer'** post.
- A **Memorandum of Understanding** between TfL, CoL and Westminster City Council relating to noise on the Transport for London Road Network has been finalised.
- Engagement with London Underground Ltd regarding operational and construction noise from **London Underground** continued and future engagement with the Barbican Association was agreed.
- The City's **infrastructure projects** are progressing well with the team working hard to ensure the environmental impacts of Crossrail, Thames Tideway Tunnel and Bank Station Capacity Upgrade are being continuously monitored and managed by the numerous contractors.
- The draft CoL **Construction Code of Practice**, 8th edition, is out for consultation.
- The quality and speed of response of the **Out of Hour's noise service**, which is provided in-house by the DBE Street Environment Team, continues to improve as evidenced by improved KPI results and customer feedback surveys.
- The team participated in the City's **Considerate Contractor and Environmental Awards Schemes**.
- Work has commenced on the actions set out in the **Contaminated Land Strategy** 2015-2020. The prioritisation strategy has been agreed and the identification and desktop investigation of the top 10 priority sites is underway.
- The team has set up a Service Level Agreement and shared service for **HMO housing standards** in the City of London with LB Newham. The associated inspection regime has commenced.
- The team collaborated with the **One Safe City** initiative to implement a smoother customer journey for Out of Hours calls and better data capture in the Contact Centre.
- New **noise monitoring equipment** has been procured which will result in improved noise measuring and recording.

Port Health & Public Protection Enforcement Activity Period 3 (December-March) 2016-17

Animal Health & Welfare	2015-16 Annual total	2016-17 Target (where applicable)	Period 3 Totals			
			Total	Warning letters	Notices served	Prosecutions
			(Whole year totals are shown in brackets)			
Heathrow Animal Reception Centre						
Throughput of animals (no. of consignments)	22,228	N/A	6,481 (22,148)	5 (26)	0 (0)	1 (8)
Animal Health						
Inspections carried out*	366	N/A	138 (503)	0 (0)	10 (34)	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

- The Animal Health Team has dealt with an average of one **illegal imported puppy** a week since the beginning of the year.
- The Team has recently dealt with some animals which are covered by the **Dangerous Wild Animals Act**. There is an ongoing investigation into unlicensed cats covered by the Act. The Team responded to a report of a Capuchin Monkey (and its owner) walking along Hounslow High Street and carried out an inspection of a camel which required a licence.
- The Team continues to be involved in assisting **Defra** and sent a full response to Defra on its recent review of animal licensing.

Period 3 - HARC Highlights

- The numbers of **dogs and cats** passing through the Centre continue to rise.
- Monkey World Ape Rescue Centre recently imported six **Slow Loris** which had been in a rescue facility in Hong Kong. Monkey World is also expecting to import a baby Orang Utan in May.
- A **Red River Hog** passed through the HARC. These are the most colourful of wild pigs and come from Africa; they have wonderful tufts of white hair around their face.

Port Health & Public Protection Enforcement Activity Period 3 (December-March) 2016-17

Port Health	2015-16 Annual total	Target 2016-17 (where applicable)	Period 3 2016-2017 Totals			
			Total	Cautions	Notices served	Prosecutions
			<i>(Whole year totals are shown in brackets)</i>			
Food Safety inspections and revisits	18	N/A	6 (28)	0 (0)	0 (0)	0 (0)
Ship Sanitation Inspections and Routine Boarding of Vessels	120	N/A	89 (281)	0 (0)	0 (0)	0 (0)
Imported food Not of Animal Origin - document checks	15,823	N/A	5,743 (14,761)	0 (0)	106 (302)	0 (0)
Imported food Not of Animal Origin - physical checks	3,522	N/A	679 (2,025)	0 (0)	N/A	0 (0)
Number of samples taken	339	N/A	189 (404)	N/A	N/A	N/A
Products of Animal Origin Consignments – document checks	10,258	N/A	2,993 (10,102)	0 (0)	18 (46)	0 (0)
Products of Animal Origin Consignments – physical checks	4,046	N/A	1,261 (4,265)	0 (0)	14 (28)	0 (0)
Number of samples taken	228	N/A	84 (226)	N/A	21 (30)	N/A

Period 3 – Port Health Highlights

- 11,116 consignments of imported **products of animal origin** were processed during this period, an increase of 11% on 2015.
- Corresponding figures for **non-animal origin products** are 161,412 and an 8% increase.
- 177 ships were boarded and 98 **Ship Sanitation Certificates** were issued.
- **Office accommodation** at London Gateway has now been extended to allow the service to centralise its functions.
- Berth 3 at **London Gateway Port** is now operational.
- London Gateway has been successful in attracting **new routes**, which will increase current calls to the port by 30% from summer 2017.

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Department of Markets & Consumer Protection Local Risk Revenue Budget - 1st April to 28th February 2017
(Income and favourable variances are shown in brackets)

Appendix D

	Latest Approved Budget 2016/17 £'000	Budget to Date (Apr-Feb)			Actual to Date (Apr-Feb)			Variance Apr-Feb £'000	Forecast for the Year 2016/17			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	
Port Health & Environmental Services (City Fund)												
Coroner	56	41	0	41	40	0	40	(1)	56	53	(3)	1
City Environmental Health	1,825	1,876	(192)	1,684	1,891	(210)	1,681	(3)	1,825	1,824	(1)	
Animal Health Services	(796)	1,892	(2,699)	(807)	1,831	(2,949)	(1,118)	(311)	(796)	(1,114)	(318)	
Trading Standards	323	305	(18)	287	296	(18)	278	(9)	323	320	(3)	
Port Offices & Launches	828	2,757	(1,961)	796	2,550	(1,930)	620	(176)	828	770	(58)	2
TOTAL PORT HEALTH & ENV SRV COMMITTEE	2,236	6,871	(4,870)	2,001	6,608	(5,107)	1,501	(500)	2,236	1,853	(383)	

Notes:

- 1. Animal Health Service** - favourable forecast relates mainly to increased passports for pets income which has been partly offset by reduced quarantine income. Looks likely this will continue until year end, although overall levels may change.
- 2. Port Offices & Launches** - favourable variance to date due to staff vacancies taking longer to fill than anticipated. However, this will be offset at year end by additional agency cover for long term sickness & maternity cover, and new posts now filled. Further underspends relate to substantially lower levels of disposal costs than were anticipated (although this is unpredictable so may fluctuate) and lower than anticipated requirements to carry out sample inspection fee analysis testing. The underspend to date is partly offset by year end due to additional work costs to new office space and improvements to connectivity at London Gateway, and lower levels of CVED (Common Entry Veterinary Document) trade at London Gateway than originally projected.

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Committee(s):	Date(s):
Port Health & Environmental Services Committee	9 May 2017
Subject: Approval of the Health & Safety Intervention Plan 2017-2018	Public
Report of: Director of Markets & Consumer Protection	For Decision
Authors: Tony Macklin, Assistant Director (Public Protection)	

Summary

This report seeks your Committee's approval for the Health & Safety Intervention Plan 2017-2018 for which the City of London Corporation is required to obtain Member approval and subsequently publish.

The Health & Safety Executive (HSE) requires local authorities to produce an annual Health & Safety Intervention Plan in accordance with its National Enforcement Code for Local Authorities. Under this code, every authority, such as the City of London Corporation, is required to make a formal, corporate commitment to improving health & safety outcomes locally and all Intervention Plans should be agreed by Members.

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

- a) continuing to promote the GLA's "London Workplace Wellbeing Charter"; and
- b) providing information for City businesses, the public and other stakeholders on key health and safety issues using a variety of social media.

Recommendations

I recommend that your Committee approves the key work areas outlined in this report and detailed in the Health & Safety Intervention Plan 2017-2018

Main Report

Background

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

2. We must also however, continue to meet the local needs of City businesses, residents, workers and visitors as set out in the Vision, Strategic Aims and Key Policy Priorities of the City of London Corporate Plan 2013-2017; this is achieved through our departmental Business Plan and individual service plans such as this one which detail the work that will be done and by which we are judged overall by our key performance indicators.
3. The highlights of our health & safety intervention work during the past year, 2016-2017, 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) contributed to improving the knowledge and competence for London and other LA regulators: cooling tower inspection and investigating accidents and generating income;
 - c) produced and launched a new YouTube video (Building Design and Work at Height) which was targeted at designers of buildings, aiming to raise their awareness of revised legal requirements to consider the health and safety needs of end users of buildings e.g. how external facades of new or refurbished buildings will be cleaned safely;
 - d) continued to develop the successful campaign to improve safe working at height, using a variety of interventions including use of social media, hands-on free training, health & safety videos, supporting the national Work at Height Seminar held at Guildhall; our work has been recognised and published as an example of good practice by the Health and Safety Executive;
 - e) continued to develop our regulatory influence through our Primary Authority Partnerships with **CBRE, Virgin Active and Pure Gym, providing advice** on health & safety management systems, providing training, also generating in excess of £14,000 in income;
 - f) entered into two new chargeable Primary Authority Co-ordinated Partnerships¹ with the building services company, **Churchill Services Group** and **Assurity** Consulting.
 - g) made a significant contribution to the national Leisure Expert Panel's development of guidance on RIDDOR (statutory reporting of workplace accidents and incidents) reporting by the leisure sector, and operation of 24hr gyms; and
 - h) Presentation at two international conferences, (Slips Trips and Falls and rope access) which took place in the City and Munich this year.

Current Position

4. Under the HSE's 2013 **National Local Authority Enforcement Code - Health and Safety at Work**² (the Code), Health and Safety Enforcing Authorities

¹ [Co-ordinated Partnerships](#) are where a franchisor and its franchisees, a sectoral trade association and its members or a single company and other companies that are in the same company group, get together and received assured advice from a partner local authority regulator through a single entity or person.

² <http://www.hse.gov.uk/lau/la-enforcement-code.htm>

(HSEAs), should make adequate arrangements for the enforcement of health and safety. A risk-based intervention plan, agreed by senior management and Members, ensures an accountable and transparent commitment to improving health & safety outcomes as required by the Code

5. The Code is made under the HSE's powers under Section 18 of the Health & Safety At Work Etc. Act 1974 and sets out the risk based approach to targeting health and safety interventions required to be followed by HSEAs.
6. The Code provides a principle based framework that recognises the respective roles of business and the regulator in the management of risk, concentrating on four objectives:-
 - a) clarifying the roles and responsibilities of business, regulator and professional bodies;
 - b) outlining the risk-based approach to regulation that HSEAs should adopt with reference to the Regulators' Compliance Code and HSE's Enforcement Policy Statement and the need for effective, targeted interventions that focus on influencing behaviours and improving the management of risk;
 - c) setting out the need for training and competence of all HSEA staff; and
 - d) explaining the arrangements for the collection and publication of HSEAs' data and peer review to give assurance on meeting the requirements of the Code and we are currently engaged in an inter-SE London Boroughs Peer Review process to assess our arrangements for health & safety at work enforcement against this Code.
7. The enforcement operations of all HSEAs are judged against this Code and monitoring information. Each HSEA's health & safety intervention plan should set out their overall aims and priorities and include a range of risk-based appropriate interventions to increase impact, influence behaviours and improve management of risk. Inspections should only be carried out in highest risk premises and activities such as cooling towers (in the City). Other types of interventions include working with networks, intermediaries, raising awareness and education through social media and YouTube, working with businesses to provide assured advice through the Primary Authority Partnership scheme and participating on industry working groups.
8. These interventions should all be targeted at:-
 - the most serious health & safety risks and/or least well-controlled hazards;
 - those businesses that seek economic advantage from non-compliance with health & safety law;
 - securing action by dutyholders to reduce health & safety risks; and
 - improving health & safety outcomes for employeesand inspections should only be carried out at premises and for activities which are specified as being suitable by the HSE, unless identified as a local priority.
9. The City Corporation's annual Health & Safety Intervention Plan should also:-

- set out how the authority intends to deliver its health & safety enforcement service; and
 - be a stand-alone document, or part of a broader plan of regulatory services, as long as it clearly identifies the health & safety priorities and plans for intervention of the HSEA.
10. The Intervention Plan is based upon both locally identified risks, and whenever possible, regional and national initiatives, in accordance with the Government's current guidance on setting health and safety priorities and targeting interventions for 2017- 2018. As well as continuing with our proactive and reactive intervention work on:-
- a) Legionella risks associated with cooling towers and other at-risk water systems;
 - b) Primary Authority Partnerships;
 - c) continuing to work on the successful 'Falls from Height' project and
 - d) investigating accidents and health & safety complaints,

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

Proposals

11. I therefore recommend that your Committee approves the Health & Safety Intervention Plan 2017-2018.

Corporate & Strategic Implications

12. The Health & Safety Intervention Plan reflects the detailed operational work undertaken by regulatory enforcement teams as set out in the Vision, Strategic Aims and Key Policy Priorities of the City of London Corporate Plan 2013-2017; this is achieved through our departmental Business Plan and individual service plans which detail the work that will be done and which is judged by our key performance indicators.
13. Approval of these Plans will ensure that the City meets its fundamental obligations under the requirements of the HSE's National Enforcement Code for Local Authorities.
14. 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.
15. In accordance with the stated policy of the HSE, this will make the City's intentions transparent and accountable to all relevant parties, and also enables

any comments received on the documents to be taken into account at the next revision for 2018-2019.

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 overall Port Health & Public Protection Business Plan 2017-2020 and sets a clear and transparent standard for our health & safety regulatory work for the year, subject to your approval.

Background Documents:

Health & Safety Intervention Plan 2017-2018

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Committee(s):	Date(s):
Port Health & Environmental Services Committee	9 May 2017
Subject: Approval of the 2017-2018 Food Safety Enforcement Plans for the City and the London Port Health Authority	Public
Report of: Director of Markets & Consumer Protection	For Decision
Authors: Tony Macklin, Assistant Director (Public Protection) Gavin Stedman, Assistant Director (Port Health)	

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 2017-2018; and
- b) the London Port Health Authority Food Service Enforcement Plan 2017-2018.

Main Report

Background

1. Notwithstanding the UK's impending EU exit, the approach to Official Food and Feed Controls currently remains set from Europe with EC Regulation 882/2004 providing the principal framework; this framework is however set for review by the EU.
2. The Food Standards Agency (FSA) the central UK food authority have also embarked on a review program, ***Regulating Our Future***, with a new operational model scheduled for 2020. As this change program develops and

with it the overall regulatory landscape, local authorities have pledged to continue to support the current regulatory delivery model in the interim ensuring a clear focus on risk-based priorities remains in place.

3. This year's Enforcement Plans consider the best ways to use legislative and non-legislative tools most effectively with more being explored so as to keep consumer interests at the heart of what we do and where it is required, influencing business behaviour in the interests of those consumers.

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 by the FSA 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, FHRS

9. We remain an advocate of FHRS ensuring that we promote display of rating stickers in premises as well as publishing all ratings on the national [website](#) so that the public can make informed choices on where to eat or purchase food. We believe this helps to push overall food hygiene standards towards improvement.

10. We support mandatory display of rating information in England. Last October Northern Ireland joined Wales in making the display of a business' green FHRS score sticker compulsory.

Compliance and dealing with poor performing food businesses

11. There continues to be an upward trend in the total number of food businesses trading in our area year on year and hidden behind that there is also the 'churn' of premises of 10-15%.
12. The vast majority of our businesses are broadly compliant. In 2016-17, this was 93%, up on 2015-2016's 91.4% and 2014-2015's 89.7% and around 70% currently achieve the highest 5 rating.
13. However, around 7% (130) of our current businesses are rated as a zero, 1 or 2 and whilst this is an improvement on previous years, 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

14. Whilst the City may now have more premises overall to inspect – circa 1860 – the effect on the inspection programme per annum has been fairly negligible with the total number of inspections due each year hovering around the 900 to 1000 mark since 2012-2013.
15. This coming year however, 1138 inspections are due, this is partly to changes in risk bandings within the Food Law Code three 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.
16. New premises should be inspected within 28 days of opening and if the nature of business alters sufficiently, it too should be inspected; as the FSA commented in their 2015 Audit Report on us:-

“The (City Corporation) demonstrated consistent high performance with regard to meeting planned inspection targets of food businesses due an intervention”.

17. Finally the City's Food Safety Service has been working closely over the last year with the FSA and other London local authorities on Less Than Thoroughly Cooked (LTTC) foods or “rare burgers” which have become extremely fashionable and popular but which if not prepared correctly according to [the FSA's advice and guidance](#), can be the source of food poisoning and we will continue to ensure that those who wish to market, produce and serve such food to the public do it safely and with minimal risks.

Increase in Trade at the Ports

18. The overall numbers of imported food consignments compared to the previous year has increased by over 21%, mainly due to the growth in trade at London Gateway. Trade has also shifted between Ports; from Tilbury to London Gateway, and from Sheerness to Tilbury.
19. Looking forward, predictions indicate that the anticipated growth in global container shipping is set to continue, with London Gateway and Tilbury developing their port capacity and infrastructure. Four new trade routes will be calling at London Gateway in 2017.
20. 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.
21. With the implications of the EU Exit still unknown at this time, there is a potential for a significant increase in demand if official controls are placed on food and feed imports entering the UK from the EU; currently the LPHA only deals with food and feed imported from outside the EU. The LPHA is engaging with Government Departments and other Port Health Authorities to understand and influence decisions post EU Exit.
22. The Port Health Service recognises the need to deliver an efficient and effective service and continues to develop mobile working solutions and delivery processes, including centralising back-office functions, to meet these demands.

Corporate and Strategic Implications

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

26. 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 2017-2018.

Other Implications

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

Proposals

28. It is recommended that your Committee approves:
- a) the City of London Food Service Enforcement Plan 2017-2018; and
 - b) the London Port Health Authority Food Service Enforcement Plan 2017-2018.

Conclusion

29. 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 2017-2020 for the Port Health & Public Protection Service.

Background Documents:

- City Food Service Enforcement Plan 2017-2018
- London Port Health Authority Food Service Enforcement Plan 2017-2018

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Committee	Dated:
Port Health and Environmental Services	9 May 2017
Subject: Signore Pasquale Favale Bequest – Risk Register 2017	Public
Report of: Town Clerk Chamberlain	For Decision
Report author: Jenny Pitcairn, Chamberlain's	

Summary

This report provides a key risks register for the Signore Pasquale Favale Bequest, which is attached at Appendix 1, for your review.

Recommendation(s)

Members are asked to:

- Review the risk register to confirm that:
 - it satisfactorily sets out the risks faced by the charity; and
 - appropriate measures are in place to mitigate those risks.

Main Report

Background

1. In accordance with the Charity Commission's Statement of Recommended Practice (SORP), Trustees are required to confirm in the charity's annual report that any major risks to which the charity is exposed have been identified and reviewed and that systems are established to mitigate those risks.
2. The Charities SORP requires that the risk register is reviewed annually to ensure that existing risks are reconsidered and any new risks are identified.

Current Position

3. The method of assessing risk reflects the City of London's standard approach to risk assessment as set out in its Risk Management Strategy as approved by the Audit and Risk Management Committee. The section of the Strategy which explains how risks are assessed and scored is reproduced at Appendix 2 of this report.

4. Each risk in the register has been considered by the responsible officer within the Corporation who is referred to as the 'Risk Owner'.

Conclusion

5. The various risks faced by the charity have been reviewed and Members are asked to confirm that the attached register satisfactorily sets out the key risks together with their potential impact and that appropriate measures are in place to mitigate the risks identified.

Appendices

- Appendix 1 – Signor Pasquale Favale Bequest Risk Register
- Appendix 2 – City of London Risk Management Strategy

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Signore Pasquale Favale Bequest risks to be considered by the Port Health and Environmental Services Committee

Risk No.	Risk (Short description)	Risk Owner	Committee	Existing Controls	Current Risk				Planned Actions	Target Risk		
					Likelihood	Impact	Rating	Direction		Likelihood	Impact	Rating
1	The income from investments in the Charities Pool may decline	Chamberlain	Port Health and Environmental Services Committee	Fund is Managed by a professional Fund Manager. Annual Monitoring of Fund Manager's performance by the Chamberlain/Financial Investment Board. Forecast and monitoring of financial performance for early identification of insufficient resources by Chamberlain.	Possible	Serious	A	↔	Continue with current course of action	Possible	Serious	A
2	Investment income from cash balances reduces significantly.	Chamberlain	Port Health and Environmental Services Committee	Surplus cash invested with a carefully selected and regularly reviewed range of counterparties and across various time periods to maximise returns	Possible	Minor	G	↔	Continue with current course of action	Possible	Minor	G
3	Grants/awards/loans may be given for purposes not complying with charity's objectives	Town Clerk	Port Health and Environmental Services Committee	Trustees have their objectives before them when agreeing grants	Rare	Serious	G	↔	Continue with current course of action	Rare	Serious	G
4	Applicants for financial assistance do not disclose full details of their circumstances	Town Clerk	Port Health and Environmental Services Committee	Applicants are required to complete and sign application form and provide supporting evidence. Officers follow up obvious discrepancies when assessing the application.	Rare	Serious	G	↔	Continue with current course of action	Rare	Serious	G
5	Insufficient beneficiaries complying with the objects of the Trust	Town Clerk	Port Health and Environmental Services Committee	Advertising, actively looking for beneficiaries. Widen objects of Trust if still insufficient beneficiaries.	Possible	Minor	G	↔	Continue with current course of action	Unlikely	Minor	G
6	The Charity lacks direction, strategy and forward planning	Chamberlain	Port Health and Environmental Services Committee	A strategic plan which sets out the key aims, objectives and policies, financial plans and budgets. Monitoring of financial and operational performance.	Unlikely	Serious	G	↔	Continue with current course of action	Rare	Serious	G
7	Conflicts of interest	Town Clerk	Port Health and Environmental Services Committee	Understanding of trust law. Protocol for disclosure of potential conflict of interest.	Rare	Serious	G	↔	Continue with current course of action	Rare	Serious	G
8	Loss of directly employed staff and/or support staff	Town Clerk	Port Health and Environmental Services Committee	Documentation of systems, plans and projects. Training programmes.	Possible	Minor	G	↔	Continue with current course of action	Possible	Minor	G

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City of London Risk Management Strategy

Assessing Risks

Every risk should be assessed to help determine how much attention is given to the particular event. This is done by ranking the risks with a set of scores determined by their individual likelihood and impact rating.

The City of London Corporation uses a 4 point scale and the multiple of the likelihood and impact gives us the risk score, which is used to determine the risk profile. See the 'Risk Scoring' section below on how risks should be scored.

The following chart shows the area the risk will fall in to dependant on its score, with red being the most severe and green being the least. The scores within the chart are multiples of the likelihood and impact.

e.g. (Likelihood of) **4** x (Impact of) **4** = (Risk Score of) **16**

Impact scores increase by a factor of 2, thus having greater weighting in comparison to the Likelihood scores.

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

COL risk matrix

What the colours mean (as a guide):

- Red (dark grey) - Urgent action required to reduce rating
- Amber (light grey) - Action required to maintain or reduce rating
- Green (mid grey) - Action required to maintain rating.

Risk scoring

Risk scoring is purely subjective. Perceptions of a risk will vary amongst individuals and hence it is better to score the risk collectively than leave it to one person's judgement.

Definitions

1. **Original/Gross score:** the level of risk perceived before any mitigating actions/controls have been put in place.
2. **Current/Net score:** the level of risk currently perceived by the user/management, taking in-to account any controls.
3. **Target score:** the preferable score for the risk to be in order for it to be manageable, thinking in term of what resources are available, and the ability of the Corporation to directly manage the risk once external factors are considered.

Risk scoring method

Risks are scored in terms of likelihood and impact

→ Risk should be scored by first determining how likely it is to occur (**Likelihood**)

→ It should then be rated according to the worst case scenario if it should arise (**Impact**).

Likelihood scoring guide

The criterion below is not exhaustive and intended to be used as a guide. **You will need to come to a management consensus when scoring risks.**

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

Impact scoring guide

The criterion below is not exhaustive and intended to be used as a guide. **You will need to come to a management consensus when scoring risks.**

		Minor	Serious	Major	Extreme
		1	2	4	8
THREATS	Service Delivery / Performance	Minor impact on service, typically up to 1 Day	Service Disruption 2-5 Days	Service Disruption > 1 week to 4 weeks	Service Disruption > 4 weeks
	Financial	Financial loss up to 5% of Budget	Financial loss up to 10% of Budget	Financial loss up to 20% of Budget	Financial loss up to 35% of Budget
	Reputation	Isolated service user/stakeholder complaints contained within business unit/division	Adverse local media coverage/multiple service user/stakeholder complaints	Adverse national media coverage 1-3 days	National publicity more than 3 days. Possible resignation of leading Member or Chief Officer.
	Legal / Statutory	Litigation claim or fine less than £5,000	Litigation claim or fine between £5,000 and £50,000	Litigation claim or fine between £50,000 and £500,000	Multiple civil or criminal suits. Litigation claim or fine in excess of £500,000
	Safety / Health	Minor incident including injury to one or more individuals	Significant Injury or illness causing short term disability to one or more person	Major injury or illness/disease causing long term disability to one or more person.	Fatality or life threatening illness / disease (e.g. Mesothelioma) to one or more persons
	Objectives	Failure to achieve Team plan objectives	Failure to achieve one or more service plan objective	Failure to achieve a Strategic plan objective	Failure to achieve a major corporate objective

Committee(s)	Dated:
Licensing	3 May 2017
Port Heath & Environmental Services	9 May 2017
Subject: Charity Collections Terms of Reference	Public
Report of: Director of Markets and Consumer Protection	For Decision
Report author: Peter Davenport - Licensing	

Summary

This report outlines the current legislation for managing charity street collections including those related to the playing or singing of Christmas carols in December.

In 2006 a report was agreed by the Port Health & Environment Services (PH&ES) Committee that matters relating to street charity collections should fall within the terms of reference of the Licensing Committee.

The report was instigated by the expected introduction of a new Charities Act which did not then happen and so reference to the Licensing Committee was not brought into effect.

The report suggests that, irrespective of new legislation, the reasoning behind the agreed recommendation in 2006 is still valid today and therefore charity street collections should fall within the terms of reference of the Licensing Committee.

Recommendation(s)

Licensing Committee Members are asked (subject to the recommendation of the Port Health & Environmental Services Committee and the concurrence of the Court of Common Council) to:

- Agree to the terms of reference of the Licensing Committee being amended to include The Police, Factories and (Miscellaneous Provisions) Act 1916.

Port Health & Environmental Services Members are asked to:

- Make a recommendation to the Court of Common Council that, subject to the prior agreement of the Licensing Committee, The Police, Factories and (Miscellaneous Provisions) Act 1916 be included in the terms of reference of the Licensing Committee.

Main Report

1. The Police, Factories and (Miscellaneous Provisions) Act 1916 (the Act) permit the Common Council of the City of London to make regulations with respect to the places where, and the conditions under which, persons may be permitted to collect money for the benefit of charitable or other purposes (charity collections).
2. Such regulations were made on 22 May 1980 (the Regulations).
3. The Regulations create an offence for any collection to be made unless a permit has been obtained from the City of London's Police Commissioner. Or similarly, a certificate from the City of London's Police Commander where the collection takes place between 1st to 24th December in any year and relates to the singing or playing of Christmas carols.
4. The functions of the City of London Police, as they relate to charity collections, have been delegated to the Markets and Consumer Protection's Licensing Team. The scheme of delegation has been recently updated and signed by the City of London Police Commissioner Ian Dyson on 6 February 2017.
5. The Licensing service undertakes all administration work involved in the receipt of applications, grant of permits and certificates and post collection requirements. The administration work includes decisions to be taken by the Licensing Manager in relation to the acceptance of 'late' applications and other minor exemptions to the Regulations.
6. In 2016/17 the Licensing team granted 52 Charity Collection Permits and 12 'Carol Singing' Certificates.
7. The legislation concerning charity collections does not include 'face to face' collections colloquially referred to as 'chugging'. Face to face collections do not constitute an offence under either the Act or the Regulations.
8. On 14 November 2006 a report was submitted to this Committee in anticipation of the then new Charities Bill becoming law. Although the Bill received Royal Assent the Charities Act 2006 remains dormant and has never commenced.
9. The Charities Act 2006 if it became law would address face to face collections and include public areas, albeit they may be private areas, within the scope of legislation concerning charity collections e.g. a station concourse.
10. In 2006 Members of the PH&ES Committee agreed that the functions carried out under the Act should be transferred to the Licensing Committee, subject to the concurrence of the Licensing Committee and the Court of Common Council. Reports were never sent to these committees presumably because the Charities Act 2006 did not become law.
11. However, the sentiments behind the 2006 report have not changed and the wishes of Members have not been brought into effect. The main sentiment being that the Licensing Committee has a dedicated role relating to licensing

issues and its Members have experience in the corporate licensing and registration process and systems.

12. Further, matters relating to charity collections rarely come before Committee and therefore those Members regularly dealing with licensing matters, albeit under different legislation, will be in the best position to deal with issues arising. Unlike issues that may arise with regards to Massage & Special Treatments and Tables & Chairs, legislation dealing with charity collections has no safety implications.

Corporate & Strategic Implications

13. If PH&ES Committee, and/or Licensing Committee, disagree with their respective recommendation, the Act shall remain within the terms of reference of the PH&ES Committee.
14. If both Committees agree with their respective recommendations the Act, subject to the concurrence of the Court of Common Council, will fall within the terms of reference of the Licensing Committee.

Financial Implications

15. There are no direct financial or risk implications for the Corporation's services associated with this report. There is no direct authorisation for the Corporation to charge a fee for work carried out under the Act however, the work carried out by the Licensing team is recharged to the City of London Police. In 2016/17 the sum recharged was £18,000.

Background Papers

- PH&ES Committee Report – 14 November 2006

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Committee(s)	Dated:
Port Health and Environmental Services	9 May 2017
Subject: Enforcement Action taken against non-compliant massage parlours and sex establishments	Public
Report of: Director of Markets and Consumer Protection	For Information
Report author: Peter Davenport - Licensing	

Summary

A recent petition handed to the Deputy Chairman of the Port Health and Environmental Services Committee called upon the City Corporation to take a number of actions with regards to massage parlours and sex establishments.

The City Corporation currently carry out a number of activities in relation to these premises namely, inspections of licensed premises and enforcement action against unlicensed premises. The City of London Police currently log any incidents of public disorder whether in relation to massage parlours and sex establishment or otherwise.

As a result of the petition further inspections will be carried out by the licensing team on all massage parlours in the vicinity of the Middlesex Street Estate.

Recommendation(s)

Members are asked to:

- Note the report.

Main Report

Background

1. A petition was recently handed to the Deputy Chairman of the Port Health & Environmental Services Committee (PHES). The petition was signed by approximately 100 people calling on the City of London and The London Borough of Tower Hamlets to investigate all massage parlours and sex establishments in the vicinity of the Middlesex Street Estate to ensure that:

- 1) Any such premises are compliant with licensing and all other statutory requirements,
 - 2) Any public order offences are being logged and acted on appropriately, and
 - 3) If any such premises are operating without a licence that enforcement action is taken promptly
2. This report confines itself to actions taken/to be taken by the City Corporation.
 3. Sex establishments include Sexual Entertainment Venues (SEVs), Sex Shops and Sex Cinemas. The City Corporation has a policy which deals with these types of premises which states that there are no venues within the City of London that are suitable to host such premises. An SEV is typically a lap dancing club. To date there are no known Sex Establishments within the City of London.
 4. A premises being run as brothel, or that carries out other activities of a sexual nature, fall within the remit of the City of London Police. It is not directly a licensing function.

Premises compliant with licensing and other requirements

5. In order for premises to carry out massage and special treatments they need to obtain a licence from the City Corporation under the London County Council (General Powers) Act 1920. Examples of the different types of massage and special treatments can be seen as Appendix 1.
6. The following premises in the vicinity of the Middlesex Street Estate have obtained such a licence:
 - Skin Health Spa, 12 Brushfield Street
 - Vitalia Beauty & Wellness, 18 Gravel Lane
 - Body Essential, 7 Harrow Place
 - The Healthy Way, 77 Middlesex Street
 - Nature and Health, 118 Middlesex Street
 - Bodyworkmassage, Astral House, 129 Middlesex Street
7. All premises are inspected when they first apply for a licence and then on a risk based approach with priority given to those premises that carry out laser treatments or where we've had complaints concerning the safety of an individual. On this basis, none of the above premises have received an inspection within the past 18 months.
8. In view of the petition, the licensing team will carry out inspections on the above named premises within the next few weeks to check for compliance with licensing requirements.
9. Where it is reported to the licensing team that acts of 'an indecent character' are taking place on a licensed premises or that therapists are not 'decently and

properly attired' they will take the appropriate action. The level of action taken will depend on the level of evidence that can be ascertained and can range from a warning letter to revocation of the licence.

Public Order Offences

10. All public order offences are logged by the Police and acted on appropriately. To date no public order offences have been logged concerning the above named premises.

Premises operating without a licence

11. Where it is brought to the attention of the licensing team, or where licensing officers ascertain themselves whilst carrying out their duties, that a premises is carrying on massage and special treatments without a licence they will take the appropriate enforcement action.
12. Within the past 12 months, action has been taken against two premises. Both are now licensed and compliant with legal requirements. There are currently no known premises operating massage and special treatments without a licence.

Corporate & Strategic Implications

13. There are no Corporate or Strategic implications in this report.

Conclusions

14. The licensing team will carry out inspections on the above premises to ensure compliance with statutory licensing obligations.
15. Appropriate legal action is being taken whenever breaches of licensing conditions are found or unlicensed premises are discovered.
16. All public order offences are, and will be, logged by the City of London Police.

Appendices

- Appendix 1 – Examples of Massage and Special Treatment.

Background Papers

None

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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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Committee	Dated:
Port Health and Environmental Services Planning and Transportation	9 May 2017 23 May 2017
Subject: Coordinated action to deal with unnecessary vehicle engine idling	Public
Report of: Director of Markets and Consumer Protection Director of Built Environment	For Information
Report author: Ruth Calderwood, Air Quality Manager	

Summary

Vehicles that leave engines idling when parked are an unnecessary source of local air pollution. This has a negative impact on public health.

The City of London Corporation has powers to issue Fixed Penalty Notices to drivers who leave engines idling unnecessarily. However, due to the way the regulations and associated guidance are structured, the City Corporation has not been able to issue any Fixed Penalty Notices for this offence.

Consequently, the City Corporation has developed an alternative approach to deal with unnecessary engine idling. This report outlines the range of action that has been taken by the Department of Markets and Consumer Protection and the Department of the Built Environment, with the support of a range of residents, businesses and other organisations.

The coordinated action to deal with unnecessary engine idling is having a positive effect on driver behaviour. There has been a reduction in the number of vehicles found idling on City streets over the past two years.

Over 700 drivers have been asked to turn engines off on 'idling engine action' days. A further 73 organisations have received letters where a driver has been found with engines idling unnecessarily in the City. Permanent 'no engine idling' street signs have recently been placed in 16 roads that have been identified as hotspot areas.

Recommendation

Members are asked to:-

- note the report

Main Report

Background

1. The City Corporation has a statutory duty to assist the Mayor of London and the UK government in taking action to reduce levels of air pollution so that concentrations of pollutants do not exceed set limits. The City Corporation also has a responsibility to improve public health.
2. The City of London Air Quality Strategy 2015 – 2020 outlines action that will be taken to fulfil the City Corporation's statutory responsibility for Local Air Quality Management, and for reducing the health impact of air pollution on residents and workers. One of the actions within the strategy is to reduce the amount of vehicle engine idling as it is an unnecessary source of local air pollution.
3. As the City has been designated an Air Quality Management Area, the City Corporation has powers to issue Fixed Penalty Notices to drivers who leave engines idling unnecessarily. The City Corporation published its intention to do this in 2012. However, due to the way the regulations and associated guidance are structured, the City Corporation has not been able to issue and Fixed Penalty Notices for this offence. Consequently, the City Corporation has developed an alternative approach to deal with this problem.
4. The City Corporation is able to issued Penalty Charge Notices (PCN) for coaches idling in designated coach bays. Civil Enforcement Offices will issue a PCN if the offending coach company has already received a warning letter.

Dealing with idling vehicle engines

5. The Departments of Markets and Consumer Protection and Built Environment have taken the following coordinated action to deal with unnecessary vehicle engine idling
 - The ineffectiveness of the existing Fixed Penalty Notice provision has been raised with Department for the Environment Food and Rural Affairs and Department for Transport
 - Officers respond to specific complaints about engine idling by visiting the area and speaking to drivers. This is undertaken by the Air Quality Team, Civil Enforcement Officers and Street Environment Officers that work outside normal office hours
 - Officers speak to drivers who leave engines idling as they walk around the City on other business. A range of staff across the organisation have been trained to do this.
 - Temporary A-boards and lamppost signs have been erected in 'hotspot' areas
 - Specific areas have been targeted with letter drops, for example businesses in Carthusian Street, where delivery vehicles were causing a problem

- City businesses are asked to support the City no idling policy, and incorporate it into delivery and taxi contracts. Posters have been provided for delivery bays.
- The no vehicle idling policy is built into City Corporation contracts
- The Chairmen of Port Health and Environmental Services and Planning and Transportation have written to the taxi body representatives asking for their members' support
- Close liaison with construction and demolition companies is undertaken to ensure that vehicles waiting to access sites don't leave engines idling. Posters have been provided for sites. The requirement to switch engines off has been incorporated into the City Code of Practice for Construction and Deconstruction.
- The City Corporation has been holding monthly 'no idling action days' where staff and community volunteers go out to speak to drivers with view to educating drivers so they automatically switch their engine off when parked. Businesses and the Cheapside Business Alliance support these events. Appendix 1 contains further details of about the action days, which have received wide media coverage. The programme has been rolled out to an additional 11 London boroughs due to its success.
- Information collated by Civil Enforcement Officers (CEOs) has enabled the Parking Department to write to 73 companies whose drivers are observed in the City with engines idling whilst parked.
- A message regarding engine idling is played to customers that pay for parking by telephone
- The Department for Transport has recently approved wording for permanent street signs. Following data collection on hotspot areas, permanent signs have been erected in 16 roads.

Corporate & Strategic Implications

6. The work on air quality supports Key Policy Priority KPP3 of the Corporate Plan: 'Engaging with London and national government on key issues of concern to our communities such as transport, housing and public health'.
7. The work also supports delivery of the City of London Air Quality Strategy 2015 - 2020

Conclusion

8. The City Corporation has been taking a wide range of coordinated action to deal with idling vehicle engines.
9. The action is having a positive impact in reducing the incidence of unnecessary engine idling in the City.
10. When the City Corporation commenced idling engine action days in March 2015, there was little awareness about air quality and the importance of switching engines off when parked. However, this has changed dramatically over time due

to a combination of the action taken by the City Corporation and the associated media coverage.

Appendices:

Appendix 1: Idling engine action days

Background Papers: City of London Air Quality Strategy 2015 - 2020

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Appendix 1: Idling Engine Action Days

The Department of Markets and Consumer Protection has been running ‘Idling Engine Action Days’ since March 2015. City staff and community volunteers patrol City streets in pairs and speak to drivers who are parked with their engine idling. The aim of the campaign is **long term behaviour change through education**, rather than enforcement.

In addition to residents, the scheme is supported by a range of organisations including:

- Transport for London
- Living Streets
- City businesses including the Cheapside Business Alliance
- Construction and demolition companies



Volunteers, pictured above wearing blue ‘high-viz’ vests, are trained to approach drivers in a positive way. A positive approach invariably leads to a positive result.



The photographs above are of some of the resident volunteers speaking to drivers. They are trained to provide relevant information to encourage the driver to switch the engine off if they seem reluctant to do so.

Media Coverage

The action days have received a great deal of media coverage including:

- BBC radio 4
- BBC News / ITV News / London News / CNN / BBC One Show/Chinese Central TV
- City Matters / Evening Standard
- #noidling has been trending on Twitter on action days

Leading the way

Idling action days have been a low cost, visible, positive intervention. Due to the success of the scheme, the Mayor of London awarded the City Corporation funding over three years to the roll the model out to an additional 11 London Boroughs. Further information on the London scheme is available on www.idlingaction.London

The scheme has also been replicated by Cross River Partnership and other local authorities outside London with the City Corporation advice and guidance.



Outcomes

- Since the scheme began, over 700 drivers have been asked to turn their engines off in the City
- The vast majority of drivers comply with the request
- Some drivers need the engine to remain on to operate refrigeration systems or other equipment
- A small number of drivers drive away without further dialogue
- There has been a reduction in vehicles found idling on action days over time.
- At the start of the campaign, there was little awareness about air quality and the importance of switching engines off when parked. However, this has changed dramatically due to a combination of the wide range of action taken by the City Corporation and the media coverage

Committee(s)	Dated:
Planning & Transportation Committee	2 May 2017
Port Health and Environmental Services Committee	9 May 2017
Subject: Electric Vehicle Charging Update	Public
Report of: The Director of the Built Environment	For Information
Report author: Ian Hughes, Assistant Director (Highways)	

Summary

In the context of the current debate on air quality, Members of the Port Health & Environmental Services Committee recently requested an update on the current provision of electric vehicle charging facilities in the City.

This report covers three specific areas, namely:

- Standard electric charging facilities in the City's car parks;
- Rapid charging facilities in the City's car parks;
- General on-street charging facilities.

Matters are progressing in all three areas, with a particular focus on improving the technology in our car parks to make it more reliable, and on taxi recharging facilities given that taxis are the primary source of NO₂ pollution from road based transport in the City. However, the urban realm impact, utility constraints and the ambition to better manage (and ideally reduce) traffic levels mean that the support for electric vehicles must be considered in a wider context.

As a result, this report just covers the most recent developments, and a further report considering the cross-cutting policy implications arising from this workstream will be brought to both the Port Health and Planning & Transportation Committees in due course.

Recommendation(s)

Members are asked to receive this report.

Main Report

Background

1. The City has provided some form of charging equipment for electric vehicles for nearly 15 years, during which time there has been a gradual increase in interest (if not necessarily demand) for using this equipment. This was firstly encouraged by the Congestion Charge concession for electric cars, and more recently by the increasing public awareness of air pollution issues.

2. During that time, the City's electric charging points have been exclusively provided in its five public car parks, namely:
 - Baynard House (Queen Victoria St)
 - London Wall
 - Minories
 - Smithfield
 - Tower Hill
3. By contrast, the City's constrained urban realm environment has meant that the opportunity to accommodate recharging equipment on-street has been extremely limited, typically because of the difficulty in finding available room for this equipment (both above and below ground) and because of its potential impact on the urban realm. In addition, the City's continual turnover of building development activity has not necessarily provided the steady state urban realm within which long-term locations for electric charging equipment could be selected.
4. Given the City's limited roadscape, and the need to address a wide range of policy objectives such as road danger reduction, green infrastructure provision, reducing congestion and supporting placemaking, officers have policy approval to reduce the amount of traffic in the City overall, to spread it over a longer period and to better manage it. Therefore the support for electric vehicles must be considered within the context of the need to have fewer vehicles in the Square Mile overall.
5. Nevertheless, the City's focus on air quality as a high corporate priority, and the establishment of the Low Emission Neighbourhood (LEN), has meant these opportunities and constraints are now being reconsidered, and the City's direction on electric charging provision will partly be informed by the various workstreams outlined in this report.
6. In particular, the Low Emission Neighbourhood is a scheme designed to improve local air quality by reducing traffic and encouraging / supporting low & zero emission vehicles. It centres on the Barbican and Golden Lane Estates, the Guildhall area and St Bartholomew Hospital, and improvements in air quality are expected both within these areas and more widely across the City due to an increase in low & zero emission vehicles. The City Corporation was awarded £990,000 over three years by the Mayor of London to implement the LEN, and the most successful measures will then be rolled out across the City.

Current Position

Standard electric charging facilities in the City's car parks

7. The City first offered off-street electric charging points nearly 15 years ago, and at that time, it came with free parking as well as free power supply. The use of electric vehicles was rare, but this concession became so popular as a marketing tool for electric vehicle manufacturers that by 2006 there were more free parking permits in circulation than we had spaces in our car parks.

8. Although actual uptake was still relatively low (given the number of electric vehicles available at the time), it did serve to bring vehicles to the City that would not otherwise have come here, and as the popularity of electric vehicles began to rise, the concession had the potential to become a major problem in terms of lost income and attracting vehicles without City destinations. As a result, Members approved for the concession to be withdrawn at that time.
9. Since 2006, drivers of electric vehicles have had to pay to park as a normal car park user, whether a residential season ticket holder or an hourly parker, but once inside the car park, they have been able to use one of 10 charging units in each of our facilities.
10. Those units had previously been supplied and operated by TfL under a pan-London scheme called Source London, but for various reasons, the equipment proved extremely unreliable, and TfL's contractor appeared unable or unwilling to resolve these issues. As a result, the equipment caused frequent public complaints, and usage levels were undoubtedly suppressed. (Surveys of our car parks last year typically found no more than one or two electric vehicles charging across all five car parks at any one time.)
11. It was felt this substandard service could not continue, particularly given the increasing focus on air quality, and a change in the Source London contract at TfL allowed the City to opt out of that commitment. As a result, the City has now procured its own contractor to replace Source London, reporting directly to the Department of the Built Environment through an appropriate Service Level Agreement to ensure much higher standards of reliability.
12. That contractor is Chargemaster, who have considerable experience in operating schemes of this type throughout the UK. Their agreement with the City has contractual standards for repair times, reliability, management information & customer care, and their equipment is suitable for use by all types of electric vehicle manufacturer. To charge a car, drivers sign up to Chargemaster's membership scheme called Polar, which can be done as a one-off user ('pay as you go') or as a scheme member for regular users. Details can be found at www.polar-network.com.
13. The process of swapping over equipment, installing new power supplies and improving communication links (all part of the underlying problem with Source London) is currently underway, with units already installed and operational in Minories and Tower Hill car parks. London Wall, Baynard House and Smithfield are due to follow in April, so that by the end of that month (at the time of writing), fifty 7kw recharging points should be available across the City's public car parks. Discussions are also underway to install this equipment in the Barbican Estate car parks, ensuring that like-for-like facilities are also available for local residents there.
14. We fully expect this initiative to resolve what have been justifiable complaints about TfL's equipment, which may result in an increase in usage as people find the new chargers to be much more reliable. Equally, developments in 'green fleet' micro consolidation centres may also increase the demand for charge points. If

either happens and we find that demand starts to outstrip the current supply, our contract with Chargemaster allows us to increase the number of units at nil cost to the City.

Rapid charging facilities in the City's car parks

15. Rapid charging equipment is similar in concept to a standard charging unit, but it can deliver the necessary charge in a much shorter timescale (ie 20-30mins rather than 3-4 hours). Such 50kw equipment has only recently become available and affordable, so this is likely to be the next stage of technology rolled out.
16. Traditional charging equipment is aimed at someone who is likely to leave their car all day to charge, meaning our typical customers have been commuters and residents. By contrast, rapid charging is aimed at those drivers who only want to stay for short periods, making it more suitable for taxi, delivery & courier drivers if they are prepared to enter our car parks to use it.
17. Initial assessments of our car parks suggest that finding an appropriate location for this equipment (to facilitate the faster turnaround) may be more of a challenge, but that review is currently on-going. In particular, the momentum and funding provided by the LEN initiative may help identify possible locations for this equipment to be installed within that geographical area.

General on-street charging facilities

18. As noted earlier, the City currently does not offer recharging facilities on-street, but given the impetus provided by the LEN, a small number of locations are now being considered for the trial of 22kw semi-rapid charging points. These are being targeted for use by taxis to begin with, with the equipment able to 'top up' an electric taxi's charge by 25%-40% in 30-40mins.
19. By focusing on taxis, who are the primary source of NO2 pollution from road based transport in the City, this will help support the creation of a critical mass of London-wide infrastructure to facilitate a shift from diesel to electric taxis. The taxi rest bays in Noble Street and Ropemaker Street are the first locations being considered, although these and any other locations will still have to be subject to the usual constraints caused by the City's unique density of underground utility infrastructure.
20. The 22kw taxi rest bay trial is likely to form just one part of the wider solution, as research commissioned by TfL suggests that London will require a network of at least 150 rapid (50kw) charging points to cater for electric taxis in the long-term, many of which will need to be in Central London. With this in mind, the Mayor of London and the Chairman of London Councils' Transport & Environment Committee have recently written to the Chairman of the City's Policy & Resources Committee, asking for greater support to identify locations to install such equipment.
21. As the provision of on-street recharging facilities would become a new function for the City, it would incur new contractual costs in terms of energy &

maintenance, as well as a potential long-term liability should the equipment need to be removed. In addition to meeting a public need, the service must also be viable and cost-effective in the long term, and the recent examples of redundant electronic litter bins and seldom used pay phone kiosks means the City would not want to leave itself open to the risk of having to meet the cost of removing redundant equipment left in situ on-street.

22. TfL may have another Source London-type framework contract available to procure a supplier, but the physical size of the equipment, the maintenance aspects, the operational control and the urban realm issues will all need to be considered before commencement. However, exploring the viability and appropriateness of a wider trial within the LEN area is one of the project's ambitions for 2018, and although the initial priority is to accommodate charging provision for taxis, future consideration also needs to be given to the needs of delivery and servicing vehicles as more types of commercial electric vehicles are launched every year.

Corporate & Strategic Implications

23. Addressing issues of air quality, transport policy, car parking provision and urban realm design are all priority areas for the City Corporation, and are being proactively managed in co-operation between the Department of the Built Environment and the Markets & Consumer Protection Department.
24. The operational activities outlined here are serving to inform the aims and aspirations of the City Corporation, which will need to balance the benefits of facilitating a switch to electric vehicles by residents, taxis and servicing vehicles with the disbenefit of potentially attracting more traffic, adding to congestion and cluttering the urban realm. With the Mayor's Transport Strategy due to be published in May, a series of longer-term policy options to consider the dependencies between these areas will be brought to Members of both Committees later this year.

Conclusion

25. Progress is being made to upgrade the City's off-street electric charging equipment, so that it becomes reliable, fit for purpose and meets the needs of the City's car park users. Other options for electric vehicle charging trials are being considered given the momentum and funding provided by the Low Emission Neighbourhood, but are more likely to be implemented in the medium term.

Appendices

None.

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Committee	Dated:
Port Health and Environmental Services Committee	9 May 2017
Subject: Progress report – on-site shredding vehicle operations within the Square Mile	Public
Report of: Director of the Built Environment	For Information
Report author: Stuart McGregor, Department of the Built Environment	

Summary

This report sets out to members of this committee the background and our progress to date in relation to document shredding vehicles working within the Square Mile.

The City is working with the main supplier to support our shared aim of reducing on-street shredding operations thereby reducing noise and environmental pollution, reducing congestion and improving road safety.

Once the City has established best practice with the main supplier, officers will engage with the main trade/licencing organisation for shredding companies and encourage them to promote best practice to all their members and adopt the approach recommended.

Recommendation

Members are asked to note the report.

Main Report

General Background

1. In the late 1980s/early 1990s, shredding companies were created to meet organisations' needs for the secure destruction/disposal of confidential documents. This requirement has arguably increased year on year since; particularly due to the requirements arising from the Data Protection Act 1998.
2. Shredding companies help reduce the risk of potential crimes, such as identity theft, card fraud, corporate fraud, etc. The City of London, for example, has numerous confidential document bins throughout its estate which are securely destroyed (shredded, off-site) and then recycled via our Corporate Cleansing Contractor (Amey).
3. Until relatively recently, all shredding companies have spent 20+ years telling customers that the recommended and safest way to have their documents destroyed is via on-site shredding. This provides that the client can watch, either through physical attendance or more commonly via a linked streaming video, the shredding company's operative shred all the documents following which they will provide a secure disposal certificate. This ends the chain of custody for the information as it has effectively been destroyed before it leaves site. It can then be taken off and recycled. Some companies carry out the on-site shredding fully

off street in the customer's private premises; some companies carry out this activity on the public highway.

4. The shredding companies marketing of this as best practice has been so successful that many organisations now have on-site shredding within their own policies and procedures as the only way in which secure paper files can be destroyed. A large proportion of the companies now offer the same service in relation to the destruction of electronic media such as PC hard drives and server disks.
5. Most operatives are licenced by the British Security Industry Association (BSIA) ensuring there is appropriate vetting and criminal checking. The BSIA has 38 member companies and officers understand this includes all those working within the Square Mile. Please find a [hyperlink](#) to the British Standard guidance which the BSIA requires its members to meet; showing it is a well regulated industry.
6. Many of the companies now accept that on-site shredding is an inefficient solution. The shredding vans are expensive to run and maintain. Furthermore it is recognised that there is minimal risk of theft or loss of the documents between the customer's premises and the secure disposal centre. The main shredding companies key aim is move their customer base from an on-site to an off-site shredding model and they have been relatively successful in this regard. Two years ago, 80% of their customers prescribed on-site shredding and they have reduced this to 50% and have a target of 25% by end of 2018.
7. The main company (Shred-it) is taking a three pronged approach to reducing shredding on the public highway namely:-
 - Encouraging customers to move to off-site shredding by demonstrating the reduced cost, minimal risk increase, reduced vehicle emissions as a result of improved driver behaviour, supporting them with changing policies, etc.
 - If customers are adamant they want on-site shredding then trying to move the operations off the public highway to private premises.
 - Changing their vehicle fleet and driver behaviours to reduce unnecessary noise and air pollution.

City of London Background

8. The City of London has received complaints about the noise and air pollution being caused by vehicles shredding on-site. This has led to officers liaising with one of the industry's main providers to explore how pollution, congestion and road dangers caused by their vehicles might be reduced. From these discussions it has become evident that the City's aims match those of the company. The remaining barrier is engaging with the shredding companies' customers and encouraging them to move to an off-site model.

Enforcement

9. The Road Traffic (Vehicle Emissions) (Fixed Penalty) (England) Regulations 2002 provide that a vehicle may park with its engine running if:-

- The weather is exceptionally cold or hot
 - The engine is being used for refrigeration
 - The engine is being used to operate equipment or machinery e.g. a mobile shredder, concrete mixer, compactor or refuse vehicle
 - Taxis are moving forwards on a rank
 - The engine is being run to find a defect in the vehicle
10. Shredding vehicles are therefore exempt under the idling engine regulations. Our Environmental Health Officers are therefore unable to issue Fixed Penalty Notices (FPNs) to shredding vehicles where the engine is running to power the shredding machinery.
11. Shredding vehicles claim the same exemptions as any other vehicle in relation to loading/unloading (i.e. they can park for up to 40 minutes, where permitted, to collect bags/bins). There is no exemption for the shredding activity.
12. Where the City of London issues a Penalty Charge Notices (PCNs, parking tickets) to shredding vehicles and the PCN is challenged, we deal with these in the following ways:-
- If they are parked where loading is permitted and the PCN is issued as no loading is seen, we will cancel the PCN if they provide proof they were collecting from an off-site shredding customer and it was reasonable that no loading was seen in the 10 minute observation period (e.g. collecting 15 bags from the 5th floor).
 - If they were parked for over 40 minutes or it is clear that they were shredding on site on the public highway then we will enforce the PCN and ask them to pay, which they generally then do.
 - If they were parked where loading is not permitted (loading ban, disabled bay, bus stop, etc.) or commit a moving traffic contravention (banned turn, no entry, etc.) then we enforce the PCN.
- Where the PCN is enforced, the amount payable is £130, discounted to £65 if paid within 14 days. The PCN for the parking contravention is the limit to our powers, although we do ask CEOs to ask drivers to turn their engines off if they are idling without purpose (e.g. sat in the cab of the lorry rather than working within it).
13. The City of London has a further arrangement with Shred-it that we will add an additional layer to the process above in terms of reviewing all high PCN customers with an aim to move the customer to an off-site model or to move the shredding activity to a different location, ideally fully off-street in the customer's private premises.
14. Environmental Health Officers do have the power to serve a noise abatement notice under the Environmental Protection Act if a statutory noise nuisance is witnessed from with the affected property. To constitute a statutory nuisance the noise would need to be assessed for duration, frequency and intrusiveness. The majority of shredding occurs over a very short time period and is very unlikely to be of a sufficient frequency or duration to constitute a statutory nuisance.

Actions being taken

15. As mentioned above, the Shred-it's client managers and sales teams are working to a target of having only 25% of their customers using on-site shredding. They are marketing this to customers by highlighting security, corporate responsibility (lower emissions), cost reduction, etc. We are exploring forums, such as DBE's Clean City Awards Best Practice meetings, where Shred-it could market the business and environmental benefits of changing to an off-site model (even with another supplier) with City businesses.
16. Shred-it is currently trialling a UK built shredding vehicle which has lower emissions and improved noise suppression to reduce noise pollution. If successful, they will use this when replacing their fleet.
17. Shred-it and City of London have agreed a process with both of Shred-it's London Depot Managers whereby we can report directly any complaints from residents, Members and other City Users and aim to come up with a solution going forward for a particular areas (changing the shredding location, moving off street, etc.). We are currently using the areas where we have already had issues reported (e.g. Gresham Street/Wood Street/London Wall, Minories, Fleet Street, Harrow Place/White Kennett Street, etc.) as trial areas to review all the customers in the area and reduce, or hopefully eradicate, on-street shredding.
18. DBE is also to provide driver training/education programme to Shred-it's two London Depots supported with best practice guidance from Freight Trade Association. Shred-it are to support this by getting drivers to pay PCNs and/or to attend disciplinary meetings where they haven't met the standards set after the training.
19. Shred-it have agreed to regularly exchange problem areas and problem drivers on a quarterly basis and to document actions taken and solutions agreed.
20. Shred-it will monitor telematics on vehicles (which tells them whether a driver is parked with an idling engine but without shredding, e.g. arriving early or taking a tachograph break and running the engine for heater, air conditioner, radio, etc.) and take appropriate action.
21. City of London and Shred-it will continue the above for 6 months and then prepare documentation for BSIA to provide to shredding company members and also customer facing documentation to show benefits of moving to an off-street solution under the banner of corporate responsibility/sustainability.

Corporate & Strategic Implications

22. This campaign fits with the Department of the Built Environment's Key Delivery Themes of delivering an attractive, inclusive and safe public realm and to make the City an even more sustainable place in the future.

Implications

23. There are no financial costs beyond officer time in meeting the actions above to support the project.

Conclusion

24. In general terms, shredding companies provide an essential service to the City's businesses. However, shredding vehicles operating on public highway, particularly near residential premises, may present a noise concern. Any large vehicle in the City is contributing to pollution and it is fact that idling/equipment vehicles create more pollution than a similar sized delivery vehicle.

25. In terms of enforcement, the City of London taking a range of formal and informal actions to deal with the parking contraventions, congestion and road dangers. The idling engine and noise issues are being addressed via vehicle modifications/technology, driver training and a move away from contracts with an on-site requirement; the current legislation does not allow us to enforce idling engines which are powering equipment on the vehicle.

26. Officers will continue to engage with the main company (Shred-it) working within the Square Mile. We will then use the learning and successes from the project to persuade and encourage other companies (Data Shred, Shred-on-Site, etc.) to adopt the same best practice. We will also produce a marketing document for City businesses to show the City of London's support for companies moving from an on-site to an off-site shredding model.

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Committee	Dated:
Port Health and Environmental Services	9 May 2017
Subject: Joint Health and Wellbeing Strategy	Public
Report of: Director of Department of Community and Children's Services	For Information
Report author: Poppy Middlemiss – Strategy Officer (Health and Children)	

Summary

This report presents the City of London Joint Health and Wellbeing Strategy which was approved by the Health and Wellbeing Board on 27 January 2017.

The strategy sets out the City of London Health and Wellbeing Board's commitment to improving the health of City residents, workers and rough sleepers. The priorities are:

- Priority 1: Good mental health for all
- Priority 2: A healthy urban environment
- Priority 3: Effective health and social care integration
- Priority 4: Children have the best start in life
- Priority 5: Promoting healthy behaviours

Recommendation

Members of the Port Health and Environmental Services Committee are asked to:

- Note the content of this report and its implications for your Committee.

Main Report

Background

1. The Health and Social Care Act 2012 requires Health and Wellbeing Boards to produce a Joint Strategic Needs Assessment (JSNA) and Joint Health and Wellbeing Strategy (JHWS).
2. Although local authorities are required to provide certain mandated public health functions under the Act, such as the National Child Measurement Programme, the majority of public health functions are non-mandated, and levels of provision must be determined locally, according to need.
3. The *City and Hackney Joint Strategic Needs Assessment* and the *JSNA City Supplement* pull together data from a range of sources to describe the health

needs of the different population groups in the City and make a number of key recommendations for service provision based on the level of need. JSNA findings form the evidence base for this strategy and enable us to understand the particular health problems faced by people in the Square Mile.

4. The strategy also draws upon existing local strategies and plans, such as the City Corporation's Corporate Strategy and City and Hackney Clinical Commissioning Group (CCG)'s strategic vision. There has been consultation with a range of stakeholders, including a series of local events and engagement with residents and workers in the City of London which were used to shape the priorities within this strategy.
5. The strategy was subject to a six week consultation period which received 27 responses from residents, workers, service providers, organisations and teams within the City of London Corporation. The consultation found that most respondents agreed with the five priorities. There was, however, some concern around priority five (promoting healthy behaviours) being restricting of personal choice. Air quality in the Square Mile, and how it is being tackled, was the primary focus of responses.
6. The Health and Wellbeing Board approved the Joint Health and Wellbeing Strategy at its meeting on 27 January.

Proposals

7. The JHWS covers the three year period from 2017/18 to 2020/21 . The strategy will be refreshed annually to reflect the changes that have taken place over the year, and to ensure the City is compliant with its statutory obligations.
8. The strategy identifies the following priorities to improve health and wellbeing in the City of London:
 - Priority 1: Good mental health for all
 - Priority 2: A healthy urban environment (more detail below)
 - Priority 3: Effective health and social care integration
 - Priority 4: Children have the best start in life
 - Priority 5: Promoting healthy behaviours
9. They provide a more rationalised list under which the priorities and actions carried forward from the last strategy and the needs identified by the JSNA sit.
10. An accompanying action plan with key performance indicators for specific areas under each priority will be developed and the Health and Wellbeing Board will monitor the progress of indicators every 6 months.
11. This strategy is not a stand-alone document and will support and offer direction to a number of complementary strategies which focus on specific areas of improving health and wellbeing in the City. These include the strategies listed below:
 - CCG Commissioning Strategy

- Mental Health Strategy
- Children and Young People's Plan
- Homelessness Strategy
- Carers' Strategy
- Air quality Strategy*
- Noise Strategy*
- Suicide Prevention Action Plan
- Violence Against Women and Girls Strategy

* Strategies overseen by the Port Health & Environmental Services Committee

Priority 2: A healthy urban environment

12. Of particular interest to this committee will be the second priority of the strategy – a healthy urban environment. This was developed following initial engagement with the public which revealed air quality to be top of the list of health concerns in the City and in recognition of the strong evidence that the environment shapes health outcomes.
13. This priority aims to create a healthy place for people who live, work in and visit the City of London by considering health in all policy and decision making areas within the City Corporation. Health in All Policies (HiAP) is a collaborative approach to improving the health of all people by incorporating health considerations into decision-making across sectors and policy areas. The strategy aims to create a healthier environment with healthy food and drink options, particularly in those areas in which residents live and that are more deprived.
14. In order to achieve this the Health and Wellbeing Board will:
 - Ensure health and wellbeing issues are embedded into the Local Plan and major planning applications
 - Tackle unhealthy environments by delivering improved infrastructure for safe active travel and by providing easy access to healthy and affordable food in the local area
 - Encourage retailers of healthy food in under-served, low-income neighbourhoods and/or to encourage existing retailers to offer more healthy products
 - Introduce voluntary smoking bans in areas where more vulnerable people congregate for example outside schools
 - Oversee the implementation of the Air Quality Strategy and support the implementation of low emission neighbourhoods
 - Oversee the implementation of the Noise Strategy.

Corporate & Strategic Implications

15. The Joint Health and Wellbeing Strategy is a statutory document that supports the City of London Corporate Plans aims to provide modern, efficient and high quality local services within the Square Mile for workers, residents and visitors

and to provide valued services, such as education, employment, culture and leisure, to London and the nation.

16. It also supports the following priority from the Department of Community and Children's Services Business Plan: Priority Two – Health and Wellbeing: Promoting the health and well-being of all City residents and workers and improving access to health services in the Square Mile.

Health Implications

17. The Joint Health and Wellbeing Strategy will have a positive impact on health and wellbeing in the City of London.

Conclusion

18. The City of London has a statutory requirement to produce a Joint Health and Wellbeing Strategy which outlines commitment to improving the health of City residents, workers and rough sleepers.
19. Port Health and Environmental Services Members are asked to note the content of this report and also note that the Joint Health and Wellbeing Strategy set out in Appendix One can help the Committee work together with other parts of the Corporation to improve health and wellbeing across the Square Mile.

Appendices

- Appendix One – Joint Health and Wellbeing Strategy

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Joint Health and Wellbeing Strategy City of London Corporation 2017/18-2020/21

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1 Foreword

Message from the Chairman of the City of London Health and Wellbeing Board



I am delighted to be able to present the City of London Corporation's Joint Health and Wellbeing Strategy 2017 – 2021, which draws together the work of many key organisations working in partnership to improve the health and wellbeing of people in the City of London.

The health and wellbeing demands in the City are distinctive and this Strategy reflects this. Everyone who lives, works and visits the City has a right to good health. The City Corporation is committed to its vision to work in partnership to achieve longer, happier, healthier lives in the City of London. The vision for this Strategy provides a framework to make the biggest difference over the next few years.

Achieving the priorities within this strategy will require leadership from the board and active engagement from the range of partners including commissioners and providers of services, community and voluntary sector groups, and the wide range of organisations that come into contact with citizens on a daily basis including employers and schools.

We would like to thank all those who have contributed to the development of this strategy and, most importantly, all those working to continue to improve the health and wellbeing of local residents, workers and rough sleepers.

Deputy Joyce Nash OBE

A handwritten signature in dark ink that reads "Joyce Nash." The signature is written in a cursive, flowing style.

Chairman of the Health and Wellbeing Board

2 Introduction

The Health and Social Care Act 2012 places health and wellbeing boards at the heart of planning to transform health and social care and achieve better standards of health and wellbeing for the population. Health and wellbeing boards have a number of core responsibilities. These include assessing the health and wellbeing needs of the local population through the Joint Strategic Needs Assessment (JSNA) and preparing a joint health and wellbeing strategy.

The aim of a joint health and wellbeing strategy is to jointly agree what the most important issues are for the local community based on evidence in JSNAs, what can be done to address them, and what outcomes are intended to be achieved (Department of Health, 2012).

The City of London contains several populations in one place (residents, workers, rough sleepers and other people who visit the City everyday), with different needs and health issues. This strategy therefore considers three distinct populations with different needs and mental health issues: residents, City workers and rough sleepers.

The City of London's Health and Wellbeing Board¹ exists to improve the health and wellbeing of these communities within the City of London and to reduce health inequalities across the Square Mile. It brings together leaders across the health and care system to provide collective leadership on a range of complex and cross-cutting challenges which impact on the health and wellbeing of local people.

Health and wellbeing outcomes and inequalities are driven by a range of factors, some of which individuals have little control over. Others are the result of behaviours which in turn are heavily influenced by people's circumstances and environment, such as income, employment and living conditions. This strategy will address those factors which affect the health of the population within the City of London.

3 Background

3.1 The City

The City of London has the highest daytime population of any local authority area in the UK, with hundreds of thousands of workers, residents, students and visitors packed into just over a square mile of densely developed space. The City of London also has the sixth highest number of rough sleepers in London.

The City Corporation is responsible for local government and policing within the Square Mile. It also has a role beyond the Square Mile, as a port health authority, a sponsor of schools, and the manager of many housing estates and green spaces across London.

¹ Details of the Health and Wellbeing Board meetings, agendas and membership can be found here: <http://democracy.cityoflondon.gov.uk/mgCommitteeDetails.aspx?ID=994>.

The *City and Hackney Joint Strategic Needs Assessment* pulls together data from a range of sources. It is supplemented by a City specific document which describes the health needs of the different communities in the City, and makes a number of key recommendations for service provision based on levels of need. These findings form the evidence base for this strategy and enable us to understand the particular health problems faced by people in the Square Mile.

The City borders seven London boroughs and residents often have to access services that are delivered outside the Square Mile. The catchment area of the City's only GP practice does not cover the whole City, so residents in the east access primary care services from Tower Hamlets GPs. This means we must also work closely with Tower Hamlets CCG to ensure residents' needs are met.

Public Health in the City of London has a strong relationship with the London Borough of Hackney. City and Hackney share a Director of Public Health and a Clinical Commissioning Group. A number of public health services are also commissioned in partnership with the London Borough of Hackney. While most public health services are focussed on the resident population some public health services are also commissioned for City workers.

In surveys, the City scores highly as a place to live and work and it has excellent transport links and cultural services. The City is an urban area, and suffers from poor air quality. Particulate matter and nitrogen dioxide levels are both very high, and there are a high number of noise complaints. There are numerous open spaces in the City but they tend to be small in size.

3.2 City residents

The latest population estimates from the Office of National Statistics places the City's resident population at 8,760 – a figure which is projected to increase. Those aged 65 and over are projected to contribute the most to this growth, with their numbers increasing rapidly in the next decade. This is likely to create increased demand for health and social care services in the future.

In contrast, there are relatively few children in the City. The City's children mainly live in dense pockets of housing with some areas experiencing high levels of deprivation. The City of London has a diverse range of ethnicities and religious faiths. Around 300 children and young people receive some additional services through Special Educational Needs and Disability (SEND) Support because they go to school in the City (281 children in January 2016) or because they live in the City. An estimated 78% of the City of London population is white British; however, approximately 40% of children are from black or ethnic minority groups compared to 21% nationally, the Bangladeshi community form the second largest ethnic group in the City of London.

There has been improvement in the City's deprivation ranking in recent years, however significant gaps remain between the areas of Portsoken (within 40% most deprived LSOAs) and Barbican (10% least deprived).

The City of London has several educational institutions so is also home to students who board and travel in during the day.

3.3 City workers

Around 415,000 people work in the Square Mile, and this is expected to grow rapidly over the next decade. City workers are mainly aged between 20 and 50, with a higher proportion of men. City workers tend to be healthier than the general population because they are younger, although lifestyle factors such as smoking, alcohol consumption, levels of physical activity and diet have an impact.

3.4 Rough sleepers

In 2015-16 the City had the sixth highest number of rough sleepers among London local authorities. On average 20-25 people sleep on the streets of the City of London every night. The vast majority are male and include those new to the streets as well as longer term rough sleepers. Those that find themselves homeless on the streets are especially vulnerable to crime, drugs and alcohol, and at high risk of physical and mental illness and premature death. Many people come to the streets with complex issues, some have limited entitlement to services and some are resistant to support and treatment. Homelessness can be both a cause and a consequence of major problems for an individual's health, both physical and mental.

4 How are we going to achieve our vision?

4.1 Our vision

This strategy is underpinned by the following vision:

Working in partnership to achieve longer, happier, healthier lives in the City of London

4.2 How this strategy will deliver our vision

The key role of this strategy will be to inform commissioning and service planning – to ensure the City's priorities are met within wider partnership approaches and service commissioning from 2017/18. We expect that both commissioners and service providers will seek to implement the strategy in the specification, planning and delivery of services. We will also expect continued integration wherever this can deliver better health outcomes and a better experience for patients and service users.

By implementing our strategy we want to reduce the differences in health across the Square Mile, for those who live and work here. We will use evidence of effectiveness to inform what we do and we will get the best value from our resources. We will invest in prevention and early intervention. We also want more people to have a positive experience of care and support. This means that access to services should be fair and transparent, provision of services should be timely and the location should be appropriate. Wherever possible, people should be supported in the community, close to their homes, friends and families.

Care and support should give people the greatest possible level of choice and control over their lives and should be tailored to meet their individual needs.

4.3 The role of our Health and Wellbeing Board

The Health and Wellbeing Board's role will be to champion the vision and priorities of the strategy and to hold delivery partners to account. This will require the Board to provide robust challenge to work being delivered across the system and show action-focused leadership if barriers exist and are preventing progress. This may include Board members working to actively drive change in their own organisations, or looking together at how resources are used across different agencies and partners for maximum impact. Monitoring progress, and seeing how the strategy is leading to real change for residents, workers and rough sleepers, will enable the Board to make the right interventions at the right time. The detail of this action is given below in section 9.

5 Strategic context

5.1 National context

The NHS is facing growing financial and service pressures during a time of rising demand. The NHS Five Year Forward View², published in October 2014, is set in this context. It sets out a new shared vision for the future of the NHS emphasising the need to move to place based systems of care where organisations are collaborating and using their resources collectively to meet the needs of the local population in the most appropriate and effective way. It also sets out the challenges to be addressed in the NHS around finance and efficiency, improving the health of the population and providing quality care.

5.2 Local context

Since the last Joint Health and Wellbeing Strategy policy our Corporate Plan (2015 – 2019) has been approved. This is the City Corporation's main strategic planning document and provides a framework for the delivery of services. It sets aims that include a commitment to maintaining high quality, accessible and responsive services benefiting its communities, neighbours, London and the nation³. This strategy supports the delivery of the Corporate Plan and will in turn provide strategic direction to other strategies and action plans, including those on social care, housing, transport, employment and working with businesses.⁴

² <https://www.england.nhs.uk/wp-content/uploads/2014/10/5yfv-web.pdf>

³ (<https://www.cityoflondon.gov.uk/about-the-city/how-we-make-decisions/Documents/corporate-plan-2015-19.pdf>)

⁴ CCG Commissioning Strategy; Mental Health Strategy ; Children and Young People's Plan; Homelessness Strategy; Carers' Strategy; Air quality Strategy; City of London Commissioning Prospectus – Services for Children and Young People; Noise Strategy; Suicide Prevention Action Plan, VAWG strategy.

The strategy is also informed by the City and Hackney CCG Five Year Strategic Plan (2014 – 2019)⁵, which outlines its strategic vision as:

- patients in control of their health and wellbeing;
- a joined-up system which is safe, affordable, of high quality, easy to access, saves patients' time and improves patient experience;
- everyone working together to reduce health inequalities and premature mortality and improve patient outcomes;
- getting the best outcomes for every pound we invest through an equitable balance between good preventative services, strong primary and community services and effective hospital and mental health services which are wrapped around patient needs;
- services working efficiently and effectively together to deliver patient and clinical outcomes and providers in financial balance.

5.3 Sustainability and Transformation Plans

In December 2015, NHS England required local areas to produce five year Sustainability and Transformation Plans (STP) to set out how local areas proposed to meet the challenges set out in the Five Year Forward View. The City Corporation is part of the North East London STP. This includes eight local authorities, seven CCGs and three acute hospital trusts (Homerton University Hospital Trust, Barts NHS Health Trust and Barking, Havering and Redbridge University Hospitals Trust).

5.4 Locality Plans

CCGs and their partner local authorities are developing two to five year locality plans to address local issues highlighted in local health and wellbeing strategies as well as contributing to delivering the wider STP ambitions. This allows City of London specific priorities around social isolation, the health of workers and cross boundary issues to be addressed in the locality plan.

5.5 Devolution pilot and integrated commissioning

Separately to the STP, the London Borough of Hackney and City & Hackney CCG along with local health providers were approved as a devolution pilot. This allows them to explore the delegation of powers to a local level to better support the achievement of plans. This aims to accelerate the transformation of the local health and care system in Hackney so that it is financially and clinically sustainable and provides improvements in health, care and wellbeing outcomes. The City Corporation and the CCG have been working closely to ensure that devolution brings advantages and improved outcomes to the City, where its needs are specific.

The devolution proposal committed to exploring joint commissioning between the CCG and the local authority social care and public health functions. A commitment has been made to

⁵<http://www.cityandhackneyccg.nhs.uk/Downloads/About%20Us/Equality%20and%20diversity/5%20YEAR%20PLAN%20UPDATE%20final.pdf>

explore this for the London Borough of Hackney. As the City Corporation is not part of the devolution pilot, the CCG is keen to establish a similar arrangement with the City Corporation to mirror those in Hackney to ensure an equitable approach across the CCG area.

6 Progress since the last strategy

This is the second City of London Joint Health and Wellbeing Strategy, following the first which covered the period from 2013-2016. The Health and Wellbeing Board has successfully overseen the transition of statutory powers from PCTs to Local Authorities and CCGs and has helped both organisations to consider how to mainstream health and wellbeing considerations throughout their work.

Since the last Health and Wellbeing Strategy, we have worked hard to develop a public health offer to City workers. Business Healthy, a community and online resource for business leaders launched in April 2014, aims to engage and educate businesses on a wide range of health issues through blogs, events and round table discussion. Business Healthy now has 477 members. This initiative was recognised as demonstrating a high level of excellence by the Royal Society for Public Health, which awarded it the three year Health and Wellbeing Award for 2014-2017.

We have worked hard to improve mental wellbeing in the City. We have developed a mental health strategy and accompanying action plan which is being successfully implemented. We have also developed a suicide prevention action plan and are working closely with partners to reduce suicide attempts in the City of London. Actions have included placing signs to encourage people to seek help on City of London bridges and training frontline staff and the members of the public in how to recognise and help someone who is considering suicide.

We have also commissioned new services aimed at promoting healthy behaviours. These include a new integrated smoking, alcohol and substance misuse service called Square Mile Health, and a health check, weight management and physical activity service called City LivingWise.

With Hackney, we have jointly commissioned public health services for children living in the City of London including CHYPS Plus⁶, a holistic clinical and education service for 5-19 year olds with an emphasis on sexual health. We have also taken on responsibility for 0-5 year olds, and have commissioned a new health visiting service that provides additional support for more vulnerable mothers.

The Health and Wellbeing Board has contributed to the development of the City of London air quality and noise strategies which aim to create a healthier environment for those who live and work in the City of London

⁶ City and Hackney Young People's Service

7 Developing this strategy

Within the City, the size of the resident population presents a number of challenges to strategic planning. It is often difficult for us to get meaningful data about health needs, trends and service provision, given very small sample sizes. We also have a huge number of commuters entering the City every day, about whom very little information is collected.

For this reason, it is even more vital that we use a combination of quantitative evidence from the JSNA and other health needs assessments, combined with local and community intelligence, to determine our priorities.

The *City and Hackney Joint Strategic Needs Assessment* and the *JSNA City Supplement* pull together data from a range of sources to describe the health needs of the different population groups in the City, and make a number of key recommendations for service provision based on the level of need. JSNA findings form the evidence base for this strategy and enable us to understand the particular health problems faced by people in the Square Mile.

The information from the JSNA has helped identify our priorities by looking at the number of people affected, impact on health and wellbeing, scope for improvement, inequalities, deprivation and disadvantage and unmet need.

There has also been engagement and consultation with a range of stakeholders, including a series of local events and formal engagement with residents and workers in the City of London, which have been used to shape the priorities within this strategy.

Business Healthy members who represent businesses with an interest in workplace health in the Square Mile have also been asked for their views on the challenges they face in supporting the mental health of their employees.

8 Priorities

8.1 Guiding Principles

The Marmot Review in 2010, 'Fair Society, Healthy Lives' proposed evidence based strategies for reducing health inequalities, including addressing the social determinants of health in England from 2010. The Marmot Review concluded that reducing health inequalities would require action from government on six policy areas. The City's Health and Wellbeing Board recently revisited the Marmot principles, in light of developments made in the past six years, as well as considering what was within scope for a health and wellbeing board and strategy to achieve alone. Where appropriate and within scope, the strategy will strengthen and support the delivery of the Marmot principles. The board agreed that the Marmot principles would be the starting point for their own set of six principles. These are:

1. Support parents and local services to give every child the best start in life

2. Enable all children, young people and adults to maximise their capabilities and have control over their lives
3. Encourage fair employment and good work for all, including helping people to maintain a work-life balance
4. Encourage a healthy standard of living for all
5. Create and develop healthy and sustainable places and communities
6. Strengthen the role and impact of ill-health prevention

8.2 Priority 1: Good mental health for all

8.2.1 Why this is a priority:

Poor mental health is one the most significant and pervasive issues facing our society. One in ten children and one in four adults will experience a mental health problem at some point in their life. Depression and anxiety, the most common and widespread mental health problems, are also known to disproportionately affect more deprived sections of society, contributing to lower quality of life. Poor mental health in the City of London affects each of the three main communities addressed within this strategy: residents, workers and rough sleepers.

The increasing number of older residents, particularly those living alone, is likely to result in increased levels of social isolation and depression. It is also known that people with long-term conditions are 2-3 times more likely to experience mental health problems. Carers are also particularly vulnerable to mental health issues. Other issues such as unemployment and poor housing can contribute to mental ill health.

For many City workers the high pressure, competitive nature and long working hours of City roles may also trigger stress and mental health issues including anxiety, depression and risk-taking behaviours. Previously, periods of severe economic problems and job instability have had an adverse effect on the mental health of worker populations.

Around 45% of rough sleepers in the City have, or have had, a mental health problem, making this group a significant focus for mental health services⁷.

The City's location and distinctive infrastructure including the high rise buildings, rail and underground networks and the River Thames provide different means for suicide. The City of London has three populations at risk of suicide: those who live in the City, those who work in the City and those who travel to the City with the specific intention of committing suicide.

8.2.2 What we will achieve:

Our ambition is for more children, adults and older people in the City of London to have good mental health

⁷ (CHAIN database 2012/13).

We aspire for fewer people to develop mental health problems and for more people with mental health problems to be able to recover, have a good quality of life and a positive experience of care and support. We will keep people well through prevention and early support. People should be equipped with the tools to manage their conditions, with a focus on preventing relapse or escalation of existing problems.

We will better understand the needs of City workers and improve early identification of depression, anxiety and substance misuse. We need to encourage all City businesses to be great employers who are committed to the health and wellbeing of their workforce and provide support for workers with mental health problems.

We need to identify, assess and respond quickly to mental health issues amongst rough sleepers in the City, providing them with services that are compatible with lifestyles that may be chaotic and hinder engagement with standard treatment models.

We will respond effectively to people in crisis and prevent suicide where possible.

8.2.3 What we will do:

The City Corporation will work together with the City of London Police and City and Hackney CCG to deliver this priority. Action plans to increase the focus and strengthen our combined efforts to improve mental health and wellbeing in the borough will be developed in a number of key areas including:

- Work with commissioning partners to improve services in order to create a parity of esteem between mental health and physical health services
- Providing services and support to residents in their communities to overcome isolation, build resilience and increase social connections
- Promoting workplace mental health and wellbeing and improve employment outcomes
- Deliver public mental health services that support early identification of mental health problems and improve early identification both through healthcare pathways and in our work with the community
- Provide tailored support for people who are homeless or sleeping rough, taking into account issues such as ability to commit to treatment, chaotic lifestyles and dual diagnosis
- Improve our knowledge of the mental health needs of children and young people in the City of London in order to improve our commissioning and provision of child and adolescent emotional wellbeing and mental health services
- Implement the actions on the Suicide Prevention Action Plan in partnership with the City of London Police to reduce suicide and attempted suicide and to respond effectively to people in crisis.

8.3 Priority 2: A healthy urban environment

8.3.1 Why this is a priority:

There is now strong evidence that the environment shapes health outcomes. A well-designed public realm with high quality green open space will encourage physical exercise, improve mental health and increase biodiversity. As such a spatial planning policy should be used to deliver improvements to health and wellbeing.

Poor air quality contributes to shortening the life expectancy of all Londoners, disproportionately impacting upon the most vulnerable. Poor air quality exacerbates heart and lung conditions such as asthma and chronic obstructive pulmonary disease. Public Health England measures show that the City of London is the worst in the country for air quality with 8.4% of early deaths attributable to particulate matter in 2013. The City of London Air Quality Strategy outlines our commitment to fulfil our obligations for air quality management and how we will monitor the effectiveness of policies and measures that are introduced to reduce levels pollution.

The City of London inevitably experiences relatively high levels of noise and the City Corporation now receives around 1,100 noise complaints per year (up from around 750 per year in 2011). Managing noise in the City is a considerable challenge due to density of development and the vast transport network. High levels of noise not only cause disturbance to residents in their homes, but can also disrupt business activity in the City and spoil the visitor experience. The City Corporation has a statutory responsibility to manage and minimise exposure to excessive and sometimes unnecessary noise. The City of London Noise Strategy brings together and updates policies and programmes that are already in place to manage and mitigate noise. It also proposes additional measures which together with existing ones should improve management of noise in the City.

Whilst gathering ideas from residents and workers in the Square Mile, a lack of green space, community space and space to exercise came up repeatedly as a health and wellbeing issue. The City of London has a network of gardens, churchyards, parks, plazas and highway planting, which are often smaller than 0.2 hectare but are intensively used. Green spaces can play a role in promoting healthy lifestyles, reducing stress and preventing illness. They can also help with social inclusion by providing a space to socialise.

The condition, affordability and availability of the housing stock is a major influence on the borough's capacity to reduce inequality. Where people live and the quality of their home have a substantial impact on health; a warm, dry and secure home is associated with better health. The housing in the City is different from other areas: 90% of flats are 2-bed or smaller and overcrowding is an issue.

The City of London has a relatively high number of those killed and seriously injured on England's roads, (173 people from 2012-2014). This is a similar rate to other inner City London Local Authorities which have a high number of visitors each day. Elevated City High Walks have played a key part in addressing this and improving pedestrian safety.

Poor diets and poor nutrition are key contributors to excess weight, obesity, and tooth decay. The local food environment plays as important part, as it affects food and alcohol availability and the ability to make healthy choices. Influencing the availability, presentation,

and prices of healthier options can encourage consumers to reassess their preferences and make alternative choices. The City of London has a high proportion of food outlets. However food prices are often extremely high, as retailers focus their business on attracting daytime workers rather than addressing the needs of resident families.

8.3.2 What we will achieve:

Our ambition is to create a healthy place for people who live, work in and visit the City of London.

We want health to be considered in all policy and decision making areas within the City Corporation. Health in All Policies (HiAP) is a collaborative approach to improving the health of all people by incorporating health considerations into decision-making across sectors and policy areas. HiAP is a response to a variety of complex and often inextricably linked problems. These include the increase in people living with chronic illness and long-term illness linked to our ageing society, growing inequality and health inequalities, climate change and the need for effective and efficient strategies for achieving society's goals with shrinking resources.

We will create a healthier environment with healthy food and drink options, particularly in those areas in which residents live and that are more deprived. We want to enable our residents and workers to make choices that will improve their health.

8.3.3 What we will do:

- Ensure health and wellbeing issues are embedded into the Local Plan and major planning applications
- Tackle unhealthy environments by delivering improved infrastructure for safe active travel and by providing easy access to healthy and affordable food in the local area
- Encourage retailers of healthy food in under-served, low-income neighbourhoods and/or to encourage existing retailers to offer more healthy products
- Introduce voluntary smoking bans in areas where more vulnerable people congregate for example outside schools
- Oversee the implementation of the air quality strategy and support the implementation of low emission neighbourhoods
- Oversee the implementation of the noise strategy.

8.4 Priority 3: Effective health and social care integration

8.4.1 Why this is a priority:

The integration of health and social care services is a well-established principle as it provides a better patient and service user experience, more effective services and can contribute to financial savings.

The City Corporation already works in an integrated way across the health and social care system but there have been limitations to this in terms of organisational boundaries and legal frameworks.

With growing financial and service pressures at a time of rising demand in health services, NHS England published a five year plan to address some of the challenges arising from this and encouraged health and social care organisations to work more closely together to address them. This is set out in further detail in the local Sustainability and Transformation Plan and for City and Hackney and in the emerging locality plan.

Working more closely together can involve health and social care services commissioning or delivering services in new ways.

8.4.2 What we will achieve:

Our ambition is to ensure that the further development of integrated health and social care services reflect and meet City residents needs effectively.

8.4.3 What we will do:

- Work with City and Hackney and Tower Hamlets CCGs to promote City resident needs and ensure access to any emerging integrated service models for City residents
- Utilise opportunities such as the Better Care Fund to develop schemes which facilitate integration across health and social care for City of London residents
- Explore different and innovative ways of commissioning and delivering services in an integrated way.

8.5 Priority 4: All Children have the best start in life

8.5.1 Why this is a priority:

Giving every child the best start in life was highlighted in the Marmot Review as the highest priority for reducing health inequalities. Prevention and early intervention in the first years of a child's life has a significant positive impact for a child's outcomes. It can break the links between early disadvantage and poor outcomes later in life such as emotional and behavioural difficulties, under-attainment at school, truancy and exclusion, criminal behaviour, drug and alcohol misuse, teenage pregnancy and the need for statutory social care. Early years are often called the foundation years because this is when behaviours are established that last well into adolescence and adulthood – these include oral health (e.g. tooth brushing habits are established by the age five years), dietary habits and disposition to physical exercise.

Babies generally receive a good start in life in the City of London: there is good breastfeeding uptake, low numbers of underweight babies' born and low numbers of women who are smokers at the time of birth. However, there is still room for improvement.

National indicators show that child poverty in the City of London is still present and persistent in parts of the City. Official figures show 10.3 per cent of City children (under 16) were living in poverty in 2013. Data shows that vaccination rates for MMR are below average compared to both regional and national rates.

Nationally, oral health has been identified as an issue for children's health. Public Health England's oral health survey shows that almost a quarter of children aged 5 years suffer from tooth decay. It should be noted that tooth decay brings a huge cost to health services.

The City of London Children and Young People's Plan includes the priority to improve physical and emotional health and wellbeing from conception to birth and throughout life which this strategy supports.

8.5.2 What we will achieve:

Our ambition is for every child to realise their full potential, helping them to prepare from an early age to be self-sufficient and have a network of support that will enable them to live independent and healthy lives.

Every City of London baby will have the best possible health at birth, have good nutrition and maintain a healthy weight, be protected from ill health, injuries and physical and mental health problems and have a positive relationship with their parents.

We will improve the environment in which children and young people live, learn, work and play so that our young people grow up in environments that are supportive to their health and wellbeing. This includes working with families to address and improve whole-family wellbeing. We want fewer children in the City of London to grow up in poverty.

8.5.3 What we will do:

We will act with partners to give all children and families the best start in life. This will include offering early help to have healthy lifestyles and good physical and mental health, integrating healthy behaviours into everyday routines to prevent problems at a later stage, and providing an ongoing and rounded offer of support once children leave school. Support is provided at this stage of life from maternity services, health visitors, GPs, children's centres and many others.

We will:

- Evaluate our current parenting programmes with a focus on learning from best practice to inform the use of resources and promote to increase uptake
- Promote good oral health, particularly for those under 5 years old
- Work with the London Borough of Hackney to review our approach to childhood obesity and agree a revised strategy
- Ensure front line staff (health visitors, GPs, housing and children's services staff) are working together to support parents and to help parents to access employment, education and training opportunities (Make every contact count)

- Use the influence we have to increase the uptake of childhood immunisations to achieve herd immunity
- Involve children and young people in co-designing mental and physical health services to ensure they are relevant, convenient, acceptable and accessible for them
- Enable children and young people to monitor and find sources of support to improve and maintain their own health
- Develop an integrated health promotion offer for children and families focused on breastfeeding and good nutrition, oral health, play and physical activity, immunisation and tobacco free homes
- Close the gap in outcomes for children and young people in vulnerable groups.

8.6 Priority 5: Promoting healthy behaviours

8.6.1 Why this is a priority:

Smoking: Guidance from the National Institute for Health and Care Excellence (NICE) states that tobacco use is the single greatest cause of preventable deaths in England – killing over 80,000 people per year.

The 2016 City of London Health Profile shows that adult smoking is slightly better (lower) than the England average for residents; although it is known that smoking levels are higher in Portsoken ward than the rest of the City. Amongst City workers smoking levels are known to be higher than the general population due to the stressful nature of their jobs and the predominance of white males. A survey of City workers in 2012 reported that 24.7% of respondents were smokers, representing approximately 91,000 people. This was above the average for both London (17%) and England (20%).

Alcohol: NICE advises that alcohol consumption is associated with many chronic health problems including psychiatric, liver, neurological, gastrointestinal and cardiovascular conditions and several types of cancer. Alcohol is also linked to a number of social problems, including recorded crime assaults and domestic violence.

The 2016 City of London Health Profile shows that hospital admission for alcohol related harm are better (fewer) than the England average. The 2012 report 'insight into City drinkers' found that nationally around one in four people (24.2%) drink at increasing or higher risk levels. Amongst the sample of 740 City workers the figure was closer to one in two (47.6%).

Drugs: Being dependent on a drug can lead to physical illness, mental health problems, relationship problems and financial difficulties. The age profile and stressful nature of jobs puts City workers at higher risk of drug misuse. Rough sleepers in the City of London also have high needs relating to alcohol and drugs.

Sexual health: HIV prevalence in the City of London is the third highest of all London local authorities, (after Lambeth and Southwark) at 12.78 per 1,000 of the population age 15-59. This is much higher than the regional (5.85) and national (2.22) averages. Genitourinary Medicine (GUM) attendances by those recorded as City of London residents are amongst

the highest in London and the country, with over 2,100 attendances in 2015/16. There have been increases in diagnoses of Sexually Transmitted Infections in the City of London over the last five to six years for all of the five major STIs. It is likely that some of these attendances and STI diagnoses are attributable to City workers who are using a business postcode for extra anonymity when accessing sexual health services.

The transformation of sexual health services in London presents an opportunity to reduce costs and improve outcomes for users of sexual health services. A key strand of this transformation is the establishment of a new sexual health e-healthcare service that allows service users to order testing kits online and receive results by text message, email or post. The City of London has accepted a formal request from the leader of the London Sexual Health Transformation Programme, on behalf of the participating London boroughs, to take the Lead Authority role for this new service for London.

8.6.2 What we will achieve:

Our ambition is for partners to work together to reduce harmful behaviours amongst the resident, working and rough sleeper populations in the City of London with a reduction in the associated health inequalities, crime and disorder.

We intend for fewer people in the City of London to start smoking or become dependent on drugs and alcohol. We will help more people to quit smoking, leading to fewer people with smoking-related health conditions and fewer smoking-related hospital admissions.

We want to see a reduction in the number of City workers who smoke or are dependent on alcohol or drugs. Positive messages about the benefits of not smoking and reducing alcohol will be communicated by all Health and Wellbeing Board partners. Employers will be engaged to break the culture of risk taking behaviours amongst their employees.

8.6.3 What we will do:

Addressing alcohol and drug misuse, particularly among the working population is a challenging issue for the City of London. We will;

- Raise awareness of the harms caused by alcohol, promote lower risk drinking and encourage a healthy approach to alcohol
- Raise awareness of the harms caused by a poor diets and lack of physical activity, promote healthier lifestyles and encourage a healthy approach to food
- Implement smoke free policies across the estates of Health and Wellbeing Board member organisations
- Extend smoke free zones to more parks and public areas
- Identify and support prevention projects aimed at families and young people
- Support smokers to quit using the full range of new technologies available
- Work with Business Healthy to engage employers to break the culture of risk taking behaviours amongst their employees
- Participate in cross-borough activity to better understand use of illegal tobacco and reduce its supply

- Expand our prevention work with students in schools, including independent schools within the City boundaries and work more extensively with voluntary and community groups
- Work with our commissioned service to ensure workers with drug or alcohol issues are referred to services in their home boroughs
- Increase the number of women who are able to access Long Acting Reversible Contraception (LARC)
- Increase access to STI testing using new technologies
- Support Rough Sleepers to engage with appropriate services to deal with drug and alcohol issues.

9 Delivering the strategy

We are committed to achieving our aims for health and wellbeing in the City over the next three years. We will focus on strong partnership working to join up health and social care, evidence-based commissioning to deliver effective services. We will also ensure we listen to the views of service users to ensure that they are being supported to achieve the best outcomes.

The strategy will be supported by a delivery plan and accompanying indicators that will be refreshed annually. This will be governed by the City of London Health and Wellbeing Board, who will measure and monitor progress. Progress on the indicators will be brought to the Health and Wellbeing Board every six months.

9.1 The Role of the Health and Wellbeing Board

To support the delivery of the priorities the Health and Wellbeing Board will:

- Bring partners together to ensure more joined up working, leading to improved access and better outcomes for residents
- Ensure the skills needed to identify, refer and support people with mental health needs are embedded in Board members organisations and across the health and care system
- Monitor and hold to account partners across the health and wellbeing system for improvements in timely access to effective help and support, with a focus on recovery
- Use its influence to advocate change in the perception, understanding and response to mental health conditions, addressing stigma and discrimination
- Lead and champion these changes, identifying new ways and opportunities to drive positive changes in outcomes and experience across partner organisations, with a key focus on addressing inequalities
- Champion early identification of those who are affected by drug and alcohol problems, by connecting people to the right support at the right time
- Lead by example of a major employer in the City of London by providing a healthy environment for staff.

- Actively engage businesses and other organisations in the City to become healthy employers
- Engage senior leaders across the health and social care system and champion the importance of early help and support during the start of a child's life and its contribution to outcomes later in life
- Agree Better Care Fund Plans and monitor their impact
- Consider any plans for integration which could potentially impact on City residents to ensure that their needs are met
- Consider the integration of health and social care services in their assurance of other plans and strategies.

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