



## Port Health & Environmental Services Committee

**Date:** TUESDAY, 22 MAY 2018  
**Time:** 11.00 am  
**Venue:** COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

**Members:**

Deputy John Absalom	Graeme Harrower
Caroline Addy	Christopher Hill
Alderman Nick Anstee	Deputy Tom Hoffman
Alexander Barr	Deputy Wendy Hyde
Adrian Bastow	Deputy Jamie Ingham Clark
Deputy John Bennett	Vivienne Littlechild
Peter Bennett	Andrew McMurtrie
Deputy Keith Bottomley	Andrien Meyers
Tijs Broeke	Deputy Brian Mooney
John Chapman	Deputy Joyce Nash
Peter Dunphy	Henrika Priest
Mary Durcan	Jason Pritchard
Deputy Kevin Everett	Deputy Richard Regan
Anne Fairweather	Deputy Elizabeth Rogula
Alderman David Graves	Jeremy Simons
Shravan Joshi	Mark Wheatley

**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 video recording**

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

# **AGENDA**

## **Part 1 - Public Agenda**

1. **APOLOGIES**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **ORDER OF THE COURT OF COMMON COUNCIL**  
To receive the Order of the Court of Common Council from 19 April 2018.  
**For Information**  
(Pages 1 - 4)
4. **ELECTION OF CHAIRMAN**  
To elect a Chairman in accordance with Standing Order 29.  
**For Decision**
5. **ELECTION OF DEPUTY CHAIRMAN**  
To elect a Chairman in accordance with Standing Order 30.  
**For Decision**
6. **MINUTES**  
To agree the public minutes and summary of the meeting held on 6 March 2018.  
**For Decision**  
(Pages 5 - 16)
7. **OUTSTANDING ACTIONS**  
Report of the Town Clerk.  
**For Information**  
(Pages 17 - 18)
8. **LOW EMISSION NEIGHBOURHOOD (LEN): PROPOSALS FOR AN ULTRA-LOW EMISSION STREET IN MOOR LANE & BEECH STREET**  
Joint report of the Director of the Built Environment and Director of Markets and Consumer Protection.  
**For Decision**  
(Pages 19 - 32)
9. **FINAL DEPARTMENTAL BUSINESS PLAN 2018/19 - OPEN SPACES**  
Report of the Director of Open Spaces  
**For Decision**  
(Pages 33 - 48)

10. **FINAL DEPARTMENTAL BUSINESS PLAN 2018/19 - MARKETS AND CONSUMER PROTECTION**  
Report of the Director of Markets and Consumer Protection.
- For Decision**  
(Pages 49 - 54)
11. **DEPARTMENT OF THE BUILT ENVIRONMENT (CLEANSING SERVICES) BUSINESS PLAN PROGRESS REPORT FOR PERIOD 3 (DECEMBER 2017 TO MARCH 2018)**  
Report of the Director of the Built Environment.
- For Information**  
(Pages 55 - 62)
12. **TOWARDS A SUSTAINABLE FUTURE: THE CITY OF LONDON CORPORATION'S RESPONSIBLE BUSINESS STRATEGY, 2018-23**  
Joint report of the Chamberlain and the Chief Grants Officer.
- For Information**  
(Pages 63 - 82)
13. **APPROVAL OF THE 2018-2019 FOOD SERVICE ENFORCEMENT PLANS FOR THE CITY AND THE LONDON PORT HEALTH AUTHORITY**  
Report of the Director of Markets and Consumer Protection.
- For Decision**  
(Pages 83 - 88)
14. **APPROVAL OF THE HEALTH & SAFETY INTERVENTION PLAN 2018-2019**  
Report of the Director of Markets and Consumer Protection.
- For Decision**  
(Pages 89 - 94)
15. **MARKETS AND CONSUMER PROTECTION BUSINESS PLAN 2017-2020: PROGRESS REPORT (PERIOD 3)**  
Report of the Director of Markets and Consumer Protection.
- For Information**  
(Pages 95 - 132)
16. **DEPARTMENT OF THE BUILT ENVIRONMENT RISK MANAGEMENT - PERIODIC REPORT**  
Report of the Director of the Built Environment.
- For Information**  
(Pages 133 - 146)

17. **OPERATION GUMDROP UPDATE**  
Director of the Built Environment to be heard.
- For Information**
18. **PLASTIC FREE CITY UPDATE**  
Report of the Director of the Built Environment.
- For Information**  
(Pages 147 - 152)
19. **FUNDING FOR ENFORCEMENT OFFICER FOR CITY'S BRIDGES**  
Report of the Director of Markets and Consumer Protection.
- For Information**  
(Pages 153 - 158)
20. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
21. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**  
Any items of business that the Chairman may decide are urgent.
22. **EXCLUSION OF THE PUBLIC**  
MOTION – That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of the Schedule 12A of the Local Government Act.

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

23. **NON-PUBLIC MINUTES**  
To agree the non-public minutes of the meeting held on 6 March 2018.
- For Decision**  
(Pages 159 - 162)
24. **DEBT ARREARS - PORT HEALTH AND ENVIRONMENTAL SERVICES PERIOD ENDING 31 MARCH 2018**  
Joint report of the Director of the Built Environment, Director of Markets and Consumer Protection, and Director of Open Spaces.
- For Decision**  
(Pages 163 - 172)
25. **PLANNING AND REGULATORY SERVICES CASEWORK MANAGEMENT SYSTEM (PRSCMS) PROJECT - GATEWAY 3/4 OPTIONS APPRAISAL**  
Joint report of the Director of Markets and Consumer Protection and the Director of the Built Environment.
- For Decision**  
(Pages 173 - 188)

26. **UPDATE ON THE WASTE COLLECTION, STREET CLEANSING AND ANCILLARY SERVICES CONTRACT PROCUREMENT.**  
Report of the Director of Transportation and Public Realm.

**For Information**  
(Pages 189 - 192)

27. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
28. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERED URGENT AND WHICH THE COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

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BOWMAN, Mayor	<b>RESOLVED:</b> That the Court of Common Council holden in the Guildhall of the City of London on Thursday 19th April 2018, doth hereby appoint the following Committee until the first meeting of the Court in April, 2019.
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## PORT HEALTH & ENVIRONMENTAL SERVICES COMMITTEE

- 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.

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

- Membership 2018/19**

### ALDERMEN

- 4 Nicholas John Anstee
- 2 David Andrew Graves

### COMMONERS

2	Adrian Mark Bastow.....	Aldersgate
21	Joyce Carruthers Nash, O.B.E., Deputy .....	Aldersgate
2	Andrien Gereith Dominic Meyers.....	Aldgate
4	Graeme George Harrower.....	Bassishaw
1	Jamie Ingham Clark, Deputy.....	Billingsgate
1	Shravan Jashvantrai Joshi.....	Bishopsgate
4	Wendy Marilyn Hyde, Deputy.....	Bishopsgate
	(Bread Street has paired with Cordwainer for this appointment).....	Bread Street
4	Keith David Forbes Bottomley, Deputy.....	Bridge and Bridge Without
13	John Alfred Bennett, Deputy.....	Broad Street
18	Kevin Malcolm Everett, Deputy.....	Candlewick
5	Henrika Johanna Sofia Priest.....	Castle Baynard
14	Jeremy Lewis Simons.....	Castle Baynard
2	Tijs Broeke.....	Cheap
6	Andrew Stratton McMurtrie, J.P.....	Coleman Street
2	Alexander Robertson Martin Barr.....	Cordwainer
6	Peter Gerard Dunphy.....	Cornhill
9	Vivienne Littlechild, J.P. ....	Cripplegate
2	Joan Mary Durcan.....	Cripplegate
6	Mark Raymond Peter Henry Delano Wheatley.....	Dowgate
16	Richard David Regan, O.B.E., Deputy.....	Farringdon Within
2	Christopher Hill.....	Farringdon Within
2	Caroline Kordai Addy.....	Farringdon Without
6	John David Absalom, Deputy.....	Farringdon Without
6	John Douglas Chapman.....	Langbourn
2	Elizabeth Rogula, Deputy.....	Lime Street
1	Jason Paul Pritchard.....	Portsoken
20	Brian Desmond Francis Mooney, Deputy.....	Queenhithe
3	Anne Helen Fairweather.....	Tower
8	Tom Hoffman, Deputy.....	Vintry
2	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, the street trading enforcement functions in the London Local Authorities Act 1990 including any decision as to whether the s.101 arrangements should be discontinued, 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 (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);
- (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.





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## PORT HEALTH & ENVIRONMENTAL SERVICES COMMITTEE

**Tuesday, 6 March 2018**

Minutes of the meeting of the Port Health & Environmental Services Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Tuesday, 6 March 2018 at 11.00 am

### **Present**

#### **Members:**

Jeremy Simons (Chairman)	Deputy Tom Hoffman
Deputy Keith Bottomley (Deputy Chairman)	Deputy Wendy Hyde
Deputy John Absalom	Deputy Henry Jones
Caroline Addy	Andrew McMurtrie
Alexander Barr	Benjamin Murphy
Peter Bennett	Deputy Joyce Nash
Tijs Broeke	Henrika Priest
Peter Dunphy	Deputy Elizabeth Rogula
Anne Fairweather	John Scott
Graeme Harrower	Deputy Philip Woodhouse
Christopher Hill	

### **In Attendance**

#### **Officers:**

Sacha Than	- Town Clerk's Department
Carl Locsin	- Town Clerk's Department
Jenny Pitcairn	- Chamberlain's Department
Julie Smith	- Chamberlain's Department
Paul Chadha	- Comptroller & City Solicitor's Department
Warren Back	- City Surveyors
Carolyn Dwyer	- Director of Built Environment
Jim Graham	- Department of the Built Environment
Elisabeth Hannah	- Department of the Built Environment
Steve Presland	- Department of the Built Environment
David Smith	- Director of Markets and Consumer Protection
Jon Avern	- Markets & Consumer Protection
Steve Playle	- Markets & Consumer Protection
Rachel Sambells	- Markets & Consumer Protection
Colin Buttery	- Director of Open Spaces
Gary Burks	- Open Spaces
Xenia Koumi	- Health and Wellbeing Team

The Chairman informed the Committee that upon Steve Blake's retirement, Rachel Pye had been appointed to the post of Assistant Director of Public Protection. The Committee offered their congratulations.

1. **APOLOGIES**

Apologies were received from Alderman Nick Anstee, Alexander Barr, Mary Durcan, Alderman David Graves, Vivienne Littlechild, Andrien Meyers, and Mark Wheatley.

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

There were no declarations.

3. **MINUTES**

**RESOLVED** – That the public minutes of the meeting held on 16 January 2018 were approved as a correct record.

**Matters Arising**

Single Use Plastics

The Chairman informed Members that stainless steel re-usable mugs were available free of charge from the Town Clerk's office and Members would be responsible for the washing up of these cups. The Chairman added that he would attend the House Committee of the Guildhall Club on 8 March 2018 to discuss the issue of single use plastics within Members' areas. In response to a Member's query, the Chairman explained that Members would be responsible for arranging the labelling of their own mugs.

The Chairman advised that following a query received at the last meeting of the Committee as to whether the cups in the Members' Room were recyclable, confirmation had been received that both the internal and external layers of the cups could be recycled via a special process.

United for Wildlife

The Chairman confirmed that since the last meeting of the Committee, he had signed the papers for the City Corporation to sign up to the Royal Foundation's United for Wildlife Transport Taskforce.

4. **OUTSTANDING ACTIONS**

The Committee received a report detailing the Outstanding Actions of Port Health and Environmental Services.

Noise Pollution from the London Underground

The Director of Port Health and Public Protection explained that a meeting had taken place with TfL to ensure that they remained aware of the continued noise pollution issues experienced by residents. Officers asked that residents report these issues to TfL who would provide a ticket number at the time of receiving the complaint which would enable officers to monitor the level of complaints made and the progress of these complaints.

In response, a Member explained that residents had been subjected to ongoing noise caused by the trains for years and TfL had yet to resolve these issues, adding that TfL appear to ignore the complaints being made. The Director of Port Health and Public Protection agreed to continue following up this issue.

#### Electric Vehicle Charging

The Director of Transportation and Public Realm explained that the installation of a charging point at Noble Street in April 2018 remained on target. However, there were delays with the Baynard House site and the target date for installation was now July 2018.

#### Heathrow Animal Reception Centre

The Director of Port Health and Public Protection explained that an update on the feasibility of expanding services offered at Heathrow to other airports would be brought before the Committee's July 2018 meeting.

### **5. CONSULTATION AND STUDY OF THE IMPACT OF SATURDAY CONSTRUCTION WORK ACTIVITIES IN THE CITY OF LONDON**

The Committee considered a report of the Director of Markets and Consumer Protection which provided an update on the likely evidence base and timetable for decision in relation to Saturday Construction Work Activities. A draft questionnaire for the consultation process was attached and Members were invited to provide their comments.

The Director of Port Health and Public Protection explained that the draft questionnaire as set out within the report before Members had been submitted to Counsel for their advice and comments had recently been received back which would be incorporated into the final version of the questionnaire. Members were asked to submit their comments to Rachel Pye prior to 13 March 2018 for these to be considered.

The timeline for the questionnaire was as follows;

- a final version with Members' comments incorporated would be signed off by the Chairman and Deputy Chairman prior to Easter and then circulated to Members.
- After Easter, the questionnaire would be circulated with a consultation period taking place over three months.
- Final recommendations based on comments received would be brought before the Port Health and Environmental Services Committee in September 2018.

A discussion took place during which the following questions were asked:

- Would the questionnaire be available online?
- What number of responses would make a representative sample?
- Would the residential areas around Bart's Hospital and Bernard Morgan House be examined as part of the evidence gathering?
- Discussion on Member representation on a Sub-Committee had taken place at previous Committee meetings, but would a Working Party be more appropriate?

In response, the Director of Port Health and Public Protection confirmed that the questionnaire would be available online and it would be circulated by the Communications Team to receive as many responses as possible. The residential areas around Bart's Hospital and Bernard Morgan House would be included and the responses received would be brought to a later meeting, however any decision made on the establishment of a Working Party would be for the Committee.

During further discussion, the following points were raised:

- The residents of Temple were also experiencing disturbances caused by building works, particularly due to the Thames Tideway works.
- Some Members noted the concerns of residents; but explained that the Square Mile was a business city and the building works had to be carried out for businesses to operate. It was explained that the needs of businesses, contractors and developers should also be considered as part of the consultation.
- The level of value of the questionnaire, as the current wording was loaded, and the answers given would be from those with set views such as residents or workers. Some Members queried this point, noting that residents may not ask for the cessation of work, but instead for better communication and respite periods.
- The high levels of work in some areas would result in businesses and residents suffering for a prolonged period of time.
- The Working Party, if established, should have representation from a wide range of Members.

In response to a Member's query on the establishment of the Working Party, the Chairman suggested that for the time being, matters relating to Saturday Construction Work should continue to be considered by the full Committee.

**RESOLVED** – That the Committee approve the proposal as set out at paragraph 11 within the report before Members.

## **6. THE LOCAL DECLARATION ON SUGAR REDUCTION AND HEALTHIER FOOD**

The Committee considered a report of the Director of Community and Children's Services which set out a Declaration for the City Corporation to sign up to on sugar reduction and healthier food. The Health and Wellbeing Board had in February given their approval for the City Corporation to sign up to this initiative.

A Member asked for a more proactive approach to advertise the City's drinking fountains, explaining that flyers within the City Information Centre and inclusion within the City Walks brochures could be given consideration. It was added that the creation of a mobile app similar to the toilet app could be looked into. A Member, the Chairman of the Licensing Committee, confirmed that licensed premises were obligated under the terms of their license to provide free drinking water upon request to members of the public not purchasing a drink.

A Member asked that focus also be given to encouraging healthier schools adding that sugary drinks had recently been given out to commuters passing through Liverpool Street Station. In response, the Director of Community and Children's Services explained that the school aspect was being addressed within the corporate catering contract and the Department were looking to adopt the guidelines provided by the Department of Education.

**RESOLVED** – That the Committee:

- a) note the report;
- b) endorse the steps and proposals for action outlined in the report before Members; and
- c) support the signing of the Local Government Declaration on sugar reductions and healthier food by the City of London Corporation.

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

The Committee considered a report of the Director of Markets and Consumer Protection which outlined the current position relating to Brexit and the representations made by Port Health and Public Protection in line with the key principles previously agreed by the Committee.

A Member noted there had not yet been any clear messages from the Government with guidance on next steps and asked at what point would the Department begin preparing and implementing mitigation plans for March 2019 in the absence of Government advice. It was further noted that recognition had been given by Senior Government officials on the limited availability of EU vets in the United Kingdom and noted the recent media attention given to the Port of Rotterdam and the additional resourcing required because of Brexit.

In response to the points raised, the Director of Port Health and Public Protection explained that due to an expected 25% increase in workload should imports from the EU be subject to border controls following the UK's withdrawal from the EU in March 2019, the Team are working with Border Co-ordination to obtain timelines, particularly as up to one year of training is required for the vets and other officers employed to work at Border Control Points. At present, there was likely to be a shortage of vets with seven currently employed and a potential requirement for at least two more.

Members raised their concerns at the possibility of insufficient time to implement plans by March 2019 and explaining that as these were issues which could not wait, the City Corporation should begin implementing contingency plans. The Chairman asked officers to give this further consideration and that a report be presented in July 2018 addressing the points raised.

In response to a Member's request for an update on the need to obtain larger premises for received cargo, the Director of Port Health and Public Protection explained that infrastructure is a responsibility of the Ports and depending on the classification assigned to the UK following Brexit, the current infrastructure may not be sufficient for the level of imports requiring inspection.

Members commended the Team for their proactive work in this area.

**RESOLVED** – That the Committee:

- a) note the progress made to date; and
- b) approve the next steps as outlined in paragraphs 17 and 18 in the report before Members, with a further report to be provided in July 2018 addressing the issues raised by Members.

8. **CRYPTOCURRENCIES AND THE CITY OF LONDON**

The Committee considered a report of the Director of Markets and Consumer Protection which informed Members on the work taking place in relation to ensure that fraudulent cryptocurrency businesses do not try to exploit the reputation of the Square Mile. The Director of Markets and Consumer Protection explained that there would be a partnership approach to tackle cryptocurrency fraud and to protect the reputation of the Square Mile by not allowing criminals to make use of a City of London address which could add to the credibility of a scam.

Members noted the steps taken by Lloyds and Virgin Banks to protect credit card customers from fraudulent cryptocurrency activity and queried whether the City Corporation could encourage banks headquartered within the City to take similar steps. A Member raised the point that the Industry was considering ways in which greater transparency could be made through regulatory work. In response, the Director of Markets and Consumer Protection agreed that these points could be brought before the Treasury Committee that was announced last week to look into the cryptocurrency sector.

A Member noted that the City Corporation should take a lead in taking action against fraudulent cryptocurrency activity adding that there were issues which included:

- organisations bypassing anti-money laundering procedures;
- false advertising through promises of guaranteed returns and not following any regulation; and
- a lack of evidence that the operators are protecting those who invest through financial mechanisms.

The Committee recommended that the City of London Police website should contain information and help on fraudulent cryptocurrency activity for members of the public. It was added that Action Fraud could also feature this on their website.

**RESOLVED** – That:

- a) the Committee note the report;
- b) the Committee endorse the proposal for Trading Standards to take a proactive and innovative approach to dealing with a potential future problem; and
- c) a resolution be submitted for the next meeting of the Economic Crime Board to recommend to the Committee that the City of London Police website address the issue of fraudulent cryptocurrency activity.



9. **STREET TRADING FEES 2018/19**

The Committee considered a report of the Director of Markets and Consumer Protection which set out the annual fees for street trading licenses in Middlesex Street.

**RESOLVED** – That the Committee agree the proposed fees for 2018/19 as set out in Appendix one within the report before Members.

10. **MASSAGE & SPECIAL TREATMENT LICENCE FEES 2018/19**

The Committee considered a report of the Director of Markets and Consumer Protection which set out the annual fees for premises requiring a license for Massage and Special Treatments, and for those seeking to register for acupuncture, tattooing, ear/cosmetic piercing or electrolysis.

**RESOLVED** – That the Committee agree the proposed fees for 2018/2019 as set out in Appendix two of the report before Members.

11. **SETTING OF STATUTORY FEES FOR LICENSING HOUSES IN MULTIPLE OCCUPATION**

The Committee considered a report of the Director of Markets and Consumer Protection which set out revised fees for licenses for houses in multiple occupations.

In response to a Member's query on whether the license reviews could take place more frequently, the Director of Markets and Consumer Protection explained that each license lasts for a period of five years with the previous licenses issued in 2013, but this would be given future consideration.

**RESOLVED** – That the Committee approve the schedule of fees as set out in Appendix One in the report before Members.

12. **LOW EMISSION NEIGHBOURHOOD: UPDATE ON PROPOSALS FOR ULTRA LOW / ZERO EMISSION STREET**

The Committee considered a report of the Director of Markets and Consumer Protection which updated Members on proposals for an ultra-low emission street. It was reported that delivery of an ultra-low emission vehicle traffic restriction in Beech Street will not be possible within the timescales of the Low Emission Neighbourhood Scheme (LEN) therefore Moor Lane is under consideration to deliver the Mayor of London's requirements for receiving the LEN funding.

Members of the Committee strongly disagreed with the proposal to substitute Moor Lane as an ultra-low emission street due to the illegal levels of air pollution within Beech Street and noting the urgency of this issue, the following points were raised:

- The reasons provided for rejecting Beech Street as the ultra-low emission street were not sufficient and the proposals to solve air quality at Beech Street as part of the Culture Mile were not a satisfactory resolution as those plans could take years to implement. Members noted

the inaugural event taking place at Beech Street in March 2018 and raised the point that Members may need to query some Culture Mile proposals if they affect Beech Street and the High Walks.

- If resourcing was the underlying reason for this change, this should be addressed to achieve the original objectives. Members queried whether TfL could extend the final deadline to allow officers more time.
- There had been issues with air quality in Beech Street for years with both residents and workers affected by the levels of air pollution and with more people expected into the City with the completion of Crossrail, an urgent solution was needed.
- Moor Lane already had low pollution levels, therefore this proposal was akin to an exercise in directing traffic.
- There were options in the proposal that would not result in 80% of the traffic being diverted.
- Officers should look at a full range of options to reduce pollution in Beech Street.

In response to the points raised, officers sought to reassure Members that if a ultra-low emissions vehicle scheme was implemented, the current levels of vehicles entering Beech Street would be reduced by 80% and there was work taking place which would improve air quality in that area for 2021 onwards. The Director of Port Health and Public Protection added that due to the impact on the road network of the changes introduced at Bank Junction, another similar scheme that changed traffic flows could cause additional congestion.

The Director of Transportation and Public Realm advised that any closure of Beech Street would have a ripple impact on the neighbouring boroughs of Islington and Westminster, as well as the TfL road network. It was added that Islington Council were considering carrying out traffic modelling work to reduce the impact of congestion, therefore it was unlikely that a recommendation could be made to close Beech Street to vehicles.

The Chairman noted the unanimity of the Committee in rejecting Moor Lane as the ultra-low emission street instead of Beech Street. As only one year of Low Emission Neighbourhood funding was left from TfL, officers should consider what steps would need to be taken to deliver the original proposal of Beech Street and this would need to be referred back to Planning and Transportation and Policy and Resources Committees. It was further suggested that options should be re-evaluated, and solutions be presented to the Port Health and Environmental Committee as to what action could be taken and what could be achieved.

The Director of the Built Environment explained that as part of the Culture Mile installation, Beech Street would be closed for a period of five days which would allow officers to assess the impact of this closure on traffic levels in the surrounding areas. A less than grid lock effect will add significant weight and evidence based support to implementing the originally intended and urgently needed air quality measures in Beech Street.

**RESOLVED** – That a note of the discussion and issues raised by Members be circulated to the Policy and Resources and Planning and Transportation Committees for their consideration.

**13. FINAL DEPARTMENTAL BUSINESS PLAN 2018/19 - DEPARTMENT OF THE BUILT ENVIRONMENT**

The Committee considered a report of the Director of the Built Environment which presented information on the final 2018/19 high level business plan for the Department of Built Environment.

In response to a Member's request, the Director of the Built Environment confirmed that in future the Plan would identify which areas were particularly relevant to the Committee.

**RESOLVED** – That the Committee approve the final high level business plan for 2018/19.

**14. DEPARTMENT OF THE BUILT ENVIRONMENT (CLEANSING SERVICES) BUSINESS PLAN PROGRESS REPORT FOR PERIOD 1 (AUGUST - NOVEMBER) 2017**

The Committee received a report of the Director of the Built Environment which set out progress made during August-November 2017 against the Department's Business Plan.

**RESOLVED** – That the Committee note the report.

**15. PLASTIC FREE CITY**

The Committee received an oral update from the Director of the Built Environment in relation to the Plastic Free City campaign. Members were informed that this was a Corporate Campaign with officers from a range of Departments involved in the workstreams and the Public Relations Economic Development Sub Committee of Policy and Resources would have final approval on the campaign.

The Director of the Built Environment explained that the work streams had the following aims:

- Developing a refill culture through encouraging people to use drinking fountains and refill points across the Square Mile.
- Businesses, workers and residents would be encouraged to sign up to pledges to eliminate using single-use plastics.
- The City Corporation would be looking at ways to eliminate litter and one initiative would be encouraging volunteers to take part in litter picking with Thames 21.

**RESOLVED** – That the Committee note the update.

**16. REPORT OF ACTION TAKEN**

The Committee received a report of the Town Clerk which advised Members of action taken by the Town Clerk, in consultation with the Chairman and Deputy Chairman since the last meeting of the Committee.

In response to a Member's question, the Director of Port Health and Public Protection, explained that the funding for local enforcement officers employed to tackle illegal street trading would be available until May 2018, following this, additional funding would be sought.

**RESOLVED** – That the Committee note the report.

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

The following questions were raised by Members of the Committee:

Winter Maintenance Plan

A Member thanked officers for their work during the snowy conditions the previous week and explained that a constituent within the Ward of Cheap had asked about the regularity of cleaning and gritting pavements. Following receipt of this question, the Member had consulted the website which detailed five stages of cleaning, however as the information was not clear, "Could officers clarify the different stages using the Ward of Cheap as an example?".

The Member further queried whether officers would be conducting a review of the implementation of the Winter Maintenance plan and lessons learned and if so, "could Members be provided with the results?".

The Assistant Cleansing Director advised that the Winter Maintenance Plan was reviewed on an annual basis and this was last carried out in October 2017. It was confirmed that there were five stages involved with ensuring the roads and pavements are sufficiently gritted and the website would be updated to ensure the information provided was clearer. It was explained that 60 tonnes of salt had been distributed prior to the snowfall and in total, 150 tonnes of salt had been put out over that week. It was added that the Cheapside Business Alliance had been requested to ask their Ambassadors to report any particular problems in their area, but none had been reported. He confirmed that the Team had gritted the Cheapside area three times a day.

In response, the Chairman asked the following questions:

- Were some business owners prepared to grit in front of their own premises?
- Were the stages for the highways and footways carried out simultaneously?
- Were different staff involved with the highways and footways?

The Assistant Cleansing Director explained that the work of gritting the roads and pavement stages as previously outlined was carried out simultaneously and the usual work of Cleansing Staff and contractors had been diverted to ensure gritting had taken place. Further to this, both Open Spaces staff and staff from the City Corporation's highways contractor Riney, had supported the operation. It was added that salt bins had been provided which people were encouraged to use.

The Chairman added that there were some walkways which had not been gritted making it difficult for vulnerable people to leave their homes and asked that the Department keep a record of such areas. The Assistant Cleansing Director explained that officers were always looking at ways to ensure as many areas as possible were gritted, particularly when it affected vulnerable people, but it was a question of resourcing, adding that the heavy snow first began to fall at 4am. However, this point would be considered in the forthcoming 'lessons learnt' exercise relating to the recent snow clearance.

The Committee thanked the huge efforts made by staff during that cold weather.

#### Gumdrop

A Member explained that an initiative to recycle gum, known as gumdrop had featured in the press and noted that this could be of interest to the City Corporation. The Director of the Built Environment agreed to look into this.

#### 18. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

There was no other business.

#### 19. **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.

20, 21	3
22	3,5,7

#### 20. **NON-PUBLIC MINUTES**

**RESOLVED** – That the non-public minutes of the meeting held on 16 January 2018 be approved as a correct record.

#### 21. **PROPOSED CHARGES FOR STREET CLEANSING, WASTE COLLECTION AND PUBLIC CONVENIENCES 2018/19**

The Committee considered a report of the Director of the Built Environment which set out proposed charges for street cleansing, waste collection and public conveniences for 2018/19.

#### 22. **DEBT ARREARS - PORT HEALTH AND ENVIRONMENTAL SERVICES PERIOD ENDING 31 DECEMBER 2017**

The Committee received a joint report of the Director of the Built Environment, Director of Markets and Consumer Protection and the Director of Open Spaces which informed Members of arrears of invoiced income outstanding as at 31 December 2017.

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

There were no questions.

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

There was no other business.

**The meeting ended at 12.50 pm**

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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.	23 May 2016	<b>Noise Pollution from the London Underground</b>	Director of Port Health and Public Protection	Ongoing	In response to a Member's request for continued pressure on TfL, there had been an exchange of letters in December 2017 and in March 2018, officers asked that residents continue to report issues. A further update was provided to Members of the Committee on 10 May 2018 from officers.
2.	4 July 2017	<b>Impact of Brexit</b>	Director of Port Health and Public Protection	July 2018	A report setting out contingency plans would be provided to the Committee in July 2018.
3.	19 September 2017	<b>Electric Vehicle Charging</b>	Director of Transportation and Public Realm	July 2018	An update report will be brought to Committee in July. The charging point at Noble Street is due to be has changed from April 2018 to June 2018. The points for Baynard House are due to be installed towards the end of 2018 due to the complexity of site.
4.	16 January 2018	<b>Heathrow Airport Animal Reception Centre</b>	Director of Port Health and Public Protection	TBC	Officers were looking at the feasibility of expanding the services offered at Heathrow to other airports and an update would be brought before the Committee in July 2018.
5.	6 March 2018	<b>Lower Emissions Neighbourhood (LEN)</b>	Director of Transportation and Public Realm	May 2018	Following the proposed decision to substitute Moor Lane for Beech Street as the ultra-low emission street which Members of the Committee strongly disagreed with. A resolution of the discussion was submitted to the P&R and P&T Committees, and officers were asked to look at a full

					<p>range of options to reduce pollution in Beech Street.</p> <p>At the May 2018 Committee an update would be provided on the position of the Year 3 LEN funding with TfL and a report would be submitted on progressing the Moor Lane concept work/trial and longer-term proposals for Beech Street access/emission restrictions.</p>
6.	6 March 2018	<b>Gumdrop</b>	Director of the Built Environment	May 2018	An initiative to recycle gum known as Gumdrop was brought to officers' attention at Committee and officers agreed to consider whether this could be adopted within the City. An update would be provided in May 2018.
7.	21 November 2017	<b>S.101 Agreements</b>	Director of Port Health and Public Protection	Ongoing	<p>To combat illegal street trading, the Committee gave authorisation for the City of London Corporation to enter into a S.101 Agreement with the London Borough of Southwark. Members further agreed that officers could enter into a S.101 Agreement with Tower Hamlets if a successful agreement was negotiated.</p> <p>In March 2018, the Court of Common Council authorised the City of London Corporation entering into S.101 Agreements with Tower Hamlets and Southwark and the arrangements are being finalised.</p>



<b>Committee</b>	<b>Dated:</b>
Port Health and Environmental Services Committee Streets & Walkways Sub Committee	<b>22 May 2018</b> <b>21 May 2018</b>
<b>Subject:</b> Low Emission Neighbourhood (LEN): proposals for an ultra-low emission street in Moor Lane & Beech Street	<b>Public</b>
<b>Report of:</b> Director of Built Environment Director of Markets and Consumer Protection	<b>For Decision</b>
<b>Report author:</b> Ben Kennedy Low Emission Neighbourhood Project Manager	

## Summary

At the Port Health and Environmental Services Committee meeting on the 6<sup>th</sup> March 2018 the recommendation of progressing an 'Ultra Low Emission Vehicle (ULEV) Only' scheme in Moor Lane was not supported. The consensus among Members was that they could not support any proposal that did not include action to tackle air pollution in Beech Street.

Officers were tasked with looking again at how improvements in air quality in Beech Street can be delivered at the earliest opportunity. A subsequent meeting was convened between the Chairmen of the Planning & Transportation, Port Health & Environmental Services, and Policy & Resources Committees, together with the Chief Officers and Service Directors of the Department of the Built Environment, and the Department of Markets and Consumer Protection to consider and determine the approach to tackling air quality in Beech Street and its environs.

The successful implementation of a road closure, or 'ULEV Only' street, in Beech Street has been assessed as taking up to 2 years to deliver. It will require negotiations with Transport for London (TfL) and LB Islington, whose road network would be impacted by any decision to reduce traffic in Beech Street. Low Emission Neighbourhood (LEN) funding is only available until March 2019 and the Greater London Authority has confirmed that a time extension would not be granted and that the LEN programme should be completed by April 2019. Therefore, any decision to recommend officers work to deliver a 'ULEV' only restriction in Beech Street could not be delivered within the life of the LEN. To avoid returning funding, officers believe that the best use of the LEN funding will be to trial the 'ULEV Only' concept in a smaller less trafficked street, where traffic displacement will be limited, and which could be delivered by April 2019. This report therefore recommends that a decision to introduce a 'ULEV' only restriction in Moor Lane is reconsidered. This would deliver important learning in relation to enforcement and ongoing revenue costs. At the end of the 12 months, the 'ULEV Only' pilot project will be assessed to determine whether it can be considered a success, and whether it is suitable to be scaled up for application in Beech Street, or on an area wide basis. Both the Greater London Authority (GLA) and TfL have accepted that Moor Lane would be an acceptable alternative scheme to meet the requirements of the LEN grant.

This report also seeks to set out proposals to significantly improve air quality in Beech Street as instructed by this committee. The report advises that a Gateway 3 report is currently being prepared, recommending that officers commence work immediately to restrict Beech Street to westbound traffic only. The report will also recommend that such westbound traffic be limited to 'ULEZ' compliant vehicles only. The impact of this change would be significant on City traffic, the TfL network and on LB Islington's network. If this is achievable it is estimated that this work will take 18-24 months.

### **Recommendation**

This committee is requested to

- 1 Agree that a Moor Lane 'ULEV Only' scheme be delivered by April 2019 using LEN funding.
- 2 Agree a further report be received by this committee setting out the findings of the Moor Lane trial scheme following 12 months of its operation.
- 3 Support the proposals set out for reducing traffic in Beech Street and improving its air quality.

### **Main Report**

#### **Background**

1. In July 2016, the Mayor of London awarded the City of London Corporation £990,000 over three years to implement a Low Emission Neighbourhood (LEN) in the Square Mile. The project formally commenced in September 2016 and needs to be completed by March 2019. In the final 12 months of the LEN project £265,000 is available from the Mayor's Air Quality Fund (MAQF) to be spent alongside £100,000 Local Implementation Plan (LIP) allocation. The GLA has confirmed that this funding cannot be carried over into the 2019/20 financial year and the LEN project must be completed by April 2019.
2. Several small projects have been successfully delivered within the LEN. However, the funding was awarded to the City Corporation on the basis that there would be a 'transformational' element to the scheme. The original intention outlined in the bid document that was approved by both the Port Health and Environmental Services and Planning and Transportation Committees was to improve air quality in Beech Street, and support the introduction of zero emission taxis, by delivering a scheme based on an Ultra-Low Emission Vehicle (ULEV) traffic restriction.
3. Beech Street was chosen due to the high levels of pollution resulting from the covered roadway and the local concerns about air quality in the vicinity. As many

taxis use Beech Street, restricting access to the new zero emission (range extended) taxi was expected to provide an additional incentive for taxi drivers to purchase or lease the new taxi.

4. Ultra-Low Emission Vehicles (ULEVs) is the term used to describe any vehicle that emits less than 75g of CO<sub>2</sub>/km from the tailpipe and can operate in zero tailpipe emission mode. ULEVs range from pure electric vehicles, to plug-in hybrids and extended range electric vehicles. A full definition can be found in the Appendix B.
5. In 2017, the annual average nitrogen dioxide concentration in Beech Street was 80 µg/m<sup>3</sup>. This is a slight reduction from 2016 when it was 85 µg/m<sup>3</sup>, and 2015 when it was 89 µg/m<sup>3</sup>. The WHO and EU set threshold limits of 40µg/m<sup>3</sup> of nitrogen dioxide as the maximum concentration that any location anywhere in the City be can before human health is impacted.
6. Last year a comprehensive feasibility study was undertaken to assess the impact of different traffic restriction scenarios to improve air quality in Beech Street. It revealed that only two traffic restriction scenarios would result in the necessary reductions in annual average concentrations of nitrogen dioxide to 40 µg/m<sup>3</sup>. The two scenarios are:
  - a) ULEV only, full two-way access restriction (only with vehicles operating in zero emission mode)
  - b) ULEV only, one-way westbound (no eastbound traffic).
7. A number of other traffic restriction scenarios were considered, however these scenarios wouldn't deliver the required reduction in levels of nitrogen dioxide. These scenarios included:
  - a) No diesel vehicles, full two-way ban on diesel vehicles
  - b) One-way westbound general traffic only (eastbound closure)
  - c) ULEV only, two-way between Aldersgate and Golden Lane
8. Separate forecasting of the potential uptake of ULEVs has estimated that ULEVs will make-up 20% of all motorised traffic in the City of London by 2020-21. This would suggest that currently 80% of motorised vehicles would be restricted if a full two-way ULEV restriction was introduced in Beech Street. It should be noted that these forecasts do not take into consideration the potential impact that such a scheme would have on the uptake of ULEVs amongst drivers and vehicle fleets operating in the City of London. As such the proportion of ULEVs operating in the City could potentially be higher than 20% by 2020.
9. Traffic modelling of a full two-way ULEV only scheme demonstrated that the traffic displacement impact would be significant and wider ranging than, for example, the current Bank Junction scheme. The model identified traffic impacts on the road networks in neighbouring boroughs and on TfL managed routes. Given these issues, together with the evolving proposals for the Cultural Mile and the Centre for Music, it became clear that delivery of a ULEV only traffic restriction in Beech Street would not be deliverable within the life of the LEN programme. The experience of the Bank scheme is that to get to the point of introducing a scheme

in Beech Street (assuming this could be agreed given the likely impact on congestion and on neighbouring boroughs) would take around 2 years.

10. Comprehensive monitoring of the impact on the City's road network resulting from the closure of Beech Street for the OpenFest event (14-18 March 2018) has been undertaken and the results will be reported once analysis has been completed.
11. As set out above, officers have sought a time extension for the LEN related work but the GLA has confirmed that the funding cannot be carried over and it is not possible to deliver the Beech Street improvements within the life of the scheme. Given this situation, officers considered alternative sites for comparable schemes. Moor Lane was deemed the most appropriate substitute location to implement ULEV only traffic restrictions in the LEN area. The key reasons for selecting Moor Lane is that it has a high proportion of taxis passing through and the impact of traffic displacement and likely congestion would be substantially smaller than Beech Street. Consequently, only limited traffic analysis would be required. Officers consider that a scheme in Moor Lane can realistically be delivered by April 2019. Both the GLA and TfL have accepted that Moor Lane would be an acceptable alternative scheme to meet the requirements of the LEN grant.
12. In 2017 the annual average nitrogen dioxide concentration in adjacent Fore Street was  $41\mu\text{g}/\text{m}^3$  and in Silk Street,  $42\mu\text{g}/\text{m}^3$ . Although monitoring doesn't take place in Moor Lane itself, the air quality will be very similar. A ULEV scheme in Moor Lane will not deliver the same air quality benefits as the proposed scheme in Beech Street and will not fulfil all of the original aims of the LEN. However, it would still have significant benefit by trialing the concept and effectiveness of a 'ULEV Only' street, and, helping resolve the issue of effective signage and provide a good understanding of the costs of enforcement. It will also provide an incentive for the uptake of zero emission capable taxis and raise awareness and familiarity of the 'ULEV Only' signage amongst drivers in advance of its potential wider rollout.
13. The proposal to implement a 'ULEV Only' scheme in Moor Lane rather than Beech Street was presented to Members of the Port Health and Environmental Services Committee in March 2018. The consensus among members was that they could not support any proposal that did not include action to tackle air pollution in Beech Street. It is therefore suggested that officers be authorised to proceed with the Moor Lane scheme and to bring back proposals in relation to how Beech Street air quality might also be improved.

### **Culture Mile – Beech Street transformation**

14. The Cultural Mile programme team is progressing proposals that will result in the transformation of Beech Street. These proposals include traffic restrictions to enable an improved public realm and pedestrian conditions. A Gateway 3 report is currently being prepared that will be recommending to Members that a scheme be developed that moves Beech Street to being reduced to just one lane, with the northern footway built out to facilitate pedestrian movement and public realm enhancements. This would deliver significant traffic reduction as well as improving air quality. The Exhibition Halls in Beech Street are due to be redeveloped and are expected to be reopened in their new guise in Summer 2021. The intention is that

any transformational highway and public realm improvements in Beech Street will need to be delivered by this date.

15. The timescale for the wider Beech Street work is beyond that of the LEN project. However, the LEN project complements the Culture Mile proposals and vice versa. Given a successful pilot scheme, it may be possible to introduce a ULEV restriction prior to the final one-way traffic scheme, which it is targeted to be introduced in Summer 2021. The intention is that this would coincide with the likely completion of the proposed transformation of Beech Street, which the Gateway 3 report will indicate should be due Summer 2021. The phased approach is described in paragraph 26.
16. The public realm building works are expected to take 12-15 months and this will be informed by the results of radar surveys of the highway which will be commissioned shortly. It is considered likely that structural difficulties will be found through these surveys necessitating building works to commence by Summer 2020, or even earlier. This means there may be very limited opportunity to introduce any directional 'ULEV Only' scheme before the building works commence and hence before the opening of the Exhibition Halls. Any such opportunity would only be for a very short period e.g. 3-6 months before it would have to be taken out to facilitate the carriage way improvements associated with the Beech Street improvements. Once costs are better defined a decision will be needed on the cost benefit of seeking to deliver an east bound directional ULEV before the highway building works commence.

## **Financial Implications**

17. The City Corporation has been awarded £900,000 over three years to for the Low Emission Neighbourhood programme. This has been matched by the City Corporation from a variety of sources such as Local Implementation Plan money, department underspend, City businesses, Transport for London, staff time and Planning obligations under Section 106 of the Town and Country Planning Act 1990.
18. Transport for London has approved the alteration to the original programme to consider Moor Lane as a ULEV only street rather than Beech Street. Consequently, the City Corporation will still receive the allocated funding for the third and final year of the LEN project.
19. Should Moor Lane become a ULEV only street in early 2019, the operation costs for the first year would be covered by the LEN funding. The scheme would then be assessed to consider whether it should be continued given its cost, local impact and effectiveness.
20. The costs of the improvements to Beech Street are currently being assessed and are not covered within this report.

## Corporate & Strategic Implications

21. The LEN project supports the aims and objectives of the City of London Air Quality Strategy 2015–2020, in addition to many other corporate policies and strategies. It also goes towards addressing air quality, which has been identified as a corporate risk.
22. It supports two key Corporate Plan outcomes:
  - a. 'People enjoy good health and wellbeing'
  - b. 'We have clean air, land and water.....'

## Conclusion

23. It is recognised that any recommended proposals will need to include action to tackle air pollution in Beech Street, whilst minimising the impact of traffic displacement both within the City and in neighbouring boroughs.
24. The recommendation is that Moor Lane 'ULEV Only' scheme is given approval to proceed as a concept/pilot project to be delivered by April 2019 using LEN funding and be a forerunner to a larger scale scheme in Beech Street as part of the new scheme being delivered in Summer 2021.
25. Subject to the outcome of the Moor Lane pilot project, it is recommended that the following phased approach to reducing traffic volumes, improving air quality and the public realm in Beech Street is progressed. Appendix C provides further information.
26. Proposed phased approach:
  - Phase 1a – Moor Lane ULEV only
  - Phase 1b - Beech Street engagement & feasibility – *project initiation subject to results of monitoring of the OpenFest closure*
  - Phase 2 - Beech Street; Directional eastbound ULEV Only (westbound remains open to all traffic) – *subject to outcome of the Moor Lane pilot project and timescales of the Exhibition Hall construction and footway buildout and discussions with TfL and neighbouring boroughs and the resultant cost benefit analysis.*
  - Phase 3 - Beech Street; northern footway buildout and completion of public realm improvements westbound only, all traffic.
  - Phase 4 - Beech Street; including westbound ULEV only, if found to be viable.

27. Closing the eastbound lane to traffic and making Beech Street westbound only (to all motor vehicles) will result in significantly reduced traffic flows (at least 40% reduction). However, on its own it will not result in an acceptable improvement in air quality unless the westbound lane is also restricted to ULEV vehicles only. As such the final phase of the Beech Street transformation programme is recommended to include making it ULEV Only westbound if this is found to be

viable without causing unacceptable traffic disruption both in the City and within LB Islington.

**Appendices:**

Appendix A - Moor Lane benefits table

Appendix B - Definition of ULEVs

Appendix C - Moor Lane and Beech Street: further information

## Appendix A - Moor Lane – Objectives, benefits & risks

Phase	Description	Objectives / benefits	Risks
1a	Moor Lane ULEV Only access restriction	<ul style="list-style-type: none"> <li>• Meet the requirements of the GLA grant funding within the next 12 months</li> <li>• Pilot the concept of a ULEV only scheme to act as a forerunner to larger scheme in Beech Street</li> <li>• Increase familiarity of ULEV Only signage amongst drivers</li> <li>• Incentivise uptake of electric taxis</li> <li>• Help to understand anticipated levels of compliance and expected uptake of ULEVs</li> <li>• Futureproof Moor Lane for any potential traffic displacement from Beech Street</li> <li>• City Corporation seen as pioneering initiatives to tackle air pollution retaining reputation as one of the leading local authorities in London.</li> </ul>	<ul style="list-style-type: none"> <li>• Limited impact on air quality in immediate vicinity</li> <li>• Pilot scheme considered a failure and no rollout</li> <li>• Low compliance amongst drivers</li> <li>• Resident and stakeholder concern and disquiet that the City Corporation is not doing enough to tackle traffic-based air pollution.</li> <li>• Low uptake of zero emission capable vehicles and ULEVs amongst taxi drivers, private hire drivers, businesses and local residents resulting in continuing poor air pollution in the City of London.</li> </ul>



## **Appendix B – Definition of ULEVs**

There are four different types of ultra-low emission electric vehicles:

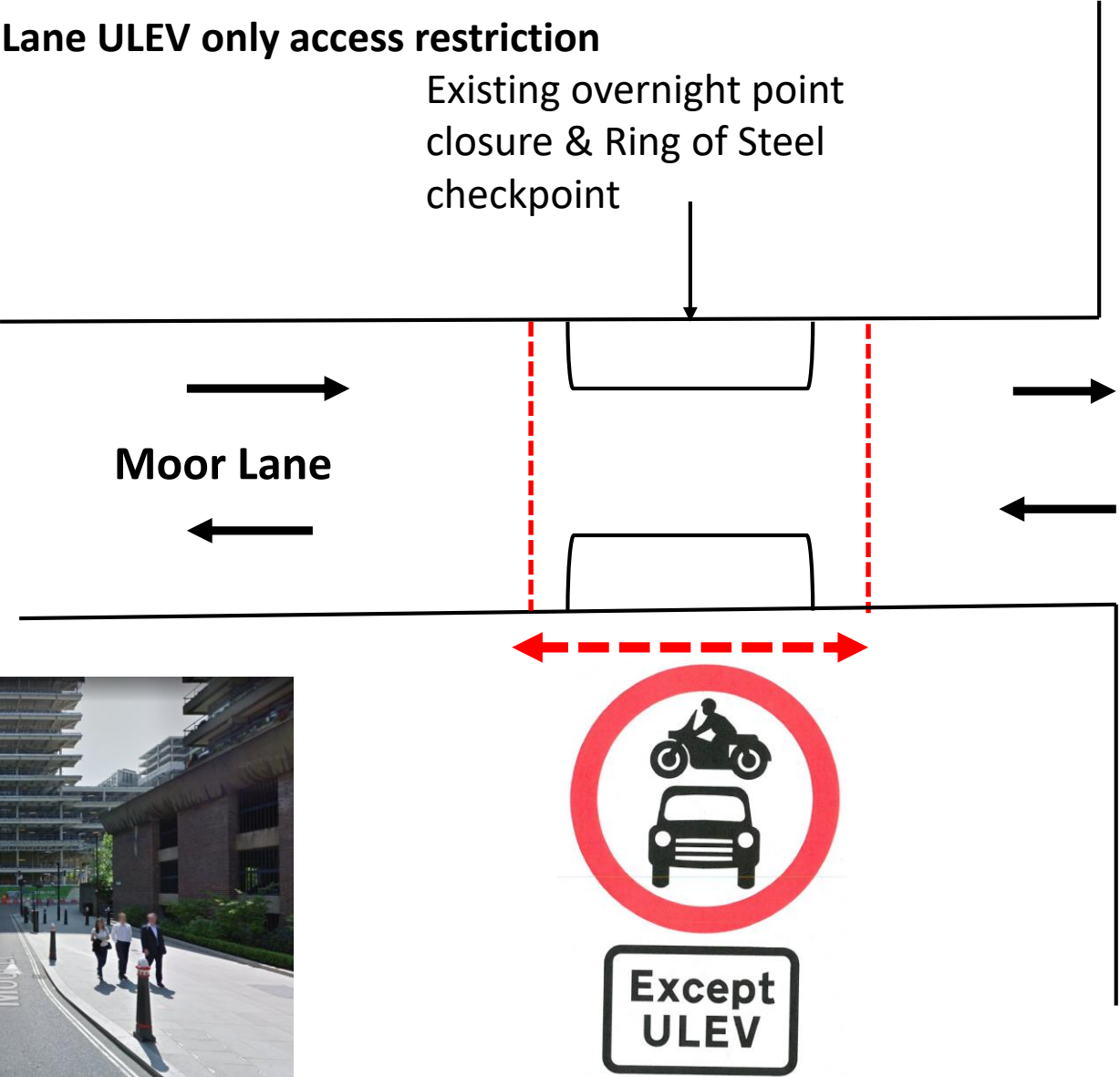
- Pure electric vehicles (EVs) – wholly electric vehicles powered by a battery. Currently most manufacturers offer pure electric cars with a range up to 100 miles or more.
- Plug-in hybrid electric vehicles (PHEVs) – battery range in excess of ten miles. After the battery range is utilised, the vehicle reverts to conventional hybrid operation (utilising both battery power and Internal Combustion Engine (ICE)).
- Extended-Range electric vehicles (E-REVs) – similar to BEVs but typically with a shorter pure electric range of around 40 miles-100 miles, range is extended by an ICE on-board generator providing many additional miles of mobility. With an E-REV, the propulsion technology is always electric, unlike a PHEV where the propulsion technology can be electric or hybrid.
- Fuel cell electric vehicles (FCEVs), with zero emission at the tailpipe, can become a key part of the portfolio of technologies to help deliver a cleaner environment and improved air quality. FCEVs are relatively new to the UK market, with the first models only arriving in autumn 2014.

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Appendix C

Phase 1A) Moor Lane ULEV only access restriction

Existing overnight point  
closure & Ring of Steel  
checkpoint



Fore  
Street

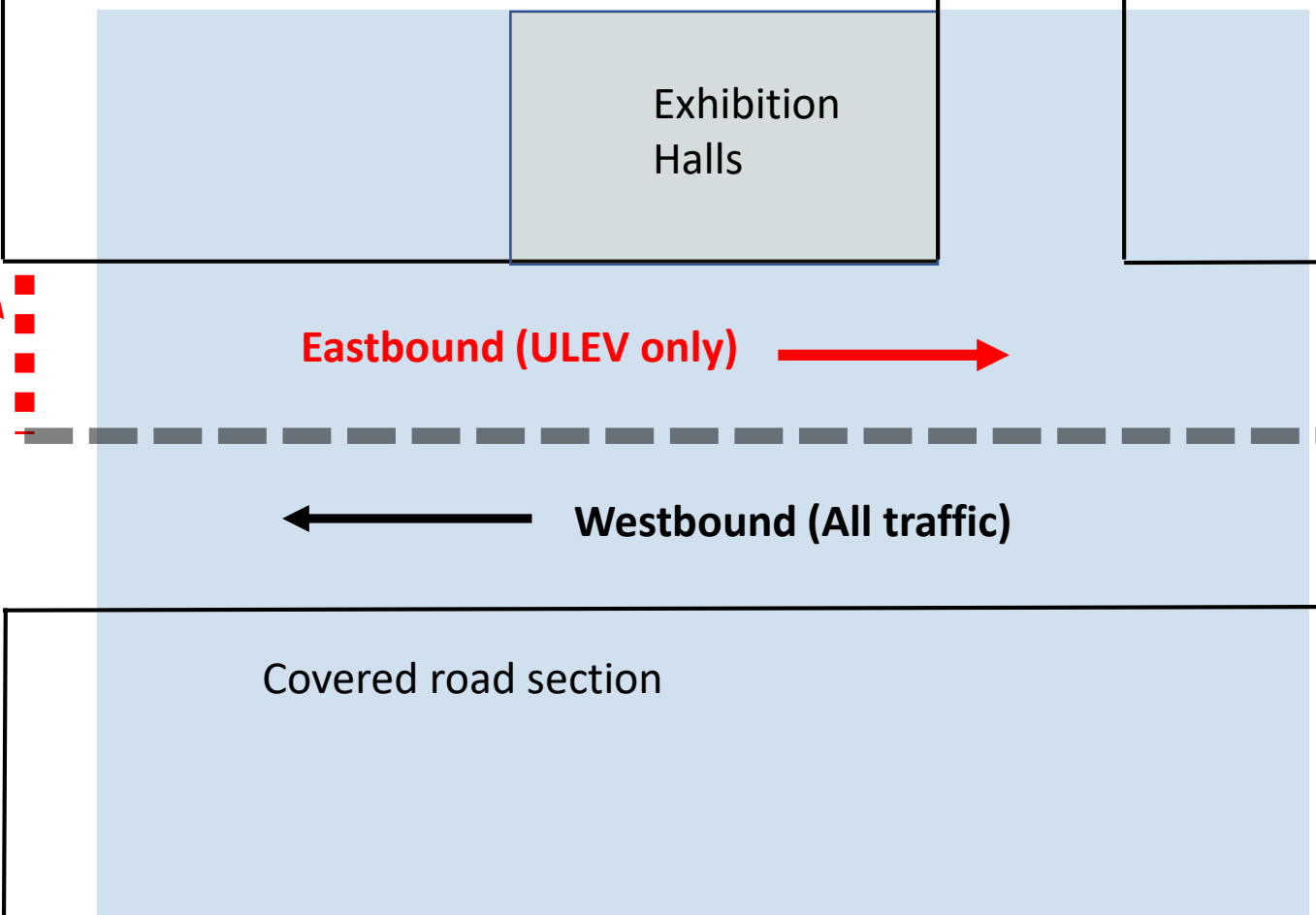
Phase 2) Beech Street – Eastbound ULEV only



Barbican



Except ULEV



Golden Lane

Whitecross Street

Long Lane  
Age 30

Beech Street

Aldersgate Street

Silk Street

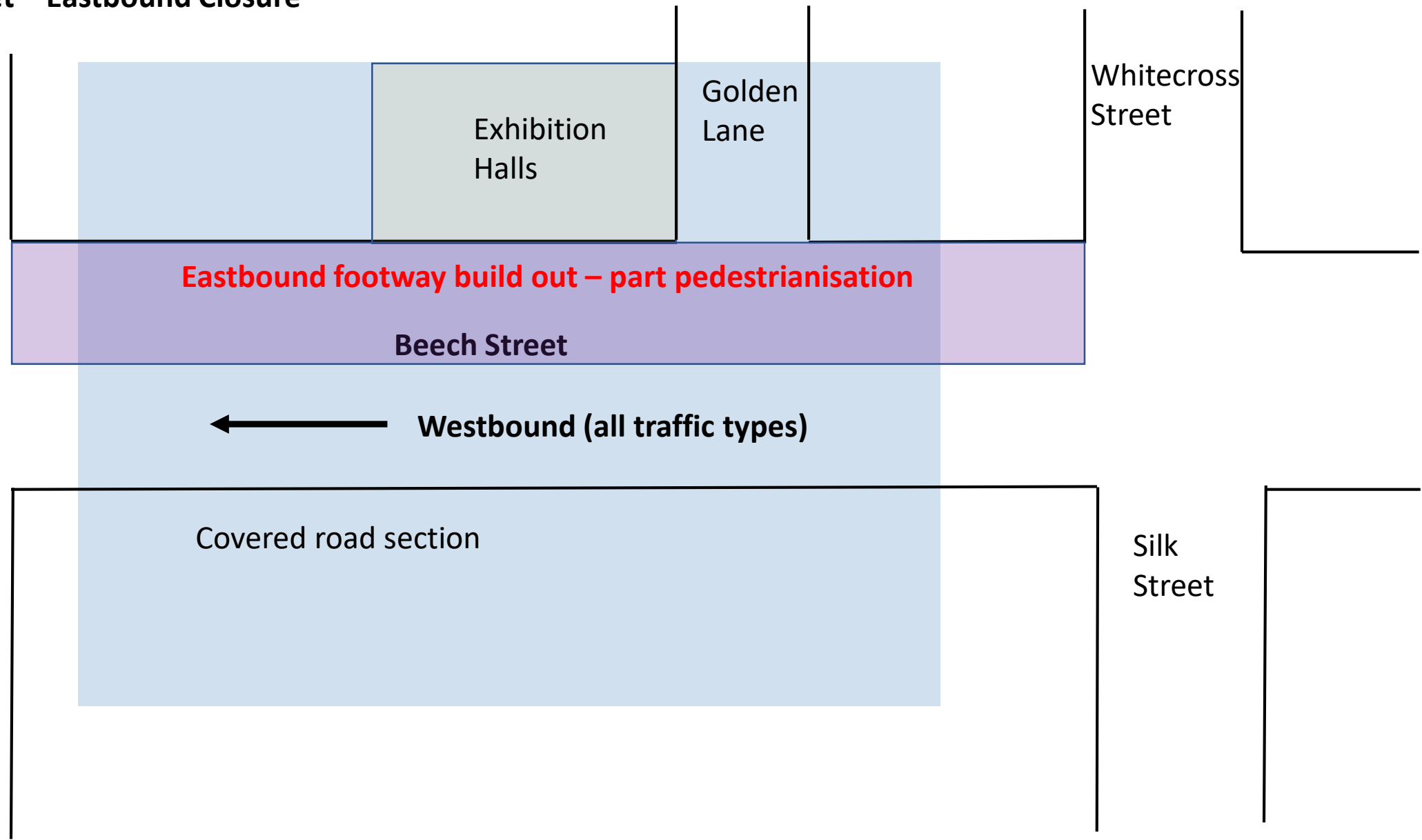
Phase 3) Beech Street – Eastbound Closure



Barbican

Long  
Lane  
Page 31

Aldersgate  
Street



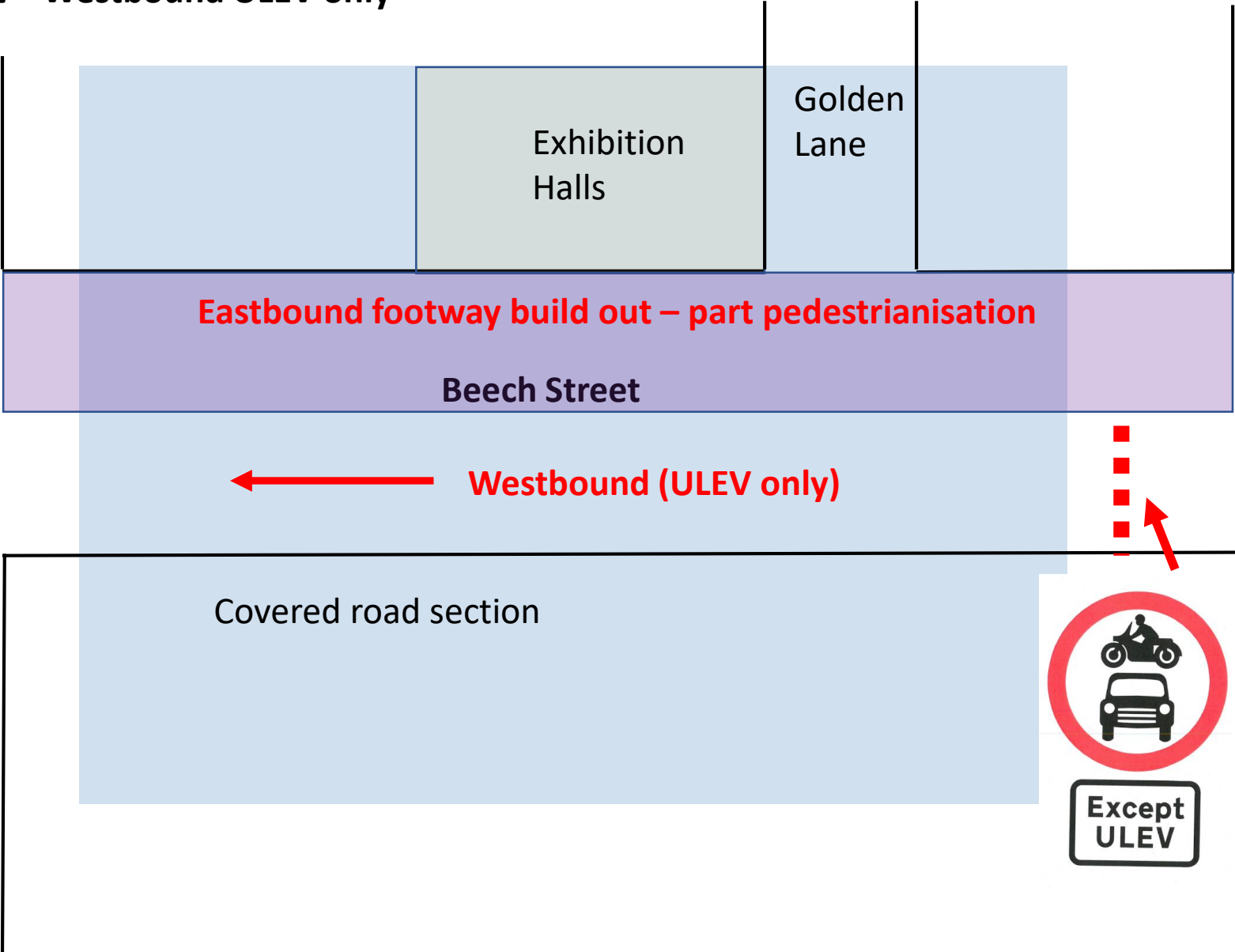
Phase 4) Beech Street – Westbound ULEV only



Barbican

Long  
Lane  
Page 32

Aldersgate  
Street



Whitecross  
Street

Silk  
Street



<b>Committee:</b> <b>Port Health and Environmental Services Committee</b>	<b>- For Decision</b>	<b>Date:</b> <b>22 May 2018</b>
<b>Subject:</b> Final Departmental Business Plan 2018/19 – Open Spaces		<b>Public</b>
<b>Report of:</b> Colin Buttery – Director, Open Spaces		<b>For Decision</b>
<b>Report author:</b> Gerry Kiefer, Open Spaces		

## Summary

This report presents the final high-level business plan for the Open Spaces Department for 2018/19. The Business Plan identifies three top line objectives with four outcomes sitting under each objective. These objectives and outcomes are pertinent to the whole range of services provided by the Department. The Plan also shows how the Open Spaces Business Plan helps to deliver the outcomes of the Corporate Plan 2018 – 2023 by referencing the Corporate Plan numbered outcomes alongside the Departments outcomes, programmes and projects.

## Recommendation

Port Health and Environmental Services Committee Members are asked to:

- Approve the Open Spaces Department's Business Plan 2018 – 19 as attached as Appendix 1.
- Note the 2018-19 performance measures (appendix 2) and Cemetery and Crematorium risk register (appendix 3).

## Main Report

### Background

1. As part of the new framework for corporate and business planning, departments were asked to produce standardised high-level, 2-side business plans for the first time in 2017/18. These were presented as drafts to Service Committees in January / February and as finals for formal approval in May / June 2017. Members generally welcomed these high-level plans for being brief, concise, focused and consistent statements of the key ambitions and objectives for every department.
2. For 2018/19, departments were again asked to produce high-level plans in draft, which were presented to this Committees in November / December 2017 alongside the departmental estimate reports, so that draft ambitions could be discussed at the same time as draft budgets. This represented the first step towards integrating budget-setting and priority-setting.

3. Discussions are also taking place on aligning other key corporate processes with business planning, such as workforce planning and risk management. Achieving this will represent a significant step towards the City of London Corporation being able to optimise its use of resources. The next step will be the presentation of the budget alongside the refreshed Corporate Plan at the Court of Common Council on 8 March.
4. With these key documents in place, and a new corporate performance management process in development, the City Corporation will be able to drive departmental activities to deliver on corporate priorities and allocate resources in full knowledge of where it can achieve most impact on the issues and opportunities faced by the City, London and the UK.
5. Following the presentation of draft high-level business plans to Service Committees in November and December, a further refinement was made to the format to update departmental ambitions to refer to the Corporate Plan outcomes. Members should therefore start to see closer alignment between the Departmental business plans and the Corporate Plan outcomes.
6. Work is also taking place on reviewing the content and format of the supporting detail that will sit beneath the high-level business plans. This includes: information about inputs (e.g. IT, workforce, budgets, property and assets); improved links to risk registers; value for money assessments, and schedules of measures and key performance indicators for outputs and outcomes. This will be a key element in the move towards business planning becoming a joined-up service planning process that links directly to Corporate Plan outcomes.

### **High-level plan**

7. This report presents at Appendix 1, the final high-level Business Plan for 2018/19 for the Department of Open Spaces.

### **Open Spaces Department**

8. The high level plan was presented to this Committee on 21 November, for noting. This revised plan continues to reflect the breadth of the Department recognising the services provided: the City's Cemetery and Crematorium, Tower Bridge and the Monument, Keats House and our Open Spaces across and beyond London.
9. Further work was undertaken by a cross-divisional Board, including colleagues in the Corporate Strategy and Performance team and senior open spaces managers. This Board consolidated the top line objectives so that they better align with the Corporate Plan; whilst ensuring that they are relevant across our diverse service areas. The proposed new Business Plan identifies three top line objectives:
  - **Open spaces and historic sites are thriving and accessible**
  - **Spaces enrich people's lives**
  - **Business practices are responsible and sustainable**

Below these sit a number of outcomes and by the use of numbers, the Plan aims to show how these link through to the twelve outcomes in the Corporate Plan 2018 - 2023.



10. To evidence how the service is performing we will continue to monitor and report on performance indicators. The performance measures are shown as Appendix 2 and include measures specific to the Cemetery and Crematorium and Department wide measures which the Cemetery and Crematorium contribute to. In addition, we will look to identify new and more outcome based measures to demonstrate the impact and benefits of the services we provide. Therefore, some of the Business Plan outcomes currently have no measures assigned to them. The six monthly review of the Business plan will propose additional measures.
11. The Business Plan identifies a number of key programmes and projects which the Department will initiate and progress over the next year including the replacement of the ageing cremators.
12. Delivery of the Departmental business plan is driven through divisional plans and activities.
- 13. Risk**  
The Cemetery & Crematorium's risk register is attached as Appendix 3. The Superintendent has confirmed that all risks are currently managed and controlled. There are five amber risks: financial failure; deterioration of buildings, plant & machinery; systems failure; extreme weather, and tree & plant disease.

### **Corporate & Strategic Implications**

14. The Open Spaces Department will contribute particularly to two Corporate aims:
- **Contribute to a flourishing society**
  - **Shape outstanding environments**

### **Conclusion**

15. This report presents the final high-level plan for 2018/19 for the Open Spaces Department for Members to approve and provide feedback. The approved Plan will set out the top-line objectives and outcomes, key programmes and projects which the Department will progress and deliver in the year ahead.

### **Appendices**

- Appendix 1 – Open Spaces Department High-level business plan 2018-19
- Appendix 2 – Open Spaces Department Performance measures
- Appendix 3 – Cemetery & Crematorium risk register

### **Background Papers**

November 2017: Draft Departmental Business Plans 2018/19

### **Gerry Kiefer**

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# Appendix 1: We enrich people's lives by enhancing and providing access to ecologically diverse open spaces and outstanding heritage assets across London and beyond

**The main Corporate Plan aims and outcomes we aim to impact on are:**

## Contribute to a flourishing society

2. People enjoy good health and wellbeing
3. People have equal opportunities to enrich their lives and reach their full potential
4. Communities are cohesive and have the facilities they need

## Shape outstanding environments

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

**What we do is:** Protect, enhance and provide access to open space; preserve heritage; provide engaging visitor opportunities, conserve and enhance biodiversity; share history; enable community engagement and learning; provide respectful commemoration and disposal of the dead

		<b>Our total 2018-19 budget is</b> (Local and central risk, recharges and surveyors local risk):		
		(Expenditure) (£000)	Income (£000)	Net cost (£000)
City of London Cemetery & Crematorium		(5,492)	4,821	(671)
City Gardens & Bunhill Fields		(2,313)	429	(1,884)
Directorate & Learning Programme		(1,594)	1,353	(241)
The Commons (Burnham Beeches, Stoke Common and City Commons)		(3,340)	324	(3,016)
Epping Forest		(7,808)	1,678	(6,130)
Hampstead Heath, Highgate Wood, Queen's Park & Keats House		(12,558)	3,706	(8,855)
West Ham Park		(1,930)	316	(1,614)
Monument		(634)	669	35
Tower Bridge		(7,849)	6,261	(1,588)
<b>Total</b>		<b>(43,518)</b>	<b>19,544</b>	<b>(23,964)</b>

**Our three top line objectives and twelve outcomes are:**

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

1. Our open spaces, heritage and cultural assets are protected, conserved and enhanced (10)
2. London has clean air and mitigates flood risk and climate change (1, 11, 12)
3. Our spaces are accessible, inclusive and safe (1, 2, 12)
4. Our habitats are flourishing, biodiverse and resilient to change (10, 11, 12)

## B. Spaces enrich people's lives.

5. People enjoy good health and wellbeing (2, 3, 4)
6. Nature, heritage and place are valued and understood (2, 3, 4)
7. People feel welcome and included (3, 4, 10)
8. People discover, learn and develop (3)

## C. Business practices are responsible and sustainable.

9. Our practices are financially, socially and environmentally sustainable (5, 11)
10. London's natural capital and heritage assets are enhanced through our leadership, influence, investment, collaboration and innovation (7, 9, 11)
11. Our staff and volunteers are motivated, empowered, engaged and supported (8)
12. Everyone has the relevant skills to reach their full potential (8)

**What we'll measure:**

- Ecological condition
- Visitor experience
- Green Flags and Green Heritage
- Knowledge of learning participants
- Intention of participants to visit again or recommend to friends
- Volunteering participation and experience
- Number of customers / visits / satisfaction across our services
- Condition of heritage assets

The numbers show how our outcomes and Departmental programmes and projects link to delivering the [Corporate Plan Outcomes 2018-2023](#).

## Departmental programmes and projects

- a) Progress a number of capital improvement projects at the central heritage sites, including the launch of a fully accessible education facility at Tower Bridge, review the potential for a secure exit facility at the Bridge's South Tower and progress a standalone Visitor Centre for the Monument (3, 4, 10).
- b) Continuously develop the visitor offer across the Department in terms of content, processes, technology, customer service and cultural programming (3, 4, 7, 9)
- c) Develop and agree a sustainable model for delivering Learning (3, 4, 10)
- d) Deliver opportunities arising from improved management capability from the City of London Corporation (Open Spaces) Bill (1, 3, 10, 12)
- e) Protect our heritage at risk: developing partnership funding bids at Wanstead Park and Bunhill Fields while completing funded works at Kenley Common (10, 1)
- f) Develop engineering studies for six Raised Reservoirs at Epping Forest (1, 11, 12)
- g) Develop sustainable football improvements at Wanstead Flats (2, 9)
- h) Progress the replacement of ageing cremators with new at the Cemetery and Crematorium (11)
- i) Work cross-departmentally through Asset Management Planning to maximise the value of our assets including: implementing agreed options for commercial wayleaves, Heathfield House, Warren House, lodges, Finsbury Circus and the former West Ham Park Nursery site (2, 4, 10,12)
- j) Initiate and progress key capital and local risk projects including playgrounds, ancillary visitor and operational facilities and grazing expansion plans; (2, 4, 10,12)
- k) Secure funding to create new accessible public spaces within the City's churchyards (2, 4, 10, 12)
- l) Progress the Departmental Programmes including; Fleet, Energy Efficiency and Sports. (2, 4, 5, 11)
- m) Obtain agreement and implement the overarching Departmental and site specific 'events' policies (2, 4, 5,10, 12)
- n) Progress reviews, drafting and completion of management / conservation plans at Epping Forest, Hampstead Heath, Stoke Common and West Ham Park (11, 12)

## What we'll measure:

- Customer service standards
- Accreditations
- Staff satisfaction
- H&S accident investigations
- Sickness absence
- Utility consumption
- Electricity generation
- Website visits and social media engagement
- Income
- Net budget position
- Project management and delivery

## Corporate programmes and projects

- Ensure efficient use of property and reduction in maintenance costs
- Provide support for the initial 24 apprenticeships within the department and seek to expand the programme using the levy funding
- Support the development of asset management plans and master plans for each site

## How we plan to develop our capabilities this year

- Continue to deliver initiatives arising from the Culture Board Programme; increasing cross division working
- Make more effective use of IT and technology and adopt 'smarter' ways of working.
- Finalise and refine our outcomes framework to better understand and demonstrate our value to our customers
- Use GIS to support management of sites and enhance visitor information
- Develop and implement a Charitable Trusts fundraising strategy
- Enhance customer service through use of CRM

## What we're planning to do in the future:

- Improve our workforce planning and ensure our workforce is reflective of the communities we serve
- Develop the cultural profile of the Department's heritage attractions
- Complete the process of land registration
- Develop on-line retail and bookings and increase opportunities for a cash-free environment

The numbers show how our objectives and Departmental programmes and projects link to delivering the [Corporate Plan Outcomes 2018-2023](#).

**PERFORMANCE MEASURES FOR THE  
CEMETERY AND CREMATORIUM**

Top Line Objectives	Outcomes	PI No:	Description	Frequency Measure	2018/19 Performance Target	Link to Corporate Plan Outcomes
<b>A. OPEN SPACES AND HISTORIC SITES ARE THRIVING AND ACCESSIBLE</b>	<i>A1. Our open spaces, heritage and cultural assets are protected, conserved and enhanced</i>	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 score 53% = 80+ 27% = 75 – 79 20% = 70 - 74	<b>10. We inspire enterprise, excellence, creativity and collaboration</b> - Curate a vibrant, attractive and complementary blend of uses of space. - Protect, curate and promote world-class heritage assets, cultural experiences and events.
		PI 2	Retain 12 green heritage awards and increase this to 13 sites by 2018/19	Annual	13 Green Heritage Awards	
	<i>A2. London has clean air and mitigates flood risk and climate change</i>		Measures to be identified			
	<i>A3. Our spaces are accessible, inclusive and safe</i>	PI 20	Increase the number of 'visitors' to the Open spaces webpages.	Annual	2017/18 performance plus 10%	<b>1. People are safe and feel safe</b> - Protect consumers and users of buildings, streets and public spaces. - Safeguard children, young people and adults at risk.  <b>2. People enjoy good health and wellbeing</b> - Provide advice and signposting to activities and services. - Provide inclusive access to facilities for physical activity and recreation.  <b>12. Our spaces are secure, resilient and well-maintained</b> - Maintain our buildings, streets and public spaces to high standards.
		PI 5	Increase the number of burials	4 monthly	2017/18 performance plus 2.5 %	
		PI 6	Increase the number of cremations	4 monthly	2017/18 performance plus 1.5%	

# PERFORMANCE MEASURES FOR THE CEMETERY AND CREMATORIUM

Top Line Objectives	Outcomes	PI No:	Description	Frequency Measure	2018/19 Performance Target	Link to Corporate Plan Outcomes
	<i>A4. Our habitats are flourishing, biodiverse and resilient to change</i>		Measures to be identified			
<b>B. SPACES ENRICH PEOPLE'S LIVES</b>	<i>B2. Nature, heritage and place are valued and understood</i>		Further measures to be identified			
	<i>B3. People feel welcome and included</i>	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	2017/18 performance plus 5%	<p><b>3. People have equal opportunities to enrich their lives and reach their full potential</b></p> <ul style="list-style-type: none"> <li>- Promote and champion diversity, inclusion and the removal of institutional barriers and structural inequalities.</li> </ul> <p><b>4. Communities are cohesive and have the facilities they need</b></p> <ul style="list-style-type: none"> <li>- Bring individuals and communities together to share experiences and promote wellbeing, mutual respect and tolerance.</li> <li>- Support access to suitable community facilities, workspaces and visitor accommodation.</li> </ul> <p><b>10. We inspire enterprise, excellence, creativity and collaboration</b></p> <ul style="list-style-type: none"> <li>- Curate a vibrant, attractive and complementary blend of uses of space.</li> <li>- Create and transform buildings, streets and public spaces for people to admire and enjoy.</li> <li>- Champion a distinctive and high-quality</li> </ul>

**PERFORMANCE MEASURES FOR THE  
CEMETERY AND CREMATORIUM**

Top Line Objectives	Outcomes	PI No:	Description	Frequency Measure	2018/19 Performance Target	Link to Corporate Plan Outcomes
						residential, worker, student and visitor offer.
<b>C. BUSINESS PRACTICES ARE RESPONSIBLE AND SUSTAINABLE</b>	<b>C1. Our practices are financially, socially and environmentally sustainable</b>	PI 3	Achieve our Departmental net local risk budget.	Annual	£10,320,000	<b>5. Businesses are trusted and socially and environmentally responsible-</b> Model new ways of delivering inclusive and sustainable growth.- Support, celebrate and advocate responsible practices and investments.  <b>11. We have clean air, land and water and a thriving and sustainable natural environment.</b> - Provide environmental stewardship and advocacy, in use of resources, emissions, conservation, greening, biodiversity and access to nature.
		PI 8	Reduce utility consumption (electric)	Annual	2.5% reduction on 2017/18 performance	
		PI 8	Reduce utility consumption (gas)	Annual	2.5% reduction on 2017/18 performance	
		PI 9	Reduce fuel consumption (red and white diesel)	Annual	5% reduction on 2017/18 performance	
		PI 9	Reduce fuel consumption (petrol)	Annual	5% reduction on 2017/18 performance	
		PI 9	Reduce fuel consumption (small fuels)	Annual	5% reduction on 2017/18 performance	
		PI 10	Increase electricity generation	Annual	A further two additional buildings generating 50KWH each	
		PI 4	Increase our market share of burials in relation to the Cemetery and Crematorium's seven neighbouring Borough's	4 monthly	<b>2017/18 performance plus 0.5 %</b>	

**PERFORMANCE MEASURES FOR THE  
CEMETERY AND CREMATORIUM**

Top Line Objectives	Outcomes	PI No:	Description	Frequency Measure	2018/19 Performance Target	Link to Corporate Plan Outcomes
		PI 7	As a minimum, achieve local risk Cem & Crem income target	4 monthly	£4,821,000	
	<i>C2. London's natural capital and heritage assets are enhanced through our leadership, investment, collaboration and innovation</i>		Further measures to be identified			<b>8. We have access to the skills and talent we need</b> - Promote the City, London and the UK as attractive and accessible places to live, learn, work and visit. - Identify future skills needs, shortages and saturations.
	<i>C3. Our staff and volunteers are motivated, empowered, engaged and supported</i>	PI 14	Increase the amount of directly supervised volunteer work hours	Annual	2017/18 performance plus 5%	
			Increase the amount of indirectly supervised volunteer work hours	Annual	2017/18 performance plus 10%	
		PI 15	Increase the amount of unsupervised volunteer work hours	Annual	2017/18 performance plus 10%	
		PI 22	Reduce the average number of Full Time Employee (FTE) working days lost per FTE due to short term sickness absence.	Quarterly	3.2 days FTE Working Days Lost per FTE	




# PERFORMANCE MEASURES FOR THE CEMETERY AND CREMATORIUM

Top Line Objectives	Outcomes	PI No:	Description	Frequency Measure	2018/19 Performance Target	Link to Corporate Plan Outcomes
	<b>C4. Everyone has the relevant skills to reach their full potential</b>	PI 23	Reduce the average number of FTE working days lost per FTE due to long term sickness absence.	Quarterly	2.30 days FTE Working Days Lost per FTE	<b>8. We have access to the skills and talent we need</b> - Identify future skills needs, shortages and saturations. - Champion investment in relevant skills and diverse talent pools.
		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	95%	
		PI 21	Increase the percentage of H&S accidents that are investigated within 14 days.	6 monthly	86%	








	<ul style="list-style-type: none"> <li>• Fees comparisons with neighboring/competitor facilities used to inform annual fees and charges</li> <li>• "Whole life" costs considered when setting fees and charges</li> <li>• Effective relationships developed with funeral directors.</li> <li>• Monitor any significant changes in competition or ownership of nearby crematoria</li> </ul>	<p>With the opportunity that grave reuse gives, the cemetery capacity can be extended indefinitely.</p> <p>New Fee structure introduced to encourage more take-up of reuse graves</p>			
OSD CC 002 b	This is ongoing:- Continue to work with City Surveyors to ensure that planned and preventative maintenance and CWP works for buildings and cremators is effective.	Cem & Crem Superintendent continues to work with City Surveyors, City Procurement and industry experts to take a cremator replacement project through the Gateway process. Gateway 2 was approved at PSC on 7th September 2017. Consultant appointed and work ongoing to reach next Gateway	Gary Burks	19-April-2018	31-July -2018
OSD CC 002 c	Regular monitoring of income and expenditure and budget adjustments made where appropriate and necessary	Regular and ongoing budget monitoring continues.  The Superintendent and his team monitor aged debt, income and expenditure reporting and escalating all significant risks to Chief Officer and Chamberlains. A recent Audit of the cemetery and crematorium income and expenditure recorded no specific red or amber risks.	Gary Burks	19-April-2018	31-July-2018

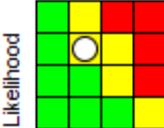


Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD CC 003 <b>Deterioration of buildings, plant and machinery</b>  19-Aug-2015 Gary Burks	<p><b>Causes:</b> Inadequate proactive and reactive maintenance; failure to identify and communicate maintenance issues</p> <p><b>Event:</b> Operational or public buildings become unusable. Plants and trees die.</p> <p><b>Impact:</b> Service capability disrupted; ineffective use of staff resources; damage to corporate reputation; increased costs for reactive maintenance</p>	 <p>Likelihood</p> <p>Impact</p>	6	<p>The 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&amp;M contract has just commenced for cremator repairs and maintenance.</p> <p>19 April 2018</p>	 <p>Likelihood</p> <p>Impact</p>	3	01-Aug-2018	  No change



Action no	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD CC 009 a	Review continuity plans on a regular basis and following significant systems failures Ensure staff are familiar with 'alternate operations' as detailed in the continuity plans IS partners aware that C&C is recognised as a 'critical' service and failures are treated as a priority.	<ul style="list-style-type: none"> <li>Use of mobile phones and manual systems is in place for burial and cremation. This has been required due to ongoing IT issues.</li> <li>IT Business partner escalated issues to 'priority' status due to business impact.</li> </ul> <p>IT Systems and software access seems more stable at present and is monitored closely by cemetery staff</p>	Gary Burks	19-April-2018	31-July-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  Page 46 -Jun-2016 Gary Burks	<p><b>Cause:</b> Strong winds causing significant tree damage within the cemetery and crematorium landscape</p> <p><b>Effect:</b> Roads closed, exclusion of the public, disruption to funerals</p> <p><b>Impact:</b> Significant cost to division and possible loss of income/ negative publicity</p>	 <p>Likelihood</p> <p>Impact</p>	6	<p>There continues to be a significant residual risk as we can do little to change the course of nature, but have systems in place to inspect our tree stock and experienced staff to deal with any such incident.</p> <p>A full Tree survey was carried out in 2017 and all significant risks are being managed.</p> <p>19-April-2018</p>	 <p>Likelihood</p> <p>Impact</p>	6	31-July-2018	 <p>Constant</p>

Action no	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD CC 010 a	A significant storm could (and has in the past) cause significant damage to tree stocks and buildings meaning that for a short period of time the cemetery roads could be closed and block, and one or more buildings could be out of action. This is managed through: <ul style="list-style-type: none"> <li>Tree inspections</li> <li>Maintain staff with chainsaw qualifications</li> </ul>	<p>As previously:</p> <ul style="list-style-type: none"> <li>Trees are surveyed and inspected with advisory works carried out. A group of staff within the cemetery team are trained in the operation of chainsaws for clearing fallen trees.</li> <li>It is unlikely that storm damage would close the modern crematorium building but could damage other service chapels and block roads. The cemetery and crematorium service has 6 service chapels.</li> </ul> <p>Issues around the new Corporate Tree maintenance contract have been highlighted and contractor attendance has improved. Situation is being monitored</p> <p>19-April-2018</p>	Gary Burks	19-April-2018	31-July-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	<b>Cause:</b> Tree Disease or infestation <b>Effect:</b> Loss of tree stock or exclusion of the public from certain areas of the cemetery <b>Impact:</b> Partial closure of site or loss of mature trees and the affect that this would have on the landscape	 Likelihood Impact	6	In June Oak Processionary Moth infestations were recognized in several trees towards the North East Corner of the cemetery site. The forestry Commission was notified and the Cemetery was served with a Statutory Notice. The Cemetery Team continue to work with the Commission and contractors to manage this infestation  Works and inspections are planned to manage the OPM outbreak. This is scheduled to begin at the end of April 2018  19-April-2018	 Likelihood Impact	6	31-July-2018	  Constant
Action no	Description	Latest Note				Managed By	Latest Note Date	Due Date
OSD CC 011 a	Regular monitoring of trees Engagement of specialists where required	Ongoing active monitoring and survey works continue.  Inspections and treatment programme is in place and monitoring is being carried out.				Gary Burks	19-April-2018	30-Apr-2020

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<b>Committee:</b>	<b>Date:</b>
Port Health and Environmental Services	22 May 2018
<b>Subject:</b> Final Departmental Business Plan 2018/19 – Markets and Consumer Protection	<b>Public</b>
<b>Report of:</b> Director of Markets and Consumer Protection	<b>For Decision</b>
<b>Report author:</b> Don Perry – Head of Business Performance, Markets and Consumer Protection	

## Summary

This report presents for information the final high-level business plan for the department of Markets and Consumer Protection for 2018/19.

## Recommendation

Members are asked to approve the department of Markets and Consumer Protection final high-level business plan for 2018/19 and provide feedback.

## Main Report

### Background

1. As part of the new framework for corporate and business planning, departments were asked to produce standardised high-level, 2-side business plans for the first time in 2017/18. These were presented as drafts to Service Committees in January/February and as finals for formal approval in May/June 2017. Members generally welcomed these high-level plans for being brief, concise, focused and consistent statements of the key ambitions and objectives for every department.
2. For 2018/19, departments were again asked to produce high-level plans in draft, which were presented to Service Committees in November and December 2017 alongside the departmental estimate reports, so that draft ambitions could be discussed at the same time as draft budgets. This represented the first step towards integrating budget-setting and priority-setting.
3. Discussions are also taking place on aligning other key corporate processes with business planning, such as workforce planning and risk management. Achieving this will represent a significant step towards the City of London Corporation being able to optimise its use of resources. The next step was the presentation of the budget alongside the refreshed Corporate Plan at the Court of Common Council on 8 March.
4. With these key documents in place, and a new corporate performance management process in development, the City Corporation will be able to drive

departmental activities to deliver on corporate priorities and allocate resources in full knowledge of where it can achieve most impact on the issues and opportunities faced by the City, London and the UK.

5. Following the presentation of draft high-level business plans to Service Committees in November and December, a further refinement was made to the format to update departmental ambitions to refer to the Corporate Plan outcomes. Members should therefore start to see closer alignment between the departmental business plans and the Corporate Plan outcomes.
6. Work is also taking place on reviewing the content and format of the supporting detail that will sit beneath the high-level business plans. This includes: information about inputs (e.g. IT, workforce, budgets, property and assets); improved links to risk registers; value for money assessments, and schedules of measures and key performance indicators for outputs and outcomes. This will be a key element in the move towards business planning becoming a joined-up service planning process that links directly to Corporate Plan outcomes.

### **Draft high-level plan**

7. This report presents at Appendix 1, the final high-level plan for 2018/19 for the Department of Markets and Consumer Protection.

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

8. The draft high-level business plan draws together the wide range of services provided, and regulatory functions carried out, by the whole Department. The Department reports to three separate Committees (Licensing Committee; Port Health and Environmental Services Committee; Markets Committee) for discrete aspects of its work.
9. The ambitions, objectives and performance measures contained within the high-level business plan are underpinned by the Department's statutory duties, core functions and its commitment to supporting corporate priorities.
10. Since the draft high-level business plan was submitted to the November 2017 Markets Committee, the document has been reformatted to indicate the Corporate Plan outcomes that our activities support

### **Director's Introduction**

11. The Department of Markets and Consumer Protection (M&CP) has the widest span of all front-line service departments, employing some 250 staff with a combined local and central risk gross expenditure of (£23,943,000) and an overall net local risk budget of (£2,910,000). Spread across ten locations, the department ranges from the Heathrow Animal Reception Centre in the West, to Billingsgate and Spitalfields Markets in the East, with Tilbury and London Gateway Ports on the North side of the Thames, and Denton on the South side.



12. The department reports to three separate Committees (Markets Committee; Port Health and Environmental Services Committee; Licensing Committee). In line with Corporate guidance this year the department has produced a new high-level Business plan that is brief, concise, focussed and contains specific key information on ambitions and objectives for the department.
13. 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. The new business planning process is part of that change and the new approach to integrate budget setting with priority setting will help in delivering a plan that is aligned with the new Corporate Plan and allows the department to plan more efficiently by setting our priorities in line with our budgets.
14. The departments business priorities for the forthcoming year include:
- Evaluate the potential impact of leaving the EU on the services provided by PH&PP.
  - Continue to implement a Low Emission Neighbourhood in the City to improve air quality and mitigate the risk of air pollution, including an Ultra-Low Emission Zone (ULEZ).
  - Begin the implementation of the Strategic Review of Markets.
  - Identify and pursue new income generation opportunities.
15. We are continuing the practise of maximising income from our assets and services, and steadily utilising 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 departments four perspectives, our version of the Balanced scorecard, while we endeavour to maintain our traditional standards and remain mindful of our corporate, environmental, and social responsibilities.
16. Implementing the SBR measures, and the associated work-streams, was a key element of our activities during the past three years. The department's planned SBR savings have been accomplished, 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'.
17. 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 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 have completed the second programme this year and I hope it will be adopted as

a corporate initiative thereafter. We are also planning a Talent Development Programme for middle and junior managers during 2018-19.

### **Corporate & Strategic Implications**

18. The ambitions set out in the plan align with a number of the outcomes in the Corporate Plan 2018-23, particularly those within the strategic objectives to 'Contribute to a flourishing society' and 'Support a thriving economy'

### **Conclusion**

19. This report presents the final high-level plan for 2018/19 for the Department of Markets & Consumer Protection for Members to approve and provide feedback.

### **Appendices**

- Appendix 1 – Markets & Consumer Protection 2018-19 High Level Business Plan - Final

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**We** provide vital public services by advising and regulating a wide variety of businesses in the Square Mile and beyond to protect consumers and communities from legislative non-compliance 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.

### The corporate outcomes we aim to impact on are:

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

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

**Outcome 4:** Communities are cohesive and have the facilities they need.

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

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

**Outcome 7:** We are a global hub for innovation in financial and professional services, commerce and culture.

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

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

### What we do is:

Through the delivery of our **Air Quality** Strategy 2015-2020, we raise awareness of the impact of poor air quality on health; take action to improve air quality; demonstrate leadership for London; and work with others to achieve a new Clean Air Act.

**(Outcomes: 2, 11)**

Our **Public Protection** teams will meet the current and future needs of stakeholders by protecting consumers through the enforcement of a wide range of Environmental Health and Trading Standards legislation and undertaking appropriate interventions.

**(Outcomes: 1, 2, 5, 6)**

We will set the benchmark nationally for **Licensing** Policy and other Schemes that promote the four Licensing objectives (as set out in the Licensing Act 2003): The prevention of crime and disorder; Public safety; The prevention of public nuisance; The protection of children from harm. **(Outcomes: 1, 4)**

Our **Trading Standards** Service collaborates with City of London Police and other relevant partner organisations to tackle economic crime, particularly investment fraud.

**(Outcomes: 1, 6)**

We continue to develop our **Port Health** Service to be the fastest processor of imported food and feed consignments in the UK, including improving our IT infrastructure and using new and existing technology to its full potential. **(Outcome: 7)**

We continue to explore possibilities for expanding and developing our **Animal Health and Welfare Services** including relocating the Heathrow Animal Reception Centre to a new 'Single Examination Area' on the airport to accommodate anticipated increases in demand. We share our knowledge and expertise with partners within the airline, animal health and related industries. **(Outcomes: 7, 8)**

We operate three thriving **wholesale markets** which play a central role in the economies of the communities in which they operate. The markets supply produce to a host of food service sectors and customers range from catering companies and retail markets to restaurants, schools, small local businesses and members of the public. **(Outcomes: 4, 7)**

We are evaluating the potential impacts of leaving the EU on all the services we provide and will plan appropriate mitigating actions so that we will be able to service new and existing trade as it develops. **(Outcome: 7)**

### Our budget\* for 2018/19 is:

**Total Gross Expenditure** £'000

Port Health & Environmental Service (10,633)

Licensing (845)

Markets (17,425)

**Total Gross Income** £'000

Port Health & Environmental Service 6,416

Licensing 745

Markets 21,175

**Total Net Expenditure** £'000

Port Health & Environmental Service (4,217)

Licensing (100)

Markets 3,750

\* - Local risk, central risk and recharges

## Our top line objectives are:

### Service deliverables

1. Evaluate the potential impact of leaving the EU on the services provided by PH&PP and make suitable preparations.
2. Continue to implement a Low Emission Neighbourhood in the City to improve air quality and mitigate the risk of air pollution, including a pilot Ultra Low Emission Vehicle Street.
3. The Licensing Team will continue to expand the Safety Thirst Award Scheme, which aims to reduce crime and anti-social behaviour.
4. The Trading Standards Team will maintain its focus on preventing financial fraud.
5. The Commercial Team will continue to seek to increase the number of compliant food businesses in the City.
6. The Pollution Team will implement the Action Plan of the Noise Strategy 2016-2026.
7. Implement site monitoring of noise from building sites, and the outcome of the consultation on Saturday morning working.
8. Investigate, and begin to implement, new income generation proposals.
9. Complete the delivery of Service Based Review (SBR) measures at all three markets, and historic repair works at Smithfield Market.
10. Build on the findings of the strategic review of markets and produce report for decision by Members.

### Corporate programmes and projects

- Air Quality Programme: ensure that the City Corporation complies with the 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
- 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.
- Secure 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.

### 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 and thereby achieve the corporately required 2% savings target.
- 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.
- 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 the ports in order to accommodate anticipated increased demand.
- Implement the findings of the market testing review for a potential Primary Authority Service Unit.
- Investigate alternative methods of service delivery.

## What we'll measure:

1. Preparation and implementation of a plan for active engagement with central government as the exit negotiations progress
2. Levels of air pollution in the City.
3. The number and quality of applications received for the Safety Thirst Award Scheme.
4. The number of reported incidences of City residents experiencing financial fraud.
5. The change in the overall Food Hygiene Ratings Scheme (FHRS) ratings profile for City food establishments.
6. Delivery of key actions.
7. Income generated and the number of sites monitored.
8. Income levels.
9. Income levels at Smithfield Market.
10. Report findings of the review to Markets Committee for decision by May 2018.

<b>Committee:</b> Port Health & Environmental Services	<b>Date:</b> 22 May 2018
<b>Subject:</b> Department of the Built Environment (Cleansing Services) Business Plan Progress Report for Period 3 (December 2017 to March 2018)	<b>Public</b>
<b>Report of:</b> Carolyn Dwyer, Director of the Built Environment	<b>For Information</b>
<b>Report author:</b> Jim Graham, Department of the Built Environment	

## Summary

1. This report sets out the progress made during Period 3 (December to March) against the 2015/18 DBE Business Plan for Public Conveniences, Waste Collection, Street Cleansing, Waste Disposal and Transport Services. It details what has been achieved, and the progress that has been made against the departmental objectives and key performance indicators.
2. At the end of the February 2018, the Department of Built Environment was £42k (0.6%) underspent against the local risk budget to date of £6.517m, over all the services now managed by the Director of Built Environment covering the Port Health & Environmental Services Committee. Appendix B sets out the detailed position for the individual services covered by this department.
3. Overall the Director of Built Environment is currently forecasting a minimal year end underspend of £62k (0.9%) for her City Fund services.

## Recommendations

Members are asked to:

- note the content of this report and the appendices
- receive the report.

## Main Report

### Background

1. The 2015-18 Business Plan of the Department of the Built Environment was approved by this committee on 05 May 2015. As agreed, periodical progress reports will be provided. A high-level business plan for 2017-18 was approved by this committee on 09 May 2017 which did not address any changes to the KPI targets set out in the previous plan.

### Key Performance Indicators

2. During Period 3 (December to March) of this Business Plan, the management team is monitoring five Key Performance Indicators (KPIs) relevant to the work of this Committee (shown in Appendix A). Performance against the departmental KPIs was mixed, with performance against NI191 (the amount of residual domestic waste per household) finishing just 3.5% over target for the year, NI192 (percentage of domestic waste recycled) continuing to be significantly under

target, and TPR1 (the number of failing KPIs on the Street Cleansing, Waste Collection and Ancillary Services contract) failing for the third period in the year.

3. The overall figure for NI191 for the year was just 14kg above of the rigorous local target. This does not consider any upward adjustment of the housing stock figure used to calculate this KPI which may take place during the year as new residential properties are added.
4. The steady progress of the Recycling Action Plan put in place to improve NI192 performance has continued, with the bin chipping project now completed. Preliminary results from the Barbican trial show have indicated that further data collection is required. The results of the trial, which will indicate the best areas to target specific campaigns and interventions aimed at improving recycling rates, will be available in the summer. The on-street food waste trial in Cloth Fair is still underway as is the garden waste trial in Barbican.
5. Over this period there has been a failure of the contract Key Performance Indicators to satisfy TPR1. This has resulted in the resumption of financial penalties for Amey. It must be noted that, whilst they are failing, they passed in December, and have only just failed to reach the KPI target in January to March. Amey have made a commitment to maintaining the high standard of street cleanliness during the remaining period of the contract and officers will continue to closely monitor and assist as necessary.

### **Objective Updates**

6. Alongside maintaining the performance of the current Refuse Collection, Street Cleansing and Ancillary Services contract, officers have commenced the procurement process to retender the contract for April 2019. A separate report on the progress of this process has been brought to this committee.

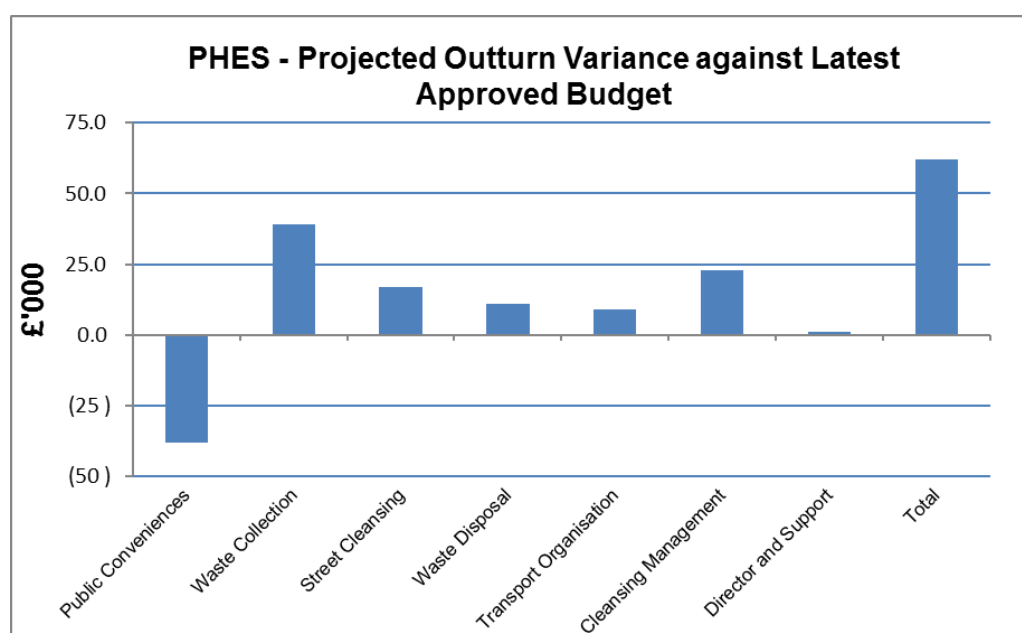
### **Achievements**

7. Our NI 195 scores from Keep Britain Tidy, which indicate the percentage of streets with unacceptable levels of litter, detritus graffiti and flyposting, have remained consistently low at 1.07%, even with the difficulties experienced with the contract over the past year.
8. We have maintained our Gold Standard accreditation with Transport for London Fleet Operator Recognition Scheme (FORS) which acknowledges excellence in all aspects of safety, fuel efficiency, economical operations and vehicle emissions. This scheme recognises over 4,500 fleets that operate throughout London with only just over 100 of these organisations currently achieving Gold. The FORS scheme is closely linked with CLOCS (Construction, Logistics and Cycle Safety), TfL's work-related road risk scheme for lorries, which requires high levels of safety equipment and training for drivers. The City has exceeded the requirements of this scheme in fitting side guards, additional mirrors, audible alarms and cameras to all eligible City vehicles.

### **Financial and Risk Implications**

9. The end of February 2018 monitoring position for Department of Built Environment services covered by Port Health & Environmental Services Committee is provided at Appendix B. This reveals a minimal net underspend to date for the Department of £42k (0.6%) against the overall local risk budget to date of £6.517m for 2017/18.

10. The better than budget position at the end of February 2018 is mainly due to underspends within the Waste Collection service due to a reduction in the provision from the Contract Innovation Fund being required and additional income generated from schools and food waste collections. This was partly offset by overspends on Public Conveniences due to increases in agency staff rates, costs to get Urilifts back to full working order and continuing reductions in barrier income generated from the previous year's level.
11. Overall the Director of Built Environment is currently forecasting a minimal year end underspend position of £62k (0.9%) for her City Fund services.



**Notes:**

1. Zero is the baseline latest approved budget for each Division of Service.
2. Graph shows projected outturn position against the latest approved budget.
3. A variance above the baseline is favourable i.e. either additional income or reduced expenditure.
4. A variance below the baseline is unfavourable i.e. additional expenditure or reduced income.
5. Overall the Department is forecasting an underspend of £62k at year end.

12. The reasons for the significant budget variations are detailed in Appendix B, which sets out a detailed financial analysis of each individual division of service relating to this Committee, for the services the Director of Built Environment supports.
13. The Director of Built Environment anticipates this current better than budget position will continue to year end, subject to income activity maintaining its current performance. The final year end position will be reported by the Chamberlain as part of the outturn report to the July Port Health & Environmental Services Committee.

**Appendices**

- Appendix A – Period 3 KPI results
- Appendix B – Finance Report
- Appendix C – Debts Over 120 Days

## **Background Papers**

DBE Business Plan 2015-18

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## Appendix A – Period 3 KPI results

### Departmental Key Performance Indicators

	This indicator is performing to or above the target.
	This indicator is a cause for concern, frequently performing just under target.
	The indicator is performing below the target.

		Target 17/18	Period 1	Period 2	Period 3	Overall
<b>Transportation &amp; Public Realm</b>						
NI 191	To reduce the residual annual household waste per household.	373.4kg	136.26kg	133.36kg	117.1kg	386.8kg
NI 192	Percentage of household waste recycled.	47%	28.62%	29.51%	32.92%	29.06%
NI 195	Percentage of relevant land and highways from which unacceptable levels of litter, detritus, graffiti and fly-posting are visible.	2%	0.63%	0.96%	1.63%	1.07%
TPR1	No more than 1 failing KPIs, per month on new Refuse and Street Cleansing contract.	<4 per period	7	5	7	19
<b>Comments:</b> <b>NI191:</b> This figure is only slightly over the target for the year and may be brought down with any upward adjustment of the housing stock figure used to calculate this KPI. <b>NI192:</b> Work continues to increase the percentage of waste recycled as set out in the Recycling Action Plan. There has been a successful food waste campaign in October seeing increases of up to 30% in the participating estates. <b>TPR1:</b> Officers are working with Amey to resolve the issues causing the failure of this KPI, predominantly stemming from a change in Amey's contract management. Officers are also assisting where necessary to ensure that the overall standard of cleanliness is not adversely affected and that major events are successfully delivered.						
DM7	To manage responses to requests under the Freedom of Information act within 20 working days. (Statutory target of 85%)	85%	99.25%	95%	100%	99%

## Appendix B – Finance Report

### Department of Built Environment Local Risk Revenue Budget - 1st April to 28th February 2018 (Expenditure and unfavourable variances are shown in brackets)

	Latest Approved Budget 2017/18 £'000	Budget to Date (Apr-Feb)			Actual to Date (Apr-Feb)			Variance Apr-Feb £'000	Forecast for the Year 2017/18			Notes
		Gross Expenditure £'000	Gross Income £'000	Net Expenditure £'000	Gross Expenditure £'000	Gross Income £'000	Net Expenditure £'000		LAB £'000	Forecast Outturn £'000	Over / (Under) £'000	
<b>Port Health &amp; Environmental Services (City Fund)</b>												
Public Conveniences	(508)	(851)	403	(448)	(863)	392	(471)	(23)	(508)	(546)	(38)	1
Waste Collection	(92)	(957)	845	(112)	(971)	904	(67)	45	(92)	(53)	39	2
Street Cleansing	(3,766)	(4,133)	384	(3,749)	(4,131)	374	(3,757)	(8)	(3,766)	(3,749)	17	
Waste Disposal	(709)	(1,149)	423	(726)	(1,153)	443	(710)	16	(709)	(698)	11	
Transport Organisation	(157)	(252)	109	(143)	(217)	86	(131)	12	(157)	(148)	9	
Cleansing Management	(494)	(429)	0	(429)	(403)	0	(403)	26	(494)	(471)	23	
Director and Support	(1,016)	(922)	12	(910)	(950)	14	(936)	(26)	(1,016)	(1,015)	1	
<b>TOTAL PORT HEALTH &amp; ENV SRV COMMITTEE</b>	<b>(6,742)</b>	<b>(8,693)</b>	<b>2,176</b>	<b>(6,517)</b>	<b>(8,688)</b>	<b>2,213</b>	<b>(6,475)</b>	<b>42</b>	<b>(6,742)</b>	<b>(6,680)</b>	<b>62</b>	

#### Notes:

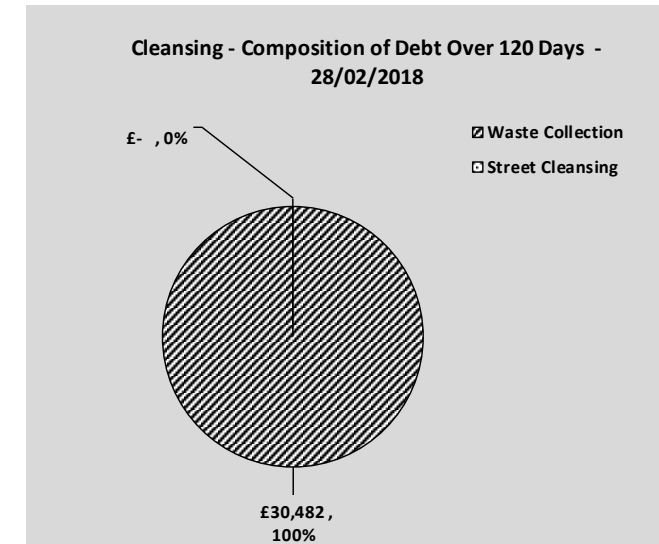
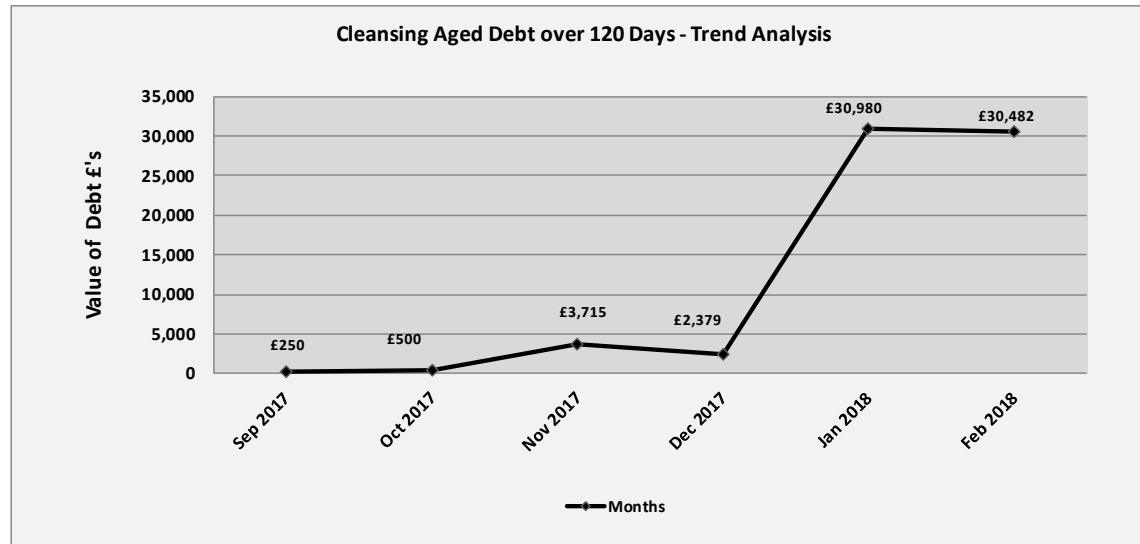
- Public Conveniences** - projected overspend mostly relates to increases in agency staff rates, costs required to get Urilifts back to full working order and continuing reductions in barrier income below the previous years level.
- Waste Collection** - favourable variance due to provision for contract innovation not required and additional income from schools and food waste collections.

## Appendix C – Debts Over 120 Days

### Cleansing Aged Debt Over 120 Days - as at 28th February 2018

Department	Debts Exceeding 120 Days					
	30-Sep	31-Oct	30-Nov	31-Dec	31-Jan	28-Feb
Cleansing	£ 250	£ 500	£ 3,715	£ 2,379	£ 30,980	£ 30,482

Composition of Debt - 28/02/2018	
Waste Collection	£ 30,482
Street Cleansing	£ -
	<b>£ 30,482</b>



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<b>Committee(s)</b> Port Health and Environmental Services Committee	<b>Dated:</b> 22 May 2018
<b>Subject:</b> Towards a Sustainable Future: The City of London Corporation's Responsible Business Strategy, 2018-23	<b>Public</b>
<b>Report of:</b> The Chamberlain and the Chief Grants Officer	<b>For information</b>
<b>Report author:</b> Amelia Ehren, Corporate Strategy Officer	

## Summary

This paper presents the current draft version of 'Towards a Sustainable Future: The City of London Corporation's Responsible Business Strategy, 2018-23'. The strategy states a commitment by the City of London Corporation (City Corporation) to 'creating a positive impact and reducing negative impact across all our activities and decisions because it is the right thing to do and will help ensure a sustainable future.' It sets out how the City Corporation will create social and environmental value by adopting responsible business practices throughout its day-to-day work and decision making, to create a future where:

1. Individuals and communities flourish; and
2. The planet is healthier.

The paper also outlines the process by which this strategy was developed, including the role of the Responsible Business Task and Finish Group which is chaired by your Chamberlain and your Chief Grants Officer, the next steps for its implementation and its corporate implications, with specific reference to implications for the Department of Markets and Consumer Protection. Amended versions of this paper will also be presented to several other committees, as outlined in paragraph 8, to highlight the relevant implications for each committee. The paper seeks comments and input from Members on the current draft version, to be incorporated into a final version, which will go to Policy and Resources Committee for approval in July 2018.

## Recommendations

Members are asked to:

- i. Comment and provide feedback on the current draft version of 'Towards a Sustainable Future: The City of London Corporation's Responsible Business Strategy, 2018-23' at **Appendix 1**.

## Main Report

### Background

1. We are in an era when organisations are asked to look beyond their core business and consider the ways in which they might create and sustain social and

environmental value. As an organisation with private, public and charitable and community sector responsibilities, and significant capabilities and commitments, the City Corporation is well placed to role model responsible business practices internally across all our activities and externally across all three sectors.

2. The strategy brings together two strands of work where we can make an impact. These are:
  - Impact achieved in pursuit of our core purpose, how we deliver our operations and how we procure our resources.
  - Impact achieved through our advocacy and role-modelling to others.

By bringing together these two strands of work into one corporate strategy, we can make sure we are doing all we can to move towards a sustainable future. It also strengthens the City Corporation's internal practices and its outward-facing commitments to promoting responsible business across multiple sectors. It will offer additional coherence and consistency to the Economic Development Office's (EDO) responsible business campaigns and the Lord Mayor's Business of Trust campaign.

3. In June 2017, the City Corporation commissioned a review of its internal responsible business practices using the B-Lab UK model. The review highlighted many areas of excellence and a variety of recommendations to strengthen the City Corporation's work.
4. In September 2017 an Internal Responsible Business Task and Finish Group (TFG), co-chaired by your Chamberlain and your Chief Grants Officer, was set up to act as the advisory group to support the development of the strategy.
5. The draft strategy, **at Appendix 1**, was developed through a collaborative and participatory approach with the TFG, key departments and staff across the organisation. The TFG initially reviewed the recommendations from the B-Lab review alongside the 90 United Nations Sustainable Development Goals. These 90 sustainability issues were then narrowed down to 19 issues by:
  - Conducting a materiality assessment, which is an exercise in stakeholder engagement that helps define and determine the environmental, social and governance issues that are most relevant to delivering the outcomes in the Corporate Plan 2018-23; and
  - Carrying out internal consultation with staff in the form of meetings with relevant departments and an online staff survey, completed by 147 respondents. The consultation process enabled staff to give their views on which topics and issues were most important to them.

More details of the materiality assessment process can be found on pages 11-13 in **Appendix 1**.

6. The strategy builds upon the successes and achievements of the City Corporation to date in this area and considers the ways in which it can improve its responsible

business practices, by capturing what is already doing and outlining other actions that it can take to contribute further to a truly sustainable future.

## Current position

7. The strategy describes the City Corporation's continuous and substantive commitment to creating positive impact and reducing negative impact on society and the environment across all its activities and decisions, to ensure a sustainable future. It makes clear the City Corporation's commitment to responsible business and how this will be fulfilled, set within the framework of the Corporate Plan 2018-23. The strategy identifies eight topics, across two themes, and sets out how we will drive activity in these areas. The strategy is summarised below:

<b>Our commitment</b>	We are committed to creating positive impact and reducing negative impact across all our activities and decisions because it is the right thing to do and will help ensure a sustainable future.	
<b>We will achieve this by...</b>	<p>Focusing our efforts on:</p> <ul style="list-style-type: none"> <li>➤ Impact achieved in pursuit of our core purpose, how we deliver our operations and how we procure our resources.</li> <li>➤ Impact achieved through our advocacy and role-modelling to others.</li> </ul> <p>Using responsible business practices through our every day work and decision making to ensure that we conduct ourselves in the most ethical and responsible ways possible.</p> <ul style="list-style-type: none"> <li>➤ Engaging our employees</li> <li>➤ Using our convening power</li> <li>➤ Connecting our communities</li> <li>➤ Ensuring transparency</li> <li>➤ Championing responsible investment</li> <li>➤ Leading responsible procurement</li> <li>➤ Preventing bribery, fraud and corruption</li> <li>➤ Promoting human rights</li> </ul>	
<b>To create a future where...</b>	<p><b>Individuals and communities flourish</b></p> <p>Create and champion equal opportunities, diversity and inclusion across our organisation, and networks; and safeguard people and communities from social issues impacting London.</p> <ul style="list-style-type: none"> <li>➤ People's wellbeing</li> <li>➤ Equal opportunities</li> <li>➤ Diverse organisations</li> </ul>	<p><b>The planet is healthier</b></p> <p>Reduce our environmental impact across all our operations while increasing our positive impact through cleaning, greening, advocacy and influencing.</p> <ul style="list-style-type: none"> <li>➤ Air quality</li> <li>➤ Waste</li> <li>➤ Plastics and packaging</li> <li>➤ Climate change</li> <li>➤ Loss of biodiversity</li> </ul>
<b>Resulting in...</b>	<p>An organisation that makes the right decisions</p> <p>An organisation that works collaboratively and innovatively to achieve positive impact</p> <p>An organisation that is trustworthy</p> <p>An organisation that leads the way in responsible business</p>	
<b>Corporate Plan 2018-23 links</b>	This strategy is one of the main mechanisms for delivering Outcome 5: Businesses are trusted and socially and environmentally responsible. It also directly supports the achievement of Outcomes 1, 2, 3, 4, 8, 11 and 12.	

## Next steps

8. As part of the Member consultation on this strategy, the current draft version will also be presented to the committees below. The feedback received from Members will feed into the final version of the strategy, which will then be taken to Policy and Resources Committee in July for final approval.

Committee	Date
City Bridge Trust Committee	2 May 2018

Markets Committee	9 May 2018
Establishment Committee	22 May 2018
Planning and Transportation Committee	29 May 2018
Public Relations and Economic Development Sub Committee	29 May 2018
Open Spaces Committee	4 June 2018
Community and Children Services Committee	8 June 2018

9. As the strategy will have specific implications for different departments and divisions within the City Corporation, a slightly amended version of this paper will be presented to each committee to highlight the relevant implications.

## Implementation

10. The strategy outlines the following five next steps that are essential in implementing the strategy successfully over the next five years.

- To bring together good practice.
- To assign lead officers and develop action plans.
- To monitor and report.
- To define success.
- To tell the City Corporation's story on responsible business.

11. The TFG has been repurposed to continue with the same Chairs and become the Responsible Business Implementation Group (RBIG). It will drive forward the implementation of the strategy and lead on devising detailed and SMART (specific, measurable, achievable, realistic and time-limited) action plans relating to each outcome area.

12. The success of the strategy also relies on the continued support of Members and staff, who will be enabled to take collective responsibility for making responsible business part of the City Corporation's everyday work. To engage Members and staff with the strategy, a Communications Plan will be developed. Activities and engagement channels in the Plan will include: a Members' briefing session, the Senior Leaders Forum in September, the Corporate Plan staff engagement sessions and an internal communications campaign.

13. The strategy will be regularly reviewed over the five-year term, to ensure it is a live document that is relevant and responsive to the issues of the time, which allows for new ideas and opportunities to be integrated into it.

## Corporate & Strategic Implications

14. To achieve the outcomes set out in the Corporate Plan 2018-23, the City Corporation will need to consider how best to maximise social and environmental benefits through its business activities and its work with others.

15. The strategy is one of the main mechanisms for delivering Corporate Plan Outcome 5 – *Businesses are trusted and socially and environmentally responsible*



– as it embeds responsible business practices throughout the organisation and across its operations and activities.

16. Although the principles in the strategy are integrated into all the Corporate Plan outcomes, it directly supports the achievement of the outcomes below, through the actions outlined under each of the priority areas.

- Outcome 1 – People are safe and feel safe.
- Outcome 2 – People enjoy good health and wellbeing.
- Outcome 3 – People have equal opportunities to enrich their lives and reach their full potential.
- Outcome 4 – Communities are cohesive and have the facilities they need.
- Outcome 8 – We have access to the skills and talent we need.
- Outcome 11 – We have clean air, land and water and a thriving and sustainable natural environment.
- Outcome 12 – Our spaces are secure, resilient and well-maintained.

17. It is your Chamberlain and Chief Grants Officer's belief that the Department of Markets & Consumer Protection will have an essential role in delivering this strategy, particularly through its public protection remit. The department are in a position to contribute to 'Outcome 1: Individuals and Communities flourish' through the 'People's wellbeing' priority and to 'Outcome 2: The planet is healthier' through its 'Air quality', 'Waste', 'Loss of biodiversity' and 'Climate change' priorities. Additionally, the department could have a role to play in terms of embedding the responsible practices set out in the strategy within their day-to-day work, procurement processes and decision-making. Through their work with others, it is then hoped that the department will champion the strategy and through their spheres of influence encourage others to adopt responsible business practices.

## **Conclusion**

18. 'Towards a Sustainable Future: The City of London Corporation's Responsible Business Strategy' sets out a commitment to creating positive impact and reducing negative impact across all the City Corporation's activities and decision to help ensure a sustainable future where individuals and communities flourish and the planet is healthier. It is hoped that the strategy will have been through all officer and Member governance by July 2018, for it to be launched in the summer.

## **Appendices**

- Appendix 1- Towards a Sustainable Future: The City of London Corporation's Responsible Business Strategy, 2018-23.

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# Towards a Sustainable Future

The City of London Corporation's  
Responsible Business Strategy

**2018-2023**

## Contents

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Making strategy a reality	9
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## Executive Summary

We are in an era when organisations are asked to look beyond their economic impact and consider the way in which they create social and environmental value. As an organisation with private, public and charitable and community sector responsibilities, and significant capabilities and commitments, we are well placed to role-model responsible business practices internally across all of our activities and externally across other organisations.

The strategy set out here states our commitment to responsible business and how we will fulfil it, set within the framework of our Corporate Plan 2018-23. We will embed responsible practices throughout the City Corporation's work to take us towards a sustainable future.

We know that we are on a journey to becoming a more responsible business and will need to build on our strengths and learn from others along the way. We will champion what we are currently doing well and celebrate, for example, our role in conservation, philanthropy and responsible procurement. Implementing this strategy provides us with further stories of change and impact to share with our wide range of partners. By openly sharing our progress, impact and learning we aspire to be a responsible business role model to other similar organisations.

### Our commitment

We are committed to creating positive impact and reducing negative impact across all our activities and decisions because it is the right thing to do and will help ensure a sustainable future.

### We will achieve this by...

Focusing our efforts on:

- Impact achieved in pursuit of our core purpose, how we deliver our operations and how we procure our resources.
- Impact achieved through our advocacy and role-modelling to others.

Using responsible business practices through our every day work and decision making to ensure that we conduct ourselves in the most ethical and responsible ways possible.

- Engaging our employees
- Using our convening power
- Connecting our communities
- Ensuring transparency
- Championing responsible investment
- Leading responsible procurement
- Preventing bribery, fraud and corruption
- Promoting human rights

### To create a future where...

#### Individuals and communities flourish

Create and champion equal opportunities, diversity and inclusion across our organisation, and networks; and safeguard people and communities from social issues impacting London.

- People's wellbeing
- Equal opportunities
- Diverse organisations

#### The planet is healthier

Reduce our environmental impact across all our operations while increasing our positive impact through cleaning, greening, advocacy and influencing.

- Air quality
- Waste
- Plastics and packaging
- Climate change
- Loss of biodiversity

### Resulting in...

An organisation that makes the right decisions  
An organisation that works collaboratively and innovatively to achieve positive impact  
An organisation that is trustworthy  
An organisation that leads the way in responsible business

### Corporate Plan 2018-23 links

This strategy is one of the main mechanisms for delivering Outcome 5: Businesses are trusted and socially and environmentally responsible. It also directly supports the achievement of Outcomes 1, 2, 3, 4, 8, 11 and 12.

## Introduction

Catherine McGuinness, Chairman of Policy and Resources & John Barradell, The Town Clerk and Chief Executive

The City of London Corporation has a reach that extends far beyond the Square Mile, spanning the private, public, and charitable and community sectors. Across our diverse responsibilities, our work is guided by our core aims of contributing to a flourishing society, supporting a thriving economy and shaping outstanding environments, for the Square Mile, City, London and beyond. We are also guided by our commitment to being a relevant, responsible, reliable and radical organisation.

Our Corporate Plan 2018-23 maps out our vision of a vibrant and thriving City, supporting a diverse and sustainable London within a globally-successful UK. To achieve this, we need to consider both how we manage our own business, as well as the contribution we make to our communities and networks. Being a responsible business, that is committed to creating positive impact and reducing our negative impact on society and the environment, underpins all aspects of our work and will be embedded throughout the organisation.

Recent events have put businesses, charities and governments in the spotlight, with the public increasingly calling for transparency, accountability, and probity across a range of issues. More than ever, there is the need to create a lasting legacy of better business trusted by society. This strategy is, therefore, both timely and necessary.

Adopting a responsible business strategy is crucial for motivating our employees, attracting talent and developing trust with our stakeholders and communities. During the consultation regarding this strategy, many employees passionately described their commitment to a wide variety of sustainability issues facing the organisation and our stakeholders. This strategy will support us in our ambition of having an engaged and motivated workforce who are catalysts for change and work to magnify our impact.

We hope that this strategy and our journey to implement it, will provide an example for other organisations starting on their responsible business journey. We will share our progress openly and learn from others as we go, and will use our story as a mechanism for inspiring others in our networks and spheres of influence to follow our example and join us in striving to create a more positive impact on society and the environment. Successfully implementing this strategy will require our Members and staff to be fully engaged with our responsible business practices, as everyone has a role to play in building a sustainable future.

Photo

**Catherine  
McGuinness,  
Chairman of Policy  
and Resources**

Photo

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

## Towards a Sustainable Future

### Our Responsible Business Strategy, 2018-23

In June 2017, we underwent an external assessment with B-Lab to assess the efficacy of our responsible business practices. These findings, which included the recommendation to develop a centrally located responsible business strategy, resulted in the formation of a dedicated Task and Finish Group, with responsibility to drive forward the development of the strategy. More details of how the strategy was developed can be found in Appendix 1.

The resulting strategy - 'Towards a Sustainable Future: Our Responsible Business Strategy' - brings together two strands of work where we can make an impact. These are:

- Impact achieved in pursuit of our core purpose, how we deliver our operations and how we procure our resources – our business activities.
- Impact achieved through our advocacy and role-modelling to others – our work with others.

By bringing together these two strands of work into one corporate strategy, we can make sure we are doing all we can to move towards a sustainable future. We are well placed to achieve impact in these areas owing to our unique blend of capabilities and commitments, as set out in our Corporate Plan 2018-23.

This strategy will support the achievement of the aims and outcomes in the Corporate Plan and is one of the main mechanisms for delivering Outcome 5 'Businesses are trusted and socially and environmentally responsible' through our internal and external work. Although the principles outlined in the strategy are integrated into all the Corporate Plan outcomes, it also directly supports the achievement of Outcomes 1, 2, 3, 4, 8, 11 and 12.

Working to this strategy will require us to create a shift in the way we think, plan and implement our work. Underpinning the Corporate Plan is a variety of existing and emerging strategies that ensure our decisions in this sphere are robust, including but not limited to our: Climate Action Strategy, Air Quality Strategy, Volunteering Strategy, Responsible Procurement Strategy, Responsible Investment Strategy, Social Mobility Strategy, Philanthropy Strategy and Access to Talent programme.

### Responsible business practices

We have developed a set of responsible business practices that we must utilise and embed in our work and in our decision-making processes.

<b>Engaging our employees</b>	We enable and empower our staff to act as a catalyst for change within the communities they live and work in.
<b>Using our convening power</b>	We lend our voice and influence, as an independent and respected organisation, to highlight and advocate for responsible practices across our networks and partnerships.
<b>Connecting with our communities</b>	We listen to our communities and wider stakeholders, within the Square Mile and beyond, to understand the challenges they face and to include them in our planning and decision-making processes, as appropriate.
<b>Ensuring transparency</b>	We embrace transparency and accountability across all our work, including our governance structures and use of funds.
<b>Preventing bribery, corruption and fraud</b>	We actively prevent fraud, corruption and bribery in our own operations and influence our supply chain and partners to do the same.
<b>Promoting human rights</b>	We advocate for human rights in our decision-making processes so that people are treated appropriately and with dignity.
<b>Championing responsible investment</b>	We ensure that our own investments reach and exceed the standards set by United Nations supported Principles for Responsible Investment.
<b>Leading responsible procurement</b>	We apply our responsible business principles to our procurement procedures to maximise social value, minimise environmental impact and strive to ensure the ethical treatment of people throughout our supply chains.

## Creating a sustainable future

Our commitment to creating a sustainable future is based on two pillars where we can make positive social and environmental impact. In this strategy, we outline where we currently make positive impacts and then set out actions we will pursue to further create positive impact and reduce our negative impact on society and the environment.

This strategy allows us to amplify specific responsible business outcomes through our own business and by influencing others. We have indicated the types of activities we will pursue to further these aims and will establish detailed action plans for each outcome and priority during the implementation of this strategy. We also know that working closely with our partners, stakeholders, communities and networks will be essential to achieving the positive future we want to create.

## Individuals and communities flourish

### Where we make impact

We are committed to championing equal opportunities and reducing inequality through tackling the barriers that exist for different groups and creating a positive and inclusive culture within our organisation, the Square Mile, London and the UK. We are also committed to creating opportunities for development and progression and building a collaborative and supportive organisation. Our external reach, which involves working with organisations across all sectors, puts us in a unique position to influence the agenda around equality, diversity and inclusion across these industries.

Our unique blend of capabilities also enable us to support communities to become stronger, better connected and more resilient. We play a particular role in this area by supporting the development of resilient communities, managing risks, protecting children and adults at risk, promoting health and wellbeing, and as the police authority for the Square Mile. We also advocate for disadvantaged groups across London, tackling exclusion, hate crime, and harassment through our networks of influence, events and community spaces to build a culture of tolerance. We also support these ambitions by funding a range of charities, through our charitable funder City Bridge Trust.

## The planet is healthier

### Where we make impact

As a major custodian of London's green belt and the local planning authority for the Square Mile, our role in supporting London and the UK's environment continues to grow in importance. We manage over 11,000 acres of green space across London, which improve air quality, people's health and wellbeing, safeguard biodiversity and contribute to vital ecosystem services.

As a planning authority, we work with our London partners to set challenging environmental targets for property developers to ensure that our ambitious Local Plan is delivered. Our role as provider of local authority services also provides us with opportunities to implement cleaning and greening programmes in the public realm, influence licence-holders, manage flood risk and work with residents, businesses, workers and visitors through environmental campaigns. Through our direct operations, we are also able to reduce our contribution to climate change, for example through our energy use.

#### Corporate Plan Links

Outcomes 1, 2, 3, 4, 5 and 8

#### Key related strategies

Volunteering Strategy, Philanthropy Strategy, Access to Talent, Social Mobility Strategy, Education Strategy, Bridging Divides

Outcomes 5, 11 and 12

Climate Action Strategy, Air Quality Strategy, Local Plan, Waste Strategy, Sustainability Plan, Biodiversity Action Plan



## Outcome 1: Individuals and communities flourish

Create and champion equal opportunities, diversity and inclusion across our organisation and networks; and safeguard people and communities from social issues impacting London.

### Priority 1: People's wellbeing

Recent world events have highlighted that workplaces and public environments continue to be unsafe for a variety of groups. The safety of women and girls against harassment and sexual assault, and increased incidents of hate crime are key issues.

Through our business activities, we will:

- Embed third party reporting mechanisms for people who experience domestic abuse, sexual violence or hate crime to help ensure we provide appropriate services.
- Improve the health and wellbeing of our own workforce, building an even more collaborative and supportive working environment.
- Protect, and where possible enhance, the acoustic environment to mitigate against the effects of noise and contribute to an improvement in well-being for the people who live, learn, work and visit here.

Through our work with others, we will:

- Convene organisations and groups tackling hate crime and other violence against minorities to strengthen their collective voice.
- Continue to promote the safety of groups facing discrimination and harassment – through funding, facilitation and advocacy.
- Help tackle violence and inequality in communities across London, by delivering City Bridge Trust's 'Bridging Divides'.

### Priority 2: Equal opportunities

To create a more fair and equal society, we must support social mobility and reduce inequalities at an organisational, local, regional and UK-wide level. We are committed to promoting equality of opportunity for all, regardless of background, and will champion this within our own organisation and use our influence to encourage others to do the same.

Through our business activities, we will:

- Develop an ambitious organisation-wide strategy and vision on social mobility, which outlines the key internal enablers, systemic changes and cultural shifts that we need to pursue.
- Enhance access to training and skills for our workforce.
- Create pathways to fulfilling employment in our organisation by providing and supporting opportunities such as volunteer roles, work experience placements, apprenticeships and graduate schemes.
- Develop clear progression pathways through our own organisation to enable staff to reach their full potential, regardless of their background.
- Strengthen and promote our Employee Volunteering Programme to encourage staff learning and development.

Through our work with others, we will:

- Support a more successful and inclusive London, by delivering our Employability Strategy for 2017-20.
- Work with City businesses to create pathways to fulfilling employment and open up more City jobs to people of all backgrounds.
- Understand the future skills gaps and build programmes to address them in partnership with businesses, communities, schools and universities.
- Provide funding, via City Bridge Trust, to charities that aim to improve social mobility outcomes for a wide range of Londoners.

### Priority 3: Diverse organisations

To develop a diverse and inclusive workforces, we need to consider carefully how to remove the barriers to employment that exist for different groups who experience more exclusion or disadvantage than others.

Through our business activities, we will:

- Ensure diversity and representation within our decision-making processes, groups and wider activity, in line with the Public Sector Equality Duty.
- Continue to build flexibility within our HR processes and procedures that consider the barriers and needs of excluded and protected groups to ensure their retention and employee satisfaction.
- Increase the gender-balance of our workforce, particularly at senior management levels, and ensure gender pay equality.
- Analyse, identify and tackle issues within the recruitment and progression systems that present barriers to groups who experience more exclusion or disadvantage through consultation with our stakeholders including HR, our staff diversity networks and Trade Unions.

Through our work with others, we will:

- Take a lead role on advocating for diversity and inclusion within the sectors where we have influence.
- Champion the role of women in sectors they typically face increased barriers in, for example the financial and professional services sector, and highlight the issues they face.

## Outcome 2: The planet is healthier

Reduce our environmental impact across all our operations while increasing our positive impact through cleaning, greening, advocacy and influencing.

### Priority 1: Air quality

Air pollution is a major issue affecting the health of every Londoner. It has been estimated that annually up to 9,500 people in London die prematurely due to poor air quality. Due to its location at the centre of London and the density of development, the Square Mile has some of the highest levels of pollution in the country. With our local authority duties, we have a responsibility to improve local air quality by reducing emissions of air pollutants in the Square Mile.

Through our business activities, we will:

- Improve local air quality in the Square Mile and reduce exposure to air pollution by continuing to develop and deliver the City of London Air Quality Strategy.
- Increase the number of clean vehicles in our fleet and continue to trial new technology.
- Encourage and facilitate the uptake of clean alternative vehicles amongst our supply chain.
- Reduce emissions of air pollutants from our building stock.

Through our work with others, we will:

- Provide leadership for air quality policy and action across London.
- Encourage City businesses to become air quality champions and support our work for cleaner air.
- Support research and development into measures to improve air quality with London Universities.
- Act as a facilitator for collaborative action on air pollution in London.

### Priority 2: Waste

Pursuing more sustainable methods of waste disposal is increasingly important for a healthier planet and as pressures on current waste disposal methods are becoming more acute. Our overall waste production and recycling programmes across our operational practices, as well as our local authority waste collection operations, are therefore becoming more relevant. Our reliance on other waste planning authorities to take the waste produced within the Square Mile is a growing risk, with landfill sites closing and an increasing focus on treating and/or disposing of wastes within reasonable proximity to their point of generation. We need to pursue other waste disposal methods that are more sustainable. Further, there is significant staff appetite to ensure that our own internal recycling programme is better adhered to by colleagues.

Through our business activities, we will:

- Develop a consistent and robust approach to waste reduction and collection, including recycling, across all our operational properties.
- Promote circular economy principles, where resources are kept in use for as long as possible before being recycled or disposed of, across the organisation.
- Deliver a recycling campaign across the organisation to ensure that waste is correctly sorted and disposed of by staff day-to-day.

Through our work with others, we will:

- Investigate the use of on-site waste disposal systems, such as anaerobic digestors in new build projects, with developers.

### Priority 3: Plastics and packaging

The impact of non-biodegradable plastics and packaging on the health of our ecosystems has become an increasingly important public concern. We have a unique opportunity to influence this issue through our role as a local authority service provider with excellent relationships with businesses, retailers, and suppliers. However, we also need to ensure that there is coherence between our outward messaging and our internal actions.

Through our business activities, we will:

- Reduce the amount of non-biodegradable plastics and packaging used across all our internal and contracted retail operations.
- Eliminate single use plastics from our operational properties.

Through our work with others, we will:

- Lead on a campaign for a 'Plastic free City'.

## Outcome 2: The planet is healthier

Reduce our environmental impact across all our operations while increasing our positive impact through cleaning, greening, advocacy and influencing.

### Priority 4: Climate change

Flooding, temperature variations and their effect on infrastructure and public health, and extreme weather events will affect London and the communities we work with in and around the Square Mile and wider London. As a responsible organisation, we need to ensure that we minimise our effect on climate change through our direct operations while taking a more central role in advocating good practice across our networks and spheres of influence.

Through our business activities, we will:

- Develop and implement the 2018 Climate Action Plan for the Square Mile.
- Reduce the risk and impact of flooding on the Square Mile by implementing the City of London Local Flood Risk Management Strategy.
- Source 100% renewable electricity across our operational and investment portfolios in the short term.
- Invest in renewable energy installations in the medium term, to increase renewable energy supply and resilience for our organisation.
- Increase the proportion of renewable gas in our energy supply in the longer term.
- Reduce the use of diesel vehicles being used by staff to travel to and from work and during work, by encouraging more environmentally-friendly forms of travel.
- Reduce energy use in our offices.

Through our work with others, we will:

- Influence developers to prioritise green construction through our planning policy.

### Priority 5: Loss of biodiversity

The impacts of urbanisation, loss of green areas, land use changes and intensification of farming are harming our environment and reducing our biodiversity, which negatively effects the resilience and sustainability of our natural environment. This can be particularly felt in urban areas where pressure from housing and infrastructure can threaten green areas. With our local and planning authority responsibilities, and as part of our own works projects, we can prioritise sustainable development and greening initiatives through policy which affects developers and our own public realm initiatives.

Through our business activities, we will:

- Protect existing habitats and create new biodiverse habitats in the Square Mile through our planning policies and corporate requirements.
- Support the continued management of 11,000 acres of green space in and around London to ensure high quality habitats and biodiversity.
- Increase the greening of our operational properties.

Through our work with others, we will:

- Set challenging environmental targets for developers, contractors, occupiers, workers and residents.
- Use planning policy and strengthened corporate requirements to prioritise sustainable development and greening in new developments and the public realm.

## Making strategy a reality

We have outlined five next steps that are essential in implementing the strategy successfully over the next five years, which all rely on the continued commitment of our staff and elected Members. These steps are underpinned by our responsible business practices that we must embed in to our everyday work to achieve our aims, such as championing responsible investment and leading responsible procurement. Delivering on these steps will also help us to tell our story more powerfully, building on our current work and amplifying our potential.

### 1. Bringing together good practice

Work has already taken place on identifying initiatives, programmes and services which are contributing to our responsible business outcomes, through both existing work streams and the development of this strategy. However, we know that we have not yet captured the full range of our impact and excellence. By knowing this, we can tell our responsible business story with more confidence and energy, focusing on our outcomes and practices to demonstrate our impact.

### 2. Responsibility and Action Planning

Indicative actions have been identified for our key priority areas under each of our outcomes. To successfully deliver these actions, dedicated staff resource will be needed to develop detailed action plans, which include specific outputs, targets and measures, promote collaboration and measure the success of our activities in achieving each of our outcomes and commitments. However, the success of this strategy also relies on all staff taking collective responsibility for making responsible business part of their everyday work and for challenging decisions that do not align with our commitments and aims. As part of the implementation process, we will develop a comprehensive communications plan to engage staff with the commitments and practices set out in this strategy.

### 3. Monitoring and Reporting

Monitoring our progress to ensure we are on track to achieve our vision and aims is an important part of our responsible business approach. We will measure our performance against the impact we are having on our outcomes and priority areas and against the targets set out in the detailed action plans. We will be transparent in our reporting on where we are having the greatest impact and the areas where there is still room for improvement. Over the five-year term of the strategy, we will regularly review it to ensure it remains relevant and responsive to the issues of the time.

### 4. Defining success

We see success as building on our values and outcomes to ensure that we are an organisation that:

- Evaluates our decision making and activities in the context of responsible business, ensuring that we make the most positive impact while reducing our negative impact.
- Works collaboratively and innovatively across our organisation in order to meet the outcomes we have defined in this strategy.
- Involves our communities in our decision making and activities, with our outward messages matching our inward actions, thus building trust in our organisation.
- Becomes a leader in responsible business, sharing our expertise and insights with other government bodies, charitable and community sector organisations and non-profit organisations.

### 5. Telling our story

We want our responsible business journey to inspire and influence others to follow our example, both within our organisation and externally through our partners and stakeholders. We will start by sharing and championing the successes we have already achieved, including for example the conservation and enhancement of biodiversity across our 11,000 acres of green spaces, the hiring of 100 apprentices in 2017/18 and the implementation of low emission zones in the Square Mile.

We will use this strategy to generate and tell real stories of change and impact which we hope that others will use as examples to start their own responsible business journeys. We will share these messages through an internal and external communications campaign, aimed at internally embedding a collective understanding of what responsible business is in practice and externally at inspiring other similar organisations.

## Acknowledgements

We are very grateful for the time, knowledge and passion of all our contributors and stakeholders who have informed the development of this strategy.

We owe a special thank you to the members of the Task and Finish group who drove the development of this strategy forward:

**Dr Peter Kane** - Chamberlain (co-chair)  
**David Farnsworth** - Chief Grants Officer, City Bridge Trust (co-chair)  
**Grace Rawnsley** - Internal Responsible Business Strategy Officer, Town Clerk's Office  
**Amelia Ehren** - Corporate Strategy Officer, Town Clerk's Office  
**Sufina Ahmad** - Corporate Strategy Manager, Town Clerk's Office  
**Natalie Evans** - Responsible Procurement Manager, Chamberlain's Office  
**Noa Burger** - Head of Responsible Business, Economic Development  
**Simon Cribbens** - Assistant Director, Children and Community Services  
**Jon Averbs** - Assistant Director, Markets and Consumer Protection  
**Paul Beckett** - Policy and Performance Director, Built Environment  
**Esther Sumner** - Business Manager (previous), Open Spaces  
**Mansi Sehgal** - Energy Manager, City Surveyors  
**James Rooke** - Energy Manager (maternity cover), City Surveyors  
**Tracey Jansen** - Assistant Director, Human Resources  
**Fiona Rawes** - Head of Philanthropy Strategy, City Bridge Trust  
**Inspector Lorenzo Coniglairo** - Counter Terrorism, City of London Police

*"We can be rightly proud of what we have already achieved in becoming a responsible business but this strategy underlines our passionate commitment to building a more sustainable future."*

**Dr Peter Kane, Chamberlain and David Farnsworth, Chief Grants Officer (Co-chairs of the Task and Finish Group)**



# Appendix 1

## Developing the strategy

In June 2017, we commissioned a review of our internal responsible business practices using the B-Lab UK model. This review highlighted many areas of excellence and a variety of recommendations to strengthen our internal work. One of these recommendations was a centrally located Responsible Business Strategy aiming to bring coherence between our inward actions and outward messaging, and aligning our work more closely with the Corporate Plan, 2018-2023.

A Task and Finish Group with representation from across the organisation, and chaired by the Chamberlain and Chief Grants Officer, began a collaborative and participatory process of designing the strategy in September 2017. Using desk based research, commissioned reviews, 1-2-1 meetings, UN Sustainable Development Goals and the corporate risk register, the group initially identified over 90 issues and opportunities that touch the organisation's operations and corporate outcomes. Some of these issues were very localised and could be dealt with by individual teams or departments, some of the issues were large and complex and require a corporate response. Using a materiality approach, this list was narrowed down to 19 topics that were the most relevant to delivering our corporate plan outcomes.

In December 2017, staff were surveyed to identify which of the 19 issues should form the focus of the current five-year strategy. 147 staff contributed to the survey and ranked the issues in order of importance. The issues were then assessed against their impact on the delivery of the Corporate Plan. The results of the materiality assessment identified eight topics to become the priorities for this strategy.

## UN Sustainable Development Goals

We have identified ten UN Sustainable Development Goals where we feel we can have the most impact through our internal responsible business strategy. These goals sit at the heart of our thinking around responsible business and have influenced the development of our strategy.



## Materiality assessment

There are hundreds of social and environmental issues facing the planet; within our supply chains, our communities and our business. Our aim is to create social and environmental impact through all our activities by reducing our negative impact and maximising our positive impact.

Our material issues and opportunities give direction for the focus of our organisation's responsible business work into the future. We will continue to update our materiality assessment to capture new risks and opportunities that the organisation faces.

## Societal issues

Increasingly, individuals and communities are facing a number of societal issues. As a responsible organisation, we have a part to play in championing equal opportunities, promoting diversity, reducing inequality and safeguarding people from negative risks within our organisation, the Square Mile, London and the UK.

### Key material issues

- Equal opportunities
- Diverse workforce
- Pay differentials
- Women in the workplace
- Employment within socially excluded groups
- Crisis and resilience
- Intensification of London's population
- Affordable housing
- Support for SMEs
- Support for charities
- People's wellbeing

## Environmental issues

Our planet is under increasing pressure from a variety of sources including climate change. As a responsible organisation, we have a part to play in ensuring that our operations and supply chains are as environmentally friendly as possible, while recognising our unique responsibilities and opportunities to influence as a major contributor to London's green belt and the planning authority for the Square Mile.

### Key material issues

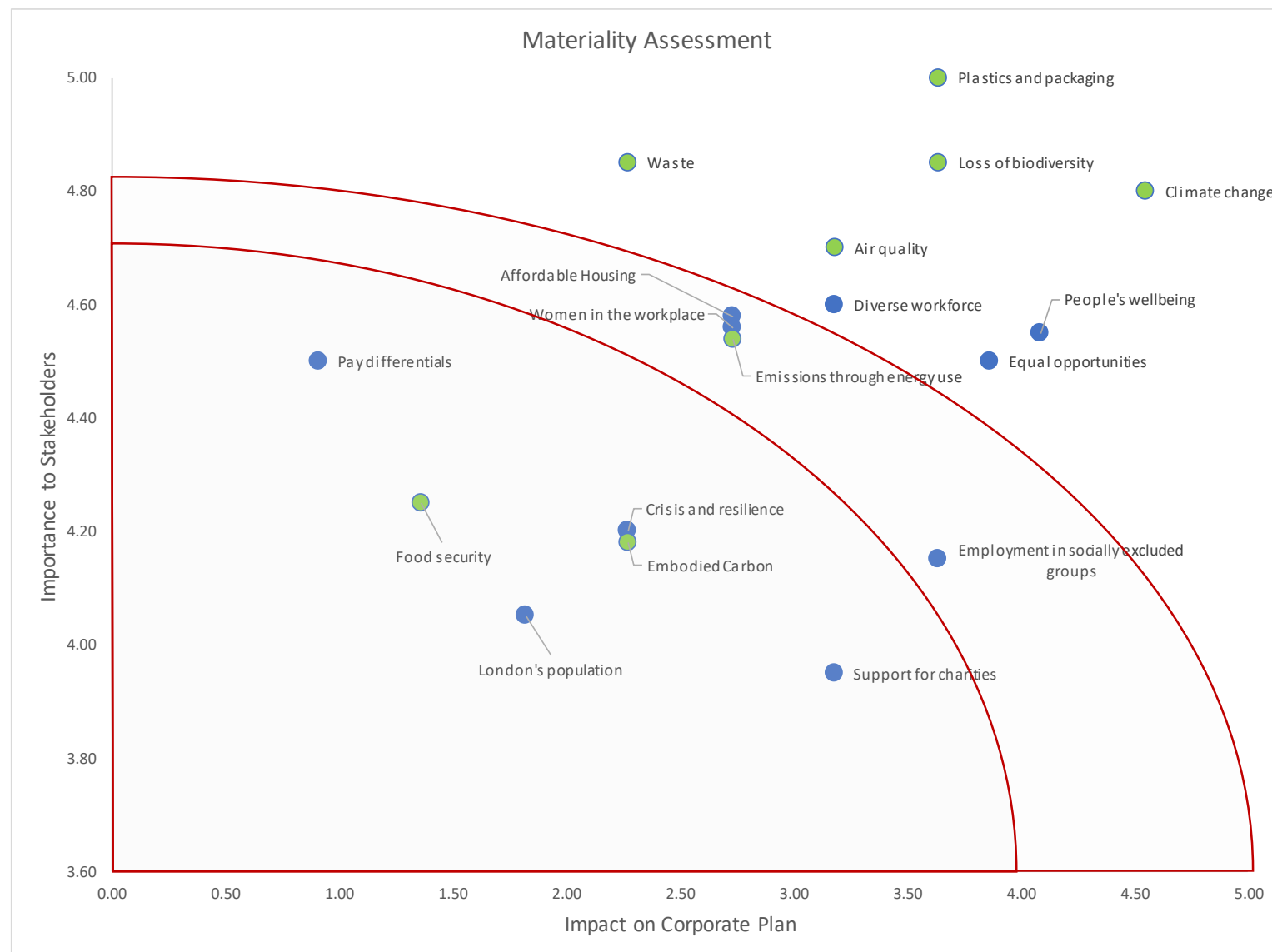
- Air quality
- Waste
- Plastics and packaging
- Climate change
- Loss of biodiversity
- Embodied carbon
- Emissions through energy use
- Food security

## Materiality assessment

Every five years, we are committed to focusing in on a smaller number of our material issues to provide more focus, drive and meaningful impact. We work closely with our staff and stakeholders to identify the issues that they are most pressing and relevant to the organisation. The diagram illustrates our eight focus areas for our five-year strategy (in red).

The materiality assessment graph to the right shows the relationship between the importance to our employees and the impact on our Corporate Plan for each issue on a 1-5 scale. The importance to employees is derived from our internal staff survey on our material issues completed by 147 staff members and the impact on the Corporate Plan is estimated based on the number of outcomes for which each issue presents risks and opportunities. The graph is divided into our priority areas for the next five years in the top right-hand corner. A second tier of issues is highlighted in light grey which may gain in importance and impact over the next five years and should be monitored.

This process does not minimise the importance of the other material issues we have highlighted, and we are committed to continue to support and report on our actions to minimise our negative impact and create meaningful positive impact across all these issues.





<b>Committee:</b>	<b>Date:</b>
Port Health & Environmental Services Committee	22 May 2018
<b>Subject:</b> Approval of the 2018-2019 Food Service Enforcement Plans for the City and the London Port Health Authority	<b>Public</b>
<b>Report of:</b> Director of Markets & Consumer Protection	<b>For Decision</b>
<b>Authors:</b> 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 Food Service Enforcement Plan 2018-2019; and
- b) the London Port Health Authority Food Service Enforcement Plan 2018-2019.

## 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), as the UK central competent authority, has 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 to ensure that a clear focus on risk-based priorities remains in place.

3. 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.
4. 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.

### **Current Position**

5. 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.
6. We must also however, continue to meet the local needs of City businesses, residents, workers and visitors as set out in the Outcomes of the City of London Corporate Plan 2018-2023; specifically

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

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

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

7. Both Food Service Enforcement Plans set out the direction of future enforcement work in support of these Outcomes and we aim to:-
  - target poor performing food businesses appropriately to secure improvements; and
  - work with better performing businesses to ensure they maintain full compliance.

but there are continuing challenges which we face and these are set out below.

### ***The national Food Hygiene Rating Scheme, FHRS***

8. 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 and we support mandatory display of rating information in England.<sup>1</sup>

### ***Compliance and dealing with poor performing food businesses***

9. There has been 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% but this appears to have now plateaued. The vast majority of our businesses are broadly compliant gradually improving from a baseline figure on 1<sup>st</sup> April 2012 of 88% to 93% in 2016-17 and at the end of 2017-2018 it was 94.5%, with 70% currently achieving the highest 5 rating.
10. Unfortunately, 93 premises<sup>2</sup> 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 and our Key Performance Indicator remains:-

***“To secure a positive improvement in the overall FHRS ratings profile for City of London food establishments”***

### ***The inspection programmes***

11. The City now has circa 1885 food premises and the total number of inspections due each year has hovered around the 1,000 mark since 2012-2013 and as the FSA previously commented on us in 2015<sup>3</sup>:-

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

and this coming year, 1283 food hygiene inspections are due. New premises should be inspected within 28 days of opening and if the nature of business alters sufficiently, it too should be inspected.

12. The City's Food Safety Service has been working closely over the last three years with the FSA and other London local authorities on Less Than Thoroughly Cooked (L TTC) 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.
13. Finally, we will continue to develop our regulatory influence through our Primary Authority Partnerships with ***Virgin Active, Harbour & Jones, GBK, Wasabi,***

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1 In October 2016 Northern Ireland joined Wales in making the display of a business' green FHRS score sticker compulsory.

2 As at 24th April 2018

3 [Report on the Audit of Food Law Service Delivery and Food Business Compliance on the City of London](#)

**Churchill Services Group** and most recently **Shepherd Neame**, providing advice on food safety management systems whilst generating income.

### **Port Health Service**

14. The overall numbers of imported food consignments compared to the previous year has increased by over 15%, 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.
15. 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 continue to be developed in 2018/19.
16. 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, with officers sent to Thamesport, as required with all document handling being undertaken at London Gateway.
17. With the implications of the UK Exit from the EU still unknown at this time, there is the potential for an estimated 25% increase in demand if official controls are placed on food and feed imports entering the UK from the EU. While Government, through various departments, is the 'central competent authority' for border controls, front line responsibilities are delegated to 'local competent authorities' (local authorities and port health authorities) for public and animal health checks on food and animal feed imported from third countries (those outside the EU). The City Corporation has agreed and is continuing to promote five key principles in relation to EU Exit.
18. 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**

19. 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:-
  - 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
  - ensuring that food products entering the country through our ports meet the food safety requirements of the whole of the UK.

20. The plans are linked into our Departmental and Service Business Plans through setting out detailed activities which support our Key Performance Indicators.
21. 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.
22. Finally, it is my intention to make these plans available to all stakeholder businesses including 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 2019-2020.

### **Other Implications**

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

### **Proposals**

24. It is recommended that your Committee approves:
  - The City Food Service Enforcement Plan 2018-2019; and
  - The London Port Health Authority Food Service Enforcement Plan 2018-2019

### **Conclusion**

25. The attached two service plans are linked to the overall Corporate Plan 2018-2023 and the Markets & Consumer Protection High Level Business Plan 2018-2019 and set a clear and transparent standard for our food safety regulatory work for the year, subject to your approval

### **Background Documents:**

The following documents have been made available in the Members' Reading Room and have also been sent electronically to all Members on this Committee:-

- The City Food Service Enforcement Plan 2018-2019
- The London Port Health Authority Food Service Enforcement Plan 2018-2019

### **Contacts:**

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<b>Committee:</b>	<b>Date:</b>
Port Health & Environmental Services Committee	22 May 2018
<b>Subject:</b> Approval of the Health & Safety Intervention Plan 2018-2019	<b>Public</b>
<b>Report of:</b> Director of Markets & Consumer Protection	<b>For Decision</b>
<b>Authors:</b> Tony Macklin, Assistant Director (Public Protection)	

## **Summary**

This report seeks your Committee's approval for the Health & Safety Intervention Plan 2018-2019 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, wider stakeholders, on key health & safety issues using a variety of methods.

## **Recommendations**

I recommend that your Committee approves the key work areas outlined in this report and detailed in the Health & Safety Intervention Plan 2018-2019

## **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 and City Corporation's vision and aims as set out in the Corporate Plan 2018-2023; specifically

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

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

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

and 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, 2017-2018, 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) developed and are routinely using, a mobile working audit tool to aid cooling towers inspections and data gathering;
- c) identified underlying problems with accessing cooling towers at height and developed a position statement with other Central London local authorities, the Legionella Control Assoc. and the HSE and delivered this direct to manufacturers across Europe to influence the long-term planning and design of buildings, including tall buildings in the City;
- d) contributed to improving the knowledge and competence for London and other LA regulators on cooling towers inspection and investigating accidents whilst at the same time generated income;
- e) continued to develop our successful campaign to improve safe Working At Height (WAH), using a variety of interventions including the use of health & safety videos, hands-on free training, social media campaigns and supporting the second London Work at Height Seminar held at Guildhall;
- f) had our WAH work recognised and published as an example of good practice by the HSE;
- g) provided both written and oral submissions on WAH to an All-Party Parliamentary Group, influencing national discussions and future of WAH regulation in the UK;
- h) presented at two international conferences, on Rope Access which took place in the City and Cape Town;
- i) continued to develop our regulatory influence through our Primary Authority Partnerships with **CBRE**, **Virgin Active**, **Monsoon Accessorize**, **Churchill Services Group** and **Pure Gym** and a Primary Authority Co-ordinated Partnership<sup>1</sup> with **Assurity Consulting**, providing advice on health & safety management systems, providing training, also generating in excess of £10,000 income;

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<sup>1</sup> [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.



- j) entered into new Primary Authority Partnerships going forward with **Hugo Boss** and **Shepherd Neame**; and finally
  - k) continued to make a significant contribution to the national Leisure Expert Panel.
4. Finally our 2017/18 Intervention Plan and arrangements were peer reviewed by another London local authority and they were positive that we met and would continue to meet, our obligations under t Section 18 of the Health & Safety At Work Etc. Act 1974 and the 2013 **National Local Authority Enforcement Code - Health and Safety at Work**<sup>2</sup> (the Code) made under it.

## Current Position

5. Under the Code, Health and Safety Enforcing Authorities (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.
6. It provides a principle based framework that recognises the respective roles of business and the regulator in the management of risk, concentrating on four objectives:-
- 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.
8. 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

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

assured advice through the Primary Authority Partnership scheme and participating on industry working groups.

9. These interventions should all be targeted at:-

- the most serious health & safety risks and/or least well-controlled hazards;
- those businesses that seek economic advantage from non-compliance with health & safety law;
- securing action by dutyholders to reduce health & safety risks; and
- improving health & safety outcomes for employees

and 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.

10. As well as the City Corporation's Corporate Plan 2018-2023, the Intervention Plan is also based upon both locally identified risks, and whenever possible, regional and national initiatives, 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,

11. 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. Mental Health objectives now form part of the HSE's Great Britain Work Well strategy and our the Charter work undoubtedly contributes to this too.

## **Proposals**

12. I therefore recommend that your Committee approves the Health & Safety Intervention Plan 2018-2019.

## **Corporate & Strategic Implications**

13. The Health & Safety Intervention Plan reflects the detailed operational work undertaken by regulatory enforcement teams as related to the Corporate Plan 2018-2023; this is achieved through our departmental Business Plan and individual service plans which detail the work that will be done and which is judged by our key performance indicators.

14. Approval of these Plans will ensure that the City meets its fundamental obligations under the requirements of Section 18 and the HSE's National Enforcement Code for Local Authorities.

15. 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. 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 2019-2020.

### **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 Corporate Plan 2018-2023 and the Markets & Consumer Protection High Level Business Plan 2018-2019 and sets a clear and transparent standard for our health & safety regulatory work for the year, subject to your approval.

### **Background Documents:**

The following document has been made available in the Members' Reading Room and have also been sent electronically to all Members on this Committee:-

- Health & Safety Intervention Plan 2018-2019

### **Contact:**

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<b>Committee(s)</b>	<b>Dated:</b>
Port Health and Environmental Services – For information	22 May 2018
<b>Subject:</b> Markets and Consumer Protection Business Plan 2017-2020: Progress Report (Period 3)	<b>Public</b>
<b>Report of:</b> The Director of Markets and Consumer Protection	<b>For Information</b>
<b>Report author:</b> Joanne Hill, Department of Markets and Consumer Protection	

## Summary

This report provides an update on progress against the operational performance indicators (PIs) 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 2017-March 2018) of 2017-18.

The report consists of:

- Performance against operational performance indicators (PIs) – Appendix A
- Progress against key improvement objectives – Appendix B
- Enforcement activity – Appendix C
- Financial information – Appendix D
- PH&PP Risk Register Summary and Risk Matrix – Appendix E

## Key points from the report are that:

- The Department continues to evaluate the potential impact of leaving the EU on the services it provides in order to prepare appropriate mitigating actions. Submissions have been made to relevant Government inquiries and representation on working parties and lobbying of MPs continues.
- Throughput at the Ports has continued to increase significantly. Between January and March 2018, throughput of consignments of products of non-animal origin was 54,161, compared to 39,584 for the same period in 2017; an increase of over 35%. The first three months of 2018 surpassed the total throughput for 2014.
- The City's infrastructure projects are progressing well with the Pollution Control 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.
- Air Pollution levels in Sir John Cass School playground met health-based limits for the first time since monitoring began.
- The Commercial Team presented written evidence to the Chartered Institute of Environmental Health (CIEH) and to an All Party Parliamentary Group (APPG) on working at height. As a result, Officers were invited to provide further evidence at the APPG's first oral session.

- Trading Standards is carrying out work in relation to the potential reputational threat to the City from fraudulent cryptocurrency businesses. Project planning is now underway that will lead to visits being made during 2018.
- The Heathrow Animal Reception Centre has continued to see an increase in income. The Centre has also received a wide variety of animals from around the world including cheetahs, wombats, Fairy Penguins and very rare cockatoos.
- At the end of the February 2018, M&CP was £268k (11.63%) underspent against the local risk budget to date of £2,305k, over all the PH&PP services managed by the Director and covered by the Port Health & Environmental Services Committee. Overall, the Director is currently forecasting a year end underspend of £186k (7.1%) for the PH&PP City Fund services.
- Several departmental risks have been identified. Of these, the most significant risks for this Committee to consider are:
  - CR21 – Air Quality (Current Risk: RED no change)
  - MCP-PHPP 001 Brexit (Current Risk: AMBER no change)

### **Recommendation(s)**

Members are asked to:

- Note the content of this report and its appendices.

## **Main Report**

### **Background**

1. The 2017-20 PH&PP Business Plan sets out ten operational performance indicators (PIs) and fifteen improvement objectives against which the Division's performance will be measured throughout the year.
2. The PIs 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 PIs (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).

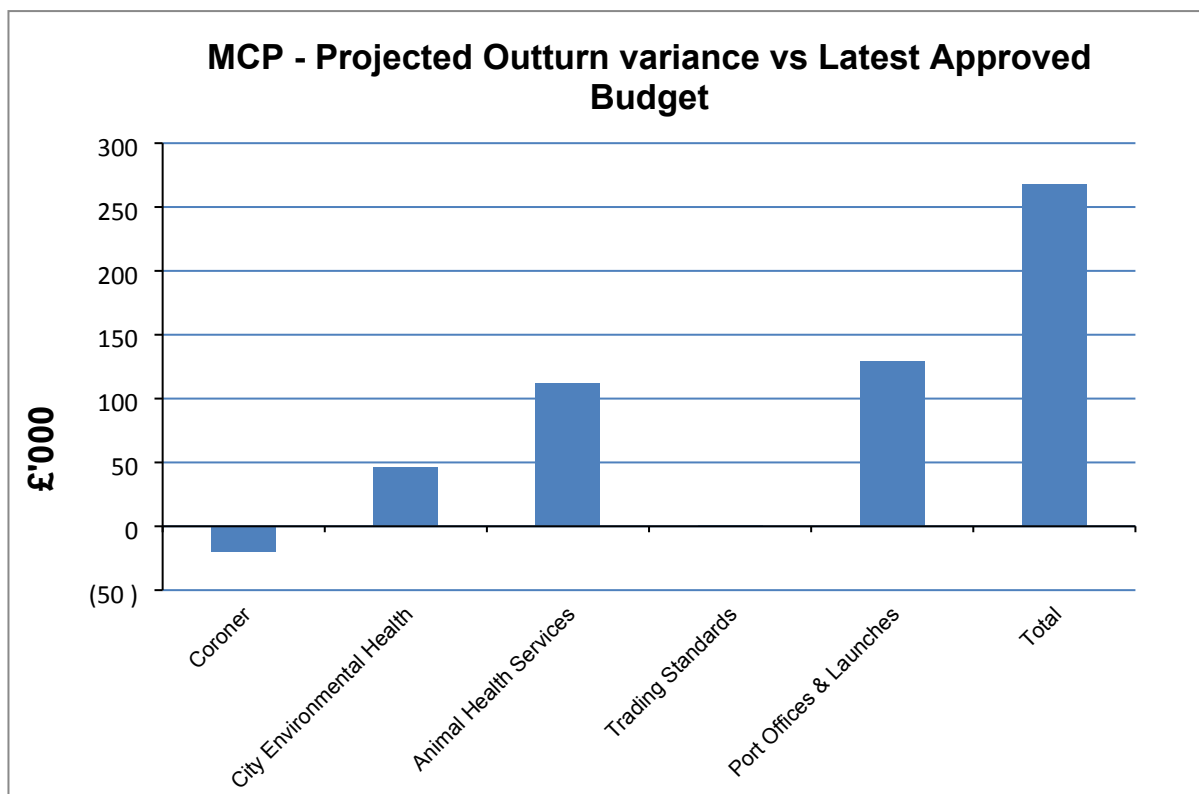
6. To assure your Committee that satisfactory risk management procedures are in place and meet the requirements of the corporate Risk Management Framework, this report includes an update on the key risks that exist in relation to the operations of the PH&PP Division. A summary of the PH&PP Risk Register and the Risk Matrix are provided at Appendix E.

### **Corporate & Strategic Implications**

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

### **Financial Implications**

8. The end of February 2018 monitoring position for M&CP services covered by the Port Health & Environmental Services Committee is provided at Appendix D. This reveals a net underspend to date for PH&PP of £268k (11.63%) against the overall local risk budget to date of £2,305k for 2017/18.
9. The better than budget position at the end of February 2018 is mainly due to salary underspends resulting from maternity leave and staffing vacancies. There has also been additional income generated at the HARC from increased animal throughput and a variety of additional income streams over performing at the Ports, although this is partly offset by additional sampling costs due to increased workload in relation to Brazilian meat products.
10. Overall the Director of Markets & Consumer Protection is currently forecasting a year end underspend position of £186k (7.1%) for the PH&PP City Fund services



**Notes:**

1. Zero is the baseline latest approved budget for each Division of Service.
2. Graph shows projected outturn position against the latest approved budget.
3. A variance above the baseline is favourable i.e. either additional income or reduced expenditure.
4. A variance below the baseline is unfavourable i.e. additional expenditure or reduced income.
5. Overall PH&PP is forecasting an underspend of £268k at year end.

11. The reasons for the significant budget variations are detailed in Appendix D, which sets out a detailed financial analysis of each PH&PP service relating to this Committee which the Director supports.
12. The Director anticipates this current better than budget position will continue to year end, subject to income activity maintaining its current performance. The final year end position will be reported by the Chamberlain, as part of the outturn report, to the July Port Health & Environmental Services Committee.



## **Risk**

13. Risk is reviewed regularly by the Senior Management Team as part of the ongoing management of operations within the Division. 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.

### **Departmental risk management process**

14. Risk management is a standing agenda item at the bi-monthly Departmental Senior Management Group (SMG) meetings, 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, ensuring that adequate consideration is given to operational risk.
15. Between each SMG meeting, risk and control owners are consulted regarding the risks for which they are responsible, with updates captured accordingly.
16. Regular risk management updates are provided to this Committee in accordance with the City's Risk Management Framework.

### **Identification of new risks**

17. 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.
18. 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**

19. The Department's Risk Register for PH&PP Services (Appendix E) includes one Red (Corporate) risk and one Amber risk as detailed below.
20. CR21 – Air Quality (Current Risk: RED no change)

**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 to businesses coming to London, or staying here, and financial penalties for non-compliance with air quality limits.
- Persistent poor air quality may affect the longer term health of the City population.
- Persistent poor air quality may attract adverse media coverage making the City seem a less attractive place to live and work.

With the aim of reducing the risk, the City continues to implement the policies detailed within the City of London Air Quality Strategy 2015-2020. The Air Quality Team continues to work in liaison with the Department of the Built Environment to investigate ways to reduce factors which create air pollution. A number of other actions have been undertaken during Period Two and a selection of these is shown in the Enforcement Activity Report at Appendix C.

21. MCP- PHPP 001 – Brexit (Current Risk: AMBER no change)

**Cause:** UK decision to terminate membership of E.U (Brexit).

**Event:** Legislative changes

**Effect:** The consequences may include:

- Increased risk to public, animal and environmental health.
- Increased risk to consumers.
- Reduction in income.
- Scarcity of qualified staff, e.g. Official Veterinarians (OVs).
- Potential for increased workload depending on agreement reached.

## **Operational Property Holdings**

22. In accordance with Standing Order 55, PH&PP property holdings are reviewed annually with the City Surveyor. Actions taken this year to date, against a specific improvement objective (objective 12), are given in Appendix B.

## Consultees

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

## Appendices

- Appendix A – Performance Management Report Period 3 2017-18
- Appendix B – Progress against Key Objectives Period 3 2017-18
- Appendix C – Enforcement Activity Period 3 2017-18
- Appendix D - Financial Statements: Department of Markets and Consumer Protection, Port Health & Public Protection Division
- Appendix E – PH&PP Risk Register Summary and Risk Matrix

## Background Papers

Port Health & Public Protection Business Plan 2017-2020  
Department Risk Review  
Department Business Plan Progress Report  
Risk Management Strategy

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**Performance Management Report 2017-18**  
**Period Three: 1 December 2017 – 31 March 2018**

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

**Progress against Operational Performance Indicators**

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

## Appendix A

			Annual result 2016-17	Target 2017-18	Actual 2017-18			Annual result 2017-18
					Period 1	Period 2	Period 3	
PI 1	<b>Port Health</b> Proportion of imported food consignments (Products of Animal Origin – POAO) that satisfy the checking requirements cleared within five days:	a) Non-fish	95%	<b>95%</b>	89%	83%	86%	86% ↓
		b) Fish	90%	<b>85%</b>	89%	80%	87%	85% ↑
PI 2	<b>Port Health</b> 90% of imported food and feed consignments (Products of Non Animal Origin - PNAO) are subjected to mandatory documentary controls within five days.		N/A	<b>90%</b>	90%	96%	98%	94.7% ↑
PI 3	<b>Port Health</b> 5% of imported food and feed consignments (Products of Non Animal Origin - PNAO) are subjected to non-mandatory physical checks.		N/A	<b>5%</b>	3.2%	3.41%	4.16%	3.44% ↓

**PI 1:** Time elapsed between receipt of documents/presentation of container to release, on electronic cargo handling system. From 2016-17, this indicator has been split into separate measures for non-fish and fish products.

**PI 1a (non-fish products)**  
**B. These figures do not include products from Brazil that are under a separate checking regime.**

Period 3 – Tilbury: 79%; London Gateway: 73%  
 Whole year - Tilbury: 83%; London Gateway: 67%

With effect from April 2017, meat and meat products from Brazil have been subject to enhanced checks. This has resulted in a significant increase in the number of physical checks required. The main factor, though, is the number of samples of these products that the Service now has to undertake, and for which the cargo must be detained until the results are received (normally for one week). This also means that fewer resources and inspection bays are available for checking non-Brazilian products, having an impact upon the speed at which other consignments can be cleared. (Please refer to Appendix C of this report for more information.)

Meat and meat products from Brazil cleared within 5 days - Period 3: 58%, whole year: 49%

**PI 1b (fish products):**  
 Period 3 – Tilbury: 93%; London Gateway: 86%  
 Whole year – Tilbury: 90%; London Gateway: 83%

**PI 2:** New indicator for 2017-18.

**PI 3:** New indicator for 2017-18. Although the target has not yet been met, procedures are now in place to ensure that the target will be achieved, as indicated by the continued increase in performance throughout 2017/18. (Please refer to Appendix C of this report for further information regarding the review of this performance indicator.)

## Appendix A

		Annual result 2016-17	Target 2017-18	Actual 2017-18			Annual result 2017-18
				Period 1	Period 2	Period 3	
PI 4	<b>Food Safety</b> Over the course of the year, secure a positive improvement in the overall Food Hygiene Ratings Scheme (FHRS) ratings profile for City food establishments compared to the baseline profile at 31 March 2013.	Improved profile	<b>Improved profile</b>	N/A	N/A	N/A	Improved profile ↑
PI 5	<b>HARC</b> Less than 1% of missed flights for transit of animals caused by the Animal Reception Centre (ARC).	0%	<b>&lt;1%</b>	0%	0%	0%	0% ↑
PI 6	<b>Pollution Team</b> 90% justifiable noise complaints investigated result in a satisfactory outcome.	96.1%	<b>90%</b>	95%	96.5%	93.5%	95.3% ↑
PI 7	<b>Trading Standards</b> Respond to all victims of investment fraud identified to the Trading Standards Service within 5 working days to advise on the risk of repeat targeting, assess the need for safeguarding interventions and initiate the safeguarding process where appropriate.	100%	<b>100%</b>	100%	100%	100%	100% ↑
PI 8	<b>Health &amp; Safety</b> Complete the annual risk-based cooling towers inspection programme in order to ensure that the risk of Legionnaires' disease is being effectively managed by all those responsible.	97%	<b>100%</b>	N/A	N/A	N/A	100% ↑
<p><b>PI 4:</b> Annual indicator. The purpose of this indicator is to show an overall improvement in the FHRS rating profile across all City food establishments by the end of the year. The target cannot be expressed as a specific percentage since any increase will indicate achievement (see also Appendix C, page 3).</p> <p><b>PI 6:</b> The percentage of total justified noise complaints investigated resulting in noise control, reduction to an acceptable level and/or prevention measures; complaints may or may not be actionable through statutory action.</p> <p><b>PI 8:</b> Annual indicator.</p>							

## Appendix A

	All PH&PP Service areas	Annual result 2016-17	Target 2017-18	Actual 2017-18			Annual result 2017-18
				Period 1	Period 2	Period 3	
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 (<230 days per period) across all PH&PP Service areas.	504 days (against a pro-rated target of <580 days)	<230 days per period	256 days	285 days	312 days	853 days ↓
PI 10	a) 90% of debts to be settled within 60 days.	86%	90%	87%	93%	59%	59% ↓
	b) 100% of debts settled within 120 days.	93%	100%	89%	94%	77%	77% ↓
<p><b>PI 9:</b> The target for this indicator was set at the beginning of the year based upon the Full Time Equivalent (FTE) members of PH&amp;PP staff at 31 December 2016 (no. 115), making the annual average days lost per FTE 7.42 days. However, over the course of the year, the number of staff fluctuated, with the average number of FTEs for the whole year being 134. Based upon the higher average number of FTEs, the annual result represents an average number of working days lost per person of 6.37 days.</p> <p><b>PI 10:</b> The annual result for this indicator represents the position at the end of the financial year.</p> <p><b>PI 10a:</b> This indicator measures the percentage of overall debt that is less than 61 days old.</p> <p><b>PI 10b:</b> This indicator measures the percentage of overall debt that is less than 121 days old. The majority of debt older than 120 days at the end of March 2018 relates to the HARC, most of which is owed by two debtors. These and all other debtors with debts more than 120 days old are being actively chased.</p>							



## Progress against Port Health & Public Protection key improvement objectives 2017-2018

Ref:	Objective	Progress to date
1.	Evaluate the potential impact of leaving the EU on the services provided by PH&PP. Inform central Government of these impacts and prepare appropriate mitigating actions.	<p><b>Period One</b></p> <ul style="list-style-type: none"> <li>• Visits have been hosted at HARC and port; meetings held with key agencies and Government departments.</li> <li>• Report commissioned from independent consultants.</li> <li>• Included on risk register.</li> <li>• A report for Committee is being prepared.</li> </ul> <p><b>Period Two</b></p> <ul style="list-style-type: none"> <li>• A report was presented to PH&amp;ES Committee and key principles for negotiations were approved.</li> <li>• Further visits have been hosted, meetings attended and representation secured on groups and working parties.</li> <li>• City Corporation concerns continue to be highlighted to relevant government departments and agencies.</li> </ul> <p><b>Period Three</b></p> <ul style="list-style-type: none"> <li>• A further report was presented to PH&amp;ES Committee in March.</li> <li>• Submissions have been made to relevant Government Inquiries.</li> <li>• Representation on working parties and lobbying of MPs continues.</li> <li>• The CoL is hosting a Government border coordination group for Port Health.</li> </ul>
2.	<p>Trading Standards Team to maintain focus on protecting City residents from financial fraud.</p> <p>Promote closer ties and better joint working between Trading Standards, Adult Services and City of London Police.</p>	<p><b>Period One</b></p> <ul style="list-style-type: none"> <li>• The Trading Standards Manager is a member of the Safeguarding Board and the Financial Abuse Task &amp; Finish Group.</li> <li>• Partnership working with DC&amp;CS (Vulnerable Adults) and City Police (Op Broadway disrupting financial fraud) is ongoing.</li> <li>• Working with Bournemouth University and the Banking Industry on preventative measures for the vulnerable and the elderly to halt payments to rogue traders.</li> </ul> <p><b>Period Two</b></p> <ul style="list-style-type: none"> <li>• All actions reported in Period One continue.</li> <li>• An extremely successful event on 'Tackling scams and financial abuse in the City of London' was held in December in partnership with DCCS, City of London Police, AgeUK, Bournemouth University and National Trading Standards' Scams Team.</li> </ul> <p><b>Period Three</b></p> <ul style="list-style-type: none"> <li>• All actions reported in Periods One and Two continue.</li> </ul>

Ref:	Objective	Progress to date
3.	<p>Continue with the current regulatory delivery model for Commercial regulation ensuring a clear focus on risk-based priorities.</p> <p>Develop closer ties with other London local authorities and national regulators.</p> <p>Explore the most effective methods of using legislative and non-legislative tools.</p>	<p><b>Period One</b></p> <ul style="list-style-type: none"> <li>Currently working with London Food Co-ordinating Group and SE Sector Food Groups of London Local Authorities, the central London LAs on LTTC Foods (rare burgers) and the All-London Boroughs' Health &amp; Safety Liaison Group</li> <li>Ongoing development of mobile working processes to provide businesses with prompt feedback on non-compliances.</li> </ul> <p><b>Period Two</b></p> <ul style="list-style-type: none"> <li>All actions reported in Period One continue.</li> <li>Officers are now taking on additional responsibilities for leading on elements of Food Safety and Health &amp; Safety.</li> </ul> <p><b>Period Three</b></p> <ul style="list-style-type: none"> <li>All actions reported in Period One and Two continue.</li> <li>Officers have fully taken on additional responsibilities for leading on elements of Food Safety and Health &amp; Safety.</li> </ul>
4.	<p>Animal Health Service to support government and non-government organisations in their work on combating the illegal puppy trade.</p>	<p><b>Period One</b></p> <ul style="list-style-type: none"> <li>A meeting with Defra officials was held in July regarding 'options' for the Pet Travel Scheme post-Brexit.</li> <li>In regular dialogue with Defra on day to day issues.</li> <li>Assisted Dog's Trust with advice on their most recent report on the issue.</li> </ul> <p><b>Period Two</b></p> <ul style="list-style-type: none"> <li>Several meetings have been attended with Defra and their agencies this period looking at scenarios post Brexit.</li> </ul> <p><b>Period Three</b></p> <ul style="list-style-type: none"> <li>APHA is setting up a multi-agency task force, of which we will be part, to tackle illegal imports of puppies and rescue animals. APHA (Animal and Plant Health Agency), Defra, CoL and the Metropolitan Police Service attended the initial meeting.</li> <li>Continue to support Defra with changes to assistance dog processes.</li> <li>Continue to provide support to Defra on a regular basis with parliamentary questions on the Pet Travel Scheme.</li> </ul>

Ref:	Objective	Progress to date
5.	Pollution Team to implement the Action Plan for the Noise Strategy 2016-2026.	<p><b>Period One</b></p> <ul style="list-style-type: none"> <li>The City's Draft Code of Construction 2017 was subject to external consultation with 37 respondents who provided over 170 individual comments. The Code is being amended and will be presented to PHES Committee in September 2017.</li> <li>Recruitment is underway for the TfL funded post 'Environmental and Liaison Officer' to reduce environmental impacts of works on the TfL road network.</li> <li>Work is underway to refresh the evidence base related to noise and sound including the design of a social survey.</li> </ul> <p><b>Period Two</b></p> <ul style="list-style-type: none"> <li>A TfL Environmental Liaison Officer has been recruited to work jointly with the CoL, Camden, Westminster and TfL on the Traffic Lane Rental Network (TLRN). The project is in data gathering stage.</li> <li>This post is being wholly funded by TfL for two years. Overall progress is partly being affected by TfL's failure to recruit and staffing issues at Westminster City Council, but City's side of the work is progressing.</li> <li>The MoU with TfL will not be formally signed due to contractual issues between TfL and its contractor.</li> <li>The draft MoU is in place and is being utilised de facto in the meantime.</li> <li>The Pollution Team presented the City's Soundscape work in relation to the Bank Junction project to TfL and representatives of the Welsh Government.</li> <li>Procurement has been successful for carrying out a Social Survey of noise impact in the City. The contract has been awarded to AFR and the project is now in planning for 2018 implementation.</li> </ul> <p><b>Period Three</b></p> <ul style="list-style-type: none"> <li>A consultation on Saturday morning construction works has been drafted with the assistance and advice of Comptrollers and Counsel. The consultation is due to be launched in April 2018.</li> <li>A 'Sounds of the City' social survey has been designed and piloted and will be conducted in June 2018 to gather a current evidence base of the perception of how the City sounds.</li> <li>There has been continued engagement with LUL regarding operational and construction noise from London Underground. The potential for an independent expert report has been scoped.</li> <li>The City's infrastructure projects are progressing well with the Pollution Team working hard to ensure the environmental impacts of Crossrail, Thames Tideway Tunnel and Bank Station Capacity Upgrade are being continuously monitored and managed by the numerous contractors.</li> <li>The Construction Monitoring Levy outlined in the Code of Construction Practice has been written into standard planning conditions and these have been applied since January 2018, so fees will be paid once works commence.</li> </ul>

Ref:	Objective	Progress to date
6.	<p>Ensure compliance with the new statutory requirements for London Local Air Quality Management (LLAQM).</p> <p>Mitigate the risk associated with potential fines for non-compliance with air quality limit values.</p>	<p><b>Period One</b></p> <ul style="list-style-type: none"> <li>• New systems established for recording the data required by the new LLAQM requirements.</li> <li>• The Annual Report for 2016 was submitted to the GLA and Defra on time.</li> <li>• The outcome of Clean Air Borough Status determination is awaited.</li> </ul> <p><b>Period Two</b></p> <ul style="list-style-type: none"> <li>• The outcome of Clean Air Borough Status determination is still awaited.</li> <li>• All construction sites inspected for compliance with new non-road mobile machinery requirements</li> </ul> <p><b>Period Three</b></p> <ul style="list-style-type: none"> <li>• The outcome of Clean Air Borough Status determination is still awaited.</li> <li>• The amount of air quality monitoring in the City has significantly increased.</li> <li>• Work is underway to assess options for using local legislation to assist in improving air quality.</li> <li>• In 2017, air quality in the playground at Sir John Cass school reached levels below health-based limits for the first time since monitoring began.</li> <li>• The CoL is supporting the Port of London Authority Air Quality strategy with air quality monitoring.</li> </ul>
7.	Implement a Low Emission Neighbourhood (LEN) in the City.	<p><b>Period One</b></p> <ul style="list-style-type: none"> <li>• Progress made and action taken during Period One includes: <ul style="list-style-type: none"> <li>◦ Air Quality and Cycling Pop-up Event, Fann Street.</li> <li>◦ Air Quality Champions Business Workshop.</li> <li>◦ City in Bloom Clean and Green in Seventeen campaigns – various sites.</li> <li>◦ City of London School for Girls LEN presentation: Dr Ian Mudway, King's College London.</li> <li>◦ Moor Lane Pop-up Garden.</li> <li>◦ Feasibility study to assess impact of scenarios for reducing air pollution in Beech Street.</li> <li>◦ Power supply upgrades for Barbican estate car parks for electric vehicle charge points.</li> <li>◦ Secure cycle parking spaces in the Barbican Estate and Golden Lane Estate.</li> </ul> </li> </ul> <p><b>Period Two</b></p> <ul style="list-style-type: none"> <li>• Secure cycle parking installed on the Barbican Estate, including a new cycle cage and hub in Breton House car park.</li> <li>• Air Quality Champions Grant: eight businesses and organisations have been awarded air quality improvement grants.</li> <li>• The City Air business engagement scheme hosted a workshop on air quality monitoring.</li> <li>• A celebration event was held for volunteers and businesses involved in the creation and development of 19 'Clean Air Gardens' around the City throughout 2017 as part of 'City in Bloom'.</li> </ul> <p><b>Period Three</b></p> <ul style="list-style-type: none"> <li>• Electric charge points have been installed in Barbican Estate car parks.</li> <li>• A cargo bike trial around Smithfield Market was carried out over the Christmas period</li> <li>• A survey of vehicles was conducted around Smithfield Market to assess compliance with ULEZ.</li> <li>• Work is underway to assess options for a ULEZ street in the LEN area.</li> </ul>

Ref:	Objective	Progress to date
8.	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.	<p><b>Period One</b></p> <ul style="list-style-type: none"> <li>• Air quality remains a red risk.</li> <li>• Air Quality Strategy actions are on track. A report on progress with the actions was submitted to the July PHES Committee.</li> </ul> <p><b>Period Two</b></p> <ul style="list-style-type: none"> <li>• Air quality remains a red risk.</li> <li>• The Air Quality Team's business plan was presented to September's PH&amp;ES Committee detailing action to be taken.</li> <li>• Two additional members of staff have been appointed to assist with delivery of actions and reporting.</li> </ul> <p><b>Period Three</b></p> <ul style="list-style-type: none"> <li>• Air quality remains a red risk.</li> <li>• Air Quality Strategy actions are on track.</li> <li>• An Air Quality Team business plan for 2018/19 has been developed.</li> <li>• Regular air quality newsletter now produced and distributed to subscribers.</li> <li>• A 'micro scale' assessment of air quality in the City commenced.</li> <li>• Work is underway to assess options for minimising emissions of pollutants from combustion plant in the City.</li> </ul>
9.	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.	<p><b>Period One</b></p> <ul style="list-style-type: none"> <li>• GIS plotting of boundaries is now complete and will undergo a final review. The legislation which the London Port Health Authority has at its disposal has also been reviewed. Once agreed, formal consultation will take place.</li> </ul> <p><b>Period Two</b></p> <ul style="list-style-type: none"> <li>• Informal consultation meetings have taken place with the port operators. Further informal meetings with other interested parties are planned for the New Year. Formal consultation will take place following this.</li> <li>• The GIS boundaries review is now complete.</li> <li>• The Remembrancer has completed a full appraisal of legislative requirements.</li> </ul> <p><b>Period Three</b></p> <ul style="list-style-type: none"> <li>• An informal consultation meeting is due to take place with Thurrock Council.</li> <li>• London Gateway Port and the Port of Tilbury have been kept up to date with developments.</li> <li>• Boundary changes and amendments have been finalised for incorporation into the new Order.</li> <li>• A meeting has been held with the Remembrancer to agree an approach to the legal issues that have been raised.</li> <li>• The next step is a more formal consultation.</li> </ul>

Ref:	Objective	Progress to date
10.	Evaluate the increased potential for Primary Authority work including the feasibility of establishing a new Primary Authority Unit. This will include a programme of engagement with City businesses.  Implement the findings of the evaluation.	<b>Period One</b> <ul style="list-style-type: none"> <li>A specification is being drafted to commission a research project into the potential for new Primary Authority Unit.</li> <li>Carry-forward monies have been confirmed for this purpose.</li> </ul>
		<b>Period Two</b> <ul style="list-style-type: none"> <li>Consultation has been undertaken with Regulatory Delivery (Department for Business, Energy &amp; Industrial Strategy).</li> <li>New requirements of Primary Authority Partnerships have been incorporated into a specification, and a tender document has been prepared.</li> </ul>
		<b>Period Three</b> <ul style="list-style-type: none"> <li>Further Primary Authority Partnerships have been agreed.</li> <li>An approach has been made to Welsh Authorities for reciprocal arrangements.</li> <li>The tender has been awarded and the future approach is under consideration.</li> </ul>
11.	HARC: investigate and implement new income generation proposals.	<b>Period One</b> <ul style="list-style-type: none"> <li>Consultants have been engaged to review accommodation requirements and scope a case for change for service delivery.</li> <li>The consultant's draft accommodation report has been received and is being reviewed. The second consultant's report should be finalised during September.</li> </ul>
		<b>Period Two</b> <ul style="list-style-type: none"> <li>An accommodation report has been received that gives options for HARC remaining at existing and or moving to a new site.</li> <li>Final report regarding the case for change for service delivery has been received and is being reviewed.</li> <li>A meeting with Heathrow Airport Ltd has been arranged to discuss the proposals.</li> </ul>
		<b>Period Three</b> <ul style="list-style-type: none"> <li>Discussions have commenced with key airlines about additional services and an outline costed proposal has been submitted.</li> <li>A report will be submitted to the July PH&amp;ES Committee.</li> </ul>

Ref:	Objective	Progress to date
12.	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.	<p><b>Period One</b></p> <ul style="list-style-type: none"> <li>• PORT HEALTH: Currently working with the City Surveyor to dispose of the lease of the Tilbury Office. Currently pursuing extensions to the leases for offices at Charlton and Denton (expires Jun 2019).</li> <li>• HARC: Negotiations commenced with Heathrow Airport re potential relocation of Animal Reception Centre.</li> </ul> <p><b>Period Two</b></p> <ul style="list-style-type: none"> <li>• PORT HEALTH: Preparations have been made for sub-letting the Tilbury Office – agreed by PH&amp;ES Committee</li> <li>• PORT HEALTH: Still pursuing extensions to the leases for offices at Charlton and Denton (expires Jun 2019).</li> <li>• HARC: Negotiations commenced with Heathrow Airport re potential relocation of Animal Reception Centre.</li> </ul> <p><b>Period Three</b></p> <ul style="list-style-type: none"> <li>• PORT HEALTH: Interest in the lease of the Tilbury office has been shown by several parties.</li> <li>• PORT HEALTH: Negotiations continue regarding Charlton. An informal approach has been made to the landlord regarding Denton.</li> <li>• HARC: A final agreement regarding the potential relocation is awaited but draft plans have been finalised.</li> </ul>

Ref:	Objective	Progress to date
13.	Continue to develop the use of technology and Mobile Working solutions.  Complete the implementation of PHILIS software at the HARC.	<p><b>Period One</b></p> <ul style="list-style-type: none"> <li>• PORT HEALTH: Continued development of the mobile working solutions in place. Connectivity issues at some of our office and inspection facilities need to be addressed. The IT transformation project will hopefully resolve this.</li> <li>• PUBLIC PROTECTION: Work has now been merged with the M3/Uniform System Rationalisation Project in order to seek a single application which is accessible from any browser-enabled device.</li> <li>• Food EHOs continue to use 'iAuditor' to develop inspection processes which incorporate electronic data capture.</li> <li>• HARC continues to work with Suffolk Coastal Port Health Authority on the implementation of PHILIS software. It is expected to go live by October.</li> </ul> <p><b>Period Two</b></p> <ul style="list-style-type: none"> <li>• PORT HEALTH: Further development of applications is being undertaken to streamline processes relating to dealing with electronic communications. Connectivity issues at the Port Health office and the Tilbury inspection facility still need to be addressed. It is hoped that the IT transformation project will resolve these.</li> <li>• PUBLIC PROTECTION: The System Rationalisation Project for M3/Uniform had its Gateway 1/2 Project Report endorsed by PH&amp;ES Committee at the end of Period 2 and will now proceed through Planning &amp; Transportation; Projects Sub Committee and then towards the Gateway 3/4 stage during Period 3.</li> <li>• ANIMAL HEALTH: The HARC is currently trialling PHILIS alongside the old software and plans to switch during the next period.</li> </ul> <p><b>Period Three</b></p> <ul style="list-style-type: none"> <li>• PORT HEALTH: Further development of applications continues in an attempt to streamline processes relating to dealing with electronic communications.</li> <li>• PORT HEALTH: Connectivity issues at the Tilbury inspection facility still need to be addressed.</li> <li>• PORT HEALTH: Live displays have been commissioned at the London Gateway offices, which ensure that decisions are made based on current information.</li> <li>• PUBLIC PROTECTION: The System Rationalisation Project for M3/Uniform (now known as the PRSCMS project) and which includes support for extensive mobile/agile working capabilities had its Gateway 1/2 report endorsed by Projects Sub-Committee in January and is currently at Gateway 3/4 stage. It is intended to submit the Gateway 3/4 Options Appraisal report to PH&amp;ES and P&amp;T Committees in May and then Projects Sub-Committee in June.</li> </ul>



Ref:	Objective	Progress to date
14.	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.	<b>Period One</b> <ul style="list-style-type: none"> <li>PORT HEALTH: Specific Development and Succession plan now in place. HR Plan is currently being delivered although the progress has been slow due to delays in the HR process.</li> <li>HARC: Reorganisation implemented and new posts have been filled. All bar one apprentice is now in place.</li> <li>Seven new apprentices were recruited across the division under the Apprenticeship Levy. They have joined four existing apprentices and two graduate interns. Several more apprentices will be taken on in the coming months as part of the second cohort of the Apprenticeship Levy.</li> </ul>
	Refresh the Workforce Plan to include upcoming proposed staff changes.	<b>Period Two</b> <ul style="list-style-type: none"> <li>PORT HEALTH – The Development and Succession Plan still being implemented. Progress has been made on a number of actions contained in the HR Plan in relation to Job Evaluations and grading. The Service is currently recruiting another apprentice (Apprentice Marine Officer, Launch Service).</li> </ul>
	Fully implement the Port Health HR Plan.	<b>Period Three</b> <ul style="list-style-type: none"> <li>PORT HEALTH: Development and Succession Plans have been updated along with the HR Action Plan.</li> <li>PORT HEALTH: A new Graduate Port Health Assistant and an Apprentice Marine Officer have been recruited on a Fixed Term Contract.</li> <li>PORT HEALTH: A survey of the Port Health Assistants has been undertaken to define their role further, understand their concerns and improve their wellbeing.</li> <li>PORT HEALTH: Induction programmes for new and returning Port Health Assistants and Port Health Officers have been developed. A future resourcing plan has been developed.</li> <li>PUBLIC PROTECTION - Two Graduate Environmental Health Trainees are to be recruited in early 2018/2019.</li> </ul>
15.	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.	<b>Period One</b> <ul style="list-style-type: none"> <li>This is underway with a new group of candidates from across the Department.</li> </ul>
		<b>Period Two</b> <ul style="list-style-type: none"> <li>The Chief Commoner awarded ILM Level 7 Certificates and hosted a reception for the 2016 cohort.</li> <li>The 2017 programme has been completed; results are awaited.</li> </ul>
		<b>Period Three</b> <ul style="list-style-type: none"> <li>The 2017 programme was completed during Period Two and the results have now been received.</li> </ul>

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**Port Health & Public Protection Enforcement Activity  
Period 3 (December - March) 2017-18**

<b>Food Safety</b>	<b>2016-2017 Annual Total</b>	<b>2017-18 Target (where applicable)</b>	<b>Period 3 2017-18 (Whole year totals are shown in brackets)</b>
Programmed inspections	<u>Food Hygiene:</u> 898  <u>Food Standards:</u> 276	<b><u>Food Hygiene:</u> 1,138</b>  <b><u>Food Standards:</u> 662</b>	<u>Food Hygiene:</u> 397 (973)  <u>Food Standards:</u> 70 (255)
Hygiene Emergency Closures	1	N/A	1 (1)
Voluntary closures	2	N/A	1 (4)
Complaints & service requests received	327	N/A	223 (784)
Notices served	40	N/A	1 (8)
Prosecutions	0	N/A	0 (0)

<b>Health &amp; Safety</b>	<b>2016-17 Annual Total</b>	<b>2017-18 Target (where applicable)</b>	<b>Period 3 2017-18 (Whole year totals are shown in brackets)</b>
Programmed Cooling Tower inspections	62	<b>62</b>	26 (101)
Other H&S Inspections	18	N/A	0 (6)
H&S Project visits	7	N/A	0 (0)
Accident and dangerous occurrences notifications	246	N/A	47 (151)
Complaints & service requests received	178	N/A	135 (453)
Notices	0	N/A	0 (3 - Pest Control)
Prosecutions	0	N/A	0 (0)

## Port Health & Public Protection Enforcement Activity Period 3 (December - March) 2017-18

### **Period 3 – Commercial Team Highlights (Food Safety and Health & Safety)**

- We continue to contribute to discussions on national regulatory approaches. In this period:
  - We were one of the local authorities involved in piloting the Food Standards Agency's (FSA) new '[Smarter Communications Platform](#)' for regulators.
  - We have contributed to discussions on the FSA's withdrawal of support for [UKFSS](#), (the UK food surveillance system) a national database for processing samples taken by enforcement authorities (local authorities and port health authorities) as part of official controls.
  - We commented upon specific developments in the FSA's 'Regulating Our Future' (RoF) programme presented in January 2018 (proposals for change to the Food Law Code of Practice and policy proposals on (food business) segmentation.
  - We contributed to discussion on the review of Food Standards controls (also as part of RoF).
  - Comments and contributions led to further presentations and discussions at both the London Food Coordinating Group and the latest Association of London Environmental Health Managers' meeting.
  - The Commercial Environmental Health Manager assumed the role of Chair of the London Food Coordinating Group.
  - We presented written evidence to the Chartered Institute of Environmental Health (CIEH) and to an All Party Parliamentary Group (APPG) on [working at height](#). As a result, we were invited to provide further evidence at the APPG's first oral session at the end of March.
- We have now completed this year's official food control programme, but we experienced problems engaging enough suitable contract staff to complete all the inspection work planned (and utilising monies from the vacant team manager's post).
- The development of the Commercial Environmental Health Team continues including developing management competency such as that fostered at the M&CP (ILM) leadership training. Officers now represent the City on various Regulatory coordinating groups for health, safety, pest control and infectious disease control; roles previously assumed by line managers.
- We have provided training and training opportunities on legionella control and meat hygiene.
- We presented at a control of contractors "masterclass" for facilities managers and as a result have negotiated some further specific Primary Authority work.
- We were invited by BEIS and their new Office for Product Safety and Standards to bid for a Primary Authority with a brewery company and the partnership has now been set up and agreed.

## Port Health & Public Protection Enforcement Activity Period 3 (December - March) 2017-18

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

		Hygiene Rating						Total no. of food businesses in the City included in the FHRS
		5	4	3	2	1	0	
Number (%) of food businesses	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)
	31 July 2017	1256 (71%)	270 (15%)	102 (6%)	68 (4%)	33 (2%)	6 ( $<1\%$ )	1768 (incl. 33 awaiting inspection)
	30 November 2017	1258 (71%)	272 (15%)	101 (6%)	55 (3%)	31 (2%)	6 ( $<1\%$ )	1767 (incl. 44 awaiting inspection)
	29 March 2018	1284 (73%)	250 (14%)	93 (5%)	56 (3%)	25 (1%)	5 ( $<1\%$ )	1757 (incl. 44 awaiting inspection)

## Port Health & Public Protection Enforcement Activity Period 3 (December - March) 2017-18

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

These businesses were rated '0' at 29 March 2018 (the last working day of the period); food businesses will have taken some action to improve and some have been since been re-inspected - further information is given in the 'Details' column.

Premises	Details
<b>Anokha</b> , 4 Burgon Street, London EC4V 5DR	Frequent re-visits have been undertaken resulting in improvements in pest control, remedy of structural defects and food safety management. The next full inspection is due in June and will determine if improvements have been sustained. N.B. the comment in the previous Committee report that the next inspection was due at that time was an error: the inspection interval is 12 months not 6 months (as suggested last time).
<b>Brokers Wine Bar</b> , First Floor Retail Unit, 6-9 Leadenhall Market, London EC3V 1LR	There has been further follow-up with the food business and attempts at improvements; the next inspection is due in June at which time we can establish if any improvement has been sustained.
<b>K Place (Korean Bar B Q)</b> , 1 St Mary At Hill, London EC3R 8EE	The business voluntarily closed in late January because of pest control and general hygiene problems and the way these were managed. The premises reopened after concerted effort. A series of follow up visits were made during January and February to gauge and monitor improvement and this has resulted in much better practices. A further visit will be made prior to the May Committee and a verbal update will be provided. The business has not yet requested a re-rating.
<b>Scarpetta</b> , Ground Floor/Basement, 110 Cannon Street, London EC4N 6EU	The business has been inspected again since the last Committee (when it had also been rated a '0'). There have been improvements in regard to food hygiene, cleaning and maintenance, which were deemed 'broadly compliant' but the business had still not bedded in a management system despite engaging consultants to support the process. The chief issue was the adequacy of the way staff were trained, instructed and supervised; this needed urgent improvement for their systems to work as intended. They have renewed efforts since the inspection and the business has now applied for a re-rating.
<b>The Good Yard</b> , 19 The Arcade, Liverpool Street, London EC2M 7PN	The premises voluntarily closed after the initial inspection in August 2017 and there has been a gradual improvement since. At the last visit structural, cleaning and training issues were much improved. The premises is very small and the amount of raw meat preparation has been reduced to limit potential cross-contamination. The business is also considering sourcing only pre-cooked meats for reheating only. The next full inspection will determine if compliance has been sustained.

## Port Health & Public Protection Enforcement Activity Period 3 (December - March) 2017-18

Trading Standards	2016-17 Annual Total	2017-18 Target (where applicable)	Period 3 2017-18 (Whole year totals are shown in brackets)
Inspections and visits	83	N/A	14 (199)
Complaints & service requests received	2,167	N/A	781 (2,809)
Home Authority referrals	138	N/A	164 (285)
Acting as a responsible authority for Licensing Applications	89	N/A	24 (117)
Prosecutions	0	N/A	0 (1)

### **Period 3 – Trading Standards Team Highlights**

- The team successfully installed another call blocker device into the home of a vulnerable Barbican resident who was being plagued with unsolicited telephone calls. Feedback shows that the device is working very well and the resident is very grateful for the help they received.
- Trading Standards presented a report to PH&ES Committee on 6 March 2018 concerning the potential reputational threat to the City from fraudulent cryptocurrency businesses. Project planning is now underway that will lead to visits being made during 2018.
- On 1 February, Trading Standards launched its campaign on short measure beer that encourages drinkers to feel confident to request a top-up and to report pubs whose pints come up short. The launch received a massive media response with national coverage on TV, radio, print and on the internet. So far, around 5000 campaign beer mats have been distributed with enquiries coming from afar, including the USA.
- The Trading Standards Manager attended the National Trading Standards conference in Staffordshire where he gave a presentation on Operation Broadway.
- A series of around ten presentations to groups of City of London Police Officers commenced in March. The presentations fit into officer refresher training sessions and will ensure that Police Officers are fully aware of the roles and responsibilities of Trading Standards. It is hoped that this will encourage even more partnership working.

## Port Health & Public Protection Enforcement Activity Period 3 (December - March) 2017-18

Pollution	2016-17 Annual Total	2017-18 Target (where applicable)	Period 3 2017-2018 (Whole year totals are shown in brackets)			
			Total	% Noise complaints resolved	Notices served	Prosecutions
Complaint investigations, noise	896	N/A	306 (1,187)	93.5%	2 1 COPA S60* 1 EPA S80** (18)	0 (0)
Complaint investigations, other	81	N/A	37 (101)	N/A	N/A	0 (0)
Licensing, Planning and Construction Works applications assessed	1,130	N/A	425 (1,821)	N/A	N/A	N/A
No. of variations (to construction working hours) notices issued	759	N/A	414 (1,378)	N/A	17 9 COPA S61* 8 COPA S61 consents* (57)	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 – Pollution Team Highlights**

- A consultation on Saturday morning construction works has been drafted with the assistance and advice of Comptrollers and Counsel. The consultation is due to be launched in April 2018.
- A 'Sounds of the City' social survey has been designed and piloted and will be conducted in June 2018 to gather a current evidence base of the perception of how the City sounds.
- Engagement with LUL continued regarding operational and construction noise from London Underground. The potential for an independent expert report has been scoped.
- 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 Construction Monitoring Levy, outlined in the Code of Construction Practice, has been written into standard planning conditions and an application has been made for income to commence later in 2018.



## **Port Health & Public Protection Enforcement Activity Period 3 (December - March) 2017-18**

### **Period 3 – Air Quality Team Highlights**

During Period Three, the Air Quality Team:

- Concluded that in 2017, levels of air pollution in Sir John Cass School playground met health-based limits for the first time since monitoring began.
- Began to issue a regular air quality newsletter to subscribers.
- Installed electric charge points in Barbican Estate car parks.
- Carried out a cargo bike trial around Smithfield Market.
- Undertook a survey of vehicles around Smithfield Market to assess compliance with the Ultra Low Emission Zone (ULEZ).
- Supported the Museum of London air quality garden 'phyto sensor' project.
- Responded to a consultation on the ULEZ consultation.
- Commenced a 'micro scale' assessment of air quality in the City.

## Port Health & Public Protection Enforcement Activity Period 3 (December - March) 2017-18

Animal Health & Welfare	2016-17 Annual total	2017-18 Target (where applicable)	Period 3 2017-2018 (Whole year totals are shown in brackets)			
			Total	Warning letters	Notices served	Prosecutions
Heathrow Animal Reception Centre						
Throughput of animals (no. of consignments)	22,148	N/A	6,237 (28,772)	6 (33)	0 (0)	1 (5)
Animal Health						
Inspections carried out*	503	N/A	111 (635)	1 (2)	10 (40)	0 (2)
*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 during the year.						

### **Period 3 – Heathrow Animal Reception Centre (HARC) Highlights**

- The HARC has continued to see an increase in income.
- The apprentices have settled in to the way of life at HARC and are making a considerable positive contribution.
- Although dogs and cats continue to be the most common species, the HARC has seen some other interesting animals this year. This year has been the 'year of the Cheetah' as 9 have passed through the centre. Even more interesting was a shipment of animals from Australia for a zoo in the UK, which included wallabies, wombats and very rare cockatoos. In another shipment were some Cacomistles: a species related to racoons. There were also had 20 Fairy Penguins, some of which had to stay at the centre for a few days.

### **Period 3 - Animal Health Highlights**

- For the first time, the Animal Health Team seized a dog using the powers in the Animal Welfare Act 2006. This was a good learning process of how the court process works, not only for our officers, but also staff in the Comptroller and City Solicitor's Department.
- The numbers of illegally imported animals that the service is required to deal with has remained high.
- New legislation on the Licensing of Activities Involving Animals was passed in February. The Assistant Director has been involved all year in the development of the new regulations and has been assisting Defra with producing the necessary guidance.

## Port Health & Public Protection Enforcement Activity Period 3 (December - March) 2017-18

Port Health	2016-17 Annual total	Target 2017-18 (where applicable)	Period 3 2017-2018 (Whole year totals are shown in brackets)			
			Total	Cautions	Notices served	Prosecutions
Food Safety inspections and revisits	28	N/A	5 (21)	0 (0)	0 (0)	0 (0)
Ship Sanitation Inspections and Routine Boarding of Vessels	281	N/A	70 (268)	N/A	69 (182)	N/A
Imported food Not of Animal Origin - document checks	14,761	N/A	8,784 (28,993)	0 (0)	88 (502)	0 (0)
Imported food Not of Animal Origin - physical checks	2,025	N/A	2,483 (4,814)	0 (0)	N/A	0 (0)
Number of samples taken	404	N/A	171 (730)	0 (0)	N/A	N/A
Products of Animal Origin Consignments – document checks	10,102	N/A	3,732 (14,074)	0 (0)	90 (279)	0 (0)
Products of Animal Origin Consignments – physical checks	4,265	N/A	2,338 (9,030)	0 (0)	12 (38)	0 (0)
Number of samples taken	226	N/A	334 (1,405)	N/A	261 (1,091)	N/A

### Period 3 – Port Health Highlights

- Port Health are currently trialling an initiative to undertake dual inspections of Products of Non Animal Origin with Defra on their inspection bays. It is hoped that this will improve clearance times as containers will not have to be presented twice. This will also free up Port Health inspection bays for other work.
- The percentage of imported food and feed consignments (Products of Non Animal Origin - PNAO), which are subjected to non-mandatory identification and physical checks is currently being reviewed to take into account risk. Risk includes product, country of origin or export, and history, as identified during the past year.
- The number of vessel calls has increased from an average of 23 per week between London Gateway and Tilbury at the beginning of 2017 to an average of 31 per week at the beginning of 2018. The size of the vessels is also increasing.
- Between January and March 2018, the Port Health Service had a PNAO throughput of 54,161, compared to 39,584 for the same period in 2017; this is just over a 35% increase. The first three months of 2018 has surpassed the total throughput for 2014.
- In 2017 there was a marginal reduction in Products of Animal Origin (4%). However, the enhanced checks on Brazilian meat and meat products (100% checks and 20% sampling) resulted in a 35% increase in physical checks and a five-fold increase in sampling.

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**Department of Markets & Consumer Protection Local Risk Revenue Budget - 1st April to 28th February 2018**  
**(Expenditure and unfavourable variances are shown in brackets)**

	Latest Approved Budget 2017/18 £'000	Budget to Date (Apr-Feb)			Actual to Date (Apr-Feb)			Variance Apr-Feb £'000	Forecast for the Year 2017/18			Notes
		Gross Expenditure £'000	Gross Income £'000	Net Expenditure £'000	Gross Expenditure £'000	Gross Income £'000	Net Expenditure £'000		LAB £'000	Forecast Outturn £'000	(Over) / Under £'000	
<b>Port Health &amp; Environmental Services (City Fund)</b>												
Coroner	(116)	(105)	0	(105)	(125)	0	(125)	(20)	(116)	(140)	(24 )	
City Environmental Health	(1,998)	(2,340)	495	(1,845)	(2,322)	523	(1,799)	46	(1,998)	(1,884)	114	1
Animal Health Services	901	(2,135)	3,033	898	(2,080)	3,090	1,010	112	901	1,008	107	2
Trading Standards	(368)	(352)	17	(335)	(351)	17	(334)	1	(368)	(379)	(11 )	
Port Offices & Launches	(1,042)	(3,023)	2,105	(918)	(2,974)	2,185	(789)	129	(1,042)	(1,042)	0	3
<b>TOTAL PORT HEALTH &amp; ENV SRV COMMITTEE</b>	<b>(2,623)</b>	<b>(7,955)</b>	<b>5,650</b>	<b>(2,305)</b>	<b>(7,852)</b>	<b>5,815</b>	<b>(2,037)</b>	<b>268</b>	<b>(2,623)</b>	<b>(2,437)</b>	<b>186</b>	

**Notes:**

1. **City Environmental Health** - favourable variance mainly due to salary vacancies.

2. **Animal Health Service** - favourable variance mainly due to vacant posts and reduced use of casual staff, plus additional income from increased animal throughput.

3. **Port Offices & Launches** - favourable variance to date due to salary underspends from maternity leave and staff vacancies; lower quotes to refit the launch; and a variety of additional income streams. These are partly offset by additional sampling costs due to increased workload in relation to Brazilian meat products. This underspend will be transferred to the Products of Animal Origin (POAO) Reserve at year end, bringing the funds balance to £639k.

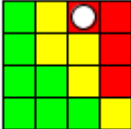
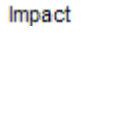
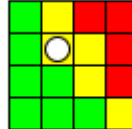
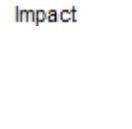

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# PH&ES Committee Risk Report

Report Author: John Smith

Generated on: 10 May 2018




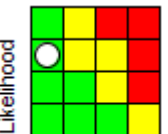

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>CR21 Air Quality</b>  00 Oct-2015 Avern's Page 129	<p><b>Cause:</b> Small particulate 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.</p> <p><b>Event:</b> 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.</p> <p><b>Effect:</b> 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.</p>	Likelihood  Impact 	16	No change from previous assessment. Although measured levels of air pollution are going down across the City, nitrogen dioxide still remains above the health based limits despite a number of measures to bring levels of pollution down  <b>09 May 2018</b>	Likelihood  Impact 	6	31-Dec-2020	  Constant

## Appendix E

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 communication strategy.	Develop and implement a robust communications strategy to ensure people have sufficient information to reduce their exposure on days of 'high' air pollution.	This is now complete.	Jon Avern	29-Aug-2017	31-Mar-2017
CR21 001e Develop plan	Develop and implement a plan for reducing the impact of diesel vehicles on air pollution in the Square Mile. This is to complement the work being undertaken by the Mayor of London to reduce air pollution in the central zone through the implementation of the Ultra Low Emission Zone.	The City is producing a draft Transport Strategy which will contain measures to reduce the amount of diesel vehicles in the Square Mile.	Jon Avern	04-May-2018	31-Dec-2018
CR21 001f Investigate options to reduce emissions.	Investigate options to reduce emissions from combustion plant in the City using local legislation.	Local legislation will be utilised to investigate options for the reduction of emissions from combustion plant in the City.	Jon Avern	04-May-2018	31-Dec-2018
CR21 001g Refresh AQ Strategy	Refresh the City of London Air Quality Strategy	Officers are to refresh the City of London Air Quality Strategy by March 2019.	Jon Avern	04-May-2018	29-Mar-2019
CR21 001h Update AQ Supplementary	Update the City Air Quality Supplementary Planning Document in line with the London Plan.	The City Air Quality Supplementary Planning Document is being updated in line with the London Plan.	Jon Avern	04-May-2018	28-Dec-2018



Planning Document					
CR21 001i Pilot ultra-low emission street.	Pilot an ultra-low emission street in the City of London.	Officers are planning to pilot an ultra-low emission street within the City of London.	Jon Avern	04-May-2018	31-Dec-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
<b>MCP-PHPP 001 Brexit</b>  08-Nov-2016 Jon Avern	<b>Cause:</b> UK decision to terminate membership of E.U (Brexit). <b>Event:</b> Legislative changes <b>Effect:</b> Increased risk to public, animal and environmental health. Increased risk to consumers. Reduction in income. Scarcity of qualified staff, e.g. Official Veterinarians (OVs). Potential for Increased workload depending on agreement reached.	 Likelihood Impact	12	Further report submitted to PH&ES Committee in March 2018. PH&PP Director is part of Government Working Party on Port Health controls and visited Rotterdam with the group. Briefing note prepared for P&R Chairmen and way forward for lobbying agreed with internal Working Group. Next report due to committee in July.  <b>10 May 2018</b>	 Likelihood Impact	3	31-Dec-2020	  Constant

Action no, Title	Description	Latest Note			Managed By	Latest Note Date	Due Date
MCP-PHPP 001a Liaise with Government departments and agencies.	Contribute to UK Government Listening mode.	Meeting hosted by PH&PP for all Port Health authorities and relevant government departments. Future programme of meetings agreed.			Jon Avern	05-Apr-2018	31-Dec-2020
MCP-PHPP 001b Relevant legislation	Commission an independent report on the potential implications of the UK's exit from the EU on Animal Health and Port Health	The report has been completed.			Jon Avern	10-May-2018	30-Sep-2017
MCP-PHPP 001c Liaison with Remembrancer and other CoL depts.	Engage with stakeholders to assist in the identification of impacts and possible mitigations. Ensure Remembrancer and CoL depts are fully aware of the implications of Brexit on PH and PP and that they lobby accordingly.	Regular programme of meetings established, contributed to corporate briefing note, collaboration with other interested groups to commence.,			Jon Avern	05-Apr-2018	31-Dec-2020
MCP-PHPP-001d Respond promptly to developments	Respond promptly to policy decisions from the UK Government and the outcome of negotiations.	Transition period now agreed, so timescales extended to December 2020.			Jon Avern	05-Apr-2018	31-Dec-2020

<b>Committee(s)</b>	<b>Dated:</b>
Port Health & Environmental Services Committee – For Information	22 May 2018
<b>Subject:</b> Department of the Built Environment Risk Management – Periodic Report	<b>Public</b>
<b>Report of:</b> Director of the Built Environment	<b>For Information</b>
<b>Report author:</b> Richard Steele	

## Summary

This report has been produced to provide the 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 risks managed by the department. No new Departmental risks have been identified.

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

The Departmental Key Risk (DBE- TP-01 - Road Traffic Collision caused by City of London staff or contractor who is unfit to drive while on City business) continues to be assessed as Unlikely. The Business As Usual compliance target (originally 80) is now 92.5% and we are currently achieving 92.1%.

## 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 quarterly<sup>1</sup> in accordance with the Corporate Risk Management Strategy.
10. All significant risks (including Health & Safety risks) identified by the Department have been added to the Covalent Corporate Risk Management System.

### **Significant Risk Changes**

11. Routine monitoring has identified no significant risk changes since the last report.

### **Identification of New Risks**

12. 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.
13. 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 reported to the Department Management Team. Green risks will be included in the next review cycle.

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

The two new risks that were reported to Members in January (which relate to the retendering of the cleansing & waste contract) are being monitored and there are further details below.

14. The risks associated with each project across the entire DBE project portfolio are currently being reviewed. The outcome of this exercise will be reviewed at the second stage of the training which is planned for the first week of June. The objective remains to standardise process and escalation procedures across all projects.

### **Summary of Key Risks**

15. 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 implementation of the Corporate Transport Policy this risk continues to be assessed as having Impact 8 (Critical) and Likelihood 1 (Rare).

Since it is not possible to reduce the impact all our efforts continue to be directed to reduce the likelihood through compliance with the corporate Transport Policy.

Over 94% (up from 92% at the last report) of City of London staff have

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<sup>1</sup> 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.

now completed Driver Check (the Training Needs Analysis). Whilst completion remains patchy no department is now below 69% (up from 67% at the last report) and only two departments are below 80% (unchanged from the last report).

Completion of the Corporate Transport Policy online training course by drivers and their managers (as identified by Driver Check) is over 97% (up from 95% at the last report).

Overall compliance with both Driver Check and the online training course is now at 92.1% (up from 91.5% at the last report).

The Business as usual compliance target was increased to 92.5% earlier this year and compliance has already improved so that the difference between target and achieved (0.4%) represents 15 members of staff and all departments are provided with periodic reports which include details of all staff who are not compliant.

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

The use of an online system (DAVIS) to maintain records of staff driving licences and, where staff use their own vehicle on business, the vehicle details. This system allows driving licences to be checked against DVLA records (normally every 6 months) to ensure drivers continue to be appropriately licenced.

There are currently 700 (94% of 740 who are identified as drivers through Driver Check) registered on DAVIS. Of these there are 627 (89%) for who we have a "current" licence check. Work is ongoing to match Driver Check and DAVIS records to increase compliance with driving licence checks.

### **Other Risks of particular interest to Members**

16. The Department of the Built Environment's Risk Register includes two other Risks regarding which Members have expressed particular interest. Both relate to the retendering of the cleansing and waste contract:

- DBE-TP-12 relates to the risk that the tender process will result in (a) greater expense (for the same level of service); or (b) deliver a lower level of service (for the same cost) (or a combination of the two).
- DBE-TP-13 relates to the risk that if there are delays to the procurement process or the mobilisation process we may not have a new fully functioning contract in place before the existing contract expires.

There has been no change in the risk score of either risks and they are both believed to be well controlled. Both of these risks appear in Appendix 2.

## **Conclusion**

17. 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)

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

### (C) Risk scoring grid

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

### (D) Risk score definitions

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

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

Contact the Corporate Risk Advisor for further information. Ext 1297

October 2015

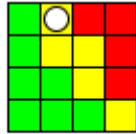
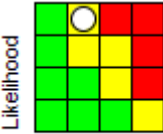

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## APPENDIX 2

Generated on: 02 May 2018

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Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
DBE-TP-01c Business As Usual Mitigation	<p>Monitor the percentage of City of London staff who have completed Driver Check and ensure that it remains above 92.5%</p> <p>Monitor the percentage of City of London staff who have been identified, through Driver Check, as drivers (or managers of drivers) who have completed the Corporate Transport Policy online training course and ensure that it remains above 92.5%.</p> <p>Monitor overall completion rates for both driver check and the online training course and ensure that it remains above 92.5%.</p> <p>Monitor the collection and periodic monitoring of driver licence details (and, in the case of grey fleet drivers, vehicle details).</p>	<p>Over 94% of City of London staff have completed Driver Check and over 97% of staff who have been identified, through Driver Check, as drivers (or managers of drivers) have completed the Corporate Transport Policy online training course. The overall compliance is now over 92.1%.</p> <p>The Business As Usual target for overall compliance remains at 92.5% (92.1% compliance represents a shortfall of 15 people and is underway to meet the target).</p>	Jim Graham	26-Apr- 2018	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
<b>DBE-TP-12 Cleansing &amp; Waste Contract - Commercial</b>  20-Dec-2017	<b>Cause:</b> The existing waste contractor has served notice to terminate the contract and we are therefore retendering the high value cleansing and waste contract and this is liable to result in (a) greater expense (for the same level of service); or (b) deliver a lower level of service (for the same cost) (or a combination of the two).  <b>Event:</b> The competitive tendering process results in Members having to decide between options (a) and (b) (or some combination of the two).  <b>Impact:</b> (a) higher costs to the City or (b) a lower level of service to the City (or some combination of the two).	 Likelihood Impact	8	We have had a good level of interest from the industry which will provide a high level of competition for our service contract - preliminary prices are due to be submitted on 2May and this will give us an early indication of the financial service / impact on this contract for the City of London.  <b>02 May 2018</b>	 Likelihood Impact	8	31-Dec-2018	  Constant

DBE-TP-12

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
DBE-TP-12a Effective Procurement Process	This project has very strong support from City Procurement to ensure that the tender process is robust.	On track	Steve Presland	02-May-2018	31-Mar-2019
DBE-TP-12b Appropriate Contract Scope & Specification	Additional experience and capacity has been recruited to support the process of determining the contract scope & specification (including the creation of a draft Contract Manual).	On Track	Jim Graham	02-May-2018	31-Mar-2019
DBE-TP-12d External Support – Resource London	We will consult Resource London (the Local Authority support element of the London Waste and Recycling Board) to ensure that the contract is future-proofed for the circular economy.	Consultation received. Comments used to revise the project documents. [ACTION COMPLETED]	Jim Graham	02-May-2018	31-Mar-2019
DBE-TP-12e Internal Consultation	A Corporate Steering Group including the Commercial Director and a representative of the Chamberlains department has been established and is ongoing.	Regular meetings are being held and the dialogue teams are corporately represented.	Jim Graham	02-May-2018	31-Mar-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
<b>DBE-TP-13</b> <b>Cleansing &amp; Waste</b> <b>Contract - Procurement Timings</b>  <div> <div>Page 144</div> <div>Dec-2017</div> </div>	<b>Cause:</b> Delay to procurement or mobilisation process. <b>Events:</b> (1) tender process delays; (2) Contractual delays; (3) mobilisation delays. <b>Impact:</b> No cleansing or waste service on the day(s) following the termination of the existing contract.		8	The process to procure a new contract has now commenced. All bidders confirm the mobilisation period built into the process is acceptable.  Dialogue dates now confirmed and key personnel have confirmed their availability.  The port Health and Environmental Services Committee has agreed an additional meeting to agree the new provider and contract award remains on course to allow 3 months mobilisation.		8	31-Dec-2018	  Constant

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
DBE-TP-13a Provide data for OJEU	Ensure the deadline is met by review at the weekly Data Group meetings (which reports to the weekly Contract Procurement Group)	Completed.	Steve Presland	27-Apr-2018	23-Jan-2018
DBE-TP-13b Committee Timetable	Relevant committee meetings are included in the project timeline.	An additional meeting of the Port Health Committee and Environmental Services Committee has been scheduled specifically to consider the bids and agree the successful bidder.	Steve Presland	27-Apr-2018	31-Dec-2018
DBE-TP-13c Member involvement in the decision making process	In order to ensure that Members are able to make an award decision in a timely manner there will need to be regular briefings by the Director of the Built Environment to the Chairman and Deputy Chairman of the relevant committees.	Ongoing – Next Full briefing – October 2018	Carolyn Dwyer	27-Apr-2018	31-Dec-2018

DBE-TP-13d Minimisation of likelihood of legal challenge (1)	In order to minimise the likelihood of a legal challenge representatives of Procurement and C&CS will be present at all "competitive dialogue" meetings with bidders and a full record of these meetings will be kept. Procurement will be the conduit for ALL other communications during the tender process.	City Procurement Commercial Director is part of the dialogue team. Procurement process being delivered via Procurement team.	Steve Presland	27-Apr-2018	31-Dec-2018
DBE-TP-13e Minimisation of likelihood of legal challenge (2)	In order to minimise the likelihood of a legal challenge the Assistant Director will prepare a Code of Conduct for all staff who are (a) involved in the tender process; and (b) all staff who, although not involved in the tender process may, as a result of their other duties, have contact with one or more bidders (or potential bidders) during the tender process.	As a result of the guidance received all relevant staff have been reminded of the City of London code of conduct. [ACTION COMPLETED]	Jim Graham; Steve Presland	27-Apr-2018	19-Jan-2018
DBE-TP-13f Mobilisation - Vehicles & Plant	In order to ensure that vehicles and plant are available at start of contract, the bidders will, at competitive dialogue stage, be required to provide details of procurement/hire/other to demonstrate how they would have vehicles/plant on day 1 of the contract.	Included in dialogue programme in addition specific negotiations will take place in relation to all existing vehicles and plant prior to mobilisation of new contract. Target date revised appropriately.	Steve Presland	02-May-2018	01-Aug-2018
DBE-TP-13g Mobilisation - Staff	In order to ensure staff can be TUPE'd on day 1 of new contract the Assistant Director will work with C&CS to ensure TUPE information is provided at the appropriate stages.	The Assistant Director will, by 15 Jun 18, establish when in the process the TUPE data will be required.	Jim Graham	27-Apr-2018	01-Jun-2018
DBE-TP-13h Delay in Competitive Dialogue stage	In order to avoid delays from COL side during competitive dialogue (a) the Director of the Built Environment will be asked (by the Director) to authorise a leave ban for affected staff the Tender Evaluation and Competitive Dialogue stages; (b) Managers will ensure that all staff affected block out appropriate time in the their diary; & (C) The Director will arrange for representatives (with the necessary skills/seniority to rule on matters at the time) from Procurement and C&CS to attend all Competitive Dialogue meetings.	All dates now agreed and diarised and essential staff have confirmed attendance. [ACTION COMPLETED]	Steve Presland	02-May-2018	01-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
<b>DBE-TP-07 A major incident, such as flooding or fire, makes Walbrook Wharf unusable as a depot</b> 27-Mar-2015 Steve Presland	Cause: A major incident, such as flooding or fire Event: Walbrook Wharf unusable as a depot Impact: Unable to clean streets; collect waste or maintain City of London Police vehicles. City of London unable to meet its contractual arrangements with third parties who use the depot for their commercial purposes.	Likelihood  Impact	4	Due to early contract termination the proposed Q1 2018 exercise has been cancelled. Business continuity will be assessed through the procurement dialogue for the new contract and an exercise conducted with the new contractor Q3 2019. The new contract commences Q2 2019.  <b>27 Apr 2018</b>	Likelihood  Impact	4	31-Dec-2018	  Constant

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
DBE-TP-07a Business Continuity exercise	Conduct annual DBE business continuity exercise	Due to early contract termination the proposed Q1 2018 exercise has been cancelled. Business continuity will be assessed through the procurement dialogue for the new contract and an exercise conducted with the new contractor Q3 2019. The new contract commences Q2 2019.	Steve Presland	27-Apr-2018	30-Sep-2019



<b>Committee(s):</b>	<b>Date:</b>
Public Relations and Economic Development Sub (Policy & Resources) Committee (for Decision)	29 May 2018
Port Health and Environmental Services Committee (for Information)	22 May 2018
<b>Subject:</b> Plastic Free City	<b>Public</b>
<b>Report of:</b> Carolyn Dwyer – Director DBE	<b>For Information</b>
<b>Report author:</b> Carolyn Dwyer – Director DBE	

## Summary

In January 2018 the Port Health and Environmental Service Committee agreed:

- the commencement of a high-profile project in 2018 with the aim to reduce single use plastics within the Corporation and across the City of London.

This report details the progress that has been made so far on developing the project, the various workstreams that have been identified, and the next steps to ensure the successful delivery of these workstreams.

## Recommendations

Members of the Public Relations and Economic Development Sub Committee are asked to:

- Agree a high-profile project in 2018 with the aim to reduce single use plastics across the City Corporation and wider City of London.
- Support the various workstreams detailed in the report.
- Note the funding approach for the project.
- Agree branding

Members of the Port Health and Environmental Services Committee are asked to note the report.

## Main Report

### Background

1. Reliance on single use plastics is a key environmental issue that must be tackled to diminish the climate change impact of the production of plastics in large quantities and the resulting plastic pollution. The issue has increased in profile over recent months and coverage in Blue Planet II has dramatically increased public awareness. The City Corporation has a responsibility to encourage the reduction of single use plastics and ocean plastic litter.
2. The City Corporation is in an excellent position to lead by example and help businesses and individuals reduce their use of single use plastics where alternative solutions exist.

## Current Position

3. In January 2018 the Port Health and Environmental Services Committee agreed the commencement of a high-profile project in 2018 with the aim to reduce single use plastics in the Corporation and encourage businesses across the Square Mile to do likewise. This campaign will require a collaborative approach across the City Corporation and with businesses, workers and residents to create the behaviour changes necessary to reduce single use plastics consumption and litter across the City.
4. A working group with representatives from across the City Corporation, chaired by the Director of the Built Environment, has been convened to further develop ideas, oversee the project, and engage support from all areas of the organisation.
5. Initial meetings have been held with the communications agency Barley Communications, who worked on the successful “Square Mile Challenge”, to ensure maximum launch coverage. A separate design process has begun for the branding and identity of the project as shown in Appendix A.
6. The following campaign elements and workstreams have been identified to ensure the successful delivery of the project.

## Workstreams

7. **Pledge for businesses to reduce single use plastics:** Businesses will be asked to pledge to reduce their consumption of single use plastics, such as straws, bottles, cups, single use coffee pods, cutlery and utensils, sachets, food and takeaway containers, plastic bags, and individual food wraps. As the pledge is voluntary it will initially focus more on assisting businesses reach their goals and share their stories and successes, rather than policing their achievements. Pledged businesses will be listed on the Plastic Free City website and given a certificate and window sticker to publicise the campaign.
8. Alongside pledged businesses the website will feature guidance and resources for individuals and business to assist in reducing single use plastics, share individuals and businesses stories and good practice, along with links to other useful and informative web resources. Upon registration businesses will be asked, where possible, to identify their current annual use of these products to quantify the amount of single use plastic removed by the project. Businesses will initially be approached through current schemes, such as the Clean City Awards Scheme and the Clean Streets Partnership, along with asking others to register interest on the webpage via the launch.
9. The City Corporation will address its own use of single use plastics with a review of where they are currently used within the organisation and plans put in place to remove or replace with alternatives. A working sub group has been set up with representatives from the City Surveyors department as they manage most of the buildings, City Procurement to ensure that these requirements are met by key contractors and suppliers and Cleansing to provide waste management advice. This will also require clear messaging and enforcement from all Senior Management, support for which was agreed at Summit Group in February 2018.

10. **Developing a refill culture across the City:** There is a proposed programme for ten new water refill points across the Square Mile to be installed over the next two years. These points, in addition to the six drinking fountains that already exist, will be mapped and locatable on the City website and on the established nationwide Refill mobile app.
11. The project will work with Refill to sign up a large number (circa 200) of businesses to be registered as water refill points. This will include many licensed premises in the Square Mile, who are currently required to provide water on request. It is also envisaged that many businesses signing the pledge will be encouraged register as Refill points where possible. Whilst the nationwide Refill app will be the main way to find refill points, the project will also look at updating this information on to other resources, such as the Metropolitan Drinking Fountain & Cattle Trough Association's Find A Fountain application.
12. **Campaigns to change behaviour:** As a substantial amount of litter that gets into the oceans starts as litter on land, an essential part of dealing with this problem is by reducing littering in general. To raise awareness of the damage caused by plastic litter getting into the Thames the project will run a highly visible and impactful campaign along the riverfront and the bridges over the summer. This will also be beneficial in enhancing the enjoyment of the environment along the riverfront. Officers will also work with schools to promote the campaign messages as well as supporting Thames foreshore litter picks, in association with Thames21.
13. One of the easiest ways individuals can reduce their use of single use plastics is by increasing their use of reusables. As part of the project there will be a campaign to promote the use of reusable products, not just for water and cups, but food stuffs too, that seeks to normalise and increase their use across the City. It is envisaged we can work with some major food retailers to accept and promote reusable food containers in store, along with promoting this practice at food stalls, markets, and canteens.
14. The launch for the project is intended for June 2018. This will fit with the launch of the new Corporate Plan and demonstrates how the City Corporation is actioning some of the plans key aims around positively impacting people and the environment. Throughout the year we intend to maintain the high profile of the project with planned announcements for newsworthy stories, which might include a competition to design a new fountain, or the installation of a new fountain at the site of the first ever municipal drinking fountain (1867 at Holborn Viaduct). Along with this updates on the amount of plastic reduced by the pledge and the numbers of businesses participating.
15. Consideration is being given to including policies within the new Local Plan that will require new developments to make provision for water bottle refill sites and the project will also look at the possible regulatory powers the City Corporation (and other Local Authorities) have to reduce the amount of single use plastics across the Square Mile, either through licensing or planning regulation.

## **Corporate and Strategic Implications**

16. Section four of the new Corporate Plan sets the aim for the City to positively impact people and the environment by championing responsible practices to improve economic, social and environmental outcomes. This project also shows the City Corporation leading by example; demonstrating our own commitment and achievements as well as encouraging other organisations and individuals to make responsible choices.

### **Implications**

17. A full funding strategy is currently being investigated but it is anticipated that funding and resources for most of the project workstreams will be met from existing budgets, or where applicable, from an application for funding from the Priorities Investment Pot. It is anticipated that some of the funding for the water refill points and drinking fountains (some of which may be within planned street scene projects) will be met Section 106 funds where possible.

### **Conclusion**

18. The current focus on ocean litter presents an opportunity for the City Corporation to position itself as a leading force in sustainable behaviour and provide assistance, encouragement and guidance to residents, workers and businesses about how they can contribute to reducing their consumption of single use plastics.

### **Appendices**

- Plastic Free City – Identity and Brand Design

### **Carolyn Dwyer**

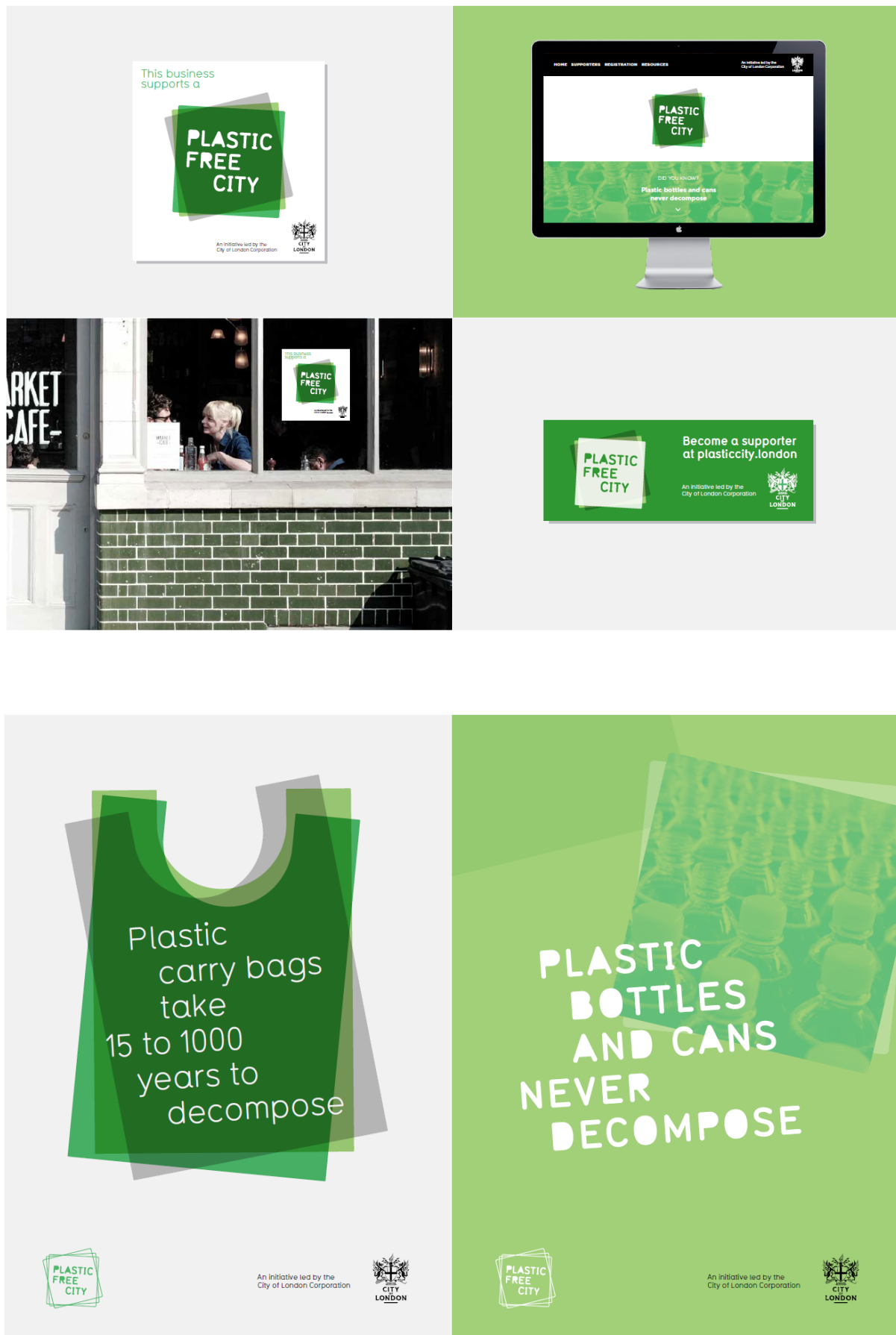
Director of the Built Environment

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E: [carolyn.dwyer@cityoflondon.gov.uk](mailto:carolyn.dwyer@cityoflondon.gov.uk)



## Appendix A - Plastic Free City – Identity and Brand Design



<b>Committee(s)</b>	<b>Dated:</b>
Resources Allocation Sub – For Decision Policy and Resources Committee – For Decision Planning and Transportation Committee – For Decision Culture Heritage and Libraries Committee – For Information Port Health and Environmental Services Committee – For Information	3 May 2018 3 May 2018 8 May 2018 14 May 2018 22 May 2018
<b>Subject:</b> Funding for Enforcement Officer for City's Bridges	<b>Public</b>
<b>Report of:</b> David Smith, Director of Markets and Consumer Protection	<b>For Information</b>
<b>Report author:</b> Rachel Pye, Markets and Consumer Protection Department	

## Summary

The purpose of this report is to seek approval to the funding from Bridge House Estate of an additional temporary post managed within the Markets and Consumer Protection Department for a dedicated Licensing Officer at a cost of £100k over a two year trial period, to be dedicated to carry out enforcement activities on the City's Bridges, particularly those bridges, parts of bridges and adjacent areas which are normally within the jurisdiction of neighbouring Local Authorities. A review of effectiveness and future funding will be carried out prior to the end of the two-year trial period.

The neighbouring boroughs are able to delegate authority to the City to enforce within their boundaries and arrangements are underway to secure these delegated authorities.

## Recommendation(s)

Members of the Resource Allocation Sub-Committee and the Policy and Resources Committee are asked to:

- Agree to the funding of this post from the Bridge House Estates Fund at a cost of £100k over a two-year trial period, subject to the approval of the Planning and Transportation Committee - the Committee responsible for "*all functions relating to the control, maintenance and repair of the five City river bridges*"; and
- Note that officers will be undertaking a review prior to the end of the two-year trial period.

Members of the Planning and Transportation Committee are asked to:-

- Agree to the creation of a temporary two-year full time Licensing Officer post dedicated to enforcing across the City's Bridges, as the Committee responsible for "*all functions relating to the control, maintenance and repair of the five City river bridges*"; and
- Agree to officers undertaking a review prior to the end of the two-year trial period

## **Main Report**

### **Background**

1. Reports were given to the Port Health and Environmental Services Committee (PHES) on 4 July and 21 November 2017 regarding the issue of illegal street trading and the sale of peanuts from trollies mainly on and around City Bridges.
2. At the PHES Committee meetings several actions were agreed to combat illegal street trading.  
Following this, from August 2017 until the time of writing this report the following actions have been achieved:
  - 52 illegal traders have been stopped.
  - 3 ice cream vans have been seized.
  - 5 peanut trolleys have been seized.
  - 21 traders have been prosecuted (including those still pending) with two prosecutions still pending and Criminal Behaviour Orders will be sought on these prosecutions.These actions are all within the City's local authority jurisdiction.
3. The actions outlined above have contributed towards a reduction of illegal street traders within the City; however, illegal trading is still taking place on the bridges in the areas which fall within the boundaries of Southwark and Tower Hamlets. In addition, the action has been funded through the Licensing Team's City Fund local risk budget and this is neither sustainable or appropriate, particularly where action is needed just outside of the City's local authority boundaries.
4. The problems experienced with current enforcement actions in the reports to Court and PHES suggested some possible short, and longer-term measures to try to proactively manage and dissuade this type of activity. It is apparent that illegal traders are opportunistic and swiftly adapt to patterns of enforcement necessitating evening and weekend operations as well as those undertaken in the normal working week.
5. The short-term measures included investigating enforcement on Tower Bridge and this report concentrates on enforcement proposals across all the City's Bridges.



6. Members will be aware that at Millennium Bridge the City boundary runs across the middle and therefore the illegal traders set up and trade within one metre of this boundary knowing that Licensing Officers from the City of London do not have the authority to act against them.
7. Similarly, City of London officers have no authority to enforce on Tower Bridge as this falls within the boundaries of the London Borough of Tower Hamlets and Southwark. Both Boroughs have advised that they do not have the necessary resources to effectively enforce against illegal traders on the Bridge although Tower Hamlets are now being more active with respect to traders near Tower Bridge. A recent raid by bailiffs has closed the premises in Cable Street in Tower Hamlets believed to be used to store nut selling carts which were then used in trading in City, Southwark and Tower Hamlets.
8. A working group of Officers has been set up to co-ordinate action across all three authorities which includes City, Southwark, Tower Hamlets, TfL, and City of London Police. The second meeting of this group met to agree an action plan on March 29 at Wood Street Police Station.
9. This report therefore focuses on the City's Bridges and presents a solution to deal with the ongoing issues of illegal trading which is currently not being regularly enforced.

### **Current Position**

10. Illegal traders within the City of London are being proactively enforced by the City's Licensing Team with successful prosecution and seizure of goods. This has resulted in very limited activity by peanut sellers and no ice cream vans being seen in the City since late 2017.
11. There are, however, ongoing issues with illegal traders (peanut sellers, ice cream vans and sellers of other paraphernalia) on the City's Bridges which is especially prevalent on Millennium Bridge (Southwark side) and Tower Bridge.
12. City Officers have no enforcement authority on the south side of Millennium bridge and Tower Bridges although they are owned, funded and managed by the Bridge House Estates reflects poorly on the image and reputation of the City. This is also true of trading which has previously taken place to the south of London Bridge, in Southwark.
13. Tower Bridge, which receives circa 830,000 visitors per annum to the exhibition regularly has six peanut sellers (2 on the south and 4 on the north) 7 days a week and attracts ice cream vans, souvenir and jewellery sellers.
14. In addition, at peak seasonal times they attract other undesirable elements such as gamblers and pickpockets which are reported to the Police who have attended but they disperse immediately.

15. Complaints are regularly received from visitors and members of the public regarding these traders as they identify them as being engaged by the City of London.
16. The Department of Built Environment (DBE) position has always been that illegal traders on our bridges is not acceptable as it is a security and safety concern with having mobile carts containing gas bottles and congestion on narrow pavements. There are also health issues as they attract pigeons and other vermin who deposit their droppings on the structure and pavement accelerating the deterioration and increasing the maintenance liability.
17. Security staff at Tower Bridge regularly move these traders on but as they have no powers they return once security have left. Consideration has been given to giving security enforcement powers, but this would remove them from their important primary duties of managing safety and security on the Bridge.
18. We are therefore currently reliant on our respective boroughs to enforce and as already advised they do not have adequate resources and can only respond on a very infrequent basis.
19. Several meetings have been held to discuss the issues with council officers, Police, TfL, local resident groups and other interested parties to agree a way forward which could be implemented effectively.
20. One of these actions was for neighbouring boroughs to delegate authority to the City to enforce within their boundaries and I am pleased to advise that an agreement in principle has been reached with the London Borough of Southwark for the south side of the Bridges.
21. Similar discussions have also been held with the London Borough of Tower Hamlets and whilst there is agreement in principle at Officer level this remains to be ratified through Tower Hamlets political governance procedures. As the matter was a subject of report which was agreed at PHES in November 2017 and the delegations were agreed by Court at the 8 March 2018 this can now proceed. It is anticipated being completed by the end of June 2018 following the same template being agreed with Southwark.

## **Options**

22. The current position of illegal traders on City's Bridges which fall within neighbouring boroughs will not be addressed as they do not have the necessary resources to effectively enforce against these traders.
23. To do nothing would not improve the problem and will continue to be an issue on the City's Bridges and reflect poorly on the City of London as owners of popular visitor destinations.
24. With the agreement of the neighbouring boroughs the City will have the necessary authority to enforce. However, to maintain the current level of enforcement within the City and expand to include those parts of the bridges that

fall within the London Borough of Southwark and Tower Bridge additional resources will be required. As these areas of enforcement lie outside of the City Local Authority area the City Fund allocation is not appropriate to fund this role of controlling, maintaining and policing the City Bridges. Funding for this additional activity is therefore sought from the appropriate fund which appears to be the Bridge House Estate.

25. Licensing Team will continue to carry out enforcement action against illegal traders in the City although without additional resources to deal with traders outside of the City's local authority boundaries on and near City bridges this is likely to provide only a palliative effect and will not help the situation on and around Tower Bridge.

### **Proposals**

26. It is therefore proposed to recruit and designate a licensing officer whose primary role will be to enforce across all the City's Bridges.
27. As this will be a bridge and adjoining areas specific role it is proposed to seek agreement to fund this post from the Bridge House Estate.

### **Corporate & Strategic Implications**

28. This report incorporates the comments of both Open Spaces who now operate Tower Bridge and DBE who consider and maintain the physical infrastructure of the bridges

29. This proposal will support the Corporate Plan:

- To provide modern, efficient and high quality local services, including policing, within the Square Mile for workers, residents and visitors,
- To provide valued services, such as education, employment, culture and leisure, to London and the nation.
- It will support the aim of the new Corporate Plan by strengthening the character, capacity and connections of the City, London and the UK for the benefit of people who live, learn, work and visit here. In doing this it will support two main aims in that it
  - 'contributes to a flourishing society' in ensuring people are and feel safe and,
  - 'shapes outstanding environments' in that our spaces are secure, resilient and well maintained.

30. This proposal will support two key strands of the City's Cultural Strategy:

- Animating the Heritage – increasingly helping people to discover our outstanding heritage assets, to bring history alive,

- Breaking down Barriers – focusing on the importance of opening in all directions, welcoming visitors to the Square Mile and taking the City’s cultural offer to all of London, engaging more effectively with our local Borough partners.

## Implications

31. The anticipated cost of this post is £50,000 p/a and it is proposed that it is provided for an initial period of 2 years and reviewed after this period. The short breakdown of anticipated costs is as follows: -

• Assistant Licensing Officer	£38k
• Additional resources where multiple selling sites are identified	£5k
• Additional overtime payments	£5k
• Equipment (Bodycams)	<u>£2k</u>
	£50k

## Conclusion

32. With the success of the Licensing Team in enforcing within the City of London there is now an opportunity to deal with the issues on the City’s Bridges. Although not within our boundaries the ongoing issues reflect very poorly on the City as owners and maintainers of these structures.

33. With the City being promoted as a visitor destination the bridges are obviously an attraction for tourists as well as local communities and the presence of illegal traders detracts from their enjoyment and experience.

34. Officers have been frustrated by the boundary issues as well as the lack of regular enforcement action from neighbouring boroughs and therefore welcome the delegation of powers.

35. Therefore, to effectively enforce on the Bridges an additional resource is required to concentrate on and around these structures and be a single point of contact working closely with neighbouring boroughs, Open Spaces, DBE and City of London Police to apply longer-term control.

## Back Ground Papers

- Illegal Street Trading Report – PHES 4 July 2017
- Illegal Street Trading Report – PHES 21 November 2017
- Illegal Street Trading -Item 20(B) – Court of Common Council 8 March 2018

## Rachel Pye

Assistant Director of Environmental Health and Public Protection  
 Rachel.Pye@cityoflondon.gov.uk

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of the Local Government Act 1972.

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