



## Port Health & Environmental Services Committee

**Date:** TUESDAY, 22 SEPTEMBER 2020

**Time:** 11.00 am

**Venue:** VIRTUAL PUBLIC MEETING (ACCESSIBLE REMOTELY)

**Members:**

Deputy Keith Bottomley (Chairman)	Alderman Sir Roger Gifford
Jeremy Simons (Deputy Chairman)	Christopher Hill
Deputy John Absalom	Deputy Wendy Hyde
Caroline Addy	Deputy Jamie Ingham Clark
Rehana Ameer	Alderman Gregory Jones QC
Alexander Barr	Shravan Joshi
Adrian Bastow	Vivienne Littlechild
Deputy John Bennett	Andrien Meyers
Peter Bennett	Deputy Robert Merrett
Tijs Broeke	Deputy Brian Mooney (Chief Commoner)
John Chapman	Deputy Joyce Nash
Deputy Peter Dunphy	Deputy Richard Regan
Mary Durcan	Henrika Priest
John Edwards	Jason Pritchard
Deputy Kevin Everett	Deputy Elizabeth Rogula
Anne Fairweather	
Sophie Anne Fernandes	

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### **Accessing the virtual public meeting**

**Members of the public can observe this virtual public meeting at the below link:**  
<https://youtu.be/wlavvilCa0w>

This meeting will be a virtual meeting and therefore will not take place in a physical location following regulations made under Section 78 of the Coronavirus Act 2020. A recording of the public meeting will be available via the above link following the end of the public meeting for up to one municipal year. Please note: Online meeting recordings do not constitute the formal minutes of the meeting; minutes are written and are available on the City of London Corporation's website. Recordings may be edited, at the discretion of the proper officer, to remove any inappropriate material.

**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. **MINUTES**  
To agree the public minutes and summary of the meeting held on Tuesday, 21 July 2020.  
**For Decision**  
(Pages 1 - 12)
4. **OUTSTANDING ACTIONS**  
Report of the Town Clerk.  
**For Information**  
(Pages 13 - 14)
5. **CLIMATE ACTION STRATEGY**  
Report of the Town Clerk & Chief Executive.  
**For Decision**  
(Pages 15 - 52)
6. **DEPARTMENT OF THE BUILT ENVIRONMENT RISK MANAGEMENT - PERIODIC REPORT**  
Report of the Director of the Built Environment.  
**For Information**  
(Pages 53 - 70)
7. **PERIOD 1 (APRIL - JULY 2020) CEMETERY & CREMATORIUM BUSINESS PLAN PERFORMANCE UPDATE**  
Report of the Director of Open Spaces.  
**For Information**  
(Pages 71 - 82)
8. **DEPARTMENT OF THE BUILT ENVIRONMENT (CLEANSING SERVICES) BUSINESS PLAN PROGRESS REPORT FOR PERIOD 1 (APRIL - JULY), 2020/21**  
Report of the Director of the Built Environment.  
**For Information**  
(Pages 83 - 92)
9. **MARKETS AND CONSUMER PROTECTION BUSINESS PLAN 2020/2021: PROGRESS REPORT (PERIOD 1)**  
Report of the Director of Markets and Consumer Protection.  
**For Information**  
(Pages 93 - 118)

10. **PORT HEALTH & PUBLIC PROTECTION RISKS**  
Report of the Director of Markets and Consumer Protection.  
**For Information**  
(Pages 119 - 136)
11. **REPORT OF ACTION TAKEN BETWEEN MEETINGS - TO FOLLOW**  
Report of the Town Clerk.  
**For Information**
12. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
13. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
14. **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.

**For Decision**

**Part 2 - Non-public Agenda**

15. **NON-PUBLIC MINUTES**  
To agree the non-public minutes of the meeting held on Tuesday, 21 July 2020.  
**For Decision**  
(Pages 137 - 138)
16. **FINANCIAL IMPLICATIONS OF COVID-19 ON THE CLEANSING SERVICE**  
Report of the Director of Built Environment.  
**For Information**  
(Pages 139 - 144)
17. **PORT HEALTH AND ENVIRONMENTAL SERVICES DEBTORS -PERIOD ENDING 30 JUNE 2020**  
Joint report of the Director of the Built Environment, the Director of Markets and Consumer Protection and the Director of Open Spaces.  
**For Information**  
(Pages 145 - 154)
18. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
19. **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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## **PORT HEALTH & ENVIRONMENTAL SERVICES COMMITTEE**

**Tuesday, 21 July 2020**

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

### **Present**

#### **Members:**

Rehana Ameer  
Deputy John Bennett  
Deputy Keith Bottomley  
John Chapman  
Mary Durcan  
Anne Fairweather  
Sophie Anne Fernandes

Alderman Sir Roger Gifford  
Deputy Jamie Ingham Clark  
Alderman Gregory Jones QC (Chair)  
Shravan Joshi  
Vivienne Littlechild  
Andrien Meyers  
Deputy Joyce Nash  
Jeremy Simons  
Jason Pritchard

#### **In attendance:**

John Edwards

#### **Officers:**

Rofikul Islam	- Town Clerk's Department
Gemma Stokely	- Town Clerk's Department
Polly Dunn	- Town Clerk's Department
Leanne Murphy	- Town Clerk's Department
Kristina Drake	- Town Clerk's Department
Bukola Soyombo	- Chamberlain's Department
James Gibson	- Chamberlain's Department
Jenny Pitcairn	- Chamberlain's Department
Paul Chadha	- Comptroller and City Solicitor
Emmanuel Ojugo	- Department of the Built Environment
Carolyn Dwyer	- Department of the Built Environment
Joe Kingston	- Department of the Built Environment
Gavin Stedman	- Department of Markets & Consumer Protection
Tony Macklin	- Department of Markets & Consumer Protection
Gary Burks	- Department of Markets & Consumer Protection
Ruth Calderwood	- Department of Markets & Consumer Protection
Stephanie Hughes	- Department of Markets & Consumer Protection
Tony Macklin	- Department of Markets & Consumer Protection
Jon Averbs	- Department of Markets & Consumer Protection
Richard Steele	- Department of the Built Environment

Martin Falder	- Open Spaces Department
Colin Buttery	- Open Spaces Department
Gerry Kiefer	- Open Spaces Department

1. **APOLOGIES**

Apologies for absence were received from Peter Bennett.

Vivienne Littlechild (Senior Commoner) moved that Alderman Sir Roger Gifford take the Chair.

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

There were no declarations.

3. **ORDER OF THE COURT OF COMMON COUNCIL**

The Committee received the Order of the Court of Common Council of Thursday 16 July 2020, appointing the Committee and approving its Terms of Reference.

4. **ELECTION OF CHAIRMAN**

The Committee proceeded to elect a Chairman in accordance with Standing Order No. 29. A list of Members eligible to stand was read and Deputy Keith Bottomley, being the only Member expressing willingness to serve, was duly elected Chairman for the ensuing year.

The Chairman welcomed both new and returning Members to the Committee and thanked those Members who are no longer on the Committee for their service. Furthermore, upon taking the Chair, the Chairman read out the vote of thanks to the outgoing Chairman of the Committee.

**Vote of Thanks:** at this point in the proceedings, the Chairman delivered a Vote of Thanks to the immediate past Chairman.

RESOLVED UNANIMOUSLY, That - at the conclusion of his three year term of office as their Chairman, of the Port Health and Environmental Services Committee, the Committee wish to extend to:

**Jeremy Lewis Simons**

their sincere thanks and appreciation for the manner in which he has presided over their deliberations and the detailed care and interest he has shown in all aspects of the work of the Port Health and Environmental Services Committee.

During his Chairmanship, Jeremy has been a real champion for air quality. He has made himself available to attend numerous events and has always been incredibly polite, helpful and constructive. Achievements have included the low emission neighbourhood in the north of the City with its pop-up garden, no idling initiatives, pioneering work to reduce pollution levels at the City's primary school, the City's Emissions Reduction Bill now progressing through parliament

and the Capital's first zero-emissions street. He is a real asset to the City Corporation and the Air Quality Team has appreciated his unwavering support and good humour.

Jeremy was responsible for the City of London Corporation becoming a signatory to the Royal Foundation of the Duke and Duchess of Cambridge's United for Wildlife Taskforce, an initiative with the financial and transport sectors to tackle Illegal Wildlife Trade.

Jeremy has also overseen significant increases in trade at the ports over the last three years, which has meant a large investment in developing staff resources and a move to new office accommodation. He has also been at the forefront of the City's EU exit responses and preparations.

Jeremy has supported the investigation into the causes and solutions to the operational rail noise experienced by residents of the Barbican Estate. He has been instrumental in negotiating improvements with London Underground in this technically complex challenge and his detailed consideration has been invaluable.

The City of London Crematorium currently meets all environmental and air pollution requirements. Under the guidance of the Chairman a one million pound project is now progressing for the replacement of the old cremators and the installation of new fully abated ones, to achieve twice the requirements of the legislation to abate (remove all mercury and other toxins) from cremations taking place at the beautiful City Cemetery. The process of cremator abatement creates a large amount of hot water, and during Jeremy's tenure the use of this hot water has increased, so that now the operational areas of the crematorium are heated at little or no cost.

Jeremy encouraged the Superintendent to invest cemetery income in the landscape, in new signage and in equipment, including an all-electric minibus for the public to move gently around the 200 acres of the Cemetery. Affordable cremation is another area of development where it has been possible to support families on low income by offering a fee structure that suits all. During the last three years the reuse of graves for further burial has become more mainstream and is now the second most popular choice for burials. This is an area where the City truly leads the country and is now being replicated in the private sector through private Acts of Parliament.

Jeremy oversaw the implementation and progress of the Plastic Free City Campaign, he chaired numerous panel discussions on the subject and was keen to engage with businesses and members alike. During Jeremy's tenure the scheme signed up over 100 businesses covering 90,000 city employees. Through actions that businesses have taken after signing up to the scheme they have avoided the use of twenty million single use coffee cups and twelve million items of single use plastic cutlery.

Jeremy was also a keen advocate of the City's Tech Takeback events which allow residents and City workers to safely recycle or make available for reuse or recycling, data bearing technology which would otherwise be thrown away. He even brought along some of his own items. The most recent event saw 663 items weighing over 1.3 tonnes collected.

Jeremy was involved with the award of the new waste collection and street cleansing contract, overseeing numerous officer discussions and debates as part of the tender moderation process. He has been extremely supportive of the City's drive towards mobilising the UK's first fully electric fleet of Refuse Collection Vehicles, providing invaluable technical insight and was also good company on a visit to the factory to witness the vehicles being built.

An enthusiastic supporter of the Port Health Rowing Team, Jeremy has been the passenger in many races, including the Great River Race and the Admiral of the Port Rowing Challenge - the Lord Mayor's race. He participated in the WW1 Anniversary Flotilla and Service of Remembrance and has escorted the Sheriffs on the River.

Jeremy has performed his role as Chairman with great passion and commitment. His unfailing willingness to provide support through the varied and interesting challenges that the Committee faces in the twenty-first century, has been greatly appreciated by the Members, staff, and stakeholders alike.

Finally, the Committee wish to thank him for his generous hospitality during his years in office and to convey to him their good wishes and to wish him future health and happiness.

**5. ELECTION OF DEPUTY CHAIRMAN**

The immediate past Chairman exercised his right under Standing Order No. 30. (3) (a) to serve in the position of the Deputy Chairman for the ensuing year and as such there was no election for the post of the Deputy Chairman.

**6. ELECTION OF ONE MEMBER TO THE STREETS AND WALKWAYS COMMITTEE**

The Committee sought to appoint a representative on the Streets and Walkways Sub Committee in accordance with Standing Order No. 30. No Members present expressed their willingness to serve.

The Chairman advised the Committee that he would write to Christopher Hill, the current representative, to ascertain whether he was willing to continue to serve as the Committee's representative on the Streets and Walkways Sub-Committee.

**7. ELECTION OF ONE MEMBER TO THE THAMES ESTUARY PARTNERSHIP**

The Committee proceeded to appoint a representative on the Thames Estuary Partnership in accordance with Standing Order No. 30. John Edwards, a past Member of the Committee, being the only Member expressing his willingness to serve was appointed for the ensuing year.



8. **MINUTES**

**RESOLVED**, that the Public Minutes of the meeting held on Tuesday, 3 March 2020 be approved as a correct record.

9. **OUTSTANDING ACTIONS**

The Committee received a report of the Town Clerk setting out the current list of outstanding actions:

**Garden Waste Recycling**

Members were informed that the Garden Waste Recycling has been postponed due to the ongoing Covid-19 pandemic, Officers undertook to reconsider the way forward in January 2021 and update Members accordingly.

**Measurement and mitigation options for operational rail noise from London Underground affecting the Barbican Estate**

Officers reported that a number of LUL's (London Underground Limited) current projects have been postponed due to the ongoing uncertainty following the COVID-19 pandemic and that the long-term financial package for TfL had yet to be agreed by the Government.

This directly affects the proposed rail noise mitigations under the Barbican Estate as follows –

- The new timetable has been deferred until March 2021 which in turn has deferred the introduction of a Temporary Speed Restriction (TSR).
- The proposed mitigation works to the Brandon Mews points and crossing have also been put on hold until the financial position is clearer.

An update will be provided once the financial position for TfL is confirmed, Officers hoped to be able to provide this to the Committee at their meeting in November 2020.

**Historic drinking fountains and pumps**

Members were advised that the historic drinking fountains and pumps can come off the outstanding actions, as they cannot be brought back into use again.

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

The Committee received a report of the Director of Markets and Consumer Protection on the update of the impact of the UK leaving the EU (Brexit) on Port Health & Public Protection.

The Committee was informed that the United Kingdom (UK) had left the European Union (EU) on 31 January 2020 and the country was currently in a transition period until the end of 2020. During the transition period, arrangements and controls at the UK border would not change.

The Committee was further informed that there will be a phased introduction of controls at the border for imports from the EU. From January this will include checks associated with live animals, organics and illegal, unreported and unregulated fishing. Checks on high risk food and feed both of animal origin and non-animal origin will commence in April 2021. The City of London is waiting for confirmation of the level and frequency of checks that will be required on EU imports. Current border controls for products imported into the UK from outside the EU will remain. The City of London needs to be prepared for all eventualities and, as a result, has made a number of funding bids including to the Food Standards Agency for staffing resources.

Additionally, the Committee were informed that the Government wanted to establish a number of freeports, which have different customs rules to the rest of the country, that are innovative hubs, boost global trade, attract inward investment and increase productivity. In doing so, the Government wants freeports to generate employment opportunities to the benefit of some of our most deprived communities around the UK.

A Member of the Committee queried if there was a legal view on the World Trade Organization rules for EU goods coming into the UK. Officers advised the Committee that the Government would lead on this, but that the Department Markets and Consumer Protection was engaged with the Government Departments regarding the negotiations.

Another Member asked if any of the City of London's supply route and staffing around Brexit were impacted due to COVID-19 and if this had been factored into the City of London's risk assessments. The Port Health and Public Protection Director informed the Committee that a number of measures have been put in place and trade continues to flow in through the ports.

Members were informed that risk assessments are in place and are regularly updated, this includes Port Operatives working from home where possible, working in 'pods' and ensuring that staff are adequately supplied with PPE.

The department is still awaiting news on the infrastructure funding for port operators.

**RESOLVED** – Members noted the content of the report.

#### 11. **AIR QUALITY ANNUAL STATUS REPORT**

The Committee received a report of the Director of Markets and Consumer Protection on the Air Quality Annual Status Report.

The Committee was advised that since 2019, air quality has improved in the City of London; The Deputy Chairman thanked the Air Quality team on their efforts with the success of lowering the air pollution within the City of London.

A Member noted that areas around the Barbican benefited a lot more in terms of the air quality improvement in comparison to other areas within the City.

Officers advised the Committee that this was due to the fact that the Barbican area is situated in a backstreet with less traffic. Officers assured the Committee that a lot of work is happening around the improvement of air quality across the City.

A Member mentioned that the Green Finance Institute had published a new report around this, and that the Committee might benefit from a presentation from the Green Finance Institute in due course. The Chairman agreed that a presentation should be arranged for the future with the Institute.

**RESOLVED** – Members noted the content of the 2019 Air Quality Annual Status Report.

12. **CEMETERY & CREMATORIUM PERFORMANCE 2018/19**

The Committee received a report of the Director of Open Spaces on the Cemetery & Crematorium Performance 2020/2021.

The Committee was advised that the report title referring to 2018/19 was an error, however the content of the report reflected the Cemetery & Crematorium Performance 2020/21.

**RESOLVED** – Members noted the content of the report.

13. **CEMETERY & CREMATORIUM RISK MANAGEMENT**

The Committee received a report of the Director of Open Spaces on the Cemetery & Crematorium Risk Management.

**RESOLVED** – Members noted the report and approved the divisional risk register outlined in the report and at Appendix 2.

14. **THE COMMERCIAL ENVIRONMENTAL HEALTH TEAM SERVICE PLAN 2020-2021 & THE LONDON PORT HEALTH AUTHORITY FOOD SERVICE ENFORCEMENT PLAN 2020-2021**

The Committee considered a report of the Director of Markets and Consumer Protection on the Commercial Environmental Health Team Service Plan 2020-2021 and the London Port Health Authority Food Service Enforcement Plan 2020-2021.

The Assistant Director (Public Protection) apologised to the Committee for a drafting error on page 149 of the pack when the figures for last year's Food Standards work were omitted from the Commercial Environmental Health Service Plan. Members were advised that those figures are available and will be included in the final published version on the City London's website.

Furthermore, Members were advised that the Commercial Environmental Health Service Plan was noticeably different from previous years in that it was borne out of the COVID-19 pandemic and the various lockdown restrictions surrounding it.

The plan is configured around a 3-stage approach for which there were originally no dates, - these only emerged as the pandemic grew and national measures were introduced.

The 3-stage approaches are as follows:

**Stage 1: Initial monitoring of businesses and activities posing the highest risks.**

All planned food hygiene and food standards inspections were stopped nationally at the direction of the Food Standards Agency as priority was given to COVID-19 related advisory work and other urgent reactive work.

City of London Officers also checked-up on cooling tower sites to ensure they continued to be managed safely to prevent the growth and spread of *Legionella* sp. bacteria, the cause of Legionnaires disease.

**Stage 2: Moving towards recovery**

The Commercial Environmental Health Team have been supporting City businesses to recover from the effects of the pandemic and the team provides advice to City businesses on a wide range of Food Safety, Health & Safety, Pest Control and general trading matters, linking up with City of London in Trading Standards, Licensing and Pollution Control.

**Stage 3: Return to (a new) normality.**

This final stage of the Plan will see a return to more 'business as usual' once the Government has defined its policy for the next phase of the pandemic and as far as possible, the City will be undertaking more planned proactive interventions and projects as set out in the plan.

A Member questioned the fact that at least 5% of City of London businesses have an unsatisfactory rating and asked what the City was doing to improve and raise the standards of such businesses. Officers advised the Committee that the City of London coaches such businesses through advice, guidance and training opportunities. The Committee was further advised that visits to businesses with unsatisfactory ratings were carried out more frequently as opposed to annually.

**RESOLVED** – Members approved;

- a) the specific food safety and health & safety activities set out in the Commercial Environmental Health Team Plan 2020-2021; and
- b) the London Port Health Authority Food Service Enforcement Plan 2020-2021

**15. UPDATE ON THE TEMPORARY ALTERATIONS TO CLEANSING SERVICE ACTIVITIES IN RESPONSE TO COVID-19**

The Committee received a report of the Director of the Built Environment on the update on the temporary alterations to Cleansing Service activities in response to Covid-19.

The report outlines the action the Department had taken since the outbreak of COVID-19. The Committee was informed that the main priority of the Department at present was to ensure the safety of the public and City of London staff. Members were informed that the Department is working on ensuring that its priorities are maintained, and the level service has been adjusted.

The Committee was further informed that the City's water refill points remained out of service, as did a number of other services, such as the internal collection of bulk items from residential properties and the garden waste recycle trial.

The Assistant Director - Cleansing Operations and Street Environment - advised the Committee that the Department was looking at the re-opening of the City's four automatic public conveniences along with attended conveniences at Tower Hill and Paternoster Square opening first, with the intentions to open the Royal Exchange on a later date, if it is safe to do so. Members were advised that, at present, it was not considered safe to open the attended public convenience at Eastcheap.

A Member stated that the COVID-19 pandemic now seemed to be a long-term issue, and questioned whether this, coupled with the City's working population decreasing, would impact on the Department's budget. The Assistant Director - Cleansing Operations and Street Environment - advised the Committee that, as part of the cost savings the Department were no longer using any agency staff for the Cleansing Contract.

The Chairman thanked the team for their handwork during this difficult time.

**RESOLVED** – Members noted the content of the report.

**16. CITY WATER REFILL POINTS**

The Committee received a report of the Director of the Built Environment on the update of the City Water Refill Points.

Members were informed that a huge amount of work had gone into the City's Water Refill Points, with the Department looking at future KPI's being included in the Department of the Built Environment's business plan. At present, the water refill points remain closed due to the COVID-19 pandemic. Officers from the City of London are working with their counter parts across London to ensure that the water refill points are only reopened when it is safe for staff and members of the public.

A Member asked if the Department intended to install smart water meters at the water refill points where there are no smart meters at present. Officers assured the Committee that the plan is to ensure that all the City of London's water refill points have a smart reader, however, the installation of these had been delayed due to the COVID-19 pandemic.

Another Member commented that coffee outlets in the City were not accepting customers' own reusable mugs and thus having to use single use plastic cups,

he asked what impact this was having on the plastic free use of particles. Officers commented that the City of London would engage with local businesses on matters such as these as soon as possible after the COVID-19 pandemic.

**RESOLVED** – Members noted the content of the report.

17. **LICENSED STREET TRADING UPDATE**

The committee considered a report of the Director of Markets and Consumer Protection on the Street Trading Fees 2020/21.

**RESOLVED** – Members agreed the proposed fees for 2020/21 as set out in Appendix 1.

18. **MASSAGE & SPECIAL TREATMENT LICENCE FEES 2020/21 (REDUCTION FOR COVID-19 RESTRICTIONS)**

The Committee considered a report of the Director of Markets and Consumer Protection on the Massage & Special Treatment Licence Fees 2020/21 (Reduction for COVID-19 restrictions).

**RESOLVED** – Members agreed the proposed reduction of fees for 2020/21 as set out in Appendix 2 (column two).

19. **REVENUE OUTTURN 2019/20**

The Committee received a joint report of the Chamberlain, the Director of the Built Environment, the Director of Markets & Consumer Protection and the Director of Open Spaces on the Revenue Outturn 2019/20.

**RESOLVED** – Members noted the report, the proposed carry forward of local risk underspending, and the carry forward of local risk overspendings to 2020/21.

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

A Member asked what actions were being undertaken by the City of London in light of the pollution to the river, as due to COVID-19, there had been an increase of PPE including masks, gloves and wet wipes being thrown into the river.

Officers advised the Committee that London Councils were working to address this and that the City of London was working collaboratively with them on this matter. Members were informed that the City of London had asked London Councils to lobby TfL to provide information to commuters and increase awareness via their public announcement systems.

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

There were no additional, urgent items of business for consideration.

22. **EXCLUSION OF THE PUBLIC**

**RESOLVED** – 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.

23. **NON-PUBLIC MINUTES**

**RESOLVED**, that the non public minutes of the meeting held on Tuesday, 3 March 2020 be approved as a correct record.

24. **PORT HEALTH AND ENVIRONMENTAL SERVICES DEBTORS - PERIOD ENDING 31 MARCH 2020**

The Committee received a joint report of the Chamberlain, the Director of the Built Environment, the Director of Markets & Consumer Protection and the Director of Open Spaces on the Port Health and Environmental Services Debtors – Period Ending 31 March 2020.

25. **MAINTENANCE CONTRACT FOR FOUR URILIFT (POP-UP TOILETS) IN THE CITY**

The Committee considered a report of the Director of the Built Environment on the Maintenance contract for four Urilift (pop-up toilets) in the City.

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

Two items were discussed.

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

There were no additional, urgent item of business for consideration in the non-public session.

**The meeting closed at 12.49pm.**

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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.  Page 13	19 September 2017	<b>Electric Vehicle Charging</b>	Transportation and Public Realm Director	October 2020	<ul style="list-style-type: none"> <li>TfL contractors have completed installation of 6 EV rapid charge points with the successful concessionaire Chargemaster.</li> <li>The same contractors have some remaining cabling and electrical work to complete the installation which they anticipate completing by the end of July and have submitted updated Risk Assessment for working based on new COVID-19 requirements for working.</li> <li>TfL have provided an update on the installation of the substation expect to be complete by November, with a go live date by December.</li> </ul>
2.	27 November 2018	<b>Garden Waste Recycling</b>	Transportation and Public Realm Director	May 2020	<p>The Garden waste trial will commence in March 2020 and run until November for residents of the Barbican There will be an article about the trial in Decembers Barbican life with further communications in the form of letters being sent to residents in January 2020.</p> <p>Residents will initially be asked to register their interest in participating, those residents who register an interest will receive a reusable bag to transport their garden waste to collections points on the estates. There will be a further Committee report outlining further details of the trial for</p>

					<p>Information at the March 2020 committee.</p> <p>Unfortunately, due to COVID19 and the risk the trial posed to staff and the public the trial was cancelled after one week, we propose to review the need for a trial in January 2021</p>
3.	15 January 2019	<b>Measurement and mitigation options for operational rail noise from London Underground affecting the Barbican Estate</b>	Director of Markets and Consumer Protection	November 2020	<p>A number of LUL's current projects have been postponed due to the on-going uncertainty following the COVID-19 pandemic and the long-term financial package for TFL is yet to be agreed by government.</p> <p>This directly affects the proposed rail noise mitigations under the Barbican Estate -</p> <ul style="list-style-type: none"> <li>• The new timetable has been deferred until March 2021 which in turn has deferred the introduction of a Temporary Speed Restriction (TSR).</li> <li>• The proposed mitigation works to the Brandon Mews points and crossing have also been put on hold until the financial position is clearer.</li> </ul> <p>An update will be provided once the financial position for TFL is confirmed, this may be available for your November meeting.</p>

Committee	Date
Property Investment Board with Corporate Assets Sub Committee ( <i>For Information</i> )	19 August 2020
Resource Allocation Sub Committee ( <i>For Decision</i> )	7 September 2020
Planning & Transportation Committee ( <i>For Information</i> )	8 September 2020
Procurement Sub Committee ( <i>For Information</i> )	9 September 2020
Open Spaces Chairs ( <i>For Information</i> )	9 September 2020
Projects Sub Committee ( <i>For Information</i> )	15 September 2020
Corporate Asset Sub Committee ( <i>For Information</i> )	15 September 2020
Property Investment Board ( <i>For Information</i> )	16 September 2020
Resource Allocation Sub Committee ( <i>For Decision</i> )	18 September 2020
Port Health & Environmental Services Committee ( <i>For Information</i> )	22 September 2020
Finance Investment Board ( <i>For Information</i> )	23 September 2020
Policy & Resources Committee ( <i>For Decision</i> )	24 September 2020
Court of Common Council ( <i>For Decision</i> )	8 October 2020
<b>Subject</b> Climate Action Strategy	<b>Public</b>
<b>Report of</b> The Town Clerk & Chief Executive	
<b>Report Author</b> Damian Nussbaum, Director of Innovation & Growth	<b>For Decision</b>

## Summary

This paper contains a scoped and costed Climate Action Strategy for the City of London Corporation, to be considered by the Policy & Resources Committee in September and the Court of Common Council in October 2020. It presents:

- i. **Appendix 1:** The proposed Climate Action Strategy;
- ii. **Appendix 2:** Action sets by committee; and
- iii. **RASC Confidential Appendix 3:** Resource Allocation Sub Committee only with an approach to funding the strategy.

The proposed strategy has three, interlinked primary objectives for the City Corporation and the Square Mile: to support the achievement of net zero emissions, to build resilience and to champion sustainable growth.

Climate Action is an extension of our work to advance London and UK as centre for excellence in green finance. Championing sustainable growth is therefore already core to the work done across the City Corporation. It is also an integral part of our work under the Responsible Business Strategy (2018-23). This paper therefore focuses on the other two primary objectives:

- Net zero: mitigating the impact of climate change by achieving net zero emissions for the City Corporation and the Square Mile; and

- Resilience: ensuring our buildings and public realm are resilient to the more extreme weather conditions that are going to occur.

Founded on science-based targets, rather than simply a call to action, the proposed strategy sets out a vision and goals for the next two decades. The City Corporation would be committing to:

- 1. Achieve net zero emissions by the end of:**
  - **2025 for the City Corporation's direct emissions**
  - **2040 in the City Corporation's wider value chain**
- 2. Achieve net zero in the Square Mile's direct and indirect emissions, excluding those resulting from investment activity.**
- 3. Further reduce climate-related risks by strengthening climate resilience of the Square Mile and the City Corporation's assets to extreme weather conditions and rising sea levels.**

To do this, we will cut the emissions associated with our direct activities such as buildings, and business. We will also tackle indirect emissions that are associated with our purchased goods and services, and our investments and other parts of our value chain. We will optimise the role of our open spaces and the public realm in removing carbon and as places for people and nature. We will work with our partners across the Square Mile to build upon our efforts to increase climate resilience and reduce risks posed by climate change. And we will maximise how net zero and resilience mutually reinforce each other, especially with respect to buildings.

The Climate Action Strategy introduces a new and permanent way of working for the City Corporation, where all decision-making integrates considerations of the risks and opportunities associated with climate change. It reinforces existing City Corporation strategies and will be pivotal to achieving the outcomes at the heart of the Corporate Plan (2018-23). As much as the overarching strategy addresses the next 20 years, the baselines, action plan and targets will be reviewed and refreshed every five years to drive transparent performance tracking and accountability. Learning on which actions and interventions are most efficiently driving impact will be incorporated on a more frequent basis.

Through this strategy, we will secure and strengthen our market position globally as a financial centre. Locally, we will ensure the competitiveness of our buildings, investment properties and public spaces as attractive places to work, live, study and visit, both now and in the future.

Though focused on tackling climate change, the strategy's impact will be wider. It will support the economy. It will enhance the physical environment and open spaces. And it will benefit individuals through creating jobs and improving air quality. More immediately, it will also ensure that the City Corporation has a strong platform to present at the Green Horizon Summit in November, one year ahead of the United Nations annual climate meeting, COP26.

## Recommendations

Planning & Transportation Committee, Resource Allocation Sub Committee, Procurement Sub Committee, the Open Spaces Chairs, Projects Sub Committee, Corporate Asset Sub Committee<sup>1</sup>, Port Health & Environmental Services Committee and Finance Investment Board are recommended to:

- i. Note the report, the draft strategy at **Appendix 1** and the action sets by committee at **Appendix 2**.

Resource Allocation Sub Committee only is also recommended to:

- ii. Consider the options for funding the additional budget required to deliver the strategy, shown at **Confidential Appendix 3**, and decide which to recommend to the Policy & Resources Committee for approval.

## Main Report

### Background

1. In June 2020, Policy & Resources Committee agreed that a Climate Action Strategy should be presented to the Committee in September, and the Court of Common Council in October, for approval. Building on a series of studies which reported in June/July, there has been intensive work over the summer to develop the strategy, so that it is impactful, affordable and deliverable.
2. The City Corporation's approach to developing this strategy has been set out in previous public papers and is summarised in the strategy at **Appendix 1**.

### Current position

3. The baseline position, describing current and projected resilience risks, emissions sources and carbon removal capacity for the City Corporation and Square Mile, was shared with Members at a briefing in May and is also summarised in the strategy at **Appendix 1**.
4. With enormous financial pressures, affordability is critical. Initial indications pointed to additional spending of £100m-£120m for the remaining four years of the Medium-Term Financial Plan (MTFP). Over the summer, departments across the City Corporation have worked at pace to strengthen the financial modelling, strip out costs and both reprioritise and align with existing programmes. Members have also looked at how to achieve the outcomes while managing cost and risk. As a result, the additional envelope for the MTFP amounts to an annual cost of £15m capital and £2m revenue. (N.B. These figures were being finalised at the time of submission and will be confirmed in the confidential appendix on funding options.)

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<sup>1</sup> Property Investment Board reviewed the information presented here at their 19 August meeting and agreed the actions associated with the Investment Property Estate.

5. There is also a major financial upside. These capital investments will also bring major reductions in energy costs. In the case of the owned/operated properties, this will drive down future revenue requirements, as less money is spent on energy. This has the potential to save £3.5m per annum in future revenue costs. Equally, on the investment property estate, the reduction in energy costs amounts to £2m per annum. This offers an opportunity to enhance yields/values. Given time lags, these reductions are excluded from the funding options.

## Options

6. Funding options are set out in **Confidential Appendix 3**, for consideration for Resource Allocation Sub Committee, only, so that it can put forward its recommendation to Policy & Resources Committee.

## Proposals

7. Proposed actions for the first five years of the strategy are set out at **Appendix 2** to inform relevant committees before these are put to Policy & Resources Committee for decision.

## Public and stakeholder engagement

8. The engagement plan, approved by Policy & Resources Committee in June 2020, has three phases. Phase 1 – April to June 2020 – involved workshops with expert officers and external technical experts, written submissions from stakeholder groups and a survey of businesses about their climate action plans.
9. Phase 2 – mid-July to the end of August 2020 – broadened out the opportunity to share views to the wider public by means of an online survey on a dedicated web portal. Its purpose was to check levels of priority and the feasibility of potential options with our stakeholders and to gather contact details and followers in preparation for phase 3. At the time of drafting, over 2600 people had responded to the survey. 16% were residents, 44% were workers, 20% were visitors, 4% were students and 8% work at the City Corporation. 77% said climate change should be extremely important to the City Corporation. More information is available on request.
10. Phase 3 will commence with the launch of the strategy following approval by the Court of Common Council and continue for the duration of the strategy. Its purpose is to support implementation and local action.

## Next steps

11. The governance timetable is set out in the title box of this report. If Policy & Resources Committee and the Court of Common Council approve and endorse this strategy, the cross-departmental officer team will firm up detailed action plans and key performance indicators for the first period of the strategy, taking

us up to 31 March 2025 . The first step is to ensure the financials and actions are embedded in departmental budgets and Business Plans.

12. Governance and accountabilities will also be firmed up within the revised governance arrangements and operating model, which will also underpin a comprehensive approach to capability. This offers opportunities to work more effectively across the City Corporation and improve how we drive performance. Funding will be released as and when sufficient controls – clear targets, transparency on outcomes and accountability – are demonstrably in place. And we will report annually on progress.

## **Corporate & Strategic Implications**

13. Strategic Implications – This strategy complies with the latest climate science necessary to meet the goals of the Paris Climate Agreement (2015) and is complementary to London-wide and national efforts to reduce emissions and improve resilience of our communities and urban spaces. This includes the draft London Plan, GLA London City Resilience Strategy 2020, the London Councils' Leaders' commitment to a 'green recovery', the UK Committee on Climate Change, Climate Risk Assessment 2017 and National Adaptation Programme, as well as the landscape of policies set out by government.
14. It is integral to achieving economic, societal and environmental outcomes in the Corporate Plan, 2018-23. As stated above, it builds upon existing strategies and policies, including: The Responsible Business Strategy 2018-23, the Responsible Investment Policy, the City Procurement Strategy 2020-24, the Local Plan 2015, the draft City Plan 2036, the Transport Strategy 2018-43, the Air Quality Strategy 2015-20, the Climate Mitigation Strategy, the Carbon Descent Plan, the Transition to a Zero Emission Fleet Policy, the Renewable Electricity Policy & Sourcing Strategy and related campaigns, such as Plastic Free City. It is aligned to ongoing reviews of our financial and property investment portfolios and is influencing the development of the Bridge House Estates Strategy 2020-45 which is proceeding in parallel through governance.
15. Financial Implications – The additional envelope for the MTFP amounts to an annual cost of [£15m] capital and [£2m] revenue. Proposals on Climate Action beyond this MTFP will be brought to Members in the usual way, and savings made following investment in this first period should offset future investment requirements.
16. Resource Implications – Implementing the strategy will require changes in capability, capacity and culture. This will include expertise and skills sets in some areas that the City Corporation does not currently have. But it will be critical to the deliverability of the strategy that there is not only the funding for the capital works, but the capability to manage these projects successfully. Resource and capability requirements are being built into the new operating model. Any additional resources are included in the funding calculations or will be absorbed into existing budgets.

17. Risk Implications – This strategy is primarily focused on addressing risks to the competitiveness and physical environment of the Square Mile. These relate to unavoidable climatic events impacting critical infrastructure and natural resources, financial risk from decreased value of assets or opportunity loss and reputational risks from both operational failure and failing to adapt to UK and global decarbonisation commitments. Residual risks relate to successful implementation. These will be explored by means of a ‘deep dive’ discussion at Audit & Risk Management Committee on 1 October 2020, to provide additional assurance to the Court.
18. Legal Implications – There are no legal implications at this stage as recommendations are compliant with legislation, including the City Corporation’s obligations under the UK Climate Change Act (revised 2019), which has enshrined in law both a target of net zero emissions by 2050 and requirements for measures for climate adaptation (improved resilience). It is however highly likely that contracts and contract changes will result from the proposed actions.
19. Equalities Implications – A Test of Relevance was undertaken on the options put forward for consideration to Resource Allocation Sub Committee in June 2020. The purpose was to identify any potential detrimental impact on the nine protected groups defined in the Equality Act 2010. It showed that people in at least one of the following five protected groups - age, disability, race, pregnancy/maternity and gender - would be likely to benefit from actions set out in this strategy. This is due to the emphasis on improvements in air quality, the public realm and indoor comfort and on reducing fuel poverty. The widening of pavements would be expected to lead to an enhanced feeling of safety for all. No negative impacts were identified. Equalities analysis will be carried out throughout implementation so that any negative impacts can be mitigated and opportunities for positive impacts exploited.
20. The public survey included standard demographic questions to enable equality analysis. No statistically significant differences in feedback from the groups was identified. In terms of reach, 6% of visits to the website and survey used the Bengali translated site. Due to the timing and ongoing disruption at educational facilities, under 25 representation was low. This will be addressed in phase 3.
21. Security Implications – There are no security implications arising from the recommendations in this report.
22. Climate Implications – This section will be added to all committee papers seeking decisions going forward.



## **Conclusion**

23. The Climate Action Strategy offers the City Corporation a unique opportunity to act decisively in responding to climate change – a key challenge of our time – while managing costs. The strategy has the potential to be a defining cross-Corporation policy. Founded on science-based targets, rather than simply a call to action, it will ensure that the City Corporation has a credible approach to climate action that is impactful, affordable and deliverable. This will allow us to protect our physical and financial assets for decades to come. It also positions the City to seize the opportunities presented by the transition to a low-carbon economy.

## **Appendices**

1. The Draft Climate Action Strategy (2020-2040)
2. Action Sets by Committee
3. Confidential Funding Options (for Resource Allocation Sub Committee only)

### **Damian Nussbaum**

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# **The City of London Corporation's Climate Action Strategy 2020-2040**

**Draft 0.5  
August 2020**

# Who we are

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

The Square Mile is the historic centre of London and is home to the ‘City’ – the financial and commercial heart of the UK. Our reach extends far beyond the Square Mile’s boundaries and across private, public and charitable and community sector responsibilities. This, along with our independent and non-party political voice and convening power, enables us to promote the interests of people and organisations across London and the UK and play a valued role on the world-stage.

## What we can do

In the context of climate action, this means we can support the achievement of net zero<sup>1</sup>, build climate resilience and champion inclusive and sustainable growth to achieve a truly sustainable City. We will do this by means of the following actions that we committed to in our [Corporate Plan, 2018-23](#), against which we drive our performance. We will...

### ***1. Build climate resilience by...***

- Building resilience to natural and man-made threats by strengthening, protecting and adapting our infrastructure directly and by influencing others.
- Protecting consumers and users of buildings, streets and public spaces.
- Preparing our response to natural and man-made threats.

### ***2. Support the achievement of net zero by...***

- Influencing UK and global policy and regulation and international agreements to protect the environment.
- Providing environmental stewardship and advocacy, in use of resources, emissions, conservation, greening, biodiversity and access to nature.
- Providing thriving and biodiverse green spaces and urban habitats.
- Providing a clean environment and driving down the negative effects of our own activities.

### ***3. Champion sustainable growth by...***

- Providing world-class spaces for businesses and markets to thrive.
- Modelling new ways of delivering inclusive and sustainable growth.
- Supporting organisations in pioneering preparing for and responding to changes in regulations, markets, products and ways of working.
- Supporting, celebrating and advocating for responsible practices and investments.

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<sup>1</sup> See Glossary on Page 6

# Why us, why now?

[Foreword - To be finalised post approval by RASC and edited by comms team prior to seeking approval from the appropriate Members.]

The City of London Corporation's core purpose is to promote the long-term interests of the City and thereby support the UK's economy. We have long been champions of sustainability – playing a key role in bringing in the Clean Air Act 1956, as the first local authority to develop a climate change adaptation strategy in 2010 and, more recently, supporting the growth of the UK's green finance sector.

Scientific evidence tells us the climate is already changing and that we need to act now if we are to limit global warming to 1.5 degrees and thereby avoid the more extreme effects of climate change. This means we need to commit to achieving net zero and to ensuring the Square Mile, and our assets outside it, are resilient to more extreme weather events. Acting now is key both to securing and advancing our market position globally as a financial centre and to ensuring the competitiveness of our buildings, investment properties and public spaces as attractive places to work, live, study and visit, both now and in the future.

It is not the case that we need to compromise the economy to fix the environment - in reality, climate action will drive growth and jobs. Now, in order to remain relevant and be commercially viable, we need to be responsible and resilient. What used to be 'green finance' is fast becoming the only option for the financial and professional services sector.

Founded on science-based targets, rather than simply a call to action, our Climate Action Strategy aims to ensure the Square Mile and City Corporation make a positive contribution to tackling climate change, are resilient to the risks it poses and seize the opportunities presented by the transition to a net zero economy.

This is one of the defining cross-City Corporation policy approaches supporting delivery of our Corporate Plan, 2018-23. But we cannot do this alone. This strategy sets out how we will work in partnership with City stakeholders to develop the solutions to tackle climate change and build back better following the pandemic, making sure no one is left behind.

We invite you to work with us as we adapt our physical and financial assets so that our society can flourish for decades to come.

[Insert photo and signature]

[Insert photo and signature]

The Rt Hon. The Lord Mayor,  
Alderman William Russell

Catherine McGuinness  
Chair of the Policy & Resources Committee

# Introduction

This document sets out the City of London Corporation's Climate Action Strategy for 2020-2040. This work is integral to achieving the economic, societal and environmental outcomes described in the Corporate Plan, 2018-23, and will underpin all decision-making at the City Corporation from 2020 to 2040.

It has been developed to comply with the latest climate science necessary to meet the goals of the Paris Climate Agreement (2015)<sup>2</sup> and meet our obligations under the UK Climate Change Act (revised 2019), which has enshrined in law both a target of net zero emissions by 2050 and measures for climate adaptation (improved resilience). It is complementary to London-wide and national efforts to reduce emissions and improve resilience of our communities and urban spaces. Crucially this includes the draft London Plan, GLA London City Resilience Strategy 2020, the London Councils' Leaders' commitment to a 'green recovery', the UK Committee on Climate Change, Climate Risk Assessment 2017 and National Adaptation Programme, as well as the landscape of policies set out by government.

In this way it sets us up to play our part globally, to help the UK reap the benefits of transitioning to a low-carbon economy, to address risks to the Square Mile and the City Corporation and to achieve better outcomes for people and business.

Clearly, we cannot do this alone. We must demonstrate robust climate action ourselves and share our methodology with, and learn from, others on this journey. So, in developing this strategy, we have focused on achieving best practice with our evidence-based approach, the range of physical risks and the breadth of emission sources we will address.

## Our evidence-based approach

This strategy brings together numerous related City Corporation strategies, policies and campaigns – from our Local Plan and Responsible Business Strategy through to our Clean City Awards – and builds on the momentum, progress and lessons learned so far. See the 'Our baseline' section for more information on achievements to date.

To understand how far we had come already and what is left to do, we commissioned experts to investigate our current and future resilience levels, carbon emissions and capacity for removing carbon from the atmosphere. We followed the leading global standards and best-practice guidelines in developing our approach.

We explored resilience risks with the sectors and organisations that our economic growth is built upon, from utilities and transport providers through to financial and professional services and our cultural sector. Together, we identified what is needed for the Square Mile to continue to compete successfully in the face of climate change. And we asked the public how important climate action is to them, what they would like to see happen and what they would be willing to do themselves. Three-quarters of respondents said climate change should be extremely important to us. Together, this provided the evidence base upon which we built our action plan and the data we need to set and track stretching but reachable targets, and test and learn as we go. It also means that rather than picking one date as our net zero target, we

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<sup>2</sup> See Glossary at Page 6

have identified separate targets for the Square Mile, the City Corporation and types of emissions.

## **The breadth of emission sources we will address**

Many organisations and authorities focus on driving down the emissions they have most control over – scope 1 and 2. Addressing scope 3 can be daunting as it covers everything an organisation buys, sells, invests in, leases to others and disposes of as well as commuting and business travel. But for organisations and financial centres like ours, scope 3 makes up a large portion of the total carbon footprint – and measuring it can lead to the design of innovative solutions to lower carbon emissions significantly.

We have included scope 1, 2 and 3 emissions to take ownership, show leadership and to illustrate how others can make this standard practice. This can make it appear that we are larger emitters than our comparators that have not included as full a picture of scope 3 in their data. We will continue to enhance our understanding of scope 3 data with our partners and keep pushing for standardisation of reporting to ensure everyone addresses their total carbon footprint effectively.

Whatever action we and others take, we still need to prepare for hotter drier summers, warmer wetter winters, more frequent extreme weather events and rising sea levels. As we do this, we will go beyond mitigation and seize opportunities to make positive changes that mean that everyone benefits from climate action.

[Here we will use an infographic showing how risks can become opportunities:

- Risks to health, wellbeing and productivity from high temperatures
  - Risk of shortages in the public water supply
  - Flooding of communities, businesses and infrastructure
  - Risks to <sup>3</sup>natural capital, including terrestrial and freshwater ecosystems, soils and biodiversity
  - Threats to food production and trade
  - New and emerging pests and diseases, and invasive non-native species, affecting people, plants and animals.
- 
- Fewer people living in fuel poverty
  - Benefits to health, wellbeing and productivity from climate action
  - More and better space for people and nature, and biodiversity
  - A resilient global business environment in the face of climate impacts
  - Benefits over other global financial centres which will face more extreme challenges
  - Job creation
  - Reductions in insurance premiums and support for the City's Insurance sector
  - Reduction in unnecessary use of resources (water, food) and generation of waste and use of natural capital (greening rather than air con to reduce temperatures)]

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<sup>3</sup> See Glossary on Page 6

## Glossary

**BASIC+ emissions** include those from within the Square Mile from stationary energy, transportation and waste, as well as transboundary transportation, industrial processes and product use and the agriculture, forestry and land use sectors. It does not include emissions from investments.

**Carbon removal** is the process by which a **carbon sink**, such as forestry, reduces the amount of greenhouse gases in the atmosphere.

**Circular economy principles** means keeping resources in use for as long as possible, extracting the maximum value from them whilst in use, then recovering and regenerating products and materials at the end of each service life.

**Climate resilience** is the ability to anticipate, prepare for and respond to hazardous events, trends or disturbances related to climate. (Centre for Climate and Energy Solutions)

**Ecosystem services** are benefits to humans from the natural environment and from healthy ecosystems.

**GHGs** means greenhouse gases - the emissions responsible for global warming.

**ktCO<sub>2</sub>** is the unit of measurement for GHG emissions. It standardises greenhouse gases into units of kilo-tonnes of carbon dioxide equivalent (ktCO<sub>2</sub>e).

A **low-carbon economy** is simply an economy that causes low levels of GHG emissions compared with today's carbon-intensive economy. 'Carbon' refers to carbon dioxide, the GHG which contributes the most to climate change. The low-carbon economy can be seen as a step in the process towards a zero-carbon economy. (Science Direct)

**Natural capital** refers to the stock of natural resources, which includes geology, soils, air, water and all living organisms.

**Net zero** emissions is a state where annual residual GHG emissions are completely cancelled out through offsetting or removed through carbon dioxide removal or emissions removal measures. It is also referred to as carbon neutrality. (C40 Cities Climate Leadership Group, Defining Carbon Neutrality for Cities & Managing Residual Emissions, April 2019)

**Science-based / Paris-aligned** (Science-Based Target Setting Manual, April 2020) GHG emissions reduction targets are considered "science-based" if they are in line with what the latest climate science says is necessary to meet the goals of the Paris Climate Agreement 2015 - to limit global warming to well-below 2°C above pre-industrial levels and pursue efforts to limit warming to 1.5°C.

For an organisation: (Carbon Trust definitions)

**Scope 1** means direct emissions from owned or controlled sources

**Scope 2** means indirect emissions from the generation of purchased electricity, steam, heating and cooling consumed by the reporting company

**Scope 3** means all other indirect emissions that occur in a company's value chain

For a city:

**Scope 1** means direct emissions from within the geographical boundary

**Scope 2** means indirect emissions from within the geographical boundary

**Scope 3** means all other direct emissions from outside the geographical boundary



# Our baseline [using mainly infographics]

## Supporting the achievement of net zero

The City Corporation has achieved a 19% reduction in energy consumption within our operational sites since 2008 (using data from 2018/19) and since 2018 100% of the electricity we have purchased has been renewable.

We bought six new electric vehicles and eight new hybrid vehicles in 2018/19 and installed 20 new electric vehicle charging points as part of the City's "Transition to a Zero Emission Fleet" policy.

The Square Mile has achieved a 55% reduction in Scope 1 and 2 emissions since 2008 (using data from 2018/19). This has been assisted by our ambitious planning requirements which have led to 75% of new commercial developments with over 20,000m<sup>2</sup> floorspace achieving at least a BREEAM 'Excellent' rating since 2014.

## Where the City Corporation's emissions come from

## Where the Square Mile's emissions come from

## How we remove carbon from the atmosphere

We look after over 11,000 acres of green spaces across London and its green belt. This equates to approximately 5,500 football pitches. This natural capital not only provides valued space for people and nature but also currently removes **416 ktCO<sub>2</sub> per year**. This is equivalent to 40% of the City Corporation's scope 1 and 2 emissions.

## Building resilience

The City Corporation has long used its planning powers to implement a range of resilience measures in the Square Mile. These include green roofs, urban greening, landscaping, flood resilience and climate resilient new buildings.

As of 2020, the Square Mile has 42,600m<sup>2</sup> of green roof, up from 11,200 m<sup>2</sup> in 2005. This is set to increase to 65,800m<sup>2</sup> by 2024 through planning permissions in the current pipeline.

## Championing sustainable growth

The UK is the only global financial centre that is also a leading centre for green finance, topping both conventional and 'green' rankings. UK market players are most committed to sustainable principles and the regulatory context is both favourable and innovative. The London Stock Exchange is the 'greenest' main stock exchange across all global financial centres and the UK is best placed to produce talent that is trained and skilled in sustainability matters.

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<sup>4</sup> See Glossary on Page 6

# Our climate vision, aims and goals

## Our vision

The City of London is competitive, sustainable and resilient.

## Our aims

- 1) To support the achievement of net zero
- 2) To build climate resilience
- 3) To champion sustainable growth.

## Our goals

### For the City of London Corporation

- A. City of London Corporation scope 1 and 2 emissions are net zero by 2025 and scope 3 emissions are net zero by 2040.
- B. The City of London Corporation and its assets are resilient to climate change.
- C. The City of London Corporation influences UK and overseas organisations to become climate responsible.

### For the Square Mile's fabric and function

- D. The Square Mile's scope 1, 2 and 3 emissions (BASIC+ definition) are net zero by 2040.
- E. The Square Mile's buildings, public spaces and infrastructure are resilient to climate change.

### For society

- F. People in the Square Mile and beyond benefit from a cleaner, greener and safer environment and job creation.

# The first 5 years

Reinforcing and building on the commitments we made in our Corporate Plan (2018-23) to make sure we're doing all we can to reach our goals, we commit to:

- Identifying measurable targets to track performance against our goals
- Keeping our actions and targets in line with changing legislation and recommendations, for example from the Intergovernmental Panel on Climate Change, the Committee on Climate Change and the UK Government
- Working with our stakeholders and partners and listening to their ideas, experiences and views
- Ensuring that vulnerable groups who are most likely to be impacted by climate change are prioritised in our decision making
- Accessing the best evidence of our impact possible so we can learn and hone our actions as we go
- Reporting publicly to our committees and via published annual reports and
- Reviewing and refreshing the action plan every five years and re-baselining regularly.

The actions and targets set out below therefore only relate to the first five years of the strategy – **up to the end of March 2025**.

## To support the achievement of net zero

Our goals are...	Actions we will take are...	We will assess our impact by measuring...
B. City of London Corporation scope 1 and 2 emissions are net zero by 2025 and scope 3 emissions are net zero by 2040.	<p>Transform the energy efficiency of our operational buildings through the adoption of best available technologies</p> <p>Maximise the use of renewable energy sources across our operational buildings</p> <p>Introducing new land management practices across our open spaces aiming to maximise their ability to remove carbon, and optimise their biodiversity and resilience value</p> <p>Aligning our financial investment portfolio with the goals of the Paris Agreement on climate change</p>	

	<p>Embedding circular economy<sup>5</sup> principles into our capital projects using life cycle carbon and cost assessment techniques</p> <p>Accelerating the move to net zero carbon and energy efficient tenanted buildings, working closely with tenants to achieve shared goals</p> <p>Strengthening our supplier engagement to drive performance and innovation in delivering low carbon, sustainable products and solutions</p>	
E. The Square Mile's scope 1, 2 and 3 emissions (BASIC+ definition) are net zero by 2040.	<p>Working with businesses and organisations to develop collaborative solutions to improve the energy efficiency of buildings in Square Mile</p> <p>Developing a Square Mile renewable energy strategy to support others to transition to renewable energy.</p> <p>Using our planning role to influence others to embed carbon analysis and circular economy principles in capital projects</p> <p>Advocating for the importance of green spaces as natural carbon sinks, and their contribution to biodiversity and overall wellbeing</p> <p>Supporting organisations in the Square Mile to build circular, low-carbon and resilient supply chains</p>	<p>Tonnes of carbon is removed from the atmosphere</p> <p>Percentages of low-carbon and circular buildings in existing stock and new builds</p> <p>Percentage of Square Mile businesses committed to transition to low-carbon</p>

## To build climate resilience

Our goals are...	Actions we will take are...	We will assess our impact by measuring...
A. The City of London Corporation and its assets are resilient to climate change.	Build on our existing work to develop an early warning system, and clear resilience strategies for pests and diseases across our ports and markets, driving down the climate related food security risks	

<sup>5</sup> See Glossary at Page 6

	<p>Embed resilience measures into our upgrade plans for our owned and operated buildings</p> <p>Upskill our workforce on climate resilience and embed a climate resilience lens into all our decision making</p>	
<p>D. The Square Mile's buildings, public spaces and infrastructure are resilient to climate change.</p>	<p>Make the Square Mile public realm more climate change ready through adding in more green spaces, flood resistant road surfaces, adaptable planting regimes and heat resistant materials</p> <p>Reduce the risk of flooding through developing sustainable rain and surface water management policies, resulting in a connected system of water recycling, sustainable urban draining and rainwater management measures</p> <p>Strengthen our planning guidance on climate resilience measures for new developments</p> <p>Work with our partners to create a more climate resilient and diversified energy network across the Square Mile</p> <p>Develop a strong, data-led approach to deepen our understanding of climate related risks and mitigations across the Square Mile</p> <p>Ensuring that we continue to protect the residents, critical assets, infrastructure and heritage of the Square Mile</p>	<p>Attractiveness ratings of workers, residents, visitors and students</p>

# To champion sustainable growth

Our actions and targets build upon our Responsible Business Strategy (2018 - 23) – “Towards a Sustainable Future” and our ongoing work in supporting innovation and growth in the financial and professional services sector.

Our goals are...	Actions we will take are...	We will assess our impact by measuring...
<p>C. The City of London Corporation influences UK and overseas organisations to become climate responsible.</p>	<p>Improving visibility and standards across our projects - Catalysing change across the UK real estate market</p> <p>Work with Square Mile Businesses to promote sustainability best practice</p> <p>Share best practice on standards, tools, platforms and expertise to facilitate green and sustainable investment and growth</p> <p>Support charities and SMEs to consider, prepare for lead response to climate change</p> <p>Increase engagement and communications about sustainability with residents, business, visitors and other stakeholders</p> <p>Promote responsible procurement and investment practices for both asset managers and owners</p> <p>Support and drive innovation in the UK to provide the financing solutions to address climate change</p> <p>Enhancing London’s capacity to finance sustainable investment opportunities globally including emerging markets</p> <p>Work with UK Government and the financial services sector to deploy and scale sustainable finance products and services that countries and corporates need to help them transition to low-carbon.</p> <p>Improve the transparency and global standardisation of sustainability</p>	<p>Value of green and sustainable bonds issuance &amp; trading at London Stock Exchange</p> <p>No. of firms reporting in line with TCFD principles</p> <p>Signatories to PRI</p> <p>London Stock Exchange sustainability disclosure rate</p> <p>Z/Yen’s latest Global Green Finance Index report</p> <p>Number of new products which consider environmental and social factors</p> <p>Jobs created and size of investment in UK green tech sector</p> <p>Comparison of take up of technical products and services with other financial centres</p> <p>Investment levels and growth figures in businesses that have transition plans in place</p> <p>Growth in businesses transitioning to net zero.</p>

	<p>reporting through influencing and supporting the delivery of technical solutions to increase comparability of data and ease of reporting.</p> <p>Share learning and best practice about challenges opportunities of our net zero journey</p> <p>Support SMEs in Square Mile to refurbish</p>	
<p>F. People in the Square Mile and beyond benefit from a cleaner, greener and safer environment and job creation.</p>	<p>Addressing existing inequalities and ensuring no one is left behind.</p> <p>Prepare people with jobs for the future</p> <p>Facilitate collaborative action on air pollution in London</p> <p>Reduce pollution and increase the resilience of the Square Mile</p> <p>Implement our ambitious air quality and transport strategies</p> <p>Embrace circular economy principles across our strategies and work</p> <p>Work with our creative and educational sector partners to deliver sustainable initiatives</p> <p>Enhance greening and biodiversity across our public realm and open spaces</p>	<p>NOx levels reach 90% WHO compliance by 2025</p> <p>1000 new jobs are created</p> <p>Energy performance of residential buildings improves</p> <p>Number of firms in the Square Mile engaged in Responsible Business initiatives</p> <p>Visitor satisfaction levels at Square Mile and Open Spaces</p>

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## Appendix 2 – Detailed profile of each action area for Net Zero

### Action area 1: Corporate Property and Landlord Areas

Committee: CASC

**NET ZERO VISION:** The City Corporation is responsible for some of Central London's most historic, landmark buildings. The net-zero future will prepare them for the next one hundred years, reducing emissions and costs, while improving occupant comfort and productivity.

**STRATEGY GOALS:** A) City of London Corporation scope 1 and 2 emissions are net zero by 2025 and scope 3 emissions are net zero by 2040

<b>High level actions</b>  <b>Action 1.1</b> Update building condition surveys <b>Action 1.2</b> Undertake funding sources review <b>Action 1.3</b> Develop energy efficient and low-carbon refurbishment standards <b>Action 1.4</b> Upgrade to LED lighting and controls <b>Action 1.5</b> Implement centralised BMS <b>Action 1.6</b> Sub-meter energy consumption <b>Action 1.7</b> Begin installation of heat pumps and deep fabric retrofit schedule	<b>Net cost</b>  £2.62m	<b>Job creation (estimate)</b>  71	<b>What it pays for</b> <ul style="list-style-type: none"> <li>• A better understanding the condition of our buildings to allow us to prioritise our investment approach</li> <li>• The ability to maximise the use of external funding to scale up our ability to increase energy efficiency of the portfolio</li> <li>• An upgrade to the lighting in our buildings to be energy efficient</li> <li>• A change in the way we manage the energy use of our buildings to make it more efficient</li> <li>• An upgrade to the insulation in the fabric of our buildings to increase energy efficiency</li> <li>• An upgrade of our gas boilers to low emission heat pumps</li> </ul>
<b>Impact on net zero</b> 2,250 ktCO <sub>2</sub> e per year	<b>Measurement</b> Energy intensity (kWh/m <sup>2</sup> ) of operated buildings	<b>Key Benefits</b> <ul style="list-style-type: none"> <li>• Improved indoor comfort</li> <li>• Improved occupant satisfaction, increased productivity and employee retention</li> <li>• Future-proof CPG estate</li> <li>• Tackle fuel poverty for residents</li> <li>• Increased building performance data</li> <li>• Reduction in long-term property maintenance costs</li> <li>• Increased visibility and control on capital spend</li> <li>• Green jobs and economic multipliers for green / tech ecosystem</li> <li>• Energy savings</li> </ul>	<b>Strategic Links</b> Corporate Plan Outcomes – 5,11,12, Lighting Strategy 2018-21, Responsible Business Strategy 2018-23, the Local Plan 2015, The draft City Plan 2036, Waste Strategy 2013-20

## Action area 2: Purchased goods and services

Committee: Finance and Procurement Sub

<b>NET ZERO VISION:</b> A future where climate and carbon are a leading driver in all organisational procurement decisions and where individuals and organisations have adjusted their consumption and travel habits, with consequential health and wellbeing, community and family benefits.			
<b>STRATEGY GOALS:</b> A) City of London Corporation scope 1 and 2 emissions are net zero by 2025 and scope 3 emissions are net zero by 2040 G) People benefit from a cleaner, greener and safer environment and job creation			
<b>High level actions</b>  <b>Action 2.1</b> Measured-data emissions footprint <b>Action 2.2</b> Strengthen supplier engagement <b>Action 2.3</b> Set carbon intensity reduction targets for top 25 emitters <b>Action 2.4</b> Decarbonisation route map <b>Action 2.5</b> Upgrade fleet vehicles to EV	<b>Net cost</b>  £1.66m	<b>Job creation (estimate)</b>  19	<b>What it pays for</b>  <ul style="list-style-type: none"> <li>• A better understanding of the carbon emissions in our supply chains</li> <li>• A strengthened relationship with our suppliers through shared goals on carbon emission reduction</li> <li>• Clear targets for carbon reduction in our top suppliers</li> <li>• An automated carbon emissions reporting tool for our supply chain</li> </ul>
<b>Impact on net zero</b> 1,000 ktCO <sub>2</sub> e per year  38	<b>Measurement</b> Carbon intensity (ktCO <sub>2</sub> e per £m of revenue spend)		<b>Key Benefits</b>  <ul style="list-style-type: none"> <li>• Positive reputation amongst suppliers</li> <li>• Improved supplier emissions footprints benefit other buyers</li> <li>• New standards and approaches to procurement for local authorities</li> <li>• Increased visibility and standards across and within projects</li> <li>• Economic multipliers for green / clean tech ecosystem</li> </ul>
	<b>Strategic Links</b> Corporate Plan Outcomes – 5,11,12, Transport Strategy 2018-43, Local Plan 2015, The draft City Plan 2036, Responsible Business Strategy 2018-23, Waste Strategy 2013-20, City Procurement Strategy 2020-24		

**NET ZERO VISION:** A future where all construction materials have a second life and where innovation is prioritised to identify materials and design efficiencies. Where all organisations are competing to rent the lowest carbon and circular buildings and where empty existing buildings are immediately re-purposed.

**STRATEGY GOALS:** A) City of London Corporation scope 1 and 2 emissions are net zero by 2025 and scope 3 emissions are net zero by 2040 G) People benefit from cleaner, greener and safer environment, and job creation

<p><b>High level actions</b></p> <p><b>Action 3.1</b> Measured-data emissions footprint</p> <p><b>Action 3.2</b> Sustainable and circular design standards (new build and refurb)</p> <p><b>Action 3.3</b> Low-impact materials specifications</p> <p><b>Action 3.4</b> Circular construction / low-embodied emissions pathfinder project</p> <p><b>Action 3.5</b> Assess commercial and operational viability of new design standards</p>	<p><b>Net cost</b></p> <p>£0.7m</p>	<p><b>Job creation (estimate)</b></p> <p>6</p>	<p><b>What it pays for</b></p> <ul style="list-style-type: none"> <li>• A new toolkit to assess the life cycle carbon emissions of our capital projects to enable better decision making</li> <li>• A commercially viable standard specification guide to ensure climate action and responsible business goals are considered in new builds and refurbishments</li> <li>• An approved catalogue of low carbon, low impact materials to replace higher carbon, commonly used materials</li> <li>• A historic building refurbishment programme demonstrating best practice on low carbon interventions</li> </ul>
<p><b>Impact on net zero</b></p> <p>9,500 ktCO<sub>2</sub>e per year</p>	<p><b>Measurement</b></p> <p>Carbon intensity (ktCO<sub>2</sub>e per £m of revenue spend)</p>	<p><b>Key Benefits</b></p> <ul style="list-style-type: none"> <li>• Economic multipliers through growth in green / clean tech industries</li> <li>• Positive reputation amongst businesses</li> <li>• Catalyse change across UK real estate market</li> <li>• Increased visibility and standards across and within projects</li> <li>• Increased visibility and control on capital spend</li> </ul>	
	<p><b>Strategic Links</b></p> <p>Corporate Plan Outcomes – 5,11,12, Waste Strategy 2013-20, City Procurement Strategy 2020-24</p>		

Action area 4: Investment Property Group (Leased Downstream Assets)

Committee: Property Investment Board

**NET ZERO VISION:** The City Corporation is responsible for some of Central London's most historic, landmark buildings. The net-zero future will prepare them for the next one hundred years, reducing emissions and costs, while improving tenant satisfaction and long term valuation.

**STRATEGY GOALS:** A) City of London Corporation scope 1 and 2 emissions are net zero by 2025 and scope 3 emissions are net zero by 2040 D) The Square Mile's scope 1, 2 and 3 emissions (BASIC+ definition) are net zero by 2040

<b>High level actions</b>  <b>Action 4.1</b> Review risks of future relevant regulations and develop a readiness plan <b>Action 4.2</b> Ensure environmental requirements in new acquisition and leases <b>Action 4.3</b> Embed energy efficient and low carbon solutions in refurbishment standards <b>Action 4.4</b> Establish a comprehensive program to monitor energy consumption <b>Action 4.5</b> EPC B upgrade programme for buildings coming off lease with planned refurbishment works between 2020-2025 <b>Action 4.6</b> Design and agree operational plan to deliver 50% emission reduction across the IPG estate by 2040 with 5-year incremental performance targets named, with yearly reporting on progress against targets	<b>Net cost</b>  <b>£1.39m</b>	<b>Job creation (estimate)</b>  <b>48</b>	<b>What it pays for</b>  <ul style="list-style-type: none"><li>• A plan for meeting and potentially exceeding The Non-Domestic Private Rented Sector Minimum Energy Efficiency Standards.</li><li>• A strengthened relationship with our tenants through identifying and agreeing low carbon interventions with shared benefits</li><li>• A strong alignment of energy efficiency initiatives across our leased buildings, new capital project design specifications, and refurbishment guidance</li><li>• A new central energy monitoring system for leased buildings</li><li>• An upgrade to EPC B for all our leased buildings over the next 20 years</li><li>• A clear and considered operational plan for meeting climate action targets in line with agreed dates</li></ul>
<b>Impact on net zero</b> 2,350 ktCO <sub>2</sub> e per year	<b>Measurement</b> Energy intensity (kWh/m <sup>2</sup> ) of investment property		<b>Key Benefits</b> <ul style="list-style-type: none"><li>• Energy savings</li><li>• Potential increase in property values and yield</li><li>• Increase in tenant satisfaction and reduced void periods</li><li>• Reduction in long-term property maintenance costs</li><li>• Reduction in letting costs</li><li>• Future proof key asset base for Corporation</li><li>• Increased visibility and control on capital spend</li><li>• Green jobs and economic multipliers for green tech ecosystem</li></ul>
<b>Strategic Links</b> Corporate Plan Outcomes – 5,7,11,12, Responsible Business Strategy 2018-23, Local Plan 2015, The draft City Plan 2036, Waste Strategy 2013-20, City Procurement Strategy 2020-24			

## Action area 5: Financial investments

Committee: Financial Investments Board

**NET ZERO TARGET:** ESG Integration and Climate Related Financial Risk Analysis are used to drive manager and product selection. The Corporation influences others to take action and actively contribute to advancing understanding of how to manage climate related financial risks.

**STRATEGY GOALS:** A) City of London Corporation scope 1 and 2 emissions are net zero by 2025 and scope 3 emissions are net zero by 2040 B) The City of London Corporation and its assets are resilient to climate change. C) The City of London Corporation influences UK and overseas organisations to become climate responsible

<b>High level actions</b>  <b>Action 5.1</b> Embed ESG Integration and Climate Related Financial Risk in Investment Mandates <b>Action 5.2</b> Ensure climate criteria are embedded in Fund Manager selection <b>Action 5.3</b> Commit to at least 60% of portfolio Paris-aligned by 2040 <b>Action 5.4</b> Signal ambition for 100% portfolio aligned by 2030 and become signatory to TCFD	<b>Net cost</b>  <b>£0.1m</b>	<b>Job creation (estimate)</b>  <b>1</b>	<b>What it pays for</b>  <ul style="list-style-type: none"> <li>• A better understanding of the ESG and climate risk exposure in our portfolio</li> <li>• A clear plan on how to achieve a Paris-aligned portfolio by 2040</li> <li>• A stretching plan on how to achieve a Paris-aligned portfolio by 2030</li> <li>• A new investment criterion on climate action added into our fund manager mandates</li> <li>• Regular reporting to the Task Force on Carbon Disclosure (TCFD) in line with our peers</li> </ul>
<b>Impact on net zero</b> 10,750 ktCO <sub>2</sub> e per year	<b>Measurement</b> Carbon intensity (ktCO <sub>2</sub> e per £m of revenue spend)		<b>Key Benefits</b>  <ul style="list-style-type: none"> <li>• Reduction of reputational and climate-related financial risk</li> <li>• Capitalise on investment returns as economy transitions</li> <li>• Future proof key asset base of Corporation</li> <li>• Increased visibility on performance and engagement record</li> <li>• Corporation's profile as responsible investor aligned with peers and international dialogue at Green Horizons Summit, COP26 and other international platforms</li> <li>• Increased understanding of risk across portfolio</li> </ul>
	<b>Strategic Links</b> Corporate Plan Outcomes – 5,11,12, Responsible Business Strategy 2018-23, Local Plan 2015, The draft City Plan 2036		

**NET ZERO TARGET:** Streets that inspire and delight, world-class connections and a Square Mile that is accessible to all. The Square Mile will be a healthy, attractive and easy place to live, work, learn and visit.

**STRATEGY GOALS:** D) The Square Mile's scope 1, 2 and 3 emissions (BASIC+ definition) are net zero by 2040, G) People benefit from cleaner, greener and safer environment, and job creation

<b>High level actions</b>  <b>Action 6.1</b> Pavement widening to comfort level A+ <b>Action 6.2</b> Additional 20km timed street closures <b>Action 6.3</b> Freight consolidation centre	<b>Net cost</b>  <b>£1.51m</b>	<b>Job creation (estimate)</b>  <b>20</b>	<b>What it pays for</b>  <ul style="list-style-type: none"> <li>• 14km of widened pavement to support pedestrian movements and reduce emissions from vehicles</li> <li>• A network of new pedestrian priority streets</li> <li>• A pilot study on a new logistical hub to manage and reduce freight vehicles and emissions</li> </ul>
<b>Impact on net zero</b> 3,250 ktCO <sub>2</sub> e per year  <div>Page 42</div>	<b>Measurement</b> Carbon intensity (ktCO <sub>2</sub> /m <sup>2</sup> ) per capita		<b>Key Benefits</b>  <ul style="list-style-type: none"> <li>• Improved air quality</li> <li>• Improved employee health leads to reduced absenteeism</li> <li>• Increased footfall and local spending</li> <li>• Job creation</li> </ul>
	<b>Strategic Links and Partners</b> Corporate Plan Outcomes –1, 5,11,12, Air Quality Strategy 2019-24, Transport Strategy 2018-43, Responsible Business Strategy 2018-23, Local Plan 2015, The draft City Plan 2036, Culture Strategy 2018-22, Waste Strategy 2013-20, City Procurement Strategy 2020-24		

**NET ZERO TARGET:** The net-zero future sees the unique built environment of the Square Mile prepared for the next one hundred years, reducing emissions and costs, while improving commercial value and occupant comfort.

**STRATEGY GOALS:** D) The Square Mile's scope 1, 2 and 3 emissions (BASIC+ definition) are net zero by 2040 F) Businesses capitalise on commercial opportunities through transitioning to net zero

<p><b>High level actions</b></p> <p><b>Action 7.1</b> Square Mile renewable energy strategy</p> <p><b>Action 7.2</b> Historic building energy efficiency retrofit challenge</p> <p><b>Action 7.3</b> Create exemplar guidance on Square Mile refurbishment</p> <p><b>Action 7.4</b> Tighten standards for new buildings through SPG</p>	<p><b>Net cost (pa)</b></p> <p><b>£1.26</b></p>	<p><b>Job creation (estimate pa)</b></p> <p><b>15</b></p>	<p><b>What it pays for</b></p> <ul style="list-style-type: none"> <li>• A leading strategy developed with key stakeholders on how to source renewable energy for the Square Mile</li> <li>• New approaches to energy efficiency in historic buildings developed through an innovation competition, hosted in partnership with Royal Institute of British Architects</li> <li>• A guide for best practice in energy efficiency design approaches for building types in the Square Mile</li> <li>• A Supplementary Planning Guidance document requiring improvement in the carbon emissions and energy efficiency performance of new developments</li> </ul>
<p><b>Impact on net zero</b></p> <p>11,800 ktCO<sub>2</sub>e per year</p>	<p><b>Measurement</b></p> <p>Carbon intensity (ktCO<sub>2</sub>/m<sup>2</sup>) per capita</p>		<p><b>Key Benefits</b></p> <ul style="list-style-type: none"> <li>• Improved air quality</li> <li>• Improved employee health leads to reduced absenteeism</li> <li>• Increased footfall and local spending</li> <li>• Green jobs and economic multipliers</li> </ul>
	<p><b>Strategic Links</b></p> <p>Corporate Plan Outcomes –1, 5,11,12, Air Quality Strategy 2015-20, Transport Strategy 2018-43, Responsible Business Strategy 2018-23, Local Plan 2015, The Draft City Plan 2036, Waste Strategy 2013-20</p>		

**NET ZERO TARGET:** The Square Mile transitions towards a circular economy, where the City Corporation engages with key stakeholders to accelerate the adoption of global best practices.

**STRATEGY GOALS:** D) The Square Mile's scope 1, 2 and 3 emissions (BASIC+ definition) are net zero by 2040 F) Businesses capitalise on commercial opportunities through transitioning to net zero

<b>High level actions</b>  <b>Action 8.1</b> Improve material and floorspace efficiency in construction <b>Action 8.2</b> Scope Square Mile carbon offset fund <b>Action 8.3</b> Launch Square Mile carbon offset fund	<b>Net costs (pa)</b>  <b>£0.21</b>	<b>Job creation (estimate pa)</b>  <b>2</b>	<b>What it pays for</b> <ul style="list-style-type: none"> <li>• Collaborative Square Mile-wide solutions to deal with supply chain emissions, working closely with the business community</li> <li>• A Square-Mile carbon offset fund, which all businesses can contribute to, to offset residual emissions</li> </ul>
<b>Impact on net zero</b> N/A (outside of target scope)	<b>Measurement</b> N/A		<b>Key Benefits</b> <ul style="list-style-type: none"> <li>• Positive reputation as innovative green finance leader</li> <li>• Green jobs and economic multipliers</li> </ul>
	<b>Strategic Links</b> Corporate Plan Outcome 7, Local Plan 2015, The draft City Plan 2036, Responsible Business Strategy 2018-23		



**NET ZERO TARGET:** The City Corporation open spaces are celebrated as high-value ecological habitats that also form an integral part of balancing any residual emissions. Enhanced land management practices set the standard for others to follow.

**STRATEGY GOALS:** A) City of London Corporation scope 1 and 2 emissions are net zero by 2025 and scope 3 emissions are net zero by 2040 C) The City of London Corporation influences UK and overseas organisations to become climate responsible. G) People benefit from a cleaner, greener and safer environment, and job creation.

<b>High level actions</b>  <b>Action 9.1</b> Sequestration modelling study building upon baseline study <b>Action 9.2</b> Woodland and grassland ecological restoration where appropriate	<b>Net cost (pa)</b>  <b>£0.83m</b>	<b>Job creation (estimate pa)</b>  <b>8</b>	<b>What it pays for</b>  <ul style="list-style-type: none"> <li>• A change in land management to re-introduce pollarding and coppicing on Epping Forest</li> <li>• A commercially viable model for using timber in biomass burners at Epping Forest and Burnham Beeches</li> </ul>
<b>Impact on net zero</b> 10,000 ktCO <sub>2</sub> e per year  Page 45	<b>Measurement</b> Carbon removal (ktCO <sub>2</sub> per year)		<b>Key Benefits</b>  <ul style="list-style-type: none"> <li>• Enhanced biodiversity</li> <li>• Optimisation of benefits from other ecosystem services, such as pollination, water quality and air pollution mitigation</li> <li>• Enhance and expand area of ecosystem services resilience</li> <li>• Direct effect on green jobs</li> </ul>
	<b>Strategic Links</b> Corporate Plan Outcomes 11,12. Local Plan 2015, The draft City Plan 2036, Responsible Business Strategy 2018-23, Hampstead Heath Management Strategy 2018-28, Waste Strategy 2013-20		

**NET ZERO TARGET:** Climate action is embraced and integrated across the City Corporation, with Members informed and officers empowered to deliver measurable impact. This cross-Corporation function responds to changing conditions, monitoring performance and realigning strategy and plans where necessary, ensuring long-term emissions targets are achieved or exceeded. Climate action becomes a driver of corporate performance.

**STRATEGY GOALS:** A) City of London Corporation scope 1 and 2 emissions are net zero by 2025 and scope 3 emissions are net zero by 2040 B) The City of London Corporation and its assets are resilient to climate change C) The City of London Corporation influences UK and overseas organisations to become climate responsible.

<b>High level actions</b>  <b>Action 10.1</b> Identify programme and data management resource for implementation <b>Action 10.2</b> Create a data management and carbon accounting system <b>Action 10.3</b> Monitor performance targets <b>Action 10.4</b> Report progress to agreed internal and external partners / networks <b>Action 10.5</b> Sustained engagement programme and publicise success stories	<b>Net cost (pa)</b>  <b>£0.4m</b>	<b>Job creation (estimate pa)</b>  <b>2</b>	<b>What it pays for</b> <ul style="list-style-type: none"> <li>• A dedicated climate action strategy programme team</li> <li>• A carbon accounting system</li> <li>• A performance measurement and reporting system linked to the corporate performance framework – holding us to account</li> <li>• Regular reporting of progress and targets to both internal and external partners</li> <li>• A clear internal and external communications plan</li> </ul>
<b>Impact on net zero and resilience</b> Ensures delivery across the programme	<b>Measurement</b> Total no. climate risks managed		<b>Key Benefits</b> <ul style="list-style-type: none"> <li>• Climate related performance drives commercial performance across Corporation</li> <li>• Additional skills and expertise transferred to wider staff</li> <li>• Accelerate use of Corporate Performance Framework</li> <li>• Implementation of carbon accounting system will allow for capture of other sustainable accounting practices</li> </ul>
	<b>Strategic Links</b> Corporate Plan Outcomes – 7,8 Responsible Business Strategy 2018-23		

## Appendix 2b – Detailed profile of each action area for Climate Resilience

### Action area 1: Ports and Market resilience

Committee: Port Health

STRATEGY GOALS: B) The City of London Corporation and its assets are resilient to climate change. E) The Square Mile's buildings, public spaces and infrastructure are resilient to climate change.			
<b>High level actions</b>  <b>Action 1.1</b> Pest and disease horizon scanning, surveillance and research programme <b>Action 1.2</b> Ports and markets operational resilience planning <b>Action 1.3</b> Undertake funding sources review	<b>Net cost (pa)</b>  <b>£0.1m</b>	<b>Job creation (estimate pa)</b>  <b>0</b>	<b>What it pays for</b>  <ul style="list-style-type: none"> <li>• Clear mitigation strategies for a wide variety of pests and diseases, with emphasis on those specific to markets and ports</li> <li>• An early warning system for pests and diseases</li> <li>• A dedicated resilience strategy for the ports and markets</li> <li>• An ability to maximise external funding sources and strategies</li> </ul>
<b>Resilience Risks</b> <ul style="list-style-type: none"> <li>• Food</li> <li>• Pest and disease</li> </ul> <b>Impact on resilience risks</b> <ul style="list-style-type: none"> <li>• Working with traders and local businesses to develop contingency plans for periods of food shortage</li> <li>• A dedicated resilience strategy for ports and markets will allow clear strategies to respond to shock events and climate related emergencies</li> <li>• An early warning system for pests and disease will allow us to respond quickly and effectively</li> </ul>	<b>Measurement</b> Total no. climate risks managed		<b>Key Benefits</b>  <ul style="list-style-type: none"> <li>• Future-proof commercial resilience of key assets</li> <li>• Indirect effect on green jobs</li> </ul>
	<b>Strategic Links</b> Corporate Plan Outcomes –11,12.		

## Action area 2: Resilient Streets and Greening

Committee: Planning and Transport

STRATEGY GOALS: B) The City of London Corporation and its assets are resilient to climate change. E) The Square Mile's buildings, public spaces and infrastructure are resilient to climate change. G) People benefit from a cleaner, greener and safer environment, and job creation			
<b>High level actions</b>  <b>Action 2.1</b> Flood modelling, which include SUDs and other mitigation strategies, to complement EA flood models <b>Action 2.2</b> Conduct pilot to test heat resistant materials in planned works for streets and highways during 2021-2025 <b>Action 2.3</b> Develop City Corporation and Square Mile water footprint management strategy <b>Action 2.4</b> Develop natural flood risk management areas <b>Action 2.5</b> Sustainable rain and surface water management policies and implementation <b>Action 2.6</b> Work with partners to accelerate actions to address water leak management <b>Action 2.7</b> Increase the quality and provision of green space and coverage in the Square Mile and wider City Corporation spaces <b>Action 2.8</b> Introduce climate-resistant and adaptive landscaping in planned works <b>Action 2.9</b> Undertake funding sources review	<b>Net cost (pa)</b>  <b>£2.2m</b>	<b>Job creation (estimate pa)</b>  <b>9</b>	<b>What it pays for</b>  <ul style="list-style-type: none"> <li>• An investigation into new water infrastructure such as strategic SUDs, roof top greening, catchment greening and afforestation, and more as relevant</li> <li>• A register and upgrade plan for roads that are vulnerable to acute heat which mainstreams heat-resistant road surfacing</li> <li>• A connected system of water recycling, urban drainage and rainwater management measures</li> <li>• More greenery in the Square Mile public realm</li> <li>• Climate change adaptable landscapes and planting</li> <li>• A strong partnership with Thames Water to reduce water wastage through leaking</li> </ul>
<b>Resilience Risks</b> <ul style="list-style-type: none"> <li>• Flooding</li> <li>• Overheating</li> <li>• Water stress</li> <li>• Natural capital</li> </ul> <b>Impact on resilience risks</b> <ul style="list-style-type: none"> <li>• Additional guidance on climate resilience forming part of Planning Policy will reduce all resilience risks</li> <li>• Minimising temperature increases through the public realm, creating cool spots</li> <li>• Interventions such as shading, urban greening, heat-resistant road surfacing, natural flood risk management areas, flood defence asset maintenance and careful material selection will reduce all resilience risks</li> </ul>	<b>Measurement</b> Total no. climate risks managed		<b>Key Benefits</b> <ul style="list-style-type: none"> <li>• Positive reputation amongst suppliers and construction industry</li> <li>• Indirect effect on green jobs and economic multipliers for green tech ecosystem</li> <li>• Increased visibility and standards across projects</li> <li>• Future proof public realm for climate impacts</li> </ul>
	<b>Strategic Links</b> Corporate Plan Outcomes – 5,7, Local Plan 2015, The draft City Plan 2036, Transport Strategy 2018-43, Responsible Business Strategy 2018-23, Local Flood Risk Management Strategy 2014-2020		

### Action area 3: Resilient buildings

Committee: Property Investment Board, CASC

STRATEGY GOALS: B) The City of London Corporation and its assets are resilient to climate change E) The Square Mile's buildings, public spaces and infrastructure are resilient to climate change. G) People benefit from a cleaner, greener and safer environment, and job creation			
<b>High level actions</b>  <b>Action 3.1</b> Embed resilience measures into 5-year plan upgrade plans for IPG and CPG properties <b>Action 3.2</b> Diversify energy sources and partner with regional organisations and utility providers to increase back-up power for critical services <b>Action 3.3</b> Flood defence assets maintenance and management regimes incorporated into upgrade plans <b>Action 3.4</b> Protect key assets, critical infrastructure and sensitive equipment in flood zones <b>Action 3.5</b> Undertake funding sources review	<b>Net cost (pa)</b>  <b>£2.5m</b>	<b>Job creation (estimate pa)</b>  <b>33</b>	<b>What it pays for</b> <ul style="list-style-type: none"> <li>• A more climate resilient and future proofed property portfolio</li> <li>• A more resilient energy network for the Square Mile</li> <li>• An assessment of flood risk vulnerability for all the critical infrastructure, services, or features of heritage and archaeological value for the Square Mile</li> <li>• A plan for managing and upgrading critical flood defences, using nature led approaches where possible</li> <li>• An ability to maximise external funding sources and strategies to complete this work</li> </ul>
<b>Resilience Risks</b> <ul style="list-style-type: none"> <li>• Flooding</li> <li>• Overheating</li> <li>• Water stress</li> </ul> <b>Impact on resilience risks</b> <ul style="list-style-type: none"> <li>• Retrofits can be used to adapt buildings to reduce their influence on and risk from climate change</li> <li>• Introduction of shading and ventilation strategies can mitigate overheating</li> <li>• Flood protection measures such as water proofing, attenuation and flood barriers reduce flood risk</li> <li>• Interventions to reduce water consumption in buildings reduce water stress</li> </ul>	<b>Measurement</b> Total no. climate risks managed		<b>Key Benefits</b> <ul style="list-style-type: none"> <li>• Indirect effect on green jobs and economic multipliers for green tech ecosystem</li> <li>• Positive reputation amongst businesses</li> <li>• Catalyse change across UK real estate market</li> <li>• Increased visibility and standards across projects</li> <li>• Increased performance from capital spend</li> <li>• Future proof key asset base for the Corporation</li> </ul>
	<b>Strategic Links</b> Corporate Plan Outcomes – 5,7 Local Plan 2015, The draft City Plan 2036 Transport Strategy 2018-43 Responsible Business Strategy 2018-23 Local Flood Risk Management Strategy 2014-2020		

#### Action area 4: Resilience Co-ordination and training

Committee: Primarily Porth Health, and Planning and Transport

STRATEGY GOALS: B) The City of London Corporation and its assets are resilient to climate change E) The Square Mile’s buildings, public spaces and infrastructure are resilient to climate change. F) Businesses capitalise on commercial opportunities through transitioning to net zero G) People benefit from a cleaner, greener and safer environment, and job creation.			
<b>High level actions</b>  <b>Action 4.1</b> Develop financial package and programme to manage resilience <b>Action 4.2</b> Expand use and availability of non-sensitive data to monitor effectiveness of interventions <b>Action 4.3</b> Embed principles of inclusion and equity throughout all resilience strategies <b>Action 4.4</b> Design cross-Corporation training programme to strengthen skills and capabilities on resilience <b>Action 4.5</b> Mainstream climate resilience into City Corporation governance and decision-making <b>Action 4.6</b> Review of above and below ground space utilisation in the Square Mile <b>Action 4.7</b> Strengthen resilience requirements for planning <b>Action 4.8</b> Undertake funding sources review	<b>Net cost (pa)</b>  £0.3m	<b>Job creation (estimate pa)</b>  1	<b>What it pays for</b>  <ul style="list-style-type: none"><li>• A considered plan on funding options for climate resilience work, blending internal and external funding sources</li><li>• A stronger, data-led approach to understanding climate related risks and mitigations across the Square Mile</li><li>• A method to ensure that the needs of the most vulnerable to climate change are prioritised in decision making</li><li>• A workforce with the knowledge and skills required to manage climate resilience across the Square Mile, backed up by a climate resilience lens across all decision making</li><li>• A review of the supplementary planning guidance and approach for new developments to strengthen climate resilience measures</li></ul>
<b>Resilience Risks</b> <ul style="list-style-type: none"><li>• Flooding</li><li>• Water stress</li><li>• Overheating</li><li>• Cross-cutting</li></ul> <b>Impact on resilience risks</b> <ul style="list-style-type: none"><li>• Embedding inclusion and equity in strategies and projects will ensure that the needs of the most vulnerable are prioritised</li><li>• Skills gap analysis, skills sharing, and training will future proof the organisation</li><li>• Deeper understanding of climate related data, as well as a review of ground space utilisation, will allow better strategic planning</li></ul>	<b>Measurement</b> Total no. climate risks managed		<b>Key Benefits</b>  <ul style="list-style-type: none"><li>• External investment in Corporation assets</li><li>• Increased visibility and standards across projects</li><li>• Increased performance from capital spend</li><li>• Future proof key asset base for the Corporation</li><li>• Decreased costs due to integration of resilience actions</li></ul>
	<b>Strategic Links</b> Corporate Plan Outcomes – 5,7 Local Plan 2015, The draft City Plan 2036 Transport Strategy 2018-43 Local Flood Risk Management Strategy 2014-2020		

Action area 5: Public health engagement and education

Committee: Primarily Port Health and CCS

STRATEGY GOALS: B) The City of London Corporation and its assets are resilient to climate change. E) The Square Mile's buildings, public spaces and infrastructure are resilient to climate change. G) People benefit from a cleaner, greener and safer environment, and job creation.			
<b>High level actions</b>  <b>Action 5.1</b> Climate-ready, fortified public health programme <b>Action 5.2</b> Develop urban heat vulnerability index and mitigation strategy <b>Action 5.3</b> Strengthen community and business networks to build adaptive capacity <b>Action 5.4</b> Strengthen climate resilience education track at Open Spaces <b>Action 5.5</b> Public communications and awareness raising campaign(s)	<b>Net costs (pa)</b>  <b>£0.1m</b>	<b>Job creation (estimate pa)</b>  <b>0</b>	<b>What it pays for</b>  <ul style="list-style-type: none"> <li>• A plan to protect public health and social services critical services and infrastructure during shock events</li> <li>• An Urban Heat Vulnerability Index to help prioritise temperature reducing measures for vulnerable groups</li> <li>• A more cohesive community through supporting grassroots resilience projects, community groups and business networks</li> <li>• A clear communications plan to integrate climate resilience into existing education strategies across our services</li> </ul>
<b>Resilience Risks</b> Food • Overheating Cross-cutting • Pest and Disease	<b>Measurement</b> Total no. climate risks managed		<b>Key Benefits</b>  <ul style="list-style-type: none"> <li>• Enhanced reputation and public support</li> </ul>
	<b>Strategic Links</b> Corporate Plan Outcomes 5,7,9,10,12 Responsible Business 2018-23 Local Plan 2015, the draft City Plan 2036		
<b>Impact on resilience risks</b> <ul style="list-style-type: none"> <li>• Identification of food insecurities and robust plans for mitigation</li> <li>• Working with mutual aid, community aid and business networks to ensure vulnerable populations are supported</li> <li>• Planning to protect critical health and social care structures during shock events and emergencies</li> </ul>			

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<b>Committee(s)</b>	<b>Dated:</b>
Port Health & Environmental Services Committee – For Information	22 09 2020
<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.

There is no Corporate Risk managed by the Department of the Built Environment. No new Departmental risks have been identified. The Departmental Risks are listed at Appendix 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) remains RED.

The Department has identified a number of risks in relation to COVID 19. The Departmental level risks are listed at Appendix 3 and are being reported to both this Committee and Planning & Transportation Committee.

## Recommendation

Members are asked to:

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

## Main Report

### Background

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

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

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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.

accordance with the Corporate Risk Management Strategy.

9. All significant risks (excluding Health & Safety risks, see paragraph 15) identified by the Department are managed through the Corporate Risk Management System.
10. Members will notice that some risks reported are already at the Target Risk Rating & Score and are only subject to Business As Usual actions. These risks are included in accordance with the Corporate Guidance "Reporting Risk Information to Grand Committees" to assist this committee to fulfil the role of Service Committees (as defined in the Corporate Risk Management Strategy) to "Oversee the significant risks faced by the Departments in the delivery of their service responsibilities."

### **Significant Risk Changes**

11. Following the Reference from this Committee to the Establishment Committee regarding the lack of a single reference list of all those who work for the City of London work is being undertaken by Officers in the Town Clerk's Department to improve the reporting base. This work is incomplete and is expected to be delayed as a result of the impact of COVID19.
12. Once at least 95% of staff have completed Driver Check and 95% of drivers have completed the online Corporate Transport Policy training the Likelihood will revert to Rare. This risk remains RED.
13. In order to deliver services flexibly and safely in the present situation there has been a significant increase in the number of "grey fleet" drivers.
14. The Target Risk Ratings/Scores have also been reviewed since the last report to Members and no changes have been identified.
15. While updating the Activity H&S Risk Assessments to include COVID-19 mitigations it became apparent that the Pentana system is not well configured to hold these risks and, pending a review by the Corporate Risk Advisor and the HR Health & Safety Manager, H&S risks are currently being managed outside Pentana. No H&S risks are currently reported to this Committee.

### **Identification of New Risks**

16. New risks may be identified at the quarterly review of all risks; through Risk reviews at the Department Management Team; or by a Director as part of their ongoing business management.
17. An initial assessment of all new risks is undertaken to determine the level of risk (Red, Amber or Green). Red and Amber risks will be the subject of an immediate full assessment with Red risks being report to the Department Management Team. Green risks will be included in the next review cycle.
18. No new risks that fall within the remit of this Committee have been identified since the last report.

## COVID-19 Risks

19. The Department has identified two departmental risks arising from the impact of COVID19. These are held on the Public Services SILVER group risk register. Exceptionally these risks are being reported both to this Committee and to the Planning and Transportation Committee.

- CVD19 SGPS 27 Failure to deliver the New DBE – Finance
- CVD19 SGPS 28 Failure to deliver the New DBE – Business Plan

The Department has established three BRONZE groups, one of which (Waste and litter service) relates to the work of this Committee. Each of these BRONZE groups has identified a service risk relating to their (potential) failure to deliver the services required by SILVER. Whilst service risks are not routinely reported to Committees this risk is included in Appendix 3 because it is likely to be of interest to Members in the present situation.

Since last reported to Members **CVD19 SGPS 28 (Failure to deliver the New DBE – Business Plan)** has reduced in Likelihood from Likely (4) to Probable (3).

## Summary of Key Risks

20. 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)**

Pending completion of work by HR to improve the certainty regarding who works for the City of London (and is therefore in scope) the Likelihood of the risk remains Unlikely (2) and the Impact remains at 8 (Critical). As a result this risk remains RED.

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.

91.0% of City of London staff have now completed Driver Check (the Training Needs Analysis). Down from 91.2% in the last report. This is in part because of all the new staff at the Schools. Action is being taken to increase completion of Driver Check to at least 95%.

Completion of the Corporate Transport Policy online training course by drivers and their managers (as identified by Driver Check) is 97.3%, unchanged from the last report.

Overall compliance with both Driver Check and the online training course is now at 90.7%. Up from 90.5% in the last report. The Business as usual compliance target is 92.5%.

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 697 drivers registered on DAVIS (98.3% of the 709 who are identified as drivers through Driver Check). Of these there are 666 (95.6%) for whom licence checks have been carried out.

The corresponding figures from the last report (May 2020) were: 717 drivers registered on DAVIS (98.9% of the 725 who are identified as drivers through Driver Check). Of these there are 651 (90.8%) for whom licence checks have been carried out.

The corresponding figures from the previous report (January 2020) were: 624 drivers registered on DAVIS (90.6% of the 709 who are identified as drivers through Driver Check). Of these there are 620 (96.6%) for whom licence checks have been carried out.

## **Conclusion**

21. 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)
- Appendix 3 – Register of DBE COVID19 SILVER group 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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## DBE Committee Report *(Port Health & Environmental Services Committee)*



## APPENDIX 2

**Report Author:** Richard Steele

Generated on: 21 August 2020

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>DBE-TP-01</b> <b>Road Traffic Collision caused by City of London staff or contractor who is unfit to drive while on duty</b> Page 61 15-Mar-2015 Vince Dignam	Cause: A member of staff/contractor who is unfit or unqualified to drive causes ... Event: a road traffic collision which results in ... Impact: death or injury; financial claim	 Likelihood Impact	<b>16</b>	Pending completion of work by HR to improve the certainty regarding who works for the City of London this risk remains RED.  91.3% of City of London staff have completed Driver Check and 97.3% 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 90.7%.  <b>13 Aug 2020</b>	 Likelihood Impact	<b>8</b>	31-Dec-2020	  Constant

Action no, Title,	Action description	Latest Note	Action owner	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>	91.3% of City of London staff have completed Driver Check and 97.3% 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 90.7%.	Jim Graham	13-Aug-2020	31-Dec-2020

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>  <div style="float: left;">Page 62</div> 27-Mar-2015 Vince Dignam; Zahur Khan	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.		4	<p>The risk has been reviewed and is unchanged.</p> <p>A Review of actions from the Business continuity plan exercise in October 2019 was carried out and the contract and City have updated any lessons learned and added the business continuity plan as a live document to the governance for review.</p> <p>Our response to COVID-19 has shown how this contract can be delivered with managers working from home. At the same time we lost the use of some hire vehicles but, in accordance with the BC Plan, vehicles were brought, in by our contractor, from other contracts.</p> <p>The Business Continuity plan was discussed as the Quarterly Partnership board meeting in July 2020 and next Business Continuity Exercise is scheduled for spring 2021.</p> <p><b>13 Aug 2020</b></p>		4	31-Dec-2020	Constant




Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
DBE-TP-07a Business Continuity exercise	Conduct annual DBE business continuity exercise	<p>A Review of actions from the Business continuity plan exercise in October 2019 was carried out and the contract and City have updated any lessons learned and added the business continuity plan as a live document to the governance for review.</p> <p>The Business Continuity plan was discussed as the Quarterly Partnership board meeting in July 2020 and next Business Continuity Exercise is scheduled for spring 2021.</p>	Zahur Khan	13-Aug-2020	31-Dec-2020

# DBE COVID-19 Risks *(Port Health & Environmental Services/Planning & Transportation Committee)*

# APPENDIX 3

**Report Author:** Richard Steele

**Generated on:** 21 August 2020

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>CVD19 SGPS 27 Failure to deliver the New DBE - Finance (DBE) (RECOVERY)</b> 17-Apr-2020 Carolyn Dwyer; Elizabeth Hannah	<b>Cause:</b> The pandemic has changed the traffic (both people and vehicular) of the working City <ul style="list-style-type: none"> <li>drastically reducing the number of visitors and workers making trips</li> <li>closing down building sites for periods of time until safe working practises can be established</li> <li>reduction in development activity</li> </ul> <b>Event:</b> Departmental income reduced by approximately £8.4m and approx. £800k in project recoverable charges. <b>Impact:</b> Department unable to operate in line with base budget, as well as meeting Fundamental Review targets as agreed by RASC. Shortfall of approx. 30% of the 20/21 net departmental budget of £27,274,000. On street parking account finances will be reduced.	 Likelihood Impact	16	Risk reviewed, revised targets agreed for the rest of the financial year.  21 Aug 2020	 Likelihood Impact	6	31-Mar-2021	 Constant

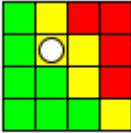
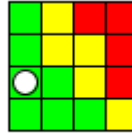

Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
CVD19 SGPS 27a Budget Monitoring	Weekly budget monitoring to inform current position and budget profiling  [Due date added as 31/12/2020 due to unknown timescales]	Risk reviewed, revised targets agreed for the rest of the financial year			Elizabeth Hannah	10-Aug-2020	31-Dec-2020

CVD19 SGPS 27b Affordability	Review affordability of projects which rely on 'on street parking account' funding	Project prioritisation/affordability Officer meetings are taking place and reports are going to DBE Senior Management Team weekly. There will be reports to Committees to enable Members to determine the priorities.	Ian Hughes	21-Aug-2020	31-Dec-2020
CVD19 SGPS 27c Recovery	Focus on recovery in the second half of 20/21 in relation to departmental budget and wider economy and planned fee increases	Moving traffic contravention cameras approved at committee for deployment in October.  Bank Junction and Beech Street enforcement continue.	Ian Hughes	21-Aug-2020	31-Dec-2020



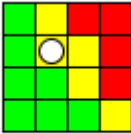
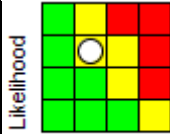

[illegible]

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CVD19 SGPS 25a Contractor liaison	Working with contractors to ensure that they are adequately forecasting staff or supply chain issues to ensure that the City received adequate warning of the need to decrease service levels any further allowing decisions to be taken in a timely and reasonable manner. Where works are continuing we have worked with the contractor to ensure that they have adequate risk assessments and method statements in place to minimise the infection and other risks to staff.  [Due date added as 31/12/2020 due to unknown timescales]	Works are continuing as scheduled.	Ian Hughes	19-Aug-2020	31-Dec-2020
CVD19 SGPS 25b City staff resilience	Reducing the overall number of City of London staff on duty in the City at any one time. This reduces the risk to individual members of staff and therefore the risk of staff shortage in the future. Monitoring of the full range of on-street activities is being achieved by sharing of resource between teams on a rota.  [Due date added as 31/12/2020 due to unknown timescales]	Limited rota of staff involved in surveillance is continuing.	Ian Hughes	19-Aug-2020	31-Dec-2020
CVD19 SGPS 25c Saba staff resilience	Enforcement of the Bank on Safety scheme traffic order transferred to working from home. Appropriate policies and procedures have been put in place to ensure compliance with data protection legislation.  [Due date added as 31/12/2020 due to unknown timescales]	Normal services for both enforcement of on-street parking/moving traffic contraventions and car parks (off street parking).	Ian Hughes	19-Aug-2020	31-Dec-2020
CVD19 SGPS 25d Car park rationalisation	As a result of a reduction in staff availability by the contractor the Tower Hill and Minories car parks have been opened for unfettered access to ensure that the remaining car parks can be staffed on a 24x7 basis. Safety inspections of the Tower Hill and Minories car parks (e.g. fire) are being undertaken by roving patrols.  [Due date added as 31/12/2020 due to unknown timescales]	Car Parks enforcement at normal levels following agreement at Gold	Ian Hughes	13-Aug-2020	31-Dec-2020
CVD19 SGPS 25e Public communication of change	Where there are alterations to services have been authorised by Members/GOLD we are issuing clear public communications on the City website, social media and email to interest groups.  [Due date added as 31/12/2020 due to unknown timescales]	The City's website continues to be updated throughout the Covid-19 period and a question and answer document has been produced.  The initiative will remain adaptable to changing circumstances with the measures able to be scaled up or down as required in line with Government guidance. Up to date information is available on our webpage <a href="http://www.cityoflondon.gov.uk/covid19citystreets">www.cityoflondon.gov.uk/covid19citystreets</a> .	Ian Hughes	19-Aug-2020	31-Dec-2020

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>CVD19 SGPS 26 Failure by BRONZE to deliver the Development &amp; Construction service required by SILVER (DBE) (RECOVERY)</b> 17-Apr-2020 David Horkan; Gordon Roy	<b>Cause:</b> The Pandemic lockdown is preventing site visits for both the Planning Service in order to assess development proposals and the District Surveyors to undertake inspections on construction sites. <b>Event:</b> Delays to the approval of development schemes and their construction/completion. <b>Impact:</b> Reduced economic activity in the City. Potential judicial reviews to planning decisions based on assessment/consultation challenges. Possible Health and Safety risks from reduced inspections for Building Control.	 Likelihood Impact	6	No change from last week. Both DM and BC continue to work in accordance with the procedures and protocols previously devised.  18 Aug 2020	 Likelihood Impact	2	31-Dec-2020	  Constant

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CVD19 SGPS 26a Alternative methods of planning site visits	Officers are requesting site photos or video footage/tours of sites where necessary/possible for planning applications. [Due date added as 31/12/2020 due to unknown timescales]	No change from last week.	David Horkan	18-Aug-2020	31-Dec-2020
CVD19 SGPS 26b Risk based inspections	District Surveyors officers are increasing requirements for records of site QA checks and third party inspections in lieu of physical inspections. [Due date added as 31/12/2020 due to unknown timescales]	No change from last week.	Gordon Roy	18-Aug-2020	31-Dec-2020
CVD19 SGPS 26c Alternative methods of DS Inspections	Officers are requesting site photos or video footage/tours of sites where necessary/possible for building control applications. [Due date added as 31/12/2020 due to unknown timescales]	No change from last week. BC officers attended a substantial Dangerous Structure incident at the weekend at Smithfield Market in accordance with the risk protocol.	Gordon Roy	18-Aug-2020	31-Dec-2020



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>CVD19 SGPS 28 Failure to deliver the New DBE – Business Plan (DBE) (RECOVERY)</b> 17-Apr-2020 Carolyn Dwyer; Elizabeth Hannah	<b>Cause:</b> The pandemic has transformed the look and feel of the working City and will likely mean the City will look a different place when recovery is finished. <b>Event:</b> Considerable uncertainty of the future needs of City. Department unable to deliver 20/21 Business Plan aims and objectives as agreed by Committee's. Business Plan will be out of date with what a 'new' City needs for recovery and growth. <b>Impact:</b> Realign Member expectations of the Business Plan, and expectation of the 'new future City'. Establish change ready, flexible staff and services.	 Likelihood	6	Risk reviewed, revised targets agreed for the remainder of the year.  <b>21 Aug 2020</b>	 Likelihood	6	31-Dec-2020	  Constant

Action no, Title,	Action description	Latest Note		Action owner	Latest Note Date	Due Date
CVD19 SGPS 28a Recovery	Establish departmental BRONZE recovery group. Identify the 'new' Business City needs and ambitions	Risk reviewed, revised targets agreed for the rest of the financial year. Action completed.		Elizabeth Hannah	21-Aug-2020	01-Sep-2020
CVD19 SGPS 28b Business Plan	Refocused Business plan to facilitate business recovery	20/21 Business Plan updated to include provision for COVID-19. Action Completed.		Elizabeth Hannah	21-Aug-2020	01-Sep-2020
CVD19 SGPS 28c Development	Regular reviews with City Property Association to facilitate growth  [Due date added as 31/12/2020 due to unknown timescales]	Weekly liaison meetings continue with the City Property Association and other key stakeholders.  Pre-application development pipeline is very healthy.  DBE actively contribution to the Citywide Recovery Dashboard.		Gwyn Richards	21-Aug-2020	31-Dec-2020

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<b>Committee:</b>	<b>Date:</b>
Port Health & Environmental Services	22 September 2020
<b>Subject:</b> Period 1 (April – July 2020) Cemetery & Crematorium Business Plan Performance update	<b>Public</b>
<b>Report of:</b> Director of Open Spaces	<b>For Information</b>

## **Summary**

This report provides Members with an update on the Cemetery and Crematorium's performance during the period April to July 2020. This period was the height of the COVID19 pandemic. The Cemetery and Crematorium provides a 'critical service' and implemented its pandemic plan. It was open and fully staffed throughout the lockdown, continuing to provide burials and cremations five days a week. The huge increase in workload meant that some staff worked in areas they would not normally expect to work in, and all worked tirelessly during these first four months in extremely difficult and challenging circumstances; both physically, mentally and emotionally.

The death rate in the areas served by the Cemetery and Crematorium increased by 55% in the four months of April to July. The cemetery and crematorium carried out a total of 1,600 funerals. There were 405 burials, approx. 50% greater than the same four-month period last year and 1,195 cremations, approx. 65% up on the same four-month period last year. Using London Resilience statistics, The City of London Cemetery and Crematorium carried out almost 12% of all London cremations and 20% of burials.

Income from the four-month period April to July, due to COVID19, has achieved 50% of its budget (£2,567,645) which is greater by over £900k than the same period last year. However, death rates are likely to fall for the rest of this year (and beyond) unless there is a significant second spike of the COVID-19 virus, which will result in less funerals and therefore less income for the remainder of the year.

## **Recommendations**

Members are asked to

- Note the performance of the Cemetery and Crematorium during this April to July 2020 reporting period.

## **Main Report**

### **Background**

1. The Open Space's Departmental Business Plan for 2020-21 together with a Business Plan for the Cemetery and Crematorium was approved by this Committee on 14 January 2020.

2. The City of London Cemetery and Crematorium's vision is:  
*'to provide a model cemetery and crematorium constituting both a site of excellence in bereavement services, a forerunner in cemetery conservation and the greatest choice of burial and cremation facilities in the UK.'*  
This together with the Department's vision and objectives inform and direct the work of the service.

### **Current Position**

3. The end of 2019/20 saw the Country dramatically change as the Coronavirus pandemic spread across the World and our Government introduced new regulations, asking us to; *Stay home, Protect the NHS, Save Lives.*
4. The Cemetery and Crematorium provides a 'critical service' and implemented its pandemic plan in good time. It was open and fully staffed throughout the COVID19 lockdown, continuing to provide burials and cremations five days a week from April to July (the grounds were open seven days a week). All of the team were required to work on site in very difficult conditions, in very challenging circumstances. The huge increase in workload meant that some staff worked in areas they would not normally expect to work (e.g. operating cremators, grave digging, managing families wishing to attend funerals), all whilst implementing changes (due to COVID19) to standard practices for death administration and reacting to the changing Government Guidelines.
5. Ensuring the health and safety of staff, the public and funeral directors during the pandemic was a primary aim for the management team and many different operational practices were introduced including:
- Staggering start / lunch / finish times for grounds maintenance teams
  - Opening the Ernie Turner Training Centre as an extra canteen facility for staff breaks to facilitate good social distancing
  - Suspending all 'non-urgent' service provision and appointments, such as ash strewing and burial appointments, non-urgent grave selections and transfers, memorial garden and genealogy appointments
  - Cleaning chapels with disinfectant after each service and not allowing staff to enter the chapel during a funeral
  - Restricting the number of mourners able to attend a funeral in line with government guidance
  - Allowing multiple drop-offs for 'no service' funerals to help funeral directors and allow for most effective use of the cremators
6. At its height, the Cemetery and Crematorium was undertaking nine burials and 27 cremations a day. This situation continued from late March, throughout April May, June and only just eased at the end of July.

### **Performance Measures**

7. The Cemetery and Crematorium has identified nine performance measures. It also contributes to several Departmental measures such as sickness absence, health and safety reporting, Green Flag and Green Heritage awards.

<b>Market Share</b>	2018/19 Actual (annual)	2019/20 Actual (annual)	2020/21 Target		April – July 2018 (actual)	April – July 2019 (actual)	April – July 2020 (actual)
Maintain our market share of burials in relation to the Cemetery & Crematorium's seven neighbouring Borough's.	7.3%	7.1%	<b>7.5%</b>		7.6%	8.1%	<b>8.9%</b>
Maintain our market share of cremations in relation to the Cemetery & Crematorium's seven neighbouring Borough's.	22.0%	22.0%	<b>23%</b>		21.3%	20.9%	<b>25.1%</b>

8. As many other local cemeteries and crematoria did not react as well to the pandemic, the City of London carried out a high number of local funerals (using London Resilience statistics, we carried out almost 12% of all London cremations and 20% of burials). This is a testament to the staff and management of the cemetery as well as the cemetery infrastructure and chapel sizes.
9. We continued to maintain an open cemetery (following guidance from the City's Legal team) when other cemeteries and crematorium grounds were closed. Our large spacious chapels enabled the City to allow 20 people to attend a funeral safely when many crematoria were limiting numbers to 5 or 10 people. The number of burials is again a testament to the hard work of the team, the size and operational capacity of the site, having a pandemic plan written by those who understand the work and our ability to maintain a good service at a critical time.

<b>Burials</b>	2018/19 Actual (annual)	2019/20 Actual (annual)	2020/21 Target (annual)		April – July 2018 (actual)	April – July 2019 (actual)	April – July 2020 (actual)
The number of burials.	790	815	<b>861</b>		280	269	<b>405</b>

10. The number of burials at the cemetery is approx. 50% greater than the same four-month period last year.

<b>Cremations</b>	2018/19 Actual (annual)	2019/20 Actual (annual)	2020/21 Target (annual)		April – July 2018 (actual)	April – July 2019 (actual)	April – July 2020 (actual)
Increase the number of cremations.	2,468	2,528	<b>2528</b>		845	725	<b>1195</b>

11. The number of cremations at the cemetery is approx. 65% up on the figure for the same four-month period last year.

12. The death rate in the areas we serve increased by 55% in the four months of April to July with the largest increase being April with a 300% increase from 2019. There was a total of 5,773 deaths in the areas served over the four months (from 3174 the previous year) and the cemetery and crematorium carried out a total of 1,600 funerals.
13. It is important to recognise that death rates are likely to fall for the rest of this year (and beyond) unless there is a significant second spike of the COVID-19 virus, which will result in less funerals at the cemetery and crematorium and therefore less income.

#### **Other Performance Measures**

14. A number of new measures were introduced in 2019/20 and continue to be monitored this year. Where data is available for this 4-month period, it is included below.

<b>Description</b>	<b>2019/20 Actual (annual)</b>	<b>2020/21 Target (annual)</b>		<b>April – July 2019 (actual)</b>	<b>April – July 2020 (actual)</b>
Number of 'no service' cremations	60	<b>82</b>		21	<b>31</b>
% of early time slots taken up	48%	<b>30%</b>		12.6%	<b>93%</b>
Amount of gas used to heat the Modern Crematorium - kWh	23,126 kWh	<b>23,126 kWh</b>		21,255 kWh	<b>3,121 kWh</b>
Energy generation from Solar Power - electricity in kWh	25,126 kWh	<b>25,126 kWh</b>		6,225 kWh	<b>8,555 kWh</b>
% abated cremations	54.1%	<b>60%</b>		60.2%	<b>39.8%</b>

15. During the pandemic the Cemetery and Crematorium was approached by several funeral directors and asked to increase our capacity for 'no service cremations' as there were no family able to attend many funerals. We achieved this request, and this is reflected in the figures above.
16. The gas used to heat the crematorium shows a huge reduction and this is due to two things, the unseasonably mild weather throughout these four months and that we were operating our abated cremator earlier in the day and therefore not using the heating system to heat the building in the morning. Usually the heating would work from 6am and the cremator abated hot water would take over at around 10am, this was not the case during the pandemic as we were cremating from as early as 6:30am.
17. The statistic for abated cremations shows a significant drop, and one that in normal circumstances would take us below the legislative requirement of 50%. However, as soon as a pandemic was declared the environmental permitting legislation was amended and the 50% requirement removed. This allowed us to work our old cremators as hard as possible in order to achieve the high number

of funerals that we carried out. It should be noted that from the 3<sup>rd</sup> August all cremations at the cemetery have been completed using the newer 'abated' cremator and the overall figure for the year should be at 50%. Also, from February 2021 all cremations at the City will be abated.

## Finance

18. As costs rise and burial and cremation numbers fluctuate, managing resources to meet the budget is a constant challenge. The Superintendent continues to carefully manage his income and expenditure budgets and ensures that a high-quality service is maintained which helps safeguard our long-term market share of burials and cremations.
19. Due to COVID19 at the period to end July, income is at 50% of budget. This time last year, and most previous years, this has been at 31%.
20. The income to end of July is greater by over £913k on this period last year.

	2018/19 Actual (annual)	2019/20 Actual (annual)	2020/21 Target (annual)		April – July 2018 (actual)	April – July 2019 (actual)	April – July 2020 (actual)
<b>Achieve the gross income target for the Cemetery and Crematorium</b> (OSD local risk only)	£5,085,060	<b>£5,157,686</b>	<b>£5,139,000</b>		£1,696,529	£1,654,234	<b>£2,567,645</b>
<b>Achieve the overall net income target for the Cemetery and Crematorium</b> (OSD local risk only)	£1,919,283	£1,645,000	<b>£1,675,000</b>		£678,505	£551,643	<b>£1,488,286</b>

21. As explained in paragraph **13** we do not expect to see a sustained increase in burials and cremations unless there is a second COVID19 spike. We expect the death rate to drop below the 'norm' and therefore income for the second half of this year is likely to be below that of previous years.
22. Works commenced in August on the essential replacement of four cremators. This means that with only one cremator remaining, the maximum number of cremations that can take place per day between August and November is reduced from 35 to 10. This will also have an impact on our income.

## Cemetery and Crematorium Activity

23. Eleven key actions were identified in the Cemetery and Crematorium Business Plan. Due to the extreme volumes of burials and cremations, many of these identified projects were placed on hold during this reporting period. However the following have been achieved and more information is provided in Appendix 3.
  - The completion of the re-landscaping of the Sunken Garden
  - The commencement of the Cremator replacement project
  - The reclamation of a further 200 graves for reuse

### **Corporate & Strategic Implications**

21. The Business Plan identifies how the department's activities will support the aspirations of the organisation, as reflected in the Corporate Plan. By delivering the Business Plan, the Cemetery and Crematorium will support the Corporation's strategic aims:
- **Contribute to a flourishing society**
  - **Shape outstanding environments**

### **Conclusion**

22. The Cemetery and Crematorium staff have worked tirelessly during the first four months of this year in extremely difficult and challenge circumstances, both physically, mentally and emotionally.
23. The Cemetery and Crematorium remained open throughout Lockdown and enabled the public to make informed burial choices and provided an excellent cremation and burial service to the bereaved. The death rate in East London increased by 300% and the Cemetery and Crematorium undertook over 50% more burials and 65% more cremations during this period than usual. As a result, income is greater by £913k than would be anticipated during this period in a normal year.
24. It is anticipated that the number of burials and cremations and hence income, will now fall below the normal level for the remainder of the year unless there is a second COVID19 spike.

### **Appendices**

Appendix 1 - Cem & Crem business Plan.

Appendix 2 - Budget

Appendix 3 - Progress against Cemetery and Crematorium Business Plan actions

### **Background Papers:**

- Open Spaces Business Plan 2020/21 – PHES Committee January 2020

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## The Open Spaces Department's Vision is: we enrich people's lives by enhancing and providing access to ecologically diverse open spaces and outstanding heritage assets across London and beyond.

The 2020/21 Cemetery & Crematorium activity will help deliver the following Corporate Plan Outcomes:

### Contribute to a flourishing society

3. People have equal opportunities to enrich their lives and reach their full potential

### Support a thriving economy

5. Businesses are trusted and socially and environmentally responsible
7. We are a global hub for innovation in finance and professional services, commerce and culture
8. We have access to the skills and talent we need

### Shape outstanding environments

9. We are digitally and physically well-connected and responsive
10. We inspire enterprise, excellence, creativity and collaboration
11. We have clean air, land and water and a thriving and sustainable natural environment

### What we do at the Cemetery & Crematorium:

provide high quality burial and cremation options to all in a magnificent Grade I listed landscape whilst consciously protecting the heritage value of our site.

### 2020/21 proposed budget is:

	(Expenditure) (£000)	Income (£000)	Net (£000)
<b>CEM &amp; CREM LOCAL RISK BUDGET</b>			
Total Employee Expenses	(2,509)	-	(2,509)
Total Premises Related Expenses	(405)	-	(405)
Total Transport Related Expenses	(145)	-	(145)
Total Supplies and Services	(405)	-	(405)
Total Customer, Client Receipts	-	5,139	5,139
<b>Total Local Risk Budget</b>	<b>(3,464)</b>	<b>5,139</b>	<b>1,675</b>
City Surveyor's local risk (Cem & Crem)	(990)	-	(990)
Recharges (Cem & Crem)	(1,681)	-	(1,681)
Central risk (Cem & Crem)	-	-	-
<b>GRAND TOTAL ALL CHARGES</b>	<b>(6,135)</b>	<b>5,139</b>	<b>(996)</b>

### The Open Spaces Department's top line objectives and 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 (12)
2. London has clean air and mitigates flood risk and climate change (11)
3. Our spaces are accessible, inclusive and safe (1)
4. Our habitats are flourishing, biodiverse and resilient to change (11)

#### B. Spaces enrich people's lives.

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

#### C. Business practices are responsible and sustainable.

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

### We will measure:

- Net budget position
- Gross Income
- Market share of burials and cremations in relation to our seven neighbouring Borough's
- Number of burials, adult cremations, 'no service' cremations
- % of cremations that take up early time slots
- Amount of gas used to heat the modern crematorium
- Energy generation from solar power

**We will also contribute to a range of Department wide and Corporate performance measures.**

**KEY:** The numbers in brackets show how the Open Spaces Outcomes link to the twelve [Corporate Plan Outcomes 2018-2023](#).

## **The Cemetery and Crematorium's Vision is:**

**to provide a model cemetery and crematorium constituting both a site of excellence in bereavement services, a forerunner in cemetery conservation and the greatest choice of burial and cremation facilities in the UK.**

### **To achieve our vision, we will:**

- Serve the City and all surrounding areas the highest standards in customer care, conservation management and sustainable burial and cremation services.
- Develop the Cemetery so that it will be appreciated for the site's history and beauty as much as it is now valued as a place to mourn, remember, respect and appreciate the dead.
- Contribute a unique area of cemetery open space for the public to enjoy nature, admire architecture and landscape design, and learn about London's history.
- Ensure that the City of London is at the forefront of sharing best practice in the ongoing and dynamic management and conservation of a historic cemetery and crematorium landscape that provides ecologically sustainable facilities for the disposal of the dead whilst meeting the needs of the bereaved.

### **Cemetery and Crematorium activity:**

#### **Open Spaces and Historic Sites Are Thriving and Accessible**

1. To redesign and re-landscape the plantings of the sunken garden adjacent to the Traditional Crematorium in keeping with its original 'Arts and Crafts' design. (A1) (10d)
2. Landscape Projects – Continued development of the 'shoot' burial area. Removal of large conifers and planting of more appropriate hedging in the memorial gardens. Improve pathways to and the general condition of the paths at the Classic Ash Grave area. (A3 & A4) (11b)

#### **Spaces Enrich People's Lives**

3. Develop our audience and accessibility to the service by working in partnership with local schools, universities and representative organisations, providing free heritage tours for individuals and groups and organising an Open House event. (B6 & B8) (3b)
4. Continue to work in partnership with our established consultative groups and offer training to funeral directors to raise awareness and understanding regarding the Children's Funeral Fund introduced by government in 2019. (B7 & C10) (7a)

#### **Business practices are responsible and sustainable.**

5. Work with City Surveyors Department, Procurement and Comptrollers to progress the replacement of the ageing cremators with new abated ones. (A2 & C9) (5c)
6. Develop our grave reuse and reclamation programme as a model system for creating the sustainable UK cemetery – by increasing grave reclamation in management zone 2. (C9) (5b)
7. Develop the use of sustainable energy using Photovoltaic cells and increasing the use of waste heat recycling to operational areas of the modern crematorium. (C9) (11a)
8. Work to expand and develop our 'cleaner greener' fleet and machinery. (C9) (11a)
9. Implement the recommendations arising out of the workforce plan, staff and customer surveys as well as developing staff. (C11) (8a)
10. Develop a name search facility for the online burial register system. (B7 & B8 & C9) (9b)
11. Develop staffs' wider understanding in relation to managing the landscape whilst providing services and running a business. (C11 & C12) (8d)

#### **Key:**

The letter/number in brackets (e.g. A2) shows which Open Spaces outcome our activities are helping to achieve.

The number/letter in brackets (e.g. 2a) shows which Corporate Plan activity our activities are helping to achieve.

## Appendix 2

### Department of Port Health & Environmental Services Local Risk Revenue Budget - 1st April - 31st July 2020

(Income and favourable variances are shown in brackets)

	Latest Approved	Budget year to date (Apr-Jul)			Actual year to date (Apr-Jul)				Forecast for the Year 2020/21			
	Budget 2020/21 £'000	Gross Expenditure £'000	Gross Income £'000	Net Expenditure £'000	Gross Expenditure £'000	Gross Income £'000	Net Expenditure £'000	Variance Apr-Jul £'000	LAB £'000	Forecast Outturn £'000	Over / (Under) £'000	Note
<b>Open Spaces (City Fund)</b> City of London Cemetery and Crematorium	1,675	(1,096)	1,700	604	(1,077)	2,568	1,491	887	1,675	1,879	204	1
<b>TOTAL PORT HEALTH AND ENVIRONMENTAL SERVICES COMMITTEE LOCAL RISK</b>	1,675	(1,096)	1,700	604	(1,077)	2,568	1,491	887	1,675	1,879	204	

#### Notes:

1. Cemetery forecast is £204K above target. There was a huge peak for the first 4 months of the year. However, the peak has been in burial and cremation income but is slightly clouded by little or no income from other income streams (Book of Remembrance, Garden Memorials and so on). The Coronavirus and lockdown is likely to have a lasting negative affect on these income areas and it is also likely that funeral numbers will drop away significantly. This will be compounded by the replacement of cremators and subsequent restrictions on cremation numbers (the works continue until February 2021).

### Appendix 3 – April to July 2020 progress against Cemetery and Crematorium Business Plan actions.

Cemetery & Crematorium Activity	Progress April to July 2020
1. To redesign and re-landscape the plantings of the sunken garden adjacent to the Traditional Crematorium in keeping with its original 'Arts and Crafts' design.	Work has now been completed
2. Landscape Projects – Continued development of the 'shoot' burial area. Removal of large conifers and planting of more appropriate hedging in the memorial gardens. Improve pathways to and the general condition of the paths at the Classic Ash Grave area.	More planting has been added to the Shoot entrance but work to the classic paving was halted at the time of lockdown and we are working to get the contractor back on site to complete the works
3. Develop our audience and accessibility to the service by working in partnership with local schools, universities and representative organisations, providing free heritage tours for individuals and groups and organising an Open House event.	No work has been carried out in this area.
4. Continue to work in partnership with our established consultative groups and offer training to funeral directors to raise awareness and understanding regarding the Children's Funeral Fund introduced by government in 2019.	No work has been carried out in this area but the CFF has continued to build slowly and all our claims have been successful.
5. Work with City Surveyors Department, Procurement and Comptrollers to progress the replacement of the ageing cremators with new abated ones.	This project commenced on the 3 <sup>rd</sup> August and is due for practical completion in February 2021
6. Develop our grave reuse and reclamation programme as a model system for creating the sustainable UK cemetery – by increasing grave reclamation in management zone 2	This continues and we have moved to another management zone. The Heritage (reuse) grave option was very well used during the Pandemic.
7. Develop the use of sustainable energy using Photovoltaic cells and increasing the use of waste heat recycling to operational areas of the modern crematorium	This has been completed and we are measuring the savings in energy use and generation.
8. Work to expand and develop our 'cleaner greener' fleet and machinery	The cemetery and crematorium vehicle replacement plan continues and where practically possible we are using the opportunity to purchase cleaner, greener options. This year we have one road vehicle and 3 site vehicles to replace.
9. Implement the recommendations arising out of the workforce plan, staff and customer surveys as well as developing staff.	Staff skill gaps are being closed through training and we are due to carry out another

Cemetery & Crematorium Activity	Progress April to July 2020
	customer survey later in the year or early next year.
10. Develop a name search facility for the online burial register system.	It has not been possible to develop a name search on our history records due to the volume and lack of indexes and cost. However, all paper based public burial records have been added to our hosted genealogy search facility and this is available through the website free of charge.
11. Develop staffs' wider understanding in relation to managing the landscape whilst providing services and running a business.	This is an ongoing process and all relevant decisions are explained to staff and managers so that there is an understanding of the thread that links the Listed Status of the site and historical context to present day practices.

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<b>Committee:</b> Port Health & Environmental Services	<b>Date:</b> 22 September 2020
<b>Subject:</b> Department of the Built Environment (Cleansing Services) Business Plan Progress Report for Period 1 (April - July), 2020/21	<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

This report sets out the progress made during Period 1 (April – July) against the DBE Business Plan for Public Conveniences, Waste Collection, Street Cleansing, Waste Disposal and Transport Services.

At the end of the July 2020, the Department of Built Environment was £110k (3.3%) overspent against the local risk budget to date of £3.32m, over all the services managed by the Director of Built Environment reporting to Port Health & Environmental Services Committee. Appendix 2 sets out the detailed position for the individual services managed by this department.

Overall the Director of Built Environment is currently forecasting a year end underspend of £276k (3.1%) 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 2019/20 Business Plan of the Department of the Built Environment was approved by this committee in 2019 and, as agreed, periodical progress reports will be provided.

### Current Position

2. Appendix 1 shows our Infographic approach to presenting departmental high-level data, awards and results. The work of the department continues to support City of London's Corporate Plan.
3. With immediate effect, all non-essential spending in the department has been halted, and a detailed, weekly report prepared. The main focus of the Cleansing Service during this period has been on responding to the Covid-19 outbreak, adapting the street cleansing activities it provides in order to ensure the health and safety of staff (both directly employed by the City of London Corporation and those employed to carry out activities on behalf of the City Corporation through contractors) and the wider public, and to respond to the changed demand in the City.

## **Key Performance Indicators**

4. During Period 1 (April - July) of this Business Plan, the management team is monitoring twelve Key Performance Indicators (KPIs) relevant to the work of this Committee (infographics of which are shown in Appendix 1). Performance of the Waste Collection and Street Cleansing contract and their KPIs will be reported separately to this committee on an annual basis.
5. Performance against the other departmental KPIs was interesting, with performance against NI191 (the amount of residual domestic waste per household) performing well against target and significantly better than the same period last year. This does not take into account 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.
6. NI192 (percentage of domestic waste recycled) has also performed better than the same period last year but remains under target. The Recycling Action Plan put in place to improve NI192 performance has been maintained during this period. In accordance with the Mayor of London's Environment Strategy, the Reduction and Recycling Plan has been drawn up and is being undertaken as much as possible in the current circumstances.
7. Our NI195 KPI (measuring the amount of land with unacceptable level of litter, detritus, fly tipping and graffiti), which is independently monitored by Keep Britain Tidy, achieved well above the target when measured in March 2020, with all elements of the survey meeting the required standards of cleanliness. The City's score of 0.94% for areas with unacceptable levels of litter compares excellently to the KBT Greater London benchmark score of 5.87%, and the City's detritus score of 0.28% significantly outperforms the benchmark of 9.14%.
8. The indicators relating to the fleet carbon, on street drinking water, public convenience use, the Community Toilet Scheme, the Clean Streets Partnership, and the Clean City Awards Scheme are either new or being developed. Due to the Covid-19 outbreak we have not been able to obtain fully robust and reflective data for this period and have not been able assign accurate targets for this report.

## **Key Updates**

9. The main focus of this period has been dealing with the Covid-19 outbreak. This has had a significant impact on the work programme of the cleansing service, diverting the team's efforts away from projects and initiatives which have previously received external recognition.

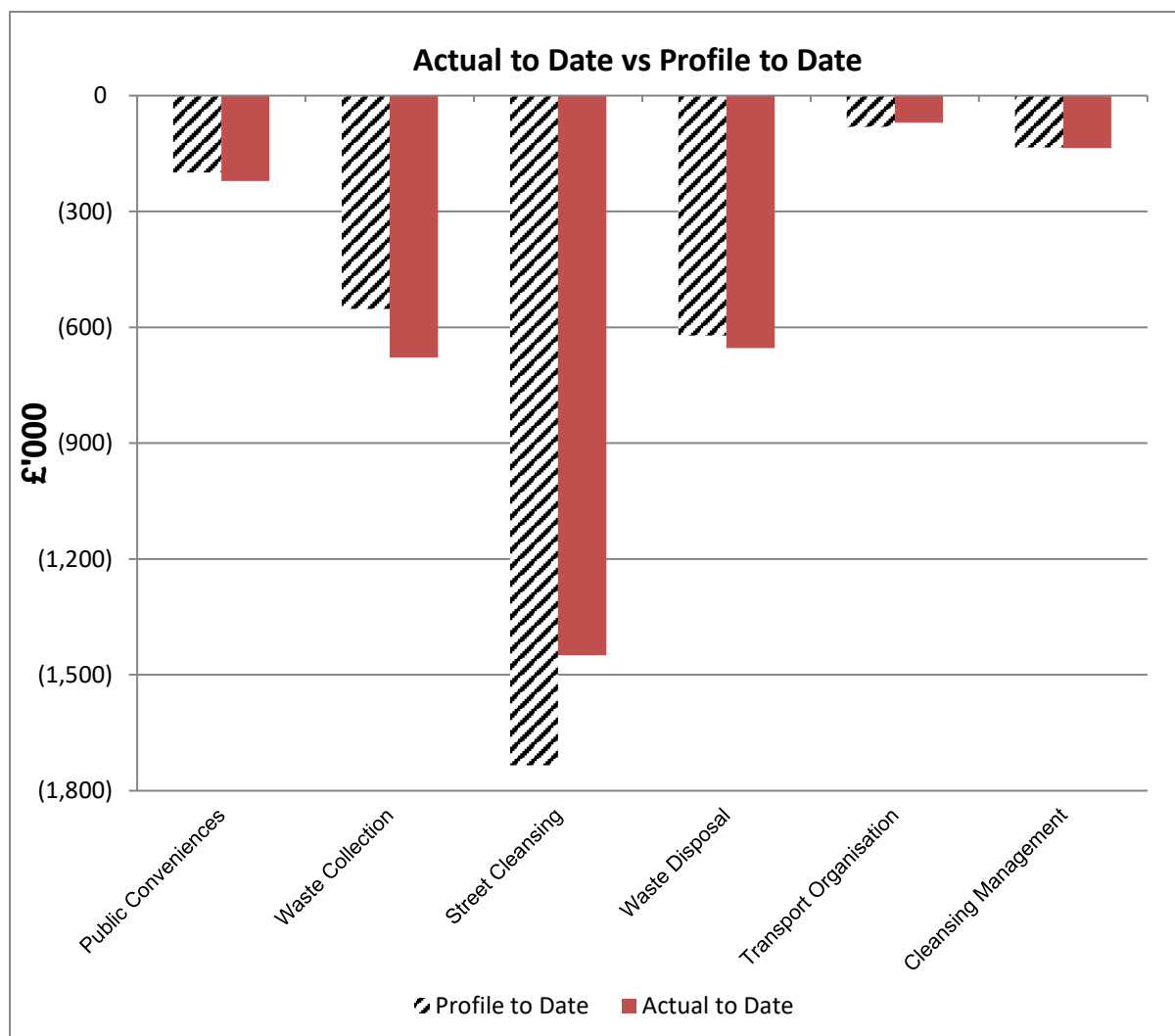
## **Achievements**

10. Following a rigorous inspection, 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.



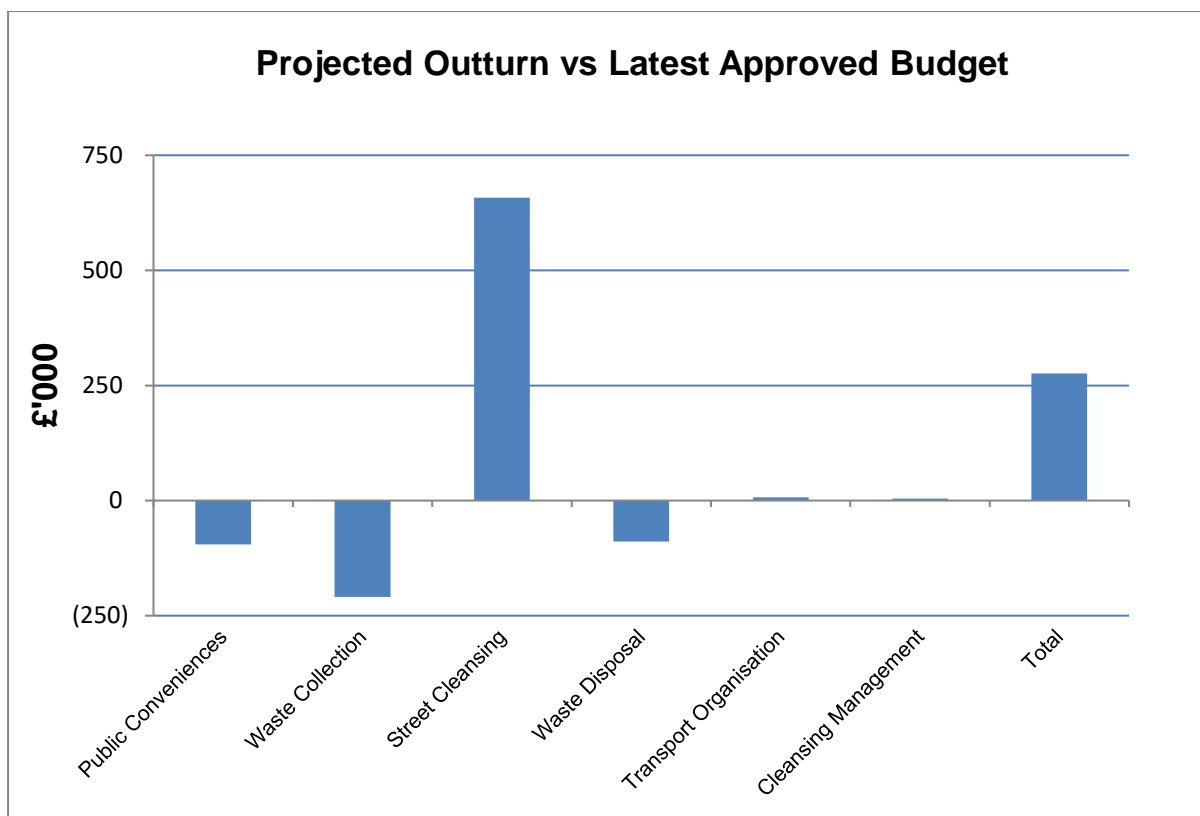
## Detailed Financial Information

11. The end of July 2020 monitoring position for the Department of Built Environment services within by Port Health & Environmental Services Committee is provided at Appendix 2. This shows a net underspend to date for the Department of £110k (3.3%) against the overall local risk budget to date of £3.32m for 2020/21.



### Notes:

1. Graph shows the actual local risk net position against the profiled budget to date for each Division.
  2. A position above the baseline is favourable i.e. net income.
  3. A position below the baseline is unfavourable i.e. net expenditure.
  4. DBE total actual to date net exp of £3,211k is £110k under the profiled budget to date of £3,321k.
12. Overall the Director of Built Environment is currently forecasting a year end underspend position of £276k (3.1%) 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 £276k at year end.
13. The reasons for the significant budget variations are detailed in Appendix 2, 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 manages.
  14. The better than budget position at the end of July 2020 is mainly due to a reduction in street cleansing contract and public convenience costs due to the impact of COVID-19 on service provision, this is partly offset by reductions in income from public conveniences, waste collection and street cleansing, also resulting from COVID-19.
  15. The Director of Built Environment anticipates this current better than budget position will continue to year end, which will partly offset overspends due to COVID-19 elsewhere within the Department.

**Appendices**

- Appendix 1 – Infographics
- Appendix 2 – Finance report

## **Background Papers**

DBE Business Plan 2019-20

### **Contact:**

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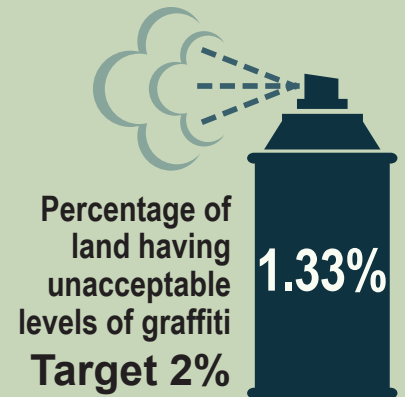
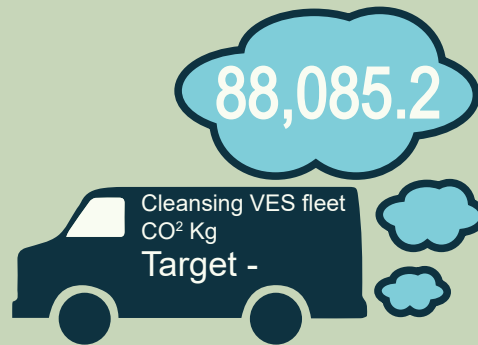
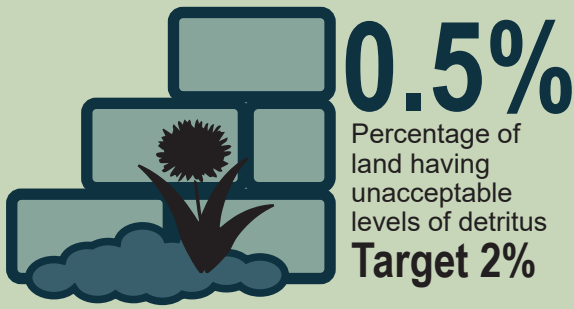
*020 7332 4972*

*Jenny Pitcairn, Senior Accountant*

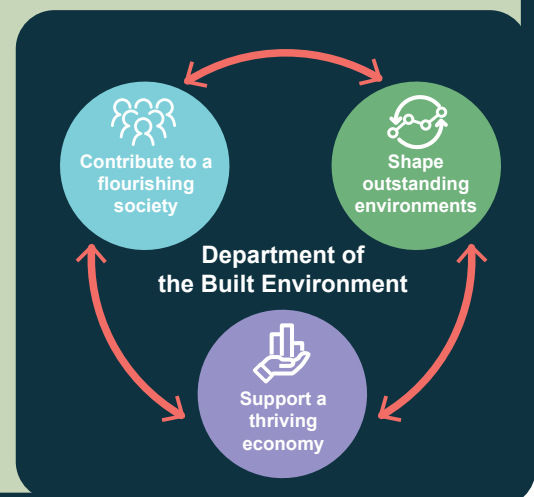
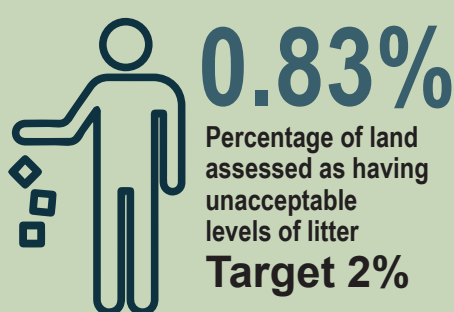
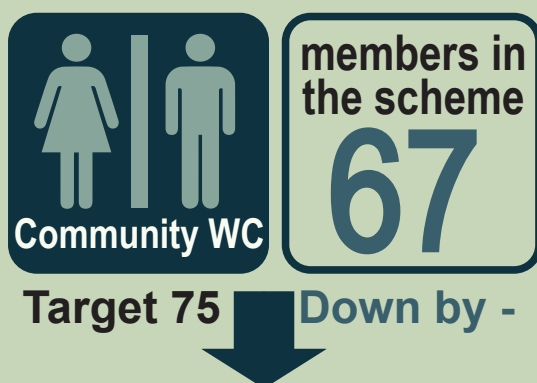
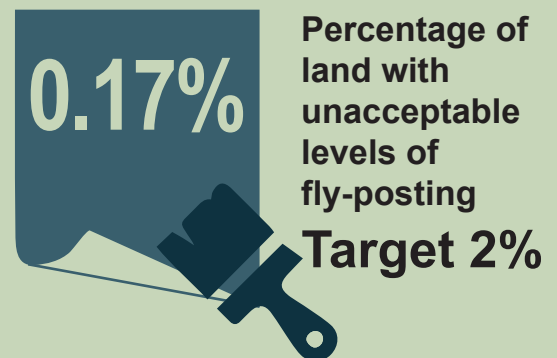
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Number of members in the scheme  
**Target**



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**Department of Built Environment Local Risk Revenue Budget - 1st April to 31st July 2020**  
**(Expenditure and unfavourable variances are shown in brackets)**

	Latest Approved Budget 2020/21 £'000	Budget to Date (Apr-Jul)			Actual to Date (Apr-Jul)			Variance Apr-Jul £'000	Forecast for the Year 2020/21			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	(578)	(333)	134	(199)	(222)	0	(222)	(23)	(578)	(673)	(95)	1
Waste Collection	(1,874)	(755)	203	(552)	(749)	71	(678)	(126)	(1,874)	(2,083)	(209)	2
Street Cleansing	(5,139)	(1,851)	117	(1,734)	(1,553)	103	(1,450)	284	(5,139)	(4,481)	658	3
Waste Disposal	(778)	(510)	(111)	(621)	(527)	(128)	(655)	(34)	(778)	(867)	(89)	4
Transport Organisation	(318)	(101)	20	(81)	(70)	0	(70)	11	(318)	(311)	7	
Cleansing Management	(109)	(134)	0	(134)	(136)	0	(136)	(2)	(109)	(105)	4	
<b>TOTAL PORT HEALTH &amp; ENV SRV COMMITTEE</b>	<b>(8,796)</b>	<b>(3,684)</b>	<b>363</b>	<b>(3,321)</b>	<b>(3,257)</b>	<b>46</b>	<b>(3,211)</b>	<b>110</b>	<b>(8,796)</b>	<b>(8,520)</b>	<b>276</b>	

**Notes:**

- 1. Public Conveniences** - overspend mainly due to loss of toilet barrier income as a result of closure in response to COVID-19, partly offset by reduced agency staff costs and reduced costs for Automatic Public Conveniences due to closures and their earlier than planned removal.
- 2. Waste Collection** - projected overspend is due to increased costs of PPE, and reduced income from Clean City Awards Scheme and waste collection, as a result of COVID-19. This is partly offset by staff vacancies, and a saving from the Clean City Awards Ceremony being unlikely to go ahead.
- 3. Street Cleansing** - projected underspend is due to a reduction in contract costs due to reduced staffing as a result of COVID-19, partly offset by additional costs of PPE and a reduction in income for cleansing of events.
- 4. Waste Disposal** - projected overspend due to an increase in the price of disposal of recyclable waste.

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<b>Committee(s)</b>	<b>Dated:</b>
Port Health and Environmental Services – For information	22 September 2020
<b>Subject:</b> Markets and Consumer Protection Business Plan 2020/2021: Progress Report (Period 1)	<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 made by the Port Health & Public Protection Division (PH&PP) during Period 1 (April-July) of 2020/21 against the Department of Markets and Consumer Protection's (M&CP) High-Level Business Plan 2020/21. The High-Level Plan was approved by your Committee in January 2020.

As previously reported, a new corporate performance management process is currently in development and work is taking place on reviewing the content and format of the supporting detail that will sit beneath high-level business plans. This will be a key element in the move towards business planning becoming a joined-up service planning process that links finance/budgets directly to Corporate Plan outcomes.

During this transitional period for the business planning and reporting process, the format of this report remains the same as in recent years. However, it is acknowledged that, as a result of the transitional arrangements, there is some discontinuity in the numbering of objectives between the High-Level Business Plan and Appendix B to this report.

This report includes updates on progress made against the top line objectives outlined in the Departmental High-Level Business Plan as well as key operational performance indicators, financial information and more detailed statistics and commentary on enforcement activity, achievements and other points that may be of interest to your Committee.

## Recommendation(s)

Members are asked to:

- Note the content of this report and its appendices.

## **Main Report**

### **Background**

1. The Department of Markets and Consumer Protection's (M&CP) High-Level Business Plan 2020/21 sets out several top level service delivery objectives which the department will work towards during the coming years. In addition, each PH&PP service area measures its performance against local, team-level, operational objectives and performance indicators (PIs).

### **Current Position**

2. To ensure that your Committee is kept informed of progress against the current High-Level Business Plan and local performance measures, 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.
3. Progress against the departmental and team business plans is regularly discussed by Senior Management Groups to ensure any issues are resolved at an early stage.
4. In order to provide further information on the work carried out by PH&PP, each periodic report includes a summary of the enforcement activity and achievements of each team (Appendix C).
5. The COVID-19 outbreak has affected the work of all service areas but teams have adapted quickly to the new and unprecedented demands placed on them. Officers have efficiently employed alternative and innovative ways of working to enable the continued provision of high-quality reactive and proactive services to their customers and other stakeholders.
6. While some activities, such as inspections and visits, have had to be postponed as a result of the pandemic, officers' workloads have increased significantly with other COVID-19 related tasks. These have included sharing expertise and skills to support businesses, other local authorities and government bodies in dealing with the impact of the pandemic.
7. Some examples of work undertaken during Period One are:
  - Senior Animal Health Inspectors worked with Defra and NGO's to produce updated COVID-19 guidance for animal related businesses during the lockdown period, including how to operate in a safe way. They also provided support and guidance to local authority officers across England.
  - After a quiet April, activity at the HARC slowly increased, with June back to normal trade. The workload has been exacerbated by the revised schedules of the airlines and more late flights.
  - Port Health Food Safety Inspections were suspended during the outbreak. The inspections which were completed were performed under specific risk assessment and were emergency cases approved by a senior manager.

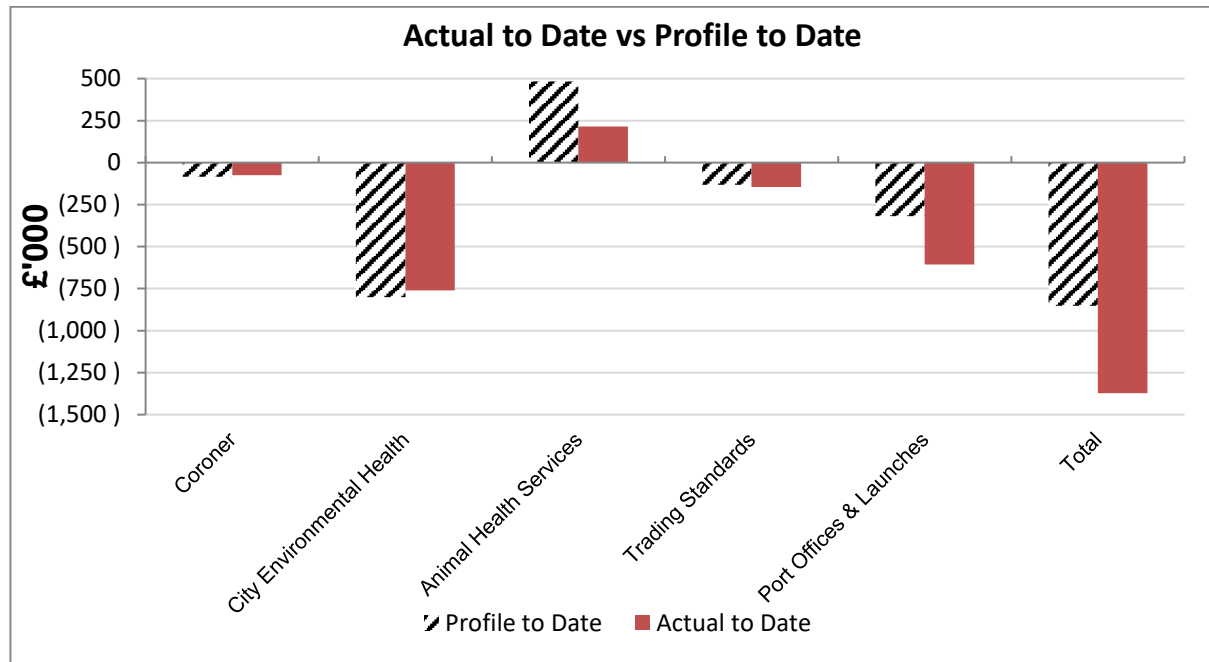
- The Commercial Team has led and contributed to the co-ordination of the London enforcement response to COVID-19 where health & safety legislation has been the vehicle for such work.
- The Commercial Team has focussed on providing advice and guidance to City businesses and, most recently, since many food and retail businesses were allowed to re-open in early July, advice on undertaking and implementing COVID-Secure Risk Assessments and controls.
- During the COVID-19 pandemic, Trading Standards Officers have dealt with an increased number of consumer complaints about financial fraud. Although the team has been unable to stage any field deployments to disrupt rogue traders, illegal and fraudulent websites have been “taken down”.
- The Pollution Team received funding from the TfL Lane Rental Board for a Streetworks and Liaison Officer for two years. This will further enhance the controls on TfL street works in the City.
- The Air Quality Team delivered an online best practice webinar for city businesses as part of the CityAir business engagement programme.
- The COVID-19 pandemic resulted in no illegal trading on or near City Bridges from April to July.

### **Corporate & Strategic Implications**

8. The monitoring of PIs and key improvement objectives across the Division links to the achievement of the aims and outcomes set out in the Corporate Plan 2018-23.

## Financial Implications

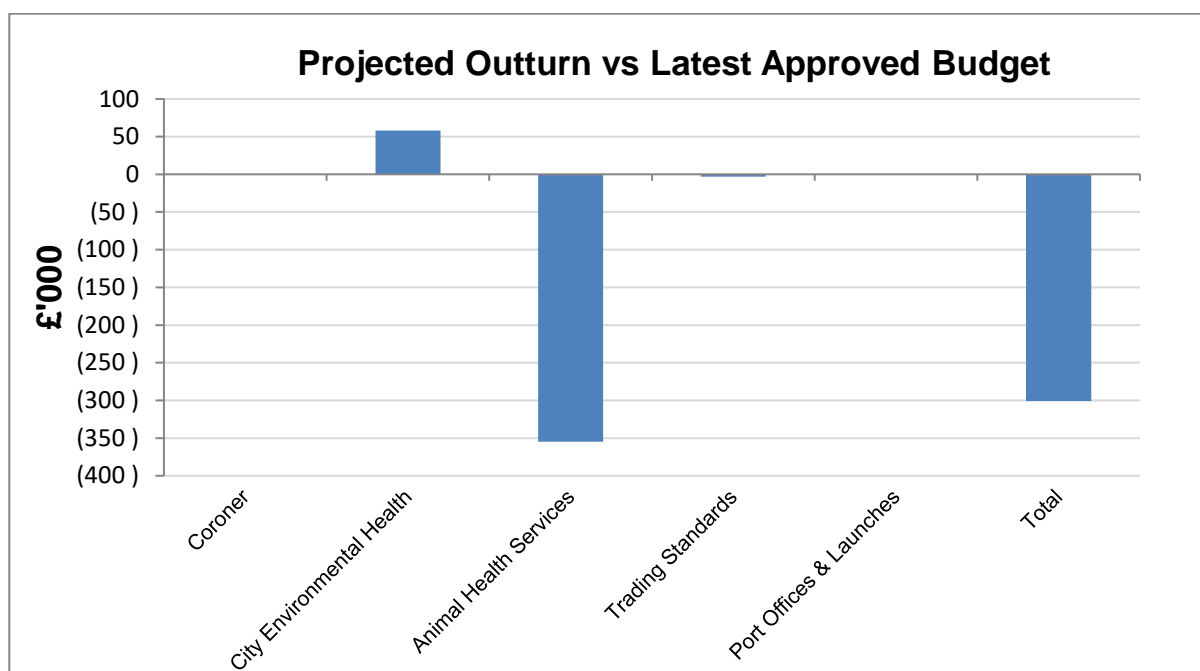
9. The end of July 2020 monitoring position for M&CP services covered by the Port Health & Environmental Services Committee is provided at Appendix D. This shows a net overspend to date for PH&PP of £520k (61%) against the overall local risk budget to date of £853k for 2020/21.



### Notes:

1. Graph shows the actual local risk net position against the profiled budget to date for each Division.
2. A position above the baseline shows overall net income.
3. A position below the baseline shows overall net expenditure.
4. MCP total actual to date net exp of £1.373m is £520k over the profiled budget to date of £853k.

10. Overall, the Director is currently forecasting a year end overspend position of £301k (13.9%) 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 the Department is forecasting an overspend of £301k 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.
12. The worse than budget position at the end of July 2020 is mainly due to reduced income at HARC and the Ports as a result of COVID-19, together with additional staffing costs for Brexit preparations at the Ports. These overspends are partly offset by reduced use of casual staff and overtime at the HARC, and delays in filling vacancies across the department, together with reduced sampling costs at the Ports as a result of the temporary decrease in physical checks being carried out.
13. The Director anticipates this current worse than budget position will continue to year end, due mainly to the reduction in income at HARC. Whilst the monthly income has now returned to target levels, the loss incurred in Q1 is not expected to be recovered by year end. Although currently overspending, the Ports are expected to return to a break-even position by year end mainly through use of newly awarded grant funding for Brexit preparations (which will partly offset the related additional staffing costs) together with a transfer from the Products of Animal Origin Reserve to meet any remaining shortfall. The overall overspend will also be offset by reduced staffing costs due to vacancies.

## **Consultees**

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

## **Appendices**

- Appendix A – Progress against operational performance indicators, Period 1 2020-21
- Appendix B – Progress against key improvement objectives, Period 1 2020-21
- Appendix C – Enforcement activity, Period 1 2020-21
- Appendix D – Financial information, Period 1 2020-21

## **Background Papers**

Revenue and Capital Budgets and High-Level Summary Business Plans 2020/21  
(PH&ES Committee, 14 January 2020)

## **Contacts**




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**Performance Management Report 2020-21**  
**Period One: 1 April - 31 July 2020**

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

**Progress against Operational Performance Indicators**

	This indicator is performing to or above the target. (100% of the target or higher)
	This indicator is a cause for concern, frequently performing just under target. (85% - 99% of the target)
	The indicator is performing below the target. (<85% of the target)



## Appendix A

			Actual 2019-20			Target 2020-21	Actual 2020-21	Status
			Period 1	Period 2	Period 3		Period 1	
PI 1	<b>Port Health</b> Proportion of imported food and feed consignments that satisfy the checking requirements cleared within five days.	a) Products of Animal Origin (POAO): Non-fish	62%	80%	85%	85%	79% <sup>*1</sup>	☹️
		b) Products of Animal Origin (POAO): Fish	86%	89%	86%	85%	81% <sup>*2</sup>	☹️
		c) Products of Non-Animal Origin (PNAO)	98%	95%	97%	85%	74% <sup>*3</sup>	☹️
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.		94%	98%	95%	85%	70% <sup>*4</sup>	☹️
<p><sup>*1</sup> The requirement for enhanced checks on Brazilian imports continues to impact clearance rates at London Gateway. London Gateway: 79% of 2,075 consignments met the target (89% of 673 non-Brazilian and 74% of 1,402 Brazilian). Tilbury: 95% out of 75 consignments met the target.</p> <p><sup>*2</sup> London Gateway: 77% of 239 consignments met the target; Tilbury, 93% of 88 consignments met the target.</p> <p><sup>*3</sup> &amp; <sup>*4</sup> The provision of documents was a significant challenge for importers and clearance agents when COVID-19 initially broke at the end of March. A combined effort from our customers and Central Government, along with rapid adaptations to our existing process, has improved the clearance times. During June and July, routine documentary checks returned almost to target levels (84%), however, mandatory checks continue to present a challenge as global transport for documents is still affected by the pandemic.</p>								



## Appendix A

		Actual 2019-20			Target 2020-21	Actual 2020-21	Status
		Period 1	Period 2	Period 3			
PI 3	<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.	N/A	N/A	End of year result: Improved profile	<b>Improved profile</b>	N/A	-
PI 4	<b>HARC</b> Less than 1% of missed flights for transit of animals caused by the Animal Reception Centre (ARC).	0%	0%	0%	<b>&lt;1%</b>	0%	😊
PI 5	<b>Pollution Team</b> 90% justifiable noise complaints investigated result in a satisfactory outcome.	94.5%	93%	93.5%	<b>90%</b>	92.9%	😊
PI 6	<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%	100%	100%	<b>100%</b>	100%	😊
PI 7	<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.	N/A	N/A	End of year result: 100%	<b>100%</b>	N/A	-
<p><b>PI 3:</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.</p> <p><b>PI 5:</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 7:</b> Annual indicator.</p>							

	All PH&PP Service areas	Actual 2019-20			Target 2020-21	Actual 2020-21	Status
		Period 1	Period 2	Period 3		Period 1	
PI 8	a) 90% of debts to be settled within 60 days.	61%	82%	95%	90%	43%	
	b) 100% of debts settled within 120 days.	65%	96%	98%	100%	78%	
<b>PI 8a:</b> This indicator measures the percentage of overall debt that is less than 61 days old. <b>PI 8b:</b> This indicator measures the percentage of overall debt that is less than 121 days old.							

## Progress against Port Health & Public Protection key improvement objectives 2020-2021

Ref:	Objective	Progress to date
1.	Continue to monitor and evaluate the potential impacts of Brexit upon our services and put in place actions to mitigate them.	<b>Period One</b> <ul style="list-style-type: none"> <li>Port Health and HARC continue to provide advice and evidence on, and in response to, UK/EU trade relationships consultations relating to policy and process.</li> </ul> <b>PORT HEALTH</b> <ul style="list-style-type: none"> <li>£225k of funding has been secured in 2020/21 for Brexit preparations. Further funding opportunities are being explored.</li> <li>Business cases are being prepared to extend temporary contracts until September 2021, which will allow time for EU trade to be assessed.</li> </ul> <b>HARC</b> <ul style="list-style-type: none"> <li>HARC is as prepared as it can be in terms of staff resource.</li> </ul>
2.	The Air Quality Team will deliver measurable improvements in nitrogen dioxide across the City by implementing the actions identified in the Air Quality Strategy 2019-2024.	<b>Period One</b> <ul style="list-style-type: none"> <li>For the period April to July 2020, levels of nitrogen dioxide measured at the 3 continuous analysers in the City showed an average reduction of 56% across all sites when compared to the same period in 2019.</li> <li>This was largely due to the impact of the COVID-19 lockdown, however a proportion of the improvement is due to local and regional action.</li> </ul>
3.	The Licensing Team will continue to develop the Safety Thirst Award Scheme, which aims to promote responsible management and reduce crime and anti-social behaviour.	<b>Period One</b> <ul style="list-style-type: none"> <li>The COVID-19 pandemic has resulted in most premises remaining closed in the City. Those that are open have limited time for assessments.</li> <li>Awards granted in 2019 are renewed for 2020; the return is being monitored closely and alternative award delivery is being considered.</li> </ul>
4.	The Licensing Team will undertake enforcement against illegal street traders, especially on and near City bridges.	<b>Period One</b> <ul style="list-style-type: none"> <li>The COVID-19 pandemic resulted in no illegal trading on or near City Bridges from April to July. Officers continued to process prosecution cases, although the progress through the Magistrates Courts has been subject to delay.</li> <li>A new partnership has been formed with the National Food Crime Unit which is assisting the City of London with collating intelligence on illegal street traders across London.</li> <li>The intelligence shared is being analysed with a view to a more co-ordinated and robust approach targeting the controlling minds.</li> </ul>

Ref:	Objective	Progress to date
5.	The Trading Standards Team will maintain its focus on disrupting and preventing financial fraud, particularly among vulnerable consumers.	<b>Period One</b> <ul style="list-style-type: none"> <li>This continues to be the team's focus, and during the COVID-19 pandemic there has been an increase in consumer complaints about financial fraud generally. Unfortunately, the team has not been able to stage any field deployments to disrupt rogue traders, but illegal and fraudulent websites have been "taken" down.</li> </ul>
6.	The Commercial Environmental Health Team will focus on delivery of the food and health and safety interventions and projects in its annual Service Plan, including the further development of Primary Authority and the implementation of a healthy eating strategy grounded in London's Healthier Catering Commitment Scheme.	<b>Period One</b> <ul style="list-style-type: none"> <li>A drastically different, staged Service Plan to deal with the COVID-19 lockdown was agreed by Members in July. The Plan reflects the team's initial work on high risk businesses and activities only, with the Healthier Catering Commitment Scheme and further Primary Authority development temporarily paused.</li> <li>As the City has gradually re-opened, the team has focussed on providing advice and guidance to City businesses and, most recently, since many food and retail businesses were allowed to re-open in early July, advice on undertaking and implementing COVID-Secure Risk Assessments and controls.</li> </ul>
7.	The Pollution Team will continue to implement the Action Plan of the Noise Strategy 2016-2026.	<b>Period One</b> <ul style="list-style-type: none"> <li>Officers continue to work with London Underground Ltd (LUL) on operational rail noise matters affecting the Barbican Estate. LUL budgets have been severely affected by COVID-19 which has delayed projects. LUL is not able to progress noise matters at present, in particular the planned Temporary Speed Restriction (TSR).</li> <li>A further bid to the TfL Lane Rental Board for a Streetworks and Liaison Officer for 2 years has been approved and funding will commence in September 2020.</li> <li>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.</li> </ul>
8.	The Pollution Team will implement the Monitoring Fee requirement of the Code of Practice for Deconstruction and Construction with developers and contractors.	<b>Period One</b> <ul style="list-style-type: none"> <li>The Construction Monitoring Levy, outlined in the Code of Construction Practice, has seen payments made and enhanced monitoring is now in place for these sites.</li> </ul>
9.	The Port Health Service will strive to become the quickest processor in the UK for consignments of food and feed through the LPHA ports.	<b>Period One</b> <ul style="list-style-type: none"> <li>The Port Health Service continues to develop solutions to improve the efficiency of the service. This has recently included developing an auto-coding programme for ships' manifests that self-Learns and is quicker and more consistent than a manual process. This is currently being tested.</li> </ul>

Ref:	Objective	Progress to date
10.	Heathrow Animal Reception Centre (HARC) will explore income generation opportunities and contracts with partner organisations at the airport.	<b>Period One</b> <ul style="list-style-type: none"> <li>Liaison with IAG Cargo is currently on hold.</li> </ul>
11.	PH&PP will move to a new cloud-based, hosted and browser-accessed line of business system in a joint project with DBE.	<b>Period One</b> <ul style="list-style-type: none"> <li>The joint project team undertook a Soft Market Testing exercise in April/May to establish how realistic its estimated costings and timescales were against what was available in the current marketplace. Lessons learned from that are being included in a revised specification and tender documentation before hopefully going out to tender during Period Two.</li> </ul>
12.	Work with Heathrow Airport Limited (HAL) in a project to relocate the Animal Reception Centre to a 'Single Examination Area' on the airport boundary.	<b>Period One</b> <ul style="list-style-type: none"> <li>The new facility has recently been discussed with government and HAL in light of the government's announcement that monies will be made available to improve the border infrastructure post-Brexit.</li> <li>The current capacity issue at HARC has highlighted the need for a new facility.</li> </ul>
13.	In liaison with the IT Department, continue to develop the use of technology and mobile working solutions.	<b>Period One</b> <ul style="list-style-type: none"> <li>COVID-19 has resulted in a significant increase in remote/home working which has led to changes in processes etc. Further changes to infrastructure, hardware and applications will be needed to make this more sustainable and achievable as we ease out of lockdown, whilst also adopting a more flexible approach to the working day/week.</li> </ul>
14.	Upgrade the telephony system for HARC and Port Health to improve call handling/answering for customers.	<b>Period One</b> <ul style="list-style-type: none"> <li>No further progress to report. As an interim measure, HARC is likely to pursue use of the ARCUS system alongside Port Health.</li> </ul>
15.	Develop shared back office/business units for HARC and Port Health.	<b>Period One</b> <ul style="list-style-type: none"> <li>There have been initial discussions with the Economic Development Team, but progress has been slowed due to the need to deliver services during the COVID-19 lockdown. Progress is likely to pick up pace when the lockdown eases and the impacts following the end of the EU transition period are known.</li> </ul>
16.	Develop a Primary Authority Partnership hub for Port Health, Animal Health, Environmental Health and Trading Standards.	<b>Period One</b> <ul style="list-style-type: none"> <li>Initial discussions have been undertaken but progress has slowed as a result of COVID-19 and the UK's impending EU Exit.</li> </ul>

Ref:	Objective	Progress to date
17.	Prepare for a flexible grade scheme for Environmental Health, Port Health and Trading Standards.	<b>Period One</b> <ul style="list-style-type: none"> <li>Job Evaluations were not being undertaken during the initial COVID-19 restrictions and the focus of the teams was on responding to the emerging situation. It is hoped that progress will be made during Period Two.</li> </ul>
18.	Support the Corporate Apprenticeship Scheme by continuing to offer a range of suitable placements for candidates.	<b>Period One</b> <ul style="list-style-type: none"> <li>PH&amp;PP has a number of apprentices in place, with many of the last cohorts obtaining temporary contracts or moving on to higher levels.</li> <li>The graduate PHO/EHO schemes continue to be successful with two further graduates in Port Health completing their portfolio of professional competence.</li> </ul>
19.	Contribute to the next phase of development of the Joint Contact and Control Room and the Customer Relationship Management System.	<b>Period One</b> <ul style="list-style-type: none"> <li>'Contact us' &amp; 'construction hours variation' forms have now gone live using Firmstep technology. Troubleshooting and resolution of issues is underway following the launch of the new CoL website.</li> </ul>

## Port Health & Public Protection Enforcement Activity Period 1 (April - July) 2020-21

Food Safety	2019-2020 Annual Total	Period 1 2020-21
Programmed inspections	<u>Food Hygiene:</u> 929  <u>Food Standards:</u> 337	<u>Food Hygiene:</u> 3  <u>Food Standards:</u> 4
Hygiene Emergency Closures	1	0
Voluntary closures	1	0
Complaints & service requests received	750	166
Notices served	3	0
Prosecutions	0	0

Health & Safety	2019-20 Annual Total	Period 1 2020-21
Programmed Cooling Tower inspections	63	0
Other H&S Inspections	0	0
H&S Project visits	0	0
Accident and dangerous occurrences notifications	110	14
Complaints & service requests received	519	216
Notices	5	0
Prosecutions	0	0

### **Period 1 – Commercial Team Highlights (Food Safety and Health & Safety)**

During Period One, the team has undertaken a phased approach to the delivery of its work which has fundamentally changed during the pandemic with environmental health at the forefront of much of the new regulations for the control of the COVID-19 virus. Throughout Period One, the team has continued to support City businesses to recover by providing advice on a wide range of Food Safety, Health & Safety, Pest Control and general trading matters, linking up with our colleagues in Trading Standards, Licensing and Pollution Control.

#### **Food Safety**

- Between 1-17 April, all planned food hygiene and food standards inspections were stopped on the direction of the FSA and priority given to COVID-19 and other urgent reactive work.
- However, the team was asked to undertake remote surveillance interventions with higher-risk establishments where an inspection was due/overdue if they were:
  - food hygiene Category A and B (prescribed inspection frequency of 6 and 12 months respectively);
  - food standards Category A (prescribed inspection frequency of 12 months);
  - establishments still trading where revisits were due;
  - new businesses where their registration information raised concerns about a potential public health risk;
  - businesses notifying a significant change in activities – e.g. starting take away service and only to visit if it was felt there was a serious risk to public health & safety.

## Port Health & Public Protection Enforcement Activity Period 1 (April - July) 2020-21

- Between 18 April-17 July, most planned food hygiene and food standards interventions were further deferred by the FSA except if as above, though some re-rating visits, and a small number of Food Hygiene inspections, were carried out as required.
- Priority was then given to recovery and re-opening work, particularly COVID-Secure work immediately prior to pubs, bars and restaurants re-opening on 4 July.
- Officers made contact with all City hotels to verify their status following lockdown as, initially, hotels were required to close (with exceptions). When allowed to re-open, officers contacted them to check on their arrangements for clients and staff, including eating and social distancing measures.
- Primary Authority advice was given to a number of our partners, particularly in latter part of the period when many were focussing on re-opening.
- A team member has been providing Food Safety advice at Billingsgate Market on a twice weekly basis and continues to do so.
- The team provided panel members on a number of national and regional food safety webinars for professionals and other interested parties.
- Most recently, the team contributed to the development of Standard Operational Protocols (SOPs) to manage outbreaks and incidents in specific scenarios and locations, in conjunction with the City & Hackney Local Test, Track and Trace Team.

### **Health & Safety and Pest Control**

- As a priority during lockdown, all premises with cooling tower(s) in the City were engaged remotely to check how the risk of *Legionella spp* bacteria was being managed when some premises were effectively being mothballed.
- Primary Authority advice was given to a number of our partners, particularly during the latter part of the period when many were focussing on re-opening.
- Officers contributed to the formulation of national guidance and advice on the control of *Legionella spp* bacteria.
- The team provided panel members on a number of national and regional health & safety webinars for professionals and other interested parties.
- With a chairing role on existing regional groups, the team has led and contributed to the co-ordination of the London enforcement response to COVID-19 where health & safety legislation has been the vehicle for such work.
- Officers continued to investigate serious accidents and incidents that occurred within the City of London, including health & safety matters relating to the stabbing incident at Fishmongers' Hall in late November 2019; a scalding incident to a child at the YHA immediately prior to lockdown; and the death of a member of the public at Exchange House in August 2019.
- Officers provided pest control advice to Open Spaces' City Gardens Team including emergency treatment in a number of City public locations in order to reduce rat populations that had increased during lockdown.



## Port Health & Public Protection Enforcement Activity Period 1 (April - July) 2020-21

### 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	29 July 2016	1163 (66%)	306 (17%)	132 (8%)	60 (3%)	49 (3%)	13 (1%)	<b>1765</b> (incl. 42 awaiting inspection)
	30 November 2016	1204 (69%)	306 (17%)	117 (7%)	64 (4%)	43 (2%)	6 ( $<1\%$ )	<b>1740</b> (incl. 46 awaiting inspection)
	31 March 2017	1244 (70%)	277 (16%)	101 (6%)	73 (4%)	36 (2%)	7 ( $<1\%$ )	<b>1774</b> (incl. 36 awaiting inspection)
	31 July 2017	1256 (71%)	270 (15%)	102 (6%)	68 (4%)	33 (2%)	6 ( $<1\%$ )	<b>1768</b> (incl. 33 awaiting inspection)
	30 November 2017	1258 (71%)	272 (15%)	101 (6%)	55 (3%)	31 (2%)	6 ( $<1\%$ )	<b>1767</b> (incl. 44 awaiting inspection)
	29 March 2018	1284 (73%)	250 (14%)	93 (5%)	56 (3%)	25 (1%)	5 ( $<1\%$ )	<b>1757</b> (incl. 44 awaiting inspection)
	31 July 2018	1286 (72%)	270 (15%)	89 (5%)	49 (3%)	24 (1%)	5 ( $<1\%$ )	<b>1777</b> (incl. 54 awaiting inspection)
	30 November 2018	1274 (73%)	261 (15%)	86 (5%)	38 (2%)	26 (1%)	4 ( $<1\%$ )	<b>1752</b> (incl. 63 awaiting inspection)
	29 March 2019	1290 (75%)	245 (14%)	76 (4%)	42 (2%)	29 (2%)	2 ( $<1\%$ )	<b>1730</b> (incl. 42 awaiting inspection)
	31 July 2019	1310 (75%)	236 (14%)	73 (4%)	48 (3%)	24 (1%)	2 ( $<1\%$ )	<b>1747</b> (incl. 54 awaiting inspection)
	29 November 2019	1335 (77%)	232 (13%)	73 (4%)	49 (3%)	20 (1%)	2 ( $<1\%$ )	<b>1743</b> (incl. 32 awaiting inspection)
	31 March 2020	1372 (78%)	207 (12%)	71 (4%)	53 (3%)	24 (1%)	2 ( $<1\%$ )	<b>1751</b> (incl. 22 awaiting inspection)
	31 July 2020	1352 (78%)	214 (12%)	73 (4%)	48 (3%)	27 (2%)	3 ( $<1\%$ )	<b>1743*</b> (incl. 26 awaiting inspection)

**\*N.B.** In addition to the 1,743 businesses included in these statistics, there are currently a further 53 food businesses in the City of London which are exempt from the FHRS. They are inspected by Environmental Health Officers but are not given a food hygiene rating. These are businesses that are low-risk to public health, for example, shops selling pre-wrapped goods that do not require refrigeration.

## Port Health & Public Protection Enforcement Activity Period 1 (April - July) 2020-21

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

These businesses were rated '0' on 31 July 2020 (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>City Izakaya</b> Retail Unit 46 Moorgate	The Hygiene Emergency Prohibition Order remains in force and this premises has remained closed during lockdown; we have noted some (building) activity within the premises but have not been provided with any confirmation when this premises might re-open.
<b>Krua by Nathong</b> 56 Carter Lane	This premises closed following lockdown and remains closed. Prior to lockdown, improvements in the premises had been made and sustained.
<b>The Folly</b> 41 Gracechurch Street	This business voluntarily closed prior to lockdown following problems found at the inspection. It has since reopened and is much improved.

## Port Health & Public Protection Enforcement Activity Period 1 (April - July) 2020-21

Trading Standards	2019-20 Annual Total	Period 1 2020-21
Inspections and visits	112	5
Complaints & service requests received	2,176	833
Acting as a responsible authority for Licensing Applications	96	9
Prosecutions	2	0

### Period 1 – Trading Standards Team Highlights

- With the onset of COVID-19 and subsequent lockdown in March, new legislation was introduced by Government to close businesses which were opening illegally. Local Authorities were given responsibility for enforcing this legislation and the necessary authorisations were provided to Trading Standards Officers and Environmental Health Officers. The impact of lockdown meant that commuters no longer came into the City and most business premises closed down due to there being no customers. Trading Standards kept in close contact with CoL Police to deal with any intelligence that businesses may be opening illegally. A relatively small number of businesses were advised about the closure regulations and there were no breaches requiring prohibition notices to be issued or prosecutions to be commenced. The situation in the City was very different from the rest of London: colleagues in many other Boroughs had a very different experience with businesses seeking to remain open illegally.
- One of the early issues highlighted by COVID-19 across the UK was price gouging and the marketing of PPE that was unsafe. This formed part of a COVID-19 campaign that was run by London Trading Standards. More details are available at: <http://www.londontradingstandards.org.uk/campaigns/london-trading-standards-week-2020/>
- Another consequence of COVID-19 has been the chaos caused to consumers who had bookings for holidays, concerts and other special events. The holiday sector, in particular, has failed to comply with legislation regarding refunds in the event of cancellations and the City of London has been feeding examples to the Competition and Markets Authority who requested intelligence on these matters.
- Complaint levels into Trading Standards have risen by 15% compared with the same time last year. This is probably due to a variety of factors with the key ones being, firstly, consumers working at home having more time to actually make a complaint and, secondly, there being more detriment caused through COVID-19 affecting consumer transactions.
- Operation Broadway has continued to meet virtually through lockdown. There appears to be even more investment fraud taking place and there is a pandemic of what are called 'lead generators' that pass on consumer details to fraudulent companies. Trading Standards continue to deal with victims and give advice to try to recover losses. In probably the best case we have dealt with, Trading Standards advice led directly to one victim recovering £100,000 from his bank. He was very grateful for the help.

## Port Health & Public Protection Enforcement Activity Period 1 (April - July) 2020-21

Pollution	2019-20 Annual Total	Period 1 2020-2021			
		Total	% Noise complaints resolved	Notices served	Prosecutions
Complaint investigations, noise	624	250	92.9%	0	0
Complaint investigations, other	82	44	N/A	N/A	0
Licensing, Planning and Construction Works applications assessed	1,077	104	N/A	N/A	N/A
No. of variations (to construction working hours) notices issued	1,358	245	N/A	4 COPA S61*	N/A

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

### **Period 1 – Pollution Team Highlights**

- A further bid to the TFL Lane Rental Board for a Streetworks and Liaison Officer for two years has been approved and will commence in September 2020. This bid will further enhance the controls on TfL street works including reducing environmental impact; better communications to the City of London Corporation and residents; and expanding the scheme to other London local authorities.
- 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. All sites are working again following the initial closure of the sites in response to COVID-19.
- The Construction Monitoring Levy, outlined in the Code of Construction Practice, has seen payments made and enhanced monitoring is now in place for these sites.
- 'Contact us' & 'construction hours variation' forms have now gone live using Firmstep technology. Work continues to optimise the new systems.

## **Port Health & Public Protection Enforcement Activity Period 1 (April - July) 2020-21**

### **Period 1 – Air Quality Team Highlights**

During Period One, the Team has:

- Organised and delivered a national best practice webinar on dealing with the local air quality impact of generators.
- Delivered an online best practice webinar for city businesses as part of the CityAir business engagement programme.
- Continued to measure air pollution in the City during the COVID-19 lockdown.
- Developed air quality action plans for all City nurseries.
- Responded to the Environment, Food and Rural Affairs Committee inquiry into air pollution.
- Commenced a Clean Air Villages project in the area covering Monument to Houndsditch with Cross River Partnership.
- Submitted the statutory annual air quality status report to the GLA and government.
- Commenced a London wide advertising campaign for dealing with unnecessary engine idling.

### **Period 1 - Unlicensed Street Trading update**

As Members are aware, Section 101 agreements to enable City officers to tackle illegal street traders on the City's Bridges and environs are in place with the London Boroughs of Tower Hamlet and Southwark and officers have been actively engaged in enforcement.

The COVID-19 pandemic resulted in no illegal trading on or near City Bridges from April to July. Officers continued to process prosecution cases, although the progress through the Magistrates Courts has been subject to delay.

A new partnership has been formed with the National Food Crime Unit which is assisting the City of London with collating intelligence on illegal street traders across London. The intelligence shared is being analysed with a view to a more co-ordinated and robust approach targeting the controlling minds.

## Port Health & Public Protection Enforcement Activity Period 1 (April - July) 2020-21

Animal Health & Welfare	2019-20 Annual total	Period 1 2020-2021			
		Total	Warning letters	Notices served	Prosecutions
Heathrow Animal Reception Centre					
Throughput of animals (no. of consignments)	16,344	2,551	2	0	0
Animal Health					
Inspections carried out	437	28	0	0	0

### **Period 1 – Animal Health Team Highlights**

- The COVID-19 lockdown left the Animal Health Team unable to carry out targeted licence inspections as everyone adapted to working remotely.
- Applications to carry out activities such as breeding or home boarding of dogs continued to be received from premises that wanted to be ready to operate when COVID-19 restrictions were lifted. Team members began processing these applications remotely, carrying out documentary checks electronically and holding virtual meetings with applicants. As lockdown measures were eased, the Animal Health Inspectors began to carry out onsite visits to verify the applications.
- Senior Animal Health Inspectors worked with Defra and NGO's to produce updated COVID-19 guidance for animal related businesses during the lockdown period, including how to operate in a safe way. They also provided support and guidance to local authority officers across England.
- The Animal Health Inspectors were part of an ACTSO-led team of four officers who provided guidance and a risk register for local authorities throughout England and Wales on the COVID-19 regulations and their impact on licensed and unlicensed animal premises and farms (ranging from home boarders of dogs to the largest zoos).
- The Senior Animal Health Inspectors, who deliver a City and Guild level 3 qualification to Animal Health Officers across England, have adapted the course content to be delivered remotely. Two cohorts of students have now attended the training remotely and their feedback has been very positive. The course delivery includes the use of interactive software to give the students a varied and encompassing learning environment in the virtual world.
- The Animal Health Inspectors have responded to a number of complaints during the lockdown period. In April, they attended a domestic premises with officers from the Metropolitan Police and Royal Borough of Kingston upon Thames which resulted in 54 poultry, 4 pigs and 3 dogs being removed under the Animal Welfare Act 2006. These animals were found in very poor conditions living among the carcasses of a further 4 pigs. The investigation is ongoing
- One of the consequences of the COVID-19 lockdown is the rise in the demand for puppies. Officers have responded to a number of reports of illegally imported puppies. These puppies have been imported from the Republic of Ireland and across Eastern Europe and all have been placed in Government approved quarantine kennels while investigations continue. This has been very challenging for the Animal Health Team within the environment of a pandemic.
- As the government eased lockdown in July 2020. Officers from the Animal Health team have now started routine targeted inspections for operators of animal business for local authorities with which the City of London has contracts

## **Port Health & Public Protection Enforcement Activity Period 1 (April - July) 2020-21**

### **Period 1 – Heathrow Animal Reception Centre (HARC) Highlights**

- After a quiet April, activity slowly increased, with June back to normal trade. The workload has been exacerbated by the revised schedules of the airlines and more late flights.
- Although zoo moves were curtailed during period one, there were some hyenas, binturong (also known as a bearcat) and civets imported.
- The biggest surprise has been the number of 'rescue' dogs and cats being imported. It seems whilst people have been furloughed, they have thought it a good idea to get a dog or cat. Demand seems to have outstripped supply.

## Port Health & Public Protection Enforcement Activity Period 1 (April - July) 2020-21

Port Health	2019-20 Annual total	Period 1 2020-2021			
		Total	Cautions	Notices served	Prosecutions
Products of Animal Origin Consignments – document checks	8,435	2,498	0	15	0
Products of Animal Origin Consignments – physical checks	5,968	1,656	0	6	0
Number of samples taken	892	227	N/A	208	N/A
Imported food Not of Animal Origin -document checks	22,499	8,514	0	105	0
Imported food Not of Animal Origin - physical checks	6,818	541	0	N/A	0
Number of samples taken	753	383	0	N/A	N/A
Food Safety inspections and revisits	51	2	0	0	None
Ship Sanitation Inspections and Routine Boarding of Vessels	150	4	N/A	0	N/A

### **Period 1 – Port Health Highlights**

- The COVID-19 outbreak has impacted the Port Health Service's ability to conduct planned physical inspections of feed and food. To ensure the continuation of border controls, and to minimise spread of the infection, teams were split into strict cohorts with only one team covering the urgent inspections on a rotating weekly basis. Joint inspections with partner control bodies, such as Defra and APHA, were also suspended during the first 4 months of the outbreak.
- During the COVID-19 outbreak, Port Health has been unable to conduct Ship Sanitation Inspections or routine boarding of vessels. The World Health Organisation permitted the use of rolling extensions to existing certificates and Port Health has issued 64 of these extensions. Four Ship Sanitation inspections were completed: two where the crew voluntarily left the vessel while the check was completed (both tugs); and two cruise ships moored at Tilbury.
- Food Safety Inspections were suspended during the outbreak. The inspections which were completed were performed under specific risk assessment and were emergency cases approved by a senior manager.



**Department of Markets & Consumer Protection Local Risk Revenue Budget - 1 April to 31 July 2020**  
**(Expenditure and unfavourable variances are shown in brackets)**

	Latest Approved Budget 2020/21 £'000	Budget to Date (Apr-Jul)			Actual to Date (Apr-Jul)			Variance Apr-Jul £'000	Forecast for the Year 2020/21			Notes
		Gross Expenditure £'000	Gross Income £'000	Net Expenditure £'000	Gross Expenditure £'000	Gross Income £'000	Net Expenditure £'000		LAB £'000	Forecast Outturn £'000	(Over) / Under £'000	
<b><u>Port Health &amp; Environmental Services (City Fund)</u></b>												
Coroner	(282)	(85)	0	(85)	(75)	0	(75)	10	(282)	(283)	(1 )	
City Environmental Health	(2,189)	(884)	83	(801)	(843)	82	(761)	40	(2,189)	(2,131)	58	1
Animal Health Services	1,532	(956)	1,439	483	(894)	1,109	215	(268)	1,532	1,177	(355 )	2
Trading Standards	(398)	(131)	0	(131)	(146)	0	(146)	(15)	(398)	(401)	(3 )	
Port Offices & Launches	(816)	(1,246)	927	(319)	(1,298)	692	(606)	(287)	(816)	(816)	0	3
<b>TOTAL PORT HEALTH &amp; ENV SRV COMMITTEE</b>	<b>(2,153)</b>	<b>(3,302)</b>	<b>2,449</b>	<b>(853)</b>	<b>(3,256)</b>	<b>1,883</b>	<b>(1,373)</b>	<b>(520)</b>	<b>(2,153)</b>	<b>(2,454)</b>	<b>(301 )</b>	

**Notes:**

- 1. City Environmental Health** - underspend due to staff vacancies and new income stream from the Construction/Deconstruction Levy, which will be partly offset by additional staffing costs to carry out the required work by year end.
- 2. Animal Health Services** - overspend is mainly due to the impact of COVID-19 on income, together with costs of adapting and extending premises to meet social distancing requirements
- 3. Port Offices & Launches** - the overspend to date is mainly due to the impact of COVID-19 on income together with a large projected overspend on staffing costs, due to the extension of temporary contracts for Brexit preparations. This is partially offset by recently agreed grant funding from the FSA, and it is currently assumed that the remaining shortfall will be offset by an unbudgeted transfer from the POAO reserve.

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<b>Committee(s)</b> Port Health & Environmental Services Committee	<b>Dated:</b> 22 September 2020
<b>Subject:</b> Port Health & Public Protection Risks	<b>Public</b>
<b>Report of:</b> Director of Markets and Consumer Protection	<b>For Information</b>
<b>Report author:</b> Donald Perry Department of Markets and Consumer Protection	

## Summary

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

Risk is reviewed regularly by the departmental Senior Management Team as part of the ongoing management of operations within the Department of Markets and Consumer Protection. In addition to the flexibility for emerging risks to be raised as they are identified, a process exists for in-depth periodic review of the risk register.

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

- CR21 – Air Quality (Current Risk: AMBER)
- MCP-PHPP 001 Brexit (Current Risk: AMBER)

## Recommendation(s)

Members are asked to:

- Note the report and the actions taken by the Department of Markets and Consumer Protection to monitor and manage effectively risks arising from its operations.

## Main Report

### Background

1. The Risk Management Framework of the City of London Corporation requires each Chief Officer to report regularly to Committee on the key risks faced by their department.

## **Current Position**

2. This report provides an update on the key risks that exist in relation to the operations of the Port Health & Public Protection Services within the Department of Markets and Consumer Protection. The report also outlines the processes adopted for the ongoing review of risk and mitigating actions.

## **Risk Management Process**

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

## **Identification of New Risks**

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

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

7. As part of the City Corporation's response to the threat of the COVID-19 virus affecting the operation of services and support for its stakeholders, a command and control structure has been implemented with Gold, Silver and Bronze levels to manage the ongoing situation.

Gold requested that all Silver Groups should develop COVID-19 risks that may affect the departments that report to these groups. These risks are now recorded on the Pentana Risk system.

Guidance has been issued to all Chief Officers to report relevant Silver Group risks to their appropriate service/Grand Committee with the regular risk update reports that committee would receive. These risks are attached as appendix B. Members are asked to note that no target date has been included for the mitigation of each risk given the current uncertainty of the duration of this pandemic.

This approach enables Members to question and seek assurance that departmental COVID-19 risks, held at Silver Group, are being managed and mitigated effectively.

## Summary of Key Risks

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

### **CR21 – Air Quality (Current Risk: AMBER)**

**Cause:** Small particulate pollution has chronic health impacts from long term exposure at very low concentrations and is in evidence within the City and central London. There is also a health impact associated with long term and short term exposure to nitrogen dioxide.

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

**Effect:** The consequences both acute and chronic may include:

An increase in hospital referrals placed upon both emergency services and the NHS for those already suffering from respiratory or cardiovascular conditions (it may also place a strain on City social services).

An increase in deaths, particularly of those already suffering from respiratory or cardiovascular conditions (both residents and workers).

Economic costs such as acting as a deterrent of businesses coming to London or staying and financial penalties for non-compliance with air quality limits.

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

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

### **MCP- PHPP 001 – Brexit (Current Risk: AMBER)**

**Cause:** The outcome of Brexit negotiations does not secure continuity of contracts, access to talent, ongoing grant funding and/or security of supply chains

**Event:** The City Corporation services fail to prepare appropriately for the end of the Brexit transition period on 31 December 2020. Uncertainty around the potential outcomes until it is too late to react

**Effect:** There is a range of potential impacts. The City Corporation's services are disrupted due to increases/changes in trade and as supply chains and contracts are reassessed, potentially increasing cost and reprioritisation of resources. Increased risk to public, animal and environmental health due to legislative changes. Increased risk and cost to consumers. Inadequate IT support if current EU software is replaced by bespoke UK systems that do not have sufficient functionality. Reduction in income if charging regimes are not established as part of Brexit. Potential for increased workload depending on whether agreement is reached from 'no deal' (check

everything), through to no checks on EU products based and on risk via a full reciprocal arrangement (status quo).

## **Conclusion**

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

## **Appendices**

- Appendix A – Port Health & Public Protection Risk Register Summary
- Appendix B – Port Health & Public Protection COVID-19 Risk Summary

## **Background Papers**

Department Business Plan  
Department Risk Review  
Department Business Plan Progress Report  
Risk Management Strategy

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# PH&ES Committee Risk Report Appendix A

Report Author: John Smith

Generated on 18 August 2020



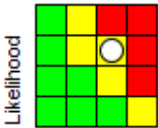
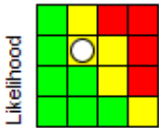

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>CR21 Air Quality</b>  -Oct-2015 Ruth Alderwood  Page 123	<p><b>Cause:</b> Small particulate 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:</p> <p>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).</p> <p>An increase in deaths, particularly of those already suffering from respiratory or cardiovascular conditions (both residents and workers).</p> <p>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.</p> <p>Persistent poor air quality may affect the longer term health of the City population.</p> <p>Persistent poor air quality may attract adverse media coverage making the City seem a less attractive place to live and work.</p>	<p>Likelihood</p> <p>Impact</p>	12	Early indications are that roadside concentrations of nitrogen dioxide have reduced following the introduction of the Mayor of London Ultra Low Emission Zone and zero emission buses and taxis.  <b>18 Aug 2020</b>	<p>Likelihood</p> <p>Impact</p>	6	31-Dec-2020	  Constant

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Action no, Title,	Action description	Latest Note	Action owner	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 complete.	Jon Avern	31-May-2018	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 complete.	Jon Avern	31-May-2018	31-Aug-2016
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 action is complete.	Jon Avern	31-May-2018	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.	This action is complete.	Jon Avern	14-Jan-2020	31-Dec-2019
CR21 001f Investigate options to reduce emissions.	Investigate options to reduce emissions from combustion plant in the City using local legislation.	This action is complete.	Jon Avern	14-Jan-2020	30-Sep-2019
CR21 001g Renew AQ Strategy	Renew the City of London Air Quality Strategy	This action is complete.	Jon Avern	14-Jan-2020	29-Mar-2019
CR21 001h Publish annual report of air quality data	Develop baseline model for compliance assessment and publish annual report of air quality data	Data being compiled for annual report	Ruth Calderwood	18-Aug-2020	31-Dec-2025
CR21 001i Compliant vehicles	100% of vehicles owned or leased by the CoL are electric or hybrid by 2025	We have reduced the size of the corporate fleet by over 40% over the past 5 years. We have trialled eight new electric vehicle technology over the last 3 years We have recently purchased 14 new plug in / hybrid vehicles including 3 electric vehicles for the Lord Mayor which includes 2 London electric taxis. We have installed 20 new electric vehicle charge points to support our vehicles.	Ruth Calderwood	18-Aug-2020	31-Dec-2025



		100% of the electricity used by the City Corporation is from renewable sources so electricity used to charge Corporate vehicles isn't contributing to air pollution outside the City of London boundary.			
CR21 001j Develop Private Members Bill	Develop and support an Emission Reduction Private Members Bill for London local authorities	Bill reintroduced to the House of Lords in January 2020. Await date for second reading	Ruth Calderwood	18-Aug-2020	31-Dec-2021
CR21 001k Engine idling programme	Manage pan London idling vehicle engine programme	London wide events underway and comms programme being implemented	Ruth Calderwood	20-Apr-2020	20-Mar-2020

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
MCP-PHPP 001 Brexit - Impact on Port Health and Animal Health	<p><b>Cause:</b> The outcome of Brexit negotiations does not secure continuity of contracts, access to talent, ongoing grant funding and/or security of supply chains.</p> <p><b>Event:</b> The City Corporation services fail to prepare appropriately for the end of the Brexit transition period on 31 December 2020. Uncertainty around the potential outcomes until it is too late to react.</p> <p><b>Effect:</b> There are a range of potential impacts. The City Corporation's services are disrupted due to increases/changes in trade and as supply chains and contracts are reassessed, potentially increasing cost and reprioritisation of resources. Increased risk to public, animal and environmental health due to legislative changes. Increased risk and cost to consumers. Inadequate IT support if current EU software is replaced by bespoke UK systems that do not have sufficient functionality. Reduction in income if charging regimes are not established as part of Brexit. Potential for increased workload depending on whether agreement is reached from 'no deal' (check everything), through to no checks on EU products based and on risk via a full reciprocal arrangement (status quo).</p>	 <p>Likelihood</p> <p>Impact</p>	12	<p>The existing Trade Control and Expert System (TRACES), which allows importers and exporters to provide health certification and track consignments of animals or animal products and high-risk products not of animal origin, will be replaced by a new system in the event of a no deal Brexit, or potentially following Brexit. The new system (IPAFFS) does not have the functionality of TRACES and although testing has indicated that this should work on Day 1, contingency measures are in place. It is possible that access to the TRACES system may be extended, but this has yet to be confirmed. Whilst Government has indicated that food and feed of EU origin will not be checked at the UK borders from Day 1, should UK exports be subject to controls at the EU borders, this could influence the Government's approach and policy. It is then possible that controls would be imposed at UK borders which may have considerable resource and logistical implications. Similarly, for live animals, although government has indicated that in a 'no deal' scenario existing arrangements will continue, this could change Government stance currently remains the same – no checks from Day 1. UK's listed status application for the export of some species of live animals including equine, and products of animal origin, including meat and dairy has been agreed. This means</p>	 <p>Likelihood</p> <p>Impact</p>	6	31-Dec-2020	

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08-Nov-2016 Jon Avern				<p>that exports can continue after Brexit in the event of a No Deal, by following the new process for exporting animals and products of animal origin to the EU after Brexit, but it needs to include pets. This comes after the UK achieved the required animal health and biosecurity requirements. The Port Health Service has now received sufficient funding from the Food Standards agency to cover all its Brexit related expenditure until 31 March 2020, but there is no guarantee of funding beyond this date. The Animal Health Service has generated sufficient income to cover all its preparation for Brexit. Consequently, there is no current need for any grant from MHCLG. We are currently in a Transition Period and a future trade agreement with the EU is still unknown. Food Standards Agency funding stopped on the 31 March 2020, although we have retained the resource during these uncertain times. Potential funding for 20/21 has been discussed with the FSA and will be followed up in writing.</p> <p><b>20 Apr 2020</b></p>				Constant
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Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
MCP-PHPP 001a Liaise with Government	Contribute to UK Government Listening mode.	This action is complete.	Jon Avern	09-Oct-2019	31-Dec-2020

departments and agencies.					
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	This action is complete.	Jon Avern	09-Oct-2019	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.	A list of questions to government concerning 'no deal' was compiled and sent as written PQs. Some answers were. There will be ongoing engagement with government until final trading arrangements with the EU are agreed.	Jon Avern	18-Aug-2020	31-Dec-2020
MCP-PHPP 001d Respond promptly to developments	Respond promptly to policy decisions from the UK Government and the outcome of negotiations.	The City Corporation continues to seek clarification over exact expectations and requirements post Brexit, particularly concerning consignments that transit the EU. Government has issued guidance on importing animal products and high-risk food and feed not of animal origin after EU exit.	Jon Avern	18-Aug-2020	31-Dec-2020
MCP-PHPP-001e Develop measures to mitigate increased throughput	Develop Measures to mitigate the potential increase in throughput at the ports and airports	<p>The Food Standards Agency (FSA) approved a bid for additional funding for imported food and feed controls, up to £281K for 2018/19. In addition, a bid for £500K was submitted for 2019/20 and £400K was awarded. The Ministry of Housing, Communities and Local Government (MHCLG) is being pursued for additional funding to bridge the difference and a letter has been sent to the Secretary of State from TC and CPR which is being followed up with senior Civil Servants. This has also been raised with the Mayor and is being followed up by the TC with a senior MHCLG Civil Servant.</p> <p>The Food Standards Agency has recently announced that it is seeking bids for a new tranche of grants.</p> <p>Preparations have been made for changes to the type and volume of throughput at the ports and HARC, as well as the potential at the Ports to resort to paper-based systems should the current EC one not be available, or if the Defra replacement is not fit for purpose, and for HARC to manage with a manual system for the foreseeable future.</p> <p>Should it be necessary to monitor, and control foodstuffs imported from the EU, a revised shift pattern may be necessary. The Port of Tilbury (PoT) is constructing a new terminal 'Tilbury 2', which is ostensibly for EU trade, but there are no plans for an inspection facility. PoT estimates that this would cost £1.2M. This is not the responsibility of CoL, but clarification is required from HMG as to whether such a facility is required. PoT has been advised to approach the Department for Transport for funding.</p>	Jon Avern	25-Oct-2019	31-Oct-2019
MCP-PHPP-001f Develop measures to mitigate the potential loss of qualified staff.	Develop measures to mitigate the potential loss of qualified staff of which there is a scarcity in the UK employment market.	In house training continues and further staff have achieved relevant qualifications. Agency staff have also been sourced. Animal health staff have been recruited at HARC and Official Veterinarians at the port. Training is underway for the latter and is virtually complete.	Jon Avern	25-Oct-2019	31-Oct-2019

# PH&ES COVID-19 Silver Risk Report - Appendix B

Report Author: John Smith

Generated on 18 August 2020



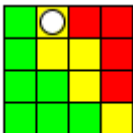
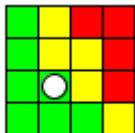

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>CVD19 SGPS 34 HARC Emerging recovery (P&amp;CP)</b> Page 129  01-Jun-2020 Robert Quest	<b>Cause:</b> Rise in number of arrivals at Heathrow requires increased staff, so a greater risk of not being able to maintain social distancing. This is compounded by the size of the accommodation and lack of available space. <b>Event:</b> A whole shift having to self-isolate should one person develop COVID-19 symptoms. <b>Impact:</b> Failure to deliver service leading to reputational damage to the City. Full cost recovery not being achieved due to large numbers of animals in a consignment.	 Likelihood Impact	12	Throughput is picking up at HARC. BA are adding more destinations weekly and other airlines are starting to fly back to Heathrow. The risk to losing a large number of staff to 14 days to self-isolation increases with numbers of staff on site at any one time, as there is more chance one of them could be sick. The impact also increases as it will take out more people. The numbers of staff on site are being proactively managed to meet the increasing demands of the work but this is especially difficult as we can't reduce the risk any further until further accommodation is provided. HARC charging is largely based upon a consignment.  13 Aug 2020	 Likelihood Impact	8		  Constant

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
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CVD19 SGPS 34a Negotiate with airlines.	Request that airlines reduce the number of arrivals.	In consultation with Defra we have requested that the airlines limit numbers per aircraft to around 20-30. This ensures HARC can cope not just with the animals, but also with the large numbers of people arriving to collect these animals. A booking system is now in place	Robert Quest	13-Aug-2020	31-Dec-2020
CVD19 SGPS 34b Remote working.	Continue with remote working where possible.	Several staff are still being sheltered, exacerbating the problem of providing staff cover on site. However, most of these people are being very productive with pre-checks of paperwork and answering emails.	Robert Quest	13-Aug-2020	31-Dec-2020
CVD19 SGPS 34c Review working practices.	Change working practices to ensure staff safety.	Staff are currently provided with the requisite PPE. Where it is not possible to remain two metres apart, staff will work side by side, or facing away from each other, rather than face- to-face if possible. All staff are instructed to minimise very close contact (i.e. less than one metre). where social distancing is not possible, it will be necessary for some workers, particularly those considered at risk, to remain at home, or where agreed, be redeployed elsewhere until the government advise that it is safe to return to normal working or, we have extra accommodation to be able to separate staff better.	Robert Quest	13-Aug-2020	31-Dec-2020
CVD19 SGPS 34d Extend available space for staff.	Extend the amount of accommodation and available space for staff to work.	We have looked at the installation of porta cabins as temporary accommodation and have been in discussions with the City Surveyors since May 2020 to secure suitable accommodation.	Robert Quest	13-Aug-2020	31-Dec-2020

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
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CVD19 SGPS 20a Remote working	Conduct remote working as necessary	This is in place	Robert Quest	13-Aug-2020	31-Dec-2020
CVD19 SGPS 20b Animal welfare	Structure staff rota to ensure animal welfare is maintained	Staff rotas have been amended to take into consideration current trade patterns and are being closely monitored.	Robert Quest	13-Aug-2020	31-Dec-2020
CVD19 SGPS 20c Focus work	Focus work on animal welfare and emergencies.	This is currently being accommodated by HARC and will be closely monitored.	Robert Quest	13-Aug-2020	09-Dec-2020
CVD19 SGPS 20d Financial Management	Review income and trade	We will continue to monitor Income and trade. The 2019/20 budget was broadly on target. More airlines are now operating out of Heathrow but the impact of this is uncertain at this time. Although flights are increasing, there was still a 38% decrease in the income from May 2020. We are hoping that this will improve as the situation unfolds We are currently compiling July figures. This is a fluid situation and can change at any time	Robert Quest	13-Aug-2020	31-Dec-2020

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
Page 21 CVD19 SGPS Port Health Supported Food and Feed (M&CP)  09-Apr-2020 Peter Markwell	<b>Cause:</b> The spread of COVID-19 causes loss of critical staff attendance. <b>Event:</b> The London Port Health Authority will struggle to maintain a minimum number of staff at inspection facilities that are required to carry out regulatory enforcement checks on food and feed required by DEFRA and the FSA amongst others. There will also be reduced throughput of imports. <b>Effects:</b> This will lead to delays and checks carried out by supplementary staff increase the risk of non- conforming import consignments of food and feed coming in and reduces our intelligence gathering ability. Reduced throughput will lead to loss of income to the City.	Likelihood  Impact	8	After reviewing Port Health finances, we have increased the risk in relation to income. Although trade is similar to last year and we had a strong Jan to April, the figures for April to June are 20% down and this is further compounded by an increased income budget. If this continues, we will have a shortfall of £500k in the worst-case scenario. Trade fluctuates throughout the year, so the hope is that this will bounce back fairly quickly and allow us to reduce the risk score. Early indications are that there has been a modest increase in July figures. <b>13 Aug 2020</b>	Likelihood  Impact	4		  Constant

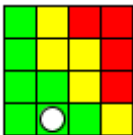
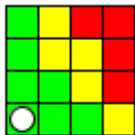


Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CVD19 SGPS 21a Remote Working	Remote & Home Working solutions to ensure isolation, with only those necessary coming into the office/inspection facility.	<p>This is in place and is working well. Only the required resource in the office/inspection facility based on throughput. This will be regularly reviewed.</p> <p>Attendance not impacted by sickness yet. Minimal attendance by each type of officer group at inspection facility commensurate with number and type of physical checks required.</p> <p>Increased officer attendance as required for physical checks and other functions such as pest control, EPA visits, ship boarding, water sampling or other site visits will be managed by officers after exams complete or by attending directly from home and returning home afterwards.</p>	Peter Markwell	18-Aug-2020	09-Dec-2020
CVD19 SGPS 21b Focus resources	Focus resources on imported food and feed controls.	Focus previously on imported food and feed controls, infectious disease control and emergency issues within the port environment. Although we are not back to normal yet, other high-risk activities are being included in work streams. This is being kept under review but expected to increase and will be covered by direct attendance on site from home or by officers already on site after food and feed physical checks have been completed.	Peter Markwell	18-Aug-2020	09-Dec-2020
CVD19 SGPS 21c Discuss and implement procedures	Discuss and implement procedures relating to copy and non-signed documents. In conjunction with Central Competent bodies.	<p>This has now been agreed by the Central Government bodies and processes have been put in place. These bodies, the port operator and the trade have been made aware of this temporary process.</p> <p>Issues of copy, electronic and other checks remain under review with competent bodies. This action is complete and will be kept under review.</p> <p>EU transition to use of IPAFFS begins in September.</p>	Peter Markwell	18-Aug-2020	31-Dec-2020
CVD19 SGPS 21d Mandatory checks	Discuss undertaking less than the mandatory checks with the Central Competent bodies. Based on risk.	This has been discussed with the Central Competent bodies, but there has not been a need move to this position yet. The bodies are aware of these plans should staffing resource become an issue. We will increase checks to fulfil sampling obligations.	Peter Markwell	18-Aug-2020	31-Dec-2020
CVD19 SGPS 21e Introduction of charges	Review the introduction of charges	We have reviewed the introduction of charges relating to late submission of paperwork and for consignments that are rejected. We are looking to implement this from September	Gavin Stedman	18-Aug-2020	31-Dec-2020

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>CVD19 SGPS 22 Port Health Infectious disease control (M&amp;CP)</b>  <div>Page 134</div>	<b>Cause:</b> The spread of COVID-19 on a vessel prevents operation of the vessel and or docking of the vessel and or sailing of the vessel. <b>Event:</b> Food and feed and other critical imports will not arrive in the UK. <b>Effect:</b> There is on- going liaison between Port Operators. The Port of London Authority and Pilots to facilitate ship movement, to deal with the questions from these bodies, advise them and keep vessels operating and not blocking berths so allowing vital imports	<div> <div>Likelihood</div> <div>Impact</div> </div>	4	Port Health is following Government advice regarding COVID-19 and has implemented working from home solutions with a rota for essential attendance at the inspection facilities. Processes are now established; we are coping well and have reduced the risk score accordingly. Although the Maritime and Coastguard Agency have had involvement with a number of vessels, there are currently no vessels in port which are affected by COVID-19. A Standard Operating Procedure for ports is currently being developed with Public Health England.  <b>13 Aug 2020</b>	<div> <div>Likelihood</div> <div>Impact</div> </div>	2		Constant

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CVD19 SGPS 22a Limit staff attending vessels	Limit access of staff attending vessels without clearance from Port Health Management Team.	RAMS will be reviewed and visits may increase.	Peter Markwell	18-Aug-2020	31-Dec-2020
CVD19 SGPS 22b Notice to mariners and port operators	PLA to send a notice to mariners and port operators about Maritime Declarations of Health.	This action is complete and will be kept under review.	Peter Markwell	13-Aug-2020	31-Dec-2020
CVD19 SGPS 22c Infectious disease control.	Daily contact with vessels laid up at Tilbury and within the LPHA area regarding infectious disease control	Small Port Health team liaise with PHE (NE London and Thurrock) and others on cruise ship crew welfare, arriving vessels, arriving aircraft at LCY, river transport and advice given to local and area pilot management. PLA health and safety section contacts re pilotage risk	Peter Markwell	18-Aug-2020	31-Dec-2020

		assessments to allow continued boarding. Liaison with PHE re providing local advice to pilot management.			
CVD19 SGPS 22d Review staffing	Staffing resource to be reviewed to ensure enough expertise in this area.	This is being kept under constant review.	Peter Markwell	18-Aug-2020	31-Dec-2020
CVD19 SGPS 22e Contact PHE	Contact with Public Health England to ensure standard advice procedures and comms.	A Standard Operating Procedure developed with Public Heath England for Hackney and City is complete.  Port Health sits outside most of this but has procedures in place with NE PHE and Thurrock PHE action complete but under review.	Peter Markwell	18-Aug-2020	27-Dec-2020

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>CVD19 SGPS</b> <b>City Mortality Planning Group (M&amp;CP)</b>  09-Apr-2020 Rachel Pye	<b>Cause:</b> The spread of COVID-19 is resulting in a large number of excess deaths over the time of the epidemic curve lasting some months. Critical services in the death management process must be enhanced and maintained during this period at a time when staff resource is vulnerable. <b>Event:</b> The death management process including all statutory responsibilities must be working efficiently with no bottlenecks to ensure the dignity of the deceased is maintained as is the confidence of the bereaved. This includes Coronial processes, mortuary, body transportation and body storage. <b>Effect:</b> The critical services being unable to cope with the numbers of deceased particularly if staff numbers are compromised through infection or bereavement	Likelihood  Impact	2	The City Mortality Planning Group has brought together a range of stakeholders involved in the death management process. This is to assess the impact and consequences of the pandemic on the ability of the City of London to deliver essential services relating to the death management process, and to implement subsequent contingency options where necessary. The risk score has reduced to reflect the current position.  <b>13 Aug 2020</b>	Likelihood  Impact	1		Constant

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CVD19 SGPS 19a Assess the impact and consequences of the pandemic	The City Mortality Planning Group has brought together a range of stakeholders involved in the death management process. This is to assess the impact and consequences of the pandemic on the ability of the City of London to deliver essential services relating to the death management process, and to implement subsequent contingency options where necessary	The risk level has reduced as the group is ensuring a proportionate and scalable plan is in place at the local level and support for the regional level response lead by London resilience to the management of deaths due to the impact of COVID-19.	Jon Avern	13-Aug-2020	31-Dec-2020

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of the Local Government Act 1972.

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