



Port Health & Environmental Services Committee

Date: TUESDAY, 18 MAY 2021

Time: 11.00 am

Venue: VIRTUAL PUBLIC MEETING (ACCESSIBLE REMOTELY)

Members:	Deputy Keith Bottomley (Chairman)	Christopher Hill
	Mary Durcan (Deputy Chairman)	Deputy Wendy Hyde
	George Abrahams	Alderman Gregory Jones QC
	Rehana Ameer	Shravan Joshi
	Alexander Barr	Alderwoman Susan Langley
	Adrian Bastow	Vivienne Littlechild
	John Bennett	Deputy Edward Lord
	Peter Bennett	Deputy Robert Merrett
	Tijs Broeke	Deputy Andrien Meyers
	John Chapman	Deputy Brian Mooney (Chief Commoner)
	Deputy Peter Dunphy	John Petrie
	John Edwards	Deputy Henry Pollard
	Deputy Kevin Everett	Henrika Priest
	Anne Fairweather	Jason Pritchard
	Helen Fentimen	Deputy Elizabeth Rogula
	Sophie Anne Fernandes	Jeremy Simons

Enquiries: Leanne Murphy; leanne.murphy@cityoflondon.gov.uk

Accessing the virtual public meeting

Members of the public can observe this virtual public meeting at the below link:

<https://youtu.be/ar2e8WY1omM>

This meeting will be a virtual meeting and therefore will not take place in a physical location. Any views reached by the Committee today will have to be considered by the Director of Markets & Consumer Protection after the meeting in accordance with the Court of Common Council's Covid Approval Procedure who will make a formal decision having considered all relevant matters. This process reflects the current position in respect of the holding of formal Local Authority meetings and the Court of Common Council's decision of 15th April 2021 to continue with virtual meetings and take formal decisions through a delegation to the Town Clerk and other officers nominated by him after the informal meeting has taken place and the will of the Committee is known in open session. Details of all decisions taken under the Covid Approval Procedure will be available online via the City Corporation's webpages.

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 non-public summary of the meeting held on 16 March 2021.
For Decision
(Pages 5 - 14)
4. **OUTSTANDING ACTIONS AND WORK PLAN**
Report of the Town Clerk.
For Information
(Pages 15 - 20)
5. **COMMITTEE APPOINTMENTS**
For Decision
 - a) **Streets and Walkways Sub Committee**
To appoint a representative to the Streets and Walkways Sub Committee.
 - b) **Health & Wellbeing Board**
To appoint a representative to the Health & Wellbeing Board.
 - c) **Thames Estuary Partnership**
To appoint a representative to the Thames Estuary Partnership.
 - d) **Thames21**
To appoint a Trustee to Thames21.
6. **ELLA ADOO KISSI-DEBRAH INQUEST - PREVENTION OF FUTURE DEATHS REPORT**
The Chairman to be heard.
For Information
(Pages 21 - 32)
7. **COVID-19 AND BREXIT UPDATE**
The Port Health and Public Protection Director to provide an oral update on the latest position.
For Information

8. **BUSINESS PLANS 2020/2021: PROGRESS REPORT (PERIOD 3)**
Joint report of the Director of the Built Environment, Director of Open Spaces and Director of Markets and Consumer Protection.
For Information
(Pages 33 - 66)
9. **DRAFT CITY OF LONDON CONTAMINATED LAND INSPECTION STRATEGY 2021-2030**
Report of the Director of Markets & Consumer Protection.
For Decision
(Pages 67 - 86)
10. **COMMERCIAL ENVIRONMENTAL HEALTH AND PORT HEALTH SERVICE PLANS 2021-2022**
Report of the Director of Markets and Consumer Protection.
For Decision
(Pages 87 - 92)
11. **RISK MANAGEMENT - PERIODIC UPDATE REPORT**
Joint report of Director of the Built Environment, Director of Markets and Consumer Protection and Director of Open Spaces.

N.B. note the non-public appendix at item 17.
For Information
(Pages 93 - 132)
12. **CREMATOR REPLACEMENT PROJECT**
Report of the Director of Open Spaces.
For Decision
(Pages 133 - 142)
13. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
14. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
15. **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

16. **NON-PUBLIC MINUTES**
To agree the non-public minutes of the meeting held on 16 March 2021.
For Decision
(Pages 143 - 144)

17. **NON PUBLIC APPENDIX: RISK MANAGEMENT REPORT - RISK REGISTER**

To be read in conjunction with item 11.

For Information
(Pages 145 - 146)

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

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

PORT HEALTH & ENVIRONMENTAL SERVICES COMMITTEE

Tuesday, 16 March 2021

**Draft Minutes of the meeting of the Port Health & Environmental Services
Committee held virtually at 11.00 am**

Present

Members:

Deputy Keith Bottomley (Chairman)
Jeremy Simons (Deputy Chairman)
Deputy John Absalom
Alexander Barr
Deputy John Bennett
Peter Bennett
Tijs Broeke
John Chapman
Deputy Peter Dunphy
Mary Durcan

Anne Fairweather
Sophie Anne Fernandes
Deputy Wendy Hyde
Deputy Jamie Ingham Clark
Shravan Joshi
Deputy Robert Merrett
Deputy Andrien Meyers
Deputy Henry Pollard
Henrika Priest
Deputy Elizabeth Rogula

Officers:

John Cater	- Clerk
Kristina Drake	- Media Officer
Kerry Nicholls	- Clerk
Jon Avern	- Director of Markets & Consumer Protection
Rachel Pye	- Assistant Director Public Protection
Gavin Stedman	- Port Health & Public Protection Director
Jim Graham	- Department of the Built Environment
Samantha Tharme	- Department of the Built Environment
Elisabeth Hannah	- Department of the Built Environment
Colin Buttery	- Director of Open Spaces & Heritage
Aqib Hussain	- Technology Support Partner
Jenny Pitcairn	- Chamberlain's Department
Julie Smith	- Chamberlain's Department
Paul Chadha	- Chief Lawyer

1. APOLOGIES

Apologies for absence were received from Rehana Ameer, Alderman Roger Gifford, Alderman Gregory Jones, and Jason Pritchard.

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

There were no declarations.

3. **MINUTES**

RESOLVED - That the public minutes of the meeting held virtually on Wednesday, 20 January 2021, be approved as a correct record.

4. **OUTSTANDING ACTIONS**

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

Electric Vehicle Charging

The following points were made:

- The EV points in the Baynard House carpark were still on course for an operational start by the summer.
- Progress is being made with the installation of additional EV points across the Barbican Estate and the expectation is that these will be up and running by the spring (officers are trying to establish a firmer date). To note these EV points will be for residents only, so, whilst of broad interest, the PHES Committee does not have a direct remit over this matter. The Chairman proposed that an update be provided to the Committee in six months' time.
- Thanks to a renewed grant scheme, officers were currently scoping out the potential for new charging points in residential locations near Middlesex Street; it was anticipated that these would be operational in 12 months.
- Officers are looking to roll-out further EV points at sites with a heavy taxi presence, as the current provision has proved very popular and taxi drivers are asking for additional sites.
- In response to a query, officers confirmed that the electricity used to charge vehicles is paid for by the vehicle's user, not the Corporation.

Garden Waste Recycling

Given the disruption caused by lockdown, officers were concerned that the findings from the trial would not reflect post-covid norms; a review was due to be carried out in April and commencement of the trial could be coordinated with the lifting of covid restrictions. Officers assured Members that, should conditions be favourable, we could go live quickly. Officers would keep the Chairman and the Deputy Chairman updated in the interim and a further update would be provided to the full Committee in May.

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

Officers advised Members that whilst progress was slow, there were indications that things may improve in the medium term. They would provide a further update in May.

5. PHES RESOLUTION TO POLICY & RESOURCES COMMITTEE CONCERNING STREET CLEANSING, WASTE COLLECTION AND PUBLIC CONVENIENCE SERVICES - UPDATE

The Committee received a verbal update from the Chairman regarding the PHES Resolution to the Policy & Resources Committee concerning street cleansing, waste collection and public convenience services.

The Chairman informed Members that the resolution was discussed at P&R and that he held a subsequent discussion with the Director of Innovation and Growth (who chairs the Corporation's Recovery Task Force) to make him aware of the Committee's concerns. The Chairman was reassured that these issues would be given the proper scrutiny by the Taskforce and by the Department for the Built and Environment.

The Taskforce was due to submit a Report later in the spring which would include a review and options for cleansing, waste collection, and public conveniences.

The Chairman added that, in due course, Members and officers should also give consideration to the balance of funding over the Medium-Term, as maintaining the City's high standards of cleanliness was a key component of our continued attraction to businesses, residents, and tourists.

RESOLVED – that the Committee noted the verbal update.

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

The Committee noted an update of the Port Health and Public Protection Director in relation to the impact of the UK leaving the EU (Brexit) on Port Health and Public Protection.

Brexit

The Port Health and Public Protection Director opened the update by reminding Members that LPHA, and other Port Health Authorities across Great Britain, had been planning for a phasing in of border controls since June 2020. This had included full checks on food and feed from the rest of the world travelling via the EU from January 2021, full documentary checks from April 2021 and 1% physical checks from July 2021.

The Service, along with other PHAs, the trade, and Port Operators expressed concern about the readiness of many ports for the very tight deadlines. It was encouraging, therefore, that last Thursday (11th March), after careful

consideration, the Government confirmed a revised timetable as it recognised the significant disruption Covid had caused to the readiness of ports.

For the Service this has meant that the phases have been pushed back for six months, which will help it to continue to recruit and train new staff and prepare the trade.

The Director confirmed that the Government announced a clear revised timetable for the introduction of controls, as follows:

- Pre-notification requirements for Products of Animal Origin (POAO), certain animal by-products (ABP), and High-Risk Food Not Of Animal Origin (HRFNAO) will not be required until 1st October 2021. Export Health Certificate requirements for POAO and certain ABP will come into force on the same date.
- Physical Sanitary and Phytosanitary (SPS) checks for POAO, certain ABP, and HRFNAO will not be required until 1st January 2022. At that point they will take place at Border Control Posts
- From March 2022, checks at Border Control Posts will take place on live animals.

The Director reminded Members that the Department for Environment, Food and Rural Affairs (DEFRA) had provided financial support to UK Port Authorities to prepare for the changes to Border rules and this funding lasts until the end of the 2021/22 financial year. Given the delay to full implementation, a funding extension was being considered; the Director would keep developments monitored and report back to the Committee in due course.

In response to a query, the Director confirmed that documentary checks on goods from 'Rest of the World' countries (i.e. non-EU) were still as rigorous as was the case pre-Brexit. The Government had set expectations for 100% documentary checks on EU goods from April 2021; to ensure a smoother transition, this was subsequently reduced to 10% (with the full 100% coming later in 2021), and then, as per the most recent government announcement, implementation of documentary checks was delayed to 1st October 2021; it was still to be confirmed whether this would be at 100% or 10% (with a transition to 100% later in 2021/early 2022).

In terms of physical checks on EU goods, the initial target is 1% per commodity; this represented a pragmatic approach which was appropriate to the current risk profile. The Director added that post-Brexit, the UK can decide to alter risk profiles in the longer term, this could mean ramping up checks on goods from certain countries, or indeed, reducing them based on risk.

In response to a separate query, the Director stressed that LPHA still had access to the EU alert system for dangerous products. He added that alongside other similar global alert systems, this played a critical role in terms of safeguarding. He further stressed that, post-Brexit, once an alert had been issued, the UK had more scope to put mitigating actions in place at a quicker pace than had often been the case previously.

Freeports

The Director updated Members on the recent announcement in the Chancellor of the Exchequer's Budget concerning 'Freeports'. Eight 'Freeports' across England had been given the greenlight, these included:

- Thames Freeport (London Gateway, Tilbury, Barking etc.)
- East Midlands Airport
- Felixstowe and Harwich
- Humber region
- Liverpool City Region
- Plymouth
- Solent
- Teesside

The benefits gained through 'freeport' status include favourable customs duties and processing, suspension of VAT, business rates relief, zero national insurance contributions, enhanced capital allowances, simplified planning and development rules, and stamp duty reliefs.

In terms of the London Port Health function relating to the checking of imported food and feed, the 'Freeport' status role will not affect our requirement to carry out checks on high-risk products. That said, if the port is more commercially attractive because of its 'Freeport' status it is likely to increase all imports to some degree.

The Director reminded Members that LPHA have now signed the s101 agreement with Thurrock Council and this gives LPHA regulatory responsibility (in line with Port Health functions) for the London Gateway Logistics Park (LGLP) (LPHA already covers the Port of Tilbury site). Consequently, it is at the LGLP that LPHA may have additional work – in the sense that products may be brought in and processed, with some entering the UK and the rest exported to other countries. We may therefore have more food premises/processors and storage facilities which need inspecting and authorising.

This may provide LPHA with the ability to clear the goods at one port and move them to another e.g., clear at London Gateway and move them to the new market site via the river, or break the load and clear part of the consignment for movement to another port, or even break and allow clearance at the other port subject to the correct facilities etc. This is at a very early stage and further detailed discussions will be required with each of the sites, Defra and the Food Standards Agency.

In response to a query, the Director confirmed that whilst the broad geographical boundaries of the 'freeports' (including the Thames 'freeport') had been confirmed and were available to view on the HM Treasury website, further detailed information was still emerging and would be reviewed by officers and

other stakeholders over the coming weeks. The Director would provide an update on the Thames 'Freeport' at the May meeting of the Committee.

In response to a query, the Director assured Members that LPHA worked closely with the port operators on current and future planning for spacing and staff requirements; the ports were built and designed for high throughputs, and there was ample room to expand if demand increased. Projections indicated that the ports may, over the medium-term, double their current workload; LPHA staffing and funding resources are already structured in a way to handle an increase of that magnitude, although further recruitment may be needed. The Director emphasised that LPHA had done well in the past with on-the-job-training and apprenticeships, and he was confident that the LPHA would, in the event of a significant increase in workload, meet the challenge.

He added that, in the event that trade declined, the workforce was structured adaptably, with a significant number of staff on fixed-term contracts – which could be flexed appropriately.

Covid-19

The Director stressed that, the Heathrow Animal Reception Centre (HARC) & LPHA have continued to operate throughout the pandemic and the various easings and restrictions. Trade in the ports is above that of previous years and although HARC has been affected by the various restrictions on air travel, overall, it is on target to meet budgeted expectations, with February performing well.

In terms of the City, the Director added that, by way of overview, new national regulations, local regulations, regulations on face coverings or rules on travel quarantine, have been changed at least 64 times and passed into law on average every four-and-a-half days since the first restrictions were introduced in spring 2020. Amongst many other implications, this has had a profound effect on the number of hospitality venues open in the City, with an estimated 15% open for takeaway food in January compared to >60% open in some form in early December.

The City based teams have continued to be physically present to address emerging risks and support businesses in complying with the regulations; compliance has been, on the whole, positive.

The teams have been involved in track and trace and initiatives with the Health & Safety Executive (HSE) to undertake spot checks of close contact services and more recently offices; Members may have noted the press release encouraging employees to report their concerns if they feel that they are being asked to work in inappropriate conditions.

We are now preparing to support business as we move through the new roadmap to recovery. This has included providing information and guidance, meeting with the Business Improvement Districts (BIDs), the trade, and the various recovery groups. To further aid recovery, the City are drawing up details for a 'Recovery Fund' to support businesses bounce back; one of the

criteria is that potential applicants for funding should be members of the City of London's COVID Compliant Accreditation Scheme, so as to reassure customers that they have systems in place to minimise risks associated with COVID-19, and that their premises are safe to visit.

The Director added that, as the City recovers there is an increased potential for noise to be more apparent, and he took the opportunity to remind Members that the City's 24/7 Noise Service has been operating throughout the pandemic and will continue to do so.

7. AMENDMENT TO KPI TPR 11 OF THE DBE BUSINESS PLAN 2021/22

The Committee considered a report of the Director of Department of Markets and Consumer Protection regarding the amendment to KPI TPR 11 of the DBE business plan 2021/22.

Several points were raised:

- In response to a query around the definition of “unacceptable” amount of litter, the Assistant Director of Cleansing and Streetscene referred Members to the photographs in the Report; “unacceptable” was defined as a failure to reach a standard of B+. The Assistant Director added that the standard regime itself had been established by the organisation, Keep Britain Tidy.
- In response to a separate query around the service becoming “more reactive”, the Assistant Director Service explained that, in the past, the City had a scheduled service, i.e. regardless of need a street would be serviced on a consistent basis; due to the £800,000 reduction in funding, officers had needed to identify a new approach, this involved the monitoring and observation of known “hotspots” around the City (e.g. Liverpool Street and St Paul's), with mobile teams ready to respond; whilst this approach may result in longer response times, he was confident that the monitoring measures in place, and our long term knowledge of local problems and hotspots, will enable us to keep on top of the situation.
- The Assistant Director reassured Members that the Department was fully aware of the challenges presented by the Bishopsgate Ward, particularly around Liverpool Street Station, and confirmed that the new Veolia contract provided for significant cover at weekends in that area (which, pre-covid, often had greater footfall than weekdays). More widely, the Assistant Director reiterated that, thanks to the Department's local knowledge, resources were being deployed in known hotspots, and had long been geared up to handle the multiple and varied challenges presented by the weekday commuter environment, tourism at weekends, and the night time economy.
- The Assistant Director informed Members that Surveys would now be carried out twice yearly, and, whilst in the interim, any major deterioration would be acted on, a comprehensive picture should emerge in 12 months.

- The Chairman asked that the Assistant Director bring back an update Report to the September meeting of the Committee which outlined any early indications of the impact of the change from 2% to 5%.

RESOLVED - that the Committee agreed to the revised corporate target for KPI TPR 11 in the DBE Business Plan 2021/22 from 2% to 5%.

8. DELIVERY OF THE CITY'S ELECTRIC REFUSE COLLECTION VEHICLE (ERCV) FLEET

The Committee received a verbal update of the Assistant Director of Cleansing and Streetscene concerning the Delivery of the City's Electric Refuse Collection Vehicle (ERCV) fleet.

The Chairman thanked the Assistant Director, Jim Graham, the Business Performance & Transport Group Manager, Vince Dignam, and their colleagues, for their hard work in getting this project over the line. The vehicles represented a significant, and very positive development for the City.

RESOLVED – that the Committee noted the verbal update.

9. PROPOSED CHARGES FOR STREET CLEANSING, WASTE COLLECTION AND PUBLIC CONVENIENCES 2021/22

The Committee considered a Report of the Director of Markets and Consumer Protection in relation to Proposed Charges for Street Cleansing, Waste Collection and Public Conveniences in 2021/2022.

Turning to page 31 (appendix 3), a Member queried why there was a significant difference in estimated income from recycling between the City of London School (£2,500) and the City of London School for Girls (£11,000), the Chairman asked the Assistant Director to come back to the member after the meeting with more information.

RESOLVED – that the Committee approved that with affect from 1 April 2021:

- Charges for Street Cleansing services to external clients are increased by 1.20% in line with RPI
- Charges for special events and other ad-hoc works provided to third parties continue to be made at full cost, plus 30%, to cover the City's management and administration costs
- The charge for the collection of bulky waste is increased from £34 to £35 for up to three items
- Bulky waste collection continues to be offered free of charge on request to those who are in receipt of means tested benefits and to those who are infirm or disabled receiving assisted collections

- The general waste charges for educational establishments are increased by 1.20% and food and recycling collection charges should be maintained at the current level
- Charges for the removal of highway obstructions to remain at the existing £60 and for the removal of uncollected bagged waste to remain at £125 for up to 10 bags and £5 per bag thereafter
- Charges for the staffed toilet facilities at Tower Hill and Paternoster Square conveniences to remain at 50p per use
- Smart bins (post mounted cigarette bins) sold to businesses be charged at cost plus 20% to cover the City's administration costs
- Clean City Awards Scheme membership fees are kept the same

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

There was one urgent item of other business.

49th City of London Thames Fishing Research Experiment

The Chairman highlighted that that this year's Fishing Experiment would take place on Saturday, 18th September, subject to Covid restrictions in place at that time. A formal note will be circulated to Members in due course.

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

There were no questions.

12. **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.

13. **NON-PUBLIC MINUTES**

RESOLVED, that the non-public minutes of the meeting held virtually on Wednesday, 20 January 2021 be approved as a correct record.

14. **PORT HEALTH AND ENVIRONMENTAL SERVICES DEBTORS -PERIOD ENDING 31 DECEMBER 2020**

The Committee received a joint report of Director of the Built Environment, the Director of Markets and Consumer Protection and the Director of Open Spaces concerning the Port Health and Environmental Services Debtors – period ending 31 December 2020.

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

There were no questions.

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

There was no other business.

The meeting closed at 12.07 pm

Chairman

Contact Officer: John Cater

DRAFT

Port Health & Environmental Services Committee – Outstanding Actions

Item	Date	Action	Officer(s) responsible	To be completed/ progressed to next stage	Progress Update
1. Page 15	19 September 2017	Electric Vehicle Charging	Transportation and Public Realm Director	October 2020	<ul style="list-style-type: none"> TfL contractors have completed installation of 6 EV rapid charge points at Baynard House car park with the successful concessionaire Chargemaster. The City Surveyors have completed the tender exercise to select a contractor to install the complementary ventilation equipment. Subject to Committee approval later this month, they expect to be on site between May & August, with the equipment 'go live' on completion. Other additional works such as upgrading barrier equipment and enhancing the vehicle entrance will continue in the meantime. The EV points in the Baynard House carpark were still on course for an operational start by the summer. Progress is being made with the installation of additional EV points across the Barbican Estate and the expectation is that these will be up and running by the spring (officers are trying to establish a firmer date). To note these EV points will be for residents only, so, whilst of broad interest, the PHES Committee does not have a direct remit over this matter. The Chairman proposed that an update be provided to the Committee in six months' time.

					<ul style="list-style-type: none"> • Thanks to a renewed grant scheme, officers were currently scoping out the potential for new charging points in residential locations near Middlesex Street; it was anticipated that these would be operational in 12 months. • Officers are looking to roll-out further EV points at sites with a heavy taxi presence, as the current provision has proved very popular and taxi drivers are asking for additional sites.
2.	27 November 2018	Garden Waste Recycling	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 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 will need to extend the postponement of the Garden waste trail and review the situation in March 2021</p> <p>Given the disruption caused by lockdown, officers were concerned that the findings from the trial would not reflect post-covid norms; a review was due to be carried out in April and commencement of the trial could be coordinated with the lifting of covid restrictions. Should conditions be favourable, this could go live quickly. Officers to keep the Chairman and the</p>

					Deputy Chairman updated in the interim and a further update to be provided to the Committee in May.
3.	15 January 2019	Measurement and mitigation options for operational rail noise from London Underground affecting the Barbican Estate	Director of Markets and Consumer Protection	April 2021	<p>A number of LUL's current projects have been postponed due to the on-going uncertainty following the COVID-19 pandemic. The long-term financial package for TFL has now been agreed by government and is currently forecast to be worth around £1.8bn subject to actual levels of passenger revenue.</p> <p>This directly affects the proposed rail noise mitigations under the Barbican Estate alongside the current priority of maximising the number of trains to enable social distancing.</p> <p>LUL Board are yet to make any decisions on the Noise and Vibration activity and spend.</p> <p>Officers will continue dialogue with TFL.</p> <p>A City TFL Stakeholder meeting is to be held in early February 2021 and will be an opportunity for residents to engage directly.</p> <p>Further updates will be provided when available.</p> <p>Officers advised Members that whilst progress was slow, there were indications that things may improve in the medium term. They would provide a further update in May.</p>
	16 March 2021	Amendment to KPI TPR 11 of the DBE business plan 2021/22 / surveys	Director of Markets and Consumer Protection	Sept 2021	<p>Surveys will now be carried out twice yearly and the Chairman requested an update report to the September meeting of the Committee outlining any early indications of the impact of the change from 2% to 5%.</p> <p>Verbal update to come to the September meeting followed by</p>

					a written update in November along with Keep Britain tidy (KBT) report.
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**Port Health & Environmental Services
Work Programme 2021/22**

Standing Items

- Outstanding Actions
- Minutes
- Brexit update
- COVID-19 update

18 May 2021	<ul style="list-style-type: none"> • Committee appointments • Commercial Environmental Health and Port Health Service Plans 2021-2022 • Business Plans 2020/2021: Progress Report (Period 3) • Risk Management - Periodic Update Report • Gateway 6 report: Cremator replacement Project • <i>Ella Adoo Kissi-Debrah Inquest</i> • <i>Draft COL Contaminated Land Inspection Strategy</i>
13 July 2021	<ul style="list-style-type: none"> • Finance Outturn Report • Annual Cleansing Contract Report • Office lighting report and draft guidance • Air Quality Annual Status Report • Cemetery & Crematorium Performance 2021/22 • PHES Debtors Period Ending 31 March 2021 • Massage and Special Treatment Licence Fees
27 September 2021	<ul style="list-style-type: none"> • Business Plans 2021/2022: Progress Report (Period 1) • Risk Management - Periodic Update Report • Letting Agents Enforcement Policy • PHES Debtors Period Ending 30 June 2021
23 November 2021	<ul style="list-style-type: none"> • 49th City of London Thames Fishery Research Experiment • Keep Britain tidy (KBT) report • <i>PHES Statement / initial assessment of the impact 'on the streets' of the changes to the Veolia cleansing contract</i> • Commercial Environmental Health Service Plan • Resetting of departmental Budgets 2021/22 • PHES Debtors Period Ending 30 September 2021
18 January 2022	<ul style="list-style-type: none"> • Annual Review of the Committee's Terms of Reference • Draft High-Level Business Plans 2022/23 • Business Plans 2021/2022: Progress Report (Period 2) • Cemetery and Crematorium Fees and Charges 2022/23 • Animal Reception Centre - Heathrow Airport: Annual Review of Charges • Risk Management - Periodic Update Report • Deep Dive CR21 Air Quality • DBE Service Changes & Budget Proposals • Revenue and Capital Budgets 2022/23
8 March 2022	<ul style="list-style-type: none"> • PHES Debtors - Period Ending 31 December 2021 • Proposed Charges for Street Cleansing, Waste Collection and Public Conveniences 2022/23
24 May 2022	<ul style="list-style-type: none"> • Election of Chairman/Deputy Chairman • Committee appointments • Order of the Court of Common Council • Massage and Special Treatment Licence Fees

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Committee: Port Health and Environmental Services	Dated: 18 05 2021
Subject: Ella Adoo Kissi-Debrah Inquest - Prevention of Future Deaths Report	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	2,11
Does this proposal require extra revenue and/or capital spending?	N
Report of Jon Averbs	For Information
Report author: Ruth Calderwood Air Quality Manager, Markets and Consumer Protection Dept.	

Summary

In December 2020, a Coroner ruled that a London child, Ella Adoo Kissi-Debrah, had died of asthma, with exposure to excessive air pollution being a contributory factor. This is the first time that air pollution has been explicitly linked to a named individual's death.

The child's death occurred in 2013. The first inquest into Ella's death did not investigate the role of air pollution. Ongoing research into the health effects of air pollution, since the original inquest took place, led to approval being given for a new inquest into the cause of Ella's death.

On finding that levels of air pollution contributed to Ella's death, the Coroner published a report to prevent future deaths. The Coroner listed three matters of concern in the report: the discrepancy between current national targets for particulate matter and those recommended by the World Health Organisation; the lack of public awareness about air pollution; and insufficient communication by clinicians to patients about the risks of air pollution.

Following the inquest, the Environment Food and Rural Affairs Committee recommended that the Environment Bill is amended to include a specific target to reduce the annual mean concentration of particulate matter PM_{2.5} to under 10µg/m³ by 2030. This level is in line with current World Health Organisation guidelines. This recommendation has been echoed by a group of a dozen Mayors, business leaders and Non-Government Organisations, including UK 100, which represents over 100 local authorities.

Improving air quality has been an important priority for the City Corporation for many years. The current Air Quality Strategy details the Corporation's commitment to achieve World Health Organisation Guidelines for particulate matter by 2030. It also outlines the ongoing commitment to air quality monitoring, and the dissemination of information about the health impacts of poor air quality. The City Corporation has

delivered several significant interventions in the Square Mile that have led to local air quality improvements, a notable example being around the Aldgate School for which the organisation received a national air quality award.

Although air quality has been improving year on year, nitrogen dioxide and PM₁₀ remain above World Health Organisation Guidelines adjacent to busy roads. Levels of PM_{2.5} are above the Guidelines throughout the City, and indeed across most of London. The City Corporation continues to pursue better air quality through its wide range of strategies that support the Air Quality Strategy, and through its proposals in the Emission Reduction (Local Authorities in London) Bill, which has had its first reading in the House of Lords.

Recommendation

Members are asked to:

- Note the report.

Main Report

Background

1. Ella Adoo Kissi-Debrah died at the age of 9. She had severe, hypersecretory asthma causing episodes of respiratory and cardiac arrest that required frequent emergency hospital admissions. On 15 February 2013 she had a further asthmatic episode at home and was taken to hospital where she suffered a cardiac arrest from which she could not be resuscitated. Ella lived in the London Borough of Lewisham.
2. The first Inquest into Ella's death took place in September 2014. The cause of death was recorded as Acute Respiratory Failure caused by severe asthma. This inquest did not investigate the role of air pollution. New findings from research into the health effects of air pollution, since this inquest took place, led to approval being given for a new inquest into the cause of Ella's death.
3. The conclusion of the new inquest, delivered on 16 December 2020, was that Ella's death was caused by:
 - 1a) Acute respiratory failure
 - 1b) Severe asthma
 - 1c) Air pollution exposure
4. The narrative supplied for the cause of death was that Ella died of asthma, contributed to by exposure to excessive air pollution. This is the first time that air pollution has been explicitly linked to a named individual's death.

5. The Coroner found that air pollution was a significant contributory factor to both the induction and exacerbation of Ella's asthma. During the course of her illness, between 2010 and 2013, she was exposed to levels of nitrogen dioxide and particulate matter in excess of World Health Organisation (WHO) Guidelines.
6. A key role of the coronial system is to avoid future deaths of a similar nature. Consequently, the Coroner presiding over Ella's case produced a report to prevent future deaths.

Report to Prevent Future Deaths

7. The Coroner listed three matters of concern in the report. The full copy is attached as Appendix 1 (Annex A).
 - I. The national limits for Particulate Matter are set at a level far higher than WHO guidelines. Legally binding targets based on WHO guidelines would reduce the number of deaths from air pollution in the UK.
 - II. There is a low public awareness of the sources of information about national and local pollution levels. Greater awareness would help individuals reduce their personal exposure to air pollution. It was clear from the evidence at the inquest that publicising this information is an issue that needs to be addressed by national as well as local government. The information must be sufficiently detailed, and this is likely to require enlargement of the capacity to monitor air quality, for example by increasing the number of air quality sensors.
 - III. The adverse effects of air pollution on health are not being sufficiently communicated to patients and their carers by medical and nursing professionals. The evidence at the inquest was that this needs to be addressed at three levels:
 - a. Undergraduate.
 - b. Postgraduate.
 - c. Professional guidance.
8. The report states that concern 1 above should be addressed by Central Government Departments, concern 2 by Central Government Departments, the Mayor of London and the London Borough of Lewisham and concern 3 by the professional organisations named in the full report. All parties are required to respond to the report by 17 June 2021.
9. Whilst the report is not directly addressed to the City Corporation, concern 2 is directly relevant to the organisation in delivering its local authority function.
10. Following the inquest, the Environment Food and Rural Affairs Committee recommended that the Environment Bill, which is working its way through parliament, is amended to include a specific target to reduce the annual mean

concentration of particulate matter PM_{2.5} to under by 2030¹. This level is in line with current World Health Organisation guidelines. This recommendation has been echoed in a letter issued by a group of a dozen Mayors, business leaders and Non-Government Organisations, including UK 100 which represents over 100 local authorities ².

11. World Health Organisation Guidelines for air pollution are under review, with the outcome of the review expected this year. Given that exposure to air pollution is being linked to an increasing number of diseases, it is likely that the guideline levels will be tightened.
12. The current annual average target for PM₁₀ in England and Wales is 40µg/m³ with the current WHO Guideline being set at 20µg/m³. The current annual average target for PM_{2.5} is 25µg/m³, whereas the WHO Guideline for this pollutant is 10µg/m³.
13. Levels of PM₁₀ in the Square Mile are approximately 24µg/m³ at busy roadsides, and around 17µg/m³ at background. PM_{2.5} is approximately 11 – 12µg/m³ everywhere.

The City Corporation's position

14. Improving air quality has been an important priority for the City Corporation for many years. The current Air Quality Strategy details the ongoing commitment to air quality monitoring and to disseminating information about the health impacts of poor air quality. The Corporation has delivered several significant interventions in the Square Mile that have led to local air quality improvements, a notable example being around the Aldgate School, for which the organisation received a national air quality award.
15. The City Corporation runs a very dense network of air quality monitors. The type and location of sensor used to measure air quality is reviewed every year. At present there are well over 100 sensors collecting data about air pollution in the Square Mile. The data is used to assess compliance with standards, measure the impact of interventions to improve air quality and to provide information to the public about air pollution. Detailed air quality monitoring has continued throughout the pandemic.
16. Information about air pollution is provided using a range of channels, for example a monthly e-newsletter, the free smart phone app CityAir, business engagement, the City Corporation and London Air web sites and social media. Residents and businesses are supported to carry out air quality monitoring to help them understand how they can reduce their own exposure. Officers continuously seek opportunities to disseminate information in an effective and timely manner.

¹ <https://committees.parliament.uk/committee/52/environment-food-and-rural-affairs-committee/news/139068/improving-air-quality-should-be-at-core-of-postpandemic-rebuild/>

² <https://www.uk100.org/blog/2021/01/city-leaders-call-tougher-pollution-targets-and-ps15bn-air-pollution-fund>

17. Air quality in the Square Mile is improving year on year. Pre-pandemic levels of nitrogen dioxide were approximately a third lower than that measured in 2013, the year that Ella died. PM₁₀ and PM_{2.5} were a quarter lower over the same period. In 2019, 67% of the Square Mile met the WHO Guideline for nitrogen dioxide compared to around 0% in 2013.
18. The impact of the pandemic resulted in levels of nitrogen dioxide being 35 - 40% lower than in 2019, with particulate matter, PM₁₀, being around 10% lower over the same period. PM_{2.5} was roughly the same. The negligible impact on PM_{2.5} of such a significant reduction in activity in the Square Mile highlights the challenge that the City Corporation faces in implementing measures that would have a measurable impact on this pollutant.
19. Once full activity returns to the Square Mile, levels of nitrogen dioxide and PM₁₀ will increase, though they are unlikely to return to pre-pandemic levels.
20. Improving air quality is firmly embedded into a range of corporate policies and strategies such as the Transport Strategy, draft City Plan, Responsible Business Strategy and Procurement Strategy. Action taken to deliver the aims of the Climate Action Strategy, such as moving away from fuel combustion towards the greater use of renewable energy, will lead to further air quality improvements locally. COP26 this year will also provide opportunities to ensure that air quality improvement is at the forefront of climate action.
21. Once the relevant bodies have responded to the Report to Prevent Future Deaths, Officers will consider whether further action needs to be taken by the City Corporation to both measure air pollution and publicise information about air quality.

Corporate policies

Corporate & Strategic Implications

Strategic implications

22. Air quality policy and action at the City Corporation is framed in the Air Quality Strategy 2019 – 2024
23. The work on air quality directly supports two Corporate Plan outcomes:
 - ‘People enjoy good health and wellbeing’
 - ‘We have clean air, land and water’

Financial implications

24. None.

Resource implications

25. None

Legal implications

26. The City Corporation has a statutory duty to measure air quality and develop and implement an action plan to improve air quality where targets are not met. The Environment Bill, which is currently passing through parliament, contains proposals to place increased responsibility on local authorities to meet air quality targets.
27. The City Corporation has taken steps to reinforce the legislative provisions on clean air through a Private Member's Bill.
28. The Emissions Reduction (Local Authorities in London) Bill, which was drafted by the City Corporation in collaboration with London Councils, seeks discretionary powers for local authorities in London to control emissions from combustion plant if their area has air pollution above WHO guidelines, and if they choose to declare their area an 'Air Quality Improvement Area'. In any area so designated, the Bill provides that NO_x and PM emissions emitted by plant such as boilers, stationary generators and non-road mobile machinery must be less than an amount specified in regulations made by the Secretary of State.
29. The Private Members' Bill was introduced in the Lords in January 2020 by Lord Tope and will be re-entered into the Ballot for the coming session. If the bill does not progress, steps will be taken to table amendments to the Government's Environment Bill reflecting the provisions of the Private Member's Bill.
30. The three concerns outlined in the Report to Prevent Future Deaths, as outlined in Appendix 1 and section 7, outline actions for Central Government Departments (Defra, DfT and DHSC), the Mayor of London and the London Borough of Lewisham. This in turn may influence future actions local authorities are expected to address in relation to air quality. However, the City Corporation is already taking many positive actions to address the concerns.

Risk implications

31. Air quality is listed as a Corporate risk. The latest Deep Dive into the risk was presented to Audit and Risk Management Committee in January 2021.

Equalities implications

32. Action to improve air quality has a positive impact on all sections of the population. The benefit is greatest for children and the elderly as they are more susceptible to the health impacts of air pollution. There is also a positive impact on individuals whose lives are affected by asthma and other respiratory and cardiovascular conditions.

Security implications

33. None

Conclusion

34. In December 2020, a Coroner ruled that a London child, Ella Adoo Kissi-Debrah, had died of asthma, with exposure to excessive air pollution being a contributory factor. This is the first time that air pollution has been explicitly linked to a named individual's death.
35. The Coroner published a report to prevent future deaths. Three matters of concern were listed: the discrepancy between current national targets for particulate matter and those recommended by the World Health Organisation; the lack of public awareness about air pollution; and insufficient communication by clinicians to patients about the risks of air pollution.
36. Improving air quality has been an important priority for the City Corporation for many years. The current Air Quality Strategy details the Corporation's commitment to achieving World Health Organisation Guidelines for particulate matter by 2030. It also outlines the ongoing commitment to air quality monitoring and the dissemination of information about the health impacts of poor air quality. The City Corporation has delivered several significant interventions in the Square Mile that have led to local air quality improvements, a notable example being around the Aldgate School.
37. Although air quality has been improving year on year, nitrogen dioxide and PM₁₀ remain above World Health Organisation Guidelines adjacent to busy roads. Levels of PM_{2.5} are above the guidelines throughout the City, and indeed across most of London. The City Corporation continues to push for better air quality through its wide range of strategies that support the Air Quality Strategy, and through its proposals in the Emission Reduction (Local Authorities in London) Bill.

Appendices

Appendix 1 (Annex A) – Report to prevent future deaths, dated 20 April 2021

Background papers

City Corporation Air Quality Strategy 2019 – 2024

Committee Report: Deep Dive CR21 Air Quality, ARM Committee, 13 January 2021 and PHES Committee 20 January 2021

Ruth Calderwood, Air Quality Manager

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ANNEX A

REGULATION 28: REPORT TO PREVENT FUTURE DEATHS (1)

	<p>REGULATION 28 REPORT TO PREVENT FUTURE DEATHS</p> <p>THIS REPORT IS BEING SENT TO:</p> <ol style="list-style-type: none">1. Department for Environment, Food and Rural Affairs, Defra2. Department for Transport3. Department of Health and Social Care4. Mayor of London5. Transport for London6. London Borough of Lewisham7. General Medical Council8. Health Education England9. Nursing and Midwifery Council10. Royal College of Physicians11. Royal College of Paediatrics and Child Health12. Royal College of General Practitioners13. NICE14. British Thoracic Society
1	<p>CORONER</p> <p>I am Philip Barlow, assistant coroner for the coroner area of Inner South London</p>
2	<p>CORONER'S LEGAL POWERS</p> <p>I make this report under paragraph 7, Schedule 5, of the Coroners and Justice Act 2009 and Regulations 28 and 29 of the Coroners (Investigations) Regulations 2013.</p>
3	<p>INVESTIGATION and INQUEST</p> <p>On 17 December 2019 I re-opened an investigation into the death of Ella Adoo Kissi-Debrah. The investigation concluded at the end of the inquest on 16 December 2020. The conclusion of the inquest was:</p> <p>Medical cause of death:</p> <ol style="list-style-type: none">1a) Acute respiratory failure1b) Severe asthma1c) Air pollution exposure <p>Narrative conclusion:</p> <p>Died of asthma contributed to by exposure to excessive air pollution.</p>
4	<p>CIRCUMSTANCES OF THE DEATH</p> <p>Ella died at the age of 9. She had severe, hypersecretory asthma causing episodes of respiratory and cardiac arrest and requiring frequent emergency hospital admissions. On 15 February 2013 she had a further asthmatic episode at home and was taken to hospital where she suffered a cardiac arrest from which she could not be resuscitated.</p> <p>Air pollution was a significant contributory factor to both the induction and exacerbations of her asthma. During the course of her illness between 2010 and 2013 she was exposed to levels of nitrogen dioxide and particulate matter in excess of World Health</p>

	<p>Organization Guidelines. The principal source of her exposure was traffic emissions.</p> <p>During this period there was a recognized failure to reduce the level of nitrogen dioxide to within the limits set by EU and domestic law which possibly contributed to her death.</p> <p>Ella's mother was not given information by health professionals about the health risks of air pollution and its potential to exacerbate asthma. If she had been given this information she would have taken steps which might have prevented Ella's death.</p> <p>There was no dispute at the inquest that atmospheric air pollution is the cause of many thousand premature deaths every year in the UK. Delay in reducing the levels of atmospheric air pollution is the cause of avoidable deaths.</p>
5	<p><u>CORONER'S CONCERNS</u></p> <p>During the course of the inquest the evidence revealed matters giving rise to concern. In my opinion there is a risk that future deaths could occur unless action is taken. In the circumstances it is my statutory duty to report to you.</p> <p>The MATTERS OF CONCERN are as follows. –</p> <ol style="list-style-type: none"> (1) The national limits for Particulate Matter are set at a level far higher than the WHO guidelines. The evidence at the inquest was that there is no safe level for Particulate Matter and that the WHO guidelines should be seen as minimum requirements. Legally binding targets based on WHO guidelines would reduce the number of deaths from air pollution in the UK. (2) There is a low public awareness of the sources of information (such as UK-Air website) about national and local pollution levels. Greater awareness would help individuals reduce their personal exposure to air pollution. It was clear from the evidence at the inquest that publicising this information is an issue that needs to be addressed by national as well as local government. The information must be sufficiently detailed and this is likely to require enlargement of the capacity to monitor air quality, for example by increasing the number of air quality sensors. (3) The adverse effects of air pollution on health are not being sufficiently communicated to patients and their carers by medical and nursing professionals. The evidence at the inquest was that this needs to be addressed at three levels: <ol style="list-style-type: none"> a. Undergraduate. I am informed that undergraduate teaching is the responsibility of the GMC, Health Education England and the NMC. b. Postgraduate. I am informed that postgraduate education is the responsibility of the Royal Colleges, in this case the Royal College of Physicians, the Royal College of Paediatrics and Child Health, the Royal College of General Practitioners, and the NMC. c. Professional guidance. In this case relevant organisations are NICE and the British Thoracic Society.
6	<p>ACTION SHOULD BE TAKEN</p> <p>In my opinion action should be taken to prevent future deaths and I believe you and your organisation have the power to take such action.</p> <p>Concern 1 above should be addressed by the Central Government Departments (Defra, DfT and DHSC).</p> <p>Concern 2 above should be addressed by the Central Government Departments, the Mayor of London and the London Borough of Lewisham.</p>

	Concern 3 above should be addressed by the named professional organisations. They may wish to collaborate in issuing their response. In addition, it will be sent to the DHSC and Faculty of Public Health for information.
7	<p>YOUR RESPONSE</p> <p>You are under a duty to respond to this report within 56 days of the date of this report, namely by 17 June 2021. I, the coroner, may extend the period.</p> <p>Your response must contain details of action taken or proposed to be taken, setting out the timetable for action. Otherwise you must explain why no action is proposed.</p>
8	<p>COPIES and PUBLICATION</p> <p>I have sent a copy of my report to the Chief Coroner and to all Interested Persons and to the LOCAL SAFEGUARDING BOARD (where the deceased was under 18).</p> <p>I am also under a duty to send a copy of your response to the Chief Coroner and all interested persons who in my opinion should receive it.</p> <p>I may also send a copy of your response to any other person who I believe may find it useful or of interest.</p> <p>The Chief Coroner may publish either or both in a complete or redacted or summary form. He may send a copy of this report to any person who he believes may find it useful or of interest.</p> <p>You may make representations to me, the coroner, at the time of your response, about the release or the publication of your response.</p>
9	<p>20 April 2021</p> <p>Philip Barlow</p>

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Committee(s): Port Health & Environmental Services Committee	Dated: 18 May 2021
Subject: Business Plans 2020/2021: Progress Report (Period 3)	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1, 2, 5, 6, 8, 11
Does this proposal require extra revenue and/or capital spending?	N
Report of: Director of the Built Environment Director of Open Spaces Director of Markets and Consumer Protection	For Information
Report author: Jim Graham, Department of the Built Environment Gerry Kiefer, Open Spaces Department Joanne Hill, Department of Markets and Consumer Protection	

Summary

This report provides an update on progress made during Period 3 (December-March) against their High-Level Business Plans 2020/21 for the following service areas which fall within the remit of your Committee:

- Department of the Built Environment: Public Conveniences, Waste Collection, Street Cleansing, Waste Disposal and Transport Services (Appendix 1)
- Open Spaces Department: Cemetery and Crematorium (Appendix 2).
- Department of Markets and Consumer Protection: Port Health & Public Protection Division (Appendix 3)

Recommendation(s)

Members are asked to:

- Note the content of this report and its appendices.

Main Report

Background

1. The High-Level Business Plans of each Department were approved by your Committee in January 2020.
2. The Business Plans set out each Department's key aims, objectives and performance measures for 2020/21.

3. To ensure your Committee is kept informed, progress made against the High-Level Business Plans is reported to you on a periodic (four-monthly) basis, along with current financial information. This approach allows Members to ask questions and have a timely input into areas of particular importance to them.

Department of the Built Environment

Current Position

4. The focus of the Cleansing Service during this period remains dealing with the Covid-19 outbreak. This continues to have a significant impact on the work programme of the cleansing service, diverting the team's efforts away from other projects and initiatives. Street Enforcement Officers continue to assist other teams and departments that do not currently have a daily presence in the City.
5. Following inspections in February and April, the City has maintained the Silver and 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. The City has exceeded the requirements of this scheme in fitting side guards, additional mirrors, audible alarms and cameras to all eligible City vehicles.
6. In March we received delivery of the first of new electric RCV fleet. This will be the first fully electric RCV fleet in the country and will contribute towards the City's carbon reduction and air quality targets.
7. Detailed performance against the performance indicators is provided in Appendix 1a and our infographics are provided in Appendix 1c.

Financial Information

8. The provisional 2020/21 outturn position for the Department of Built Environment services within by Port Health & Environmental Services Committee is provided at Appendix 1b. This shows a net underspend for the Department of £330k (3.7%) against the overall local risk budget of £8.815m for 2020/21.
9. The final confirmed outturn position, including reasons for significant budget variations, will be detailed in the separate Outturn report which will be presented jointly with the Chamberlain to your Committee in July 2021.

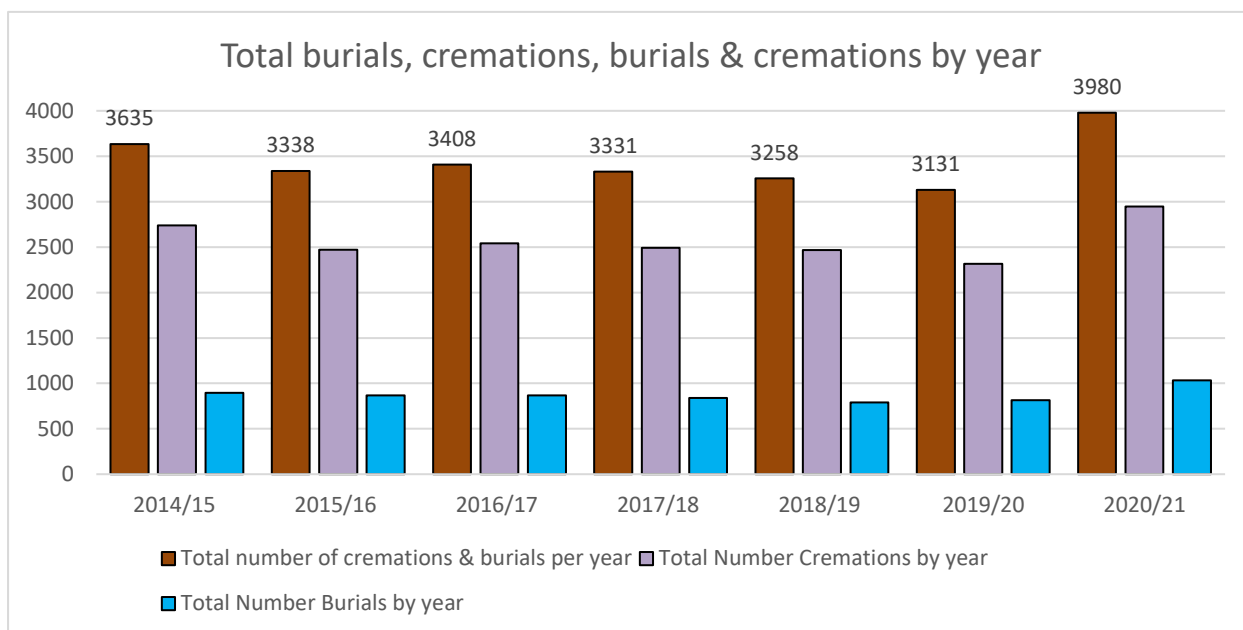
Open Spaces Department

Current Position

10. 2020 / 21 has been an extraordinary year due to the Coronavirus pandemic. The Cemetery and Crematorium (Cem & Crem) staff have worked tirelessly to provide burial and cremation services for the local communities. During the first lockdown many neighbouring facilities were closed, but the Cem & Crem remained open throughout. Many operational changes had to be implemented to ensure the health and safety of staff, the public and funeral directors during the pandemic.
11. Another important fact that made the challenges of last year greater but also show the City as an exemplar of Cemetery and crematorium management was our burial space policies and grave reuse policies as well as our operational abilities. These points meant that we were able to meet the needs of the bereaved, better than many other local cemeteries.

Performance Measures

12. Details of our achievement against our performance measures is attached as Appendix 2 but the following are highlighted:
- In 2020/21 there were 3,980 burials and cremations. This is an increase of 218 burials and 613 cremations; a total increase of 849 funerals on 2019/20 figures.
 - In 2020/21 the total number of burials was 1033 with a monthly average of 86. Over the previous 6 years the average number of annual burials was 846 with a monthly average of 70. 2020/21 shows an increase of 23% on the previous six year average.
 - In 2020/21 the total number of cremations was 2947 with a monthly average of 246. Over the previous 6 years the average number of annual cremations was 2504 with a monthly average of 209. 2020/21 shows an 18% increase on the previous six year average.
 - The 2020/21 percentage market share of burials and cremations was slightly higher than 2019/20. This is a positive outcome as the cremator replacement project meant that only 10 cremation slots were available per day between August and October and one chapel was out-of-use between November and January.



13. The table above shows the total number of cremations and burials from 2014/15 to date.

14. The Cem & Crem's statistics show there were two significant peaks in 2020/21. They were firstly the period April, May and June 2020 with a total of 1316 cremations and 327 burials (in comparison with 531 cremations and 198 burials in the corresponding months of the previous year). The Second peak was in January, February and March 2021 which saw a total of 1195 cremations and 316 burials (in comparison with 645 cremations and 195 burials in the corresponding months of the previous year).

15. By March this year the death statistics had settled down to show 995 deaths in the local areas served. This is 50 deaths lower than the 6 years March average. However, funerals numbers were still high with 137 burials and 304 cremations

16. As we move out of the third lockdown, the Cemetery and Crematorium is showing a reduction on both burials and cremations on the seasonal average of the last five years.

Financial Performance

17. When forecasting to inform the revised budget figure, it was anticipated that the number of deaths would reduce as the year progressed, however the second spike impacted upon this and saw income levels remain higher than predicted.

18. Final financial data shows that gross and net income levels are significantly above the revised budget forecast due to the number of burials and cremations that have taken place this year.

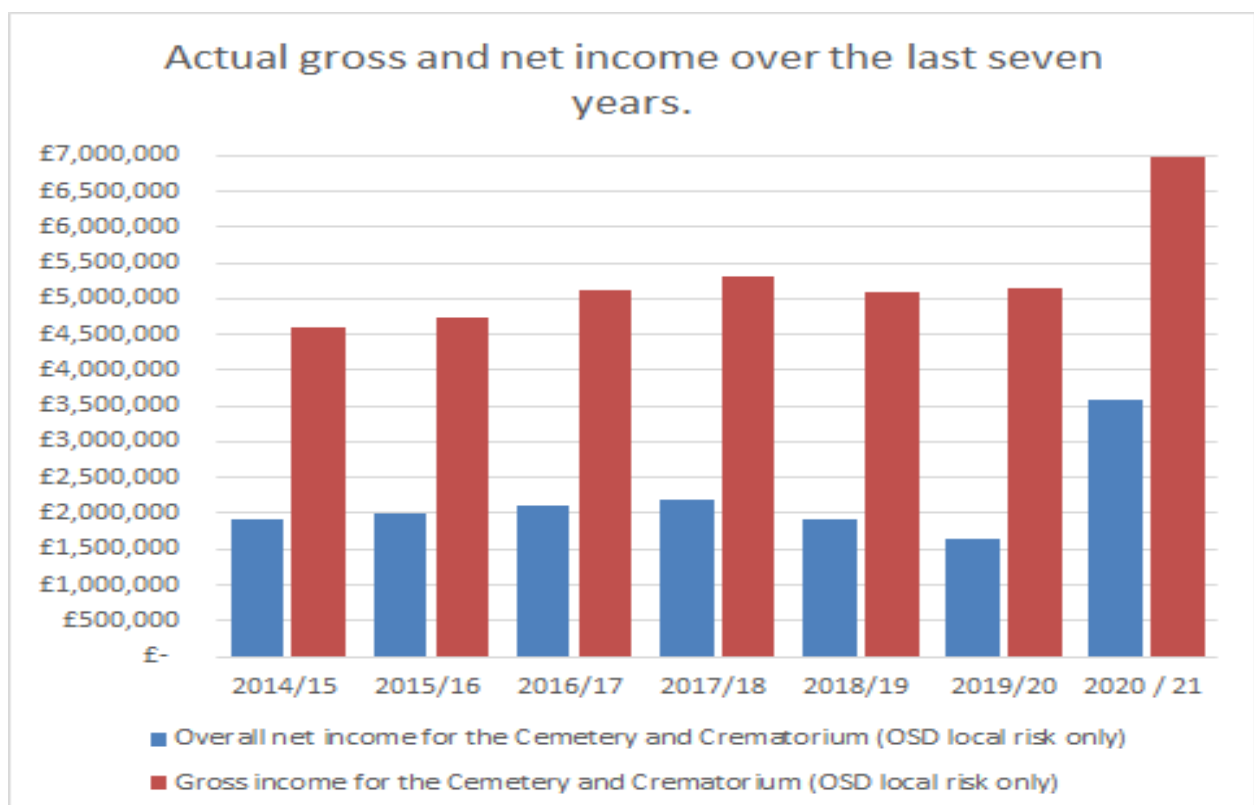
19. The final local risk income budget of c£5million has been overachieved in 2020/21 to be £1.7million above expected levels with the net income £1.8m above expected levels. Once all other central costs are taken into account this leaves a surplus of £1.570m across all risks.

20. A request has been made to the Chamberlain that £500k is put into the Cemetery & Crematorium Reserve Fund. This could be used to assist funding additional projects that the local risk budget can't be expected to cover.

	2020/21 Revised Budget	2020/21 Actual	Over/under achievement
Gross income (OSD local risk only)	£5,287,000	£6,976,516	Overachievement £1,689,516
Gross Expenditure (OSD local risk only)	£3,522,000	£3,398,835	Underspend £123,165
Net income (OSD local risk only)	£1,765,000	£3,577,681	Overachievement £1,812, 681

21. The Cemetery and Crematorium has a small expenditure underspend because some landscaping works were postponed due to the significant spike in local deaths after Christmas. A time when we would usually have focused on such projects, but staff were engaged with ensuring the smooth operation of the burial and cremation activity instead.

22. The table below shows the actual gross and net income for financial years 2014/15 through to date.



23. In 2020 mortality in the areas served by the cemetery and crematorium increased by 25%. This is likely to have an effect on burial and cremation for the next 5 or more years and we can expect less deaths and hence less funerals and therefore less income for several years to come.

Projects

24. As well as operating at significantly increased capacity the Cem & Crem also undertook its essential cremator project, replacing four cremators with one fully abating cremator. This was project managed in-house working with Facultatieve Technologies contractor and was delivered on time and on budget
25. As the number of people attending funerals were restricted to maximum of 30 people during the pandemic, the Cem & Crem, with support from this Committee's Chairman, pushed forward its plans to offer live streaming of funerals. This was operational from February 2021 from the North and South chapels in the Modern Crematorium building. During the eight operational weeks in 2020/21 the streaming service was used at 189 funerals.

Department of Markets and Consumer Protection (M&CP)

Current Position

26. During Period Three, the COVID-19 outbreak continued to affect the work of all Port Health & Public Protection (PH&PP) services, but teams adapted quickly to the new and unprecedented demands placed upon them. Officers 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.
27. For Public Protection, while some activities, such as inspections and visits, had to be postponed because of the pandemic, officers' workloads increased significantly with other COVID-19 related tasks. This included sharing expertise and skills to support businesses in dealing with the impact of the pandemic. As easement of lockdown restrictions neared, the focus shifted to helping businesses in their recovery, and this will remain a priority over the coming months.
28. Port Health and the Heathrow Animal Reception Centre continued to prepare for the phased introduction of border controls on imports from the EU. Government delayed the introduction of these controls by six months due to the impacts of COVID-19. Paperwork and prenotification checks on food and feed will now commence in October 2021, and physical checks will now commence in January 2022. Live animal checks will start in March 2022.
29. Some key achievements and examples of work undertaken during Period Three are:
- Many food businesses closed as further national restrictions were imposed. As policy shifted towards more restrictive measures, the Commercial Environmental Health Team continued to assist businesses that remained open to comply with changing requirements.
 - Environmental Health Officers worked with the HSE on a programme of spot-checks of City businesses (mainly office based) which helped provide a better overall picture of companies' responses to the pandemic.

- The Trading Standards Team took the lead in highlighting serious deficiencies within the mail forwarding sector across the UK and encouraging a change in business practices.
- The Pollution Control Team began engagement with contractors (primarily those dealing with gas, electricity, water and telecoms) regarding the development of smarter working methods which will reduce disruption and disturbance in the City.
- The Air Quality Team ran a vehicle idling action campaign over four weeks which included more than 180 billboards across 31 boroughs and a coordinated wide-reaching social media campaign.
- The Animal Health Team worked closely with the police and local authorities to investigate ongoing breaches of animal welfare legislation.
- The HARC recommenced acceptance of limited arrivals at weekends and continues to manage 24/7 throughput, while remaining customer focused.
- Port Health continued to operate throughout the various COVID-19 restrictions and easements of Period 3, with trade remaining strong. The service also focussed on preparing for the introduction later this year of border controls on EU food and feed. This has included recruiting and training new Port Health staff.

Financial Information

30. The provisional 2020/21 outturn position for the M&CP services covered by the Port Health & Environmental Services Committee is provided at Appendix 3d. This shows a net underspend for the Department of £496k (19.1%) against the overall local risk budget of £2.6m for 2020/21.
31. The final confirmed outturn position, including reasons for significant budget variations, will be detailed in the separate Outturn report which will be presented jointly with the Chamberlain to your Committee in July 2021.

Corporate & Strategic Implications

1. **Strategic implications** – The monitoring of key improvement objectives and performance measures links to the achievement of the aims and outcomes set out in the Corporate Plan 2018-23.
2. **Financial implications** – The full end of year financial position for DBE, OSD and M&CP will be detailed in the Chamberlain's Outturn reports which will be presented to your Committee in July 2021.
3. **Resource implications** – None.
4. **Legal implications** – None.
5. **Risk implications** – The DBE, OSD and M&CP DBE Risk Registers include any risks which are linked to the delivery of its High-Level Business Plan. A separate report on risk has been submitted to this Committee.
6. **Equalities implications** – None.

7. **Climate implications** - The new cremator will enable 100% of cremations at the Cem & Crem to be 100% abating.

8. **Security implications** – None.

Appendices

- Appendix 1 a – Department of the Built Environment, Business Plan Progress Summary, Period 3 2020-21
- Appendix 1b – DBE finance info
- Appendix 1c – DBE Business Plan update Period 3
- Appendix 2 – Open Spaces Department, Year End 2020/21 Performance Measures.
- Appendix 2a – Open Spaces Department Finance information
- Appendix 3 – Department of Markets and Consumer Protection, Business Plan Progress Summary, Period 3 2020-21

Background Papers

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

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0.42%

Percentage of land having unacceptable levels of detritus
Target 2%

88,085.2



Cleansing VES fleet CO² Kg
Target -

Public Toilets

usage for the period
1,348
Target 54,000



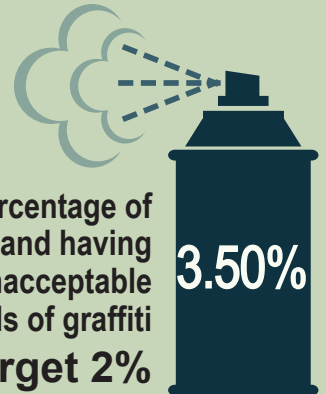
Dec 20 - Mar 21
33.55%

Percentage of household waste sent for reuse, recycling and composting
Target - 30%



Dec 20 - Mar 21

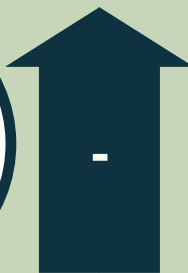
WATER BOTTLES SAVED
0



Percentage of land having unacceptable levels of graffiti
Target 2%

3.50%

Number of members in the scheme
59



0.17%

Percentage of land with unacceptable levels of fly-posting
Target 2%

Target 80



Community WC

Target 75

members in the scheme

65

Up by 0



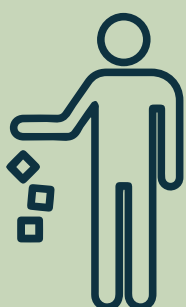
Number of members in the scheme

247

Target 300



Clean Streets Partnership



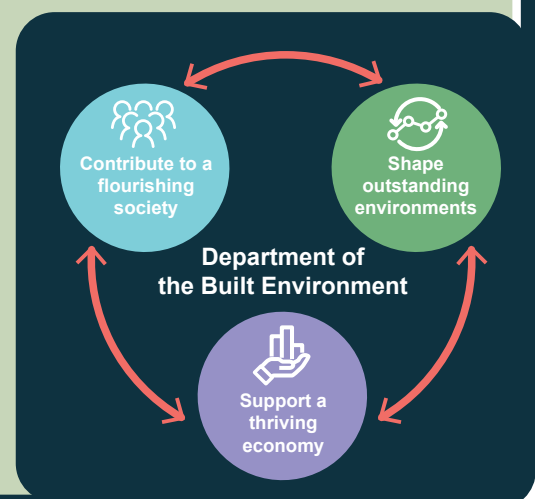
1.17%

Percentage of land assessed as having unacceptable levels of litter
Target 2%



95.17 kg

Kilograms per household of waste collected
Target below 125 kg



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Department of Built Environment Local Risk Revenue Budget - 1st April 2020 to 31st March 2021
(Expenditure and unfavourable variances are shown in brackets)

	Latest Approved Budget 2020/21			Provisional Actual 2020/21			Better / (Worse) £'000
	Gross Expenditure £'000	Gross Income £'000	Net Expenditure £'000	Gross Expenditure £'000	Gross Income £'000	Net Expenditure £'000	
Port Health & Environmental Services (City Fund)							
Public Conveniences	(921)	342	(579)	(711)	14	(697)	(118)
Waste Collection	(2,391)	512	(1,879)	(2,324)	274	(2,050)	(171)
Street Cleansing	(5,665)	521	(5,144)	(4,833)	493	(4,340)	804
Waste Disposal	(1,511)	733	(778)	(1,461)	765	(696)	82
Transport Organisation	(433)	115	(318)	(323)	31	(292)	26
Cleansing Management	(417)	300	(117)	(410)	0	(410)	(293)
TOTAL PORT HEALTH & ENV SRV COMMITTEE	(11,338)	2,523	(8,815)	(10,062)	1,577	(8,485)	330

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Appendix 1c – DBE Business Plan update Period 3

1. During Period 3 (December to March) of this Business Plan, the management team continued to monitor the 12 Key Performance Indicators (KPIs) relevant to the performance of the Waste Collection and Street Cleansing contract and their KPIs will be reported separately to this committee on an annual basis.
2. Performance against the other departmental KPIs has been good, with annual performance against NI191 (the amount of residual domestic waste per household) performing well against target (298.12kg per household against a target of 375kg per household).
3. NI192 (percentage of domestic waste recycled) has finished above target for the year at 31.08% against a target of 30%. 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. Several successful online workshops have been held with residents to encourage increased recycling.
4. 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 2021, with all elements of the survey meeting the required standards of cleanliness. The City's overall score of 1.42% for all areas compares well to previous years.
5. Due to the Covid-19 Pandemic the four attended Public Conveniences have been closed for a large proportion of this period. The facilities at Tower Hill and Paternoster have reopened for periods when possible (with safety precautions being taken) in order to serve the main tourist attractions. Usage has therefore been very low.
6. The indicator relating to the fleet carbon is 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.
7. The on-street drinking water refill points have been turned off for the whole of this period. The Community Toilet Scheme, the Clean Streets Partnership and the Clean City Awards Scheme have also all been negatively affected by the Covid-19 outbreak.

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Appendix 2 – Open Spaces Performance Measures 2020-21

Performance Measure	2014/15 Actual	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Target	2020/21 actual
Maintain our market share of burials in relation to our seven neighbouring Borough's	7.4%	6.9%	7.1%	7.3%	7.3%	7.1%	7.5%	7.6%
The number of burials.	896	866	868	840	790	815	861	1,033
Maintain our market share of cremations in relation to our seven neighbouring Borough's	22.0%	20.2%	22.1%	21.7%	22.0%	20.1%	23%	20.5%
The number of adult cremations.	2739	2472	2540	2491	2468	2316	2528	2,947

Finance Performance Measures	2018/19 Actual	2019/20 Actual	2020/21 Revised Budget	2020/21 Actual	Over/under achievement
The annual overall income target for the Cemetery and Crematorium (OSD local risk only)	£5,085,060	£5,157,686	£5,287,000	£6,976,516	Overachievement £1,689,516
The overall net financial position for the Cemetery and Crematorium (OSD local risk only)	£1,919,283	£1,757,472	£1,765,000	£3,577,681	Overachievement £1,812,681

New Performance Measures	2019/20 Actual	2020/21 Target	2020/21 Actual	Comments on actual full year figures
Number of no service cremations	60	82	176	With many families unable to attend funerals and/or struggling to meet the cost of unexpected deaths these options became extremely attractive. Also many deaths resulted in Public Health Funerals and again, these options were a way of keeping costs down especially when no family were able to attend.
% of early time slots taken up	48%	30%	89.60%	
Amount of gas used to heat the Modern Crematorium - kWh	23,126 kWh	23,126 kWh	22,812 kWh	Higher number of cremations carried out in the cremator fitted with heat recovery has resulted in reduced gas used to heat the building. The higher than average temperatures from early April 2020 and 3-shift working at the crematorium meant that gas central heating was not required.
Energy generation from Solar Power - electricity in kWh	25,126 kWh	25,126 kWh	26,122 kWh	Exceptionally bright Spring, Summer & Autumn in 2020.

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Appendix 2

Department of Port Health & Environmental Services Local Risk Revenue Budget - 1st April - 31st March 2021

(Expenditure and unfavourable variances are shown in brackets)

	Final Approved Budget 2020/21 £'000	Budget year to date (Apr20-Mar21)			Actual year to date (Apr20-Mar21)			Variance £'000
		Gross Expenditure £'000	Gross Income £'000	Net Expenditure £'000	Gross Expenditure £'000	Gross Income £'000	Net Expenditure £'000	
Open Spaces (City Fund) City of London Cemetery and Crematorium	1,765	(3,522)	5,287	1,765	(3,399)	6,977	3,578	1,813
TOTAL PORT HEALTH AND ENVIRONMENTAL SERVICES COMMITTEE LOCAL RISK	1,765	(3,522)	5,287	1,765	(3,399)	6,977	3,578	1,813

Notes:

The Cemetery & Crematorium recorded a surplus of £1.8m against target. This was due to the huge peaks for the first four and last four months of the year. By far the largest increase was in new graves. The two areas of increase were burial and cremation with other income lines matching or slightly below that of last year.

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

**Business Plan Progress Summary
Period Three: 1 December 2020 – 31 March 2021**

Progress against Operational Performance Indicators

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

			Annual result 2019-20	Target 2020-21	Actual 2020-21			Annual result 2020-21
					Period 1	Period 2	Period 3	
PI 1	Port Health Proportion of imported food and feed consignments that satisfy the checking requirements cleared within five days.	a) Products of Animal Origin (POAO): Non-fish	76%	85%	79%	72%	57%*1	69% ↓
		b) Products of Animal Origin (POAO): Fish	87%	85%	81%	86%	75%*2	81% ↓
		c) Products of Non-Animal Origin (PNAO)	96%	85%	74%	96%	96%	89% ↑
PI 2	Port Health 85% of imported food and feed consignments (Products of Non-Animal Origin - PNAO) are subjected to mandatory documentary controls within five days.		96%	85%	70%	98%	98%	98% ↑
<p>*1 The requirement for enhanced checks on Brazilian imports continues to impact clearance rates at London Gateway. London Gateway: 56% of 2,640 consignments met the target (73% of 757 non-Brazilian and 49% of 1,883 Brazilian); Tilbury: 83% out of 177 consignments met the target; Thamesport: 56% of 18 consignments met the target.</p> <p>*2 London Gateway: 70% of 611 consignments met the target; Tilbury, 91% of 225 consignments met the target; Thamesport 62% of 13 consignments met the target.</p>								

		Annual result 2019-20	Target 2020-21	Actual 2020-21			Annual result 2020-21
				Period 1	Period 2	Period 3	
PI 3	Food Safety Over the course of the year, secure a positive improvement in the overall Food Hygiene Ratings Scheme (FHRS) ratings profile for City food establishments compared to the baseline profile at 31 March 2013.	End of year result: Improved profile	Improved profile	N/A	N/A	N/A	N/A*1
PI 4	HARC Less than 1% of missed flights for transit of animals caused by the Animal Reception Centre (ARC).	0%	<1%	0%	0%	0%	0% ↑
PI 5	Pollution Team 90% justifiable noise complaints investigated result in a satisfactory outcome.	93.9%	90%	92.9%	89.3%	81.9%	89%*2 ↓
PI 6	Trading Standards Respond to all victims of investment fraud identified to the Trading Standards Service within 5 working days to advise on the risk of repeat targeting, assess the need for safeguarding interventions and initiate the safeguarding process where appropriate.	100%	100%	100%	100%	100%	100% ↑
PI 7	Health & Safety 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.	100%	100%	N/A	N/A	N/A	100%*3 ↑
<p>*1 The purpose of this indicator is to show an overall improvement in the FHRS rating profile across all City food establishments over the course of the year. However, due to the significant upheaval caused by the pandemic with many premises closed for significant periods and/or trading very differently throughout 2020/21, the ratings profile comparison is not reported this year.</p> <p>*2 This indicator measures 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. The restrictions that the COVID-19 pandemic has placed on investigation has increased the difficulties of resolving some complaints during 2020/21. The overall performance for the year is slightly below target. Busking occurring in Southwark has negatively impacted these results: were busking-related complaints to be excluded, Period 3 performance would be 89.9% and the annual result 91.3%.</p> <p>*3 The intervention programme for 2020/21 was reconfigured at the start of the pandemic to a combination of remote and on site assessments triaging risk (including addressing additional factors relevant to the COVID-19 response).</p>							

	All PH&PP Service areas	Annual result 2019-20	Target 2020-21	Actual 2020-21			Annual result 2020-21
				Period 1	Period 2	Period 3	
PI 8	a) 90% of debts to be settled within 60 days.	95%	90%	43%	82.9%	72.3%	72.3%↓
	b) 100% of debts settled within 120 days.	98%	100%	78%	89.9%	94.8%	94.8%↓
<p>PI 8: The annual result for this indicator represents the position at the end of the financial year.</p> <p>PI 8a: This indicator measures the percentage of overall debt that is less than 61 days old.</p> <p>PI 8b: This indicator measures the percentage of overall debt that is less than 121 days old.</p> <p>All debt older than 60 days at the end of March 2020 relates to Port Health and the HARC. All debtors with debts more than 120 days old are being actively pursued.</p>							

Progress against Port Health & Public Protection key improvement objectives

Ref:	Objective	Progress during Period Three (December 2020 – March 2021)
1.	Continue to monitor and evaluate the potential impacts of Brexit upon our services and put in place actions to mitigate them.	<p>Period Three</p> <ul style="list-style-type: none"> 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. <p><u>PORT HEALTH</u></p> <ul style="list-style-type: none"> FSA £239k (£14k additional grant) of funding and Defra £714k of funding was received in 2020/21. Defra underwriting for 2021/22 is based on their predictions of throughput if income is not achieved. Further FSA funding for 2021/22 is being considered. A request to fund a further 5 posts is being considered by Defra. This is based on our latest understanding of import volumes. Temporary contracts have now been extended to March 2022 as Brexit implementation dates have been pushed back 6 months. <p><u>HARC.</u></p> <ul style="list-style-type: none"> The impact of Brexit has meant HARC has had to deal with a significant number of queries from both UK and international customers. The delay to implementing post Brexit rules by the government has added further confusion to HARC customers, which is compounded by lack of communication from Defra.
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.	<p>Period Three</p> <ul style="list-style-type: none"> Reduced activity in the City continued to have a major impact on air pollution levels with nitrogen dioxide being 35% lower during this period than the same period the year before. PM10 was 11% lower and PM2.5 9% lower. The Air Quality team has been able to deliver the vast majority of the programmed work in the Air Quality Strategy remotely, with officers continuing to come into the City when required, particularly to undertake the air quality monitoring.
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.	<p>Period Three</p> <ul style="list-style-type: none"> The COVID-19 pandemic has resulted in most premises remaining closed in the City. Those that are open have limited time for assessments. Awards granted in 2019 are renewed for 2020; the return to trading, in accordance with the Government's Roadmap, is being monitored closely and alternative award delivery is being considered for 2021.

Ref:	Objective	Progress during Period Three (December 2020 – March 2021)
4.	The Licensing Team will undertake enforcement against illegal street traders, especially on and near City bridges.	Period Three <ul style="list-style-type: none"> • Five prosecutions are in process against a number of peanut and ice-cream vendors although delayed due to Government COVID-19 restrictions and resultant court delays. • Trading activity over the past 12 months has been intermittent due to the COVID-19 pandemic leading to low footfalls. • An additional funded post for illegal street trading enforcement has been secured and will commence in April 2021.
5.	The Trading Standards Team will maintain its focus on disrupting and preventing financial fraud, particularly among vulnerable consumers.	Period Three <ul style="list-style-type: none"> • Ongoing. 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. • Consumers have also had over £40,000 restored to them through the team's intervention and assistance with their bankers.
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.	Period Three <ul style="list-style-type: none"> • The City has continued to endure a number of lockdowns and reopenings with the introduction of new legislation and guidance each time. • The Commercial Team's key focus has continued to be assisting City businesses with advice and guidance on COVID Secure matters. For the immediate future, physical inspections will only be carried out at open City food businesses which are considered high risk and in relation to official controls that are deemed a priority by the Food Standards Agency. • The COVID Compliant Accreditation Scheme continued during Period 3. For relevant businesses, accreditation is expected to be made a prerequisite for applying to the City of London COVID Recovery Fund, which is due to be launched in April 2021.

Ref:	Objective	Progress during Period Three (December 2020 – March 2021)
7.	The Pollution Team will continue to implement the Action Plan of the Noise Strategy 2016-2026.	Period Three <ul style="list-style-type: none"> 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. The Four Lines Modernisation (4LM) programme is now complete. Negotiations are again underway to progress mitigation works including welding or removal of joints and a Temporary Speed Restriction. A next phase of the TfL Lane Rental Board Streetworks and Liaison Officer project is underway. 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.
8.	The Pollution Team will implement the Monitoring Fee requirement of the Code of Practice for Deconstruction and Construction with developers and contractors.	Period Three <ul style="list-style-type: none"> 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.
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.	Period Three <ul style="list-style-type: none"> The Port Health Service continues to develop solutions to improve the efficiency of the service. The auto-manifesting programme needs to be further refined to take account of EU trade.
10.	Heathrow Animal Reception Centre (HARC) will explore income generation opportunities and contracts with partner organisations at the airport.	Period Three <ul style="list-style-type: none"> 2021 continues to be challenging for the airlines and airport authority. Throughput of animals has been maintained, but patterns of trade have changed greatly. This has resulted in HARC having to change its operating procedures to match. Income opportunities are currently being looked at away from Heathrow Airport.

Summary of enforcement activity - Period Three 2020/21

Food Safety	2019-2020 Annual Total	Period 3 2020-21 (Whole year totals are shown in brackets)
Programmed inspections	Food Hygiene: 929 Food Standards: 337	Food Hygiene: 19 (110) Food Standards: 12 (47)
Hygiene Emergency Closures	1	0 (0)
Voluntary closures	1	0 (0)
Complaints & service requests received	750	134 (538)
Notices served	3	0 (0)
Prosecutions	0	0 (0)

Health & Safety	2019-20 Annual Total	Period 3 2020-21 (Whole year totals are shown in brackets)
Programmed Cooling Tower inspections	63	5 (10)
Other H&S Inspections	0	0 (0)
H&S Project visits	0	0 (0)
Accident and dangerous occurrences notifications	110	22 (65)
Complaints & service requests received	519	203 (700)
Notices	5	0 (2)
Prosecutions	0	0 (0)

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

- The phased approach to the delivery of business as usual, laid out in the Team's [Service Plan](#), has continued, but with further changes as the ongoing pandemic and the responses to it developed.
- The latest lockdown restrictions have had a significant impact on City businesses, the work officers have done with them and the Team's approach in general, which has focused in the large part on responses to the pandemic.
- As policy shifted towards more restrictive measures, the Team has tried to help businesses that remained open to comply with changing requirements. Many more food businesses closed as further national restrictions were imposed in Period 3. Those that remained traded as takeaways, but customer numbers significantly reduced compared with Period 2. This has impacted on the number of programmed inspections in 2020/21 when compared to the previous year.
- The Team has remained key in the delivery of some of the important local coronavirus responses. As outlined in the [City & Hackney local outbreak management plan](#) the pandemic continues to underscore the importance of working together, in partnership, with other stakeholders.
- There was a resurgence in complaints and service requests at the start of the latest lockdown: many people were concerned about being asked to work (in the office) when the Government's message was that they should work from home if they could.
- Officers followed up on complaints and concerns and, with the Health & Safety Executive (HSE), embarked on [a second phase of Covid Spot checks](#) with over 1100 businesses (mainly office based) selected. The spot-checks were part of a [funded initiative with HSE](#) and helped provide a better overall picture of activity and the responses companies were taking to the pandemic.
- Contact tracing remains a key component in preventing and managing outbreaks and incidents. The Team continues to help provide the local test, trace and isolate response; this has developed further during Period 3.
- A team member is still providing regular fish inspection work to Billingsgate Market. This has developed and included discussions around exports (Health Certification) with Europe and the additional systems required now the UK has left the EU.
- Officers have continued to provide an emergency pest control function, with some treatment in a number of City open spaces still in progress to eradicate the surface rat population; problems have not been as great as in the initial lockdown.
- The Team has continued to develop Primary Authority work with a new partnership agreed during this period with the Japanese counter-service and takeaway chain **itsu**.
- Work with Primary Authority networks has also developed with a focus on COVID-19 related responses. The networks are formed with other interested parties including the Department of Business, Energy and Industrial Strategy.
- Officers are involved in the preparation for two inquests as the relevant health and safety investigators.

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 March 2019	1290 (75%)	245 (14%)	76 (4%)	42 (2%)	29 (2%)	2 (<1%)	1730 (incl. 42 awaiting inspection)
	31 July 2019	1310 (75%)	236 (14%)	73 (4%)	48 (3%)	24 (1%)	2 (<1%)	1747 (incl. 54 awaiting inspection)
	29 November 2019	1335 (77%)	232 (13%)	73 (4%)	49 (3%)	20 (1%)	2 (<1%)	1743 (incl. 32 awaiting inspection)
	31 March 2020	1372 (78%)	207 (12%)	71 (4%)	53 (3%)	24 (1%)	2 (<1%)	1751 (incl. 22 awaiting inspection)
	31 July 2020	1352 (78%)	214 (12%)	73 (4%)	48 (3%)	27 (2%)	3 (<1%)	1743* (incl. 26 awaiting inspection)
	30 November 2020	1378 (79%)	200 (12%)	70 (4%)	43 (3%)	18 (1%)	1 (<1%)	1736* (incl. 26 awaiting inspection)
	31 March 2021	1364 (79%)	200 (12%)	68 (4%)	42 (2%)	16 (1%)	1 (<1%)	1722* (incl. 31 awaiting inspection)

***N.B.** In addition to the 1,722 businesses included in these statistics, there are currently a further 52 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.

'0' rated food businesses in the City

This business was rated '0' on 31 March 2021 (the last working day of the reporting period).

Premises	Details
City Izakaya Retail Unit 46 Moorgate, London, EX2R 6EL	This premises remains closed and subject to a Hygiene Emergency Prohibition Order (HEPO) issued by the Court. The premises has been closed since we served the original HEP Notice (before the initial lockdown in March).

Trading Standards	2019-20 Annual Total	Period 3 2020-21 (Whole year totals are shown in brackets)
Inspections and visits	112	15 (32)
Complaints & service requests received	2,292	1,183 (3,050)
Acting as a responsible authority for Licensing Applications	96	10 (29)
Prosecutions	2	0 (0+)

Period 3 – Trading Standards Team Highlights

- The Team continues to operate with officers mostly working at home.
- The level of consumer complaints and enquiries coming into Trading Standards has risen significantly in the last year – up from 2,292 in 2019/20 to 3,050 during 2020/21 which is an increase of 33%.
- Operation Broadway, the multi-agency partnership that disrupts investment fraud in and around the Square Mile, continues to function virtually with meetings taking place every two weeks.
- The City of London took the lead in highlighting serious deficiencies within the mail forwarding sector across the UK and encouraging a change in business practices <http://www.londontradingstandards.org.uk/news/signed-sealed-and-undelivered/>.
- Preparation for the prosecution of an “accountancy” business has continued to take up considerable officer time but it now seems highly likely that the case will go ahead in July 2021 with a four week trial scheduled at the Nightingale Court, attached to Southwark Crown Court.
- Trading Standards have taken on responsibility for dealing with a worldwide online training business that has generated considerable complaints. Progress is being made through an alternative enforcement strategy that has led to contact with partners in the USA and Ireland and complaints are now starting to decline.

Pollution	2019-20 Annual Total	Period 3 2020-2021 (Whole year totals are shown in brackets)			
		Total	% Noise complaints resolved	Notices served	Prosecutions
Complaint investigations, noise	624	149 (567)	81.9%	0 (0)	0 (0)
Complaint investigations, other	82	31 (88)	N/A	N/A	0 (0)
Licensing, Planning and Construction Works applications assessed	1,077	126 (428)	N/A	N/A	N/A
No. of variations (to construction working hours) notices issued	1,358	282 (833)	N/A	1 S.61* (8)	N/A

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

Period 3 – Pollution Team Highlights

- Work on the TfL project has continued. Officers have contacted all London authorities and are engaging with them to develop a single approach to managing TfL street works.
- Engagement with contractors (primarily those dealing with gas, electricity, water and telecoms) is underway regarding the development of smarter working methods to reduce disruption and disturbance. For example, using quieter ways of working; better programming; and developing monitoring systems to assist in the management of street works.
- The Team continues to deal with a large number of enquiries. Some operational practices have needed to change in reaction to the COVID-19 situation; officers continue to liaise with contractors and developers to ensure environmental standards are met while maximising progress.
- Many of the major developers have reported delays in program. This is caused predominantly by reduced staffing levels and delays within the supply chain. Lateral Flow Testing for site workers has been encouraged. Larger sites tend to have their own testing arrangements, but local testing centres are also used.
- Officers have continued to work from home but with an increasing presence in the City. Between the Street Environment Officers and Pollution Control Team members, a near 24/7 service has been maintained. Visits within premises are not generally undertaken but have been when essential, subject to the necessary risk assessments.

Period 3 – Air Quality Team Highlights

During Period Three, the Team:

- Ran a competition with the Department of Community and Children's Services for children to design an Air Quality Superhero.
- Increased the frequency of publication of the air quality e-newsletter to monthly.
- Set up an air quality LinkedIn profile.
- Commenced the Air Quality Citizen Science initiative on the Barbican and Golden Lane Estates. A Master's student has been engaged to assess the effectiveness of this.
- Ran a vehicle idling action campaign over four weeks during Feb-March which entailed: over 180 billboards across 31 boroughs; radio adverts on four London stations; a coordinated wide-reaching social media campaign; two webinar events.
- Sponsored the new Air Quality & Climate Change award for the Clean City Awards Scheme.
- Set up air quality monitoring at Ashted Common.
- Commissioned work on a Non Road Mobile Machinery technology guide.
- Responded to a 'Call for Evidence' on the designation of Relevant Public Authorities for the Environment Bill.
- Issued an Environmental Permit for Barts Hospital energy centre.
- Ran an online London Borough best practice event.
- Took part in the St George's House consultation, *Fossil Fuels: Their Impact on Climate Change and Air Pollution*.
- Presented to a Commonwealth Leadership Event: *International Conference on Policies and Strategies for Combating Air Pollution in Commonwealth Countries*.
- Jointly ran an online event to mitigate emissions of air pollutants and carbon associated with home working.

Animal Health & Welfare	2019-20 Annual total	Period 3 2020-2021 <i>(Whole year totals are shown in brackets)</i>			
		Total	Warning letters	Notices served	Prosecutions
Heathrow Animal Reception Centre					
Throughput of animals (no. of consignments)	16,344 consignments	5,599 (14,977) consignments	36 (59)	0 (0+)	0 (0+)
Animal Health					
Inspections carried out	437	59 (194)	0 (0)	15 (35)	0 (0)

Period 3 – Animal Health Team Highlights

- The team worked closely with the police and local authorities to investigate ongoing breaches of animal welfare legislation. This included work with Kingston Council to obtain a ban on keeping animals for a repeat offender.
- Face to face teaching of the Licensing of Activities Involving Animals qualification to resumed.

Period 3 – Heathrow Animal Reception Centre (HARC) Highlights

- Officers continue to work closely with Working Time Solutions to develop a new shift rota and workforce management solution.
- HARC facilitated, and continues to facilitate, repatriation flights from Australia.
- The service facilitated large shipments of animals with various airlines and external stakeholders.
- There was close liaison with Animal and Plant Health Agency to maximise HARC throughput.
- HARC is now accepting limited arrivals on weekends and continues to manage 24/7 throughput, while remaining customer focused.

Port Health	2019-20 Annual total	Period 3 2020-2021 (Whole year totals are shown in brackets)			
		Total	Cautions	Notices served	Prosecutions
Products of Animal Origin Consignments – document checks	8,435	3,727 (9,391)	0 (0)	42 (73+)	0 (0+)
Products of Animal Origin Consignments – physical checks	5,968	2,421 (6,099)	0 (0)	11 (21)	0 (0)
Number of samples taken	892	265 (709)	N/A	237 (622)	N/A
Imported food Not of Animal Origin -document checks	22,499	10,006 (30,145)	0 (0)	115 (375)	0 (0)
Imported food Not of Animal Origin - physical checks	6,818	1,174 (2,377)	0 (0)	N/A	0 (0)
Number of samples taken	753	259 (1,096)	0 (0)	N/A	N/A
Food Safety inspections and revisits	51	15 (44)	0 (0)	0 (0)	N/A
Ship Sanitation Inspections and Routine Boarding of Vessels	150	7* (21)	N/A	0 (0)	N/A

* Many berths are not currently allowing officers to board ships. Therefore, Ship Sanitation Certificate extensions are being issued in place of the usual inspections. 76 such extensions were issued during Period 3.

Period 3 – Port Health Service Highlights

- The Port Health Service has continued to be present and undertake duties at the ports throughout the COVID-19 pandemic.
- The Service has seen imports of food and feed increase by over 25% when compared to the previous year.
- The Service continues to prepare for border controls on EU goods, which will come in to effect next financial year. EU food and feed imports could double throughput.
- Recruitment and training of port health staff has continued throughout this period.
- £953k of funding has been awarded to the service to assist in Brexit readiness preparations.
- The service continues to liaise with Government bodies, other Port Health Authorities, port operators and the trade to facilitate readiness.

Department of Markets & Consumer Protection Local Risk Revenue Budget - 1 April 2020 to 31 March 2021
(Expenditure and unfavourable variances are shown in brackets)

	Latest Approved Budget 2020/21			Provisional Actual 2020/21			Better / (Worse) £'000
	Gross Expenditure £'000	Gross Income £'000	Net Expenditure £'000	Gross Expenditure £'000	Gross Income £'000	Net Expenditure £'000	
<u>Port Health & Environmental Services (City Fund)</u>							
Coroner	(283)	0	(283)	(262)	1	(261)	22
City Environmental Health	(2,738)	499	(2,239)	(2,539)	474	(2,065)	174
Animal Health Services	(3,229)	4,493	1,264	(2,639)	4,365	1,726	462
Trading Standards	(402)	0	(402)	(414)	0	(414)	(12)
Port Offices & Launches	(3,641)	2,701	(940)	(5,095)	4,005	(1,090)	(150)
TOTAL PORT HEALTH & ENV SRV COMMITTEE	(10,293)	7,693	(2,600)	(10,949)	8,845	(2,104)	496

Committee(s)	Dated:
Port Health and Environmental Services Health and Wellbeing Board	18 05 2021 07 05 2021
Subject: Draft City of London Contaminated Land Inspection Strategy 2021-2030	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1,2,11,12
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	
What is the source of Funding?	
Has this Funding Source been agreed with the Chamberlain's Department?	
Report of: Director of Markets & Consumer Protection	PHES: For decision HWB: For information
Report author: Robin Whitehouse – Pollution Control	

Summary

City of London Corporation published a Contaminated Land Strategy in 2001 which has been subsequently reviewed in 2004 and 2015.

In accordance with statutory guidance issued by the Department of Environment, Food and Rural Affairs (Defra) the Contaminated Land Inspection Strategy has been reviewed again and is appended to this report.

The strategy fulfils the City of London's statutory obligation to set out its wider approach to contaminated land and its inspection duties within the Square Mile and provides a more accessible, shorter and condensed strategy document.

Recommendation(s)

Members are asked to:

- Approve the proposal set out in paragraph 12 and 13 that the attached draft contaminated land inspection strategy (Appendix 1) undergoes external consultation until 25th July 2021, subject to any comments received at your meeting and a further report will be presented to your 27th September 2021 meeting to approve the subsequent new strategy.

Main Report

Background

- 1 The City of London dates from Roman times and has a rich history. Although mainly non-industrial, there have been a wide range of historic land uses which could potentially have given rise to contamination.
- 2 Historically, land contamination could be dealt with through the development management process, where development or a change of use of land provided the only opportunity to deal with contamination.
- 3 In 2000, Part 2A of the Environmental Protection Act 1990 (EPA) was introduced to enable the remediation of land which meets the definition of contaminated land, based on its current land use.
- 4 The City of London Corporation as a regulator of Part 2A must:
 - Inspect the City to identify and categorise contaminated land.
 - Establish responsibility for the remediation of the land.
 - Ensure that appropriate remediation takes place.
 - Keep a public register detailing regulatory action taken to deal with contamination.
- 5 In 2001, the City of London produced a strategy outlining its approach to dealing with contaminated land in the 'Square Mile' using Part 2A Environmental Protection Act 1990.
- 6 The 2001 strategy contained a timetable of activities. These were completed by 2004, and a review was undertaken. The review concluded that *"no evidence of significant harm or pollution of controlled water is currently taking place, and there is no contaminated land in the City as defined by the legislation"*. Subsequent revisions to the Statutory Guidance (2012) and contaminated land strategy (2015) have not changed this position.
- 7 There have been no significant changes to the contaminated land guidance since 2012 and the material changes in this draft contaminated land inspection strategy are detailed in appendix 3.
- 8 This draft strategy review concludes there is scope for further 'strategic inspection' (desktop study) and documentation of the City's exposed ground and work to be undertaken to ensure continued compliance with the aims and objectives of the legislation and Statutory Guidance.
- 9 The overall aim of this draft strategy is to set out how the City of London will continue to address its duties under the Environmental Protection Act 1990

(‘Part 2A’), in accordance with the Guidance. The overriding priorities of this Strategy are:

- To protect human health
 - To protect controlled waters
 - To protect designated ecosystems
 - To prevent damage to property
 - To prevent further contamination of land
- 10 This revised and condensed draft strategy ensures that the City of London’s approach continues to be suitable and appropriate. In order to address the City’s obligations, and in accordance with the Guidance the strategy includes:
- a) The Strategy’s aims, objectives and priorities, taking into account the characteristics of the City of London’s area
 - b) A description of relevant aspects of the City of London
 - c) The City of London’s approach to ‘strategic inspection’ of the City or parts of it
 - d) The City of London’s approach to the prioritisation of ‘detailed inspection’ and remediation activity
 - e) How the City’s approach under Part 2A ‘fits with its broader approach to dealing with land contamination’, so that sites do not become a capable of being determined ‘contaminated land’ under Part 2A in the future
 - f) How the City of London will seek to minimise unnecessary burdens on the taxpayer, businesses and individuals.
- 11 Consultation has been carried out internally, see appendix 2 for full details (Open Spaces, DBE, Town Clerks, Comptrollers, City Surveyor’s) and the results of this have been considered in this draft.

Proposals/Options

- 12 Subject to comments received at your meeting, it is recommended that the attached draft contaminated land inspection strategy is published for external consultation until 25th July 2021. Consultees are listed in appendix 2 and will include City businesses, residents, neighbouring boroughs, the Environment Agency and Public Health England. Consultation comments will be incorporated into the final strategy where appropriate.

- 13 A further report will be presented to your committee meeting 27th September 2021 to consider approval of the strategy.

Corporate & Strategic Implications

- 14 The proposals within this report and draft strategy meet the statutory requirements set out under Part 2A Environmental Protection Act 1990, as they apply to the City of London Corporation.
- 15 The work on contaminated land sits within the Corporate Plan Strategic Aims to “shape outstanding environments” and to “contribute to a flourishing society”

Implications

- 16 The work contained within the strategy will be funded using existing resources from within the Port Health and Public Protection Service.
- 17 Should quantitative risk assessment as part of a detailed inspection be required costs (consultants fees / soil sampling / remediation) will be assessed based on the individual characteristics of the site and details of land ownership in line with the core legislation and the Guidance. Costs and liability will be apportioned to the responsible individual or organisation. A further report will be made to this committee if the need for a quantitative investigation is identified involving a financial implication for the City.

Appendix

- Appendix 1 – The City of London Draft Contaminated Land Inspection Strategy 2021-2030.
- Appendix 2 – Consultees.
- Appendix 3 – Material changes from the City of London Contaminated Land Strategy 2015-2020.

Background Papers

- The City of London Contaminated Land Strategy 2015-2020, available at: <https://www.cityoflondon.gov.uk/assets/Business/contaminated-land-inspection-strategy.pdf>

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City of London – Draft Contaminated Land Inspection Strategy 2021-2030

Contents

- 1 Summary**
- 2 Context**
- 3 Objectives**
- 4 Statutory Guidance**
- 5 Approach to contaminated land assessment**
 - Assessment under Part 2a*
 - Duties*
- 6 The City's Characteristics**
 - Physical and Land designations*
 - Geology, Hydrogeology and Hydrology*
- 7 What have we done already?**
 - Works completed following 2015 Strategy*
- 8 Current and future actions**
 - 1 What are we doing now? (and will continue to do)*
 - 2 What do we need to do?*
 - 3 How are we proposing to do it?*
 - 4 What are the possible outcomes of a detailed inspection?*
 - 5 Who pays for this?*
 - 6 What are the wider benefits of this strategy?*
 - 7 How will we measure our progress in implementing this strategy?*
 - 8 How does this strategy interact with the planning system?*
- 9 Contact us**

I Summary

- I.1** Part 2A of the Environmental Protection Act 1990 is the legislative framework behind the contaminated land regime in England. Under Part 2A the City of London Corporation (City Corporation) is required to take a strategic approach to inspect the land within its geographic boundaries, to identify and prioritise contaminated land most likely to pose an unacceptable risk to human health and publish this information within a written Strategy. Where land is classified as contaminated under Part 2A the City Corporation is required to identify the person(s) liable to pay for the remediation and to ensure that it is carried out to the required standard. The Department for Environment Food and Rural Affairs (DEFRA) published revised Statutory Guidance in April 2012. This requires all local authorities to periodically review their existing Inspection Strategy to ensure it remains up to date.
- I.2** This Strategy revises and updates the 2015 Strategy. It contains information about the characteristics of the City of London and seeks to set out clearly the City Corporation's approach to dealing with land contamination using Part 2A over the next 10 years. It also summarises the City Corporation's wider approach to considering and regulating contaminated land through development management, whilst reflecting the uniqueness of the Square Mile. Work on any identified high priority sites on City Corporation owned land will be completed utilising the City Corporation's in-house resources and employing external services as required.

- 1.3 This Strategy will be reviewed and, if necessary, updated further in 2026.

2 Context

- 2.1 This Strategy outlines how the City Corporation will fulfil its statutory duties to investigate potentially contaminated land in the City of London as laid out in the Defra Contaminated Land Statutory Guidance (the Statutory Guidance). It should be read in conjunction with the Statutory Guidance, as that contains the legal and scientific detail behind the City Corporation's Strategy. Reference is also made to supplementary planning guidance which details the City Corporation's expectations of how land quality issues will be addressed and managed, primarily through the redevelopment of land under the planning process. The targets set out in the Strategy reflect the current and anticipated future financial circumstances the City Corporation will face over the Strategy period (2021-2030).

3 Objectives

- 3.1 The objective of the Strategy is to set out a framework detailing a proportionate approach to management of the risks raised by land contamination, whilst ensuring that any unacceptable risk to human health or the wider environment from land contamination is removed.
- 3.2 All investigations and risk assessments completed by City Corporation will be site specific, scientifically robust and will ensure only land that poses a genuinely unacceptable risk is determined as contaminated under Part 2A.
- 3.3 The City Corporation will consider the various benefits and costs of taking action, with a view to ensuring that corporate priorities and statutory requirements are met in a balanced and proportionate manner.

4 Statutory Guidance

- 4.1 The legislation behind the Contaminated Land regime in England is Part 2A (Sections 78A-78Y) of the Environmental Protection Act 1990 (EPA 1990), which came into force in April 2000 (inserted by Section 57 of the Environment Act 1995). This established the regulatory system for the identification and remediation of land contamination.
- 4.2 The overarching objectives of the Government's policy on contaminated land and the Part 2A regime are:
- To identify and remove unacceptable risks to human health and the environment;
 - To seek to ensure that contaminated land is made suitable for its current use;
 - To ensure that the burdens faced by individuals, companies and society as a whole are proportionate, manageable and compatible with the principles of sustainable development.
- 4.3 The legislation places a duty on the City Corporation to inspect the area from 'time to time' for the purpose of (a) identifying contaminated land and (b) deciding whether such land should be designated a special site, which then becomes the responsibility of the Environment Agency (EA).

- 4.4 Defra published the Contaminated Land Statutory Guidance in April 2012. This requires local authorities to adopt a “strategic approach” to inspecting their areas and prioritise land most likely to pose the greatest risk to human health and the environment and publish this information within a written Strategy. The Statutory Guidance requires the City Corporation to keep their written strategy under periodic review to ensure it remains up to date. This Strategy specifies a 5 year review in line with the Guidance “good practice.”
- 4.5 The City Corporation published its first written Strategy in 2001, this was reviewed and updated in 2015. The 2015 review set out how the City Corporation would develop an approach to inspection of the City of London for land that may be contaminated land. The 2015 strategy covered a 5 year period and is superseded by this document.
- 4.6 There is other statutory guidance which the City Corporation needs to consider in relation to Part 2A:
- National Planning Policy;
 - Local Planning Policy;
 - Building Regulations;
 - Environmental Permitting (England and Wales) Regulations 2016; and
 - Environmental Damage (Prevention and Remediation) Regulations 2015.

5 Approach to contaminated land assessment

- 5.1 The approach to contaminated land assessment is detailed in the Land Contamination Risk Management (LCRM) documentation. The guidance sets out a three stage approach:

a Risk Assessment

b Options Appraisal and

c Remediation and Verification.

- 5.2 Risk assessment is based on the Source-Pathway-Receptor contaminant linkage concept. For a risk to exist then all three elements of the linkage must be present. This is the case for land quality assessments completed under both planning and Part 2A.

Source: Contaminants in soil, groundwater, gas or vapour;

Pathway: Physical contact with contaminated soil or groundwater, inhalation of dust, consumption of edible plants grown in contaminated soil and/or soil attached to edible plants, inhalation of indoor or outdoor gases or vapours, permeation of contamination into water supply pipes, migration of contamination in groundwater, migration of contamination via over ground flow;

Receptor: Humans, controlled waters (groundwater or surface water), ecological receptors (animals and sites designated as environmentally sensitive land uses), buildings and structures.

5.3 Assessment under Part 2A

- 5.3.1 For land to be determined as contaminated land under Part 2A there must exist a ‘Significant Possibility of Significant Harm’ (SPOSH) from contamination in, on, or under the land, such that it presents an unacceptable intake (UI) for users of that land (i.e. in such a form and quantity that it presents a hazard by means of one or more pathways that has a *significant*

possibility of causing *significant* harm to someone). It is noted that there is no clear Government guidance on what constitutes “unacceptable intake” or “significant possibility of significant harm”. However, the regime and associated Statutory Guidance¹ is clear that only those sites that present a ‘significant possibility of harm’ or are found to be causing ‘harm’ should be dealt with under Part 2A.

- 5.3.2 The Statutory Guidance sets out four categories of sites to assist in the decision making process, where Categories **1** and **2** ‘would encompass land which is **capable** of being determined as contaminated land on the grounds of SPOSH’ and, Categories **3** and **4** would ‘encompass land **not capable** of being determined on such grounds’. Further technical supporting information was provided by DEFRA in respect of screening levels for Category 4 land (i.e. not Contaminated Land as defined by Part 2A). These are often referred to as C4SLs. The C4SLs consist of **cautious** estimates of contaminant concentrations in soil that are considered to present an **acceptable level of risk**, within the context of Part 2A, by combining information on human health toxicology, exposure assessment and normal ambient levels of contaminants in the environment. That is to say that exceedance of a C4SL does not, in and of itself, constitute SPOSH.

5.4 Duties

5.4.1 Local Authorities

- Where possible inspect the Borough to identify contaminated land;
- Prepare a strategy for inspection of their area;
- Determining whether any land meets the definition of Contaminated Land under Part 2A i.e. land that is causing harm or has potential of causing harm;
- Establish whether sites should be designated as “Special Sites” and thus become the enforcing responsibility of the Environment Agency;
- Consult the Environment Agency on sites where there is pollution of controlled waters and where the Local Authority considers that land meets the definition of a Special Site;
- Where the Agency carries out an inspection on behalf of the Council, the inspection duty and the decision as to whether land is Contaminated Land, remain the sole responsibility of the Council;
- Act as enforcing authority for all contaminated land which is not designated as a “Special Site”; and
- Maintain a public register of sites for which a remediation notice has been served, or where a remediation statement or declaration has been published.

5.4.2 Environment Agency

The Agency is a primary source of information and advice for local authorities. In addition, the Agency has its own regulatory functions to perform under Part 2A:

- Assist and provide guidance to local authorities in identifying contaminated land, particularly in cases of water pollution;
- Undertake inspections of Potential Special Sites following LA request;
- Act as enforcing authority for any land designated as a Special Site;
- Maintain a register of Special Sites remediation; and
- Publish periodic reports on the State of Contaminated Land.

5.4.3 Both LA and EA

- Establish who should bear responsibility for the remediation of land;
- Decide, after consultation, what remediation is required and ensure that such remediation takes place either through agreement or by serving a remediation notice. In certain circumstances the local authority may need to undertake the remediation;
- Where a remediation notice is served or the authority carries out the work, to determine who should bear what proportion of the costs for the work; and
- Record certain prescribed information regarding regulatory actions on a public register.

6 The City's Characteristics

6.1 *Physical and Land designations*

- 6.1.1 The City of London is located in the historic heart of London, to the north of the Thames. The City Corporation provides local authority services for this area, known colloquially as the 'Square Mile'. It has approximately 8,000 residents and a working population of approximately 500,000. It is a primarily commercial area with a rich history and iconic London landmarks, attracting thousands of tourists per annum. The City Corporation also owns, leases and manages property and land within and outside the City of London.
- 6.1.2 Residential accommodation is distributed across the City of London. Most residential properties in the City of London are residential flats and are concentrated in the following areas: The Barbican Estate, Golden Lane Estate, Middlesex Street Estate and Mansell Street. There are also a very small number of detached, semidetached, and terraced residential properties within the area. Some of these dwellings have access to private and communal gardens which would create a direct contact or inhalation pathway for exposure if contaminants are present.
- 6.1.3 There are no nature reserves or other designated protected habitats within the Square Mile. Much of the open space in the City of London comprises hard-standing, with raised planter beds; pockets of managed green open space also exist in some areas. There are several managed public spaces and gardens throughout the area which could be utilised by the working population and residents. Some of these areas contain soft landscaping and others are hard standing with raised planter beds.
- 6.1.4 The City of London dates from Roman times and has a rich history. It is the historic core from which the rest of London developed. It has a rich historical heritage with more than six hundred listed buildings and other protected structures in the City. Although predominantly non-industrial, there have been a wide range of historic land uses, which could potentially have given rise to contamination.
- 6.1.5 All of the City of London is considered to have archaeological potential, except where there is evidence that remains have been removed previously. The archaeological potential of a site is considered as part of development management process.
- 6.1.6 Due to the City's position, extensive areas were damaged by war time bombing. Historic land uses which may have led to contamination prior to this time will have been destroyed in part during the bombing. Thereafter, World War II site redevelopment would have created areas of made ground of significant thickness locally and the composition of this made ground is unknown. Material may also have been removed or redistributed within the City during the post war redevelopment and thereafter; this would all be undocumented.

- 6.1.7 Due to the intensive bombing across the City, unexploded ordinance (UXO) has been found during excavations. Buried UXO therefore remain a risk which must be managed during excavations.

6.2 Geology, Hydrogeology and Hydrology

- 6.2.1 The underlying geology is an important consideration when considering contaminated land, especially with consideration to controlled waters as the permeability of the soils affect the migration of contamination in both soil and groundwater. Mobile contaminants generally move more freely within coarse textured soils, such as sand and gravels as opposed to less freely through fine textured soils, such as silty clays.
- 6.2.2 The superficial geology across the City of London includes a mixture of alluvium, silts and River Terrace Deposits. The thickness of the gravels and alluvium varies and during the development management process, the excavation and construction of basements has resulted in the removal of superficial deposits in many areas. The underlying solid geology of the City comprises London Clay overlying the Lambeth Group, a mixture of sands, silts and clays. The Thanet Sand Formation and Upper Chalk underlie the Lambeth group. Borehole records indicate the London Clay to be approximately 35m thick and the Upper Chalk is generally encountered at approximately 60-70m below ground level. In addition to the creation of basements in the superficial geology, there has also been an increase in the number of developments where foundations (often bored pile foundations) extend to the Thanet Sands.
- 6.2.3 London Clay is a silty clay of negligible permeability and hence it is designated as an Unproductive Stratum by the Environment Agency. The London Clay confines the underlying soils (Lambeth Group, Thanet Sands and Upper Chalk) which are Principal Aquifers, largely preventing infiltration from above. There is therefore a risk that the Principal Aquifer could be contaminated through deep excavations, deep boreholes or piled foundations penetrating through the London Clay.
- 6.2.4 The majority of the Borough has no overlying superficial (drift) deposits mapped. The exception is in the south of the Borough where Lynch Hill Gravel Member – sand and gravel overlies the London Clay bedrock. This stratum is classified as a Secondary Aquifer.
- 6.2.5 Surface water features within the Borough include the River Thames which forms the southern boundary of the City. In addition, there are two historic rivers flowing through the City, being the Fleet and the Walbrook. Both historic rivers are now canalised/culverted and are incorporated into the sewer system, reducing the risk from contamination from historical land uses entering surface water receptors.
- 6.2.6 A small number of premises in the City are licenced by the EA to abstract groundwater. At the time of writing, none of the identified premises use treated groundwater for drinking purposes, but some sites use the water for domestic purposes (e.g. flushing toilets). The location and information relating to the private water supplies in the City is periodically reviewed and updated. Notwithstanding the absence of water abstracted for drinking purposes in the City, there is still a requirement to ensure groundwater is protected.

7 What have we done already?

7.1 As part of the 2001 Strategy development the City Corporation set about the process for strategic inspection of the City of London. The following work was completed as part of the initial Strategy by the City Corporation:

- identified and recorded sensitive receptors;
- identified and recorded current potential sources of contamination (based on historical maps and 'Kelly's Directories' available at that time.);
- assessed information provided by the EA;
- assessed geological and groundwater data for the City;
- developed an initial GIS system of data management; and
- developed procedures for:
 - site inspections in the event of contaminated land being suspected;
 - dealing with pollution incidents or spillages; and
 - dealing with complaints or concerns about potentially contaminated land.

7.2 Following the 2001 Strategy and review in 2004, there was no strong evidence suggesting contaminated land was present in the City (as defined by the legislation). A review of the Strategy was undertaken in 2015 to assess whether the City Corporations approach was sufficient and whether any new information was available. The 2015 review highlighted areas where additional work could be undertaken to improve data on which regulatory land contamination decisions were based. In particular the review identified the following broad priorities and areas for improvement:-

- Gain improved understanding and additional information on potential sources of contamination;
- Requirement to identify and record locations and nature of current receptors;
- Requirement to identify current potential contaminant linkages; and
- Requirement to prioritise sites where contaminant linkages may be present, to identify sites that may require 'Detailed Inspection' as set out in the Guidance i.e. to assess whether sites are 'suitable for the current use'.

Works completed following 2015 Strategy

7.3 A third party and internal review process was completed which concluded that several useful datasets were available to take forward for prioritisation of potentially contaminated sites for more detailed inspection. However, the data available on historical land uses was considered limited in both temporal coverage and scale of mapping reviewed. Further research into historical land uses in the area was commissioned.

7.4 A detailed review of historical land uses was undertaken which included a review of additional historical OS mapping dating from the 1860s (1:1250 and 1:2500 scale) and available GOAD insurance plans. Locations and dates of historical land use with a contamination potential were recorded on the City Corporation's Land Quality Geographical Information System (LQGIS).

7.5 A combined layer of historical land use with contamination potential was created within the LQGIS. Having completed the above data collection work, the detail and volume of information available on historical land use in the City of London is considered to represent best practice, with the City Corporation now having a thorough and detailed understanding of historical land use and potential historical contaminative industries in the area.

- 7.6 The City Corporation's maintained datasets relating to 'current' land uses were utilised to identify locations of current receptors. Receptors were split into the following broad categories, with a focus on assessing potential risks to human health.
- Residential land (flats, housing with and without private and communal gardens);
 - Educational land (schools/nurseries);
 - Office/Retail/ Commercial land use (offices, hotels, shops); and
 - Ancient monuments/listed buildings/park and open spaces (gardens, parks, allotments/nature conservation areas etc).
- 7.7 Having identified historical land uses, locations of current receptors and data on current land use, the LQGIS was used to identify areas where contaminant linkages may exist.
- 7.8 The City Corporation has developed a site prioritisation procedure whereby source, pathway and receptor layers are combined in the LQGIS to identify locations where contaminant linkages may exist.
- 7.9 It is important to stress that the presence of a potential contaminant linkage on site does not provide sufficient evidence to confirm that a site meets the legal definition of contaminated land. In that the presence of a potential contaminant linkage does not demonstrate that there is either 'significant possibility of significant harm' or evidence that 'Harm is being caused' on site, rather it is the starting point for the City Corporation to consider whether more detailed inspection is required. It is also important to stress that the use of the LQGIS site prioritisation process is only a tool to assist with identifying sites for more detailed inspection. The prioritisation of sites is an evolving process and 'prioritisation' of a site or parcel of land for more detailed inspection is based on information contained within the LQGIS at the time that the assessment is undertaken. Results of any prioritisation exercise are therefore subject to change at any point and may not be reflective of actual site conditions. It is for this reason that a register of site prioritisation outputs is not maintained or published.

8 Current and future actions

8.1 What are we doing now? (and will continue to do)

8.1.1 Responding to enquiries and complaints about contaminated land

The Pollution Control Team is the main recipient of complaints regarding pollution (including contaminated land). Once a request for service is received, Environmental Health Officers investigate and advise.

8.1.2 Processing planning applications

The planning system has, and continues to be, the main mechanism in the identification and management of land affected by contamination. Potentially contaminated sites are dealt with via the development control procedures by applying planning conditions on development schemes, requiring contamination assessments and where applicable remedial work and verification;

8.1.3 Undertaking site inspections and site visits as/where required

A site visit might be required in one of the following scenarios:

- A site has been identified as requiring further inspection as part of the Council's duties under Part 2A;
- A site may be visited in conjunction with a planning application that has been made or to oversee remediation or investigation works required by a planning condition; and

- A site may be visited in response to a complaint from a member of public.

8.1.4 *Responding to land search requests*

The Pollution Control Team responds to land search enquiries which request what the City Corporation knows in regard the condition of the site and the surrounding area and what intentions the City Corporation has in regard to inspection of the land under Part 2A.

8.2 **What do we need to do?**

8.2.1 The Statutory Guidance requires the City Corporation to continue to identify and prioritise sites that may be potentially contaminated by their historic or current use, followed by detailed inspections/investigations of sites where a need for further investigation has been identified.

8.2.2 The tasks and delivery timescales proposed for the Strategy review period are as follows:

No	Target	Proposed Deadline
1	Review land search procedure and ensure it meets current best practice.	July 2021
2	Maintain GIS mapping layers and datasets, including linking up information held on planning with LQGIS.	Annually
3	Review of sites identified with potential contaminant linkages and decide whether more detailed inspection is required.	January 2022 and annually thereafter
4	Carry out detailed inspection of potential Part 2A sites.	As priorities dictate and resource permits
5	Review Strategy (every 5 years).	January 2026

8.3 **How are we proposing to do it?**

8.3.1 *Identification of potential sites and prioritisation for detailed inspection*

8.3.2 The work already undertaken means that the City Corporation has a database of potential sites of interest across the City. The database will be regularly updated when new information becomes available– for example when reports are submitted to City Corporation via the planning development process.

8.3.3 The contaminated land register for the City of London will be maintained in accordance with Statutory Guidance requirements.

8.3.4 Only those sites with the highest priority ranking will be subject to more detailed inspection. It is envisaged that all but the highest risk sites will be addressed via the planning process. High risk sites under private ownership will be addressed by identifying and contacting the landowner and initialising the assessment process in accordance with the Statutory Guidance. High risk sites within the City of London under City Corporation ownership will be assessed in accordance with the Statutory Guidance requiring a phased approach. A Desk-based (Phase

l) study, including a site visit will be undertaken. If the Phase I assessment concludes a significant potential risk might exist to one or more identified receptors then moving onto the next phase. an intrusive (Phase 2) site investigation will be considered. It is envisaged that this work would be undertaken by the Pollution Control Team and the services of specialist environmental consultancies.

8.3.5 Investigation of sites where a potential unacceptable risk has been identified will be prioritised as follows:

- 1) Human Health Receptors
 - a. Residential/Education End Use
 - b. Commercial End Use
- 2) Controlled Waters Receptors
- 3) Ecological and Environmentally Sensitive Land Uses (Ecosystems)
- 4) Buildings and Structures.

8.3.6 The detailed inspection of a site will be limited to a site walkover and desktop study in the first instance. The City Corporation will follow the Statutory Guidance at all points of the process and will work with the Environment Agency and external experts where appropriate.

8.3.7 Where evidence of significant harm or a significant possibility of significant harm is identified the site will be actioned in accordance with the Statutory requirements under the EPA 1990 and the relevant Statutory Guidance to secure satisfactory remediation of the site, identify liable persons and recover costs as appropriate

8.4 *What are the possible outcomes of a detailed inspection?*

8.4.1 The Statutory Guidance describes in detail the possible outcomes of detailed inspection for all receptors. Sites will be assigned categories (1-4). Generally, sites in Category 1 will require immediate action (designation as contaminated land); sites in Category 2 may require immediate action. These categories represent sites where an unacceptable risk is found to be present or there is evidence of harm being caused, this will trigger the process of determination of the site as contaminated land. The City Corporation will then decide based upon all available information and in line with the Statutory Guidance, whether remediation of the site should be carried out. If remediation is carried out this will only be done where necessary and the City Corporation will work with residents, land owners and all interested parties and appropriate persons to minimise disruption as much as possible. Sites in Category 3 may not meet the stringent definition of contaminated land but may require observation or monitoring and sites in Category 4 are unlikely to meet the definition of contaminated land with no further action required. For controlled water receptors the City Corporation will consult with the Environment Agency.

8.5 *Who pays for this?*

Part 2A of the Environmental Protection Act 1990 makes it clear that, wherever possible, the original polluter and/or a developer ('Class A appropriate person') that knowingly developed a contaminated site without ensuring suitable levels of remediation are completed should pay for any remediation needed in later years. The City Corporation has a duty under the legislation to make all reasonable effort to ensure that this is the case. However, where it is not possible to identify the 'Class A appropriate person', for example where the contamination

and/or the development occurred many years ago and the people and companies involved no longer exist. in accordance with the Statutory Guidance, the responsibility for dealing with the contamination passes to the current landowner ('Class B appropriate person'). Under the legislation the City Corporation has a duty to identify appropriate persons and apportion liability.

8.6 What are the wider benefits of this strategy?

From the work completed to date, the City Corporation has an extensive understanding and detailed, searchable record of historical land use in the City of London. This information is used by Environmental Health, Planning and Building Control Teams when considering new developments. The information is used to provide more detailed and useful replies to environmental information requests and will enable the City Corporation to focus regulatory effort on the highest risk sites in the Borough.

8.7 How will we measure our progress in implementing this strategy?

The strategic inspection process is by nature an iterative process. It is normal that sites will be added and removed from the database as information becomes available. We aim to add more detailed knowledge about sites each year using existing resources. This increased knowledge will enable the Council to refine the prioritisation process further, reduce the number of sites that might need more detailed investigation and identify those that may need detailed investigation most urgently.

8.8 How does this strategy interact with the planning system?

- 8.8.1 The National Planning Policy Framework (NPPF) makes specific reference to dealing with land contamination and land contamination is a material planning consideration. The development management process is the primary way in which land contamination issues are investigated, managed and remediated.
- 8.8.2 Where a site is affected by contamination, responsibility for securing a safe development rests with the developer and/or landowner. As an absolute minimum this means that the site must be incapable of being designated as contaminated land as defined under Part 2A.
- 8.8.3 Under most circumstances the City Corporation will expect any planning application for land which may be affected by contamination to be accompanied by a report either at application stage or will be required by a pre-commencement planning condition. Reports submitted should comply with current LCRM Guidance and with the British Standard BS10175:2011+A2:2017 "Investigation of potentially contaminated site – Code of Practice". Reports should identify that the site under consideration has been assessed as suitable for use or in the event that further works are needed, detail the works required to make the site suitable for use. Reports will need to be submitted for approval at each stage, on completion of the Phase 1 desk study, prior to investigations commencing, prior to remediation works and on completion of any required remediation. All reports should be completed by a suitably qualified "competent" person as defined in the NPPF.

9 Contact us

If you would like to talk to us about this strategy or other matters related to contaminated land in detail please contact the Pollution Team via telephone 0207 606 3030 or email pollution team Pollution@cityoflondon.gov.uk or visit the City Corporation web site <https://www.cityoflondon.gov.uk/services/environmental-health/other-public-health>

References

Contaminated land Statutory Guidance-

<https://www.gov.uk/government/publications/contaminated-land-statutory-guidance>

City of London Contaminated Land Strategy 2015-

<https://democracy.cityoflondon.gov.uk/documents/s57004/City%20Contaminated%20Land%20Strategy%202015%20-%202020%20FINAL.pdf>

Environmental Protection Act 1990 section 78A-78Y-

<https://www.legislation.gov.uk/ukpga/1990/43/section/78A/england+wales>

National Planning Policy-

<https://www.gov.uk/government/publications/national-planning-policy-framework--2>

City of London Planning Policy-

<https://www.cityoflondon.gov.uk/services/planning/planning-policy>

Building Regulations

<https://www.gov.uk/government/collections/approved-documents>

Environmental Permitting (England and Wales) Regulations 2016-

<https://www.legislation.gov.uk/uksi/2016/1154/contents/made>

Environmental Damage (Prevention and Remediation) (England) Regulations 2015-

<https://www.legislation.gov.uk/uksi/2015/810/contents>

Land Contamination Risk Management (LCRM)-

<https://www.gov.uk/government/publications/land-contamination-risk-management-lcrm>

Category 4 Screening Levels (C4SLs)

https://www.claire.co.uk/home/news/%5C/%5C/www2.hull.ac.uk%5C/index.php?option=com_content&view=article&id=207&catid=44&Itemid=256

Appendix 2 Consultees

Internal Consultation with the following departments complete:

<ul style="list-style-type: none">• Environmental Enhancement• Legal• Development Management• Historic Environment• District Surveyor• Open Spaces	<ul style="list-style-type: none">• Transportation and Public Realm• Highways• Local Transportation• Community and Children's Services• Town Clerk• Public Health
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External Consultation with the following organisations and agencies:

<ul style="list-style-type: none">• Environment Agency• Department for Food & Rural Affairs• Food Standards Agency• English Heritage• Natural England• Greater London Authority• PHE• DWI• Thames Water• LB Camden• LB Westminster• LB Lambeth	<ul style="list-style-type: none">• LB Southwark• LB Croydon• LB Tower Hamlets• LB Hackney• LB Islington• Barbican Estate• Guinness Partnership• National grid• HSE• Temple• TFL• London Underground
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Appendix 3

Material Changes from the City of London Contaminated Land Strategy 2015-2020

- 1 This strategy revises and updates the original 2001 strategy and the reviews of 2004 and 2015 and provides a more accessible, shorter and condensed strategy document. The underlying Strategy has not changed, but is updated to reflect activity since 2015 and future activity.
- 2 Activities following 2015 review – section 7 of strategy
 - additional Ordnance Survey historical mapping 1860's onwards added
 - GOAD insurance plans added
 - Creation of an historical contamination layer in GIS
- 3 Future tasks-section 8.2.2 of strategy

No	Target
1	Review land search procedure and ensure it meets current best practice.
2	Maintain GIS mapping layers and datasets, including linking up information held on planning with LQGIS.
3	Review of sites identified with potential contaminant linkages and decide whether more detailed inspection is required.
4	Carry out detailed inspection of potential Part 2A sites.
5	Review Strategy (every 5 years).

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Committee: Port Health & Environmental Services Committee	Dated: 18 May 2021
Subject: Commercial Environmental Health and Port Health Service Plans 2021-2022	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1, 6
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	N/A
What is the source of Funding?	Existing local risk budgets
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Jon Averbs, Director of Markets & Consumer Protection	For Decision
Report author: Tony Macklin, Assistant Director (Public Protection)	

Summary

This report seeks approval for the Commercial Environmental Health Team's Service Plan for 2021-22 during the on-going COVID 19 pandemic but at the same time being flexible enough to respond to the needs of the recovery of the City of London.

In addition, the report seeks approval for Port Health's Service Plan for 2021/22 in relation to food premises inspections.

These plans are submitted annually and require approval by your committee.

Recommendations

Members are asked to:

- Approve the approach outlined in paragraph 14 of this report relating to Commercial Environmental Health's Service Plan;
- Approve the approach outlined in paragraph 17 relating to Port Health's Service Plan; and
- Note that a further report will be brought back to this Committee when future expectations have been confirmed by the Food Standards Agency (paragraph 18).

Main Report

Background

1. In order to be transparent and accountable, local authorities are required to gain Member approval for plans annually setting out their enforcement work in key areas, and Food Safety and Health & Safety are two such areas for which this is required.
2. We must also however, continue to also meet the local needs of City businesses, residents, workers and visitors and City Corporation's vision and aims as set out in the Corporate Plan 2018-2023 and this is achieved through our departmental Business Plan and individual teams' Service Plans which detail the work that will be done and by which we are judged overall by our Key Performance Indicators.
3. However the COVID-19 pandemic caused us to have to rethink our approach and in July 2020 we submitted to this Committee a different form of Service Plan for Commercial Environmental Health covering Food Safety and Health & Safety which set out a graduated return to normal once the COVID-19 lockdown was lifted and the City began to return to normality.
4. Unfortunately, re-occurring lockdowns caused us to review this already revamped Service Plan which was presented in a short report to this Committee in November 2020.

Current Position

Commercial Environmental Health

5. We are still prioritising our work to ensure that City businesses in a variety of sectors operate and remain safe for their customers. This has meant that officers from the Commercial Team have been present in the City throughout the various lockdowns and easing to support business, ensure compliance and promote confidence.
6. To this end, the work below outlines our current priorities.
 - Ensuring COVID-19 Compliance in all open business premises with a public interface either pro-actively or by reacting intelligence / complaints.
 - Reviewing the documentation of all SME businesses who have registered an interest in being a member of the Covid Compliant Accreditation Scheme (a requirement of the City of London Covid Recovery Fund) and for which we had over 130 expressions of interest as of 29th April.
 - Reviewing the documentation of all other businesses who have registered an interest in being a member of the Covid Compliant Accreditation Scheme.

- Undertaking food hygiene inspections / interventions in food businesses as prescribed by the current Food Standards Agency's guidance, based on risk, complaints and emerging issues.
 - Undertaking inspection audits of all cooling tower sites which are deemed to be either high risk or for which we have received intelligence / complaints to indicate that the risks are not being managed correctly.
 - Following up on all track and trace City COVID-19 cases.
 - Continuing with the Health & Safety Investigation into significant incidents.
7. It is possible that a number of these priorities can be achieved simultaneously within the same premises dependent upon the industry sector, and the size and scope of the business.
 8. The Food Standards Agency are yet to issue further guidance on how they expect Local Authorities to undertake food premises interventions moving forward. When this is known, a further report will be presented to this Committee.

Port Health Service

9. The Port Health Service has continued to operate throughout the various COVID-19 lockdowns and easements over the past year. However, the Service has focussed its attention on undertaking border controls on food and feed that have been imported from countries outside of the EU. The Service has seen imports of food and feed increase by over 25% when compared to the previous year.
10. In addition, the Service has been preparing for border controls on EU food and feed imports, which will be implemented in October 2021 (documentary checks) and January 2022 (introduction of physical checks).
11. Food premises interventions have also been affected by the pandemic and the focus has been on supporting businesses comply and recover.

Corporate & Strategic Implications

12. This proposal will continue to support two of the main aims of the City Corporation's Corporate Plan 2018 to 2023:

Contribute to a flourishing society

1. People are safe and feel safe.

Support a thriving economy

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

Local Implications

13. We have been storing up an excessive backlog of food safety inspections for 2021-2022 due to the UK transitioning through various lockdowns and easings, but we hope as City food businesses react to Government's roadmap, we will again be able to engage with them with respect to Food Safety and Health & Safety as well as ensuring COVID-19 Compliance.

Proposals

14. As the City Corporation's strategic priority remains that the City returns to trading normally as soon as is safely possible, so our work with all City businesses on COVID-19 Secure advice and enforcement continues to take priority and therefore we must adopt a risk-based approach continue to focus upon:
 - a) ensuring various COVID-19 guidance and legislation are being followed to make City businesses COVID-19 secure
 - b) cooling towers' water systems are being managed to prevent the spread of *Legionella sp* bacteria;
 - c) dealing with matters of evident concern arising out of the above; and
 - d) assisting the City & Hackney Public Health Team with the "track & trace" follow-up of City COVID-19 cases.

and

 - e) focus on inspecting our unregistered, overdue and known non-compliant food businesses that are open and trading.
15. Finally, the number of food businesses which have recently re-opened and/or will re-open on 17th May, we believe can realistically inspect going forward over the next year, but any further lockdown(s) will mean we will have an increasing backlog going into future years.
16. Again, many of these priorities can be achieved simultaneously within the same premises dependent upon the industry sector, and the size and scope of the business.
17. The Port Health Service will continue to:
 - a) focus on imported food and feed controls at the border,
 - b) prepare for the implementation of EU border controls later this financial year,
 - c) continue to support business recover from and compliance with COVID-19 related restrictions.
 - d) undertake interventions based on risk, taking Food Standards Agency guidance into account.
18. A further report will be presented to this Committee when the Food Standards Agency has issued guidance on how they expect Local Authorities to undertake food premises interventions in the future.

Conclusions

19. Both Commercial Environmental Health and Port Health have continued to operate during the various COVID-19 related lockdowns and easements. This has meant that resources have been refocused in the past year to support businesses and ensure compliance, whilst considering risk.
20. The proposals in paragraph 14, 17 and 18 ensure a risk-based and supportive approach as we ease out of the COVID-19 restrictions.

Appendices

None

Background Papers

Port Health & Environmental Services: July 2020 Agenda Item 14 - [Commercial Environmental Health Team Service Plan 2020-2021](#)

Port Health & Environmental Services: November 2020 Agenda Item 7 - [Amendments to the Commercial Environmental Health Team Service Plan 2020-2021 with respect to Food Safety](#)

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Committee(s): Port Health & Environmental Services Committee	Dated: 18 May 2021
Subject: Risk Management – Periodic Update Report	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	All
Does this proposal require extra revenue and/or capital spending?	N
Report of: Director of the Built Environment Director of Markets and Consumer Protection Director of Open Spaces	For Information
Report authors: Elisabeth Hannah, Department of the Built Environment Joanne Hill, Department of Markets and Consumer Protection Martin Falder, Open Spaces Department	

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 the Built Environment, the Department of Markets and Consumer Protection, and the Open Spaces Department, are satisfactory and that they meet the requirements of the corporate Risk Management Framework.

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

Risk is reviewed regularly within each department as part of the ongoing management of operations. 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.

Recommendation

Members are asked to:

- Note the report and the actions taken by each department to monitor and manage effectively risks arising from their 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.
2. Appendices 2, 3 and 4 present the current Risk Register Summaries of the:
 - Department of the Built Environment
 - Department of Markets and Consumer Protection
 - Open Spaces Department

Current Position

3. This report provides an update on the key risks that exist in relation to the operations of the Department of the Built Environment, the Department of Markets and Consumer Protection, and the Open Spaces Department and which fall within the remit of the Port Health and Environmental Services Committee.

Risk Management Process

4. Risk Management is a standing agenda item at the regular meetings of each department's Senior Management Team.
5. Between Management Team meetings, risks are reviewed in consultation with risk and control owners, and updates are recorded in the corporate risk management system (Pentana).
6. Regular risk management update reports are provided to this Committee in accordance with the City's Risk Management Framework.

Identification of New Risks

7. New and emerging risks are identified through a number of channels, the main being:
 - Directly by Senior Management Teams as part of the regular review process.
 - In response to ongoing review of progress made against departmental Business Plan objectives and performance measures, e.g., slippage of target dates or changes to expected performance levels.
 - In response to emerging events and changing circumstances which have the potential to impact on the delivery of services, such as Brexit and the COVID-19 pandemic.

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

COVID-19 Risks

8. 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.
9. 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.
10. Guidance has been issued to all Chief Officers to report relevant Silver Group risks to their appropriate service/Grand Committee along with the regular risk update reports.
11. The COVID-19 risks for each department are included in the appendices to this report. Members are asked to note that, in general, no target date has been included for the mitigation of each risk given the current uncertainty over the duration of this pandemic.
12. 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

Department of the Built Environment

13. The Department of the Built Environment's Risk Register for Port Health and Environmental Services Committee is attached to this report as Appendix 2a. These are as follows:
 - DBE-TP-01** Road Traffic Collision caused by City of London staff or contractor who is unfit to drive while on City business (Red 16)
 - DBE-TP-07** A major incident, such as flooding or fire, makes Walbrook Wharf unusable as a depot (Green 4)
14. 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. This risk is being actively managed with colleagues in the Town Clerks department and a detailed update will be presented to this committee in September.
15. The Department of the Built Environment's COVID-19 Risk Register for Port Health & Public Protection Services, attached as Appendix 2b to this report, includes five risks:
 - CVD19 SGPS 24** Failure by BRONZE to deliver the Waste and Litter service required (Amber 8)
 - CVD19 SGPS 25** Failure by BRONZE to deliver the Highways, Parking & Enforcement service (Amber 8)

CVD19 SGPS 26 Failure by BRONZE to deliver the Development & Construction service (Amber 6)
CVD19 SGPS 27 Failure to deliver the New DBE - Finance (Amber 4)
CVD19 SGPS 28 Failure to deliver the New DBE – Business Plan (Amber 4)

Department of Markets and Consumer Protection

21. The Department of Markets and Consumer Protection's Risk Register for Port Health & Public Protection Services, attached as Appendix 3a to this report, includes one Amber Corporate risk and one Red Departmental risk:
CR21 Air Quality (Amber, 12)
MCP-PHPP 001 Brexit (Red, 24)
22. The Department of Markets and Consumer Protection's COVID-19 Risk Register for Port Health & Public Protection Services, attached as Appendix 3b to this report, includes five risks:
CVD19 SPGS 34 HARC Emerging recovery (Amber, 12)
CVD19 SGPS 20 HARC Animal Welfare (Amber, 12)
CVD19 SGPS 21 Port Health Imported Food and Feed (Amber, 6)
CVD19 SGPS 22 Port Health Infectious disease control (Green, 4)
CVD19 SGPS 19 City Mortality Planning Group (Green, 4)
23. The Department of Markets and Consumer Protection has an additional departmental risk which is exempt from public disclosure by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972. Appendix 5 to this report contains the details of the risk for consideration by Members in closed session.

Open Spaces Department

24. The Cemetery and Crematorium Risk Register for Port Health and Environmental Services Committee is attached to this report as Appendix 4a. The Cemetery and Crematorium risks are as follows:
- OSD CC 003 – Deterioration of buildings, plant and machinery (Amber, 8) (Increased from Amber, 6)
 - OSD CC 009 – Systems Failure (Amber, 6)
 - OSD CC 010 – Extreme Weather (Amber, 6)
 - OSD CC 011 – Tree and plant diseases (Amber, 6)
25. Three of the risks (Systems failure, Extreme weather and Tree and plant diseases) remain at the same level as previously reported. Their target score is at the same level as their current score, and we 'accept' these risks.
26. OSD CC 003 – Deterioration of buildings, plant and machinery, has increased from Amber 6 to Amber 8. This reflects the lack of CWP budget for building maintenance. Although the cremator replacement project is now complete, the risk to other buildings and infrastructure remains. The target score for this risk is

the same as its current risk level, as we do not currently have the budget to mitigate it.

27. The Departmental Open Spaces COVID-19 Risk Register for Port Health and Environmental Services Committee is attached to this report as Appendix 4b. Risks related to the operation of the Cemetery and Crematorium have been included. The risks included are as follows:
- CVD19 SGPS 18 – Failure of Cemetery & Crematorium Services (Green, 4) (Reduced from Red, 16)
 - CVD19 SGPS 30 – Health and Safety of Visitors and Staff (Amber, 12)
 - CVD19 SGPS 37 – Open Spaces Workforce Wellbeing (Amber, 8)
28. CV19 SGPS 18 - Failure of Cemetery & Crematorium Services, has reduced significantly as demand has dropped and is now reporting at Green. We will be continuing to report on this risk until the possibility of another spike has passed.
29. The remaining two risks remain at steady state. CVD19 SGPS 37 has not previously been reported to this committee, as it was first added to the risk register in December 2020. Full details of this risk can be found at Appendix 4b.
30. In accordance with current corporate risk guidance, COVID-19 risks where the risk approach is set to 'Accept' have had their Target Score removed from the report.

Corporate & Strategic Implications

Strategic implications: Effective management of risk is at the heart of the City Corporation's approach to delivering cost effective and valued services to the public as well as being an important element within the corporate governance of the organisation.

Financial implications: None

Resource implications: None

Legal implications: None

Risk implications: The proactive management of risk, including the reporting process to Members, demonstrates that each of the departments is adhering to the requirements of the City of London Corporation's Risk Management Policy and Strategy.

Equalities implications: There are no proposals in this report that would have an impact on people protected by existing equality legislation.

Climate implications: None

Security implications: None

Conclusion

31. Members are asked to note that risk management processes within the Department of the Built Environment, the Department of Markets and Consumer Protection, and the Open Spaces Department adhere to the requirements of the City Corporation's Risk Management Framework. Risks identified within the

operational and strategic responsibilities of each department are proactively managed.

Appendices

- Appendix 1 – City of London Corporation Risk Matrix
- Appendix 2
 - a) Department of the Built Environment Risk Register
 - b) Department of the Built Environment COVID-19 Risk Register
- Appendix 3
 - a) Department of Markets and Consumer Protection Risk Register
 - b) Department of Markets and Consumer Protection COVID-19 Risk Register
- Appendix 4
 - a) Open Spaces Department Risk Register
 - b) Open Spaces Department COVID-19 Risk Register
- Appendix 5 **(for consideration in Closed Session only)**
Department of Markets and Consumer Protection **Non-Public** Risk Register

Contacts

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

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

(A) Likelihood criteria

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

(B) Impact criteria

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

(C) Risk scoring grid

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

(D) Risk score definitions

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

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

Contact the Corporate Risk Advisor for further information. Ext 1297

October 2015

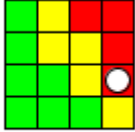
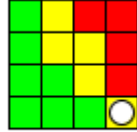

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DBE Committee Report (PH&ES or P&T Corporate & Departmental)

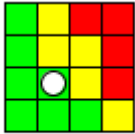
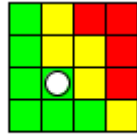

Report Author: Elizabeth Hannah

Generated on: 07 May 2021

Rows are sorted by Risk Score

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/Risk Approach	Current Risk score change indicator
DBE-TP-01 Road Traffic Collision caused by City of London staff contractor who is unfit to drive while on City business 13-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	16	Pending completion of work by HR to improve the certainty regarding who works for the City of London this risk remains RED. Whilst going through the information with HR an IT issue has arisen with the data so this has to be resolved also and has been escalated. 93.9% of City of London staff have completed driver Check and 97.2% of staff who have been identified, through Driver check , as drivers (or management of drivers) have completed the Corporate Transport Policy online training course. The overall compliance is now 97.2% that shows an improvement since the last update. 20 Apr 2021	 Likelihood Impact	8	31-Dec-2021	 Constant
							Reduce	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
DBE-TP-01c	<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>	92.3% 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 91.7%.	Jim Graham	11-Dec-2020	31-Dec-2021

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/Risk Approach	Current Risk score change indicator
DBE-TP-07 A major incident, such as flooding or fire, makes Walbrook Wharf unusable as a depot	<p>Cause: A major incident, such as flooding or fire</p> <p>Event: Walbrook Wharf unusable as a depot</p> <p>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.</p>	<p>Likelihood</p>  <p>Impact</p>	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</p>	<p>Likelihood</p>  <p>Impact</p>	4	31-Dec-2021	

27-Mar-2015 Vince Dignam; Ian Hughes				<p>with the BC Plan, vehicles were brought, in by our contractor, from other contracts. This has continued into January 2021 for COVID as well.</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. BC Has been reviewed in December 2020 and added to contract manual.</p> <p>02 Feb 2021</p>			Reduce	Constant
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Page 103

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
DBE-TP-07a	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>	Ian Hughes	13-Aug-2020	30-Jun-2021

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DBE COVID-19 Risks

Report Author: Elizabeth Hannah

Generated on: 07 May 2021



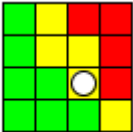
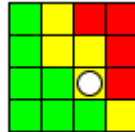

Rows are sorted by Risk Score

Code & Title: CVD19 SG PS Public Services - Mitigation and recovery 5

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
CVD19 SGPS 2. Failure by KRONZE to deliver the Waste and Litter service required by SILVER (DBE) (RECOVERY) 17-Apr-2020 Jim Graham	<p>Cause: The pandemic leads to a critical number of waste collection and street cleansing staff (employed by our term contractor Veolia) being unable to attend work due to illness/self-isolation/caring responsibilities.</p> <p>Event: Our contractor is unable to provide a waste collection and street cleansing service.</p> <p>Impact: Household waste remains uncollected, littering and fly tips increase to the extent that it leads to a secondary public health issue.</p>	<p>Likelihood</p> <p>Impact</p>	8	Resources continually monitored and no C19 related issues currently recorded	<p>Likelihood</p> <p>Impact</p>	4	31-Dec-2021	Constant
				06 May 2021			Reduce	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
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CVD19 SGPS 24a Utilising Alternative Resources	Officers have put in place a robust process for sourcing alternative staff to ensure the waste collection from households and streets continues to happen by utilising HGV drivers from alternative sources in this order: 1. Spare drivers from street cleansing service. 2. Veolia Commercial Waste Drivers and Operatives. 3. City Officers with HGV licences. 4. 3rd party commercial drivers with HGV licences.	Staffing levels remain consistent and unaffected. No need to use contingencies	Jim Graham	06-May- 2021	31-Dec- 2021
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Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
CVD19 SGPS 25 Failure by BRONZE to deliver the highways, parking & enforcement service required by SEVER (DBE) (RECOVERY)	<p>Cause:</p> <ul style="list-style-type: none"> The pandemic leads to a critical number of staff (employed by our highway term contractor J B Riney) being unable to attend work due to illness/self-isolation/caring responsibilities. The pandemic leads to a critical number of staff (employed by our parking contractor Saba) being unable to attend work due to illness/self-isolation/caring responsibilities. The pandemic leads to a critical number of City of London staff being unable to attend work due to illness/self-isolation/caring responsibilities. The pandemic leads to a failure of the supply chain of our highway term contractor (J B Riney) <p>Event: Our contractors and/or City of London staff are unable to provide a highway maintenance and/or parking service.</p> <p>Impact:</p>	<p>Likelihood</p>  <p>Impact</p>	8	<p>Following approval at P&T Committee in April the following temporary Covid-19 measures were agreed to be removed from the following streets:</p> <ul style="list-style-type: none"> Queen Street – All measures to be removed Cannon Street – All measures to be removed Moorgate by London Wall – Southbound bus & cycle only restriction to be removed Devonshire Square to White Kennet Street – All measures to be removed Middlesex Street – Two way working to be removed Cullum Street – All measures to be removed Coopers Row – All measures to be removed <p>The timetable for removal of the measures is scheduled for the first</p>	<p>Likelihood</p>  <p>Impact</p>	8	31-Dec- 2021	

17-Apr-2020 Ian Hughes	<ul style="list-style-type: none"> • Failure to maintain the highway in a safe state leading to personal damage injuries. (1, 3 and 4) • Increased inability to manage car parks leading to increases potential for crime and anti-social behaviour, increased fire risk and associated loss of income (2 and 3). • Failure to manage on-street parking leading to loss of access by emergency services to residential and business premises (2 and 3). • Failure to monitor 3rd party on-street activities licenced by the City of London leading to unsafe systems of work. 			<p>week in May and will take approximately 2 weeks to complete.</p> <p>Review of services underway in advance of progressive release from lockdown restrictions & recovery priorities</p> <p>04 May 2021</p>			Accept	Constant
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Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CVD19 SGPS 25a Contractor Liaison Page 107	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.	Works are continuing as scheduled – BAU	Ian Hughes	04-May-2021	31-Dec-2021
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.	Limited rota of staff involved in surveillance is continuing. Staff are reminded to continue to follow government guidelines on Covid safe working. Preparation for a gradual return to Guildhall underway.	Ian Hughes	04-May-2021	31-Dec-2021
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.	Normal services for both enforcement of on-street parking/moving traffic contraventions and car parks (off street parking).	Ian Hughes	04-May-2021	31-Dec-2021
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.	The City's website continues to be updated throughout the Covid-19 period	Ian Hughes	04-May-2021	31-Dec-2021

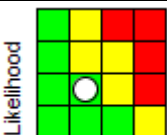
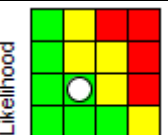

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
CVD19 SGPS 26 Failure by BRONZE to deliver the Development & Construction service required by SILVER (DBE) (RECOVERY) 17-Apr-2020 David Horkan; Gordon Roy	Cause: 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. Event: Delays to the approval of development schemes and their construction/completion. Impact: 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.	<div>Likelihood</div> <div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div></div> <div>Impact</div>	4	No change from last week for either DM or BC 				

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.	No change from last week	David Horkan	04-May- 2021	31-Dec- 2021
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.	No change from last week	Gordon Roy	04-May- 2021	31-Dec- 2021
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.	No change from last week	Gordon Roy	04-May- 2021	31-Dec- 2021

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/Risk Approach	Current Risk score change indicator
CVD19 SGPS 27 Failure to deliver the New DBE - Finance (DBE) (RECOVERY) 17-Apr-2020 Paul Beckett; Elizabeth Hannah; Ian Hughes Page 109	Cause: The pandemic has changed the traffic (both people and vehicular) of the working City <ul style="list-style-type: none"> drastically reducing the number of visitors and workers making trips closing down building sites for periods of time until safe working practises can be established reduction in development activity Event: Departmental income reduced by approximately £8.4m and approx. £800k in project recoverable charges. Impact: 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	4	Budgets are being closely monitored to review the impact of the lockdown easing 04 May 2021	 Likelihood Impact	4	31-Mar-2021	 Constant
							Accept	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CVD19 SGPS 27a Budget Monitoring	Monthly budget monitoring to inform current position and budget profiling	Action closed	Elizabeth Hannah	16-Mar-2021	31-Mar-2021
CVD19 SGPS 27b Affordability	Review affordability of projects which rely on 'on street parking account' funding	With capital bids agreed & budgets now set for 2021/22, budgets will be monitored on a monthly basis to ensure impacts of Covid & progress towards recovery are factored into project affordability considerations.	Ian Hughes	09-Mar-2021	31-Dec-2021
CVD19 SGPS	Focus on recovery in the second half of 20/21 in relation to	Budget being reviewed for quarter 1 21/22	Ian Hughes	10-Mar-	31-Dec-

27c Recovery (FY 20/21)	departmental budget and wider economy and planned fee increases			2021	2021
CVD19 SGPS 27d Recovery (First Half 21/22)	Focus on recovery in the first half of 21/22 in relation to departmental budgets, the wider economy and the pace of recovery	Risk reviewed as part of BAU and will be monitored in the context of service savings necessary to deliver a balanced budget for 2021/22, continued budget monitoring, the impact of the current wave of COVID-19 and the pace towards recovery.		30-Mar-2021	30-Sep-2021

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/Risk Approach	Current Risk score change indicator
CVD19 SGPS 28 Failure to deliver the New DBE – Business Plan (DBE) (RECOVERY) Apr-2020 Paul Beckett; Elizabeth Hannah	Cause: 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. Event: 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. Impact: Realign Member expectations of the Business Plan, and expectation of the 'new future City'. Establish change ready, flexible staff and services.	 Likelihood Impact	4	Kept under review, currently no outstanding issues 04 May 2021	 Likelihood Impact	4	31-Dec-2021	 Constant
							Accept	

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	Action Complete, reviewed as part of BAU and will be monitored in the context of recovery roadmap and any potential further waves		Elizabeth Hannah	10-Mar-2021	31-Dec-2021
CVD19 SGPS 28b Business Plan	Refocused Business plan to facilitate business recovery	Action Complete, reviewed as part of standard business planning cycle.		Elizabeth Hannah	10-Mar-2021	31-Dec-2021
CVD19 SGPS 28c Development	Regular reviews with City Property Association to facilitate growth.	We continue to conduct regular reviews with City Property Association to facilitate growth		Gwyn Richards	16-Mar-2021	31-Dec-2021

Department of Markets and Consumer Protection

Corporate and Departmental Risks

Report Author: Joanne Hill

Generated on: 5 May 2021



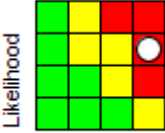
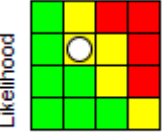

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
CR21 Air Quality 23 Oct-2015 With Calderwood 11	<p>Cause: Levels of air pollution in the City, specifically nitrogen dioxide and fine particles, impact on the health of residents, workers and visitors. The City Corporation has a statutory duty to take action to improve local air quality.</p> <p>Event: The City of London Corporation is insufficiently proactive and resourced, and does not have the right level of competent staff, to be able to fulfil statutory obligations, as a minimum, in order to lower levels of air pollution and reduce the impact of existing air pollution on the health of residents, workers and visitors.</p> <p>Effect: The City Corporation does not fulfil statutory obligations and air pollution remains a problem, impacting on health. Potential for legal action against the Corporation for failure to deliver obligations and protect health. Adverse effect on ability to deliver outcomes 2 and 11 of the Corporate Plan</p>	<p>Likelihood</p> <p>Impact</p>	12	<p>The risk remains unchanged</p> <p>23 Apr 2021</p>	<p>Likelihood</p> <p>Impact</p>	6	<p>31-Dec-2024</p> <p>Reduce</p>	Constant

Appendix 3a

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 Averbs	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 Averbs	31-May-2018	31-Aug-2016
CR21 001d Develop communication s 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 Averbs	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 Averbs	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 Averbs	14-Jan-2020	30-Sep-2019
CR21 001g Renew AQ Strategy	Renew the City of London Air Quality Strategy	This action is complete.	Jon Averbs	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	The assessment for 2020 will be undertaken by summer 2021 once the data for 2020 has been fully ratified	Ruth Calderwood	23-Apr-2021	31-Dec-2025
CR21 001i Compliant vehicles	100% of vehicles owned or leased by the CoL are electric or hybrid by 2025	5 all electric refuse vehicles have been purchased for the refuse collection contract	Ruth Calderwood	23-Apr-2021	31-Dec-2025

Appendix 3a

CR21 001j Develop Private Members Bill	Develop and support an Emission Reduction Private Members Bill for London local authorities	Still awaiting second reading in the House of Lords	Ruth Calderwood	23-Apr- 2021	31-Dec- 2021
CR21 001k Engine idling programme	Manage pan London idling vehicle engine programme	London wide advertising campaign undertaken Feb / March 2021	Ruth Calderwood	23-Apr- 2021	20-Mar- 2020
CR211 Compliance with NO2 target	Assess percentage compliance rate with NO2 target	% compliance will be available late Spring	Ruth Calderwood	23-Apr- 2021	31-Dec- 2024

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/Risk Approach	Current Risk score change indicator
MCP-PHPP 001 Brexit - Impact on Port Health and Animal Health <div>Page 114</div> 08-Nov-2016 Jon Avern	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 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).	 Likelihood Impact	24	On 11 March 2021, the government announced that the implementation of new border checks would be delayed for another six months, as follows: <ul style="list-style-type: none"> • Stage 2 (documentary checks) will now commence in October 2021. • Stage 3 (full physical checks) will now commence in January 2022. • Live animal checks will commence from March 2022. Port Health is in discussions with government departments regarding the details of stages 2 and 3, and this includes funding for 2021/22 and 2022/23. The current risk rating continues to be 'red' due to remaining uncertainties. 04 May 2021	 Likelihood Impact	6	01-Jan-2022	 Constant
							Reduce	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
MCP-PHPP 001a Liaise with Government departments and agencies.	Contribute to UK Government Listening mode.	This action is complete.	Jon Avern	09-Oct-2019	31-Dec-2020
MCP-PHPP	Commission an independent report on the potential	This action is complete.	Jon Avern	09-Oct-2019	30-Sep-

Appendix 3a

001b Relevant legislation	implications of the UK's exit from the EU on Animal Health and Port Health				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.	Our previous actions have been completed. We are awaiting more details about the next implementation stages before considering further lobbying.	Jon Avern	04-May-2021	01-Jan-2022
MCP-PHPP-001d Respond promptly to developments	Respond promptly to policy decisions from the UK Government and the outcome of negotiations.	We are awaiting more details about the next implementation stages before considering further lobbying.	Jon Avern	04-May-2021	01-Jan-2022
MCP-PHPP-001e Develop Measures to mitigate increased throughput	Develop Measures to mitigate the potential increase in throughput at the ports and airports	This action is complete.	Jon Avern	11-Dec-2020	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.	This action is complete.	Jon Avern	11-Dec-2020	31-Oct-2019

Department of Markets and Consumer Protection

COVID-19 Risks (excluding completed actions)

Report Author: Joanne Hill

Generated on: 5 May 2021

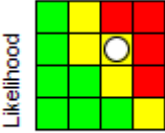
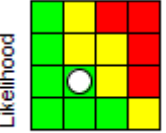



Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
CYD19 SGPS City Mortality Planning Group (M&CP) Page 16	<p>Cause: The spread 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.</p> <p>Event: 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.</p> <p>Effect: The critical services being unable to cope with the numbers of deceased particularly if staff numbers are compromised through infection or bereavement</p>	<p>Likelihood</p> <p>Impact</p>	4	<p>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.</p> <p>London is no longer in an excess death scenario with deaths now back within the 5 year average. The SPI-M-O reasonable worst case planning assumptions at present are forecasting London to remain within the 5 year average for the coming months.</p> <p>The London Mortality Management Group is making arrangements to stand down from May 2021 at which time this risk will be closed.</p>	<p>Likelihood</p> <p>Impact</p>	1	01-Jul-2021	

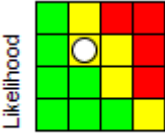
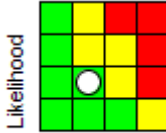

Appendix 3b

09-Apr-2020 Rachel Pye				The risk score has been reduced to reflect the current situation. 04 May 2021				Constant
							Reduce	

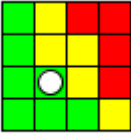
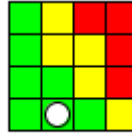

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CVD19 SGPS 19a Assess the impact and consequences of the pandemic	The City Mortality Planning Group has brought together a range of stakeholders involved in the death management process. This is to assess the impact 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	London is no longer in an excess death scenario with deaths now back within the 5 year average. The SPI-M-O reasonable worse case planning assumptions at present are forecasting London to remain within the 5 year average for the coming months. The London Mortality Management Group is making arrangements to stand down from May 2021, at which time this action will be closed.	Jon Averbs	04-May-2021	01-Jul-2021

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/Risk Approach	Current Risk score change indicator
CVD19 SGPS 20 HARC Animal Welfare (M&CP) 09-Apr-2020 Robert Quest	Cause: The spread of COVID-19 continues to escalate affecting key staff and businesses. Event: The reduction in airline operations and the loss of key staff. Failure to deliver statutory and critical services at the HARC. Impact: Loss of business results in a significant loss of income. Because of the specialist nature of some of the services we may be unable to fulfil our statutory duties leading to financial and reputational damage to the City. Staff shortages could also have an impact on the welfare of resident animals. In addition to loss of income through reduced throughput, there is a possibility of some clearing agents going out of business. A bad debt figure of £150k has been made for 2019-2020 budget.	 Likelihood	12 Impact	Critical services are at significant risk from the loss of specialist personnel. Current mitigations are reducing the risk of not being able to maintain the services but as the COVID-19 outbreak increases its spread, the impacts on each of the critical services will increase. Staff availability is being monitored closely. The lockdowns throughout the year impacted trade. However, the budget position at the end of 2020/21 was satisfactory. 04 May 2021	 Likelihood	4 Impact	30-Sep-2021	 Constant
							Reduce	

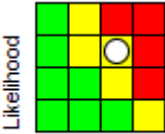
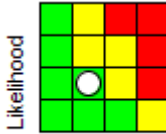

Action no, Title,	Action description	Latest Note		Action owner	Latest Note Date	Due Date
CVD19 SGPS 20d Financial Management	Review income and trade	The lockdowns throughout the year impacted trade. However, the budget position at the end of 2020/21 was satisfactory.		Robert Quest	04-May-2021	30-Sep-2021

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/Risk Approach	Current Risk score change indicator
CVD19 SGPS 21 Port Health Imported Food and Feed (M&CP) 09-Apr-2020 Peter Markwell	Cause: The spread of COVID 19 causes loss of critical staff attendance. Event: 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. Effects: 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	6	Throughput has stabilised over a number of months and is now back to pre-COVID levels: trade in early 2021 remained high. This is under constant review and we will continue to monitor the situation. We are continuously monitoring staff availability. Lateral flow testing for staff is now available on site. 04 May 2021	 Likelihood	4	01-Jul-2021	 Constant
							Reduce	

Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
CVD19 SGPS 21b Focus resources	Focus resources on imported food and feed controls.	Staff availability is being monitored closely. The service continues to focus on imported food and feed.			Peter Markwell	04-May-2021	01-Jul-2021
CVD19 SGPS 21c Discuss and implement procedures	Discuss and implement procedures relating to copy and non-signed documents. In conjunction with Central Competent bodies.	Port Health is in discussions with government departments this matter, which is tied up with EU Transition discussions. Appropriate procedures will be implemented as the situation becomes clearer.			Peter Markwell	04-May-2021	01-Jul-2021

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/Risk Approach	Current Risk score change indicator
CVD19 SGPS 22 Port Health Infectious disease control (M&CP) 09 Apr-2020 Peter Markwell	Cause: The spread of COVID 19 on a vessel prevents operation of the vessel. Event: Cruise ship operations disrupted and vessels unable to leave port. Effect: Health & welfare of staff on vessels adversely affected.	 Likelihood	4 Impact	Port Health staff continue to monitor vessels that remain in the port of Tilbury with our Marine and Public Health colleagues. Other public health issues are also being dealt with during the vessels' time within port. This continues to be kept under constant review. The target date has been moved to September 2021 which is when everyone is due to have been offered the COVID-19 vaccination. 04 May 2021	 Likelihood	2 Impact	30-Sep-2021	 Constant
							Reduce	

Action no, Title,	Action description	Latest Note		Action owner	Latest Note Date	Due Date
CVD19 SGPS 22c Infectious disease control.	Daily contact with vessels laid up at Tilbury and within the LPHA area regarding infectious disease control	The Port Health Team liaises with PHE (NE London and Thurrock) and cruise lines on cruise ship crew welfare.		Peter Markwell	04-May-2021	30-Sep-2021
CVD19 SGPS 22e Contact PHE	Contact with Public Health England to ensure standard advice procedures and comms.	A standard operating procedure, developed with Public Health England for Hackney and the City, is complete. Port Health sits outside most of this but has procedures in place with NE PHE and Thurrock PHE. This action is complete but kept under review.		Peter Markwell	04-May-2021	30-Sep-2021

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/Risk Approach	Current Risk score change indicator
CVD19 SGPS 34 HARC Emerging recovery (M&CP) <div>Page 12</div> <div>01-Jun-2020 Robert Quest</div>	Cause: 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. Event: A whole shift having to self-isolate should one person develop COVID-19 symptoms. Impact: 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	An 'OK to forward' procedure has been put in place to even out consignments and help the service to be more efficient. We are aware that there are still many pets waiting to be exported to the UK. A number of employees are coming to the end of their fixed term contracts. The HARC continues to work with HR to extend contracts. The Service continues to look at the potential for using other areas to provide greater capacity. Lateral flow testing for staff is now available on site. 04 May 2021	 Likelihood Impact	4	30-Sep-2021	 Constant
							Reduce	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CVD19 SGPS 34d Extend available space for staff.	Extend the amount of accommodation and available space for staff to work.	<p>The service is reviewing the possibilities and developing plans to provide increased space at the HARC which will allow greater throughput. There was a visit to site by a contractor on 10 November 2020 to scope the necessary work: feedback from the contractor is still awaited.</p> <p>Works inside the building are now complete. The Service continues to look at the potential for using other areas to provide greater capacity.</p> <p>Lateral flow testing for staff is now available on site.</p>	Robert Quest	04-May-2021	30-Sep-2021

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Appendix 4a – Open Spaces PHES Risks

Report Author: Martin Falder

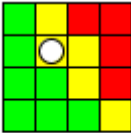
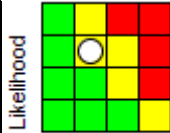

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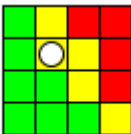
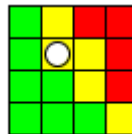

Rows are sorted by Risk Score

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/Risk Approach	Current Risk score change indicator
<p> PHES CC 003 Deterioration of buildings, plant and machinery </p> <p>19-Aug-2015 Gary Burks</p>	<p> Causes: Inadequate proactive and reactive maintenance; failure to identify and communicate maintenance issues Event: Operational or public buildings become unusable. Plants and trees die due to reduced maintenance capacity. Impact: Service capability disrupted; ineffective use of staff resources; damage to corporate reputation; increased costs for reactive maintenance </p>	<p> Likelihood </p> <p>Impact</p>	8	<p>There is no planned CWP in 21/22 other than a cremator re-line. There is a small amount of work scheduled that was held over from 20/21, but the risk to buildings remains at a steady state.</p> <p>Cremator project has completed. Cremator risk has been tackled. However, risk to other buildings and infrastructure remains.</p> <p>Likelihood of this risk has increased to reflect budget issues. Target has been moved to the same level as current risk as we do not currently have the budget to mitigate it.</p> <p>27 Apr 2021</p>	<p> Likelihood </p> <p>Impact</p>	8	<p>31-Mar-2022</p>	<p>↑</p>
							Reduce	Increasing

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
OSD CC 003 b	Continue to develop relationship with City Surveyors and ways of working to ensure CWP works are delivered Regular meetings with CS's Property Facilities Managers The Superintendent was engaged in the development of the 2017 R&M specification and tender documents	All projects are currently on hold. Liaison work with City Surveyors remains in place to establish timelines for future works.	Gary Burks	27-Apr-2021	31-Mar-2022

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/Risk Approach	Current Risk score change indicator
OSD CC 009 Systems Failure 01-Jun-2016 Gary Burks	Cause: IT systems including telephony fail Effect: Unable to operate as per normal. Unable to access Gower system. Unable to speak to funeral directors, doctors and internally across the site Impact: Burials and cremations may have to be cancelled/no bookings can be taken. Burials in the wrong graves. Loss of income. Reputational damage	 Likelihood Impact	6	Mitigation is in place for GOWER being temporarily offline, but longer-term issues with the system would have a significant impact on work. This risk therefore remains at Amber. We are unable to mitigate or reduce this risk further at present. 27 Apr 2021	 Likelihood Impact	6	31-Mar-2022	 Constant
							Accept	

Action no	Action description	Latest Note		Action owner	Latest Note Date	Due Date
OSD CC 009 a	Review continuity plans on a regular basis and following significant systems failures Ensure staff are familiar with 'alternate operations' as detailed in the continuity plans IS partners aware that C&C is recognised as a 'critical' service and failures are treated as a priority.	Systems are in place to account for business continuity. Manual diaries and standalone PCs are available in case GOWER system is unavailable. Mobile phone backups are also in place in case of landline issues. Ongoing action.		Gary Burks	27-Apr-2021	31-Mar-2022

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/Risk Approach	Current Risk score change indicator
OSD CC 010 Extreme weather 21-Jun-2016 Gary Burks	Cause: Strong winds causing significant tree damage within the cemetery and crematorium landscape Effect: Roads closed, exclusion of the public, disruption to funerals Impact: Significant cost to division and possible loss of income/ negative publicity	 Likelihood	6	Current and target score remain the same. This risk will remain reportable. There is an ongoing risk of high winds and drought conditions to tree stock at the cemetery. 27 Apr 2021	 Likelihood	6	31-Jul-2022	 Constant
							Accept	

Action no	Action description	Latest Note		Action owner	Latest Note Date	Due Date
OSD CC 010 a	A significant storm could (and has in the past) cause significant damage to tree stocks and buildings meaning that for a short period of time the cemetery roads could be closed and block, and one or more buildings could be out of action. This is managed through: <ul style="list-style-type: none"> • Tree inspections • Maintain staff with chainsaw qualifications 	Ongoing monitoring action. As previously: <ul style="list-style-type: none"> • Trees are surveyed and inspected with advisory works carried out. A group of staff within the cemetery team are trained in the operation of chainsaws for clearing fallen trees. • It is unlikely that storm damage would close the modern crematorium building but could damage other service chapels and block roads. The cemetery and crematorium service has 6 service chapels. No change, with 3,500 trees around the site, the risks associated with high winds remain.		Gary Burks	27-Apr-2021	31-Jul-2022

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/Risk Approach	Current Risk score change indicator
OSD CC 011 Tree and plant diseases 21-Jun-2016 Gary Burks	Cause: Tree Disease or infestation Effect: Loss of tree stock or exclusion of the public from certain areas of the cemetery Impact: Partial closure of site or loss of mature trees and the affect that this would have on the landscape	 Likelihood Impact	6	Risk and target score remain unchanged. OPM infection rate is accelerating. Treatment works are currently underway for 2021. On-site inspections take place twice a year for Massaria at high level. These are conducted by Cemetery & Crematorium staff. Ongoing issue with 650+ plane trees. 27 Apr 2021	 Likelihood Impact	6	30-Apr-2022 Accept	Constant

Action no	Action description	Latest Note			Action owner	Latest Note Date	Due Date
OSD CC 011 a	This tracks tree and plant disease monitoring actions at the Cemetery and Crematorium which fall outside of BAU.	Ongoing action. OPM treatment works are in place, and inspections for Massaria are taking place. While works were affected by pandemic last year, they are now back on target and currently at BAU.			Gary Burks	27-Apr-2021	30-Apr-2022

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OSD COVID-19 PHES Risks

Report Author: Martin Falder

Generated on: 28 April 2021

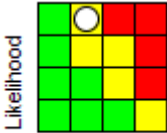
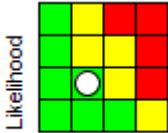



Rows are sorted by Risk Score

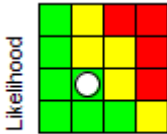


In accordance with current corporate risk guidance, COVID-19 risks where the risk approach is set to 'Accept' have had their Target Score removed from the report.

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/Risk Approach	Current Risk score change indicator
CVD19 SGPS 30 Health and Safety of Visitors and Staff (OSD) 29-Apr-2020 Colin Buttery	Cause: Open Spaces have become essential services during the pandemic as they have been asked to remain open by the government. In the absence of other forms of recreation, public pressure on open spaces has increased significantly, and with staff numbers impacted by the virus, BAU health & safety works become more difficult to deliver and more important than ever.	 Likelihood Impact	12	This is a blanket health and safety risk intended to cover the threat COVID-19 poses to health & safety related work which takes place at our sites; for further information on the specifics of this work, please see local Open Spaces risk registers. At present this work is being delivered at a steady state despite increased pressure on sites and staff.	 Likelihood Impact		Accept	 Constant
	Event: Significant health and safety event at one of our sites (including but not limited to: flood, fire, tree disease leading to collapse, and drowning in open water bodies). Alternatively, the closure or cessation of critical services due to H&S concerns which cannot be properly addressed due to pressure on staff. Impact: Personal injury or death of a member of the public or staff; reputational impact; legal repercussions; cessation of critical service; site closures.							

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CVD19 SGPS 30 001	Actions undertaken at the cemetery & crematorium to maintain key H&S works.	Public H&S works continue as usual, with appropriate mitigation in place against COVID-related H&S issues. Further details of H&S-related work is held in the primary OSD Risk Register.	Gary Burks	16-Mar-2021	31-Mar-2022

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/Risk Approach	Current Risk score change indicator
CVD19 SGPS 37 Open Spaces Workforce Wellbeing (OSD) <div>Page 130</div> <div>16-Dec-2020 Colin Buttery</div>	<i>Cause:</i> Greatly increased pressure on staff across all sites, who have continued throughout the pandemic, often with an increased workload. This risk incorporates both the pressures on frontline staff (more incidents of verbal abuse, confrontation with members of the public, and antisocial behaviour on site) and WFH staff (isolation, depression, anxiety and work related abuse coming into the home). <i>Event:</i> Increased staff sickness levels and worsening wellbeing outcomes for staff across sites. <i>Impact:</i> Cessation of services; damage to sites; loss of vital expertise from staff turnover; serious injury or death of employee in service due to exhaustion or suicide.	 Likelihood	8	Risk remains high to reflect the very difficult situation across all sites. Cemetery in particular was heavily impacted throughout third lockdown, although all sites have seen increased visitor numbers, antisocial behaviour, and commensurate damage to natural asset, impacting staff morale. With summer approaching, we expect extremely high visitor numbers. This is in combination with other mitigating staff morale and wellbeing factors outside of COVID. Risk to be considered regularly at Bronze for possible mitigations. 27 Apr 2021	 Likelihood	4	30-Jun-2021	 Constant
							Reduce	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CVD19 SGPS 37 001	Departmental actions taken to help mitigate this risk.	<ul style="list-style-type: none"> Honorarium has been delivered to sites. Managers have increased use of 'BAU' tools (1:1s, direct contact, signposting of existing CoL Wellbeing Team resources). Target date of June 2021 is based on possible timeline for vaccine and start of 'return to normality'. This is obviously subject to change; we anticipate another busy and difficult summer within the Open Spaces Department.	Colin Buttery	16-Mar-2021	30-Jun-2021

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/Risk Approach	Current Risk score change indicator
CVD19 SGPS 18 Failure of Cemetery & Crematorium Services (OSD) 07-Apr-2020 Colin Buttery	Cause: Pandemic significantly increases mortality rate combined with a high impact on staff required to deliver essential services at the Cemetery & Crematorium. Staff from other areas are not able to be reassigned to compensate for this shortfall. Key staff with specialist knowledge are unavailable during a surge in demand. Failure of aging cremators.	 Impact	4	Demand has significantly dropped. Cremators are in place. Staffing is adequate to manage the needs of the service. Risk has dropped to Green. We will continue to report on this risk and consider reviewing / raising if there is a third spike. 27 Apr 2021	 Impact			
	Event: Cemetery & Crematorium forced to close or severely reduce service. Impact: Failure of critical statutory service; reputational damage; financial damage; legal repercussions; failure to meet the excess death plan; significant impact on other nearby sites, resulting in potential chain of failure points, as C&C is the largest site of its kind in the area.						Accept	Decreasing

Page 131

Action no	Action description	Latest Note		Action owner	Latest Note Date	Due Date
CVD19 SGPS 18.001	Actions undertaken by the Cemetery & Crematorium to preserve statutory responsibilities.	Cremators are in place and pressure on site has significantly dropped. Returning to BAU.		Gary Burks	27-Apr-2021	30-Jul-2021

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Committees: Corporate Projects Board - <i>for information</i> Port Health and Environmental Services Committee <i>[for decision]</i> Projects Sub <i>[for decision]</i>	Dates: 04 May 2021 18 May 2021 23 June 2021
Subject: Cremator Replacement Project Unique Project Identifier: <i>PV Project ID 11943</i>	Gateway 6: Outcome Report Regular
Report of: Director of Open Spaces Report Author: Gary Burks	For Decision
PUBLIC	

Summary

1. Status update	Project Description: To replace the ageing cremators at the City of London Crematorium with new, more efficient and environmentally friendly ones. This will ensure the sustainability of cremation services at the site. RAG Status: Green (Previously Green at G5) Risk Status: Low (Previously Medium at G 5) Costed Risk Provision Utilised: Nil Final Outturn Cost: £869,106
2. Next steps and requested decisions	Requested Decisions: To approve and sign-off the successful completion of the Cremator Replacement project at the city of London Cemetery and note the lessons learned.
3. Key conclusions	The project suffered an initial setback due to the Coronavirus Pandemic, increases in mortality and subsequent lockdown.

	<p>The Project did not keep to the schedule submitted at G5. It was originally scheduled to commence in May 2020 but due to the Coronavirus Pandemic it was quickly rescheduled to commence at the Start of August 2020. The project kept to the revised schedule and budget, there were no compensation events.</p> <p>The old cremators were removed during the quiet months of August to November, the new cremators were installed and operational by early November. The project was completed by the second week in February.</p> <p>In short, the project has run smoothly, to time, on budget and has been completed successfully.</p> <p><i>The learning points from this project are as follows;</i></p> <ul style="list-style-type: none"> • If possible do not replace cremators during a pandemic • Allow the Cremator manufacturer to advise on all methodology and to plan the work schedule without too much interference • Using a consultant project manager would have reduced the risk of a single point of failure but there would have been significant cost and delay to the project. • Work with the manufacturer, but set clear parameters regarding the needs of the service • Always keep in communication with the manufacturers project manager • Plan for the reinstatement of flooring within the budget. • On this occasion, the manufacturer was responsible for obtaining planning consents and with the delays to signing contracts because of the pandemic this put a lot of pressure on the timescales and could have significantly affected the outcome. With the benefit of hindsight consents should have been achieved earlier.
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Main Report

Design & Delivery Review

4. Design into delivery	The design of the project did adequately prepare for the delivery of the project and there were no real surprises. The old cremators were broken up in the crematory and removed through an open
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v.April 2019

	<p>skylight by crane and the new ones were lowered in and built in the crematory. The Crematory is large and there was adequate separation and screening to protect and exclude the crematorium staff.</p> <p>The manufacturer was accurate in all designs and the air blast cooler was put in place over one weekend.</p>
5. Options appraisal	<p>The options tablet for consideration at G3 were as follows;</p> <ul style="list-style-type: none"> • Remove all the old cremators and replace with two new ones without flue gas treatment plant • Remove all the old cremators and replace with two new ones with flue gas treatment plant (option chosen). • Remove three of the four old cremators (leaving one operational) and replace with two new fully abated ones. <p>The option chosen has allowed the City Corporation to improve its environmental credentials by abating all cremations and has also mitigated the previous risk relating to size as all of the new cremators are able to accept a 42" coffin. (the older cremators could only accept a maximum coffin size of 30" wide. This is the best option in my opinion and best fit for the crematorium.</p> <p>The only change to the schedule of works submitted at Gateway 5 was the delayed start to the programme, and therefore the completion date. However, we had the use of the new cremators from early November and the project was completed by first week in February which allowed us to meet the needs of the bereaved during the second covid spike.</p>
6. Procurement route	<p>The Procurement team used an existing framework to procure the project management and design/build (ref itt_COL_12115). This caused an initial challenge as the only tender came from FT and used their own 'in house' project team. However, this was challenged by the City's legal team due to risks around the fact that the manufacturer and project manager were from the same company. Therefore, as the City Surveyor's Department had previously advised that although they could assist in reviewing specifications and advising on City procedures, this was not within their team's professional field, consequently in order to prevent any slippage I fulfilled the role of Project Manager for the City.</p> <p>This worked well, allowed the project to run smoothly and saved the City a significant amount of money, but Project Management is not my area of expertise and this on top of the operational stresses of running the cemetery and crematorium during a pandemic was very difficult.</p>
7. Skills base	<p>The Manufacturer was responsible for the design and build and I became project manager for the City Corporation as the CSD did not wish to manage the project.</p>

v.April 2019

	I have certain advantages in this field and whilst I would not call myself a Project Manager, I manage a large site and have significant knowledge of it. I was able to draw on the skills of my team and had the advantage of being on site at all times during the project. I also live on site which helped when organising out of hours and weekend work.
8. Stakeholders	Due to the planning of the project (to complete most of the work during the quiet summer months) although stakeholders (funeral directors, officiants and the general public) were informed/advised through newsletters, in writing and at face to face meetings, the work did not negatively affect the operation of the crematorium or services to the bereaved.

Variation Review

9. Assessment of project against key milestones	<p>The original timescale for the project as for it to commence in May 2020 and complete at the end of October 2020. Due to the Coronavirus pandemic there was a revised start and finish date of August to start of February and although this is a slightly longer period it included the Christmas break where manufacturing and construction closes for a few weeks.</p> <p>Whilst this project started and completed later than originally planned, the key milestones were achieved with the safe removal of the four old cremators and replacement with two, more efficient and environmentally friendly ones complete with flue gas treatment plant.</p> <p>This work was achieved in the quieter months of the year, the site remained operational and able to offer services and cremations throughout and all works were completed by early February 2021.</p>
10. Assessment of project against Scope	<p>The scope of the project Was for the removal of four old cremators and replacement with two larger ones complete with flue gas treatment plant whilst the crematorium remained operational.</p> <p>The scope of the project was achieved completely.</p>
11. Risks and issues	<p>I am pleased to say that none of the identified risks became issues and there was no need to draw on contingencies during the project. The use of a consultant during the planning stage highlighted the risks associated with the electricity supply and the opinion of the manufacturer was that the likelihood of the risks becoming issues was not high. It was therefore prudent to declare the risk in case it became an issue.</p> <p>There was a contingency of £130k but none of this was needed during the project.</p>

12. Transition to BAU

The project plan had stages and as soon as the new cremators were installed and operational, we could use them (even whilst the commissioning engineer was still monitoring and programming them). The North Chapel was closed to funerals until the project was complete to allow access and so that my waiting room on that side of the building could be used by contract staff. The contractor thoroughly cleaned and made available the waiting room in time for the chapel to be allowed back into use.

There was also very little 'down time' when the flue gas treatment plant was being installed as the cremators operated on 'bypass' until the plant was ready to provide filtration.

Value Review

13. Budget

Estimated Outturn Cost (G2)

Estimated cost (including risk):
£1,100,000
Estimated cost (excluding risk):
£800,000

	<i>At Authority to Start work (G5)</i>	<i>Final Outturn Cost</i>
<i>Fees</i>	£14,180.	£14,180
<i>Staff Costs</i>	£1,273	£1,273
<i>Works</i>	£850,900	£850,900
<i>Purchases</i>	£	£
<i>Other Capital Expend</i>	£	£
<i>Costed Risk Provision</i>	£130,000	£
<i>Recharges</i>	£2,753	£2,753
<i>Other*</i>	£	£
<i>Total</i>	£999,106	£869,106

Final accounts verification has not yet taken place.

As the project is under £2,000,000 in value, is not classed as a high risk project and the fee accounts are under £50,000, the final accounts verification will be undertaken by the Open Spaces Department and is expected to be completed by an appropriate officer assigned by the Director of Open Spaces after all retention moneys are released

14. Investment	<p>This project was agreed on the basis that it protects the current level of income rather than improves or makes extra income. The risk highlighted at G5 was that, if and when the old cremators failed (and one already had) the City's ability to offer cremation would be affected and the current income of £2m per year from cremation would be significantly affected.</p> <p>During the planning and procurement of this project, the excessive use of consultants was also avoided to reduce unnecessary spend.</p> <p>The new cremators have an operational life of 20 years, therefore the risk has been mitigated.</p> <p>As the new cremators have been in use since November 2020 and it has been a very busy time with the second Covid spike, the two cremators have already carried out over 700 cremations. And this is slightly over two thirds of the total cremations for the time as we had a failure with No1 cremator and it was out of commission for a week or so.</p>
15. Assessment of project against SMART objectives	<p>Apart from the delays to the start of the project (which were unavoidable) the project has achieved all of its objectives and this was to remove the old/ failing and inefficient and replace with new, efficient fully abated cremators.</p>
16. Key benefits realised	<p>The key benefits described at G2 were to ensure that the City Corporation could continue to meet the needs of the local community for the next 20+ years whilst improving energy efficiency and reducing pollution at the same time by removing its 20+ year old cremators and replacing them with more efficient and abating ones. This has been achieved.</p>

Lessons Learned and Recommendations

17. Positive reflections	<p>The project ran smoothly and to the amended schedule, there were no issues and no compensation events. This was due to the scoping of the project, reduced outside interference and local project management.</p>
18. Improvement reflections	<p>I have learned more about the procurement of large projects and that frameworks cannot always offer what the City Corporation requires and the look more broadly at the project</p>

	to avoid missing things that seem incidental (flooring repairs, making good after pipework is removed and so on). I have made notes of my learning during this project but am unlikely to be required to manage a project like this again. My main reflection is to avoid a project like this during a pandemic at all cost.
19. Sharing best practice	I have drawn up some learning points and have shared my experience during the project with my senior managers.
20. AOB	I wish to note that Facultatieve Technologies and their Project Manager Richard Harvey worked with the City and provided an excellent level of commitment and professionalism and I am very grateful for this.

Appendices

Appendix 1	Project Coversheet
Appendix 2	
Appendix 3	

Contact

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Project Coversheet

[1] Ownership & Status

UPI: 11943

Core Project Name: Cremator Replacement Project

Programme Affiliation N/A

Project Manager: Gary Burks

Definition of need: In order to maintain cremation at the City of London Cemetery and Crematorium four old cremators need to be replaced.

Key measures of success:

- 1 Replace the 20+ year old failing cremators with new, efficient affective ones.
- 2 Maintain an operational crematorium during the replacement.
- 3 Ensure that the removal of old cremators and installation of the new ones is carried out safely.
- 4 That the new cremators offer the most efficient and environmentally friendly cremation process available.

Expected timeframe for the project delivery: Originally planned for implementation from 11/05/20 to 30/10/20 but due to the Covid 19 pandemic this was amended to a 03/08/20 to 05/02/21 delivery schedule. The amended timescale is longer as the Christmas holiday. The project was completed one week ahead of the amended schedule.

Key Milestones:

Are we on track for completing the project against the expected timeframe for project delivery? Yes

Has this project generated public or media impact and response which the City of London has needed to manage or is managing?

No

[2] Finance and Costed Risk

Headline Financial, Scope and Design Changes: The only change since Gateway 5 has been the amended start and completion dates for the project due to the Coronavirus Pandemic in 2020.

'Project Briefing' G1 report (as approved by PSC 15/08/17):

- Total Estimated Cost (excluding risk): £800,000
- Costed Risk Against the Project: Nil applied
- Estimated Programme Dates: Completion of works by end of 2020

Scope/Design Change and Impact:

'Project Proposal' G2 report (as approved by PSC 07/09/17):

- Total Estimated Cost (excluding risk): £800,000
- Resources to reach next Gateway (excluding risk) Officer Time and £10,000 in consultant's fees
- Spend to date: Officer time only
- Costed Risk Against the Project: Nil
- CRP Requested: Nil
- CRP Drawn Down: Nil
- Estimated Programme Dates: Completion by year end 2020

Scope/Design Change and Impact: Nil

'Options Appraisal and Design' G3-4 report (as approved by PSC 12/12/18):

- Total Estimated Cost (excluding risk): £1.1M
- Resources to reach next Gateway (excluding risk £10,000
- Spend to date: £9,832.73 + officer time
- Costed Risk Against the Project: £130,000
- CRP Requested: Nil
- CRP Drawn Down: Nil
- Estimated Programme Dates: Completion by end of 2020

*Scope/Design Change and Impact: Possible use of Consultant to project manage
At a cost of £130,000*

'Authority to start Work' G5 report (as approved by PSC 28/02/20):

- Total Estimated Cost (excluding risk): £869,106
- Resources to reach next Gateway (excluding risk Nil
- Spend to date: £869,106
- Costed Risk Against the Project: £130,000
- CRP Requested: Nil
- CRP Drawn Down: Nil
- Estimated Programme Dates: 11/05/20 to 30/10/2020

Scope/Design Change and Impact:

Total anticipated on-going commitment post-delivery [£]: Ongoing operational maintenance and energy usage

Programme Affiliation [£]: None

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