



Port Health & Environmental Services Committee

Date: TUESDAY, 18 JANUARY 2022

Time: 11.00 am

Venue: INFORMAL HYBRID 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 public meeting at the below link:

<https://youtu.be/OqhdKCfL6Q8>

This meeting will be a hybrid meeting with participation virtually and from a physical location. Any views reached by the Committee today will have to be considered by the Executive Director of Environment 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 16 December 2021, to recommence hybrid 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 23 November 2021.

For Decision
(Pages 7 - 14)

4. **OUTSTANDING ACTIONS AND WORK PLAN**

Report of the Town Clerk.

For Information
(Pages 15 - 18)

5. **BUSINESS PLANS 2021/2022: PROGRESS REPORT (PERIOD 2 - AUGUST TO NOVEMBER)**

Report of the Executive Director of Environment.

For Information
(Pages 19 - 54)

6. **DRAFT HIGH-LEVEL BUSINESS PLANS 2022/23**

Report of the Executive Director of Environment.

For Decision
(Pages 55 - 70)

7. **PROPOSED CHARGES FOR STREET CLEANSING, WASTE COLLECTION AND PUBLIC CONVENIENCES 2022/23**

Report of the Executive Director of Environment.

For Decision
(Pages 71 - 80)

8. **CEMETERY AND CREMATORIUM FEES AND CHARGES REPORT 2022 - 2023**

Report of the Executive Director of Environment.

For Decision
(Pages 81 - 92)

9. **COVID-19 AND BREXIT UPDATE**

The Port Health and Public Protection Director to provide an oral update on the latest position.

For Information

10. **RISK MANAGEMENT - PERIODIC UPDATE REPORT**
Report of the Executive Director of Environment.
For Information
(Pages 93 - 112)
11. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
12. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
13. **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

14. **NON-PUBLIC MINUTES**
To agree the non-public minutes of the meeting held on 23 November 2021.
For Decision
(Pages 113 - 114)
15. **HEATHROW ANIMAL RECEPTION CENTRE - FORWARD PLAN**
Report of the Executive Director of Environment.
For Decision
(Pages 115 - 136)
16. **NON-PUBLIC APPENDIX: RISK MANAGEMENT REPORT - RISK REGISTER**
To be read on conjunction with Item 10.
For Information
(Pages 137 - 138)
17. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
18. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT WHILST THE PUBLIC ARE EXCLUDED**

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PORT HEALTH & ENVIRONMENTAL SERVICES COMMITTEE

Tuesday, 23 November 2021

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

Present

Members:

Deputy Keith Bottomley (Chairman)	Alderwoman Susan Langley
Mary Durcan (Deputy Chairman)	Vivienne Littlechild
George Abrahams	Deputy Edward Lord
Rehana Ameer	Deputy Andrien Meyers
Alexander Barr	Deputy Brian Mooney (Chief Commoner)
Adrian Bastow	John Petrie
John Bennett	Deputy Henry Pollard
John Chapman	Jason Pritchard
Deputy Kevin Everett	Deputy Elizabeth Rogula
Helen Fentimen	Jeremy Simons
Alderman Gregory Jones QC	

Officers:

Juliemma McLoughlin	- Executive Director of Environment
Jon Averbs	- Director of Markets & Consumer Protection
Gary Burks	- Superintendent & Registrar, City of London Cemetery & Crematorium
Ian Hughes	- Deputy Director, Transportation and Public Realm
Vincent Dignam	- Business Performance & Transport Group Manager
Ruth Calderwood	- Air Quality Manager
Paul Chadha	- Chief Lawyer
Ben Eley	- Head of Design
Gerry Kiefer	- Open Spaces Business Manager
Tony Macklin	- Assistant Director, Environmental Health & Trading Standards
Jenny Pitcairn	- Chamberlain's Department
Rachel Pye	- Assistant Director of Public Protection and Environmental Health
Gavin Stedman	- Port Health & Public Protection Director
Leanne Murphy	- Committee and Member Services Officer

1. APOLOGIES

Apologies were received from Deputy Wendy Hyde, Peter Bennett, Deputy Robert Merrett, Anne Fairweather, Deputy Peter Dunphy, Christopher Hill, Henrika Priest, John Edwards, Tijs Broeke and Shravan Joshi.

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 and non-public summary of the meeting held on 27 September 2021 were approved as an accurate record subject to one attendance correction.

4. **OUTSTANDING ACTIONS AND WORK PLAN**

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

Electric Vehicle Charging

Officers confirmed they had circulated leaflets to residents of Middlesex Street Estate regarding the offer and no response had been received from residents to date. Officers would continue to work with the Estate Office to advertise free car park access for electric vehicles. Despite attempts, Officers had been unable to liaise with Guinness Trust concerning Mansell Street and continued to understand what facilities were needed by the estate need.

In response to a query asking if facilities were available to members of public, it was confirmed that Electric Vehicle Charging was available to anybody as a daily user. Only residents of the Square Mile could purchase a season ticket and free entry to the car park was limited to residents of Middlesex St Estate until facilities on the Estate had been implemented.

A Member enquired how many charging stations were available in the car parks and was informed that there were currently 10 rechargers in each of the City's five public car parks, with potential for more to be included in Baynard House. So far, no locations had been overwhelmed by demand. It was also noted that users could look up online what bays were available.

In response to queries concerning the average cost to charge a vehicle and prices across London, Members were informed that the Company used had a footprint across London which offered the same market rate tariff. Officers agreed to share information regarding costs.

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

The Chairman relayed feedback received from residents that the noise had gotten worse over last four weeks, and voiced concern regarding the latest knowledge report and photos showing poor rail condition. The Chairman confirmed the City Corporation was doing all it could to escalate the situation and the CPR supported a letter to the GLA and London Underground requesting a meeting on site.

Members were very concerned, especially as the loaded carriages got heavier with more workers coming back to the City and hoped funding would be found to resolve the issues concerning tube noise which was seriously impacting the wellbeing of residents. It was noted that operational requirements was a key barrier to resolution rather than the costs and the Town Clerk agreed to share with Members the letter received by the Chairman from Transport for London.

Busking at Southwark

Members were advised that there had been a number of meetings and a leaflet had been developed which Officers agreed to share with Members when received.

Members hoped that Southwark would become stricter regarding busking pitches and amplified music and suggested using byelaws and licensing. Officers continued to engage with buskers and involve them in conversations to assist with a long-term solution. It was noted that public space protection orders might be deemed necessary in the future if issues were not resolved.

Lighting Guidance Note

Officers hoped the new planning guidelines would encourage occupiers and new business to improve lighting. Members were informed that the trailblazing guidance had no baseline, and the process would require cross-departmental input. Officers confirmed the requested paragraphs in the meantime would be shared as soon as possible.

5. BREXIT UPDATE

The Committee received an oral update from the Port Health and Public Protection Director concerning the UK's impact of leaving the EU (Brexit) on Port Health & Public Protection.

Members were informed that the Heathrow Animal Reception Centre (HARC) and the ports have continued to sustain a high level of throughput this year and it is forecast to continue moving forward.

On the 18 November, the Government released an updated Border Operating Model aiming to prevent a hard introduction of controls on the 1 July 2022 by a further phasing of border controls.

From 1 July 2022, certification and physical and identity checks will be introduced for:

- All remaining regulated animal by-products
- All regulated plants and plant products
- All meat and meat products
- All remaining high-risk food not of animal origin.

From 1 September 2022, certification and physical checks will be introduced for all dairy products.

From 1 November, certification and physical checks will be introduced for all remaining regulated products of animal origin, including composite and fish products.

Live animal checks will also begin in stages incrementally moving from the point of destination to border control posts from 1 July 2022 as facilities become available and are appropriately designated.

It was noted that this phased approach would not replace any existing import controls already in place and Officers would continue to engage with port operators and develop sites, systems and processes.

Port Health still await final confirmation of funding to July 2022, which was expected by the end of the calendar year. An underwriting has already been in place for 2021/22 and the latest extends this further. It is then assumed that income from charges will offset delivery costs; however, a similar underwriting for 2022/23 has been requested due to the further phased introduction of controls and the continued uncertainty regarding throughput.

The unintended consequence of Brexit was that it opened the potential for competition at HARC. The City Corporation continues to engage with Government agencies and Heathrow Airport as the service aims to demonstrate and plan to ensure that it has the capacity to handle the anticipated post-Brexit throughput.

6. **NEW WORLD HEALTH ORGANISATION AIR QUALITY GUIDELINES**

The Committee considered a report of the Executive Director Environment regarding the New World Health Organisation Air Quality Guidelines.

Members were provided with the headlines concerning the new guidelines which were more in-depth and covered black carbon. Since the publication, the City Corporation has been involved in a series of meetings with Defra and engaging officials from UK100 to discuss the implication of the Environment Bill.

A Member challenged the focus on the black carbon pollutant as delivering the best health outcomes noting that the table identified nitrogen dioxide as double the outcome. Members were advised that the data was surprising, and Officers awaited WHO's plans and were working to deliver the best impact with best health benefits. WHO guidance would be adopted separately for the devolved administrations, with the Corporation only looking at the numbers set for England.

In response to a query concerning whether there were choices of researchers for commissioned research, Officers confirmed there were options, but they were limited, and competitive quotes were being sought.

It was noted that the Committee had previously received scientific talks from experts on relevant topics and it was agreed a scientist be invited to talk at a future meeting regarding pollution.

RESOLVED, that Members approve the commission of research, at a cost of £20,000 - £30,000, into locally derived sources of PM2.5, to formulate a plan to reduce levels in line with new statutory obligations, and for maximum health and climate benefits following the publication of the latest WHO Air Quality Guidelines.

7. REVENUE AND CAPITAL BUDGETS 2022/23

The Committee received a joint report of the Chamberlain and Executive Director Environment concerning the Revenue and Capital Budgets 2022/23.

A Member voiced disappointment concerning the state of City streets following the Lord Mayor's show and cleanliness of pavements in general and saw this as lowering the City's clean reputation. Officers agreed to feed this back noting that difficult choices were made concerning cuts in service and budget. This would continue to be revisited to meet need and efficiency of the service.

With regards to the £634k allocation from the Finance Committee contingency towards costs of Fishmonger's Hall Inquest, Members requested confirmation that this would be recoverable from central Government and services would not be affected. Officers confirmed they were in discussion with the Ministry of Justice and this would be a central cost.

Members were advised that a Business Plan was being developed for the Environment Department and there was a commitment to a zero-based budgeting exercise for 2023/24. When this was agreed, funding allocation would be reviewed. Members were supportive of the five-year plan which would put the Corporation in a better position for future planning whilst acknowledging that there was still uncertainty over the next two years which would impact on operations.

RESOLVED, that Members:

- review and approve the proposed revenue budget for 2022/23 for submission to Finance Committee;
- review and approve the proposed capital budgets for 2022/23 for submission to Finance Committee;
- authorise the Chamberlain, in consultation with the Executive Director Environment, to revise these budgets to allow for any further implications arising from subsequently approved savings proposals, Target Operating Model (TOM) implementation, changes to the Cyclical Works Programme, or changes to the resource envelope; and
- agree that amendments for 2021/22 and 2022/23 budgets arising from changes to recharges during budget setting be delegated to the Chamberlain.

8. 49TH CITY OF LONDON THAMES FISHERY RESEARCH EXPERIMENT

The Committee received a report of the Executive Director of Environment regarding the 49th City of London Thames Fishery Research Experiment.

RESOLVED, that Members:

- Note the content of this report;

- Review and approve the grant from City's Cash to partially fund the 2022 Experiment;
- Approve the 50th City of London Thames Fishery Research Experiment to take place in 2022 (date to be confirmed).

9. **COMMERCIAL ENVIRONMENTAL HEALTH SERVICE PLAN**

The Committee considered a report of the Executive Director Environment regarding the Commercial Environmental Service Plan.

RESOLVED, that Members approve the Commercial Environmental Health Service Plan 2021-2023 (Appendix A).

10. **SERVICE CHANGES AND OUTCOMES FROM THE CLEANSING SERVICE 2021/22 BUDGET SAVING**

The Committee noted a report of the Executive Director Environment regarding Service Changes and Outcomes from the Cleansing Service 2021/22 Budget Saving.

Members shared concerns about the feel and cleanliness of the City, in comparison to its historic cleanliness, and asked how best to engage with Officers regarding hotspot areas of concern. Members were told to contact the Business Performance & Transport Group Manager.

RESOLVED, that the report be noted.

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

Discharge of sewage into the Thames

Following significant recent media coverage, a Member was concerned by the discharge of sewage into the River Thames and requested an update to ensure the Committee understood what was happening.

Members were informed that the Thames Tideway Tunnel, the main scheme for central London, was already underway and would go some way to relieving the pressure on the Thames, but the latest estimate was that it would not be operational before 2025. It was also noted that Officers had provided evidence for the Thames in a recent study which included discharges into the river.

Members were advised that enforcement around sewage was not a PHES or City Corporation responsibility, it was the responsibility of the Environment Agency. Officers confirmed they had been in contact with the Environment Agency, who were also concerned, and it was recommended that the Committee express their concern over the Government's response by making a representation through the Policy & Resources Committee.

A Member noted that there had been media interest in whether the size of pipes of the Thames Tideway Tunnel would be sufficient in managing extreme rainfall and weather events in the future. Members were informed that the

tunnel was based on previous projections prior to the ZSL study findings, and it was likely this would have an impact in the future.

In response to a query regarding whether there was any data on how often sewage was dumped into the Thames, Officers confirmed that the Environment Agency had relevant data on the number of discharges and the quantity which could be shared with Members.

Members expressed serious concern over the number of occasions on which raw sewage has been discharged into the River Thames and the devastating impact this could have on the biodiversity of the river. It was agreed that a formal resolution from the Committee go to the Policy & Resources Committee (P&R) expressing Member's concern and calling on P&R to make representations, as appropriate, to the relevant authorities calling for stricter controls over the discharge of sewage into natural waterways.

RESOLVED – That a resolution be made to the Policy & Resources Committee demonstrating the Port Health & Environmental Services Committee's concern regarding the discharge of sewage into the Thames and request for representations to the relevant authorities regarding the Government's response.

12. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

The Chairman and previous Chairman gave thanks to Jon Avern who was retiring as the Director of Markets & Consumer Protection after 32 years with City Corporation. These thanks were echoed by Members and Officers.

13. 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.

14. NON-PUBLIC MINUTES

RESOLVED, that the non-public minutes of the meeting held on 27 September 2021 were approved as an accurate record.

15. PORT HEALTH AND ENVIRONMENTAL SERVICES DEBTORS - PERIOD ENDING 30 SEPTEMBER 2021

The Committee received a report of the Executive Director Environment regarding the Port Health and Environmental Services Debtors for the period ending 30 September 2021.

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

There were no questions.

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

There was one item of business.

The meeting closed at 12.52 pm

Chairman

Contact Officer: Leanne Murphy
leanne.murphy@cityoflondon.gov.uk

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	Jan 2022	<p>The Minories Electric Vehicle Charging for the Middlesex Street residents is in place and has been advertised on the Estate website since 28 October 2021. There have been no applications sent through by the Estates team to the Car Parking team for any car park access cards to date.</p> <p>Officers shared information regarding costs across London.</p>
	15 January 2019	Measurement and mitigation options for operational rail noise from London Underground affecting the Barbican Estate	Executive Director of Environment	Ongoing	<p>Members and Officers met with LUL's Head of Track and Head of Line Operations on 2 September to discuss further mitigations for residents of the Barbican Estate affected by noise from the subsurface lines. A number of investigatory actions were committed to, and the outcome of those investigations are detailed in a letter from Duncan Weir to the Chairman, circulated to Members. A number of actions have been carried out by LUL over recent years to reduce the noise and vibration experienced by residents such as rail grinding, replacement of ballast, sleepers, rails joints and insulated block joints. However, LUL have now confirmed that points 35 A/B that are the main noise source for Brandon Mews cannot be moved, replaced or removed due to operational requirements.</p> <p>The Chairman of PHES and Chair of Policy & Resources have</p>

					again written to LUL and an on-site meeting with Nikki Aitken MP has been arranged.
3.	27 September 2021	Busking at Southwark	Director of Markets and Consumer Protection	Ongoing	Following the two meetings between Members, Officers, residents and Southwark, Members requested that Southwark be pushed to enforce on noise nuisance and take resident concerns seriously. An update at the next meeting was requested.
4.	27 September 2021	Lighting Guidance Note	Planning and Development Director	Ongoing	A Lighting Guidance Note is in development and would be shared with Members when it was finalised. In the meantime, Officers agreed to provide some paragraphs for Members to share and continue to work on the Planning Guidance Note.

**Port Health & Environmental Services
Work Programme 2022**

Standing Items

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

18 January 2022	<ul style="list-style-type: none"> • 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 • <i>DBE Service Changes & Budget Proposals</i> • <i>Proposed Charges for Street Cleansing, Waste Collection and Public Conveniences 2022/23</i>
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 • Commercial Environmental Health Service Plan • Risk Management - Periodic Update Report • Business Plan Progress Update P3/Year End 21/22 • <i>Environment Act 2021</i> •
26 July 2022	<ul style="list-style-type: none"> • TBC
27 September 2022	<ul style="list-style-type: none"> • Business Plan Progress Update P1 22/23 Apr-Jul – Environment Department • Risk Report – Environment Department
29 November 2022	<ul style="list-style-type: none"> • 50th City of London Thames Fishery Research Experiment

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Committee(s): Port Health & Environmental Services Committee	Dated: 18 January 2022
Subject: Business Plans 2021/2022: Progress Report (Period 2: Aug-Nov 2021)	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: Executive Director Environment	For Information
Report authors: Jim Graham Gerry Kiefer Joanne Hill	

Summary

This report provides an update on progress made during Period 2 (August - November) against the High-Level Business Plans 2021/22 for the following service areas which fall within the remit of your Committee:

- Cleansing Services (Appendix 1)
- Cemetery and Crematorium (Appendix 2).
- Port Health and Public Protection (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 service area were approved by your Committee in January 2021.
2. The Business Plans set out each service area's key aims, objectives and performance measures for 2021/22.
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.

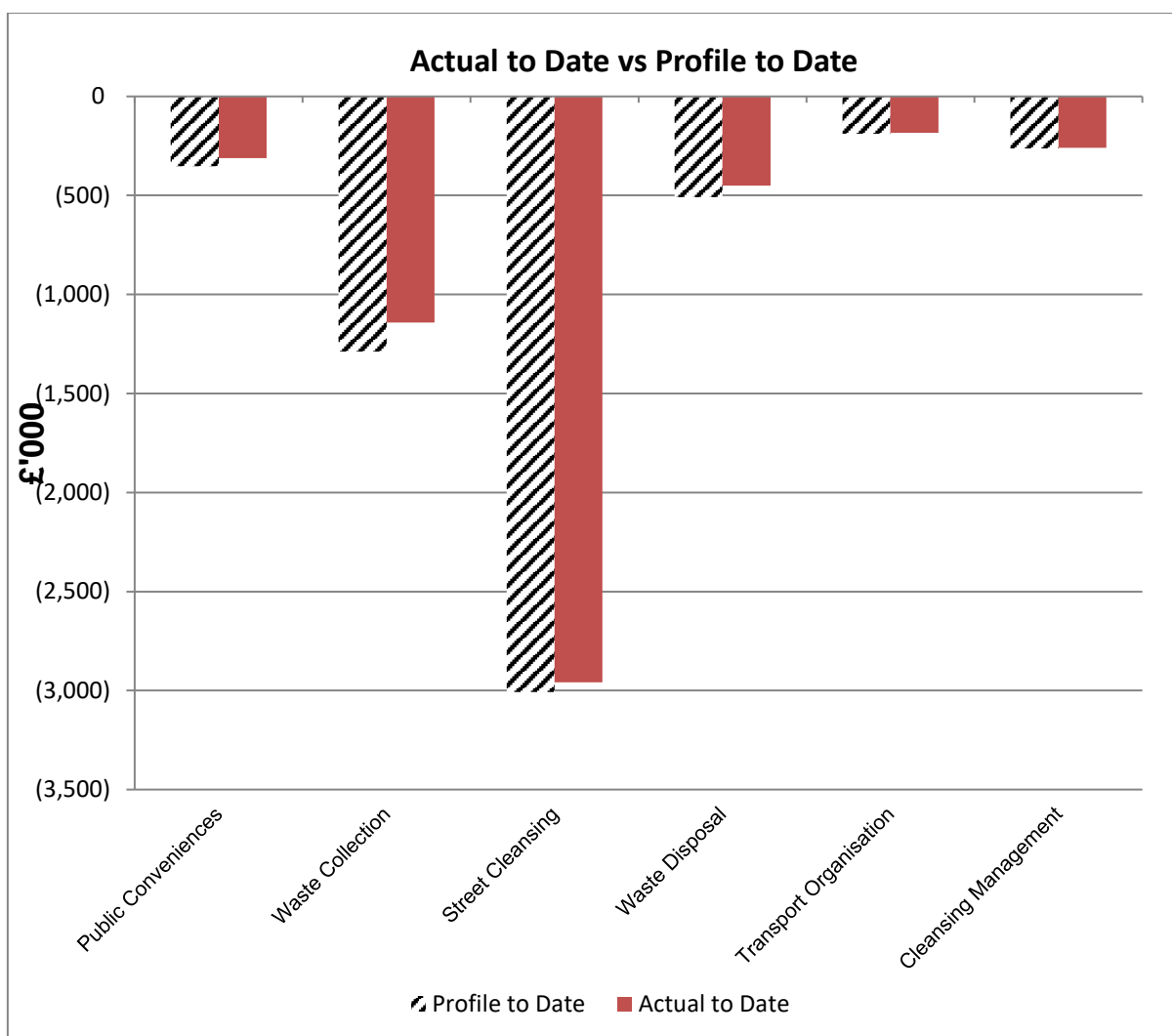
Cleansing Services

Current Position

4. The focus of the Cleansing Service during this period has largely remained dealing with the Covid-19 outbreak along with managing the new service model that was necessitated by the 2021/22 budget changes.
5. The electric Refuse Collection Vehicle (RCV) fleet that was delivered in the first half of the year are currently performing reasonably well and contributing towards the City's carbon reduction and air quality targets. Full comparative details of this performance are currently being collated.
6. A joint campaign with Smokefree City and Hackney (part of the NHS Trust) has been carried out during this period with stickers on all butt bins directing smokers to free cessation services available on the NHS. The Cleansing Service will continue to support this work during their "New Year, New You" campaign in January 2022.
7. Detailed outcomes against the performance indicators are provided in Appendix 1c and our infographics are provided in Appendix 1a.

Financial Information

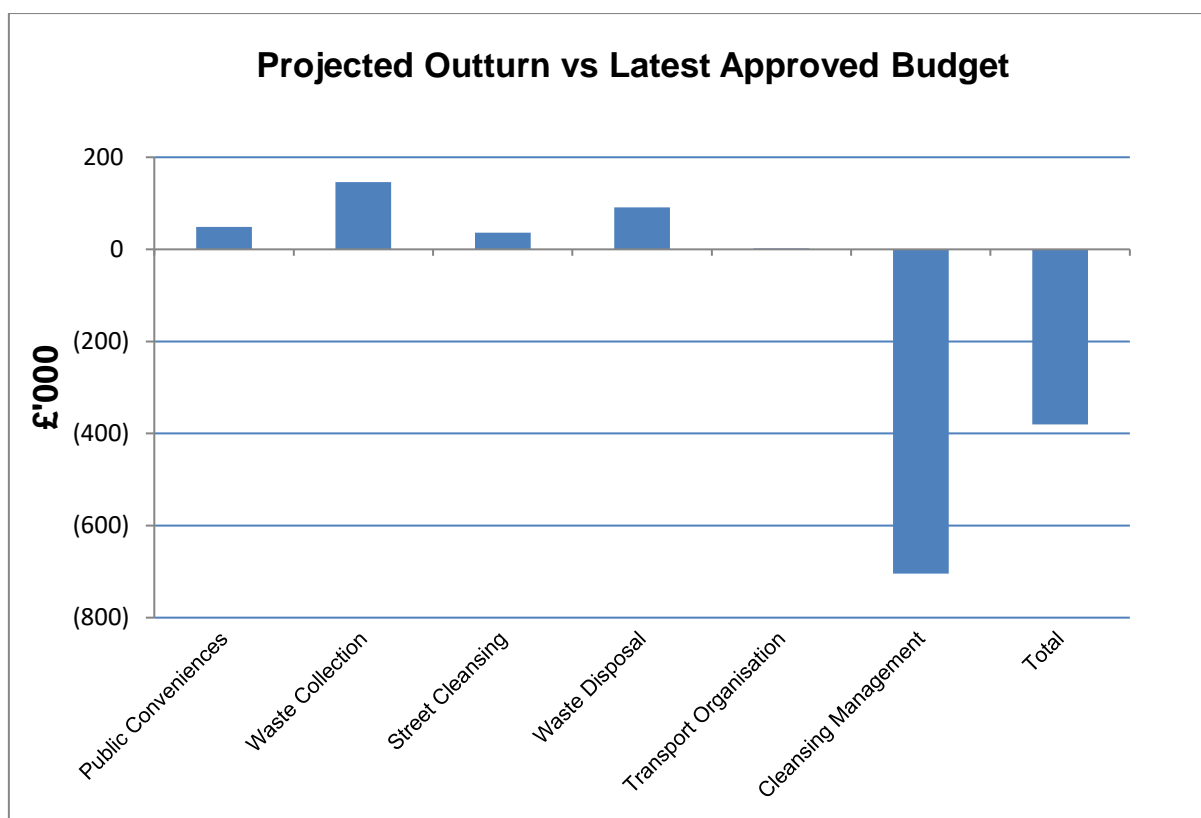
8. The end of November 2021 monitoring position for the Cleansing Services of Environment Department within Port Health & Environmental Services Committee is provided at Appendix 1b. This shows a net underspend to date for the Service of £302k (5.4%) against the overall local risk budget to date of £5.608m for 2021/22.



Notes:

1. Graph shows the actual local risk net position against the profiled budget to date for each Division.
2. A position above the baseline shows overall net income.
3. A position below the baseline shows overall net expenditure.
4. Cleansing Services total actual to date net exp of £5.306m is £302k under the profiled budget to date of £6.608m.

9. Overall the Executive Director Environment is currently forecasting a year end overspend position of £380k (5.0%) for her City Fund Cleansing services.



Notes:

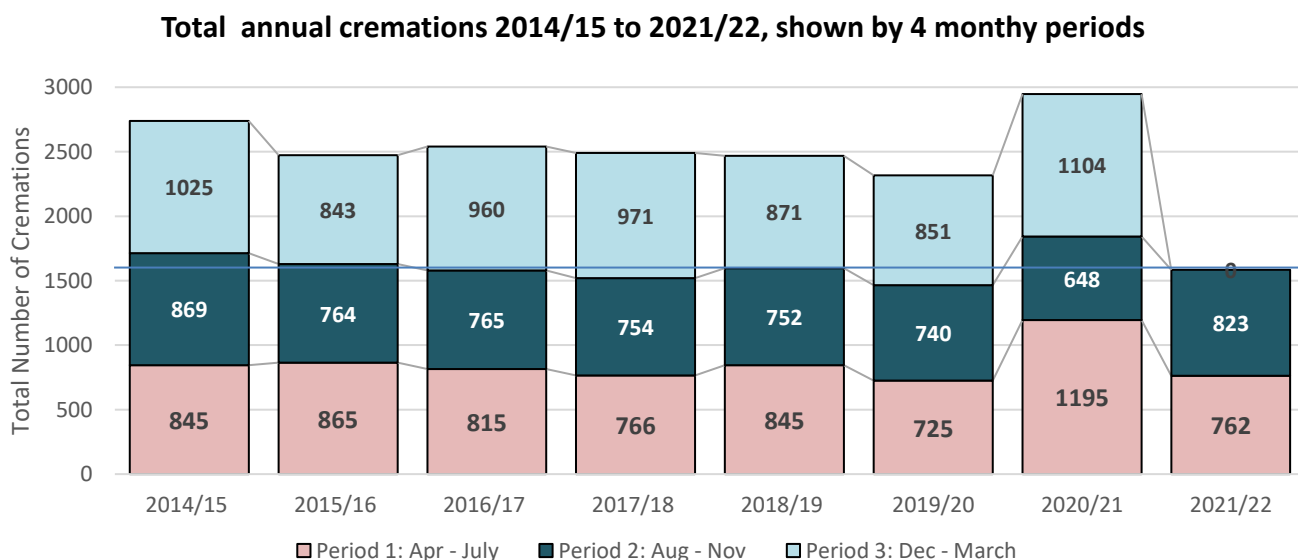
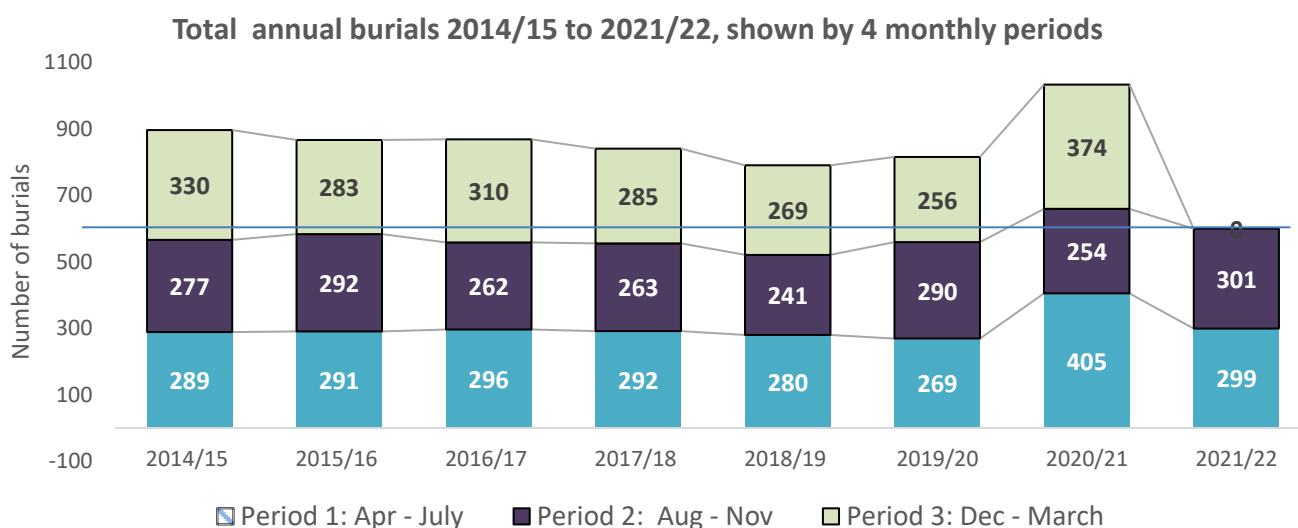
1. Zero is the baseline latest approved budget for each Division of Service.
2. Graph shows projected outturn position against the latest approved budget.
3. A variance above the baseline is favourable i.e. either additional income or reduced expenditure.
4. A variance below the baseline is unfavourable i.e. additional expenditure or reduced income.
5. Overall the Service is forecasting an overspend of £380k at year end - see para 12

10. The reasons for the significant budget variations are detailed in Appendix 1b, which sets out a detailed financial analysis of each individual division of service relating to this Committee, for the Cleansing services the Executive Director Environment manages.
11. The better than budget position at the end of November 2021 is mainly due to staff vacancies and lower than anticipated equipment and materials costs.
12. The Executive Director Environment anticipates that these underspends to date will continue to year end, and will be supplemented by additional commercial waste royalty income and a transfer from the Landfill Allowance Trading Scheme (LATS) reserve, but will be offset by the 12% savings still to be delivered, bringing the budget position for Cleansing Services to an overspend.
13. The Executive Director is continuing to review all opportunities to further reduce the projected overspend.

Cemetery & Crematorium

Current Position

14. At the end of Period 2 the Cemetery and Crematorium remains busy and operating at levels similar to the same period in previous years, excluding 2020/21, with burials and cremations slightly up on the 7 year average at this period (excluding 2020/21).

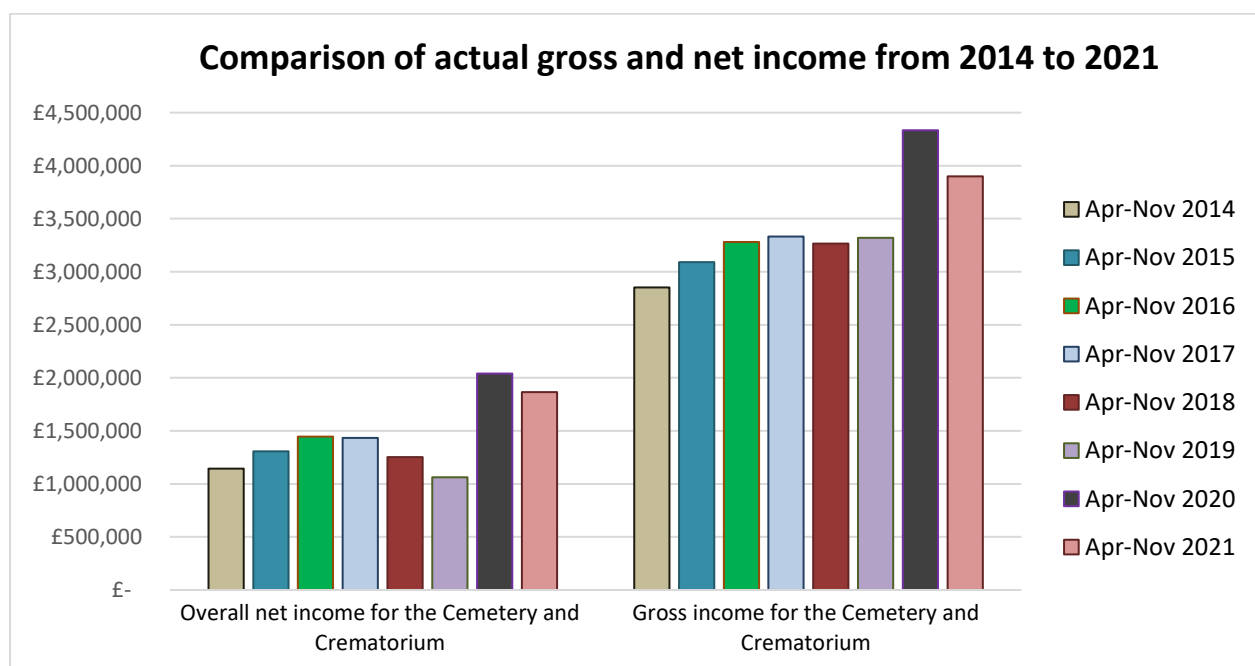


15. Details of our performance against our performance measures is attached as Appendix 2a.

16. Funeral streaming remains popular since its introduction in February and from 1 August to 30 November we carried out 184 webcastings (live streaming) services.

Financial Information

17. Income levels are slightly above budget profiles as there has been an increase in burials in new graves and cremations and an increase in new dedications within the memorial gardens in this period.
18. Expenditure is slightly below budget, mainly arising from staff shortages, supply chain issues delaying inhouse projects and provision of new equipment and vehicles
19. The forecast net budget position is approx. £300k (additional net income) above its year end forecast position. However, there is much uncertainty regarding the death rate (and resulting burials and cremations) over the rest of this year which will impact on the year end income position. In addition, the moratorium on permanent staff recruitment is impacting on staffing levels and there would be some capacity concerns should there be a significant increase in service demand.
20. The table below shows the actual gross and net income for previous financial years 2014/15 through to this year. More detailed financial information is shown in appendix 2b.



Port Health and Public Protection Service (PH&PP)

Current Position

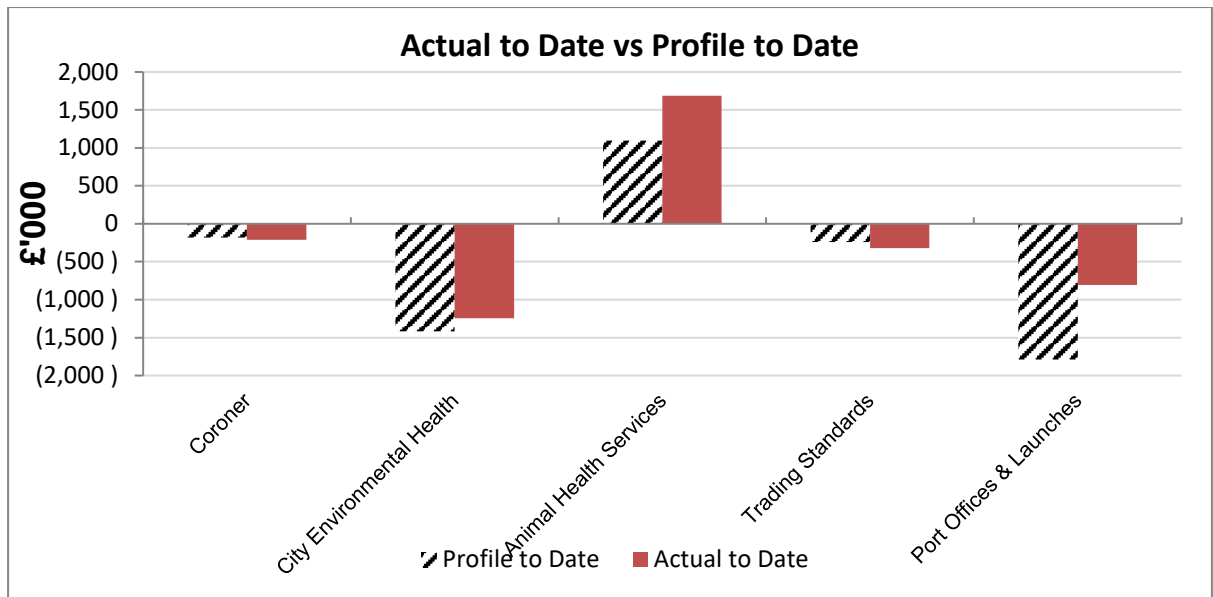
21. In order to provide further information on the work undertaken and achievements of PH&PP teams during Period Two, a summary of the enforcement activity carried out is provided at Appendix 3c. Key points include:
- Members of the Commercial Environmental Health Team spent a considerable amount of time and effort helping businesses to understand

COVID-related requirements and encouraging them to commit to good practices.

- The Pollution Control Team continued to collaborate with TfL, utilities contractors and other local authorities to develop a single approach to managing TfL street works in the City with the aim of reducing disruption and disturbance.
- The Air Quality Team met with Defra officials to discuss potential new powers for dealing with non-transport sources of pollution.
- The Animal Health Team took on some new contracts with authorities in the Greater London area and home counties and is looking into opportunities for others.
- The Trading Standards prosecution of a fraudulent accountancy company concluded in August. The main Director was found guilty and received an 18-month suspended prison sentence and was banned from being a company Director for 6 years. The company are due to be sentenced in late December 2021.
- For the HARC, trade continues to remain high when compared to previous years. Although air travel has reduced as a consequence of the pandemic, more live animals are coming into the UK on fewer flights.
- For Port Health, trade for 2021 continues to remain high when compared to the 2020 (20% higher). The service continues to prepare for the impacts of Brexit and the Government has recently announced that border controls will now be phased in from July 2022 to November 2022.

Financial Information

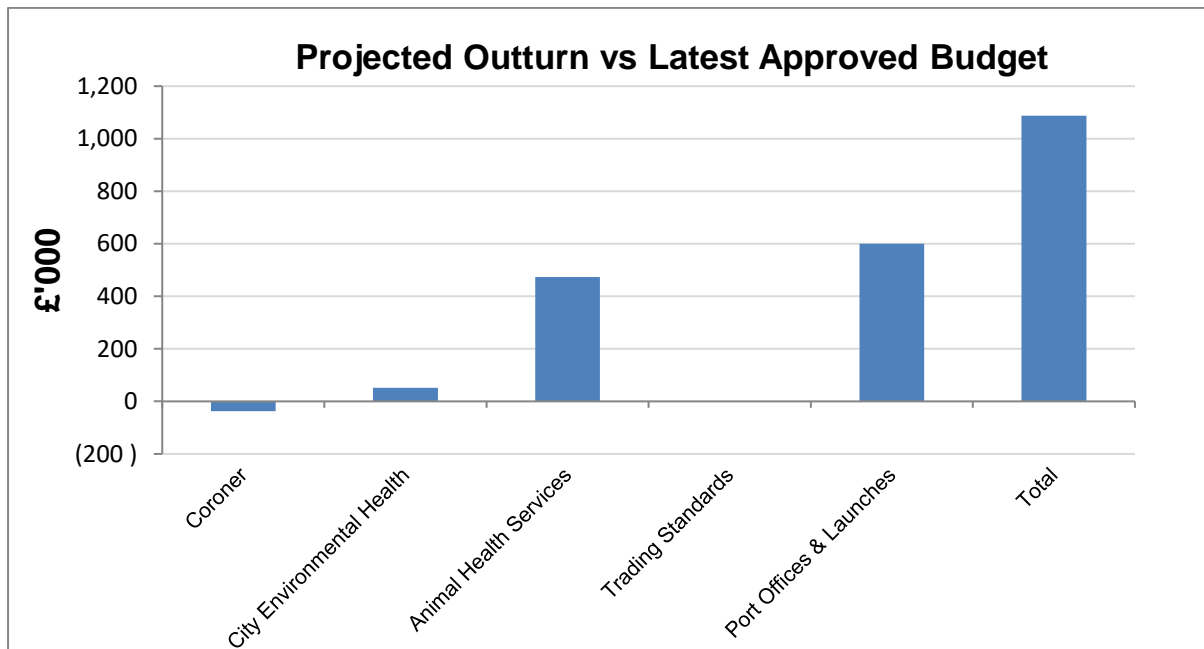
22. The end of November 2021 monitoring position for PH&PP services within Port Health & Environmental Services Committee is provided at Appendix 3d. This shows a net underspend to date for the Service of £1.632m (64.5%) against the overall local risk budget to date of £2.530m for 2021/22.



Notes:

1. Graph shows the actual local risk net position against the profiled budget to date for each Division.
2. A position above the baseline shows overall net income.
4. A position below the baseline shows overall net expenditure.
5. PH&PP total actual to date net expenditure to date of £898k is £1.632m under the profiled budget to date of £2.530m.

23. Overall, the Executive Director Environment is currently forecasting a year end underspend position of £1.088m (47%) for her City Fund PH&PP services.



Notes:

1. Zero is the baseline latest approved budget for each Division of Service.
2. Graph shows projected outturn position against the latest approved budget.
3. A variance above the baseline is favourable i.e. either additional income or reduced expenditure.
4. A variance below the baseline is unfavourable i.e. additional expenditure or reduced income.
5. Overall the Department is forecasting an underspend of £1.088m at year end.

24. The reasons for the significant budget variations are detailed in Appendix 3d, which sets out a financial analysis of each individual division of service relating to this Committee, for the PH&PP services the Executive Director Environment manages.
25. The better than budget position at the end of November 2021 is mainly due to additional income at the Ports and Heathrow Animal Reception Centre as a result of sustained high levels of throughput, together with additional income from the Construction/Deconstruction Levy and vacancies across the Service.
26. The Executive Director Environment anticipates that this current better than budget position will largely continue to year end, although will be partly offset by the 12% savings still be allocated and a reduction in grant income (reflecting lower than budgeted Brexit-related staffing costs at the Ports).

Corporate & Strategic Implications

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.

Financial implications – Financial implications are addressed within the earlier section of this report, with further detail included in the appendices.

Resource implications – None.

Legal implications – None.

Risk implications – The Risk Register for each service area includes any risks which are linked to the delivery of its High-Level Business Plan.

Equalities implications – None.

Climate implications – None.

Security implications – None.

Appendices

- Appendix 1a – Cleansing Infographics Aug-Nov 2021
- Appendix 1b – Cleansing finance information Aug-Nov 2021
- Appendix 1c – Cleansing Business Plan update Period 2

- Appendix 2a – Cemetery & Crematorium, 2021/22 Performance Measures.
- Appendix 2b – Cemetery & Crematorium, Finance information Period 1 & 2

- Appendix 3 - Port Health & Public Protection, Business Plan Progress Summary, Period 2 2021-22
 - a) Progress against operational performance indicators
 - b) Progress against key improvement objectives
 - c) Enforcement activity
 - d) Financial information

Background Papers

Revenue and Capital Budgets and High-Level Summary Business Plans 2021/22
(PH&ES Committee, 20 January 2021)

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0.17%

Percentage of land having unacceptable levels of detritus
Target 5%



Cleansing VES fleet
CO₂ Kg
Target

Public Toilets
usage for the period
58,994

Target 198,000



Aug 21 - Nov 21
31.34%

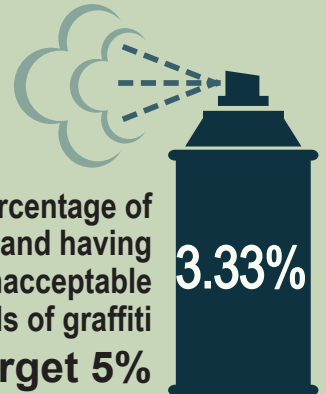
Percentage of household waste sent for reuse, recycling and composting

Target 30%



Aug 21 - Nov 21

**WATER
BOTTLES
SAVED**
0

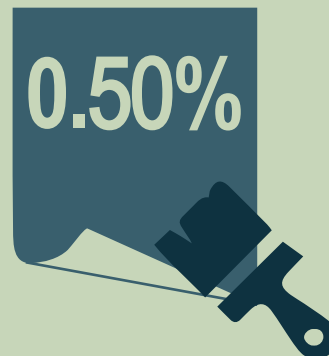


Percentage of land having unacceptable levels of graffiti
Target 5%

3.33%

Number of members in the scheme

Target 80



0.50%

Percentage of land with unacceptable levels of fly-posting
Target 5%



Community Toilet Scheme

Target 75



members in the scheme

64

Up 4



Number of members in the scheme

248

Target 300



Clean Streets Partnership



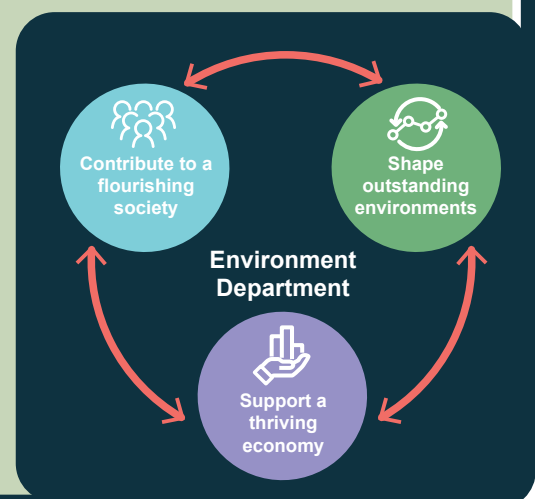
1.17%

Percentage of land assessed as having unacceptable levels of litter
Target 5%



Kilograms per household of waste collected

Target below 125kg



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Cleansing Local Risk Revenue Budget - 1st April to 30th November 2021
(Expenditure and unfavourable variances are shown in brackets)

Appendix 1b

	Latest Approved Budget 2021/22 £'000	Budget to Date (Apr-Nov)			Actual to Date (Apr-Nov)			Variance Apr-Nov £'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>								
Public Conveniences	(502)	(377)	25	(352)	(327)	15	(312)	40
Waste Collection	(2,012)	(1,508)	219	(1,289)	(1,420)	278	(1,142)	147
Street Cleansing	(4,531)	(3,242)	234	(3,008)	(3,204)	245	(2,959)	49
Waste Disposal	(926)	(941)	432	(509)	(886)	436	(450)	59
Transport Organisation	(265)	(225)	37	(188)	(217)	33	(184)	4
Cleansing Management	628	(262)	0	(262)	(259)	0	(259)	3
TOTAL PORT HEALTH & ENV SRV COMMITTEE	(7,608)	(6,555)	947	(5,608)	(6,313)	1,007	(5,306)	302

Forecast for the Year 2021/22			Notes
LAB £'000	Forecast Outturn £'000	Better / (Worse) £'000	
(502)	(453)	49	1
(2,012)	(1,866)	146	2
(4,531)	(4,495)	36	3
(926)	(835)	91	4
(265)	(263)	2	
628	(76)	(704)	5
(7,608)	(7,988)	(380)	

Notes:

- 1. Public Conveniences** - projected underspend is mainly due to Community Toilet Scheme payments not required this year as a result of COVID-19.
- 2. Waste Collection** - projected underspend is mainly due to additional commercial waste royalty for 2020/21, together with staff vacancies.
- 2. Street Cleansing** - projected underspend is due to staff vacancies and lower than anticipated equipment and materials costs, partly offset by contract price inflation uplift.
- 3. Waste Disposal** - projected underspend due to a reduction in residual waste disposal costs based on current throughput.
- 4. Cleansing Management** - projected overspend is due to TOM savings still to be identified, partly offset by staff vacancies and a drawdown from the LATS reserve to offset the overall department shortfall.

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Appendix 1c – Business Plan update Period 2

1. During Period 1 (August 21 to November 21) 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 performance against NI191 (the amount of residual domestic waste per household) performing well against target (114.17kg per household against a target of 125kg per household).
3. NI192 (percentage of domestic waste recycled) is above target for the period at 31.34% 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.
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 the revised target when measured in October 2021, with all elements of the survey meeting the required standards of cleanliness. The City's overall score of 1.92% for all areas compares well to previous years. These were the first inspections were carried out after the service was changed in April 2021 and the targets revised upwards to 5% to take account of this.
5. Due to Covid-19 the attended Public Conveniences have seen reduced usage for this period. The facilities at Tower Hill and Paternoster have reopened (with safety precautions being taken) in order to serve the main tourist attractions. Usage has considerably been lower than previous years.
6. The indicator relating to the fleet carbon is being developed. Due to Covid-19 we have not been able to obtain fully robust and reflective data for this period and therefore have not been able assign accurate targets for this report.
7. The water refill points were returned to service on the 19 July 21 and full usage data will be provided as soon as it available. The Community Toilet Scheme, the Clean Streets Partnership and the Clean City Awards Scheme have all been negatively affected by Covid-19.

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Appendix 2a – Cemetery & Crematorium Performance Measures

Performance Measures	2019/20 Actual (annual)	2020/21 Actual (annual)	2021/22 Target (annual)		April – Nov 2019 (actual)	April – Nov 2020 (actual)	April – Nov 2021 (actual)
Maintain our market share of burials in relation to the Cemetery & Crematorium's seven neighbouring Borough's.	7.1%	7.7%	8%		7.7%	7.8%	8.1%
Maintain our market share of cremations in relation to the Cemetery & Crematorium's seven neighbouring Borough's.	22.0%	20.5%	23%		20.21%	20.8%	21.4 %
The number of burials.	815	1033	815		559	659	600
The number of cremations.	2,528	2,947	2,316		1,465	1,843	1,585
Achieve the gross income target for the Cemetery and Crematorium (OSD local risk only) £	5,157,686	6,976,516	5,297,000		3,320,113	4,335,000	3,899,065
Achieve the overall net income target for the Cemetery and Crematorium (OSD local risk only) £	1,757,472	3, 577,681 (readjusted budget)	1,877,000		1,062,304	2,041,000	1,865,431
Number of 'no service' cremations	60	176	70		33	N/A	21
Average % of early time slots taken up	48%	89.6%	28%		16.2%	N/A	41%
Amount of gas used to heat the Modern Crematorium - kWh	23,126 kWh	22,812 kWh	21,500 kWh		40,001 kWh	N/A	8,250 kWh
Energy generation from Solar Power - electricity in kWh	25,126 kWh	26,122 kWh	25,000 kWh		12,237 kWh	N/A	16,654 kWh
% abated cremations	54.1%	51.4%	100%		N/A	N/A	100%

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Appendix 2b

Department of Port Health & Environmental Services Local Risk Revenue Budget - 1st April - 30th November 2021

(Income and favourable variances are shown in brackets)

	Latest Approved Budget 2021/22 £'000	Budget year to date (Apr-Nov)			Actual year to date (Apr-Nov)			Variance Apr-Jul £'000	Forecast for the Year 2021/22			
		Gross Expenditure £'000	Gross Income £'000	Net Income £'000	Gross Expenditure £'000	Gross Income £'000	Net Income £'000		LAB £'000	Forecast Outturn £'000	Over / (Under) £'000	Note
Open Spaces (City Fund) City of London Cemetery and Crematorium	1,868	(2,329)	3,529	1,200	(2,040)	3,899	1,859	659	1,868	2,163	295	
TOTAL PORT HEALTH AND ENVIRONMENTAL SERVICES COMMITTEE LOCAL RISK	1,868	(2,329)	3,529	1,200	(2,040)	3,899	1,859	659	1,868	2,163	295	

Notes:




1. Cemetery forecast is approx. £300k above target. There was a peak for the first 4 months of the year, however it is uncertain whether funeral numbers will continue on its current trend or drop away significantly, which would reduce the current income surplus. The Cemetery & Crematoriums capacity to service increased numbers of burials and cremations could also affect income levels.

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Performance Management Report 2021-22
Period Two: 1 August – 30 November 2021

Port Health and Public Protection Division

Progress against Operational Performance Indicators



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

Appendix 3a

			Actual 2020-21		Target 2021-22	Actual 2021-22		Status
			Period 2	Period 3		Period 1	Period 2	
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) <i>(revised indicator for 2021/22)</i>	N/A	N/A	85%	52%	73%	☹️
		b) High Risk Products of Non-Animal Origin (PNAO)	96%	96%	85%	97%	98%	😊
PI 2	Port Health Proportion of imported food and feed consignments (Products of Non-Animal Origin - PNAO) subjected to documentary controls within five days.		70%	98%	85%	96%	95%	😊
PI 1a: The requirement for enhanced checks on Brazilian imports continues to impact clearance rates at London Gateway. At London Gateway, 72% of 4,009 consignments met the target (81% of 2,374 non-Brazilian and 59% of 1,635 Brazilian consignments); At Tilbury, 74% of 43 consignments met the target. PI 1b: At London Gateway, 97% of 3,100 consignments met the target; At Tilbury, 96% of 90 consignments met the target.								

Appendix 3a

		Actual 2020-21		Target 2021-22	Actual 2021-22		Status
		Period 2	Period 3		Period 1	Period 2	
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 of 31 March 2013.	N/A	End of year result: Improved profile	Improved profile	N/A	N/A	-
PI 4	HARC Less than 1% of missed flights for transit of animals caused by the Animal Reception Centre (ARC).	0%	00%	<1%	0%	0%	😊
PI 5	Pollution Team Proportion of justifiable noise complaints investigated which result in a satisfactory outcome.	89.3%	81.9%	90%	96%	99%	😊
PI 6	Trading Standards Respond to all victims of investment fraud identified to the Trading Standards Service within five working days to advise on the risk of repeat targeting, assess the need for Safeguarding interventions for vulnerable adults and initiate the Safeguarding process where appropriate.	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.	N/A	End of year result: 100%	100%	N/A	N/A	-
<p>PI 3: Annual indicator. The purpose of this indicator is to show an overall improvement in the FHRS rating profile across all City food establishments by the end of the year. The target cannot be expressed as a specific percentage since any increase will indicate achievement.</p> <p>PI 5: The percentage of total justified noise complaints investigated resulting in noise control, reduction to an acceptable level and/or prevention measures; complaints may or may not be actionable through statutory action.</p> <p>PI 7: Annual indicator.</p>							

	All PH&PP Service areas	Actual 2020-21		Target 2021-22	Actual 2021-22		Status
		Period 2	Period 3		Period 1	Period 2	
PI 8	a) 90% of debts to be settled within 60 days.	82.9%	72.3%	90%	80.8%	83.8%	
	b) 100% of debts settled within 120 days.	89.9%	94.8%	100%	90.6%	95.7%	
<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 debtors with debts more than 120 days old are being actively pursued.</p>							

Progress against Port Health & Public Protection key improvement objectives
Period Two 2021-2022

Ref:	Objective	Progress to date
1.	Implement alternative, more efficient methods of delivery across all the services we provide to make the required savings, by reducing expenditure and increasing income.	Period Two <ul style="list-style-type: none"> Ongoing.
2.	Implement actions arising from the new Target Operating Model and provide open and early communication to all employees.	Period Two <ul style="list-style-type: none"> Early engagement with staffing groups has been completed. The division, as part of the Environment Department, is currently going through the TOM process and early informal discussions have been held with the relevant Committee Chairs and their Deputies. Further information is planned to go to Committees later this financial year.
3.	The Public Protection Team will continue to support businesses as they recover from the COVID-19 pandemic and associated restrictions, through the City's Al Fresco Eating and Drinking Policy; the COVID Compliant Accreditation Scheme; and the provision of relevant information to the public on the City's website.	Period Two <ul style="list-style-type: none"> The hospitality sector continues to be supported by the provision of space for al fresco eating and drinking, with all renewed and new licences being issued until September 2022. Officers continue to engage with and support business via face-to-face and remote meetings to understand and offer support where challenges arise. Information is updated and provided to City businesses as it evolves. The Commercial Environmental Health Service Plan 2021-2023 was approved by the PH&ES Committee in November 2021. The Plan continues to focus on: <ul style="list-style-type: none"> <i>assisting City businesses' recovery;</i> <i>undertaking local Track & Trace work with the City & Hackney Public Health Team; and</i> <i>carrying out increasingly large numbers of Food Hygiene inspections.</i> The COVID Compliant Accreditation Scheme is no longer being actively promoted actively.
4.	Plan for the phased introduction of border controls on live animals and high-risk products of food and feed and implement appropriate operational processes.	Period Two PORT HEALTH <ul style="list-style-type: none"> The new Border Operating Model was published in November 2021 and introduces a further phasing of border controls between July and November 2022. Defra has confirmed funding for 2021/22 of £1.696M, with further funding for Q1 of 2022/23 still to be determined. The Service continues to work closely with port operators, traders and government to ensure readiness.

Ref:	Objective	Progress to date
		<p>HARC</p> <ul style="list-style-type: none"> • Live animal controls will not be implemented before July 2022, with further information on border controls to follow. • The Service also continues to work with the airport, stakeholders and government bodies to ensure readiness.
5.	Investigate and develop new business models for Port Health and the Heathrow Animal Reception Centre to capitalise on opportunities that arise as a result of Brexit .	<p>Period Two</p> <p>PORT HEALTH</p> <ul style="list-style-type: none"> • Discussions with government agencies and other Port Health Authorities are ongoing. <p>HARC</p> <ul style="list-style-type: none"> • Discussions with the airport and government agencies are ongoing.
6.	Improve air quality and manage the risk to our residents and stakeholders. Work with third parties to influence London-wide and national strategies.	<p>Period Two</p> <ul style="list-style-type: none"> • Air quality data for 2020 revealed that 93% of the Square Mile met the target for nitrogen dioxide, 4 years ahead of its target. • Meetings were held with Defra officials to discuss options for powers to manage emissions of air pollutants from non-transport sources of pollution.
7.	Heathrow Animal Reception Centre (HARC) will explore income generation opportunities and contracts with partner organisations at the airport.	<p>Period Two</p> <ul style="list-style-type: none"> • Discussions with Heathrow Airport Limited and other stakeholders are ongoing.
8.	The Commercial Environmental Health Team will focus on delivery of the food and health and safety interventions in its annual Service Plan.	<p>Period Two</p> <ul style="list-style-type: none"> • The Service Plan to March 2023 covering the work of the Commercial Team was approved by PH&ES Committee on 23 November 2021. The Plan includes an increasing amount of: <ul style="list-style-type: none"> ◦ food hygiene inspections as part of the FSA's "Reset Programme" for local authorities; and ◦ health & safety interventions on Cooling Towers sites • Work towards the Plan has commenced.
9.	Undertake the actions identified in the Department's Equality, Diversity and Inclusion Action Plan.	<p>Period Two</p> <ul style="list-style-type: none"> • The main area highlighted for improvement in the Services' Equality Improvement Plan is to consider equalities in the procurement process and this will continue to be addressed. • Work on advancing trans-equality is being undertaken corporately and PH&PP will input into the process where possible.

**Port Health & Public Protection Enforcement Activity
Period 2 (August - November) 2021-22**

Food Safety	2020-2021 Annual Total	Period 2 2021-22 (Year to date totals are shown in brackets)
Programmed inspections	<u>Food Hygiene:</u> 110 <u>Food Standards:</u> 47	<u>Food Hygiene:</u> 182 (268) <u>Food Standards:</u> 68 (112)
Hygiene Emergency Closures	0	0 (1)
Voluntary closures	0	0 (0)
Complaints & service requests received	538	179 (832)
Notices served	0	0 (1)
Prosecutions	0	0 (0)

Health & Safety	2020-2021 Annual Total	Period 2 2021-22 (Year to date totals are shown in brackets)
Programmed Cooling Tower inspections	10	13 (21)
Other H&S Inspections	0	0 (0)
H&S Project visits	0	0 (0)
Accident and dangerous occurrences notifications	65	68 (90)
Complaints & service requests received	700	168 (809)
Notices	2	0 (0)
Prosecutions	0	0 (0)

Port Health & Public Protection Enforcement Activity Period 2 (August - November) 2021-22

Period 2 – Commercial Team Highlights (Food Safety and Health & Safety)

- The phased approach to the delivery of business as usual, laid out in the 2020-21 [Service Plan](#) has continued. The Service Plan has now been updated to reflect the further stages outlined in the [FSA Recovery Plan](#) (for local authorities).
- This period is the first full period beyond Step 4 of the Government's Coronavirus Roadmap. A good deal of the Team's time has still been required to help explain requirements to businesses and to encourage them to commit to good practices, such as in their risk assessment processes; testing of their workforce; and, ensuring vaccine uptake is encouraged.
- With Public Health colleagues the Team has helped deliver further webinars to City & Hackney businesses on the necessary requirements.
- The Covid Compliance Accreditation Scheme (CCAS) came to an end during Period Two. The link to the City's £50m Covid Recovery Grant Fund helped ensure uptake was brisk but many businesses did not pursue their accreditation, especially once Step 4 arrived. The scheme itself would have needed to change markedly at that time, as many specific requirements were removed.
- Contact tracing work has increased as transmission rates have risen; the work remains a key component in preventing and managing outbreaks and incidents, but the decision has been taken to utilise a single service across City & Hackney.
- A team member continues to provide regular fish quality inspection work to Billingsgate Market, and this has been extended to provide some cover at Smithfield Market following the retirement of the Senior Authorised Officer.
- Two Coroner's Inquests referred to in the previous update report concluded during Period Two. [A Prevention of Future Deaths Report](#) has been produced by HM Coroner in relation to the Fishmongers' Hall Inquests.
- Primary Authority Partnership work has developed with advice given on allergen labelling and the latest requirements for 'prepacked for direct sale' foods; some audit work across the UK for a retailer; the further development of the London Primary Authority regional group; and, the development of advice for a gym company in relation to the 'unstaffed' model of work.
- At the recent Celebrating our People Awards 2021, a team member received the Exceptional Colleague Award and the overall Town Clerk's Award.

Port Health & Public Protection Enforcement Activity Period 2 (August - November) 2021-22

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 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)
	30 July 2021	1356 (80%)	193 (11%)	66 (4%)	37 (2%)	15 (<1%)	2 (<1%)	1703* (incl. 34 awaiting inspection)
	30 November 2021	1386 (82%)	181 (11%)	61 (4%)	21 (1%)	12 (<1%)	2 (<1%)	1695* (incl. 32 awaiting inspection)

***N.B.** In addition to the 1695 businesses included in these statistics, there are currently a further 47 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

These businesses were rated '0' on 30 November 2021 (the last working day of the period); food businesses will have taken some action to improve and some have been since been re-inspected.

Premises	Details
City Izakaya Retail Unit 46 Moorgate, London, EX2R 6EL	This business remains closed and has been since emergency prohibition action was taken. There were indications of plans to reopen over the summer, but this did not happen.
Indochine 62 Fleet Street London EC4Y 1JU	The premises reopened after enforcement action was taken to close it. The business operator had taken steps to improve pest proofing and reduce pest activity and the situation has improved markedly. The next full hygiene inspection is due at the end of January.

Port Health & Public Protection Enforcement Activity Period 2 (August - November) 2021-22

Trading Standards	2020-21 Annual Total	Period 2 2021-22 (Year to date totals are shown in brackets)
Inspections and visits	32	11 (28)
Complaints & service requests received	3,050	1,026 (2,077)
Acting as a responsible authority for Licensing Applications	29	23 (46)
Prosecutions	0	1 (2)

Period 2 – Trading Standards Team Highlights

- The prosecution of a fraudulent accountancy company concluded on 12 August 2021 following an intense four-week trial at Southwark Crown Court. The main Director was found guilty and received an 18-month suspended prison sentence and was banned from being a company Director for 6 years. The company are due to be sentenced in late December 2021. (<https://news.cityoflondon.gov.uk/accountancy-firm-boss-sentenced-for-advertising-non-existent-jobs/>).
- 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. There is a constant stream of complaints from victims who have lost significant sums of money to criminals who often claim to be based in The Square Mile. Trading Standards continue to support victims and try to help them recover losses through their bank. One recent success resulted in a victim recovering £40,000 as a direct result of our intervention.
- The Team was successful in fining a City-based letting agency £16,500 for its failure to have a client money protection scheme in place and also for failing to clearly display its pricing structure for clients.
- Following the Team's work to enforce legislation to prevent the sale of knives to anyone under 18 years of age, a major UK high street retailer has now removed knives from their shelves altogether.

Port Health & Public Protection Enforcement Activity Period 2 (August - November) 2021-22

Pollution	2020-21 Annual Total	Period 2 2021-22 (Year to date totals are shown in brackets)			
		Total	% Noise complaints resolved	Notices served	Prosecutions
Complaint investigations, noise	567	268 (517)	99%	2 (2)	0 (0)
Complaint investigations, other	88	38 (48)	N/A	N/A	0 (0)
Licensing, Planning and Construction Works applications assessed	428	292 (619)	N/A	N/A	N/A
No. of variations (to construction working hours) notices issued	833	459 (796)	N/A	1* (3*)	N/A

* COPA: Control of Pollution Act 1974. S61: [Prior consent for work on construction sites.](#)

Period 2 – Pollution Control Team Highlights

- The Team continues to deal with increasing numbers of enquiries. Construction sites have established safe working practices and have arrangements for COVID testing on site. The team, in collaboration with Public Health, has been encouraging testing and the use of the testing facilities available within the City.
- Members of the Team are now present in the City everyday with 40% staffing levels or greater. Between the Street Environment Officers and the Pollution Control Team members, a 24/7 service is being operated. Most operational practices now have a limited impact on performance. Visits, both external and internal, are undertaken following appropriate risk assessment. Less restricted working practices and a return to the City are likely to have contributed to the improved response times and satisfactory results.
- Work on the TfL project has continued. This is a collaboration with TfL, utilities contractors and other local authorities to develop a single approach to managing TfL street works. We are also engaged with contractors (primarily those dealing with gas, electricity, water and telecoms) to develop smarter working methods which will reduce disruption and disturbance by employing quieter ways of working, better programming, and developing monitoring systems to assist in the management of street works.
- Work on the major infrastructure projects continues. Crossrail, while not due to open until early 2022, is now undertaking the final operational testing: in effect, it is testing a full service provision with passengers. Thames Tideway Tunnel and the Bank Station Capacity Upgrade will continue into 2022/23 and both still have major work to complete.
- Collaboration between Southwark and the City of London Corporation continues regarding disturbance experienced by City residents as a result of busking on the Southbank. Officers, Members and residents continue to meet to discuss this issue. A draft busking leaflet has been circulated for approval and a site visit has been undertaken to look at current and future signage along the Southbank. A number of buskers have taken the opportunity to work with Southwark and the City to identify solutions.

Port Health & Public Protection Enforcement Activity Period 2 (August - November) 2021-22

Period 2 – Air Quality Team Highlights

During Period Two, the Team:

- Delivered an air quality pledge workshop and five new CityAir pledges were signed by businesses.
- Supported a University of London MSc student to undertake a dissertation on 'Understanding Citizen Scientists' motivations and GIS as an educational tool to monitor air quality in the Barbican area'. This was completed and submitted in September 2019 and scored a Distinction.
- Ran a London-wide advertising campaign for Idling Action including radio adverts, billboards, bus rears and petrol pump advertisements across 31 boroughs.
- Judged the submissions for the Clean City Award Scheme's Air Quality and Climate Change award.
- Organised and hosted the Air Quality and Health webinar with over 70 attendees.
- Contributed to the first Breathe London stakeholder panel.
- Submitted a bid for the Defra Air Quality grant, jointly with three other boroughs.
- Reviewed school action plans.
- Visited potential solid fuel suppliers and sent follow up letters sent if applicable
- Held meetings with Defra officials to discuss new powers for dealing with non-transport sources of pollution

Port Health & Public Protection Enforcement Activity Period 2 (August - November) 2021-22

Period 2 - Unlicensed Street Trading update

- Suicide Prevention work has continued. In September, an officer spoke with an individual on London Bridge, preventing him from acting upon suicidal thoughts and connecting him with a friend. At the end of November, an individual on Tower Bridge was reported to the CoL Police as having suicidal intentions; the specialised COL Police Officer subsequently provided further assistance to the person.
- Intelligence on crime trends around the Tower Bridge area, and other City Bridges, is shared with partners. Hays Galleria at 1 London Bridge has provided further insight and details on land ownership, assisting with the prosecution against illegal street traders in the vicinity of London Bridge.
- Section 101 agreements with the London Boroughs of Tower Hamlets and Southwark enable City officers to tackle illegal street traders on the City's Bridges and environs and officers have been actively engaged in enforcement. The latest enforcement activity and legal proceedings since the beginning of December are as follows:

Enforcement

- Two peanut trolleys were seized from London Bridge on Sunday 5 September and Sunday 12 September 2021.
- London Bridge City has provided further CCTV evidence for offences by a peanut trader on Friday 10 September and Saturday 11 September 2021. These cases are due to be heard on 18 January 2022 at CoL Magistrates Court as the defendant has pleaded not guilty.
- A warning was given to an ice cream seller for illegal trading at Minories on 4 October 2021.
- Two peanut trolleys were seized by Southwark Officers in the Tate Modern area (outside the Sect. 101 area).
- Eight peanut and ice cream selling offences were reported to Southwark Council (on the Sect. 101 border, no seizure).
- 10 peanut selling offences were reported to Tower Hamlets Council (on the Sect. 101 border, no seizure). One trolley was seized at Tower Hill station and one in the Tower of London area. Two Fixed Penalty Notices were issued by Tower Hamlets officers.
- Two homeless persons were referred to the Homelessness Prevention Team.
- 85 warnings were given to buskers outside the Tate Modern and in the area of the CoL School to reduce noise levels affecting the school and CoL residents.
- 23 buskers were moved from the CoL area, especially outside the CoL School near Millennium Bridge.
- Seven incidents of begging were cleared from London Bridge and within the CoL area.
- 14 warnings were given to individuals to desist from riding bicycle on bridges. The CoL police were involved in this.
- Metropolitan Police, British Transport Police and CoLP continue to work together to ensure a presence in the Tower of London area.
- All the above enforcement actions, including those by the Police, were a result of shared intelligence.

Legal Proceedings

- 29 September 2021: £1,500 fine (four counts); £2,513 costs; £150 victim surcharge for a peanut trader at City of London Magistrates Court.
- 18 January 2022: Case to be heard at COL Magistrates' Court for peanut trader (four counts).
- TBA: One charge against one trader for illegal selling of peanuts is being prepared by Southwark Council). One injunction being sought by Southwark Council against a peanut trader is currently being processed by Southwark's Legal Team (this has been delayed due to COVID-related backlog).

Port Health & Public Protection Enforcement Activity Period 2 (August - November) 2021-22

Animal Health & Welfare	2020-21 Annual total	Period 2 2021-22 (Year to date totals are shown in brackets)			
		Total	Warning letters	Notices served	Prosecutions
Heathrow Animal Reception Centre					
Throughput of animals (no. of consignments)	14,977 (consignments)	7,272 (14,599) consignments	13 (34)	0 (0)	0 (0)
Animal Health					
Inspections carried out	194	153 (371)	7 (7)	10 (20)	0 (0)

Period 2 – Animal Health Team Highlights

- The Team continues to successfully run the Local Authority Level 3 Certificate in Inspecting Licensable Activities Involving Animals, in conjunction with the National Pet College. ([Local Authority Training - National Pet College](#)).
- A complex ongoing investigation with the Royal Borough of Kingston upon Thames had a case management hearing at which a trial was set for dates in May and June 2022.
- The Team has taken on additional contracts in the Greater London area and home counties.
- The Team has provided services to several local authorities who approached them for their expertise. This has led to new opportunities where Officers have carried out ad-hoc contentious inspections for them and it is hoped to build on these relationships to create more work for the team in future.
- There are some potential new Primary Authority partnerships in the pipeline.
- Team changes: The Senior Animal Health Inspector will retire at the end of December but will remain as a consultant and help to deliver training in future. The trainee Animal Health Inspector has now progressed to a fully qualified Animal Health Inspector. The Team will soon be expanding with the recruitment of two new officers, one of whom is due to be in post by the end of December.

Period 2 – Heathrow Animal Reception Centre (HARC) Highlights

- Trade levels remain high when compared to previous years. Although air travel has reduced as a consequence of the pandemic, more live animals are coming into the UK on fewer flights.
- Susie Pritchard was welcomed back to the City of London as the new Assistant Director, Animal Health and Welfare.

Port Health & Public Protection Enforcement Activity Period 2 (August - November) 2021-22

Port Health	2020-21 Annual total	Period 2 2021-22 (Year to date totals are shown in brackets)			
		Total	Cautions	Notices served	Prosecutions
Products of Animal Origin Consignments – document checks	9,391	4,471 (8,499)	0 (0)	23 (47)	0 (0)
Products of Animal Origin Consignments – physical checks	6,099	2,326 (4,720)	0 (0)	8 (32)	0 (0)
Number of samples taken	709	292 (656)	N/A	254 (600)	N/A
Imported food Not of Animal Origin -document checks	30,145	11,597 (22,995)	0 (0)	128 (225)	0 (0)
Imported food Not of Animal Origin - physical checks	2,377	1,290 (2,828)	0 (0)	N/A	0 (0)
Number of samples taken	1,096	297 (605)	0 (0)	N/A	N/A
Food Safety inspections and revisits	44	42 (58)	0 (0)	0 (0)	0 (0)
Ship Sanitation Inspections and Routine Boarding of Vessels	21	26 (58)	N/A	0 (0)	N/A

Period 2 – Port Health Service Highlights

- Trade for 2021 continues to remain high when compared to the 2020: 20% higher.
- The new Border Operating Model was published in November 2021 and introduces a further phasing of border controls between July and November 2022.
- Defra has confirmed funding for 2021/22 of £1.696M, with further funding for Q1 of 2022/23 still to be determined.
- The service continues to prepare for the impacts of Brexit and the funding from Defra has enabled the service to grow from 40FTEs to 72FTEs, with a further 10 posts left to fill; offers have been made and active recruitment is ongoing. Staffing resource is based on projected EU throughput.
- The Service continues to work closely with port operators, traders and government to ensure readiness.

Department of Markets & Consumer Protection Local Risk Revenue Budget - 1st April to 30th November 2021
(Expenditure and unfavourable variances are shown in brackets)

	Latest Approved Budget 2021/22 £'000	Budget to Date (Apr-Nov)			Actual to Date (Apr-Nov)			Variance Apr-Nov £'000	Forecast for the Year 2021/22			Notes
		Gross Expenditure £'000	Gross Income £'000	Net Expenditure £'000	Gross Expenditure £'000	Gross Income £'000	Net Expenditure £'000		LAB £'000	Forecast Outturn £'000	(Over) / Under £'000	
<u>Port Health & Environmental Services (City Fund)</u>												
Coroner	(293)	(180)	0	(180)	(212)	0	(212)	(32)	(293)	(330)	(37)	
City Environmental Health	(1,912)	(1,624)	208	(1,416)	(1,547)	303	(1,244)	172	(1,912)	(1,860)	52	1
Animal Health Services	1,453	(2,093)	3,188	1,095	(2,019)	3,705	1,686	591	1,453	1,926	473	2
Trading Standards	(362)	(241)	0	(241)	(349)	29	(320)	(79)	(362)	(362)	0	
Port Offices & Launches	(1,194)	(3,484)	1,696	(1,788)	(3,234)	2,426	(808)	980	(1,194)	(594)	600	3
TOTAL PORT HEALTH & ENV SRV COMMITTEE	(2,308)	(7,622)	5,092	(2,530)	(7,361)	6,463	(898)	1,632	(2,308)	(1,220)	1,088	

Notes:

- City Environmental Health** - underspend to date is mainly additional income from the Construction/Deconstruction Levy, together with vacancies. These are offset in the forecast by the 12% savings to be identified.
- Animal Health Services** - projected underspend is due mainly to additional income as a result of sustained high levels of throughput, together with reduced energy costs. The underspend is partially offset by planned expenditure to increase kennel capacity
- Port Offices & Launches** - the projected underspend is mainly due to additional CVED and NAO income from non-EU trade. The underspend to date also includes delays in Brexit recruitment, which will be offset by a reduction in DEFRA funding by year end, and vacancies in established posts, which will be offset by the 12% savings by year end.

Committee(s): Port Health & Environmental Services Committee	Dated: 18 January 2022
Subject: Draft High-Level Business Plans 2022/23	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	Outcomes: 1, 2, 3, 4, 5, 6, 8, 10, 11, 12
Does this proposal require extra revenue and/or capital spending?	No
Report of: Juliemma McLoughlin, Executive Director Environment	For Decision
Report authors: Elisabeth Hannah, Business Manager Joanne Hill, Performance Management Officer Gerry Kiefer, Business Manager	

Summary

This report presents for approval the draft 2022/23 High-Level Business Plans for the following service areas of the Environment Department which fall within the remit of your Committee:

- Cleansing Services (Appendix 1)
- Port Health and Public Protection (Appendix 2)
- Cemetery & Crematorium (Appendix 3)

Recommendation

Members are asked to:

- Approve, subject to the incorporation of any changes sought by this Committee, the 2022/23 High-Level Business Plans for the
 - Cleansing Service (Appendix 1)
 - Port Health and Public Protection Service (Appendix 2).
 - Cemetery & Crematorium (Appendix 3)

Main Report

Background

1. At the time of this report, the proposed structure of the new Environment Department is progressing through the governance stage of the Target Operating Model (TOM) and will not be finalised until the end of the 2021/22 financial year. For this reason, High-Level Business Plans for 2022/23 have been prepared separately for each service area rather than for the Environment Department as a whole.

2. For 2022/23, the High-Level Business Plans give an overview of how the departments' work contributes to the Corporate Plan and the priorities of each service area mainly, but not limited to, the forthcoming 12 months.
3. The draft High-Level Business Plans 2022/23 for the following service areas are attached as appendices for your consideration and approval:
 - Cleansing Service (Appendix 1)
 - Port Health and Public Protection (Appendix 2).
 - Cemetery & Crematorium (Appendix 3)

Draft High-Level Business Plans 2022/23

4. This report presents, at Appendix 1, the draft High-Level Business Plan for 2022/23 for the Cleansing Service Department of the Built Environment; at Appendix 2, the draft High-Level Business Plan for 2022/23 for the Port Health and Public Protection Service; and, at Appendix 3, the draft High-Level Business Plan for 2022/23 for the Cemetery & Crematorium.
5. These high-level plans includes the key areas of work that will be undertaken during 2022/23, all of which are focused on the need to continue to deliver statutory regulatory services in an efficient and compliant manner, while maximising opportunities to reduce expenditure and generate income.
6. Cleansing major workstreams for 2022/23 for this Committee include contributing to the Climate Action Strategy, developing the Circular Economy Strategy, addressing budget pressures and supporting the post-Covid City.
7. Port Health and Public Protection major workstreams in 2022/23 will continue to include addressing the outcome of Brexit, particularly for Port Health and the HARC; supporting City businesses to recover from the COVID-19 pandemic; and continuing our work to improve air quality in the City.
8. The Cemetery and Crematorium major workstreams are focussed around staffing, succession planning, renewable energy and finalising work on the Shoot lawn grave area.

Corporate & Strategic Implications

9. **Strategic implications** – The Corporate Plan outcomes each service has a direct impact upon are listed in each Business Plan. The Plans also show which Corporate Strategies the services are helping to deliver.
10. **Financial implications** - The High-Level Business Plans have been drawn up in liaison with Chamberlain's Department and take into consideration opportunities to reduce expenditure and increase income in order to make necessary savings. Further detail is included in each Plan.
11. **Resource implications** - Any changes to resources will be identified and delivered through the move to the new Target Operating Model and/or to meet

budget savings. Requests for capital funding for projects will be made as part of the annual capital bidding process

12. **Equalities implications** – Where we develop new policies, strategies, service provision and capital projects we will undertake ‘tests of relevance’ and where appropriate a full equalities analysis.
13. **Climate Implications** – All areas of the Environment Department will be contributing to the delivery and success of the City’s Climate Action Strategy.
14. **Legal implications** – None
15. **Risk implications** – The key risks of each service area are set out within the Business Plans and risk will continue to be managed throughout 2022/23 in accordance with the Corporate Risk Management Framework.
16. **Security implications** – None

Conclusion

17. This report presents the draft High-Level Business Plans for 2022/23 for the Environment Department’s Cleansing Service, Port Health & Public Protection Service and Cemetery & Crematorium.

Appendices

- Appendix 1 – Cleansing Service, Draft High-Level Business Plan 2022/23
- Appendix 2 – Port Health and Public Protection, Draft High-Level Business Plan 2022/23
- Appendix 3 – Cemetery and Crematorium, Draft High-Level Business Plan 2022/23

Contacts

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Cemetery & Crematorium

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The Department of the Built Environment

Creating and facilitating the leading future world class city

The Corporate Plan outcomes we have a direct impact on are...

- Our spaces are secure, resilient and well maintained.
- We have clean air, land and water and a thriving and sustainable natural environment.
- We inspire enterprise, excellence, creativity and collaboration.
- We are digitally and physically well-connected and responsive

Our major workstreams this year will be...

- Implement actions arising from the new Target Operating Model.
- Delivery of the Climate Action Strategy
- Progressing the City Plan 2036 towards adoption
- Providing an excellent Service to the Development Industry, our stakeholders and the Public
- Strengthen resilience to the risks from natural and man-made threats
- Delivery and review of the Transport Strategy
- Developing the Circular Economy Strategy
- Supporting the major projects and the agreed capital programme
- Addressing significant budget pressures
- Review of existing working practices and procedures to ensure effective and efficient service delivery

Our aims and objectives are...

- Promoting the construction of high quality, inspiring, adaptable and environmentally sustainable developments which attract a wide range of uses and users
- Advancing a flexible infrastructure that adapts to increasing capacity and changing demands
- Creating a welcoming seven-day City that is inclusive, clean, secure and accessible
- Improving the quality and safety of the environment for businesses, workers, residents and visitors
- Ensuring the built environment, businesses and people take action on and are resilient to climate change.
- Enabling digital connectivity that meets changing business and lifestyle needs
- Enabling a flourishing society and a vibrant cultural offer
- Aligning the capital programme to complement the City's major corporate projects and the Corporate Plan outcomes.



Plans under consideration

Plan	Time Scale
Fire Safety Bill – the biggest change in Building Control for 35 years	2022
Planning White Paper – proposals will, if implemented, result in major changes to statutory planning functions	2022
Highway Maintenance & Construction Tender – opportunity for synergies and savings	2022
Square Mile: Future City	2025
City Plan 2036, public examination	2023
Transport Strategy review	2023
Public Realm Vision & SPD	2022
City of London Circular Economy Strategy	2022
The London Plan	2026
The Environment Act 2021	2022

What's changed since last year...

- COVID health pandemic, behavioural and economic changes
- Significant budget pressures
- Climate Action Strategy now approved by Court and becomes embedded as key workstream.
- Covid-19 recovery and Climate Action Strategy accelerating delivery of Transport Strategy
- Deletion of obsolete vacant posts and increased skill sharing opportunities across the department.
- Increased number of apprentices at all levels across the department, including addressing industry shortages and workforce planning
- Paper-based CON29 property search services have been replaced by a remote, digital service since June 2020.
- Adoption of The London Plan 2021

Equalities, Inclusion & Diversity Self Audit (2020)

Self Audit	Score*
Monitoring and use of data and information	2
Completing Equality Analysis (EQIA) and tackling discrimination and barriers to inclusion	3
Target setting and mainstreaming equalities into performance systems	2
Using procurement and commissioning to achieve equality and cohesion targets	n/a
Engagement and partnership	3
Employment and training	3

*where 4 is excellent

Our strategic commitments

Climate Action Strategy

- Implement Climate Resilience measures into the public realm.
- Embed climate resilience as a key component in decision making.
- Develop a plan to protect public health from urban heat effects.

City Plan 2036

- Progression through the consultation, submission, examination and adoption processes;
- Implementation of the Plan to deliver a more sustainable City;
- Liaise with others to ensure an ongoing national and strategic planning policy context appropriate to the City's circumstances

Security Programme

- Joint delivery of the Secure City Programme with the City Police;
- Implementation of protective measures to the City's high priority crowded spaces;
- Review of security requirements delivered through the planning development process

Transport Strategy

- Prioritising and providing more space for people walking and making the City's streets more accessible
- All Change at Bank, Beech Street and Healthy Streets Programme
- Freight and servicing, including last mile delivery hubs and consolidation

Square Mile: Future City

- Provide a vibrant offer with exceptional retail, hospitality, culture, tourism and recreation opportunities.
- Provide outstanding environments including collaborative, flexible workspaces; safe, attractive public realm, and resilient, sustainable infrastructure

Circular Economy Strategy

- Promote and enforce a policy of eliminating unnecessary single use items and lead by example;
- Deliver a successful programme of City-wide Circular Economy events.
- Work across departments to embed Circular Economy principles in all aspects of our work

Lighting Strategy

- To deliver a creative, holistic and smart approach in which light and darkness are better balanced to meet a sustainable, functional and aesthetic need.

Culture Strategy

- Transform the City's public realm and physical infrastructure, making it a more open, distinct, welcoming and culturally vibrant destination
- Develop Culture Mile in the north-west of the City

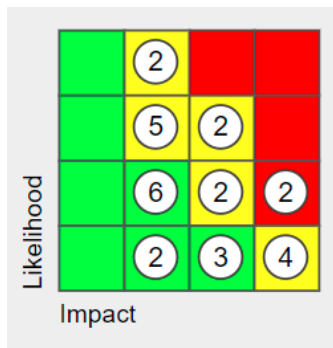
Apprentice Strategy

- Promote apprenticeships, from level 2-7, across the department
- Prioritize apprentice recruitment and progression to address skills shortages

IT

- Replacement of Uniform and Northgate M3 with a single system
- Re-tendering of the Highways Management System

Key Risks

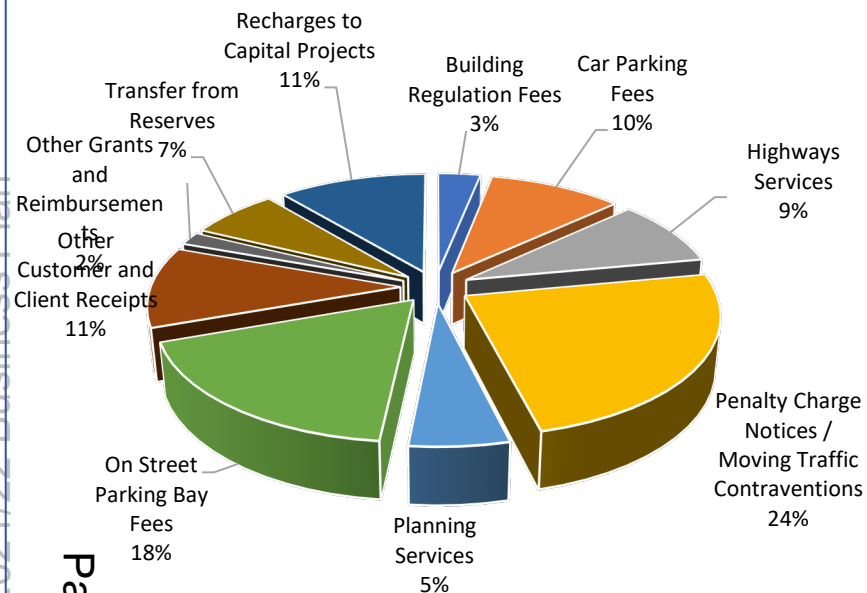


Key Risk Title	Score
Road Safety/KSI	16
Adverse planning policy context	12
Road Traffic Collision caused by City of London staff or contractor who is unfit to drive while on City business	8
COVID: Failure to deliver the Highways, Parking & Enforcement service required	8
COVID: Impact of Covid on Finance	8
Service/Pipe Subways (H&S confined spaces)	8
The District Surveyor's (Building Control) Division becomes too small to be viable	8
Major Projects and key programmes not delivered as TfL funding not received	8

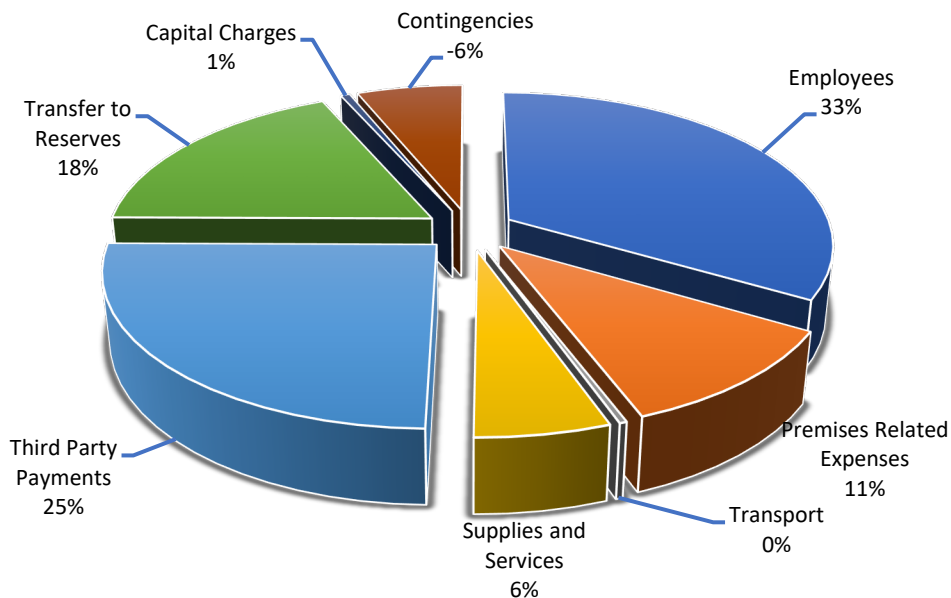
Key Performance Indicators

KPI	Current Performance	Direction of Travel
Reduction in motor vehicle traffic	185,000	↓
Number of people killed and seriously injured on our streets	54	↓
Increase in office floorspace	9,305,000 sqm	↑
Reduction in motorised freight vehicle volume	39,000	↓
Number of km of pedestrian priority streets	25km	↑
Proportion of zero emission capable vehicles entering the City	-	↓
% City land with unacceptable levels of litter, graffiti etc	0.83%	↓
% of household waste sent for reuse, recycling, or composting	28.51%	↑
Number of plastic bottles saved due to water refill points (approx.)	75,000	↑
Area covered by sustainable drainage systems	0.42ha D	↑
%of planning applications determined to agreed timescales	79%	↑
Building Control Market Share	22%	↑
Increased Number of Apprentices	18	↑

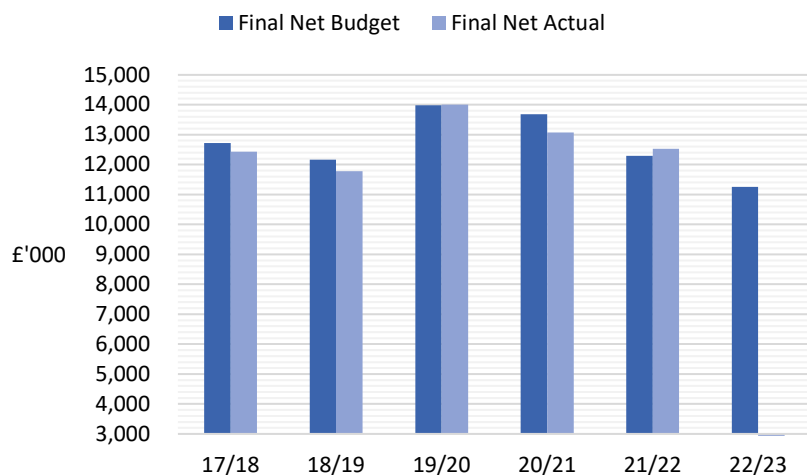
Where our money comes from



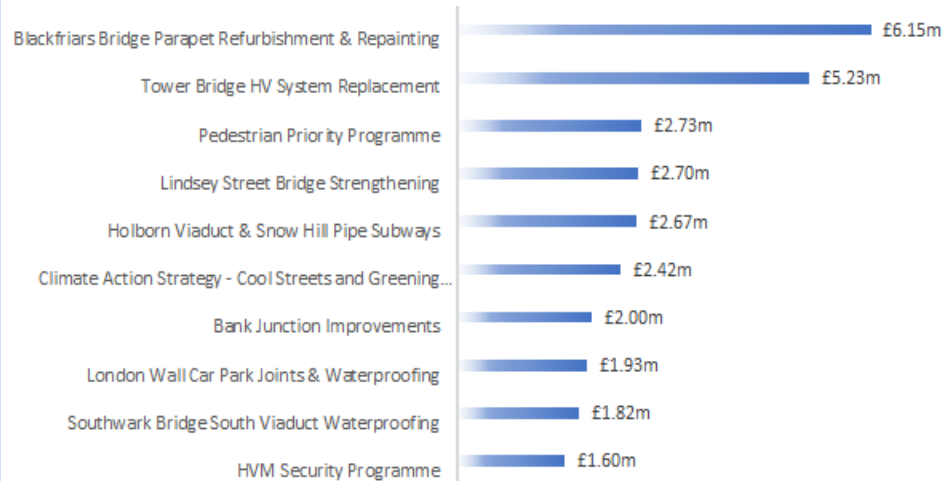
Where our money is spent



Budget vs Actual



Capital Spend Forecast



Total Estimated Spend is £47.14m across 52 projects

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Our key aim is...

To protect consumers, public and animal health, and support legitimate business through advice and regulatory enforcement.

The Corporate Plan outcomes we have a direct impact on are...

Outcome 1: People are safe and feel safe.

Outcome 2: People enjoy good health and wellbeing.

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

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

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

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

What changed during 2021/22

- The Service adjusted quickly to respond to the impact of COVID-19 and continual changes in the regulatory landscape. Port Health and HARC remained operational throughout to ensure the free movement of live animals, food and feed into the UK. Public Protection teams maintained a presence in the City, with a focus on supporting businesses in their recovery, investigating complaints and undertaking interventions.
- The City's Al Fresco Eating and Drinking Policy was fully implemented, leading the recovery of the City's hospitality sector from the COVID-19 pandemic. In addition, a new 5-year Licensing Policy Statement was introduced in January 2022.
- Understanding of the impacts of Brexit, particularly for Port Health and the HARC, developed during the year. Officers continued to prepare for the forthcoming phased implementation of controls on high-risk food and feed and live animals.
- The World Health Organisation issued new guidelines for air quality and the Environment Act 2021 introduced new air quality responsibilities for local government.

Our major workstreams during 2022/23 will be...

- Implement alternative, more efficient methods of delivery across all the services we provide to make the required savings, by **reducing expenditure and increasing income**.
- Implement actions arising from the new **Target Operating Model**.
- Continue to support City businesses as they recover from the **COVID-19** pandemic and associated restrictions, through the City's Al Fresco Eating and Drinking Policy; and the provision of relevant information to the public.
- Prepare for and adapt to manage the phased implementation of **border controls** on high-risk food and feed and live animal imports from the EU at the Ports and HARC.
- Improve **air quality** and manage the risk to our residents and stakeholders. Implement the new statutory requirements for local air quality management.
- Continue to explore opportunities for **income generation** and contracts with partner organisations at the HARC.
- Deliver the **food and health and safety interventions** in the Commercial Environmental Health Team's Service Plan.
- Implement the action plans of the **air, land and noise strategies** to manage, improve and enhance the environment for the City community.
- Implement the legislative changes and recommendations in the government's '**Build Back Better High Streets**' Strategy.
- Implement the **Construction Impacts Levy** via the section 106 process and ensure the negative impacts of construction on noise, dust and air quality are fully mitigated.

Our strategic commitments

Undertake the actions identified in the Department's **Equality, Diversity and Inclusion** Action Plan.

Ensure that the City complies with the statutory requirements for London Local Air Quality Management, we will demonstrate leadership for London by implementing the actions identified in the **Air Quality Strategy 2019-2024** and further obligations outlined in the Environment Act 2021.

Continue to develop, and implement the actions identified within, the **Noise Strategy 2016-2026** and **Contaminated Land Strategy 2021-2030**.

Actively work to deliver, and provide advice on, relevant Corporate Strategies, including (but not limited to):

The Recovery Taskforce
Climate Action
Joint Health & Wellbeing
Anti-Social Behaviour
Lighting
Transport
Local Plan
Visitor Destination
Culture
Apprenticeships
Responsible Business
Corporate Volunteering

Our Key Risks*

		Impact			
		Minor	Serious	Major	Extreme
Likelihood	Likely		1		
	Possible	1	1	5	1
	Unlikely	2	6		
	Rare	1	2	2	

*N.B. All Key Risk information was correct on 21 December 2021 but is subject to continual review and change.

Departmental Equalities, Diversity & Inclusion Self Assessment	Score
Monitoring and use of data and information	4
Completing Equality Analysis (EQIA) and tackling discrimination and barriers to inclusion	3
Target setting and mainstreaming equalities into performance systems	2
Using procurement and commissioning to achieve equality and cohesion targets	1
Engagement and partnership	3
Employment and training	4
Where 4 is 'excellent' and 1 is 'requires improvement'	

Port Health & Public Protection Key Risks

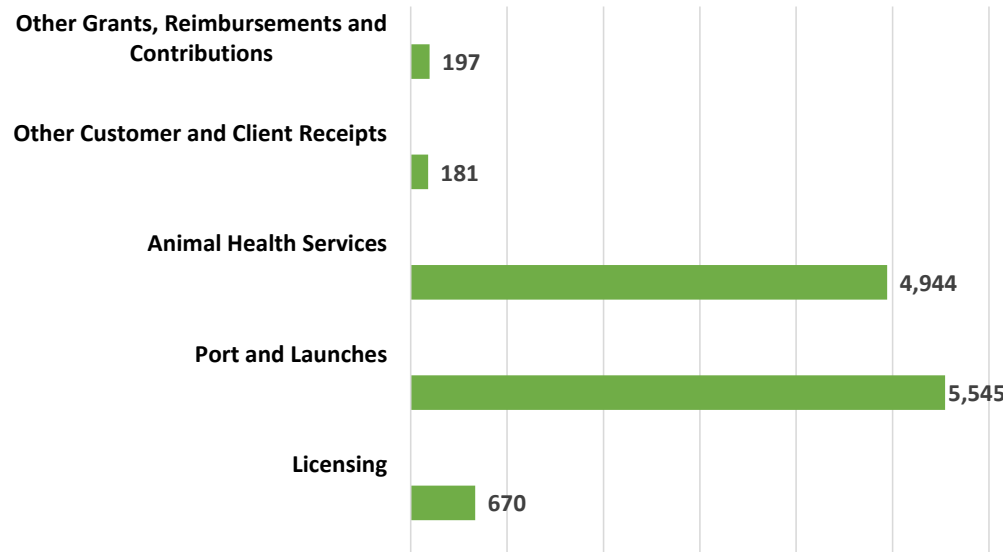
Risk Title	Score
PH&PP – Brexit: Impact on Port Health and Animal Health	24
Air Quality (Corporate Risk)	12
PH&PP – Lack of available staff	12
HARC – Increase in throughput	12
HARC – Reduced throughput	12
Port Health – Inadequate staffing	12
Port Health – Infectious disease control	8
Port Health – Fee recovery	6
Port Health – Insufficient workspace	4
Port Health – Loss of trade	4
Port Health – No access to workplace	4
Port Health – Launch unavailable	4
HARC – Venomous or toxic species	4
HARC – Legislative changes	4
HARC – Safety mechanism failure	4
HARC – Repair delays	4
HARC – Implementation of OCR regulations	3
HARC – Loss of database support	2
HARC – Loss of facility	2
HARC – Zoonotic disease outbreak	2
HARC – Loss of utilities	2
HARC – IS Systems failure	1



Performance Measures	2021/22 Performance	2022/23 Direction of travel
Air pollution in the City: % of the City's area that meets the health-based Limit Values and WHO Guidelines for nitrogen dioxide levels by 31 March 2023. (Ultimate target is 90% by 31 March 2025). (This was a new measure introduced in 2021/22)	Annual measure 2021/22 data not yet available	Improve
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.	Annual measure 2021/22 data not yet available (2020/21: positive improvement)	Improve against baseline
85% of imported food and feed consignments that satisfy the checking requirements are cleared within 5 days: a) Products of Animal Origin (POAO) b) High Risk Products of Non-Animal Origin.	a) 63% (at 30/11/2021) b) 98% (at 30/11/2021)	Improve Maintain/Improve
85% of imported food and feed consignments (Products of Non-Animal Origin) are subjected to mandatory documentary controls within 5 days.	96% (at 30/11/2021)	Maintain/Improve
Less than 1% of missed flights for transit of animals caused by the Heathrow Animal Reception Centre.	0% (at 30/11/2021)	Maintain
Respond to 100% of victims of investment fraud identified to the Trading Standards Service within five working days to advise on the risk of repeat targeting, assess the need for safeguarding interventions and initiate the safeguarding process where appropriate.	100% (at 30/11/2021)	Maintain
90% of justifiable noise complaints investigated result in a satisfactory outcome.	98% (at 30/11/2021)	Maintain/Improve
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.	Annual measure 2021/22 data not yet available (2021/21: 100%)	Maintain
Ensure that, within 12 months, 90% of licensed premises entering the red or amber zone of the Traffic Light Scheme are brought back to the amber or green zone respectively. (Scheme was suspended in 2020/21 due to COVID-19)	Annual measure 2021/22 data not yet available (2019/20: 95%)	Maintain/Improve

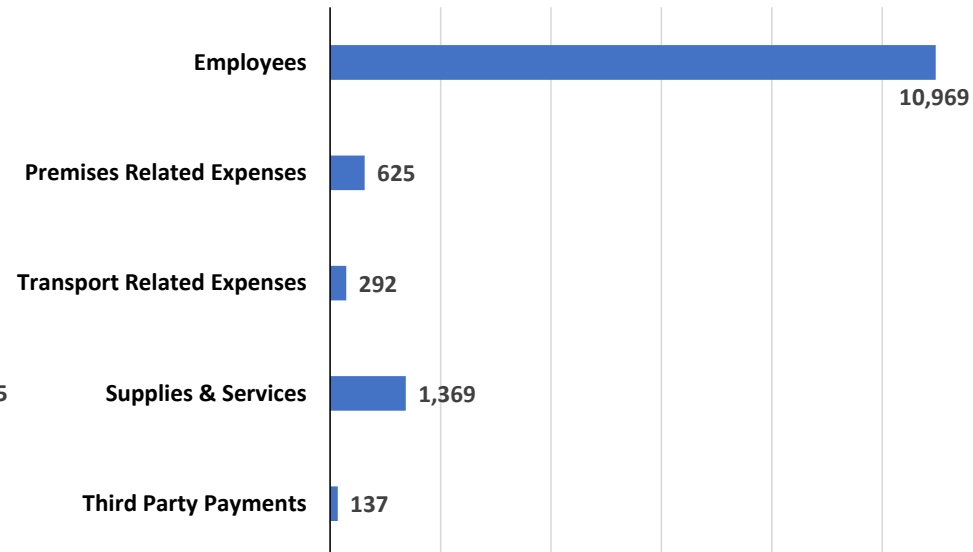
Where our money comes from *(PH&PP incl. Licensing)*

Original Budget 2022-23 (£'000)

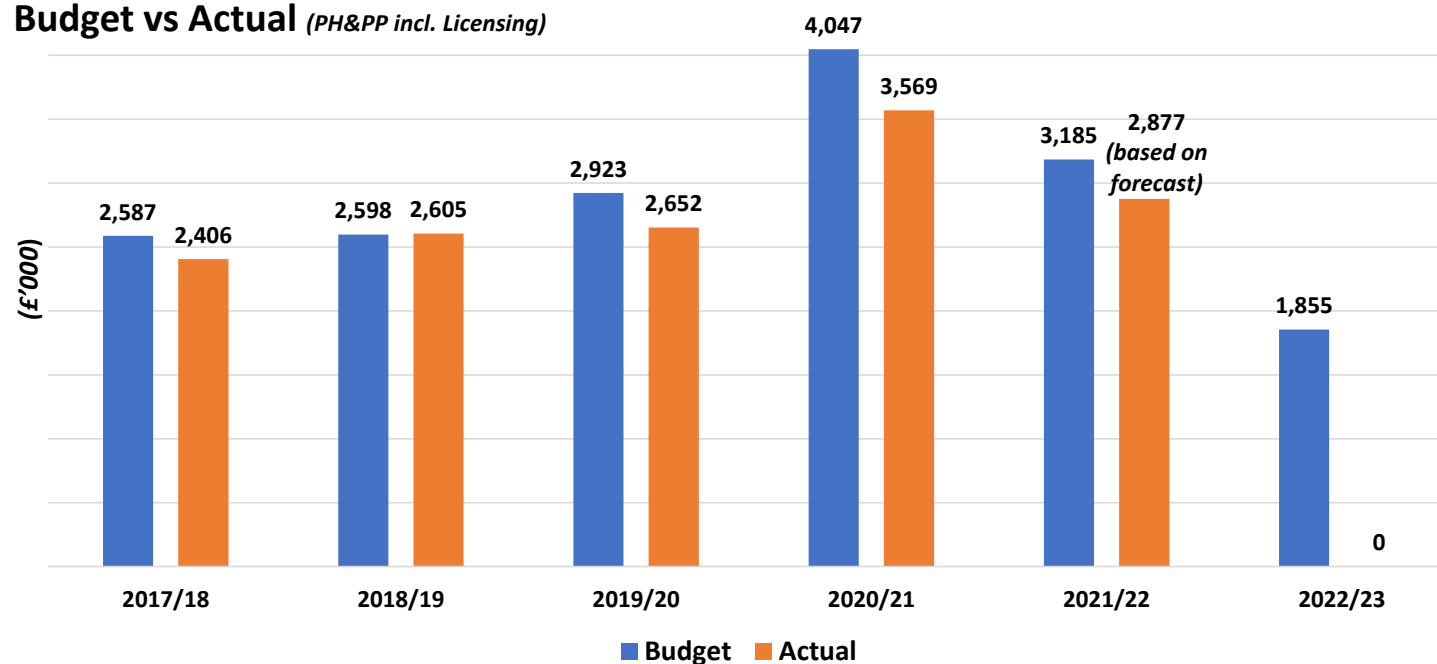


Where our money is spent *(PH&PP incl. Licensing)*

Original Budget 2022-23 (£'000)



Budget vs Actual *(PH&PP incl. Licensing)*



Appendix 3 – 2022/23 Business Plan

The Cemetery and Crematorium's Vision is:

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

Our major workstreams this year will be...

1. Implement the approved recommendations of the Target Operating Model report and embed the new Environment Department.
2. Assess impacts of the last two years on the division on staff, equipment and landscape. Consolidate and strengthen team.
3. Recruit to vacant posts within the division (18+posts).
4. Replace grave digging equipment, vehicles and plant using the Cemetery Reserve fund.
5. Strengthen leadership structure and begin succession planning for the Superintendent post.
6. Evaluate the cost/benefits of further developing energy generation at the cemetery and crematorium.
7. Make final preparations and commence burials on the last open area within the cemetery (the shoot lawn area).

The Corporate Plan outcomes we have a direct impact on are...

Outcome 5 - Businesses are trusted and socially and environmentally responsible

Outcome 9 - We are digitally and physically well-connected and responsive

Outcome 10 - We inspire enterprise, excellence, creativity and collaboration

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

Outcome 12 - Our spaces are secure, resilient and well-maintained.

What's changed during 2021

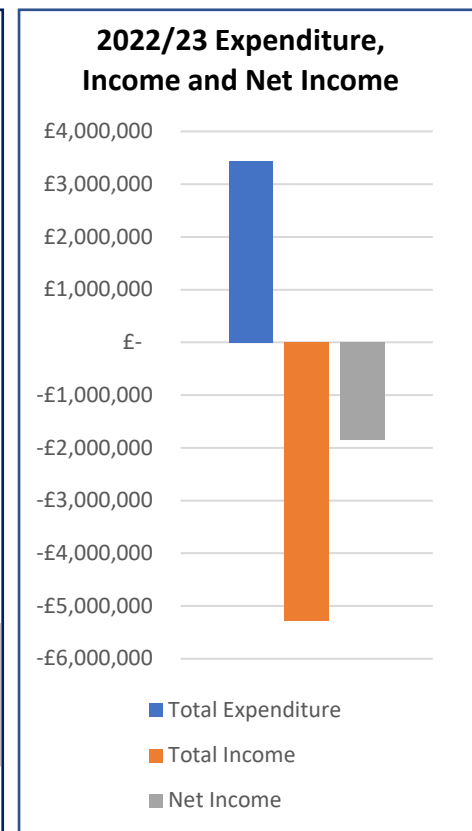
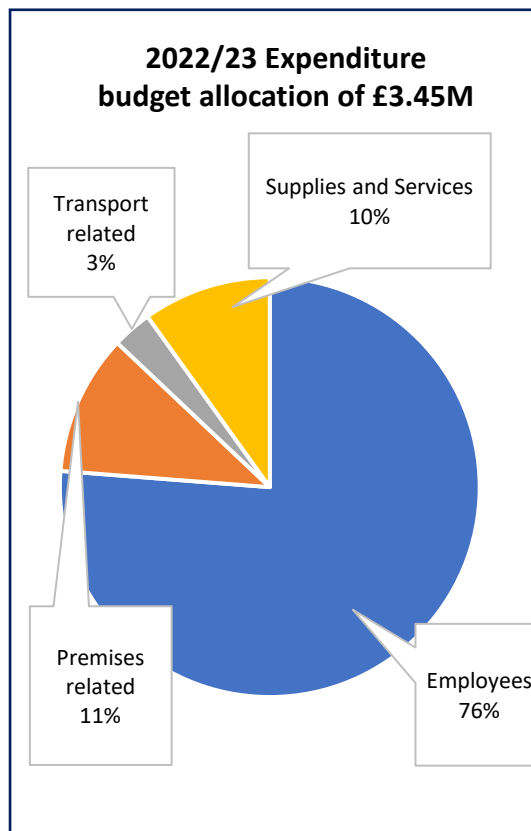
- New Crematorium fully operational
- Experienced staff leaving due to flexible early retirements and the moratorium on permanent appointments is making it very difficult to recruit staff and hence gap in skills and capacity to cover staff shortages.
- Livestreaming of funerals remains popular
- Become part of new Environment Department

Appendix 3 – 2022/23 Business Plan

Performance Measures	2021/22 Performance End Period 2	2022/23 direction of travel or target
Number of burials	600	Steady state
Number of adult cremations	1585	Steady state
Market share of burials in relation to the Cemetery and Crematorium's seven neighbouring Borough's	8.5%	Steady state
Market share of burials in relation to the Cemetery and Crematorium's seven neighbouring Borough's	21.7%	Steady state
The overall income target for the Cemetery and Crematorium	£3,899,065	In line with agreed budget
The overall net expenditure target for the Cemetery and Crematorium	£1,865,431	In line with agreed budget
Number of 'no service' cremations	21	Steady state
% of early time slots taken up	41%	Steady state
Amount of gas used to heat the Modern Crematorium - kWh	8,250 kWh	Steady state
Energy generation from Solar Power - electricity in kWh	16,654 kWh	Increase

Risks				
Open Spaces Risk Title	Score			
Deterioration of buildings, plant and machinery	8			
Systems Failure	6			
Extreme weather	6			
Tree and plant diseases	6			

	0	4	0	Total = 4
Likely (4)		1		
Possible (3)		3		
Unlikely (2)				
Rare (1)				
	Minor (1)	Serious (2)	Major (4)	Extreme (8)
	Impact			



Committee(s) Port Health & Environmental Services Committee	Dated: 18 January 2022
Subject: Proposed Charges for Street Cleansing, Waste Collection and Public Conveniences 2022/23	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	10, 11, 12
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	£0
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Juliemma McLoughlin, Executive Director Environment	For Decision
Report author: Jim Graham, Assistant Director Cleansing	

Summary

The City Corporation's Street Cleansing, Waste Collection and Public Conveniences operations provide a range of services and the fees and charges for these services are reviewed annually. This report is the annual submission of that review which outlines the proposed rates for 2022/23.

All proposals in the report align with the City's charging policies such as raising revenue and contributing to the achievement of policy objectives. The charges proposed in this report are exclusive of VAT.

The report also reflects the ongoing service changes approved by your committee on 20 January 2021 and it is recommended that the proposed charges take effect from 1 April 2021.

An increase by Retail Price Index (RPI) of 7.1%, driven largely by rising energy and fuel costs, (1.2% in 2021/22) is proposed for cleansing of private land, sale of Smartbins (post mounted cigarette bins), bulky waste collection and charges for general waste collection from educational establishments.

No changes are proposed to current charges for recycling services, public conveniences, recycling for educational establishments, the removal of highway obstructions and the Clean City Awards Scheme membership fee.

It is also proposed to continue the provision of free collection of bulky waste for low-income households, and free assisted collections for the infirm and the disabled, to enable them to access these services.

The charges proposed in the report, when taken together, are estimated to generate an income of £201,000.

Recommendation

Members are asked to:

- approve that with effect from 1 April 2022:
 - charges for Street Cleansing services to external clients are increased by 7.1% 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 £35 to £37.50 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 7.1% and food and recycling collection charges should be maintained at the current level to encourage recycling;
 - charges for the removal of highway obstructions to be increased from £60 to £64 and for the removal of uncollected bagged waste also be increased to £134 from £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;
 - costs of smart bins to be increased by 7.1% (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.

Main Report

Background

1. Fees and charges are reviewed yearly to ensure that they reflect the City Corporation's priorities and the charging policies such as raising revenue to allow the continued provision of services and contribute to the corporate policy objectives. They are also reviewed annually as part of the budget setting process within the agreed corporate timeline and are set within the context of value for money.

Current Position

2. The City Corporation has general power under section 93 of the Local Government Act 2003 ("LGA 2003") and under the power of general competence in section 1 of Localism Act 2011 ("LA 2011") to charge a person for service it provides. They are discretionary services where the City Corporation is authorised, not required, to provide and the service receiver has agreed to its provision.
3. There is a need for continuous price review of those service offerings and income generation to avoid any service reductions. The proposed fees and charges are competitive within the market environment operated by other local authorities and

the services offered are not inappropriately subsidised. However, the income from discretionary services must not exceed the cost of provision.

4. Officers have set charges to recoup the total cost of providing a service including overheads, whilst also enabling them to manage demands and to offer subsidised services to those who are vulnerable to encourage use and to enhance service access. The policy, therefore, ensures a fair and reasonable price for all services reflecting the ability of the community and organisation to pay.

Proposals

5. Set out below are the details of the review and the proposed fees and charges for the following services in 2022/23 with effect from 1 April 2022.

Cleansing for Private Landowners

6. The City provides, via its term contractor, cleansing services to private landowners whose land is open to public use. This is a chargeable service and is renewed annually in April. It is proposed to increase charges by 7.1% in line with RPI for those landowners continuing to use the service. Details are shown in Appendix 1. The total anticipated income from this service is £10,000 in 2022/23.

Special Events Cleansing

7. A number of special events are held in the City each year by various organisations. The City arranges for the clean up after each event via its term contractor and recharges the event organisers the full cost plus 30% to cover the City's management and administration costs, and 7.1% inflationary increase is proposed to the current charges.
8. However, due to the pandemic some of those events were cancelled again as they were in 2020/21 and therefore the estimated annual income from this service is reduced to £30,000, although some improvement may be likely in 2022/23 but it is difficult to predict. In pre-pandemic years the estimated income from those services was £70,000.

Removal of Obstructions, Bagged Waste and Fly-Tips

9. Bicycles and other items are routinely removed from the highway if they pose an obstruction. Currently there is a charge of £60 plus VAT for this service and it is proposed that these charges be increased to £64 in line with inflation.
10. The City Corporation has powers granted under Section 17 of the Local Authorities and Transport for London Act 2003, which empower the removal of the offending 'things' from the highway.
11. Uncollected commercial waste left on the highway for collection by third parties is also collected and disposed of with current charges of £125 plus VAT per occasion for up to 10 bags and £5 per bag thereafter. An inflationary increase of

7.1% is proposed to these charges bringing them to £134 plus VAT for the first 10 bags and £5 per bag thereafter.

12. Large quantities of waste deposited on the highway will continue to be treated as 'fly-tip' which carries a fine of up to £50,000 (unlimited if the case goes to the Crown Court) and offenders could also face a prison sentence of up to five years.

Provision of Pocket Ashtrays and Smartbins

13. The City's ongoing Smoking Related Litter campaign continues to be successful and as a result, we have had requests from businesses in the City for the supply of pocket ashtrays for use at their premises. The charge for 100 Pocket Ashtrays currently is £80 and no increase is proposed.
14. The City also provides twin and solo Smartbins to businesses, if requested and this is to be increased by 7.1% RPI plus a 30% administration fee.

Bulky Waste Collection

15. The standard charge for bulky waste collection is currently £35. This is a doorstep collection service, and the charge covers, for example, the collection of a three-piece suite or ten bags of waste. It is proposed to increase the standard charge in line with 7.1% RPI to £37.50
16. The service is free to those who are in receipt of means tested benefits and an assisted collection is offered free of charge to those who are disabled or infirm and it is proposed to maintain this policy.

Clean City Awards Scheme

17. The Clean City Awards Scheme in previous years had had an average membership of over 100 earning £36,000 in fee income. The impact of Covid-19 has affected the membership level, particularly SMEs and it has declined to 55 this year and the trend may continue into 2022/22. The anticipated income from member fees is therefore reduced to £25,000 based on the current membership level. No change to the current fee structure is proposed.

Educational Establishments and Charities

18. Waste collection and disposal from schools and colleges in the City, are chargeable under the Controlled Waste (England and Wales) Regulations 2012 (CWR 2012). The exception to this in the City is The Aldgate School. As it is wholly state funded, only the collection cost is chargeable.
19. In order to promote more recycling, it is proposed to maintain food waste and recycling waste charges at their current level whilst increasing the general waste charges by 7.1% in line with RPI, as detailed in Appendix 2.

20. The anticipated income from these schools, as detailed in Appendix 3, is £66,000 based on the existing number of customers, containers / bags in use and frequency of collection.
21. Waste from charities is collected as commercial waste under the Controlled Waste Regulations (CWR) 2012, whilst waste from places of religious worship is classified as household waste and the City makes no charges for either collection or disposal.

Public Conveniences

22. The impact of the pandemic is felt markedly in the use of public conveniences in the City. Of the four staffed toilets, Royal Exchange and Eastcheap were closed this year due to the difficulty in observing the social distancing rules and your Committee approved the temporary mothballing of these two facilities for the foreseeable future.
23. Tower Hill and Paternoster Square facilities are open now with lifting of the current lockdown rules.
24. The income from these facilities is anticipated to be £60,000 in 2022/23 compared to an estimated income of £335,000 in a normal year. No significant increase in income is expected in 2022/23 and it is proposed that the charge of 50p per use should remain the same.

Corporate & Strategic Implications

25. Effective street cleansing services are proven to be an important factor in reducing residents' fear of crime and would maintain both private and public areas to the City's high cleansing standards.
26. Providing efficient and high-quality local services to achieve sustainable outcomes within the Square Mile is part of the City's Corporate Plan 2018/23 and reducing expenditure, enhancing income and improving efficiency.
27. Where charges proposed in this report require variations to contracts, they must be made via Change Control Requests signed by both parties.
28. The Chamberlain and Comptroller and City Solicitor has been consulted and his comments are incorporated in the body of this report.

Implications

29. The 2022/23 budgeted income from the services detailed in this report is £247,000 and the proposed charges, should produce an estimated income summarised below of £201,000, a shortfall of £46,000.

Description	Forecast Income £'000
Private Land Cleansing	10
City Events – Street Cleansing	30
Clean City Awards Scheme Membership	25
Collections from Educational Institutions	66
Bulky Waste Collections	5
Public Conveniences	65
Total	201

Conclusion

30. Although footfall in the City has improved this has not resulted in significant increase in income. Resumption to pre-pandemic levels is likely to take many years depending on work patterns of staff returning to offices in the City and any improvements in tourists numbers going back to pre-pandemic level.

31. The charges for 2022/23 set out in this report, are aimed at maintaining a good standard of City's Street scene, encouraging sustainable waste management and safeguarding the income from services operating in a competitive environment.

Appendices

- Appendix 1 – Cleansing Service Charges to Private Landowners
- Appendix 2 – Charges for Schools
- Appendix 3 – Estimated School Income

Background Papers-None attached.

Jim Graham

Assistant Director Cleansing

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Appendix 1 - Cleansing Service Charges to Private Landowners

Customer	Current Charge 2021/22 £	Proposed Charge 2022/23 £
Telereal Trillium Ltd, Bastion House Slip Road	2,788	2,986
Drapers Hall, Footpaths adjacent to Drapers Hall, Throgmorton Avenue	1,972	2,112
Carpenters Hall, Footpaths adjacent to Carpenters Hall, Throgmorton Ave (twice daily sweeping)	4,746	5,083
Total	9,506	10,091

Note: VAT (not shown) is applicable to these charges.

Appendix 2 – Charges for Schools

Container Type	Current Charge 2021/22 £	Proposed Charge 2022/23 £	Percentage Increase
General Waste Bag – roll of 50	102.89	110.20	7.1%
General Waste – 1100L bin per lift	16.08	17.22	7.1%
General Waste – 240L bin per lift	5.14	5.50	7.1%
Recycling Bag – roll of 50	42.50	42.50	0%
Recycling Waste – 240L bins per lift	1.50	1.50	0%
Recycling Waste – 660L bins per lift	3.00	3.00	0%
Recycling Waste – 1100L bins per lift	4.00	4.00	0%
Food Bin – 140L per lift	11.50	11.50	0%
Food Bin – 500L per lift	45.00	45.00	0%

Note: VAT (not shown) is applicable to these charges

Appendix 3 - Estimated Income from Schools

Educational Institution	Type of Institution	Estimated Income 2022/23 £'000
The Aldgate School	State School	6
City of London School	Independent	11
City of London School for Girls	Independent	12
St Paul's Cathedral School	Independent	10
Guildhall School of Music and Drama (Silk Street)	Further Education Institution	7
Guildhall School of Music and Drama (Sundial Court)	Further Education Institution	14
Guildhall School of Music and Drama (Milton Court)	Further Education Institution	3
New Park Nursery	Nursery	3
	Total	66

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Committee(s): Port Health and Environmental Services Committee	Dated: 18 January 2022
Subject: Cemetery and Crematorium Fees and Charges Report 2022 - 2023	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1,2,4,11,12
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Juliemma McLoughlin Executive Director Environment	For Decision
Report author: Gary Burks Superintendent, City of London Cemetery and Crematorium	

Summary

Fees and charges for the services provided at the City of London Cemetery and Crematorium are reviewed annually and this report presents the proposals for 2022/23.

The report proposes price increases of 2% for most services offered including, cremations, burials, new graves, memorial dedications, and other sundry items with some rounding. Fees such as genealogy searches and grave transfers will not change. The Cemetery & Crematorium continues to offer a wide range of cremation and burial options to ensure that both services cater to a range of needs and budgets.

The proposed increases are set to help us in our aim to maintain a break-even position for the service and ensure our fees are in line with other providers in the local area.

Recommendation(s)

Members are asked to:

- Agree the fees and charges as set out in this report and shown in Appendix 1 for implementation with effect from 1 April 2022

Main Report

Background

1. The City of London Cemetery and Crematorium reviews the fees and charges that it makes for the services provided each year and the new fees come into force on the 1st April each year. This report sets out the proposed fees and charges for the year 2022/23 for your Committee's approval.

Current Position

2. The strategy used when setting fees and charges in previous years has been to keep prices affordable, maintain choice and increase income to meet the needs of the service and operate as close to a break-even position as possible. In recent years we have increased fees significantly above inflation and last year fees were increased by 5% for cremations and new graves. A 1.3% increase for interment fees and most other items such as grave permits and urns and caskets. But no increase for memorial gardens, book or remembrance and grave care.
3. In setting fees in a competitive market, it is critical to consider those charged by our competitors. We have therefore reviewed the fees and charges amongst other authorities and private companies in the surrounding areas; details are given in tables 1 and 2 below.
4. Another factor that the cemetery and crematorium consider when setting fees is the affect that our charges place on funeral debt and funeral poverty. In 2019 the CMA (Competition and Markets Authority) carried out a national inquiry based on the findings of an interim report in 2018 which highlighted significant concerns regarding price increases of funeral directors and crematoria over the last decade.
5. Earlier this year the CMA Funeral Markets Investigation Order was published setting out its findings and requirements for the funerals industry and this included a requirement to publish all fees relating to funerals. The City of London meets all of the requirements set out in the order.
6. The cost of funerals has climbed significantly in recent years but has now stabilised with reductions in some areas. The City of London Corporation has considered this when offering a range of funeral choices and in the setting of fees and charges. The City of London Corporation provides choice and prices to ensure that burial and cremation remains affordable.
7. The Children's Funeral Fund was introduced in England in July 2019 and means that families who suffer the death of a child (up to the age of 18) do not have to meet the cost of the funeral. The fund is generous and allows for a cremation or burial and for a grave to be purchased that will allow for future adult burials. To date we have processed 20 claims through the fund.

8. In February this year the city introduced live funeral streaming at the modern crematorium, this has been extremely well received and has improved the offer at the site. At the time of writing, we have already carried out 600 streaming services and we are confident that it will continue to be a benefit to the bereaved and an asset to the site going forwards.
9. The following tables provide analysis of cremation and lawn grave costs. These have been provided in detail as indicative benchmarks. A full list of all the proposed burial and cremation charges at the Cemetery & Crematorium is provided in appendix 1 and these include a wide variety of funeral options ranging from early morning “drop off” cremation slots with no service to longer weekend funeral times and from burial in a public or woodland grave through to large fully constructed graves with 100year leases. This wide range helps to ensure choice and that more affordable options remain despite price increases.

Table 1 – Cremation statistics and fees for other local and London Crematoria

Current Position

Crematorium	Total Cremations 2018	Total Cremations 2019	Total Cremations 2020	Standard Cremation Fees (Current)
East London	499	538	688	£844
Manor Park	407	365	317	£900
Croydon	1762	1661	2061	£894
New Southgate	786	780	899	£925
South Essex	3012	2955	3288	£995
Enfield	1879	1744	2103	£949
Forest Park	1312	1265	1832	£995
Harlow	1517	1485	1619	£995
City of London	2536	2374	2711	£976
City of London Proposed Fee for 2022/23				£995
City of London Residents will receive a reduction of £498 on the proposed fees				

10. Table one shows that the current cremation fee is competitive with other local crematoria, that the proposed fee is in keeping with fees within the general area and continues to provide value for money, whilst providing extra income needed to meet inflationary increases.

Table 2 – Current Resident and Non-Resident Grave Purchase and Burial Fees

Cemetery & Crematorium & Lease (in years)	New Lawn grave Resident & Non-Resident (including 1st interment) 2020	Burial Fee (Current)
East London	Not publicly available	Not Publicly Available
Manor Park	£4,250	£1,780
Forest Park	(Res) £3,160 (Non-Res) £5,948	(Res) £800 (Non-Res) £1,150
South Essex	(Res) £3,620 (Non-Res) £7,240	(Res) £1,420 (Non-Res) £2,840
Enfield	(Res) £4,690 (Non-Res) £7,490	(Res) £1,890 (Non-Res) £1,890
Croydon	(Res) £3,662 (Non-Res) £7,324	(Res) £1,110 (Non-Res) £2,220
New Southgate	Standard Grave £6,515 Heritage Grave £11,000	£1,800
City of London (Heritage Grave)	Non-Res) £3,830	£1,700
City of London (virgin soil) Lawn	(Non-Res) £5,240	£1,700
Proposed fee for 2022/23	Heritage (non-Res) £ 3,906 Virgin Soil Lawn (Non-Res) £5,345	£1,734
City of London Residents will receive a reduction of £498 on the proposed burial fees		

11. Table 2 illustrates that there is a significant variation between fees, but the City Corporation remains generally in line with other nearby local authorities and with our nearest private competitors. However, the landscape value, service provision, grave choice and maintenance standards at the site means that it remains the preferred burial choice for many.

Proposals

12. Having considered the information set out above and having consulted within the funeral industry and with cemetery staff, we believe that the market can withstand the price increases proposed in the following paragraphs and listed in Appendix 1

13. The general level of increase proposed is 2% for cremations, new graves and other fees such as interments, memorial gardens, grave care and book of remembrance as well as ancillary services, with some rounding. We have not used the Open Spaces Department's recognised RPI figure of 4.9%. This will increase our cremation fee to £995 and it is felt that any greater increases at this time would take the fee over £1000 which would not be prudent. There is no increase for genealogy fees or grave transfers as both are considered to be above slightly high.
14. The city offers a proposed woodland grave fee, including burial, of £3,034 and a heritage grave (reuse grave) fee of £3906 which allows for a memorial. At the opposite end of the fee structure the proposed charge for a partly constructed grave and fully constructed vault will be £25,234 and £40,634 respectively. This offers a choice to suit a wide range of families.
15. Local charges for funeral streaming, where it is available, range from £45 to £80 and we feel that the proposed fee of £66 is reasonable but not excessive.
16. The cemetery and crematorium division has made significant above inflation increases in previous years and has met the 12% savings required. We do not envisage that this increase will affect our market share due to the level of service provided and the likely increases that will be made by our local competitors.
17. Options such as early cremation services at a lower fee ensure that those families on low income can still choose the City of London as a choice for the funeral of a loved one and our fee of £498 for funerals with no service means that families choosing to have a funeral service elsewhere (at a local church for example) can do so. This means that our proposed cremation fees range from £498 up to £1428 for those with a full service in our chapel at the weekend.

Key Data

18. This report sets out proposals for a 2% increase in fees and charges at the City of London cemetery and crematorium. This proposal is made after careful benchmarking as per the tables above and is intended to increase income whilst maintaining the offer of affordable burial and cremation as well as a range of choices to bereaved families in the areas served.

Options

19. **Option 1** - Agree the proposed scale of charges for the year 1st April 2022 to 31st March 2023 as set out in the main list attached as Appendix 1 and explained within this report. **This is recommended.**
20. **Option 2** - To keep charges as they are. This would be in effect a price cut whilst inflationary increases would still apply to our own expenses. **This is not recommended**
21. **Option 3** - To increase fees and charges higher than those proposed in Appendix 1. This has the risk of putting our fees and charges in the upper / higher end of the market and make us less competitive. This could result in a reduction in the

number of burials, cremations and take up of other services provided at the Cemetery and Crematorium as families choose to go to cheaper neighbouring facilities. It could also contribute to funeral debt and funeral poverty. **This is not recommended.**

Corporate and Strategic Implications

Strategic Implications

22. The Cemetery and Crematorium services actively contribute to the following Corporate Plan 2018-23 aims and outcomes:

- **Contribute to a flourishing society**
- **Shape outstanding environments**

Financial Implications

23. The Cemetery and crematorium is expected to operate as a not for profit service and to meet all costs, where possible. We will achieve this by introducing a new pricing plan and by the careful management of expenditure whilst trying to avoid a reduction in the quality of maintenance and the service provided to bereaved families. The proposed fees and charges should generate additional income of approximately £100,000 which will cover increases in costs.

24. Officers wish to remind this Committee that the services we provide are at the point of need and whilst we may retain our percentage share of the market, any regional trend in death rates may create unpredictability around the achievement of income.

Resource implications

25. The recommendations in this report have no additional resource Implications.

Legal Implications

26. The City of London is empowered to make fees and charges for the services provided at the Cemetery and Crematorium under powers provided within Article 15(1) of the Local Authorities Cemeteries Order 1977 and section 9 of the Cremation Act 1902. Such fees must be properly incurred.

Risk Implications

27. The cemetery and crematorium business risks are not changed by the recommendations in this report.

Equalities Implications

10. The recommendations in this report should have no impact (positive or negative) on people protected by existing equality legislation – age, disability, gender reassignment, race, religion, sex, sexual orientation, marriage and civil partnership and pregnancy and maternity. There is no fee for the cremation

and service of a child up to 16 years and the burial fee for a child is reduced by the current full cremation fee.

Climate Implications

28. There are no climate implications from the recommendations in this report. However, it should be noted that the successful completion of the cremator replacement project in February 2021 means that the emissions from all cremations carried out by the crematorium now are fully abated. The current legal requirement is for 50% abatement.

Security Implications

29. There are no security implications from the recommendations within this report.

Conclusions

30. As the major provider of burial and cremation services for the City and its neighbours, the Corporation is recognised as one of the UK's leading burial and cremation authorities. In addition to meeting the needs of the bereaved the City of London Cemetery and Crematorium is an historic and listed open space (the largest in the London Borough of Newham) and one that was originally designed as both a park and an educational resource. The Cemetery and Crematorium is however also a business in competition with several local public and privately-owned operators.

31. The above factors have been considered in setting the fees and charges for the Cemetery and Crematorium for implementation in financial year 2022/23 which I propose for approval by your Committee.

Appendices

- Appendix 1 – main items of the Proposed Fees and Charges for 2022/23

Report author

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**City of London
Cemetery and Crematorium
Proposed Fees and Charges 2022/23**

Cremation

Day	Time	Type	Duration of service	2021/2022	2022/2023
Monday – Friday	0800-0900	No service	Nil	£465	£498
	0830 – 1000	Adult	30 mins	£526	£536
	1015 – 1800	Adult	30 mins	£976	£995
	1000 – 1800	Adult	60 mins	£1280	£1301
	0830 – 1800	Under 16	30 mins	free	Free
	1000 – 1800	Under 16	60 mins	£304	£306
Saturday - Sunday	0900 – 1330	All	Up to 60 mins	£1400	£1428
Webcasting	Where available			£65	£66

Burials

Grave	Grave Type	Type	Duration of Church service	2021/22	2022/2023
Burial in a private grave	Lawn	Adult	30 mins	£1700	£1734
		Under 16	30 mins	£724	£741
	Traditional Grave up to 7x3	Adult	30 mins	£1900	£1938
		Under 16	30 mins	£924	£943
	Traditional Grave over 7x3	Adult	30 mins	£2100	£2142
		Under 16	30 mins	£1124	£1147
Burial in a public grave		Adult	30 mins	£1700	£1734
		Under 16	30 mins	£724	£739
		Baby	30 mins	£600	£612
Burial in the garden for babies		Baby	30 mins	£363	£370
Additional costs for chapel services		Weekday	Extra 15 mins	£182	£186
Additional fees & charges					
		Saturday	30 mins	£363	£370
		Sunday	30 mins	£540	£550
Chapels for memorial services			Per hour	£370	£377

New Private Graves

Grave	Lease (in years)	2021/22 including 1 st Interment £1700	2022/23 including 1 st Interment £1734	Ground Only 2021/22	Ground Only 2022/23	Lease Extension Per year 2021/22	Lease Extension Per year 2022/23
Woodland	30	£2975	£3034	£1275	£1300	£42.50	£43.35
	45	£3612	£3685				
	60	£4250	£4335				
	75	£4887	£4985				
Heritage General	30	£3830	£3906	£2130	£2172	£71	£72.40
	45	£4895	£4992				
	60	£5960	£6078				
	75	£7025	£7164				
Conservation Lawn	30	£5240	£5345	£3540	£3610	£118	£120.35
	45	£7010	£7150				
	60	£8780	£8955				
	75	£10550	£10760				
Large lawn	50	£7900	£8060	£6200	£6325	£124	£126.50
	75	£11000	£11222				
	100	£14100	£14384				
Heritage (Large)	50	£9250	£9434	£7550	£7700	£151	£154
Traditional Conservation	50	£6750	£6884	£5050	£5150	£101	£103
	75		£9460				
Traditional non- constructed	75	£13325	£13584	£11625	£11850	£155	£158
	100	£17200	£17534				
Traditional part constructed	100	£24700	£25234	£23000	£23500	£230	£235
Vault – Constructed	100	£39,800	£40634	£38,100	£38900	£381	£389
Catacomb	100	£9500	£9734	£7800	£8000	£78	£80

The above fees are reduced by £995 for people under 16 years old. There must be a minimum of 30 years remaining on the lease of a grave before any further full depth burials can take place.

Ashes

Option	2021/22	2022/2023
Burial of Ashes in a Lawn Grave (Maximum Depth)	£1180	£1204
Burial of Ashes in a Traditional grave (Maximum depth)	£1270	£1295
Burial of Ashes in a Woodland grave (in an eco urn)	£335	£342
Strewing of Ashes from other crematoria	£210	£215
Scattering of Ashes on a Lawn Grave	£210	£215
Scattering of Ashes in Garden of Rest (if cremation carried out at City of London)	Free	Free
Weekend surcharge for burial / strewing of Ashes	£138	£141
Storage of Ashes – first two months	Free	Free
Storage of Ashes – after two months (per month)	£38	£39
Storage of Ashes – annual fee	£228	£233
Burial of Ashes in a Private Grave* - no Landing	£288	£294
Burial of Ashes in a Private Grave* – 7'x3' Landing	£422	£430
Burial of Ashes in a Private Grave* – over 7'x3' Landing	POA	POA

*This fee is only applicable for existing graves where interments have already occurred and where no further full burials will take place

Graves for Ashes

Option	2021/22	2022/2023
Classic grave for Ashes (10 years) if Available	£1500	£1530
Classic Ash Grave Lease extension (per year)	£150	£153
Lawn grave for Ashes (20 years)	£3864	£3942
Lawn Grave lease extension (per year)	£193	£197

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Committee(s): Port Health & Environmental Services Committee	Dated: 18 January 2022
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: Executive Director Environment	For Information
Report authors: Elisabeth Hannah Joanne Hill Gerry Kiefer	

Summary

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

This report only considers risks managed by the following service areas which fall within the remit of your Committee:

- Public Conveniences, Waste Collection, Street Cleansing, Waste Disposal and Transport Services
- Port Health and Public Protection
- Cemetery and Crematorium

Risk is reviewed regularly within each service area 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 service area to monitor, mitigate 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 following service areas which fall within the remit of your Committee:
 - Public Conveniences, Waste Collection, Street Cleansing, Waste Disposal and Transport Services
 - Port Health and Public Protection
 - Cemetery and Crematorium

Current Position

3. This report provides an update on the key risks that exist in relation to the operations of services areas within the Environment Department 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 service area'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 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 was implemented with Gold, Silver and Bronze levels to manage the ongoing situation.
9. During Period Two, the 'Gold Recovery From' Group agreed to de-escalate the Corporate Covid-19 risk to the Town Clerk's departmental register (the risk may be re-escalated should circumstances change).
10. The Group also agreed that thematic group Covid-19 risks should either:
 - if they are still continuing risks, be removed from the Thematic Group register and relocated to the respective departmental risk register (at departmental level), or
 - if the risk is no longer a risk, be deactivated.
11. As a result, where specific Covid-19 risks have been retained at a departmental level, they are now included in the summary of key risks for each service area provided below, and in the risk registers provided in the appendices.
12. The continually evolving Covid-19 situation is being kept under review as are the risks that relate to it. Existing risks are updated, and new risks will be added, as necessary. Should circumstances require it, the Gold Group may re-escalate Corporate Covid-19 risk.

Summary of Key Risks

Public Conveniences, Waste Collection, Street Cleansing, Waste Disposal and Transport Services

13. The Risk Register for the Cleansing and Waste Service, attached as Appendix 2 to this report, includes three Departmental risks of which, one is Red, one Amber and one Green:
 - 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)
 - CVD19 SGPS 24** Failure by BRONZE to deliver the Waste and Litter service (Amber, 12)
 - DBE-TP-07** A major incident, such as flooding or fire, makes Walbrook Wharf unusable as a depot (Green 4)

Port Health and Public Protection

14. The Risk Register for Port Health & Public Protection (PH&PP), attached as Appendix 3 to this report, includes one Amber Corporate risk and one Red Departmental risk:
 - CR21** Air Quality (Amber, 12)
 - MCP-PHPP 001** Brexit (Red, 24)

15. The PH&PP Service 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.

Cemetery and Crematorium

16. The Cemetery and Crematorium Risk Register is attached to this report as Appendix 4. All four risks remain amber and at the same level as previously reported. Their target score is at the same level as their current score, and we 'accept' these risks.
17. The Cemetery and Crematorium risks are as follows:
- OSD CC 003 – Deterioration of buildings, plant and machinery (Amber, 8)
 - OSD CC 009 – Systems Failure (Amber, 6)
 - OSD CC 010 – Extreme Weather (Amber, 6)
 - OSD CC 011 – Tree and plant diseases (Amber, 6)

Corporate & Strategic Implications

18. **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.
19. **Financial implications:** None
20. **Resource implications:** None
21. **Legal implications:** None
22. **Risk implications:** The proactive management of risk, including the reporting process to Members, demonstrates that each service area is adhering to the requirements of the City of London Corporation's Risk Management Policy and Strategy.
23. **Equalities implications:** There are no proposals in this report that would have an impact on people protected by existing equality legislation.
24. **Climate implications:** None
25. **Security implications:** None

Conclusion

26. Members are asked to note that risk management processes within each service area adhere to the requirements of the City Corporation's Risk Management Framework. Risks identified within the operational and strategic responsibilities of each area are proactively managed.

Appendices

- Appendix 1 – City of London Corporation Risk Matrix
- Appendix 2 - Department of the Built Environment Risk Register
- Appendix 3 - Port Health and Public Protection Risk Register
- Appendix 4 - Cemetery and Crematorium Risk Register
- Appendix 5 **(for consideration in Closed Session only)** - Port Health & Public Protection **Non-Public** Risk Register

Contacts

Public Conveniences, Waste Collection, Street Cleansing, Waste Disposal and Transport Services

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Cemetery & Crematorium

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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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Department of the Built Environment

Corporate and Departmental Risks (excluding completed actions)

Report Author: Elisabeth Hannah

Generated: 20 December 2021

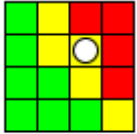
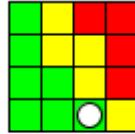



Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
DBE-TP-01 Road Traffic Collision caused by City of London staff or contractor who is unfit to drive 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. We have carried out a manual overview of the data and calculated with HR that of the 5000 people on the HR system, 140 have not completed Driver Check. That is, 97.00% of City of London staff have completed Driver Check, Until HR have resolved the reporting mechanism this will remain a red risk but is monitored very closely manually.	 Likelihood Impact	8	31-Dec-2022	
				17 Nov 2021			Reduce	

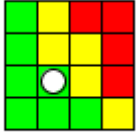
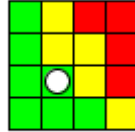
Appendix 2

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
DBE-TP-01c Business As Usual Mitigation	<p>Monitor the percentage of City of London staff who have completed Driver Check and ensure that it remains above 92.5%</p> <p>Monitor the percentage of City of London staff who have been identified, through Driver Check, as drivers (or managers of drivers) who have completed the Corporate Transport Policy online training course and ensure that it remains above 92.5%.</p> <p>Monitor overall completion rates for both Driver Check and the online training course and ensure that it remains above 92.5%.</p> <p>Monitor the collection and periodic monitoring of driver licence details (and, in the case of grey fleet drivers, vehicle details).</p>	<p>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.</p> <p>We have carried out a manual overview of the data and calculated with HR that of the 5000 people on the HR system, 140 have not completed Driver Check. That is, 97.00% of City of London staff have completed Driver Check, Until HR have resolved the reporting mechanism this will remain a red risk but is monitored very closely manually.</p>	Jim Graham	20-Dec-2021	31-Dec-2022

Appendix 2

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	Flight path
CVD19 SGPS 24 Failure by BRONZE to deliver the Waste and Litter service required by SILVER (DBE) (RECOVERY) 17-Apr-2020 Jim Graham	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. Event: Our contractor is unable to provide a waste collection and street cleansing service. Impact: Household waste remains uncollected, littering and fly tips increase to the extent that it leads to a secondary public health issue.	 Likelihood Impact	12	Impact reviewed in relation to OMICRON variant, PSG groups reviewing action plans to ensure relevancy and ready to action if required. 01 Dec 2021	 Likelihood Impact	4	31-Mar-2022	
							Reduce	

Action no, Title, Date,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
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.	Impact reviewed in relation to OMICRON variant, PSG groups reviewing action plans to ensure relevancy and ready to action if required.			Jim Graham	20-Dec-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	Flight path
DBE-TP-07 A major incident, such as flooding or fire, makes Walbrook Wharf unusable as a depot <div>Page 104</div>	Cause: A major incident, such as flooding or fire. Event: Walbrook Wharf unusable as a depot. Impact: Unable to clean streets; collect waste or maintain City of London Police vehicles. City of London unable to meet its contractual arrangements with third parties who use the depot for their commercial purposes.	 Likelihood Impact	4	<p>The City carried out a Business Continuity Plan exercise in October 2021, this was to test the Veolia cleansing and waste contract plan and resilience. The exercise went well with very few lessons to be learned. City have updated any lessons learned and added the Business Continuity Plan as a live document to the governance for review.</p> <p>Our response to COVID-19 has shown how this contract can be delivered with managers working from home. At the same time, we lost the use of some hire vehicles but, in accordance with the BC Plan, vehicles were brought in, by our contractor, from other contracts. This has continued into 2021 for COVID as well.</p> <p>The Business Continuity Plan will be updated and discussed at the next Quarterly Partnership board meeting in January 2022 and the next Business Continuity Exercise is scheduled for October 2022.</p> <p>01 Dec 2021</p>	 Likelihood Impact	4	31-Oct-2022	
							Reduce	
27-Mar-2015 Vince Dignam; Ian Hughes								

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
DBE-TP-07a Business Continuity exercise	Conduct annual DBE business continuity exercise	<p>A Review of actions from the Business Continuity Plan exercise in October 2021 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 will be discussed at the Quarterly Partnership board meeting in January 2022 and the next Business Continuity Exercise is scheduled for October 2022.</p>	Ian Hughes	20-Dec-2021	31-Oct-2022

Port Health & Public Protection

Corporate and Departmental Risks (excluding completed actions)

Report Author: Joanne Hill

Generated: 20 December 2021



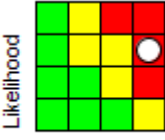
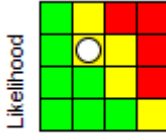

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
CR21 Air Quality 07-Oct-2015 Ruth Calderwood	Cause: Levels of air pollution 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. 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. 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	 Likelihood Impact	12	The risk level currently remains unchanged. The Environment Bill received Royal Assent in November 2021, but we will not know how the new provisions will impact on statutory obligations until Spring / Summer 2022. The government will be consulting on a raft of proposals around improving air quality during 2022 17 Dec 2021	 Likelihood Impact	6	31-Dec-2024	 Constant
							Reduce	

Action no, Title,	Action description	Latest Note		Action owner	Latest Note Date	Due Date
CR21 001h Publish annual report of air quality data	Develop baseline model for compliance assessment and publish annual report of air quality data	No further action required on this until the next annual report is due, summer 2022.		Ruth Calderwood	02-Nov-2021	31-Dec-2025

Appendix 3

CR21 001i Compliant vehicles	100% of vehicles owned or leased by the CoL are electric or hybrid by 2025	No further action to date.	Ruth Calderwood	02-Nov-2021	31-Dec-2025
CR21 001j Develop Private Members Bill	Develop and support an Emission Reduction Private Members Bill for London local authorities	The amendment to the Environment Bill was presented to the House of Lords by Lord Tope. Several meetings have been held with Defra officials to discuss options for new powers to deal with non-transport sources of air pollution.	Ruth Calderwood	02-Nov-2021	31-Dec-2022
CR21 001k Engine idling programme	Manage pan London idling vehicle engine programme	A further London wide advertising campaign is underway and school workshops taking place across London. The project funding ends March 2022, so consideration is being given to its legacy.	Ruth Calderwood	02-Nov-2021	31-Mar-2022
CR21l Compliance with NO2 target	Assess percentage compliance rate with NO2 target	No change since last update.	Ruth Calderwood	02-Dec-2021	31-Dec-2024

Appendix 3

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 08-Nov-2016 Gavin Stedman Page 107	Cause: The outcome of Brexit negotiations does not secure continuity of contracts, access to talent, ongoing grant funding and/or security of supply chains. Event: The City Corporation services fail to prepare appropriately for the end of the Brexit transition period on 31 December 2020. Uncertainty around the potential outcomes until it is too late to react. Effect: There is a range of potential impacts. The City Corporation's services are disrupted due to increases/changes in trade and as supply chains and contracts are reassessed, potentially increasing cost and reprioritisation of resources. Increased risk to public, animal and environmental health due to legislative changes. Increased risk and cost to consumers. Inadequate IT support if current EU software is replaced by bespoke UK systems that do not have sufficient functionality. Reduction in income if charging regimes are not established as part of Brexit. Potential for increased workload depending on whether agreement is reached from 'no deal' (check everything), through to no checks on EU products based and on risk via a full reciprocal arrangement (status quo).	 Likelihood Impact	24	The implementation of the Border Operating Model has been further delayed. January 2022 will see the introduction of pre-notifications by the Trade. From July to November 2022, documentary and physical checks will be phased in by commodity. This risk remains red due to the uncertainties regarding details of the Border Operating Model, financial support and expected trade volumes. 20 Dec 2021	 Likelihood Impact	6	30-Nov-2022	 Constant
							Reduce	

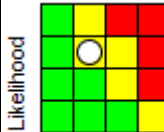
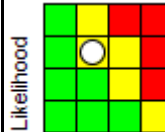

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
MCP-PHPP 001c Liaison with Remembrancer and other CoL depts.	Engage with stakeholders to assist in the identification of impacts and possible mitigations. Ensure Remembrancer and CoL depts are fully aware of the implications 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.	Gavin Stedman	20-Dec-2021	30-Nov-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.	Gavin Stedman	20-Dec-2021	30-Nov-2022

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Appendix 4 - Cemetery & Crematorium Risk Register

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
OSD CC 003 Deterioration of buildings, plant and machinery Page 109 19-Aug-2015 Gary Burks	Causes: Inadequate proactive and reactive maintenance; failure to identify and communicate maintenance issues Event: Operational or public buildings become unusable. Plants and trees die due to reduced maintenance capacity. Impact: Service capability disrupted; ineffective use of staff resources; damage to corporate reputation; increased costs for reactive maintenance	<div><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></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><d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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
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. 04 January 2022	 Likelihood Impact	6	31-Mar-2023	 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. Small printers are also available for vital daily print runs. Ongoing action.				Gary Burks	04-Jan-2022	31-Mar-2023

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. 04 January 2022	 Likelihood	6	31-Mar-2023	 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	04-Jan-2022	31-Mar-2023

[illegible]

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of the Local Government Act 1972.

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of the Local Government Act 1972.

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