



Port Health & Environmental Services Committee

Date: TUESDAY, 12 MARCH 2024

Time: 11.00 am

Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members:

Mary Durcan (Chairman)	Henry Jones
Deputy Peter Dunphy (Deputy Chairman)	Deputy Elizabeth King
George Abrahams	Andrew McMurtrie
Shahnan Bakth	Deputy Alastair Moss
Alderman Alexander Barr	Deputy Henry Pollard
Deputy Christopher Boden	Henrika Priest
Deputy Timothy Butcher	Jason Pritchard
Deputy Simon Duckworth	Hugh Selka
John Edwards	Oliver Sells KC
Helen Fentimen	Deputy Dr Giles Shilson
John Foley	Alethea Silk
Deputy Marianne Fredericks	Mandeep Thandi
Steve Goodman OBE	Luis Felipe Tilleria
Alderman Prem Goyal, OBE	Jacqui Webster
Caroline Haines	Glen Witney
Jaspreet Hodgson	Alderman Kawsar Zaman
Wendy Hyde	

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<https://www.youtube.com/@CityofLondonCorporation/streams>

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Ian Thomas CBE
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 9 January 2024.

For Decision
(Pages 7 - 14)

4. **OUTSTANDING ACTIONS**

Members are asked to note the Committee's Outstanding Actions list.

For Information
(Pages 15 - 16)

5. **DRAFT HIGH-LEVEL BUSINESS PLAN 2024/25 - ENVIRONMENT DEPARTMENT**

Report of the Interim Executive Director for Environment.

For Decision
(Pages 17 - 32)

6. **BUSINESS PLAN 2023/24: PROGRESS REPORT (PERIOD TWO: 1 AUGUST - 30 NOVEMBER 2023)**

Report of the Interim Executive Director for Environment.

For Information
(Pages 33 - 48)

7. **RISK MANAGEMENT UPDATE**

Report of the Interim Executive Director for Environment.

For Information
(Pages 49 - 60)

8. **RE-INTRODUCTION OF STREET CLEANSING RESOURCES - VERBAL UPDATE**
Interim Executive Director for Environment to be heard.

For Information
(Verbal Report)

9. **PORT HEALTH BREXIT READINESS - VERBAL UPDATE**
Interim Executive Director for Environment to be heard.

For Information
(Verbal Report)

10. **DATES OF FUTURE COMMITTEE EVENTS**
Report of the Town Clerk.

For Information
(Pages 61 - 62)

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

12. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
Any items of business that the Chairman may decide are 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.

Part 2 - Non-public Agenda

14. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 9 January 2024.

For Decision
(Pages 63 - 66)

15. **HEATHROW ANIMAL RECEPTION CENTRE UPDATE**
Report of the Interim Executive Director for Environment.

For Information
(Pages 67 - 72)

16. **REPORT OF ACTION TAKEN**
Report of the Town Clerk.

For Information
(Pages 73 - 76)

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

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

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PORT HEALTH & ENVIRONMENTAL SERVICES COMMITTEE

Tuesday, 9 January 2024

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

Present

Members:

Mary Durcan (Chairman)	Wendy Hyde
Deputy Peter Dunphy (Deputy Chairman)	Deputy Elizabeth King
George Abrahams	Andrew McMurtrie
Deputy Timothy Butcher	Jason Pritchard
John Edwards	Hugh Selka
Helen Fentimen	Deputy Dr Giles Shilson
John Foley	Jacqui Webster
Deputy Marianne Fredericks	

Officers:

Bob Roberts	- Deputy Town Clerk
Gavin Stedman	- Environment Department
Susie Pritchard	- Environment Department
Rachel Pye	- Environment Department
Ian Hughes	- Environment Department
Joe Kingston	- Environment Department
Graham Holmes	- Environment Department
Aggie Minas	- Environment Department
Joanne Purkiss	- Environment Department
Steve Playe	- Environment Department
Jenny Pitcairn	- Chamberlain's Department
Richard Chamberlain	- City Surveyor's Department
Kate Doidge	- Town Clerk's Department

1. APOLOGIES

Apologies were received from Steve Goodman, Alderman Prem Goyal, Jaspreet Hodgson, Deputy Alistair Moss, Alethea Silk, and Mandeep Thandi.

Shahnan Bakth, Caroline Haines, Henry Jones, Deputy Henry Pollard, Henrika Priest, and Glen Witney observed the meeting virtually.

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

There were no declarations for this meeting.

3. **MINUTES**

The Committee received the minutes of the previous meeting, held on 14 November 2023, for approval.

RESOLVED – That the public minutes and non-public summary be approved as a correct record.

The Committee discussed the following matters arising from the minutes, as follows:

City of London Thames Fishery Research Experiment

The Committee heard that officers would be investigating potential partners for financing the future City of London Thames Fishery Research Experiment. Officers would also be engaging with the Environment Agency, Port of London Authority, and universities for the future event to have a more scientific approach.

Street Cleansing Resources

The Committee heard that following the approval to seek additional funding for enhanced cleansing resources, the request would be received at the Resource Allocation Sub-Committee and Policy & Resources for approval. If the funding was agreed in February 2024, some resources could begin implementation. The full rollout could take up to six months. Finally, the Committee heard that its resolution made at the previous meeting to consider the provision of publicly accessible toilet facilities in major developments and as part of planning obligations within the City had been received at the most recent meeting of the Planning & Transportation Committee.

Community Toilets Scheme

The Committee discussed the Community Toilets Scheme, and some Members raised concerns on the effectiveness of the scheme, including that the signs or posters for the Scheme were not large or visible. Points were raised surrounding Destination City and that projects and strategies needed to include considerations of amenities such as toilets and extra cleansing of the streets. It was suggested that the Scheme be reviewed by officers, including considering the re-opening of the toilets at Bank Station. The Committee heard that the Bank Station toilets caused a large financial loss for the City Corporation, and that funding for Destination City was for specific events, but that officers would continue to work on solutions for the Scheme.

Bins

The Committee heard that there would shortly be a trial of alternatives to big-belly bins.

Dog Fouling

It was confirmed that there would be a report received at the Natural Environment Board on dog control within Bunhill fields and City Gardens, this would include reference to dog fouling.

Port Health Brexit Readiness

The Committee were reminded of the update previously received at its last meeting on Port Health Brexit Readiness. A resourcing plan and funding had now been agreed with the Director of the Defra Trade and Border Programme. The number of staff required had increased, and these would be funded by Defra during the mobilisation phase. From May 2024, the new regime would be implemented, and the new levies would cover the cost of the service. In order to be ready for the new regime, recruitment and onboarding needed to commence as soon as possible, and officers requested a delegation of authority in order to prepare for the Brexit Readiness Resourcing Plan for the Port Health Service.

In response to this, Members agreed to delegate authority to the Town Clerk in consultation with the Chairman and Deputy Chairman of Port Health & Environmental Services, to consider proposals relevant to the Committee, relating to a Brexit Readiness Resourcing Plan for the Port Health Service, if required before the next meeting (12 March 2024).

RESOLVED - That Members agree to delegate authority to the Town Clerk in consultation with the Chairman and Deputy Chairman of Port Health & Environmental Services, to consider proposals relevant to the Committee, relating to a Brexit Readiness Resourcing Plan for the Port Health Service, if required before the next meeting (12 March 2024).

London Underground Noise

The Committee heard that the meeting had been scheduled with LUL to discuss the approach for modelling the noise and vibration impacts of moving the points and crossings had been delayed until 30th January 2024.

Note: The Committee agreed to debate Agenda Items 4-8 together. Questions and comments raised have been in relation to those items have been split out and detailed under the relevant Minute Item below (Minute Item 4-8).

4. **ANNUAL REVIEW OF CHARGES - ANIMAL HEALTH**

The Committee received a report of the Interim Executive Director for Environment, concerning the increase in charges for the Animal Health Team service, and approval for increases of 5-20% to be applied to the Schedule of Charges in respect of services provided at the Heathrow Animal Reception Centre (HARC) for the forthcoming financial year 2024/25.

Following queries, it was confirmed to the Committee that there was a £1m overspend projected in the current financial year, and the budget for the next year was lower. The budget had been set prior to the loss of trade, which was reflected in the net expenditure. However, the net expenditure was lower than initial reports which demonstrated some improvements, but the budget was reflective of what was currently known and included unidentified savings.

Concerns were raised with the unidentified savings. It was agreed that the Committee receive a report at a future meeting, which would aim to address those unidentified savings.

A Member asked if the changes in the fees and charges reflected the current position with competitors. The response was that the throughput figures were encouraging, as the activity lost was less than initially believed. Further opportunities were being investigated. In addition, the Committee heard that the market was fickle, as fees and charges had increased significantly in some areas, and it was believed that the market would sustain that position. Officers were aware of the fees and charges for local competitors, but the information for European Border Control Posts (BCPs) was unknown.

A Member enquired whether there was flexibility with the setting of the charges, and if they could be adjusted in alignment with market trends. The response was that the operation of fees and charges varied, with some based on full-cost recovery, and some services that could not be charged. The Animal Health Team fees and charges were set by the Committee, and the HARC fees are set through the Byelaws with approval of the Court of Common Council. This governance process created a timeframe to change the fees and charges, and, in addition, live animal shipping agents quoted for the charges approximately 3 months in advance. Officers would check the Byelaws, to determine whether there was any flexibility in the fee setting process.

RESOLVED – That Members:

- (i) Approve the Animal Health Service fees in Appendix 1 of this report.
- (ii) Approve the increases in HARC fees through the proposed Byelaws contained in Appendix 2 of this report and recommend to the Court of Common Council that the Byelaws be made, and that the Comptroller and City Solicitor be instructed to seal the Byelaws accordingly.

5. **CEMETERY AND CREMATORIUM FEES AND CHARGES 2023-24**

The Committee received a report of the Interim Executive Director for Environment, concerning the proposed fees and charges for the services provided at the City of London Cemetery and Crematorium for 2024/25.

It was questioned whether the City of London Cemetery and Crematorium were underselling, and whether the charges should be increased. The response was that setting fees and charges was a fine balance, as trade could be lost to competitors who often deliberately undercut. This could negatively impact the budget for the next financial year if trade was lost. The proposed fees and charges had been matched against other cemeteries and crematoriums and was comparatively favourable.

A Member raised the service being flexible for those on lower incomes. The Committee heard that slots were offered at a reduced price, which were loss-making, however the overall service covered those losses. This was consistent within the industry sector. The Committee also heard that the increase in pure cremations had not impacted the workload, and the model offered was considered to be a fair price point.

Following a question, the Committee heard that the pricing for cremations on Saturdays had continued the same as 2023/24, but the pricing for cremations

on Sundays has increased. This was due to some financial loss on Sunday's, as officers were paid enhanced rates, and the increase aimed for cost recovery.

RESOLVED – That Members agree the fees and charges as set out in this report and shown in Appendix 1 for implementation with effect from 1 April 2024.

6. **STREET TRADING FEES 2024/25**

The Committee received a report of the Interim Executive Director of Environment, concerning the annual setting of the Street Trading Fees for 2024/25.

RESOLVED – That Members agree the proposed fees for 2024/25 as set out in Appendix 1.

7. **MESSAGE AND SPECIAL TREATMENT FEES 2024/25**

The Committee received a report of the Interim Executive Director of Environment, concerning the annual setting of the Massage and Special Treatments (MSTs) Fees for 2024/25.

RESOLVED – That Members agree the proposed fees for 2024/25 as set out in Appendix 2 (column two).

8. **PROPOSED CHARGES FOR STREET CLEANSING, WASTE COLLECTION AND PUBLIC CONVENIENCES 2024/25**

The Committee received a report of the Interim Executive Director for Environment, concerning the proposed 2024/25 fees and charges for a range of services provided by the City's Street Cleansing, Waste Collection, and Public Conveniences operations.

A Member of the Committee expressed thanks to the officers for information provided regarding the collection of Christmas trees.

A Member of the Committee queried how costs were implemented and recuperated for cleansing on private landowner areas. The response was that the City Corporation had an SLA agreement with 3 private landowner areas. Members were encouraged to report issues, where officers could undertake site visits and take action as necessary.

RESOLVED – That Members approve the following charges in the report with effect from 1 April 2024:

- charges for Street Cleansing services to external clients are increased by 6.1% 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.
- 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 6.1% 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 £72.57 to £77 and for the removal of uncollected bagged waste also be increased to £161.27 from £152 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 (post mounted cigarette bins) sold to businesses be charged at cost plus 30% to cover the City's administration costs.
- Clean City Awards Scheme membership fees are kept the same.

9. **TRADING STANDARDS UPDATE - NICOTINE INHALING PRODUCTS**

The Committee received a report of the Interim Executive Director of Environment, concerning an update on action currently being undertaken by the City of London's Trading Service on the sale of illegal nicotine inhaling products.

The Committee heard that it was standard industry practice to use underage volunteers to test whether shops that sold age restricted products were compliant. These volunteers were carefully managed to ensure that the individuals were protected and knew how to gather the right information.

The Committee heard that there were approximately 30 shops which sold nicotine inhaling products in the City of London. Officers would check with licensing officers on the street trading laws for selling nicotine inhaling products outside of shops.

Members of the Committee raised that the Health and Wellbeing Board had previously discussed concerns connected to nicotine inhaling products. There had been a briefing in which several actions had been discussed, which included encouraging the safe disposal of nicotine inhaling products. The Committee heard that there had been fires in connection with products being included in disposable waste and could consider better signage for safe disposal.

RESOLVED – That the report be received, and its contents noted.

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

Three public questions on matters relating to the work of the Committee were raised.

A question was raised on what enforcement powers the City Corporation had for waste left behind in properties used by companies such as Air BnB. The Committee agreed that a response would be reported back to the Committee.

Following a question raised on the cleansing of streets following City of London Police horses leaving waste, the Committee heard that this was being raised with the Commissioner.

Finally, a question was raised on the condition of the wooden planters located on London Bridge. The Committee heard that officers had discussed the issue with TfL, and were investigating potential alternative external funding to fix the planters and resolve the issue.

11. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
There were no items of public urgent business.
12. **EXCLUSION OF THE PUBLIC**
RESOLVED – That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of the Schedule 12A of the Local Government Act.
13. **NON-PUBLIC MINUTES**
RESOLVED – That the non-public minutes of the previous meeting held on 14 November 2023 be approved as a correct record.
14. **WALBROOK WHARF FEASIBILITY 2027 AND BEYOND - G2 ISSUES REPORT**
The Committee received a joint report of the City Surveyor, the Executive Director for Property, and the Interim Executive Director for Environment concerning a Gateway 2 report for Walbrook Wharf feasibility for 2027 and beyond.
15. **REPORT OF ACTION TAKEN**
The Committee received a report of the Town Clerk concerning a Report of Action Taken.
16. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
One non-public question was asked on matters relating to the work of the Committee.
17. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERED URGENT AND WHICH THE COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
The Committee heard one non-public item of urgent business.

The meeting closed at 12.51 pm

Chairman
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Port Health & Environmental Services Committee – Outstanding Actions

Item	Date	Action	Officer(s) responsible	To be completed/ progressed to next stage	Progress Update
1. Page 15	15 January 2019	Measurement and mitigation options for operational rail noise from London Underground affecting the Barbican Estate	Executive Director of Environment	Ongoing	<p>A meeting was held on 30th January. LUL have now completed their Tunnel Vibration Investigation to understand the effect of moving the points and crossings (P&C) currently situated under Brandon Mews further west onto the floating slab track. The study has shown that moving the P&Cs would reduce noise experienced by residents in Brandon Mews markedly without causing a negative effect elsewhere.</p> <p>LUL also outlined the financial position TFL are facing and detailed the projects which are being prioritized for future spend.</p>

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Committee(s): Port Health and Environmental Services Committee	Dated: 12 March 2024
Subject: Draft High-Level Business Plan 2024/25 – Environment Department	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	2, 3, 4, 5, 10, 11, 12
Does this proposal require extra revenue and/or capital spending?	No
Report of: Bob Roberts, Interim Executive Director Environment	For Decision
Report author: Joanne Hill, Business Planning and Compliance Manager	

Summary

This report presents the draft high-level Business Plan for the Environment Department for 2024/25. Due to the complexity and scope of the department, three separate high-level Business Plans have been produced to reflect our three key Committee ‘clusters’. The plan presented in this report (Appendix A) covers the service areas which fall within the remit of the Port Health and Environmental Services Committee and the Licensing Committee.

The draft high-level Business Plan is being presented for approval, subject to the incorporation of any changes sought by the Committee. The elements of the Plan which are within the remit of the Licensing Committee were approved by that Committee on 8 February 2024. Once approved by the Port Health and Environmental Services Committee, the Plan will become the final version and will be adopted from April 2024.

Recommendation

Members are asked to:

- i. Note the factors taken into consideration in compiling the Environment Department Business Plan; and
- ii. Approve, subject to the incorporation of any changes sought by this Committee, the elements of the draft high-level Business Plan 2024/25 (Appendix A) which fall within the remit of the Port Health and Environmental Services Committee.

Main Report

Background

1. As part of the new framework for corporate and business planning, departments were asked to produce standardised high-level, two-page Business Plans for the

first time in 2017 for the 2018/19 year. Members generally welcomed these high-level plans for being brief, concise, focused and consistent statements of the key ambitions and objectives for every department.

2. For 2024/25, the high-level Business Plan has further evolved to describe the funding and people resources associated with each priority workstream. As a high-level plan, this document does not capture the granularity of departmental work but gives the overall picture of activity, priorities, stakeholder engagement, trends where applicable, and direction of travel. The Corporate Strategy and Performance Team is working closely with departments to ensure that all Departmental Business Plans are aligned with Corporate Plan 2024-29.
3. The high-level Business Plans of each department follow a corporately mandated format and set of contents. This enables cross-departmental comparison and identification of dependencies and silos. The Environment Department's high-level Business Plans have been reviewed by a corporate Strategic Planning Group and have been approved by the Executive Leadership Board before being presented to Committees.

Draft final high-level Business Plan for 2024/25

4. This report presents, at Appendix A, the draft high-level Business Plan for 2024/25 for the services of the Environment Department which fall within the remit of the Port Health and Environmental Services Committee and the Licensing Committee, ie:
 - Public Protection, including the Licensing Service
 - Port Health
 - Animal Health
 - Cemetery and Crematorium
 - Cleansing Service.
5. Please note that the elements of the high-level Business Plan which are within the remit of the Licensing Committee were approved by that Committee on 8 February 2024, subject to some minor changes to the Licensing Service workstream which have since been made.

a. Prioritisation

The priority workstreams for 2024/25 were identified by the Environment Department's Senior Leaders and their management teams, in consultation with other members of staff. The establishment of these core workstreams enables management teams to set appropriate objectives and action plans to achieve the overarching goals during the year ahead.

The workstreams were selected to reflect key strategic links and priority projects as well as the statutory duties of the services. However, due to the high-level nature of the Plan, the workstreams do not include all elements of the teams' work; there is a significant amount of 'business as usual' activity that will continue alongside the priority workstreams.

This year's Business Planning process included a pilot exercise to assign one of thirteen prioritisation categories to each workstream, as shown on pages 3 and 4 of the Plan. However, please note that the workstreams have not been ranked, or presented, in order of priority.

b. Resources utilised

As part of the pilot prioritisation exercise, in the 2024/25 high-level Business Plans, every City Corporation department was required to include an estimation of the budget and people resource associated with each workstream. These figures are expressed as percentages of the overall revenue budget and Full-Time Equivalent (FTE) staff.

It has not been possible to determine accurate allocation of financial or people resources for each workstream; very few are discrete projects with specific budgets, and very few members of staff spend specific proportions of their time on one workstream. Therefore, the figures shown in the Business Plan are very much estimates. Should this exercise be repeated in future years, accurate methodology will need to be designed and applied in order to ensure consistency across and within departments.

c. Performance measurement:

Progress made against priority workstreams is measured by monitoring key performance indicators and achievement of milestones. Performance is reviewed regularly by Directors and their Management Teams and is reported to your Committee every four months to enable Member scrutiny.

In addition, the top-level workstreams identified in this plan flow down to local team management plans and the individual performance plans of members of staff, which provide further methods of assessing progress. This also enables individual officers to fully understand how their work feeds into divisional, departmental and corporate activities, aims and objectives.

d. Synergies and combatting silos

Workstreams have been linked to corporate priorities wherever possible. Page 6 demonstrates how the ?Poirt Health &?Public Protection Division and the Cleansing Service aligns with core strategies and policies, including the new Corporate Plan 2024-29.

Page 8, 'Our People' contains information which relates to the whole of the Environment Department. Colleagues across the department are working collaboratively to identify synergies and break down siloed working practices. The Department's Business Services Division works to align common processes and procedures to achieve consistency. This Division leads cross-departmentally on areas including business planning; risk management; health and safety; workforce planning; Equality, Diversity and Inclusion; communications and engagement; information and data management; and GIS mapping.

Departmental Operational Property Assets Utilisation Assessment

6. The Environment Department's staff are based across 25 sites throughout London and the south-east. It holds approximately 340 physical assets, almost 270 of which are at its Natural Environment sites.
7. The Executive Director is represented by the City Operations Director on the Board for the Corporation's Operational Property Review Programme. As part of this Programme, the Department is undertaking a critical review of all its physical assets, including operational property. A Departmental 'Task and Finish' group has been established and meetings are taking place to progress this project.
8. The initial stage of the project will be to identify the resources required to undertake a full analysis and in-depth review of all physical assets held by the department, including baselining operational requirements, financial position and state of repair.
9. Following this, officers will work with the City Surveyor's Department to establish a detailed project plan and realistic timeline. An update on the status of the assets relevant to this Committee will be reported, including any that are identified as surplus to requirements.

Corporate and strategic implications – The Environment Department is working to align to the developing Corporate Plan, through continued engagement and participation in the Strategy Forum, Strategic Planning Group and so on. It will shape its strategies and services appropriately to ensure they support achievement of the City Corporation's outcomes. Future Business Plans will be fully informed by the mission, aims and outcomes in the Corporate Plan 2024-29.

The Business Plan lists other key City of London strategies the Public Protection Division and the Cleansing Service are helping to deliver. Any new strategies will be reviewed as they are approved and consideration given as to how the services can and will support their delivery. This will include the new Corporate Plan and the People Strategy.

Financial implications - The high-level Business Plan has been produced in liaison with Chamberlain's Department and takes into consideration opportunities to reduce expenditure and increase income in order to make necessary savings.

Public Sector Equality Duty (PSED) - The Department has established an Equality, Diversity and Inclusion (EDI) Working Group. The Group is currently developing a Departmental EDI Plan which will align with the Corporate EDI Plan. Members of the group will lead on a range of EDI actions, including those set out in the Business Plan, to ensure compliance with the PSED across the department.

Resourcing implications - Any changes to resources will be brought to the relevant Committee(s).

Security implications - None

Conclusion

This report presents the draft high-level Business Plan for 2024/25 for the services of the Environment Department which fall within the remit of the Port Health & Environmental Services Committee and the Licensing Committee. Members are asked to approve the elements of the plan for which the Port Health & Environmental Services Committee is responsible. Once approved, the Plan will be updated in line with any changes requested by this Committee and the Licensing Committee and will become the 'final version' adopted in April 2024.

Appendices

Appendix A – Draft Environment Department high-level Business Plan 2024/25.

Joanne Hill

Business Planning and Compliance Manager

Environment Department

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The Environment Department shapes future environments and protects current ones.

It is the largest department in the organisation and provides a diverse range of services to London and the South East.

Within the 'square mile' we deliver many local authority and regulatory functions including planning and development; building control; engineering; highways and transportation; cleansing and waste; environmental health, licensing and trading standards. The SME Delivery Team provides advice and guidance for start-ups and small businesses which are located in, or visit, the City.

Further afield, we manage over 11,000 acres of stunning open spaces worth billions of pounds which capture thousands of tonnes of carbon a year and attract an estimated 25 million visitors.

We run the City of London Cemetery and Crematorium; operate the Heathrow Animal Reception Centre; provide animal health services London-wide; and, as the London Port Health Authority, undertake controls on imported food and feed through London's ports.

Due to the complexity and scope of the department, three separate high-level Business Plans have been produced to reflect our three key Committee 'clusters'. This plan covers the service areas which fall within the remit of the Planning and Transportation Committee and includes the SME Delivery Team.

What's changed since last year... (to October 2023):

- City teams welcomed two new apprentices completing qualifications in Trading Standards and Environmental Health. This is the first time the Port Health and Public Protection Division has supported degree level apprenticeships as an alternative route to qualification.
- Experienced officers from the Ports and HARC were seconded to Defra to engage with and inform the Border Target Operating Model (BTOM) process.
- Front line services continued to respond effectively to support the City's post-pandemic recovery.

Major achievements 2023/24 (to October 2023):

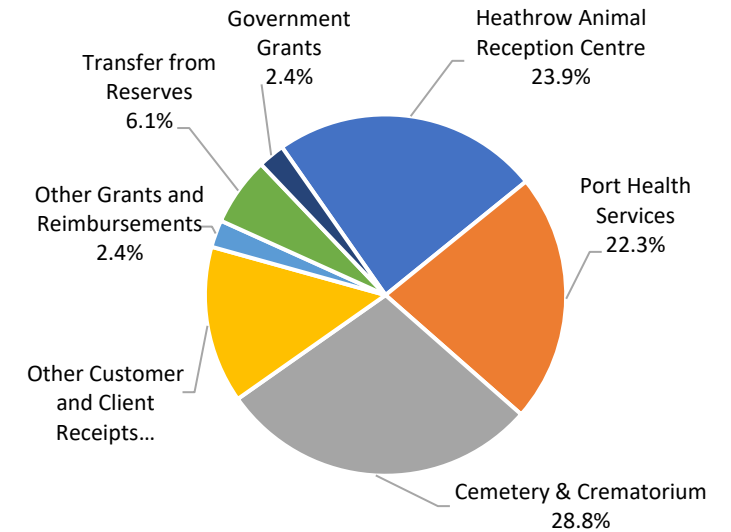
- The Trading Standards Team was a finalist at the Tackling Economic Crime Awards (TECA) 2023 in the category of Outstanding Public Sector/Law Enforcement Initiative, for Operation Broadway.
- The Animal Health Team was awarded the RSPCA Platinum 'PawPrint' award for animal activity licensing.
- The City's Pollution Team was nominated for a John Connell Award which recognises innovative and creative solutions to solve noise pollution and improve soundscapes.

Where our money comes from and what we spend it on

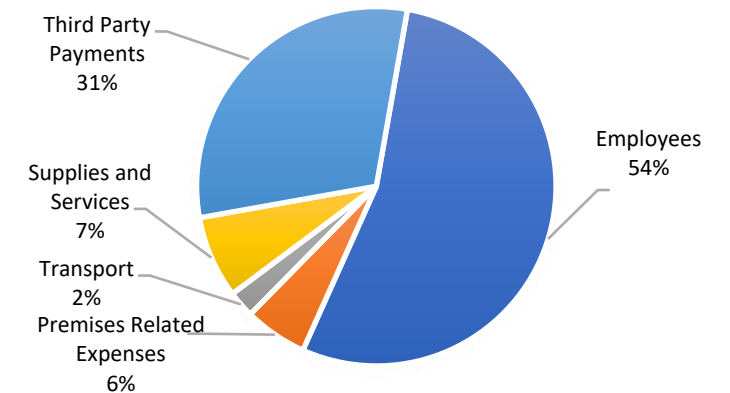
Total 2024-25 budget allocation is £10.062m

Total FTE within scope of this Business Plan: 234.8 (28.09.2023)

Income*



Expenditure*



*N.B: The charts are based upon 2023/24 approved budgets as of Sept. 2023.

Beyond 2024/25

Q1 2024/25

Q2 2024/25

Q3 2024/25

Q4 2024/25

2025/26

2026/27

Apr
May
Jun

Jul
Aug
Sep

Oct
Nov
Dec

Jan
Feb
Mar

Port Health and Public Protection statutory duties

Undertake statutory duties in line with local, national and international standards and guidance.

Licensing Service

Deliver the Licensing Service.

Develop and publish a new AI-Fresco Dining Policy.

Publish a refreshed Street Trading Policy.

Reinvigorate the Safety Thirst Scheme.

Protect public, animal and environmental health at the borders.

Deliver the Border Target Operating Model for Food, Feed and Live Animals.

Deliver Port Health and Animal Health statutory functions.

Financial security and development.

Explore commercial development opportunities for Port Health and HARC.

Adapt Cemetery and Crematorium services to meet the needs of service users and optimise income.

Air Quality Strategy

Approval of draft Strategy

Statutory consultation

Approval of final version of Strategy

Adopt new strategy Oct 25

Implement new Air Quality Strategy

Cleansing Service

Deliver an effective, high-quality and responsive Cleansing Service

Anti-Social Behaviour

Prevent, and mitigate the effects of, Anti-Social Behaviour (ASB) in the City.

Circular Economy Strategy

Adopt and begin to implement the Circular Economy Strategy.

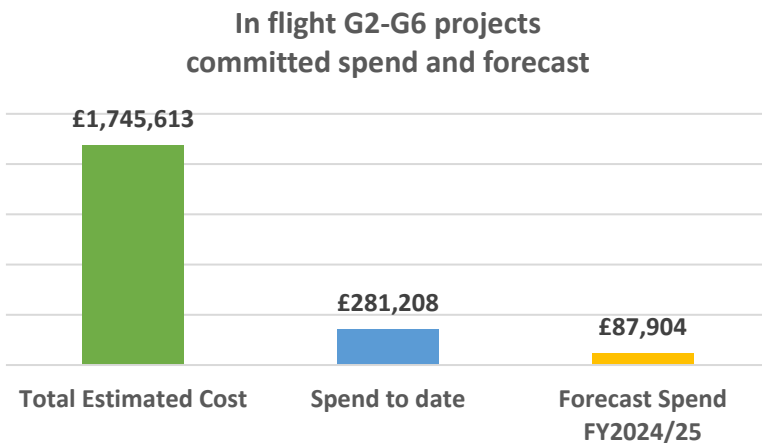
Workstream Name	Funding allocation % (of total PH&ES and Licensing revenue budget)	People resource % (of total FTE within scope of this plan)	Prioritisation category	Dependencies	Outcomes/ Impacts	KPI	Update Schedule	24/25 Target	22/23 Baseline
Protecting and promoting public, animal and environmental health, and consumer protection. <ul style="list-style-type: none"> Promote the Healthier Catering Commitment (HCC) Scheme to relevant City food establishments. Deliver the Food Law Enforcement Plan. Deliver the Health & Safety Cooling Towers regime. Deliver a 24/7/364 Noise Response Service. Actively participate in multi-agency partnership, Operation Broadway, to disrupt investment fraud in and around the square mile. 	6%	11%	1. Duty and Statutory	<ul style="list-style-type: none"> Changes in legislation. Food Hygiene and Food Standards Delivery models published by the FSA. HSE priorities for inspection. Destination City. City's development pipeline. 	Better regulation and support for businesses in line with local, national and international standards and priorities to achieve impactful outcomes for stakeholders.	Number of relevant food businesses signed up to the Healthier Catering Commitment Scheme.	Every four months	93%	new KPI 2024/25
						% of justifiable noise complaints investigated which result in a satisfactory outcome.	Every four months	90%	100%
						% of planned food hygiene inspections completed in year.	Every four months	95%	new KPI 2024/25
						% of planned Cooling Tower inspections completed in year.	Annually	100%	new KPI 2024/25
						Number of Operation Broadway deployments.	Every four months	80	new KPI 2024/25
Licensing Service Deliver the Licensing Service within the context of Destination City, understanding the needs of residents and businesses. <ul style="list-style-type: none"> Publish a refreshed Street Trading Policy (by 31 March 2025). Develop and publish a new 10-year AI-Fresco Dining Policy (by 31 March 2025). Reinvigorate the Safety Thirst Scheme. 	2%	4%	1. Duty and Statutory	<ul style="list-style-type: none"> City of London priorities. Economic outlook. Changes in legislation. 	Support delivery of Destination City by facilitating licensed activity in the Square Mile. Promotion of the four Licensing objectives set out in the Licensing Act 2003 and fulfilment of statutory duties to ensure all licensed premises are safe and do not give rise to public nuisance or crime and disorder.	Ensure that within 12 months licensed premises in red or amber zone of Traffic Light Scheme are brought back into amber or green zones respectively.	Annually	90%	100%
						Number of premises in the Safety Thirst Scheme.	Annually	80	72 (2019)
Protect public, animal and environmental health at the borders <ul style="list-style-type: none"> Delivery of Border Target Operating Model for Food, Feed and Live Animals. Continue to deliver Port Health and Animal Health statutory functions. 	0% Cost neutral	43%	1. Duty and Statutory	<ul style="list-style-type: none"> Requirements of the government's Border Target Operation Model. Changes in legislation. 	Realisation of new border controls for food and feed from the EU where the service is meeting service demand from industry whilst providing effective public health protection. Provision of effective biosecurity controls at the border and promotion of animal welfare.	% increase in consignments (Port Health).	Annually	20%	new KPI 2024/25
						Number of new locations/ premises served.	Annually	3	new KPI 2024/25
						% of imported food and feed consignments that satisfy the checking requirements cleared within 5 days.	Every four months	85%	POAO:79% PNAO:94%
						% of flight collections attended within 30 minutes of the flight offloading.	Every four months	95%	new KPI 2023/24

Workstream Name	Funding allocation % (of total PH&ES and Licensing revenue budget)	People resource % (of total FTE within scope of this plan)	Prioritisation category	Dependencies	Outcomes/ Impacts	KPI	Update Schedule	24/25 Target	22/23 Baseline
Financial security and development <ul style="list-style-type: none"> Examination of Commercial Development Opportunities for Port Health and HARC across London and a wider area. (2024-2027) Adapt Cemetery and Crematorium services to provide a variety of options relevant to the needs and preferences of customers and optimise income. (2024-2026) 	0% Cost neutral	3%	9. Income generation	<ul style="list-style-type: none"> Demand and take-up of alternative/additional service options. 	Establish financial security and sustainable delivery of our specialist services. Delivery of services which are responsive to customer and stakeholder needs, through investment in business development capability. Support and compliment statutory functions through a stronger commercial approach.	HARC % of market share.	Annually	>60%	60%
						HARC % increase in income.	Every four months	5%	0
						Number of burials and cremations.	Every four months	>3,290	3,278
Air Quality Strategy <ul style="list-style-type: none"> Draft a new Air Quality Strategy and present to PH&ES Committee (May 2024). Undertake statutory consultation. Present final draft strategy to PH&ES Committee (September 2024). Publish and implement new Air Quality Strategy (October 2024). 	2%	2%	7. Climate Action	<ul style="list-style-type: none"> Sufficient resources to deliver the work. Updated government guidance. 	A new Air Quality Strategy, incorporating additional requirements to tackle PM2.5, will be published and delivery will result in further improvements to air quality in the Square Mile. Improved health for residents, workers and visitors.	% of the City's area that meets the health-based Limit Values and WHO Guidelines for nitrogen dioxide levels.	Annually (calendar year)	90% by March 2025	93% (2022)
Cleansing Service <ul style="list-style-type: none"> Deliver an effective, high-quality and responsive Cleansing Service which aligns with Member-approved service levels and meets the needs of City residents, businesses and visitors. 	68%	17%	1. Duty and Statutory	<ul style="list-style-type: none"> Changes to the public realm on the Highway which can impact resource requirements and/or service delivery. Changes to core strategies. Services are delivered out of operational facilities which are maintained by City Surveyor's Department. 	Fulfilment of statutory duties. A cleaner City; efficient waste collection and recycling services. An adaptive service which meets changing demands, including those arising from the implementation of the Destination City Strategy, Climate Action Strategy and Transport Strategy.	% of streets with unacceptable levels of litter, detritus, graffiti and flyposting (NI 195).	Every four months	<5%	1.29%
						Number of major and minor issues raised with Cleansing Contractor.	Annually	=< 2	4
Mitigate results of Anti-Social Behaviour (ASB) – Cleansing Service <ul style="list-style-type: none"> Prevent, and mitigate effects of, Anti-Social Behaviour (ASB) in the City. 	5%	2%	2. Duty and Discretionary	<ul style="list-style-type: none"> City of London Police patrols and enforcement. Work of the Licensing Team to ensure compliance in order to minimise instances of ASB. Use of third-party contractors such as Park Guard. 	The Cleansing Service will adapt to changing demands arising from expected increases in, and varied timing of, footfall, thereby reducing the effects of ASB in the City.	Community Toilet Membership.	Annually	75	72
Circular Economy Strategy <ul style="list-style-type: none"> Adopt and begin to implement the Circular Economy Strategy. (The Strategy is being developed during FY 2023/24, this will include establishing aims, actions and KPIs.) 	0.5%	<1%	7. Climate Action	<ul style="list-style-type: none"> Targets within the Climate Action Strategy. Planning Policy; Procurement Policy. City Surveyor's Department as asset owners and property managers. Legislative drivers. 	Adoption of Circular Economy principles will keep products and materials in use for as long as possible, reducing waste and helping to achieve the City's Climate Action ambitions.	Annual household waste recycling rate (% by weight).	Annually	32%	30%

Medium Term Plans under consideration (2025/26 and 2026/27)

Priority list (e.g. new legislation, services, projects, automation)	2025/ 2026	2026/ 2027	Funded or Unfunded
Review and retender Cleansing service contracts due to expire in 2027 including operations at Walbrook Wharf	x	x	Funded
Embed new Border Operating Model	x	x	cost-neutral
Review HARC accommodation	X	X	Unconfirmed
Review Cemetery and Crematorium accommodation	x	x	Unconfirmed
Review Port Health accommodation	x	x	Unconfirmed
Refresh/re-write the Noise Strategy		x	Unconfirmed

In-flight Capital Projects (Gateway 2-6) Total no. of projects: 4



Operational Property requirements

The Environment Department’s staff are based across 25 sites throughout London and the south-east. We hold approximately 340 physical assets, almost 270 of which are at our Natural Environment sites.

As part of the Corporation’s Operational Property Review Programme, the Environment Department is undertaking a critical review of all its physical assets, including operational property. A Departmental ‘Task and Finish’ group has been established and meetings are taking place to progress this project. The initial stage of the project will be to identify the resources required to undertake a full analysis and in-depth review of all physical assets held by the department, including baselining operational requirements, financial position and state of repair.

Following this, we will work with the City Surveyor’s Department to establish a detailed project plan and realistic timeline. An update on the status of the assets relevant to this Committee will be reported, including any that are identified as surplus to requirements.

Operational Property Utilisation Assessment

Asset name	Assessment Complete?
Guildhall complex	Initial Workplace Survey completed June 2023. Detailed utilisation assessment to be considered as part of the OPR Programme.
Additional operational properties	No, utilisation assessments of these properties to be considered as part of the overall OPR Programme.

Key risks

Details are accurate at January 2024 but are subject to continual review and change.

Our highest service-level risks (those scored 12 and above), and our one Corporate risk, are shown in the table below. The matrix shows the overall business risk profile for the Port Health and Public Protection Division and the Cleansing Service.

Risk Title	Score
Brexit – Impact on Port Health and Animal Health	RED, 24
Road traffic collision caused by City of London staff or contractor who is unfit to drive while on City business	RED, 16
Inadequate staffing (Port Health Service)	AMBER, 12
Repair delays (HARC)	AMBER, 12
Air Quality (Corporate Risk)	AMBER, 6

Risk profile

		Impact			
		Minor	Serious	Major	Extreme
Likelihood	Likely		2		
	Possible		6	2	1
	Unlikely	1	10	1	1
	Rare	1	1	2	

Our strategic commitments

Climate Action Strategy

- Embed climate resilience as a key component in decision making.
- Develop a plan to protect public health from urban heat effects.
- Reduce pollution and increase the resilience of the Square Mile.
- Develop service-based Climate Adaptation Plans.

Destination City

- Support City businesses and residents to adapt to the changing dynamic of the City to a 7-day a week venue and cultural destination.
- Balance the needs of the businesses, residents and visitors.

Licensing Policies

- Promote the four licensing objectives by refreshing and implementing related policies, including: Statement of Licensing Policy; Al-Fresco Dining; Street Trading Policy; Gambling Policy.

Air Quality Strategy

- Ensure that the City complies with the statutory requirements for London Local Air Quality Management.
- Demonstrate leadership for London by implementing the actions identified in the Air Quality Strategy 2019-2024 and develop a new strategy to reflect new requirements for reducing emission for PM2.5.

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. Explore income streams to offset the increase in expenditure.

Noise Strategy and Contaminated Land Strategy

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

Safer City Partnership Strategy

- Actively participate in the Safer City Partnership, particularly in respect of the Anti-Social Behaviour and Night-time Economy workstreams.

Corporate Plan

We are working to align to the developing Corporate Plan, through continued engagement and participation in the Strategy Forum, Strategic Planning Group and so on. We will shape our strategies and services appropriately to ensure they support achievement of the City Corporation's outcomes.

Our future Business Plans will be fully informed by the mission, aims and outcomes in the 2024-29 Corporate Plan.

We will actively support the delivery of, and provide advice on, other relevant Corporate strategies, policies and programmes, including (but not limited to):

- | | |
|--------------------------|---|
| • Transport Strategy | • Health, Safety and Wellbeing Strategy |
| • Secure City Programme | • Social Mobility Strategy |
| • The Recovery Taskforce | • Responsible Business Strategy |
| • Housing Strategy | • Corporate Volunteering Strategy |
| • Lighting Strategy | |
| • The City Plan 2040 | |

We will review any new corporate strategies and policies as they are approved and consider how our services can and will support their delivery during 2024/25 and in future years. This will include the new **Corporate Plan 2024-2029** and the **People Strategy**.

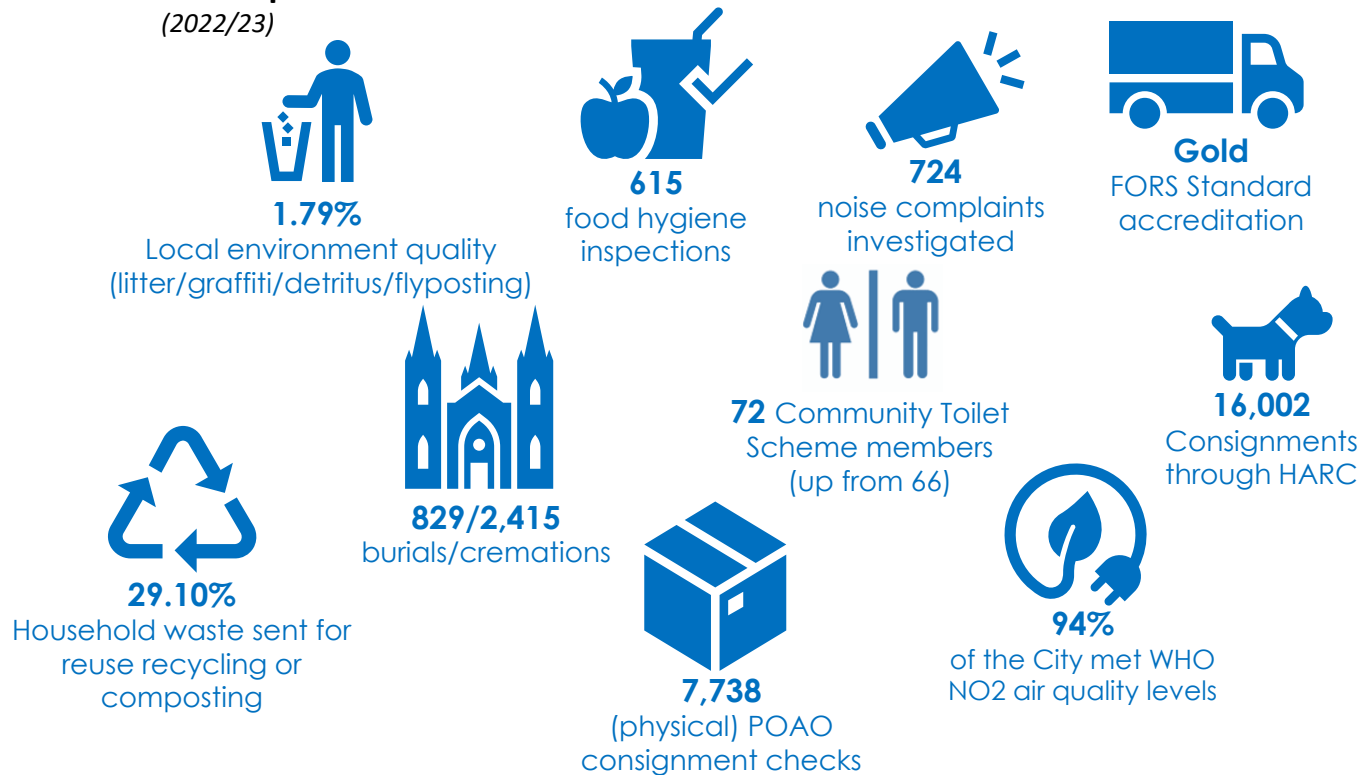
Our stakeholders

We have a wide range of stakeholders and delivery partners including, but not limited to, those shown here:



Our Impacts

(2022/23)



Stakeholder engagement

We continue to communicate with our stakeholders appropriately and take their feedback into consideration when shaping our services. All new policies and strategies are subject to formal consultation. Some examples are as follows:

- Licensing** – In accordance with the requirements of the Licensing Act 2023, when determining and reviewing our Statement of Licensing Policy, we consult with other responsible authorities and representatives of licensees of all types, together with representatives of local residents and businesses. We also consider relevant representations made by responsible bodies and other persons in relation to applications for the grant, variation, minor variation or review of premises licences and club premises certificates. We hold an annual Lord Mayor’s Round Table with trade representatives, and an annual Licensed Trade Forum.
- Air Quality** – The whole air quality programme involves working very closely with external stakeholders. We take all feedback into consideration to shape the service and the programmes we deliver. We also chair the London Air Quality Steering Group and work closely with research organisations.
- Cemetery and Crematorium** – We maintain regular communication with stakeholders via appropriate channels, inviting and considering their feedback. This includes regular email updates to, and individual meetings with, Funeral Directors; daily liaison with visitors, celebrants, stonemasons etc in our office, chapels and grounds; and a six-monthly newsletter which is circulated to a wide audience. In early 2024, an open meeting will be held with Funeral Directors, Ministers and Celebrants to discuss our plans to change the way the cremation chapels function in order to provide an improved level of service.
- Animal Health** – We undertake a range of engagement with our stakeholders, including delivery of the London Animal Welfare Forum.

Our People

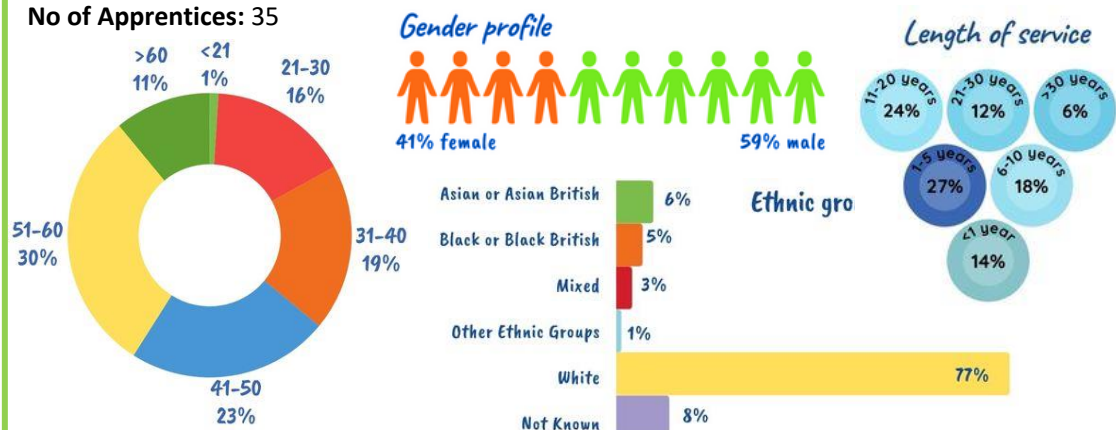
The data and information on this page relates to the whole of the Environment Department, not just to the services covered by this business plan. All data correct at 28/09/2023.

Environment Department Business Plan 2024/25

Workforce representation

Current staffing levels: 679.1 FTE (headcount: 714)

No of Apprentices: 35



Developing our people

The first three priorities of our Departmental Workforce Plan for 2024/25 are:

- Improve staff communication and engagement.
- Increase people management skills and team building.
- Undertake a skills mapping audit.



We are increasing staff engagement through:

- Collaboration with corporate working groups and staff networks.
- Hosting staff network visits to our sites.
- Publishing a monthly departmental newsletter.
- Maintaining and promoting our departmental SharePoint site
- Our Departmental Working Groups which comprise representatives from all divisions (Communications; EDI; Health & Safety; Workplace; IT).
- Celebrating success, e.g. many nominees for the Celebrating our People Awards 2023.

We are developing capability and managing our talent through offering:

- Departmental induction sessions for new joiners.
- ILM Talent Management Programme.
- Supervisory training for managers.
- Specific training, e.g. 'Investigation' training for managers and 'Finance for non-financial managers' courses, which support corporate financial and HR objectives.
- Mentoring of apprentices and ILM candidates (and training for mentors).

Equality, Diversity and Inclusion

- The Environment Department is committed to driving forward the City of London Corporation's Equality, Diversity and Inclusion (EDI) agenda. The department's Senior Leadership Team, with the help of their Equalities Champions, seek to identify equality and inclusion priorities, develop appropriate actions to address inequalities and foster good relations between diverse groups.
- The Department's EDI Working Group consists of representatives (Champions) from across the department and is responsible for developing and ensuring compliance with the Departmental EDI Action Plan, and that actions support the Col's overall Equality duties.
- The Group is currently developing a Departmental EDI Plan which will align with the Corporate EDI Plan.

The first three priorities of our Departmental EDI Action Plan for 2024/25 are to ensure that:

1. Our staff have a clear understanding of the Equality Act 2010, particularly the PSED, and how it applies to them both in terms of service provision and working with colleagues. We will achieve this by ensuring staff undertake mandatory equality training and other relevant training, such as EQIAs and management skills.
2. Our Equality Champions actively support and advise managers and colleagues on EDI matters.
3. EQIAs are undertaken, recorded, and the results taken into consideration when making decisions on service delivery.

Health and Safety

The first three priorities of our Departmental Health and Safety Action Plan for 2024/25 are:

1. Mental Health – Stress Risk Assessments: Assess stress factors for all teams across the department, to determine the most effective actions to promote staff wellbeing.
2. Departmental Audit process: Implement a cross divisional Health and Safety compliance audit to share best practise and develop a departmental H&S culture.
3. Front line staff, including lone workers: Audit local processes, to ensure adequate controls are in place for vulnerable staff including lone workers.

Our work locations

Total Environment Department people resource: 679.1 FTE
(N.B. data is accurate at 28/09/2023 but is subject to continual change.)

Guildhall complex	268.2 FTE
Walbrook Wharf	13 FTE
London Gateway Port	55 FTE
River Division Office (Denton)	6 FTE
Heathrow Animal Reception Centre	47 FTE
Col Cemetery & Crematorium	53.9 FTE
Old Bailey (Coroner's service)	2 FTE
Epping Forest	52.8 FTE
Hampstead Heath, Highgate Wood, Queen's Park (Several different buildings across these sites.)	105.8 FTE
West Ham Park	12.5 FTE
Keats House	2.9 FTE
Ashted Common	6 FTE
Burnham Beeches and Stoke Common	14.2 FTE
West Wickham and Coulsdon Commons	11.8 FTE
City Gardens, Depot	28 FTE

The Environment Department

Shaping sustainable future environments

The Environment Department is the largest in the organisation and provides a diverse range of services to London and the South East.

Within the ‘square mile’ we deliver many local authority and regulatory functions including planning and development; building control; highways and transportation; cleansing and waste; environmental health, licensing and trading standards.

Further afield, we manage over 4,500 hectares of green spaces; run the City of London Cemetery and Crematorium; operate the Heathrow Animal Reception Centre; provide animal health services London-wide; and, as the London Port Health Authority, undertake controls on imported food and feed through London’s ports. The Department’s aims, activities and vision are presented in the diagram below.

Due to the complexity and scope of the department, three separate High-Level Business Plans have been produced to reflect our three key Committee ‘clusters’. This plan covers the service areas which fall within the remit of the Port Health & Environmental Services Committee and the Licensing Committee.



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Committee(s): Port Health and Environmental Services Committee	Dated: 12 March 2024
Subject: Business Plan 2023/24: Progress Report (Period Two: 1 August–30 November 2023)	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	1, 2, 5, 6, 8, 11, 12
Does this proposal require extra revenue and/or capital spending?	No
Report of: Bob Roberts, Interim Executive Director, Environment	For Information
Report authors: Joanne Hill, Environment Department	

Summary

This report provides an update on progress made during Period Two (August–November 2023) against the high-level Business Plan 2023/24 for the following service areas of the Environment Department which fall within the remit of your Committee:

- The Cleansing Service
- Port Health and Public Protection

Recommendation(s)

Members are asked to:

- Note the content of this report and its appendices.

Main Report

Background

1. Your Committee is responsible for the following service areas of the Environment Department:
 - The Cleansing Service
 - Port Health and Public Protection
2. The 2023/24 high-level Business Plan was approved by your Committee in March 2023. The plan set out the priority workstreams and key performance indicators (KPIs) for the year ahead.
3. To ensure your Committee is kept informed, progress made against the high-level Business Plan is reported to you on a periodic (four-monthly) basis. This approach allows Members to ask questions and have a timely input into areas of particular importance to them.

Key workstreams

4. The high-level Business Plan set out key workstreams that would be undertaken during 2023/24. Teams have made progress against these workstreams and a summary of each is provided at Appendix 1.

Key Performance Indicators

5. Key Performance Indicators were identified in the business plan. These measures are monitored to assess the performance of each service area in providing their statutory duties and progressing their key workstreams. Details of performance to the end of Period Two is provided at Appendix 2.

Additional performance information

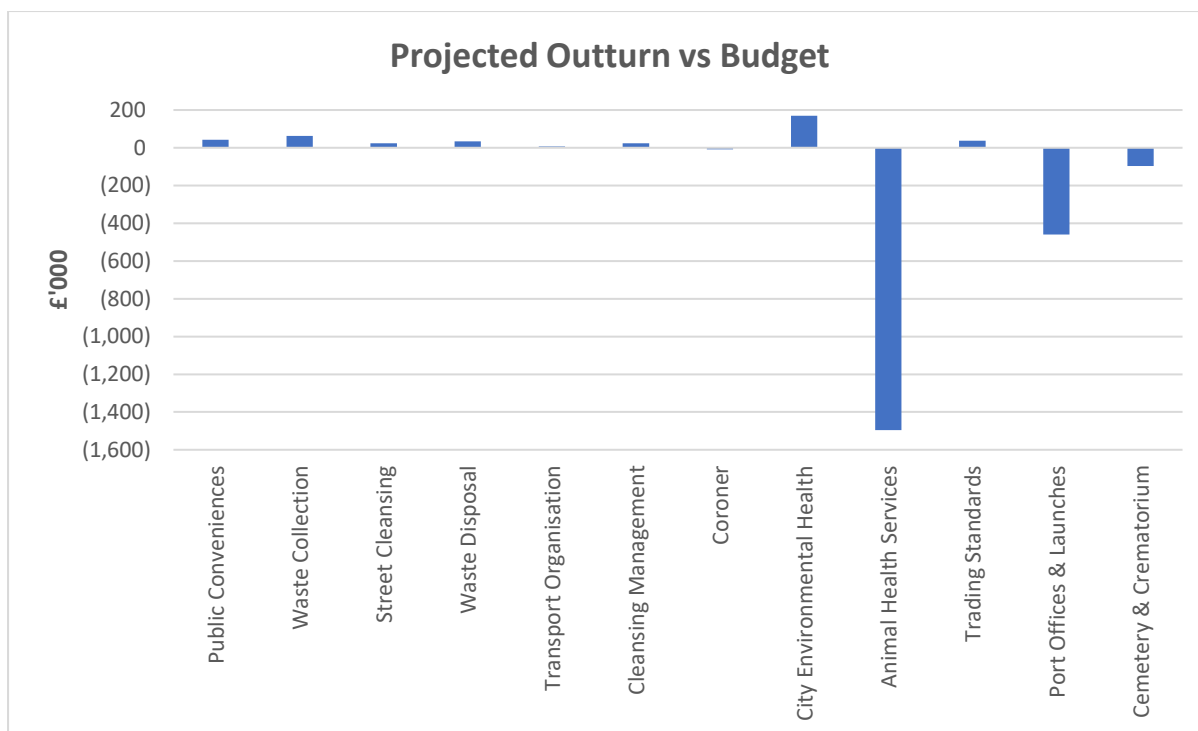
6. Cleansing Service: Appendix 3 provides infographics summarising the performance of the teams and some textual updates on their work.
7. Port Health and Public Protection: Appendix 4 comprises infographics which summarise the activity and performance of each team.

Awards

8. The Pollution Control Team won the John Connell Local Authority Award for a joint project with Westminster City Council looking at improved environmental performance of contractors.

Financial Information

9. The end of November 2023 monitoring position for the Environment Department shows a projected year end overspend of £0.54m overall, an improvement of £1.465m from the position reported at the end of July 2023.
10. Within that overall total, the Interim Executive Director is forecasting a projected year end overspend of £1.661m for their services reporting to the Port Health and Environmental Services Committee.
11. Appendix 5 sets out a more detailed financial analysis of each division of service relating to this Committee, including reasons for significant budget variations (generally those over £50k).



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 Committee is forecasting an overspend of £1.661m at year end.

12. The projected overspend for this Committee is primarily due to the loss of trade at Heathrow Animal Reception Centre.

13. Other overspends include reduced income at the Ports which is largely due to the reduction of checks on Brazilian meat and meat products, and the cost of agency staff.

14. These have been partly offset, mainly by improved income from public conveniences, the Construction/Deconstruction Levy, and commercial waste royalty, and savings as a result of staff vacancies.

15. The Interim Executive Director is continuing to seek further opportunities to address the projected overspend for the Department.

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 this report, with further detail included in the appendices.

Resource implications – None.

Legal implications – None.

Risk implications – Risks to achieving the objectives set out in the Business Plan of each service area are identified and managed in accordance with the City of London Risk Management Framework. Risk Registers are reported to this Committee on a regular basis.

Equalities implications – None.

Climate implications – The work of the Cleansing Service and Port Health and Public Protection supports the delivery of the Corporate Climate Action Strategy through its delivery of relevant workstreams; updates on progress are reported to this Committee.

Security implications – None.

Appendices

Appendix 1 – Progress against key workstreams

Appendix 2 – Progress against key performance indicators

Appendix 3 - Cleansing Service: Additional performance information

Appendix 4 - Port Health & Public Protection Division: Additional performance information

Appendix 5 – Financial Information

Background Papers

‘Draft High-Level Business Plans 2023/24 – Environment Department’ (PH&ES Committee, 28 March 2023)

Contact

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E: joanne.hill@cityoflondon.gov.uk

T: 020 7332 1301

Progress against key workstreams
Period Two 2023/24: 1 August – 30 November 2023

Ref:	Workstream	Progress Period Two (1 August – 30 November 2023)
1.	<p>Air Quality Assess and implement requirements for meeting new air quality statutory obligations following the introduction of the Environment Act 2021.</p>	<ul style="list-style-type: none"> • An application for government funding has been submitted on behalf of the City of London and five other London Boroughs to assess and mitigate emissions of PM2.5 from commercial cooking. • A new Air Quality Strategy is being drafted to incorporate the new requirements for managing PM2.5.
2.	<p>Port Health/HARC Influence, prepare for and adapt to embed a new Border Operating Model for import Controls at the end of 2023, by influencing policy and guidance, and designing resilient services that are flexible and dynamic to changing risks.</p>	<ul style="list-style-type: none"> • The phased border checks commenced on 31 January 2024 with the introduction of the need for importers to submit documentation. • The biggest impact on the Service will be Phase Two which will begin on 30 April 2024 and require documentary, physical and identity checks at the border for medium and low risk food and feed imports. • The CoL has received Defra funding for Brexit readiness and Defra has confirmed funding until July 2024. • The Port Health Service is reviewing and developing its current service model. In addition, new staff are being recruited to meet the predicted increase in demand from 30 April.
3.	<p>Port Health Review the Port Health accommodation along the Thames to ensure that it is cost effective and meets future service demands.</p>	<ul style="list-style-type: none"> • The Port Health Service is working with the City Surveyor to review future accommodation requirements for service delivery.
4.	<p>Public Protection Teams will continue to assess and adapt services in reaction to the Nighttime Economy and Anti-Social Behaviour.</p>	<ul style="list-style-type: none"> • Public Protection are actively involved in the Anti-Social Behaviour (ABS) Strategic Group. • Officers Chair the Licensing Liaison Partnership and weekly Night Time Economy (NTE) Group which are utilising intelligence and data to direct services and deployments.

Ref:	Workstream	Progress Period Two (1 August – 30 November 2023)
5.	Licensing Service Develop a long term (10 year) strategy for the City of London on AI Fresco Dining for the City's Streets.	<ul style="list-style-type: none"> The Licensing Service is awaiting details of the pavement licensing legislation before they can progress this workstream.
6.	Public Protection Implement and embed the new Planning and Regulatory Services casework management system (CMS) to provide a modern and intelligent way of working for the future.	<ul style="list-style-type: none"> Outstanding issues with IDOX Uniform related to specific services, including Trading Standards and Licensing, have delayed full implementation and utilisation of system. Resolution by IDOX is awaited. The services' future digital offering will improve once the new system is fully operational.
7.	Cemetery and Crematorium Monitor funeral trends and adapt to provide a variety of options relevant to the needs and preferences of customers.	<ul style="list-style-type: none"> Officers are in discussion with third-party companies who will be able to help the City of London to offer bereaved families fully constructed vault graves as a viable option for burial. An extended cremation service offer will allow for a more personalised/individual service.
8.	Cleansing Service Embed the Climate Action Strategy and Climate Resilience mitigations into resource planning and decision making - balance reduction of energy use against cost of investment to achieve savings. Identify appropriate vehicles and equipment savings, building retrofits etc.	<ul style="list-style-type: none"> Officers are working closely with the Climate Resilience team to develop a Climate Adaptation Action Plan for City Operations. The development of a risk based scoring approach including mitigations is nearing completion. A climate resilient planting catalogue is also under development.
9.	Cleansing Service Develop a combined services strategy for the Cleansing and City Gardens teams, outlining service standards and public engagement plans.	<ul style="list-style-type: none"> A planning workshop has been held and the Services Strategy is under development.

Ref:	Workstream	Progress Period Two (1 August – 30 November 2023)
10.	Cleansing Service Support the drafting of a revised Corporate Transport Policy.	<ul style="list-style-type: none"> Members of the Cleansing team are actively supporting the development of the Policy, which is close to being finalised and will be taken to Establishment Committee in early 2024.
11.	Cleansing Service Deliver the Biodiversity Action Plan.	<ul style="list-style-type: none"> The Biodiversity Action Plan Group has been reestablished and is being overseen by the Waste Strategy and Biodiversity Manager. All targets have been reviewed and revised and are now progressing well.
12.	Cleansing Service Develop a strategic approach for the future of Walbrook Wharf and how this will affect service delivery and contracts.	<ul style="list-style-type: none"> The Project Board meets regularly and several studies around space utilisation and waste strategy soft market testing have been completed. A wider soft market testing exercise on complimentary uses has been published (Dec 23). Requests for funding to progress a detailed options appraisal are being taken to relevant committees.

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Progress against Key Performance Indicators
Period Two 2023/24: 1 August – 30 November 2023

Performance Measure	Performance Period One 2023-24	Target 2023-24	Performance Period Two 2023-24	
Cleansing Percentage of City land with unacceptable levels of litter, graffiti etc.	2.38%	<5%	2.88%	
Cleansing Percentage of household waste sent for reuse, recycling or composting.	26.82%	32% by 2025	27.72%	
Cleansing The number of members of the Community Toilet Scheme.	72	75	72	
Air Quality Percentage 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).	N/A Annual Measure	90% by 31 March 2025	N/A Annual Measure	
Port Health Percentage of imported food and feed consignments that satisfy the checking requirements cleared within five days.	a) Products of Animal Origin	86%	85%	95%
	b) High-risk Products of Non-Animal Origin	97%	85%	89%
Port Health Percentage of imported food and feed consignments (Products of Non-Animal Origin - PNAO) subjected to documentary controls within five days.	95%	85%	97%	
Heathrow Animal Reception Centre Acceptance of at least 90% of airline bookings for pets.	100%	90%	100%	
Heathrow Animal Reception Centre 95% of flight collections attended within 30 minutes of the flight offloading.	97%	95%	98%	

Performance Measure	Performance Period One 2023-24	Target 2023-24	Performance Period Two 2023-24
Animal Health All operators meet the required standards when inspected for animal activities licences: a) 80% meet minimum standards. b) 20% meet minimum AND higher standards.	a) 92% b) 31%	c) 80% d) 20%	a) 89% b) 37%
Pollution Control *1 90% of justifiable noise complaints investigated result in a satisfactory outcome.	95%	90%	97%
Commercial Environmental Health: Food Safety *2 Sustain improvement in the proportion of food establishments that are at least 'broadly compliant' (i.e., Food Hygiene Rating Scheme score of 3 or above).	N/A Annual Measure	Improved profile	N/A Annual Measure
Commercial Environmental Health: Health & Safety Sustain improvement in the proportion of premises with notifiable evaporative cooling devices found to be 'broadly compliant' for legionella control (equivalent to health & safety inspection rating of B2 to C).	N/A Annual Measure	Improved profile	N/A Annual Measure
Cemetery and Crematorium Number of burials and cremations	994	>3,290 (Annual target)	740
*1 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. *2 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.			

Business Plan 2023/24

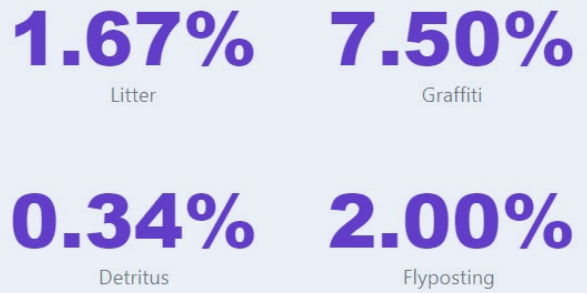
Key performance information

Cleansing Service Period 2: Aug 23 – Nov 23

Local Environment Quality - Overall (NI195)



Local Environment Quality - Breakdown (NI195)



Kilograms of General Waste per Household (NI191)



Overall Recycling Rate (NI192)



Community Toilet Scheme

72

Members

Clean Streets Partnership

252

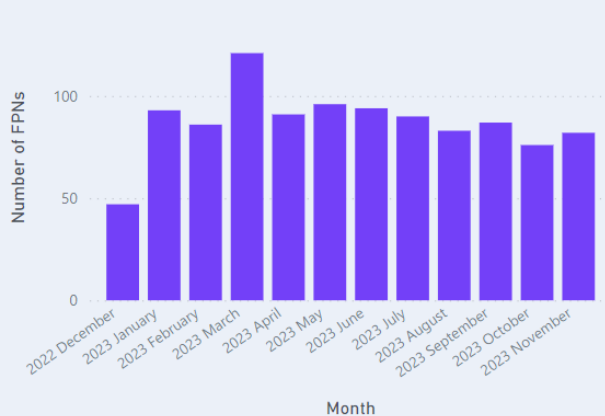
Members

Clean City Awards Scheme

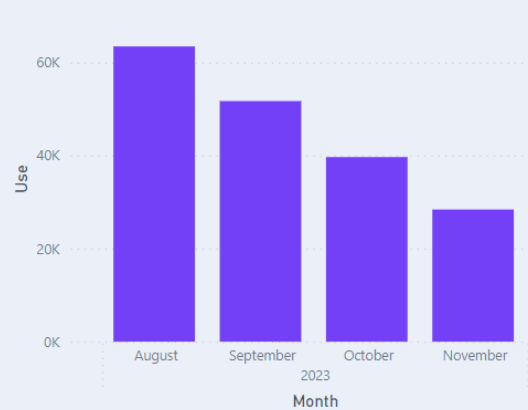
52

Members

Total FPNs Issued



Public Convenience Usage



Explanatory notes and additional information

The Cleansing Service's performance against its targets is shown graphically on the previous page and should be read in conjunction with the following explanatory notes:

- NI191 (the amount of residual domestic waste per household) is performing well against target (122.12kg per household against a target of 125kg per household).
- NI192 (percentage of domestic waste recycled) has missed the target for Period Two at 27.72% against a target of 32%. In accordance with the Mayor of London's Environment Strategy, the Reduction and Recycling Plan continues to being undertaken. Officers are identifying which areas of general waste have increased in order that directed communications can be targeted at the most needed areas.
- 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 (<5%) when measured in October 2023, with all elements of the survey meeting the required standards of cleanliness. Whilst the City's overall score of 2.88% for all areas is in line with the current target, it is higher than in previous years.
- During this period the Street Environment Officers have issued 328 Fixed Penalty Notices in relation to environmental crime such as littering, public urination, and failure to comply with commercial waste disposal regulations.
- The attended Public Convenience facilities at Tower Hill and Paternoster, which serve the main tourist attractions, have seen an increase in usage with levels returning to pre-pandemic years.
- The Community Toilet Scheme membership is at 72. Officers continue to target areas for recruiting new members where most needed as identified by previous mapping.
- There has been no change to the Clean Streets Partnership and recruitment for this year's Clean City Awards Scheme currently stands at 52.

Contract performance

- During Period 1 (August 23 to November 23) of this Business Plan, the management team have continued to monitor the 12 Key Performance Indicators (KPIs) relevant to the performance of the Waste Collection and Street Cleansing contract. There have been four significant contract performance issues around sweeping standards.


Business Plan 2023/24

Key performance information

Period 2: 1 August 2023 - 30 November 2023


Public Protection

 **277**
food hygiene inspections conducted
(2023/24 - Period 2)

 **9**
Number of
prosecutions/legal action in relation to
unlicensed street trading.
(2023/24 - Period 2)

 **822**
Trading Standards complaints &
service requests received
(2023/24 - Period 2)

Food Hygiene Rating Scheme: profile of food businesses

	Require improvement (0-2 rating)	Broadly compliant (3-5 rating)
	42 (3%)	1521 (94%)
2023/24 Period 2		

 **301**
noise complaints investigated
(2023/24 - Period 2)

Burials		Cremations
7% Market Share (2023/24 - Period 2)		24% Market Share (2023/24 - Period 2)

Port Health

Products of Animal Origin consignment checks

939
physical checks
(2023/24 - Period 2)

4340
documentary checks
(2023/24 - Period 2)



Products of Non Animal Origin consignment checks

1997
physical checks
(2023/24 - Period 2)

9586
documentary checks
(2023/24 - Period 2)

Animal Health

 **122**
Animal Health inspections
carried out
(2023/24 - Period 2)

 **4258**
consignments of animals through
Heathrow Animal Reception Centre
(2023/24 - Period 2)

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Port Health & Environmental Services Committee
Local Risk Revenue Budget as at 30 November 2023
(Expenditure and unfavourable variances are shown in brackets)

	Budget 2023/24 £'000	Forecast for the Year 2023/24		Notes
		Forecast Outturn £'000	Better / (Worse) £'000	
Port Health & Environmental Services (City Fund)				
Public Conveniences	(496)	(453)	43	
Waste Collection	(2,122)	(2,060)	62	1
Street Cleansing	(4,300)	(4,277)	23	
Waste Disposal	(1,015)	(981)	34	
Transport Organisation	(339)	(333)	6	
Cleansing Management	(7)	16	23	
Coroner	(334)	(343)	(9)	
City Environmental Health	(2,059)	(1,889)	170	2
Animal Health Services	1,275	(221)	(1,496)	3
Trading Standards	(426)	(388)	38	
Port Offices & Launches	(121)	(580)	(459)	4
Cemetery & Crematorium	1,904	1,808	(96)	5
TOTAL PORT HEALTH & ENV SRV COMMITTEE	(8,040)	(9,701)	(1,661)	

Notes:

- 1. Waste Collection** - The projected underspend mainly due to additional commercial waste royalty income.
- 2. City Environmental Health** - The projected underspend is due mainly to an improved forecast income from the Construction/Deconstruction Levy.
- 3. Animal Health Services** - The projected overspend is due mainly to a reduction in income through loss of trade, partly offset by staff vacancies.
- 4. Port Offices & Launches** - The projected overspend is mainly due to loss of income from enhanced checks on Brazilian meat products (which ceased in July), together with increased sampling costs, agency staff costs and vacancy factor to be met.

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Agenda Item 7

Committee(s): Port Health and Environmental Services Committee	Dated: 12 March 2024
Subject: Risk Management Update	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: Bob Roberts, Interim Executive Director Environment	For Information
Report authors: Joanne Hill, Environment Department	

Summary

This report provides the Port Health and 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.

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.

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

- Port Health and Public Protection
- The Cleansing Service

Recommendation

Members are asked to:

- Note the report and the actions being taken by the Environment Department to monitor, mitigate and effectively manage 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. To fulfil this requirement, the key risks of the service areas of the Environment Department which fall within the remit of the Port Health and Environmental Services Committee are presented to the Committee every four months.
3. Risk Management is discussed regularly by the Department's Senior Leadership Team and at the meetings of each service area's Senior Management Team.
4. Between Management Team meetings, risks are reviewed in consultation with risk and control owners, and updates are recorded in the corporate risk management system.

Current Position

5. This report provides an update on the key business risks that exist in relation to the operations of service areas of the Environment Department which fall within the remit of the Port Health and Environmental Services Committee:
 - Port Health and Public Protection
 - Cleansing Service

Summary of key risks

6. The register of key risks held by the Port Health and Public Protection Division and the City Operation Division's Cleansing Service includes one corporate risk (Air Quality) and three service level risks, as summarised below. The detailed risk register is presented at Appendix 2.
7. **CORPORATE RISK CR21 – Air Quality (Current risk: Amber, 6)**
This corporate risk remains at the current score of Amber 6 (possible; serious). A target has been set to further reduce the risk to a score of Green 2 (unlikely; minor) by the end of 2026. A new Air Quality Strategy is being prepared with the draft due to be being presented to PH&ES committee in May 2024.
8. **ENV-PHPP 001 Brexit – Impact on Port Health and Animal Health (Current risk: Red, 24)**
The phased border checks commenced on 31 January 2024 with the introduction of the need for importers to submit documentation.

The biggest impact on the Service will be Phase Two which will begin on 30 April 2024 and require documentary, physical and identity checks at the border for

medium and low risk food and feed imports. The Port Health Service is reviewing and developing its current service model and new staff are being recruited to meet the predicted increase in demand.

9. **ENV-CO-GC 002 - Road traffic collision caused by City of London staff or contractor who is unfit to drive while on City business (Current risk: Red, 16).**

This risk remains at a score of 16 (unlikely but an extreme impact). We are unable to reduce the risk score until the HR Department has resolved ongoing technical issues with the 'Driver Check' database. Cleansing Managers are working closely with senior HR colleagues to resolve this matter. The target to reduce the risk to a score of 8 (rare; extreme) has been extended from January to April 2024 to reflect the ongoing situation.

10. **ENV-CO-GC 006 - A major incident, such as flooding or fire, makes Walbrook Wharf unusable as a depot (Current risk: Amber, 8)**

This risk remains at a score of Amber 8: unlikely, but with a major impact on the ability to deliver cleansing and waste services should it occur. We are unable to further reduce the likelihood or impact of the risk, but undertake appropriate actions, including regular review and testing of the Business Continuity Plan, to maintain the risk at its current score.

Identification of New Risks

11. 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.
- The risk register may be refreshed over and above the stated process for review and oversight, in response to emerging issues or changing circumstances.

Corporate and Strategic Implications

12. 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.

13. The proactive management of risk, including the reporting process to Members, demonstrates that the department is adhering to the requirements of the City of London Corporation's Risk Management Policy and Strategy.
14. The risk management processes in place in the Environment Department support the delivery of the Corporate Plan, our Departmental and Divisional Business Plans and relevant Corporate Strategies

Conclusion

15. 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 – Environment Department Key Risks (Port Health & Environmental Services Committee)

Contact

Joanne Hill, Business Planning and Compliance Manager, Environment Department
T: 020 7332 1301
E: Joanne.Hill@cityoflondon.gov.uk



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

	X	Impact			
		Minor (1)	Serious (2)	Major (4)	Extreme (8)
Likelihood	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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Environment Department Key Risks (PH&ES Committee)

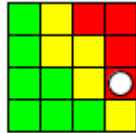
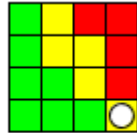

Generated on: 22 February 2024

Rows are sorted by Risk Score

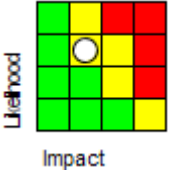
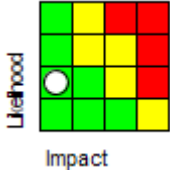
Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
ENY-PHPP 2021 08-Nov-2016 Brexit - Impact on Port Health and Animal Health	<p>Cause: The outcome of Brexit negotiations does not secure continuity of contracts, access to talent, ongoing grant funding and/or security of supply chains.</p> <p>Event: The City Corporation services fail to prepare appropriately for the end of the Brexit transition period. Uncertainty around the potential outcomes until it is too late to react.</p> <p>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).</p>	 Likelihood Impact	24	<p>The phased border checks commenced on 31 January 2024 with the introduction of the need for importers to submit documentation.</p> <p>The biggest impact on the Service will be Phase Two which will begin on 30 April 2024 and require documentary, physical and identity checks at the border for medium and low risk food and feed imports.</p> <p>The CoL has received Defra funding for Brexit readiness and Defra has confirmed funding until July 2024.</p> <p>The Port Health Service is reviewing and developing its current service model. In addition, new staff are being recruited to meet the predicted increase in demand from 30 April.</p> <p>15 Feb 2024</p>	 Likelihood Impact	6	31-Dec-2024	
							Reduce	Constant

Gavin Stedman							
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Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-PHPP 001c	Engage with stakeholders to assist in the identification of impacts and possible mitigations. Ensure Remembrancer and CoL departments are fully aware of the implications of Brexit on PH&PP and that they lobby accordingly.	Our previous stakeholder engagement actions have been completed. Although the BTOM has now been published, we are still waiting for further detail to enable us to plan future service provision. We will undertake further stakeholder engagement as appropriate.	Gavin Stedman	15-Feb-2024	31-Dec-2024
ENV-PHPP 001d	Respond promptly to policy decisions from the UK Government and the outcome of negotiations.	<p>The Port Health Service will continue to respond to the government's stakeholder consultations on the implementation of the BTOM.</p> <p>A Port Health Brexit Readiness Project Team has been formed to ensure smooth and effective preparations for 30 April 2024 and beyond. A phased recruitment and onboarding plan is being implemented. In addition, the Port Health Management Team is engaging with existing staff on future service provision.</p>	Gavin Stedman	15-Feb-2024	31-Dec-2024

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
ENV-CO-GC 002 Road traffic collision caused by City of London staff or contractor who is unfit to drive while on City business 13-Mar-2015 Joe Kingston	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 and the matter has been escalated. Part of the escalation has now proven successful but there are still issues with the reporting systems and information on the HR systems. In the meantime, we have carried out a manual review of the data with HR and calculated that: of the 3,968 members of staff on the HR system, 3,322 have completed the compulsory Driver Check and 12 are in the process of doing so. That leaves 634 staff who have not yet completed it. This figure remains relatively high due to new teachers starting and being required to complete checks, and some duplicate admin accounts.” Until HR have resolved the automatic reporting mechanism, this will remain a red risk but it is monitored very closely manually. The target date to reduce the risk score has been extended to the end of April to reflect the ongoing situation. 21 Feb 2024	 Likelihood Impact	8	30-Apr-2024	
							Reduce	Constant

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-CO-GC 002c	<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 and the matter has been escalated. Part of the escalation has now proven successful but there are still issues with the reporting systems and information on the HR systems.</p> <p>In the meantime, we have carried out a manual review of the data with HR and calculated that: of the 3,968 members of staff on the HR system, 3,322 have completed the compulsory Driver Check and 12 are in the process of doing so. That leaves 634 staff who have not yet completed it. This figure remains relatively high due to new teachers starting and being required to complete checks, and some duplicate admin accounts.”</p> <p>Until HR have resolved the automatic reporting mechanism, this will remain a red risk but it is monitored very closely.</p> <p>This issue has recently been escalated via the Corporate Transport Coordinating Group to Director level.</p>	Vince Dignam	21-Feb-2024	30-Apr-2024

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
<p>CR21 Air Quality</p> <p>07-Oct-2015</p> <p>Bob Roberts</p>	<p>Cause: Levels of air pollution in the City, specifically nitrogen dioxide and fine particles, impact on the health of residents, workers and visitors. The City Corporation has a statutory duty to take action to improve local air quality.</p> <p>Event: The City of London Corporation is insufficiently proactive and resourced and does not have the right level of competent staff, to be able to fulfil statutory obligations, as a minimum, in order to lower levels of air pollution and reduce the impact of existing air pollution on the health of residents, workers and visitors.</p> <p>Effect: The City Corporation does not fulfil statutory obligations and air pollution remains a problem, impacting on health. Potential for legal action against the Corporation for failure to deliver obligations and protect health. Adverse effect on ability to deliver outcomes 2 and 11 of the Corporate Plan.</p>		<p>6</p>	<p>No change from current risk rating. A new Air Quality Strategy is being prepared with the draft being presented to PHES committee in May.</p> <p>14 Feb 2024</p>		<p>2</p>	<p>31-Dec-2026</p> <hr/> <p>Reduce</p>	<p>Constant</p>

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CR21 001i	100% of vehicles owned or leased by the CoL are electric or hybrid by 2025	The City Corporation continues to add zero emission vehicles to its fleet with 12 hybrid and 28 pure electric vehicles. A database has been created of fleet carbon and air pollution (NOx and PM) emissions.	Ruth Calderwood	14-Feb-2024	31-Dec-2025

2024/25 Port Health and Environmental Services Committee Event Dates

Date	Meeting/Visit
19 April 2024	Visit to Port of Tilbury 2
5 June 2024	Annual River Inspection
20 September 2024	Cemetery & Crematorium Inspection
28 September 2024	Fishery Experiment

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of the Local Government Act 1972.

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