



Port Health & Environmental Services Committee

Date: TUESDAY, 1 MAY 2012

Time: 11.30 am

Venue: COMMITTEE ROOM - 2ND FLOOR WEST WING, GUILDHALL

Members:

John Tomlinson (Chairman)	Robert Merrett
Sheriff & Deputy Wendy Mead (Deputy Chairman)	Brian Mooney
John Absalom	Barbara Newman
Alderman Nick Anstee	Deputy Janet Owen
Deputy John Bennett	Deputy John Owen-Ward
Nigel Challis	Ann Pembroke
Deputy Billy Dove	Deputy Gerald Pulman
Bob Duffield	Deputy Richard Regan
Kevin Everett	Delis Regis
Deputy Bill Fraser	Matthew Richardson
Deputy Stanley Ginsburg	Deputy Robin Sherlock
Deputy Revd Stephen Haines	Jeremy Simons
Deputy Pauline Halliday	Deputy Michael Welbank
Dr Peter Hardwick	Vacancy
Robert Howard	
Vivienne Littlechild	
Alderman Ian Luder	

Enquiries: **Katie Odling**
Tel. no.: 020 7332 3414
katie.odling@cityoflondon.gov.uk

Lunch will be served at the rising of the Committee.

Chris Duffield
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES FOR ABSENCE**
2. **DECLARATIONS OF INTEREST**
3. **APPOINTMENT OF COMMITTEE**
To receive the Order of the Court of Common Council, 19 April 2012, appointing the Committee and approving its Terms of Reference (copy attached).

(Pages 1 - 2)
4. **ELECTION OF CHAIRMAN**
To elect a Chairman for the ensuing year in accordance with Standing Order 29.
5. **ELECTION OF DEPUTY CHAIRMAN**
To elect a Deputy Chairman for the ensuing year in accordance with Standing Order 30.
6. **MINUTES**
To agree the public minutes and summary of the meeting held on 13 March 2012 (copy attached).

For decision
(Pages 3 - 10)
7. **APPOINTMENT OF REPRESENTATIVES AND SUB COMMITTEES**
Report of the Town Clerk (copy attached).

For Information
(Pages 11 - 16)
8. **DEPARTMENT OF THE BUILT ENVIRONMENT BUSINESS PLAN - 2012 - 2015**
Report of the Director of the Built Environment (copy attached).

For Decision
(Pages 17 - 68)
9. **THE CONTROLLED WASTE (ENGLAND AND WALES) REGULATIONS 2012**
Report of the Director of the Built Environment (copy attached).

For Decision
(Pages 69 - 78)

10. **DEPARTMENT OF THE BUILT ENVIRONMENT - UNIDENTIFIED SAVINGS 2012 - 2013**
Report of the Director of the Built Environment (copy attached).

For Decision
(Pages 79 - 82)
11. **CLOSING DOWN SALES**
Oral report from the Director of Markets and Consumer Protection (copy attached).

For Information
12. **ANNUAL AIR QUALITY MONITORING REVIEW AND AIR QUALITY STRATEGY PROGRESS REPORT**
Report of the Director of Markets and Consumer Protection (copy attached).

For Decision
(Pages 83 - 128)
13. **DEPARTMENT OF MARKETS AND CONSUMER PROTECTION BUSINESS PLAN 2012 - 2015**
Report of the Director of Markets and Consumer Protection (copy attached).

For Decision
(Pages 129 - 170)
14. **THE CITY OF LONDON NOISE STRATEGY 2012 - 2016**
Report of the Director of Markets and Consumer Protection (copy attached).

For Decision
(Pages 171 - 232)
15. **STUDY INTO THE PRESENCE OF SALMONELLA IN IMPORTED REPTILES AND AMPHIBIANS**
Report of the Director of Markets and Consumer Protection (copy attached).

For Information
(Pages 233 - 236)
16. **OPEN SPACES DEPARTMENT BUSINESS PLAN 2012 - 2015**
Report of the Director of Open Spaces (copy attached).

(Pages 237 - 258)
17. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
18. **URGENT ITEMS**
Any items of business that the Chairman may decide are urgent.

19. **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.

Item No.

Paragraph(s) in Schedule 12A

Part 2 - Non-public Agenda

20. **NON-PUBLIC MINUTES**
To agree the non-public minutes of the meeting held on 13 March 2012 (copy attached).

For Decision
(Pages 259 - 260)

21. **PROPOSED RELOCATION OF SHEERNESS PORT HEALTH OFFICE**
Report of the City Surveyor (copy attached).

For Decision
(Pages 261 - 264)

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

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

Agenda Item 3

WOOTTON, Mayor

RESOLVED: That the Court of Common Council holden in the Guildhall of the City of London on Thursday 19th April 2012, doth hereby appoint the following Committee until the first meeting of the Court in April, 2013.

PORT HEALTH & ENVIRONMENTAL SERVICES COMMITTEE

1. **Constitution**
A Ward Committee consisting of,
 - two Aldermen nominated by the Court of Aldermen
 - up to 30 Commoners representing each Ward (two representatives for the Wards with six or more Members regardless of whether the Ward has sides) or Side of Ward.
2. **Quorum**
The quorum consists of any nine Members.
3. **Membership 2012/13**
ALDERMEN
 - 2 Ian David Luder, B.Sc.(Econ.),
 - 2 Nicholas John Anstee
COMMONERS

5	Barbara Patricia Newman, C.B.E.	Aldersgate
25	Dr Peter Bernard Hardwick, Q.H.P.	Aldgate
4	Robert Allan Merrett.....	Bassishaw
8	Michael Welbank, Deputy	Billingsgate
2	Stanley Ginsburg J.P., Deputy	Bishopsgate
22	William Harry Dove, M.B.E., J.P., Deputy	Bishopsgate
	Vacancy.....	Bread Street
16	John Richard Owen-Ward, M.B.E., Deputy	Bridge and Bridge Without
8	John Alfred Bennett, Deputy	Broad Street
12	Kevin Malcolm Everett D.Sc.....	Candlewick
8	Jeremy Lewis Simons M.Sc.	Castle Baynard
5	Nigel Kenneth Challis.....	Castle Baynard
3	Ann Marjorie Francescia Pembroke	Cheap
4	Matthew Richardson	Coleman Street
17	George Marr Flemington Gillon	Cordwainer
6	The Revd. Stephen Decatur Haines, M.A, Deputy.....	Cornhill
3	Vivienne Littlechild, J.P.	Cripplegate
9	John Tomlinson, B.A., M.Sc.	Cripplegate
5	Michael Robin Castle Sherlock, M.A., Deputy	Dowgate
10	Richard David Regan, Deputy.....	Farringdon Within
9	Robert William Duffield B.A., M.Litt.(Oxon)	Farringdon Within
8	John David Absalom	Farringdon Without
13	Wendy Mead, Deputy and Sheriff.....	Farringdon Without
6	Janet Owen, M.B.E., Deputy	Langbourn
2	Robert Picton Seymour Howard	Lime Street
4	Delis Regis.....	Portsoken
14	Brian Desmond Francis Mooney, M.A.....	Queenhithe
4	Gerald Albert George Pulman, J.P., Deputy.....	Tower
3	William Barrie Fraser, O.B.E., Deputy.	Vintry
9	Pauline Ann Halliday, O.B.E., Deputy	Walbrook

4. **Terms of Reference**

To be responsible for:-

- (a) all the City of London Corporation's public health, environmental health, port health, trading standards and veterinary services, licensing (with the exception of those which are in the province of another Committee), public conveniences, street cleansing, refuse collection and disposal, and cemetery and crematorium functions;
- (b) the implementation of those sections of any Acts of Parliament and/or European legislation which direct that the local authority take action in respect of those duties listed at (a) above;
- (c) the appointment of the Director of the Built Environment (in consultation with the Planning & Transportation and Licensing Committees);
- (d) determining any appeals against a decision not to grant City premises a licence under the provisions of the Marriage Act 1994 and the City of London (Approved Premises for Marriage) Act 1996 to conduct civil marriage ceremonies;
- (e) the appointment of the City of London Coroner;
- (f) the Signor Pasquale Favale Bequest (registered charity no. 206949)
- (g) making recommendations to the Court of Common Council in respect of the making and sealing of byelaws for the variance of charges at the Animal Reception Centre.

PORT HEALTH AND ENVIRONMENTAL SERVICES COMMITTEE

Tuesday 13 March 2012

MINUTES OF THE MEETING OF THE PORT HEALTH AND ENVIRONMENTAL SERVICES COMMITTEE HELD AT GUILDHALL, EC2, ON TUESDAY 13 MARCH 2012 AT 11:30AM.

Present

Members:

John Tomlinson (Chairman)	Barbara Newman
Bob Duffield (Deputy Chairman)	Ann Pembroke
Alderman Nicholas Anstee	Deputy John Owen-Ward
Deputy John Bennett	Deputy Gerald Pulman
Nigel Challis	Delis Regis
Deputy Bill Fraser	Deputy Dr Giles Shilson
George Gillon	Jeremy Simons
Deputy Stanley Ginsburg	Deputy Michael Welbank
Deputy Pauline Halliday	
Dr Peter Hardwick	
Robert Howard	
Vivienne Littlechild	

Officers:

Katie Odling	- Town Clerk's Department
Mathew Lawrence	- Town Clerk's Department
Edward Foale	- Town Clerk's Department
Jenny Pitcairn	- Chamberlain's Department
Matt Lock	- Chamberlain's Department
Gary Burks	- Open Spaces Department
Sue Ireland	- Open Spaces Department
Steve Presland	- Department of the Built Environment
David Smith	- Department of Markets and Consumer Protection
Jon Avern	- Department of Markets and Consumer Protection
David Smith	- Department of Markets and Consumer Protection
Doug Wilkinson	- Department of the Built Environment
Tony Macklin	- Department of Markets and Consumer Protection
Paul Chadha	- Comptroller and City Solicitors

The Chairman welcomed all those present to the meeting.

1. APOLOGIES

Apologies for absence were received from John Absolom, Deputy Billy Dove, Alderman Ian Luder, Sheriff Wendy Mead, Robert Merrett, Deputy Janet Owen, Deputy Richard Regan and Deputy Robin Sherlock.

2. DECLARATIONS BY MEMBERS OF PERSONAL OR PREJUDICIAL INTERESTS IN RESPECT OF ITEMS TO BE CONSIDERED AT THIS MEETING

There were none.

3. MINUTES

The public Minutes and summary of the meeting held on 24 January 2012, were approved subject to the following amendment to Item Number 14 : -

'It was resolved unanimously that the Policy and Resources Committee consider this matter as part of the Governance Review.'

MATTERS ARISING FROM THE MINUTES: -

Item 7 – Animal Reception Centre – Heathrow Airport: Annual Review of Charges – Members were informed that a report to approve the Byelaws would be submitted to the Court of Common Council on 19 April 2012.

Item 9 – Night time deliveries during the London 2012 Games period – Members noted that the diversions at Cornhill were a matter for consideration by the Planning and Transportation Committee.

Item 10 – Closing Down Sales in the City of London – A verbal report on action taken on shops to ensure that 'closing down sales' held in the City were honestly and truthfully advertised would be provided to the Committee in May 2012.

Item 12 – Future Challenges to Health and Safety Enforcement in the City of London - Members were advised that prosecutions brought by the City for areas supervised by the Committee would be reported and the format for the report would be agreed by the Chairman and the Director. A Member suggested that consideration be given to include information regarding prosecutions in the monthly Members' Briefing papers also.

Item 13 – Liverpool Street Station Taxi Ranks – It was noted that the underground taxi rank which used to exist at Liverpool Street Station had been closed, allegedly due to security concerns, and now formed part of a commercial development.

Members were advised that a strategy to address issues with taxis would be considered by the Planning and Transportation Committee in due course. However, in the meantime, any specific concerns should be directed to Victor Callister (Department of the Built Environment).

Item 14 – Future arrangements for the removal of litter from the Thames Foreshore at Queenhithe Dock – (Resolution to the Policy and Resources Committee)

The Chairman informed Members that the resolution to the Policy and Resources Committee was considered on 23 February 2012, and the outcome was as follows : -

“RESOLVED: That:-

- 1. the resolution of the Port Health and Environmental Services Committee be noted;*
- 2. further consideration of report writing be referred to the post-Implementation Governance Review Working Party and that, in the meantime, the Report Writing Guidance be clarified to ensure that report authors were aware that specific comments within reports, especially those of a professional or technical nature could be clearly attributed to the relevant officer; and*
- 3. the Port Health and Environmental Services Committee be advised accordingly.”*

As a result of the above, the Chairman advised that he had agreed an amendment to the Report Writing Guidance with the Town Clerk as follows : -

“On rare occasions it may be that senior officers have a significant difference of view as to what advice should be given and which they cannot reconcile. This difference should be referred to a Chief Officer and, if reconciliation is still not possible, both sides of the issue should be presented in the report with the comments and concerns of the senior officers attributed and clearly expressed in a balanced and informative way.”

Item 15 – Enterprise Contract – The Director of Highways and Cleansing provided an update regarding the Enterprise Managed Services Waste Collection and Street Cleansing Contract as follows: -

- Issues had been identified with the contractors and the Police had been unhappy with the turnaround of vehicles, therefore the maintenance of the sweepers had since been outsourced and new staff had been employed. The National Indicator return from ‘Keep Britain Tidy’ had been well within target for performance;
- A machine to remove chewing gum was being used to tackle the main issue areas;
- Vehicle trackers had been introduced on gritting machines;
- A bin weighing machine had been ordered to enable accuracy; and
- The ‘Love Clean Streets’ system had been purchased and a presentation on this would be provided at the next meeting.

Item 16 – Introduction of Time Banding for Bagged Waste – Formal notification regarding the scheme had been circulated to approximately 13, 500 households/businesses with 80 – 90 responses returned to date. All responses

would be collated on a Ward information basis and a solution for each response would be agreed.

4. APPROVAL OF THE 2012-13 FOOD SAFETY ENFORCEMENT PLANS FOR THE CITY OF LONDON PORT HEALTH AUTHORITY

Consideration was given to a report of the Director of Markets and Consumer Protection which sought approval for two Food Service Enforcements Plans; one for the City of London and one for the London Port Health Authority.

RESOLVED : - That,

- i) The key work areas outlined in the report be approved
- ii) The City of London Food Service Enforcement Plan 2012-13 be approved
- iii) The London Port Health Authority Food Service Enforcement Plan for 2012-13 be approved.

5. APPROVAL OF THE HEALTH AND SAFETY INTERVENTION PLAN 2012-2013

Consideration was given to a report of the Director of Markets and Consumer Protection which sought approval of the Health and Safety Team's Intervention Plan 2012-2013 for which the City of London Corporation was required to obtain Member approval and subsequently publish.

RESOLVED : - That the Health and Safety Intervention Plan 2012-13 be approved.

6. BUSINESS PLAN 2011 PROGRESS REPORTS (Q3)

Consideration was given to a report of the Director of Markets and Consumer Protection which provided the Business Plan progress of the Port Health and Public Protection Division of the former Department of Environmental Services (DES), now part of the Department of Markets and Consumer Protection (M&CP), for Quarter 3 of 2011/12 against key performance indicators (KPIs) and objectives outlined in the DES Business Plan.

RESOLVED : - That the following be noted,

- i) the Quarter 3 performance for 2011/12 against the key performance indicators and Service Response Standards set out in Appendix A;
- ii) the financial information contained in Appendices B and C; and
- iii) the progress shown against our Key Objectives as set out in Appendix D.

7. BUSINESS PLAN 2011/12 – THIRD QUARTER PROGRESS REPORT (OCTOBER – DECEMBER 2011)

Consideration was given to a report of the Director of the Built Environment regarding the 2011/12 Business Plan which provided the third quarter progress report (October – December 2011).

RESOLVED : - That the following be noted,

- i) the quarter 3 performance indicators for 2011/12 against the key performance indicators and Service Response Standards; and
- ii) the financial and statistical information contained within the report.

8. CEMETERY AND CREMATORIUM MEDIUM TERM BURIAL PLAN

Consideration was given to a report of the Director of Open Spaces which set out the position regarding burial space provision in place to maintain burial options at the site for the next 10 years, thus protecting current income streams. The report also advised that the Superintendent, in consultation with the City Surveyor, would be looking at options to identify further burial space and that the work would comply with the Corporate Project Procedure.

Received.

9. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE

There were six questions raised and responses to these were provided as follows: -

Staffing arrangements during the Olympic Games – Members were assured that steps were being taken to ensure that adequate staffing resources were available during the Olympic and Paralympic Games.

Schallemburg Virus – The Schmallenberg Virus was a new emerging livestock disease that had been detected in Belgium, Germany, the Netherlands and the UK. The virus had been associated with brief mild/moderate disease in adult cattle and late abortion or birth defects in newborn cattle, sheep and goats. Members noted that the disease was not transmissible to humans and it was therefore not considered a public health issue.

Tunnel at Liverpool Street Station - Concern was expressed regarding the cleanliness of the underpass tunnel at Liverpool Street and Members were assured that this matter would be addressed immediately.

Queen's Diamond Jubilee – River Pageant – The Assistant Town Clerk was considering the most suitable area on the Thames for Corporation Members to view the River Pageant and discussions regarding who would be on board Lady Eileen were also taking place.

Enforcement action - A Member queried what enforcement action could be taken on premises that did not make provision for the removal of waste. A detailed written response on this matter would be circulated to the Committee following the meeting.

Illegal Street Trading on Middlesex Street – The Director of Markets and Consumer Protection confirmed that regular inspection visits to Middlesex Market were being undertaken to ensure that issues regarding illegal street trading were being closely monitored and any prosecutions would be reported to the Committee.

10. URGENT ITEMS

CITY OF LONDON RISK MANAGEMENT HANDBOOK

A report of the Chamberlain was circulated for information which provided Members with a summary of the key elements of the Risk Management Handbook and the City's risk management framework as approved by the Audit and Risk Management Committee in October 2011.

Received.

11. 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.

Item No.	Paragraph(s) in Schedule 12A
12	3, 5 and 7
13	3, 5 and 7
14	3
15 & 16	-

SUMMARY OF MATTERS CONSIDERED WHILST THE PUBLIC WERE EXCLUDED

12. NON-PUBLIC MINUTES

The Committee considered the non-public minutes of the meeting held on 24 January 2012.

Received.

13. DEBT ARREARS – PORT HEALTH AND ENVIRONMENTAL SERVICES PERIOD ENDING 31 DECEMBER 2012

Consideration was given to a joint report of the Directors of the Built Environment, Markets and Consumer Protection and Open Spaces.

Received.

14. LEASE RENEWAL – CAFÉ AND FLORIST KIOSK, CITY OF LONDON CEMETERY AND CREMATORIUM

Consideration was given to a report of the City Surveyor.

Received.

15. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE

There were none.

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

There were no items of urgent business.

The Chairman was pleased to announce the City of London Corporation had been awarded 'Gold' in respect of its corporate fleet safety measures from Transport for London.

The meeting closed at 1pm.

CHAIRMAN

Contact Officer: Katie Odling
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Agenda Item 7

Committee(s):	Date(s):	Item no.
Port Health and Environmental Services Committee	1 May 2012	
Subject: Appointment of Representatives and Sub Committees		Public
Report of: Town Clerk		For Decision
<u>Summary</u>		
<p>1. This report asks you to consider your Committee's appointments to two Sub Committees of other Committees (the Health And Social Care Scrutiny Sub Committee and the Energy and Sustainability Sub Committee) and whether you wish to appoint your own Reference Sub Committee or defer doing so.</p> <p>2. It would be helpful if any Member interested in serving as a representative on one of the Sub Committees would inform Katie Odling at Katie.Odling@CityofLondon.gov.uk (or on 020 7332 3414) of his or her interest before the Committee. That information will be reported orally at the meeting before Members are asked to consider making the necessary appointment.</p> <p>Recommendation</p> <p>3. It is recommended that the Committee:-</p> <ul style="list-style-type: none">(a) decides whether to defer the appointment of a general Reference Sub Committee until it is required, as you chose to do last year;(b) appoints one representative to the Policy and Resources Committee's Energy and Sustainability Sub Committee for the ensuing year; and(c) appoints one representative to the Community and Children's Services Committee's Health and Social Care Scrutiny Sub Committee for the ensuing year, which last year was Wendy Mead.		

Main Report

Background

4. This report seeks your approval of the annual appointment of representatives of your Committee on other Sub Committees and a decision as to whether you wish to appoint your own Reference Sub Committee at this time.

Sub Committees

Reference Sub Committee

5. Your Committee decided last year to defer the appointment of a Reference Sub Committee until such time as a meeting was required.
6. Unless numerous different matters are not regularly referred to a Sub Committee (in which case a Reference Sub Committee might be preferable), it does seem to be useful to wait until a Sub Committee is required for a certain task and then appoint one comprising Members who are particularly interested in or knowledgeable about that subject.
7. If you agree with that approach, you may wish to defer appointing any Sub Committee at this time.

Energy and Sustainability Sub Committee

8. You are also asked to appoint one representative of your Committee to the Policy and Resources Committee's Energy and Sustainability Sub Committee: -
9. The composition of that Sub Committee is as follows:-
 - Three Members of the Policy and Resources Committee as well as its Chairman and Deputy Chairman;
 - One representative from each of the following Committees:-
 - Planning and Transportation (*this will be reported following their meeting on 24 April*)
 - Finance (*to be appointed 1 May 2012 – last year's representative was Alderman and Sheriff Fiona Woolf*)
 - Port Health and Environmental Services (last year's representative was Jon Tomlinson)
 - Open Spaces, City Gardens and West Ham Park (*this will be reported following their meeting on 25 April*); and
 - Up to 4 Members appointed by the Court of Common Council.
10. The Sub Committee met three times between April 2011 and March 2012.
11. The Policy and Resources Committee will appoint its representatives (in addition to its Chairman and Deputy Chairman) on 3 May 2012. In 2011 the following Members were appointed:-
 - Robert Duffield;
 - Catherine McGuinness; and
 - Wendy Mead.
12. The Terms of Reference for the Sub Committee are:-
 - (a) In consultation with the relevant service committee, to develop specific strategies and policies associated with the fields of sustainable development, reporting as appropriate to the Grand Committee (or for information to such other Committee as required);

- (b) To encourage sustainable development, energy, water and carbon issues being taken into account in the development of all City Corporation policies plans and projects and to raise awareness of the practical steps which should be taken in applying sustainable principles and addressing climate change;
 - (c) To advise on matters relating to energy management and sustainability to the City's stakeholders;
 - (d) To make recommendations for enhancing energy conservation, reduce carbon dioxide production and enhancing the efficient use of resources; and
 - (e) To advise on practical environmental management initiatives for implementation in the Guildhall complex and the City's other operational properties e.g. practical programmes, plans and awareness training schemes for improving the City's environmental performance, energy conservation and carbon dioxide production.
13. The Sub Committee will elect its own Chairman and Deputy Chairman at its first meeting.
14. Some Members of your Committee are already Members of the Energy and Sustainability Sub Committee, so you could appoint one of them to represent this Committee, or alternatively appoint another Member who is interested in serving in that role.

Health and Social Care Scrutiny Sub Committee

15. You are also asked to appoint one representative of your Committee to the Health Scrutiny Sub Committee.
16. The composition of the Sub Committee is as follows: -
- Chairman and Deputy Chairman of the Community & Children's Services Committee (who will act as Chairman and Deputy Chairman of the Sub Committee)
 - Up to four Members of the Community and Children's Services Committee;
 - Three Members appointed by the Court of Common Council;
 - Two co-opted representatives of LINK; and
 - One representative of the Port Health and Environmental Services Committee.

17. The Members already appointed to the Sub Committee are as follows:-

(Community and Children Services Committee appointments)

- The Reverend Dr Martin Dudley
- Deputy Chairman (to be reported verbally)
- Peter Leck
- Vivienne Littlechild
- Deputy Henry Jones
- Vacancy (to be reported verbally)

- Nicholas Cressey (appointed by the Court)
- Dr Peter Hardwick (appointed by the Court)
- Vivienne Littlechild (appointed by the Court)

- Steve Stevenson and Nick Kennedy (Co - Opted – LINK Members)

18. The Terms of Reference are that the Sub Committee is to be responsible for:-

- (a) fulfilling the City's health scrutiny role in keeping with the aims expounded in the Health and Social Care Act 2001 and Part 14 of the Local Government and Public Health Act 2007 (Patient and Public Involvement in Care and Social Care);
- (b) reporting annually to the Community & Children's Services and Port Health & Environmental Services Committees, with the former acting as its parent Committee;
- (c) ensuring the Public Health dimension (which generally falls within the remit of the Port Health & Environmental Services Committee) is included in the Sub-Committee's work programme;
- (d) agreeing and implementing an annual work programme; and
- (e) receiving and taking account of the views of NHS stakeholders by inviting representations to be made at appropriate meetings.

19. The Sub Committee met five times between April 2011 and March 2012.

20. Last year, you appointed Wendy Mead to represent your Committee on that Sub Committee.

21. You are asked to appoint **one representative** to the Health and Social Care Scrutiny Sub Committee.

Conclusion

22. The Committee is asked to appoint a representative to the Policy and Resources Committee's Energy and Sustainability Sub Committee and to the Community and Children's Services Committee's Health and Social Care Scrutiny Sub Committee.

23. Any Member who is interested in filling those roles is asked to let his or her intention known when we reach this item on the agenda. It would also be particularly helpful if you would notify Katie Odling in the Town Clerk's Department of your interest in the week before the meeting.
24. In addition, you are asked to consider whether you would prefer to defer appointing a Reference Sub Committee.

Background Papers:

Report to the Port Health and Environmental Services Committee of 11 May 2011

Contact:

Katie Odling

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Agenda Item 8

Committee(s): Port Health & Environmental Services	Date(s): 1 st May 2012	Item no.
Subject: Departmental Business Plan 2012-15	Public	
Report of: Director of the Built Environment	For Decision	
<u>Summary</u>		
<p>This report details the Business Plan for 2011-15 for the Department of the Built Environment.</p> <p>The business plan sets out what we do, the standards we will attain, how we will operate as a department, where we fit into the Corporate plans, and what we are planning to do to keep on improving.</p> <p>Recommendations</p> <ul style="list-style-type: none">• That the Department of the Built Environment's Business Plan 2012-2015 and associated appendices are approved.• Agreement, that progress in achieving the Business Plan's relevant key objectives and KPIs be reported quarterly to the Port Health & Environmental Services Committee.		

Main Report

Background

1. This is the first Business Plan of the Department of the Built Environment.
2. Departmental Business Plans are an integral element of the performance management system and are part of a more clearly defined annual planning cycle, which has been devised to improve the links between service and financial planning and drive service improvement.
3. The purpose of this Business Plan is to show how the Department will be improving performance and how activities support the City's strategic aims and policy priorities.
4. For your Committee, we have reduced Appendix E so it shows only divisional objectives which are relevant to the Port Health & Environment Services Committee. If Members would like to see the full list, then please contact me.

Current Position

5. The new Business Plan for 2012-15 has been compiled in line with corporate guidelines, and incorporates comments from the Town Clerk's Performance and Development Team.

Strategic Implications

6. This Business Plan details how the Department's activities and key projects for the next three years support and link to the themes in the City Together Strategy and the City's Corporate Plan.

Consultation

7. The managers and staff of the department were consulted during the planning process. Business Partners, (HR & Finance) staff also contributed to the preparation of the plan.
8. Further consultation was undertaken with the Deputy Town Clerk on 3rd April 2012.

Conclusion

9. Formal monitoring arrangements are in place to ensure that performance is reviewed regularly and during the year progress will be monitored at the monthly departmental management team meetings. Members will be kept informed of progress on the KPIs, key objectives and the budget position in quarterly reports which will be presented to Committee.

Contact:

elisabeth.hannah@cityoflondon.gov.uk | telephone number: 0207 332 1725

Department of the Built Environment

“Creating a better built environment”

Business Plan 2012-15

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Introduction

1. This Business Plan is the first for the new Department of the Built Environment, and is our statement of intent for the next three years.
2. This plan deals with how we will go about improving what we do (our Business Transformation), our main services (Key Objectives) and how we will measure our performance throughout the year and beyond.
3. It will provide a basis for setting the objectives of individual staff at their annual appraisals as well as for Members and our management teams to see how well we are doing against our objectives and our key performance indicators, and for those objectives and indicators to be realistic, achievable with effort, and meaningful.
4. As this is a new department we have included additional detail throughout the plan. More background reading can be found in the appendices and supporting documents.
5. The departmental summary business plan, with financial and staffing details, can be found in Appendix A.

Our Services

6. The Director of the Department of the Built Environment is supported by four Directors and the City Planning Officer.
7. The key services of the four divisions of the department are set out in the organisation chart in Appendix B. Additionally, Appendix C gives contact details for areas of each division.

Transportation and Public Realm

8. The Transportation and Public Realm division covers a wide remit, including local and pan-London strategic transportation, cleansing services, road safety, streetscene design and build, traffic management, special event planning and coordination, highway management, and parking enforcement. Transport related responsibilities include advising the Corporation on strategic transport issues affecting the City, monitoring the use of the transport infrastructure.

9. Cleansing Services cover Waste Management, Street Cleansing, the provision of public conveniences and the provision of corporate vehicle fleet management services. These duties are supported by a team of Street Environment Officers, responsible for monitoring the streets and taking enforcement action where necessary. These services are overseen by the Port Health and Environmental Services Committee.
10. Streetscene responsibilities extend to working with the City's various communities to develop and deliver environmental enhancement schemes which aim to improve accessibility and enhance the environmental quality of the City's streets and improve the open spaces in the square mile.
11. Complementing our street enhancement strategy work our Transportation services work closely with Transport for London in our developing traffic management strategy. We not only improve safety and improve the effectiveness of the road networks we also support sustainable transport options by encouraging increased walking, use of public transport and cycling.
12. The delivery of the extensive programme of street enhancement and traffic management schemes and road safety projects is delivered through the division's Highways Management Group. This team finalises the detailed technical design of schemes and manages delivery through the City's contractors. This same team is responsible for coordinating utility works in the City balancing these requirements with their management of planned events (such as preparation for the Lord Mayor's Show), and the issuing of Hoardings and Scaffolding licences as well as dealing with temporary road closures. This team is responsible for the repair, maintenance and reconstruction of streets, signage, street furniture and provision of street lighting.
13. The road safety team complement the work set out above and promote safer streets through the identification and delivery of traffic management schemes combined with an education programme directed to both road users and pedestrians. They work closely with the City of London Police and City schools on a number of innovative and educational schemes.

14. The division also manages the City's car parks and the enforcement of on street parking controls, the related Parking Ticket Office and the processing of appeals against penalty charge notices.

District Surveyor

15. The District Surveyor's division is responsible for carrying out the Building Control responsibilities of the City under the Building Act and Building Regulations. This it does in direct competition with a wide range of private practices known as Approved Inspectors. In the light of this fierce competition the division functions as a business unit fully covering the costs of its Building Regulations service by means of charges made to its applicants.
16. Amongst its other responsibilities the division also deals with reports of Dangerous Structures, on a 24/7 basis, as a matter of public safety. Accordingly the District Surveyor represents the Department in terms of Emergency Planning.

Policy & Performance

17. The Policy & Performance Division produces the spatial planning strategy and policies for the City of London, and liaises with other parties to influence the national and London-wide planning policy context. The City's Core Strategy adopted in 2011 is being complemented by a more-detailed Development Management document (DPD) that will also be in general conformity with the London Plan 2011 and the new National Planning Policy Framework. It is also preparing the policy context for the introduction of the City's Community Infrastructure Levy.
18. The division plays a key role in collecting, analysing and providing planning information throughout the City Corporation to inform policy formulation and decision making. It publishes bi-annual development monitoring reports supplemented by topic reports on subjects such as employment, retailing and the Census 2011. It maintains corporate referencing systems including the City's component of the national Land & Property Gazetteer, and carries out the City Corporation's street naming & building numbering duties.
19. The Corporate GIS Team promote greater corporate use of GIS, integration with new corporate software and sharing of

spatial data. It provides Corporate GIS input into projects such as the new City website.

Planning Services & Development

20. The division is responsible for all development proposals, within the City, enforcement and the conservation and enhancement of the City's heritage assets. It provides general and pre-application advice and encourages accommodation for high quality offices to help maintain the City's role as the world's leading international business centre and the provision of housing, retailing, leisure, tourism and other uses. It has responsibility for trees, archaeology, conservation areas, listed buildings, buildings at risk and the preparation of guidance on planning policy, and listed building management guidelines.
21. It is also responsible for negotiating, administering and monitoring Section 106 planning obligations and the CIL (Community Infrastructure Levy) on behalf of the City and the Mayor of London.
22. The Access Team promote access to the City's Built Environment, services and facilities. The team ensures that action is taken to meet the needs of disabled people in relation to building design and the external environment and work closely with colleagues across the department.
23. The division maintains and administers the Local Land Charges Register.
24. Within this division is business administration which includes Business Planning, co-ordinating Freedom of Information requests and other corporate initiatives.

CPAT

25. The City Property Advisory Team (CPAT) is based in the City Surveyor's Department and is responsible for providing support, guidance and advice on matters relating to the built environment. CPAT provides support to City businesses, utility network providers and the property industry through running direct contact programmes, providing advisory/handholding services and running focussed events on key issues for developers and other City occupiers.

Business Transformation

26. Following committee approval in July 2011, the new Department of the Built Environment was established to unify the transportation, streets and highways functions with development management and policy development for the built environment to provide a focus for all development-related activities.
27. The department has three externally focused aims:

To provide an integrated service to City developers and occupiers from pre-construction to demolition;

To manage all activities and services that relate to the City's streets, especially utility works; and

To renew the City's streets and streetscene to suit changing demand.

28. To achieve these aims, what we will do in the next 12 months will be to develop processes and procedures which will bring our services together, supporting our corporate and departmental aims, (in particular the need for increasingly efficient services), and establishing a department which is flexible enough to deliver high-quality services in a changing organisation. This will be achieved across the department through the following cross cutting objectives:
- (i.) We will measure the key elements of our services so that managers can see how the department is performing and take early action if needed. That is the purpose of the KPIs in this Plan. (Appendix D)
 - (ii.) We will set out objectives across the divisions for the year and beyond, with clear milestones for each. These too are set out later in this Plan. (Appendix E)
 - (iii.) We will improve our internal processes, so that major planning applications and their related activities are programmed across DBE from inception through to building occupation.

- (iv.) We will map our expected income from all sources (including S106, CIL, TfL and elsewhere) so this can be better matched to expected schemes.
 - (v.) We will further develop the programming of our schemes via the new corporate software (Project Vision) to improve the management data relating to these schemes.
 - (vi.) We will bring together our Core Strategy and the planning of highway uses to start to develop a vision for the City's streets for the next five to ten years.
 - (vii.) We will improve and develop mapping services and the use of GIS to integrate fully our new highway management software, and the information on our website regarding highway activities.
 - (viii.) We will pilot the Chamberlains "Service Protocols" to improve financial information for managers.
 - (ix.) We will build on the succession planning work started in the District Surveyors' by developing our staff and employing juniors and trainees wherever possible.
 - (x.) We will continue to support and develop existing staff, encouraging each person to achieve their potential.
29. With regard to objectives (ix) and (x), we are aware of the high proportions of experienced staff in the department (see the age profile at Appendix A and Appendix A1), and we will be addressing these objectives in accordance with the Workforce Plan in Appendix H.

Performance Reporting

30. In order to monitor our performance thoroughly we have used a combination of Key Performance Indicators (KPIs) and objectives. Each will be monitored by the divisional and departmental management teams. KPIs will be used to measure regular performance of routine operations, whereas the objectives will be used to measure defined work streams and ongoing projects.
31. All the KPIs will be reported to Members quarterly. These can be found in Appendix D.
32. With regard to the divisional objectives, we have set out below those that are most relevant to the operation of the department, and progress on these will be reported to Members quarterly. Those marked with an asterisk are the ones that are relevant to the work of the Port Health and Environmental Services Committee, and only these have been included in Appendix E.

Transportation and Public Realm	
TP1*	Increase household recycling rate to 40%
TP2	Delivering agreed area enhancement strategies to at least three new areas within the square mile (Aldgate, Liverpool Street and Fenchurch Street).
TP3	Improving the effective delivery and monitoring of streetworks within the square mile.
TP4	Improving the road safety outcomes entailing a review of past performance and agreeing a new Road Danger Reduction Plan.
TP5*	To deliver the effective implementation of a time banding scheme for bagged waste.
TP6	Improving project management practise entailing a review of the processes, functionality and resources used to manage projects, completing a comprehensive 2-year delivery programme and effective implementation of Project Vision.
District Surveyor	
DS1	Maximise workload in the challenging competitive market place through more direct contact with development intelligence from sections of the new department.
DS2	Reduce departmental overheads through increased use of flexible/mobile working

Planning Policy and Performance	
PP1	To update the statutory Development Plan (LDF) for the City of London to provide a context for sustainable growth to 2026, including development of the Community Infrastructure Levy
PP2	To develop the Corporate Geographical Information System (GIS) and support its wider use, and to increase corporate data sharing to boost corporate efficiency, effectiveness and service delivery
Development Management	
DM1	Deliver and administer an effective town planning service ensuring an efficient service to developers and occupiers; encouraging the development of high quality, sustainable buildings.
DM2	To secure, manage and monitor S106/CIL and other legal arrangements in relation to development management.

Corporate Cross Cutting Themes

33. Below we've listed the various cross cutting themes of the organisation and how the department is complying with them, (words which are underlined refer to documents than can be viewed on the website).

2012 Special Events

34. The department will have a key role in the Diamond Jubilee, and the Olympic and Paralympic games this summer, and staff are actively involved in preparations for the these events, which will affect in particular our staff in the street related services. Experience already shows that in the lead up to events like these, we will be increasingly involved in the planning of events, and the intensity of these will only increase during the lead up to the Games.

Engagement, Consultation and External Communication

35. Consultations carried out by the department are undertaken in accordance with the Corporation's consultation standards.
36. The department is also exploring innovative and effective ways of engaging with our stakeholders. The recent consultation carried out for the [Bank Area](#) review, used a number of different avenues of communication to generate a record number of responses, including a dedicated website, onsite 'letterboxes' and postcards.

37. We are committed to exploring social media networks and alternative effective and cost-efficient ways of communication to develop our connections with residents, visitors and workers.
38. The Statement of Community Involvement outlines the department's aims in achieving its planning duties, and provides a clear explanation that allows the community to know how and when they will be involved in the preparation of the Local Development Framework and in the determination of planning applications.

Internal Communications

39. The department is incorporating communication best practice from the old Departments of Environment Services and Planning & Transportation by establishing a regular departmental communications group. Each division is represented on the group and minutes feed through to the corporate internal communications group.
40. An electronic staff newsletter is published to staff every three months, with articles and contributions from all divisions. This complements other forms of communication such as the cascade system, departmental working groups and corporate initiatives supporting the sharing of information across locations.

Sustainability

41. The department requires all major developments to achieve a BREEAM rating of excellent or above. More details can be found in the Core Strategy.
42. The waste management policy aims to reduce the impact of waste on the environment. Examples of the reduction in environmental impact include:
 - electric waste management vehicles,
 - zero waste to landfill
 - the transportation of waste by river-barge
43. Printing costs as well as paper usage should reduce as more policies, publications and maps become available principally on line.

44. Walbrook Wharf's Green Team continues to lead the way throughout the Corporation through the sharing of best practice.
45. The annual Clean City Awards support city businesses reduce waste, by encouraging reuse and recycling.

Procurement and Procure to Pay (PP2P)

46. The Department has been in the forefront of the PP2P Programme, and have so far retendered our highways contract as part of the programme. This year we will continue specifically with our parking services contracts and corporately with the setting up of the new procurement unit.

Equalities

47. The City previously achieved Level 3 of the Existing Equalities Standard. The department has an Equalities Working Group, at which each division is represented by equalities champions.
48. The City is committed to reach the "Excellent" standard as defined by the Equality Framework for Local Government (EFLG). To ensure this target is met, the department will develop, with guidance from the Equality, Diversity and Human Rights Manager a 'traffic light' action plan which will be reviewed regularly by the management team.
49. The department is committed to supporting Equalities in Service Delivery and Employment policies and ensures these principles are embedded in our operations and policies.
50. A central register of Equality Impact Assessments is held, and new EQIAs are reviewed at each Equalities group meeting. This ensures that EQIAs are reflected upon by peers and that all new policies and practices within the department are scrutinized to ensure that the net effect has a neutral or positive impact.
51. The new department will continue to support the surrounding community by offering work experience to school pupils across all divisions.

Business Risk Management

52. The department is reviewing Business Risks in accordance with the City's Risk Management Handbook adopted in October 2011. Once the initial review under this new guidance is complete it will be the subject of a separate report to the Planning & Transportation Committee and the Port Health and Environmental Services Committee.
53. Where significant new risks are identified or there are significant increases in the overall level of risk these will be reported to Service Committees as part of the quarterly Business Plan Progress Report.

Emergency Planning & Business Continuity

54. The plans inherited from the former departments were previously maintained at divisional level. With the production of the corporate Major Incident Plan these plans are under review and being amended to take account of the new procedures and responsibilities. Front line actions required of the department, to respond to any incident are ensured by the adequacy of existing arrangements and training updates to staff.
55. The department participates fully in corporate exercises and is extensively involved with preparations for the Olympics through the City Olympic Coordination Centre (BOCC) and City Emergency Coordination Centre (BECC).
56. In support of Corporate Emergency Planning the Department provides Local Authority Liaison Officers (LALOs) to co-ordinate the City's response in multi departmental incidents.

Health & Safety

57. The department is committed to developing and encouraging health and safety awareness amongst staff through the implementation of H&S Management Systems. The departmental H&S working group meet quarterly and meetings are chaired by the Director of the Built Environment.
58. The 'Top X' as found in Appendix F, identifies the significant H&S risks and action plan for effectively managing these risks. All identified risks are being actively managed.

Information Systems

59. The department will be reviewing its information sources and information management needs and processes during the coming year.
60. The Director of the Built Environment is Chairman of the Information Management Governance Board and other officers from the department represent departmental needs and consider corporate opportunities on corporate groups such as the IS Review Reference Group and the IS Liaison Officers' Group.

Property

61. The department is subject to the current Guildhall Accommodation Plan, which will see the Transportation & Public Realm division relocate to the North Wing 1st floor. In addition to the Guildhall moves, there are proposed changes at Walbrook Wharf to ensure efficiency.
62. The department has responsibility for the Cleansing depot at Walbrook Wharf, as well as six off-street car parks (one is managed on behalf of Smithfield Market) and seven public conveniences throughout the City.

Service Response Standard

63. The department continues to support and adhere to the revised corporate service response standards. However, the nature of the department's work means that a higher volume of callers prefer to leave voicemail rather than leave a message with a colleague.
64. The contact centre manages over 3,000 calls per month on behalf of the new department, delivering excellent customer care and support for the department.

Finance

65. Strong financial management is critical to the delivery of high quality services at a reduced cost. Our strategy is to continually review our ways of working to generate further efficiencies whilst maximising our income streams.
66. The department is committed to producing budget estimates projected for two full years ahead and proactively monitoring

our key cost drivers and any external factors that could impact on our ability to remain within budget. This will be supported by budget manager's active monthly review of management accounts and quarterly budget monitoring review meetings by the Departmental Management Team to review the budgetary position in detail and sign off the forecast.

67. The Building Control Service has been affected by the economic down turn placing an increased pressure on the services overall budget position. This is recognised in the District Surveyors objective to maximise workload in a challenging and competitive market place.

Learning and Development

Training and Staff Development

68. Staff development remains a high priority for the Department, and therefore the budget for L&D has been set at £87,000 for 2012/13.
69. The department's L&D plan, Appendix G, is a way of allocating training resources for the current year, in support of both corporate and departmental L&D priorities. Individual training needs are highlighted through the annual performance and development reviews.
70. L&D priorities for the Department are as follows:
- Continuing professional development (CPD) including support in obtaining professional qualifications
 - Management development and succession planning
 - IT and technical training
 - Project Management
 - Managing Change
71. As a new department we are looking to establish a positive evaluation process that supports our needs and the requirements of IIP.
72. The Corporate L&D theme of leadership and management is a priority for the department, and we will continue supporting staff through the Ashridge training on offer from corporate L&D. The new department has a number of Ashridge alumni, which

builds on the commitment of the department and organisation to develop its leaders.

73. The department CPD working group ensures that bite size training opportunities are provided to all department staff, not only dealing with professional skills and legal updates, but also on wider interest topics such as the Olympics and Transport for London. These will be evaluated in 2012/13 through SNAP surveys ensuring staff feel the CPD programme provides a relevant range of topics and good value for money.
74. Managers encourage staff to take full advantage of the on-line training, insight lunches and short courses on offer by the central L&D team. Staff are also encouraged to pursue alternative learning opportunities such as peer reviews, visits to other boroughs and training offered by professional organisations.
75. Since December 2011, management require that all staff complete the corporate on-line training on Data Protection and Information Management, to reduce the business risk to the City. This online training is carried out online and is a new method of learning for many of the staff. It is proving successful as it has allowed staff to work at their own speed to ensure understanding of the subject.
76. The department is committed to the development of its professional staff, encouraging membership of The Royal Town Planning Institute, The Royal Institution of Chartered Surveyors, Institute of Highways & Transportation, Chartered Institution of Wastes Management and other recognised professional bodies.

Workforce Planning

77. Workforce Planning is important to ensure as much as possible that the right people with the right knowledge, skills and behaviours are deployed across the department to achieve its business plans. It also provides the opportunity for longer term thinking about service pressures and needs and what we need to be doing now to ensure that the department has the knowledge, skills and behaviours for the future.

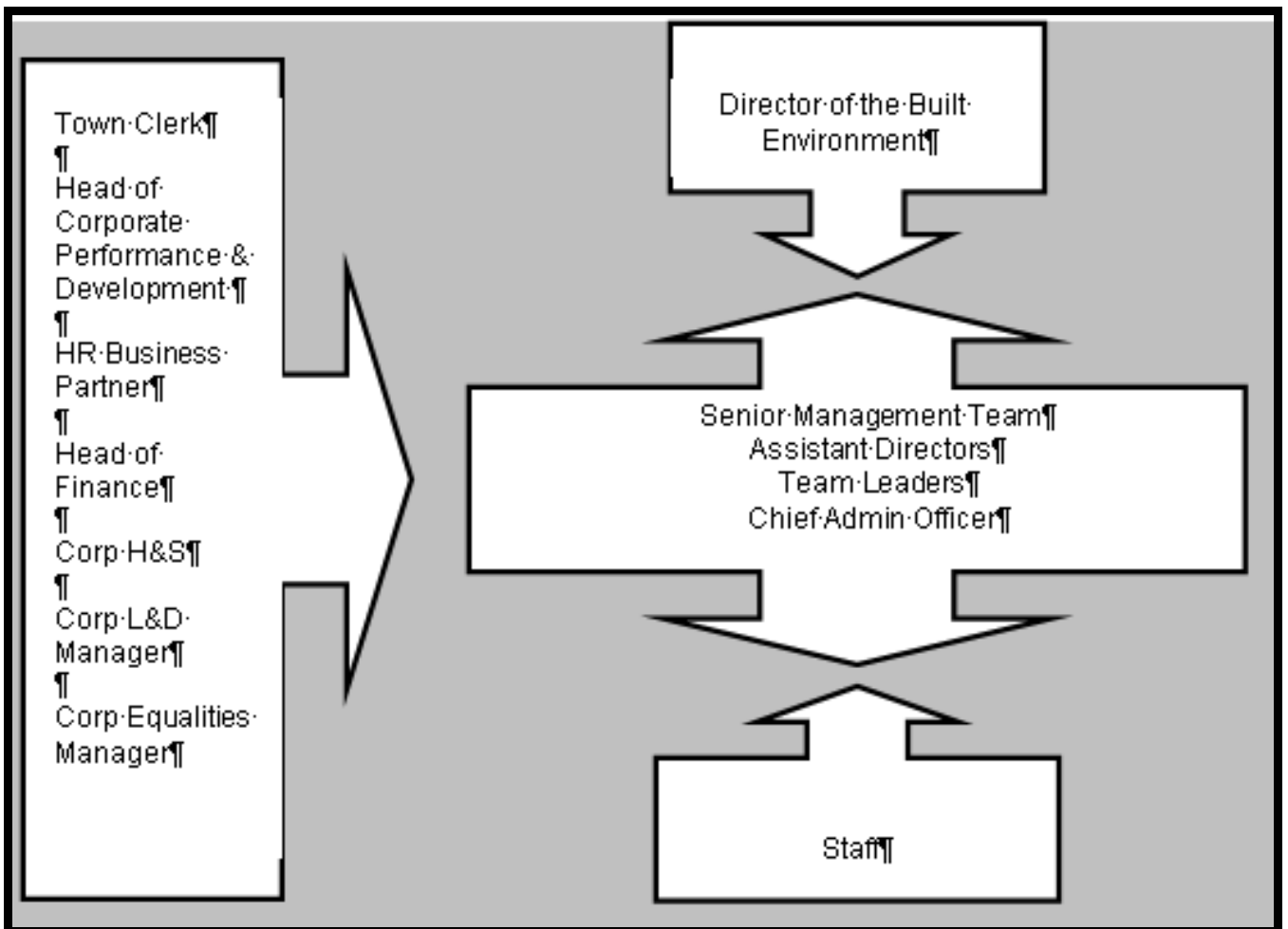
78. The HR Business Partner has completed a workforce planning report, which concentrates on the management capabilities of the new department. This plan can be found in Appendix H.

Investors in People

79. In 2011 the required 3 year Investors in People assessment took place for the City of London Corporation. The assessors agreed that we still continue to meet the Standard but identified that the key area for improvement should focus on evaluation of Learning and Development activities.
80. The assessor is due to revisit annually, in June 2012 and June 2013 to ensure that progress is being maintained on the action plan. To support the corporate assessment, the department will support the City's action plan.

Development of the Business Plan

81. The department adhered to the Corporate Business Planning Framework in developing this plan. Senior Management meetings have contributed to the vision of this new department and its first Business Plan. Directors and Managers held divisional discussions with staff to discuss the main objectives and forward looking divisional plans. The plan is also circulated to other corporate managers to ensure corporate considerations are being met.



Appendices

- A - Summary Business Plan
- B - Organisational Chart
- C - Responsibilities and main contacts
- D - Divisional Top Objectives
- E - Divisional Key Performance Indicators
- F - Health & Safety Top X
- G - Learning & Development Plan
- H - Workforce Planning

Supporting Documents

(These can be provide on request, or by following hyperlinks)

Statement of Community Involvement

City's Local Implementation Plan

[Core Strategy](#)

[Street Scene Enhancement Projects](#)

Proposed Departmental Reorganisation Committee report, 27th July 2011

Divisional Summary Plans

Divisional Objectives

Equalities Impact Assessment

Additional Departmental Objectives

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Summary Business Plan

Our **Strategic Aims** are:

- To provide an integrated service to City developers and occupiers from pre-construction to demolition;
- To manage all activities and services that relate to the City’s streets, especially utility works; and
- To renew the City’s streets and streetscene to suit changing demand.

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A selection of our Cross Department Key Objectives are to:

- (i.) Improve our internal processes, so that major planning applications and their related activities are programmed across DBE from inception through to building occupation.
- (ii.) Map our expected income from all sources (including S106, CIL, TfL and elsewhere) so this can be better matched to expected schemes.
- (iii.) Further develop the programming of our schemes via the new corporate software (Project Vision) to improve the management data relating to these schemes.
- (iv.) Bring together our Core Strategy and the planning of highway uses to start to develop a vision for the City’s streets for the next five to ten years.
- (v.) Improve and develop mapping services and the use of GIS to integrate fully our new highway management software, and the information on our website regarding highway activities.

A selection of our **Key Performance Indicators** are:

Description:	Previous Year Performance (to end Q3)	Target:
Reduction by 5% on road casualties	350 (official figures 2010)	5% reduction
Decide 80% building control applications within 8 week timescale	86%	>90%
Process 65% of minor planning applications within 8 weeks	53%	>65%
Process 80% of other planning applications within 8 weeks	53%	>80%
Approve 95% of all planning applications	97%	>95%
Ensure 80% of valid PCN debts recovered	80%	>80%
Increase volume of household waste recycled	36%	>40%
Ensure 90% streetworks in compliance with the 5 point communication plan	n/a	>90%
Ensure GIS services are available 98% of the working day	n/a	>98%

Our Financial Information:

	2011/12 Actual	2011/12 Original Budget	2011/12 Revised Budget (latest)	2011/12 Actual Outturn		2012/13 Original Budget	N.B.
	£000	£000	£000	£000	%	£000	
Employees	12,810	13,015	11,574	11,616	100.4%	11,157	
Premises	7,555	6,641	7,396	7,409	100.2%	6,359	
Transport	119	131	131	146	111.5%	106	
Supplies & Services	3,086	2,971	3,415	3,330	97.5%	2,598	
Third Party Payments	13,761	14,283	11,588	11,580	99.9%	9,420	
Transfer to Reserve	5	5	5	5	100.0%	5	
Contingencies	2	15	15	13	86.7%	15	
Unidentified Savings	0	-34	-34	-34	100.0%	-354	
Total Expenditure	37,338	37,027	34,090	34,065	99.9%	29,306	
Total Income	(15,867)	(16,012)	(14,028)	(14,126)	100.7%	(11,188)	
Total Local Risk	21,471	21,015	20,062	19,939	99.4%	18,118	1
Central Risk	(5,418)	(4,647)	(4,769)	(4,769)	100.0%	(4,565)	
Total Local and Central	16,048	16,363	15,288	15,165	99.5%	13,582	
Recharges	11,737	8,659	9,897	9,897	100.0%	10,373	
Total Net Expenditure	27,790	25,027	25,190	25,067	99.5%	23,926	2

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Our Staffing is made up of:

- Headcount: 197
- Female: 69 (35%)
- Male: 128 (65%)
- Over 50: 75(38%)

Notes on Staffing Information:

1. Turnover is not possible to state as the Built Environment is a new department.
2. More detailed information is provided at appendix A1
3. The ratio of male to female staff can be attributable to the department having many roles that have traditionally been considered to be 'male' roles, eg. engineers, surveyors, waste managers. This is largely out of the control of the department but consideration will be given to what initiatives the department can undertake to encourage change.

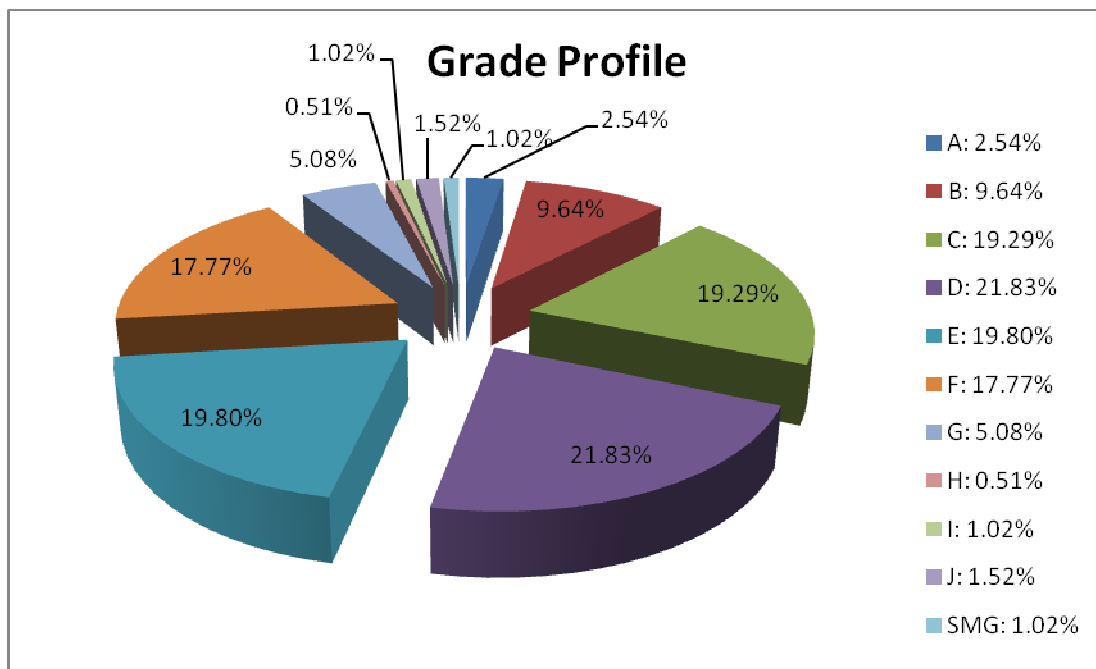
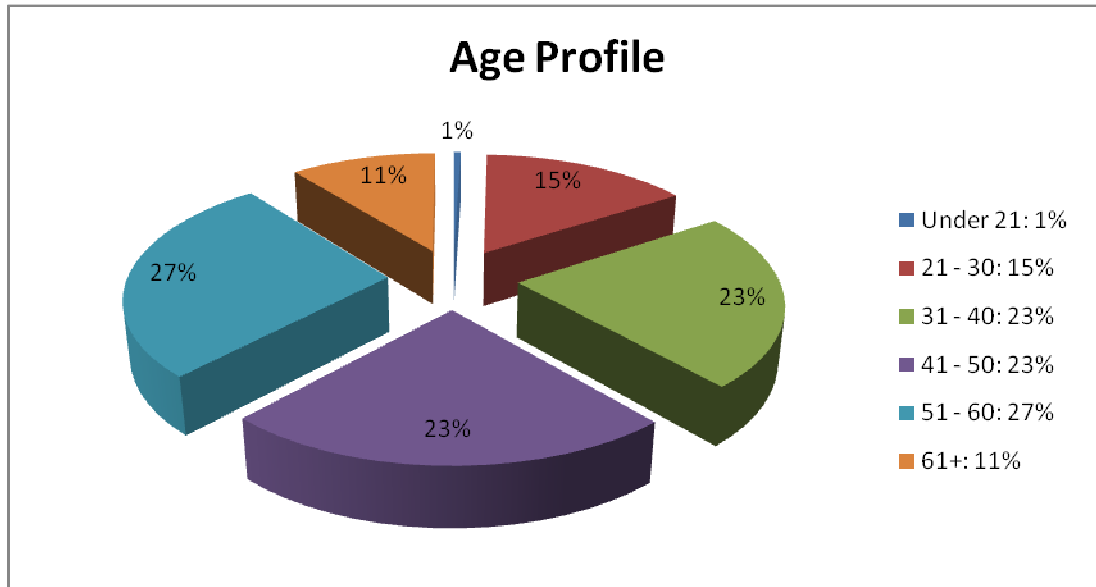
Notes on Financial Information:

1. Excludes Local Risk amounts spent by the City Surveyor
2. Projected outturn 2011/12 based on monitoring at period 9 (31/12/2011)

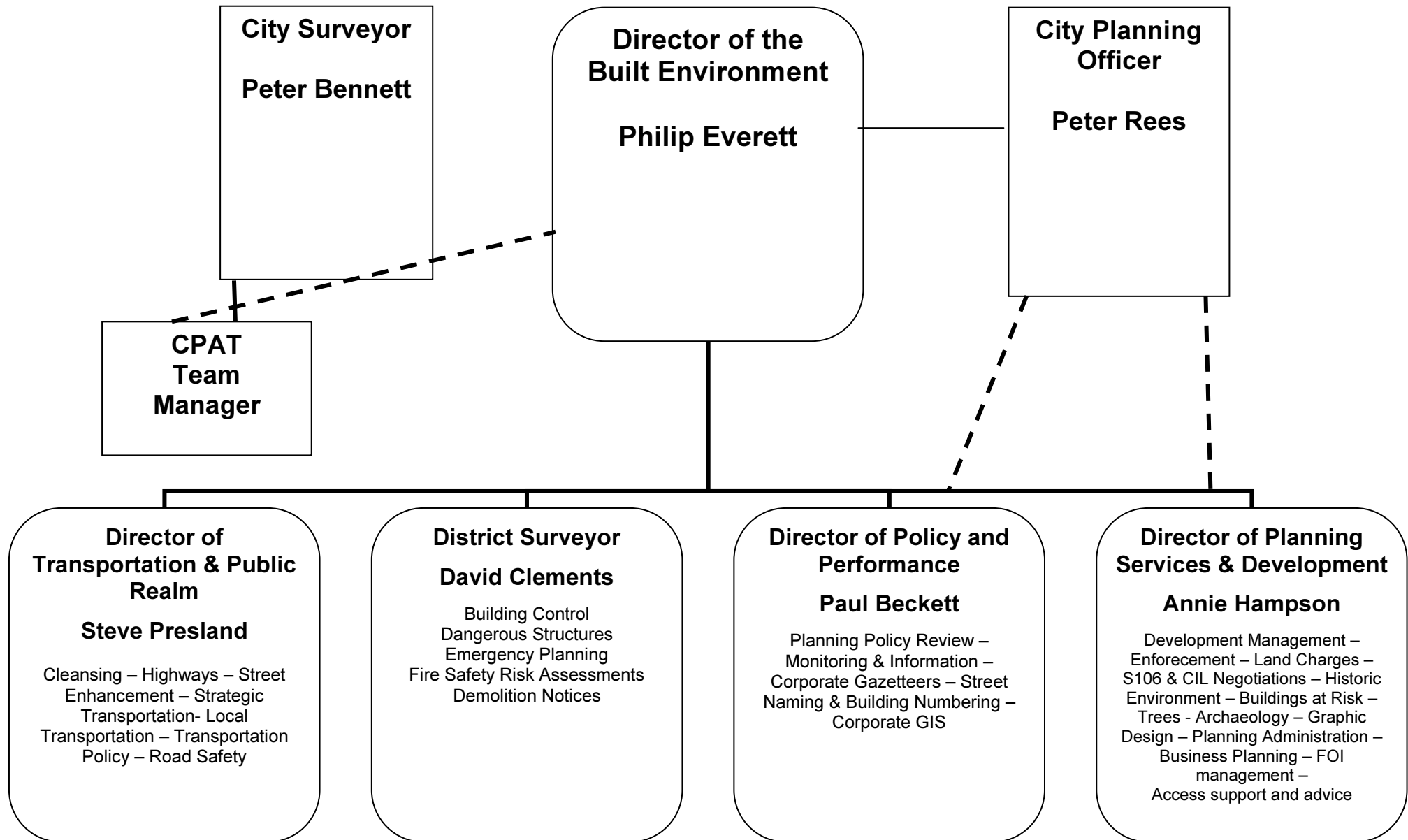
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Staff Profiles:

A total of 75 employees are older than 50 which represent 38% of the total workforce of the department. 11% of these are older than 60.
 (As of 6th December 2011)



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Main contacts and Responsibilities:

Responsibility	Name	Ext
Access Team	Rob Oakley	3795
Archaeology	Kathryn Stubbs	1447
Barbican and Golden Lane Management Plans	Kathryn Stubbs	1447
Building Control	David Clements	1949
Buildings at Risk register and proposals for listing	Kathryn Stubbs	1447
Business Planning	Elisabeth Hannah	1725
City Development Plan review	Peter Shadbolt	1038
City's Local Land & Property Gazetteer & City's Local Street Gazetteer	Peter Shadbolt	1038
Complaints manager	Elisabeth Hannah	1725
Conservation Area Advisory Committee	Ted Rayment/David Stothard	1705/1238
Conservation Area documents, Supplementary Planning Documents	Kathryn Stubbs	1447
Corporation Car Parks	Kay English	1572
Demolition Notices	Andrew Kendrick	3900
Business Continuity	Richard Steele	3150
Business Risk Register	Richard Steele	3150
Information Asset Owner	Richard Steele	3150
Development Management (East)	David Stothard	1238
Development Management (West)	Ted Rayment	1705
Development monitoring & London Development Database submissions	Peter Shadbolt	1038
Corporate Geographical Information System (GIS)	Richard Steele	3150
District Surveyors	David Clements	1949
Emergency Planning	Bill Welch	1939
Events in the City	Kay English	1572
Fire Risk Assessments	Chris Shiel	1925
Freedom of Information manager	Elisabeth Hannah	1725
Graphics Team	Kathryn Stubbs	1447
Health & Safety	Elisabeth Hannah	1725
Highways Repairs, Maintenance and resurfacing	Ian Hughes	1977
Land Charges	Elisabeth Hannah	1725
Local Transportation	Iain Simmons	1151
Marriage Licence Advice	David Withington	1977
Hazardous Waste service (Pan-London)	Jim Graham	4972
Parking Enforcement	Kay English	1572
Parking Ticket Office	Stuart McGregor	1035
Planning Obligations (S106/CIL)	Katy Phillips Chhaya Patel	1711
Planning Policy	Peter Shadbolt	1038
Policy liaison with Government, Mayor, and London Boroughs	Peter Shadbolt	1038

Public Art Proposals and commissioning	Victor Callister	3468
Public Conveniences	Doug Wilkinson	4998
Recycling Policy	Doug Wilkinson	4998
Strategic Transportation	Andy Phipps	3229
Street Cleansing	Jim Graham	4972
Street Enforcement	Doug Wilkinson	4998
Street Enhancement and design	Victor Callister	3468
Street Naming and Building Numbering	Peter Shadbolt	1038
Street works and Highways Enforcement	Ian Hughes	1977
Trees	Kathryn Stubbs	1447
Waste Collection and Disposal	Jim Graham	4972
Waste Strategy	Doug Wilkinson	4998

Departmental Key Performance Indicators
(NI = National Indicators)

Ref:	Division	Actual 2011-12			Target 2012-13
		Q1	Q2	Q3	
	Transportation & Public Realm				
NI 191	To reduce the residual annual household waste per household.	116.8kg	118.45kg	127.99kg	<565 kgs
NI 192	Percentage of household waste recycled.	39.34%	37.68%	33.09%	40%
NI 195	Percentage of relevant land and highways from which unacceptable levels of litter, detritus, graffiti and fly-posting are visible.	2.29%	2.29%	1.5%	2%
LTR2	Percentage of valid PCN debts recovered.	81%	81%	80%	80%
LTR3a	Respond to percentage of PCN correspondence within 15 days.	100%	100%	100%	90%
TPR1	No more than 3 failing KPIs, per month on new Refuse and Street Cleansing contract	n/a	n/a	n/a	<9 per quarter
TPR2	No more than 3 failing KPIs, per month on new Highway Repairs and Maintenance contract.	n/a	n/a	n/a	<9 per quarter
TPR3a	Reduction by 10% of number of persons killed and seriously injured compared to 2010 baseline (45 persons).	n/a	n/a	n/a	Quarterly
TPR3b	Reduction by 5% of number of total road traffic casualties compared to 2010 baseline (350 persons).	n/a	n/a	n/a	Quarterly
TPR4	No more than 10 unresolved 'time banding' queries.	n/a	n/a	n/a	<10
TPR5	90% street works in full compliance with the services 5 point communication plan.	n/a	n/a	n/a	90%

	District Surveyor's (Building Control)				
LBC1	To decide 90% of standard 5 week applications within the timescale compared with the number of applications received under these terms.	100%	80%	100%	90%
LBC2	To decide 90% of 8 week applications within the timescale where this has been agreed compared with the number of application received under these terms.	88%	80%	90%	90%
LBC3	To issue a completion certificate within 10 days of the final inspection of completed building work in 85% of eligible cases. (was 14 days in 2011/12)	87%	89%	96%	85%
	Planning Policy				
PP1	Consult the public on the City's preliminary draft Community Infrastructure Levy (CIL) by October 2012 and the draft CIL by March 2013.	n/a	n/a	n/a	
PP2	Consult the public on the draft LDF Development Management Development Plan Document by January 2013	n/a	n/a	n/a	
PP3	Publish development pipeline information bi-annually (June & Dec) and publish initial analysis of the 2011 Census for the City by December 2012	May 2011	n/a	Nov 2011	
PP4	Improve the match of gazetteer to Non-Domestic Rate records from 80% to 85% during 2012/13.			n/a	85%
PP5	Ensure internal and public-facing GIS services are availability 98% of the working day (excluding IS service disruptions).			n/a	98%

		Actual 2011-12Q2			Target 2012-13
Development Management		Q1	Q2	Q3	
DM1a	Process 65% of minor planning applications within 8 weeks	72.5%	59.18%	30%	65%
DM1b	Process 75% of other planning applications within 8 weeks	57.89%	62.20%	48.15%	75%
DM1c	To negotiate schemes such that 95% are eligible for approval on initial application.	99%	99%%	95%	95%
DM3	Process 100% of standard land charge searches within 8 working days (11-12 target 100% in 10 days)	100%	100%	100%	100%
DM4	To publish 6 conservation area appraisals and management proposals by 31 st March 2013	n/a	n/a	n/a	6
DM5	Ensure 90% of valid planning applications are viewable online within 3 working days of validation	n/a	n/a	n/a	90%
DM6	Provide access team observations to 100% planning applications within 14 days of receipt of information	96%	96%	98%	100%
DM7	To provide responses to requests under the Freedom of Information Act within 20 working days. (Statutory target of 85%)	n/a	n/a	n/a	85%
Service Response Standards					
SRS C	Emails to all published (external-facing) email addresses to be responded to within 1 day.	67%	75%	100%	100%
SRS D	A full response to requests for specific information or services requested via email within 10 days.	100%	100%	80%	100%
SRS E	Telephone calls to be picked up and answered within 5 rings/20 seconds	94.14%	94.60%	93.99%	90%
SRS F	Where possible calls to be answered by a human voice [Voicemail element only target = less than 10%]	7.04%	15.85%	11.59%	10%

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Divisional Key Objectives (relevant to Port Health & Environmental Services Committee):

TP1	Increase household recycling rate to 40% (Port Health & Environmental Services Committee)				
Supporting TCT Strategy themes:	TCT3	Priority and rationale (why are you doing it?):	It has been identified that recycling rates have fallen to around 34% following detailed analysis as part of the new refuse and recycling contract. The Mayor of London has recently published a revised waste strategy that has stretching recycling targets and also DEFRA has also recently revised its waste strategy document reinforcing the waste hierarchy, focussing on re use and recycle. The significant cost of sending waste to landfill makes any improvements in this objective financially beneficial to the City as well as the environmental benefits.		
Aligns to Corporate Plan:	KPP1 KPP2 KPP3				
Departmental Strategic Aims:	SA2 SA3				
Actions/Milestones	Target Date	Measure of Success	Responsibility	Resources	
1. Review all estate based recycling facilities and deliver improved and modernised facilities to encourage recycling	End April 2012	1. Carry out a survey of current facilities. 2. Design and Introduce new facilities	Assistant Director (Cleansing Services) Clean City Awards & Recycling Manager Recycling Team	Staff and possible Financial resources	
2. Carry out recycling participation rate survey across all estates	End April 2012	Collate data	Clean City Awards & Recycling Manager	Staff and possible Financial resources	
3. Recruit additional recycling assistant resource on two year contract	April/May 2012	Appoint recycling support assistance.	Assistant Director (Cleansing Services) Clean City Awards & Recycling Manager	Staff and possible Financial resources	
4. Complete review of bulky waste and Open Spaces green waste disposal services to establish opportunities to increase recycling rate	July 2012	Collate data, analyse and produce a report with recommendations.	Assistant Director (Cleansing Services) Open Spaces	Staff	
5. Agree sites for location of 100 Renew recycling	July 2012	sites agreed and installed	Assistant Director (Cleansing Services)	Staff	

units across the City			Highways Planning				
6. Agree Renew bin emptying protocol with Enterprise and formally vary contract	End July 2012	Agree and Produce an adequate schedule for emptying the bins at an acceptable cost	Assistant Director (Cleansing Services) Clean City Awards & Recycling Manager Enterprise Managed Services	Staff and possible Financial resources			
7. Analyse survey and research findings and draft delivery strategy to attain 40% recycling rate		Produce a report with recommendations.	Assistant Director (Cleansing Services) Clean City Awards & Recycling Manager	Staff			
8. Formally report 'Recycling Improvement' delivery plan to PHES	Sept 2012	Produce a report for committee	Assistant Director (Cleansing Services)	Staff			
9. Monitor recycling capture rates and delivery of agreed strategy	Sept 2012	Develop a template to produce a regular report tracking progress and identifying trends, issues and projections.	Assistant Director (Cleansing Services) Clean City Awards & Recycling Manager Recycling Team	Staff			
Money		People		Environment		Managing Business	
Local risk budgets for literature and new estate bin sheds etc		Additional 2 year post as recycling support officer		Increased recycling will improve carbon footprint of operation		Partnership with local residents associations, Enterprise and Renew bins will support value for money	
Increased recycling will reduce disposal costs							

TP5	To deliver the effective implementation of a time banding scheme for bagged waste (Port Health & Environmental Services Committee)		
Supporting TCT Strategy themes:	To provide modern services	Priority and rationale (why are you doing it?):	This objective contributes to the City's ambitions of being a world class city by improving the aesthetic appearance and cleanliness of the streets, removing obstructions from the pavement and proving better mobility for pedestrian users. It
Aligns to Corporate Plan:	KPP1 KPP2		

Departmental Strategic Aims:	To manage all activities and services that relate to the City's streets		will also help reduce litter by removing the opportunity for people to leave lose litter on waste bags. This objective has been approved by the PHES committee.		
Actions/Milestones		Target Date	Measure of Success	Responsibility	Resources
1. Visit all those registered concern or objecting to the scheme to ascertain detail of concerns/issues		End of April 2012	Recorded visits/ communication to establish details and actual issues	Assistant Director (Cleansing Services)	Staff time possible finance
2. Record all issues on spread sheet and systematically agree resolution to each individual address/business		By end May 2012	Number of premises where a solution has been agreed and adopted to comply with the new scheme.	Assistant Director (Cleansing Services)	Staff time possible finance
3. Report progress on implementation to PHES		June 2012	Approval of report by committee	Assistant Director (Cleansing Services)	Staff time
4. Complete street by street survey of City to identify locations of bagged waste remaining on street and initiate enforcement action (informal/formal)		End Sep 2012	<ol style="list-style-type: none"> 1. Produce a programme of inspections. 2. Record non-compliance. 3. Apply enforcement policy. 4. Record actions taken. 5. Produce regular reports of non-compliance. 	Assistant Director (Cleansing Services) Street Environment Team	
5. Final report to PHES		Oct/Nov 2012	Approval of report	Assistant Director (Cleansing Services)	Staff time
Money		People		Environment	Managing Business
Existing local risk budgets		Priority for Street Enforcement Officer Team. Some consultancy support necessary		Improved visual impact of city streets	Partnership with Enterprise. This will support value for money approach

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Health & Safety Top 'X' Reporting

Reference:	Task	Hazard and Consequence	Rating	Likelihood	Rating	Risk	Proposed Action	Revised Risk	Current Tolerance	Revised Tolerance
1	Inspecting Dangerous Structures	<ul style="list-style-type: none"> • Imminent collapse • Falling objects • Electricity/ Fire • Toxic substances • Trips and falls 	3	<p>Major disasters - hardly ever.</p> <p>Minor incidents caused by natural occurrences/ man. (likelihood 10 times a year).</p>	2	6	<p>Emergency Planning procedures in place - only authorised personnel to respond to Dangerous Structures call-outs and enter buildings.</p> <p>Take advice from Fire Brigade and emergency services.</p> <p>PPE issued and monitored.</p>	3		

Reference:	Task	Hazard and Consequence	Rating	Likelihood	Rating	Risk	Proposed Action	Revised Risk	Current Tolerance	Revised Tolerance
2	Entering Confined Spaces/ Working in Sewers	<ul style="list-style-type: none"> • Gasses • Low Oxygen • Rising water levels • Entrapment • Falling debris 	3	Regular inspections of sewers undertaken (Daily). Rotting organic matter creates gasses. Rising water levels following heavy rain. Slip & trips.	2	6	Atmosphere checks undertaken continuously. Emergency evacuation procedures – staff attend Confined Spaces Training including periodic testing and familiarisation. PPE issued and monitored. Breathing Apparatus issued. First aid training provided.	3		

Reference:	Task	Hazard and Consequence	Rating	Likelihood	Rating	Risk	Proposed Action	Revised Risk	Current Tolerance	Revised Tolerance
3	Staff operating vehicles in areas with pedestrians; or, operating in areas where there is vehicle movement; trade vehicles making deliveries	Collision <ul style="list-style-type: none"> causing injury to staff staff causing injury to other persons 	3	Trade vehicles supervised where appropriate. Staff operate in industrial sites with constant vehicle movements. Staff drive cars, vans and operate fork lifts etc. Services have specific policies / practices in place. Where appropriate, PPE and training provided.	2	6	Code of practice for designated drivers in place and will be reviewed and issued to all relevant staff. Walbrook Wharf – automatic barriers installed to depot. Training and licensing of all fork lift truck users. Restricted access to pedestrians via signage.	3		

Reference:	Task	Hazard and Consequence	Rating	Likelihood	Rating	Risk	Proposed Action	Revised Risk	Current Tolerance	Revised Tolerance
4	Lone working, out of hours and security duties	Lone working <ul style="list-style-type: none"> • Violence – including physical force, verbal abuse, threats, gestures and harassment • Illness whilst on duty 	2	Officers may carry out enforcement action which can cause tension. Services have lone working policies / practices in place but there are inconsistencies in policies.	2	4	Ongoing issues with Lone Working across services. Review of existing practices currently being undertaken to identify additional measures/ practices.	2		
5	Site Visits	<ul style="list-style-type: none"> • Collision • Trips and falls • Vermin infestations • Fatality / RTA's • Lone working • Noise issues • Working at height 	2	Major disasters - hardly ever. Minor incidents caused by natural occurrences/ man. (likelihood less than 2 per year)	1	2	Staff guidance note in place, intranet updated as required Outlook calendars used by all staff PPE issued	2		

Learning and Development Plan – 2012/13

Objective linked to Business Plan:	Key skills/knowledge /qualifications	Development Methods	Priority (by when)
To improve service to developers and occupiers within the City, by ensuring a more joined up departmental approach, implementing a co-ordinated and managed service throughout the development process	<ul style="list-style-type: none"> • Knowledge of best practice. • Management and leadership skills • Knowledge of Project Management systems • Project Management skills • Knowledge of how other teams/departments work 	<ul style="list-style-type: none"> • Critical reading • Coaching • Team briefings 	31 st March 2013
Strengthen financial management to enable effective financial planning	<ul style="list-style-type: none"> • Financial understanding • Knowledge of best practice. • Management Skills 	<ul style="list-style-type: none"> • Budget holders Insight lunch • Presentations • Team briefings • Financial training • Cross-departmental working 	31 st March 2013
Update the Development Plan (LDF) for the City of London, including development of the City's Community Infrastructure Levy (CIL)	<ul style="list-style-type: none"> • Knowledge of best practice. • Knowledge of legal changes • Knowledge of changing context 	<ul style="list-style-type: none"> • Individual and team CPD • Conferences/seminars • Team briefings • RTPI season ticket seminars • Legal updates • Cross-departmental working 	31 st March 2013
To secure, manage and monitor S106/CIL and other legal arrangements	<ul style="list-style-type: none"> • Knowledge of changing 	<ul style="list-style-type: none"> • Individual and team CPD 	31 st March 2013

<p>in relation to development management</p>	<p>context.</p> <ul style="list-style-type: none"> • Team Working 	<ul style="list-style-type: none"> • Conferences/seminars • Team briefings • RTPI season ticket seminars • Legal updates • Cross-departmental working 	
<p>Improve effective delivery and monitoring of streetworks within the square mile</p>	<ul style="list-style-type: none"> • Knowledge of changing technical context 	<ul style="list-style-type: none"> • Team briefings • Cross-team working 	<p>31st March 2013</p>
<p>Deliver and administer an effective town planning service ensuring an efficient service to developers and occupiers; encouraging the development of high quality, sustainable buildings.</p>	<ul style="list-style-type: none"> • Knowledge of best practice. • Knowledge of legal changes 	<ul style="list-style-type: none"> • Individual and team CPD • RTPI season ticket seminars • Other free conferences/seminars • Team briefings • Cross-departmental working 	<p>31st March 2013</p>
<p>Reduce road traffic dangers and casualties in the City</p>	<ul style="list-style-type: none"> • Knowledge of best practice. • Knowledge of legal changes and trends 	<ul style="list-style-type: none"> • Individual and team CPD • Conferences/seminars • City of London Police updates and briefings • TfL updates and briefings 	<p>31st March 2013</p>
<p>Deliver Area Enhancement Strategies for the Aldgate, Liverpool Street and Fenchurch Street areas</p>	<ul style="list-style-type: none"> • Knowledge of Project Management systems • Project Management skills • Knowledge of how other teams/departments work 	<ul style="list-style-type: none"> • Training on Project Management software • Sharing of best practice • Ongoing evaluation • Classroom based Project Management training • Job Shadowing 	<p>31st March 2013</p>

		<ul style="list-style-type: none"> • Cross-team working 	
Develop the Corporate Geographic Information System (GIS) and support its wider use (links to SA4)	<ul style="list-style-type: none"> • Technical skills to meet changing needs • Knowledge of and ability to apply new software 	<ul style="list-style-type: none"> • Software specific training • Sharing of best practice • Ongoing evaluation • Updates on Arc10 software • Cross-departmental working 	31 st March 2013
Maximise workload in the challenging competitive market place through more direct contact with development intelligence from sections in the new department	<ul style="list-style-type: none"> • Knowledge of best practice. • Knowledge of legal changes • Knowledge of changing context 	<ul style="list-style-type: none"> • Individual and team CPD • Professional seminars • Other free conferences/seminars • Team briefings 	31 st March 2013
Achieve Flexible/Mobile working for staff by August 2012, to ensure a trial can be run during the Olympic period	<ul style="list-style-type: none"> • Knowledge of best practice. • Knowledge of legal changes • Knowledge of changing context 	<ul style="list-style-type: none"> • Sharepoint software training • DSE H&S refreshers • Team briefings • IT skills for use of handheld technology 	31 st August 2012
Deliver the effective implementation of a time banding scheme for bagged waste	<ul style="list-style-type: none"> • Knowledge of best practice. • Knowledge of legal changes • Knowledge of changing context 	<ul style="list-style-type: none"> • Team briefings 	31 st March 2013
Support and develop our staff to ensure each person achieves their potential	<ul style="list-style-type: none"> • Knowledge of best practice. • Knowledge of legal changes • Knowledge of changing context 	<ul style="list-style-type: none"> • Professional qualifications • Appraisals • Individual and team CPD • Professional seminars • Other free conferences/seminars 	31 st March 2013

		<ul style="list-style-type: none">• Team briefings• Critical reading• Mentoring/Mentee• Secondments• Trainee schemes	
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city of london

Department of the Built Environment Workforce Planning 2012/2013

This document outlines the key workforce planning issues that the department will be focussing on during 2012/2013



WORKFORCE PROFILE DATA

The key workforce profile data for the department is included in the appendices of the Business Plan. While it is important to analyse this data and understand what it is telling us, the focus of workforce planning this year is on what we know to be true of the department's workforce, and taking tangible action to move closer to the ideal workforce.

To that end, this workforce plan presents the key pragmatic challenges facing the department's workforce and planned actions to help resolve these.

Current position

As a new department created from a combination of previously established departments, the Department is keen to assess and improve the management capability of managers typically in grades F/G and H in the newly formed department to ensure that it addresses five key issues as follows:

Key Issue 1

Without assessing the management capability of middle managers that currently exists, it is difficult to prepare for the future services that the department may be required to provide. This issue focuses on management behaviours and may need to be developed over some considerable time

Action

Analysis of person specifications to assess profiles for roles.

Assess through appraisals and management information gaps in key skills.

Evaluate the effectiveness of the profiling exercise currently being undertaken by Transportation & Public Realm as a tool to assist with assessing existing skills in other divisions.

Plan for the development of key skills, where identified.

Key Issue 2

There is a high proportion of the workforce in the over 50 category. Whilst this may mean that the department is in danger of losing the key knowledge and skills required to carry out the services it currently delivers, it has sufficient time to consider succession to minimise this risk.

Action

Identify critical services

Identify any employees who have indicated their intention to retire and who provide these critical services.

Ensure short-term that there is a plan to transfer knowledge/skills prior to their departure.

Identify a longer term plan to ensure that knowledge and skills are transferred and learned to allow for succession. The Actions at Key Issue 1 will assist with this.

Key issue 3

There is a need for a more integrated approach to the way the department works in order to effectively achieve the purpose of forming the new department. The capability of our managers is important to ensure that this happens.

Action

Encouragement and adoption of the following practices:

- Identifying staff to partake in specific projects across the department and organisation
- Identifying staff to shadow others across divisions
- Encouraging secondments where there are opportunities
- Sharing knowledge across divisions.

A key factor in the success of such working practices is freeing up the time that people are spending fire-fighting. Work is currently being undertaken to achieve a more joined-up approach on works and how they are programmed, planned and measured.

This work will involve:-

- Improved management of information and communication
- Identifying areas of duplication across and within divisions
- Implementing new processes where it is identified they can be streamlined
- Process benchmarking with other departments or other local authorities to improve processes.

Key Issue 4

Inconsistencies identified in the management of sickness, indicates that there may be a gap in the knowledge that managers have in executing sickness procedures.

Action

Improve the provision of sickness absence information to managers.

Reinforce sickness absence procedures with managers.

Regularly review the management of absence in accordance with the policy to ensure adherence.

Key Issue 5

Yearly moderation exercises indicate that objective setting for some managers can be improved upon to achieve SMARTer objectives that compare consistently across grades.

Action

The setting of firm and SMART objectives in the Business Plan will flow through to appraisals to ensure consistency across grades.

Forward looking moderation to be undertaken by peer managers and SMT to measure consistency.

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Agenda Item 9

Committee(s):	Date(s):	Item no.
Port Health and Environmental Services	1st May 2012	
Subject: The Controlled Waste (England and Wales) Regulations 2012		Public
Report of: Director of the Built Environment		For Decision

Summary

The Government laid before Parliament on 15 March 2012 the Controlled Waste (England and Wales) Regulations 2012 revoking the Controlled Waste Regulations 1992 and for implementation on 6 April 2012.

The Regulations give local authorities powers to charge for waste disposal from a wider range of non-domestic premises than previously allowed and also reclassify some waste from 'household' to 'commercial' waste.

To ensure legislative compliance, and in keeping with the Government's policy that waste producers be responsible for their own waste management, changes need to be made in the provision of some waste collection and disposal services provided by the City of London. These changes are set out in this report which also proposes the revision of some charges as a consequence of the Regulations.

Recommendations

It is recommended that your Committee:

- Notes that the offices of charities currently served by the City have been informed of the legislation change which requires them to arrange for their own commercial waste collections with effect from 6 April 2012.
- Approves the charging of non-wholly publicly funded educational establishments for both their waste collection and disposal with effect from 1 September 2012 using the schedule of rates attached as Appendix 3.
- Approves that wholly publicly funded educational establishments be charged for waste collection and disposal as from 2015 or as otherwise directed by the Government following its spending review.

Main Report

Background

1. Schedule 2 of the Controlled Waste Regulations 1992 (CWR) gave Waste Collection Authorities powers to charge for the collection of certain types of household waste. 'Household waste' is defined in the Environmental

Protection Act 1990 (EPA), and includes waste from some non-domestic sources, such as schools, hospitals, charities and camp-sites.

2. The CWR created a problem for local authorities because, whilst they were permitted to charge for waste collection, there was no provision in either the CWR or the EPA to allow waste collection authorities to charge disposal costs for such 'Schedule 2' premises. The costs of waste disposal have risen substantially since the Regulations were introduced and continue to do so. As a result large numbers of the non-domestic 'Schedule 2' premises sought waste services from local authorities in order to take advantage of taxpayer-funded waste disposal.
3. The Government proposed amending the CWR in 2010 with a public consultation exercise which closed on 14 January 2011. The Government laid before Parliament on 15 March 2012 the Controlled Waste (England and Wales) Regulations 2012, which revoke the Controlled Waste Regulations 1992, for implementation on 6 April 2012.
4. The 2012 Regulations now give local authorities powers to charge for 'household' waste disposal from a wider range of non-domestic premises than the 1992 Regulations allowed and also reclassify some waste which was previously household waste as commercial waste.

Current Position

Places of Worship

5. Waste from some 40 places of worship in the City remain as 'household' waste with no charge permitted for disposal costs and there will be no change to the services provided or charges levied by the City of London.

Charity Offices

6. Waste from 37 offices (Appendix 1) in the City occupied by charitable organisations previously received a "household" waste service from the City for which up until 5 April 2012 only a collection charge has been permitted.
7. From 6 April the charity offices in Appendix 1 become commercial waste producers under the CWR 2012 and they have been informed that their collections have been transferred to Enterprise Managed Services Ltd.
8. No waste bags were sold to the charities after 30 March 2012 and the estimated loss of income to the City Corporation is £7,000 per annum. This will be offset by comparative savings in collection and disposal costs. As 'household' waste Enterprise previously collected the waste as the City's contractor, while the City received bag income and was responsible for the disposal costs. Since charities have become

Enterprise’s commercial waste customers, Enterprise have become responsible for the collection and disposal costs as well as receiving the income.

9. Any City waste bags already purchased by the charities will continue to be collected by Enterprise Managed Services Ltd, (the City Corporation’s current waste collection contractor) following which charities will then have to make arrangements for their waste collection with one of the many providers operating across the City. They may of course choose to purchase commercial waste sacks directly from Enterprise Managed Services Ltd, who, in support of their social responsibility pledge to the City, have volunteered a 20% discount on their standard prices.

Schools

10. Waste from 11 schools and colleges in the City (Appendix 2) receive a waste service from the City of London for which currently only a collection charge is made.
11. All educational establishments within the City have recently been contacted regarding their waste management and as a consequence additional recycling collections have been introduced as shown in the table below. This waste currently incurs reduced disposal costs compared to disposal at the Energy from Waste plant and, as it will continue to be designated “household waste”, will also contribute to the Corporations’ household waste recycling targets.

Extra weekly collections	Service	Waste Type
9	1100 Litre Bin	Co-mingled recycling
2	660 Litre Bin	Co-mingled recycling
2	240 Litre Bin	Co-mingled recycling
12	Recycling Bags	Co-mingled recycling
4	140 Litre Bin	Food Waste

12. Waste from educational establishments continues to be classified as ‘household waste’ however disposal costs can now be charged in addition to collection costs. This change is consistent with Government policy of waste generators being responsible for meeting the costs associated with disposing of their waste. The one exception is that wholly publicly funded establishments may continue to receive free waste disposal pending a proposed Government spending Review in 2015. In the City there is only one wholly publicly funded school, Sir John Cass Primary School.

Options

13. The remaining 10 non-publicly funded establishments can, from 6 April 2012, be charged for their waste disposal. Options for the City are:
1. To increase charges immediately to incorporate the full cost of waste collection and disposal in accordance with the schedule of rates set out at Appendix 3.
 2. To increase charges to incorporate the full cost of waste collection and disposal but to delay implementation of the new charges until 1 September 2012. This option is offered given the educational establishments involved would not have accounted for the proposed cost increase in school budgets for the 2011-12 academic year. This option is recommended.
 3. Not to increase charges.

Proposals

14. That, in accordance with the spirit of the new regulations, charges be introduced for all non-publicly funded educational establishments in accordance with the 'polluter pays' principle. The introduction of these charges be delayed to commence in September 2012, at the start of the 2102/13 academic year
15. In 2015 the Government intends, following the completion of its spending review, to allow for wholly publicly funded schools to also be charged for the full cost of their waste disposal. It is recommended that the City introduce charging for the full cost of waste collection and from these school(s) from 2015, providing the expected regulatory changes allow for this.
16. Premises affected by increased costs will be advised by the City's recycling team on how better waste management can reduce disposal costs by undertaking efficient recycling and waste reduction.

Corporate & Strategic Implications

17. The proposal outlined in this report supports key objectives within the Municipal Waste Strategy for the City of London 2008-2020, notably:
- To minimise the amount of waste produced in the City and increase recycling.
 - To raise awareness of the benefits of effective waste management and the waste hierarchy.

Implications

18. Officers are currently seeking ways in which to increase the City's household recycling rates. The proposals in this report should assist in this matter as disposal costs are often seen as drivers of more effective waste management.
19. The proposed schedule of rates which incorporates waste collection and disposal costs for educational establishments, is shown in Appendix 3. These rates have been calculated on a full cost recovery basis. In most cases this results in an approximate doubling of the previous charges which were on a 'collection only' basis. As disposal of waste for recycling is approximately revenue neutral no charge increases are proposed for recycled waste other than bagged waste. In the case of both bagged waste for disposal and recycling prices had been held artificially low to compete with the large number of commercial bagged waste collectors operating in the City. Now that the City has sold its commercial waste business to Enterprise Managed Services Ltd (the City's waste contractor) the charges proposed seek to reflect the City's direct operational costs.
20. Whilst there will be a loss of income to the City Corporation of £7,000 per annum due to the reclassification of charities waste to 'commercial waste' this will be offset by a similar saving in collection and disposal costs. The income that will be received from non wholly publicly funded schools will be approximately £60,000 leaving a net surplus of £7,000 once collection costs of £25,000 and disposal costs of £28,000 are deducted. Overall these changes are likely to result in an increase in net income to the Cleansing local risk budget of £7,000 but this will depend upon whether all establishments continue to procure their waste services from the City.

Conclusion

21. It is the Government's policy position that waste producers should have responsibility for the cost of their waste management and the cost should not be borne by the taxpayer. As the costs for waste disposal continue to increase year on year this becomes ever more important. Therefore it is proposed that the charges set out in this report be introduced but, in the case of non-publicly funded schools, deferred until September 2012 in recognition of the academic year.
22. Effective waste management can considerably reduce disposal costs for waste producers and City officers will continue to assist waste producers in the City to reduce waste and increase recycling.

Appendices

- Appendix 1: Charity Offices
- Appendix 2: Educational Establishments
- Appendix 3: Proposed charges for Educational Establishments

Contact:

Steve Presland | steve.presland@cityoflondon.gov.uk |

Charity Offices

1. Ancient Monument Society, St Ann's Vestry Hall, 2 Church Entry, Near Carter Lane, London, EC4V 5EU
2. Arab British Centre, Ground Floor, 1 Gough Square, London, EC4A 3DE
3. Benesco Charity Ltd, C/O Merjs Ltd, 4 - 10 Heneage Lane, London, EC3A 5DQ
4. Case Europe, Paxton House, 26-30 Artillery Lane, London, E1 7LS
5. City Temple Church Conference Centre, 31 Holborn Viaduct, London, EC1A 2DE
6. City YMCA, 2 Fann Street, London, EC2Y 8BR
7. Clc Bookshop, 3 - 4 Ave Maria Lane, London, EC4M 7AQ
8. Corporation of Trinity House, Trinity House, Trinity Square, London EC3N 4DH
9. Dr Johnson's House, Custodians House, 17 Gough Square, London, EC4A 3DE
10. Ethnic Minority Foundation, 9 Artillery Lane, London, E1 7LP
11. Fairtrade Foundation, Ibex House, 41 - 47 Minories, London, EC3N 1DY
12. Fight For Sight, 5th Floor, 9 - 13 Fenchurch Buildings, London, EC3M 5HR
13. Fleet Street Talks, Great St Helens Trust, 21 Fleet Street, London, EC4Y 1AA
14. Full Fact, 4 Dyer's Buildings, London, EC1N 2JT
15. Gresham College, Barnards Inn Hall, 20A Holborn, London, EC1N 2JD
16. Habinteg Housing Association Ltd, Holyer House, 20 - 21 Red Lion Court, London, EC4A 3EB
17. Hedley Foundation, 1 College Hill, London, EC4R 2RA
18. Home -Start UK, 1 Dyer's Building, London, EC1N 2JT
19. Justice, 59 Carter Lane, London, EC4V 5AQ
20. Marine Stewardship Council, 1 - 3 Snow Hill, London, EC1A 2DH
21. Money Advice Trust, 21 Garlick Hill, London, EC4A 2AU

22. National Churches Trust, 31 Newbury Street, London, EC1A 7HU
23. Protestant Truth Society, 184 Fleet Street, London, EC1A 2HJ
24. Richard Reeves Foundation, 2 Cloth Court, London, EC1A 7LS
25. Royal Literary Fund, 3 Johnson's Court, London, EC4A 3EA
26. Sedos c/o Ocean House, 10-12 Little Trinity Lane, London, EC4V 2AA
27. St Bride Foundation, St Brides Foundation Institute, 14 Bride Lane,
London, EC4Y 8EE
28. St Ethelburga's Centre for Reconciliation and Peace, 78 Bishopsgate,
London, EC2N 4AG
29. The City Arts Trust Ltd, Fitz Eylwin House, 25 Holborn Viaduct, London,
EC1A 2BP
30. The Council of Christian And Jews Fund, 21 Godliman Street, London,
EC4V 5NB
31. The Dutch Church Conference Centre, 7 Austin Friars, London, EC2N
2HA
32. The Mission to Seafarers, St Michael Paternoster Royal Church, 18
College Hill, London, EC4R 2RH
33. The National Association of Flower Arrangement Societies, Osborne
House, 12 Devonshire Square, London, EC2M 4TE
34. The National Pro Bono Centre, 48 Chancery Lane, London, WC2A 1JF
35. The Public Catalogue Foundation Printed Catalogue Division, 8
Frederick's Place, London, EC2R 8AB
36. The Street Child of Sierra Leone, 42-44 Bishopsgate, London, EC2N 4AH
37. Tommy's, Nicholas House, 3 Laurence Pountney Hill, London, EC4R 0BB

Educational Establishments

1. Bishopgate Institute, 230 Bishopgate, London, EC2M 4QH
2. Sir John Cass Primary School, St James's Passage, London, EC3A 5DE
3. St Pauls Cathedral School, 2 New Change, London, EC4M 9AD
4. Bright Horizons Family Solutions Nursery, Bridgewater Square, London, EC2Y 8AH
5. Charterhouse Square School, 40 Charterhouse Square, London, EC1M 6EA
6. City of London School for Boys, 107 Queen Victoria Street, London, EC4V 3AL
7. City of London School for Girls, St Giles' Terrace, London, EC2Y 8BB
8. Guildhall School of Music and Drama, Silk Street, London, EC2Y 8DT
9. Guildhall School of Music and Drama, Sundial Court, 38/42 Chiswell Street, London, EC1Y 4XR
10. London Guildhall University & Sir John Cass College, London Metropolitan University, 31 Jewry Street, London, EC3N 2EY
11. London School of Business and Finance, Westgate House, 9 Holborn, London, EC1N 2LL

Proposed charges for Educational Establishments

General Waste		Collection and disposal	Collection only
General waste bags	Sold in rolls of 50	£80.00	£31.50
1100 Litre general waste bin	Per collection	£12.50	£6.00
240 Litre general waste bin	Per collection	£4.00	£2.00
Co-mingled Recycling			
Recycling bags	Sold in rolls of 50	£42.50	£21.00
1100 Litre recycling bin	Per collection	£4.00	£4.00
660 Litre recycling bin	Per collection	£3.00	£3.00
240 Litre recycling bin	Per collection	£1.50	£1.50
Food waste for composting			
140 Litre food waste bin	Per collection	£11.50	£5.25

N.B. Recycling charges not increased as currently disposal costs are revenue neutral. In the case of 'Recycling bags' costs have increased to meet the full cost of collection as the previous price was that charged for commercial waste (before the City Corporation disposed of the business) and was being held low to compete with the local market. This also applies to the price of 'General Waste bags'.

Please note that waste services remain exempt from VAT charges in accordance with HMRC guidelines.

Agenda Item 10

Committee(s):	Date(s):	Item no.
Port Health & Environmental Services Finance Committee	1st May 2012 1st May 2012	
Subject: Department of the Built Environment - Unidentified Savings 2012-13		Public
Report of: The Chamberlain Director of the Built Environment		For Decision

Summary

The Director of the Built Environment has significant pressure on his budgetary resources arising from the effects of the economic downturn on building control income and from changes to the building control charging regime. This has resulted in unidentified savings for 2012/13 revenue estimates of £320,000.

There is further pressure from the impact of the Agency Workers Regulations (AWR) 2010 on the costs of the public convenience service resulting in an increase in staffing costs of £180,000 per annum.

The Director is therefore seeking Members agreement to utilise the balance on the Landfill Allowance Trading Scheme Reserve (LATS) to assist in meeting the immediate shortfall in his resources; the balance no longer being required for its original purpose.

Recommendations

The Committee is requested to:

- note the pressures on the Director's local risk resources for 2012/13;
- agree the funds available in the LATS reserve may be used in 2012/13 and any remaining balance in 2013/14 to ease the pressure on the Director's budgetary resources subject to Finance Committee approval.

Main Report

Background

1. The Revenue and Capital Budgets 2011/12 and 2012/13 report approved by Planning & Transportation Committee on 10th January 2012 stated that there were significant pressures within the Director of Built Environment's 2012/13 budget arising from the effects of the economic downturn on building control income and from changes to the building control charging regime following the introduction of 'The Building (Local Authority Charges) Regulations 2010'. A further saving of £320,000 was required to contain the 2012/13 budget within the resources currently approved. In order to present the budget within the currently approved resource allocation a balancing item had been included as an 'Unallocated Saving'.
2. The Agency Workers Regulations 2010 came into force on 1 October 2011 and after twelve weeks employment agency workers are entitled to the same

terms and conditions as if they were employed directly. This includes basic pay, holidays, overtime and any bonus payments linked to performance.

3. The Revenue and Capital Budgets 2011/12 and 2012/13 report approved by Port Health and Environmental Services Committee on 24 January 2012 advised that the impact of this equal pay legislation would increase the cost of public convenience provision by an estimated £200,000 per annum with effect from 24 December 2011 and that work was currently underway to reduce this cost as far as possible by looking at more efficient ways of working, and that any remaining increase would be addressed separately after that work was completed.
4. The LATS Reserve was approved by your Committee and the Finance Committee in July 2006. The purpose of the Reserve was to retain income from the sale of Landfill Allowances to fund the future purchase of Landfill Allowances together with the increases in the cost of waste disposal due to changes in the method of disposal in order to meet landfill targets.

Current Position

5. The Director has sought to eliminate the budget short fall resulting from the reduction in Building Control Income from within his own local risk resources as far as possible and has identified savings of £146,000 as shown in Table 1 below:-

Table 1 – Savings identified

	2012/13 Original Budget £000	2012/13 Revised Budget £000	Movement Increase (Decrease) £000
Departmental Training Budget	117	87	(30)
Cleaning Contract	112	76	(36)
Building Control Income	(1585)	(1665)	(80)

6. Additionally negotiations have taken place with the CoL agency workers contractor for public conveniences, (Comensura). Shift patterns have been revised where practical to limit the impact of the increase in rates as far as possible. This has resulted in a reduction in the estimated annual increase from £200,000 to £180,000 per annum.
7. The balance of £300,000 on the LATS Reserve is no longer required for its original purpose. The switching costs of the move from landfill to Energy from Waste were originally forecast to be high in the early years, but this has not been the case, mainly because amounts of residual waste reduced, partly

because of the increased emphasis on recycling. In addition, Defra have announced that the Landfill Allowance Trading Scheme is to end after 2012/13 instead of the original 2019/20 end date, so Landfill Allowances will no longer be required or available to trade after this financial year. The Revenue and Capital Budget Estimates report to Port Health and Environmental Services Committee on 24th January this year stated that 'the Chamberlain and the Director of the Built Environment are reviewing how this balance can be used' and this report is the result.

8. The outturn position for 2011/12 is in the process of being finalised and is considered likely to be better than budget. It may, therefore, be possible to utilise any carry forwards to offset some of the short fall in 2012/13. However, the size of any such carry forwards has yet to be determined and would be subject to a separate approval process.

Proposals

9. It is proposed that the LATS Reserve be used to bridge some of the funding gap in 2012/13 and that any balance of the Reserve be made available to the Director to meet any remaining shortfall in 2013/14. This would give him time to review his departmental services following the departmental reorganisation in October 2011 and identify where he may be able to generate additional efficiencies and any further savings from 2013/14.

Implications

10. The proposals outlined will enable the Director to balance his resources in 2012/13.

Conclusion

11. The economic downturn and changes in Building Control Regulations have resulted in a reduction in income now estimated to be £240,000 in 2012/13. In addition the Public Convenience Service is legally required to implement equal pay for its agency workers in accordance with the AWR, resulting in an increase in costs of £180,000 per annum. The proposal to utilise the LATS Reserve would provide additional funding in the short term enabling the Director time to seek alternative funding options.

Background Papers:

- Planning & Transportation Committee Revenue and Capital Budgets 2011/12 and 2012/13 report 10 January 2012
- Port Health & Environmental Services Committee Revenue and Capital Budgets 2011/12 and 2012/13 report 24 January 2012

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Department of the Built Environment

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Committee(s):	Date(s):	Item no.
Port Health and Environmental Services	1 May 2012	
Subject: Annual Air Quality Monitoring Review and Air Quality Strategy Progress Report		Public
Report of: Director of Markets and Consumer Protection		For Decision
<u>Summary</u>		
<p>The City Corporation has a statutory obligation to monitor air quality and assess the data against health based objectives. The annual average objective for nitrogen dioxide (NO₂) is not being met across the City and is up to three times the required limit adjacent to busy roads. The daily average fine particle (PM₁₀) objective is met everywhere except adjacent to the route that runs from Victoria Embankment through Upper and Lower Thames Street to Tower Hill. As pollution levels exceed the objectives, the City Corporation has a statutory obligation to develop and implement a programme of actions to improve air quality.</p> <p>This report presents air quality monitoring data for 2011. It also outlines the progress with the implementation of actions contained within the City of London Air Quality Strategy 2011 - 2015, which was published in March 2011.</p> <p>The publication of the air quality data and progress report ensures that the City Corporation meets its statutory requirements for reporting on air quality.</p> <p>Recommendations</p> <p>I recommend that your Committee approves the attached annual air quality monitoring review (Appendix 1) and air quality strategy progress report (Appendix 2), subject to any amendments agreed at your meeting.</p>		

Main Report

Background

1. Air quality targets are defined in European legislation as Limit Values. The UK Government has a duty to ensure that air quality in the UK meets the Limit Values.
2. The Limit Values have been adopted into domestic legislation by the UK government as air quality objectives. The City Corporation has a statutory duty to work towards the objectives. By doing so, we assist the Government in meeting the European Union (EU) Limit Values.
3. The City Corporation has a statutory obligation to monitor and report on air quality concentrations and compare the results to the air quality objectives. As the air quality in the City does not meet the objectives for nitrogen dioxide and fine particles, the City of London has been declared an Air Quality Management

Area. An Air Quality Strategy was published in March 2011 outlining additional action that would be taken in pursuit of the objectives.

4. The results of air quality monitoring during 2011 in the City are attached to this report as Appendix 1. The data has been compared to previous years and will be submitted to both the Greater London Authority (GLA) and the Department of Environment Food and Rural Affairs (Defra) for approval.
5. The report outlining progress made with actions contained within the City of London Air Quality Strategy is attached to this report as Appendix 2. This report is written in the format prescribed by Defra and will also be submitted to the GLA and Defra for approval.

Current Position

6. Air quality during 2011 was broadly the same as that experienced in 2010. There was a slight reduction in roadside concentrations of nitrogen dioxide which was reflected at other roadside monitoring sites within central London. Background concentrations of nitrogen dioxide remained the same. Concentrations of PM₁₀ along Upper Thames Street did not meet the daily Limit Value despite a programme of dust suppression by Transport for London along this route. The annual average PM₁₀ Limit value was met everywhere. The annual average concentration of PM_{2.5} in Farringdon was below the Limit Value of 25 µg/m³.
7. Good progress was made on a wide range of actions within the Air Quality Strategy. Key achievements include:
 - Implementing a range of measures to reduce the amount of unnecessary vehicle engine idling in the City
 - Obtaining £144,000 air quality grant from Defra for a range of air quality improvement work
 - Hosting an event at the Guildhall to mark the inaugural World Environmental Health Day 2011, the theme of which was air quality
 - Continuing with the CityAir work to engage businesses in air quality, and rolling this process out to other central London boroughs
 - Running two separate successful award schemes to recognise innovation and good practice in air quality improvement
 - Embarking on an air quality awareness raising campaign
 - Hosting a meeting with the City of Westminster and London Borough of Camden to advance closer working between the authorities and develop an improved dialogue with the Greater London Authority and Transport for London.

Corporate and Strategic Implications

8. The City Corporation is strongly committed to improving air quality. This work supports Key Policy Priority 3 in the Corporate Plan 2011 – 2015, which outlines a commitment to engage with London and national government on the main issues of concern to our communities.
9. Implementing policies to improve air quality supports the following aims of the City Together Strategy:
 - Supports our communities
 - Protects, promotes and enhances our environment
10. In terms of impact on sustainability, improving air quality will make a positive contribution to reducing carbon emissions and reducing pollution. It will also encourage the City to be more environmentally aware and works towards enhancing and encouraging preventative health measures.

Conclusion

11. The City of London continues to experience high concentrations of nitrogen dioxide. Air quality at busy roadside locations does not meet the PM₁₀ daily Limit Value. Good progress is being made on a wide range of actions outlined in the City's Air Quality Strategy. The City Corporation continues to fulfil its statutory obligation in relation to air quality management.

Background Papers:

The City of London Air Quality Strategy 2011 – 2015, presented to the Port Health and Environmental Services Committee, March 2011

Appendices

Appendix 1: Annual Air Quality Monitoring Review, April 2012

Appendix 2: The City of London Air Quality Strategy Progress Report, April 2012

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City of London Air Quality Strategy Progress Report

April 2012



Overview

The City of London published an Air Quality Strategy in March 2011 outlining action that will be taken to improve air quality in the Square Mile from 2011 through to 2015. This document summarises progress with each action from April 2011 to March 2012. Each action, with a summary of progress made to date, is listed in a table on pages 3 to 8.

Key achievements during 2011/12 include:

- Implementing a range of measures to reduce the amount of unnecessary vehicle engine idling in the City
- Obtaining £144,000 air quality grant from Defra for air quality improvement work
- Hosting an event at the Guildhall to mark the inaugural World Environmental Health Day 2011, the theme of which was air quality
- Continuing with the CityAir work to engage businesses in air quality and rolling this out to other central London boroughs
- Running two successful award schemes to recognise innovation and good practice in air quality improvement.
- Embarking on an air quality awareness raising campaign
- Hosting a meeting with the City of Westminster and London Borough of Camden to advance closer working between the authorities and develop an improved dialogue with the Greater London Authority and Transport for London.
- Undertaking computer modelling to assess the impact on local air quality of a range of potential traffic management scenarios
- Achieving a further reduction in emissions from the City's own estate and fleet.

Actions with Progress to date

Action 1	The City of London will continue to monitor air pollutants to ensure that air quality objectives and Limit Values are being met, and to assess the effectiveness of national, regional and local policies to reduce levels of pollution.
Progress	The City continues to monitor nitrogen dioxide, PM ₁₀ , PM _{2.5} , ozone and sulphur dioxide. Air quality data from Senator House, Sir John Cass School, Upper Thames Street and Walbrook Wharf is made available on the London Air Quality Network www.londonair.org.uk An annual report for 2011 data has been produced and will be made available on the City of London web site.
Action 2	The City of London will ensure that, if possible, policies introduced to improve air quality will also have a positive benefit on reducing greenhouse gas emissions, and policies introduced to reduce greenhouse gas emissions will have a positive benefit on air quality.
Progress	Using Defra air quality grant, the City of London Corporation commissioned Environmental Protection UK to produce a document to advise local authorities on integrating air quality and climate change policy. This document has been used to guide policy development at the City e.g. in the production of planning guidance for combined heat and power plant. The document is called Air Quality and Climate Change: Integrating Policy in Local Authorities 2011 and is available at www.environmental-protection.org.uk/aqclimate
Action 3	Options for managing traffic in the City to improve air quality locally will be considered during 2011. Air quality impact assessments will be undertaken for transport schemes that involve significant changes to traffic type and movement on City roads.
Progress	Potential changes to the road network associated with the removal of the Aldgate gyratory system were modelled for their impact on local air quality, particularly at Sir John Cass School. The local air quality impact was taken into account when making recommendations for the final scheme. The report is available on the City of London web site www.cityoflondon.gov.uk/air .Further traffic management scenarios will be modelled as and when they arise. Air quality improvement is now a key part of the City of London Local Implementation Plan and has been written into the following key polices: <ul style="list-style-type: none"> • LIP 2011.1: To reduce the pollution of air, water and soils and excessive noise and vibration caused by transport in the City. • LIP 2011.4: To reduce the adverse effects of transport in the City on health, particularly health impacts related to poor air quality and excessive noise and the contribution that travel choices can make to sedentary lifestyles.

Action 4	The City of London will model the air quality impact of further controls over taxi emissions, the use of low emission buses on routes through the City and a central and inner London Low Emission Zone.
Progress	An assessment of the air quality impact of a range of traffic management scenarios was undertaken and is available on the City of London web site at www.cityoflondon.gov.uk/air . The scenarios considered were different options for a central and inner London Low Emission Zone, a reduction in boiler emissions and the impact of reducing emissions from taxis. This information has been used to lobby Transport for London for low emission buses in the City and further action to reduce emissions from taxis.
Action 5	The City of London will investigate further options for using parking policy to promote the use of low emission vehicles in the Square Mile.
Progress	This action will be progressed in 2012.
Action 6	The City of London will continue to manage its vehicle fleet to reduce emissions of NO _x , PM ₁₀ and CO ₂ year on year.
Progress	The City of London began to manage and reduce emissions from its own fleet, and that of its contractors, in the financial year 2008/9. By 2009/10, a reduction in NO _x from vehicles of 33% had been achieved from the 2008/9 baseline, together with a reduction in PM ₁₀ of 45%. 2010/11 saw a further reduction in PM ₁₀ of 9% with NO _x levels remaining the same. The City of London has been awarded Gold member status for Transport for London's Freight Operator Recognition Scheme which recognises good practice in freight management including the environmental impact of the fleet.
Action 7	The City of London will continue to trial alternatively fuelled vehicles and increase the number of low emission vehicles in the fleet, where appropriate
Progress	The City of London did not directly purchase any additional alternatively fuelled vehicles in 2011. However, the City intends to conduct a trial of Ashwoods Ecodrive+ on two new vehicles. If the trial is successful, the scheme may be rolled out to other vehicles. The Ecodrive+ is a device that monitors and manages driving style with a view to improving driving habits and is estimated to lead to a reduction in fuel consumption of up to 25%.
Action 8	The City will continue to encourage its contractors to use low emission vehicles
	At the City of London, air quality is now a key component of tender questionnaires for major contracts. The City's new refuse collection contractor uses 6 plug in electric hybrid refuse collection vehicles which should lead to a 20% fuel saving. They also employ electric manual road sweepers, so the City is expecting a big reduction in emissions of NO _x and PM ₁₀ going forward. The contractor has set a target reduction in carbon emissions of 35% in the first year.
Action 9	The City of London will work with public and private bodies to develop low emission procurement guidance.
Progress	This action is complete and the document available at www.lowemissionstrategies.org/les_procurement_guidance.html

Action 10	The City of London will engage with the City Police to reduce emissions from their fleet.
Progress	Limited progress has been made with this action to date.
Action 11	The City of London will continue with its efforts to establish effective ways to prevent drivers from leaving vehicle engines idling unnecessarily in the City.
Progress	From January 2012, the City of London has made a commitment to issue Fixed Penalty Notices to drivers who refuse to turn their vehicle engines off when asked to do so by authorised officers. The City has undertaken a widespread publicity campaign to reduce the amount of vehicle idling and has produced a set of posters aimed at specific vehicle types. Letters have been written to coach companies, taxi operators and key delivery companies to outline the requirement to turn vehicle engines off when parked. The City of London Police is supporting the City of London Corporation on this initiative.
Action 12	The City of London will work with the Mayor of London to designate the whole of London a no-idling zone.
Progress	The Mayor of London has not implemented this action, so the City of London has undertaken the action detailed above.
Action 13	The City of London will work with Transport for London to trial a method of dust suppression along the route from Victoria Embankment through to Tower Hill.
Progress	The City of London continues to support TfL in its trial of dust suppression along the route from Victoria Embankment through to Tower Hill. The trial is due to come to an end in March 2012. The initial phase of the trial suggested that the dust suppression achieved a reduction in PM ₁₀ concentrations of 14%.
Action14	If dust suppression is shown to be effective at reducing PM ₁₀ concentrations, the City will consider rolling it out to other areas of concern in the Square Mile and encourage Transport for London to apply it on other roads in the City that they are responsible for, particularly Mansell Street and Farringdon Street.
Progress	The City of London worked with TfL to find a demolition site in the City to conduct a trial of dust suppression. Unfortunately the trial couldn't go ahead as the substance used for dust suppression reacts with bentonite, which is found on demolition sites. The City of London hopes to work with TfL to carry out dust suppression on City roads during the Olympic period in 2012.
Action 15	The City of London will continue to explore and implement energy efficiency measures to reduce emissions of carbon, NOx and PM ₁₀ from its buildings.
Progress	The City of London began to manage and reduce emissions from its buildings in the financial year 2008/9. By 2009/10, a reduction in NOx from buildings 7% had been achieved and a reduction in PM ₁₀ of 9%. 2010/11 saw a further reduction in NOx of 9 % and PM ₁₀ of 11%.

Action 16	The City of London will engage with City businesses to gain their support for improving air quality in the Square Mile.
Progress	The City of London has used Defra air quality grant funding to implement its CityAir project to engage local businesses in emission reduction. The work has been very successful with a range of guidance being produced. This year the concept was rolled out to the City of Westminster and Royal Borough of Kensington and Chelsea. Businesses have been very supportive with 20 organisations undertaking CityAir walking campaigns to date. Cityair has a twitter account @_Cityair. For further information see www.cityoflondon.gov.uk/cityair
Action 17	Air quality will be a consideration in all development and the City of London will require developers to undertake detailed air quality impact assessments of major developments adjacent to sensitive premises, such as residential properties, schools and St Bartholomew's Hospital. This will form part of the Environmental Impact Assessment (EIA).
Progress	This action is ongoing and actively implemented.
Action 18	Major developments will be encouraged to obtain maximum points for the pollution section of the BREEAM assessment relating to NOx emissions i.e. to meet a dry NOx emission rating of <40 mg/kWh for boilers (this is equivalent to a NOx rating >5).
Progress	This action has been very successful with all major developments now installing low NOx boilers automatically.
Action 19	The City of London will develop local best practice guidance for controlling emissions from gas fired Combined Heat and Power Plant.
Progress	This action is complete and the document will be made available on the City of London web site.
Action 20	Developers will be encouraged to install non-combustion renewable energy technology to work towards energy security and carbon reduction targets
Progress	This is written in to planning informatives and has become the norm for all new major developments.
Action 21	A detailed air quality impact assessment will be required for any development where biofuel or biomass is proposed for on-site energy generation.
Progress	No such proposals were made in 2011/12, so no impact assessments required.
Action 22	The City of London will consider cost effective ways of minimising emissions from back up generators by the end of 2011.
Progress	This action is complete and the document will be made available on the City of London web site.
Action 23	Where appropriate, the City of London will secure air quality improvements through the S106 process.
Progress	This action is ongoing. Where uplift from developments is likely to lead to an increase in local emissions, a contribution is sought through the Section 106 process to assist in reducing emissions locally.

Action 24	The City of London will continue to establish best practice for minimising emissions from construction, demolition and street works and update the City of London Code of Practice for Demolition and Construction Sites to reflect this.
Progress	The City of London Code of Practice was updated in 2011 to reflect current best practice.
Action 25	The City of London will pay particular attention to controlling emissions of PM10 from construction, demolition and street works in and around the route from Victoria Embankment through to Tower Hill. This is to assist the Government to achieve the PM ₁₀ Limit Value.
Progress	Demolition sites along this route have been requested to use on site machinery that conforms to Euro IIIA emission standards and consider the routes that construction vehicles take. This will be reinforced through the new Construction Logistics Plans.
Action 26	The City of London will assist the Mayor of London to update the Greater London Authority and London Councils' Best Practice Guide for Controlling Dust and Emissions from Construction and Demolition.
Progress	The City of London was part of a review group in 2011 that was established to update the guidance.
Action 27	The City of London will encourage the use of green walls and green roofs in new and existing buildings, particularly in close proximity to the priority location Victoria Embankment, Upper and Lower Thames Street through to Tower Hill.
Progress	The City is implementing this action through the development control process.
Action 28	The City of London will continue to increase public understanding of poor air quality through initiatives such as pollution alert systems and its work with City businesses.
Progress	<p>The City of London continues to be a member of airTEXT which provides air pollution alerts for vulnerable people. The City used Defra air quality grant funding to support the production of an air quality video by Kings College London and the alterations to their web site following the change in the air quality banding system.</p> <p>www.londonair.org.uk/london/asp/news.asp?NewsId=AQIndexfilm&StartIndex=1</p> <p>The City of London held a stakeholder event at the Guildhall to mark World Environmental Health Day, the theme of which was air quality.</p> <p>The City has also used Defra air quality grant funding to embark on an air quality publicity campaign to persuade the public that we can all take action to improve air quality.</p>
Action 29	The City of London will continue to promote, reward and disseminate best practice for tackling poor air quality through the Sustainable City Awards and the Considerate Contractor Scheme Environment Award.
Progress	The 2011 winner of the Considerate Contractors Environment Award was given to Balfour Beatty Civil Engineering for its work at Blackfriars as it made excellent use of the River Thames to transport material which resulted in a significant

	<p>reduction in the number of heavy goods vehicle trips in the City, particularly along the Upper / Lower Thames Street priority location. For further information see www.cityoflondon.gov.uk/Corporation/LGNL_Services/Business/Business_support_and_advice/considerate_contractor_scheme.htm</p> <p>The 2011/12 winner of the Sustainable City Award for air quality went to Invisible Dust, which is an organisation that encourages the awareness of air pollution, climate change and related health and environmental issues by facilitating a dialogue between visual artists and leading scientists. http://invisible dust.com</p> <p>The highly commended award went to Nomura for their work in the City to reduce their local emissions.</p>
Action 30	The City will continue to work in partnership with key organisations to develop local, regional and national air quality policy.
Progress	The City of London continues to be an active member of the central London air quality cluster group, provide the chair for the London Air Quality Steering Group , is a member of the Environmental Protection UK air quality committee is a member of the Health Protection Agency Group for air quality during the Olympics
Action 31	The City of London will continue to lobby the Mayor of London and the Government to ensure that the Limit Values for PM ₁₀ and nitrogen dioxide are met in the Square Mile.
Progress	The City of London wrote to the Mayor of London in 2012 to register concern over taxi emissions. The City also hosted a breakfast meeting in March 2012 for City of London, London Borough of Camden and City of Westminster officers and politicians to lobby the Greater London Authority and Transport for London for further measures to improve air quality in central London.



Annual Air Quality Monitoring Review 2011

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Date	For consideration at PHES meeting on 1 st May 2012

Executive Summary

Pollution levels in the City of London during 2011 were broadly similar to 2010, although roadside concentrations of nitrogen dioxide measured at automatic sites were lower than the previous three years. Similar weather patterns were seen in both years. Fine particulate episodes were lower than 2010, but higher than the average from the preceding 5 years.

There was higher than average rainfall in the summer of 2011, and significantly lower than average rainfall during the spring and autumn. These conditions do not appear to have influenced annual average concentrations, but may be partly responsible for a high number of episode days.

Monitoring at Upper Thames Street shows that PM₁₀ continues to be a problem. Transport for London (TfL) has conducted a trial of dust suppressant liquid at this location, in an effort to reduce concentrations locally.

There were a number of air pollution episodes in 2011. There were eight PM₁₀ episodes, two ozone episodes and one nitrogen dioxide episode.

Nitrogen dioxide levels continue to be high in the City. Particularly high levels were seen at Walbrook Wharf roadside, Walbrook Wharf Roof and Beech Street.

Walbrook Wharf is beside Upper Thames Street, which has a high volume of traffic and low dispersion due to street canyon effects.

Based on the results presented here, a report submitted to Defra has concluded that detailed assessment is not required for any pollutants. This means that it is not appropriate to revise the "Air Quality Management Area" status of the City of London.

The City of London continues to work to improve air quality, by implementing the actions in its Air Quality Strategy 2011-2015, and by continuing to work closely with stakeholders such as the Greater London Authority, Department for the Environment Food and Rural Affairs, King's College London, and other Central London Local Authorities.

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1 Introduction

1.1 Health Effects of Air Pollution

Exposure to air pollution can have both acute (abrupt, sharp and brief) and chronic (longer than 3 months duration) impacts on human health. Some people are more susceptible to the effects of air pollution than others. People with pre-existing heart or lung disease, young children and the elderly are particularly susceptible.

These health effects are discussed in greater detail at the end of this report.

The City operates a free service which alerts subscribers to levels of air pollution, called airTEXT. This service alerts people to pollution, and gives health advice, so that they may take steps to reduce the likelihood of any impacts. The website for the airTEXT service can be found at the following address: www.airtext.info

1.2 Air Quality in the City of London

The City of London experiences some of the worst air quality in the UK, and is designated an Air Quality Management Area (AQMA). The City's poor air quality is primarily due to the density of development and its geographical location. Road traffic is the main source of pollution, supplemented by commercial and domestic heating. Pollutants generated by traffic include hydrocarbons, nitrogen oxides, particulate matter and carbon monoxide. There are no industrial sources of pollution in the City. Being located at the heart of London, the City is heavily influenced by pollution generated in neighbouring authorities and across London as a whole. The southeast of England is also affected by pollutants (notably fine particulates) which are thought to originate in continental Europe.

In the spring of 2011, the City of London Air Quality Strategy received committee approval. The strategy outlines how air quality policy at the City will be developed from 2011 to 2015, and sets out 32 actions to achieve this. Although a lot of work has been undertaken since 1998 with a view to improving air quality in the City, levels of nitrogen dioxide and fine particulates continue to be a problem.

1.3 Air Quality Management – Legislation and Policy

The air quality objectives applicable to Local Air Quality Management in England are set out in the Air Quality (England) Regulations 2000 (SI 928), The Air Quality (England) (Amendment) Regulations 2002 (SI 3043), and are shown in Table 1.1.

This table shows the objectives in units of microgrammes per cubic metre $\mu\text{g}/\text{m}^3$ (milligrammes per cubic metre, mg/m^3 for carbon monoxide) with the number of exceedences in each year that are permitted (where applicable).

Table 1.1 Air Quality Objectives included in Regulations for the purpose of LAQM in England

Pollutant	Air Quality Objective		Date to be achieved by
	Concentration	Measured as	
Benzene	16.25 $\mu\text{g}/\text{m}^3$	Running annual mean	31.12.2003
	5.00 $\mu\text{g}/\text{m}^3$	Running annual mean	31.12.2010
1,3-Butadiene	2.25 $\mu\text{g}/\text{m}^3$	Running annual mean	31.12.2003
Carbon monoxide	10.0 mg/m^3	Running 8-hour mean	31.12.2003
Lead	0.5 $\mu\text{g}/\text{m}^3$	Annual mean	31.12.2004
	0.25 $\mu\text{g}/\text{m}^3$	Annual mean	31.12.2008
Nitrogen dioxide	200 $\mu\text{g}/\text{m}^3$ not to be exceeded more than 18 times a year	1-hour mean	31.12.2005
	40 $\mu\text{g}/\text{m}^3$	Annual mean	31.12.2005
Particles (PM ₁₀) (gravimetric)	50 $\mu\text{g}/\text{m}^3$, not to be exceeded more than 35 times a year	24-hour mean	31.12.2004
	40 $\mu\text{g}/\text{m}^3$	Annual mean	31.12.2004
Sulphur dioxide	350 $\mu\text{g}/\text{m}^3$, not to be exceeded more than 24 times a year	1-hour mean	31.12.2004
	125 $\mu\text{g}/\text{m}^3$, not to be exceeded more than 3 times a year	24-hour mean	31.12.2004
	266 $\mu\text{g}/\text{m}^3$, not to be exceeded more than 35 times a year	15-minute mean	31.12.2005

The Local Air Quality Management (LAQM) process is set out in Part IV of the Environment Act (1995), the Air Quality Strategy for England, Scotland, Wales and Northern Ireland 2007 and the relevant Policy and Technical Guidance documents.

The LAQM process places an obligation on all local authorities to regularly review and assess air quality in their areas, and to determine whether or not the air quality objectives are likely to be achieved. Where exceedences are considered likely, the local authority must then declare an Air Quality Management Area (AQMA) and prepare an Air Quality Action Plan (AQAP) setting out the measures it intends to put in place in pursuit of the objectives.

In 2001, the whole of the City of London was declared an Air Quality Management Area for Nitrogen dioxide (NO₂) and Particulate Matter (PM₁₀). The City has implemented a number of actions since the declaration, the latest are detailed in the City of London Air Quality Strategy 2011 to 2015.

In April 2012, an "Updating and Screening Assessment" report was submitted to Defra. It was based on the results shown here, and concluded that it is not yet appropriate to review the Air Quality Management Area status of the City of London.

2 Monitoring Data

2.1 Summary of Monitoring Undertaken

2.1.1 Automatic Monitoring Sites

The locations and details of all automatic monitoring sites are shown in Figure 2.1 and Table 2.1.

Quality assurance and quality control details for all automatic monitoring sites in the City are provided in Chapter 4. All results reported here may be subject to slight change, depending on the results of equipment audits in May 2012.

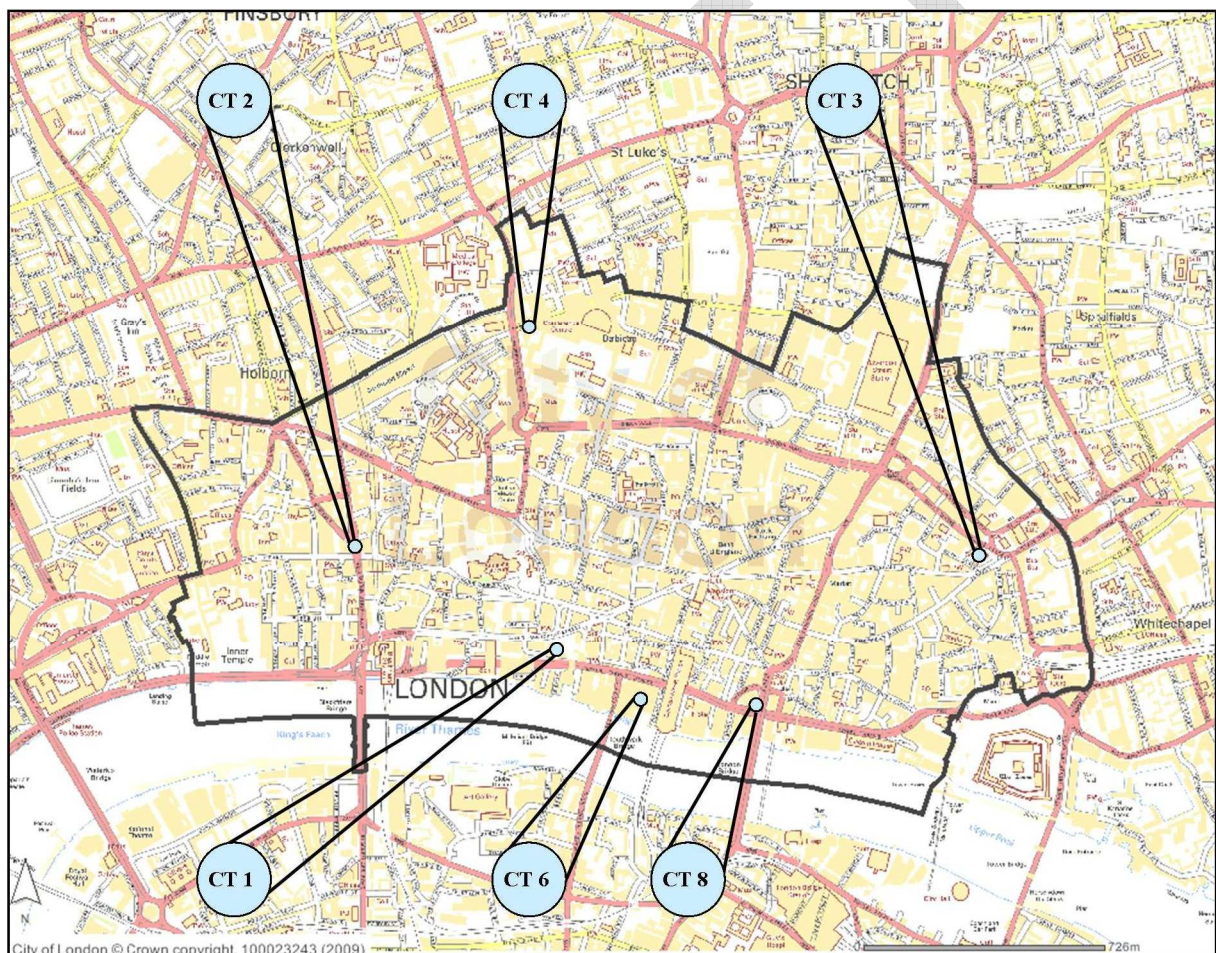


Figure 2.1 Map of Automatic Monitoring Sites

Table 2.1 Details of Automatic Monitoring Sites

Site Name	Site Type	X OS GridRef	Y OS Grid Ref	Pollutants Monitored	In AQMA?	Monitoring Technique	Relevant Exposure? (Y/N with distance (m) to relevant exposure)	Distance to kerb of nearest road (N/A if not applicable)	Does this location represent worst-case exposure?
CT 4 - Beech Street	Roadside	532141	181861	PM ₁₀	Y	TEOM	Yes (5m)	1m	Y
CT 4 - Beech Street	Roadside	532176	181862	NO ₂	Y	Chemoluminescence	Yes (5m)	1m	Y
CT 3 - John Cass School	Urban Background	533475	181179	PM ₁₀	Y	BAM	Yes (in school playground)	N/A	N/A
CT 3 - John Cass School	Urban Background	533475	181179	NO ₂	Y	Chemoluminescence	Yes (in school playground)	N/A	N/A
CT 1 - Senator House	Urban Background	532234	180894	SO ₂	Y	Flourescence	Yes (on top of a building)	N/A	N/A
CT 1 - Senator House	Urban Background	532234	180894	O ₃	Y	Photometric	Yes (on top of a building)	N/A	N/A
CT 1 - Senator House	Urban Background	532234	180894	NO ₂	Y	Chemoluminescence	Yes (on top of a building)	N/A	N/A
CT 8 - Upper Thames Street	Roadside	532834	180691	PM ₁₀	Y	TEOM	Yes (3m)	2m	Y
CT 6 - Walbrook Wharf Foyer	Roadside	532528	180784	NO ₂	Y	Chemoluminescence	Yes (3m)	1m	Y
CT 2 – Farringdon Street	Kerbside	531625	181201	PM _{2.5}	Y	BAM	Yes (4m)	1m	Y
Walbrook Wharf Roof	Urban Background	532528	180784	NO ₂	Y	Chemoluminescence	Yes (on top of a building)	N/A	N/A

2.1.2 Non-Automatic Monitoring Sites

Diffusion tubes were used in 2011 to monitor nitrogen dioxide. The tubes used are managed by Bureau Veritas as part of the London-Wide Environment Programme (LWEP). All diffusion tubes employed in the LWEP programme are prepared and analysed by UKAS accredited Gradko International Ltd.

Diffusion tubes are prepared using the 50% v/v triethanolamine with acetone method and analysed using UV spectrometry. The diffusion tubes are labelled, and kept refrigerated in plastic bags prior to and after exposure. The City did not conduct its own co-location study, and laboratory bias adjustment factor is supplied by Bureau Veritas. For 2011 the factor was 1.02. Further QA/QC data is included in Chapter 4.

Figure 2.2 shows a map of diffusion tube sites in the City of London. Table 2.2 provides details of all sites.

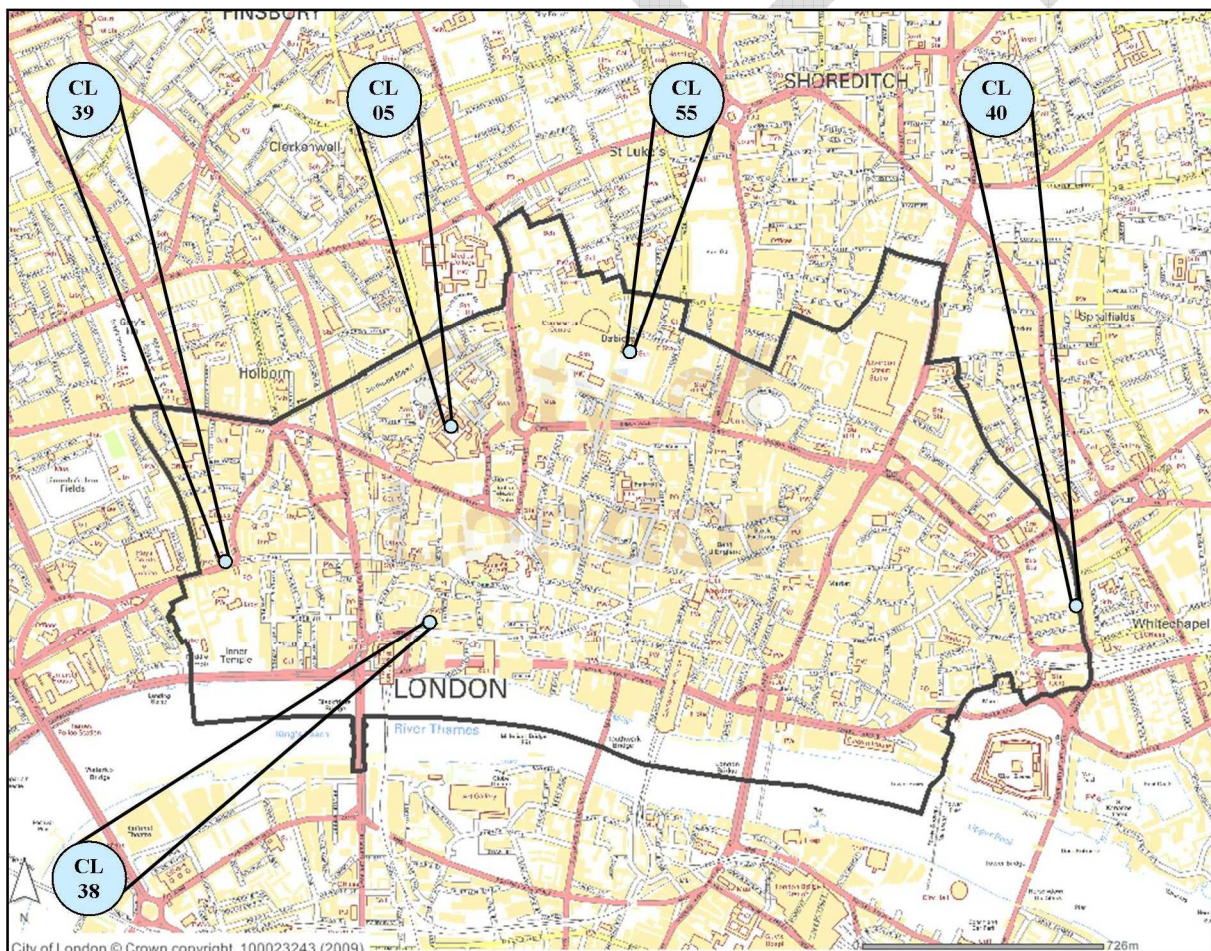


Figure 2.2 Map of Non-Automatic Monitoring Sites

Table 2.2 Details of Non-Automatic Monitoring Sites

Site Name	Site Type	X OS Grid Ref	Y OS Grid Ref	Pollutants Monitored	In AQMA?	Is monitoring collocated with a Continuous Analyser (Y/N)	Relevant Exposure? (Y/N with distance (m) to relevant exposure)	Distance to kerb of nearest road (N/A if not applicable)	Does this location represent worst-case exposure?
CL 5 St. Bartholomew's Hospital courtyard	Urban Centre	531901	181571	NO ₂	Y	N	Y	N/A	N/A
CL 38 St. Andrew's Church, Queen Victoria Street	Roadside	531851	180962	NO ₂	Y	N	Y (4m)	2m	N
CL 39 St. Dunstan's Church, Fleet Street	Roadside	531235	181155	NO ₂	Y	N	Y (4m)	2m	Y
CL 40 Guinness Trust Estate, Mansell Street.	Roadside	533791	181027	NO ₂	Y	N	Y (3m)	3m	N
CL 55 Speed House, Barbican Centre	Urban Background	532482	181799	NO ₂	Y	N	Y	N/A	N/A

2.2 Comparison of Monitoring Results with AQ Objectives

All of the City's monitoring sites are located within the existing AQMA.

The NO₂ annual mean objective was achieved at Speed House, Barbican.

The annual mean objective was exceeded at all other sites in the City of London.

The NO₂ hourly mean objective was exceeded at Beech Street and Walbrook Wharf.

The PM₁₀ daily mean objective was exceeded at Upper Thames Street.

The PM₁₀ annual mean objective was achieved at all sites.

The SO₂ 15 minute, 1-hour and 24-hour mean objectives were all achieved.

All monitoring results (including PM_{2.5} and O₃, for which there is no obligation on local authorities to meet the objectives) are discussed in greater detail in the following sections.

2.2.1 Nitrogen Dioxide

In the City, nitrogen dioxide (NO₂) is monitored using both (automatic) continuous analysers and (non-automatic) diffusion tubes. Continuous monitoring data is used to measure against both an hourly average objective and an annual average objective value. Diffusion tubes are used to measure against the annual average objective only.

There are four continuous monitors in the City. Two are roadside sites (Beech Street and Walbrook Wharf), and two are urban background sites (Senator House and Sir John Cass School).

There are five diffusion tube sites in the City. One is an urban centre site (St. Bartholomew's Hospital). Three are roadside/kerbside sites (St. Andrew's by the Wardrobe, Queen Victoria Street; St. Dunstan's in the West, Fleet Street and The Guinness Trust Estate, Mansell Street). One is an urban background site (Speed House, The Barbican).

Automatic Monitoring Data

In 2011, the hourly average objective was not achieved at three sites: Walbrook Wharf, Walbrook Wharf Roof and Beech Street. In 2011 the annual objective was not achieved at any automatic site. There was one NO₂ episode in the City in 2011, where moderate levels were seen in Walbrook Wharf in Early October. Data capture at Walbrook Wharf was low, due to a significant problem which arose when third party equipment was removed from site. Between early May and late July, the data from this site was invalid. The annual mean has been estimated in accordance with Defra guidance, and the calculations are set out in Appendix 1.

Tables 2.3 and 2.4 show the results of automatic monitoring in 2011. Figure 2.3 shows trends in annual mean concentrations since 1999.

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Table 2.3 Results of Automatic Monitoring of Nitrogen Dioxide: Comparison with Annual Mean Objective

Site ID	Site Type	Within AQMA?	Valid Data Capture 2011 %	Annual Mean Concentration $\mu\text{g}/\text{m}^3$				
				2007	2008	2009	2010	2011
CT1	Urban Background	Y	94	43	49	48	51	52
CT3	Urban Background	Y	85	52	58	56	55	48
CT4	Roadside	Y	100	93	85	90	81	67
CT6	Roadside	Y	74	96	126	131	117	101
Walbrook Wharf Roof	Urban Background	Y	99	76	93	91	93	95

NOTE: The results shown above may be subject to slight change, depending on the results of equipment audits in May 2012.

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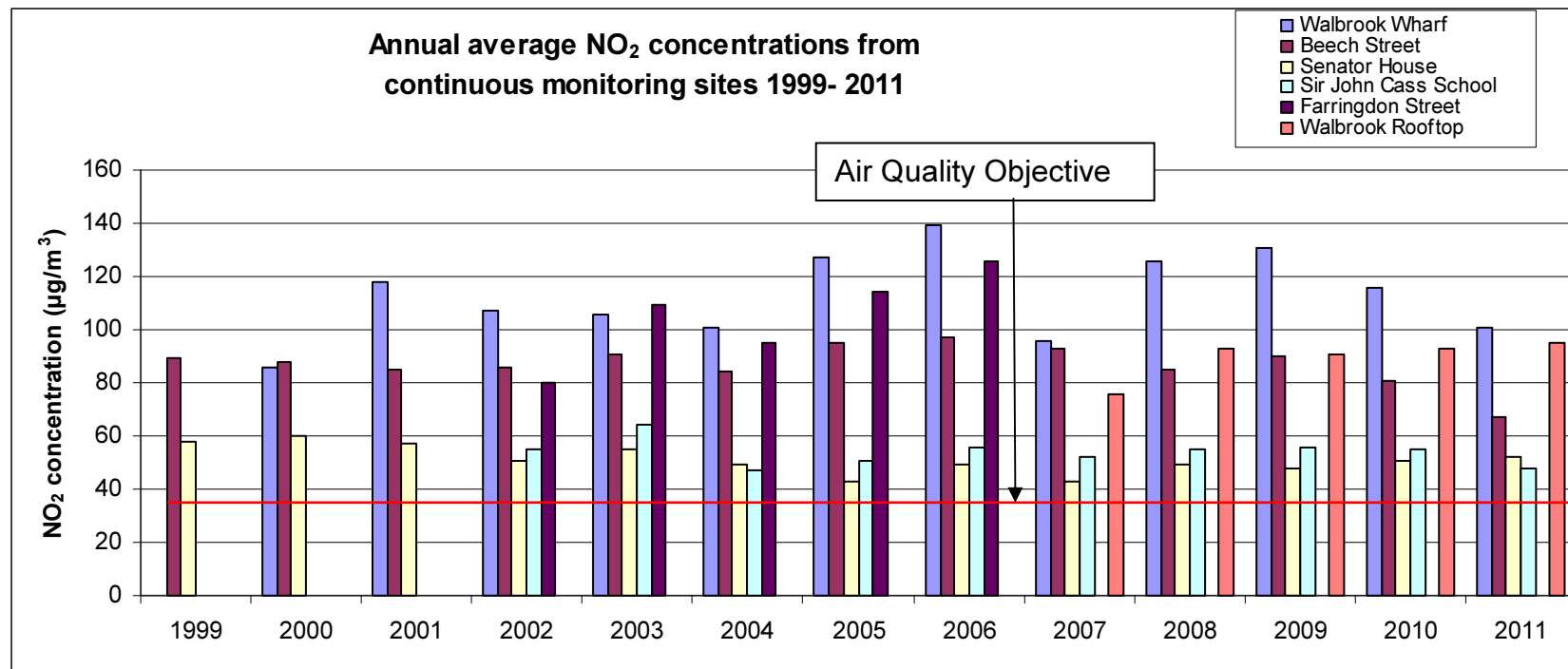


Figure 2.3 Trends in Annual Mean Nitrogen Dioxide Concentrations measures at Automatic Monitoring Sites

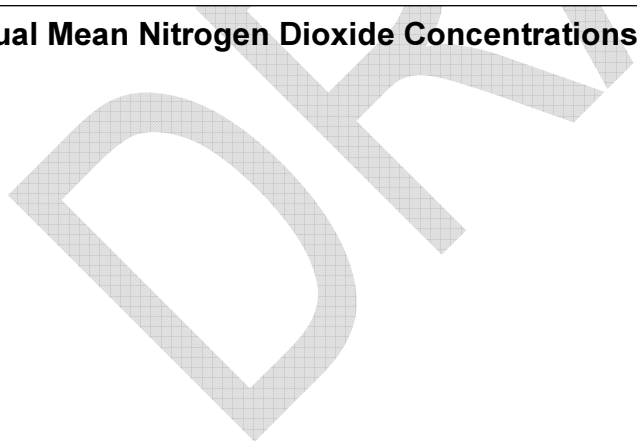


Table 2.4 Results of Automatic Monitoring for Nitrogen Dioxide: Comparison with 1-hour mean Objective

Site ID	Site Type	Within AQMA?	Valid Data Capture 2011 %	Number of Exceedences of Hourly Mean (200 µg/m ³)				
				2007	2008	2009	2010	2011
CT1	Urban Background	Y	94	0	0	0	2	0
CT3	Urban Background	Y	85	0	0	2	3	0
CT4	Roadside	Y	100	302	106	189	134	42
CT6	Roadside	Y	74	n/a	810	955	646	-*
Walbrook Wharf Roof	Urban Background	Y	99	26	13	4	40	118

*There were 231 exceedences recorded at CT6, but 2011 data capture was too low for this figure to be reliable.

NOTE: The results shown above may be subject to slight change, depending on the results of equipment audits in May 2012.

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Diffusion Tube Monitoring Data

Annual concentrations are summarised in table 2.5. Table 2.6 and Figure 2.4 show trends in Annual mean NO₂ concentrations measured at diffusion tube sites since 2001. In 2011, the annual objective was achieved at one site, Speed House, Barbican Centre. None of the sites are collocated with continuous analysers, and there were no triplicate tubes exposed in 2011.

Table 2.5 Results of Nitrogen Dioxide Diffusion Tubes in 2011

Site ID	Location	Site Type	Within AQMA ?	Data Capture 2011 (Number of Months or %)	Confirm if data has been distance corrected (Y/N)	Annual mean concentration (Bias Adjustment factor = 1.02) 2011 (µg/m ³)
CL5	St. Bartholomew's Hospital courtyard	Urban Centre	Y	100%	N	45
CL 38	St. Andrew's Church, Queen Victoria Street	Roadside	Y	100%	N	63.1
CL 39	St. Dunstan's Church, Fleet Street	Roadside	Y	100%	N	97.5
CL 40	Guinness Trust Estate, Mansell Street	Roadside	Y	100%	N	64.5
CL 55	Speed House, Barbican Centre	Urban Background	Y	91.7%	N	37.8

Table 2.6 Results of Nitrogen Dioxide Diffusion Tubes (2007 to 2011)

Site ID	Site Type	Within AQMA?	Annual mean concentration (adjusted for bias) $\mu\text{g}/\text{m}^3$				
			2007 (Bias Adjustment Factor = 1.01)	2008 (Bias Adjustment Factor = 0.93)	2009 (Bias Adjustment Factor = 1)	2010 (Bias Adjustment Factor = 0.99)	2011 (Bias Adjustment Factor = 1.02)
CL5	Urban Centre	Y	50.2	43.3	42.7	42.1	45
CL 38	Roadside	Y	68.7	74.7	66.9	60.7	63.1
CL 39	Roadside	Y	100.1	82.4	102.3	86.7	97.5
CL 40	Roadside	Y	75.6	61.9	66.8	54.6	64.5
CL 55	Urban Background	Y	40.5	38.3	42.6	37.3	37.8

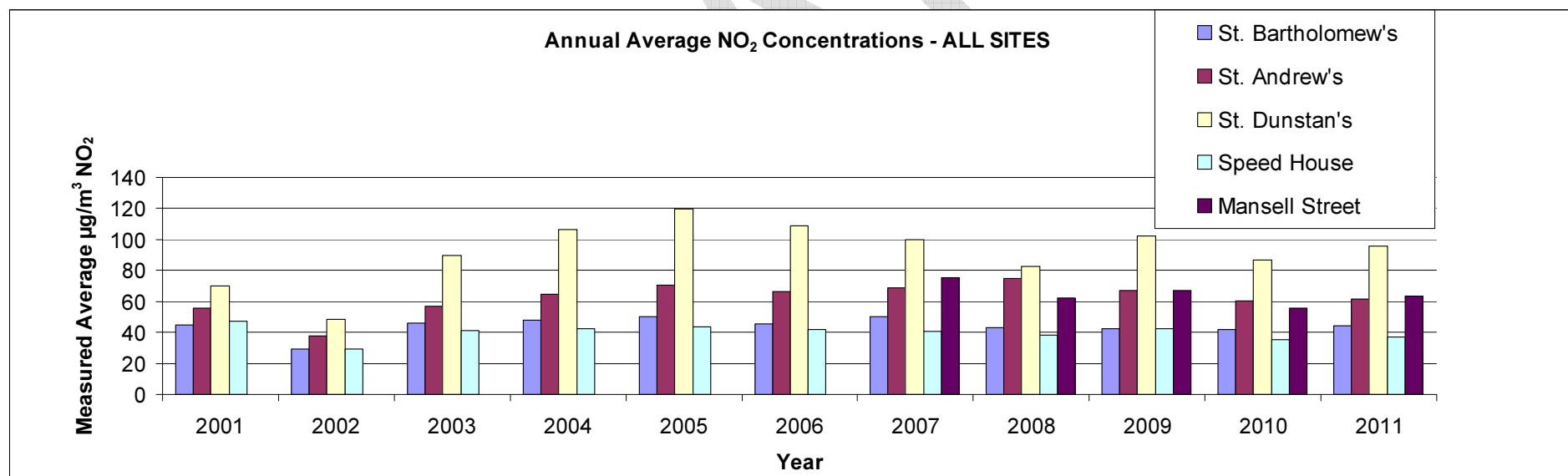


Figure 2.4 Trends in Annual Mean Nitrogen Dioxide Concentrations measured at Diffusion Tube Monitoring Sites

2.2.2 PM₁₀

In the City, the majority (85%) of PM₁₀ is emitted outside the City boundary. The rest is believed to come from road vehicles travelling within the City (10%) and other local sources, such as construction works, domestic heaters and industrial boilers (5%).

This means that the capacity to manage overall PM₁₀ concentrations at a local level is limited. Overall, levels in the City have been consistently high over the last decade. TEOM measurements at Beech Street and Upper Thames Street have had the Volatile Correction Model (VCM) applied. Results appear lower from 2007 onwards, but this is likely to be due in part to the application of the VCM.

In 2011, the annual mean objective was achieved at all sites. The daily average objective was not achieved at Upper Thames Street.

There were eight PM₁₀ episodes in 2011. One in February, four in March, one in April, one in October and one in November. Moderate PM₁₀ levels were recorded at Upper Thames Street during all episodes, and moderate levels were recorded at Sir John Cass School during six episodes.

Table 2.7 shows annual mean concentrations at all sites, and table 2.8 shows the number of times the 24-hour mean was exceeded. Figure 2.5 shows the trend in annual mean concentrations at City of London sites since 1999, and the influence of the VCM.

Two trial applications of dust suppressant were undertaken by Transport for London (TfL) along Upper Thames Street in 2011. These were undertaken from 12th January to 31st January and from 1st February to 10th March. Data from the Upper Thames Street station was offered up by the City of London to assist in the study, but the TEOM was not a compatible measurement method, and so data from this site was not used.

The TfL trial report suggested an improvement of as much as 10-14% (i.e. reduction in the number of times the 24 hour averages objective was exceeded). This may be of increased interest in years to come, should year-round application have a more significant impact on the 24-hour PM₁₀ objective.

Table 2.7 Results of Automatic Monitoring of PM₁₀: Comparison with Annual Mean Objective

Site ID	Site Type	Within AQMA?	Valid Data Capture 2011 %	Confirm Gravimetric Equivalent (Y or NA)	Annual Mean Concentration $\mu\text{g}/\text{m}^3$				
					2007	2008	2009	2010	2011
CT3	Urban Background	Y	94	Y	30	26	27	26 (90 th percentile $52.5\mu\text{g}/\text{m}^3$)	28
CT4	Roadside	Y	98.6	Y	34	26	28	30	28.6
CT8	Roadside	Y	99	Y	41	34	36	37	37

NOTE: The results shown above may be subject to slight change, depending on the results of equipment audits in May 2012.

Table 2.8 Results of Automatic Monitoring for PM₁₀: Comparison with 24-hour mean Objective

Site ID	Site Type	Within AQMA?	Valid Data Capture 2011 %	Confirm Gravimetric Equivalent	Number of Exceedences of 24-Hour Mean ($50 \mu\text{g}/\text{m}^3$)				
					2007	2008	2009	2010	2011
CT3	Urban Background	Y	94	Y	31	15	11	10 (90 th percentile $52.5\mu\text{g}/\text{m}^3$)	22
CT4	Roadside	Y	98.6	Y	60	20	23	26	35
CT8	Roadside	Y	99	Y	49	37	44	57	53

NOTE: The results shown above may be subject to slight change, depending on the results of equipment audits in May 2012.

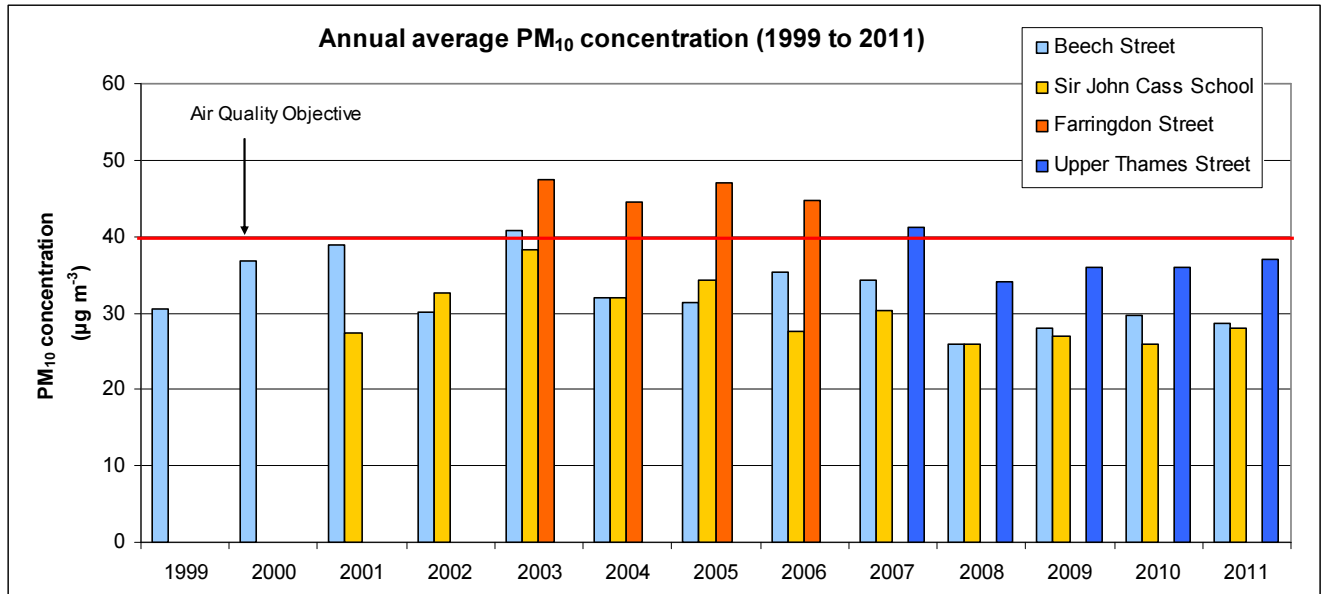


Figure 2.5 Annual Mean PM₁₀ Concentrations

2.2.3 Sulphur Dioxide

The City of London typically sees very low levels of SO₂. Local concentrations are predominantly influenced by distant industrial point sources. Easterly winds occasionally give rise to increased concentrations by bringing SO₂ from power stations along the Thames corridor. Even with this contribution, concentrations are found to be very low.

In 2011, levels of SO₂ were broadly similar to previous years, and all three objectives were met.

Table 2.9 shows the results of SO₂ monitoring in 2011, and Figure 2.6 shows that annual average concentrations have remained low since 2002. None of the objectives have been exceeded in this time.

Table 2.9 Results of Automatic Monitoring of SO₂: Comparison with Annual Mean Objective

Site ID	Site Type	Within AQMA?	Valid Data Capture 2011 %	Number of Exceedences (percentile in bracket $\mu\text{g}/\text{m}^3$)		
				15-minute Objective (266 $\mu\text{g}/\text{m}^3$)	1-hour Objective (350 $\mu\text{g}/\text{m}^3$)	24-hour Objective (125 $\mu\text{g}/\text{m}^3$)
CT1	Urban background	Y	93	0	0	0

NOTE: The results shown above may be subject to slight change, depending on the results of equipment audits in May 2012.

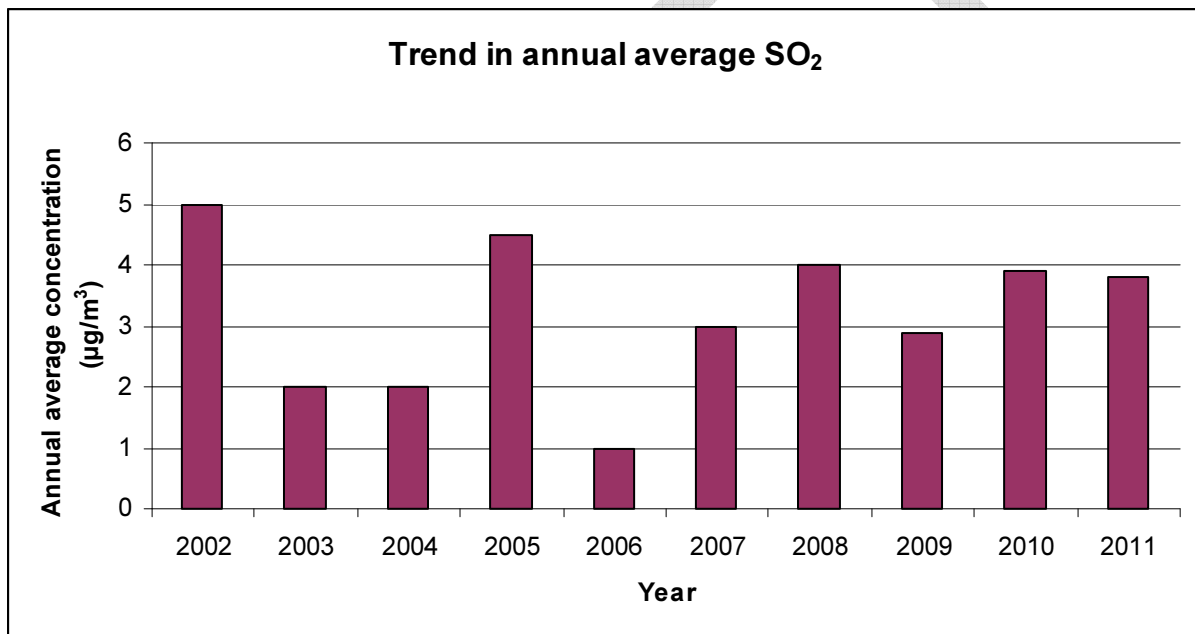


Figure 2.6 Trends in SO₂ Concentrations

2.2.4 PM_{2.5}

In July 2009, a site at Farringdon Street was set up to monitor PM_{2.5}, in anticipation of proposed new regulation. There are two new objectives proposed, one relating to an annual mean concentration (25µg/m³ by 2020), and the other a 15% net reduction in concentrations at urban background locations, measured as a 3-year mean.

The site at Farringdon Street is a kerbside site, and so the only relevant objective is the annual mean concentration. The proposed objective is for an annual mean concentration of 25µg/m³ to be achieved by 2020. Table 2.10 shows the annual mean result in 2011. Raw data has been scaled by dividing by a factor of 1.21.

Table 2.10 Results of Automatic Monitoring of PM_{2.5}: Annual Mean

Site ID	Site Type	Within AQMA?	Valid Data Capture 2011 %	Annual Mean
CT2	Kerbside	Y	94	24

NOTE: The results shown above may be subject to slight change, depending on the results of equipment audits in May 2012.

2.2.5 Ozone (O₃)

Local objectives for improving ground level ozone are not included in the Air Quality Regulations 2000. The UK Air Quality Strategy suggests a running 8-hour average of 50ppb (100µg/m³) should not be exceeded more than 10 times per year.

In 2011 there were 9 days when the running 8 hour average exceeded this level, and these were all at Senator House. There were two O₃ episode days at Senator House, one in April and one in October.

The annual average ozone concentration in 2011 was 31.2 µg/m³ at Senator House.

2.2.6 MET monitoring

The City of London has a meteorological station on the roof of their office building at Walbrook Wharf. This measures wind speed, wind direction and wind vector every fifteen minutes, and measures ambient temperature every hour.

Figures 2.7 and 2.8 show the meteorological trends in the City during 2011.

The average annual temperature in the City during 2011 was 13.28°C. The average wind speed was 1.02 m/s, and the most common wind directions were northerly and south westerly. There was significantly higher than average rainfall in the summer, and significantly lower than average rainfall during the spring and autumn. Winter rainfall was average.

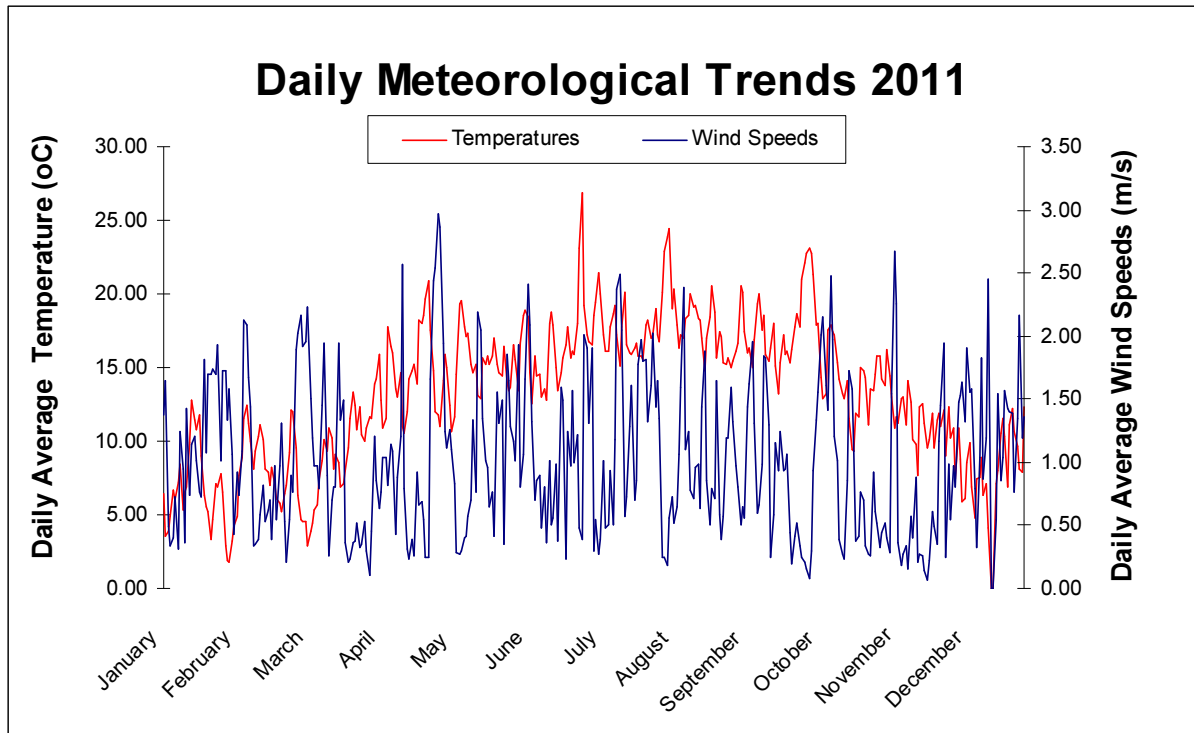


Figure 2.7 Daily average temperatures and wind speed in 2011

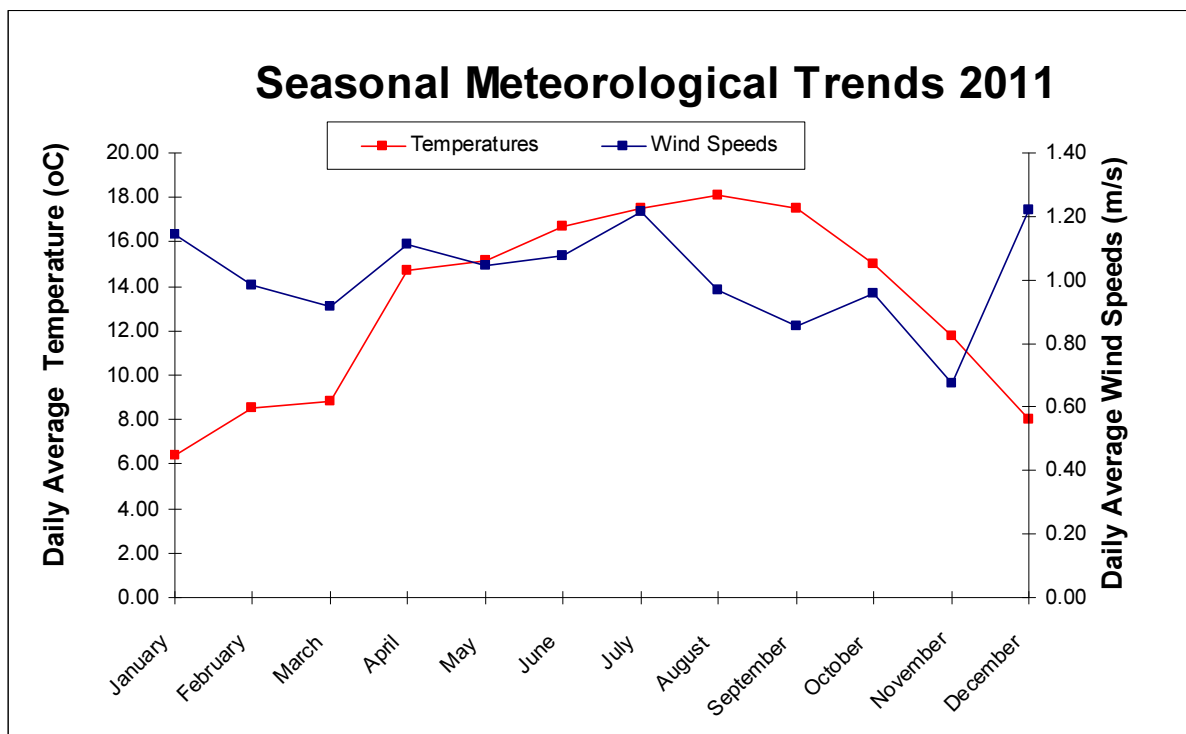


Figure 2.8 Monthly average temperatures and wind speed in 2011

2.2.7 Summary of Compliance with AQS Objectives

In the City of London, concentrations of PM₁₀ exceed the daily average objective adjacent to the Upper / Lower Thames street corridor. The annual average PM₁₀ objective is being met. Annual average nitrogen dioxide concentrations are exceeded almost everywhere in the City and the hourly average objective is not being met adjacent to busy roads.

Concentrations of all other pollutants are below the objectives.

3 Conclusions and Proposed Actions

3.1 Conclusions from Monitoring Data

Nitrogen dioxide was monitored at ten sites in the City, and the annual mean objective was exceeded at nine out of ten sites. This was similar to results in previous years. The hourly mean objective for NO₂ was exceeded at two of the four continuous monitoring sites; Beech Street and Walbrook Wharf. This has occurred in previous years.

PM₁₀ was monitored at three sites in the City. The annual mean objective was not exceeded at any site, and the 24-hour mean objective was exceeded at Upper Thames Street only. This was similar to previous years. PM₁₀ levels were higher prior to 2008, when the new volatile correction model (VCM) was first used.

A detailed assessment is not required and it is not appropriate to revoke the AQMA.

3.2 Proposed Actions

The new monitoring data from 2010 has not identified the need to proceed to a detailed assessment for any pollutant. The data has not identified a need for any additional monitoring, or changes to the existing monitoring programme. There are no changes required for any existing AQMAs.

The next course of action will be to continue to implement the actions set out in the City of London Air Quality Strategy 2011-2015, and to submit another progress report in early 2013, which will discuss the monitoring data collected during 2012.

4 Supplementary information

4.1 References

London Air Quality Network. 2011. Statistics.

www.londonair.org.uk

City of London air quality management documentation, including the City of London Air Quality Strategy 2011-2015

www.cityoflondon.gov.uk/air

Information on the Transport for London dust suppressant trial

<http://www.tfl.gov.uk/corporate/projectsandschemes/17246.aspx>

The Volatile Correction Model

www.volatile-correction-model.info

Dr. Gary Fuller's "Pollution Watch" series in the Guardian

www.guardian.co.uk/environment/series/pollutionwatch

4.2 Health Effects of Air Pollution

The health effects of major air pollutants are described below.

Carbon monoxide

Carbon monoxide is an odourless, colourless gas, and is produced by incomplete combustion. It is more readily taken up by red blood cells than oxygen, and interferes with the take up of oxygen into the body. It is toxic at high concentrations, which are not normally observed outdoors. At low concentrations it can exhibit a slight reduction in the maximum physical performance of healthy individuals, and has been observed to speed up the onset of angina in individuals with coronary artery disease. (WHO, 2000)

Nitrogen dioxide

Nitrogen dioxide is an irritant gas, which has a red colour and acrid smell at very high concentrations. At high levels, NO₂ causes inflammation of the airways (Defra - Air Quality Strategy, 2007). In mild asthmatics, exposure has been shown to bring about reversible effects on lung function, and is thought to bring about exaggerated responses to allergens, cold air and exercise. Exposure puts children at increased risk of respiratory illness (WHO, 2000). Nitrogen dioxide is used as a marker for a 'cocktail of combustion related pollutants' (WHO, 2005). While the aforementioned health effects are specifically related to nitrogen dioxide, high levels of NO₂ can indicate high levels of other pollutants which contribute to additional adverse health effects.

Sulphur dioxide

Sulphur dioxide is a colourless gas with a faintly sweet, suffocating odour. SO₂ is produced by industrial and domestic fossil fuel combustion, and shipping (House of Commons EAC - Briefing Note, 2009). Short term exposure to high concentrations of SO₂ results in a reduction in lung function. In the long term, exposure is thought to lead to childhood respiratory disease and increased mortality in all ages (WHO, 2005) Young children, and people suffering from asthma and chronic respiratory diseases are particularly susceptible to SO₂.

Ozone

Ozone is a pale blue gas with a sharp smell. It is a secondary pollutant, which arises as a result of chemical reactions between various other air pollutants; primarily NO_x and Volatile Organic Compounds, initiated by strong sunlight (Defra - Air Quality Strategy, 2007). Short term effects include respiratory symptoms, such as coughing (WHO, 2000), and irritation to the eyes and nose (Defra, 2007). Longer term exposure has been shown to reduce lung function and increase the incidence of respiratory symptoms, respiratory hospital admissions and mortality rates (Defra, 2007).

Particulates

Particulate pollution is composed of a variety of compounds and is defined by aerodynamic diameter, an indicator of where in the respiratory tract the particles will deposit. Particles are identified as either PM₁₀ (particles with an aerodynamic diameter smaller than 10 µm) or PM_{2.5} (particles with an aerodynamic diameter smaller than 2.5 µm) (WHO – Factsheet, Air Quality and Health, 2008). Both short-term and long-term exposure have been shown to cause respiratory and cardiovascular illness, other ill-health effects and mortality (Defra, 2007). Long term exposure contributes to the risk of lung cancer (WHO, 2008). The UK Air Quality Strategy says of particulates: ‘it is not currently possible to discern a threshold concentration below which there are no effects on the whole population’s health.’ (Defra, 2007)

Aromatic Hydrocarbons: BTEX

Aromatic hydrocarbons are known carcinogens, which have a variety of sources. Benzene is one which receives particular attention. It is noted that ‘no absolutely safe level can be specified in ambient air’ (Defra, 2007). Domestic and industrial combustion, and road transport are among the main sources.

Toluene also receives particular attention. Both short and long term exposure to Toluene affect the central nervous system, and Toluene is thought to cause birth and developmental defects (WHO, 2000).

Aromatic hydrocarbons are easily ignited, producing carbon monoxide and carbon dioxide on combustion. Breathing aromatic hydrocarbons at highly elevated

concentrations for extended periods has been known to cause fatigue, headache, nausea and drowsiness.

DRAFT

4.3 QA/ QC data

Factor from Local Co-location Studies (if available)

There were no co-location studies conducted in 2011

Diffusion Tube Bias Adjustment Factors

Diffusion tubes were supplied by Bureau Veritas. Tubes were analysed by Gradko international, using the preparation method 50% v/v TEA in Acetone, and analysed using U.V. Spectrophotometry. The 2011 LWEF Bias Adjustment factor was used, supplied by Bureau Veritas.

Discussion of Choice of Factor to Use

The LWEF bias adjustment factor was used, as it is the most appropriate factor to use for London sites. At time of writing, a national factor was not available, so the impact of choosing the LWEF factor over the National factor is not clear.

PM Monitoring Adjustment

PM₁₀ data from the two TEOM sites (CT4 Beech Street and CT8 Upper Thames Street) has been adjusted using the Volatile Correction Model (VCM).

PM_{2.5} data from the BAM at Farringdon Street has been divided by a factor of 1.21, in accordance with guidance.

Short-term to Long-term Data adjustment

Walbrook Wharf NO₂ results have been adjusted to estimate an annual mean. Valid data is not available from 2nd May to 27th July 2011. The long-term sites used for the calculation are: Horseferry Road (Westminster); Poplar (Tower Hamlets); Bloomsbury (Camden); and North Kensington (Kensington & Chelsea).

Site	Site Type	Annual Mean	Period Mean (1 Jan- 2 May, & 27 Jul to 1 Jan)	Ratio
Westminster Horseferry Road	Urban Background	40.3	44	91.74%
Tower Hamlets Poplar	Urban Background	34.2	39	87.50%
Camden Bloomsbury	Urban Background	48.5	51	95.96%
Kensington & Chelsea North Kensington	Urban Background	36	38	94.06%
			Average	92.3%

QA/QC of automatic monitoring

All automatic monitoring sites which measure gas are calibrated fortnightly, serviced once every six months, and audited by the National Physical Laboratory once every 6 months. Sites which are on the London Air Quality Network are monitored closely by King's College London to ensure data quality.

QA/QC of diffusion tube monitoring

The table below shows both “raw” and adjusted monthly average diffusion tube results for 2011.

RAW (UNCORRECTED) RESULTS												
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
St. Bartholomew's	49.23	51.28	49.44	46.22	36.68	36.13	32.83	39.25	36.35	44.24	50.47	56.49
St. Andrew's	61.27	67.07	57.65	83.76	65.36	58.42	46.41	56.61	58.94	59.56	59.49	68.35
St. Dunstan's	87.55	79.24	67.35	107.24	157.22	106.24	90.40	89.04	94.89	86.59	91.03	90.17
Speed House	38.78	40.26	46.83	42.70	30.17	28.95	28.06	32.13	32.63	-	45.89	41.32
Mansell Street	62.43	59.60	61.22	75.81	77.21	57.67	61.66	56.49	63.50	57.72	59.41	66.28
Bias Correction Factor	1.02	1.02	1.02	1.02	1.02	1.02	1.02	1.02	1.02	1.02	1.02	1.02
BIAS CORRECTED RESULTS												
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
St. Bartholomew's	50.21	52.30	50.43	47.14	37.41	36.86	33.49	40.04	37.07	45.12	51.48	57.62
St. Andrew's	62.50	68.41	58.80	85.44	66.67	59.59	47.34	57.74	60.12	60.76	60.68	69.72
St. Dunstan's	89.30	80.83	68.70	109.39	160.37	108.37	92.20	90.82	96.78	88.32	92.85	91.97
Speed House	39.55	41.06	47.76	43.55	30.77	29.53	28.63	32.77	33.28	-	46.81	42.15
Mansell Street	63.68	60.80	62.45	77.33	78.75	58.82	62.89	57.62	64.77	58.87	60.60	67.61

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Agenda Item 13

Committee(s):	Date(s):	Item no.
Port Health & Environmental Services	01/05/2012	
Subject: Department of Markets & Consumer Protection Business Plan 2012-2015	Public	
Report of: The Director of Markets & Consumer Protection	For Approval	
<u>Summary</u>		
<p>This report details the Business Plan for 2012-15 for the Department of Markets & Consumer Protection.</p>		
<p>The Department reports to three discrete City Committees: Markets; Port Health and Environmental Services; and Licensing. The Business Plan consists of an overarching plan which contains information relating to the whole department, and a separate annex for each of the three Committees which reflects the responsibilities of that Committee only.</p>		
<p>The Business Plan identifies some key achievements from the past year and sets out what we aim to achieve this year, the standards we will attain, and where this fits within Corporate plans.</p>		
Recommendation		
<p>It is recommended that Members approve the contents of this report and its appendix.</p>		

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*Department of Markets and
Consumer Protection*

Business Plan 2012-2015

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Introduction

The Department of Markets and Consumer Protection (M&CP) was created on 1 October 2011 by the merger of the former Markets Department with the Port Health, Animal Health, Environmental Health, Trading Standards and Licensing sections of the former, now disaggregated, Department of Environmental Services.

The new Department has the widest span of all front-line service departments, employing some 250 staff with a combined overall net local risk budget of £6,386,000, spread across ten locations ranging from the Heathrow Animal Reception Centre in the West, to Billingsgate and Spitalfields Markets in the East, with Tilbury on the North side of the Thames and Denton on the South side.

The Department reports to three discrete City Committees: Markets; Port Health and Environmental Services; and Licensing. This Business Plan is therefore sub-divided so that there is a separate annex to reflect the responsibilities of each Committee.

Markets

The City of London's Wholesale Markets have a long history and have always played a central role in the economies of the communities in which they operate. Billingsgate, New Spitalfields and Smithfield supply fish, fruit, vegetables, flowers, and meat to a host of food service sectors within the South East and beyond. Customers range from catering companies, butchers, fishmongers, and greengrocers to restaurants, hotels, schools, street and retail markets and small local businesses. The Markets have a combined estimated turnover of about £2 billion per year and more than 25,500 customers per week.

Billingsgate has 42 fish merchants including specialist and catering suppliers, potato and trade sundries suppliers, with an annual turnover of some 22,000 tonnes. Although traditionally a wholesale market, retail trade has increased in recent years, especially on Saturdays. The Billingsgate Seafood Training School, a registered charity, is located within the Market.

Smithfield Market is a world-renowned wholesale meat and provisions market serving Greater London and southern England. There are 42 individual businesses with approximately 120,000 tonnes throughput. As well as meat and poultry, products such as cheese, pies, and other delicatessen goods are available.

New Spitalfields Market has 121 trading units for wholesalers in the market hall, 13 catering supplies buildings units, and a further 20 supporting businesses. New Spitalfields Market houses the largest number of food wholesalers in the UK, with a turnover of some 700,000 tonnes. Sustainability is a high priority for the market and about 72% of its waste is now recycled.

Port Health & Public Protection

The Port Health & Public Protection service provides a comprehensive and effective environmental health and trading standards service for the City of London, ensuring that, through monitoring, regulation and enforcement, City residents and businesses can enjoy an environment and services which are, so far as possible, safe and without risks to their health or welfare. Through its Port Health and Animal Health services it also provides imported food control as the London Port Health Authority and Animal Health Services to 29 London and two Berkshire Local Authorities. The service is sub-divided into three divisions comprising Port Health, Animal Health & Welfare, and Public Protection.

Port Health and Animal Health & Welfare Divisions

As the London Port Health Authority, the **Port Health Division** is responsible for a district extending for 150 kilometres along the River Thames from Teddington to the outer Estuary including the ports of Tilbury, Thamesport, Sheerness and London City Airport. The Authority serves businesses and protects the nation through the delivery of the following services controlling: Food and Feed Imports; Food Standards, Food Safety and Water Quality; Infectious Disease Control; Civil Contingencies; Environmental Protection and Shellfish Control.

Animal Health is responsible for running the Animal Reception Centre at Heathrow, and providing animal health services across London on an agency basis for 29 other London Local Authorities and two Authorities in Berkshire. Officers carry out inspections of pet shops, zoos, dog breeding and riding establishments, and offer advice on the keeping of dangerous wild animals. The Division also deals with complaints from the public and welfare matters involving circuses, animal shows, studio work with animals and other cases where animals are used to perform.

Heathrow Animal Reception Centre (HARC) has established itself as a world leader in the care of animals during transport. Open 24 hours a day, 365 days a year, the Centre receives and cares for hundreds of thousands of animals of all types - from cats and dogs to baby elephants, horses, reptiles and spiders. During the last year the Centre has seen a range of unusual animals including a mongoose, a sun bear, a white lion cub, cheetahs and sloths.

Public Protection Division

This Division is primarily based within the City of London – the Square Mile – and teams carry out the following wide range of regulatory work:

Food Safety is responsible for enforcement of food safety legislation across all City food businesses including the provision of advice and information.

Health & Safety is responsible for enforcement of health and safety legislation in all relevant City businesses including the provision of advice and information.

Operational Support is responsible for providing a range of administrative and IT support services to the department including system administration of Timemaster and the Northgate M3 database.

Pest Control provides a comprehensive pest control eradication and advisory service to all non-food businesses in the City and engages in contract work for various City Corporation departments including Housing, the City Surveyor and our own Smithfield Market.

Pollution Control is responsible for enforcing all noise and nuisance legislation, private sector housing, air quality management and contaminated land legislation across the Square Mile.

Trading Standards is responsible for enforcing and advising businesses and consumers regarding legislation relating to trading practices within the City of London, including weights and measures, pricing, product safety, consumer credit and fair trading.

Smithfield Enforcement Team undertakes enforcement of health and safety legislation, food standards, hygiene controls in vehicles that visit Smithfield Market and investigates any food complaints, as well as operating the Animal By-Product facility for the disposal of unfit meat.

Licensing Service

The **Licensing Service** is responsible for ensuring that all city businesses hold the appropriate licences and registrations and comply with the rules and conditions appertaining to those licences.

The Markets and Consumer Protection Directorate has a strategic role in managing the overall strategy, communications, finance, health and safety, and promotion of the Department, allowing the operational managers to focus on the day-to-day management of their divisions and their customers' requirements.

The Department of Markets and Consumer Protection's business has many strands and this Plan aims to bring together the improvement objectives so that resources can be fairly allocated. As the Department reports to three separate Committees (the Markets Committee; the Port Health and Environmental Services Committee; and the Licensing Committee) for discrete aspects of its work, this Plan is divided into four sections:

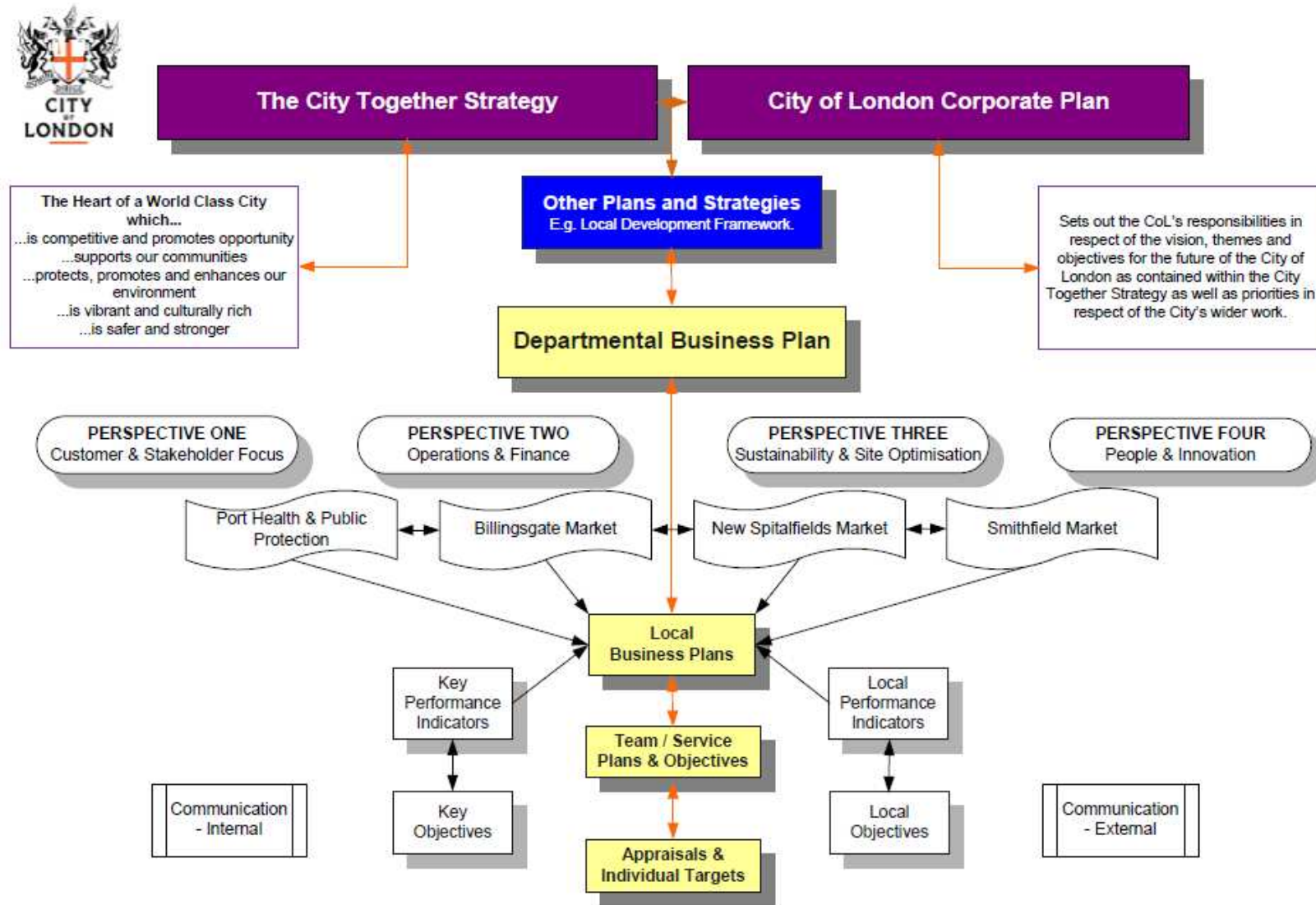
- An overarching set of departmental objectives
- Three appendices with specific objectives relevant to the responsible Committee.

The downturn is affecting every aspect of business and budget restrictions will force further reviews of the services we provide and the way we do business. Funds are going to become increasingly tight for the foreseeable future. So, to ensure that we fulfil our obligations to our major customers, we need to satisfy the four perspectives shown on page 8, our version of the Balanced Scorecard, while we endeavour to maintain our traditional standards and remain mindful of our corporate, environmental, and social responsibilities.

We recognise the importance of maintaining a skilled and motivated workforce to delivering our business plan, and are committed to providing appropriate training and support to our staff in order to achieve this.

David A H McG Smith CBE
Director of Markets

Markets and Consumer Protection Business Planning Process



Markets and Consumer Protection Vision

The vision of the Department of Markets and Consumer Protection is to support The City Together Strategy and the Corporate Plan through the provision of high quality, efficient services to our customers and stakeholders. In addition, the two Markets outside the Square Mile (Billingsgate and New Spitalfields) seek to contribute to their host boroughs' Community Strategies.

Our Strategic Aims

Our strategic aims are:

- To operate the three Wholesale Food Markets and provide an exemplary trading environment which is environmentally sustainable, well maintained, safe, hygienic, and financially viable.
- To advise, educate, influence, regulate and protect all communities for which the Department has responsibility in the fields of Environmental Health, Port Health, Trading Standards, Licensing and Animal Health.
- At all times to seek value for money in the activities we undertake so that the highest possible standards are achieved cost effectively.

Our Key Achievements 2011-2012

Our key achievements during 2011-2012 are listed below:

- Successfully establishing the new Department of Markets and Consumer following the implementation of the re-organisation on 1 October 2011.
- Facilitating a successful conclusion to the issue of the Billingsgate Porters' working practices.
- Contributing evidence in relation to the St. Paul's protest camp.
- Signing a Memorandum of Understanding with the City of London Police.
- Devising and launching an Air Quality Strategy.
- Securing the purchase of the HARC and coping with significant additional throughput during the final quarter of the financial year.
- Introducing a new software system at the Port offices.
- Working effectively with the Olympic authorities to achieve significant concessions over traffic management around the Olympic site, which will enable the continued operation of New Spitalfields Market with the minimum of disruption during the Games period.

Our Key Challenges 2012 -2015

Our key challenges for 2012 -15 can be summarised as:

- The need to deliver value for money and generate additional income whilst delivering high quality services.
- Preparations for the 2012 Olympic Games and the need to ensure the operations of the Department continue in a safe, secure and uninterrupted manner.
- Supporting the Crossrail development and minimising its impact upon the City and our operations.
- Working to reduce our energy usage to reduce both costs and the carbon footprint.
- Continuing to reduce sickness absence levels.
- Improving the way we manage all departmental risks and ensuring that appropriate contingency plans and measures are in place.
- Supporting the delivery of the PP2P project so that it realises its targeted savings, and thereby protect our frontline services from further budget reductions.

Looking Ahead 2012 – 2015

We need to consider our business in the round, under four broad perspectives of how well we are doing in satisfying:

Customer and Stakeholder Focus

- Providing reasonably priced services and facilities
- Developing a proactive service culture that identifies and meets customer needs
- Improving our relationships with our customers

Operations and Finance

- Achieving value for money and minimising our overheads.
- Sustaining our existing revenue base and expanding it where possible.
- Identifying and managing business and Health and Safety risks.
- Identifying new income streams.

Sustainability and Site Optimisation

- Modernising our administrative processes and procedures and ensuring the maximum use of technology.
- Ensuring that the environmental impact of proposed changes is taken fully into account.
- Identifying ways of reducing our carbon footprint.
- Maintaining and modernising the sites appropriately.

People & Innovation

- Identifying and resourcing staff learning and development.
- Capturing and sharing corporate knowledge, and applying lessons learnt.
- Developing an ethos of individual empowerment and the accountability that goes with it.

Markets and Consumer Protection Department Objectives 2012–2013
(1 April 2012 – 31 March 2013)

Perspective 1 – Customer and Stakeholder Focus		Co-ordinator: Head of Business Performance	
Maintain a strong positive relationship with our stakeholders by providing good customer service and capturing business development opportunities.			
Action	Task	Outcome	Responsibilities
London 2012 Olympic Games: maximise benefit and minimise risks	<ul style="list-style-type: none"> • Maintain an Olympics-specific operational risk matrix for all departmental activities and ensure that suitable contingency plans are drawn up to address these risks. • Liaise with the Olympics security/traffic organisations and TfL to minimise disruption to, and impact on, our frontline services and ensure security risks are kept to a minimum. • Ensure that suitable contingency plans are drawn up to address any risks including arrangements to provide a 24 hour on-call service of trained staff for likely health protection, food and safety duties during the Games period. • Arrangements to include planning for and a response to surges in demand (large Infectious Disease outbreak) for PH&PP. 	<ul style="list-style-type: none"> • Department able to respond to increased demand on services and operational constraints during the Olympic period. • Disruption from construction activities and security restrictions to have been minimised. 	<ul style="list-style-type: none"> • Director of Markets and Consumer Protection • Director of Port Health and Public Protection • Spitalfields Superintendent • Billingsgate Superintendent • Smithfield Superintendent

Perspective 1 – Customer and Stakeholder Focus		Co-ordinator: Head of Business Performance	
Maintain a strong positive relationship with our stakeholders by providing good customer service and capturing business development opportunities.			
Action	Task	Outcome	Responsibilities
Improve Communication with stakeholders	<ul style="list-style-type: none"> Regular meetings with the Markets' Tenants Associations, keeping them fully informed of developments. Maintain a good relationship and channels of communication between the City of London Markets and all other wholesale food Markets in the country. Regular attendance at forums and meetings, for example <ul style="list-style-type: none"> <i>Legionella Control Association</i> <i>London Banks' Health & Safety Forum</i> <i>Cleaning Industry Forum</i> <i>Smithfield Market Tenants Association</i> <i>Utilities Forum</i> <i>Port Health & Animal Health related National and International Panels and Committees</i> Optimise use of intranet / internet using the opportunity provided by the City's new web site. Develop options for obtaining customer satisfaction feedback – e.g. web based – and pilot. 	<ul style="list-style-type: none"> Improved dialogue, engagement, and co-operation with our stakeholders. Department able to identify key stakeholders, actively seek their views on performance and priorities, and respond appropriately to improve the service. Maintain standing within our sphere of operation with possible income generation from extending scope of shared services working. Department will be able to identify where web pages can be improved, leading to the pages being rated well by users. 	<ul style="list-style-type: none"> Director of Markets and Consumer Protection Director of Port Health and Public Protection Business Unit Heads Performance Management Officer

Perspective 1 – Customer and Stakeholder Focus		Co-ordinator: Head of Business Performance	
Maintain a strong positive relationship with our stakeholders by providing good customer service and capturing business development opportunities.			
Action	Task	Outcome	Responsibilities
Ensure that the Crossrail project does not prejudice the continued uninterrupted, safe, effective, and hygienic operations at Billingsgate and Smithfield.	<ul style="list-style-type: none"> • Ensure stakeholder involvement, by attending all relevant meetings regarding Crossrail and cascading information to staff and tenants. • Work in unison with the LFMA and SMTA in Crossrail developments. • Monitor all relevant Crossrail proposals with relevant CoL staff. • Secure continued funding for EHO post from Crossrail to support additional demands on resources from the project 	<ul style="list-style-type: none"> • The least possible disruption to the operations of the Department, measured in terms of: <ul style="list-style-type: none"> – <i>Closure of Markets (number of available trading days) necessitated by contamination caused by construction works.</i> – <i>No loss of funding for an EHO post for the duration of the Crossrail project.</i> 	<ul style="list-style-type: none"> • Director of Markets • Director of Port Health and Public Protection • Billingsgate Superintendent • Smithfield Superintendent

Perspective 1 – Customer and Stakeholder Focus		Co-ordinator: Head of Business Performance	
Maintain a strong positive relationship with our stakeholders by providing good customer service and capturing business development opportunities.			
Action	Task	Outcome	Responsibilities
Promote our services	<ul style="list-style-type: none"> • Support the work of Business Development Managers (BDMs) at the markets. • Work with Tenants' Associations to develop a Promotion Strategy for the Markets and improve PR/Marketing. • To promote all of our services through CoL communication channels. 	<ul style="list-style-type: none"> • Greater trade through the Markets. To ensure the sustained viability of our tenants' businesses, measured by no increase in the number of business failures as compared to previous years. • Profile enhancement and promotion of the services the Department provides. 	<ul style="list-style-type: none"> • Director of Markets • Business Unit Heads • Performance Management Officer

Perspective 2 – Operations and Finance		Co-ordinator: Head of Business Performance, Technical Officer and Finance Officer	
Ensure the safety and security of stakeholders and property, carry out operations efficiently and ensure the department is financially viable to the City, while minimising costs.			
Action	Task	Outcome	Responsibilities
Ensure smooth implementation of the new PP2P arrangements.	<ul style="list-style-type: none"> Work closely with City Surveyors and Chamberlains Departments as plans emerge. 	<ul style="list-style-type: none"> Improved business performance and better value for money. Saving realised from PP2P, meaning that front-line services are not hit by further savings measures 	<ul style="list-style-type: none"> Head of Business Performance (as PP2P Change Partner) Business Unit Heads
Better management of business risks and improved contingency plans	<ul style="list-style-type: none"> Ensure that Risk Registers are in place and regularly reviewed to ensure that business risks are fully understood and mitigated. Improve analysis of business and H&S risks and develop improved contingency plans, by March 2013. Review effectiveness of current safety management and assurance systems. 	<ul style="list-style-type: none"> Reduced risks to the departments' business. Improved ability to manage crises. Reduced risk of enforcement action against the City. 	<ul style="list-style-type: none"> Head of Business Performance Business Unit Heads Technical Officer
Continue with the improvement of the Department's Health and Safety performance and accident reduction	<ul style="list-style-type: none"> Improve internal 'Top X' H&S methodology. Provide advice on H&S issues to local management, including compliance with applicable legislation and industry best practice. Further improve the quality of accident investigation and reporting. Encourage reporting of 'Near Misses'. 	<ul style="list-style-type: none"> Safer environment. Fewer H&S incidents compared to 2011/12 total. Accident reduction across all sites compared to 2011/12 total. Reduced risk of enforcement action against the City. Reduced risk of successful litigation against the City following an accident. 	<ul style="list-style-type: none"> Technical Officer Business Unit Heads Heads of Constabulary

Perspective 2 – Operations and Finance		Co-ordinator: Head of Business Performance, Technical Officer and Finance Officer	
Ensure the safety and security of stakeholders and property, carry out operations efficiently and ensure the department is financially viable to the City, while minimising costs.			
Action	Task	Outcome	Responsibilities
Continue to benchmark against other similar organisations	<ul style="list-style-type: none"> Attend relevant benchmarking meetings. Visit other organisations where appropriate. Use national associations and forums to engage in collective benchmarking initiatives. 	<ul style="list-style-type: none"> Greater efficiency and Value for Money demonstrable. Providing good quality service that is cost effective and saves time. To have shared ideas in similar working areas and improve efficiency in those areas of work. 	<ul style="list-style-type: none"> Business Unit Heads Head of Business Performance Finance Officer
Increase income generation	<ul style="list-style-type: none"> Investigate ways in which the department can increase its income streams, e.g.: <ul style="list-style-type: none"> ARC – increased numbers of animals processed as part of the PETS Scheme. Smithfield Market – Increase car parking income to £20k to meet budget savings commitments. Billingsgate Market – Increased use of car park. 	<ul style="list-style-type: none"> Increased revenue to reduce risk of having to cut front-line services or staff. 	<ul style="list-style-type: none"> Head of Business Performance Business Unit Heads

Perspective 3 – Sustainability and Site Optimisation		Co-ordinator: Head of Business Performance	
To provide well-maintained sites, which are fit for purpose, within budget and demonstrate environmental responsibility in the way we manage waste and use resources, while being financially viable.			
Action	Task	Outcome	Responsibilities
Work to increase the sustainability of our operations	<ul style="list-style-type: none"> Work closely with City Surveyors and the Sustainability unit to identify potential sustainability improvements. 	<ul style="list-style-type: none"> Increased sustainability. Reduction in energy usage. 	<ul style="list-style-type: none"> Business Unit Heads Head of Business Performance Performance Management Officer
Reduce landfill waste and increase recycling	<ul style="list-style-type: none"> Review waste handling at each of our sites with a view to increasing levels of recycling. 	<ul style="list-style-type: none"> Reduced landfill waste. Increased sustainability. Improve waste management. 	<ul style="list-style-type: none"> Head of Business Performance Business Unit Heads
Improve the material state of our real estate	<ul style="list-style-type: none"> In conjunction with the City Surveyor (PSD), ensure that each area's 20 year maintenance plan is fully up-to-date and properly costed. Improve maintenance/ improvement arrangements for sites without maintenance staff (e.g. HARC, Port Offices). Ensure that liaison meetings with PSD are effective in making progress, and that the agreed level of maintenance work is carried out to time and cost. Monitor at Senior Management Group. 	<ul style="list-style-type: none"> Property is well maintained and asset values protected. 	<ul style="list-style-type: none"> Business Unit Heads Head of Business Performance
In line with the Corporation's objectives, and in consultation with the Energy Management Team, reduce energy usage, by 5% year on year in areas which are under the control of CoL	<ul style="list-style-type: none"> Ensure that the department's Carbon Energy Action Plan is regularly reviewed and updated. Actively participate in the Carbon Energy Reduction Group. Monitor all energy consumption and target high use areas. 	<ul style="list-style-type: none"> Improved knowledge of actual major consumption areas and the potential for efficiency reductions. Reduction in utilities usage. 	<ul style="list-style-type: none"> Business Unit Heads Head of Business Performance Performance Management Officer

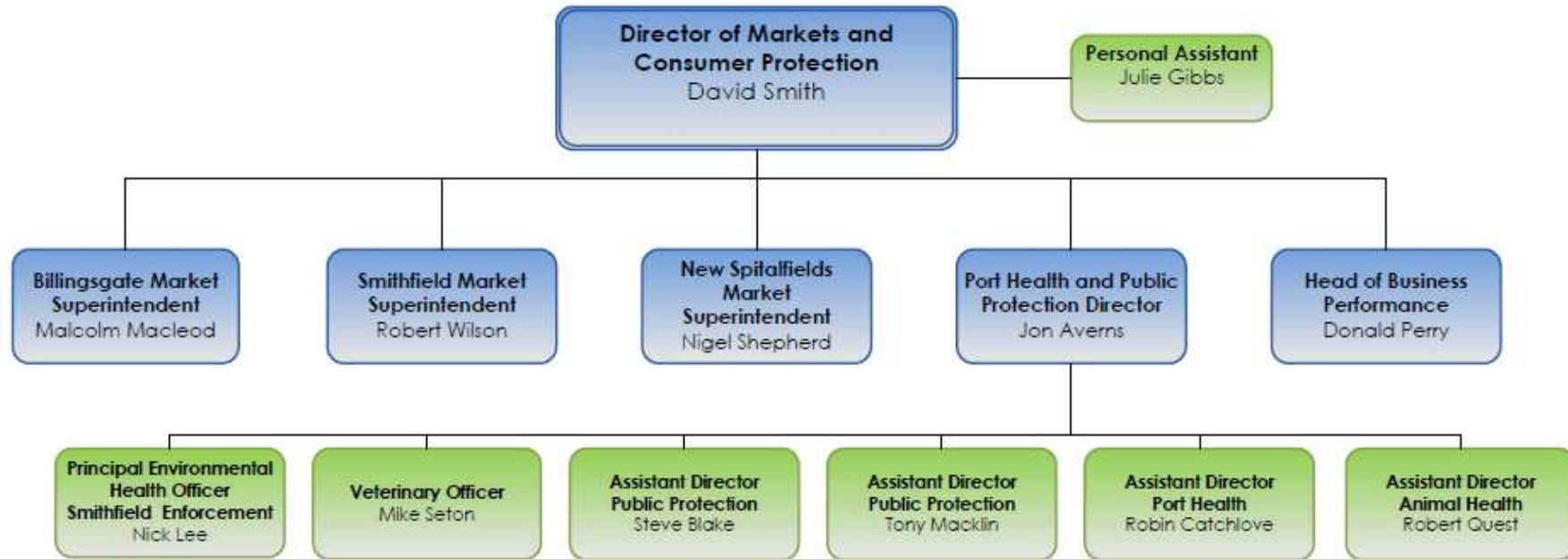
Perspective 3 – Sustainability and Site Optimisation		Co-ordinator: Head of Business Performance	
To provide well-maintained sites, which are fit for purpose, within budget and demonstrate environmental responsibility in the way we manage waste and use resources, while being financially viable.			
Action	Task	Outcome	Responsibilities
Implement new ways of achieving sustainability targets using technological and engineering solutions	<ul style="list-style-type: none"> • Work closely with the Energy Team and the Sustainability Unit to identify potential sustainability improvements. • Use Systemslink to its full potential. 	<ul style="list-style-type: none"> • Increased sustainability. • Reduction in energy usage. 	<ul style="list-style-type: none"> • Business Unit Heads • Head of Business Performance • Performance Management Officer • Heads of Maintenance

Perspective 4 – People and Innovation		Co-ordinator: Human Resource Officer	
To improve the quality of Leadership and management throughout the Department and ensure that all staff have a chance to maximise their potential and job satisfaction.			
Action	Task	Outcome	Responsibilities
Continue to tackle sickness absence	<ul style="list-style-type: none"> Rigorous application of the Absence Management Policy. 	<ul style="list-style-type: none"> Achieve an overall sickness level across all Business Units of no more than 7 days per person by 31 March 2012, and a total of no more than 1757 days across the Department. Individual Business Units have specific targets. 	<ul style="list-style-type: none"> Business Unit Heads Line Management
Improve internal communications within new departmental structures	<ul style="list-style-type: none"> Contribute to corporate publications to raise awareness of the Department's activities and achievements. Produce internal departmental newsletter quarterly – first edition by end April 2012. Develop new intra-departmental visit programme by October 2012. 	<ul style="list-style-type: none"> More effective promotion of the achievements and diversity of the department and its staff to the wider CoL and externally. 	<ul style="list-style-type: none"> Performance Management Officer PA to Director
Develop a workforce skills matrix table for Markets	<ul style="list-style-type: none"> To recognise the skills of the entire workforce as a means of utilising skills more efficiently and deploying them as necessary. 	<ul style="list-style-type: none"> Greater efficiency and better use of deploying skills in-house where possible. 	<ul style="list-style-type: none"> HR Business Partner
Meet the requirements for Continuous Professional Development (CPD) for all regulatory officers in PH&PP (and for Street Environment Officers)	<ul style="list-style-type: none"> Assess the competencies and training needs of all regulatory staff in PH&PP in relation to the appropriate Service Plans and capacity building. Utilise the Regulators' Development Need Analysis (RDNA) where necessary. 	<ul style="list-style-type: none"> CPD requirements of the Government's agencies – e.g. FSA, HSE - are met. CPD requirements of the professional bodies – CIEH, TSI, IOSH – are met. 	<ul style="list-style-type: none"> Assistant Directors Team Managers

Markets & Consumer Protection Organisational Chart

January 2012

Department of Markets and Consumer Protection Management Structure



Financial Summary

Strong financial management is critical to the delivery of high quality services at a reduced cost. Our strategy is to continually review our ways of working to generate further efficiencies whilst maximising our income streams.

The department is committed to producing timely monthly budget information and to proactively monitor our key cost drivers and any external factors that could impact on our ability to remain within budget. This will allow projected outturn information to be calculated and agreed with the Senior Management Group, in order to meet any future efficiency reviews and help plan the future direction of front line service provision.

The Department has a healthy underspend position for 2011/12 which is principally due to additional business at the Animal Reception Centre (ARC). The intention is to explore opportunities to re-invest these funds to help fund expansion at the ARC. There are also key pressures to be resolved in 2012/13 in relation to Smithfield lease renewal negotiations and Porter buyout agreements at Billingsgate.

Department of Markets and Consumer Protection Finance Information

	2010/11	2011/12	2011/12	2011/12		2012/13	N.B.
	Actual	Original Budget	Revised Budget	Projected Outturn		Original Budget	
	£'000	£'000	£'000	£'000	%	£000	
Employees	11,226	10,929	10,959	10,791	98.5	10,979	
Premises	3,824	4,606	4,690	4,687	99.9	5,004	
Transport	285	292	290	327	112.8	288	
Supplies & Services	2,734	2,560	2,839	2,575	90.7	2,142	
Third Party Payments	1,674	1,702	1,705	1,701	99.8	1,753	
Transfer to Reserve	219	41	41	41	100.0	0	
Contingencies	0	3	3	0	0.0	3	
Unidentified Savings	0	-274	0	0	0.0	0	
Total Expenditure	19,962	19,859	20,527	20,122	98.0	20,169	
Total Income	(12,706)	(13,170)	(13,009)	(13,432)	103.3	(13,783)	
Total Local Risk	7,256	6,689	7,518	6,690	89.0	6,386	1
Central Risk	(5,198)	(5,197)	(5,120)	(5,120)	100.0	(5,340)	
Recharges	8,318	8,074	7,689	7,689	100.0	7,812	
Total Expenditure (All Risk)	10,376	9,566	10,087	9,259	91.8	8,858	2

Notes:

1. Excludes Local Risk amounts spent by the City Surveyor.
2. Projected outturn 2011/12 based on monitoring at period 11 (29/02/2012).



Appendix B:
Port Health & Public Protection
Business Plan 2012-2015

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Port Health and Public Protection Key Achievements 2011-2012

The Port Health & Public Protection Division's highlights for 2011/12 are listed below:

- Contributing evidence in relation to the St. Paul's protest camp
- Signing Memorandum of Understanding with the City of London Police
- Devising and launching an Air Quality Strategy
- Securing the purchase of the HARC and coping with significant additional throughput during the final quarter of the financial year
- Introducing a new software system at the Port offices

Port Health and Public Protection Key Challenges for 2012-2015

Our key challenges for 2012 -15 can be summarised as:

- The need to deliver value for money, whilst delivering high quality services
- Working to reduce our energy usage to reduce both costs and the carbon footprint
- Reducing sickness absence levels
- Continuing to manage all departmental risks
- Preparing for the London 2012 Olympic Games and ensuring the Service's operations continue in a safe, secure and uninterrupted manner
- Running an information campaign on key health & safety issues for City businesses
- Enhancing the Memorandum of Understanding with the City of London Police
- Adjusting to the increased throughput at the Animal Reception Centre
- Continuing the review of the Licensing Team function
- Undertaking a revision of the London Port Health Authority Order
- Carrying out a review of the Port Health Service management and operational arrangements
- Supporting the Crossrail development and minimising its impact on the City
- Finalising and implementing an Economic Crime Strategy for the City of London
- Finalising and implementing a Noise Strategy for the City of London

Key Performance Indicators - Port Health and Public Protection

The Key Performance Indicators for Port Health and Public Protection for the year 2012/13 are:

Port Health

- 90% of consignments of Products Of Animal Origin (POAO) that satisfy the checking requirements cleared within five days
- 85% of respondents to the annual customer satisfaction survey rate the service as good or higher
- 90% of compliant consignments of non-animal origin cleared within five days
- 42 shellfish samples collected per quarter (14 beds / 12 inspections each per annum)

Animal Health

- To meet 100% of service level targets with the Boroughs that have contracted their animal health and/or welfare responsibilities to the City of London's Animal Health & Welfare Service¹

HARC

- Less than 4% of missed flights for transit of animals caused by the Animal Reception Centre
- Licensed premises inspections to be carried out and reports sent to relevant borough by third week of December to ensure Licences can be issued by 1 January.
- Carry out 300 'airline' inspections per month on behalf of London Borough of Hillingdon
- Pick ups and deliveries – 95% on time
- 85% of respondents to customer satisfaction survey rate the service as good or higher

Food Safety

- To reduce the average Food Hygiene compliance score below 15.0
- To increase the number of 'broadly compliant' food premises² from 91.3% to 95%
- 75% of food businesses inspected will receive a report/letter detailing the outcome of their inspection within 5 working days and the remainder within 10 working days

Health & Safety

- To complete a risk-based intervention programme for all cooling tower systems within the year
- To complete all projects within the year
- To respond to all Primary Authority requests for advice within 1 working day

¹ The target for this service is set at 100% as there is a contractual need to meet the agreed service conditions

² Based upon ex-"National Indicator 184 for Food Safety"

Pest Control

- To respond to all service requests within one working day

Pollution

- To comply with DEFRA requirements for all air quality reports and implement the City Air Quality Management Strategy
- To achieve 90% data capture at air quality monitoring sites
- 90% justifiable noise complaints investigated result in a satisfactory outcome³

Smithfield

- To complete 100% of health and safety inspections each year

Trading Standards

- To inspect 100% of 'high risk' premises each year
- To enforce against the Top 20 "rogue traders" in the City
- To bring 80% of identified "rogue traders" to compliance

³ The percentage of total justified noise complaints investigated resulting in noise control, reduction to an acceptable level and / or prevention measures; complaints may or may not be actionable through statutory action

Port Health & Public Protection Service Objectives 2012 – 2013

Perspective 1 – Customer and Stakeholder Focus		Co-ordinator: Port Health & Public Protection Director	
To create and maintain a strong positive relationship with our stakeholders by delivering high quality services which meet the needs of our customers.			
Action	Task	Outcome	Responsibilities
London 2012 Olympic Games: maximise benefit and minimise risks	<ul style="list-style-type: none"> • Maintain an Olympics-specific operational business and services risk matrix. • Ensure that suitable contingency plans are drawn up to address any risks including arrangements to provide a 24 hour on-call service of trained staff for likely health protection, food and safety duties during the Games period. • Arrangements to include planning for and a response to surges in demand (large infectious disease outbreak). • Use FSA funding to enable migration to the new national Food Hygiene Rating Scheme (FHRS). • Use FSA funding to raise local food business compliance in the lead up to the Games, to further support migration to FHRS and to enhance our food sampling program. 	<ul style="list-style-type: none"> • PH&PP Service able to respond to increased demand on services and operational constraints during the Olympic period. • New FHRS scheme launched before the Olympics. • Funding for Olympic (Food) program work secured and projects delivered to specifications (signed agreement with the FSA). 	<ul style="list-style-type: none"> • Port Health & Public Protection Director • Assistant Directors • Team Managers

Perspective 1 – Customer and Stakeholder Focus		Co-ordinator: Port Health & Public Protection Director	
To create and maintain a strong positive relationship with our stakeholders by delivering high quality services which meet the needs of our customers.			
Action	Task	Outcome	Responsibilities
Improve communication with stakeholders	<ul style="list-style-type: none"> • Optimise use of intranet / internet using the opportunity provided by the City's new web site. • Investigate the use of social networking, e.g. facebook, twitter, for providing advice and receiving service requests. • Develop options for obtaining customer satisfaction feedback – e.g. web based – and pilot by year end. • Take up funding to participate in the UK Food Surveillance System (UKFSS). • Arrange a meeting at a central location, by October 2012, to explain current developments in Port Health to Importers and Agents using this opportunity to promote IT options available to streamline transactions. • Hold annual seminars for London boroughs and TS colleagues in South East Region. Seminars to be arranged by December 2012. • Regular attendance at forums and meetings, for example <ul style="list-style-type: none"> – <i>Legionella Control Association</i> – <i>London Banks' Health & Safety Forum</i> – <i>Cleaning Industry Forum</i> – <i>Utilities Forum</i> – <i>Port Health & Animal Health related National and International Panels and Committees</i> 	<ul style="list-style-type: none"> • Service able to identify key stakeholders, actively seek their views on performance and priorities, and respond appropriately to improve the service. • Web pages rated well by users. • Improved dialogue, engagement, and co-operation with our stakeholders. • Increase public health protection by improving the central recording of food and feed sample data and streamlining of LA resources. • Awareness of systems available and contact details. • Update to current legislation and legal requirements with guidance on LPHA policy. • Increased use of IT systems for transactions. • Inform boroughs of the work being done on their behalf and the value for money they receive. • Maintain standing within our sphere of operation with possible income generation from extending scope of shared services working. 	<ul style="list-style-type: none"> • Assistant Directors • Team Managers • Official Veterinarians • Port Health Officers

Perspective 1 – Customer and Stakeholder Focus		Co-ordinator: Port Health & Public Protection Director	
To create and maintain a strong positive relationship with our stakeholders by delivering high quality services which meet the needs of our customers.			
Action	Task	Outcome	Responsibilities
Health & Safety Information Campaign	<ul style="list-style-type: none"> To undertake a promotional campaign, by March 2013, around current key issues in health & safety as they affect the wide variety of City businesses from SMEs to multinational organisations and across different industry sectors. 	<ul style="list-style-type: none"> Businesses will have a better understanding of key health & safety issues and consequently be able to manage their risks with greater knowledge and confidence. Businesses will be more comfortable with approaching the City Corporation and the HSE for future health & safety information needs. 	<ul style="list-style-type: none"> Assistant Director (PP) Food and Health & Safety Team Managers
Finalise and Develop an Economic Crime Strategy for the City of London in conjunction with City of London Police	<ul style="list-style-type: none"> Draft Strategy finalised and circulated for consultation by July 2012. Strategy to be presented to the Safer City Partnership. Approval by PHES Committee. Devise implementation plan. 	<ul style="list-style-type: none"> A cohesive and structured approach to dealing with economic crime to be established which all the partners can access, for the benefit of City residents, businesses and visitors. 	<ul style="list-style-type: none"> Trading Standards Manager Trading Standards Contractor
Develop and roll out Air Quality Communications Strategy	<ul style="list-style-type: none"> Develop simple messages by July 2012. Devise effective way to reach out to City stakeholders. 	<ul style="list-style-type: none"> Raise the profile of air quality and stakeholder involvement in taking action to reduce emissions. 	<ul style="list-style-type: none"> Environmental Policy Officer
IT and Website Development	<ul style="list-style-type: none"> Further develop opportunities offered by the launch of the new website. Consider online transactions. Participate in the development of PHILIS “on line” tracking option. Investigate mobile working options to speed transactions. Explore options for a PHILIS User Group. 	<ul style="list-style-type: none"> Increased customer engagement. Improved speed of transactions resulting in increased efficiency of operation. Engagement with PHILIS users to develop the system in a mutually beneficial way. 	<ul style="list-style-type: none"> Assistant Director Port Managers Port Health Officers

Perspective 1 – Customer and Stakeholder Focus		Co-ordinator: Port Health & Public Protection Director	
To create and maintain a strong positive relationship with our stakeholders by delivering high quality services which meet the needs of our customers.			
Action	Task	Outcome	Responsibilities
Extend 'shared services' approach of Animal Health and Welfare Team to boroughs outside London	<ul style="list-style-type: none"> Investigate the "who, what and where" of boroughs on the periphery of London with a regard to making an approach for contracting their animal health and welfare responsibilities, by December 2012. Produce Marketing Plan to promote services that can be offered by AH&W team services. 	<ul style="list-style-type: none"> Four boroughs signed up to our service in 2012/2013. 	<ul style="list-style-type: none"> Assistant Directors Team Managers
Review PETS process from landing to release by September 2012.	<ul style="list-style-type: none"> To ensure that the ARC's process is not adding to timely processing of PETS. Investigate timelines with AHVLA, Agents and Customs to see where delays are occurring. 	<ul style="list-style-type: none"> Ensure the PETS process is as fast as possible to enhance customer experience. 	<ul style="list-style-type: none"> Assistant Directors Team Managers
Instigate customer survey at the ARC	<ul style="list-style-type: none"> Produce SNAP survey for customers at ARC, by December 2012. 	<ul style="list-style-type: none"> To highlight any areas where the service provided by ARC could be improved. 	<ul style="list-style-type: none"> Assistant Director Team Manager
Review the Statement of Licensing Policy	<ul style="list-style-type: none"> Review 2011 policy in light of recent changes to legislation. Review 2011 policy in light of recent changes to Corporation policy. Consult relevant stakeholders. Gain approval by the Court of Common Council by March 2013. 	<ul style="list-style-type: none"> Provide appropriate committee report(s) for approval. Involve stakeholders in influencing how the City of London Corporation, as Licensing Authority, will approach its functions under the Licensing Act 2003. 	<ul style="list-style-type: none"> Assistant Director Team Manager

Perspective 2 – Operations and Finance		Co-ordinator: Port Health & Public Protection Director	
Identify and manage business and health and safety risks, benchmark against other similar organisations and achieve value for money			
Action	Task	Outcome	Responsibilities
<p>Ensure that comparative reviews with comparable authorities and equivalent services are maintained</p> <p>Continue to benchmark services against comparable organisations</p>	<ul style="list-style-type: none"> Retain compliance with HSE “Section 18” Guidance and the FSA Framework Agreement Standard. Attend relevant benchmarking meetings. Visit other organisations where appropriate. Use national and international associations and forums to engage in collective benchmarking initiatives. 	<ul style="list-style-type: none"> Appropriate managers to facilitate contact and attendance at: <ol style="list-style-type: none"> SE London Food Group (and the London Food Coordinating Group) SE London H&S Quadrant (and the H&S Liaison Group). Greater efficiency and VfM demonstrable. Provision of good quality service that is cost effective and saves time. 	<ul style="list-style-type: none"> Assistant Directors Team Managers Team Members
<p>Integrate PH&PP into the new local authority public health arrangements.</p>	<ul style="list-style-type: none"> PH&PP to be represented at all meetings of the Health and Wellbeing Board (HWB) and associated groups. Funding bids to be submitted for all relevant projects and schemes. PH&PP to contribute to governance arrangements for the HWB. 	<ul style="list-style-type: none"> PH&PP activities and role will be recognised and profile raised within the City Corporation, National Health Service and third sector. 	<ul style="list-style-type: none"> Port Health & Public Protection Director Assistant Directors

Perspective 2 – Operations and Finance		Co-ordinator: Port Health & Public Protection Director	
Identify and manage business and health and safety risks, benchmark against other similar organisations and achieve value for money			
Action	Task	Outcome	Responsibilities
Increase income generation	<ul style="list-style-type: none"> Investigate ways in which the department can increase its income streams. Ensure changes to ARC charges reflect areas where income can be maximised. Investigate possibilities for extra income streams if extension to ARC is built: <ul style="list-style-type: none"> <i>educational tie up with college</i> <i>renting out training room</i> <i>provision of training by ARC team</i> 	<ul style="list-style-type: none"> Increased revenue to reduce risk of having to cut front-line services or staff during current savings exercises. Ability to produce finance for an extension to ARC. 	<ul style="list-style-type: none"> Assistant Directors Team Managers
Secure continued funding for <ul style="list-style-type: none"> EHO post from Crossrail to support additional demands on resources from the project Olympic project monies 	<ul style="list-style-type: none"> Continue to lobby Crossrail at all levels to ensure funding for an additional EHO post is secured early in 2012-13 financial year. Agree and sign contract with Crossrail. Recruit EHO to the team. 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Assistant Directors Team Managers
Continue to apply for funding to support air quality improvement work	<ul style="list-style-type: none"> Apply for Defra air quality grants. Seek contributions from planning obligation. Research options for EU funding. Consider options for other funding streams. 	<ul style="list-style-type: none"> Funding will be made available to advance air quality improvement work. 	<ul style="list-style-type: none"> Environmental Policy Officer

Perspective 2 – Operations and Finance		Co-ordinator: Port Health & Public Protection Director	
Identify and manage business and health and safety risks, benchmark against other similar organisations and achieve value for money			
Action	Task	Outcome	Responsibilities
Produce a PH&PP Noise Service Delivery Policy	<ul style="list-style-type: none"> • Research, identify and develop a framework in line with PH&PP requirements. • Draft Delivery Policy, by November 2012. • Consult relevant stakeholders. • Revise Draft Delivery Policy for and report to PHES Committee as required. 	<ul style="list-style-type: none"> • Policy will be approved by PHES Committee and publicised. 	<ul style="list-style-type: none"> • Assistant Directors • Team Managers
Produce a Revised Port Health Authority Order by March 2013	<ul style="list-style-type: none"> • Redefine the boundary of the Authority to reflect changes because of closures of wharves and the construction of new facilities. • Liaise with Riparian Bodies. • Use of DoH Toolbox and inclusion of Legislative changes. 	<ul style="list-style-type: none"> • Avoidance of legal challenge to the operational basis of the Port Health Authority. • Clear boundary definition to show extent of operations to other stakeholders. 	<ul style="list-style-type: none"> • Assistant Director (PH)
Review Port Health Service Management and Operational Arrangements	<ul style="list-style-type: none"> • Review the management structure and optimise the structure to ensure effective use of staff resources. • Consider current roles and development opportunities to provide more efficient service delivery. • Ensure right staff at the right level in the right location. 	<ul style="list-style-type: none"> • Optimisation of efficiencies produced by the introduction of the PHILIS system. • Effective use of staff resources. • Changes in roles and responsibilities to reflect capabilities and operational requirements. 	<ul style="list-style-type: none"> • Assistant Director • Port Managers

Perspective 2 – Operations and Finance		Co-ordinator: Port Health & Public Protection Director	
Identify and manage business and health and safety risks, benchmark against other similar organisations and achieve value for money			
Action	Task	Outcome	Responsibilities
Produce new fee structure for licensing premises applying to sell alcohol and/or provide regulated entertainment (in line with the requirements of new legislation)	<ul style="list-style-type: none"> • Become conversant with new legislation. • Develop fee structure which meets the requirements of all relevant legislation and is fair to all types of applicant. • Seek approval from the appropriate committee(s). 	<ul style="list-style-type: none"> • Provide appropriate committee report(s) for approval. • Increase income to assist in making the Licensing Team self financing. 	<ul style="list-style-type: none"> • Team Manager (Licensing)
Review Fees and Charges for Services	<ul style="list-style-type: none"> • Review Fees and Charges balancing cost recovery with consistency of charging compared with other Port Health Authorities. 	<ul style="list-style-type: none"> • Consistent charging regime attractive to the trade. • Charges will reflect efficiencies realised by the introduction of PHILIS. 	<ul style="list-style-type: none"> • Port Managers
Revise and review Smithfield Enforcement Team role and activities	<ul style="list-style-type: none"> • Commission new ABP facility, by May 2012. • Move to new office and facility. • Review work demands and staffing arrangements. • Implement any required changes. 	<ul style="list-style-type: none"> • ABP facility will run smoothly. • Cost-effective local authority enforcement. • A safe working environment and satisfactory food standards on the market. 	<ul style="list-style-type: none"> • PEHO Smithfield
Enhance MoU with City of London Police	<ul style="list-style-type: none"> • Agree new drafts of supplementary procedures and protocols, by June 2012. • Implement new documents and review as required. 	<ul style="list-style-type: none"> • Seamless enforcement. • More effective use of resources. • Improved Service provision. 	<ul style="list-style-type: none"> • Assistant Directors • Team Managers

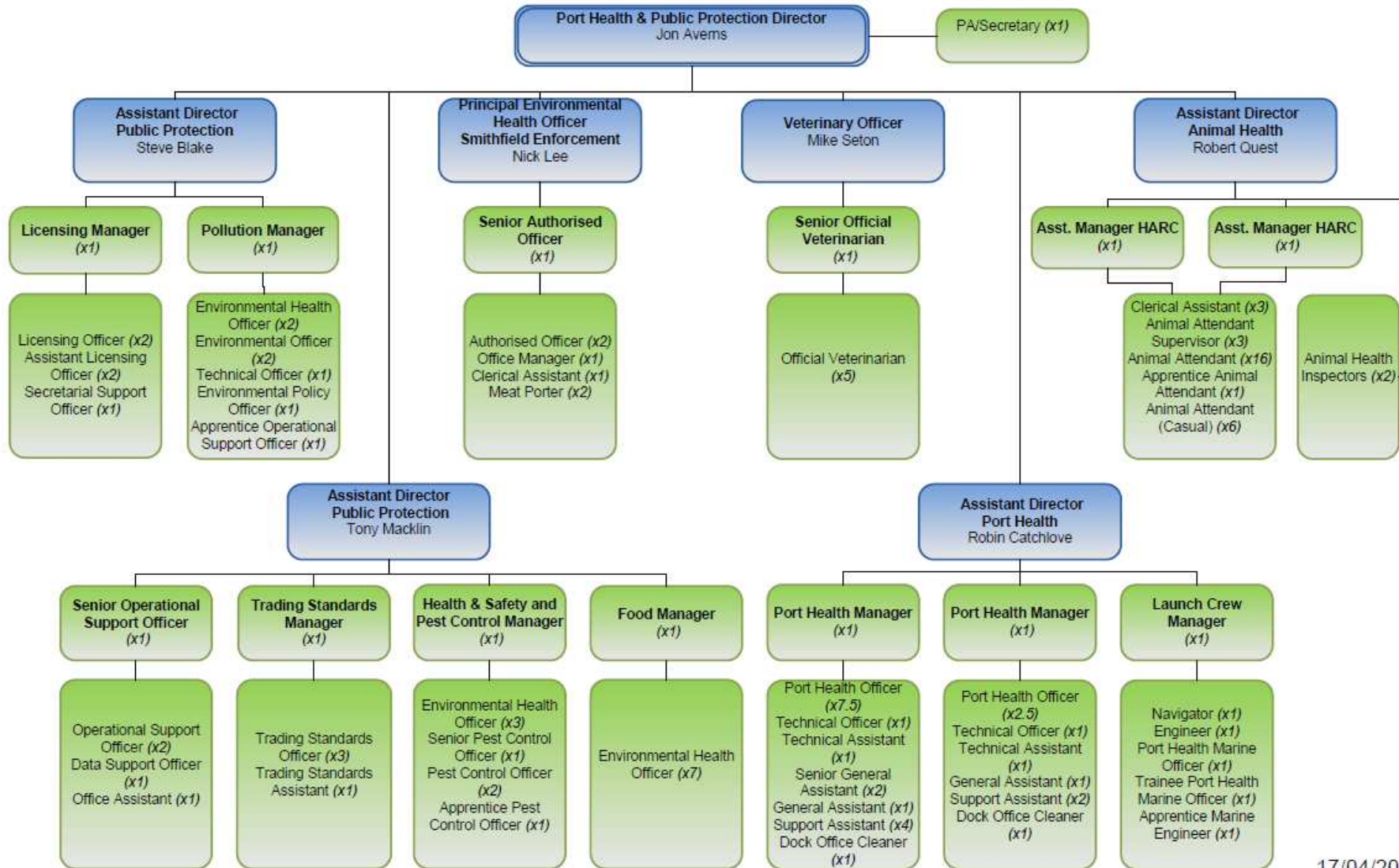
Perspective 3 – Sustainability and Site Optimisation		Co-ordinator: Port Health & Public Protection Director	
Increase the sustainability of our operations, working to reduce our energy usage to reduce costs and our carbon footprint.			
Action	Task	Outcome	Responsibilities
More effective use of Northgate M3 (back office software) database to improve record keeping, procedures and consistency	<ul style="list-style-type: none"> • Work with Operational Support Team to optimise functionality and capability of M3 to improve service. • Confirm standard inputting procedures. • Monitor consistency and quality through 1-2-1 meetings and Contact Centre liaison meetings. • Support Street Environment management and officers to use M3 effectively and consistently. • Provide refresher and induction training on M3 as necessary. 	<ul style="list-style-type: none"> • The system will be more User friendly. • Consistent record keeping by officers. • M3 used as an effective management tool. • M3 used by Street Environment as part of the Out of Hours service. 	<ul style="list-style-type: none"> • Port Health & Public Protection Director • Assistant Directors • Team Managers
Work with City businesses on the CityAir project to promote sustainable travel and facilities management to help improve local air quality	<ul style="list-style-type: none"> • Continue to promote CityAir to City businesses and neighbouring boroughs. 	<ul style="list-style-type: none"> • Reduction in emissions of pollutants locally. 	<ul style="list-style-type: none"> • Environmental Policy Officer
Office accommodation review	<ul style="list-style-type: none"> • Assess current proposals for Walbrook Wharf. • Contribute towards revised drawings. • Communicate with external organisations that require accommodation. • Plan moves once changes are finalised. 	<ul style="list-style-type: none"> • The review will achieve an improvement in service delivery, meeting the needs of the Service and staff alike. 	<ul style="list-style-type: none"> • Port Health & Public Protection Director • Assistant Directors • Team Managers

Perspective 3 – Sustainability and Site Optimisation		Co-ordinator: Port Health & Public Protection Director	
Increase the sustainability of our operations, working to reduce our energy usage to reduce costs and our carbon footprint.			
Action	Task	Outcome	Responsibilities
Work to increase the sustainability of our operations	<ul style="list-style-type: none"> • Work closely with City Surveyors, the Sustainability Unit and the Energy Team to identify potential sustainability improvements including <ul style="list-style-type: none"> – <i>re-instate ARC rainwater harvest</i> – <i>reinstate PV Cells – re-instate</i> – <i>investigate costs / savings. of LED lighting</i> 	<ul style="list-style-type: none"> • Increased sustainability. • Reduction in energy usage in line with the 5% departmental target. 	<ul style="list-style-type: none"> • Port Health & Public Protection Director • Assistant Directors • Team Managers
Extension to ARC site	<ul style="list-style-type: none"> • Submit capital bid. • Assess surplus income that can be used towards bid. • Submit report to officer board. • Follow Project Vision process. 	<ul style="list-style-type: none"> • Optimise site for customer service, income generation and ease of operation and improve conditions for employees. 	<ul style="list-style-type: none"> • Port Health & Public Protection Director • Assistant Directors • Team Managers
Finalise and implement the City Noise Strategy and other relevant Service Plans, e.g. Food Service, Health & Safety	<ul style="list-style-type: none"> • Obtain Committee approval for relevant plans and strategies. • Agree lead responsibilities at appraisals. • Identify and provide all necessary support and training. • Agree plan for areas of lead responsibility for 2012-2013. 	<ul style="list-style-type: none"> • Lead responsibilities will be allocated. • Yearly plans will be agreed and implemented. • Reviewed at Mid Year and End of Year appraisals. 	<ul style="list-style-type: none"> • Assistant Directors • Team Managers • Officers
Ensure that all licensing functions are added to M3 database	<ul style="list-style-type: none"> • Develop M3 to allow the licensing functions to be added to the database. • Transfer information from paper based filing system to M3. • Ensure functionality of the paper based system is transposed to the M3 database. • Remove the paper based system. 	<ul style="list-style-type: none"> • Increased use of M3 as a management tool. • Greater efficiency of the licensing functions. • Reduction/removal of paper based filing system with resultant sustainable environmental savings. 	<ul style="list-style-type: none"> • Assistant Directors • Team Manager

Perspective 4 – People and Innovation		Co-ordinator: Port Health & Public Protection Director	
To improve the quality of leadership and management throughout the service and ensure that all staff maintain their required level of professional competence, maximise their potential and achieve job satisfaction.			
Action	Task	Outcome	Responsibilities
Continue to manage sickness absence	<ul style="list-style-type: none"> Rigorous application of the Absence Management Policy. 	<ul style="list-style-type: none"> Achieve an overall sickness level across PH&PP to no more than 7 days per person by 31 March 2012, with a total of 931 days across the Division. 	<ul style="list-style-type: none"> Port Health & Public Protection Director Assistant Directors Team Managers
<p>Demonstrate a professional and competent workforce. There are specific requirements to do so (e.g. with FSA & HSE).</p> <p>Meet the requirements for Continuous Professional Development (CPD) for all regulatory officers in PH&PP (and for Street Environment Officers)</p>	<ul style="list-style-type: none"> Assistant Directors to ensure that their service teams have consistent objectives across and within the teams and that these are clearly linked to the requisite Service Plans. Assess the competencies and training needs of all regulatory staff in PH&PP in relation to the appropriate Service Plans and capacity building. Utilise the Regulators' Development Need Analysis (RDNA) where necessary. Match training to identified gaps in competence. Assess through 1-2-1 feedback, Training Records reflections and P&DF appraisals. Arrange 6 monthly staff briefing sessions. Duplicate sessions to allow office cover. Hold CPD sessions to cascade recent training. 	<ul style="list-style-type: none"> CPD requirements of the Government's agencies – e.g. FSA, HSE - are met. CPD requirements of the professional bodies – CIEH, TSI, IOSH – are met. Involvement of all staff to promote inclusiveness and promote consistent messages. Cascade training makes best use of resources. 	<ul style="list-style-type: none"> Assistant Directors Team Managers

Perspective 4 – People and Innovation		Co-ordinator: Port Health & Public Protection Director	
To improve the quality of leadership and management throughout the service and ensure that all staff maintain their required level of professional competence, maximise their potential and achieve job satisfaction.			
Action	Task	Outcome	Responsibilities
Continue to reward innovation and best practice in business via the Sustainable City Awards for Air Quality, CityAir business air quality champions and the Considerate Contractors Environment Award	<ul style="list-style-type: none"> To manage, advertise and implement the award schemes. 	<ul style="list-style-type: none"> Increased awareness of best practice and innovation in environmental management. 	<ul style="list-style-type: none"> Environmental Policy Officer Team Manager Pollution
Ensure licensing staff are fully conversant with new amendments to the Licensing Act 2003	<ul style="list-style-type: none"> Monitor amendments to current legislation for commencement. Ensure systems are developed/ updated in order to meet new requirements. Train staff in new requirements. Ensure out-facing media sources are amended accordingly. 	<ul style="list-style-type: none"> Fully trained professional staff able to deliver the statutory requirements of the Licensing Act 2003. 	<ul style="list-style-type: none"> Assistant Director Team Manager

Department of Markets and Consumer Protection
Port Health and Public Protection Division
 Management Structure



Financial Summary

Strong financial management is critical to the delivery of high quality services at a reduced cost. Our strategy is to continually review our ways of working to generate further efficiencies whilst maximising our income streams.

The department is committed to producing timely monthly budget information and to proactively monitor our key cost drivers and any external factors that could impact on our ability to remain within budget. This will allow projected outturn information to be calculated and agreed with the Senior Management Group, in order to meet any future efficiency reviews and help plan the future direction of front line service provision.

The Department has a healthy underspend position for 2011/12 which is principally due to additional business at the Animal Reception Centre (ARC). The intention is to explore opportunities to re-invest these funds to help fund expansion at the ARC.

Department of Markets and Consumer Protection (Port Health & Environmental Services Committee) – Finance Information

	2010/11	2011/12	2011/12	2011/12		2012/13	N.B.
	Actual	Original Budget	Revised Budget	Projected Outturn		Original Budget	
	£'000	£'000	£'000	£'000	%	£000	
Employees	5,976	5,422	5,728	5,742	100.2	5,737	
Premises	542	608	842	788	93.6	615	
Transport	248	242	243	274	112.8	241	
Supplies & Services	1,586	1,529	1,609	1,353	84.1	1,166	
Third Party Payments	17	16	19	15	78.9	19	
Transfer to Reserve	181	0	0	0	0.0	0	
Contingencies	0	1	1	0	0.0	1	
Unidentified Savings	0	-40	0	0	100.0	0	
Total Expenditure	8,550	7,778	8,442	8,172	96.8	7,779	
Total Income	(4,917)	(4,574)	(4,616)	(4,970)	107.7	(4,601)	
Total Local Risk	3,633	3,204	3,826	3,202	83.7	3,178	1
Central Risk	0	8	8	8	100.0	8	
Recharges	1,869	1,728	1,441	1,441	100.0	1,635	
Total Expenditure (All Risk)	5,502	4,940	5,275	4,651	88.2	4,821	

Notes:

1. Excludes Local Risk amounts spent by the City Surveyor.

Committee(s):	Date(s):	Item no.
Port Health and Environmental Services Committee	1 May 2012	
Planning and Transportation Committee	TBC	
Open Spaces Committee	TBC	
Subject: The City of London Noise Strategy 2012 - 2016		Public
Report of: Director of Markets and Consumer Protection		For Decision
<u>Summary</u>		
<p>The City of London Corporation published a draft Noise Strategy 2012 – 2016 for public consultation in early February 2012. This draft strategy was previously presented to your Committee in January and subsequently for information to both the Open Spaces and Planning and Transportation Committees.</p> <p>The strategy considers four key areas: mitigating noise from new developments; reducing noise from transport, servicing and street works; dealing with noise complaints and incidents; and protecting and enhancing tranquil areas reflecting the concerns of residents, workers and visitors to the City of London.</p> <p>A total of sixteen written responses were received to the recent public consultation, primarily from residents or on behalf of resident groups in the City. Where possible, the final noise strategy has taken account of their comments. Where comments have not specifically been included, this is because the suggestions are not currently feasible within the current UK statutory framework, or they concern detail likely to be dealt with during implementation. Suggestions received will also be shared with the Department of the Built Environment to develop joint working with Planning Officers and certain suggestions will also be incorporated whenever possible into a Code of Practice for Licensed Premises.</p> <p>Overall, there was support for the mitigation of noise from construction activities and the protection of ‘tranquil’ public spaces in the City. There was concern expressed at noise from people associated with the ‘night time economy’ and the need for better joined-up working across the Corporation and other agencies. Four respondents suggested that there should be greater control over helicopter noise which is exempt under current legislation and that the City should lobby emergency services with the aim of reducing their use of sirens whenever possible.</p> <p>The list of actions proposed in the Noise Strategy will help ensure that the City Corporation fulfils its statutory obligations for noise management, as well as seeking to improve the health and well-being of the City’s residential and business communities.</p>		

Recommendations

I recommend that your Committee approves the attached Noise Strategy 2012 – 2016 (Appendix 1), subject to any amendments that arise following discussion by Members.

Main Report

Background

1. In September 2010, a report was presented to your Committee outlining social survey work that had been undertaken to assess attitudes to noise in the City of London. This survey indicated that noise is an issue of concern for both City residents and workers and an overwhelming majority would like to see action to reduce it. That survey and its findings laid the foundations for the development of this Noise Strategy.
2. A draft of this Noise Strategy was brought before your Committee on 24 January 2012 and it was agreed that the strategy document be presented to this, the May 2012, Committee subsequent to any amendments resulting from either internal discussions with other City Corporation officers and in response to a public consultation process.

Current Position

3. Noise is part of the every day experience for residents, workers and visitors to the City of London. For some people noise can be invigorating and an essential element of a lively City. However, it can also be a source of annoyance and disturbance, affecting people's health and well-being.
4. The City Corporation has a statutory obligation to investigate complaints of excessive noise, to use its functions as a planning authority to minimise noise from new developments, and as a licensing authority, to minimise noise from entertainment.
5. The City Corporation's Pollution Team already has its own Code of Practice for Construction and Deconstruction (demolition) Sites, but this needs to be incorporated into a more wide-ranging document that covers other noise issues.
6. There is growing interest in the protection and enhancement of relatively tranquil spaces in urban areas and this is reflected in both the London Plan and the draft National Planning and Policy Framework, both of which require local authorities to aim to identify and protect such areas of relative tranquillity.

The Noise Strategy

7. The City of London Noise Strategy 2012-2016 considers four key policy areas:-
 - mitigating noise from new developments,
 - reducing noise from transport, servicing and street works,
 - dealing with noise complaints and incidents, and
 - protecting and enhancing tranquil areas.

8. The strategy reflects the concerns and desires of the residents, workers and visitors who were questioned about the City's noise environment and takes account of comments received in discussion with other City Corporation Departments and the comments received during the public consultation process.
9. It combines the main areas of work that the City of London is already undertaking as part of its statutory obligation to manage and mitigate excessive noise but it also makes recommendations for improving the way that the City controls noise and makes proposals for protecting and enhancing areas of relative tranquillity.
10. The strategy balances the needs of the Business City and the City Corporation to undertake noisy works (particularly construction sites and streetworks), with the expectations of residents and neighbouring businesses who wish for disturbance to be minimised. Actions in the strategy include working with the Department of the Built Environment, utilities companies and others to facilitate longer working hours for servicing and street works as well as minimising disturbance from noise.
11. Finally as stakeholders, discussions have taken place with the Department of Built Environment and Open Spaces Department and their comments have been incorporated into the final version of the strategy. Their views will be sought and reflected in future delivery plans for the Noise Strategy.

Consultation Comments

12. The consultation process took place from February to the end of March 2012 with the information about the noise strategy consultation being placed on the front page of the City Corporation's web site with a link to the strategy document inviting comments and suggestions. Articles about the consultation were placed in Members' Briefing, City Resident and emails were sent to a consultation list held by the Town Clerk's Department of 1366 City workers and over five hundred City residents including residents associations for Castle Baynard and Barbican Estate. Internal discussions were held or comments were received from the Highways and Planning divisions of the Department of Built Environment, Open Spaces and Community and Children's Services Departments.
13. In total, 82 separate comments from sixteen written responses were received from workers, residents, and on behalf of a residents' organisation in the City. In general, the respondents considered that the Noise Strategy was a sensible step forward in positively considering the impact of noise and providing a focal point to 'join up' the various City Corporation services that have a role in reducing the impact of noise and enhancing the local environment.
14. Most respondents supported the strategy in clarifying City policies on the issue of noise. The highest number responses included at least some concern of the impact of premises licensed to sell alcohol, the noise impact of both the day time and night time economies and a perceived need to align planning with licensing decisions. There was a suggestion that we should have a 20mph

- To continue to minimise noise from new developments, transport and entertainment premises in a way that is consistent with promoting the economic development of the City.
20. The production of a Noise Strategy fulfils the requirement in the former Department of Environmental Services Business Plan 2011/12 to produce a City Noise Management Strategy and associated action plan.

Conclusion

21. The City has produced a Noise Strategy designed to reduce the impact of noise on the health and wellbeing of City residents, workers and visitors. The strategy fulfils the requirements of the Government's Noise Policy Statement for England in considering a framework and action with respect to tranquil areas within the City.
22. Subject to comments received at Committee, the final noise strategy will be published in May 2012 and will be subject to review in 2016.

Background Papers:

Draft City of London Noise Strategy 2012 – 2016

Appendices:

City of London Noise Strategy 2012 - 2016

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City of London Noise Strategy 2012 - 2016



This document has been prepared by the Pollution Team of the City Corporation Department of Markets and Consumer Protection.

The Team can be contacted on 020 7606 3030 or by email: publicprotection@cityoflondon.gov.uk.

Foreword

Noise is part of the everyday experience for residents, workers and visitors to the City of London. It is an inevitable consequence of the density of development, the intensity of activity and sometimes conflicting needs of different communities in such a small area.

The noise resulting from the 'hustle and bustle' of the City for many is iconic, invigorating and an essential element or 'buzz' of the City 'soundscape'. However for others City noises can detract from enjoyment, be an annoyance, or detrimental to health and well-being.

Noise is an issue of concern for both City residents and workers and most want action to reduce it. However noise is, and will become, more of a problem as expected business activity intensifies, and the night time economy and number of City residents grow. While there are legal remedies the City Corporation can use to minimise nuisance and noise impacts, sustainable reduction of noise and its impacts is complex, and requires a long term strategic approach entailing action from a wide range of City Corporation departments, businesses and other organisations.

This document brings together in one place the different strands required to effect noise avoidance, mitigation and hopefully reduction. It sets the strategic direction for noise policy within the City of London until 2016 and outlines steps that the City Corporation will take, and is already taking, to maintain or improve the City's noise environment.

The strategy aims to achieve balanced, coherent, and integrated noise management across the City of Corporation and its partners through implementation of the policies and actions.

In doing so it should contribute to the health and well-being of the City's communities and support businesses by minimising or reducing noise and noise impacts. It also aims to take account of the sometimes differing needs of those communities and of the need to provide the built environment to meet City business growth and maintain its infrastructure.

The Strategy is supported by core City Corporation, Mayor of London and national policies, and I am confident that it will be beneficial to the City's communities.

John Tomlinson CC, BA, MSc
Chairman of the Port Health and Environmental Services Committee

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Executive Summary

Being located at the heart of London, the City of London inevitably experiences relatively high levels of noise.

The main noise sources of concern in the City are from building works, street works, road traffic, leisure activities, and other commercial activities such as deliveries, plant and equipment. High levels of noise can not only cause disturbance to residents in their own homes, but can also disrupt business activity in the City. The City of London Corporation has a statutory responsibility to manage and minimise exposure to excessive and sometimes unnecessary noise, whilst ensuring that the City can continue to function as a modern world-class business centre.

The City of London Noise Strategy brings together and updates policies and programmes that are already in place to manage and mitigate noise. It also proposes additional measures which together with existing ones should improve management of noise in the City.

The following areas are addressed:

- Noise associated with new developments
- Noise associated with transport and street works
- Noise complaints from residents and businesses
- Protecting tranquil areas of the City from increased noise levels

Minimising noise from new developments is primarily through the implementation of appropriate planning and licensing policies. The main aim is to ensure that activities associated with new developments minimise noise impacts and do not result in complaints of noise nuisance. The strategy introduces a number of measures to minimise noise through the planning consent process by incorporation of noise issues into planning policies and working more closely with developers before planning applications are submitted to influence building design and layout.

Street works can be a source of disturbance in noise sensitive areas and as a consequence need to be carefully managed. This strategy proposes measures to minimise the noise impacts of street works, whilst ensuring that the duration of the works is minimised to reduce disruption to traffic.

The City Corporation has a statutory obligation to investigate and take action on complaints of noise nuisance. Despite the numerous proactive measures to deal with the potential for excessive noise, the City Corporation receives around 750 noise complaints per year. The strategy outlines a range of actions aimed at improving the way noise complaints are addressed. These include improved liaison with the City Police and the Safer City Partnership, and incorporating good practice for managing noise into the City of London Licensed premises Code of Practice.

There is a requirement for local planning policies to identify and protect areas of relative tranquillity in order to provide areas of respite from noisy urban environments. This strategy proposes the identification of 'tranquil areas' in the City and the development of policies to protect and enhance these spaces. There are also suggestions for encouraging major new developments to include tranquil areas.

The City of London Noise Strategy reflects the concerns of residents, workers and visitors to the City who have previously been interviewed and consulted about the City's noise environment. The policies and actions proposed will help to ensure that the City Corporation fulfils its statutory obligations for noise management, as well as seeking to improve the health and well-being of the City's residential and business communities.

The strategy supports local, regional and national policy¹ and aims to:

- *Avoid or reduce noise, and noise impacts, which could adversely affect the health and well-being of City residents, workers and visitors*
- *Support the City Corporation to fulfil its statutory obligations for local noise management and assist others in fulfilling theirs*
- *Commit the City Corporation to provide joined-up regulation on environmental noise issues and to take account of this strategy in policy development and delivery of its various activities within the City*
- *Balance minimisation of noise and noise impacts with the need to improve and update City infrastructure*
- *Encourage measures which will reduce noise emissions in the Square Mile*
- *Build corporate, business and public awareness, understanding of noise issues and noise management good practice*
- *Recognise, reward and disseminate good practice*
- *Work in partnership with other organisations, to take a lead and help shape local and regional policy*



¹ The City Together Strategy: The Heart of a World Class City 2008 - 2014; City of London Local Development Framework Core Strategy, September 2011; The London Plan: Spatial Development Strategy for Greater London, July 2011; Noise Policy Statement for England 2010, Defra March 2010; National Planning Policy Framework DCLG 2012.

1. Background

1.1 WHY IS NOISE A CONCERN AND WHAT ARE THE SOURCES?

1.1.1 How noisy is the City?

As London's principal business location, the 'Square Mile' inevitably experiences relatively high levels of noise. Noise volumes tend to be higher during the working week than at weekends. Traffic noise dominates the City during the day, while at night and at weekends building service noise (e.g. air handling plant) is more prevalent. Noise from construction sites and street works can also be dominant in the City, though this tends to be more transient.

In 2009, 24-hour noise monitoring was carried out at various locations across the City². This was to assess how noise varies and to provide a benchmark for further improvements to the noise environment. The locations chosen were schools, City gardens, riverside and street locations. Weekend readings included residential areas.

Average noise levels in the City during the week day are between 53dB $L_{Aeq,T}$ at the centre of Barbican to 74dB $L_{Aeq,T}$ at Bank junction. At night, noise levels at the Barbican reduce to 50dB $L_{Aeq,T}$ and to 72dB $L_{Aeq,T}$ at Bank junction. Noise levels at the Barbican are very similar at weekends although overall weekends tend to be quieter in the City than the working week.

In the 2010 City noise attitude survey, 173 residents and 283 workers were asked how loud they thought noise levels were in the City. The results are shown in figure 1, with 57% of workers, and 60% of residents considering that the City is either 'loud' or 'very loud'.

Sound is measured in decibels, dB. Environmental noise tends to be measured in dBA. The 'A' indicates that the measurement has been 'A'-weighted to the response of the human ear. A variety of different noise indicators are used to describe environmental noise, for example $L_{Aeq,T}$ which represents the A weighted energy average of a fluctuating sound level measured over a specified time duration, T.

As a guide, an increase of 10 dBA in sound level is usually associated with a *subjective* doubling of loudness. Conversely, a decrease of 10 dBA is associated with a subjective halving of loudness. A change of 3 dB either up or down is often quoted as the smallest change in sound level that can be noticed by an average listener.

The World Health Organization 'Guidelines for Community Noise' set recommended limits of noise for living spaces. The guideline values have been provided for the prevention of annoyance, sleep disturbance, speech interference, and hearing impairment. The guideline values levels for daytime outdoor living spaces are 55 L_{Aeq} steady continuous noise and 40 L_{Aeq} (60 L_{Amax}) at night.

2 Noise level survey of the City of London, Stats April 2009.

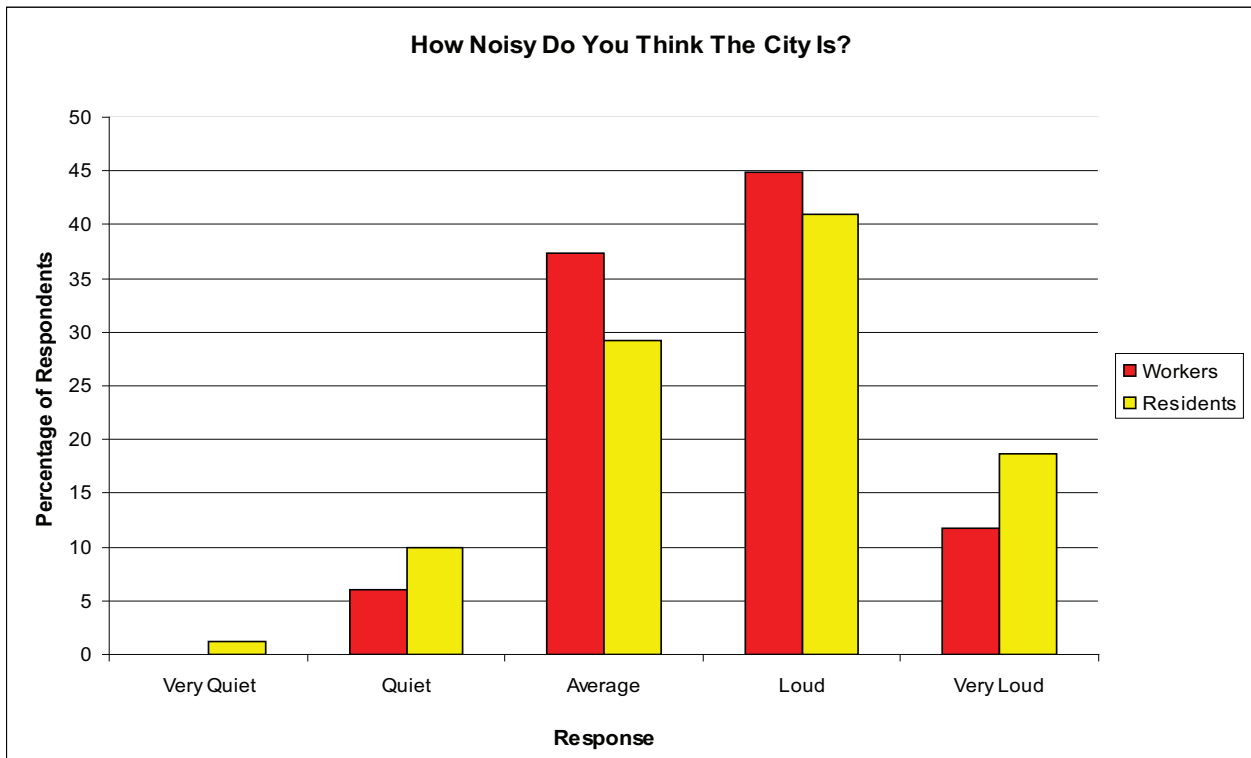


Figure 1: How noisy is the City? Responses from workers and residents.

1.1.2 Noise sources and problems

Each year the Pollution Team of the Department of Markets and Consumer Protection (M&CP) receives an average of 750 noise complaints. Figure 2 below shows the main sources and their proportions of complaints for the three years to 31 December 2011.

Around 30% of noise complaints are received outside office hours, at night or at weekends and bank holidays.

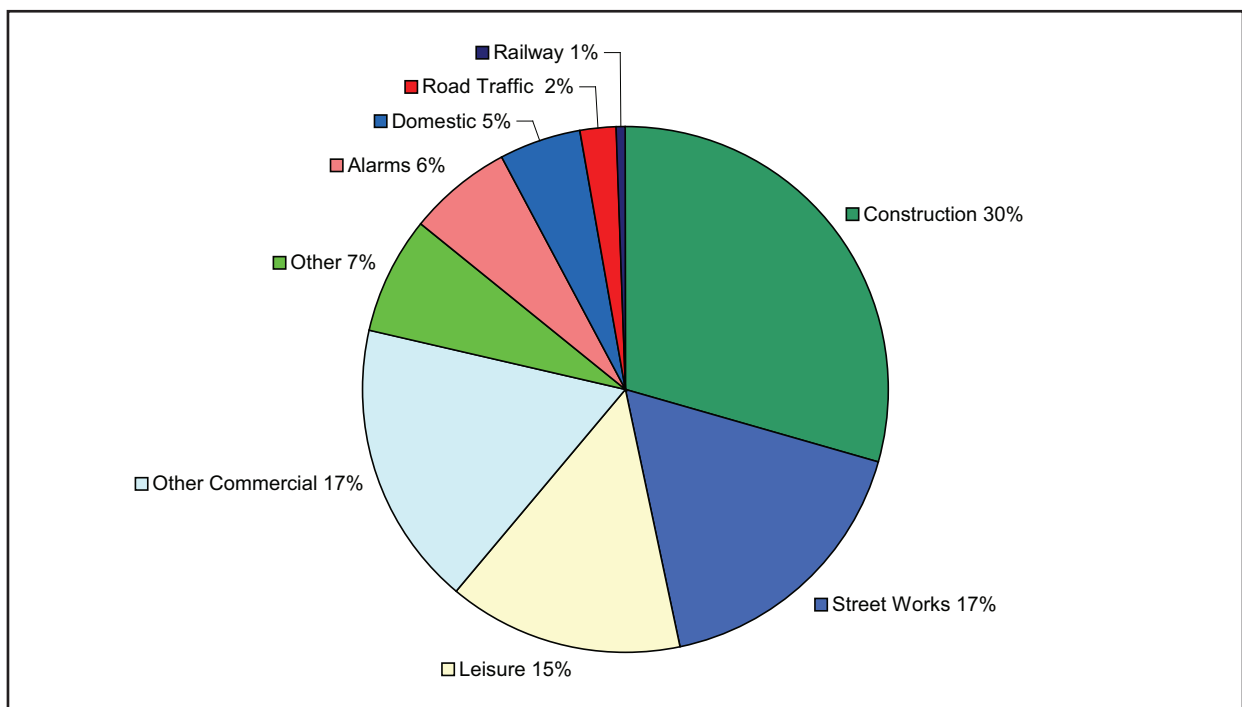


Figure 2: Source of noise complaints made to City of London 2009-2011.

In 2010, a selection of residents, visitors and workers were interviewed about the type of noise that they notice in the City³; 98% of residents and 87% of workers questioned noticed some form of noise. The noise source most evident was traffic and building works as shown in Figure 3; 52% of residents also noticed noise from other people and 45% from pubs and bars. Residents were disturbed by a wider range of noise sources than workers.

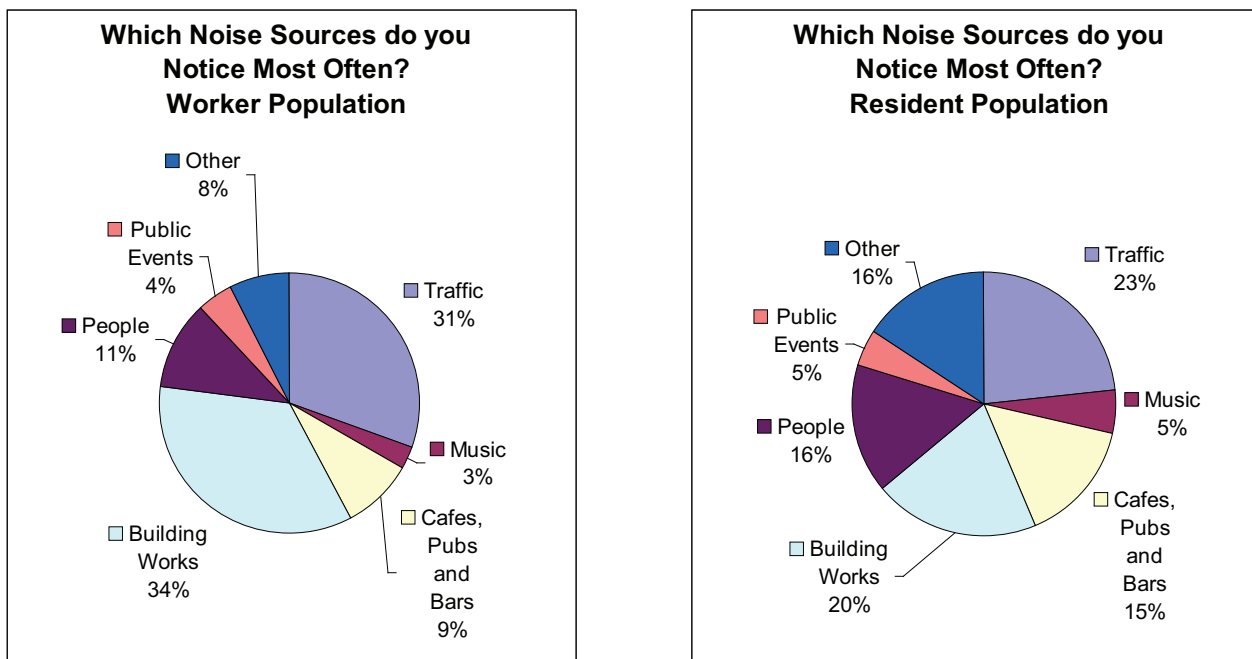


Figure 3: Noise sources noticed most often. Responses from workers and residents.

Considering the nature of complaints received by the City Corporation Pollution Team and the City noise attitude survey results, the following are the main noise sources of concern:

- Building construction
- Street works
- Road traffic
- Leisure activities, particularly 'people' noise associated with licensed premises
- Noise from other Commercial premises activities e.g. deliveries, plant and equipment noise, alarms
- To a lesser extent, neighbour noise (e.g. music / TV), alarms, other transport (e.g. aircraft, railways)

City residents have also expressed concern over noise from helicopters, emergency vehicle sirens, events held on river leisure craft and anti social behaviour such as skateboard use⁴.

3 The Quiet City Project Social Survey Report 2010: Assessing general attitudes to noise and tranquillity in the City of London. City of London Environmental Services 2010.

4 Draft City of London Noise Strategy 2011 – Public Consultation.

High levels of environmental noise can also interfere with the conduct of business activities in the City.

According to the same survey, the majority of both residents and workers would like to see action to reduce noise levels in the City as shown in Figure 4.

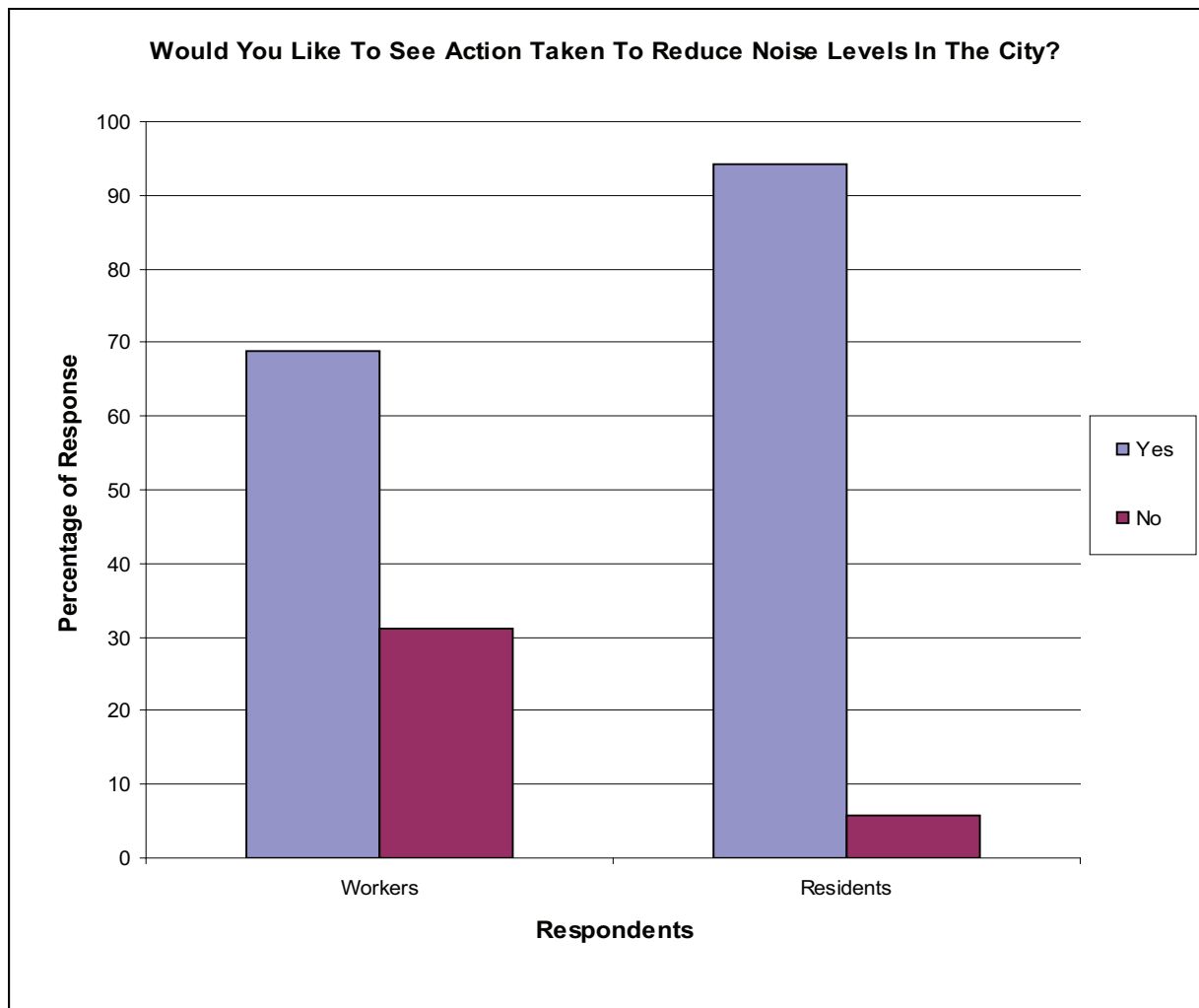


Figure 4: Should action be taken to reduce noise levels in the City? Responses of workers and residents.

1.1.3 Impact of noise on health and well-being

There is ample evidence of the impacts on well-being and quality of life from environmental noise. The Health Protection Agency published a report in 2010 on Environmental Noise and Health in the UK⁵. The document details annoyance as the most widespread adverse effect but there are a range of other impacts such as sleep disturbance, interference with communication as well as an increase in the levels of stress hormones in the blood.

Long-term exposure to high levels of occupational noise has been shown to be related to the likelihood of individuals developing cardiovascular disease. Exposure to high levels of environmental noise has been shown to be linked with impairment of cognitive performance amongst children.

The World Health Organization 'Guidelines for Community Noise'⁶ set recommended targets for living space noise levels. In 'Night Noise Guidelines for Europe'⁷ further health based guidance was provided. The guideline values, based on evidence at the time, have been provided for the prevention of annoyance, sleep disturbance and speech interference. The WHO guideline values for levels outdoor living spaces are shown in table 1 below.

Table 1. WHO Guidelines for Community Noise and Night time Noise

Environment	Effect	Decibel Levels
Outdoor living area - daytime, 16 hr 07:00 - 23:00	Serious annoyance	55db L _{Aeq} , steady continuous
Outside bedrooms - night time, 8 hr - 23:00 - 07:00	Sleep disturbance	40db L _{Aeq} , Max 60db L _{Amax}

1.2 NOISE MANAGEMENT ROLES AND RESPONSIBILITIES

The City Corporation Department of Markets and Consumer Protection (M&CP) Pollution Team is the main City regulator of environmental, neighbourhood and neighbour noise. The team responds to complaints and, in conjunction with the Department for the Built Environment, provides a 'round the clock' outside office hours service. The team is also consulted on licence and planning applications.

The M&CP Port Health Service deploys its officers and launches on the Thames, particularly during summer months, to monitor and control night time activity noise, taking enforcement action as required.

5 Environmental Noise and Health in the UK – A report by the Ad Hoc Expert Group on Noise and Health – Health Protection Agency 2009.

6 Guidelines for Community Noise – World Health Organisation 1999.

7 Night Noise Guidelines for Europe – World Health Organisation 2009.

The City of London Police receive and share noise and noise related Anti-Social-Behaviour complaints and assist M&CP with enforcement.

The City Planning Officer (Department of the Built Environment – DBE) initiates planning policies and Area Strategies, determines planning applications and conditions, negotiates Section 106 Agreements and takes planning enforcement action.

City Housing Management and Registered Social Landlords e.g. Guinness Trust, sets and enforces tenancy conditions related to neighbour noise and behaviour and has involvement in neighbour complaints.

The City Corporation Licensing Authority processes applications for Premises Licences, investigates and enforces breaches of noise related licensing conditions.

Highways Authorities – Both the City Corporation (DBE) and TfL commission highways and street scene improvement works and have control over the permitting of other street works (e.g. utilities works), on respective road networks.

The Civil Aviation Authority, Ministry of Defence and Airport Authorities maintain noise complaints data, and responses, about aircraft and helicopter movements over the City of London.

Other City organisations are responsible for ensuring that the noise generating activities they have control over are managed to prevent nuisance and minimise impacts on residents and businesses:

- Managed Premises Facilities or event Managers including City Corporation premises e.g. Barbican Centre, Museum of London, Barbican Exhibition Centre
- Contract and Project Managers for City Corporation departments e.g. City Surveyors' works, refuse collection and street cleaning contracts, infrastructure and street works etc.
- Contractors for City of London Corporation 'outsourced' services e.g. waste collection and street cleaning
- City Corporation contractors for 'structures', highways maintenance and improvement, and street scene enhancement
- Businesses, Utility Companies, construction and development companies, site management
- Crossrail, Network Rail, London Underground

2. New Developments

Overall aim: To prevent or minimise noise emissions and noise impacts of developments on residents, businesses, workers and visitors at noise sensitive locations.

2.1 INTRODUCTION

The City of London has a highly complex and intensively used built environment in which space is at a premium and neighbours in very close proximity.

Although office based business and financial related services are the dominant activities, the City is also a place where people live. Additionally, the City has a small number of educational and health service sites which have particular noise sensitivities.

The level of new development, including redevelopment of existing buildings, continues to be high. The City of London Core Strategy anticipates continuing economic growth for the City, predominantly business and financial services led. There will be a consequential increase in demand for retail and leisure facilities and a growth in residential accommodation. The Core Strategy identifies five key 'City Place' areas where there are specific pressures for development:

- North of the City – this area will be impacted by continuing Crossrail work and associated developments, but also includes the main residential areas of the Barbican and Golden Lane and St Barts Hospital
- Cheapside and St Paul's – which is becoming the City's pre-eminent retail area with the completion of One New Change
- Eastern Cluster – will see significant office growth, there will be a number of new tall buildings, and greater street level congestion
- Aldgate – expected to undergo significant regeneration with mixed uses; contains the Middlesex Street and Mansell Street residential estates and Sir John Cass's Foundation Primary School
- Thames and the Riverside – which contains a mix of quieter areas around residential buildings, vibrant areas, with offices and hotel development

However, it is not just major developments which have potential for noise impact; even minor works can cause significant local problems if they are not managed properly.

The intensive use of land, anticipated future economic growth and mixed uses of some *Key City Places* pose distinct and challenging noise management issues. It is particularly important to ensure that occupiers of residential buildings, schools and hospitals have adequate protection against noise.

Noise impacts and solutions also need to be considered within the broader framework of other associated environmental impacts of development such as increased carbon emissions and air pollution.

The prevention and minimisation of noise associated with the demolition and construction of premises is also an essential amenity consideration for both businesses and residents.

The Local Development Framework (LDF) Core Strategy and emerging Development Management DPD (Development Plan Document) will be fundamental to establishing robust noise related planning policies and conditions. These will be complemented by more detailed Supplementary Planning Documents (SPDs).

2.2 CURRENT SOURCES AND ARRANGEMENTS

The main noise sources related to developments in the City are:

- Demolition and construction work and associated activities e.g. piling, heavy goods vehicle movements, utilities street works
- Building services plant and equipment e.g. ventilation fans, air-conditioning, emergency generators
- Leisure facilities and licensed premises e.g. amplified music
- Servicing activities e.g. deliveries, window cleaning and building maintenance

2.2.1 Demolition and construction

The high level of intensive development in the City, including major office redevelopments in the east and infrastructure projects such as Crossrail, can have significant environmental impacts on occupiers of nearby noise sensitive premises. Protecting City businesses, residents and other noise sensitive premises (e.g. schools) from noise and vibration impacts of construction sites is essential to the City's continuing reputation as an excellent place to live, work and to do business.

Developers will continue to be required through Planning consent conditions to obtain approval for and adhere to Environmental Management Plans which comply with the requirements of the City of London Code of Practice for Deconstruction and Construction Sites.

Use of s106 agreements and planning conditions for monitoring and the mitigation of noise associated with large developments will continue to be negotiated with developers at sites close to noise sensitive premises such as housing and schools.

For the large infrastructure projects which take place (e.g. Crossrail, Thameslink, Thames Tunnel), where the Planning Acts may not apply in respect to noise, representations and engagement to minimise noise and amenity loss will continue.

2.2.2 Building services plant and equipment

Mechanical plant and other equipment used for providing building services emit noise which, if not controlled, can be detrimental to the amenity of an area or cause a nuisance to residents or businesses. Noise from these sources contributes to the overall ambient noise levels in the City. The density, size, design and number of commercial buildings in the City have resulted in very large numbers of mechanical plant installed in a small area. In order to prevent nuisance, loss of amenity and minimise 'upwards creeping' ambient noise levels, developers will continue to be required to demonstrate that there will be no increase in ambient noise levels resulting from new plant, equipment or machinery.

2.2.3 Leisure facilities and licensed premises

The style and character of many licensed premises has changed significantly in recent years. Existing and new premises have longer operating hours, often to early hours of the morning, providing live or recorded amplified music. Some of these premises are close to residential accommodation and result in complaints about disturbance and nuisance from excessive noise, particularly from people drinking and smoking outside, arriving or leaving. Planning policies are being developed to minimise the noise impact of new licensed premises. Guidance is provided to licence applicants in the City of London Statement of Licensing Policy on preventing public nuisance from noise. Representations can be made to the Licensing Authority in connection with new licence applications or variations on the grounds of preventing public nuisance.

2.2.4 Servicing

The concentration of businesses in the City necessitates delivery and collection of equipment, materials, foods and solid waste to sustain their operations. This includes the City of London's waste collection service. For this purpose, a vast number of commercial vehicles enter and leave the City. Where vehicles are involved in noisy servicing in noise sensitive locations outside business hours e.g. early morning when close to residential accommodation, then disturbance resulting in a statutory nuisance can result.

Deliveries and collections close to residential accommodation which are likely to cause disturbance, loss of amenity or a nuisance will continue to be discouraged between 23:00–07:00 weekdays and Saturdays, with no deliveries permitted on Sundays and Bank Holidays.

However, some essential services such as refuse collection may continue to need to take place outside these times e.g. on Sundays or Bank Holidays. Additionally where parking or other restrictions prevent loading and unloading during workday working hours, flexibility in the application of the above times will be needed.

Where there are no alternatives to servicing taking place outside the above times businesses will be encouraged and, if necessary, required to use quiet delivery methods to minimise disturbance or nuisance.

Noise minimisation from servicing activities will be managed by the use of Planning conditions, advice and encouragement, and, if necessary, enforcement of noise nuisance law⁸.

8 Environmental Protection Act 1990, Licensing Act 2003, Noise Act 1996.

2.3 POLICIES

Planning development

Developments 1: Minimising noise emissions and impacts of new development through the development and application of appropriate and effective planning policies, conditions and agreements within the Local Development Framework, and in particular:

- a) Influence and provide advice on design and layout of new developments at pre-application stages e.g. to minimise noise from servicing commercial buildings affecting residential premises, encouraging better building design to favour quieter plant and equipment where technically possible, the use of noise screening, encouraging internal layouts which provide protection from internal noise transmission and external noise.
- b) Prevent nuisance, loss of amenity and minimise 'creeping' ambient and background noise levels from developments. Developers will continue to be required to demonstrate that noise levels from new plant, equipment or machinery do not increase background noise levels. Developers will be encouraged to achieve the lowest achievable noise emissions.
- c) Continue to limit and contain noise and vibration from demolition and construction activities through the Planning Consent process, based on the latest edition of the City of London Code of Practice for Deconstruction and Construction Sites and other relevant standards. This includes requiring through Planning Conditions the approval and implementation of Environmental Management and Construction Logistics Plans where appropriate.
- d) For mixed use sites or developments, as far as is reasonably practicable, planning policies will require physical separation of noise generating activities from noise sensitive premises. Where that is not practicable, conditions to minimise noise and noise impacts through mitigation and / or limiting hours of operation will be sought.
- e) Resist the introduction of noise sensitive uses into areas close to commercial developments with high noise levels where the achievement of desirable standards for quiet living conditions are not technically practicable.
- f) Place limits on the hours of operation of servicing and noise generating activities at developments where noise sensitive premises are likely to be adversely affected. Existing limits for hours of servicing (permitted between 07:00 – 23:00, Monday – Saturday, except Bank Holidays) to be applied; where this is not practicable a plan to minimise noise from servicing will be required to be approved and implemented.
- g) Resist the introduction of noise generating activities such as leisure or entertainment venues into areas with strong residential character. Where this is not possible, to limit noise impacts by placing appropriate conditions including constraints on activities and limits on hours of operation.

- h) As far as possible, protect any identified 'tranquil' areas from noise impact of new development.
- i) Encourage and promote good noise reduction and control practice in the design of street scene and open spaces enhancement schemes including the public realm.
- j) Use of community infrastructure funding for monitoring and the mitigation of noise particularly those associated with large developments at sites close to noise sensitive premises such as housing and schools.

Premises Licence policies, conditions and enforcement

Developments 2: Minimising noise emissions and impacts of new leisure and entertainment premises through the development, application and enforcement of appropriate, consistent and effective policies, procedures and conditions within the framework of the City of London Statement of Licensing Policy, and in particular:

- a) Resist the introduction of noise generating activities from leisure or entertainment venues into areas where there is a strong likelihood that these activities will result in public and / or statutory nuisance. Where this is not possible, to limit noise impacts by promoting the City of London Statement of Licensing Policy to ensure noise from licensable activities are adequately managed e.g. sound insulation, operational management measures and limits on hours of operation.
- b) Where appropriate, making representations to the City Licensing Authority by Responsible Authorities (City of London Pollution Team and City of London Police) on licenses and licensing applications.
- c) Where appropriate, supporting applications for review of licenses by Responsible Authorities or 'other persons' (e.g. residents or businesses).

Infrastructure projects

Developments 3: Continue to work proactively to minimise noise impacts of major developments and infrastructure projects through:

- Lobbying and technical representations
- Use of Planning Conditions e.g. requiring provision of Environmental Management Plans for approval
- Promoting a flexible approach to compliance and good practice contained in the City of London Code of Practice on Deconstruction and Construction
- Where necessary, use of enforcement measures under the Control of Pollution Act 1974.

Engagement, advice and guidance

Developments 4: Continue to provide advice, support and guidance to the City Corporation on minimising noise and noise impacts arising from proposed Corporation development activities.

Developments 5: Continue to work to assess and minimise noise and noise impacts of street and other open space events planned in the City.

Developments 6: Continue to work proactively with the leisure, hospitality, construction and other business sectors to ensure noise and other environmental impacts of new developments are adequately managed and minimised.

2.4 ACTIONS

- 1) Review and update planning conditions and informatives to ensure they are fit for purpose and reflect the policies and aims of the new National Planning Policy Framework (NPPF), Core Strategy and City of London Noise Strategy.
- 2) Develop appropriate planning policies in the emerging Development Management DPD and other policy documents to reflect policies and aims of the Noise Strategy.
- 3) Consider noise and 'tranquil' areas issues in Environmental Enhancement Area Strategies as consultations emerge.
- 4) Develop further guidance for designers and developers on designing 'tranquil' spaces and minimising final use noise impacts.
- 5) Review guidance to construction businesses on noise considerations and content relating to Environmental Management Plans.
- 6) Engage with relevant organisations including Defra and Department for Communities and Local Government, for noise related guidance on planning control during the early stages of implementation of the NPPF.
- 7) Work to influence Licensing policy through the proposed review of the City of London Statement of Licensing Policy and procedures.
- 8) Continue to lobby Crossrail for support to provide a timely response and consent process to Section 61 consent applications.
- 9) Continue to provide ad hoc advice to a wide range of City Corporation Departments e.g. Department of the Built Environment project works, facilities and housing stock management, waste collection, and events promotion and management, Barbican Centre.
- 10) Continue to consider noise impacts of City events and filming through the Augmented Safety Advisory Group (ASAG) and also via direct consultation with M&CP Pollution Team.

3. Transport and Street Works

Overall aim: To promote and support the minimisation, or reduction where possible, of transport and street related adverse noise and noise impacts, while recognising the need to minimise disruption resulting from infrastructure works.

3.1 INTRODUCTION

The City of London needs and promotes an efficient transportation system that allows commuters to get to and from work, couriers and goods vehicles to make essential deliveries and collections.

Over 310,000 people commute to the City each weekday and around 90% of them use public transport. The City is served by a dense network of bus, underground and rail routes.

The most significant sources of transport related noise causing annoyance and disturbance in the City, according to complaints received, are street-works. Road traffic noise is also a significant source of environmental noise in the City but is less frequently a source of complaint. Road Transport noise is most likely to cause adverse impacts on quality of life and possibly on health. Other transport related noises are from aircraft, the rail and underground networks.



3.2 SOURCES AND CURRENT ARRANGEMENTS

3.2.1 Road traffic noise

There is a significant amount of commercial vehicle and Hackney cab activity related to servicing the business and development needs of the City. Noise from commercial vehicles in addition to noise from public transport and private vehicles is significant particularly on Transport for London 'Red Routes'.

Noise mapping, by the Department of the Environment Food and Rural Affairs (Defra), estimates that a small number of City residents living next to identified busy roads may be exposed to adverse levels of transport related noise. An Action Plan⁹ produced by the Secretary of State requires an assessment and, where appropriate, the implementation of noise management actions by relevant Highways Authorities. Further action will need to be considered to assess and manage lower levels of exposure at other locations. The Action Plan estimates are based on computer modelling and will need to be verified during the assessment stage of the process.

Road traffic noise impacts on the very large numbers of pedestrians in the City in the proximity of principal roads and 'Red routes' could also be significant. Wherever possible, opportunities to reduce cumulative impacts of noise and vibration from transport should be considered.

Existing planning and transportation policies, in particular the City of London Local Implementation Plan 2011, promote walking and cycling and improvements in air quality. In doing so they support development of improved environmental quality for pedestrians, cyclists and residents, including a potential for reduced noise from road traffic in some locations.

Planning and transport policies to minimise disturbance to residents restrict night time and weekend commercial vehicle movements through the City. The existing protections are likely to become more flexible to enable deliveries to take place outside the periods when restrictions imposed by the Olympic Route Network apply. Pressure to retain such arrangements after the games will need to be carefully considered against the needs and expectations of City residents.

The use of sirens at night by the emergency services causes disturbance in some residential areas. It may not always be necessary to use sirens or there may be alternatives in some circumstances.



⁹ Noise Action Plan – London Agglomeration – Environmental Noise (England) Regulations 2006 as amended; Defra 2010.

3.2.2 Other Transportation

Rail and Underground: The Noise Action Plan for London identifies the Barbican Underground station as an 'Important Area' which requires the Department of Transport and the Office of the Rail Regulator (ORR) to assess and consider what actions if any could be taken to manage railway noise and to implement those actions. Some complaints have been received about noise from station announcements.

Helicopter use: Low flying and hovering helicopters over residential areas can cause disturbance and annoyance particularly at weekends and at night.

3.2.3 Street Works

As well as actively promoting public transport, cycling and walking, the City of London Corporation and Transport for London (TfL) seek to keep traffic flowing by effectively planning and managing the highway network. The Corporation is also committed to ensuring that utility services continue to meet the demands of the world's premier financial centre. A permitting system exists for utility companies and other contractors (including those contracted to work for the City) who need to carry out street-works. At noise sensitive locations, one or more measures are usually necessary to minimise noise impacts on businesses and / or residents. These include restricting times when noisy work is permitted, effective communications, using less noisy methods and using noise barriers.

Residential accommodation is now distributed more widely through the City and has increased the spread and number of noise sensitive locations at night time, constraining the carrying out of noisy work on the highway when traffic volumes are low.

Noise from street works need to be minimised while also exercising the traffic management duty. There is therefore a potential for tension between Highways Authorities' statutory obligation to prevent traffic disruption and the City of London Corporation's duty to take statutory action to remedy noise nuisances and prevent disturbance to residents. The required balance can usually be achieved through innovation and integration of noise considerations into policy, local planning and delivery of these services.

Effective consultation and communications with affected residents and businesses are key measures to minimise complaints. If the purpose, times and durations of noisy works are known (or agreed) in advance, noise and disruption is more likely to be tolerated. Good communications can also help to resolve problems quickly without the need to involve law enforcement or other legal action.

An example of recent innovation: at identified locations where disturbance to residents is least likely, the City of London have agreed to presume for street works to take place for periods ('extended hours working') outside of the City's 'Standard Hours' (see Figure 5 P.26).

3.3 POLICIES

City of London Highways Authority Functions

Transport 1: Minimise and where necessary limit the noise impacts of street-works with reference to the latest relevant City of London Code of Practice¹⁰ and wherever possible consider alternative arrangements to minimise duration of works and disruption to traffic.

Transport 2: Continue the development of close cooperation and partnerships on street-works noise issues between City Corporation Departments, TfL, Utilities and contractors.

Transport 3: Encourage, seek funding for and support use and further development of effective community communications strategies to minimise noise disturbance and duration of street-works.

Transport 4: Integrate noise minimisation considerations into policy, planning and design of City Corporation's transport, cleansing, planning, highways management and improvement activities across the City.

Transport 5: Integrate noise minimisation requirements into City Corporation procurement processes and contract specifications for highways maintenance, engineering, transportation and cleansing activities.

Transport 6: Incorporate noise minimisation considerations for City Corporation schemes, including good design practice, when considering improvements or changes to road transport planning, traffic and pedestrian routes. Prioritise noise minimisation measures according to noise reduction benefit.

Transport 7: Meet the Corporation's obligations as a Highways Authority in the Noise Action Plan: London Agglomeration, and also support TfL's obligations to implement the Action Plan on TfL roads in the City.

Advocacy

Transport 8: Work to influence TfL, Utilities companies, Network Rail, Crossrail, Civil Aviation Authority, Police Authorities and other emergency services wherever possible to reduce noise and vibration levels and impacts from their operations for City residents, workers, businesses and visitors.

¹⁰ Currently, the 6th ed. 'City of London Code of Practice on Deconstruction and Construction' (Appendix 4 on page 47 outlines the key working hours requirements of the Code relevant to Street-work noise).

Night Time Servicing

Transport 9: Continue to support restrictions on night time and weekend commercial vehicle movements through the City and to limit operational hours of noisy servicing activities in noise sensitive locations where necessary. Support for quieter delivery, collection and servicing trials and schemes where application of time limits are not practicable AND they achieve acceptable noise reduction.

General

Transport 10: Exploit opportunities and synergies with other City of London Corporation policies (e.g. the City Corporation's Air Quality Strategy 2011 and Local Transportation Implementation Plan) to reduce noise and noise impacts from road transportation, servicing and street works.

Transport 11: Where possible, support and contribute to the development of low noise methods, schemes, management techniques and technologies which could reduce noise or noise impacts from road traffic, street works and servicing.

3.4 ACTIONS

- 1) Continue to work with Department of the Built Environment (DBE), M&CP, contractors and utility companies to facilitate reduced traffic disruption (e.g. extended working hours) due to street-works.
- 2) Review options for reducing traffic disruption while minimising noise impacts for residents and businesses including review of the current 'quiet hours' requirements in the COL Code of Practice for Deconstruction and Construction.
- 3) Lobby TfL to build flexible arrangements into their proposed 'lane rental' scheme to prevent nuisance and disturbance to City residents in sensitive locations of the TfL network within the City.
- 4) Develop formal liaison protocols on noise issues with Transport for London.
- 5) Work with relevant City of London Departments to provide advice and support on minimising noise and noise impacts from their transport and highways related operations.
- 6) Review and develop working arrangements between DBE and M&CP for integration of noise considerations where required into strategic and service planning and delivery.
- 7) Contribute to the inclusion of noise minimisation considerations into the City of London Manual for Sustainable Streets.

- 8) Develop policy and arrangements for integration of noise management considerations into relevant City Corporation P2PP (Procure to Pay) procurement processes and contracts e.g. specifications.
- 9) Noise Action Planning:
 - Complete investigation stages at Important Areas First Priority Locations (FPL)
 - Following the investigation stage, to consider and secure budget, where practical, to implement measures to reduce high road traffic noise levels at FPL's where the Corporation are the Highways Authority
 - Lobby and support where necessary TfL, Department of Transport and Office of the Rail Regulator to meet their similar obligations on other routes in the City.
- 10) Seek funding for noise surveys to gather baseline noise data on road traffic noise levels in the City.
- 11) Continue discussions with Crossrail and their contractors to minimise noise impact of tunnelling and train movements when operational.
- 12) Continue to enforce and raise awareness of the City limits on night time deliveries in noise sensitive areas including temporary relaxation in the lead up to the Olympic and Paralympic games; the policy on night time delivery time limits may need to be considered and reviewed after the games.
- 13) Continue to be involved with trials and schemes which promote quieter deliveries and premises servicing in the City during the Olympic and Paralympic Games: e.g. TfL Quiet Deliveries trials and Code of Practice.
- 14) Continue to promote the use of quieter vehicles and reduced use of road traffic vehicles for journeys through the Core Strategy, Local Implementation Plan, City Corporation Cycling Plan and Air Quality Strategy.



4. Dealing with Noise Complaints and Incidents

Overall aim: To resolve noise complaints and incidents through a coordinated noise response, enforcement and information sharing network.

Despite measures to prevent noise, disturbance can still occur and become a problem. The City Corporation and its partners need to have the arrangements in place to respond, assess and take action to minimise and prevent recurrences of unacceptable noise.

The City of London Corporation Department of Markets and Consumer Protection's (M&CP) Pollution Team regulate and respond to noise complaints. Each year the department receives around 2000 complaints or requests for service to deal with noise problems. The Port Health Service respond to noise complaints from leisure craft, especially those hosting private parties and events.

Where noise is so excessive that it is causing disturbance at the time of the complaint, the response is rapid and often within an hour e.g. noise from street works affecting business activities on weekdays or residents on Sundays.

Residents and businesses expect noise issues affecting them and referred to the City of London to be promptly resolved. While a significant number of complaints are resolved through informal action and good-will, if formal action is required, options are limited by statutes and regulations which can result in unmet expectations.

Not all noise complaints are necessarily made directly to the City Corporation. Some are received by the City of London Police, or are made directly to noise perpetrators or contractors through 'Helplines' such as the Crossrail Helpline.

Other City Corporation functions which can become involved with noise related enforcement issues are licensing, housing management, Barbican Centre, Highways Authority (permitting) and development management (planning).

Other agencies which also have powers and responsibilities for noise issues include:

- City of London Police
- Registered Social Landlords
- Transport for London
- Civil Aviation Authority and Airport Authorities
- Ministry of Defence

Excepting M&CP and City of London Police Memorandum of Understanding and the Anti Social Behaviour (ASB) information sharing protocol, complaints liaison arrangements between organisations are informal. Complaints information generated and held by City Corporation departments and other public organisations are not formally shared.

There is scope for strengthening and improving current levels of co-ordination and cooperation between those with noise management responsibilities and the City Corporation Pollution Team, towards providing a joined-up noise response service:

- Ensure clear understanding of roles of different organisations and communications between them
- Align enforcement approaches and evidence gathering and sharing across key agencies
- Share data, good practice and relevant research
- Address noise issues in City Corporation departmental policies and procedures so as to prevent and minimise noise from their activities or premises, and to provide initial response to noise complaints
- Increase opportunities to engage with businesses to provide advice and support, particularly with the licensed and hospitality sector

Potential benefits include quicker and proactive resolution of some noise issues before complaints are formally made to the M&CP Pollution Team (e.g. first time domestic noise complaints in CoL managed premises), and more targeted enforcement cooperation over the impact of the night time economy.

The availability of more comprehensive noise complaints information and analysis can assist in spotting and assessing trends, determining priorities and, if necessary, taking proactive measures. The information can provide evidence for targeting noise issues through working groups such as the Licensing Liaison Partnership, Safer City Partnership and the new Health and Well-being Board.



4.1 POLICIES

Noise complaint resolution and enforcement

Responding 1: Provide a dedicated service responding to, assessing and resolving justifiable noise complaints according to statutory obligations and noise management policies and procedures, managing expectations and using law enforcement tools where necessary.

Responding 2: Continue to provide a rapid response to noise complaints requiring urgent action, in particular:

- 'Out of Hours' noise response service to respond swiftly to complaints of noise occurring outside office hours
- Response during 'office hours' to noise affecting businesses e.g. street works or construction sites

Responding 3: The City Corporation, in its capacity as London Port Health Authority, will undertake night time noise patrols on the River Thames, particularly during summer months, to monitor and control noise emanating from activities on the river, and prevent disturbance to City residents, through enforcement action where necessary.

Responding 4: To apply noise prevention, control and mitigation guidance developed or adopted by the City of London; currently this is the latest edition of the City of London Code of Practice for Deconstruction and Construction Etc. (Appendix 4 outlines the key requirements of the Code relevant to working hours of noisy work on sites).

Responding 5: Continue to develop timely, consistent, and co-ordinated joined up approaches to enforcement and partnership with other regulators and public bodies to resolve and reduce the number of noise (including noise-related anti-social behaviour) complaints, e.g. Planning Authority (both City Corporation and Mayor of London), City Police, Licensing Authority, Highways Authorities, Safer City Partnership, Housing Authority and other Registered Social Landlords.

Responding 6: Organisations involved with noise management powers and responsibilities will be encouraged and supported to resolve noise complaints made to them where that is possible.

Noise complaint information and data

Responding 7: Organisations involved with noise management powers and responsibilities will be encouraged to maintain and share information and data on noise complaints. The information made available will be collated, analysed and shared between them (within the limitations of data protection legislation).

Responding 8: The City of London Corporation will, where possible (subject to limitations of data protection legislation) share noise complaint data with City residents.

Engaging with businesses

Responding 9: Continue to work proactively with the leisure, hospitality, construction and other business sectors to manage and minimise noise impacts and other environmental impacts of their operations. Such work to include provision of advice and sharing information and best practice on reducing noise disturbance and complaints.



4.2 ACTIONS

- 1) Review, update and consolidate current M&CP noise service management and delivery policies.
- 2) Support and encourage good noise management practice in Licensed Premises through the development of good practice guidance for licensees.
- 3) Current edition of CoL Code of Practice on Deconstruction and Construction to be reviewed and updated.
- 4) Continue work with the Health and Well-being Board to include noise as a health 'issue' to be addressed in the Joint Strategic Needs Assessment.
- 5) Continue with work involving the Licensing Liaison and Safer City Partnerships; encourage and support consistent and effective policies and procedures across the City Corporation and other agencies to respond to public nuisance related to operation of licensed premises.
- 6) Support a joined-up approach to noise issues in the review of the Statement of Licensing Policy and the implementation of pending new licensing legislation.
- 7) Continue to support and take part in schemes which promote good practice in noise control and management e.g. City's Considerate Contractor Scheme (CCS) and 'Safety Thirst' scheme.
- 8) Develop formal liaison and coordination protocols with the City of London Police on noise and anti-social behaviour enforcement matters and including information sharing.
- 9) Develop protocols with City Corporation DBEnvironment Development Planning on enforcement issues liaison relating to noise from unauthorised developments.
- 10) Develop protocols with City Corporation Housing Management (including Barbican Estate, Registered Social Landlords and Barbican Centre) for responding to and resolving neighbour and neighbourhood noise complaints.
- 11) Continue to build on business engagement including attending and presenting at business, licensed trade, sector liaison and residents meetings.
- 12) Develop formal liaison protocols on noise issues with Transport for London.
- 13) Make arrangements for the public sharing and availability of noise complaint data.

5. Protecting and Enhancing Tranquil Areas

Overall aim: To protect, and where possible enhance, the peace and tranquillity in parts of the City so that residents, workers and visitors can find respite from the noisy urban environment.

5.1 INTRODUCTION

There is growing interest in the value of tranquil areas. The London Plan 2011¹¹ (Policy 7.15) requires London Boroughs to:

Protect quiet areas, to be formally identified under the Environmental Noise (England) Regulations 2006 (as amended) and consider protection of spaces of relative tranquillity or high soundscape quality, particularly through Borough open space strategies.

In addition, the government's draft National Planning Policy Framework¹² includes a requirement for local planning policies and decisions to:

Aim to identify and protect areas of tranquillity which have remained relatively undisturbed by noise and are prized for their recreational and amenity value for this reason.

The City Corporation has already been looking at options to protect and enhance tranquil areas and has undertaken social surveys to see how people in the City feel about the importance of tranquillity (see section 7.3). The Core Strategy¹³ requires the protection of the City's quiet areas (policy CS15) and improvements in the City's environment (policy CS10).



- 11 The London Plan: Spatial Development Strategy for Greater London, July 2011.
- 12 National Planning Policy Framework, July 2011; DCLG.
- 13 City of London Local Development Framework Core Strategy, September 2011.

5.2 THE CITY'S OPEN SPACES

The City's many open spaces provide an opportunity for rest and relaxation for workers, visitors and residents. There are 277 sites of open space within the City covering 32.18 hectares, with 23.31 hectares being open to the public. The Core Strategy (policy CS19) aims to protect existing open space and create additional, publicly accessible, open space where feasible.

The City of London's Open Spaces Strategy 2008 contains a vision for open space provision within the Square Mile. While there is no explicit reference to noise or the quality of the aural environment in this strategy, some of the strategic objectives are linked to the establishment and protection of quiet areas:

Strategic Objective 1 To maintain and increase public access to existing open spaces and enhance the quality of these spaces, in terms of both design and management.

Strategic Objective 6 Ensure that enhanced and additional open spaces accord with high standards of sustainable design, construction and management and take account of the potential changes to the City climate.



The World Health Organisation (WHO) recommends that noise levels in gardens and recreation areas, which would include the City's open spaces, should be less than 55 dB L_{Aeq} during day time. Noise monitoring at selected locations in the City has revealed that only a few areas of the City fall below this level. These include Thames Walk, the centre of the Barbican and inside the boundary of the Guinness Trust estate.



When considering what makes an open space tranquil, people's perception of the space, as well as noise levels can have an impact. Research by the City of Amsterdam has revealed that an area can be considered to be 'quiet' when it is around 6dBA lower than its surroundings. The absolute noise level seems less important.

St Dunstan's in the East, pictured below, has a noise level during the day of 63.7dB L_{AeqT} . This is almost 9dB L_{Aeq} higher than the WHO recommended level yet the space scored very highly for tranquillity during the 2009 noise survey. Quotes from people surveyed include 'you can't find a more tranquil place in London' and 'its wonderful here'.



5.3 THE IMPORTANCE OF TRANQUILITY

People who live in and visit the City value relatively quiet, tranquil areas. The 2010 City noise attitude survey¹⁴ asked workers and residents about their views on the importance of areas that offer relative quiet and tranquillity in the City; 57% of workers surveyed and 58% of residents actively seek out quiet areas in the City; 78% of residents and 70% of workers questioned would like more to be done to protect the quieter more tranquil areas of the City as shown in Figure 6 below.

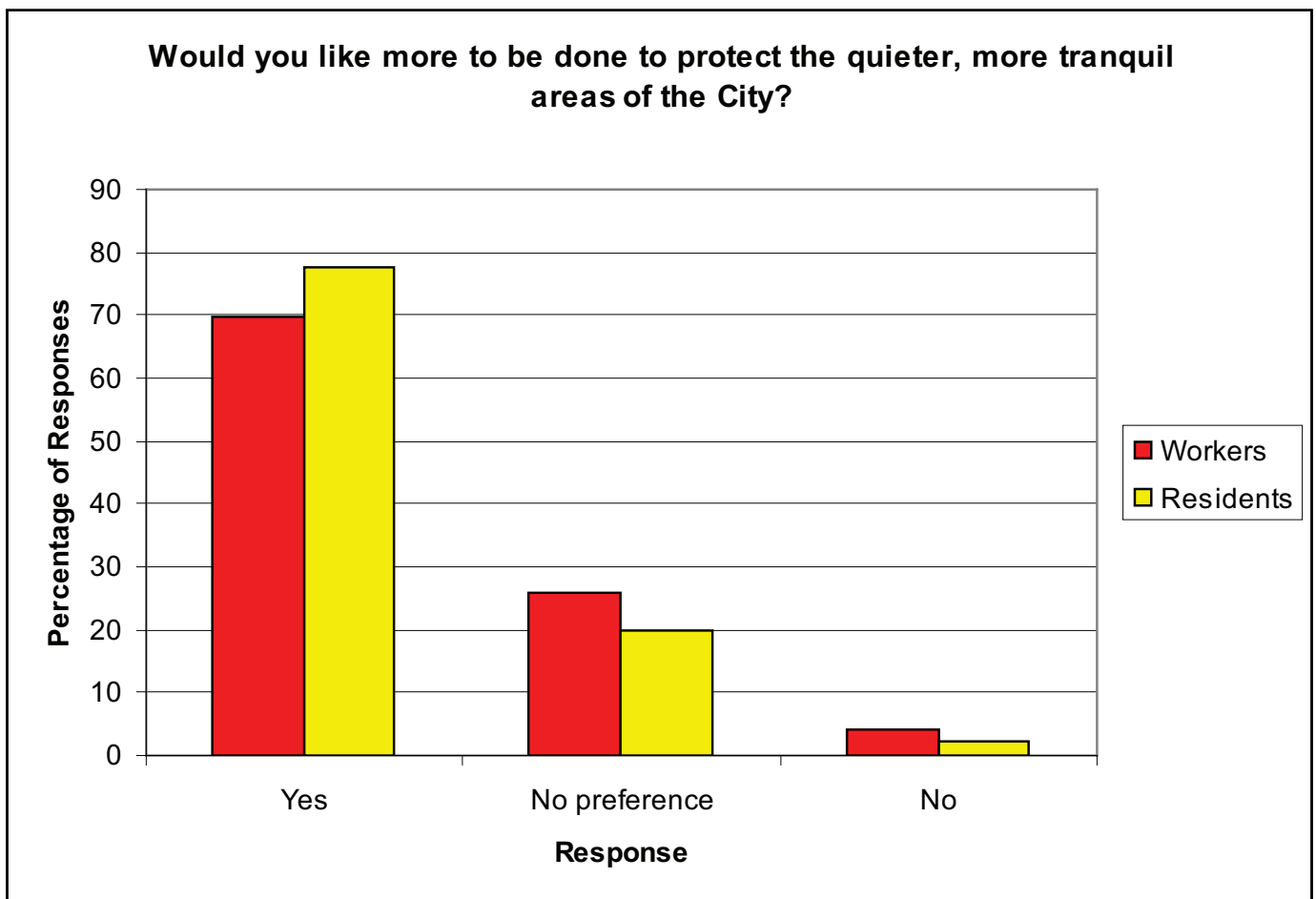


Figure 6: Demand for protection of tranquil areas. Responses from workers and residents.

14 The Quiet City Project Social Survey Report 2010: Assessing general attitudes to noise and tranquillity in the City of London. City of London Environmental Services 2010.

In 2010, Environmental Protection UK published a report for the City of London called *Quietesting Open Spaces, Towards Sustainable Soundscapes for the City of London*. The document details many suggestions for improving the tranquillity of a selection of open spaces in the Square Mile. The report details that the tranquillity of an area can be improved in a number of ways:

Reducing the noise at source

Examples include using quiet vehicles and machinery, encouraging non-motorised transport such as walking and cycling, smoothing traffic flow, redesigning street layout, traffic calming measures, quieter road surfacing and restricting traffic at sensitive times of day.

Modifying the sound pathway

This can be achieved in a variety of ways such as altering openings and entrances to block or attenuate sound pathways, enclosing noise sources, installing physical noise barriers, earth bunds, or very dense (low) vegetation.

Mitigation at the receiver

Mitigation at the receiver could be achieved by reducing the area of acoustically reflective surfaces using materials that create sound, e.g. gravel paths that reveal footfall, planting to attract insects and birds, the installation of water features and the installation of sculpture with sound.



5.4 ICONIC SOUNDS

In addition to seeking out tranquil areas, workers and residents like to be able to hear what we might call 'iconic sounds' in the City above the general noise of traffic and air handling plant. 91% of workers and 80% of residents questioned would like to be able to hear iconic sounds. The iconic sounds most identified were church bells.

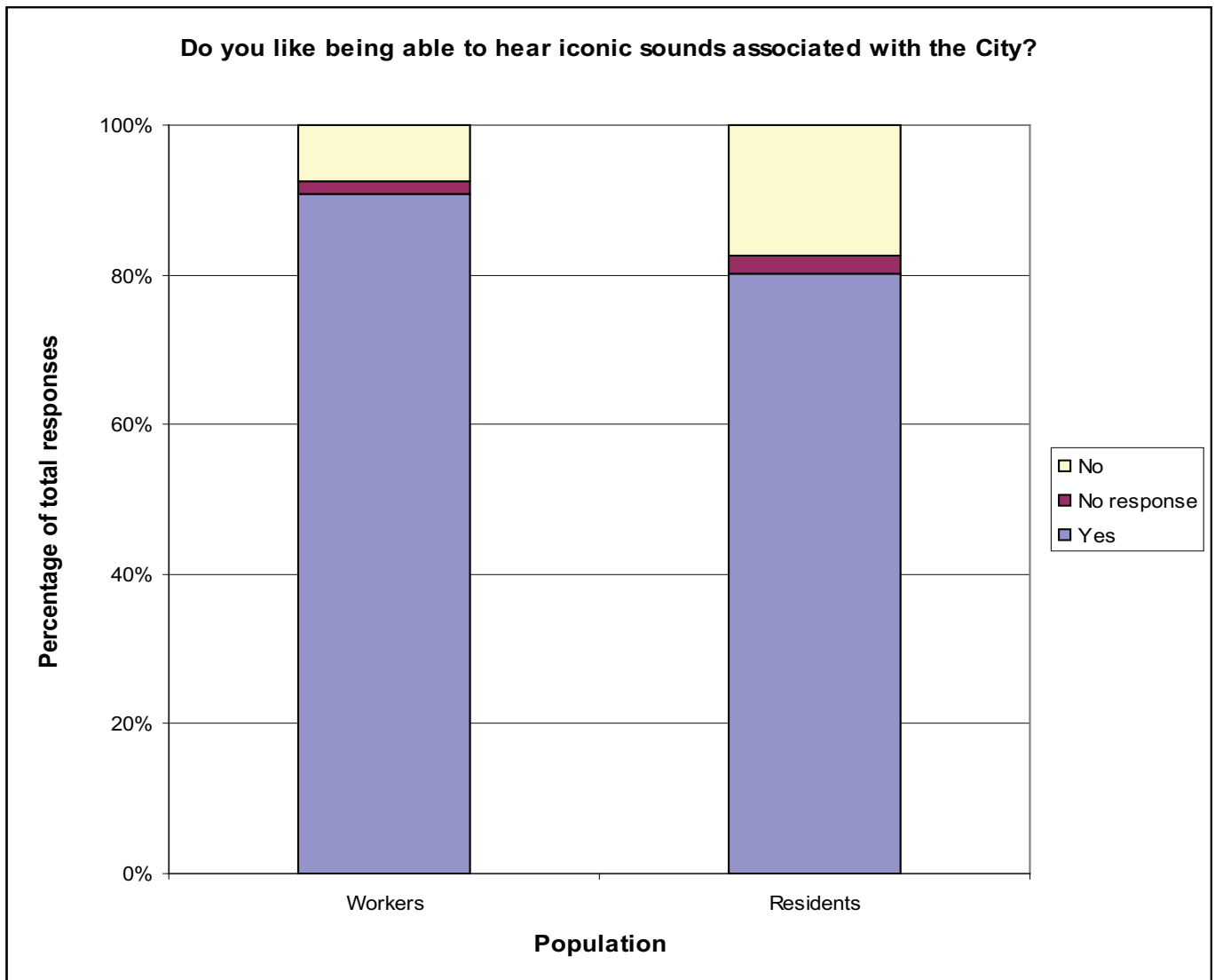


Figure 7: Desirability of iconic sounds. Responses from workers and residents.

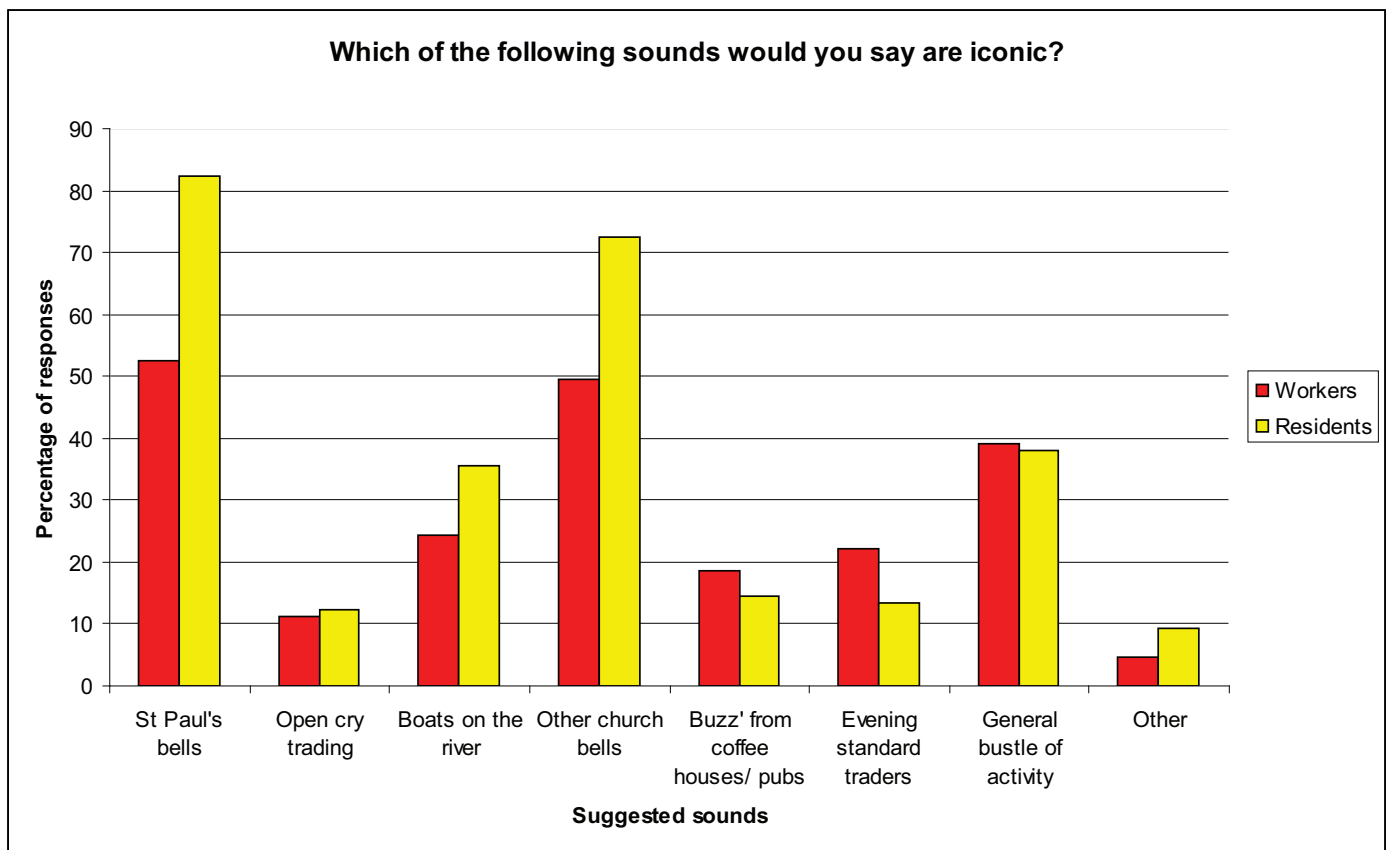


Figure 8: Sounds identified as iconic. Responses from workers and residents.

5.5 POSITIVE SOUNDS

In addition to absolute noise levels, there is also growing interest in the role of positive sounds to enhance tranquillity. Pleasant sounds, such as water fountains, can have positive impacts on health and well-being. Sounds can also be introduced into urban areas such as the sound sculpture installed by Organ of Corti in July 2011 in Carter Lane gardens near St Paul's Cathedral. The sculpture was a four metre tall installation that absorbed the City's traffic noise and transformed it into music.

5.6 POLICIES

Policies to facilitate the protection and enhancement of tranquillity and positive sounds:

Tranquil Areas 1: Where possible, acoustic design and management will be integrated into other relevant City Corporation policies and strategies and environmental management to enhance the City's 'soundscape' e.g. Open Spaces Strategy, Street Scene Manual, Area Strategies Local Implementation Plan.

Tranquil Areas 2: Open spaces that would benefit from additional protection from increased noise will be identified; specific recommendations will be made to protect and enhance these spaces in line with the requirements of the National Planning Policy Framework, The London Plan and City of London Core Strategy, supported by appropriate planning policies.

Tranquil Areas 3: Existing noise levels at open spaces will be decreased whenever the opportunity arises

Tranquil Areas 4: Major site developments will be encouraged to include tranquil areas through the planning consent pre-application process.

Tranquil Areas 5: Information on publicly accessible tranquil open spaces will be made available to the public.

Tranquil Areas 6: Options for the protection and enhancement of iconic sounds will be investigated.

Tranquil Areas 7: Consideration will be given to developing sound-based public art features in the City which will positively enhance tranquillity.

APPENDIX 1: NOISE STRATEGY POLICIES AND ACTIONS

Policies Reference	Actions	Timescale
Developments 1 Tranquil Areas 1	1) Review and update planning conditions and informatives to ensure they are fit for purpose and reflect the policies and aims of the new National Planning Policy Framework (NPPF), Core Strategy and City of London Noise Strategy,	December 2012 and ongoing
	2) Develop appropriate planning policies in the emerging Development Management DPD and other policy documents to reflect policies and aims of the Noise Strategy.	March 2014
	3) Consider noise and 'tranquil' areas issues in Environmental Enhancement Area Strategies as consultations emerge .	Ongoing
	4) Develop further guidance for designers and developers on designing 'tranquil' spaces and minimising final use noise impacts.	March 2014
	5) Review guidance to construction businesses on noise considerations and content relating to Environmental Management Plans.	March 2013
	6) Engage with relevant organisations including DEFRA and Department for Communities and Local Government, for noise related guidance on planning control during the early stages of implementation of the NPPF.	March 2012 - March 2014
Developments 2	7) Work to influence Licensing policy through the proposed review of the City of London Statement of Licensing Policy and procedures.	June 2012 - December 2012
Developments 3	8) Continue to lobby Crossrail for support to provide a timely response and consent process to Section 61 consent applications.	Ongoing
Developments 4	9) Continue to provide ad hoc advice to a wide range of City Corporation Departments e.g. Department of the Built Environment project works, facilities and housing stock management, waste collection, and events promotion and management, Barbican Centre.	Ongoing
Developments 5	10) Continue to consider noise impacts of City events and filming through the Augmented Safety Advisory Group (ASAG) and also via direct consultation with M&CP Pollution Team.	Ongoing

Policies Reference	Actions	Timescale
Transport 1, 2, 3, 11	1) Continue to work with Department of the Built Environment (DBE), M&CP, contractors and utility companies to facilitate reduced traffic disruption (e.g. extended working hours) due to street works.	Ongoing
	2) Review options for reducing traffic disruption while minimising noise impacts for residents and businesses including review of the current 'quiet hours' requirements in the City of London Code of Practice for Deconstruction and Construction.	March 2013
	3) Lobby TfL to build flexible arrangements into their proposed 'lane rental' scheme to prevent nuisance and disturbance to City residents in sensitive locations of the TfL network within the City.	June 2012
	4) Develop formal liaison protocols on noise issues with Transport for London.	September 2013
	5) Work with relevant City Corporation Departments to provide advice and support on mimimising noise and noise impacts from their transport and highways related operations.	Ongoing
Transport 4, 6	6) Review and develop working arrangements between DBE and M&CP for integration of noise considerations where required into strategic and service planning and delivery.	September 2013
	7) Contribute to the inclusion of noise minimisation considerations into the City of London Manual for Sustainable Streets.	March 2013
Transport 5	8) Develop policy and arrangements for integration of noise management considerations into relevant City Corporation P2PP (Procure to Pay) procurement processes and contracts e.g. specifications.	May 2012 - March 2013
Transport 7	9) Seek funding for noise surveys to gather baseline noise data on road traffic noise levels in the City.	March 2013

Policies Reference	Actions	Timescale
	10) Noise Action Planning: - Complete investigation stages at Important Areas First Priority Locations (FPL) - Following the investigation stage, to consider and secure budget, where practical, to implement measures to reduce high road traffic noise levels at FPL's where the Corporation are the Highways Authority - Lobby and support, where necessary, TfL, Department of Transport and Office of the Rail Regulator to meet their similar obligations on other routes in the City.	November 2012 September 2013 March 2013
Transport 8	11) Continue discussions with Crossrail and their contractors to minimise noise impact of tunnelling and train movements when operational.	Ongoing
Transport 9	12) Continue to enforce and raise awareness of the City limits on night time deliveries in noise sensitive areas including temporary relaxation in the lead up to the Olympic and Paralympic games; the policy on night time delivery time limits may need to be considered and reviewed after the games.	April - September 2012 Review December 2012
	13) Continue to be involved with trials and schemes which promote quieter deliveries and premises servicing in the City during the Olympic and Paralympic Games: e.g. TfL Quiet Deliveries trials and Code of Practice.	April - August 2012
Transport 4, 10, 11	14) Continue to promote the use of quieter vehicles and reduced use of road traffic vehicles for journeys through the Core Strategy, Local Implementation Plan, City of London Cycling Plan and Air Quality Strategy.	Ongoing
Responding 1, 2, 4	1) Review, update and consolidate current M&CP noise service management and delivery policies.	March 2013
	2) Support and encourage good noise management practice in Licensed Premises through the development of good practice guidance for licensees.	September 2013
	3) Current edition of City of London Code of Practice on Deconstruction and Construction to be reviewed and updated.	March 2013

Policies Reference	Actions	Timescale
Responding 5, 6, 7, 9	4) Continue work with the Health and Well-being Board to include noise as a health 'issue' to be addressed in the Joint Strategic Needs Assessment.	Ongoing
	5) Continue with work involving the Licensing Liaison and Safer City Partnerships; encourage and support consistent and effective policies and procedures across the City Corporation and other agencies to respond to public nuisance related to operation of licensed premises.	Ongoing
	6) Support a joined-up approach to noise issues in the review of the Statement of Licensing Policy and the implementation of pending new licensing legislation.	June - December 2012
	7) Continue to support and take part in schemes which promote good practice in noise control and management e.g. City's Considerate Contractor Scheme (CCS) and 'Safety Thirst' scheme.	Ongoing annual schemes
	8) Develop formal liaison and coordination protocols with City Police on noise and anti-social behaviour enforcement matters and including information sharing.	September 2012
	9) Develop protocols with City Corporation DBE Development Planning on enforcement issues liaison relating to noise from unauthorised developments.	March 2013
	10) Develop protocols with City Corporation Housing Management (including Barbican Estate, Registered Social Landlords and Barbican Centre) for responding to and resolving neighbour and neighbourhood noise complaints.	March 2014
	11) Continue to build on business engagement including attending and presenting at business, licensed trade, sector liaison and residents meetings.	Ongoing
	12) Develop formal liaison protocols on noise issues with Transport for London.	September 2013
Responding 8	13) Make arrangements for the public sharing and availability of noise complaint data.	September 2012

APPENDIX 2: CITY OF LONDON

The City of London Corporation (the City Corporation) provides local Government services for an area in central London known as the 'Square Mile' and supports and promotes the City of London as a world leader in international finance and business.

Land use is dominated by commercial buildings, with around 310,000 people commuting into the City each working day. There are close to 6,000 businesses concentrated in the financial and related services industries. There is a huge demand for space in an area measuring just 290 hectares.

The residential population is relatively small and stands at approximately 9,700. Residents are concentrated in the northern part of the City (Barbican, Golden Lane) and the east (Middlesex Street and Mansell Street). Increasing numbers of residential units have been added in recent years scattered more widely through the City.

The City is growing as a destination for visitors, with around 8,000 visitors on a daily basis drawn to the City's large number of cultural attractions, including historic buildings, part of the City's wider cultural offering. There are increasing numbers of hotels to accommodate leisure and business visitors.

In response to demand, there has been a significant increase in the retail, hospitality and catering sectors in recent years and a growth in 7 day retail trading. Continued growth is anticipated of the night time economy in the City. This will bring with it positive benefits but also the potential for challenges around increased disturbance.

There are six mainline rail stations, with more being added on completion of the Crossrail project, and 12 underground and DLR stations. The City is served by 38 high frequency bus routes and 24 night bus routes. Most commuter, visitor and resident journeys are by public transport, walking or cycling. The City has high levels of road traffic, mainly delivery and servicing vehicles, taxis and buses. The main Transport for London (TfL) route running from Victoria Embankment through to Tower Hill is used very intensively by goods vehicles and commuter private vehicles.

Development and redevelopment of City buildings and streets, although subject to economic cycles, is constant. The Core Strategy plans for an increase of 1,150,000 sq m of new office floorspace between 2011 and 2026. Supporting future growth requires continuous infrastructure improvements to meet the needs of a world leading city including the current water mains renewal programme, the upgrading of services security and street enhancement works and upgrading of transport hubs.

APPENDIX 3: POLICY AND STRATEGIC CONTEXT

1. National Policy

a) Noise Policy Statement for England - March 2010

The Noise Policy Statement for England (NPSE) sets out the long term vision of national noise policy. The NPSE provides a framework to enable decisions to be made regarding what is an acceptable noise burden to place on society. The NPSE applies to all types of noise apart from noise in the workplace.

The main message of the NPSE is to promote good health and good quality of life through the management of noise. It is envisaged that the publication of the NPSE will encourage noise to be taken into account at the appropriate time through policy development. The key aims of the NPSE are to:

- Avoid significant adverse impacts on health and quality of life
- Mitigate and minimise adverse impacts on health and quality of life
- Where possible contribute to the improvement of health and quality of life

b) Noise Mapping and Noise Action Plans

In March 2010 the Government published Noise Action Plans for major agglomerations under the Environmental Noise Directive (END) 2002/49/EC and the Environmental Noise (England) Regulations 2006 (as amended).

The Noise Action Plan for London covers the noise arising from road, railway, aviation and industrial sources that affect the London agglomeration. The Government intends that the END Action Plans will assist the management of environmental noise in the context of Government policy on sustainable development.

The Regulations and Action Plan for London require Highways and Planning Authorities to assess noise management options in identified areas where residents are exposed to high road traffic noise levels.

The Noise Action Plan aims to promote good health and good quality of life and includes a section on protecting and enhancing 'quiet' or 'tranquil' areas. The Department of the Environment Food and rural Affairs (Defra) has commissioned research to assist in the process of defining quiet areas in urban areas and is currently considering the next steps.

c) National Planning Policy Framework

Replaces all previous national planning policy documents. It reflects the Noise Policy Statement above and also requires that planning policies and decisions should aim to:

- Recognise that development will often create some noise and existing businesses wanting to develop in continuance of their business should not have unreasonable restrictions put on them because of changes in nearby land uses since they were established; and
- Identify and protect areas of tranquillity which have remained relatively undisturbed by noise and are prized for their recreational and amenity value for this reason.

2. Regional Policy: Mayor of London

The Mayor of London's planning, transport and noise policies support, or require action by, local authorities on noise issues. The policies are outlined in the following key documents:

- Mayor's Noise Strategy 2004
- The London Plan 2011
- Mayor's Transport Strategy 2011

There are requirements for local authorities to reduce the adverse impact of noise through their planning and transport policies and through transport management.

The Mayor's policies also support the protection of identified 'quiet areas' and spaces of relative tranquillity or high soundscape quality.

3. City Corporation Policy

This noise strategy supports, complements and takes account of the following City Corporation policies and plans:

a) The Corporate Plan 2012 - 2016

The Corporate Plan 2012 - 2016 is the City's main strategic planning document and is informed by the 'The City Together Strategy'. It provides a framework for the delivery of services and presents a clear statement of the City's vision and strategic aims. It supports the City as a place to do business and also the provision of high quality efficient public services for residents, workers and businesses.

b) The City Together Strategy 2008 - 2014

This is the sustainable community strategy for the City of London. The City Together Strategy: The Heart of a World Class City 2008 - 2014 was developed by The City Together, which is the City's local strategic partnership. The City Together Strategy contains 26 key goals, two of which are:

To continue to minimise noise, land and water pollution, and improve air quality where this is possible.

To minimise any aspects of the emerging night time economy which are detrimental to the City, whilst continuing to support a vibrant and culturally rich environment.

A medium term priority in the City Together Strategy is:

To continue to minimise noise from new developments, transport and entertainment premises in a way that is consistent with promoting the economic development of the City.

c) City of London Corporation Local Implementation Plan 2011 (LIP)

The City of London is developing its second Local Implementation Plan (LIP). The LIP outlines how the City of London intends to implement the Mayor's Transport Strategy 2011. The LIP contains the following policy:

LIP 2011.4: To reduce the adverse effects of transport in the City on health, particularly health impacts related to poor air quality and excessive noise and the contribution that travel choices can make to sedentary lifestyles.

d) City Corporation Planning Policy

The City of London Local Development Framework (LDF) contains the vision, policies and proposals for planning the City. The LDF comprises a series of documents that are separately prepared and together set out the City's planning strategy. The most important policy document in the LDF is the Core Strategy which contains its planning vision and key policies. The Core Strategy was adopted on 8 September 2011.

City of London Core Strategy 2011

The City of London Core Strategy recognises the importance of planning policy in protecting and enhancing the environment of the City. Noise management is referred to in two key policy areas:

- **Policy CS10** – aims to promote a high standard and sustainable design of buildings, streets and spaces, including:

Delivering continuous improvement in the environment, amenities and enjoyment of open spaces, play areas, streets, lanes and alleys through public realm enhancement strategies incorporating innovative design solutions.

By **taking forward the quiet spaces project.**

- **Policy CS15** – aims to enable businesses and residents to make sustainable choices, including requiring developments to positively address:

Protection of the City's quiet areas and quiet times of day for business (daytime) and residents (night time).

By **implementation of the City's Noise Strategy 2012.**

The Core Strategy contains policies which could have a positive impact on noise and soundscape quality:

- Environmental improvements and improved facilities and safety for walking and cycling
- Measures to reduce traffic congestion and minimise environmental impacts (including air quality) of travel and servicing
- Encourage healthy lifestyles through improved quantity, quality and access to open spaces in the City

Area based policies in the Core Strategy also refer to measures to be taken in different parts of the City which will require consideration of noise impacts. For example:

- **Policy CS5** North of the City encourages pedestrian permeability through large sites whilst preserving privacy, security and noise abatement for residents and businesses
- **Policy CS6** Cheapside and St Paul's requires improvement of the current low levels of crime and antisocial behaviour (which includes noise) whilst promoting a significant increase in retail floorspace
- **Policy CS9** Thames and the Riverside promotes improved vibrancy at specific locations along the riverside whilst preserving security, privacy and noise abatement

e) Open Space Strategy

In 2008 the City Corporation published The City of London Open Space Strategy which covers open spaces within the Square Mile. The strategy recognises that open spaces are valuable for promoting good health and well-being and absorbing noise.

One of the strategic objectives is:

To maintain and increase public access to existing open spaces and enhance the quality of these spaces, in terms of both design and management.

f) City of London Statement of Licensing Policy 2011

This policy sets out the manner in which licensing applications for the sale and supply of alcohol, the provision of regulated entertainment and the provision of late night refreshment are considered.

It includes an expectation that where there is a potential for noise disturbance related to licensable activities, for the prevention of public nuisance applicants will consider:

- Conducting detailed risk assessments of their businesses
- Providing acoustic reports
- Stating how outside areas will be managed to prevent nuisance to neighbours
- Working with other licencees in the area to combat nuisance caused by customers creating a disturbance to residents in the street

APPENDIX 4: CONSTRUCTION AND STREET WORKS - CITY 'QUIET HOURS'

Summary of standard working hours guidance and its application in latest edition of City of London Code of Practice for Deconstruction and Construction Sites

If no-one is disturbed by noisy construction¹⁵ works or if work is not noisy, then extended hours or even 24 hour working can take place.

Where residents are adversely affected or are likely to be adversely affected by noise, the permitted times of operation, including ancillary activities such as deliveries, will be restricted to:

'Standard' or 'Permitted' hours; for noise generating construction work in the City and across London these times will normally be the following:

- 08:00 - 18:00 hours (Monday to Friday);
- 08:00 - 13:00 hours (Saturday) (certain noise sensitive residential areas identified by the City of London will be 09:00 - 14:00 hours on Saturdays);
- No working is permitted on Sundays, 'Bank' or other national Holidays.

Where commercial activities are adversely affected or are likely to be adversely affected during the 'Standard' or 'Permitted' hours, the permitted times of operation, will be further restricted during 'City Quiet Hours':

'City Quiet Hours':

- 10:00 - 12:00 (Monday to Friday);
- 14:00 - 16:00 (Monday to Friday).

During 'quiet hours' noise generating activities e.g. percussive breakers, cutting using power tools, noisy machinery will not usually be permitted. Other non noisy or less noisy work which does not cause adverse impacts will usually be permitted during 'quiet hours'.

It is expected that in order to minimise noise and noise impacts, contractors will also use other less noisy methods or acoustic barriers i.e. 'Best Practicable Means' (BPM).

Works outside the above Standard / permitted hours or during quiet hours should only be undertaken with the written prior consent of the Pollution Team of M&CP (A 'variation'). Prior consent is not required for certain locations where complaints are not likely or where there is a genuine emergency for safety, health or security reasons e.g. gas leaks, dangerous structures, electrical supply or water main. Early involvement of the M&CP Pollution Team will reduce risks of project delays.

¹⁵ Includes deconstruction (demolition), road / street works, maintenance and deliveries / removal.

The complexities and diverse needs of different businesses and residents and the need to also minimise disruption to traffic necessitates a flexible approach to restricting noisy working periods; the above restrictions will be eligible for variation according to circumstances of each site or nature of the contract e.g. use of equipment or methods which generate lower noise levels may enable extension of noisy working hours; varying 'quiet hours' times to minimise disturbance to lunchtime retail trade, extending hours for noisy street-works where impacts on residents or businesses are acceptably reduced will help reduce traffic congestion.

Structurally transmitted noise from construction adversely affecting immediate neighbours is likely to be restricted between 09:00 - 17:00 hours. For complex sites with a neighbour mix including residential, retail, and commercial properties, restriction will need to be negotiated in advance and if necessary imposed.

Complaints about excessive noise disturbance if found to be justified or a nuisance, even if being carried out within the time restrictions above, may result in formal enforcement action according to the M&CP Enforcement Policy¹⁶.

¹⁶ Section 60 Control of Pollution Act 1974, or Section 80 Environmental Protection Act 1990 (where noise amounts to a Statutory Noise Nuisance).

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GLOSSARY

Ambient noise

Ongoing unwanted sound in the environment such as from transport and industry, as distinct from individual noise incidents, such as a noisy all-night party. Specifically in this strategy, long term, systematically predictable noise emitted by road traffic, rail traffic, air traffic, water transport, and from sites of industrial activity. Unless stated otherwise, noise includes vibration. The term 'ambient noise' can also be used more widely, in terminology deriving from the ISO:1996 standard, to refer to the sound from all sources combined - not just road traffic and industry, but including birdsong, running water, etc.

A-weighted

The human ear is more sensitive to mid frequencies than to very high or low ones. A weighting is a correction usually applied to environmental noise measurements to reflect this.

Code of Practice for Deconstruction and Construction

A code of practice that sets out environmental standards and construction procedures for construction sites and projects.

Considerate Contractors Scheme

Scheme operated by the City to promote high standards of amenity on all building sites in the city through a code of good practice which seeks to secure building sites are well maintained, quiet, clean, tidy and safe and operated in a responsible and accountable manner.

Decibel (dB)

Sound is measured in decibels. They are a logarithmic scale normally used for sound pressure measurements.

END

The European Environmental Noise Directive (Directive 2002/49/EC)

The END requires Member States to create strategic noise maps and to produce noise action plans.

Environmental noise

Environmental noise is unwanted or unpleasant outdoor sound generated by transport and industry including noise from road transport.

Frequency

High frequency noises are often described as having a high pitch and low frequency noises as having a low pitch. Frequency is the number of cycles per second that the sound pressure fluctuates about the ambient static air pressure. Frequency is measured in Hertz (Hz).

L_{Aeq}

Ambient noise is normally measured as L_{Aeq} . L_{Aeq} T is the equivalent **A-weighted sound pressure** level that gives the energy average of a fluctuating sound level measured over a specified time.

L_{Amax}

The maximum **A-weighted, sound pressure** for a discrete event or over a specific time period ($L_{Amax,T}$).

L_{A90}

A-weighted sound pressure level exceeded for 90% of the measurement period. It is widely used to measure background noise levels.

Neighbour noise

Generally unwanted noise inside and outside people's homes e.g. excessive volume of amplified music or television.

Neighbourhood noise

Unwanted noise arising from the community such as entertainment premises, trade and business premises, construction sites and some types of noise in the streets e.g. street works.

Noise

'Unwanted sound'. Noise includes vibration, except where the context indicates otherwise. Noise is classified as a pollutant in the European Directive (2008/1/EC) on Integrated Pollution Prevention and Control (IPPC).

Noise incident(s)

This refers to discrete occurrences of noise, individual noise events.

Noise sensitive premises

Term used in Government Planning Guidance, PPG 24, 'Planning and Noise'; defined as properties that are to be protected from noise from developments. These include: all residential properties; educational establishments; hotels; theatres; hospitals; concert halls; broadcasting and recording studios.

Sound pressure

The fluctuations in air pressure, from the steady air pressure, caused by sound.

Soundscape

The overall quality of an acoustic environment as a place for human experience. Soundscape design may encompass reduction or elimination of certain sounds ('noise abatement'), preservation of certain sounds ('iconic sounds'), and the combination and balancing of sounds to create or enhance an attractive and stimulating acoustic environment.

Statutory noise nuisance

Under the Environmental Protection Act 1990, 'noise emitted from premises so as to be prejudicial to health or a nuisance' may constitute a statutory nuisance.

Street works

Includes roadworks and work in the street commissioned by utilities companies or Highways Authorities.



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Committee(s):	Date(s):	Item no.
Port Health & Environmental Services	1 st May 2012	
Subject: Study into presence of salmonella in imported reptiles and amphibians.	Public	
Report of: Director of Markets & Consumer Protection.	For Information	
<u>Summary</u>		
<p>This reports sets out the details and results surrounding a study into the prevalence of Salmonella in a sample of the some 300,000 reptiles and amphibians that are shipped through the HARC each year.</p> <p>Reptiles are widely acknowledged as carriers of salmonella bacteria, and as such present a health risk to those coming into contact with the animals or their excreta. The study was conducted with the aim of ascertaining the specific serotypes of the Salmonellas found, in order to better quantify the risk to staff and visitor.</p> <p>This study has revealed that whilst Salmonella bacteria in transported reptiles is highly prevalent, evaluation of the results concludes that the control measures currently used against Salmonella infection are adequate.</p> <p>Recommendation: Your Committee is requested to note the content of this report</p>		

Main Report

Background

1. Reptiles are widely acknowledged as carriers of Salmonellas, and as such present a zoonotic risk to those coming into contact with these animals or their excreta.
2. There are two species within the Salmonella genus; S. enterica and S. bongori. S. enterica has six sub species; enterica (I), salamae (II), arizonae (IIIa), diarizonae (IIIb), houtenae (IV) and indica (VI). There are over 2500 Salmonella serotypes with approximately 60% belonging to subspecies I; S. enterica enterica³. S. enterica enterica is present in both endothermic and ectothermic animals whilst the other subspecies are generally associated with ectothermic species⁴. S. enterica arizonae are usually associated with reptiles, particularly snakes, but are considered one of the less common subspecies of Salmonellas found in humans⁵.

Current Position

3. Around 300,000 reptiles and amphibians are transported through London Heathrow Airport's Live Animal Border Inspection Post every year¹. Each shipment is physically inspected and endangered species are subject to additional

checks by the UK Border Agency. A significant number of HARC staff, UK Border Agency Officers and visiting students will have contact with these imported reptiles, in addition to industry workers and the pet owners for whom the animals are intended.

4. The severity of salmonella infection in humans is variable depending on age and health status, as well as the particular serotype of the bacteria in question. Most cases of infection are expected to result in a period of absence from work ranging from one to three weeks. The risk of infection from the more common serotypes is adequately controlled through protective clothing and promotion of good hygiene measures. However, should more hazardous serotypes be found in species transiting through, or temporarily housed at the ARC, current procedures and control measures would require further consideration.
5. This study sampled shipments from varying origins and included a range of species, with the aim of identifying the presence or absence of identified salmonella serotypes, and determining the level of the risk to the health of those in contact. Samples were collected and tested between June 2010 and July 2011. Presence/absence data was initially required and so viable faecal matter was collected opportunistically and the details of the shipment recorded. 23 samples were collected between June 2010 and July 2011. Those samples testing positive for the presence of Salmonella bacteria were forwarded for serotyping. Table 1 provides the full results of the study including species and serotypes where identified. In summary, tortoise, snake, lizard and amphibian species were sampled from Ghana, Tanzania, Zambia, Egypt, Uzbekistan, Turkey, Prague, Indonesia, Canada and USA. Faecal matter was pooled by species where multiple samples were available.
6. Eleven positive results were recorded (47.8%), with the remaining twelve samples absent of Salmonella bacteria. However, due to the limited availability of samples in each consignment, it is very likely that the true presence of infection is higher than that observed. Nine of the positive samples returned a serotype of group I, *S. enterica enterica*, and two returned serotypes of group II, *S. enterica salamae*. 5 species of amphibian were sampled, with one returning a positive result which was serotyped as *S. enterica enterica* serovar SaintPaul. 4 samples were collected from Ghanaian shipments with each of these returning a positive result for a serovar of *S. enterica enteric*.

Implications

7. None of the *Salmonella enterica arizonae* serotypes typically associated with reptiles were seen in the imported species sampled. The results observed suggest that further sampling of a greater range of species including repeat testing of negative samples where these can be made available, would reveal at least a 50% presence of Salmonella bacteria, or potentially substantially higher.
8. Since the serotypes found are those present in both endothermic and ectothermic species, and are transmissible to humans, Salmonella as a zoonoses must continue to be considered a risk and all reptiles, regardless of species, country of origin or breeding status, can be considered as more likely to be infected than not. The serotypes identified are commonly occurring and therefore whilst reptiles are more likely to be carrying these bacteria than not, the severity

of an infection is akin to that of other common sources such as household handling and cooking of poultry. Therefore the management of reptile consignments and assessment of their risk is unchanged.

Conclusion

9. Heathrow Animal Reception Centre is in a unique position with regards to the number and range of species seen. The screening of groups of species transiting through the Centre serves as a useful tool for monitoring trends relating to animal and public health and for informing the assessment of risk to those coming into contact with potential pathogens. This study has revealed that whilst Salmonella bacteria in transported reptiles are highly prevalent, there is currently no evidence of a greater risk than was our previous assumption.
10. However, should new patterns of the global trade in such species become apparent in the future, it is advised that sampling recommence to enable early identification of likely sources of infection of the more hazardous Salmonella types.

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Appendices

1. Table 1; Complete results of salmonella testing 2010-2011

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Table 1; Complete results of salmonella testing 2010-2011

Ref	Species	Origin	Status	Result	Serotype
1	Varanus albigularis	Tanzania		+	S. Albany sub genus 1 (Serogroup:C£)
2	Varanus niloticus	Ghana		+	3,15,34,-:-NM subgenus 1 (serogroup: E1)
3	Geochelone sulcata	Ghana		+	S. Nottingham, subgenus 1 (serogroup: 1)
4	Stigmochelys pardalis	Zambia		-	
5	Python regius	Ghana		+	S. Lome, subgenus 1 (serogroup:D1)
6	Stigmochelys pardalis	Zambia		-	
7	Uroplatus sp.	Canada	cb	+	
8	Dendrobates auratus	Prague	cb	-	
9	Pogona vitticeps	Prague	cb	+	S. cholerasuis spp. Azizone
10	Epicrates cenchria	Prague	cb	-	
11	Trachycephalus resinifictrix	Prague	cb	-	
12	Hyperolius sp.	USA	cb	-	
13	Python regius	Ghana		+	S. schwarzengrund sub genus 1 serotype B
14	Rana madagascariensis	Egypt		-	
15	Boa constrictor	UK	cb	-	
16	Testudo horsfieldii	Uzbekistan		-	
17	Geochelone elegans	USA	cb	-	
18	Boa constrictor	UK	cb	+	S. senftenberg subgenus 1 serotype E4
19	Testudo horsfieldii	Uzbekistan		+	serotype 4,12:-:1,6 subgenus II Group B
20	Testudo hermanni	Turkey		-	
21	Polypedates otitophus	Indonesia		+	S. saintpaul sub genus 1 serogroup B
22	Varanus doreanus	Indonesia		-	
23	Testudo horsfieldii	Uzbekistan		+	4, 12:-:1,6 sub genus II serogroup B

Committee(s):	Date(s):	Item no.
Port Health and Environmental Services Committee	1 May 2012	
Subject: Open Spaces Department Business Plan 2012- 2015		
Report of: Director of Open Spaces	Public For Decision	
<p><u>Summary</u></p> <p>The Open Spaces Department Business Plan for 2012 – 2015 will be presented to the Open Spaces, City Gardens and West Ham Park Committee on 25 April 2012. This Plan outlines the overall departmental aims and objectives, the key projects for the next three years and the key indicators that have been set to measure performance.</p> <p>The City of London Cemetery and Crematorium has been integrated into the Open Spaces Department’s Business Plan for the first time this year and a summary relating to the Cemetery and Crematorium is attached to this report.</p> <p>Members of the Port Health and Environmental Services Committee are therefore asked to comment on these sections, before the Plan is finalised.</p> <p><u>Recommendations</u></p> <p>It is recommended that Members</p> <ul style="list-style-type: none"> i) approve the sections that specifically relate to the Cemetery and Crematorium that have been included in the Open Spaces Department Business Plan for 2012 – 2015, and agree the targets for service delivery as quantified by the performance indicators. ii) determine whether any projects and performance indicators represent high risk and priority sectors of service which you would expect to be featured in the quarterly progress reports which will be submitted to this Committee during 2012/13. 		

Main Report

Background

1. Departmental Business Plans are now an integral element of the City's enhanced performance management system and are part of a more clearly defined annual planning cycle, which has been devised to improve the links between service and financial planning and drive service improvement.
2. The purpose of the Open Spaces Business Plan is to enable the Department to show how its activities support the City's strategic aims and policy priorities and demonstrate how it can improve its performance. The Plan shows:
 - How the Department's activities contribute to the City Together Strategy and the Corporate Plan and therefore how the City's policies will be implemented,
 - Performance targets for the current year,
 - Resource and learning and development requirements, and
 - The programme of action required to achieve the targets
3. The previous Business Plan for 2011 - 2014 was approved by the Open Spaces, City Gardens and West Ham Park Committee in April 2011 and progress reports with financial monitoring information have been submitted each quarter.

Current Position

4. The new Business Plan for 2012 - 2015 will be presented to the Open Spaces, City Gardens and West Ham Park Committee on 25 April 2012. It has been compiled in line with corporate guidelines and incorporates comments from the Town Clerk's Performance and Development Team. The overall Plan provides a review of the Open Spaces Department's performance in the past year and looks ahead to future plans in the light of available resources.
5. The Open Spaces Department took responsibility for the City of London Cemetery and Crematorium in September 2011 following a corporate departmental review. The Cemetery and Crematorium has therefore been integrated into this Business Plan for the first time this year.

6. Members of the Port Health and Environmental Services Committee are invited to comment on key sections in the new Plan and the projects that relate to the Cemetery and Crematorium, before the Plan is finalised. A summary of the relevant sections in the Plan is therefore attached to this report and includes :

- Introduction from the Director of Open Spaces
- Summary of services provided by the Open Spaces Department
- Organisational Structure
- Open Spaces Vision, and Strategic Aims and Objectives
- Key Performance Indicators
- Key Projects for the Cemetery and Crematorium
- Key Achievements in 2011/12
- Staffing position
- Financial summary
- Risk Register

A copy of the full Plan will be available on the intranet.

Strategic Implications

7. The Business Plan details how the Open Spaces Department's activities and key projects for the next three years support and link to the themes in the City Together Strategy and the City's Corporate Plan.

Conclusion

8. Formal monitoring arrangements are in place to ensure that performance is reviewed regularly at the appropriate level. During the coming year progress on implementing the Business Plan will be monitored with the Superintendents at monthly departmental management team meetings. Members will be kept informed of progress on the key projects and the budget position in quarterly reports to this Committee during 2012/13, which will review progress on achieving the performance indicators and highlight any significant deviation from the Plan.

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Open Spaces Business Plan 2012 -2015

Summary for Port Health and Environmental Services Committee

1. Introduction

Our Business Plan remains focused on the financial position we need to maintain and limiting the impact of changes on front line services. The principle we have used in previous plans – clear strategic aims and objectives, measurable KPIs, as well as a determination to achieve value for money in all we deliver – will continue to ensure we manage this challenge.

Corporately we continue to support the achievements of back office efficiencies; moving from HR, Finance and IS to Procurement. We have made a significant commitment to delivering the new web site, an opportunity to become more interactive with the communities and customers we serve.

This Olympic year has created many opportunities for people to try new things; particularly in the fields of sport, the arts and culture. We need to ensure that these opportunities for people to engage actively will continue as part of the Olympic legacy. During this exciting period we will also ensure our services remain accessible and of a high standard.

In the last six months the Cemetery & Crematorium have joined Open Spaces and we have the opportunity to focus on common management themes; as well as identify new opportunities to learn from shared experiences.

The impact of recent legislation, yet to be enacted for Reservoirs, will have a very substantial impact on our work, particularly but not exclusively at Hampstead Heath and Epping Forest. There will be substantial challenges in resourcing the capital projects and delivering the designed outcomes.

This Business Plan is provided for Members' consideration and approval.

Sue Ireland
Director of Open Spaces - April 2012

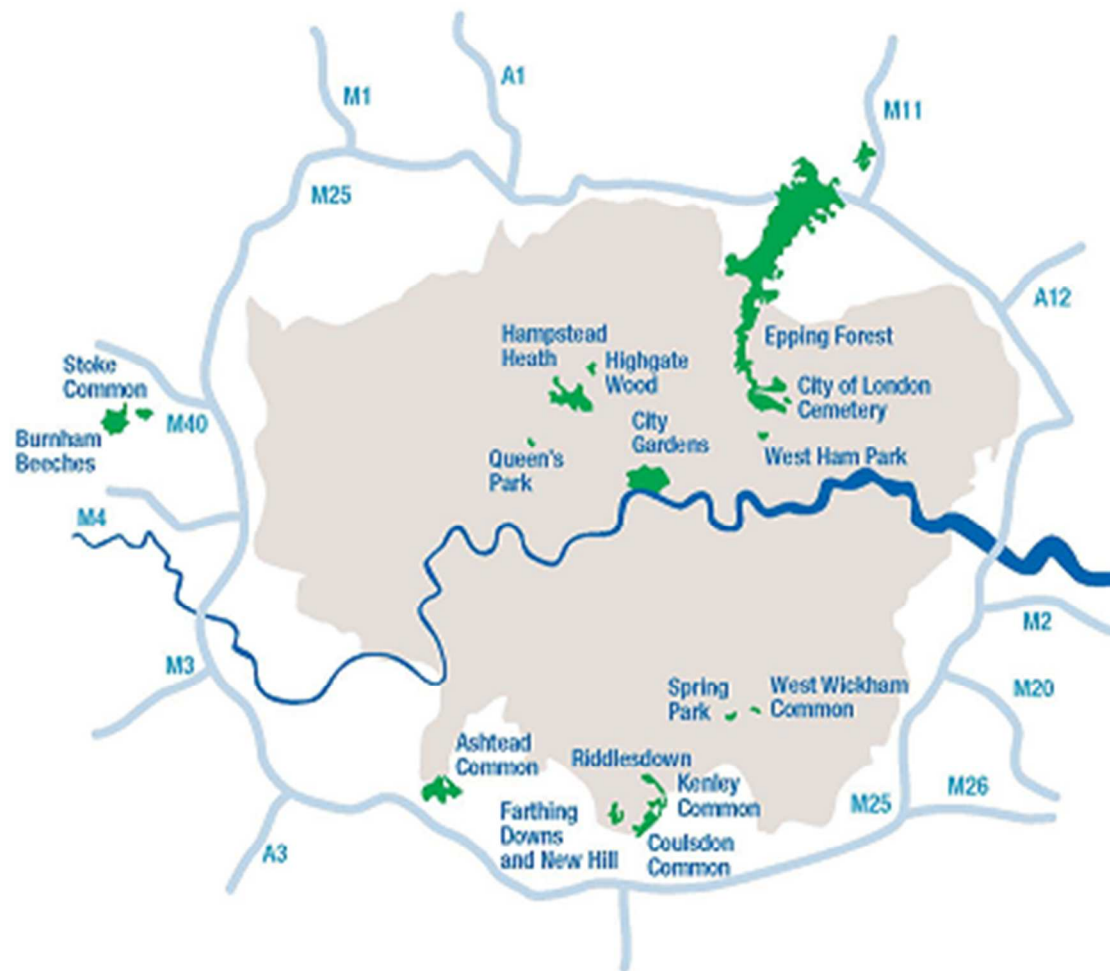
2. Summary of services

The City Corporation owns and manages nearly 11,000 acres (4,435 hectares) of Open Spaces in and around London, as shown on this map. Most of these areas are protected by Acts of Parliament as permanent Open Spaces, which prevent them ever being developed.

The Director and the staff working in the Directorate, based at Guildhall, co-ordinate the overall management of the Department and offer advice and support to the Superintendents who are responsible for the management of their individual sites.

The group of sites managed by the Superintendent of Hampstead Heath, including Highgate Wood and Queen's Park, are referred to within the Department as North London Open Spaces.

The Open Spaces Department has recently assumed responsibility for the City of London Cemetery and Crematorium.



The importance of the City's Open Spaces as wildlife habitats is recognised regionally, nationally and internationally. Burnham Beeches and Ashted Common are classified as National Nature Reserves. Epping Forest and Burnham Beeches are also Special Areas of Conservation, under the European Union's Natura 2000 network, and many sites also contain Sites of Special Scientific Interest. In addition some sites are recognised as historically important landscapes and are included in the *English Heritage Register of Parks and Gardens of special historic interest*. All of the sites provide accessible high quality green space for the people of London to enjoy peaceful recreation and sporting activities. The Cemetery's success in the Green Flag Awards in 2011 is summarised in section 7.

COMMITTEE REPORTING ARRANGEMENTS

Matters concerning the individual Open Spaces are considered by several City Committees, as required by various Acts of Parliament. Following Governance and Charitable Trust Reviews, the Committees have been reorganised as follows:

- **Open Spaces, City Gardens and West Ham Park Committee**, which determines overall departmental policy and considers strategic and corporate issues, as well as matters relating to City Gardens and West Ham Park.
- **Epping Forest and Commons Committee**, which also considers matters relating to Burnham Beeches and Stoke Common and the City Commons.
- **Hampstead Heath, Highgate Wood and Queen's Park Committee**

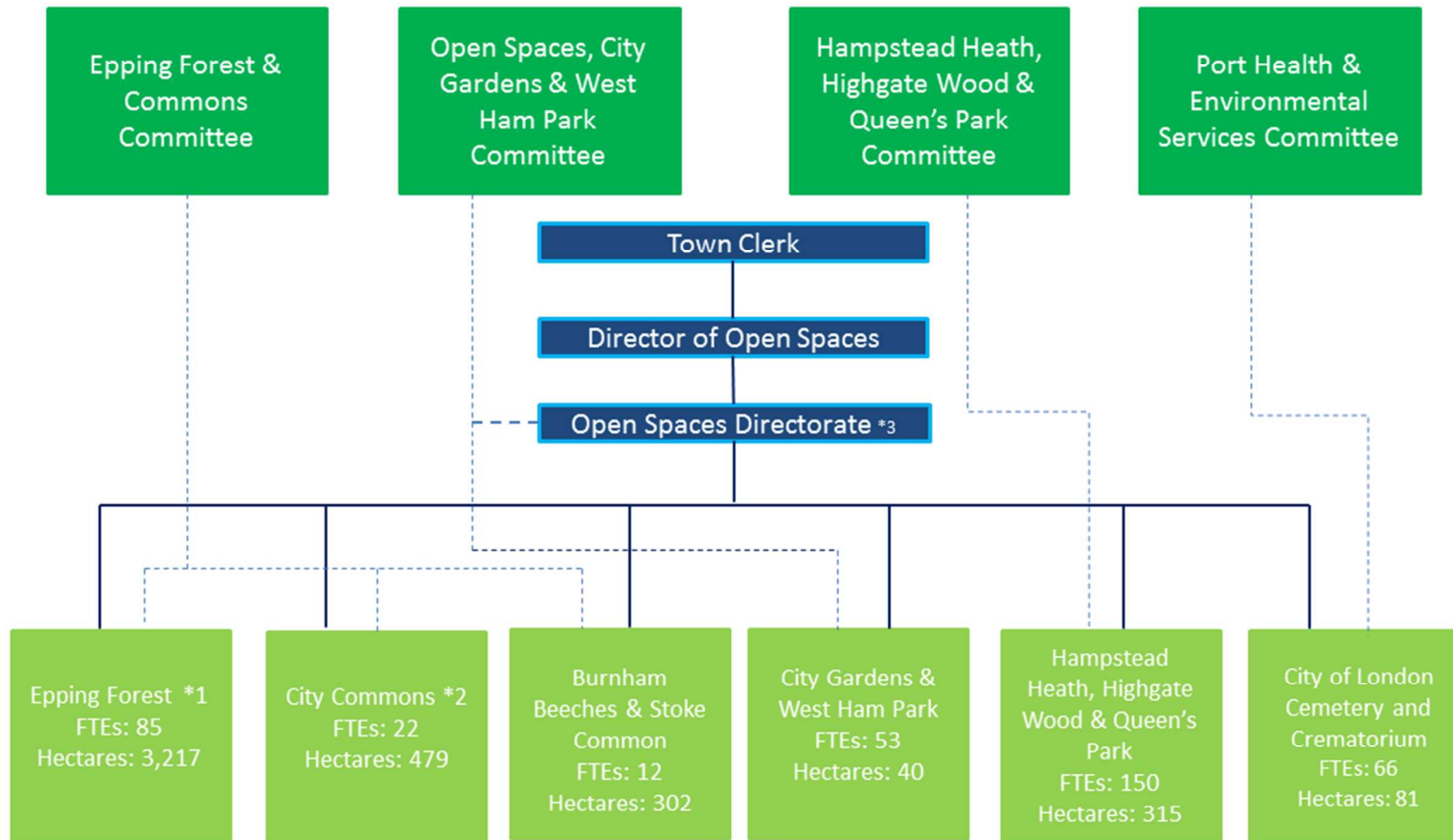
All matters relating to the City of London Cemetery and Crematorium are presented to the

- **Port Health and Environmental Services Committee**

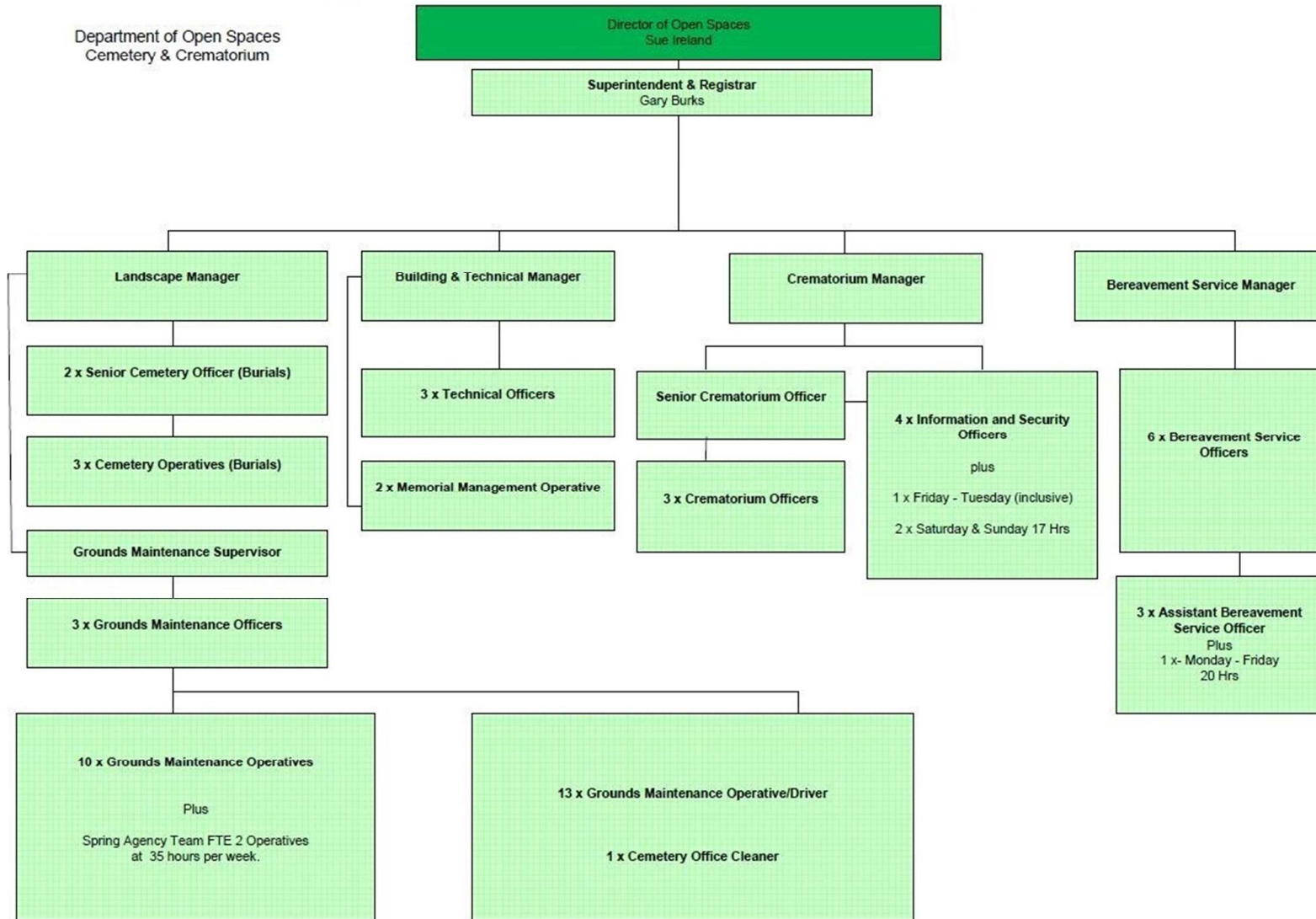
The frequency of the Committee meetings is summarised below:

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Open Spaces, City Gardens and West Ham Park Committee		●		●		●	●			●		●
Epping Forest and Commons Committee	●		●		●		●		●		●	
Hampstead Heath, Highgate Wood and Queen's Park Committee	●		●		●		●		●		●	
Port Health and Environmental Services Committee	●		●		●		●		●		●	

City of London Corporation – Open Spaces Organisational Structure



1. Epping Forest: includes Woodredon and Warlies Estate, two Grade II* listed parks at Copped Hall and Wanstead Park and the Buffer Lands.
2. City Commons: includes Asstead Common, Coulsdon Common, Farthing Downs, New Hill, Kenley Common, Riddlesdown, Spring Park & West Wickham Common
3. Directorate: Full Time Equivalents (FTEs) 6



A World Class City needs a World Class Environment



The Open Spaces Vision

Delivered by

Quality

Inclusion

Environment

Promotion

People

City Gardens
West Ham Park

Burnham Beeches
Stoke Common

Hampstead Heath
Highgate Wood

Epping Forest
Queen's Park

City Commons
Directorate

Cemetery &
Crematorium

4. Open Spaces Department – Strategic Aims and Objectives

<p>1. <u>Quality</u></p> <p><u>City Together Strategy Theme:</u></p> <p>A World Class City which is competitive and promotes opportunity.</p> <p><u>Open Spaces Department Strategic Aim:</u></p> <p>Provide safe, secure and accessible Open Spaces and services for the benefit of London and the Nation.</p> <p><u>Open Spaces Department Improvement Objective:</u></p> <p>Achieve nationally recognised standards and deliver value for money in providing our Open Space service.</p>	<p>2. <u>Inclusion</u></p> <p><u>City Together Strategy Theme:</u></p> <p>A World Class City which supports our communities.</p> <p><u>Open Spaces Department Strategic Aim:</u></p> <p>Involve communities and partners in developing a sense of place through the care and management of our sites.</p> <p><u>Open Spaces Department Improvement Objective:</u></p> <p>Extend partnership-working within the community and continue to develop closer links with local authorities, to improve the way we involve people in decision making.</p>	<p>3. <u>Environment</u></p> <p><u>City Together Strategy Theme:</u></p> <p>A World Class City which protects, promotes and enhances our environment.</p> <p><u>Open Spaces Department Strategic Aim:</u></p> <p>Deliver sustainable working practices to promote the variety of life and protect the Open Spaces for the enjoyment of future generations.</p> <p><u>Open Spaces Department Improvement Objective:</u></p> <p>Ensure that measures to promote sustainability, biodiversity and heritage are embedded in the Department's work.</p>	<p>4. <u>Promotion</u></p> <p><u>City Together Strategy Theme:</u></p> <p>A World Class City which is vibrant and culturally rich.</p> <p><u>Open Spaces Department Strategic Aim:</u></p> <p>Promote opportunities to value and enjoy the outdoors for recreation, learning and healthy living.</p> <p><u>Open Spaces Department Improvement Objective:</u></p> <p>Market our services and provide events and opportunities to learn for all within our communities.</p>	<p>5. <u>People</u></p> <p><u>City Together Strategy Theme:</u></p> <p>A World Class City which is safer and stronger.</p> <p><u>Open Spaces Department Strategic Aim:</u></p> <p>Manage, develop and empower a capable and motivated work force to achieve high standards of safety and performance.</p> <p><u>Open Spaces Department Improvement Objective:</u></p> <p>Provide focused learning opportunities for staff and volunteers to feel confident in meeting the changing needs of the organisation.</p>
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"A World Class City needs a World Class Environment"

5. Key Performance Indicators ⁽¹⁾

Ref.	Measure Name	Linked to Departmental Objective	Target: 2011-2012	Performance: ² 2011-2012	Target: 2012 - 2013
1.	Effective budget management and make efficiency savings	Quality	Make further savings of 12.5% to meet corporate reduction target	On target	Ensure net expenditure is within local risk budget.
2.	Increase departmental income	Quality	Raise by a further 5% compared to the original 2010/11 budget	On target	Raise by a further 5% compared to the original 2011/12 budget
3.	Efficient receipting of invoices	Quality	Maintain 99% target and also receipt 70% of SME invoices in 10 days	On target and 1% above the City average	Maintain 99% target and also receipt 70% of SME invoices in 10 days
4.	Respond to written complaints and general correspondence within 10 working days	Quality	Achieve this and other Service Response Standards	On target	Achieve this and other Service Response Standards
5.	Respond to Freedom of Information Act enquiries within 20 working days.	Quality	100%	On target	100%
6.	Minimise working days lost through sickness	People	Below both the average for the City Corporation and for operational departments	On target	Below both the average for the City Corporation and for operational departments
7.	Improve take up of training course programme	People	Reduce the number of lost training days by a further 5%	On target	Maintain the level of training days lost.
8.	Achieve external accreditation (1)	Quality	Maintain or improve Green Flag ratings	All 15 Open Spaces received the award in 2011 ⁽³⁾	Maintain or improve Green Flag ratings
9.	Achieve external accreditation (2)	Quality	Retain Green Heritage award for 7 sites	8 sites received the Green Heritage award ⁽³⁾	Retain Green Heritage award for 8 sites
10.	Carry out a sustainability audit	Environment	Complete phase 2 of the audit at the remaining sites	Achieved	Complete the audit at selected sites.
11.	Increase the accuracy of customer satisfaction measures	Inclusion	A further 200 completed GreenSTAT questionnaires received	On target	Develop a rolling programme of site surveys.
12.	Expand volunteer working	People	Achieve a further 3% increase in volunteer hours worked	On target	Increase the level of volunteer hours worked.
13.	Improve learning services	Promotion	Maintain the number of sessions held in 2010/11	On target	Maintain the number of sessions held in 2011/12
14.	Reduce Energy Consumption	Environment	Achieve a further reduction of 2.5%	On target	Achieve a further reduction of at least 2.5%

Ref.	Measure Name	Linked to Departmental Objective	Target: 2011-2012	Performance: ² 2011-2012	Target: 2012 - 2013
15.	Reduce accidents reported	People	New indicator for 12/13.	N/A	Reduce the number of reported accidents resulting in injuries by 5%.
16.	Prepare strategic presentations for meetings of the Open Spaces, City Gardens and West Ham Park Committee.	Quality	New indicator for 12/13.	N/A	Make a presentation to each Committee meeting during the year and identify future strategic projects.
17.	Maintain our market share of burials.	Quality	Market share of burials to be above 7%.	On Target	Achieve 8% market share of burials.
18.	Maintain our market share of cremations.	Quality	Market share of cremations to be above 24%.	22.5% Achieved	Achieve 23% market share of cremations.
19.	Percentage of income for the Cemetery & Crematorium compared with the target income of £3.95m.	Quality	Achieve 100%.	73% of income achieved.	Achieve an income target of £4.05m
20.	Increase the number of cremations using the new fully abated cremator.	Quality	Carry out 50% of cremations using the new cremator.	60% Achieved	Carry out 60% of cremations using the new cremator.

1. Showing progress on the indicators which were agreed for 2011/12 and setting new targets for 2012/13
2. As at the end of December 2011
3. Includes the City of London Cemetery and Crematorium.

6. Key projects	Theme Supported	Expected outcome/measure of success	Current target completion date	2012/13	2013/14	2014/15									
<u>CEMETERY & CREMATORIUM</u>															
Traditional Chapel refurbishment	Quality	36 week project to renovate and restore the cemetery's historic cremation chapel allowing a fourth service chapel to come into use for cremations.	December 2012	■	■	■									
Quality Awards	Quality	Achieve Green Flag and Green Heritage Awards for the site.	August 2012	■	■										
Education use	People	Develop the sites use for educational purposes by providing guided walks, educational visits to schools, health professionals and universities and by taking part in Open House.	April 2013	■	■	■	■								
Stakeholder development	Promotion	Develop relationships with key stakeholders through visits, meetings and regular dialogue. Investigate opportunities for Friend/ Volunteer group involvement in the Cemetery.	March 2014	■	■	■	■	■	■	■	■	■	■		
Develop IS Systems	Quality	Implement an IS system for the bereavement services team that links all areas of the service on one database.	September 2012	■	■										
Develop IS Systems	Quality	Develop online access for Funeral Directors.	March 2013	■	■	■	■								
Develop a virtual tour	Quality	Produce a virtual tour for the service and historic information that is easily accessible from our website.	April 2013	■	■	■	■								
Develop medium term schedule for lawn burial provision.	Business Performance	Deliver £25k efficiency savings within the service.	April 2013	■	■	■	■								
Improve services for visitors	Quality	Complete Welcome Host training for front line staff.	April 2013	■	■	■	■								
Income generation	Quality	Investigate charges for the Cemetery's vehicle access permit scheme.	September 2013	■	■	■	■	■	■	■	■	■	■	■	■

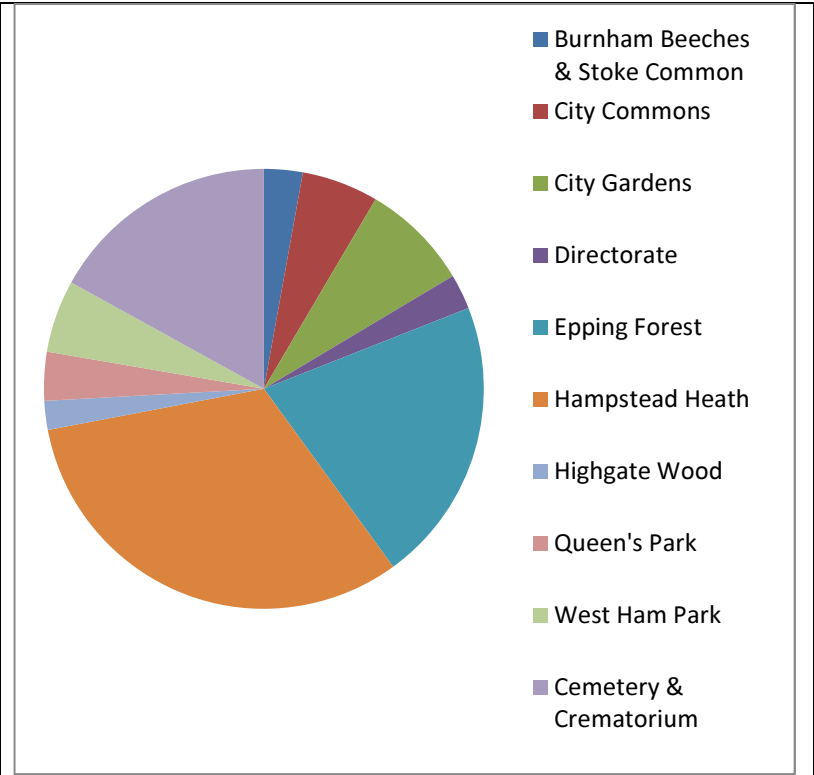
7. Key Achievements in 2011/12

Cemetery & Crematorium:

- Received a Green Flag Award and accredited as a Green Heritage site.
- Achieved 40 paid events at the Ernie Turner Training Centre (our training and event facility).
- Provided or facilitated educational visits from 4 local schools, 2 Universities and 4 professional groups.
- Provided Free monthly Guided History walks throughout the Summer months
- Removed 350ft of conifer hedging and replaced with Beech and Holly (Conservation Management Plan objective).
- Six paid filming events using locations at the Cemetery.

8. Human Resources

The Departmental staffing position and the changes between 2011/12 and 2012/13 can be summarised as follows (all figures are full-time equivalents)			
Open Space	Original Position 2011/12	Original Position 2012/13	Difference
Burnham Beeches & Stoke Common	11.60	12.16	+0.56
City Commons	22.84	22.00	-0.84
City Gardens	32.38	32.33	-0.05
Directorate	10.50	6.00	-4.50
Epping Forest	85.34	85.41	+0.07
Hampstead Heath	130.02	127.74	-2.28
Highgate Wood	8.73	8.55	-0.18
Queen's Park	14.47	13.37	-1.10
West Ham Park	21.70	20.21	-1.49
Cemetery & Crematorium	69.00	65.70	-3.30
Total	406.58	393.47	-13.11



These figures include a number of temporary seasonal posts, mainly at Hampstead Heath, that are filled during the busy summer months. Figures are as at December 2011 and precise numbers may change, as they are subject to staffing reviews at individual sites and to the actions required to achieve necessary budget reductions. The staffing numbers also reflect the shift patterns that need to be worked in all the Open Spaces and the cover that is required to provide services 365 days a year. They also include posts at several sites that are currently funded by a grant from the City Bridge Trust.

Total employees costs represent almost 72% of the overall local risk expenditure for 2012/13.

9. Financial Summary

all figures in £000s

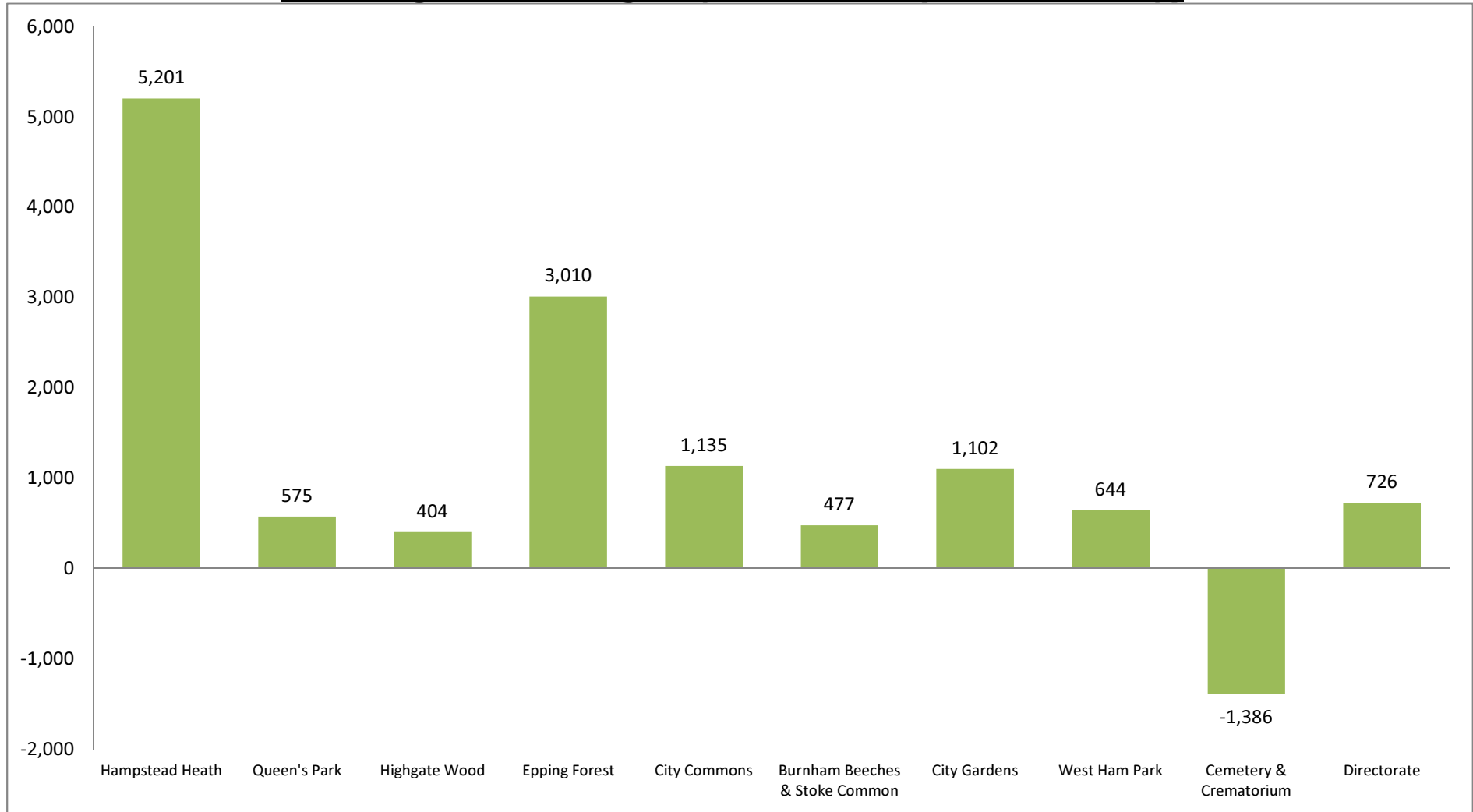
CEMETERY AND CREMATORIUM

	Latest Approved Budget 2011-12	Original Budget 2012-13
Total Expenditure	2,793	2,667
Total Income	(3,958)	(4,053)
Local Risk (Open Spaces)	(1,165)	(1,386)
Local Risk (City Surveyor)	330	438
TOTAL LOCAL RISK	(835)	(948)
CENTRAL RISK	0	0
Central Recharges	1,130	1,168
Recharges across Funds	109	100
RECHARGES	1,239	1,268
TOTAL NET EXPENDITURE	404	320

OVERALL DIRECTOR OF OPEN SPACES

TOTAL LOCAL RISK	12,572	11,908
CENTRAL RISK	(2,231)	(2,228)
RECHARGES	3,609	3,601
TOTAL NET EXPENDITURE	13,950	13,281

Total Original Net Budget by Site 2012/13 (Local Risk Only)



All figures in £000s

10. Open Spaces Department Risk Register				Owned By	Director of Open Spaces	Version	1	
				Administered By	Support Services Manager	Date	01/12/2011	
Risk No.	Risk Direction	Risk Details	Risk Owner/ Lead Officer	Existing Controls	Likelihood (previous assessment)	Impact (previous assessment)	Status	Further Action
1	↓	Threat of death or serious injury resulting in heavy fines and bad publicity, if health and safety procedures fail or other regulations fail.	Director of Open Spaces and Superintendents	The Department has developed an annual H&S auditing system including independent assessment, and has identified Top X risks. Departmental H&S Policy Framework now developed. Mapping of underground services has been carried out across the Department.	Possible	Major	18	Action outcomes from annual audit and accident investigations. Keep Top X risks under review. Alert staff to new mapping arrangements.
2	↓	Buildings/ infrastructure may deteriorate or become unstable/ unusable through insufficient maintenance and may cause serious injury	City Surveyor and the Director of Open Spaces	-City Surveyor undertakes annual surveys and has a 20 year plan of works to maintain the buildings. -The Superintendents have commented on revisions to the maintenance plan including infrastructure. -Extra investment from the additional works programme. Control measures have been introduced for some reservoirs and others are planned. -Corporate training on the Control of Contractors implemented and protocol developed.	Possible	Moderate	13	Further meetings taking place with the City Surveyor to develop a SLA. Develop plan to address Wanstead Park "at risk" status. Departmental legionella and asbestos plans have been completed.

Risk No.	Risk Direction	Risk Details	Risk Owner/ Lead Officer	Existing Controls	Likelihood (previous assessment)	Impact (previous assessment)	Status	Further Action
3	→	Extreme weather or changing environmental conditions having an effect on site operations and usage.	Superintendents and the City Surveyor	Monitoring of reservoirs required to meet Environment Agency directives. Emergency plans required and being prepared. Regular monitoring of water levels taking place. Planting regimes adapted to take account of changing weather patterns. Departmental Habitat Fire Management Policy developed.	Possible	Catastrophic	22	Completion of Emergency Plans and introduction at all sites. Agree defined responsibilities for the Director of Open Spaces and City Surveyor to address implications of Dam works at Hampstead Heath and Epping Forest.
4	↓	Major incident (e.g. terrorist attack) leading to OS property/ land being incapable of occupation.	City Surveyor and OS Management Team	Departmental contingency plan produced, which allows the work of the Directorate to move to our local offices, if necessary. Adhering to the advice of the Business Continuity team and City Police.	Unlikely	Moderate	10	Review contingency plan annually or after a major incident.
5	→	Service delivery affected by outside factors e.g. pandemic, strikes, fuel shortages & Olympics.	OS Management Team	Departmental pandemic plan produced. Cover can be arranged for staff, but other controls to mitigate the effect of other factors are more difficult. Olympic Resource plan has been produced.	Possible	Moderate	13	Review in the light of any further advice from the Corporate Business Continuity team.

Risk No.	Risk Direction	Risk Details	Risk Owner/ Lead Officer	Existing Controls	Likelihood (previous assessment)	Impact (previous assessment)	Status	Further Action
6	↑	Failure to secure sufficient external funding for major capital works.	Superintendents of EF and HH	Funding achieved for Wanstead Flats and Branching Out Project. Funding for Hampstead Heath and Wanstead Park still to be identified.	Unlikely	Moderate	10	Project programmes in place to secure funding for Hampstead Heath and Wanstead Park, but will have to follow the further resolution of hydrology issues.
7	→	Unavoidable reduction in income.	Superintendents	All sites monitor their income and debt closely to ensure they remain within their local risk budgets and new income streams have been identified where appropriate. More pressure on budgets due to efficiency savings. Monitoring cross-compliance of ELS/ HLS obligations.	Likely	Moderate	16	Further ways of increasing income to be considered at all sites.
8	↑	Encroaching housing development may have an adverse effect on the Open Spaces, arising from Planning legislation changes	Superintendents	Planning applications monitored closely by Superintendents. Adjoining land is purchased when possible to effect a buffer zone.	Likely	Moderate	16	Monitor further opportunities to purchase land. Need to develop mechanisms and identify new solutions to address planning policy.
9	↓	IS failure affecting service delivery.	IS Division	Risk management included in IS Strategy, numerous measures in place. Departmental business continuity plan has been developed.	Likely	Moderate	16	Continuous review of systems and improvement programme carried out by IS Division.

Risk No.	Risk Direction	Risk Details	Risk Owner/ Lead Officer	Existing Controls	Likelihood (previous assessment)	Impact (previous assessment)	Status	Further Action
10	→	Impact on Landscape Management of an outbreak of diseases affecting animals (e.g. foot & mouth) Plant and tree diseases, with the potential to alter the character of land and eradicate plants.	Superintendents	Monitor DEFRA websites for updates. Meet all DEFRA guidance on animal welfare, movements and, if outbreak occurs, protection zones. Train relevant staff. Inform public/ restrict access as required. Monitoring Forestry Commission and DEFRA web sites.	Likely	Moderate	16	Continue to monitor arrangements for grazing animals and local animal enclosures. Consider additional vaccination. Review annually. Introducing further measures, based on advice received.
11	→	Loss of specialist statistical information relating to non-supported data.	OS Management Team and IT Manager	Contingency arrangements for IS and premises in place. Dependence on specialist software kept under review by the departmental IS improvement group.	Possible	Moderate	13	Ensure specialist software used as such as ArboTrack is supported in the future by its supplier. Need to consider moving to GIS in the future.
12	→	Increase fly-tipping, including handling hazardous substances, with risk of contamination, risk of environmental damage, landfill tax.	Superintendents	Ensure staff are appropriately briefed.	Likely	Moderate	16	Promote the need for increased fines and ensure more publicity to highlight the issue.
13	↑	Implications of increasing energy costs.	Superintendents	Departmental Improvement Group and a Departmental Energy Action Plan.	Likely	Moderate	16	Demand to reach Carbon Reduction Commitment.
14	→	Inability to deliver additional burial space.	Superintendent and Registrar	Scheme to use more of existing burial space and reuse graves.	Possible	Moderate	13	Developing a project to prepare additional space for 10 years' time.

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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