



Port Health & Environmental Services Committee

Date: WEDNESDAY, 4 JULY 2012

Time: 1.45 pm

Venue: GUILDHALL, WEST WING

Members:

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

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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. **MINUTES**

To agree the public minutes and summary of the meeting held on 1 May 2012 (copy attached).

For decision
(Pages 1 - 8)

4. **LOVE CLEAN STREETS PRESENTATION**

To receive a presentation.

For Information

5. **REVIEW OF GOVERNANCE ARRANGEMENTS REPORT**

Report of the Town Clerk (copy attached).

For Decision
(Pages 9 - 20)

6. **CHIEF OFFICER APPOINTMENTS**

Report of the Town Clerk (copy attached).

For Decision
(Pages 21 - 22)

7. **REVENUE OUTTURN 2011-12**

Joint report of the Chamberlain, the Director of the Built Environment, the Director of Markets and Consumer Protection and the Director of Open Spaces (copy attached).

For Information
(Pages 23 - 28)

8. **ENTERPRISE CONTRACT UPDATE**

Oral report of the Director of the Built Environment.

For Information

9. **TIME BANDING SCHEME UPDATE**

Report of the Director of the Built Environment (copy attached).

For Decision
(Pages 29 - 40)

10. **BUSINESS PLAN 2011-12 FOURTH QUARTER PROGRESS REPORT**

Report of the Director of the Built Environment (copy attached).

For Information
(Pages 41 - 54)

11. **DEPARTMENT OF MARKETS AND CONSUMER PROTECTION BUSINESS PLAN 2011/12 - OUTTURN REPORT**

Report of the Director of Markets and Consumer Protection (copy attached).

For Information
(Pages 55 - 80)

12. **ENFORCEMENT ACTIVITY AT MIDDLESEX STREET MARKET**

Report of the Director of Markets and Consumer Protection (copy attached).

For Information
(Pages 81 - 94)

13. **INTERIM POSITION ON VEHICLE ACCESS PERMIT CHARGES**

Report of the Director of Open Spaces (copy attached).

For Decision
(Pages 95 - 112)

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

15. **URGENT ITEMS**

Any items of business that the Chairman may decide are urgent.

16. **EXCLUSION OF THE PUBLIC**

MOTION – That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of the Schedule 12A of the Local Government Act.

Part 2 - Non-public Agenda

17. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 1 May 2012 (copy attached).

For Decision
(Pages 113 - 114)

18. **DEBT ARREARS – PORT HEALTH AND ENVIRONMENTAL SERVICES PERIOD ENDING 31 MARCH 2012**

Joint report of the Director of the Built Environment, the Director of Markets and Consumer Protection and the Director of Open Spaces (copy attached).

For Information
(Pages 115 - 124)

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

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

Agenda Item 3

PORT HEALTH & ENVIRONMENTAL SERVICES COMMITTEE Tuesday, 1 May 2012

Minutes of the meeting of the Port Health & Environmental Services Committee held at Committee Room - 2nd Floor West Wing, Guildhall on Tuesday, 1 May 2012 at 11.30 am

Present

Members:

John Tomlinson (Chairman)	Robert Howard
John Absalom	Vivienne Littlechild
Deputy John Bennett	Alderman Ian Luder
Nigel Challis	Robert Merrett
Deputy Billy Dove	Deputy Janet Owen
Bob Duffield	Deputy John Owen-Ward
Kevin Everett	Deputy Gerald Pulman
Deputy Bill Fraser	Delis Regis
Deputy Stanley Ginsburg	Matthew Richardson
Deputy Revd Stephen Haines	Jeremy Simons
Deputy Pauline Halliday	Deputy Michael Welbank

Officers:

Katie Odling	- Town Clerk's Department
Mathew Lawrence	- Town Clerk's Department
Julie Smith	- Chamberlain's Department
Jenny Pitcairn	- Chamberlain's Department
Paul Chadha	- Comptroller's and City Solicitor's
Philip Everett	- Director of Department of the Built Environment
Steve Presland	- Department of the Built Environment
Doug Wilkinson	- Department of the Built Environment
Gary Burks	- Open Spaces Department
Sue Ireland	- Director of Open Spaces
Jon Averbs	- Department of Markets & Consumer Protection
David Smith	- Department of Markets and Consumer Protection

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from George Gillon, Dr Peter Hardwick, Wendy Mead, Barbara Newman, Richard Regan and Deputy Robin Sherlock.

2. DECLARATIONS OF INTEREST

There were none.

3. APPOINTMENT OF COMMITTEE

RESOLVED: That the draft Order of the Court of Common Council, 19 April, 2012, appointing the Committee be received and its terms of reference approved.

4. **ELECTION OF CHAIRMAN**

RESOLVED: That in accordance with Standing Order No 29, John Tomlinson be elected Chairman for the ensuing year.

5. **ELECTION OF DEPUTY CHAIRMAN**

The Town Clerk read a list of Members wishing to stand as Deputy Chairman of the Port Health and Environmental Services Committee, and with two Members indicating their willingness to serve, a ballot was taken and votes were cast as follows:-

Wendy Mead	14
Matthew Richardson	6

RESOLVED: That in accordance with Standing Order No 30, Wendy Mead be elected Deputy Chairman for the ensuing year.

The Chairman thanked Members following his re-election and welcomed all those present to the meeting. He also thanked Deputy Shilson who had stood down from the Committee and expressed further thanks to his former Deputy Chairman, Robert Duffield for his support over the past year.

The Chairman advised that item 16 (Open Spaces Department Business Plan 2012-2015) would be moved to item 8 on the Agenda.

6. **MINUTES**

The public minutes and summary of the meeting held on 13 March 2012, were approved as a correct record

MATTERS ARISING FROM THE MINUTES: -

Item 3 – Minutes (Matters Arising) – Animal Reception Centre – Heathrow Airport: Annual Review of Charges – it was confirmed that these had been approved by the Court of Common Council on 19 April 2012.

Item 3 – Minutes (Matters Arising) - Future challenges to Health and Safety Enforcement in the City of London – With regard to including information in the Members' Briefing paper, this matter was being progressed.

Item 3 - Time Banding for bagged waste – Members were advised the Corporation had launched a new enforcement scheme which had been successful in improving the cleanliness of the City streets. Members noted further that an agreed enforcement approach had been implemented and Environment Officers were able to provide educational advice in the first instance, however, when required, a fixed penalty notice (FPN) would be issued. A full report on the enforcement arrangements would be provided to the Committee in July 2012.

It was suggested that Deputy's should be responsible for reporting any concerns in their Ward to the Assistant Director of the Cleansing Services team.

Item 8 – Cemetery and Crematorium Medium Term Burial Plan – The Chairman advised that a visit to the Cemetery and Crematorium was scheduled to take place on 5 September 2012, and full details regarding the arrangements for the visit would be circulated to Members in due course.

Item 9 – Questions on Matters Relating to the Work of the Committee – Staffing arrangements during the Olympic Games – The Committee was informed that in order to ensure the smooth running of services at the cemetery, staff had agreed to work flexible hours during the Olympic Games period.

Item 9 - Questions on Matters Relating to the Work of the Committee – Tunnel at Liverpool Street Station – Members were informed that following concerns raised at the last meeting, the tunnel at Liverpool Street Station was being regularly monitored in conjunction with colleagues at Liverpool Street Station.

Members noted the 'Love Clean Streets' presentation was scheduled for the July meeting.

Item 9 – Queen's Diamond Jubilee – River Pageant – Members were provided with an update regarding the arrangements for the event.

Item 9 – Illegal Street Trading on Middlesex Street – Members were assured that Officers were continuing to monitor illegal trading on Middlesex Street and in light of the concerns raised by Members, Officers within the Licensing Team would be inspecting the area more regularly. A full report detailing areas where street trading was and was not permitted and including comments from Tower Hamlets on the matter would be presented to the Committee in July.

7. **APPOINTMENT OF REPRESENTATIVES AND SUB COMMITTEES**

Consideration was given to a report of the Town Clerk which sought approval for the Appointment of Representatives to the various Sub Committees.

RESOLVED : - That,

- i) the appointment of a general Reference Sub Committee be deferred until it is required;
- ii) Robert Duffield be appointed to represent the Policy and Resources Committees Energy and Sustainability Sub Committee for the ensuing year; and
- iii) Sheriff Wendy Mead be appointed to the Community and Children's Services Committee's Health and Social Care Scrutiny Sub Committee for the ensuing year.

8. **OPEN SPACES DEPARTMENT BUSINESS PLAN 2012 - 2015**

Consideration was given to a report received from the Director of Open Spaces for the approval of the Open Spaces Department Business Plan 2012-2105.

RESOLVED : - That the sections specifically relating to the Cemetery and Crematorium that have been included in the Open Spaces Department Business Plan for 2012-2015 be approved and the targets for service delivery as quantified by the performance indicators agreed.

9. **DEPARTMENT OF THE BUILT ENVIRONMENT BUSINESS PLAN - 2012 - 2015**

Consideration was given to a report of the Director of the Built Environment which sought approval for the Departmental Business Plan for 2012-15.

A point was raised regarding cleansing operations during the Olympic Games period. The Chairman considered that cleansing matters should be put before this Committee prior to the Finance Committee and he agreed to raise this matter at Finance later that day. The Director of the Built Environment confirmed that he was confident that the cleansing resources available were sufficient to deal with the additional refuse that was expected.

RESOLVED : - That

- (i) the Department of the Built Environment's Business plan 2012-15 and associated appendices be approved; and
- (ii) progress in achieving the Business Plans relevant key objectives and KPI's be reported quarterly to the Port Health & Environmental Services Committee.

10. **THE CONTROLLED WASTE (ENGLAND AND WALES) REGULATIONS 2012**

Consideration was given to a report received from the Director of the Built Environment which sought approval for The Controlled Waste (England and Wales) regulations 2012.

RESOLVED : - That,

- i) it be noted 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;
- ii) the charging of non-wholly publically 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 be approved; and
- iii) 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.

11. **DEPARTMENT OF THE BUILT ENVIRONMENT - UNIDENTIFIED SAVINGS 2012 - 2013**

Consideration was given to a report of the Chamberlain and the Director of the Built Environment regarding unidentified savings for 2012-13.

RESOLVED : - That,

- i) the pressures on the Director's local risk resources for 2012-13 be noted; and
- ii) subject to the approval of the Finance Committee, the funds available in the LATS reserve be used in 2012-13 and any remaining balance in 2013-14 also be used to ease the pressure on the Director's budgetary resources.

12. CLOSING DOWN SALES

The Director of Markets & Consumer Protection provided an update regarding closing down sales in the City. Members noted that fourteen shops were identified as having some form of sale in January and had been advised of the legal requirements. Eight now comply, two have shut down, two were being referred for legal action and two would be referred if they had not shut down by the end of May 2012 and were still displaying 'closing down' signs.

13. ANNUAL AIR QUALITY MONITORING REVIEW AND AIR QUALITY STRATEGY PROGRESS REPORT

Consideration was given to a report of the Director of Markets and Consumer Protection which sought approval for the Annual Air Quality Monitoring Review and Air Quality Strategy Progress Review.

On behalf of the Committee, the Chairman commended the Director and his team for their hard work.

The Chairman informed Members that there had been a meeting with colleagues from Westminster and Camden Borough Councils and Transport for London and at this meeting it was agreed that the City and the two Boroughs would write to the Mayor of London requesting that the matter be given higher priority at the strategic pan-London level.

Unofficial taxi rank at Bishopsgate – Members were informed that people were being encouraged to use the taxi rank inside Liverpool Street Station to discourage taxi drivers parking illegally and seeking business on Bishopsgate where work was being undertaken by Crossrail.

An executive summary of the Monitoring Review and Air Quality Strategy was requested for circulation to Members of the Committee.

RESOLVED : - That the Annual Air Quality Monitoring Review (Appendix 1) and Air Quality Strategy progress report (Appendix 2) be approved.

14. DEPARTMENT OF MARKETS AND CONSUMER PROTECTION BUSINESS PLAN 2012 - 2015

Consideration was given to a report of the Director of Markets and Consumer Protection regarding the Markets and Consumer Protection Business Plan for 2012-15.

RESOLVED : - That the contents of this report be approved.

15. **THE CITY OF LONDON NOISE STRATEGY 2012 - 2016**

Consideration was given to a report received from the Director of Markets and Consumer Protection for the approval of the Noise Strategy 2012-2016.

An executive summary of the Noise Strategy 2012 – 2016 was requested to be circulated to all Members of the Committee.

(Delis Regis left the meeting at 12:50pm).

RESOLVED : - That the Noise Strategy 2012-2016 (Appendix 1) be approved.

16. **STUDY INTO THE PRESENCE OF SALMONELLA IN IMPORTED REPTILES AND AMPHIBIANS**

Consideration was given to a report of the Director of Markets and Consumer Protection which set out the details and results surrounding a study into the prevalence of Salmonella in a sample of some 300,000 reptiles and amphibians that were shipped through the HARC each year.

Received.

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

There were no questions raised.

18. **URGENT ITEMS**

Annual River Inspection - The Chairman reported that the Annual River Inspection was scheduled to take place on 29 June 2012.

Terms of Reference of the Port Health and Environmental Services Committee - The Chairman reported that the Terms of Reference approved by the Court (and approved by this Committee – Item 3) had not reflected the dissolution of the Department of Environmental Services nor the wish to involve the Chairman of the PHES Committee in the appointment of the post of ‘Director of Markets and Consumer Protection’ and therefore Officers within the Town Clerks department and Human Resources were investigating a resolution. However, time was required in order to consult all affected persons.

The Committee should also be involved in the appointment of the Director of Open Spaces and a report would be submitted to the July 2012 Committee meeting.

19. **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.

20. NON-PUBLIC MINUTES

The Committee considered the non-public minutes of the meeting held on 13 March 2012.

21. PROPOSED RELOCATION OF SHEERNESS PORT HEALTH OFFICE

Consideration was given to a report of the City Surveyor regarding the proposed relocation of Sheerness Port Health Office.

Received.

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

There were no questions raised.

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

There were no items of urgent business.

The meeting ended at 12.55 pm

Chairman

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Agenda Item 5

Committee(s): Port Health and Environmental Services Committee	Date(s): 4 July 2012
Subject: Review of the Governance Arrangements implemented in 2011	Public
Report of: Town Clerk (on behalf of the Post Implementation Governance Review Working Party)	For Decision
<u>Summary</u>	
<p>The Court has agreed that a Working Party should be established to undertake a post-implementation review of the revised governance arrangements agreed in March 2011 after twelve months of their operation, to take stock of the new governance arrangements and how they are working.</p> <p>The purpose of this report, prepared on behalf of the Working Party, is to seek comments, if any, from each Committee on the governance arrangements introduced last year and the impact that they may have had on the operation of your Committee.</p> <p>Recommendation: It is recommended that this Committee considers whether it wishes to make any representations to the Working Party on the revised governance arrangements in so far as it affects this Committee.</p>	

Main Report

Background

1. The Court has agreed that a Working Party should be established to undertake a post-implementation review of the revised governance arrangements agreed in March 2011 after twelve months of their operation, to take stock of the new governance arrangements and how they are working.
2. For the purposes of clarification, this review is not, therefore, in relation to any new governance initiatives but is restricted to considering the operation and effectiveness of the revised arrangements implemented last year. A summary of the revised governance arrangements is contained Appendix A.

Views on the Governance Arrangements

3. The Working Party has agreed that the most effective and inclusive way of identifying whether there are any issues arising out of the operation of the revised arrangements is to seek the views of the various City Corporation Committees and all Members of the Court individually. This will enable comments to be expressed in the context of the operation of the various Committees (including observations from non-City Corporation Members) and will also allow all Members to have their say individually and raise any points; all of which will help to inform the work of the Working Party.
4. The purpose of this report is to seek a view on whether any representations should be made to the Working Party on the revised governance arrangements

in so far as they affect this Committee. All of the views expressed will be collated and submitted to a further meeting of the Working Party in September.

Background Papers:

Summary of the revised governance arrangements agreed by the Court of Common Council in March 2011.

Appendix A: Summary of the revised governance arrangements

Contact:

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0207 332 1418*

Summary of the Governance Changes Implemented in April 2011

Set out below are the changes agreed by the Court on 3 March 2011 which have been in operation since 1st April 2011.

A. The Court of Common Council

A1. Not less nine Court meetings are now held each year (reduced from eleven) and a short spring recess now takes place on an annual basis.

A2. At least two informal or private Member meetings (at which no decisions could be taken) are arranged each year. This is on the basis that they do not proceed if there is insufficient business;

A3. Any Member, provided that he or she has the support of twenty other Members, can requisition a report and/or a decision of any of the City Corporation's Committees for consideration and final decision by the Court of Common Council, provided that such action does not preclude a decision being taken and/or implemented that was necessary for legal reasons or for the efficient conduct of the City Corporation's business;

A4. Standing Order No.11 governing the conduct of debate in the Court of Common Council has been amended as follows:

- in addition to the current arrangements governing debate, a further provision be made enabling all Members to speak on a second occasion for no longer than two minutes; and
- should the mover of an amendment to a motion choose to speak for a second time (on the amendment), he or she shall be the penultimate speaker on the amendment (the mover of the original motion being the final speaker on the amendment).

A5. Standing Orders governing the number of supplementary questions that may be asked has been amended so as to increase from two to three the number of other Members (ie not the Member asking the question) allowed to ask two supplementary questions provided that the supplementary questions arise naturally out of the original question and the answer to it;

A6. Standing Orders have been amended so as to increase the time limit for putting and answering questions, including supplementary questions, from 30 minutes to 40 minutes;

A7. To avoid the period allocated for asking and responding to questions being taken up with issues concerned with awards, prizes and memorials, a regular item is now placed on the summons for meetings of the Court to enable such matters to be reported upon in writing.

B. Ward Committees

B1. The Planning & Transportation, Port Health & Environmental Services, Markets, Finance and Community & Children's Services Committees remain as Ward Committees.

B2. All Wards are now able to choose whether or not to nominate a Member (or Members) to serve on Ward Committees rather than being obliged to nominate a Member (or Members) or 'pair' with another Ward;

B3. Where there are vacant or unfilled places on a Ward Committee by virtue of a Ward not making a nomination(s), the vacant or unfilled place can be advertised to all Members and filled by the Court;

B4. Any Ward having six or more Members can nominate up to two Members to a Ward Committee irrespective of whether a Ward has sides;

B5. In addition to the Chairman of the Policy & Resources Committee, the Deputy Chairman of the Policy & Resources Committee is now an ex-officio Member of the Finance Committee. This complements the current arrangement whereby the Chairman and Deputy Chairman of the Finance Committee are ex-officio Members of the Policy & Resources Committee;

B6. The remit of the Finance Committee has been widened to include performance monitoring and its terms of reference adjusted to reflect this. The performance monitoring was to be undertaken by the Estimates Working Party (EWP) or such body determined by the Finance Committee. (NB: Finance Committee subsequently agreed to dispense with EWP and created an Efficiency and Performance Sub-Committee to deal with this area of activity).

B6a. In addition to the above, the constitution of the Finance Committee was amended by the Court on 8 September 2011 to include the Chairman and Deputy Chairman of the Investment Committee, creating a reciprocal arrangement between the Policy and Resources, Finance and Investment Committees (see F2 and J4 below).

B7. All Wards that have 200 or more residents (based on the ward list) are able to nominate a maximum of two Members to the Community & Children's Services Committee; under this arrangement, the current provision for four Members to be elected by the Court, at least two of whom shall represent the main four residential wards, was discontinued; and

B8. The Community & Children's Services Committee was asked to consider giving oversight of its housing management activities (excluding the Barbican Estate) to a sub-committee (with power to act) to enable greater focus in that area. (NB: The Community & Children's Services Committee subsequently created the Housing Management Sub-Committee to oversee the City Corporation's housing activities).

C. Culture, Heritage and Libraries Committee

C1. A new Culture, Heritage and Libraries Committee was established with responsibility for matters relating to culture, heritage, tourism and visitors

including overseeing the development of policies and strategies in those areas. It also took on:

- the responsibilities of the Libraries, Archives & Guildhall Art Gallery Committee which ceased to exist;
- the various tourism, heritage and Benefices activities and responsibilities currently undertaken by the City Lands & Bridge House Estates Committee which also ceased to exist;
- oversight of the City Corporation's Visitor Strategy, the City of London Festival and the management of the City Information Centre from the Policy and Resources Committee; and
- the management of Keats House from the Keats House Management Committee. A Consultative Committee should continue to operate although the detailed arrangements would be a matter for the Culture, Heritage and Libraries Committee to determine.

D. City Lands and Bridge House Estates Committee

D1. The City Lands and Bridge House Estates (CLBHE) Committee ceased to exist and its work merged with the work of other Committees, such as the new Culture, Heritage and Libraries Committee and the new Investment Committee. Other elements of CLBHE Committee's work was transferred to the Policy & Resources Committee and is managed by dedicated Sub-Committees. For example, the management of operational property is now undertaken by the Corporate Asset Sub-Committee and hospitality and Members' privileges activities are undertaken by the Hospitality Working Party and the Members' Privileges Sub-Committee both of which are chaired by the Chief Commoner.

D2. Where previously the CLBHE Committee would have hosted an event of City Corporation hospitality, the Chief Commoner now oversees the detail for that event in line with parameters set by the Hospitality Working Party. The number of Members to comprise the host element is also determined by the Hospitality Working Party on the basis of a rota maintained by the Town Clerk, together with other Members with a special connection with or interest in the guest organisation.

E. The office of Chief Commoner

E1. Candidates for the office of Chief Commoner are nominated by not less than 10 other Members and he or she is elected by the whole Court of Common Council from amongst the Common Councilmen (the expectation is that Aldermen will not vote in the election for Chief Commoner);

E2. For 2011, the election of Chief Commoner was held in April and thereafter, the election is held in September of each year, prior to the successful candidate taking office in April, to enable a period of 'lead-in';

E3. The 'job description' for the office of Chief Commoner was approved;

E4. The Chief Commoner remains an ex-officio Member of the Policy and Resources Committee and is also Chairman of any sub-committees

responsible for City of London Corporation hospitality and Members' privileges;

E5. Provision has been made in Standing Orders to enable the Chief Commoner to report on and speak to activities and responsibilities of the sub-committees referred to in E4 above in the Court of Common Council; and

E6. The Chief Commoner is not able to be Chairman of any City of London Corporation committee with the exception of the sub-committees referred to above. However, as with other chairmanships, the Chief Commoner is able to continue an existing chairmanship until the next meeting of the relevant committee when a new chairman shall be elected.

F. Investment Committee

F1. This new non-ward committee was established. The Investment Committee has responsibility for managing and overseeing the City Corporation's property and non-property investments in accordance with approved strategies and policies;

F2. The Investment Committee comprises 14 Members elected by the Court of Common Council, 8 Members appointed by the Policy and Resources Committee from amongst all Members of the Court, together with the Chairmen and Deputy Chairmen of the Policy and Resources and the Finance Committees in an ex-officio capacity but with voting rights;

F3. The Investment Committee appoints and maintains two Boards, one for each investment area (property and non-property) for the purposes of detailed scrutiny and decision taking, with the Chairman of the Investment Committee is also able to be Chairman of one of the Boards;

F4. The Boards are empowered to co-opt people with relevant expertise or experience, including non-Members of the Court, to assist in their deliberations; and

F5. Provision has been made in Standing Orders to enable the Chairmen of both Boards to report on and speak to their respective activities and responsibilities in the Court of Common Council and to ensure that any decisions, especially those relating to property, are taken without undue delay.

G. Audit and Risk Management Committee

G1. A new non-ward committee, Audit and Risk Management was with responsibility for the City Corporation's activities and responsibilities in these areas (with the Finance Committee relinquishing its current responsibilities for audit and risk); and

G2. The Audit and Risk Management Committee shall comprise 9 Members elected by the Court of Common Council (the Chairman of the Policy and Resources, Finance and Investment Committees not being eligible for election to the Committee), 3 external Members (ie non-Members of the Court of Common Council), the Chairman and Deputy Chairman of the Finance Committee (ex-officio with no voting rights) and a representative of the Policy and Resources Committee also in an ex-officio capacity with no voting rights.

G3. The Deputy Chairman of Audit and Risk is not able to be Chairman of another committee.

I. Open Spaces Committees

I1. The management of the City Corporation's open spaces is now maintained by three Non-Ward Committees, as follows:-

(i) Open Spaces, City Gardens and West Ham Park Committee comprising 8 Members elected by the Court of Common Council together with the Chairmen and Deputy Chairmen of the Hampstead Heath, Highgate Wood and Queen's Park and the Epping Forest and Commons Committees (see below) in an ex-officio capacity. The Committee is responsible for setting overall strategy for the operation of the City Corporation's open spaces and for the management of City Gardens. It is also responsible for the management of West Ham Park. This area of work is undertaken separately from the Committee's other business and the Committee's composition includes 4 representatives nominated by the Heirs-at-Law of the late John Gurney, 1 representative nominated by the Parish of West Ham and 2 representatives nominated by the London Borough of Newham;

(ii) Hampstead Heath, Highgate Wood and Queen's Park Committee comprising at least 12 Members elected by the Court of Common Council together with the Chairman and Deputy Chairman of the Open Spaces, City Gardens and West Ham Park Committee (see above) in an ex-officio capacity. The Committee is responsible for the management of Highgate Wood and Queen's Park. It is also responsible for the management of Hampstead Heath with this area of work being undertaken separately from the Committee's other business. The composition of the Committee includes at least 6 external representatives which must include 1 representative of the London Borough of Barnet, 1 representative of the London Borough of Camden, 1 representative of the owners of Kenwood lands and 3 persons representing local, ecological, environmental or sporting interests; and

(iii) Epping Forest and Commons Committee comprising 12 Members of the Court of Common Council including 10 Members elected by the Court of Common Council together with the Chairman and Deputy Chairman of the Open Spaces, City Gardens and West Ham Park Committee (see above) in an ex-officio capacity, to be responsible for the management of Burnham Beeches and the City Commons. The Committee also manages Epping Forest and this area of work is undertaken separately from the Committee's other business. The composition of the Committee includes 4 Verderers elected or appointed pursuant to the Epping Forest Act 1878. If the Chairman and/or Deputy Chairman of the Open Spaces, City Gardens and West Ham Park Committee are already Members of the Epping Forest and Commons Committee in their own right, the vacancy(s) are filled by the Court of Common Council.

J. Policy and Resources and Police Committees and the Boards of the Governors of the City Schools

Policy and Resources Committee

J1. Of the five vacancies that becomes available on the Policy Committee each year, one place is now reserved for a Member with less than 10 years' service on the Court, resulting in at least four places on the Committee for Members with less than 10 years' service at the time of their appointment;

J2. In view of the synergies between the work of the Energy Working Party (previously of the City Lands and Bridge House Estates Committee) and the Sustainability Working Party (of the Policy and Resources Committee), the work has been merged and transferred to the Policy Committee and is operated through a dedicated Sub-Committee (the Energy and Sustainability Sub-Committee) whose membership can be drawn from the whole Court;

J3. The Policy and Resources Committee is responsible for providing additional scrutiny, oversight and challenge for the management of major projects and programmes of work, including, amongst other things, considering all proposals for capital and supplementary revenue projects (including those which may be funded from external sources), and determining, at detailed options appraisal stage, whether projects should be included in the capital and supplementary revenue programme as well as the phasing of any expenditure. This work is undertaken by a dedicated sub-committee, the Projects Sub-Committee, which comprises 3 Members appointed by the Policy and Resources Committee, 2 Members appointed by the Finance Committee. The Projects Sub-Committee is also able to co-opt 2 further Members from the Court of Common Council with relevant experience.

J4. The Policy & Resources Committee was asked to review its various ex-officio appointments. A review was subsequently undertaken and the outcome reported to the Court on 8 September 2011. Whilst it was felt that the current ex-officio places were still relevant, the Court acknowledged that culture was an area which over the years had become more prominent and which also had substantial resource implications. It was therefore agreed that the Chairman of the new Culture, Heritage and Libraries Committee should become an ex-officio Member of the Policy Committee. Similarly, the development and management of the City Corporation's investment portfolio (property and non-property) was considered to be of great significance and the Court also agreed that the Chairman and Deputy Chairman of the Investment Committee should also serve as ex-officio members, creating a reciprocal arrangement between the Policy and Resources, Finance and Investment Committees.

Police Committee

J5. For the purposes of continuity the length of service of the Chairman of the Police Committee was extended to a term not exceeding four years;

J6. The current restriction whereby no Member of the Court of Common Council is eligible to serve on the Police Committee until such time as they have served a minimum of two years on the Court, should be removed (NB:

The constitution of the Police Committee has been reviewed since the governance review).

Boards of Governors of the City of London School, the City of London School for Girls and the City of London Freeman's School

J7. The three City School Boards were recommended to consider establishing a Working Party comprising key Members from each Board such as the Chairmen and Deputy Chairmen, to discuss important issues that may be of common interest, for example pay awards.

J8. The restriction whereby no Member can serve on more than one Board of Governors was removed.

K. Service on City Corporation Committees and Outside Bodies

Reserving places on Non-Ward Committees for 'newer' Members

K1. With the exception the Policy and Resources Committee which has separate arrangements, 10% of places (where 10% results in a fraction it should be rounded down, subject to at least one place being reserved on every non-Ward Committee for a Member falling in to this category) on all elected committees are reserved for Members with less than 5 years' service at the time of their appointment.

Limiting the number of Grand Committees on which a Common Councilman can serve at any one time

K2. The number of grand committees on which a Common Councilman can serve at any one time (excluding appointments or nominations to committees in an ex-officio capacity) is limited to no more than eight.

Limiting the number of Outside Bodies that a Member can serve on

K3. The number of outside bodies that a Member can serve on at any one time (excluding appointments that are by virtue of Office or in an ex-officio capacity) is limited to no more than six. If a vacancy cannot be filled from the Common Council, then such vacancy can be filled by non-Members, including officers on the basis that there are no issues of major concern to the work of the City Corporation likely to arise;

K4. Appointments to outside bodies are made by the Court of Common Council at meetings other than the meeting at which the appointment of Committees is undertaken.

L. Other Committee Issues

Publishing data of attendance by Members at Committee Meetings

L1. Data relating to the attendance of Members at committee, sub-committee and Court meetings was to be more accessible and placed on-line on the City Corporation's website provided that the figures are put in context (ie attendances should be shown together with the actual number of opportunities to attend).

Submission of supporting statements

L2. Members seeking election as Chairmen and Deputy Chairmen of committees are now able voluntarily to submit a statement of no more than 300 words in support of their candidature in advance of the meeting at which the election is to be held.

Frequency of Committee meetings

L3. The frequency of Committee meetings be reviewed and determined by individual Committees, as was presently the case.

Sub-Committees, Working Parties and 'Workshop' style meetings

L4. The constitutional position of sub-committees and working parties and informal 'workshop' style meetings or Member and officer working groups was noted and the Court requested that all Committees review their current arrangements to ensure that they conform to the principles outlined; and

L5. The concept of informal 'workshop' style meetings in appropriate circumstances was accepted in order to improve communication and increase interaction, particularly between Members and officers, at an early stage in major complex, costly or contentious proposals.

Committee Papers and Minutes

L6. Committee reports, minutes and papers are to be concise and to the point and that no late papers should be dispatched without the relevant Committee Chairman's consent having first been obtained;

L7. Agendas, reports and other papers shall continue to be dispatched in hard-copy, but greater use of electronically circulated papers be made; and

L8. A standard of seven working days after the Court of Common Council or Committee meetings should be set within which officers will seek to circulate the draft minutes to all Members (or Members of the relevant Committee).

Outgoing Chairmen

L9. In addition to the above it was subsequently agreed that in order to assist with arrangements for the election of a deputy chairman, outgoing Chairmen should be required to give notice of their intention to stand down.

M. Terms of Reference, Delegations and Standing Orders

M1. A scheme for the Appointment of Members on Committees and Terms of Reference for the City of London Corporation Committees was approved;

M2. The Framework for Accountability and Delegation approved by the Court in January 2005 was endorsed and individual Committees asked to review delegations to officers to ensure that they are appropriate and relevant.

M3. Revised Standing Orders were agreed and the Town Clerk authorised, in consultation with the Chairman and Deputy Chairman of the Policy and Resources Committee, to make any necessary consequential changes to

Standing Orders to take account of the decisions relating to the new governance arrangements.

N. Post Implementation Review

N1. Subject to the Court approving these new arrangements, a post-implementation review be undertaken after 12 months of their operation, with the membership of the working party being agreed by the Court, in order to take stock of the new governance arrangements and how they are working. This would include the operation of the Policy and Resources Committee. The Court subsequently approved the membership of the Post-implementation Review of the Governance Working Party on 8 September 2011.

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Agenda Item 6

Committee(s):	Date(s):
Port Health and Environmental Services	4 July 2012
Subject: Chief Officer Appointment	Public
Report of: Town Clerk	For Decision
<u>Summary</u>	
<p>The Terms of Reference approved by the Court (and approved by this Committee – Item 3, May 2012) did not reflect the dissolution of the Department of Environmental Services nor the wish to involve the Chairman of the Port Health and Environmental Services Committee in the appointment of the post of Director of Markets and Consumer Protection and the Director of Open Spaces. This report sets out how to resolve this satisfactorily.</p>	
Recommendations	
It is recommended that:-	
<ul style="list-style-type: none">• The Corporate HR unit note the report and make the necessary preparations to give Port Health and Environmental Services Committee appropriate representation in the future appointments of the Director of Markets & Consumer Protection and Director of Open Spaces.• The Terms of Reference of the Port Health and Environmental Services Committee be amended at the next appropriate opportunity to reflect the wishes of the Committee.	

Main Report

1. Following the restructuring of the Built Environment, three Chief Officers now report to Port Health and Environmental Services Committee: the Directors of Markets and Consumer Protection, Open Spaces and the Built Environment.

2. However, the Terms of Reference in the White Paper approved in April 2012 for Port Health and Environmental Services Committee still reflect the previous responsibilities for the appointment of the Director of the Built Environment only (in consultation with the Planning & Transportation and Licensing Committees).

3. At the Port Health and Environmental Services Committee in May 2012, the Committee expressed a wish to involve the Chairman of the Port Health and Environmental Services Committee in the appointment of the post of Director of Markets and Consumer Protection and the Director of Open Spaces. This to reflect the Committee's new responsibilities and the new Chief Officers that now report to the Committee.

4. The Corporation process for Chief Officer appointments is that the Chairman and Deputy Chairman of the employing committee and the Chairman of Establishment Committee be included on the panel (as well as the Town Clerk). If a Chief Officer reports to more than one Committee then each Committee should have

representation on the appointment panel. The Chief Officer recruitment policy limits the panel to a maximum of seven panel members, so up to three Committees can potentially be accommodated.

5. Therefore it is recommended that the Port Health and Environmental Services Committee is consulted in any future appointment of the Director of Markets & Consumer Protection, with the Chairman and Deputy Chairman of Port Health and Environmental Services to sit on the appointment committee of the Director.

6. The Director of Open Spaces reports to the Committee on her oversight of the operation of the City of London Cemetery and Crematorium. The Committee has expertise and experience in a range of policy and operational issues relating to the management of the Cemetery operation, which do not arise in the Open Space Committees. It is therefore appropriate that the Port Health and Environmental Services Committee is represented on the appointment committee so that issues relating to the Cemetery are properly covered. It is recommended therefore that the Chairman of the Committee sits on the panel to represent the Committee.

7. The Town Clerk's department, Markets & Consumer Protection, Open Spaces and, Open Spaces and the Director of HR have been consulted on this report.

Conclusion

8. The changes recommended are implemented to resolve the discrepancy that emerged following the restructuring of the Built Environment.

Contact:

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Agenda Item 7

Committee(s):	Date(s):	
Port Health and Environmental Services	4 July 2012	
Subject: Revenue Outturn 2011/12	Public	
Report of: The Chamberlain Director of the Built Environment Director of Markets and Consumer Protection Director of Open Spaces	For Information	

Summary

This report compares the revenue outturn for the services overseen by your Committee in 2011/12 with the final agreed budget for the year. Overall total net expenditure during the year was £15.2m, whereas the total agreed budget was £16.7m, representing an underspending of £1.5m as set out below:

Summary Comparison of 2011/12 Revenue Outturn with Final Agreed Budget			
	Final Approved Budget £000	Revenue Outturn £000	Variations Increase/ (Reduction) £000
Direct Net Expenditure			
Director of the Built Environment	9,223	8,711	(512)
Director of Markets and Consumer Protection	3,834 (1,142)	3,084 (1,335)	(750) (193)
Director of Open Spaces City Surveyor	667	588	(79)
Total Direct Net Expenditure	12,582	11,048	(1,534)
Capital and Support Services	4,179	4,191	12
Overall Totals	16,761	15,239	(1,522)

Chief Officers have submitted requests to carry forward underspendings, and these requests will be considered by the Chamberlain in consultation with the Chairman and Deputy Chairman of the Resource Allocation Sub Committee.

Recommendations

- It is recommended that this revenue outturn report for 2011/12 and the proposed carry forwards of underspendings to 2012/13 are noted.

Main Report

Revenue Outturn for 2011/12

- Actual net expenditure for your Committee's services during 2011/12 totalled £15.2m, an underspend of £1.5m compared to the final approved budget of £16.7m. A summary comparison with the final agreed budget for the year is tabulated below. In this and subsequent tables, figures in brackets indicate income or in hand balances, increases in income or decreases in expenditure.

Summary Comparison of 2011/12 Revenue Outturn with Final Agreed Budget				
	Final Approved Budget £000	Revenue Outturn £000	Variation Increase/ (Reduction) £000	Variation Increase/ (Reduction) %
Local Risk				
Director of the Built Environment	8,559	8,048	(511)	(6.0)
Director of Markets and Consumer Protection	3,826	3,084	(742)	(19.4)
Director of Open Spaces	(1,144)	(1,337)	(193)	(16.9)
City Surveyor	667	588	(79)	(11.8)
Total Local Risk	11,908	10,383	(1,525)	(12.8)
Central Risk				
Director of the Built Environment	664	663	(1)	(0.2)
Director of Markets and Consumer Protection	8	0	(8)	(100)
Director of Open Spaces	2	2	0	0
Total Central Risk	674	665	(9)	(1.3)
Capital and Support Services	4,179	4,191	12	0.3
Overall Totals	16,761	15,239	(1,522)	(9.1)

- The main local risk variations comprise:

- A better than anticipated final outturn position on the commercial waste service at the point of sale of the portfolio to Enterprise Managed Services Ltd, £159,000.

- Additional income from the sale of co-mingled recyclable waste due to better than expected market prices for recyclates, £136,000.
 - An increase in income from the Passports for Pets scheme at the Heathrow Animal Reception Centre following a change in the scheme with effect from 1 January 2012, together with an underspend on repairs and maintenance to the premises as a result of planned works not being completed on schedule, £568,000.
 - A reduction in employee costs at the Cemetery and Crematorium, £153,000
3. Annex A provides a more detailed comparison of the outturn against the final agreed budget, including explanation of significant variations.

Local Risk Carry Forward to 2012/13

4. The Director of the Built Environment has a local risk underspending of £511,000 on the activities overseen by your Committee. The Director also had local risk underspending totalling £69,000 on activities overseen by the Planning and Transportation Committee. The Director is proposing that £500,000 of his overall underspend be carried forward, of which £86,000 relates to activities overseen by your Committee for the following purposes:
- £25,000 for an extension of opening times of public conveniences during the Olympic and Paralympic Games;
 - £24,000 contribution towards Operation Poncho, a tripartite agreement between Housing, City Police and Cleansing Services to tackle rough sleepers in the City;
 - £20,000 to contribute towards the installation of a fourth Uri-lift public convenience; and
 - £17,000 for additional resources to respond to an increased number of Freedom of Information requests.
5. The Director of Markets and Consumer Protection has a local risk underspending of £742,000 on the activities overseen by your Committee. The Director also had other local risk underspendings totalling £272,000 on activities overseen by the Markets and Licensing Committees. The Director is proposing that £500,000 of his overall underspend be carried forward, of which £310,000 relates to activities overseen by your Committee for the following purposes:
- £152,000 for repairs and maintenance at the Heathrow Animal Reception Centre
 - £42,000 to employ three apprentices;
 - £30,000 for additional staffing costs during the Olympics and Paralympics;
 - £18,000 for repair and replacement of air quality monitoring equipment;

- £16,000 for temporary Environmental Health Officer cover for long-term sickness;
 - £14,000 to meet back pay for re-graded managers
 - £10,000 for consultancy work in respect of noise and vibration from Crossrail;
 - £9,000 for Environmental Health training fees in preparation for the opening of the Thames Gateway port;
 - £6,000 for out of hours support for night time economy and nuisance investigation and enforcement;
 - £6,000 for training of Street Enforcement Officers to enable them to assess simple noise nuisance complaints and take enforcement action;
 - £4,000 for fit-out of new vehicles and conversion to hybrid; and
 - £3,000 for advisory visits to food businesses where ratings will go down as a result of migration to the new Food Hygiene Rating System.
6. The Director of Open Spaces has a local risk underspending of £193,000 on the activities overseen by your Committee. The Director also had local risk underspending totalling £100,000 on activities overseen by other Committees. The Director is proposing that £157,000 of her overall underspend be carried forward, of which £74,000 relates to activities overseen by your Committee for the following purposes:
- £44,000 for replacement grounds maintenance plant and vehicles at the Cemetery; and
 - £30,000 to fit photovoltaic cells to the roof of the modern Crematorium in order to create energy and help offset the operational running costs of the building.
7. The City Surveyor's underspend of £79,000 relating mainly to the Additional Works Programme will be rolled over to 2012/13. The Additional Works Programme has been approved by the Policy and Resources Committee to enable the highest priority schemes and precautionary surveys from the City Surveyor's 20 year plan to proceed as soon as possible. The progress of schemes is monitored quarterly by the Corporate Asset Sub Committee. Budget transfers are permitted between schemes and also between years in order to allow for the rephrasing and completion of works.

Appendices

Appendix A – Port Health and Environmental Services Committee – Comparison of 2011/12 Revenue Outturn with Final Agreed Budget

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Port Health and Environmental Services Committee – Comparison of 2011/12
Revenue Outturn with Final Agreed Budget

	Final Agreed Budget £000	Revenue Outturn £000	Variation Increase/ (Decrease) £000	Variation Increase/ (Decrease)) %	Reason s
LOCAL RISK					
Director of the Built Environment					
City Fund					
Public Conveniences	735	633	(102)	(13.9)	1
Waste Collection	(62)	(221)	(159)	(256.5)	2
Street Cleansing	3,937	3,903	(34)	(0.9)	
Waste Disposal	1,720	1,584	(136)	(7.9)	3
Transport Organisation	450	411	(39)	(8.6)	
Walbrook Wharf	923	954	31	3.4	
Cleansing Services Management	254	218	(36)	(13.6)	
Built Environment Directorate	602	566	(36)	(6.0)	
Total City Fund	8,559	8,048	(511)	(6.0)	
Director of Markets and Consumer Protection					
City Fund					
Coroner	196	192	(4)	(2.0)	
City Environmental Health	1,871	1,782	(89)	(4.9)	
Pest Control	70	74	4	5.7	
Animal Health Services	(20)	(588)	(568)	(2840.0)	4
Trading Standards	310	277	(33)	(10.6)	
Port & Launches	1,070	984	(86)	(8.0)	
Total City Fund	3,497	2,721	(776)	(22.2)	
City's Cash					
Meat Inspector's Office	329	363	34	10.3	
Total City's Cash	329	363	34	10.3	
Director of Open Spaces					
City Fund					
Cemetery & Crematorium	(1,144)	(1,337)	(193)	(16.9)	5
Total City Fund	(1,144)	(1,337)	(193)	(16.9)	
City Surveyor					
Public Conveniences	69	69	0	0.0	
Waste Disposal	6	0	(6)	(100.0)	
Walbrook Wharf	197	195	(2)	(1.0)	
Animal Health Services	54	52	(2)	(3.7)	
Meat Inspector's Office	11	8	(3)	(27.3)	
Cemetery & Crematorium	330	264	(66)	(20.0)	
Total City Surveyor	667	588	(79)	(11.8)	
TOTAL LOCAL RISK	11,908	10,383	(1,525)	(12.8)	

Reasons for Significant Variations

1. Public Conveniences – this underspend is made up of a number of small variations, the most significant of which is additional income of £35,000 across all income streams.
2. Waste Collection – a better than expected final outturn position on commercial waste income at the point of the transfer of the income portfolio to Enterprise Managed Services Ltd.
3. Waste Disposal – this variance is mainly due to additional income for the sale of co-mingled recyclable waste as a result of better than expected market prices for recyclates.
4. Animal Health Services – following a change in the Passports for Pets scheme with effect from 1 January 2012, a significant increase in throughput generated additional income of £434,000. In addition there was an underspend of £141,000 on premises repairs and maintenance as a result of planned works not being able to be completed before the year end due to increased workload and facilities being used to capacity.
5. Cemetery and Crematorium – an underspend of £153,000 on employee costs mainly in preparation for staff reductions in 2012/13, together with other small variations due to improved business performance throughout the year.

Agenda Item 9

Committee: Port Health and Environmental Services	Date: 4 July 2012
Subject: Time Banding Scheme Update	Public
Report of: Director of Built Environment	For Decision
<u>Summary</u> <p>This report is to update your Committee with regard to progress in the implementation of the Time Banding Scheme for bagged waste (sacks) & loose recycling (e.g. cardboard) since 1 April 2012.</p> <p>Following the January PHES Committee, at which formal approval was given to adopt the time banding scheme, preparations for implementation across the City took place. Letters of formal notification were sent out to 13,531 premises. This number was made up of: Businesses (7330), Residents (6126), Managing Agents (20), Voluntary Groups (44), Business Groups (6) and Resident Associations (5). From the 13,531 letters sent out 249 responses were received (1.84% of total sent out). In addition to the direct letters, the scheme was further publicised in a number of industry press magazines and e-publications such as the Chartered Institute of Waste Management.</p> <p>Records have been collated of responses. Of the 249 responses received only 23 (9%) required a visit by officers to provide further advice on compliance. When the 23 premises were visited it was found that 21 were able to comply immediately with the new regulations following advice from officers. Of the other 2, wheeled bin containers were provided within Castle Baynard Car Park to accommodate the needs of residents in the St Andrew's Hill area and at another location, St Bartholomew the Great; we have supplied a bin to be positioned within their grounds providing a 24 hour disposal facility.</p> <p>From 1st April, the scheme has been monitored very closely with the Street Environment Officer Team (SEO) recording 491 incidents of bags being left on the highway. The action taken by officers has been in line with routine enforcement protocols and has ranged from giving advice on the scheme to issuing formal notices and Fixed Penalty Notices (FPN). Success of the scheme can be judged by the general trend which shows a decreasing number of incidents being recorded by the Street Environment Officer team. This can be seen in Appendix 1. The FPN's that</p>	

have been issued were as a result of time banding monitoring and were issued to persistent repeat offenders.

In summary, to date, the scheme has been implemented smoothly and has made a positive impact. The City's streets are less cluttered with bags during the day, reducing the opportunity for loose waste to gather around them and resulting in an improvement to the Street Scene during the business day.

Recommendations:

It is recommended that this Committee:

- Receives this report for information and notes the progress to date.
- Agrees that an independent customer survey be undertaken before the end of the financial year of 2012/13

Main Report

Background

1. The introduction of the Time Banding Scheme for the collection of bagged waste (sacks) & loose recycling (e.g. cardboard) was planned for implementation from 1 April 2012.
2. The introduction of the scheme was conceived to improve the cleanliness and general appearance of the streets across the City of London during the periods of the day when our streets are most heavily used by businesses, visitors and residents. Accordingly, the following restrictions on placing waste on the highway for collection have been imposed and apply every day of the year:
 - Between the hours of 8am and 6pm businesses and residents are restricted from putting out bagged or loose waste.
 - Between the hours of 6pm and midnight bagged waste placed out for collection is restricted to being on the street for no longer than 2 hours; and
 - Between the hours of midnight through to 8am no restrictions apply on putting out waste for collection but it must be cleared by 8am.

The scheme has significantly improved the quality of the street scene and built environment of the City of London for businesses, visitors and residents. The scheme supports the 'World Class City' branding.

Official Notification to Properties.

3. Further to the report in January 2012, 13,531 official notification letters regarding implementation of the time banding scheme were sent out from 22nd February 2012. These letters went to: Businesses (7330), Residents (6126), Managing Agents (20), Voluntary Groups (44), Business Groups (6) and Resident Associations (5). Our corporate website was updated with a time banding page which included Frequently Asked Questions, with responses, and a list of waste contractors who support the scheme. The Public Relations

Office was also engaged to promote and highlight the scheme with articles in the press and e-publications which included; Recycling Waste World, Local Authority Plant and Vehicles, Chartered Institute of Waste Management & Edie Waste.

4. In addition to this, all residents in the City who were on bag collections from the street, i.e. no internal waste storage facility, were sent a separate letter informing them of any revised time of collection of their domestic waste and recycling bags. This revised timing brought them in line with the new regulations. The new timings for domestic bag collections were arranged in conjunction with our waste contractor Enterprise Managed Services Ltd.

Time Banding Team Monitoring

5. During the three weeks prior to 1st April, 165 respondents contacted the time banding team for additional information. Of this number 124 (75%) were from businesses simply wanting more clarification on the evening time bandings from 6pm through to midnight.
6. The time banding team have received 249 enquiries up to 3rd June 2012. Of these 226 (91%) of calls were enquiries seeking general clarification on the scheme. Only 23 (8%) of these respondents felt they were not able to comply and required a visit from an officer. (Appendix 2)
7. Of the 23 who identified themselves as having possible difficulties in complying with the new scheme, 21 (90%) felt able to comply following a visit from the time banding team. Solutions ranged from having storage within the premises, internal collections, to placement of waste within the curtilage of private land. Many places had storage space for waste within their own premises. A category which featured quite highly was that of places of worship. As a result the team made a number of visits to City churches and found that they usually had private land available off the highway where they could place their waste for collection. The remaining 2 are shown below in additional support by the City of London.
8. From the first week of April, the department has seen a general decline in the amount of calls/ queries coming into the time banding team on a weekly basis. The numbers are quite minimal now and therefore the team is able to provide a quick response and a tailored solution for customers. These figures can be seen in Appendix 3.

Additional Support provided by the City of London

9. In the September 2011 report, it was stated that the City of London Corporation may be able to provide additional support to assist with compliance of the time banding scheme. Two examples are:
 - A small number of residents in and around St Andrews Hill who had difficulty with storing waste. The solution has been to supply two refuse wheelie bins with locks and locate them in the Castle Baynard Car Park. This has provided 24 hour access for waste bag storage awaiting disposal.
 - An addition lockable wheelie bin has been placed in the grounds of St Bartholomew the Great allowing disposal of waste at any time. These solutions have been received very favourably at each location by the residents.
10. There have been no other major issues that have arisen from residents to date.

Street Monitoring & Enforcement

11. The Street Environment Officers are the team responsible for the monitoring and enforcement of the time banding scheme. From 1st April the team have been very active in policing the streets of the City. The team operates a number of shifts to provide street services activities covering a 24hour period.
12. From 1st April, the staff covering the early shift (07.00 – 15.00), have been monitoring the streets to ensure compliance with the scheme restriction that requires all bags to be cleared by 8.00am.
13. The late shift (14.00 – 22.00) monitors compliance with the later restrictions of the scheme. These arrangements provide a good presence on street to monitor the scheme.
14. The street enforcement team will continue with the agreed protocol by giving support and advice to those with issues in the first instance. The approach has been to give advice on time banding regulations in conjunction with official notifications, where necessary, under the Environmental Protection Act 1990. These official notifications are warning letters informing occupants of their responsibility towards waste management. A table detailing these actions is shown in Appendix 4 with percentage breakdown of actual interactions in Appendix 5.
15. As an example, from the implementation date of 1st April up to 23rd April, the enforcement team dealt with 350 issues of waste bags being present on the highway during restricted hours. This had been anticipated as with any new scheme coming into effect. However it is shown (in Appendix 4) that the numbers have reduced considerably on a week on week basis. This indicates that the active monitoring of the scheme by the Street Enforcement Officers from the start had a positive influence with a significant reduction in incidents since the start of the scheme.
16. Up to 3rd June 2012 it has only been necessary to issue 16 Fixed Penalty Notices as a result of monitoring by the enforcement team. The FPNs have been issued to occupants who are persistent offenders, they have been visited and advised how they can comply but they have continued to breach the regulations. The City has had little other option but to enforce the regulations with the issue of FPNs for those failing to comply in relation to waste storage and disposal. If this continues then the City could then look to take legal action and prosecute through the court where the fines can be significant (up to £1000).
17. Occupants who had been contacted by the enforcement team from 1st April to 23rd April have been re-visited to see if they have implemented changes to their practices to resolve the issues which were identified. Of the 113 visited, 90% had no problems with complying after having communication from an enforcement officer.
18. The remaining 10% had issues with their waste contractor not collecting waste at the correct time or not picking up at all, storage and road closure (Appendix 6). To help these businesses we are also contacting the collection companies to urge them to help their customers comply. We are getting positive response from the other collectors who are re-scheduling collection rounds in the City to better comply.

19. During the consultation with waste contactors on July 2011 the City indicated they will be working with them to ensure smooth implementation of the scheme as it may require operational changes. Where the enforcement team are encountering numerous waste bags from the same contractor on a regular basis the time banding team directly contacts the contractor to get the situation resolved. Waste contractors have been appreciative of being told of issues prior to any enforcement action being taken against their customers.

Impact of Time Banding Scheme

20. This can be difficult to quantify however the day time appearance of the street scene across the city has improved considerably. The Street Environment Officers are observing very few bags out on the streets.
21. The reduction of bags on the streets also benefits Enterprise, our street cleaning contractor, with their manual street sweeping operations. With fewer bags out on the streets the opportunity for loose litter to be deposited on and around bags is removed and the result is less loose and wind-blown litter. This reduction in loose litter has been noticed by the street sweepers who have commented positively about the impact of the time banding scheme.

Next steps

22. The strong compliance monitoring seen at the start of the scheme will continue, to ensure that occupants do not become complacent.
23. It is proposed that we undertake an independent survey to gain views and feedback sometime around the end of the current year or early in 2013. The results of the survey would be reported back to this committee along with a further update on enforcement activities
- 24.

Financial and Risk Implications.

25. No additional risks identified.

Legal Implications

26. None

Property Implication

27. None

HR Implications

28. None

Strategic Implications

29. The introduction of the time banding scheme supports the City of London's strategic priorities through The City Together Strategy: The Heart of a World Class City which protects, promotes and enhances our environment. The scheme also supports the corporate

plan strategic aim of SA2 of providing modern, efficient and high quality local services within the square mile for workers, residents and visitors whilst delivering sustainable outcomes.

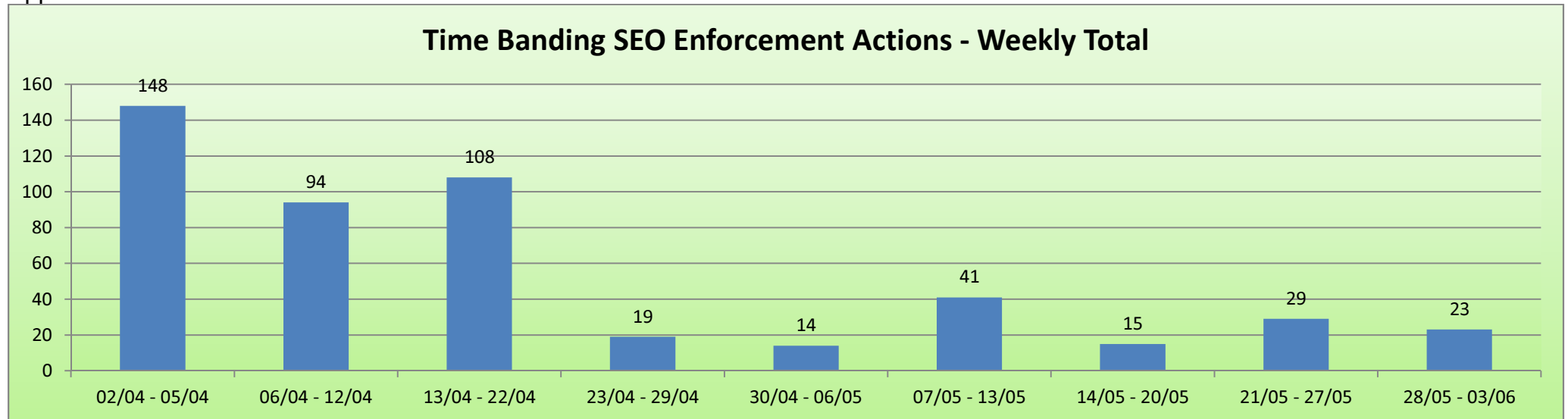
Background Papers

30. Report to Port Health and Environmental Services Committee, 20 September 2011– Introduction of Time Banding for Bagged Waste.
31. Report to Port Health and Environmental Services Committee, 17 May 2011 – Refuse Collection, Street Cleansing, Vehicle Maintenance and Ancillary Services Contract Tender.
32. LRS Residents and Businesses Survey report.

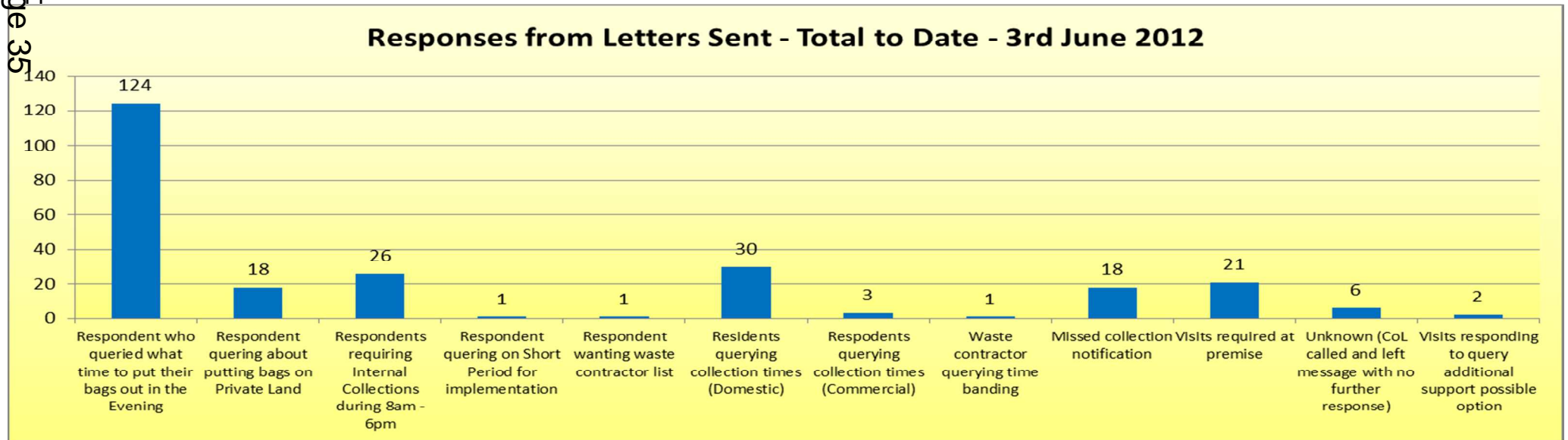
Contact:

doug.wilkinson@cityoflondon.gov.uk

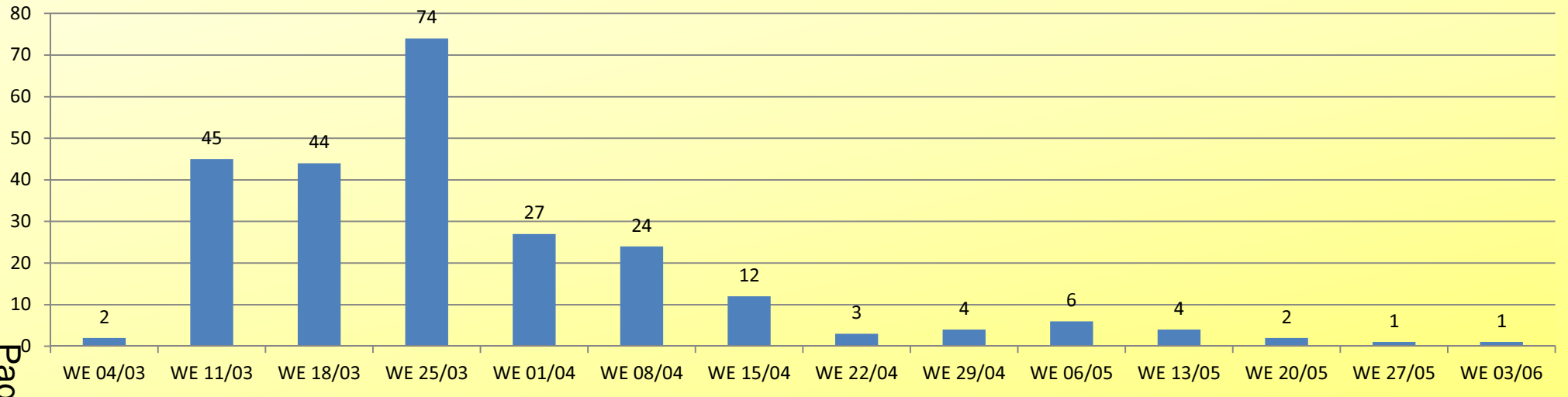
Appendix 1



Appendix 2



Response from Letters Sent - Weekly Total

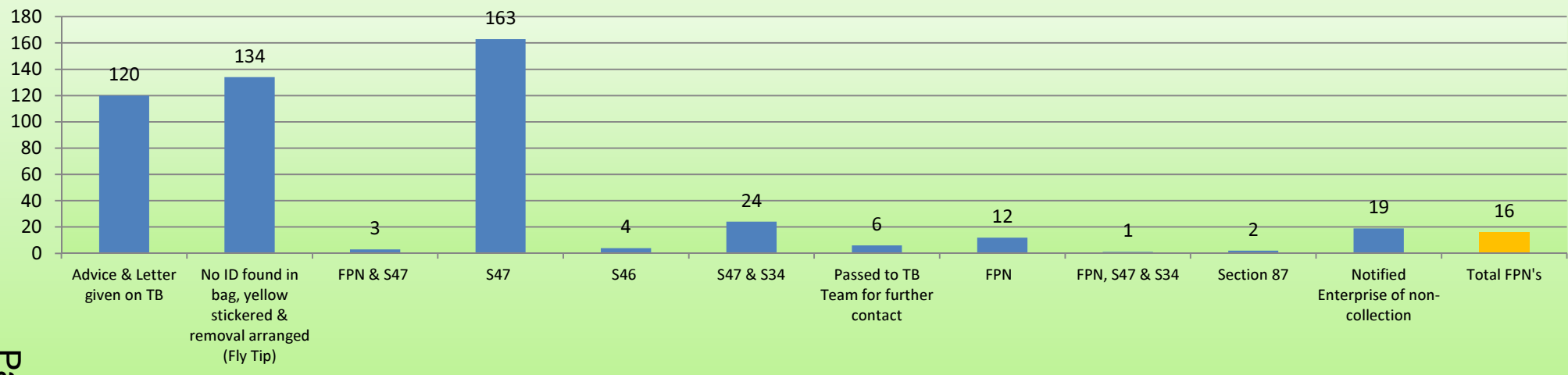


Appendix 4

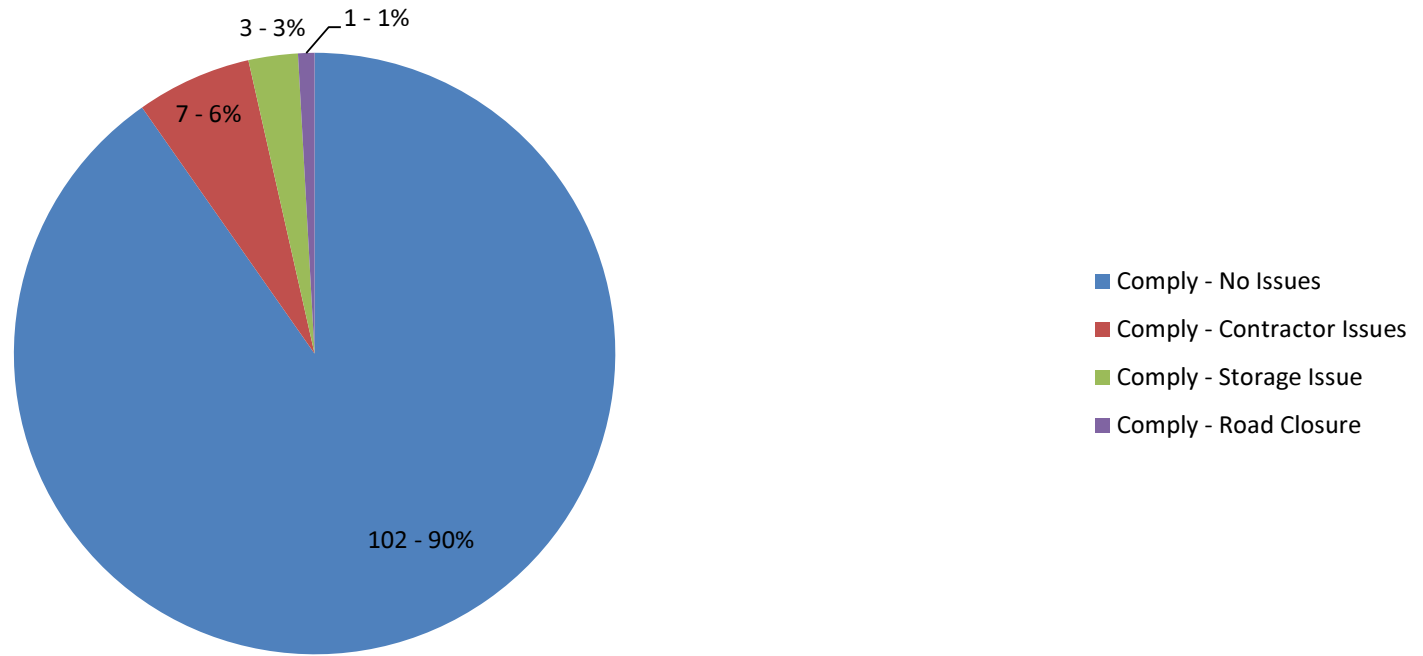
Enforcement Action Taken by SEO	02/04 - 05/04	06/04 - 12/04	13/04 - 22/04	23/04 - 29/04	30/04 - 06/05	07/05 - 13/05	14/05 - 20/05	21/05 - 27/05	28/05 - 03/06	Cumulative weekly Totals	Percentage Breakdown	KEY	DESCRIPTION
Advice & Letter given on TB	43	25	30	2	1	16	1	0	2	120	24	Advice & Letter given on Time Bandings	Verbal advice & introduction of TB regulations given
No ID found in bag, yellow stickered & removal arranged (Fly Tip)	79	18	22	0	0	4	0	4	7	134	27	No ID found in bag, yellow stickered & removal arranged	No paperwork in waste bag to identify who the waste belongs too. Yellow stickers placed on for Enterprise to collect bags on their rounds. This is Fly Tip waste which we have always dealt with.
FPN & S47	2	0	1	0	0	0	0	0	0	3	1	FPN & Section 47 of EPA 1990	Fixed Penalty Notice served with Section 47
S47	16	32	47	12	11	14	11	11	9	163	33	Section 47 of EPA 1990	Formal notification given under S47 which is used to prevent commercial waste being detrimental to the area
S47 & S34	4	0	0	0	0	0	0	0	0	4	1	Section 46 of EPA 1990	Formal notification given under S46 which is used to prevent residential waste being detrimental to the area
S47 & S34	1	0	1	4	2	1	0	12	3	24	5	Section 34 of EPA Act 1990	Formal notification given under S34 which puts duty of care on waste producer to keep or dispose of waste in correct manner
Passed to TB Team for further contact	1	3	2	0	0	0	0	0	0	6	1	Passed to TB Team for further contact	Given to TB Team to visit/assess premises and provide additional support
FPN	1	1	1	0	0	3	3	2	1	12	2	FPN	Fixed Penalty Notice issued of £110.00
FPN, S47 & S34	1	0	0	0	0	0	0	0	0	1	0	FPN, S47 & S34	Fixed Penalty Notice issued with S34 & S47
Section 87	0	1	0	0	0	0	0	0	1	2	0	Section 87 of EPA 1990	Formal notification given under S87 which is used to prevent litter dropping in public places
Notified Enterprise of non-collection	0	14	4	1	0	0	0	0	0	19	4	Notified Enterprise of non-collection	Enterprise informed of their waste bags still on streets to collect
Total FPN's	4	1	2	0	0	3	3	2	1	16	3		
Weekly Total actions	148	94	108	19	14	41	15	29	23	491			

*Some premises were issued with FPN's and also additional S47 and/or S34 notices if people claim not to have received previously

Time Banding SEO Enforcement Action -Total to Date - 3rd June 2012



Time Banding Compliance Response



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Agenda Item 10

Committee(s):	Date(s):
Planning and Transportation	3 rd July 2012
Port Health and Environmental Services	4 th July 2012
Subject: Business Plan 2011/12: Fourth Quarter Progress Report (Jan – Mar 2012), including financial outturn	Public
Report of: Director of the Built Environment	For Information
<u>Summary</u> <p>This report sets out the end of year performance for the Department against the KPIs on the business plan. We continue to meet or exceed twelve out of the sixteen KPIs. Where we do not, the report show the action we are taking. A number of significant departmental and personal achievements are noted in this report.</p> <p>The 2011/12 year end outturn position for the Department of the Built Environment services covered by Planning & Transportation, Port Health & Environmental Services and Open Spaces Committees reveals a net underspend for the Department of £580k (3%) against the overall local risk budget of £20.2m for 2011/12. Appendix C sets out a detailed financial analysis of each individual division of service within the Built Environment Department for each Service Committee it supports.</p> <p>The Director of the Built Environment has requested to carry forward the maximum sum allowed of £500k into 2012/13. These requests are currently being prepared for consideration by the Chamberlain in consultation with the Chairman and Deputy Chairman of the Resource Allocation Sub Committee.</p> Recommendations I recommend that your Committee: <ul style="list-style-type: none">• Note the quarter 4 performance indicators for 2011/12 against the key performance indicators and Service Response Standards.• Note the financial and statistical information contained within.• Receive the report.	

Main Report

Background

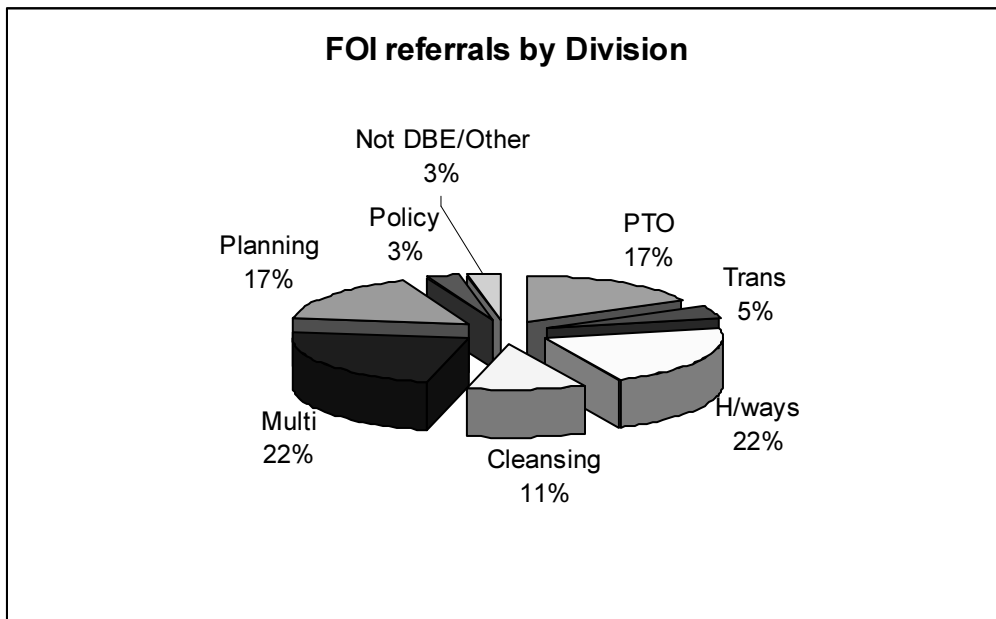
1. This report provides details of the key performance indicators agreed in the business plans of the Department of Environment Services and of the Department of Planning & Transportation.

2. This report also updates Members on significant changes and achievements that have been made during the quarter 1st January 2012 – 31st March 2012.
3. A total of 16 key performance indicators are included in this report related to the functions of the Department of the Built Environment. In the fourth quarter of 2011/12 we have met or exceeded 12 of our KPIs.

Achievements

4. In February, the St Paul's protest camp was successfully removed. During the protest, the Cleansing service successfully maintained and the locality of this area and following the removal of the camp went about pressure cleaning the whole of the pavement area around St Paul's to return it to its former condition.
5. The 2011 Clean City Awards were presented in February 2012 by the Chief Commoner, Deputy Richard Reagan and John Tomlinson, Chairman of Port Health and Environmental Services Committee at the annual ceremony held in the Mansion House. The City of London Clean City Awards scheme was established in 1994 to promote and share best practice of sustainable waste management practices. Today, there are over 1650 sites participating in the scheme, ranging from small shops and food outlets to large multi-national companies and financial institutions. These awards recognise those leading the way in recycling and waste management.
6. The City of London has achieved the Gold Standard at The Freight Operator Recognition Scheme (FORS) and was amongst the first operators to attain this award. FORS is managed by Transport for London, and recognises fleet operations which comply with the requirements of the FORS Standard. This is a voluntary certification scheme aimed at ensuring fleet operators work lawfully and to best practice.
7. The District Surveyors team provided Building Control services for One New Change and won the London District Surveyor's Association Quality Awards for Best Large Commercial Development.
8. The City of London won two awards at the International Architecture Awards for the Best New Global Design; these international awards recognise and celebrate the world's foremost architectural solutions for the designs of new cities from New York to Singapore. The two buildings to be awarded were One Cheapside, and the yet to be built N^o. 5 Cheapside.
9. Nineteen Section 106 agreements were signed during the period which was an exceptionally high number due to the industry's requirement to 'beat' the introduction of the Mayors CIL on the 1st April 2012. These agreements secured a significant number of financial and other benefits for the City.
10. The first four conservation area character summaries and management strategies were adopted on January 31st 2012, as Supplementary Planning Documents following the adoption of the Core Strategy in September last year. These covered the four areas of Bank, Charterhouse, Crescent and Lloyds Avenue.

11. During quarter four, the department received 65 new requests for information under the Freedom of Information Act; this is an increase of 18% on quarter three. An estimated 317 hours were spent on FOI requests throughout the department; this figure is being closely monitored by the management team.
12. The team managing these 'Access to Information' requests has increased staffing by offering an internal secondment. This is in line with the Town Clerks department who have also had to recruit extra staff.
13. The chart below shows the split of FOI requests throughout teams in the department.



Individual Staff Achievements

14. The City Planning Officer was made an honorary Fellow of the Royal Institute of British Architects in recognition of his outstanding contribution to architecture in the City of London.
15. Amanda Harcourt was awarded Local Land Charges Officer of the Year 2012 at the annual Land Data Local Land Charges Awards for Excellence.

Performance Management

16. In this final quarter of 2011/12 we met or exceeded twelve of the sixteen relevant KPIs. We have underperformed against four KPIs but continue to monitor these closely through regular management and review.
17. Appendix A provides details of our performance with a brief explanation where appropriate.
18. Quarterly reports for 2012/13 will have a significant increase in the number of departmental KPIs. Appendix B gives details of these new KPIs, as agreed in our 2012/15 Business Plan.

Financial and Risk Implications

19. The 2011/12 year end outturn position for the Department of the Built Environment services covered by Planning & Transportation, Port Health & Environmental Services and Open Spaces Committees is provided at Appendix C. This reveals a net underspend for the Department of £580k (3%) against the overall local risk budget of £20.2m for 2011/12. The table below details the summary position by Fund.

Local Risk Summary by Fund	Latest Approved Budget £'000	Outturn Position £'000	Variance from Budget +Deficit/(Surplus)	
			£'000	%
City Fund	19,972	19,388	(584)	(3%)
Bridge House Estates	221	225	4	2%
Total Built Environment Services Local Risk	20,193	19,613	(580)	(3%)

20. The Director of Built Environment has requested to carry forward the maximum sum allowed of £500k to 2012/13. These requests are currently being prepared for consideration by the Chamberlain in consultation with the Chairman and Deputy Chairman of the Resource Allocation Sub Committee.
21. The reasons for the significant budget variations in the above table are detailed in Appendix C, which sets out a detailed financial analysis of each individual division of service within the Built Environment Department for each Service Committee it supports.

Planning and Transportation Committee

22. The better than budget year end position of £69k (1%) for Planning & Transportation Committee, is principally due to salary savings within Town Planning due to redundancy costs being met centrally for the corporate efficiency savings review, additional hoardings & scaffolding licence income, and further staff savings from vacancies and reduced repairs & maintenance costs relating to the pipe subways. These savings have been partly offset by shortfalls in off-street car parking income and slippage in the recovery of staff recharges to projects within the Transportation Planning service, due to a greater number of non-recoverable projects being delivered than anticipated, principally related to the 2012 Olympic games.

Port Health and Environmental Services Committee

23. The better than budget year end position of £513k (6%) for Port Health & Environmental Services Committee is mainly due to additional income and reduced contract and employee costs, following the transfer of the commercial waste portfolio to Enterprise and the commencement of the new Refuse, Street Cleansing and Vehicle Maintenance contract, plus reduced third party costs for

the disposal of waste and additional income from co-mingled waste tonnage, and additional public conveniences income and various other running budgets which are underspent.

Consultees

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

Background Papers:

Department of Environmental Services Business Plan 2011-12

Planning & Transportation Department Business Plan 2011-12

Department of the Built Environment Business Plan 2012-15

Appendices

A – Performance Management Report

B – 2012 - 15 KPIs

C – Finance Report

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Performance Management Report 2011-12 Q4






**Department of the Built Environment
Progress against Business Plan Performance Indicators**





	This indicator is performing to or above the target.
	This indicator is a cause for concern, frequently performing just under target.
	The indicator is performing below the target.

Port Health & Environmental Services Committee

		Target 2011-2012	Actual 2011-2012					
			Q1	Q2	Q3	Q4	Overall	
Highways & Cleansing								
LHM2	The standards of safety and workmanship for road work activities as measured by the Considerate Contractor Scheme (%).	70%	82%	81%	81%	82%	81.5%	
L187	Condition of category 1, 1a and 2 footways.	0%	0%	0%	0%	0%	0%	
L215a	The average number of days taken to repair a street lighting fault that is under control of the local authority.	1.6 days	1.03	1	1	1	1.01	
NI 191	To reduce the residual annual household waste per household.	<565 kgs	116.8kg	118.45kg	127.99kg	103.27kg	465.00kg	
NI 192	Percentage of household waste recycled.	40%	39.34%	37.68%	33.09%	38.32%	37.04%	
NI 193	Percentage of municipal waste land filled.	<75%	23.88%	22.6%	1.2%	21.78%	21.23%	
NI 195	The percentage of relevant land and highways (%) from which unacceptable levels of litter, detritus, graffiti and fly-posting are visible.	2%	2.29%	2.29%	1.5%	0.75%	1.5%	
COMMENTS								
<p>NI192: Recycling rate affected as a result of an audit which identified some commercial recycling entering the domestic stream. In addition there was an increase in mechanised sweeping which meant that previously separated recyclables were being swept up with general waste and grit. Both issues have now been resolved with appropriate outlets identified for street sweeping waste.</p> <p>In addition to this the recycling team will be carrying out a number of campaigns and projects this year focussing on food waste recycling, bulky waste reuse and parks and open spaces recycling.</p> <p>NI193: Energy From Waste Plant now in operation so figure easily achieved. Q3 shows the first full quarter where waste was tipped at Belvedere EFW, the rise in Q4 was due to Belvedere being closed during March for planned maintenance work to replace faulty crane rails prior to the official opening in May 2012 and so waste for this month was sent to Landfill. Belvedere EFW was operational again as of 4 April 2012.</p> <p>NI195: The KBT Survey is performed in 3 tranches – the figures for Q1 and Q2 are the result of the first tranche duplicated. Therefore one of these is disregarded for the purpose of calculating the annual result. The results for the year show steady improvement that has been maintained during the mobilisation period of the new contract (awarded October 2011, the Q3 survey tranche was carried out in November 2011) and remain within target.</p>								

Planning & Transportation Committee

		Target 2011-2012	Actual 2011-2012					
	Parking		Q1	Q2	Q3	Q4	Overall	
LTR2	Percentage of valid PCN debts recovered.	80%	81%	81%	80%	83%	81%	
LTR3a	Respond to PCN correspondence within 15 days.	90%	100%	100%	100%	100%	100%	
COMMENTS								
		Target 2011-2012	Actual 2011-2012					
	District Surveyor's (Building Control)		Q1	Q2	Q3	Q4	Overall	
LBC1	To decide 90% of standard 5 week applications within the timescale compared with the number of applications received under these terms.	90%/19 days	100%	80%	100%	100%	95%	
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.	90%/26 days	88%	80%	90%	97%	89%	
LBC3	To issue a completion certificate within 14 days of the final inspection of completed building work in 85% of eligible cases.	85%	87%	89%	96%	88%	85%	
COMMENTS								
LBC 2& 3: Good recovery through the second half of the year produced a creditable year end figure.								

		Target 2011-2012	Actual 2011-2012					
Service Response Standards			Q1	Q2	Q3	Q4	Overall	
SRS C	Emails to all published (external-facing) email addresses to be responded to within 1 day.	100%	67%	88%	100%	67%	82%	
SRS D	A full response to requests for specific information or services requested via email within 10 days.	100%	100%	80%	80%	100%	90%	
SRS E	Telephone calls to be picked up and answered within 5 rings/20 seconds	90%	94.1%	93.3%	93.4%	92.5%	93.4%	
*SRS F	Where possible calls to be answered by a human voice [Voicemail element only target = less than 10%]	10%	7.04%	7.4%	11.5%	11.3%	13.9%	
<p>SRS C – Out of three mailboxes tested, one was not responded to in time, this small corporate sampling skews the overall results. SRS D – Only five mailboxes are tested, one was not responded to in time, this small corporate sampling skews the overall results. SRS F – Use of voicemail is essential across our service, and has an adverse impact on this indicator, it is also worth noting a large number of staff are in and out of the office throughout the day. Callers often ask to be put through to voice mail to leave a detailed message than to leave a message with a colleague. Every effort has been made to reduce this figure. NB Q1& Q2 results are DES and Q3 & Q4 results are for DBE.</p>								

Appendix B

Departmental Key Performance Indicators

(NI = National Indicators)

Ref:		Target 2012-13
	Transportation & Public Realm	
NI 191	To reduce the residual annual household waste per household.	<565 kgs
NI 192	Percentage of household waste recycled.	40%
NI 195	Percentage of relevant land and highways from which unacceptable levels of litter, detritus, graffiti and fly-posting are visible.	2%
LTR2	Percentage of valid PCN debts recovered.	80%
LTR3a	Respond to percentage of PCN correspondence within 15 days.	90%
TPR1	No more than 3 failing KPIs, per month on new Refuse and Street Cleansing contract	<9 per quarter
TPR2	No more than 3 failing KPIs, per month on new Highway Repairs and Maintenance contract.	<9 per quarter
TPR3a	Reduction by 10% of number of persons killed and seriously injured compared to 2010 baseline (45 persons).	Quarterly
TPR3b	Reduction by 5% of number of total road traffic casualties compared to 2010 baseline (350 persons).	Quarterly
TPR4	No more than 10 unresolved 'time banding' queries.	<10
TPR5	90% street works in full compliance with the services 5 point communication plan.	90%
	District Surveyor's (Building Control)	Target 2012-13
LBC1	To decide 90% of standard 5 week applications within the timescale compared with the number of applications received under these terms.	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.	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)	85%
	Planning Policy	Target 2012-13
PP1	Consult the public on the City's preliminary draft Community Infrastructure Levy (CIL) by October 2012 and the draft CIL by March 2013.	
PP2	Consult the public on the draft LDF Development Management Development Plan Document by January 2013	
PP3	Publish development pipeline information bi-annually (June & Dec) and publish initial analysis of the 2011 Census for the City by December 2012	
PP4	Improve the match of gazetteer to Non-Domestic Rate records from 80% to 85% during 2012/13.	85%
PP5	Ensure internal and public-facing GIS services are availability 98% of the working day (excluding IS service disruptions).	98%

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

Department of Built Environment Local Risk Revenue Budget - 1st April 2011 to 31st March 2012
(Income and favourable variances are shown in brackets)

Appendix C

	Latest Approved Budget 2011/12			Actual 2011/12			Variance		
	Gross Expenditure £'000	Gross Income £'000	Net Expenditure £'000	Gross Expenditure £'000	Gross Income £'000	Net Expenditure £'000	Net Expenditure £'000	%	Notes
Planning & Transportation (City Fund)									
Town Planning	3,264	(456)	2,808	3,140	(472)	2,668	(140)	-5%	1
Transportation Planning	2,190	(1,974)	216	2,219	(1,885)	334	118	55%	2
Road Safety	233	(10)	223	243	(20)	223	0	0%	
Street Scene	650	(601)	49	540	(490)	50	1	2%	
Building Control	1,570	(1,585)	(15)	1,525	(1,541)	(16)	(1)	-7%	
Highways	5,468	(949)	4,519	5,482	(937)	4,545	26	1%	
Traffic Management	813	(1,262)	(449)	749	(1,367)	(618)	(169)	-38%	3
Off Street Parking	2,383	(2,575)	(192)	2,372	(2,383)	(11)	181	94%	4
On Street Parking	3,866	(41)	3,825	3,875	(36)	3,839	14	0%	
Drains & Sewers	702	(449)	253	622	(465)	157	(96)	-38%	5
Contingency	7	0	7	0	0	0	(7)	-100%	
	21,146	(9,902)	11,244	20,767	(9,596)	11,171	(73)	-1%	
Planning & Transportation (BHE)									
London Bridge	53	0	53	56	0	56	3	6%	
Blackfriars Bridge	48	0	48	47	0	47	(1)	-2%	
Southwark Bridge	43	0	43	43	0	43	0	0%	
Millennium Bridge	77	0	77	79	0	79	2	3%	
	221	0	221	225	0	225	4	2%	
TOTAL PLANNING & TRANSPORTATION COMMITTEE	21,367	(9,902)	11,465	20,992	(9,596)	11,396	(69)	-1%	
Port Health & Environmental Services (City Fund)									
Public Conveniences	1,134	(399)	735	1,067	(434)	633	(102)	-14%	6
Waste Collection	2,388	(2,450)	(62)	2,355	(2,576)	(221)	(159)	-256%	7
Street Cleansing	4,296	(359)	3,937	4,294	(392)	3,902	(35)	-1%	
Waste Disposal	1,967	(247)	1,720	2,133	(549)	1,584	(136)	-8%	8
Transport Organisation	472	(22)	450	481	(71)	410	(40)	-9%	
Walbrook Wharf	1,168	(245)	923	1,235	(281)	954	31	3%	
Cleansing Management	254	0	254	218	0	218	(36)	-14%	
Built Environment Directorate	602	0	602	572	(6)	566	(36)	-6%	
TOTAL PORT HEALTH & ENVIRONMENTAL SRV COMMITTEE	12,281	(3,722)	8,559	12,355	(4,309)	8,046	(513)	-6%	
TOTAL OPEN SPACES COMMITTEE	169	0	169	171	0	171	2	1%	
TOTAL BUILT ENVIRONMENT LOCAL RISK	33,817	(13,624)	20,193	33,518	(13,905)	19,613	(580)	-3%	

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Notes:

- Town Planning** - underspend is mainly a result of savings on salaries (£131k) due to redundancy costs being funded centrally for the corporate efficiency savings review.
- Transportation Planning** - overspend is mainly due to a shortfall in the recovery of overheads from projects within the capital programme (£90k).
- Traffic Management** - underspend is mainly due to additional hoardings income (£105k) and expenditure savings on advertising (£19k) and repairs & maintenance works (£18k).
- Off Street Parking** - overspend is mainly due to reduced car parking income (£192k).
- Drains & Sewers** - underspend is mainly due to savings for staff vacancies (£29k) and reduced requirement for repairs & maintenance works (£55k).
- Public Conveniences** - underspend is mainly due to additional income (£35k) and various underspends on running budgets (£79k).
- Waste Collection** - underspend is mainly due to a better than expected final outturn position on commercial waste income, prior to the transfer of the income portfolio to MRS Enterprise (£126k).
- Waste Disposal** - underspend is due to additional income from co-mingled waste tonnage which is higher than anticipated, together with reduced third party costs for disposal.

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Committee(s):	Date(s):	
Port Health and Environmental Services	4 July 2012	
Subject: Business Plan 2011/12 Outturn Report	Public	
Report of: The Director of Markets and Consumer Protection and the Director of Open Spaces	For Information	
<u>Summary</u>		
<p>This report sets out the Business Plan progress information for 2011-2012 for 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). It shows what we have achieved over the past financial year against our objectives and key performance indicators.</p> <p>This report also includes details of The City of London Cemetery and Crematorium's 2011-2012 progress against the former DES Business Plan. Although this service is now within the remit of the Department of Open Spaces, its small size in terms of key performance indicators and objectives does not currently warrant a separate report.</p> <p>The report consists of:</p> <ul style="list-style-type: none"> • Performance against the key performance indicators (KPIs) – Appendix A • Financial information – Appendices B and C • Progress against our Key Objectives – Appendix D • Enforcement Activity for Q4 2011/12 – Appendix E • Key risks – Appendix F <p>Recommendations</p> <p>It is recommended that your Committee notes the content of this Report and its appendices.</p>		

Main Report

Current Position

1. To ensure our service committees are kept informed of progress against the current business plan, it has been agreed that key performance indicators (KPIs), Key Objectives and a financial summary would be reported on a quarterly basis. This approach has allowed Members to ask questions and have a timely input on areas of particular importance to them.

2. In 2011-2012, we met or exceeded five of the six reported KPIs for the Port Health and Public Protection Division. One of the three reported KPIs for the Cemetery and Crematorium has been met. The underperformance of the remaining indicators is being actively addressed. Full details are provided in Appendix A.
3. The Business Plan also sets out six Key Objectives for the Port Health and Public Protection Division and three for the Cemetery and Crematorium. Progress against these objectives is provided in Appendix D.
4. At the request of the Committee, from now onwards, we will be reporting quarterly on the enforcement activity carried out by the Port Health and Public Protection Division. Appendix E sets out the enforcement activity undertaken by our officers in Quarter 4 of 2011/12.
5. In accordance with the report you have recently received from the Audit and Risk Management Committee, from now on we will be including a selection of key risks from our Departmental Risk Register each quarter (Appendix F).

Financial and Risk Implications

6. The 2011/12 year end outturn position for the Department of Markets & Consumer Protection services covered by Port Health & Environmental Services and Licensing Committees is provided at Appendix B. This reveals a net underspend for the Department of £791k (22%) against the overall local risk budget of £3.6m for 2011/12. The table below details the summary position by Fund.

Local Risk Summary by Fund	Latest Approved Budget £'000	Outturn Position £'000	Variance from Budget +Deficit/(Surplus)	
			£'000	%
City Fund	3,318	2,493	(825)	(25%)
City Cash	329	363	34	10%
Total Markets & Consumer Protection Local Risk	3,647	2,856	(791)	(22%)

7. The Director of Markets & Consumer Protection has requested to carry forward the maximum sum allowed of £500k to 2012/13. These requests are currently being prepared for consideration by the Chamberlain in consultation with the Chairman and Deputy Chairman of the Resource Allocation Sub Committee.
8. The reasons for the significant budget variations in the above table are detailed in Appendix B, which sets out a detailed financial analysis of each individual

division of service within the Markets & Consumer Protection Department for each Service Committee it supports.

9. The better than budget year end position of £740k (19%) for Port Health & Environmental Services Committee is mainly due to underspends on supplies & services budgets within City Environmental Health following a budget redistribution from the previous DES Support Service budget in relation to the recent governance review; a lower than expected resource requirement for high risk food sampling works at the Ports as a result of this work being absorbed within current budgeted staffing resources; and additional income generated at the Animal Reception Centre in relation to passports for pets following a change in legislation from 1 January 2012.
10. Appendix C shows the City of London Cemetery and Crematorium's finance information for the financial year 2011/12.

Background Papers:

Department of Environmental Services Business Plan 2011-2012 (DES 034/11)

Appendices

Appendix A – Key Performance Indicators Outturn Report 2011-2012

Appendix B – Financial Statements: Port Health & Public Protection Division, Department of Markets and Consumer Protection

Appendix C – Financial Statement: City of London Cemetery and Crematorium

Appendix D – 2011-2012 Progress against Key Objectives

Appendix E – Port Health & Public Protection Enforcement Activity Q4 2011-12

Appendix F – Key Risks

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**Department of Markets and Consumer Protection
Port Health and Public Protection Division
and
Open Spaces Department
City of London Cemetery and Crematorium**

**Business Plan Progress Report
Key Performance Indicators
Outturn Report 2011-2012**

Key

↑ Above target

↓ Below target

Appendix A (DES 2011-2012)

	Public Protection	Target 2011-12	Actual 2011-12				Annual average/ total
			Qtr 1	Qtr 2	Qtr 3	Qtr 4	
LEH1	To improve overall Food Hygiene Standards in the City by reducing the compliance risk ratings for food businesses compared to previous inspections.	<15	13.83	13.64	13.55	13.63	13.85 ↑
LEH3	Satisfaction of business with local authority regulation services.	85%	89.27%	82.47%	88.26%	91.90%	87.90% ↑
LTS6	All applications for an interim review and/or review of a premises licence granted under the provisions of the Licensing Act 2003 shall be processed, appropriate reports produced and public hearings scheduled and held within 48 hours and 20 working days respectively from the receipt of the formal notification.	100%	100%	100%	100%	100%	100% ↑
LTS8	Percentage of identified "rogue traders" brought to compliance.	80%	*	*	*	83%	83% ↑
<p>* Annual Indicator</p> <p>LEH1 - The risk rating (based on the Food Standards Agency Standard) is an aggregate of matters that can be controlled by the business and an improvement will be seen by an overall reduction in the compliance risk score as a result of contact and intervention. As a target for ongoing improvement, using the 06/07 baseline of <29 and the 10/11 annual average figure of 13.91, the target for 11/12 is <15.</p> <p>LTS8 - 12 "rogue traders" were identified during 2011/12, 10 of whom have been brought to compliance (in most cases their businesses have been wound up or ceased trading).</p>							
	Port Health and Animal Health	Target 2011-12	Actual 2011-12				Annual average/ total
			Qtr 1	Qtr 2	Qtr 3	Qtr 4	
LPH1	Percentage of consignments of products of animal origin (POAO) that satisfy the checking requirements cleared within five days of presentation of documents/consignments.	90%	92.5%	99.6%	94%	96%	96% ↑
LVS1	Less than 4% of missed flights for transit of animals caused by the Animal Reception Centre (ARC).	<4%	6.6%	2.1%	2.8%	7.9%	5% ↓
<p>LPH1 - i.e. time elapsed between receipt of documents/presentation of container to release, on electronic cargo handling system. Q4 -This is an overall figure consisting of 96% for Tilbury and 95% for Thamesport.</p> <p>LVS1 – The Q4 figure is higher than target due to the greatly increased volume during January and February 2012 (a result of changes to the Pet Travel Scheme which came into effect from 1 January 2012). The total result over the whole year is 5%.</p>							

City of London Cemetery and Crematorium Performance Indicators

	Cemetery and Crematorium	Target 2011-12	Actual 2011-12				Annual average/ total
			Qtr 1	Qtr 2	Qtr 3	Qtr 4	
LCC2a	Maintain our market share of burials above 7%.	7%	9.7%	9%	8%	7.3%	8.5% ↑
LCC2b	Maintain our market share of cremations above 24%.	24%	22.7%	23.9%	20.5%	24%	22.8% ↓
LCC5	Percentage of income for the Cemetery & Crematorium compared with the target income of £3.95M.	100%	90%	102%	96.5%	104.8%	99.8% ↓

LCC2a/b - *N.B. Registrar figures are usually one quarter in arrears.*
LCC2b / LCC5 - This highlights that the indicator for cremations measured on the death rate in the seven boroughs local to the cemetery is unachievable due to the level of competition and the target for the KPI for 2012/13 has been agreed at 23%. However the indicator for burials has been increased to 8% to ensure that our overall target of 31% across the two areas is maintained.

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Department of Markets & Consumer Protection Local Risk Revenue Budget - 1st April 2011 to 31st March 2012
(Income and favourable variances are shown in brackets)

Appendix B

	Latest Approved Budget 2011/12			Actual 2011/12			Variance		
	Gross Expenditure £'000	Gross Income £'000	Net Expenditure £'000	Gross Expenditure £'000	Gross Income £'000	Net Expenditure £'000	Net Expenditure £'000	%	Notes
Port Health & Environmental Services (City Fund)									
Coroner	196	0	196	192	0	192	(4)	-2%	
City Environmental Health	2,029	(158)	1,871	1,972	(189)	1,783	(88)	-5%	1
Pest Control	151	(81)	70	160	(86)	74	4	6%	
Animal Health Service	1,964	(1,984)	(20)	1,849	(2,437)	(588)	(568)	-2840%	2
Trading Standards	311	(1)	310	283	(5)	278	(32)	-10%	
Port Offices & Launches	3,149	(2,079)	1,070	2,972	(1,988)	984	(86)	-8%	3
Meat Inspector's Office (City Cash)	642	(313)	329	634	(271)	363	34	10%	
TOTAL PORT HEALTH & ENVIRONMENTAL SRV COMMITTEE	8,442	(4,616)	3,826	8,062	(4,976)	3,086	(740)	-19%	
TOTAL LICENSING COMMITTEE (City Fund)	316	(495)	(179)	304	(534)	(230)	(51)	-28%	4
TOTAL MARKETS & CONSUMER PROTECTION LOCAL RISK	8,758	(5,111)	3,647	8,366	(5,510)	2,856	(791)	-22%	

Notes:

- 1. City Environmental Health** - underspend is mainly a result of general underspends on running budgets.
- 2. Animal Health Service** - underspend is mainly due to the impact of additional income from Passports for Pets and underspends on repairs & maintenance due to delays in completing scheduled works before year end.
- 3. Port Office & Launches** - underspend is mainly due to reduced Common Entry Document (CED) high risk food sampling costs, as a result of this work being absorbed within current budgeted staffing resources.
- 4. Licensing** - underspend is mainly due to additional licensing income.

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Department of Open Spaces Local Risk Revenue Budget - 1st April 2011 to 31st March 2012
(Income and favourable variances are shown in brackets)

Appendix C

	Latest Approved Budget 2011/12			Actual 2011/12			Variance		
	Gross Expenditure £'000	Gross Income £'000	Net Expenditure £'000	Gross Expenditure £'000	Gross Income £'000	Net Expenditure £'000	Net Expenditure £'000	%	Notes
Port Health & Environmental Services Committee									
Cemetery	2,814	(3,958)	(1,144)	2,609	(3,946)	(1,337)	(193)	-17%	1
TOTAL OPEN SPACES LOCAL RISK	2,814	(3,958)	(1,144)	2,609	(3,946)	(1,337)	(193)	-17%	

Notes:

1. **Cemetery** - underspend is mainly a result of staff savings in preparation for reductions in 2012/13 and also due to improved business performance in the year.

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2011-2012 Progress against Port Health & Public Protection Key Objectives

Public Protection		
Ref:	Objective	Progress to date
1	To ensure that each team has a specific service delivery plan in relation to the London Olympics by 31 March 2012. SD	April – June 2011 Key risk assessments have been carried out, resource implications being assessed.
		July – September 2011 Key risk assessments now up-dated in the light of emerging Olympic issues. Reps attending all relevant forums on behalf of PH&PP.
		October – December 2011 Key risk assessments being up-dated “live” in the light of emerging Olympic issues. Reps continuing to attend all relevant forums on behalf of PH&PP Business planning process for 2012-2013 now started and to include Olympic-related activities.
		January – March 2012 <ul style="list-style-type: none"> • Key risk assessments being up-dated ‘live’ in the light of emerging Olympic issues. • Representatives continuing to attend all relevant forums on behalf of PH&PP. • Business planning process for 2012-2013 now completed and includes Olympic-related activities. • Olympic-related objectives in team managers’ and field officers’ appraisals for 2012-2013. • Activity timetables for the run-up to and the Games periods being developed by all teams.
2	To comply with new legislation by implementing any changes necessary to service policies and procedures by 31 March 2012. SD	April – June 2011 Animal By-product and Poultry Meat Marketing Regulations implemented at Meat inspectors’ Office. No further legislation yet on the statute books.

		<p>July – September 2011 Police Reform & Social Responsibility Act 2011 received Royal Assent 15 September 2011, but no commencement date.</p>
		<p>October – December 2011 Reporting of Injuries, Deaths & Dangerous Occurrences Regulations have been amended. Olympic Advertising & Street Trading Regulations have been published.</p>
		<p>January – March 2012 Reporting of Injuries, Deaths & Dangerous Occurrences Regulations have now commenced.</p>
3	To complete the Memorandum of Understanding (MoU) with the City of London Police by agreeing and implementing all joint operational level procedures by 30 September 2011. SD	<p>April – June 2011 The top level MoU has been approved by three Committees, but due to the delay in the Police finalising the document, the further procedures have slipped a quarter to 31 December 2011.</p>
		<p>July – September 2011 Final signing took place on 2 September 2011. Work has commenced on individual processes and procedures as they related to specific teams.</p>
		<p>October – December 2011 Work has commenced on individual processes and procedures as they related to specific teams. These processes and procedures are due to be finalised by 31 March 2012.</p>
		<p>January – March 2012 Work completed on 5 out of 12 individual processes and procedures as they relate to specific teams.</p>

Port Health and Animal Health		
Ref:	Objective	Progress to date
4	To trial and procure a suitable Port Health Information Management System to enhance the effectiveness and efficiency of the Service by August 2011. SD	April – June 2011 PHILIS, the Port Health Information Management System, has now been purchased and is being installed at the Port offices, it is on target to go live by Autumn 2011.
		July – September 2011 PHILIS is to be installed and trialled at Thamesport by 1 Nov 2011, and then at Tilbury by 31 Dec 2011.
		October – December 2011 PHILIS was installed at Thamesport and Tilbury during December 2011 and is now in use at both Port offices. Once users are more familiar with the system an assessment of the efficiency will be made.
		January – March 2012 <ul style="list-style-type: none"> • The system has been installed and staff are still familiarising themselves with it. There have been connection speed problems that are currently under investigation by IS. • Once connection speed has improved an assessment of the efficiency of data handling will be made. • Work is in progress to develop the finance interface.
5	To develop an Olympics Action Plan covering required Port Health services using an 8 cruise ship scenario by September 2011. SD	April – June 2011 Awaiting final confirmation of cruise numbers during the Olympic Period, projected berths and size. A plan of inspection will be completed once the final details are known.
		July – September 2011 Underway.
		October – December 2011 Meetings held to plan and decide actions required prior to the Games. Potable water supply provision and sampling is a priority.

		<p>January – March 2012</p> <ul style="list-style-type: none"> • Confirmation has been received that only two cruise ships will be present throughout the Games period. • A programme for the sampling of potable water supplies is in place and due for completion in advance of the games to allow time for remedial work should problems be identified.
6	To make recommendations on the installation of a water collection and recycling system using roof run-off at Heathrow Animal Reception Centre and implement after purchase negotiations are complete by 31 March 2012. Su	<p>April – June 2011 The purchase of ARC completed in June 2011, and quotes and technical specs are being collated to ascertain the costs of grey water collection.</p> <p>July – September 2011 Completed.</p> <p>October – December 2011 Completed.</p> <p>January – March 2012 Completed.</p>

Key:

SD – Service Delivery

Su – Sustainability

DP – Developing People

Q4 Progress against City of London Cemetery and Crematorium Key Objectives 2011-2012

Cemetery and Crematorium		
Ref:	Objective	Progress to date
1	To secure Committee agreement to a medium term plan for provision of the full range of burial options at the Cemetery by 31 March 2012. SD	April – June 2011 A plan is being developed and burial space has been highlighted to meet projected needs for the medium term and a report will be drafted for January 2012.
		July – September 2011 A plan to ensure that the City can continue to provide affordable and popular burial provision for the medium term (next 10 years) has been formulated and agreed by the Cemetery's Heritage Advisory Panel and a report will be presented to the March PHES Committee for approval.
		October – December 2011 Report submitted to PHES March Committee for approval.
		January – March 2012 Ten years of Burial Space have now been highlighted and work will soon commence, in consultation with the City Surveyor, regarding options to identify further burial space. This work will comply with Corporate Project Procedure.
2	To implement the review of the Bereavement Services section to achieve the optimum staffing level and full utilisation of the EPILOG and CBIS systems including online booking of funerals by 31 March 2012. SD	April – June 2011 The Bereavement services section of the cemetery continues to be the focus of modernisation with the implementation of EPILOG and improvements to the way that we use CBIS in relation to the cemetery's income. Due to the need to bring the EPILOG system back into the COL mainframe and the current web development programme it is possible that on-line bookings will not be available by March 2012, but all bookings will be made using the EPILOG system and all manual diaries will be deleted.

		<p>July – September 2011 The modernisation of the Bereavement Services section of the service continues, the manual diaries have been deleted and one post has been highlighted for deletion. On-line funeral bookings are not yet possible but this project is still being implemented with a target date of September 2012.</p>
		<p>October – December 2011 The development of the Gower Epilog system continues but Funeral Directors on-line and interface with the City's CBIS system is unlikely to be in place until later in 2012.</p>
		<p>January – March 2012 Development of the Gower Epilog system continues with the memorial gardens section (probably the largest and most complicated section) going live in May 2012. The Funeral Directors' on-line section is scheduled for September to December 2012, and the CBIS interface for January to March 2013.</p>
3	To produce a revised Grounds Maintenance plan for a reduced workforce for implementation by 1 April 2012. SD	<p>April – June 2011 The Superintendent will be working on this with the Director of Open Spaces with the aim of producing a plan by the end of the financial year.</p>
		<p>July – September 2011 Budget savings in other areas and an increase in income will mean that only one Grounds Maintenance Operative Post will be deleted. Projects to reduce maintenance such as mulching memorial garden beds and shrubberies has commenced with the aim of improving standards in the light of recent staff reductions.</p>
		<p>October – December 2011 Work continues to ease the maintenance regimes within the cemetery and no further staff reductions are required at the present time.</p>

		<p>January – March 2012 A further review of working practices is planned for the year 2012-13 as a further £25k efficiency saving is required from the service.</p>
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Key:
SD – Service Delivery
Su – Sustainability
DP – Developing People

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Port Health & Public Protection Enforcement Activity Quarter 4 2011-12

Pollution	2011-12 Target (where applicable)	Q4 Total	% Noise Complaints Resolved	Notices Served	Prosecutions
Complaint investigations, noise	N/A	261	92%	2	0
Complaint investigations, other	N/A	33	N/A	0	0
Licensing, Planning and Construction Works applications assessed	N/A	127	N/A	4	N/A
No. of variations (to construction working hours) notices issued	N/A	150	N/A	N/A	N/A

Food Safety	2011-12 Target (where applicable)	Q4 Total	Notices Served	Prosecutions
Programmed inspections	Food Hygiene: 844 Food Standards: 435	<u>Food Hygiene:</u> 337 <u>Food Standards:</u> 89	5	0
Hygiene Emergency Closures	N/A	0	0	0
Voluntary closures	N/A	1	N/A	N/A
Complaints & service requests received	N/A	42	0	0

Appendix E

Health & Safety	2011-12 Target (where applicable)	Q4 Total	Notices Served	Prosecutions
Programmed Cooling Tower inspections	120	32	0	0
Other H&S Inspections	330	3	0	0
H&S Project visits	130	1	0	0
Accident notifications	N/A	83	0	0
Complaints & service requests received	N/A	49	0	0

Trading Standards	2011-12 Target (where applicable)	Q4 Total	Notices Served	Prosecutions
Retail inspections	N/A	70	N/A	0

Licensing	2011-12 Target (where applicable)	Q4 Total	Notices Served	Prosecutions
Middlesex Street Market visits		4		

Animal Health & Welfare	2011-12 Target (where applicable)	Q4 Total	Warning Letters	Notices Served	Prosecutions
Animal Reception Centre					
Throughput of animals (no. of consignments)	N/A	5769	0	29	3
Animal Health					
Inspections carried out*	N/A	76	0	181	0
*N.B. Due to the legislation, most of the Animal Health licensing inspections are carried out at the end of the calendar year and figures will, therefore, fluctuate across quarters.					

Appendix E

Port Health	2011-12 Target (where applicable)	Q4 Total	Cautions	Notices Served	Prosecutions
Food Safety inspections and revisits	N/A	52	0	0	0
Ship Sanitation Inspections and Routine Boarding of Vessels	N/A	112*	0	0	0
Imported food Not of Animal Origin - document checks	N/A	3798	0	0	0
Imported food Not of Animal Origin - physical checks	N/A	430	0	1*	0
Number of samples taken	N/A	136	N/A	N/A	N/A
Products of Animal Origin Consignments – document checks	N/A	2417	0	3*	0
Products of Animal Origin Consignments – physical checks	N/A	821	0	1*	0
Number of samples taken	N/A	63	N/A	N/A	N/A
* Incomplete data					

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Port Health and Public Protection Key Risks

The table below shows a selection of our key risks which form part of our Departmental Risk Register. We will be reporting these to committee as part of the regular Business Plan Progress Reports from now on.

Risk No.	Risk Direction	Risk Details	Risk Owner/ Lead Officer	Existing Controls	Likelihood (previous assessment)	Impact (previous assessment)	Status	Further Action
PP4	↔	Outbreak of Legionnaires disease (<i>Legionella</i> sp.) in the City which is associated with one of our cooling towers at Smithfield Market.	Port Health & Public Protection Director	Regular (1-3 years depending upon risk) independent audit by Environmental Health Officers looking at all aspects of the water risk management systems in place.	Unlikely	Major	A	No further action at present.
AH1	↔	Any further downturn in aviation/travel e.g. a worldwide flu pandemic could well affect income projections.	Port Health & Public Protection Director	Marketing of our services and increase share of animal health work across London. The freehold of the Animal Reception Centre has been purchased to allow improvements to the premises.	Possible	Moderate	A	No further action at present.
PH1	↔	Due to the general downturn in trade a reduction in the level of imported goods is expected which could have adverse financial consequences.	Port Health & Public Protection Director	We are making preparations to service the new London Gateway port which is being constructed on the former Shellhaven site. We hold regular meetings with Ports' management to monitor trade patterns and to ensure that we can service their needs.	Possible	Moderate	A	No further action at present.
PP1	↔	That a major prosecution case for regulatory non-compliance fails with costs not being awarded back to the City of London and associated reputational damage in the media.	Port Health & Public Protection Director	1. Enforcement Policy in accordance with current legislation and guidance 2. Officers trained in enforcement 3. Pre-approval consultation with C&CS including counsel's opinion if necessary before CO Approval to prosecute. 4. Legal "fighting fund" established.	Rare	Major	A	No further action at present.

Key

AH Animal Health
PH Port Health
PP Public Protection

Status

R - Red
A - Amber
G - Green

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Committee(s):	Date(s):	Item no.
Port Health and Environmental Services	4 July 2012	
Subject: Enforcement Activity at Middlesex Street Market	Public	
Report of: Director of Markets and Consumer Protection	For Information	
<p><u>Summary</u></p> <p>Over the past few months complaints have been received concerning stallholders in Middlesex Street placing their goods on the highway and obstructing pedestrian flow. The situation has been complicated by the pedestrian highway being maintained by the City of London but the stallholders being licensed by London Borough of Tower Hamlets (LBTH).</p> <p>The general situation has improved with respect to the City however a specific concern has been raised by Ward Members regarding problems of pedestrian access to City shops in Middlesex Street from the Market between Harrow Place and Gravel Lane.</p> <p>The report outlines the further enforcement action taken to date and confirms that inspections will be undertaken on a regular basis in order to ensure that encroachments on City pavements are removed.</p> <p>Further discussions will be held with LBTH concerning longer term consistent enforcement of their stallholders pitches.</p>		

Main Report

Background

1. The Licensing Service issues licences to stall holders to trade on a Sunday in part of Middlesex Street from Bishopsgate to Sandy's Row. Stallholders in the remaining part of Middlesex Street obtain their licences from the London Borough of Tower Hamlets (LBTH).
2. The vehicular highway is similarly split with the responsibility from Bishopsgate to Sandy's Row falling to the City of London and from Sandy's Row onwards (travelling eastwards) falling under LBTH. The pedestrian highway for the whole western edge of Middlesex Street is in the City of London with the division principally being the pavement falling to the City and the road to LBTH (see Appendix 1 showing a map of Middlesex Street market around the Sandy's Row/Middlesex Street junction and Appendix 2 showing the boundary in the area between Harrow Place and Gravel Lane).

3. Over recent months complaints have been received from Members on behalf of local residents and traders that Middlesex Street stallholders in LBTH have been encroaching on to the City's pedestrian highway. Encroachment has taken the form of excess stock, rubbish and the overhang of their stalls onto City's pavement which also makes pedestrian movement from the market to City shops difficult between Harrow Place and Gravel Lane.
4. In certain circumstances this encroachment could be deemed illegally depositing items on the highway. Encroachment on the road on the eastern side of Middlesex Street does not create street trading offences for LBTH as they operate under different legislation to the City although there may still be Highways Act offences and compliance issues with their pitch licences within their borough.

Current Position

5. The Market is receiving regular visits by City Licensing Officers and the Market has generally been improved in compliance with City requirements since the previous report on 8 November 2011.
6. Following enquiries by Members on behalf of residents and City traders concerning obstruction of gang ways and obstruction on City pavement by LBTH traders our Licensing Officer met two Ward Committee Members, Henry Jones CC and John Fletcher CC on Sunday 15 April at the Market. Their concern was principally in respect of the location between Harrow Place and Gravel Lane (see Appendix 2) regarding the obstruction of pitches and associated goods/refuse onto City pavement which was having a deleterious effect on access to City shops at that point of Middlesex Street (see picture in Appendix 3).
7. Emails with LBTH initially elicited little response but LBTH confirmed that their stall size should be 8' x 8' for a single pitch with a 2' gangway between each trader. A revisit was made to the Market on 13 May and although the LBTH inspector was unavailable on the day, we took note of those stalls overhanging and obstructing City pavement in this location, gave verbal warnings to each transgressor and subsequently wrote to those stallholders.
8. The legal position was discussed with Comptroller and City Solicitor's Department on 14 May and it was agreed that the best course of action was to use Section 17 of the London Local Authorities and Transport for London Act 2003 (LLAct) which is delegated to the Department of the Built Environment Street Enforcement Officers (SEO's) and enables a Notice to be served on persons persistently placing items on the highway which can then be enforced after seven days by actions which include removal of the relevant items.

9. Contact was made with the Senior Markets Inspector for LBTH and she visited the market on Sunday 20 May, specifically the area between Harrow Place to Gravel Lane, to warn traders of the need to comply with pitch sizes, gangways and to remove pitches from City pavement.
10. The following Sunday, May 27, a joint City/LBTH inspection of the same location was undertaken and four formal verbal warnings were given to traders by LBTH regarding refuse, pitch sizes, gangways and placing of stalls on City pavement.
11. City Police, Department of the Built Environment SEO's and Licensing met to agree joint formal action at the market along with parallel work by LBTH on May 28. After the Queen's Diamond Jubilee weekend, on Sunday June 10, a joint inspection was undertaken, and whilst compliance had again improved, two Section 17 LAct Notices were issued to LBTH traders for pitches encroaching onto City pavement although behind the City bollards.
12. A week's grace has been granted to allow compliance with the S 17 notices following the statutory seven day period, and City Police will again accompany SEO's on Sunday 24 June to enforce the notices. They will take action to ensure all LBTH traders in this location are moved onto the LBTH road and if necessary dismantle/seize parts of the relevant stalls/goods. This will also be accompanied with parallel action by LBTH to enforce their pitch licensing requirements.

Future Enforcement Action

13. The situation will be maintained by regular enforcement of the market by licensing officers and SEO's. Licensing officers will inspect the market at least once a month with SEO's carrying out inspections in between times. The Licensing service will also continue to liaise with the local ward police team to assist where stallholders place goods on the highway in such a way as to cause obstruction.
14. The licensing service will also continue the work started with officers from LBTH to attempt to rationalise the market policies and procedures between the two local authorities. Enforcement options will be discussed with LBTH licensing officers to consider further joint enforcement and particularly other sanctions that can be given by LBTH, e.g. suspension of licence for the worst offenders.

Corporate & Strategic Implications

15. The above action meets the requirements of the Departmental enforcement policy.

Implications

16. The legal implications have been addressed in consultation with Comptroller and City Solicitor's Department in selection of the most appropriate enforcement route and use of a template prepared by his staff for the Section 17 Notice of the LLAct.

Conclusion

17. Complaints received concerning encroachment of the City pavement by Middlesex Street stallholders have been investigated and found to be justified. Following a number of enforcement actions the situation has improved significantly. The inspection and enforcement action on Sunday June 24 will give a good benchmark of progress so far.
18. Additional enforcement action has been identified to improve the situation further and help move to a sustainable level of compliance. This will be achieved through regular inspection by City Licensing Officers and SEO's together with persuasion of LBTH to use their market licence provisions and Highways powers to control their stallholders.

Background Papers:

Enforcement of Middlesex Street Market 8 November 2011 – PHES Committee

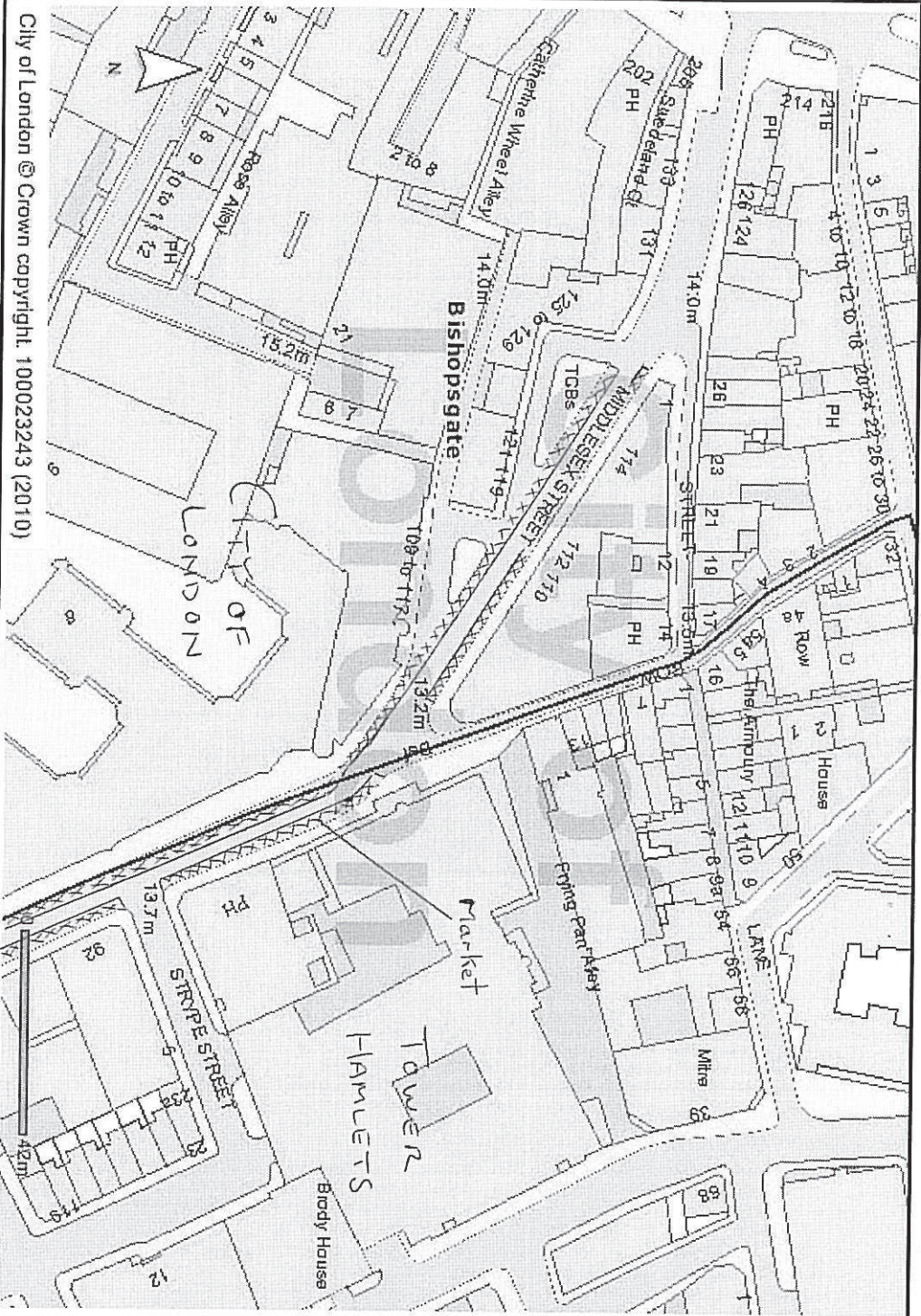
Appendices

- 1 Map of Middlesex Street Market
- 2 Map of Middlesex Street Market showing City boundary between Harrow Place and Gravel Lane
- 3 Picture of LBTH stalls from Middlesex Street Estate

Contact:

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Middlesex Street Market



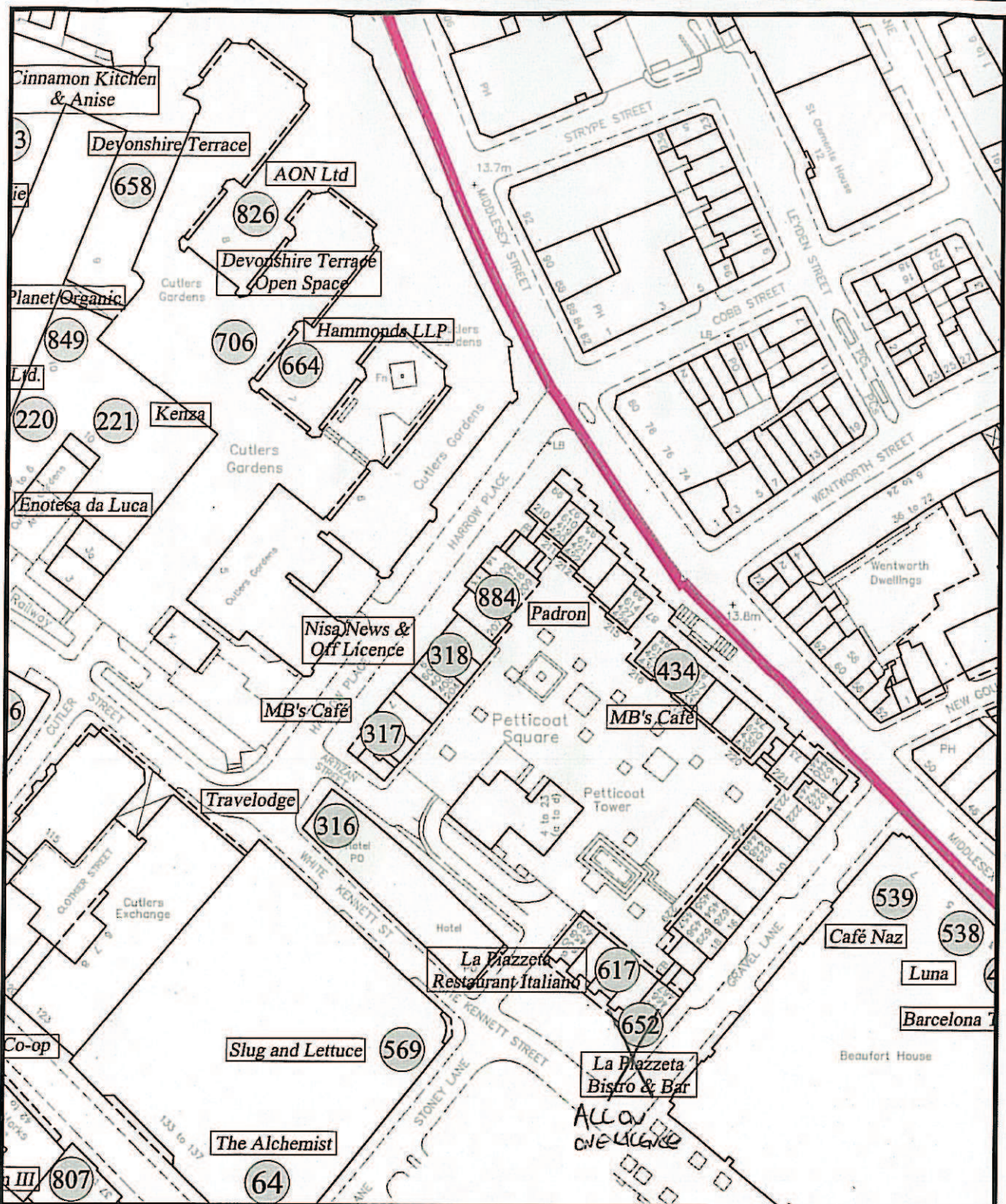
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- Legend**
- Ward Boundaries
 - Noise Monitoring Locations
 - Carbon monoxide
 - Sulphur Dioxide
 - Annotation
 - Base Map
 - Road or track
 - Footway
 - Path
 - Step
 - General feature
 - General Surface
 - Made Surface
 - Gaschouse
 - Historic Interest
 - Water
 - Landform
 - Natural Environment
 - Railway
 - Structure
 - Unclassified
 - Building
 - Market

COLGIS

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Address :
Padron
 (ref 884),
 13 Harrow Place,
 London, E1 7DB.

PLAN PREPARED BY THE CARTOGRAPHIC
 PLANS & RESEARCH SECTION OF THE
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CITY OF LONDON

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Scale :
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Date :
 May 2012

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PADRON, 13 Harrow Place, E1 7DB

<u>Map Reference</u>	<u>Name</u>	<u>Maximum Permitted Hours for Alcohol Sales</u>
1. (807)	The Rajasthan III	Mon – Sat: 10:00 – 00:00
2. (64)	The Alchemist	Fri – Sat: 10:00 – 05:00
3. (569)	Slug & Lettuce	Sun – Sat: 08:00 – 00:00
4. (617&652)	La Piazzeta Restaurant	Mon - Sat: 10:00 – 00:00
5. (4)	Barcelona Tapas	Sun – Sat: 08:00 – 02:00
6. (538)	Luna	Mon-Sat: 07:00 – 01:30
7. (539)	Mumbai Square (Café Naz)	Mon – Sat: 10:00 – 00:00
8. (316)	Travelodge	Sun - Sat: 00:00 – 00:00
9. (317)	MB's Cafe	Mon – Sat: 10:00 – 23:00
10. (318)	Nisa News	Mon – Sat: 08:00 – 23:00
11. (434)	MB's Cafe	Mon - Sat: 10:00 – 23:00
12. (220)	Enoteca da Luca	Sun – Sat: 10:00 – 23:00
13. (221)	Kenza	Sun – Sat: 12:00 – 03:00
14. (849)	Planet Organic	Sun – Sat: 07:00 – 00:00
15. (664)	Hammonds (Squire Sanders LLP)	Sun – Sat: 00:00 – 00:00 (24hr)
16. (706)	Devonshire Terrace (open space)	Sun – Sat: 12:00 – 22:00
17. (658)	Devonshire Terrace	Sun – Sat: 07:00 – 03:00
18. (826)	Aon Ltd	Sun – Sat: 08:00 – 00:00
19. (653)	Cinammon Kitchen	Sun - Sat: 09:00 – 03:00



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Committee(s):	Date(s):
Port Health and Environmental Services	4th July 2012
Subject: Interim Position on Vehicle Access Permit Charges	Public
Report of: Director of Open Spaces	For Decision
<u>Summary</u>	
<p>Vehicle access into the cemetery is recognised as a significant risk that has been managed by the operation of a free vehicle access permit scheme since 2006 and in its current format since May 2007. The scheme provides over 6000 permits.</p> <p>Last year the cemetery service was required to identify £192,000 in savings, which included the deletion of several operational posts. During consultation with staff regarding measures to avoid, reduce or mitigate planned redundancies it was suggested that by applying a charge for vehicle access there would be potential to generate additional income and it was decided to investigate this proposal.</p> <p>Charging for vehicles to gain access to the cemetery does have the potential to produce income but the risks of introducing such a charge need to be carefully considered. In order to gain a better understanding of support for, or resistance to such a charge, it is imperative that the service consults with cemetery users, before any decision is made.</p> <p>Using the services of a marketing consultant gives the cemetery an opportunity to consult with stakeholders on this and wider issues of fees and charges, volunteers, the development of a Friends Group and other factors that will help to shape the future of the service. Initial meetings have been held with consultants and the report includes their proposed approach.</p> <p>Recommendations</p> <p style="padding-left: 40px;">That your Committee:</p> <ul style="list-style-type: none"> • approves the appointment of Marketing Assistance Ltd at a cost of £9,800 to undertake consultations and research to identify public perception towards the introduction of a charge for permits and other opportunities to generate income, to support future management of the Cemetery. • receives a detailed report on the outcome of the consultation undertaken by Marketing Assistance Ltd., including the matter of charging for vehicle access into the site. 	

Main Report

Background

1. The City of London Cemetery and Crematorium is the largest municipal cemetery in the country and covers an area of 200 acres. The site has seven miles of roadways and extends to over two miles around the perimeter.
2. The high number and speed of vehicles entering the grounds in conjunction with the shared access between drivers and pedestrians is a recognised risk to the health and safety of visitors. In March 2005 your Committee agreed to

introduce a pilot scheme banning private cars from entering the grounds at weekends, if not part of a funeral procession. A mini-bus service was introduced to assist cemetery users gain access to graves and dedications within the site.

3. This policy was extremely unpopular, receiving hundreds of complaints and was reviewed in January 2006 when a further pilot scheme was introduced allowing vehicular access to the site for those visitors who applied for a free permit. The vehicle access permit scheme was reviewed again in March 2007 and has remained in place free of charge ever since. There are now around 6000 permits with no expiry dates.
4. Provision was made to review the scheme after three years operation in 2010 but this requirement was not actioned as the scheme was working satisfactorily.
5. In 2011 the cemetery was required to highlight £192,000 of savings and management engaged in consultation meetings with staff on measures to avoid reduce or mitigate planned redundancies. At those meetings it was suggested that by applying a charge for vehicle access there would be potential to generate additional income.
6. This matter was raised in a report to your Committee in November 2011 when it was agreed that a further report would be produced setting out the consultation process and that this would need to be agreed, before any consultation on the introduction of a charge for car permits would be considered.

Current Position

7. The cemetery service carries out over 2,500 cremations each year and approximately 1,000 burials and in 2011/12 produced income in excess of £3.95million. The strategy for the setting of fees and charges has been to keep prices affordable whilst maximising income as the service is in competition with several local private companies. Therefore, whilst there is clearly a possible income stream to be generated by charging for vehicle permits the service would not wish to jeopardise its current market position over a decision that would be particularly unpopular, affect business or cause negative PR for the City of London.
8. As a result of the above concerns, two marketing consultancies have been approached regarding the possibility of independently carrying out quantitative and qualitative research, to assess the general level of support for charging for vehicle access to enter the cemetery grounds by car.
9. Using the services of a marketing consultant gives the cemetery management an opportunity to consult with stakeholders on much wider issues including fees and charges, the use of volunteers, the development of a Friends Group and other matters that will help to shape the future of the service. The full remit of the proposed market research is to consider the following;
 - establishment of a Friends Organisation
 - development of Guided Tours
 - further development of the Newsletter

- public perception on current fees and charges
 - charging for vehicle access permits
 - enhancement of current facilities
 - establishment of new facilities
10. Two companies were invited to submit proposals, DJS Research and Marketing Assistance Ltd; both were given identical information regarding the requirements and specific details of the research, both submitted proposals with Marketing Assistance Ltd being considered as offering a more professionally presented and robust approach, the best value for money, a choice of options including two costing options. (Attached as an appendix)
11. The proposal involves three stages of consultations, two are qualitative and require in-depth interviews with stakeholders combined with two focus groups to explore the key issues listed in paragraph 9. The third stage is quantitative and requires face to face interviews with cemetery users.

Options

12. Carry out no consultation before making a decision as to whether a charge is applied to vehicle access permits. Any decision made without consultation would rely on data from 2007 when a majority of cemetery users were opposed to a charge. If a charge were to be applied the decision would be difficult to defend as there had been no recent consultation on the subject and the only evidence available would suggest that the City was acting against the general opinion of users.

NOT RECOMMENDED

13. Carry out the lower cost consultation option. This option (set out on page 10 of the appendix) is priced at £4,900 and is exactly half the cost of the recommended option. This allows for five in-depth interviews, one focus group and 100 visitor interviews. Whilst this would provide the service with valuable information the level of statistical reliability is lower than the higher cost (preferred) option.

NOT RECOMMENDED

14. Carry out the higher cost consultation option. This is the preferred option as it offers a higher level of feedback and therefore a higher level of statistical reliability. The cost is £9,800 and includes ten in-depth interviews with stakeholders, two focus groups and four hundred visitor interviews. The consultation is expected to require approximately 13 weeks to complete and will provide the service with valuable information on a range of important issues. The cost of the market research can be met by the cemetery and crematorium local risk budget and whilst there is no specific budget for this project the marketing and promotions budget can be used and this would represent the majority of the allocated spend for 2012/13.

RECOMMENDED

Proposals

15. It is proposed that the cemetery and crematorium service appoint Marketing Assistance Ltd to carry out consultation as described in paragraphs 9 and 14 at a cost of £9,800 and for a further report to be presented to this Committee with findings and further recommendations regarding the car permit scheme and other options/initiatives developed from the survey.

Financial Implications

16. The financial implications of appointing a consultant to carry out market research are limited to the costs described in paragraph 14 and a small operational cost for providing refreshments to the focus groups. There is a wider financial implication should a decision be made to charge for vehicle access as there are operational administration and enforcement costs but this will form part of a further report, should such a recommendation be made.

Key Risks

17. There are very few risks associated with this report due to the fact that the only recommended action is to appoint a consultant and carry market testing and consultation in the areas highlighted in paragraph 9. Any reputational and business risks, if they exist, will be considered if a further report recommends the charging for vehicle access permits or other income generation proposals.

Legal Implications

18. The City of London has the power to charge for discretionary services under the Local Government Act 2003. Such income cannot exceed the costs of service provision although recoverable costs may include staff costs (including on-costs), an appropriate element of premises related cost as well as printing and stationary costs etc.

Property Implications

19. There are no property related implications associated with this report.

HR Implications

20. There are no HR implications associated with this report. Should a further report be brought to this Committee recommending a charge for vehicle access permits, all HR implications will be considered and addressed at that time.

Corporate & Strategic Implications

21. The efficient and effective management of the City of London Cemetery and Crematorium supports the local community and protects, promotes and enhances the local environment in accordance with the City of London Corporation's Community Strategy.
22. The Town Clerk, Chamberlain and Comptroller and City Solicitor have been consulted in the preparation of this report.

Conclusions

23. The recommendations set out in this report enables the cemetery and crematorium service to evaluate the public perceptions and strength of feeling towards the introduction of a charge for vehicle access permits, whilst gaining valuable information regarding service provision in other areas. The consultation will also be a very useful tool in the possible development of a Friends Group and a Volunteering Strategy.

Background Papers:

Port Health and Environmental Services Committee – Vehicle Access into the City of London Cemetery 17th November 2004

Port Health and Environmental Services Committee – Vehicle Access: Interim Report on Pilot Scheme 24th January 2006

Port Health and Environmental Services Committee – Public Vehicle Access into the City of London Cemetery 24th April 2007

Port Health and Environmental Services Committee – Cemetery and Crematorium Budget Reductions for 2012/13 8th November 2011

Appendices

Marketing Assistance Ltd Consultation and Research Proposal 28th March 2012

Contact:

Gary Burks | gary.burks@cityoflondon.gov.uk | 0208 530 9831

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**City of London Cemetery
Facilities Consultation and Research**

Proposal

Prepared for

Gary Burks MICCM(dip)
Superintendent & Registrar
City of London Cemetery & Crematorium
Aldersbrook Road
Manor Park, London
E12 5DQ

Prepared by:

Michael Mackman
BA (Hons.), MMRS, FCIM, Chartered Marketer

28 March 2012

Marketing Assistance Ltd, 5 Inworth Grange, Grange Road, Tiptree, Essex CO5 0QQ.

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Directors: M L Mackman K J Norman. Registered office: 8 The Colliers Heybridge Basin Essex CM9 4SE

Registered in England No. 2879729. VAT Reg No. 623 3418 64

Introduction and Company Profile

Marketing Assistance Ltd was formed in 1993 by the merger of three specialist consultancies with complementary skills and experience.

The company offers the full range of marketing services to clients in both the public and private sectors. Our strap line – ‘we research, we plan, we implement’ – summarises our overall approach to the support we offer to clients: undertaking research programmes, analysing the data, interpreting the findings, helping clients develop strategies based on the findings of research.

We have considerable experience of conducting surveys, including public consultation, staff and satisfaction surveys for a wide range of organisations in both the public and private sector, working with clients to identify and measure those issues and subsequent actions which will help their organisations to develop and prosper.

We have completed a large number of projects across the UK and internationally. This includes a wide range of surveys for Local Authorities, schools and ‘not for profit’ organisations. We are always happy to provide references from existing and recent clients should these be required.

We adhere to the Market Research Society Code of Conduct and the Chartered Institute of Marketing’s Code of Practice as appropriate.

We have a well developed philosophy of working *with* rather than *for* clients.

All our projects are personally managed by a director. This includes all client meetings and day-to-day communication. This responsibility is never delegated.

Background

The City of London Cemetery & Crematorium is in East London at Manor Park, opposite Wanstead Flats. It was established in 1856 and covers some 200 acres and has Grade 1 listed status for its landscape.

Like all local authorities, the City of London is required to make savings and find new ways to produce income. The Cemetery service, like many other local authority services, is more and more reliant on its ability to produce income and this consultation exercise is an opportunity to identify opportunities for increasing revenue in a way which is acceptable to all users and potential users of the Cemetery and its facilities.

Following discussions with the Director of Open Spaces and the Superintendent and Registrar of the Cemetery on 14 March, and a visit to the Cemetery on 21 March, it is proposed that the consultation includes:

- establishment of a Friends organisation;
- development of the Guided Tours;
- development of the Newsletter;
- charging for vehicle access permits;
- enhancement of current facilities;
- establishing new facilities.

A detailed briefing document has been prepared by the Superintendent and Registrar, giving background details on the introduction of the vehicle access permits and this and other issues were discussed at a meeting on March 14th 2012 at the Guildhall.

Marketing Assistance Ltd has been invited to submit proposals for carrying out this programme of consultation. This document contains our considered proposals and recommendations and is divided in to five sections:

1. Objectives
2. Methodology
3. Deliverables
4. Costs and timings
5. Staffing

1. Objectives

Objective

Based on the briefing document and discussions, the objectives of this programme are seen as:

1. to examine the ability of current facilities and resources to produce more income;
2. to identify other facilities and resources which could be introduced;
3. to identify the most appropriate option for increasing income/decreasing expenditure

In addition, any findings and recommendations must protect the Cemetery & Crematorium
as a service to the public
as a Grade I listed landscape
as a business.

4. Methodology

We recommend a three stage programme for this project:

First qualitative stage -

Depth interviews with main stakeholders to explore key issues;

Second qualitative Stage -

Focus groups with existing visitors;

A quantitative stage -

Face to face interviews with visitors;

These are discussed in detail below.

We have included a recommended number of interviews for each stage based on our experience and perception of the robustness of data required. We are keenly aware of pressures on clients budgets and therefore, within the costings, we have included a range of options to allow City of London to select a programme which delivers a lower, but acceptable, statistical reliability and of course to fit available budget.

First qualitative stage

We propose carrying out a programme of in depth interviews with funeral directors and other agreed stakeholders.

We recommend carrying out 10 interviews. The purpose of these interviews will be to present, discuss and explore the key issues facing the Cemetery now and in the future.

The target list of respondents and a topic guide for the interviews will be developed in conjunction with City of London executives and this will cover the topics listed in the Introduction and address the objectives of the programme. We will require a list of potential respondents which is about three times the number of interviews required and assume that this will be readily available from City of London.

Whilst the topic guide will help to elicit responses to those issues highlighted by City of London the style of the interviews will also allow respondents to raise and discuss other relevant topics. In this way a picture will be developed of the current perceptions and attitudes held by those with a major interest in the future of the Cemetery.

The interviews would be conducted by phone, with appointments being booked with respondents to ensure that the timing is convenient for them. We would expect the interviews to last for about 30 minutes and this will be made clear at the time of recruitment. However, from experience interviews can often last much longer. Longer interviews are only conducted with the agreement of the respondents at the time, with the interviewer reminding the respondents of the elapsed time. This ensures that respondent only receive a positive experience from the interview.

Our experience of this style of research is that respondents' perceptions of clients are enhanced by their involvement and consultation. We also consistently find that, as long as the topic of the interview is relevant to respondents that they give freely of their time - and opinions.

Although respondents will be drawn from an agreed list the identity of respondents will not be revealed. This is in accordance with the market Research Society Code of Conduct, which guarantees respondents anonymity. This is explained to respondents and ensures that they feel free to express any and all relevant views and opinions.

A lower number of interviews could be conducted, but the pattern of responses and perceptions may not be as reliable.

The interviews will be carried out by Michael Mackman, Director. This will aid the development and design of the later stages of this programme.

A brief summary of the interviews will be prepared and we would expect to have a debriefing meeting with City of London Executives to discuss the findings.

Second qualitative Stage

We propose running focus groups, recruited from amongst current visitors to the cemetery. We would recruit respondents from amongst those who currently hold vehicle access permits as we see this as an easily identifiable database of users who have demonstrated a level of interest in the cemetery.

We recommend running two focus groups to ensure that a balanced view of the various issues is achieved. Whilst a single focus group can be informative a second has the benefit of being able to confirm or amend the findings in the first group and avoids the danger of minority views becoming dominant.

We propose screening potential respondents for their level of visits (weekly, monthly, etc.) and length of time they have been visiting with the aim of achieving a range of visitor frequency as well as duration.

Respondents would be recruited for a focus group lasting one hour. However, from experience a longer time is often acceptable to respondents because of their interest in the topic and up to 90 minutes should be planned for when arranging the facilities for the focus groups.

Each focus group would be of 10 respondents and we normally recruit 12 respondents expecting 10 to arrive. We recommend offering an incentive of £20 in the form of a shopping voucher. Whilst current incentive levels for focus groups can be in the £40 to £50 range, we believe that the nature of this research and the close connection of visitors to the cemetery would mean that the value of the incentive becomes a minor point and is seen as a positive gesture to cover petrol or other travel costs rather than as a reward for taking part. We have successfully run focus groups with this level of incentive in similar situations.

As with the depth interviews we would develop a topic guide in conjunction with City of London executives and this will cover the topics listed in the Introduction and address the objectives of the programme. It will also be influenced by the findings from the First Stage depth interviews.

Having visited the offices at the Cemetery we believe that suitable space could be created in which to hold the focus group. This will avoid extra costs of hiring another venue, for example at a local hotel. Light refreshments will need to be offered (tea, coffee, biscuits) and again we believe that this can be accommodated within the offices. If this cannot be achieved then appropriate extra costs will have to be budgeted for.

We propose running the focus groups in the early evening to avoid disruption to the operation of the office and we know that this is the most acceptable time of day for the majority of respondents.

Following the focus group a summary report on both qualitative stages will be prepared and we would expect to have a debriefing meeting with City of London Executives to discuss the findings. An essential element of this meeting is to discuss the findings to date. If there is a strong view already evident that a particular strategy should be adopted then the programme could be stopped at this point. However, if no clear outcome is evident then we would proceed with mapping out the questionnaire for the visitor interviews in the next stage of the process.

Quantitative stage

We propose carrying out face to face interviews with visitors at the cemetery.

We recommend carrying out 400 interviews in order to achieve a robust data set which will give a statistical reliability or confidence interval of $\pm 5\%$. Interviewing will be spread over 9 days to ensure that responses from both weekend and weekday visitors are obtained. Respondents will be sought from both vehicle access permit holders and those without permits. We will liaise with Cemetery staff to ensure that only visitors, rather than funeral attendees, are approached and agree an appropriate means of identifying and approaching potential respondents.

The questionnaire will be developed from the qualitative stages of this programme and agreed with City of London executives. We would expect the questionnaire to take no more than 10 minutes to complete

A lower number of interviews could be conducted. A sample of 100 interviews will give a confidence interval of $\pm 10\%$ which may be considered sufficiently robust. However, on key questions where a response to a proposed action is split in the proportion 58 : 42 there is no guarantee about which way the population as a whole would respond.

An approach may be to conduct two stages of interviewing, with a review of the data after 100 interviews to check on the quality of response, and to continue interviewing if the findings are not conclusive.

5. Deliverables

A brief summary report will be prepared at the conclusion of the depth interviews and a further summary report covering the whole of the qualitative stage will subsequently be prepared and presented. At the conclusion of the two qualitative stages we will present the reports at a debriefing meeting.

At the conclusion of the project a detailed descriptive report incorporating the previous summary reports will be prepared. This will include recommendations and an executive summary. A set of data tables analysing the results of the quantitative stage will also be produced.

All reports will be available in both printed and electronic format.

6. Costs and Timing

Costs

The range of costs for this programme is between £4,900 and £9,800

The costs for the recommended programme consisting of:

10 depth interviews

2 focus groups

400 visitor interviews

Including all recruitment, de-briefing, data analysis and reports will be **£ 9,800**

Alternative costs would be:

For the 'minimum' option consisting of:

5 depth interviews

1 focus group

100 visitor interviews

Including all recruitment, de-briefing, data analysis and reports will be **£ 4,900**

Other combinations of interviews are available and we will be pleased to provide a quote against a detailed specification.

The above costs include incentives and all travel, subsistence and communication costs but excludes VAT which will be charged at the current appropriate rate.

Terms: the standard terms of our industry are that on commissioning 50% of the agreed fee becomes immediately due. The balance will be invoice net 30 days on delivery of the final report.

Timing

From commissioning we would expect this programme to require about 13 weeks to complete. A detailed timetable will be agreed on commissioning.

7. Staffing

The project will be managed by Michael Mackman, Director. Michael will carry out the depth interviews and moderate the focus groups. This will give him a detailed insight into the programme which will be of benefit in producing the final report.

Michael Mackman BA (Hons), MMRS, FCIM, Chartered Marketer

Michael has a wide range of experience working in both national and international markets with such companies as the Myson Group, Foxboro, Budget Rent-a-Car and STC. He has also worked for two London based international market research consultancies at director level. Michael's clients include both public and private sector organisations. He specialises in market research and believes in taking a 'hands on' approach to projects, including analysis of data which then informs the preparation of the report and the development of recommendations.

Michael is a full member of the Market Research Society. He is also a past chairman of the Essex Branch of the Chartered Institute of Marketing and was elected a Fellow of the Chartered Institute of Marketing in recognition of his work on customer satisfaction and mystery shopping research.

He will be assisted by:

Tracey Ackland, Project Manager. Tracey manages the fieldwork elements of our projects, overseeing the recruitment for depth interviews and focus groups and managing the visitor interviewers.

Tracey has over 25 years of organising and managing projects. She has worked for Marketing Assistance for over eight years where she has managed a wide variety of marketing activities on behalf of clients.

She has responsibility for the management of the company's field force, liaising with our 12 Field Supervisors to oversee the activity of up to 1,000 interviewers nationally.

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