



## Port Health & Environmental Services Committee

**Date:** TUESDAY, 30 APRIL 2013

**Time:** 11.00 am

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

**Members:**

Deputy Ken Ayers (Chief Commo ner)	Deputy Wendy Mead
John Absalom	Brian Mooney
Deputy John Bennett	Hugh Morris
Nigel Challis	Alastair Moss
Henry Colthurst	Barbara Newman
Deputy Billy Dove	Deputy John Owen-Ward
Peter Dunphy	Deputy Gerald Pulman
Kevin Everett	Deputy Richard Regan
Deputy Bill Fraser	Delis Regis
George Gillon	Jeremy Simons
Deputy Stanley Ginsburg	Deputy James Thomson
Alderman John Garbutt	Deputy John Tomlinson
Clare James	Deputy Michael Welbank
Vivienne Littlechild	Mark Wheatley
Professor John Lumley	Philip Woodhouse
Andrew McMurtrie	Alderman Sir David Wootton

**\*\* MEMBERSHIP SUBJECT TO APPROVAL AT THE COURT OF COMMON COUNCIL  
ON THURSDAY, 25<sup>TH</sup> APRIL 2013 \*\***

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

**Lunch will be served at the rising of the Committee.**

**John Barradell  
Town Clerk and Chief Executive**

# AGENDA

## Part 1 - Public Agenda

1. **APOLOGIES FOR ABSENCE**

2. **DECLARATIONS OF INTEREST**

3. **APPOINTMENT OF COMMITTEE**

To receive the Order of the Court of Common Council, appointing the Committee and approving its Terms of Reference (TO FOLLOW).

(To Follow)

4. **ELECTION OF CHAIRMAN**

To elect a Chairman for the ensuing year in accordance with Standing Order 29.

5. **ELECTION OF DEPUTY CHAIRMAN**

To elect a Deputy Chairman for the ensuing year in accordance with Standing Order 30.

6. **MINUTES**

To agree the public minutes and summary of the meeting held on 8 January 2013.

**For decision**  
(Pages 1 - 8)

7. **OUTSTANDING ACTIONS**

Report of the Town Clerk.

**For Information**  
(Pages 9 - 14)

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

Report of the Town Clerk.

**For Decision**  
(Pages 15 - 18)

9. **DEPARTMENT OF THE BUILT ENVIRONMENT - BUSINESS PLAN 2013 - 2016**

Report of the Director of the Built Environment.

**For Decision**  
(Pages 19 - 56)

10. **THE ALDGATE - HIGHWAY CHANGES AND PUBLIC SQUARE PROJECT - ALDGATE SUBWAY PUBLIC CONVENIENCE**  
Report of the Director of the Built Environment.  

**For Decision**  
(Pages 57 - 64)
11. **LOVE THE SQUARE MILE - UPDATE**  
Report of the Director of the Built Environment.  

**For Information**  
(Pages 65 - 70)
12. **LONDON GATEWAY PORT**  
Report of the Director of Markets and Consumer Protection.  

**For Decision**  
(Pages 71 - 74)
13. **DEPARTMENT OF MARKETS & CONSUMER PROTECTION BUSINESS PLAN 2013-2016**  
Report of the Director of Markets and Consumer Protection.  

**For Decision**  
(Pages 75 - 128)
14. **MARKETS & CONSUMER PROTECTION BUSINESS PLAN 2012-2015: OUTTURN REPORT**  
Report of the Director of Markets and Consumer Protection.  

**For Information**  
(Pages 129 - 152)
15. **MITIGATION OF IMPACT FROM DEVELOPMENT SITES**  
Report of the Director of Markets and Consumer Protection.  

**For Decision**  
(Pages 153 - 158)
16. **APPROVAL OF THE HEALTH & SAFETY INTERVENTION PLAN 2013-2014**  
Report of the Director of Markets and Consumer Protection.  

**For Decision**  
(Pages 159 - 162)

17. **APPROVAL OF THE 2013 - 2014 FOOD SAFETY ENFORCEMENT PLANS FOR THE CITY AND THE LONDON PORT HEALTH AUTHORITY**  
Report of the Director of Markets and Consumer Protection.  
**For Decision**  
(Pages 163 - 166)
18. **OPEN SPACES DEPARTMENTAL BUSINESS PLAN 2013 - 2016**  
Report of the Director of Open Spaces.  
**For Decision**  
(Pages 167 - 186)
19. **VEHICLE ACCESS AND PUBLIC CONSULTATION**  
Report of the Director of Open Spaces.  
**For Decision**  
(Pages 187 - 198)
20. **DECISIONS TAKEN UNDER DELEGATED OR URGENCY PROCEDURES**  
Report of the Town Clerk.  
**For Information**  
(Pages 199 - 200)
21. **LONDON COUNCIL NOMINATIONS**  
Report of the Town Clerk.  
**For Decision**  
(Pages 201 - 204)
22. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
23. **URGENT ITEMS**  
Any items of business that the Chairman may decide are urgent.
24. **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**

25. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 8 January 2013.

**For Decision**  
(Pages 205 - 206)

26. **DEBT ARREARS**

Joint report of the Directors of the Built Environment, Markets and Consumer Protection and Open Spaces.

**For Information**  
(Pages 207 - 214)

27. **SUICIDE PREVENTION - PORT HEALTH AND ENVIRONMENTAL SERVICES - COMMITTEES ROLE**

Report of the Director of Markets and Consumer Protection.

**For Information**  
(Pages 215 - 244)

28. **OUTCOME REPORT - CITY OF LONDON CEMETERY & CREMATORIUM: ESSENTIAL REPAIRS TO LISTED BUILDINGS, PHASES 2 AND 3**

Report of the City Surveyor.

**For Information**  
(Pages 245 - 250)

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

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

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# Agenda Item 6

## PORT HEALTH & ENVIRONMENTAL SERVICES COMMITTEE

Tuesday, 8 January 2013

**Minutes of the meeting of the Port Health & Environmental Services Committee held at the Guildhall EC2 at 11.30am**

### **Present**

#### **Members:**

John Tomlinson (Chairman)	Vivienne Littlechild
Deputy Wendy Mead (Deputy Chairman)	Alderman Ian Luder
Alderman Nick Anstee	Brian Mooney
Deputy John Barker	Barbara Newman
Nigel Challis	Deputy Janet Owen
Deputy Billy Dove	Deputy John Owen-Ward
Bob Duffield	Ann Pembroke
Kevin Everett	Deputy Gerald Pulman
George Gillon	Deputy Richard Regan
Deputy Stanley Ginsburg	Jeremy Simons
Deputy Pauline Halliday	Deputy Michael Welbank

#### **Officers:**

Katie Odling	- Town Clerk's Department
Mathew Lawrence	- Town Clerk's Department
Jenny Pitcairn	- Chamberlain's Department
Julie Smith	- Chamberlain's Department
Paul Chadha	- Comptroller & City Solicitor's Department
Doug Wilkinson	- Department of the Built Environment
Steve Presland	- Department of the Built Environment
David Smith	- Director of Markets and Consumer Protection
Jon Averbs	- Markets & Consumer Protection Department
Gary Burks	- Superintendent & Registrar, City of London Cemetery & Crematorium

#### **1. APOLOGIES FOR ABSENCE**

Apologies for absence were received from John Absalom, Deputy John Bennett, Deputy Bill Fraser, Deputy Revd Stephen Haines, Dr Peter Hardwick, Robert Howard, Robert Merrett and Delis Regis.

#### **2. DECLARATIONS BY MEMBERS OF ANY PERSONAL AND PREJUDICIAL INTERESTS IN RESPECT OF ITEMS ON THE AGENDA**

There were no declarations of interests.

#### **3. MINUTES**

**RESOLVED** - That the minutes of the meeting held on 13 November 2012, be approved as a correct record.

The Chairman advised he had made some revisions to item 12 of the minutes of the meeting held on 12 September 2012 as follows –

*“The Chairman observed that it appeared to him, both from the foregoing comments and from other representations made directly to him, that inconsistency of application and /or adequacy of the Code in relation to stakeholder consultation was a more general issue across the City and worthy of the Committee's attention.*

*The Committee requested that a report should be submitted to the November 2012 Committee meeting in respect of the general arrangements for consulting all stakeholders (including residents) on the mitigation of both noise and dust nuisance from demolition, development and in what circumstances could these general arrangements be varied and what the relevant Committee responsibilities were.”*

The amendments to the minutes were accepted by the Committee.

### ***MATTERS ARISING –***

#### **Item 3 - Minutes**

Bishopsgate and Rose Alley – Members were informed that a visit of the site would be arranged to take place early in February 2013.

Middlesex Street – Regular visits to the site had identified that the issues with illegal trading were diminishing slowly; however, in order to ensure the situation was monitored carefully Officers would now be visiting the site every Sunday. Officers acknowledged the continued need to liaise with Tower Hamlets and the City Police and Members were informed that there was still a waiting list for trading at Middlesex Street Market.

Public Convenience Strategy – The Director provided an update regarding the Public Convenience facilities at Bishopsgate and East Cheap. Consideration was being given to extend the opening hours and whether the introduction of charging at this facility would assist in bridging the identified funding gap. The director advised that TfL were currently exploring improvements to this area and that such improvements may be contingent upon the toilets being closed. A more accurate position would be reported to the Committee once further information had been received from Transport for London (TfL) and ownership details of the toilets confirmed. The usage of the disabled facility at Monument would also be investigated and the results would determine the recommended future of the facility. It was intended to look at signage also and how this could be improved.

#### **4. OUTSTANDING ACTIONS LIST**

The list of outstanding actions was noted by Members.



5. **TERMS OF REFERENCE - PORT HEALTH AND ENVIRONMENTAL SERVICES COMMITTEE**

In accordance with the Order of the Court of 6 December 2012, the Committee were invited to review their terms of reference prior to their submission to the Court at its meeting in April 2013.

The Committee noted that in respect of item (c) 'the appointment of the Director of the Built Environment (in consultation with the Planning and Transportation' – this would also include 'the appointment of the Director of Markets and Consumer Protection (in consultation with Markets Committee); and the appointment of the Director of Open Spaces (in consultation with Open Spaces Committee)'. These changes were approved by the Committee previously and the correct version would be submitted to the Court in April 2013.

RECEIVED.

6. **TO APPOINT A MEMBER OF THE COMMITTEE ON TO THE THAMES ESTUARY BOARD**

Members considered appointing a member of the Committee to become a trustee of the Thames Estuary Partnership Board.

RESOLVED – That Nigel Challis be appointed as the Committees trustee on the Thames Estuary Partnership Board and that the appointment be reviewed when appropriate.

7. **UPDATE OF THE CITY OF LONDON WASTE STRATEGY - CONSULTATION DOCUMENT**

Consideration was given to a report of the Director of the Built Environment which provided an update on the existing Waste Strategy following a number of significant changes to national and local policy.

Members discussed the success of the Renew Bins and the level of waste collected. The Director advised that a further report would be submitted to the Committee which informed of the issues/waste recycling rates in greater detail later in the year.

RESOLVED – That,

- 1) The Waste Strategy be endorsed;
- 2) The new draft Waste Strategy be issued for public consultation; and
- 3) Officers be required to report back to the Committee with the outcome of the consultation together with the final version of the Waste Strategy for approval and adoption of the document in line with the published timeline.

8. **MARKETS AND CONSUMER PROTECTION BUSINESS PLAN 2012 - 2015: PROGRESS REPORT (PERIOD 2)**

Consideration was given to a report of the Director of Markets and Consumer Protection which provided an update on progress against the Business Plan of the Port Health and Public Protection Division (PH&PP) of the Department of

Markets and Consumer -Protection (M&CP), for period 2 (August to November) or 2012-13 against key performance indicators (KPIs) and objectives outlined in the M&CP Business Plan.

Food Safety Standards - Discussion ensued regarding the publication of enforcement notices issued to food establishments in the City. Members were informed that until the Court had considered a case, the Corporation would not publish any details, however the Director agreed to investigate the publicity options available and report back to the Committee.

The Committee commended Officers on the work in respect of food safety.

Health and Safety Policy - Further discussion ensued regarding the Corporations Health and Safety Policy. Members specifically discussed suicide and were informed that proactive work was being undertaken involving the Samaritans and a further report regarding the general issue of suicide would be brought back to the Committee in due course.

A briefing paper about the Food Hygiene Rating Scheme (FHRS) for food businesses would be circulated to the Committee following the meeting.

RECEIVED.

**9. BUILT ENVIRONMENT BUSINESS PLAN 2012 - 2015; PROGRESS REPORT (PERIOD 2)**

Consideration was given to a progress report of the Director of the Built Environment which covered the period of 1 August 2012 – 30 November 2012.

RESOLVED – That the performance indicators and objectives for 2012/13 be noted together with the financial and statistical information contained.

**10. ANIMAL RECEPTION CENTRE - HEATHROW AIRPORT: ANNUAL REVIEW OF CHARGES**

Consideration was given to a report of the Director of Markets and Consumer Protection which sought approval of the increase to be applied to the Schedule of Charges in respect of services provided at the Heathrow Animal Reception Centre (HARC), for the forthcoming financial year.

RESOLVED – That,

- 1) the charges included in the Appendix be adopted and applied at the HARC, with effect from 1 April 2013 or as soon as it is practicable thereafter; and
- 2) it be recommended to the Court of Common Council that the Byelaws be made and that the Comptroller and City Solicitor be instructed to seal the Byelaws accordingly.

11. **40TH CITY OF LONDON THAMES FISHERY RESEARCH EXPERIMENT 2012**

Consideration was given to a report of the Director of Markets and Consumer Protection which informed the Committee of the outcome of the 40<sup>th</sup> City of London Thames Fishery Experiment and sought support for the 41<sup>st</sup> event on 19 October 2013.

RESOLVED – That the 41<sup>st</sup> City of London Thames Fishery Experiment be held on 19 October 2013.

12. **MITIGATION OF ENVIRONMENTAL IMPACTS FROM DEVELOPMENTS**

Consideration was given to a report of the Director of Markets and Consumer Protection which sought agreement of the mechanisms to ensure that the environmental impacts of developments was mitigated as far as practicable through planning conditions and site supervision by Environmental Health Officers to ensure compliance with the principles set out in its Code of Practice for Deconstruction and Construction sites.

It was agreed that the Chairman and Deputy Chairman in consultation with Officers would work through improvements to the Code of Practice for Deconstruction and Construction sites to improve the process.

RESOLVED – That the proposals set out in paragraphs 19 – 21 of the report be agreed and the Chairman and Deputy Chairman in consultation with officers to work through improvements to the Code of Practice for Deconstruction and Construction sites to improve the process.

13. **CITY OF LONDON CEMETERY AND CREMATORIUM BUSINESS PLAN - PROGRESS REPORT**

Consideration was given to a report of the Director of Open Spaces which provided an update on progress at the City of London Cemetery and Crematorium. Members noted that the Traditional Chapel at the site would be opened by committee after the Common Council elections.

A vote of thanks was proposed and seconded to the Superintendent and his team at the Cemetery and Crematorium for their exceptional work and efforts for the service they provide.

RESOLVED – That the progress made in implementing the Business Plan be noted.

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

A question was raised regarding the inception of the Love the Square Mile mobile app.

The Director reported on the usage of the mobile app as follows –

Cleansing–	1
Footway and Footpath Defects	1

Highway Maintenance	1
Fly Posting	2
Litter bins (overflowing)	2
Miscellaneous	2
Street Cleansing (sweeping)	2
Undefined	3
Fly-tipping	3
Litter	3
Street Furniture (damaged)	4
Bins on street	5
Graffiti (non-offensive)	13

The Director added that it was the intention to wider promote the mobile app.

15. **URGENT ITEMS**

There were no items of urgent business.

16. **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.

17. **NON-PUBLIC MINUTES**

The non-public minutes of the meeting held on 13 November 2012, were considered.

18. **DEBT ARREARS - PORT HEALTH AND ENVIRONMENTAL SERVICES PERIOD ENDING 30 SEPTEMBER 2012**

Consideration was given to a joint report of the Director of the Built Environment, Director of Markets and Consumer Protection and Director of Open Spaces which informed of arrears of invoiced income outstanding as at September 2012.

RECEIVED.

19. **PROPOSED FEES AND CHARGES FOR STREET CLEANSING, HOUSEHOLD WASTE COLLECTION AND PUBLIC CONVENIENCES 2013/14**

Consideration was given to a report of the Director of the Built Environment which set out the proposed fees and charges for Street Cleansing, Household Waste Collection and Public Conveniences for the year ahead.

RECEIVED.

20. **PORT HEALTH OFFICES AT RIVERSIDE, CHARLTON, LONDON, SE7 RENEWAL OF UNDER-LEASE**

Consideration was given to a report of the City Surveyor regarding renewal of under lease for the Port Health Offices at Riverside, Charlton, London.

RECEIVED.

**21. CEMETERY AND CREMATORIUM FEES, CHARGES AND MARKETING REPORT 2013/14**

Consideration was given to a report of the Director of Open Spaces which sought approval of the fees and charges for the City of London Cemetery and Crematorium for 2013/14.

RECEIVED.

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

There were no questions.

**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 closed at 1.00pm**

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Chairman

**Contact Officer: Katie Odling  
tel. no.: 020 7332 3414  
katie.odling@cityoflondon.gov.uk**

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Port Health and Environmental Services Committee  
Outstanding actions 2012 onwards

Action	Officer responsible	To be completed/ progressed to next stage	Notes/Progress to date
<p><b>Rose Alley - (Item arising from 12 September 2012 Committee meeting)</b></p> <ol style="list-style-type: none"> <li>1. Monitor the cleanliness of Rose Alley and organise a walk about for Members to go to the site.</li> <li>2. Cleanliness of the air from cooking equipment filters which backed on to the Rose Alley - the Director to speak to colleagues in Environmental Health to try and address this problem.</li> <li>3. A pair of ladders, property of a window cleaner, which had been chained to one of the buildings to be investigated.</li> </ol>	<p>Transportation &amp; Public Realm Director, Built Environment</p>	<p>A tour of Bishopsgate including Rose Alley took place on <b>Wednesday 6<sup>th</sup> February</b> from <b>1400:1530.</b></p>	<p>All food businesses using the alley were visited by an Environmental Health Officer and advised about their responsibilities for storing and ensuring the correct disposal of their own refuse and that they should seek to minimize the time it is left in the alleyway prior to collection.</p> <p>Cleansing's Street Environment Officers issued all businesses there with either Section 47 or Section 34 notices under the Environmental Protection Act 1990 to correctly dispose of their waste in future and had the alley power washed but the nature of the surface (Tar- Mac) still leaves some staining.</p> <p>Rose Alley is on the Anti-Social Behaviour Team's list to visit as it suffers from anti-social behaviour and regular rough sleeper occupancy.</p> <p>Officers from the various</p>

Port Health and Environmental Services Committee  
Outstanding actions 2012 onwards

			<p>departments involved - M&amp;CP, DoBE and C&amp;CS - continue to monitor the situation regularly and deal with issues as they arise</p> <p>As of 13 November 2012 - Officers continued to investigate ways to improve the maintenance</p> <p><b>Update for April Committee</b> Visit has been completed with Members. Rose Alley is now being considered as part of the Liverpool Street Area Strategy.</p> <p>Alternatives of, closure or re-lighting and paving will be considered by the Streets and Walkways Committee.</p> <p>The illegal advertising board on the side of the building has been removed in New Street.</p>
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Port Health and Environmental Services Committee  
Outstanding actions 2012 onwards

<i>Action</i>	<i>Officer responsible</i>	<i>To be completed/ progressed to next stage</i>	<i>Notes/Progress to date</i>
<p><b>Renew Recycling Bins</b> - A report regarding the effectiveness of the Renew Recycling Bins would be brought to the Committee in September 2013 to include information around efficiency once the review of the installation of the programme had been conducted. Members noted that at present the contract allowed for a further 20 bins to be installed across the City to bring it up to 100.</p>	<p>Director of the Built Environment</p>	<p>September 2013</p>	<p>No action required at this time.</p>
<p><b>Mitigation of Environmental Impacts from Developments</b> - A report in respect of the general arrangements for consulting all stakeholders (including residents) on the mitigation of both noise and dust nuisance from demolition, development and in what circumstances could these general arrangements be varied and what the relevant Committee responsibilities were.</p>	<p>Planning Services &amp; Development Director, Built Environment</p>	<p>January 2013</p>	<p>Report to Committee - 30 April 2013.</p>

Port Health and Environmental Services Committee  
Outstanding actions 2012 onwards

<i>Action</i>	<i>Officer responsible</i>	<i>To be completed/ progressed to next stage</i>	<i>Notes/Progress to date</i>
<b>Time Banding Scheme Update</b>	Director of the Built Environment	July 2013	<b>No action required at this time.</b>
<b>Enterprise Contract</b>	Director of the Built Environment	November 2012	For Members information: Receive and review the Annual Report and Improvement Plan from Enterprise Managed Services Limited regarding the Street Cleansing, Waste Collection and Ancillary Services contract. This document will be presented to the Partnership Board (held in early December) that oversees running of the contract. <b>No further action required at this time</b>
<b>City of London Waste Strategy Consultation Document</b>	Director of the Built Environment		The draft Waste Strategy has been issued for public consultation this ends mid-May  The outcome of the consultation will be reported to the Committee together with the final version for approval and adoption in July 2013.

Port Health and Environmental Services Committee  
Outstanding actions 2012 onwards

<i>Action</i>	<i>Officer responsible</i>	<i>To be completed/ progressed to next stage</i>	<i>Notes/Progress to date</i>
Public Conveniences	Director of the Built Environment	To be included in the Public Convenience Strategy update report at October 2013 PHES committee	<p><b>Update for April Committee</b></p> <ul style="list-style-type: none"> <li>• TfL who are currently exploring improvements to the Bishopsgate area to make the area more attractive and remove some of the clutter such as the brick planters.</li> <li>• An update on the viability of extending the opening hours of the Bishopsgate and Eastcheap toilets will be included in the Public Convenience Strategy planned for October committee.</li> <li>• Usage of the Disabled facilities at Monument and signage were also being reviewed</li> </ul> <p>This will form part of the wider review of the public convenience strategy which will be reported back to this committee as above.</p> <p>Improved signage has been commissioned to direct people to the nearby Eastcheap facilities.</p>

Port Health and Environmental Services Committee  
Outstanding actions 2012 onwards

Action	Officer responsible	To be completed/ progressed to next stage	Notes/Progress to date
Appointment of a member on the Thames Estuary Partnership	Town Clerk	To review the appointment when appropriate	Nigel Challis was appointed as the Committees Trustee
Food Safety Standards	Director of Markets and Consumer Protection	Advise the Committee in due course	Director to investigate publicity options available. Director to circulate a briefing paper about the Food Hygiene Rating Scheme.
Health & Safety Policy	Director of Markets and Consumer Protection	Report to Committee in due course	A report regarding the general issue of suicide and the work being undertaken

# Agenda Item 8

<b>Committee(s):</b>	<b>Date(s):</b>
Port Health and Environmental Services Committee	30 April 2013
<b>Subject:</b> Appointment of Representatives and Sub Committees	<b>Public</b>
<b>Report of:</b> Town Clerk	<b>For Decision</b>
<b><u>Summary</u></b>	
<p>1. This report asks you to consider your Committee's appointments to the Health and Social Care Scrutiny Sub Committee and whether you wish to appoint your own Reference Sub Committee or defer doing so.</p> <p>2. It would be helpful if any Member interested in serving as a representative on the Sub Committees would inform Katie Odling at <a href="mailto:Katie.Odling@CityofLondon.gov.uk">Katie.Odling@CityofLondon.gov.uk</a> (or on 020 7332 3414) of his or her interest before the Committee. That information will be reported orally at the meeting before Members are asked to consider making the necessary appointment.</p> <p><b>Recommendation</b></p> <p>3. It is recommended that the Committee:-</p> <ul style="list-style-type: none"><li>(a) decides whether to defer the appointment of a general Reference Sub Committee until it is required, as you chose to do last year; and</li><li>(b) appoints one representative to the Community and Children's Services Committee's Health and Social Care Scrutiny Sub Committee for the ensuing year, which last year was Wendy Mead.</li></ul>	

## **Main Report**

### **Background**

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

### **Sub Committees**

#### **Reference Sub Committee**

5. Your Committee decided last year to defer the appointment of a Reference Sub Committee until such time as a meeting was required.
6. Unless numerous different matters are not regularly referred to a Sub Committee (in which case a Reference Sub Committee might be preferable), it

does seem to be useful to wait until a Sub Committee is required for a certain task and then appoint one comprising Members who are particularly interested in or knowledgeable about that subject.

7. If you agree with that approach, you may wish to defer appointing any Sub Committee at this time.

#### **Energy and Sustainability Sub Committee**

8. Following the decision taken by the Court in March 2013 to transfer the area of energy to the Finance Committee with the Policy and Resources Committee retaining overall responsibility for matters of sustainability, the arrangements regarding this Sub Committee are yet to be confirmed by the Finance Committee at their meeting on 1 May 2013.

#### **Health and Social Care Scrutiny Sub Committee**

9. You are also asked to appoint one representative of your Committee to the Health Scrutiny Sub Committee.

10. The composition of the Sub Committee is as follows: -

- Chairman and Deputy Chairman of the Community & Children's Services Committee (who will act as Chairman and Deputy Chairman of the Sub Committee)
- Up to four Members of the Community and Children's Services Committee;
- Three Members appointed by the Court of Common Council;
- Two co-opted representatives of LINK; and
- One representative of the Port Health and Environmental Services Committee.

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

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

12. The Sub Committee met four times between April 2012 and March 2013.

13. Last year, you appointed Wendy Mead to represent your Committee on that Sub Committee.
14. You are asked to appoint **one representative** to the Health and Social Care Scrutiny Sub Committee.

**Conclusion**

15. The Committee is asked to appoint a representative to the Children's Services Committee's Health and Social Care Scrutiny Sub Committee.
16. Any Member who is interested in filling this role is asked to let his or her intention known when we reach this item on the agenda. It would also be particularly helpful if you would notify Katie Odling in the Town Clerk's Department of your interest in the week before the meeting.
17. In addition, you are asked to consider whether you would prefer to defer appointing a Reference Sub Committee.

**Background Papers:**

Report to the Port Health and Environmental Services Committee of 1 May 2012.

**Contact:**

*Katie Odling*

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# Agenda Item 9

<b>Committee(s):</b>	<b>Date(s):</b>
Port Health & Environmental Services	30 <sup>th</sup> April 2013
<b>Subject:</b> Department of the Built Environment Business Plan 2013-16	<b>Public</b>
<b>Report of:</b> Director of the Built Environment	<b>For Decision</b>
<p>This report details the Business Plan for 2013-2016 for the Department of the Built Environment, as tailored for the Port Health and Environmental Services Committee.</p> <p>The business plan sets out what we do, the standards we will attain, how we will operate as a department, where we fit into the Corporate plans, and what we are planning to do to keep on improving.</p> <p><b>Recommendation(s)</b> Members are asked to:</p> <ul style="list-style-type: none"><li>• Approve the Department of the Built Environment's Business Plan 2012- 2015 and associated appendices.</li></ul>	

## Main Report

### Background

1. This Business Plan is an integral element of the performance management system. The plan shows how the Department will be improving performance and how activities support the City's strategic aims and policy priorities.

### Current Position

2. The new Business Plan for 2013-16 has been compiled in line with corporate guidelines, and incorporates comments from the Town Clerk's Performance and Development Team.
3. This version of the Business Plan has been edited to include information relevant to this committee; the full departmental version can be provided on request.

### Strategic Implications

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

**Consultation**

5. The managers and staff of the department were consulted during the planning process. Our Business Partners, (HR & Finance) staff also contributed to the preparation of the plan.
6. Further consultation was undertaken with the Deputy Town Clerk on 3th March 2013.

**Conclusion**

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

**Attached Document**

- Departmental Business Plan and associated documents

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# Department of the Built Environment

## Business Plan 2013-16

Port Health & Environmental Services Committee

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# Department of the Built Environment

## Business Plan 2013-16

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## **Introduction**

1. Welcome to our business plan which has been tailored for the Port Health and Environmental Services Committee. The appendices have also been personalised for this committee. As usual, it sets a challenging programme for the year ahead and beyond, building on what we have already achieved. We have written it with all our audiences in mind: if you want a quick view of what we do, you need only read the main plan, but if you want more detail, then this is set out in the various appendices.
2. You will see that what we do flows from the Corporate Strategy, through the three key aims of the department and the departmental objectives and then on to the twenty one objectives of our four divisions.
3. The plan sets out how we will measure our objectives, what our Key Performance Indicators (KPIs) will be, and how these will be reported to both our committees, Planning & Transportation and Port Health and Environmental Services.
4. We have included our summary business plans for the Department and for the one Division (Transportation & Public Realm) that does specific works for the Port Health & Environmental Services Committee. The summary plans are designed for quick reference for our staff. We have set out the relevant divisional objectives in full in Appendix B and our KPIs (as they affect the PH & ES Committee) in Appendix C.
5. Our Workforce Plan (Appendix D) shows how we plan to address our longer term staffing issues and in our Learning and Development Plan (Appendix E) we set out how we intend to develop our skill base to meet our objectives. Our management structure is Appendix F.

## **Directors Overview**

6. In our plan we have laid out an even more challenging programme in 2013 than we set out in the first year of DBE. What we have achieved is already substantial: you can see a list of our key achievements, by division, in the summary business

plans (Appendix A). Notable among these was our cross-departmental contribution to the Olympics in the City.

7. We have focused once again on driving up efficiency, so that's where our departmental objectives are directed, to develop our corporate and departmental systems, to improve the availability of routine data at all managerial levels, to make better use of mapping and to tailor corporate information systems to suit our structure.
8. In particular this year we also have the chance to set the agenda for our streets and streetscape. Our biggest single project is at Aldgate, but during the year we will start to reshape Holborn Circus, set out proposals for a decision on a 20mph speed limit, advance our Road Danger Reduction Strategy, begin the London Bridge staircase and develop at least three more Area Strategies.
9. To highlight our prominent involvement with outside bodies we have added a departmental objective to reflect our wider role across London. This in turn will help with the professional development and training of our staff, as laid out in our Workforce Plan.
10. The divisional objectives form the backbone of our plan. As well as maintaining our day-to-day services, each division has a set of ongoing projects all of which have well defined milestones and key dates.
11. We have strong links with the City Property Advisory Team (CPAT) and their Team Manager is one of the DBE Departmental Management Team. CPAT is managed by the City Surveyor, but the connection is vital to our divisional aim of an integrated service to developers and occupiers.
12. All this is happening in an economic climate that has become increasingly difficult, and our biggest financial challenge is to square the budget for 2014/15. We will use this next year to prepare and (among other measures) we have three major reviews in hand to address the problem.
13. Our business plan contains an ambitious programme of work, laid out cohesively and logically, with clear objectives and KPIs. We are determined to achieve it.

## Business Transformation

14. The department has three externally focused aims, which are achieved through departmental objectives, and then by the objectives of each division. The hierarchy works as follows:



### Our Externally focused aims

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

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

To respond to changes in demand for and usage of the City's streets and streetscene.

## Departmental Objectives

15. The departmental objectives set out the framework within which the divisional objectives will operate. They deal with issues that cut across divisions and involve corporate systems and processes. They provide essential continuity to the department and therefore they remain unchanged from those set out in last year's plan apart from the addition of a new objective, Objective X.

I. We will measure the key elements of our services so that managers can see how the department is performing and take early action if needed. (Appendix C)
II. We will set out objectives across the divisions for the year and beyond, with clear milestones for each. (Appendix B).
III. We will improve our internal processes, so that major planning applications and their related activities are programmed across DBE from inception through to building occupation.
IV. We will map our expected income from all sources (including S106, CIL, TfL and elsewhere) so this can be better matched to expected schemes.
V. We will further develop the programming of our schemes via Project Vision (PV) to improve the management data relating to these schemes
VI. We will bring together our Core Strategy and the Road Danger Reduction Strategy to develop a vision for the City's streets for the next five to ten years.
VII. We will continue to improve and develop mapping services and the use of GIS to integrate highway projects, street enhancement schemes, utility works.
VIII. We will implement the corporate Management Information Dashboard initiative, to further improve the financial information available to the Departmental Management Team.
IX. We will continue to develop our workforce, through our workforce plan, L&D plan and where possible secondments and internal recruitment opportunities.
X. We will continue to develop our services to support the City and its wider role within London and beyond.



## **Divisional Performance**

16. In order to monitor both our routine and longer-term performance we use a combination of divisional Key Performance Indicators (KPIs) and divisional objectives, monitored by the divisional and departmental management teams.
17. KPIs measure performance of routine operations, and are set out in Appendix C. The key divisional KPIs have also been highlighted in our Summary Business Plan (Appendix A).
18. The Divisional Objectives are used to measure defined work streams and ongoing projects. They are listed on the next page and progress on these will be reported to Members quarterly. More details of each objective can be found in Appendix B.

## **Finance**

19. We are committed to robust financial management and continue to actively monitor the forecast budget position on a monthly basis and take action to ensure resources are utilised effectively to meet the service objectives outlined in this plan.
20. A balanced budget has been set for 2013/14. For 2014/15, work has already started and will continue through the year, in conjunction with the Chamberlain, to close an anticipated budget gap of around £600,000. The anticipated shortfall is due to the continuing decline in the District Surveyor's (DS) income as a result of government legislation changes and the economic downturn, the onset of the contractual annual uplift for the cleansing and highways maintenance contracts, and the energy cost increases for street lighting.
21. What we are doing about the anticipated short fall includes: thoroughly reviewing the DS (building control) service; revising our public conveniences strategy to increase income; reviewing our car park service; developing a street lighting capital programme to reduce energy costs; and reviewing our staff charging rates to externally funded projects. These, and other measures, are included in the divisional plans.

## Divisional Objectives

<b>Transportation and Public Realm</b>	
<b>* Relevant to the work of this Committee</b>	
<b>Objective: TPR1</b>	Reduce traffic accidents on City Streets
<b>Objective: TPR2*</b>	Enhance the City Streets and spaces to meet the needs of the business City, and the anticipated increase in Cycling and footfall.
<b>Objective: TPR3</b>	Provide a cost effective parking service, including parking enforcement, car parks parking bay and cash collection functions
<b>Objective: TPR4</b>	Effective management of Highways activities, co-ordinating works and ensuring disruption to pedestrians and traffic minimised
<b>Objective: TPR5*</b>	Review the Public Convenience Strategy to improve cost effectiveness and ensure it meets the current and future needs of residents, workers and visitors.
<b>Objective: TPR6*</b>	Provide a cost effective, 24/7, street enforcement service
<b>Objective: TPR7*</b>	Deliver a cost effective waste management and street cleansing service whilst reducing household waste and improving sustainability.
<b>District Surveyors</b>	
<b>Objective: DS1</b>	Maximise workload in the challenging competitive market place through more direct contact with development intelligence from sections of the department.
<b>Objective: DS2</b>	Reduce departmental overheads through increased use of flexible/mobile working
<b>Objective: DS3</b>	Improve financial transparency and VfM, as well as compliance with CIPFA and internal financial regulations by monitoring recording of staff time against projects and work classes.
<b>Objective: DS4</b>	Deliver successful graduate/junior training programmes, ensuring succession planning within the division and profession
<b>Objective: DS5</b>	To carry out a thorough review of the Building Control Service to maximise income and break-even on Building Regulation chargeable activity.
<b>Planning Policy</b>	
<b>Objective: PP1</b>	Influence national & strategic planning & transportation policy context to benefit City's future development
<b>Objective: PP2</b>	Updated Development Plan for the City of London
<b>Objective: PP3</b>	Planning data monitoring, analysis, and updated submissions to national gazetteer hub or Mayor in accordance with legal agreements
<b>Objective: PP4</b>	Develop the Corporate Geographic Information System (GIS), encourage its wider use, and increase corporate data sharing to boost corporate efficiency, effectiveness and service delivery.
<b>Development Management</b>	
<b>Objective: DM1</b>	Deliver and administer an effective town planning service ensuring an efficient service to developers and occupiers; encouraging the development of high quality, sustainable and accessible buildings
<b>Objective: DM2</b>	To develop a more effective town planning record management system
<b>Objective: DM3</b>	To secure, manage and monitor S106/CIL and other legal arrangements in relation to development management.
<b>Objective: DM4</b>	To facilitate the planning aspects of the major infrastructure proposals required in the City eg Thames Tunnel, Crossrail, Bank station upgrade, Thames Water mains replacement programme etc,
<b>Objective: DM5</b>	Through the planning process ensure that the quality of the City's environment is protected and enhanced, safeguard its heritage and special character and make it a more pleasant and inclusive place in which to work, live and visit.

## Capital Projects

22. Below is a selection of key projects that the department will be working on during the period of this business plan. All our projects are now listed on Project Vision.

Brief description of project	Rough idea of the cost	Indicative source of funding	Indicative timetable for project
Aldgate Gyratory replacement	£7M - £12M	External	Early 2014 (Build Commencement) – (12-18 Months)
Bank Area Strategy	£12M	External – S106/TfL	On-going
Barbican Area Strategy	£1.2M	External	April 2013 (6 months)
Barrier equipment for two public conveniences to allow introduction of charges.	£126K	City fund – spend to save	Submit project proposal October 2013? –install equipment April 2014?
Cycling Strategy	£3-£5M	External (TfL)	on-going
Eastern City Cluster	£928K	External	Jun-13
Fenchurch & Monument Area Strategy	£10M	External – S106/TfL	On-going
Holborn	£3M	External (TfL)	July 2013 (9 months)
London Bridge Staircase	£1.3M	Bridge House Estates	April 2013 (6 months)
Road Danger Reduction Plan	£2M	External (TfL)/Parking reserve	on-going

## Learning and Development

23. Staff development remains a high priority for the Department, and the budget for L&D has been set at £53,000 for 2013/14, equivalent to our spend in 2012/13.
24. Our L&D plan (Appendix E) sets out how we will allocate training resources for the year, supporting both corporate and departmental L&D priorities. Individual training needs are highlighted through the annual performance and development reviews and evaluation is reported to committee twice a year, supporting IIP principles and a commitment to high quality and suitable training.

25. Our L&D priorities are as follows:
  - a. Continuing professional development (CPD) including support in obtaining professional qualifications
  - b. Management development and succession planning
  - c. IT and technical training
  - d. Project Management
26. The Corporate L&D theme of leadership and management is a priority for the department, and we will continue to support staff through the corporate Ashridge training as well as through our Workforce Plan (Appendix D).
27. CPD is co-ordinated across the department, offering a programme of bite size training opportunities dealing with professional skills and legal updates, as well as on wider interest topics. The department encourages membership of The Royal Town Planning Institute, The Royal Institution of Chartered Surveyors, Institute of Highways & Transportation, Chartered Institution of Wastes Management and other recognised professional bodies.

## **Communication**

28. We aim to use all available channels to promote good communication to and between staff. Our departmental newsletter is widely distributed, and our intranet is a key tool for publishing management meeting notes, procedure notes and other departmental information.
29. The new website has become a critical medium for timely and effective communication with external customers. An officer working party, chaired by a member of the departmental management team, maintains an overview to ensure that departmental material remains relevant and topical.
30. Twitter is already an important communication medium for our highways service, our cleansing service and our local transportation team, and during the year we will be monitoring its use and responses to our 'tweets', and developing management procedures that allow us to react immediately to posted comments when necessary.
31. The Department promotes good communications with government, the GLA, other local authorities and is represented

on bodies such as the Mayor of London's Road Task Force, the LDSA (London District Surveyors Association, ALBPO (Association of London Borough Planning Officers), BCO (British Council of Offices), the London Road Safety Advisory Group and the DAC (Diocese Advisory Committee), to provide comments on proposals and support working groups/parties.

## **The City Property Advisory Team**

32. CPAT (managed by the City Surveyor) provides an important link between DBE, the City Surveyor, and City developers and occupiers. They assist businesses to access our services, and act as a channel for us to advise businesses on developments in our service area, particularly on matters of planning policy. In addition, we work with them on their strategic role to secure the City's infrastructure, particularly on electricity supplies, where we have jointly commissioned research and continue to work alongside UKPN (the electricity supplier) on the submission of their business plan to the electricity regulator.

## **Development of the Business Plan**

33. This plan has been developed in consultation with the Senior Management Team. Directors and Managers held local discussions with staff and business partners to agree the main objectives and forward-looking divisional plans.

## **Appendices**

<b><i>Appendix A</i></b>	<b><i>Summary Business Plans</i></b>
<b><i>Appendix B</i></b>	<b><i>Divisional Objectives</i></b>
<b><i>Appendix C</i></b>	<b><i>Divisional KPIs</i></b>
<b><i>Appendix D</i></b>	<b><i>Workforce Plan</i></b>
<b><i>Appendix E</i></b>	<b><i>Learning &amp; Development Plan</i></b>
<b><i>Appendix F</i></b>	<b><i>Organisation Chart</i></b>

## **Supporting Documents**

(These can be provide on request)

Statement of Community Involvement

City's Local Implementation Plan

Core Strategy

Street Scene Enhancement Projects

Equalities Handbook

Health & Safety Handbook

Business Risk Management (P&T Committee 18 September 2012)

## Department of the Built Environment: Summary Business Plan 2013/16

**Our Strategic Aims** are:

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

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

To respond to changes in usage and increasing demand in the City's streets and streetscene.

**Our Key Departmental Objectives** are:

- I. Measure key elements of our services
- II. Set and monitor divisional objectives
- III. Improve our internal processes
- IV. Map our expected income from external sources
- V. Further develop programming through Project Vision
- VI. Bring together our Core Strategy and planning of highway uses
- VII. Continue to improve GIS
- VIII. Implement corporate Management Information Dashboard
- IX. Continue to develop our workforce through L&D and our workforce plan
- X. We will continue to develop our services to support the City and its wider role within London and beyond.

**Key Divisional Performance Indicators:**

Description:	2012/13 performance (where comparable)	2013/14 target
To reduce the annual household waste	304kg	565kg
To increase percentage of household waste recycled	39%	41%
Percentage of PCN debts recovered	80%	80%
Ensure internal and public facing GIS services are available 98% of the working day	99%	98%
Process 65% of minor planning applications within 8 weeks	71%	65%
Process 75% of other planning applications within 8 weeks	72%	75%
Investigate alleged breaches of planning control within 10 working days of receipt of complaint	N/A	100%

## Department name: Summary Business Plan 2013/16

### Our Financial Information:

Summary Financial Information - Built Environment							
	2011/12	2012/13	2012/13	2012/13	2013/14		
	Actual	Original	Revised	Forecast	Original		
		Budget	Budget	Outturn	Budget		
			(latest approved)				
	£'000	£'000	£'000	£'000	%	£'000	
Employees	11,360	11,157	11,443	11,327	99.0%	11,657	
Premises	7,824	6,359	5,282	5,149	97.5%	5,417	
Transport	208	106	251	274	109.2%	98	
Supplies & Services	3,001	2,598	2,558	2,627	102.7%	2,073	
Third Party Payments	11,811	9,420	9,859	9,708	98.5%	9,865	
Transfer to Reserve	286	5	6	6	100.0%	5	
Contingencies	3	15	2	-7	-350.0%	9	
Unidentified Savings	0	-354	69	7	10.1%	-92	
<b>Total Expenditure</b>	<b>34,493</b>	<b>29,306</b>	<b>29,470</b>	<b>29,091</b>	<b>98.7%</b>	<b>29,032</b>	
<b>Total Income</b>	<b>(14,881)</b>	<b>(11,188)</b>	<b>(11,319)</b>	<b>(11,045)</b>	<b>97.6%</b>	<b>(11,821)</b>	
<b>Total Local Risk</b>	<b>19,612</b>	<b>18,118</b>	<b>18,151</b>	<b>18,046</b>	<b>99.4%</b>	<b>17,211</b>	<b>1</b>
<b>Central Risk</b>	<b>(4,992)</b>	<b>(4,565)</b>	<b>(4,515)</b>	<b>(4,707)</b>	<b>104.3%</b>	<b>(4,511)</b>	
Recharges	9,936	10,746	10,168	10,168	100.0%	10,702	
<b>Total Expenditure (All Risk)</b>	<b>24,556</b>	<b>24,299</b>	<b>23,804</b>	<b>23,507</b>	<b>98.8%</b>	<b>23,402</b>	<b>2</b>

### Notes on Financial Information:

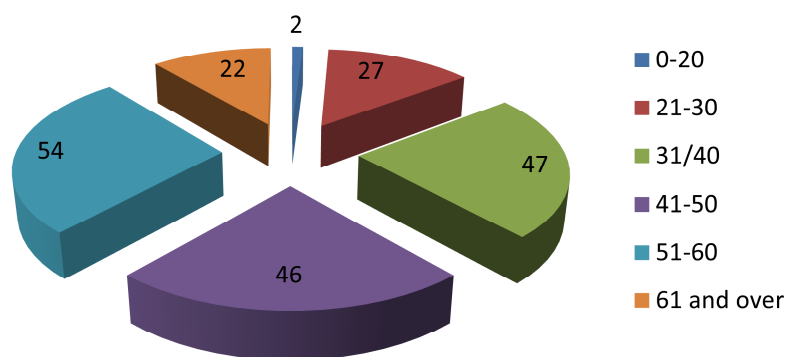
1. Excludes Local Risk amounts spent by the City Surveyor
2. Projected outturn 2012/13 based on monitoring at period 10 (31/01/2013)



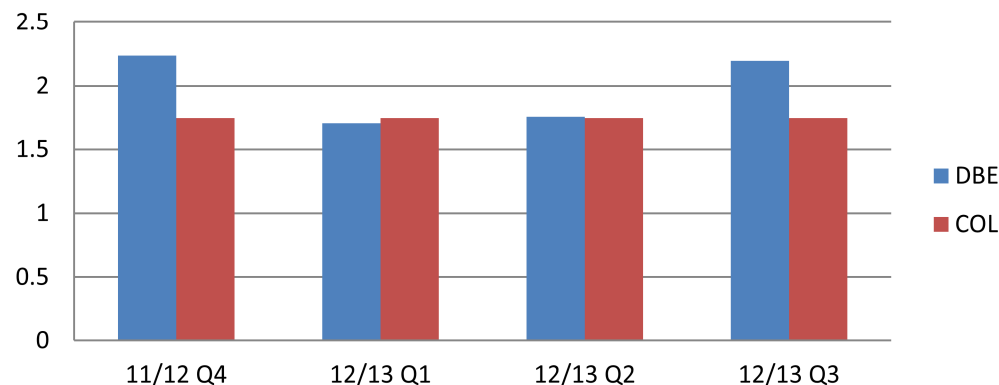
**Our Staffing:**

- 198 staff across four divisions: Transportation & Public Realm, Planning Development, Planning Policy and Building Control.
- 38% of total employees are aged 51+ (see note 1 & 2)
- Short term sickness absence continues to be at or above target levels for the City. (see note 3)

**DBE Employees by Age**



**DBE Short Term Sickness**



**Notes on Staffing Information:**

1. 40% of total employees are aged 50+; 72% of Directors and Assistant Directors are 51 or over. This has raised the need to consider a comprehensive development/succession programme to ensure we have the capability in terms of technical and professional knowledge as well as the leadership skills for the future.
2. 1% of the department are aged 20 or below, this is due to the department being largely technical or professional in nature. However, during 2012 the department recruited 2 apprentices and plans to continue, where possible in 2013.
3. Short term sickness absence continues to be at or above average levels for the City, however there are clear seasonal variations. There are a significant proportion of staff (10%) with underlying medical conditions which are considered disabilities under the Equalities Act. The department manages related absences ensuring that they remain reasonable and balanced with service requirements but appreciates that a higher than average absence may be likely. Long term absence is below the average levels for the City.

<b>Transportation &amp; Public Realm Division Plan 2013-14</b>	
<b>What We Do</b>	Street cleansing -waste management and disposal – Public Conveniences and the Community Toilet Scheme-Street Enforcement Services-Highways maintenance, repair - Special event planning- Road closures and utility works across the City –Car parks and Parking services- Local and Strategic Transportation including pedestrian and cycling strategies, parking and vehicle loading strategies and public transport policy - Road Safety - Environmental Enhancement strategy and project delivery
<b>Our Vision</b>	To deliver a clean and safe, high quality built environment to encourage urban regeneration and meet the current and future needs of businesses, residents and visitors.
<b>Key Achievements</b>	<ul style="list-style-type: none"> <li>• Planning and delivery of a highly successful Olympic and Paralympic Games including 3 Marathons, 3 Torch relays and the Athletes Parade.</li> <li>• Planning and delivery of the successful River pageant as part of the Queen’s Diamond Jubilee celebration.</li> <li>• Detailed planning and delivery of the Lord Mayor’s Show.</li> <li>• Tendering and successful mobilisation of a new Highways Maintenance term contract delivering significant savings combined with improved communications and resident/ Business consultation requirements.</li> <li>• Better regulation of City streets with the implementation of a new Time Banding Policy for bagged waste.</li> <li>• Improved facilities for litter collection with the Installation of 100 Renew recycling bins and 15 new solar powered waste litter compactor bins which advise electronically when full thereby reducing costs of collection.</li> <li>• The introduction of recycling road shows (Give and Take days) to all major estates in the City.</li> <li>• Production of a draft new Waste Strategy for the City approved by PHES committee for general consultation in 2013</li> </ul>

	<ul style="list-style-type: none"> <li>• Delivery of major projects at Cannon Street and Cheapside ( Poultry )</li> <li>• London Planning Awards 2012/13 – St Paul’s Churchyard - shortlisted</li> <li>• Civic Trust Awards 2013 – St Paul’s Churchyard / Carter Lane Gardens – Regional Finalist</li> <li>• London Transport Awards 2013 – St Paul’s Churchyard – shortlisted</li> <li>• Urban Transport Design Award 2012 – Savage Gardens – shortlisted</li> <li>• Member adoption of City’s Road danger Reduction Plan</li> </ul>
<p><b>Key Challenges</b> (link to Divisonal Objectives)</p>	<p>For 2013/14</p> <ul style="list-style-type: none"> <li>• Delivery of efficiency savings across Cleansing and Highways services (III, VI)</li> <li>• Expand the use of Project Vision to facilitate comprehensive project management and strengthen programme management (II)</li> <li>• Delivery of the Road Danger Reduction Plan (I)</li> <li>• Preparation for CIL and agreement of prioritisation criteria for funding (II)</li> <li>• Facilitating Crossrail and development activity in the City (II)</li> <li>• Further improve the effectiveness of s278 procedures and strengthen the planning pre application processes. (II)</li> <li>• Preparing for the demands on City streets in the medium and longer term future (VI)</li> <li>• Moving towards adoption of further Area Strategies including Bank, Liverpool Street and the Barbican area in particular. (II)</li> <li>• Reviewing the viability of City car parks and tendering the on and off street parking services (IV)</li> </ul>
<p><b>Key Objectives</b></p>	<ol style="list-style-type: none"> <li>I. Reduce traffic accidents on City Streets</li> <li>II. Enhance the City Streets and spaces to meet the needs of the business City, and the anticipated increase in Cycling and footfall.</li> <li>III. Provide a cost effective parking service, including parking enforcement, car parks parking bay and cash collection functions</li> <li>IV. Effective management of Highways activities, co-ordinating works and ensuring disruption to pedestrians and traffic minimised</li> <li>V. Review the Public Convenience Strategy to improve cost effectiveness and ensure it meets the current and future needs of</li> </ol>

	<p>residents, workers and visitors.</p> <p>VI. Provide a cost effective, 24/7, street enforcement service</p> <p>VII. Deliver a cost effective waste management and street cleansing service whilst reducing household waste and improving sustainability.</p>
<p><b>Key KPIs</b></p>	<p>NI 191 To reduce the residual annual household waste per household.</p> <p>NI 192 41% of household waste recycled.</p> <p>NI 195 2% of relevant land and highways (%) from which unacceptable levels of litter, detritus, graffiti and fly-posting are visible.</p> <p>LTR2 80% of PCN debts recovered</p> <p>LTR3a Respond to 90% of PCN correspondence within 15 days</p> <p>TPR1 No more than 3 failing KPI's, per month on new Refuse and Street Cleansing contract</p> <p>TPR2 No more than 3 failing KPI's, per month on new Highway Repairs and Maintenance contract.</p> <p>TPR3a Reduction by 10% of number of persons killed and seriously injured compared to 2010 Baseline.</p> <p>TPR3b Reduction by 5% of number of casualties compared to 2010 Baseline.</p> <p>TPR4 Excellent/good customer satisfaction with delivery of highway works</p> <p>TPR5 3 New Area Strategies agreed by Committee by March 31st 2013</p> <p>TPR6 90% street works in full compliance with the services 5 point communication plan.</p>

		T&PR1	T&PR2	T&PR3	T&PR4	T&PR5	T&PR6	T&PR7	DS1	DS2	DS3	DS4	DS5	PP1	PP2	PP3	PP4	DM1	DM2	DM3	DM4	DM5		
The City Together: the heart of a World Class City which ...	1... is competitive and promotes opportunity	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		
	2... supports our communities	✓	✓	✓		✓	✓	✓				✓		✓	✓	✓	✓	✓	✓	✓	✓	✓		
	3... protects, promotes and enhances our environment	✓	✓	✓	✓	✓	✓	✓							✓	✓	✓		✓	✓	✓	✓	✓	
	4... is vibrant and cultruarly rich		✓		✓										✓	✓	✓			✓		✓		
	5... is safer and stronger	✓	✓	✓		✓	✓	✓	✓	✓					✓	✓		✓		✓	✓			
Page 39 Key Policy Prirorties	KKP1 Supporting and promoting the international and domestic financial and business sector	✓	✓	✓	✓	✓		✓	✓			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
	KKP2 Seeking to maintain the quality of our public services whilst reducing our expenditure and improving our efficiency			✓	✓	✓		✓		✓	✓	✓	✓			✓	✓	✓	✓				✓	
	KKP3 Engaging with London and national government on key issues of concern to our communities including police reform, economic crime and changes to the NHS	✓	✓	✓	✓		✓	✓	✓						✓	✓				✓	✓			
	KKP4 Maximising the opportunities and benefits afforded by our role as a good neighbour and major sponsor of culture and the arts																			✓		✓		
Corproate Strategic Aims	SA1 To support and promote 'the City' as the world leader in international finance and business services	✓	✓	✓	✓			✓	✓					✓	✓	✓	✓	✓	✓			✓	✓	
	SA2 To provide modern, efficient and high quality local services and policing within the Square Mile for workers, residents and visitors with a view to delivering sustainable outcomes		✓	✓	✓	✓	✓	✓	✓	✓	✓				✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	SA3 To provide valued services to London and the nation	✓										✓	✓	✓	✓	✓		✓	✓	✓	✓		✓	

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**Relevant Divisional Objectives**

The following pages set out each objective in more details, with target dates, measures of success, who will be responsible and how each will be resourced. Achievements will be reported to Committee as part of the scheduled quarterly updates, as required.

<b>Transportation and Public Realm</b>	
<b>Objective: TPR2</b>	Enhance the City Streets and spaces to meet the needs of the business City, and the anticipated increase in Cycling and footfall.
<b>Objective: TPR5</b>	Review the Public Convenience Strategy to improve cost effectiveness and ensure it meets the current and future needs of residents, workers and visitors.
<b>Objective: TPR6</b>	Provide a cost effective, 24/7, street enforcement service
<b>Objective: TPR7</b>	Deliver a cost effective waste management and street cleansing service whilst reducing household waste and improving sustainability.

<b>Objective: TPR 2</b>	<b>Enhance the City Streets and spaces to meet the needs of the business City, and the anticipated increase in Cycling and footfall.</b>				
<b>Supporting TCT Strategy themes:</b>	TCT Strategy 1, 2, 3, 4, 5	<b>Priority and rationale (why are you doing it?):</b>	<ul style="list-style-type: none"> <li>Thameslink, Bank Station and Crossrail are all expected to deliver a substantial additional pedestrian footfall on City Streets. This with a modal shift to cycling and walking makes it essential that City Streets and spaces are designed and improved to meet the expected demand. The programming of works is essential to ensure clarity of funding, prioritisation of schemes and minimised impact of works on City streets.</li> </ul>		
<b>Aligns to Corporate Plan:</b>	KPP1, KPP3				
<b>Departmental Strategic Aims:</b>	<p>To manage all activities and services that relate to the City's streets, especially utility works; and</p> <p>To respond to changes in demand and usage of the City's streets and streetscene.</p>				
<b>Actions/Milestones</b>		<b>Target Date</b>	<b>Measure of Success</b>	<b>Responsibility</b>	<b>Resources</b>
Commission and deliver a pedestrian movement model for the City to inform future City street design and enhancement		December 2013	Model Working	Snr Engineer	Officer Time & fees to be determined
Develop City Cycle Routes strategy to improve connectivity and facilitate the anticipated increase in cycling on City Streets.		August 2013 By July 2013	Strategy agreed by P&T Bid approved by members & submitted	Asst Director (Transportation)	Officer time
Submit funding bids to TfL in timely fashion					
Further improve Cycle Permeability to deliver a network of City Streets effective in meeting future needs of Cyclists		April 2014	Deliver 20 more two way streets	Snr Engineer	Officer time and TfL funding
City Transportation 2020		Initiate May 2013	Programme Board meeting bi-monthly	Asst Director (Transportation)	Officer time plus fees (to be determined)
Bank Area Strategy adoption High priority lanes and alleyways project (Gateway 5) improve ease of movement across the strategy area		May 2013 Jan 2014	Strategy adopted Gateway 5 agreed	Assistant Director (Environmental Enhancement)	Officer time.
Liverpool Street Area Strategy adoption Middlesex Street project to Gateway 4		July 2013 Dec 2013	Strategy adopted Gateway 4 agreed	Assistant Director	Officer time.



			(Environmental Enhancement)	
Barbican Area Strategy Review – Consultation approval	Dec 2013	Consultation approved	Assistant Director (Environmental Enhancement)	Officer time.
To review project programming and establish through Project Vision a clear programming process through to build on street.	July 2013	Local Transportation scheme programmed to deliver TfL funding. Clear programmes linking CIL and S106 to Environmental Enhancement and Streetscene Schemes. Build programme coordinated with resurfacing and Utilities programmes to minimise disruption on City streets	Director T & PR	Project vision soft ware Officer time
Report to S&W and Projects Sub on Gateway 1-2 projects funded by S106, S278 and TfL.	April 2013 and 6 monthly thereafter	Project presented and agreed.	Assistant Director (Environmental Enhancement)	Officer Time
<b>Money</b>	<b>People</b>		<b>Environment</b>	<b>Managing Business</b>
Programme will utilise annual TfL LIP funding and will include bids for additional TfL cycle Programme funding	Project Vision training necessary and support needed for Town Clerks offices regarding project programming.		Improvements to cycling and modal shift to cycling will improve air quality	Important to develop Project Vision to meet needs of programming.

<b>Objective: TPR 5</b>	<b>Review the Public Convenience Strategy to improve cost effectiveness and ensure it meets the current and future needs of residents, workers and visitors.</b>				
<b>Supporting TCT Strategy themes:</b>	TCT Strategy 1, 2, 3, 5	<b>Priority and rationale (why are you doing it?):</b>	<ul style="list-style-type: none"> <li>• Changes to legislation, namely the Agency Workers Regulations have increased the salary cost for the service. There is a need to address and minimise the impact of this on budgets.</li> <li>• Following changes in Facilities Management arrangements ensure an adequate maintenance response is in place.</li> <li>• Undertake an options appraisal for the delivery of the service exploring external delivery.</li> </ul>		
<b>Aligns to Corporate Plan:</b>	KPP1, KPP2				
<b>Departmental Strategic Aims:</b>	To respond to changes in demand and usage of the City's streets and streetscene.				
Actions/Milestones		Target Date	Measure of Success	Responsibility	Resources
Install Urilift in Smithfield		June 2013	Urilift installed and working. No complaints.	Asst Director (Street Scene and Strategy)	Capital Funding
Review viability of extending opening hours of staffed WCs		October 2013	Committee decision	Asst Director (Street Scene and Strategy)	Officer time
Install barriers at 2 staffed toilets and introduce charging.		March 2014	Barriers installed and operational	Asst Director (Street Scene and Strategy)	Capital Investment
Committee Report reviewing Toilet Strategy		November 2013	Committee report presented and agreed.	Asst Director (Street Scene and Strategy)	Officer time.
Undertake an options appraisal of the service		March 2014	identify and recommend options for the future delivery of the service	Asst Director (Street Scene and Strategy)	Officer time, possibly engage consultants for research.
Money		People		Environment	Managing Business
£120k Barriers		N/A		N/A	Need to keep Smithfield market advised re Urilift proposals. Liaise with City Surveyor regarding installation of barriers

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<b>Objective: TPR 6</b>	<b>Provide a cost effective, 24/7, street enforcement service</b>				
<b>Supporting TCT Strategy themes:</b>	TCT Strategy 1, 2, 3, 5.	<b>Priority and rationale (why are you doing it?):</b>	<ul style="list-style-type: none"> <li>To deliver a quality of street scene suitable for the city as a world financial centre and meet the levels of cleanliness required by residents and visitors alike.</li> <li>To minimise obstructions and permit the free flow of pedestrian movement across the City streets.</li> </ul>		
<b>Aligns to Corporate Plan:</b>	KPP3				
<b>Departmental Strategic Aims:</b>	To respond to changes in demand and usage of the City's streets and streetscene.				
<b>Actions/Milestones</b>		<b>Target Date</b>	<b>Measure of Success</b>	<b>Responsibility</b>	<b>Resources</b>
Agree street environment officer work plan. SRL, Business engagement, time band surveys, contract monitoring etc		May 2013	Programme and performance measures agreed.	Asst Director (Street Scene and Strategy)	Officer time. Materials.
Negotiate night rota and recruit to new.		June 2013	Rota agreed posts evaluated and recruited.	Asst Director (Street Scene and Strategy)	Officer time.
Agree A Board Policy		November 2013	Policy agreed.	Asst Director (Street Scene and Strategy)	Officer time.
Introduce legislation controlling distribution of printed material		September 2013	Committee approval	Asst Director (Street Scene and Strategy)	Officer time.
Assess night time street cleansing needs cleaning appraisal		August 2013	Survey completed and low, medium and high priority streets identified and agreed	Business Improvement & Performance Manager/ Senior Inspector & Enforcement Officer	Officer time
Enforcement processes review		November 2013	Review completed	Asst Director (Street Scene and Strategy)	Officer time
<b>Money</b>	<b>People</b>		<b>Environment</b>	<b>Managing Business</b>	
Overtime costs for enhanced night time inspection programme for street cleansing	N/A		Increased cleanliness through night review and adoption of powers to reduce distribution of printed material	N/A	

Objective: TPR 7	Deliver a cost effective waste management and street cleansing service whilst reducing household waste and improving sustainability.				
Supporting TCT Strategy themes:	TCT Strategy 1, 2, 3, 5	Priority and rationale (why are you doing it?):	<ul style="list-style-type: none"> <li>• Due to budget pressures there is a need to review the CCAS with a view to reducing the cost and making it more sustainable moving forward.</li> <li>• In line with with our commitment to regularly review the waste strategy, complete the review and publish a new Waste Strategy along with an integrated action plan to meet the objectives within the strategy.</li> <li>• Explore and adopt appropriate legislation to ensure the City's streets and maintained to the high cleanliness standards required in the City.</li> <li>• Improve the use of technology allowing the public to engage and report issues easier and integrate into internal systems to streamline processes.</li> </ul>		
Aligns to Corporate Plan:	KPP1, KPP2, KPP3				
Departmental Strategic Aims:	To manage all activities and services that relate to the City's streets, especially utility works; and				
Actions/Milestones		Target Date	Measure of Success	Responsibility	Resources
Review clean City Award Scheme to eliminate Local Risk financial burden		September 2013 2013	Service ceases or becomes self-financing	Clean City Awards and Recycling Manager	Officer time.
Complete new waste strategy and recycling action plan		July 2013	Waste strategy adopted recycling action plan agreed	Asst Director (Street Scene and Strategy)	Officer time. Consultation material costs.
2014 Annual Improvement plan for Enterprise Contract.		Sept 2013	Annual improvement plan agreed by board.	Assistant Cleansing Director	Officer time.
Agree proposals to benchmark Enterprise contract		February 2014	Benchmarking process agreed	Assistant Cleansing Director	Officer time.
Promote and launch the Love City streets App Develop internal systems to enable better integration		May 2013  November 2013	App launched and promoted. Develop systems to integrate with internal processes	Asst Director (Street Scene and Strategy)	Officer time. System development cost
Review snow plan and operational protocols		Aug 2013	Annual snow plan revised and all protocols documented, website	Assistant Cleansing Director	Officer time. Adaptations possible set open space kit.

		developed		
Review hazardous Waste service in liaison with GLA review Move to direct phone answering for hazardous waste enquiries.	November 2013 April 2013	Review completed  Direct answering in place	Assistant Cleansing Director	Officer time Telephone networking costs potentially
<b>Money</b>	<b>People</b>		<b>Environment</b>	<b>Managing Business</b>
Telephone networking costs Phone App development/ systems integration costs	Introduction of night SEO rota Moving staff to live phone answering rather than answer phone Hazardous Waste training		Waste strategy and other initiatives will make service more sustainable and encourage reduction in waste	N/A

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## Relevant Key Performance Indicators

		2012-13 Q3 results	Target 2013-14
	<b>Transportation &amp; Public Realm</b>		
NI 191	To reduce the residual annual household waste per household.	98.25kg	508.5kg
NI 192	Percentage of household waste recycled.	39.01%	41%
NI 195	Percentage of relevant land and highways from which unacceptable levels of litter, detritus, graffiti and fly-posting are visible.	0.86%	2%
TPR1	No more than 3 failing KPI's, per month on new Refuse and Street Cleansing contract	8	<9 per quarter

	<b>Service Response Standards</b>		
SRS A	All external visitors to be pre-notification via the visitor management system.	60%	100%
SRS B	Where an appointment is pre-arranged, visitors should be met within 10 minutes of the specified time where Visitors arrive at Guildhall North or West Wing receptions.	79%	100%
SRS C	Emails to all published (external-facing) email addresses to be responded to within 1 day.	100%	100%
SRS D	A full response to requests for specific information or services requested via email within 10 days.	80%	100%
SRS E	Telephone calls to be picked up and answered within 5 rings/20 seconds	92%	90%
SRS F	Voicemail element only target 10%	11%	10%

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## Workforce Plan

### Workforce Planning 2013/14

This document outlines the key workforce planning issues that the department will be focussing on during 2013/14

### WORKFORCE PROFILE DATA

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

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

### Current position

The relatively new Department of the Built Environment is made up of professional and technical staff with managers ranging from grades D to SMT across a range of disciplines. It has 3 key issues that it has been working on in 2012/13 and plans to continue with in 2013/14. They are as follows:-

#### Key Issue 1: Management Capability and Development

The need to improve management capability and develop a development plan for both existing and aspiring managers was identified in 2012 and formed part of the workforce plan for that year. The department is now at a stage where it has begun to develop a generic development programme and plans to agree and implement this over the next 2 years. The aim is to improve existing management capability as well as ensure that the department has the management capability for the future.

The department plans to achieve this as follows:

- To complete, agree and embed a generic development programme for existing managers with a view to this informing individual learning plans.
- To offer the development programme to aspiring managers or those who have supervisory responsibilities currently with a view to enhancing their skills in specific areas.
- To use the development programme to ensure that person specifications are consistent in their requirements at varying management levels to ensure we recruit the best managers we can for the future.

#### Key Issue 2: Succession Planning

In a department where a significant proportion of senior managers are aged 50+ it is important to ensure that technical and professional knowledge is developed across all divisions for future resourcing. The department plans to achieve this as follows:-

- To identify a longer term plan to ensure that technical and professional knowledge and skills are transferred and learned to allow for succession. Work undertaken under key issue 1 should assist with this also.
- To focus on areas of professional expertise that may put the department at risk if lost, encouraging professional development where possible.
- Continue with secondments, where appropriate, as a development opportunity for existing staff.
- Where appropriate, to assess roles that may be developed into career graded posts to provide a career path for employees.

### **Key Issue 3: Improved provision of management information**

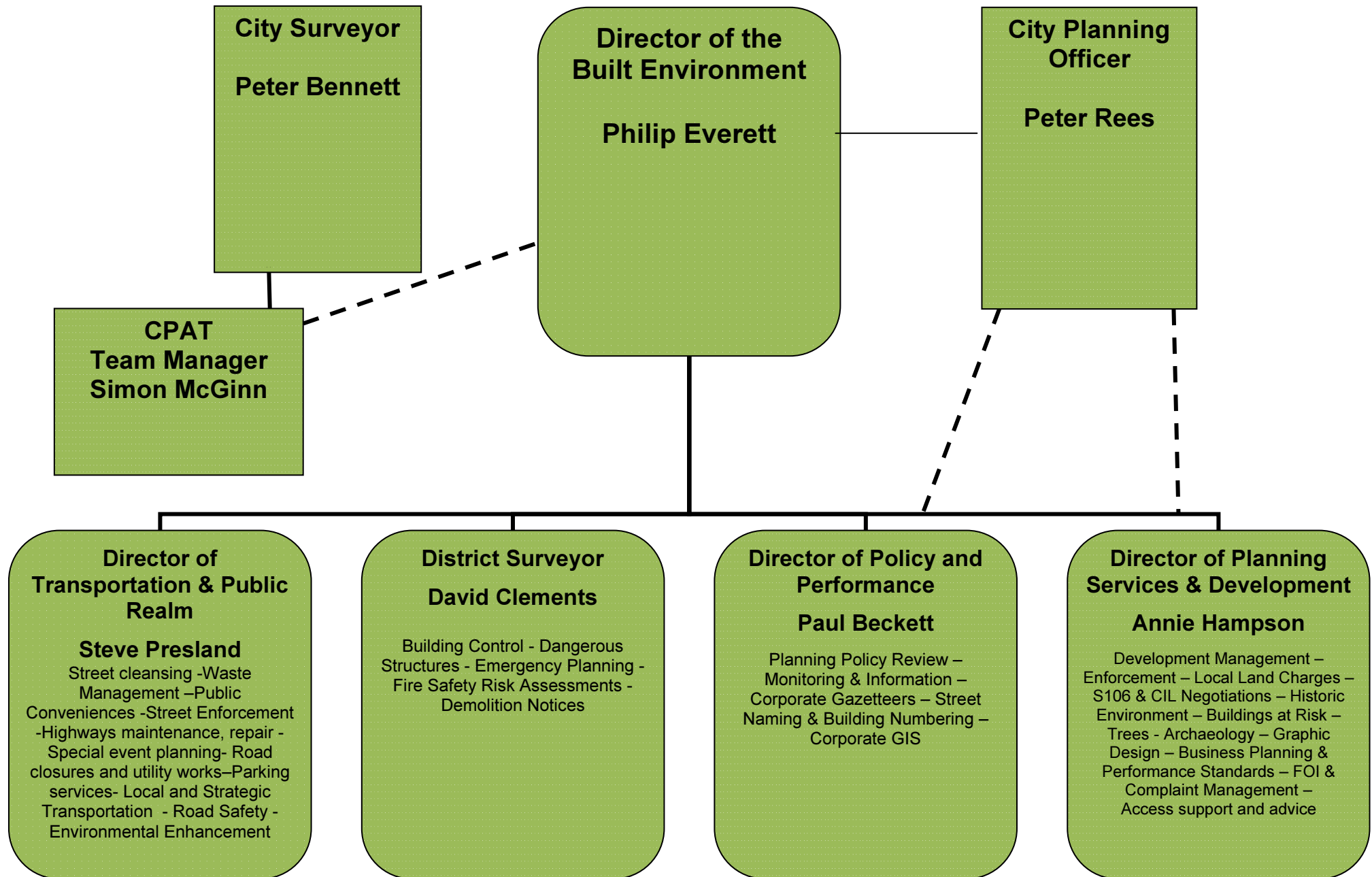
The workforce plan in 2012/13 identified a need for improved sickness absence information to managers. Progress has been made on this, in particular in relation to MI provided to SMT, which has helped to ensure a consistent approach to the management of absence. However, it has been identified that further improvement could be made to the information readily available to middle managers in relation to sickness as well as other management information, for example, appraisal outcomes. The department plans to achieve this as follows:-

- Assess key information that would help improve the existing provision of information, particularly to middle managers.
- Identify how this information can be provided in an easily accessible and timely way.
- Provide improved information which enables managers to access appropriate and accurate information in a timely manner.
- Ensure all managers are fully familiar with the functions of iTrent People Manager and the information available by providing training sessions.

## Learning and Development Plan – 2013/14

Objective linked to Business Plan:	Key skills/knowledge /qualifications	Development Methods	Progress @ mid-year	Priority (by when)
Provide a cost effective, 24/7, street enforcement service.	<ul style="list-style-type: none"> <li>• Effective enforcement knowledge</li> <li>• Awareness of highways defects.</li> </ul>	<ul style="list-style-type: none"> <li>• Enforcement refresher training</li> <li>• Highways awareness</li> </ul>		31st March 2014
Deliver a cost effective waste management and street cleansing service whilst reducing household waste and improving sustainability	<ul style="list-style-type: none"> <li>• Front line customer service skills for live phone answering</li> <li>• Professional knowledge around waste management and street cleansing in relation to household waste reduction and sustainability.</li> <li>• Knowledge of changing context in relation to waste and recycling.</li> </ul>	<ul style="list-style-type: none"> <li>• Individual and team CPD</li> <li>• Live Phone answering training</li> <li>• Hazardous Waste training</li> <li>• Process Benchmarking against other local authorities</li> </ul>		31 <sup>st</sup> March 2014
Support and develop our staff to ensure each person achieves their potential	<ul style="list-style-type: none"> <li>• Knowledge of best practice.</li> <li>• Knowledge of legal changes</li> <li>• Knowledge of changing context</li> </ul>	<ul style="list-style-type: none"> <li>• Professional qualifications</li> <li>• Appraisals</li> <li>• Individual and team CPD</li> <li>• Professional seminars</li> <li>• Other free conferences/seminars</li> </ul>		Ongoing

		<ul style="list-style-type: none"><li>• Team briefings</li><li>• Critical reading</li><li>• Mentoring/Mentee</li></ul>		
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**Main contacts and Responsibilities:**

<b>Responsibility</b>	<b>Name</b>	<b>Ext</b>
Business Planning	Elisabeth Hannah	1725
Complaints	Elisabeth Hannah	1725
Business Continuity	Richard Steele	3150
Business Risk Register	Richard Steele	3150
Information Asset Owner	Richard Steele	3150
Corporate Geographical Information System (GIS)	Richard Steele	3150
Freedom of Information	Elisabeth Hannah	1725
Hazardous Waste/Pan London Contract	Jim Graham	4972
Health & Safety	Elisabeth Hannah	1725
Hazardous Waste service (Pan-London)	Jim Graham	4972
Public Conveniences	Doug Wilkinson	4998
Recycling Policy	Doug Wilkinson	4998
Street Cleansing	Jim Graham	4972
Street Enforcement	Doug Wilkinson	4998
Vehicle Maintenance – Fleet advice and Hire	Jim Graham	4972
Waste Collection and Disposal	Jim Graham	4972
Waste Strategy	Doug Wilkinson	4998

<b>Committee(s):</b>	<b>Date(s):</b>
Port Health and Environmental Services	30 April 2013
<b>Subject:</b>	<b>Public</b>
The Aldgate – Highway Changes and Public Square Project - Aldgate Subway Public Convenience	
<b>Report of:</b>	<b>For Decision</b>
Director of the Built Environment	

## Summary

A public convenience strategy update has been promised to this committee later in the year, however due to the good progress being made on the Aldgate – Highway Changes and Public Square project, there is now a need for a decision by this committee on the Aldgate subway public conveniences.

The Aldgate – Highway Changes and Public Square project, being delivered by the Built Environment, is being managed via the Streets and Walkways and Project Sub-committees however as the project incorporates the Aldgate subway public conveniences it is necessary that Port Health and Environmental Services committee are consulted for a decision to enable the project to proceed.

The Aldgate – Highway Changes and Public Square project proposals are to make improvements to the traffic network and improve the use of the public space area. The project proposes the removal of the Aldgate Gyratory system and the creation of a new public square. The project also proposes the closure of all of the subways at Aldgate to address issues of antisocial behaviour, fear of crime and to maximise the opportunity for the newly created public space. The closure of the subways will in turn mean the closure of the Aldgate toilets. See Appendix 1 for a map of the subways.

These facilities are currently only open one day a week, Sunday, for the market on Middlesex Street. The table below shows the downward trend of the usage, together with the cost to open and maintain them, plus the cost of the subway maintenance. This data shows that these toilets are increasingly becoming unviable. It is therefore recommended that these facilities be closed to enable the Aldgate – Highway Changes and Public Square project to proceed.

Officers will have an input into the design of the public square and will consider the need for re-provision of the toilet facilities. If deemed necessary this could be by provision of new toilets in the new public square itself, through an expansion of the Community Toilet Scheme or by better promotion of use of locally available facilities in Tower Hamlets. The need for re-provision, if any, and proposals for how this may be achieved will be included in the Public Convenience Strategy update report to be presented to this Committee later this year.

## **Recommendation(s)**

This report recommends that your Committee :

- Agree to the closure of the public conveniences located within the Aldgate subways to facilitate progress of the wider improvements through the delivery of the Aldgate – Highway Changes and Public Square project.
- Receives a further report considering the need for any re-provision of toilet facilities and options for delivering that re-provision.

## **Main Report**

### **Background**

1. The Aldgate gyratory is a 1960's traffic design with subways. This highway infrastructure is no longer fit for purpose. The overall appearance of the area is generally poor and in need of renewal. The City of London's Core Strategy contains the explicit proposal to remove the gyratory. The streets here will revert to two-way working, creating a public space between Sir John Cass Primary School and St Botolph's church. The London Plan (Mayor of London) has identified the area as a key opportunity for transformational change and the public space is being lodged on the Mayor's 'London's Great Outdoors' project list.
2. The land ownership is predominantly public with small areas under private control. Public land affected is COL public highway, LBTH public highway, and TfL public highway. The project would be funded externally and fully cover all staff costs associated with the project evaluation.
3. The Aldgate – Highway Changes and Public Square project proposes to assess and, where appropriate, make the streets two-way for traffic. Closing the Houndsditch arm of the gyratory to form a public space. The subways will also be removed.
4. The project aims to:
  - make it easier for people to find their way around,
  - improve the appearance of the area using a high quality and consistent material palette,
  - improve links between public transport provision in the area,
  - green the area,
  - enhance the environment while maintaining traffic journey times and cycle provision.
5. The project encompasses transformational change and regeneration in a key area of opportunity within the London Plan.
6. The project area is flanked north and south by two housing estates, Middlesex Street Estate and Mansell Street Estate, and the improved inclusive mobility and



regeneration that the project will bring to the area is receiving a high level of support from the residents. Residents within the Tower Ward are also very supportive.

7. The business community have registered their support, some forming a group with a similar focus as the Cheapside Initiative which will encourage involvement as the project progresses. The timing of the project could not be better with three factors aligning;
  - the current high level of support from local authorities, business and residents
  - TfL have extra funds available this year and next, due, in part, to the effect of the Olympic Games
  - the recent success of the Piccadilly-St James St-Pall Mall one-way to two-way project has established an approach to large transformational change schemes that is acceptable to TfL and the local authorities.
8. If the project start is delayed the unique situation we find ourselves in will be lost.

### **Current Position**

#### Subways at Aldgate Gyratory (See appendix 1 for a map showing the subways)

9. Some of the subways around the Aldgate Gyratory are already closed temporarily due to frequent vandalism, anti-social behaviour and frequent rough sleeping and the remaining subways are not well used.
10. The subways are owned and maintained by three Highway Authorities following the GLA boundary: the City of London; London Borough of Tower Hamlets; and Transport for London. Maintenance and service level agreements blur the ownership boundary lines in a practical sense between the authorities.
11. Often subways are viewed as a liability for a Highway Authority, hence demolition is usually considered to be beneficial as it removes the liability.

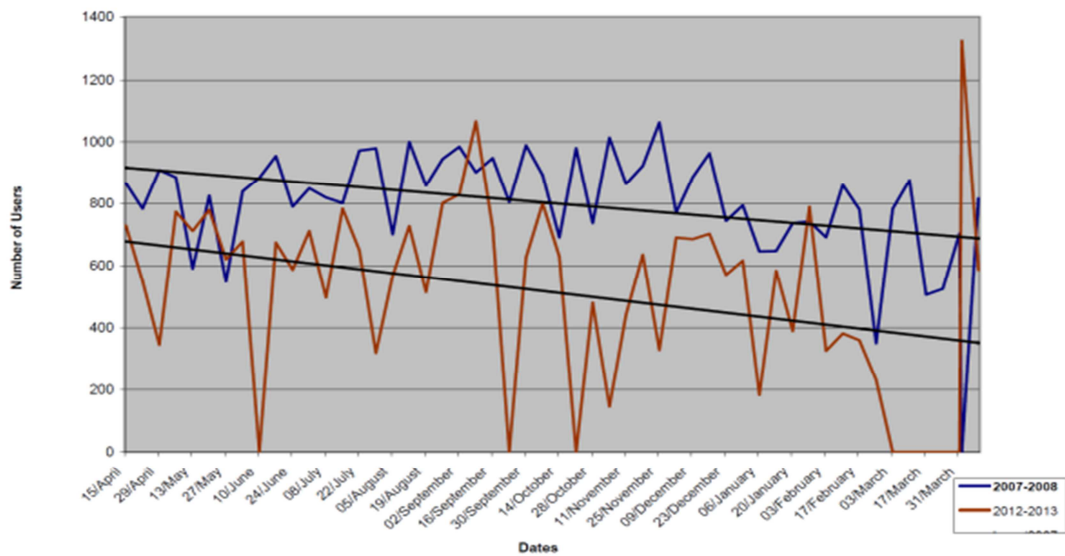
#### Aldgate Subway Public Toilet provision

12. The public toilet provision is currently available for men and women in the subway between exits 11 and 12 (See map in appendix 1). These toilets are opened on Sundays only to support London Borough Tower Hamlet's (LBTH's) Petticoat Lane Markets, which utilise Middlesex Street on a Sunday. It should be noted that these toilets are accessed by steps only.
13. A manual count of usage of the toilets on a Sunday in September 2012 is in Figure 2 below.



**Chart shows the number of WC users between 8:00 & 16:30 on a Sunday in September 2012**

14. The graph below shows the use of the toilets opened on Sundays at the northern end of Middlesex Street, on Bishopsgate (Auto counter fitted at this location). It identifies a downward trend of use. The toilets at the southern end have historically been used less than those in the north.



**Bishopsgate Toilets Sunday Usage Comparison 2007-08 and 2012-13 showing trends**

15. In considering the cost per user of the toilets in the subway a downward trend with approximate number of 250 users per day, for 52 weeks, is 13,000 users per year. The operating costs for the facilities totals £70,000, based on around £40,000 as an average cost for the subway maintenance per year and £30,000 to operate the toilets. Therefore, if the subway continued to be open for the toilets only, then an approximate cost per user would be around £5 to £6.
16. The consideration of an alternative solution to the current toilet provision will be mindful of the current levels of use, the likely increase of users in the area, the accessibility of alternative provision and location. This will be taken into account as the Aldgate development evolves. Alternative or replacement provision will be

covered in an update of the Public Convenience Strategy to be submitted to Port Health Committee for decision later this year.

### **Corporate & Strategic Implications**

17. This The project would help to deliver the City's Strategic Aim - To provide modern, efficient and high quality local services within the Square Mile for workers, residents and visitors with a view to delivering sustainable outcomes, through the provision of an improved public realm which would provide safer, more enjoyable and accessible routes between the offices, homes and public transport interchanges in the Aldgate area.

### **Doug Wilkinson MBA CMgr MCMI**

Assistant Director for Street Scene and Strategy

Cleansing Services

Department of Built Environment

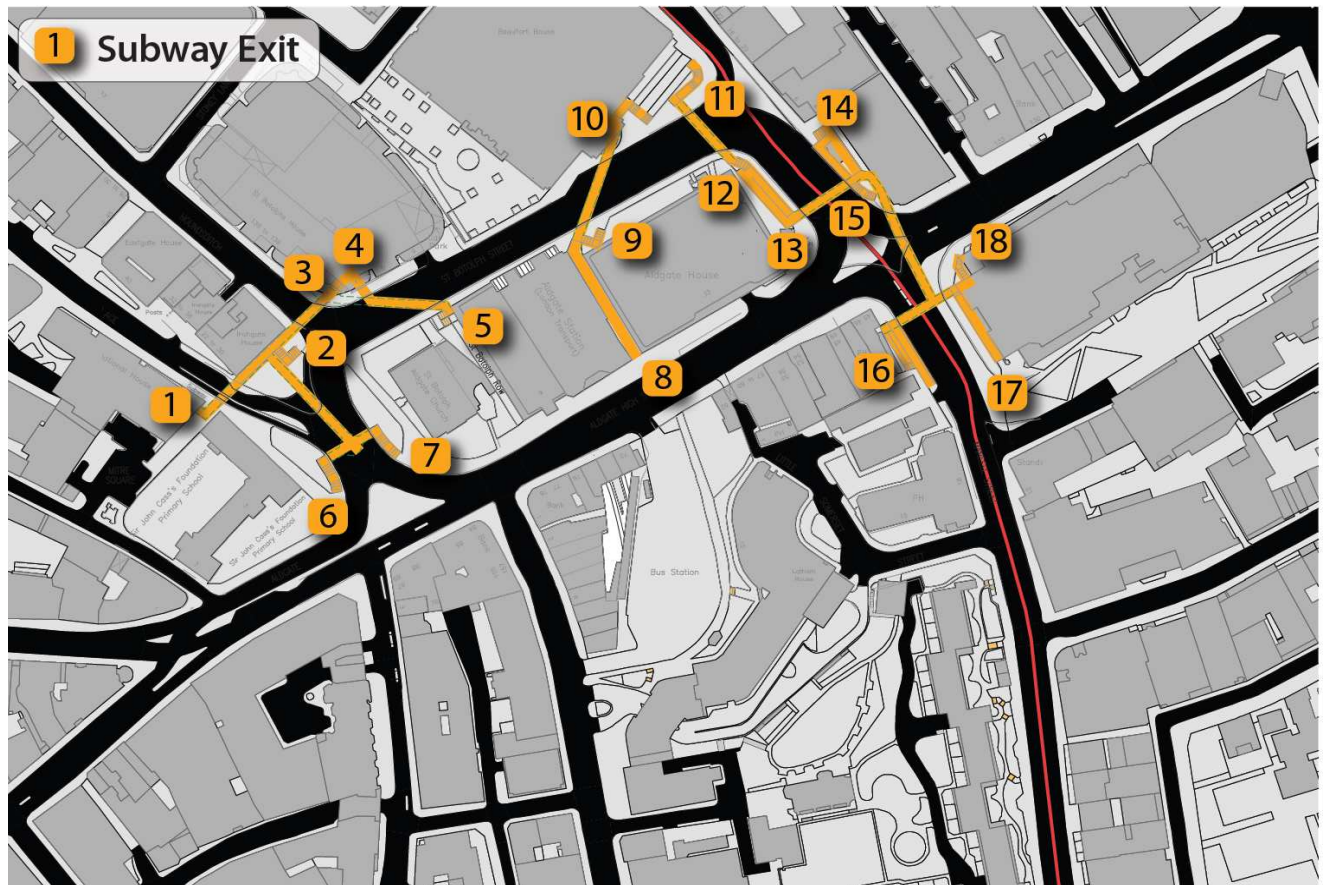
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## Appendix 1

Several sections of the current subway network are currently temporarily closed and the remaining subways are not well used.



**Figure 1: Map of Subways at Aldgate Gyratory** (public toilet provision is currently available for men and women in the subway between exits 11 and 12)

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<b>Committee(s):</b>	<b>Date(s):</b>
Port Health and Environmental Services	30 April 2013
<b>Subject:</b>	<b>Public</b>
Love the Square Mile update	
<b>Report of:</b>	<b>For Information</b>
Director of the Built Environment	
<p><b><u>Summary</u></b></p> <p>This report updates members on the progress made with the Love the Square Mile mobile phone application since its launch in April 2012 and gives information about the development plans for the coming year.</p> <p><b>Recommendation -</b></p> <p>Members are asked to note this report.</p>	

## **Main Report**

### **Background**

1. As part of the Refuse Collection, Street Cleansing and Ancillary Services Contract, which was let in October 2011, it was recognised that we should aim to use technology to improve the service where possible both internally and externally to improve access for users of the services. During the early discussion stages of the contract with Enterprise, the City was approached by Bbits Ltd, a private software development company, who demonstrated their Love Clean Streets mobile phone application that they had developed with the London Borough of Lewisham. This application enables residents to easily report any issue within the street environment (such as graffiti, fly tipping or damaged street furniture) using 'smart devices'.
2. The Love Clean Streets application was clearly an innovative solution enabling easy reporting of issues and had already been successfully adopted by some other London Boroughs. In April 2012 the Cleansing Service developed the 'Love the Square Mile' application with Bbits Ltd. This is a bespoke City of London branded (customer/ front facing) version of the global Love Clean Streets application. Using GPS to pin point the location, reports sent from this application are received by the Bbits server, they are then automatically forwarded to the City of London Corporation cleansing service email address and published on the Love Clean Streets website (or in our case the bespoke Love the Square Mile webpage, <http://lovethesquaremile.cityoflondon.gov.uk>)
3. This centralised national process of reports means the City of London Corporation's branded application, using the City's crest and corporate colours (as shown in Appendix 1), can be used to report problems in the City and also in any local authority in the country. Similarly, any of the 22,000 plus users with a version of the

app from other local authorities can report issues in the City of London. See Appendix 2 for a process flow chart.

4. All reports and progress on resolving the issues are able to be viewed on our dedicated webpage (<http://lovethesquaremile.cityoflondon.gov.uk>) On this webpage people have a further opportunity to report issues; the webpage also contains links and details to download the free mobile apps (compatible with all the main brands of smartphone).

### **Current Position**

5. Since the launch of the application at the start of April 2012, there has been a steady increase in the number of users with approximately 270 people having downloaded the app over the different types of smart phone to date. Of these we have around 40 users who have registered their details on our Love the Square Mile website enabling them to receive email updates on the progress of their reports. From April 2012 to the end of March 2013 the Cleansing Service received 399 reports by email or telephone through the City of London Contact Centre for issues. Most of these could have been logged through Love the Square Mile. Over the same period users of the app have made 62 reports, representing nearly 15% of all reported issues.
6. Whilst enabling users to report any problems they find in the street environment, the app mainly supports the City's street cleansing work (although it can also be used to report other problems such as highway issues). Currently when reports from Love the Square Mile are received they are reviewed and managed by the Cleansing Technical Support Team. They are then allocated to the appropriate service area for a resolution. Once the support team receive notification that the work has been completed they close the job on the system. This can be tracked and viewed on the Love the Square Mile webpage by the people who originally raised the issue, giving reassurance that the issue has been resolved.
7. Publicity for the application has been provided in many local City media publications including the City Resident magazine, ward newsletters and the City of London Corporate Responsibility newsletter. The app has also been extensively publicised through the City's various social media tools including Twitter, Facebook and the City's website. As many social media users have smartphones we intend to maximise publicity through this means going forward. We will also be focussing on trying to get short articles about Love the Square Mile placed into the corporate newsletters/emails of companies based in the City using the links the Cleansing Service has through its Clean City Awards Scheme.

### **Next steps**

8. Over the next year we will be developing an interface to directly link Love the Square Mile to Enterprise's in-house WorksManager system which allocates their street cleansing teams' work. It is envisaged that the application and the back office system that sits behind it, when fully integrated, will provide a quicker response to reported issues by automatically allocating tasks directly to our contractor, Enterprise. This will reduce the data handling currently undertaken by the Cleansing Technical Support Team improving efficiency.
9. This development will enable reports made by members of the public to be automatically scheduled and sent to the appropriate cleansing team and closed by the operatives as the job is complete. There will be no additional cost to the City for



this development work as the Love the Square Mile app was purchased as a complete package.

### **Corporate & Strategic Implications**

10. This application seeks to improve the efficiency and effectiveness of front line services and provide an additional method for the public to access the City's services. This supports the corporate objective of providing a modern, efficient and high quality local service within the Square Mile for workers, residents and visitors with a view to delivering sustainable outcomes.

### **Implications**

11. There are no HR implications. There is no additional external cost for the development work noted in this report as this is financed through the Refuse Collection, Street Cleansing and Ancillary Services Contract.

### **Conclusion**

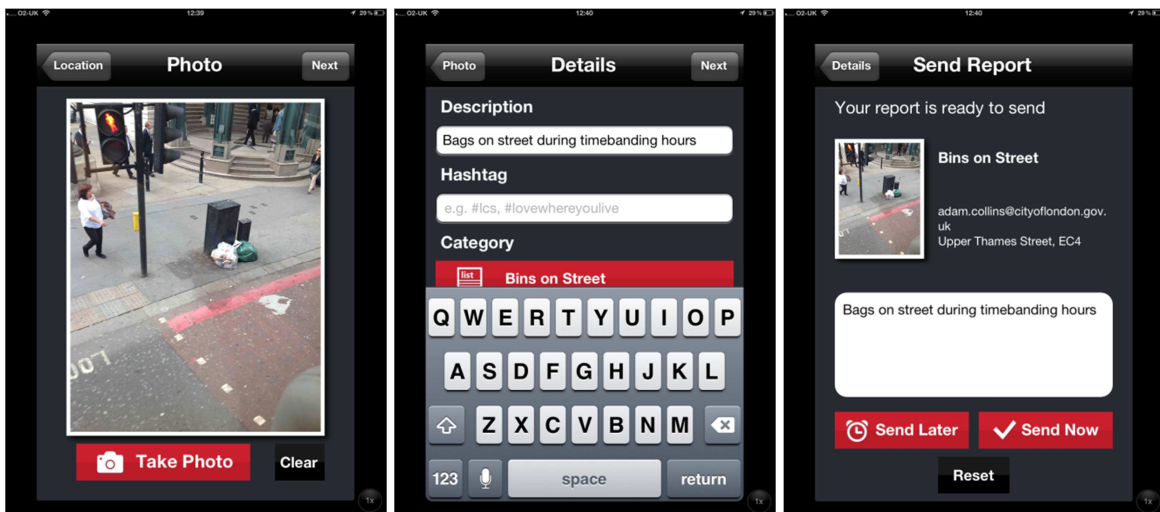
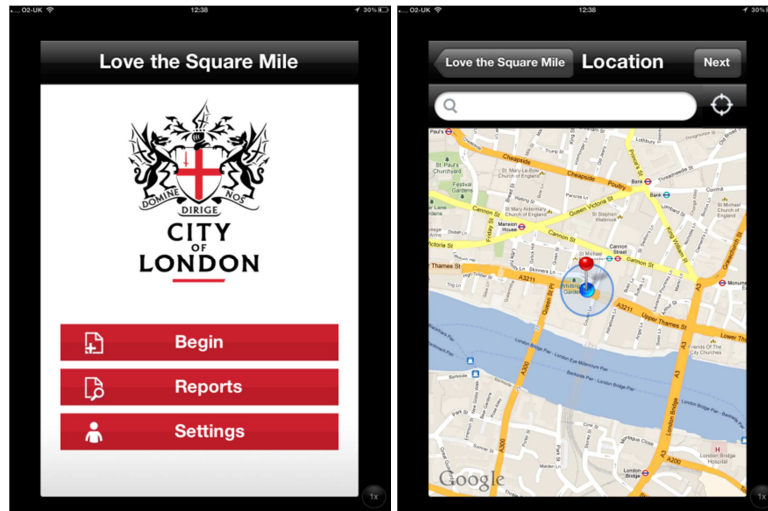
12. The Cleansing Service is continually looking to make improvements to the services it provides. By developing this application for smart phones and similar devices Cleansing are improving the access to services for the public who can now report issues 'on the go'. The application also streamlines some back office activities improving ways of working.
13. Whilst take up of the application has been moderate we will continue to promote this as an option as smart phones continue to grow in popularity.

### **Appendices**

1. Screen shots of the Love the Square Mile app.
2. Process Flow Chart

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**Appendix 2**      **Process Flow Chart**

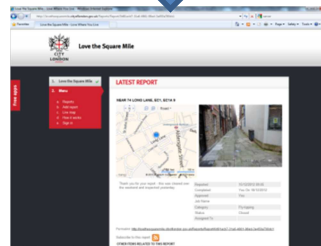
Report of an issue based in the City of London made on any of Love Clean Streets apps.



Report received by Bbits Ltd's 'Love Clean Streets' server.



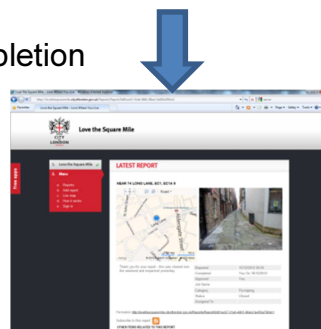
Report uploaded on the City of London's 'Love the Square Mile' webpage.



Work issued to the City of London's Cleansing Team (Enterprise) to complete.



On completion



Report of work completed uploaded on the City of London's Love the Square Mile webpage.

Progress can be viewed on <http://lovethequaremile.cityoflondon.gov.uk>

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<b>Committee(s):</b>	<b>Date(s):</b>
Port Health & Environmental Services	30 April 2013
<b>Subject:</b>	<b>Public</b>
London Gateway Port update	
<b>Report of:</b>	<b>For Decision</b>
Director of Markets & Consumer Protection	

## Summary

The purpose of this report is to advise your Committee of the progress made in preparation for the London Gateway Port that is due to open in the final quarter of 2013, and for which the City Corporation, as London Port Health Authority (LPHA), will have certain statutory responsibilities.

The following work-streams are underway:

- **Office accommodation**—an office is included as part of the inspection facility within the secure area of the port for the sole use of LPHA .The City Surveyor is exploring opportunities for additional office space in the main port office block (Manorway House) and outside the Port to meet other operational requirements.
- **Staffing** – in view of the uncertainties concerning the impact of the Port on staffing requirements at other ports, only temporary appointments are being made at this stage.
- **Information Systems** – arrangements are being made internally and externally to ensure adequate provision is made in the offices and inspection facility.
- **Finance** – in the first instance, costs will be met from the Products of Animal Origin Reserve.

Further reports will be made to your Committee as the project progresses to ensure that you are kept fully informed of the position.

## Recommendations

Members are asked to:

- Note the progress made to date in preparing for the opening of London Gateway Port in the last quarter of 2013.
- Delegate authority to the Town Clerk, in conjunction with the Director of Markets & Consumer Protection and the City Surveyor, and in consultation with the Chairman and Deputy Chairman, to approve terms for any additional accommodation requirements, should an identified need arise before the next Committee meeting on 2nd July.
- Agree to the Comptroller and City Solicitor being instructed to complete a lease for any additional accommodation should the need arise.

## **Main Report**

### **Background**

1. The London Gateway container port is currently under construction on the site of the former Shellhaven Oil Refinery on the north bank of the Thames, close to the mouth of the estuary. The City Corporation, as London Port Health Authority (LPHA), has a statutory duty to enforce a range of legislation, notably the control of food and feed imported from outside the European Community.
2. As outlined in my report of 12 September 2012, it is anticipated that the Port will open during the last quarter of 2013. Although some projections have been provided, the actual throughput and type of cargo have still yet to be confirmed, which make it difficult to project the resources required.
3. Despite the uncertainties regarding the operation of the Port, different work-streams are already underway to ensure that the LPHA can meet its statutory responsibilities once the Port opens. The purpose of this report is to update your Committee on the progress made in preparation for the Port going 'live' later this year.

### **Current Position**

#### **Office Accommodation**

4. In order to obtain European Commission approval to handle products of animal origin, the Port has to provide (at no cost to the LPHA) a Border Control Point to enable goods to be examined in a hygienic and safe manner. Plans for this have been approved by LPHA and Defra, and construction has now commenced. This includes an office which can accommodate up to eight people, which should provide sufficient space for LPHA staff when the Port opens.
5. There is an expectation that additional space will be required to accommodate those staff who undertake duties outside the products of animal origin regime. It is likely that there will be a substantial quantity of imported foods not of animal origin for which the LPHA has responsibilities. This is yet to be defined given the on-going uncertainties regarding the operation of this port and the impact this will have on other LPHA activities.
6. The City Surveyor has been exploring opportunities with London Gateway Port Ltd (LGPL) for further office accommodation and parking, in Manorway House, the main building outside the secure area of the Port. There is no other office accommodation located close to the Port, which is in an isolated location on the Thames Estuary. Therefore, this opportunity needs to be given careful consideration to ensure future requirements can be met.
7. If it is identified that the operational requirements will need additional accommodation, negotiations may need to be progressed rapidly to secure the desired space. Therefore Delegated Authority is requested to enable matters to proceed outside the normal Committee cycle should the need arise. There is a risk that if the City does not agree terms on the accommodation currently being offered at Manorway House, then LPHA may have difficulty in meeting its additional service requirements for London Gateway.

#### **Staffing**

8. A review of the Port Health organisational structure and staffing arrangements is currently underway in preparation for the opening of London Gateway. As agreed at

your last meeting, the intention is to redeploy existing staff to the port with new employees back filling the vacancies left by those transferring.

9. It is possible that London Gateway will have a detrimental effect on Tilbury and Thamesport, the other two container ports under LPHA jurisdiction, which may mean that fewer staff are needed there than at present. For this reason, together with the uncertainty about throughput levels, I am not recruiting permanent staff immediately but propose to appoint a Port Health Manager on a fixed term contract from within the existing Port Health establishment until the position is clearer. In addition, temporary staff will be employed and trained to an appropriate level to enable them to work at any of the three ports.
10. The Director of Human Resources is working closely with my officers to ensure that proper consultation is undertaken concerning any proposed changes regarding office location, terms and conditions, etc.

#### **Information Systems (IS)**

11. The Chief Information Officer of IS has already had considerable involvement in ensuring that LPHA requirements are considered at an early stage and factored into construction of the Border Inspection Post and redevelopment of Manorway House. External service providers have also been approached and are making changes to meet Port Health requirements.

#### **Finance**

12. The financial implications can still not be accurately quantified. However, as agreed at the September 2012 meeting of your Committee, the start-up costs will be met from the Products of Animal Origin Reserve in the first instance. The balance in the Reserve is currently £400k.
13. In addition, once the outturn position for 2012/13 is finalised, I may seek approval to carry-forward some or all of my underspend to be used to meet one-off costs of London Gateway during 2013/14.
14. Once the Port is fully functioning, charges will be levied for inspection services where the legislation allows, and the income from these charges should meet a proportion of the City's ongoing costs at the Port, depending on the nature of the trade. There will still be costs that have to be met from local risk budgets as fees cannot be levied for all types of controls. If these cannot be met from existing resources, this will be subject of a separate report.

#### **Proposals**

The main proposal at this stage is to give flexibility to the City Surveyor to identify appropriate accommodation to meet the needs of the service and secure a lease for this accommodation, when required. I therefore propose that should a need arise before the next committee meeting on 2nd July the Town Clerk, in conjunction with the Director of Markets & Consumer Protection and the City Surveyor, in consultation with the Chairman and Deputy Chairman, approve terms for the commercial lease of premises to meet this requirement.

#### **Implications**

15. As indicated above, many of the implications of the new port can still not be accurately quantified. Once further information is available, a more detailed assessment of the costs to the City Corporation, and the charges that can be levied, will be made.

16. The key risk is that the LPHA is not adequately resourced when the port opens and is unable to service the port and its customers. Officers will continue to progress negotiations with London Gateway Port Ltd to ascertain their detailed requirements, and ensure that sufficient resources are deployed to meet their demands.

### **Conclusion**

17. The London Gateway Port is still due to open in the last quarter of 2013. Work-streams are underway to ensure that the Service is prepared for the opening date. Further reports will be made to your Committee as the project progresses to ensure that you are kept fully informed of the position.

### **Background Papers:**

Report to Port & City of London Health and Social Services Committee, proposed role in reserve fund: Inspection of Products of Animal Origin, 25 April 2000

Report to Port Health & Environmental Services Committee, Shaping the Port Health Service, 24 July 2007

Report to Port Health & Environmental Services Committee, London Gateway Port, 12 September 2012

### **Jon Averts**

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# Agenda Item 13

<b>Committee(s):</b>	<b>Date(s):</b>
Port Health & Environmental Services	30/04/2013
<b>Subject:</b> Department of Markets & Consumer Protection Business Plan 2013-2016	<b>Public</b>
<b>Report of:</b> The Director of Markets & Consumer Protection	<b>For Decision</b>
<b><u>Summary</u></b>	
<p>This report details the Business Plan for 2013-16 for the Department of Markets &amp; Consumer Protection.</p> <p>The Department reports to three discrete City Committees: Markets; Port Health and Environmental Services; and Licensing. The Business Plan consists of an overarching plan which contains information relating to the whole department, and a separate annex for each of the three Committees which reflects the responsibilities of that Committee only.</p> <p>The Business Plan identifies some key achievements from the past year and sets out what we aim to achieve this year, the standards we will attain, and where this fits within Corporate plans.</p>	
<b>Recommendation</b>	
<p>It is recommended that Members approve the contents of this report and its appendix.</p>	

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# Department of Markets and Consumer Protection

## Business Plan 2013-2016

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# Introduction

The Department of Markets and Consumer Protection (M&CP) has the widest span of all front-line service departments, employing some 243 staff with a combined overall net local risk budget of £5,551,000 giving a total budget including central risk of £8,337,000. Spread across ten locations the department ranges from the Heathrow Animal Reception Centre in the West, to Billingsgate and Spitalfields Markets in the East, with Tilbury on the North side of the Thames and Denton on the South side.

## Markets

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

- **Billingsgate Market** has 42 fish merchants including specialist and catering suppliers, potato and trade sundries suppliers, with an annual turnover of some 22,000 tonnes. Although traditionally a wholesale market, retail trade has increased in recent years, especially on Saturdays. The Billingsgate Seafood Training School, a registered charity, is located within the market.
- **Smithfield Market** is a world-renowned wholesale meat and provisions market serving Greater London and southern England. There are 42 individual businesses with approximately 120,000 tonnes throughput. As well as meat and poultry, products such as cheese, pies, and other delicatessen goods are available.
- **New Spitalfields Market** has 121 trading units for wholesalers in the market hall, 13 catering supplies units, and a further 20 supporting businesses. New Spitalfields Market houses the largest number of food wholesalers in the UK, with a turnover of some 700,000 tonnes. Sustainability is a high priority for the market and about 75% of its waste is now recycled.

## **Port Health and Public Protection**

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

### **Port Health and Animal Health & Welfare divisions**

- As the London Port Health Authority, the **Port Health Division** is responsible for a district extending for 151 kilometres along the River Thames from Teddington to the outer Estuary including the ports of Tilbury, Thamesport, Sheerness and London City Airport. The authority serves businesses and protects the nation through the delivery of the following services controlling: food and feed imports; food standards, food safety and water quality; infectious disease control; civil contingencies; environmental protection and shellfish control.
- **Animal Health** is responsible for running the Animal Reception Centre at Heathrow, and providing animal health services across London on an agency basis for 29 other London local authorities and two authorities in Berkshire. Officers carry out inspections of pet shops, zoos, dog breeding and riding establishments, and offer advice on the keeping of dangerous wild animals. The division also deals with complaints from the public and welfare matters involving circuses, animal shows, studio work with animals and other cases where animals are used to perform.
- **Heathrow Animal Reception Centre (HARC)** has established itself as a world leader in the care of animals during transport. Open 24 hours a day, 365 days a year, the centre receives and cares for hundreds of thousands of animals of all types - from cats and dogs to baby elephants, horses, reptiles and spiders. The centre has seen a range of unusual animals including a mongoose, a sun bear, a white lion cub, cheetahs and sloths.

### **Public Protection Division**

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

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

- **Operational Support** is responsible for providing a range of administrative and IT support services to the department including system administration of Timemaster and the Northgate M3 database.
- **Pest Control** provides a comprehensive pest control eradication and advisory service to all non-food businesses in the City and engages in contract work for various City Corporation departments including Housing, the City Surveyor and our own Smithfield Market.
- **Pollution Control** is responsible for enforcing all noise and nuisance legislation, private sector housing, air quality management and contaminated land legislation across the Square Mile.
- **Trading Standards** is responsible for enforcing and advising businesses and consumers regarding legislation relating to trading practices within the City of London, including weights and measures, pricing, product safety, consumer credit and fair trading.
- **Smithfield Enforcement Team** undertakes enforcement of health and safety legislation, food standards, hygiene controls in vehicles that visit Smithfield Market and investigates any food complaints, as well as operating the Animal By-Product facility for the disposal of unfit meat.

#### **Licensing Service**

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

#### **Markets and Consumer Protection Directorate**

The Directorate has a strategic role in managing the overall strategy, communications, health and safety, and promotion of the department, allowing the operational managers to focus on the day-to-day management of their divisions and their customers' requirements. The Directorate also liaises directly with the department's HR Business Partner and Chamberlain's Head of Finance (Finance Unit 3) at a strategic level.

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

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

The downturn is affecting every aspect of business and budget restrictions will force further reviews of the services we provide and the way we do business. Funds are going to become increasingly tight for the foreseeable future. So, to ensure that we fulfil our obligations to our major customers, we need to satisfy the four perspectives shown on page 12, our version of the Balanced Scorecard<sup>1</sup>, while we endeavour to maintain our traditional standards and remain mindful of our corporate, environmental, and social responsibilities.

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

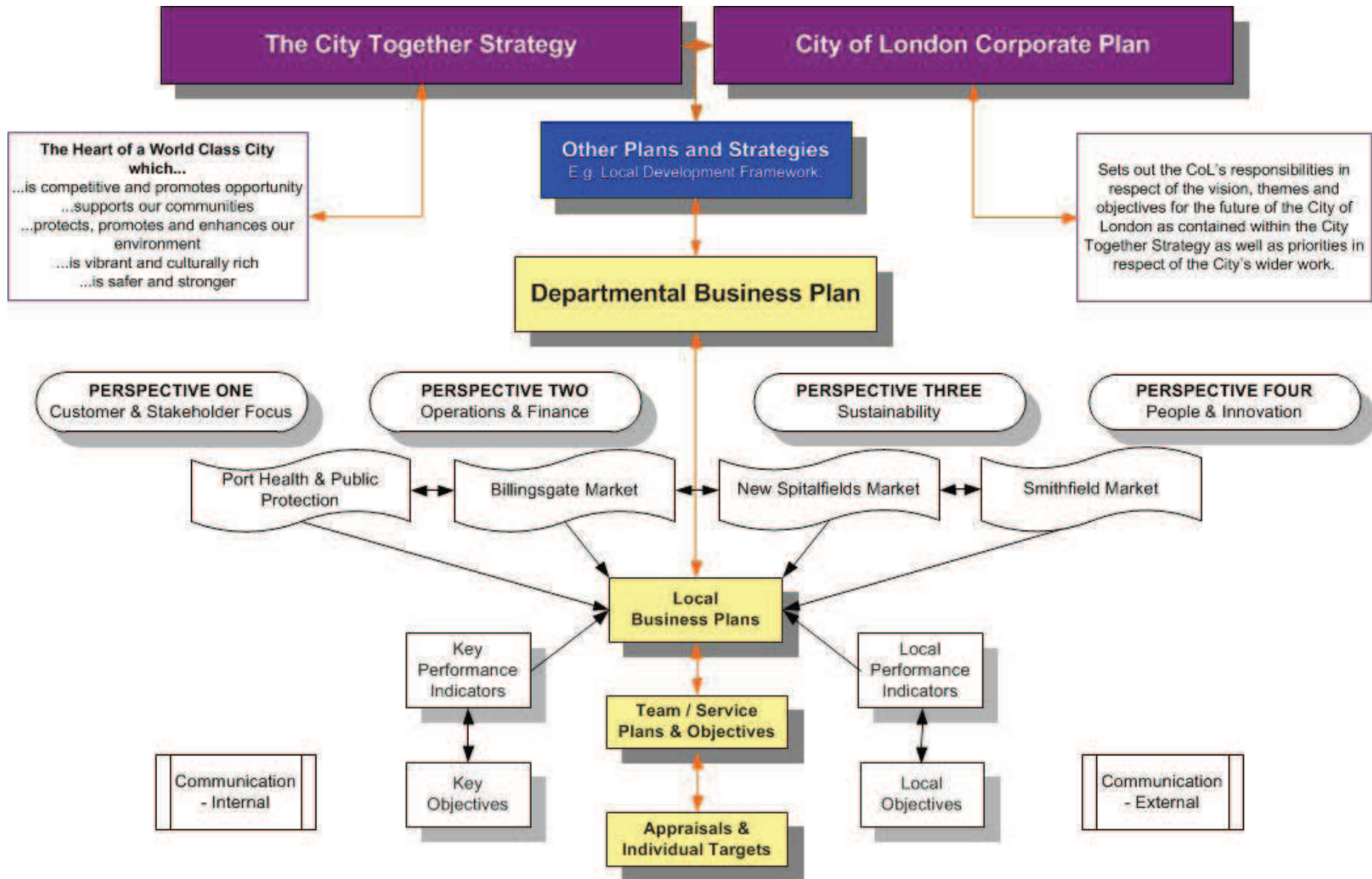
**David A H McG Smith CBE, Director of Markets and Consumer Protection**

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<sup>1</sup> Kaplan R. S. and Norton D. P. (1992). "The Balanced Scorecard: measures that drive performance", *Harvard Business Review*, Jan – Feb pp. 71–80



# Markets and Consumer Protection Business Planning Process



# Markets and Consumer Protection Vision

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

## Strategic Aims

Our strategic aims are:

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

## Key Achievements 2012-2013

- Brought lease negotiations with the Smithfield Market tenants to a successful conclusion.
- Planned, prepared and implemented Service Delivery Plans which contributed to the success of the London 2012 Games, and ensured that all relevant operations continued uninterrupted, in a safe and secure manner.
- Integrated Port Health and Public Protection into the new Local Authority Public Health arrangements.
- Prepared a Noise Strategy to help tackle noise nuisance and disturbances in the City.
- Piloted a shared 'Out of Hours' Environmental Health service with Westminster City Council.
- Secured £153,000 in grant monies for innovative Air Quality work.
- Devised and published a 'Code of Good Practice for Licenced Premises' in the City of London together with a traffic light system for measuring compliance.
- New Spitalfields Market was named Best Wholesale Market 2013 by the National Association of British Market Authorities (NABMA) in January.
- Following the successful conclusion of the Billingsgate Porter's working practices, 100% of units in the Market Hall are now let on full leases.

## Key Objectives 2013-2014

- Deliver value for money, whilst still delivering high quality services.
- Balance the PH&PP Service budget for 2014-15 in the light of £250,000 unidentified savings/income.
- Work with Smithfield tenants to implement the terms of the new leases and to provide best value to tenants while ensuring the operation of a safe and hygienic Market.
- Support the 'Procurement and Procure to Pay' (PP2P) initiative in order to deliver savings through improved procurement.
- Respond to any further legislative changes affecting the importation of animals at HARC to protect animal health and income streams.
- Implement the review of the Port Health Service in preparation for the opening of the London Gateway Port and ensure the Service's operations continue in a safe, secure and uninterrupted manner.
- Introduce a focus group to ensure a consistent approach to enforcement throughout the PH&PP Service.
- Make use of the Byelaws Working Party Group at the Markets to consider new Byelaws that will assist with law enforcement which is covered neither by the terms of the leases, health & safety, food hygiene, environmental protection legislation, nor employment law, at the three wholesale markets.
- Work with the City Surveyor's Energy Team to regularly review and update the Departmental Carbon Energy Reduction Plan to focus efforts to drive down the department's energy consumption and, where possible, invest in more energy efficient technologies.
- Continue to implement the Noise Strategy including deciding on options for Out of Hours service delivery.
- Implement and comply with the requirements of the Health & Safety Executive's new National Local Authority Enforcement Code – Health and Safety at Work.
- Seek to reduce sickness absence levels to the corporate target.
- Support the Crossrail development and minimise its impact upon our operations.
- Improve the way we manage all departmental risks and ensure that appropriate contingency plans and measures are in place.
- Increase revenue income where possible.

## Key Performance Indicators 2013-2014

- KPI 1** Achieve an overall sickness level across all Business Units of no more than 7 days per person by 31 March 2013, and a total of no more than 1632 days across the Department<sup>2</sup>.
- KPI 2** 85% of debts to be settled within 60 days.
- KPI 3** Divert 90% of waste from landfill at the Markets.
- KPI 4** Achieve 90% occupancy of all lettable space at Billingsgate and Spitalfields Markets.
- KPI 5** Less than 4% of missed flights for transit of animals caused by the Heathrow Animal Reception Centre.
- KPI 6** 95% of consignments of Products of Animal Origin (POAO) that satisfy the checking requirements cleared within five days.
- KPI 7** Over the course of the year, secure a positive improvement in the overall Food Hygiene Ratings Scheme (FHRS) ratings profile for City food establishments compared to the March 2013 profile.
- KPI 8** 90% justifiable noise complaints investigated result in a satisfactory outcome<sup>3</sup>.
- KPI 9** Inspect 100% of 'high risk' premises each year.

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<sup>2</sup> Target based upon Full Time Equivalent (FTE) members of staff at 31 December 2012.

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

# Looking Ahead 2013 – 2016

We need to consider our business in terms of how effectively we are satisfying the following four broad perspectives:

## **Customer and Stakeholder Focus**

- Provide reasonably priced services and facilities.
- Develop a proactive service culture that identifies and meets customer needs.
- Improve our relationships with our customers.

## **Operations and Finance**

- Achieve value for money and minimise our overheads.
- Sustain our existing revenue base and expand it where possible.
- Identify and manage business and health and safety risks.
- Identify new income streams and increase revenue.

## **Sustainability**

- Modernise our administrative processes and procedures and ensure the most efficient use of technology.
- Ensure that the environmental impact of proposed changes is taken fully into account.
- Identify ways of reducing our carbon footprint.
- Ensure that our sites are maintained and modernised appropriately by the City Surveyor.

## **People and Innovation**

- Identify and resource staff learning and development.
- Capture and share corporate knowledge, and apply lessons learnt.
- Develop an ethos of individual empowerment and the accountability that goes with it.

# Departmental Objectives 2013–2014 (1 April 2013– 31 March 2014)

Perspective 1 – Customer and Stakeholder Focus			
Maintain a strong positive relationship with our stakeholders by providing good customer service and capturing business development opportunities.			
Action	Task	Outcome	Responsibilities
Improve communication with stakeholders.	<ul style="list-style-type: none"> <li>• Regular attendance at forums and meetings, for example                             <ul style="list-style-type: none"> <li>○ <i>Legionella Control Association.</i></li> <li>○ <i>London Banks' Health &amp; Safety Forum.</i></li> <li>○ <i>Cleaning Industry Forum.</i></li> <li>○ <i>Utilities Forum.</i></li> <li>○ <i>Port Health and Animal Health related national and international panels and committees.</i></li> <li>○ <i>London Licensing Managers Forum.</i></li> </ul> </li> <li>• Regular meetings with the Markets' Tenants Associations, keeping them fully informed of developments.</li> <li>• Maintain a good relationship and channels of communication between the City of London markets and all other wholesale food markets in the country.</li> <li>• Optimise use of intranet / internet using the opportunities provided by the City's new web site.</li> </ul>	<ul style="list-style-type: none"> <li>• Department able to identify key stakeholders, actively seek their views on performance and priorities, and respond appropriately to improve the service.</li> <li>• Improved dialogue, engagement, and co-operation with our stakeholders, ensuring we address concerns they may have.</li> <li>• Updated web pages which allow stakeholders to access up to date information.</li> </ul>	<ul style="list-style-type: none"> <li>• Director of Markets and Consumer Protection</li> <li>• Director of Port Health and Public Protection</li> <li>• Business Unit Heads</li> <li>• Performance Management Officer</li> </ul>

<b>Perspective 1 – Customer and Stakeholder Focus</b>			
<b>Maintain a strong positive relationship with our stakeholders by providing good customer service and capturing business development opportunities.</b>			
<b>Action</b>	<b>Task</b>	<b>Outcome</b>	<b>Responsibilities</b>
Support the Crossrail development and minimise its impact upon the City and our operations. Ensure that it does not prejudice the continued uninterrupted, safe, effective, and hygienic operations at Billingsgate and Smithfield markets.	<ul style="list-style-type: none"> <li>• Ensure stakeholder involvement at Billingsgate and Smithfield markets by attending all relevant meetings regarding Crossrail and cascading information to staff and tenants.</li> <li>• Work in unison with the London Fish Merchants Association (LFMA) and Smithfield Market Tenants' Association (SMTA) in Crossrail developments.</li> <li>• Monitor all relevant Crossrail proposals.</li> <li>• Timely processing of Section 61 Applications (agreement for noisy works to be carried out under the Control of Pollution Act 1974).</li> <li>• Deal with, or liaise with Crossrail or contractor over, any complaints made directly to CoL Officers regarding the impact of Crossrail works.</li> </ul>	<ul style="list-style-type: none"> <li>• The least possible disruption to the operations of the Department, measured in terms of: <ul style="list-style-type: none"> <li>o <i>Closure of Markets necessitated by contamination from construction works. (minimise loss of available trading days)</i></li> <li>o <i>Crossrail works not unduly delayed as a result of our processing of applications.</i></li> <li>o <i>Low number of complaints from City residents and businesses.</i></li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Director of Markets</li> <li>• Director of Port Health and Public Protection</li> <li>• Billingsgate Superintendent</li> <li>• Smithfield Superintendent</li> </ul>



**Perspective 1 – Customer and Stakeholder Focus**

**Maintain a strong positive relationship with our stakeholders by providing good customer service and capturing business development opportunities.**

Action	Task	Outcome	Responsibilities
Promote our services. <i>Linked to KPI 4</i>	<ul style="list-style-type: none"> <li>• To promote all of our services through appropriate CoL communications channels, Twitter accounts and other social media.</li> <li>• Work with the Tenants' Associations to utilise opportunities where possible to promote our markets and produce.</li> </ul>	<ul style="list-style-type: none"> <li>• Profile enhancement and promotion of the services the department provides.</li> <li>• Greater trade through the markets. To ensure the sustained viability of our tenants' businesses, measured by no increase in the number of business failures as compared to previous years.</li> </ul>	<ul style="list-style-type: none"> <li>• Director of Markets</li> <li>• Business Unit Heads</li> <li>• Performance Management Officer</li> </ul>

<b>Perspective 2 – Operations and Finance</b>			
<b>Ensure the safety and security of stakeholders and property, carry out operations efficiently and ensure the department is financially viable to the City, while minimising costs.</b>			
<b>Action</b>	<b>Task</b>	<b>Outcome</b>	<b>Responsibilities</b>
Support the implementation of the PP2P project.	<ul style="list-style-type: none"> <li>Work with the new City of London Procurement Service (CLPS) to ensure that projects and objectives are delivered without unduly impacting front line services.</li> </ul>	<ul style="list-style-type: none"> <li>Improved business performance and reduced costs through improved procurement.</li> <li>Savings realised from PP2P, meaning that front-line services are not hit by further savings measures.</li> </ul>	<ul style="list-style-type: none"> <li>Head of Business Performance (as PP2P Change Partner)</li> <li>Business Unit Heads</li> </ul>
Better management of business risks and improved contingency plans.	<ul style="list-style-type: none"> <li>Ensure that Risk Registers are in place and regularly reviewed to make sure that business risks are fully understood and mitigated.</li> <li>Improve analysis of business and Health &amp; Safety (H&amp;S) risks and develop improved contingency plans, by March 2014.</li> <li>Review effectiveness of current safety management and assurance systems.</li> </ul>	<ul style="list-style-type: none"> <li>Reduced risks to the departments' business.</li> <li>Improved ability to manage crises.</li> <li>Reduced risk of enforcement action against the City.</li> </ul>	<ul style="list-style-type: none"> <li>Head of Business Performance</li> <li>Business Unit Heads</li> <li>Technical Officer</li> </ul>

<b>Perspective 2 – Operations and Finance</b>			
<b>Ensure the safety and security of stakeholders and property, carry out operations efficiently and ensure the department is financially viable to the City, while minimising costs.</b>			
<b>Action</b>	<b>Task</b>	<b>Outcome</b>	<b>Responsibilities</b>
Continue with the improvement of the department's health & safety performance and accident reduction.	<ul style="list-style-type: none"> <li>Identify main 'Top X' risks to health and safety across the Market and Consumer Protection Department.</li> <li>Provide advice on H&amp;S issues to local management, including compliance with applicable and emerging legislation and industry best practice.</li> <li>Further improve the quality of accident investigation and reporting.</li> <li>Encourage reporting of 'Near Misses'.</li> </ul>	<ul style="list-style-type: none"> <li>Safer environment as a result of identifying the main risks to business.</li> <li>Fewer H&amp;S incidents compared to 2012/13 total of 38.</li> <li>Reduced risk of enforcement action against the City.</li> <li>Reduced risk of successful litigation against the City following an accident.</li> <li>Uniform accident reporting across the department.</li> </ul>	<ul style="list-style-type: none"> <li>Head of Business Performance</li> <li>Business Unit Heads</li> <li>Technical Officer</li> </ul>
Work more effectively to achieve value for money in all aspects of our operations. <i>Linked to KPI 2</i>	<ul style="list-style-type: none"> <li>Develop a comprehensive plan for benchmarking services across the whole department.</li> <li>Work to ensure that market tenants are being provided with a good service and investigate ways to reduce running costs.</li> <li>Report to relevant committees on a four monthly basis.</li> <li>Review budgets monthly.</li> <li>Staff at the Markets to liaise with Chamberlain's department over outstanding debts to ensure the problem is managed effectively.</li> </ul>	<ul style="list-style-type: none"> <li>Complete at least two benchmarking exercises in 2013/14.</li> <li>Provide a cost effective service to our stakeholders.</li> <li>Bring outstanding debts down.</li> </ul>	<ul style="list-style-type: none"> <li>Business Unit Heads</li> <li>Head of Business Performance</li> </ul>

<b>Perspective 2 – Operations and Finance</b>			
<b>Ensure the safety and security of stakeholders and property, carry out operations efficiently and ensure the department is financially viable to the City, while minimising costs.</b>			
<b>Action</b>	<b>Task</b>	<b>Outcome</b>	<b>Responsibilities</b>
Increase income generation.	<ul style="list-style-type: none"> <li>• Investigate possibilities for extra income streams if an extension to the HARC is built.</li> <li>• Work with the Corporate Income Generation Project Board to investigate ways in which the department can increase its income streams:               <ul style="list-style-type: none"> <li>○ <i>If extension to the HARC is built, investigate possibilities of an educational tie up with college; renting out training room; provision of training by HARC team.</i></li> <li>○ <i>Fully maximise car parking usage at Billingsgate and Smithfield Markets.</i></li> <li>○ <i>H&amp;S Team to promote and run additional cooling towers inspection training courses and explore opportunities for offering auditing services.</i></li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Ability to produce finance for an extension to the HARC.</li> <li>• Increased revenue to reduce the risk of having to cut front-line services or staff.</li> </ul>	<ul style="list-style-type: none"> <li>• Business Unit Heads</li> </ul>

<b>Perspective 3 – Sustainability</b>			
<b>To provide sites which are fit for purpose, within budget and demonstrate environmental responsibility in the way we manage waste and use resources, while being financially viable.</b>			
<b>Action</b>	<b>Task</b>	<b>Outcome</b>	<b>Responsibilities</b>
Implement new ways of achieving sustainability targets using technological and engineering solutions.	<ul style="list-style-type: none"> <li>• Work closely with City Surveyors, the Energy Team and the Sustainability Unit to identify potential sustainability improvements.</li> <li>• Use Systemslink and the new Energy Dashboard to their full potential.</li> <li>• Install Smart meters where possible and cost effective.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased sustainability.</li> <li>• Reduction in energy usage.</li> <li>• Smart meters will help us see exactly what we are using and this will enable us to make better choices to reduce energy.</li> </ul>	<ul style="list-style-type: none"> <li>• Business Unit Heads</li> <li>• Head of Business Performance</li> <li>• Performance Management Officer</li> <li>• Heads of Maintenance</li> </ul>
Reduce landfill waste and increase recycling at the Markets. <i>Linked to KPI 3</i>	<ul style="list-style-type: none"> <li>• Review waste handling at each of our Market sites with a view to increasing levels of recycling.</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced landfill waste - Divert 90% of waste from landfill at the Markets.</li> <li>• Increased sustainability.</li> <li>• Improved waste management.</li> </ul>	<ul style="list-style-type: none"> <li>• Head of Business Performance</li> <li>• Business Unit Heads</li> </ul>
Ensure that the material state of our real estate is fit for purpose.	<ul style="list-style-type: none"> <li>• In conjunction with the City Surveyor, ensure that each area's 20 year maintenance plan is fully up to date and properly priced.</li> <li>• Ensure that liaison meetings with City Surveyor's Department are effective in making progress, and that the agreed level of maintenance work is carried out to time and cost.</li> <li>• Monitor at Senior Management Group.</li> <li>• Progress to completion the Roof Renewal project at Billingsgate Market.</li> <li>• Smithfield Poultry Market.</li> </ul>	<ul style="list-style-type: none"> <li>• Property is well maintained and asset values protected.</li> <li>• Resolve the leaking roof issue at Billingsgate.</li> </ul>	<ul style="list-style-type: none"> <li>• Business Unit Heads</li> <li>• Head of Business Performance</li> </ul>

<b>Perspective 3 – Sustainability</b>			
<b>To provide sites which are fit for purpose, within budget and demonstrate environmental responsibility in the way we manage waste and use resources, while being financially viable.</b>			
<b>Action</b>	<b>Task</b>	<b>Outcome</b>	<b>Responsibilities</b>
In accordance with the Corporation's objectives, and in consultation with the Energy Management Team, reduce energy usage, in line with the City's Carbon Descent Plan (CDP), in our control.	<ul style="list-style-type: none"> <li>• Ensure that the department's Carbon Energy Action Plan is regularly reviewed and updated.</li> <li>• Actively participate in the Carbon Energy Reduction Group.</li> <li>• Monitor all energy consumption and target high use areas, to achieve a further 8% reduction in energy usage across the department by March 2015.</li> <li>• Work with the Energy team to enable City energy use to be identified separately from tenants' usage and addressed discretely within the CDP.</li> </ul>	<ul style="list-style-type: none"> <li>• Improved knowledge of actual major consumption areas and the potential for efficiency reductions.</li> <li>• Achieve a total 15% reduction in energy usage across the Department by March 2015 against the baseline year of 2008/09 (7% reduction already achieved by March 2013).</li> </ul>	<ul style="list-style-type: none"> <li>• Business Unit Heads</li> <li>• Head of Business Performance</li> <li>• Performance Management Officer</li> </ul>

<b>Perspective 4 – People and Innovation</b>			
<b>To improve the quality of leadership and management throughout the department and ensure that all staff have a chance to maximise their potential and job satisfaction.</b>			
<b>Action</b>	<b>Task</b>	<b>Outcome</b>	<b>Responsibilities</b>
Continue to manage sickness absence. <i>Linked to KPI 1</i>	<ul style="list-style-type: none"> <li>Rigorous application of the Absence Management Policy.</li> </ul>	<ul style="list-style-type: none"> <li>Achieve an overall sickness level across all Business Units of no more than 7 days per person by 31 March 2014, and a total of no more than 1632 days across the Department.<sup>4</sup></li> <li>Individual Business Units have specific targets.</li> </ul>	<ul style="list-style-type: none"> <li>Port Health &amp; Public Protection Director</li> <li>Business Unit Heads</li> <li>Line Management</li> </ul>
Improve internal communications within departmental structures.	<ul style="list-style-type: none"> <li>Contribute to corporate publications to raise awareness of the department's activities and achievements.</li> <li>Produce internal departmental newsletter quarterly.</li> <li>Use Yammer to promote and update users of our services where appropriate.</li> </ul>	<ul style="list-style-type: none"> <li>More effective promotion of the achievements and diversity of the department and its staff.</li> </ul>	<ul style="list-style-type: none"> <li>Performance Management Officer</li> <li>PA to Director</li> </ul>
Meet the requirements for Continuous Professional Development (CPD) for all regulatory officers in PH&PP (and for Street Environment Officers).	<ul style="list-style-type: none"> <li>Assess the competencies and training needs of all regulatory staff in PH&amp;PP in relation to the appropriate Service Plans and capacity building. Utilise the Regulators' Development Need Analysis (RDNA) where necessary.</li> </ul>	<ul style="list-style-type: none"> <li>CPD requirements are met.</li> </ul>	<ul style="list-style-type: none"> <li>Assistant Directors</li> <li>Team Managers</li> </ul>

<sup>4</sup> Target based upon Full Time Equivalent (FTE) members of staff at 31 December 2012.

# Capital Projects 2013-2018

The table below shows basic information about projects which may require over £50k of capital expenditure during the next five years.

Brief description of potential project	Rough idea of the cost	Indicative source of funding	Indicative timetable for project
Extension to the Animal Reception Centre at Heathrow.	£1m	City Fund	Currently still at proposal stage
Re roof building.	£150k		In consultation with CS
Solar Panels	£100k		Dependent of full cost/benefit analysis and prevailing feed in tariff.
Rainwater Harvesting project. Spend to save project to reduce annual water costs.	£100k		Will be considered as part of the extension to the Animal Reception Centre
Billingsgate Market: venting and cooling, stage 2	£600k -£750k		Project is currently suspended and will be revisited once the two higher priority projects below are funded and in a state of completion.
Billingsgate Market: fish handling facilities	£1.4 to £2.0 million	50% Sinking Fund 50% European Fisheries Fund grant to be applied for.	The project is at pre-evaluation stage with works likely to commence in January 2014.
Billingsgate Market: roof renewal	£1.7 million approx.	50% Sinking Fund 50% European Fisheries Fund grant confirmed.	Works will be ready to commence in January 2014.
New Spitalfields Market: Chiswick Gap – construction of additional lettable space.	£300k		Currently on hold pending the outcome of a further marketing campaign.



# IS Requirements

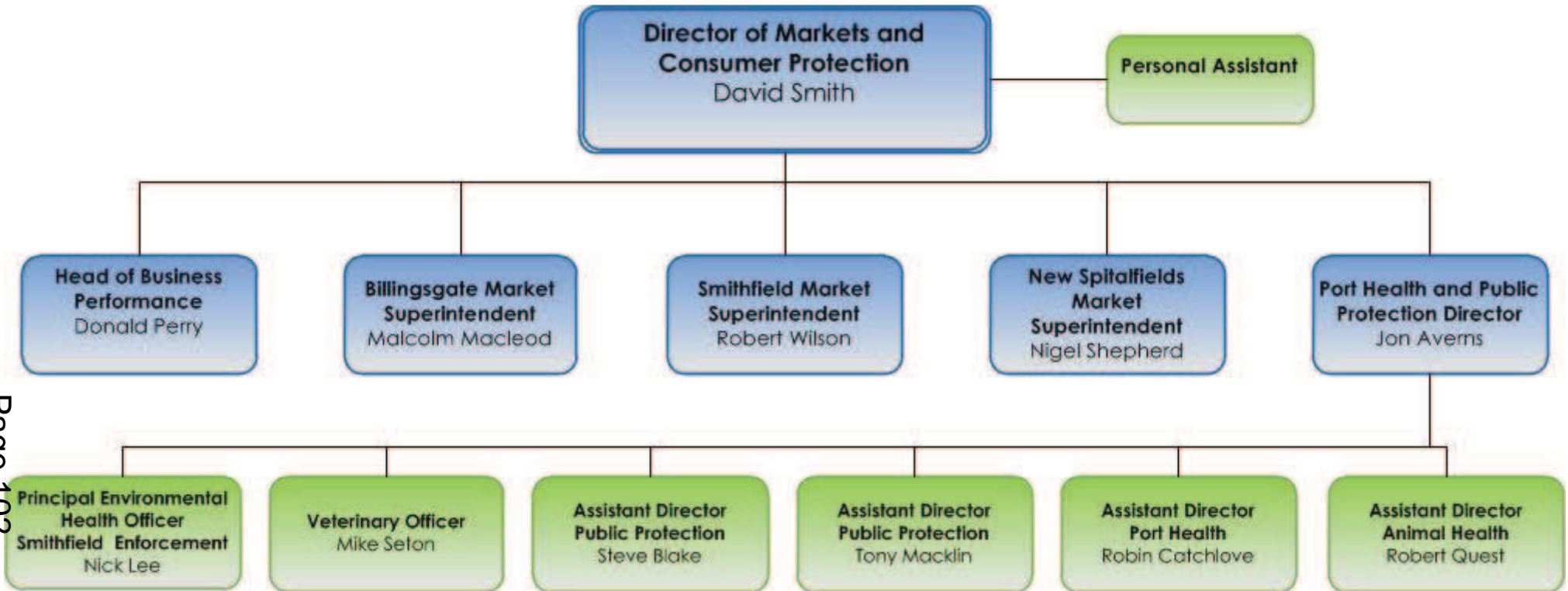
<p><b>Heathrow Animal Reception Centre</b></p>	<ul style="list-style-type: none"> <li>• Mobile Heathrow Electronic Display System (HEDS) to be trialled (should be completed before the end of March 2013).</li> <li>• HEDS requirement for knowing the person who has entered pre-advice (should be completed before the end of March 2013).</li> <li>• Email code for Wi-fi each week to enable our customers waiting for their animals to be able to use the internet (should be completed before the end of March 2013).</li> <li>• More network points for extra PCs and to hard wire HEDS in animal areas (should be completed before the end of March 2013).</li> <li>• Linking HEDS to ledger would reduce the need for writing on tickets and reduce error. Including a dashboard approach to HARC systems.</li> <li>• Scanning of documents and linking to HARC ledger.</li> <li>• Permanent Building Management System (BMS) display of temperatures in vivarium.</li> <li>• Website Pet Travel Scheme 'app'.</li> <li>• Air Waybill tracking through website – agents' member site?</li> </ul>
<p><b>Port Health</b></p>	<ul style="list-style-type: none"> <li>• To operate the Port Health Information Management System (PHILIS) and to link with City of London IS we require robust high speed internet connectivity with good resilience at Thamesport and Tilbury offices. Good connectivity is required for our other offices at Denton and Charlton.</li> <li>• We require reliable infrastructure and hardware sufficient for the number of staff employed at all of our sites.</li> <li>• Our IT systems require good support arrangements including the ability to have on site support at short notice with those providing the support having a good knowledge of our systems and the interconnections with other external systems such as CNS / Destin8.</li> <li>• 24/7 cover/support in the future is a likely requirement with the opening of the London Gateway Port.</li> <li>• Development of mobile and remote working options (inspections using handhelds, etc.) and other PHILIS development, such as Agent tracking.</li> <li>• Development of finance interfaces including the ability to collect "money up front" for our charges. Suffolk Coastal Port Health Authority needs to be kept closely involved.</li> <li>• A dialogue has been established between London Gateway and the City of London IS Division.             <ul style="list-style-type: none"> <li>o <i>London Gateway is providing the IT infrastructure to the Inspection Facility within the secure area of the port. City IS Division are in discussion with their network team to procure a suitable internet line to the Facility. The provision of other hardware has yet to be decided but is likely to be desktop computers and laptops sufficient for 10 persons.</i></li> <li>o <i>Lease negotiations are in progress between London Gateway and the City of London Surveyors for the 2nd Floor of Manorway House, an office building outside the Port. The building is being</i></li> </ul> </li> </ul>

	<p>refurbished to a basic standard and the necessary IT infrastructure will be the responsibility of the City of London. This will include the procurement of an internet line, cabling the office and provision of hardware.</p> <ul style="list-style-type: none"> <li>o The capability to expand to meet an increasing demand is an important consideration. The new office won't be fully staffed from the very start, but if the London Gateway predictions are accurate, trade will increase rapidly with a consequent increase in the number of Port Health personnel who will need access to IT.</li> <li>o Both the Inspection Facility and Manorway House offices should be ready before the Port starts to test systems during the summer 2013 and certainly before 1 October 2013.</li> </ul> <ul style="list-style-type: none"> <li>• Port Health is interested in the use of GIS to record data about activities and as a link to our website so that we can display information relating to our services e.g. Shellfish Monitoring points, prescribed process locations and public register information etc.</li> <li>• Installation of Wi-fi at Denton Office.</li> </ul>
<b>Environmental Health</b>	<ul style="list-style-type: none"> <li>• Investigate use of Regulatory Information and Management Systems (RIAMS) (<a href="http://www.riams.org">www.riams.org</a>) by PH&amp;PP.</li> <li>• Streamline the time taken for managing, processing and assessing information received from a variety of different sources and systems, e.g. officers' site investigations; Highways; Street Enforcement Officers; Westminster City Council Noise Team; CoL Police; Licensing Team; and contractors.</li> <li>• Integrate the use of GIS with Northgate M3 PP (already commenced), to obtain information on premises from a GIS mapping system. Carry out trials with IS Division of various handheld tablet devices to test their connectivity, the accessibility of key information and data, and their overall usability in the field by officers undertaking a variety of tasks.</li> </ul>
<b>Smithfield Enforcement Team</b>	<ul style="list-style-type: none"> <li>• Advice/ assistance regarding improving the transactional side of the ABP service and the area of improving communication to market businesses.</li> <li>• Investigate introduction of text alerts to notify traders of various issues.</li> <li>• Business Continuity – IS requested to investigate mechanisms to maintain Business Continuity.</li> </ul>
<b>New Spitalfields Market</b>	<ul style="list-style-type: none"> <li>• Support low key initiatives outlined in local business plan.</li> <li>• IS to supply Business Analysts and systems developers to attend to efficiencies using existing and new IS systems (hard and software) examples may include (prior to business analyst review): <ul style="list-style-type: none"> <li>o Membership software (off shelf or developed) to replace fork lift truck permit database and infringement points database</li> <li>o Parking permit database and permit issuing system</li> <li>o Creation of utilities tracking and analysis package</li> <li>o Aged debt report from System 2000</li> <li>o A review of System 2000 to create further efficiencies</li> <li>o Electronic tenants record system</li> <li>o Any other efficiencies identified using existing or new systems</li> </ul> </li> </ul>
<b>Billingsgate Market</b>	<ul style="list-style-type: none"> <li>• No requirements for 2013/14.</li> </ul>

**Smithfield Market**

- Upgraded lightweight laptops or tablets which would mean that notes could be made on agendas and minutes could be taken in meetings. This would greatly reduce the necessary admin time following the meeting.
- Increased mobile working with operatives able to access and update information while out in the field.
  - *To look at the tablet options that we have and simpler wi-fi options for our buildings – this would save time in meetings for minutes etc. Also, making greater use of the technology and information that we already have such as BMS and Archibus. A lot of time is wasted looking for records which other departments hold. We might also get more efficient ways of working in-house.*
- Would like options to have the ability to collaborate and communicate better with their tenants.
  - *To have access to CRM software – to be able to have vision of the helpdesk packages or even have a mini version here.*

# Department of Markets & Consumer Protection management structure



## Financial Summary

Strong financial management is critical to the delivery of high quality services at a reduced cost. Our strategy is to continually review our ways of working to generate further efficiencies whilst maximising our income streams. We make effective use of the corporate Management Information Money Dashboard initiative to further improve the financial management information available to the Senior Management Team.

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

### Summary Financial Information - Markets & Consumer Protection Department

	2011/12	2012/13	2012/13	2012/13		2013/14	N.B.
	Actual	Original Budget	Revised Budget (latest approved)	Forecast	Outturn	Original Budget	
	£'000	£'000	£'000	£'000	%	£'000	
Employees	10,177	10,435	11,203	11,067	98.8%	10,724	
Premises	4,779	4,988	4,966	5,025	101.2%	4,851	
Transport	296	279	317	298	94.0%	266	
Supplies & Services	2,576	2,074	1,991	2,020	101.5%	1,612	
Third Party Payments	1,654	1,753	1,751	1,726	98.6%	1,799	
Transfer to Reserve	264	0	0	0	0.0%	4	
Contingencies	0	3	3	0	0.0%	3	
Unidentified Savings	0	0	0	0	0.0%	-286	3
<b>Total Expenditure</b>	<b>19,746</b>	<b>19,532</b>	<b>20,231</b>	<b>20,136</b>	<b>99.5%</b>	<b>18,973</b>	
<b>Total Income</b>	<b>(13,610)</b>	<b>(13,493)</b>	<b>(13,778)</b>	<b>(13,920)</b>	<b>101.0%</b>	<b>(13,422)</b>	
<b>Total Local Risk</b>	<b>6,136</b>	<b>6,039</b>	<b>6,453</b>	<b>6,216</b>	<b>96.3%</b>	<b>5,551</b>	<b>1</b>
<b>Central Risk</b>	<b>(5,083)</b>	<b>(5,870)</b>	<b>(4,808)</b>	<b>(4,864)</b>	<b>101.2%</b>	<b>(5,596)</b>	
Recharges	8,957	7,832	8,591	8,591	100.0%	8,382	
<b>Total Expenditure (All Risk)</b>	<b>10,010</b>	<b>8,001</b>	<b>10,236</b>	<b>9,943</b>	<b>97.1%</b>	<b>8,337</b>	<b>2</b>

**N.B.**

1. Excludes Local Risk amounts spent by the City Surveyor.
2. Forecast outturn 2012/13 based on monitoring at period 10 (31/01/2013).
3. In 2013/14 unidentified savings of £286,000 is to be met from the review of Port Health Services.

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# **Appendix B: Port Health & Public Protection Business Plan 2013-2016**

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## Key Achievements 2012-2013

- Planned, prepared and implemented Service Delivery Plans that contributed to the success of the London 2012 Games and ensured that all relevant operations continued, in a safe, secure and uninterrupted manner.
- Integrated Port Health & Public Protection into the new Local Authority Public Health arrangements.
- Continued to improve liaison and working arrangements with the City of London Police.
- Contributed to the office accommodation review at Walbrook Wharf and successfully moved staff.
- Undertook a range of internal and external events to improve communication with stakeholders.
- Undertook in-house training, attended external events and delivered legal training to maintain a professional and competent workforce.
- Revised and renewed all pages for the City Corporation website.
- Revised the Statement of Licensing Policy under the Licensing Act 2003 and the Statement of Licensing principles under the Gambling Act 2005.
- Devised a 'Code of Good Practice for Licenced Premises' in the City of London together with a traffic light system for measuring compliance.
- Configured the Northgate M3 database for recording all Licensing and Smithfield Enforcement data.
- Prepared a Noise Strategy to minimise noise nuisance and disturbance in the City.
- Piloted a shared 'Out of Hours' Environmental Health service with Westminster City Council.
- Secured £153,000 in grant monies for innovative Air Quality work.
- Finalised an Economic Crime Protocol in conjunction with the City of London Police.
- Introduced and embedded the Food Standards Agency's (FSA) national Food Hygiene Rating Scheme in all relevant (1685) City and

Port Health food establishments. Increased the public's awareness of and support for this scheme.

- Secured grant funding for the City (£20,689) and delivered upon the Association of London Environmental Health Managers/FSA Olympic project in selected City food establishments.
- Piloted the Mayor of London's London Healthy Workplace Charter working with the Department of Health, and supported a City business to achieve the highest award.
- Initiated a Health & Safety Information campaign for City businesses including the use of social media – a 'Safe Square Mile' Twitter account.
- Undertook a review of the whole Port Health Service management structure in preparation for the opening of the London Gateway Port in the last quarter of 2013.
- Coped with unprecedented throughput at the Heathrow Animal Reception Centre (HARC) thus securing additional income.
- Moved the Smithfield Enforcement Team to new offices and commissioned a state of the art animal by-product facility in the Poultry Market.
- Smithfield Enforcement Team undertook a range of joint initiatives with the Food Standards agency.

# Service Objectives 2013-2014

The **Key Service Objectives** for Port Health and Public Protection for the year 2013-2014 are shown in bold type:

- Deliver value for money, whilst still delivering high quality services.
- **Balance the PH&PP Service budget for 2014-15 in the light of £250,000 unidentified savings/income.**
- Work to reduce our energy usage to reduce both costs and our carbon footprint.
- Reduce sickness absence levels.
- Implement any corporate changes brought about by projects such as 'Procurement and Procure to Pay' (PP2P), City of London Procurement Service (CLPS) etc.
- Continue to manage all Service risks.
- Implement improvements and changes to IS and relevant software in line with the proposals contained in the IS Requirements listed on page 21.
- **Introduce a focus group to ensure a consistent approach to enforcement throughout the Service.**
- Contribute to, and participate in, the Public Health Service for England and implement the new local authority responsibilities for public health, undertaking a Joint Strategic Needs Assessment and the development and delivery of joint City Health and Wellbeing strategies.
- Plan and prepare for the rotation of Environmental Health Team Managers in September 2013.
- Improve communication with stakeholders.
- Produce a Revised Port Health Authority Order by March 2014.
- **Implement the review of the Port Health Service in preparation for the opening of the London Gateway Port and ensure the Service's operations continue in a safe, secure and uninterrupted manner.**
- Consult upon a Late Night Levy for licensed premises in the City and introduce the Levy if it is approved by Members.
- Introduce a Traffic Light Scheme for the management and targeted enforcement of licensed premises.
- Introduce changes to Street Trading in the City as a result of Government changes to legislation and the enactment of the City of London (Various Powers) Bill, when enacted.

- Gain authorisation for the new fee structure for all licences administered by the Licensing Team.
- Reduce filed paperwork within the Licensing Team by 50%.
- Participate in, and promote events for, the European Year of Air 2013.
- Support the Crossrail development and minimise its impact on the City.
- **Continue to implement the Noise Strategy including deciding on options for Out of Hours service delivery.**
- **Implement and comply with the requirements of the Health & Safety Executive's new National Local Authority Enforcement Code – Health and Safety at Work.**
- Work with the National Trading Standards Board to comply with new arrangements for Trading Standards enforcement UK-wide.
- Contribute to the FSA/Department for Business Innovation and Skills (BIS) review of the delivery of official controls for Food and Feedstuffs and prepare for any changes arising from it.
- Plan for the forthcoming introduction of the Food Information Regulations.
- Consider and comply with the FSA Food Law Code of Practice update, expected in March 2013.
- Introduce a Category 3 Animal by-product disposal service at Smithfield Market.
- Work with the Food Standards Agency on joint projects at Smithfield Market.
- Work collaboratively with the Food Standards Agency to raise awareness of food safety issues amongst food delivery vehicle operators at Smithfield Market.
- Review the Smithfield Enforcement Team's management and operational arrangements.
- **Respond to any further legislative changes affecting the importation of animals at HARC to protect animal health and income streams.**
- Prepare for, and implement, Coroner reforms introduced by the Coroners and Justice Act 2009.

# Performance Indicators 2013-2014

The **Key Performance Indicators** for Port Health and Public Protection for the year 2013-2014 are shown in bold type:

## Port Health

- 1. 95% of consignments of Products of Animal Origin (POAO) that satisfy the checking requirements cleared within five days.**
2. 95% of compliant consignments of non-animal origin (NAO) cleared within five days.
3. 85% of attendees at the annual stakeholder event rate the service as good or higher.
4. 42 shellfish samples collected per quarter (14 beds / 12 inspections each per annum).

## Animal Health

5. Meet 100% of service level targets with the Boroughs that have contracted their animal health and/or welfare responsibilities to the City of London's Animal Health & Welfare Service<sup>1</sup>.

## HARC

- 6. Less than 4% of missed flights for transit of animals caused by the Heathrow Animal Reception Centre.**
7. Licensed premises inspections to be carried out and reports sent to relevant borough by third week of December 2013 to ensure licences can be issued by 1 January 2014.
8. Carry out 300 'airline' inspections per month on behalf of London Borough of Hillingdon.
9. Pick-ups and deliveries – 95% on time.
10. 85% of respondents to annual customer satisfaction survey rate the service as good or higher.

## Food Safety

11. Deliver the program of 'official controls' in our agreed service enforcement plan by the end of the year.
- 12. Over the course of the year, secure a positive improvement in the overall Food Hygiene Ratings Scheme (FHRS) ratings profile for City food establishments compared to the March 2013 profile.**
13. Ensure 75% of food businesses inspected receive a report/letter detailing the outcome of their inspection within 5 working days and the remainder within 10 working days.

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

## Health & Safety

14. Complete a risk-based intervention programme for all cooling tower systems within the year.
15. Complete all Health & Safety Intervention Plan projects within the year.
16. Respond to all Primary Authority requests for advice within 1 working day.

## Pest Control

17. Respond to all service requests within one working day.
18. Undertake all contract service visits within 5 days of the scheduled date.

## Pollution

19. Comply with Defra requirements for all air quality reports and implement the City Air Quality Management Strategy by the end of the year.
20. Achieve 90% data capture at air quality monitoring sites.
- 21. 90% justifiable noise complaints investigated result in a satisfactory outcome<sup>2</sup>.**

## Smithfield Market

22. Undertake a targeted, intelligence based programme of food standards and health & safety interventions and advisory visits looking at high risk activities.
23. 90% of Animal by product (ABP) consignments processed within 40 minutes of arrival at the ABP facility<sup>3</sup>.

## Trading Standards

- 24. Inspect 100% of 'high risk' premises each year.**
25. Take appropriate enforcement action in relation to all serious breaches of consumer law (by analysing details of complaints and service requests received and identifying the priority enforcement areas) which occur during the year.

## Licensing

26. To ensure that, within 12 months, 75% of premises entering the red or amber zone are brought back to the amber or green zone respectively.
27. To inspect 100% of premises falling into either the amber or red zones.
28. To ensure all necessary paperwork is submitted to Town Clerks prior to a hearing/review in accordance with agreed timescales on 100% of occasions.

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

3. This applies to fresh product only.



<b>Perspective 1 – Customer and Stakeholder Focus</b>			
<b>Promote and publicise PH&amp;PP services to ensure that internal and external stakeholders are fully aware of the types and level of service we provide. Create and maintain a strong positive relationship with our stakeholders by delivering high quality services which meet their needs.</b>			
<b>Action</b>	<b>Task</b>	<b>Outcome</b>	<b>Responsibilities</b>
Consult upon a Late Night Levy for licensed premises in the City, and introduce the Levy if it is approved by Members.	<ul style="list-style-type: none"> <li>• Consult on criteria for the introduction of a Late Night Levy.</li> <li>• Seek Member authorisation for implementation.</li> <li>• Establish system of collection of Levy with Chamberlain's Department.</li> <li>• Inform Licence holders.</li> <li>• Recruit staff to administer system.</li> </ul>	<ul style="list-style-type: none"> <li>• Levy introduced resulting in increased enforcement of the night time economy.</li> <li>• Reduction in the number of complaints concerning public nuisance.</li> <li>• Increased revenue.</li> </ul>	<ul style="list-style-type: none"> <li>• Assistant Director (Public Protection (PP))</li> <li>• Licensing Manager</li> </ul>
Introduce a Traffic Light Scheme for the management and targeted enforcement of licensed premises. <i>Linked to KPIs 26, 27, 28.</i>	<ul style="list-style-type: none"> <li>• Establish a system for ensuring data is collected and input on M3.</li> <li>• Analyse data monthly and liaise with all parties when premises move into amber or red zones.</li> <li>• Put plans in place to move premises back into the green zone.</li> <li>• Report to Licensing Committee.</li> </ul>	<ul style="list-style-type: none"> <li>• System introduced and premises in amber or red zones identified.</li> <li>• Premises have problems dealt with by early intervention.</li> <li>• Fewer complaints concerning public nuisance.</li> </ul>	<ul style="list-style-type: none"> <li>• Assistant Director (PP)</li> <li>• Licensing Manager</li> </ul>
Respond to any further legislative changes affecting deregulation of the Licensing Act 2003 and Street Trading.	<ul style="list-style-type: none"> <li>• Make necessary changes to Policies and Procedures.</li> <li>• Notify stakeholders as necessary.</li> <li>• Introduce new scheme for temporary licences.</li> <li>• Resolve issues relating to peddlers and street trading.</li> </ul>	<ul style="list-style-type: none"> <li>• City of London meets its statutory obligations.</li> <li>• Stakeholders receive a high quality service.</li> </ul>	<ul style="list-style-type: none"> <li>• Assistant Director (PP)</li> <li>• Licensing Manager</li> </ul>



<b>Perspective 1 – Customer and Stakeholder Focus</b>			
<b>Promote and publicise PH&amp;PP services to ensure that internal and external stakeholders are fully aware of the types and level of service we provide. Create and maintain a strong positive relationship with our stakeholders by delivering high quality services which meet their needs.</b>			
<b>Action</b>	<b>Task</b>	<b>Outcome</b>	<b>Responsibilities</b>
Support the Crossrail development and minimise its impact on the City.	<ul style="list-style-type: none"> <li>• Timely processing and consideration of Section 61 Applications.</li> <li>• Timely processing of submissions for variations to Section 61 Applications.</li> <li>• Attend regular liaison meetings with Crossrail, contractor and community; follow up actions.</li> <li>• Deal with, or liaise with Crossrail or contractor over, complaints made directly to the City Corporation's officers regarding the impact of the Crossrail Works.</li> <li>• Monitoring of works and checking monitoring results.</li> </ul>	<ul style="list-style-type: none"> <li>• Crossrail works not unduly delayed as a result of PH&amp;PP processing of applications.</li> <li>• Low number of complaints from City residents and businesses.</li> </ul>	<ul style="list-style-type: none"> <li>• Assistant Director (PP)</li> <li>• Pollution Team Manager</li> </ul>
Continue to implement the Noise Strategy including deciding on options for Out of Hours service delivery. <i>Linked to KPI 21</i>	<ul style="list-style-type: none"> <li>• Continue with implementation of the Noise Strategy Action Plan.</li> <li>• Evaluate the pilot 'Out of Hours' (OOH) Service provided by Westminster City Council after 6 months.</li> <li>• Put in place interim arrangements for OOH service.</li> <li>• Consider options for, decide on and implement medium term OOH service delivery.</li> <li>• Pilot a customer satisfaction scheme for the Noise Response / enforcement service.</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluation and options for service delivery completed with recommendations.</li> <li>• OOH service continues to be made available.</li> <li>• Medium term OOH arrangements implemented.</li> </ul>	<ul style="list-style-type: none"> <li>• Assistant Director (PP)</li> <li>• Pollution Team Manager</li> </ul>

<b>Perspective 1 – Customer and Stakeholder Focus</b>			
<b>Promote and publicise PH&amp;PP services to ensure that internal and external stakeholders are fully aware of the types and level of service we provide. Create and maintain a strong positive relationship with our stakeholders by delivering high quality services which meet their needs.</b>			
<b>Action</b>	<b>Task</b>	<b>Outcome</b>	<b>Responsibilities</b>
Participate in, and promote events for, the European Year of Air 2013. <i>Linked to KPI 19</i>	<ul style="list-style-type: none"> <li>Develop promotional material including banners and logos.</li> <li>Promote Year of Air at events, seminars and with City businesses and residents.</li> <li>Incorporate air quality award into the Clean City Awards Scheme.</li> <li>Run a Year of Air competition for schools as part of the Cleaner Air for Schools programme.</li> </ul>	<ul style="list-style-type: none"> <li>Promotional material and logo that can be used at various events.</li> <li>Air quality engagement with schools, residents and businesses.</li> <li>Awareness will assist in statutory responsibilities for Local Air Quality Management.</li> </ul>	<ul style="list-style-type: none"> <li>Environmental Policy Officer</li> </ul>
Contribute to the BIS/Food Standards Agency review of the delivery of Official Controls for Food and Feedstuffs and prepare for any changes arising from it.	<ul style="list-style-type: none"> <li>Consider the principles and outcomes identified by the FSA review and, where necessary, the evidence base.</li> <li>Consider and contribute to any further consultation on the different options for future delivery of Official Controls.</li> <li>Review service delivery and provisions accordingly.</li> </ul>	<ul style="list-style-type: none"> <li>Revised delivery mechanisms for Official Controls in line with FSA/BIS policy.</li> </ul>	<ul style="list-style-type: none"> <li>Assistant Directors</li> <li>Team Managers (Food, Smithfield Enforcement Team, Port Health)</li> </ul>
Respond to any further legislative changes affecting the importation of animals at HARC to protect animal health and income streams.	<ul style="list-style-type: none"> <li>Regulation (EC) 998/2003 is due for update during 2013/2014. This may result in changes to the checking of EU movements.</li> </ul>	<ul style="list-style-type: none"> <li>Defra is keen to allow animals to be imported as baggage. As this is cheaper than freight it is likely to lead to an increase in business.</li> </ul>	<ul style="list-style-type: none"> <li>Assistant Director Animal Health (AH)</li> </ul>
Prepare for and implement Coroner reforms introduced by the Coroners and Justice Act 2009.	<ul style="list-style-type: none"> <li>Respond to Ministry of Justice and Department of Health consultations.</li> <li>Assess impact of reforms, including financial implications.</li> <li>Implement any necessary changes to procedures in the Coroner's office.</li> </ul>	<ul style="list-style-type: none"> <li>Compliance with reforms introduced by the Coroners and Justice Act 2009 including the appointment of a Medical Examiner.</li> </ul>	<ul style="list-style-type: none"> <li>Port Health &amp; Public Protection Director</li> </ul>

<b>Perspective 2 – Operations and Finance</b>			
<b>Identify and manage business and health and safety risks; respond to Government and other consultations; achieve value for money; and, maximise opportunities to generate income.</b>			
<b>Action</b>	<b>Task</b>	<b>Outcome</b>	<b>Responsibilities</b>
Ensure that, where available, comparative reviews with comparable authorities and equivalent services are maintained.	<ul style="list-style-type: none"> <li>• Implement the requirements of the National Local Authority Enforcement Code and the FSA Framework Agreement Standard.</li> <li>• Attend relevant benchmarking meetings.</li> <li>• Visit other organisations where appropriate.</li> <li>• Use national and international associations and forums to engage in collective benchmarking initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>• Appropriate managers to facilitate contact and regular attendance at: <ul style="list-style-type: none"> <li>○ <i>SE London Food Group (of the London Food Coordinating Group)</i></li> <li>○ <i>SE London H&amp;S Quadrant</i></li> <li>○ <i>All London Boroughs' H&amp;S Liaison Group</i></li> <li>○ <i>LoTSA Benchmarking Group</i></li> <li>○ <i>Greater London Pest Liaison Group</i></li> </ul> </li> <li>• Greater efficiency and Value for Money demonstrable.</li> <li>• Provision of good quality services which are cost effective and save time.</li> </ul>	<ul style="list-style-type: none"> <li>• Assistant Directors</li> <li>• Team Managers</li> <li>• Team Members</li> </ul>
Contribute to, and participate in, the Public Health Service for England and implement the new local authority responsibilities for public health, the Joint Strategic Needs Assessment and the development and delivery of joint City health and wellbeing strategies.	<ul style="list-style-type: none"> <li>• PH&amp;PP to be represented at all meetings of the Health and Wellbeing Board (HWB) and associated working groups.</li> <li>• Funding bids to be submitted for all relevant projects and schemes.</li> </ul>	<ul style="list-style-type: none"> <li>• PH&amp;PP activities and role will be recognised and profile raised within the City Corporation, National Health Service and third sector.</li> </ul>	<ul style="list-style-type: none"> <li>• Port Health &amp; Public Protection Director</li> <li>• Assistant Directors</li> </ul>

<b>Perspective 2 – Operations and Finance</b>			
<b>Identify and manage business and health and safety risks; respond to Government and other consultations; achieve value for money; and, maximise opportunities to generate income.</b>			
<b>Action</b>	<b>Task</b>	<b>Outcome</b>	<b>Responsibilities</b>
Increase income generation.	<ul style="list-style-type: none"> <li>Investigate ways in which the department can increase its income streams.</li> <li>Ensure changes to HARC charges reflect areas where income can be maximised.</li> <li>Investigate possibilities for extra income streams if extension to HARC is built:               <ul style="list-style-type: none"> <li><i>educational tie up with college</i></li> <li><i>renting out training room</i></li> <li><i>provision of training by HARC team</i></li> </ul> </li> <li>Work with Billingsgate Seafood Training School to deliver training for student EHOs at Derby University and explore new income streams.</li> <li>H&amp;S Team to promote and run additional cooling towers inspection training courses and explore opportunities for offering auditing services.</li> </ul>	<ul style="list-style-type: none"> <li>Increased revenue to reduce the risk of having to cut front-line services or staff during current savings exercises.</li> <li>Ability to produce finance for an extension to HARC.</li> <li>Increased income.</li> </ul>	<ul style="list-style-type: none"> <li>Assistant Directors</li> <li>Team Managers</li> <li>PEHO (Smithfield Enforcement Team)</li> </ul>
Deliver value for money, whilst still delivering high quality services.	<ul style="list-style-type: none"> <li>Review budgets monthly.</li> <li>4 monthly performance review meetings with Chief Officer for all service areas.</li> <li>Report to relevant committees on a 4 monthly basis.</li> </ul>	<ul style="list-style-type: none"> <li>Service standards maintained/ improved within budget.</li> </ul>	<ul style="list-style-type: none"> <li>Port Health &amp; Public Protection Director</li> <li>Assistant Directors</li> </ul>
Plan for the forthcoming introduction of the Food Information Regulations. <i>Linked to KPI 11</i>	<ul style="list-style-type: none"> <li>Respond to FSA plans to introduce guidance and communicate new requirements.</li> <li>Develop an information leaflet.</li> <li>Deliver a workshop for Smithfield traders.</li> </ul>	<ul style="list-style-type: none"> <li>Train appropriate authorised officers in new requirements; utilise FSA training opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>Food Team Manager</li> <li>PEHO (Smithfield Enforcement Team)</li> </ul>

<b>Perspective 2 – Operations and Finance</b>			
<b>Identify and manage business and health and safety risks; respond to Government and other consultations; achieve value for money; and, maximise opportunities to generate income.</b>			
<b>Action</b>	<b>Task</b>	<b>Outcome</b>	<b>Responsibilities</b>
Continue to apply for funding to support air quality improvement work. <i>Linked to KPI 19</i>	<ul style="list-style-type: none"> <li>• Apply for Defra air quality grants.</li> <li>• Apply for Mayor of London air quality funding.</li> <li>• Seek contributions from planning obligation.</li> <li>• Research options for EU funding.</li> <li>• Consider options for other funding streams.</li> </ul>	<ul style="list-style-type: none"> <li>• Funding will be made available to advance air quality improvement work.</li> </ul>	<ul style="list-style-type: none"> <li>• Environmental Policy Officer</li> </ul>
Balance the PH&PP Service budget for 2014-15 in the light of £250,000 unidentified savings/income	<ul style="list-style-type: none"> <li>• Use one off funding from Products of Animal Origin Reserve Fund for London Gateway.</li> <li>• Identify £200K savings/income generation for Port Health and Animal Health.</li> <li>• Identify £50K savings/income generation for Public Protection.</li> </ul>	<ul style="list-style-type: none"> <li>• Balanced budget for PH&amp;PP.</li> </ul>	<ul style="list-style-type: none"> <li>• Port Health &amp; Public Protection Director</li> <li>• Assistant Directors</li> </ul>
Implement any corporate changes brought about by projects such as PP2P, CLPS etc.	<ul style="list-style-type: none"> <li>• Identify impact of proposed changes on the services.</li> <li>• Train and inform staff affected.</li> <li>• Implement changes in a timely manner.</li> <li>• Evaluate and provide feedback to relevant departments.</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance with Corporate policy and procedures.</li> </ul>	<ul style="list-style-type: none"> <li>• Port Health &amp; Public Protection Director</li> <li>• Assistant Directors</li> <li>• Team Managers</li> <li>• PEHO (Smithfield Enforcement Team)</li> </ul>
Implement the review of the Port Health Service management and operational arrangements in preparation for the opening of the London Gateway Port and ensure the Service's operations continue in a safe, secure and uninterrupted manner.	<ul style="list-style-type: none"> <li>• Update Job Descriptions and Person Specifications.</li> <li>• Consultation in accordance with CoL HR Policies.</li> <li>• Embed changes in roles and responsibilities.</li> <li>• Recruit for London Gateway Port.</li> </ul>	<ul style="list-style-type: none"> <li>• The organisation and management of the Port Health Service will ensure effective deployment of staff resources.</li> <li>• Sufficient resources will be available to provide the expected level of service at the London Gateway Port as soon as it becomes operational.</li> </ul>	<ul style="list-style-type: none"> <li>• Assistant Director Port Health (PH)</li> <li>• Port Health Managers</li> <li>• Senior Official Veterinarian</li> <li>• Port Health Officers</li> </ul>

**Perspective 2 – Operations and Finance**

**Identify and manage business and health and safety risks; respond to Government and other consultations; achieve value for money; and, maximise opportunities to generate income.**

Action	Task	Outcome	Responsibilities
Continue to manage all service risks.	<ul style="list-style-type: none"> <li>Assess risks for all services.</li> <li>Document risks and mitigating measures in Risk Register.</li> <li>Review at least annually or as changing circumstances demand.</li> <li>Report to relevant Committees.</li> </ul>	<ul style="list-style-type: none"> <li>Risks minimised and managed.</li> </ul>	<ul style="list-style-type: none"> <li>Port Health &amp; Public Protection Director</li> <li>Assistant Directors</li> <li>Team Managers</li> <li>PEHO (Smithfield Enforcement Team)</li> </ul>
Comply with the Health & Safety Executive's (HSE) new Code of Practice for enforcement.	<ul style="list-style-type: none"> <li>Develop a Health &amp; Safety Intervention Plan for this year and future years in line with new guidance from the HSE utilising all relevant national evidence and local intelligence to ensure resources are targeted at the highest risk activities and the specific local health &amp; safety needs of City businesses.</li> </ul>	<ul style="list-style-type: none"> <li>The Health &amp; Safety enforcement service continues to meet the needs of the City through the provision of advice and through interventions to ensure the greatest risks are managed effectively by the duty holders responsible.</li> </ul>	<ul style="list-style-type: none"> <li>H&amp;S Team Manager</li> <li>Food Team Manager</li> <li>PEHO (Smithfield Enforcement Team)</li> </ul>
Work with the National Trading Standards Board (NTSB) to comply with new requirements for Trading Standards enforcement.	<ul style="list-style-type: none"> <li>Continue to support the development of the NTSB.</li> <li>Link in with national initiatives and projects, seeking to lead where we have expertise and sharing intelligence with regional and national enforcement colleagues.</li> </ul>	<ul style="list-style-type: none"> <li>Fully integrated Trading Standards enforcement.</li> </ul>	<ul style="list-style-type: none"> <li>Trading Standards Manager</li> </ul>
Introduce a Category 3 animal by-product disposal service at Smithfield Market.	<ul style="list-style-type: none"> <li>Extend the scope, raise awareness and market the service to Smithfield traders.</li> </ul>	<ul style="list-style-type: none"> <li>Increased income generation.</li> <li>Improved public health compliance.</li> </ul>	<ul style="list-style-type: none"> <li>PEHO (Smithfield Enforcement Team)</li> </ul>

## Perspective 2 – Operations and Finance

Identify and manage business and health and safety risks; respond to Government and other consultations; achieve value for money; and, maximise opportunities to generate income.

Action	Task	Outcome	Responsibilities
<p>Work with the Food Standards Agency on joint projects at Smithfield Market. <i>Linked to KPI 22</i></p> <p>Work collaboratively with the Food Standards Agency to raise awareness of food safety issues amongst food delivery vehicle operators at Smithfield Market.</p>	<ul style="list-style-type: none"> <li>• Liaise with the Food Standards Agency on a regular basis to agree priorities and implement an action plan for joint project work/interventions.</li> <li>• Deliver information campaign.</li> <li>• Undertake enforcement to achieve compliance.</li> </ul>	<ul style="list-style-type: none"> <li>• Implement action plan.</li> <li>• Improved compliance with food safety requirements.</li> </ul>	<ul style="list-style-type: none"> <li>• PEHO (Smithfield Enforcement Team)</li> <li>• Senior Authorised Officer</li> <li>• Authorised Officer</li> </ul>
<p>Produce a Revised Port Health Authority Order by March 2014.</p>	<ul style="list-style-type: none"> <li>• Redefine the boundary of the Authority to reflect changes because of closures of wharves and the construction of new facilities.</li> <li>• Liaise with Riparian Bodies.</li> <li>• Use of Department of Health (DoH) Toolbox and inclusion of Legislative changes.</li> </ul>	<ul style="list-style-type: none"> <li>• Avoidance of legal challenge to the operational basis of the Port Health Authority.</li> <li>• Clear boundary definition to show extent of operations to other stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>• Assistant Director (PH)</li> </ul>
<p>Consider and comply with the FSA Food Law Code of Practice update, expected March 2013.</p>	<ul style="list-style-type: none"> <li>• Review Service Plan and procedures in light of any significant amendments to the Food Law Code.</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance with the new Food Law Code.</li> </ul>	<ul style="list-style-type: none"> <li>• Assistant Director (PP)</li> <li>• Food Team Manager</li> </ul>

**Perspective 2 – Operations and Finance**

**Identify and manage business and health and safety risks; respond to Government and other consultations; achieve value for money; and, maximise opportunities to generate income.**

Action	Task	Outcome	Responsibilities
Gain authorisation for a new fee structure for all licences administered by the Licensing Team.	<ul style="list-style-type: none"> <li>• Ensure all proposed fees comply with the EU Services Directive.</li> <li>• Submit necessary reports to the Licensing, Port Health &amp; Environmental Services and Planning Committees.</li> <li>• Establish 'recharge' figures with other services within Port Health and Public Protection.</li> </ul>	<ul style="list-style-type: none"> <li>• Fees charged in line with statutory requirements.</li> <li>• Monies identified towards savings target.</li> </ul>	<ul style="list-style-type: none"> <li>• Assistant Director (PP)</li> <li>• Licensing Manager</li> </ul>
Review the Smithfield Enforcement Team's management and operational arrangements.	<ul style="list-style-type: none"> <li>• Review work demands and staffing arrangements and implement changes required.</li> </ul>	<ul style="list-style-type: none"> <li>• Cost effective local authority enforcement.</li> </ul>	<ul style="list-style-type: none"> <li>• PEHO (Smithfield Enforcement Team)</li> </ul>



### Perspective 3 – Sustainability and Site Optimisation

Increase the sustainability of our operations; reduce energy usage where possible while recognising that an increase in commercial business success will necessitate greater energy use.

Action	Task	Outcome	Responsibilities
Work to reduce our energy usage to reduce both costs and our carbon footprint.	<ul style="list-style-type: none"> <li>• Monitor energy usage at remote sites.</li> <li>• Introduce energy saving measures where feasible and economic.</li> <li>• Work with Facilities Managers and Green Team at Walbrook Wharf to reduce carbon footprint.</li> </ul>	<ul style="list-style-type: none"> <li>• Achieve a total 15% reduction in energy usage across the Department by March 2015 against the baseline year of 2008/09 (7% reduction already achieved by March 2013).</li> </ul>	<ul style="list-style-type: none"> <li>• Assistant Directors</li> <li>• Team Manager</li> </ul>
Reduce filed paperwork within the Licensing Team by 50%.	<ul style="list-style-type: none"> <li>• Extract extraneous paperwork from files.</li> <li>• Scan in remaining documents to worksheets within M3.</li> <li>• Destroy unwanted paper files.</li> <li>• Establish/maintain system which does not necessitate filing paper.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of filing cabinets reduced by 50%.</li> <li>• Established culture for storing information electronically.</li> </ul>	<ul style="list-style-type: none"> <li>• Assistant Director (PP)</li> <li>• Licensing Manager</li> </ul>

<b>Perspective 4 – People and Innovation</b>			
<b>To improve the quality of leadership and management throughout the service and ensure that all staff maintain their required level of professional competence, maximise their potential and achieve job satisfaction.</b>			
<b>Action</b>	<b>Task</b>	<b>Outcome</b>	<b>Responsibilities</b>
Continue to manage sickness absence.	<ul style="list-style-type: none"> <li>Rigorous application of the Absence Management Policy.</li> </ul>	<ul style="list-style-type: none"> <li>Achieve an overall sickness level across PH&amp;PP to no more than 7 days per person by 31 March 2014, with a total of no more than 783 days across the Division<sup>4</sup>.</li> </ul>	<ul style="list-style-type: none"> <li>Port Health &amp; Public Protection Director</li> <li>Assistant Directors</li> <li>Team Managers</li> </ul>
<p>Demonstrate a professional and competent workforce. There are specific requirements to do so (e.g. with FSA &amp; HSE).</p> <p>Meet the requirements for Continuous Professional Development (CPD) for all regulatory officers in PH&amp;PP (and for Street Environment Officers).</p>	<ul style="list-style-type: none"> <li>Assistant Directors to ensure that their service teams have consistent objectives across and within the teams and that these are clearly linked to the requisite Service Plans.</li> <li>Assess the competencies and training needs of all regulatory staff in PH&amp;PP in relation to the appropriate Service Plans and capacity building. Utilise the Regulators' Development Need Analysis (RDNA) where necessary.</li> <li>Match training to identified gaps in competence.</li> <li>Assess through 1-2-1 feedback, training records reflections and Performance &amp; Development Framework appraisals.</li> <li>Arrange 6 monthly staff briefing sessions.</li> <li>Duplicate sessions to allow office cover.</li> <li>Hold CPD sessions to cascade recent training.</li> </ul>	<ul style="list-style-type: none"> <li>CPD requirements of the Government's agencies – e.g. FSA, HSE - are met.</li> <li>CPD requirements of the professional bodies – Chartered Institute of Environmental Health (CIEH), Trading Standards Institute (TSI), Institution of Occupational Safety and Health (IOSH) – are met.</li> <li>Involvement of all staff to promote inclusiveness and consistent messages.</li> <li>Cascade training makes best use of resources.</li> </ul>	<ul style="list-style-type: none"> <li>Assistant Directors</li> <li>Team Managers</li> </ul>

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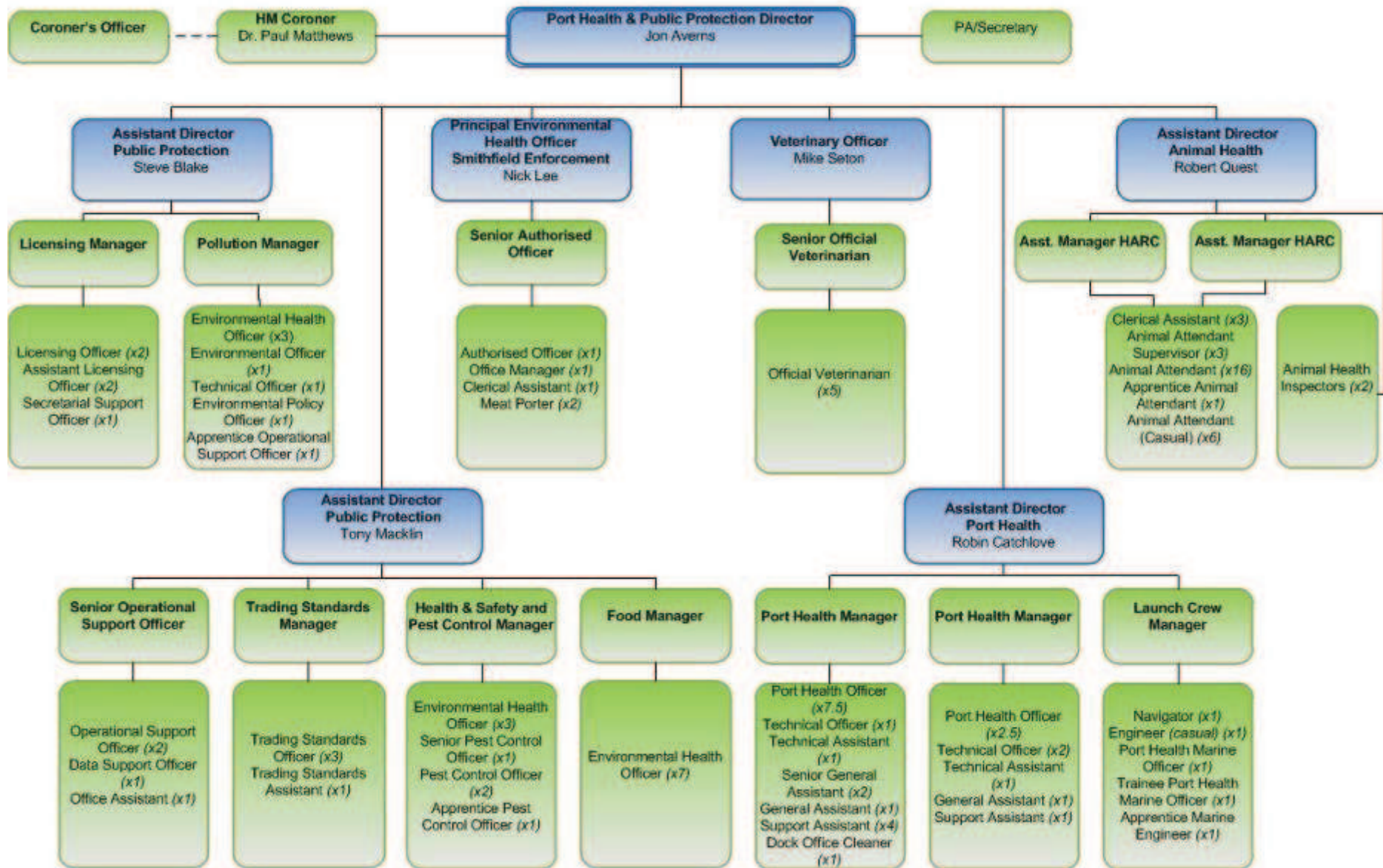
<sup>4</sup> Target based upon Full Time Equivalent (FTE) members of staff at 31 December 2012.

<b>Perspective 4 – People and Innovation</b>			
<b>To improve the quality of leadership and management throughout the service and ensure that all staff maintain their required level of professional competence, maximise their potential and achieve job satisfaction.</b>			
<b>Action</b>	<b>Task</b>	<b>Outcome</b>	<b>Responsibilities</b>
Continue to reward innovation and best practice in business via the Sustainable City Awards for Air Quality, and the Considerate Contractors Environment Award.	<ul style="list-style-type: none"> <li>To manage, advertise and implement the award schemes.</li> </ul>	<ul style="list-style-type: none"> <li>Increased awareness of best practice and innovation in environmental management.</li> </ul>	<ul style="list-style-type: none"> <li>Environmental Policy Officer</li> <li>Pollution Team Manager</li> </ul>
Ensure licensing staff are fully conversant with new amendments to the Licensing Act 2003.	<ul style="list-style-type: none"> <li>Monitor amendments to current legislation for commencement.</li> <li>Ensure systems are developed/ updated in order to meet new requirements.</li> <li>Train staff in new requirements.</li> <li>Ensure external-facing media sources are amended accordingly.</li> </ul>	<ul style="list-style-type: none"> <li>Fully trained professional staff able to deliver the statutory requirements of the Licensing Act 2003.</li> </ul>	<ul style="list-style-type: none"> <li>Assistant Director (PP)</li> <li>Licensing Manager</li> </ul>
Introduce a focus group to ensure a consistent approach to enforcement throughout the Service.	<ul style="list-style-type: none"> <li>Draft Terms of Reference.</li> <li>Identify participants from each service area.</li> <li>Agree work programme.</li> <li>Implement changes to procedures.</li> </ul>	<ul style="list-style-type: none"> <li>Consistent approach and best practice.</li> </ul>	<ul style="list-style-type: none"> <li>Port Health &amp; Public Protection Director</li> <li>PH&amp;PP Officers</li> </ul>
Plan and prepare for the rotation of Environmental Health Team Managers in September 2013.	<ul style="list-style-type: none"> <li>Identify training and development needs.</li> <li>Undertake relevant training and shadowing.</li> <li>Liaison arrangements to be determined.</li> </ul>	<ul style="list-style-type: none"> <li>Seamless transfer of responsibilities.</li> </ul>	<ul style="list-style-type: none"> <li>Assistant Directors</li> <li>Team Managers</li> </ul>

# Department of Markets and Consumer Protection

## Port Health and Public Protection Division

### Management Structure



## Financial Summary

Strong financial management is critical to the delivery of high quality services at a reduced cost. Our strategy is to continually review our ways of working to generate further efficiencies whilst maximising our income streams. We make effective use of the corporate Management Information Money Dashboard initiative to further improve the financial management information available to the Senior Management Team.

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

### Financial Information - Markets & Consumer Protection (Port Health & Environmental Services Committee)

	2011/12	2012/13	2012/13	2012/13		2013/14	N.B.
	Actual	Original	Revised	Forecast Outturn		Original	
	£'000	£'000	£'000	£'000	%	£'000	
Employees	5,198	5,193	5,816	5,816	100.0%	5,266	
Premises	669	599	788	736	93.4%	629	
Transport	257	232	270	251	93.0%	227	
Supplies & Services	1,286	1,098	1,001	1,049	104.8%	779	
Third Party Payments	6	19	19	20	105.3%	19	
Transfer to Reserve	12	0	0	0	0.0%	0	
Contingencies	0	1	1	0	0.0%	1	
Unidentified Savings	0	0	0	0	100.0%	(286)	3
<b>Total Expenditure</b>	<b>7,428</b>	<b>7,142</b>	<b>7,895</b>	<b>7,872</b>	<b>99.7%</b>	<b>6,635</b>	
<b>Total Income</b>	<b>(4,707)</b>	<b>(4,311)</b>	<b>(4,668)</b>	<b>(4,802)</b>	<b>102.9%</b>	<b>(4,324)</b>	
<b>Total Local Risk</b>	<b>2,721</b>	<b>2,831</b>	<b>3,227</b>	<b>3,070</b>	<b>95.1%</b>	<b>2,311</b>	<b>1</b>
Central Risk	0	8	8	0	0.0%	8	
Recharges	2,629	1,658	2,133	2,133	100.0%	2,053	
<b>Total Expenditure (All Risk)</b>	<b>5,350</b>	<b>4,497</b>	<b>5,368</b>	<b>5,203</b>	<b>96.9%</b>	<b>4,372</b>	<b>2</b>

#### N.B.

1. Excludes Local Risk amounts spent by the City Surveyor.
2. Forecast outturn 2012/13 based on monitoring at period 10 (31/01/2013).
3. In 2013/14 unidentified savings of £286,000 is to be met from the review of Port Health Services.

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<b>Committee(s):</b>	<b>Date(s):</b>
Port Health and Environmental Services	30 April 2013
<b>Subject:</b> Markets & Consumer Protection Business Plan 2012-2015: Outturn Report	<b>Public</b>
<b>Report of:</b> The Director of Markets and Consumer Protection	<b>For Information</b>

### Summary

This report provides an update on progress against the Business Plan of the Port Health and Public Protection Division (PH&PP) of the Department of Markets and Consumer Protection (M&CP) during 2012-13. It shows what we have achieved over the past financial year against the key performance indicators and objectives outlined in the Business Plan.

The report consists of:

- Performance against the key performance indicators (KPIs) – Appendix A
- Progress against our key objectives – Appendix B
- Enforcement activity – Appendix C
- Key risks – Appendix D
- Financial information – Appendix E

Key points from the report are that:

- All the key performance indicators have been met.
- All of the key objectives for the year have been achieved.
- The Economic Crime Protocol has been agreed by the Safer City Partnership.
- The importance of food safety and official controls continued to be recognised; this was demonstrated by recent meat authenticity problems in the food chain.
- Air Quality is achieving a considerably higher profile and the City has worked closely with the GLA and neighbouring Boroughs to coordinate reductions in the causes of poor air quality.
- The Health & Safety Team developed and hosted a pan London exercise to embed the London Legionella Outbreak Protocol with the HSE, local authorities and the Health Protection Agency.
- During the year, three consumer safety notifications were dealt with regarding unsafe products sold nationwide by City businesses.
- Though the department is currently forecasting an underspend in 2012-13, the risk remains that the recession, and consequent drop in trade through the Ports, may reduce income further than expected.

## Recommendations

It is recommended that your Committee notes the content of this Report and its appendices.

## Main Report

### Background

1. To ensure that your Committee is kept informed of progress against the 2012-15 business plan, progress against key performance indicators (KPIs), key objectives, details of enforcement activity undertaken, and a financial summary have been reported on a periodic (four-monthly) basis throughout the year. This approach has allowed Members to ask questions and have a timely input on areas of particular importance to them. The reports were also discussed by departmental Senior Management Groups to ensure any issues were resolved at an early stage.
2. In the 2012-15 M&CP Business Plan five KPIs were identified to enable measurement of performance across the Port Health and Public Protection (PH&PP) Division. The KPIs were reviewed and updated to demonstrate the performance of the main elements of the work carried out. Full details are provided in Appendix A.
3. The Business Plan also set out six key objectives for the PH&PP Division. Progress against these objectives during 2012-13 is provided in Appendix B.
4. The enforcement activity carried out by our officers during 2012-13 is detailed in Appendix C. Also provided, in Appendix D, is a summary of the Division's key risks.

### Financial and Risk Implications

5. The 1 April – 28 February 2013 monitoring position for the Department of Markets & Consumer Protection services covered by Port Health & Environmental Services Committee is provided at Appendix E. This reveals a net underspend to date for the Department of £473k against the overall local risk budget to date of £2.9m for 2012/13.
6. Overall the Director of Markets & Consumer Protection is currently forecasting an underspend position of £277k (8.6%) for the PH&PP City Fund and City Cash services under his control, the majority of which relates to additional income generation at the Animal Reception Centre due to additional workload and further savings on repairs and maintenance works from previous year's budget carry forward allocations. He will be continuing to closely monitor all his budgets and will report further any major variances from within his overall resource base as part of the closing of accounts report in June. The table below details the summary position by Fund.

Local Risk Summary by Fund	Latest Approved Budget £'000	Forecast Outturn £'000	Variance from Budget +Deficit/(Surplus)	
			£'000	%
City Fund	2,864	2,600	(264)	(9.2%)
City Cash	363	350	(13)	(3.6%)



<b>Total Markets &amp; CP Services Local Risk</b>	<b>3,227</b>	<b>2,950</b>	<b>(277)</b>	<b>(8.6%)</b>
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- The reasons for the significant budget variations are detailed in Appendix E, which sets out a detailed financial analysis of each individual division of service relating to this Committee receiving the report for the services the Director of Markets & Consumer Protection supports.

### **Annual assurance statement for data quality**

- By: David A H McG Smith CBE, Director of Markets and Consumer Protection

For the financial year 2012-2013 I give assurance to Members that my department complies with the corporate Data Quality Policy and Protocol in producing its service and performance data. I confirm that my department has effective systems and procedures in place that produce relevant and reliable information to support management decision-making and to manage performance.

### **Strategic Implications**

- The monitoring of performance indicators across the Division links to all three Corporate Plan Strategic Aims (To support and promote 'The City'; To provide modern, efficient and high quality local services for the Square Mile; and, To provide valued services to London and the nation).

### **Consultees**

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

### **Background Papers**

Department of Markets & Consumer Protection Business Plan 2012-2015 and Appendix B: Port Health & Public Protection Business Plan 2012-2015 (PH&ES Committee 01/05/2012)

### **Appendices**

Appendix A – Performance against the key performance indicators (KPIs)  
Appendix B – Progress against Key Objectives 2012-13  
Appendix C – Enforcement Activity 2012-13  
Appendix D – Key Risks  
Appendix E – Financial Information: Department of Markets and Consumer Protection

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**Port Health and Public Protection Division**  
**Progress against Key Performance Indicators 1 April 2012 - 31 March 2013**

	Public Protection	2011-12 Annual Result	Target 2012-13	Actual 2012-13			Annual Average/ Total
				Period 1	Period 2	Period 3	
LEH1	To improve overall Food Hygiene Standards in the City by reducing the compliance risk ratings for food businesses compared to previous inspections.	13.85	<15	13.83	14.30	14.77	14.30 ↑
LEH4	Percentage of justifiable noise complaints investigated that result in a satisfactory outcome.	N/A	90%	91%	97%	96.5%	95% ↑
LTS8	Percentage of identified "rogue traders" brought to compliance.	83%	80%	*	*	*	97% ↑

\* Annual Indicator

**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 11/12 annual average figure of 13.85, the target for 12/13 is <15.

**LEH4** – This is a new indicator for 2012-13.

	Port Health and Animal Health	2011-12 Annual Result	Target 2012-13	Actual 2012-13			Status
				Period 1	Period 2	Period 3	
LPH1	Percentage of consignments of products of animal origin (POAO) that satisfy the checking requirements cleared within five days of presentation of documents/consignments.	96%	90%	93%	95%	95%	94% ↑
LVS1	Less than 4% of missed flights for transit of animals caused by the Animal Reception Centre (ARC).	5%	<4%	0%	3.3%	0.1%	0.1% ↑

**LPH1** - i.e. time elapsed between receipt of documents/presentation of container to release, on electronic cargo handling system.

**Key**

↑ Above target

↓ Below target

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## 2012-2013 Progress against Port Health & Public Protection Key Objectives

Ref:	Objective	Progress to date
1	<b>London 2012 Olympic Games: maximise benefit and minimise risks.</b>	<b>April – July 2012</b>
	Maintain an Olympics-specific operational business and services risk matrix.	<ul style="list-style-type: none"> <li>• Business and Services Risk Matrix produced and up-dated live in the run up to Games as different issues and priorities emerged.</li> <li>• Process informed team and service managers of resources needed and where they were to be targeted.</li> <li>• Key 'Games-time' activities identified and resources deployed.</li> </ul>
	Ensure that suitable contingency plans are drawn up to address any risks including arrangements to provide a 24 hour on-call service of trained staff for likely health protection, food and safety duties during the Games period.	<ul style="list-style-type: none"> <li>• EH Staff rota instigated to give a 24/7 presence in the City with others on stand-by and ready to attend should the need arise.</li> <li>• Further rota to be instigated for Paralympics after review of activity for first Games period.</li> <li>• Olympic Torch Relay and all three Marathons staffed and effectively regulated.</li> <li>• Smithfield Enforcement Team staffing arrangements put in place to cover revised Market operating hours. Smithfield Enforcement staff available from 12 midnight. Animal By Product facility open from 2am.</li> </ul>
	Arrangements to include planning for and a response to surges in demand (large infectious disease outbreak).	<ul style="list-style-type: none"> <li>• All EH staff underwent training in outbreak plans and protocols, and training including desk top exercises for food poisoning and sampling was carried out with Health Protection Agency (HPA) assistance.</li> <li>• Participated in London major incident exercises undertaken with HPA, London Fire Brigade and the Health &amp; Safety Executive.</li> </ul>
	Use FSA funding to enable migration to the new national Food Hygiene Rating Scheme (FHRS).	<ul style="list-style-type: none"> <li>• Completed the migration from Scores On The Doors to FHRS by April 2012.</li> <li>• Participated in Food Standards Agency (FSA)'s London-wide launch of their Food Hygiene Rating Scheme (FHRS) in mid-July 2012.</li> <li>• All scoring data now on FSA's FHRS website for consumers to access.</li> </ul>

	<p>Use FSA funding to raise local food business compliance in the lead up to the Games, to further support migration to FHRS and to enhance our food sampling program.</p>	<ul style="list-style-type: none"> <li>• A variety of interventions were undertaken including officers carrying out visits to poorly performing food businesses and which were rated 0 &amp; 1 on the new FHRS scheme (approx. 60 businesses).</li> <li>• Additional visits made to certain businesses to help explain the Food Standards Agency's new national Food Hygiene Rating System where it adversely affected them.</li> <li>• Additional visits made in the run-up to and during the Games period to other businesses who were not scheduled for an imminent full inspection, so as to advise them on key preparations such as food safety management, not over-stocking high-risk foodstuffs, staff training, additional licensing requirements – e.g. extra tables &amp; chairs - etc. and scheduling out-of-hours deliveries.</li> <li>• Weekly sampling visits arranged as part of a co-ordinated London-wide programme.</li> </ul> <p><b>August – November 2012</b></p> <ul style="list-style-type: none"> <li>• Completed successfully.</li> <li>• Staff valued working together more closely across disciplines and teams and the whole experience was felt to be a very positive one.</li> <li>• Smithfield Enforcement Team revised its operating hours to accommodate Smithfield Market Olympic opening hours. Enforcement officers were available from 12.00am, and the Animal By Product facility was available from 2.00am.</li> </ul> <p><b>December 2012 – March 2013</b></p> <ul style="list-style-type: none"> <li>• All actions have been successfully completed.</li> </ul>
<p>2</p>	<p><b>Health &amp; Safety Information Campaign.</b></p> <ul style="list-style-type: none"> <li>• To undertake a promotional campaign, by March 2013, around current key issues in health &amp; safety as they affect the wide variety of City</li> </ul>	<p><b>April – July 2012</b></p> <ul style="list-style-type: none"> <li>• Main work is scheduled to be carried out post-Olympics, October to December 2012.</li> </ul>

	<p>businesses from SMEs to multinational organisations and across different industry sectors.</p>	<p><b>August – November 2012</b></p> <ul style="list-style-type: none"> <li>The Health &amp; Safety Team has started publicising news items daily via a Twitter account <a href="#">@Safe Square Mile</a>.</li> </ul>
		<p><b>December 2012 – March 2013</b></p> <ul style="list-style-type: none"> <li>The Twitter account is used regularly (daily) to send messages out (over 500 to-date) to more than 260 'followers'.</li> <li>Held a stall promoting healthy workplaces at the City's 'Love Health' event.</li> <li>The Health &amp; Safety team is scripting video clips for online publication in 2013-2014.</li> <li>Ran a PACE training event for our Primary Authority Partner, Virgin Active, and their safety team.</li> <li>Attended stakeholder groups – London Banks Health and Safety Forum, Legionella Control Association, Cleaning Industry Liaison Forum to discuss relevant health and safety issues.</li> <li>Promoted the Health and Safety team's work at the East of England Health and Safety Forum to over 150 attendees.</li> <li>Reviewed the website and uploaded new guidance documents.</li> <li>Used Google Analytics to analyse website traffic.</li> </ul>
3	<p><b>Finalise and Develop an Economic Crime Strategy for the City of London in conjunction with City of London Police.</b></p> <ul style="list-style-type: none"> <li>Draft Strategy to be finalised and circulated for consultation by July 2012.</li> <li>Strategy to be presented to the Safer City Partnership.</li> <li>Approval by PHES Committee.</li> <li>Devise implementation plan.</li> </ul>	<p><b>April – July 2012</b></p> <ul style="list-style-type: none"> <li>A Lunchtime launch event has been held with partner organisations.</li> <li>The Strategy is being presented to the September Port Health and Environmental Services Committee.</li> </ul>
		<p><b>August – November 2012</b></p> <ul style="list-style-type: none"> <li>PH&amp;ES Committee has agreed the Protocol.</li> <li>It has gone to the <b>Safer City Partnership</b> and is going to the Police Committee for their approval in January before being finalised and launched.</li> </ul>
		<p><b>December 2012 – March 2013</b></p> <ul style="list-style-type: none"> <li>The Economic Crime Protocol has now been agreed by the <b>Safer City Partnership</b>.</li> <li>The City of London Police are making some further amendments to the</li> </ul>

		protocol, but in the meantime the Trading Standards Team is working successfully with the current version.
4	<b>Develop and roll out Air Quality Communications Strategy.</b> <ul style="list-style-type: none"> <li>Develop simple messages by July 2012.</li> <li>Devise effective way to reach out to City stakeholders.</li> </ul>	<b>April – July 2012</b> <ul style="list-style-type: none"> <li>Strap line has been developed.</li> <li>Communications packs have been designed and printed.</li> <li>Packs given out at Bike Week and City Residents Meetings.</li> </ul>
		<b>August – November 2012</b> <ul style="list-style-type: none"> <li>Communications packs distributed primarily to City businesses.</li> <li>Communications event held at 99 Bishopsgate.</li> <li>Smartphone app being developed to carry the communications message.</li> <li>Close liaison with Barbican Association has been developed to assist with communications to residents.</li> </ul>
		<b>December 2012 - March 2013</b> <ul style="list-style-type: none"> <li>Communications events were held at 2 x Land Securities premises in New Street Square.</li> <li>Communications packs were distributed by CoL Apprentices outside Cannon Street Station.</li> <li>Attendance at Clean City Awards and Love Health events</li> <li>European Year of Air logo has been produced.</li> <li>'No Idling Engines' posters are now displayed at the entrance to a number of construction / demolition sites.</li> <li>Over 50 premises are now engaged with CityAir programme, this represents more than 40,000 employees.</li> </ul>
5	<b>Review Port Health Service Management and Operational Arrangements.</b> <ul style="list-style-type: none"> <li>Review the management structure and optimise the structure to ensure effective use of staff resources.</li> <li>Consider current roles and development opportunities to provide more efficient service delivery.</li> </ul>	<b>April – July 2012</b> <ul style="list-style-type: none"> <li>Terms of Reference and Scope have been agreed with David Smith.</li> <li>Data gathering is due to commence shortly.</li> </ul>
		<b>August – November 2012</b> <ul style="list-style-type: none"> <li>Work on collecting background information and has commenced.</li> <li>Liaison is taking place with other Port Health Authorities.</li> </ul>



	<ul style="list-style-type: none"> <li>• Ensure right staff at the right level in the right location.</li> </ul>	<p><b>December 2012 – March 2013</b></p> <ul style="list-style-type: none"> <li>• The review is almost complete.</li> <li>• Various options for different/flexible working patterns are being considered to ensure that an appropriate level of high quality service is provided to customers.</li> </ul>
6	<p><b>Enhance MoU with City of London Police.</b></p> <ul style="list-style-type: none"> <li>• Agree new drafts of supplementary procedures and protocols, by June 2012.</li> <li>• Implement new documents and review as required.</li> </ul>	<p><b>April – July 2012</b></p> <ul style="list-style-type: none"> <li>• Item 4a/4b SOP regarding information sharing is being reviewed by Rita Jones of CoLP, and Steve Blake.</li> <li>• Code of Practice (item 5a) is to include roles and responsibilities of each organisation in the draft version for consultation in August/September.</li> <li>• Items 5i, 5j and 5k are complete.</li> <li>• Item 5l report to Police Committee, NFA available without legislation change except possible withdrawal of City support to ‘chugging’ charities in the City.</li> </ul> <p><b>August – November 2012</b></p> <ul style="list-style-type: none"> <li>• This is almost complete.</li> </ul> <p><b>December 2012 – March 2013</b></p> <ul style="list-style-type: none"> <li>• The Service Level Agreement in relation to stray dogs has been finalised.</li> <li>• The Economic Crime Protocol forms part of the MoU and progress is detailed under Objective 3, above.</li> </ul>

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**2012-2013 Port Health & Public Protection Enforcement Activity  
Period 3 (1 December 2012 – 31 March 2013)**

<b>Food Safety</b>	<b>2012-13 Target (where applicable)</b>	<b>Period 3 Total (Annual totals are shown in brackets)</b>
Programmed inspections	<b><u>Food Hygiene:</u> 1027</b>  <b><u>Food Standards:</u> 102</b>	<b><u>Food Hygiene:</u> 221 (812)</b>  <b><u>Food Standards:</u> 63 (187)</b>
Hygiene Emergency Closures	<b>N/A</b>	<b>0 (2)</b>
Voluntary closures	<b>N/A</b>	<b>1 (3)</b>
Complaints & service requests received	<b>N/A</b>	<b>102 (260)</b>
Notices served	<b>N/A</b>	<b>6 (25)</b>
Prosecutions	<b>N/A</b>	<b>0 (2)</b>

**Food Hygiene Rating Scheme (FHRS) – profile of food businesses in the City of London as at March 2013**

<b>Food Hygiene Rating Scheme (FHRS) – profile of food businesses in the City of London (March 2013)</b>	
<b>Hygiene Rating</b>	<b>Number of Food Businesses</b>
<b>5</b>	925
<b>4</b>	345
<b>3</b>	171
<b>2</b>	69
<b>1</b>	61
<b>0</b>	12
<b>Total no. food businesses in the City</b>	<b>1658</b>

## 2012-2013 Port Health & Public Protection Enforcement Activity Period 3 (1 December 2012 – 31 March 2013)

### '0' Rated Food Premises in the City:

**Blossom**, Unit 6, City Point, 1 Ropemaker Street, EC2Y 9AW  
**Caffé Concerto**, 15 Upper Cheapside Passage, EC2V 6AG  
**Jamie's Wine Bar and Restaurant**, 36 Tudor Street, EC4Y 0BH  
**Mother Mash**, Retail Unit 1, Bankside House, 107-112 Leadenhall Street, EC3A 4AF  
**Poppins Restaurant**, 3-4 Poppins Court, EC4A 4AX  
**Radford News**, Ground Floor Retail, Unit 61 Fleet Street, EC4Y 1JU  
**Rhodes 24**, Tower 42, International Financial Centre, 25 Old Broad Street, EC2N 1HQ  
**Rubin Caterers, Kossoffs**, 91 Middlesex Street, E1 7DA  
**Taberna Etrusca**, 9 Bow Churchyard, EC4M 9DQ  
**The Cuban**, Retail Unit 2b, 1 Ropemaker Street, EC2Y 9AW  
**The Walbrook Club**, 37A Walbrook, EC4N 8BS  
**Tsuru**, Retail Unit, Aldermay House, 15 Queen Street, EC4N 1TX

### 2012-2013 FOOD SAFETY TEAM HIGHLIGHTS

- **Olympic work:** The team completed a range of extra work following a successful application for grant funding from the Food Standards Agency. This extra work enabled more time to be spent with poorer performing food businesses in an effort to secure more lasting improvements, one of the aspirational legacies of the Games.
- The **Food Hygiene Rating Scheme** (FHRS) was adopted and launched this year in the City; an official launch for London occurred just before the Games. The profile of the scheme continues to rise within food businesses and with the general public. We are encouraging everyone who eats out to check ratings.
- There were a number of **food premises closures** in the year. These highlighted the continuing (potential) concerns with poor pest management causing actual contamination of food the public eat and the need for us to respond quickly.
- The **Primary Authority** with Virgin Active was extended to include Food; initial work was completed with the company to examine their food safety management systems and the degree to which these are likely to ensure compliance with their legal obligations.
- The owner of a food premises, **Poppins Café**, appealed to the Central Criminal Court against his sentence. The appeal failed; the Judge summed up the case by saying it was one of the worst examples, based on the evidence we presented, of poor food safety that he had seen.
- The profile of **food safety** and the importance of official control continued to be recognised; amply demonstrated by recent meat authenticity problems in the food chain.
- The FSA's review of the delivery of **official controls** concluded in March with an endorsement of the delivery by local (and port health) authorities and a recognition of the pressures imposed on this function.

## 2012-2013 Port Health & Public Protection Enforcement Activity Period 3 (1 December 2012 – 31 March 2013)

Health & Safety	2012-13 Target (where applicable)	Period 3 Total (Annual totals are shown in brackets)
Programmed Cooling Tower inspections	<b>120</b>	16 <b>(68)</b>
Other H&S Inspections	<b>7 High Risk 25 MST *1</b>	4 MST <b>(7 MST 12 Other)</b>
H&S Project visits	<b>25 Asbestos</b>	25 <b>(25)</b>
Accident notifications	<b>N/A</b>	92 <b>(286)</b>
Complaints & service requests received	<b>N/A</b>	75 <b>(241*2)</b>
Notices	<b>N/A</b>	0 <b>(3)</b>
Prosecutions	<b>N/A</b>	0 <b>(1)</b>

\*1 MST – Massage and Special Treatment

\*2 – 16 special event consultations included in complaints and service requests

### **2012-2013 HEALTH & SAFETY TEAM HIGHLIGHTS**

- Advised on and intervened where necessary at City-based Olympic activities such as the Olympic and Paralympic marathons, test events, the Torch Relay, the Athletes Parade and the running of the various National Olympic Committee Houses, to ensure overall, a safe and successful **London 2012** Olympic Games.
- Developed and hosted a pan London exercise to embed the **London Legionella Outbreak Protocol** with the HSE, local authorities and the Health Protection Agency (HPA).
- Delivered '**Cooling Tower Inspection**' training to over 47 Environmental Health Officers and Health & Safety Executive Inspectors across London and the UK, an important contribution to improving knowledge and competence on Legionella issues for regulators.
- Redesigned and launched the team's **webpages**.
- Launch of a **Twitter account @SafeSquareMile** - "The City of London Corporation's Health & Safety Team, signposting the way to safety, health and well-being for all who work in the historic "Square Mile".
- Developed the team's Primary Authority partnerships with **CBRE** and **Virgin Active**. Provided advice on health & safety management systems, audited performance, provided speakers at conferences and training events and dealt with regulatory queries and challenges from other local authorities, 207 hours of support provided and charged for.

**2012-2013 Port Health & Public Protection Enforcement Activity  
Period 3 (1 December 2012 – 31 March 2013)**

<b>Trading Standards</b>	<b>2012-13 Target (where applicable)</b>	<b>Period 3 Total (Annual totals are shown in brackets)</b>
Inspections and visits	N/A	208 <b>(315)</b>
Complaints & service requests received	N/A	359 <b>(813)</b>
Home Authority referrals	N/A	100 <b>(193)</b>
Consumer credit investigations	N/A	149 <b>(242)</b>
Consumer safety notifications	N/A	0 <b>(3)</b>
Acting as a responsible authority for Licensing Applications	N/A	28 <b>(52)</b>
Prosecutions	N/A	0 <b>(0)</b>

**2012-2013 TRADING STANDARDS TEAM HIGHLIGHTS**

- **813 Complaints & Service Requests** were received directly with a further 1015 referrals being received from the Citizens Advice Consumer Service regarding traders and consumers in the City.
- **Home Authority:** 193 matters were discussed with City-based companies.
- **Consumer credit:** 242 businesses were investigated as part of the Credit Licence application process.
- **3 consumer safety notifications** were dealt with regarding unsafe products sold nationwide by City businesses.
- Acting as a **Responsible Authority for Licensing:** 52 Applications were received for comments. All businesses were visited and advised re: age restricted sales, tobacco, pricing and metrology.

**2012-2013 Port Health & Public Protection Enforcement Activity  
Period 3 (1 December 2012 – 31 March 2013)**

Pollution	2012-13 Target (where applicable)	Period 3 Total	% Noise Complaints Resolved	Notices Served	Prosecutions
Complaint investigations, noise	N/A	303 (1138)	96.5% (94%)	8 (14)	0 (0)
Complaint investigations, other	N/A	56 (180)	N/A	0 (0)	0 (0)
Licensing, Planning and Construction Works applications assessed	N/A	436 (1060)	N/A	1 review application (7)	N/A
No. of variations (to construction working hours) notices issued	N/A	265 (561)	N/A	N/A	N/A

**2012-2013 POLLUTION TEAM HIGHLIGHTS**

- Prepared and implemented a **Noise Strategy** to minimise and mitigate disturbance and impacts caused by noise in the City.
- Co-ordinated the M&CP **Olympics and Paralympics** Out of Hours Service.
- Participated in and prepared for **night time delivery** pilot scheme during the Olympic and Paralympic Games periods.
- Responded to 1138 **noise complaints**, a 25% increase from 2011/12.
- Worked jointly with TfL and CoL DBE to minimise disruption from **street works**.
- Worked with developers at 120 Fenchurch Street to facilitate application of novel fire protection system without detriment to local **air quality**.
- Piloted a **shared 'Out of Hours' service** with Westminster City Council.
- Obtained £168,000 **air quality grant** from Defra and a further £25,000 from The Greater London Authority for innovative air quality projects.
- Worked with the Greater London Authority on the **Clean Air for Schools** programme.
- Worked with Kings College London to undertake **pioneering vehicle emissions testing** in the City.
- Worked with neighbouring boroughs on an investigation into the impact of a 20mph speed restriction on **air quality**.
- Extended the **CityAir** business engagement programmes to 50 premises with a combined total of more than 40,000 employees.

**2012-2013 Port Health & Public Protection Enforcement Activity  
Period 3 (1 December 2012 – 31 March 2013)**

Animal Health & Welfare	2012-13 Target (where applicable)	Period 3 Total	Warning Letters	Notices Served	Prosecutions
		(Annual totals are shown in brackets)			
<b>Animal Reception Centre</b>					
Throughput of animals (no. of consignments)	N/A	4620 (18,756)	11 (33)	20 (67)	4 pending (11)
<b>Animal Health</b>					
Inspections carried out*	N/A	182 (467)	1 (15)	8 (25)	0 (2)
*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.					

**2012-2013 ANIMAL HEALTH & WELFARE HIGHLIGHTS**

- 2012-2013 was the **busiest year ever** for cats and dogs coming in through Heathrow due to the changes to the legislation from 1 January 2012.
- Filming with Icon Films for '**Animal Airport**' took place; they have just completed the second series of the programme which airs this summer.
- An intake of six **new staff** brought down the average age of the workforce.
- The lowlight is the number of **illegally imported puppies** we have to deal with in London due to the change in legislation mentioned above.



**2012-2013 Port Health & Public Protection Enforcement Activity  
Period 3 (1 December 2012 – 31 March 2013)**

Port Health	2012-13 Target (where applicable)	Period 3 Total	Cautions	Notices Served	Prosecutions
		(Annual totals are shown in brackets)			
Food Safety inspections and revisits	N/A	96 (240)	0 (0)	0 (0)	0 (0)
Ship Sanitation Inspections and Routine Boarding of Vessels	N/A	27 (226)	0 (0)	0 (0)	0 (0)
Imported food Not of Animal Origin - document checks	N/A	<i>tbc</i>	<i>tbc</i>	<i>tbc</i>	<i>tbc</i>
Imported food Not of Animal Origin - physical checks	N/A	<i>tbc</i>	<i>tbc</i>	<i>tbc</i>	<i>tbc</i>
Number of samples taken	N/A	<i>tbc</i>	<i>tbc</i>	N/A	N/A
Products of Animal Origin Consignments – document checks	N/A	3358 (10,874)	0 (0)	9 (67)	0 (0)
Products of Animal Origin Consignments – physical checks	N/A	1134 (5,282)	0 (0)	0 (0)	0 (0)
Number of samples taken	N/A	131 (401)	N/A	N/A	N/A

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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. These are reported to Committee as part of the periodic Business Plan Progress Reports.

Risk No.	Risk Direction	Risk Details	Risk Owner/ Lead Officer	Existing Controls	Likelihood (previous assessment)	Impact (previous assessment)	Status after existing controls	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	<b>A</b>	No further action at present.
PH1	↔	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	<b>A</b>	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	<b>A</b>	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	<b>A</b>	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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**Department of Markets & Consumer Protection Local Risk Revenue Budget - 1st April to 28th February 2013**  
**(Income and favourable variances are shown in brackets)**

Appendix E

	Latest Approved Budget 2012/13 £'000	Budget to Date (Apr-Feb)			Actual to Date (Apr-Feb)			Variance Apr-Jan £'000
		Gross Expenditure £'000	Gross Income £'000	Net Expenditure £'000	Gross Expenditure £'000	Gross Income £'000	Net Expenditure £'000	
<b>Port Health &amp; Environmental Services (City Fund)</b>								
Coroner	44	40	0	40	57	0	57	17
City Environmental Health	1,806	1,885	(202)	1,683	1,829	(222)	1,607	(76)
Pest Control	73	148	(73)	75	138	(73)	65	(10)
Animal Health Services	(322)	1,778	(2,160)	(382)	1,590	(2,339)	(749)	(367)
Trading Standards	235	236	(17)	219	225	(19)	206	(13)
Port Offices & Launches	1,028	2,596	(1,634)	962	2,574	(1,616)	958	(4)
Meat Inspector's Office (City Cash)	363	376	(39)	337	356	(39)	317	(20)
<b>TOTAL PORT HEALTH &amp; ENV SRV COMMITTEE</b>	<b>3,227</b>	<b>7,059</b>	<b>(4,125)</b>	<b>2,934</b>	<b>6,769</b>	<b>(4,308)</b>	<b>2,461</b>	<b>(473)</b>

Forecast for the Year 2012/13			Notes
LAB £'000	Forecast Outturn £'000	Over / (Under) £'000	
44	67	23	
1,806	1,761	(45)	1
73	67	(6)	
(322)	(571)	(249)	2
235	230	(5)	
1,028	1,046	18	
363	350	(13)	
<b>3,227</b>	<b>2,950</b>	<b>(277)</b>	

**Notes:**

- 1. City Environmental Health** - the projected year end underspend is mainly due to staffing underspends due to vacancies and various running budget savings.
- 2. Animal Health Service** - the projected year end underspend is mainly due to additional increases in quarantine and fish import income and underspends on repairs & maintenance expenditure works from budget carry forward allocations.

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# Agenda Item 15

Committee(s):	Date(s):
Port Health and Environmental Services Committee Planning and Transportation Committee	30 April 2013 tbc
Subject: Mitigation of Environmental Impacts from Developments	Public
Report of: Director of Markets and Consumer Protection	For Decision
<b><u>Summary</u></b>	
<p>The mechanisms for ensuring that the environmental impact of developments is mitigated as far as is practicable through planning conditions, and the principles set out in the City's Code of Practice for Deconstruction and Construction Sites (CoP) were the subject of a report to your committee in January 2013 (Appendix 1).</p> <p>Following discussions with Chairman and Deputy Chairman of your Committee the CoP has been updated. The liaison expected of sites, commensurate with the scope of the project, is clearly set out prescribing the need for contractors to involve local Members and other stakeholders such as local residents, businesses, residents' associations and estate offices.</p> <p><b>Recommendations</b></p> <ul style="list-style-type: none"><li>• Members consider and agree the proposals set out in paragraphs 4 and 5, and the 7<sup>th</sup> Edition of the Code of Practice (Appendix 2), taking account any points arising from the discussion of this report at your Committee meeting.</li><li>• Future iterations of the CoP, anticipated in eighteen months' time, should be consulted upon and subsequently agreed by your Committee.</li></ul>	

## **Main Report**

### **Background**

1. The City is constantly subject to development and renewal of its buildings to serve market demand in support of the City Corporation's main aims to 'support and promote the City as the leader in international finance and business'.
2. This demand is met, through the planning process which allows developments to proceed, with conditions attached as necessary. There is inevitably some conflict with neighbours from building projects with the environmental impact of demolition and construction activity affecting them. The processes applied by the City Corporation during planning, and then the construction phases, seek to mitigate the effects of these impacts as far as is practicable whilst allowing the development work to proceed.
3. Following a report to your Committee in January, Members have requested information on the controls that are applied, and the purpose of this report is to set out changes made in the processes through planning conditions and an updated CoP to safeguard residential and business neighbours to development sites from the impacts, primarily of noise and dust.

### **Proposals**

4. Following discussions with the Chairman and Deputy Chairman of your Committee the CoP has been updated so that:-
  - a. The liaison expected of sites, is commensurate with the scope of the construction deconstruction project, and is clearly set out, prescribing the need for contractors to

involve all local Members and other stakeholders such as local residents, businesses, residents' associations and estate offices.

- b. A matrix indicating the scope of likely liaison requirements has been included at Section 2 paragraph 2.13 of the CoP (see Appendix 2). Contractors will be expected to give advance notice as early as possible to stakeholders and discuss the options as regards the time to undertake them.
  - c. Subject areas such as noise, and air quality have been grouped together to make the document easier to use.
5. A planning condition is now imposed for major developments requiring a Scheme of Protective Works from construction and demolition sites. This makes clear that developers, or their agents, must liaise with local Members and other stakeholders affected by such activities as set out in the CoP prior to work commencing.

### **Implications**

6. The work undertaken in carrying out this work is expected to remain within the existing budgets of both Markets and Consumer Protection Department and the Department of Built Environment.

### **Conclusion**

7. In order to enhance liaison arrangements The City Corporation should require, via planning conditions and its CoP, the developer or contractor to undertake this communication appropriate to the scope of the project. This will be guided by the CoP, but will also allow for increases in available working hours where there is sufficient planning and liaison to mitigate potential problems and where there is clear justification of the benefit of enhanced hours being used.

### **Appendices**

- Appendix 1 Mitigation of Environmental Impacts from Developments Committee Report November 13 2012
- Appendix 2 Code of Practice for Deconstruction and Construction 6<sup>th</sup> edition

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Committee(s):	Date(s):	Item no.
Port Health and Environmental Services Committee Planning and Transportation Committee	January 8 2013 tbc	
Subject: Mitigation of Environmental Impacts from Developments	Public	
Report of: Director of Markets and Consumer Protection	For Decision	
<b><u>Summary</u></b>		
<p>The City is constantly the subject of development activity and the City Corporation seeks, using its legislative controls, to ensure that the environmental impact of such activity is mitigated as far as is practicable through planning conditions and site supervision by Environmental Health Officers to ensure compliance with the principles set out in its Code of Practice for Deconstruction and Construction Sites. The mechanisms for operating this process are set out in more detail for the information of Members and improvements are proposed.</p> <p><b>Recommendations</b></p> <p>In describing the Planning and Environmental Health procedures it is also recommended that</p> <ul style="list-style-type: none"> <li>Members consider and agree the proposals set out in paragraphs 19 -21 taking account of points arising from the discussion of this paper at Committee.</li> </ul>		

### **Main Report**

#### **Background**

1. The City is constantly the subject of development and renewal of its buildings to serve market demand in support of the City Corporation's main aims to 'support and promote the City as the leader in international finance and business'
2. This demand is met where appropriate through the planning process which allows developments to proceed, with conditions attached as necessary. There is inevitably some conflict with neighbours to developments with the environmental impact of demolition and construction activity affecting them during the development process. The processes applied during planning and then the construction phases by the City Corporation seek to mitigate the effects of these impacts as far as is practicable whilst allowing the development work to proceed.
3. Members have asked what controls are applied and the purpose of this report is to outline the processes that are in place to safeguard residential and business neighbours to development sites from the impacts, primarily of noise and dust, and to consider what further can be done to improve the experience.

#### **Current Position**

4. Part 3 of The Control of Pollution Act 1974 (COPA) gives the power to the City to serve notices on contractors to control the way work is done so to ameliorate the impact of

noise from construction type activity. The City has to take account of relevant Codes of Practice, currently British Standard 5228: 2009, the need to ensure best practicable means (BPM) are employed to minimise the noise, any suggestions from the potential recipient of the notice on satisfactory alternative methodology and the need to protect persons in the locality from the effects of noise.

5. Similarly Part 3 of the Environmental Protection Act 1990 allows the City to serve notices on persons responsible for causing a list of statutory nuisances to stop these or prevent them from re-occurring as far as is practicable. This includes the control of dust and effluvia from development sites.
6. In order to make the City's general requirements clear and transparent the City has developed its own Code of Practice for Deconstruction and Construction Sites (CoP) which is currently in its sixth edition. As stated in its foreword the CoP seeks to encourage the use of the best environmental options in planning and managing these activities in the City to minimise the impact on residents, businesses and other sensitive premises which may be affected by these works.
7. In addition contractors are strongly encouraged to join the Considerate Contractor Scheme run by Department of the Built Environment and particularly the Environment Award to recognise sites and companies who innovate to protect the City's environment.
8. The CoP (see Appendix 1) is laid out as a series of chapters and discusses the types of things that can be expected to be covered by an Environmental Management Plan (EMP) when considering measures to offset or reduce environmental impacts from sites. EMP's are usually required by way of condition or Section 106 agreement attached to Planning approvals overseen by the Planning and Transportation Committee.
9. The CoP deliberately puts liaison towards the front of topics discussed as this is seen as critical in ensuring good planning and establishing relations with those who may be affected by the development work. In paragraphs 5.1 -10 on pages 2 and 3 the expectation of liaison activity to be carried out by the contractor is clearly set out including the need to identify near neighbours likely to be affected, appoint a person responsible for contacting the neighbours with information before the start of the work and at regular intervals thereafter.
10. Hours of work are one of the primary protections for neighbours as they are clear, easy to manage and provide respite from some of the work which as the, Department of the Environment Circular 2/76 on the application of COPA 1974 states is 'intrinsically' noisy.
11. Guidance on the requirements for consultation on planning applications is set out in Circular 15/92 (Publicity for Planning Applications). The requirement and means of publicity is specified in various pieces of legislation.
12. Depending on the type of application, this requires a site notice to be displayed and publicity either in a local newspaper or by neighbour notification. The City advertises the relevant applications in a local newspaper, using the Evening Standard every second week. These are:
  - a. Applications for planning permission for major development;
  - b. Applications with Environmental Impact Assessments;

- c. Development not in accordance with the Development Plan;
  - d. Planning applications affecting the settings of listed buildings or conservation areas;
  - e. Applications for Listed Building Consent and Conservation Area Consent; and City Walkway changes.
13. The occupiers of residential properties or other non-commercial building (e.g. churches or schools) that may be affected are normally notified individually. Similarly, tenant groups (such as Barbican House Groups) are notified.
  14. With a few specific exceptions all of the above applications and other planning applications are also publicised on the site with a site notice. There are separate legal requirements to notify local and national amenity groups (e.g. Victorian Society), agencies (e.g. Environment Agency), statutory bodies (e.g. English Heritage) and authorities (e.g. GLA) on specified types of applications.
  15. The above consultation and notifications are carried out by the Development Management Division of the Department of the Built Environment when planning applications are first submitted. Responses, whether in support of proposals, making comments or objecting, are included in reports to the Planning & Transportation Committee for consideration when the application is determined. Where there are five objections or less the application may, in specific circumstances, be determined under powers delegated to the City Planning Officer, Planning Services and Development Director and Policy and Performance Director.
  16. The Department of Markets and Consumer Protection are consulted and provide advice on planning applications which might cause noise, dust, air pollution and other environmental impacts, including that caused by demolition and development. Standard conditions are imposed on all relevant planning permissions to limit noise and other environmental impacts to levels suggested by the Department of Markets and Consumer Protection and to require the submission of details or further information where needed, to meet requirements specified by that department .
  17. Details of noise mitigation measures and similar environmental controls which are submitted pursuant to planning conditions are referred to the Department of Markets and Consumer Protection, which advises on their acceptability.
  18. The City does not as a matter of course consult neighbours or other external parties on applications for the approval of details required by conditions. These conditions, which are imposed to protect public and residential amenity, require technical appraisal by Environmental Health Officers and are dealt with in accordance with their advice.

## **Proposals**

19. The CoP should be updated so that liaison expected of sites commensurate with the scope of the construction deconstruction project is clearly set out prescribing the need for contractors to involve all local Members and other stakeholders such as local residents, businesses, residents associations and estate offices as agreed with the City Corporation. Contractors will be expected to give advance notice as early as possible to stakeholders and discuss the options as regards the time to undertake them.
20. To ensure the benefit to all parties that effective liaison/consultation provides in advance of works it is suggested that an addition is made to the planning condition

requiring EMP's or method statements from construction and demolition sites, making clear that developers, or their agents, must liaise in accordance with the arrangements set out in the CoP prior to work commencing.

21. The Chairman and Deputy Chairman will be consulted on the proposed revisions to the CoP to ensure they are fit for purpose and the revised version will be presented to the 30 April 2013 meeting of the Port Health and Environmental Services Committee.

### **Corporate & Strategic Implications**

22. The control of environmental impact from construction and demolition sites fits with one of the City Corporation's three aims in the Corporate Plan 2012 – 2016 in that it seeks 'to provide modern, efficient and high quality local services and policing within the Square Mile for workers, residents and visitors with a view to delivering sustainable outcomes'. It also meets one of the five key policy priorities KPP2 in that it seeks to 'maintain the quality of our services whilst (reducing our expenditure and) improving our efficiency'.

### **Implications**

23. The work undertaken in carrying out this work is expected to remain within the existing budgets of both Markets and Consumer Protection Department and the Department of Built Environment.

### **Conclusion**

24. In order to enhance liaison arrangements and advance communication of environmental impact on neighbours (principally noise nuisance) The City Corporation should require via updating planning conditions and its CoP; the developer or contractor to undertake this appropriate to the scope of the project. This will be guided by existing controls in the CoP, but will allow increases in available working hours where there is sufficient planning and liaison to mitigate potential problems and where there is clear justification of the benefit of enhanced hours being used.

### **Background Papers:**

None

### **Appendices**

Appendix 1 Code of Practice for Deconstruction and Construction 6<sup>th</sup> edition

### **Contact:**

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<b>Committee(s):</b>	<b>Date(s):</b>	
Port Health & Environmental Services Committee	30 April 2013	
<b>Subject:</b> Approval of the Health & Safety Intervention Plan 2013-2014		<b>Public</b>
<b>Report of:</b> Director of Markets & Consumer Protection		<b>For Decision</b>
<b><u>Summary</u></b>		
<p>This report seeks your Committee's approval for the Health &amp; Safety Team's Intervention Plan 2013-2014 for which the City of London Corporation is required to obtain Member approval and subsequently publish.</p> <p>The Health &amp; Safety Executive (HSE) requires local authorities to produce an annual Health &amp; Safety Intervention Plan in accordance with its Section 18 Standard for Health &amp; Safety Enforcing Authorities. Under this standard, every authority such as the City of London Corporation is required to make a formal, corporate commitment to improving health &amp; safety outcomes locally and all Intervention Plans should be agreed by Members.</p> <p>In addition to routine intervention work in areas such as cooling towers, accident and complaint investigation, specific projects will be undertaken on the "Workplace Wellbeing Charter" and running an information campaign for businesses and the public on key health and safety issues.</p>		
<b>Recommendations</b>		
I recommend that your Committee approves the key work areas outlined in this report and detailed in the Health & Safety Intervention Plan 2013-2014.		

## **Main Report**

### **Background**

1. In order to be transparent and accountable, local authorities are required to publish plans setting out their enforcement work in key areas, and Health & Safety is one of a number of areas for which we are required to publish by the Government agency, the Health & Safety Executive.
2. Specific information above and beyond that is contained in Departmental and Service Business Plans is required to be published as is performance against previous plans.
3. The highlights of our health & safety intervention work during the past year 2012-2013 were that:-
  - a) we advised on and intervened where necessary at, City-based Olympic activities such as the Olympic and Paralympic Marathons, test events, the Torch Relay, the

- Athletes Parade and the running of the various National Olympic Committee Houses, to ensure overall, a safe and successful London 2012 Olympic Games;
- b) we developed and hosted a pan-London exercise to embed the London Legionella Outbreak Protocol with the HSE, all London local authorities and the Health Protection Agency (HPA);
  - c) we delivered 'Cooling Tower Inspection' training to over 47 Environmental Health Officers and Health & Safety Executive Inspectors across London and the UK, an important contribution to improving knowledge and competence on Legionella issues for regulators;
  - d) we redesigned and launched the team's webpages on the new City of London [website](#);
  - e) we launched a Twitter account [@SafeSquareMile](#) - "*signposting the way to safety, health and well-being for all who work in the historic "Square Mile"*"; and
  - f) we developed the team's chargeable Primary Authority Partnerships with **CBRE** and **Virgin Active** on health & safety management systems, audited their performance, provided speakers at conferences and training events and dealt with a variety of regulatory queries and challenges from other UK local authorities.

### Current Position

4. Under the HSE's Section 18 Standard for Health & Safety Enforcing Authorities (HSEAs), every enforcing authority such as the City of London Corporation should make a formal, corporate commitment to improving health & safety outcomes and produce a written intervention plan agreed by senior management and Members.
5. The HSE's Section 18 Standard is so called because it is made under powers conferred upon them by Section 18 of the Health & Safety Act 1974. It is a prescribed standard encompassing matters such as having a competent inspectorate, an enforcement policy, annual intervention plans such as Appendix 1, and partnership working arrangements with the HSE and other local authorities. The health & safety enforcement operations of all Health & Safety Enforcing Authorities are judged against this standard. Previously it was only guidance, but from the April 2009, it became statutory.
6. A local authority's health & safety intervention plan should set out their overall aims and priorities and include a range of risk-based interventions such as pro-active inspections of high risk businesses, specific local enforcement initiatives, accident and complaint investigations, revisits to check on earlier enforcement action, the provision of advice to new and existing businesses, and awareness raising and promotional activities in general.
7. These interventions should all be targeted at:-
  - the most serious health & safety risks and/or least well-controlled hazards;
  - those businesses that seek economic advantage from non-compliance with health & safety law;
  - securing action by dutyholders to reduce health & safety risks; and
  - improving health & safety outcomes for employees.
8. The health & safety intervention plan, which can be annual or part of a longer, rolling and annually reviewed process, should also:-
  - set out how the authority intends to deliver its health & safety enforcement service;

- make reference to its performance against any previous year's intervention plan; and
  - be a stand-alone document, or part of a broader plan of regulatory services, as long as it clearly identifies the health & safety priorities and plans for intervention of the local authority.
9. As well as being based upon both local needs, and whenever possible, regional and national initiatives, all our interventions are in accordance with the Government's current guidance on health & safety enforcement and for 2013-2014, as well as continuing with our proactive and reactive intervention work on:-
- a) cooling towers and other at-risk water systems;
  - b) massage and special treatment risks;
  - c) Primary Authority Partnerships with **CBRE** and **Virgin Active**; and
  - d) investigating accidents and health & safety complaints.
- and we will also:-
- e) be continuing to develop an engagement strategy for promoting our new project on the "Workplace Wellbeing Charter" - an opportunity for employers to demonstrate their commitment to the health and well-being of their workforce; and
  - f) running an information campaign for businesses and the public on key health & safety issues, as Members requested at a previous Committee.

### **Proposals**

10. I therefore recommend that your Committee approves the Health & Safety Intervention Plan 2013-2014.

### **Corporate & Strategic Implications**

11. The Health & Safety Intervention Plan reflects the detailed operational work undertaken by regulatory enforcement teams as set out in the Vision, Strategic Aims and Key Policy Priorities of the City of London Corporate Plan 2013-2016; this is achieved through our departmental Business Plan and individual service plans which detail the work that will be done and which is judged by our key performance indicators.
12. Approval of these Plans will ensure that the City meets its fundamental obligations under the requirements of the HSE's Section 18 Standard for Health & Safety Enforcing Authorities.
13. As previously, it is my intention to make the plan available to all stakeholder businesses operating within City of London which will include publication on the City of London's website. In accordance with the stated policy of the HSE, this will make the City's intentions transparent and accountable to all relevant parties, and also enables any comments received on the documents to be taken into account at the next revision for 2014-2015.

### **Other Implications**

14. There are no other implications that would result from approval of this report.

## **Conclusion**

15. The Health & Safety Intervention Plan is also in the Port Health & Public Protection Business Plan 2013-2014 and will be also be updated annually, subject to your approval.

## **Background Papers:**

The background papers to this report:-

Appendix 1 Health & Safety Intervention Plan 2013-2014

will be made available in the Members' Reading Room and on the City Corporation's intranet via this link.

## **Contact:**

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<b>Committee(s):</b>	<b>Date(s):</b>	
Port Health & Environmental Services Committee	30 April 2013	
<b>Subject:</b> Approval of the 2013-2014 Food Safety Enforcement Plans for the City and the London Port Health Authority		<b>Public</b>
<b>Report of:</b> Director of Markets & Consumer Protection		<b>For Decision</b>
<b><u>Summary</u></b>		
<p>This report seeks your Committee's approval for two Food Service Enforcement Plans; one for the City of London and one for the London Port Health Authority.</p> <p>The Food Standards Agency (FSA) is the central competent authority for the administration of Regulation EC 882/2004 on official food and feed control in the UK and they have powers in the Food Standards Act 1999 to set standards of performance and audit and monitor local authorities. The FSA have set up a Framework Agreement with local authorities in England which we are obliged to follow when developing our food and feed services and planning our enforcement activity.</p> <p>Under this agreement, the FSA also requires each local food authority to publish an annual Food Service Enforcement Plan. for their food safety work and due to the City Corporation being the competent authority for both the City and the London Port Health Authority, we are required to produce a plan for each service.</p> <p><b>Recommendations</b></p> <p>I recommend that your Committee approves:</p> <ul style="list-style-type: none"> <li>a) the City of London Food Service Enforcement Plan 2013-2014 (see Appendix 1); and</li> <li>b) the London Port Health Authority Food Service Enforcement Plan 2013-2014 (see Appendix 2)</li> </ul>		

## Main Report

### Background

1. EC Regulation 882/2004 sets out the approach that competent authorities of Member States must adopt for official feed and food controls with the Food Standards Agency (FSA) acting as the central UK food authority and they in turn have devised a Framework Agreement that sets out what they expect from local authorities (LAs) acting as “food authorities” who are charged with the delivery of official controls on feed and food legislation.
2. Each such ‘food authority’ must produce an annual Food Service Enforcement Plan that describes the activities, techniques and approaches that will ensure they deliver on their obligations and it is a requirement that these plans are approved by elected members.
3. The Framework Agreement also contains ‘the Standard’ which LAs are obliged to follow on service delivery as well as a template to develop the service plan itself which our plans follow.

### Current Position

4. The City Corporation must ensure that the services we provide to support and achieve business compliance with food safety law address the whole package set out in ‘the Standard’, and that we deliver this in line with the Government’s better regulation agenda.
5. We must also however, continue to meet the local needs of City businesses, residents, workers and visitors as set out in the Vision, Strategic Aims and Key Policy Priorities of the City of London Corporate Plan 2013-2016; this is achieved through our departmental Business Plan and individual service plans which detail the work that will be done and which is judged by our key performance indicators.
6. The City Corporation publishes its Food Service Enforcement Plans as the FSA expects as an expression of its commitment to the development of food safety in the Port and City of London and it is my intention to continue to make these plans available to our stakeholders including publishing them on the City of London website.
7. The Food Service Enforcement Plans set out the direction of future enforcement work and we aim to:-
  - a) target poor performing food businesses appropriately to secure improvements;
  - and
  - b) work with better performing businesses to ensure they maintain full compliance.
8. However there are continuing challenges which we face and these are set out below:-

### ***The national Food Hygiene Rating Scheme***

9. Last year the City Corporation successful migrated from the London **Scores on the Doors** scheme to the FSA’s national Food Hygiene Rating Scheme (FHRS). This year in partnership with all other local authorities across the country, we have been asked to continue to promote the scheme and its [website](#) as widely as possible to the public so they can make informed choices on where to eat or purchase food and overall standards will be improved.

10. The Welsh Assembly recently passed legislation which will make the display of a business' FHRs score sticker compulsory in Wales so that the public are fully aware of how hygienic a business is this may well become the situation UK wide in the next few years.

#### ***Dealing with poor performing food businesses***

11. Whilst the vast majority of City food businesses are compliant with 58% currently in the highest category of 5●, there are a continuing group of poor performers of approximately 150 who are zero to 2●, and we will be concentrating time and resources on these particular businesses to improve their levels of food hygiene compliance.

#### ***Increased Food Standards work***

12. In the wake of the recent horse meat crisis, the City Food Safety and Port Health Teams will be increasing their compositional sampling work in partnership with the other Port Health and London local authorities to ensure all food products are as described and are from traceable and reputable sources.

#### ***Review of Official Control of Food and Feedstuffs***

13. The FSA recently cancelled their review of the delivery of official controls of food and feed by local authorities and port health authorities but it is possible that some issues were already identified and therefore some changes to current delivery models may be forthcoming latter this year.

#### ***Corporate and Strategic Implications***

14. The two Enforcement Plans reflect the detailed operational work undertaken by our regulatory enforcement teams in support of the strategic aims of the City and through:-
  - a) ensuring by advice and enforcement that the City's business community is legally compliant and that it continues to produce food hygienically and which is safe to eat; and
  - b) ensuring that food products entering the country through our ports meet the food safety requirements of the whole of the UK.
15. The plans are linked into our Departmental and Service Business Plans through setting out detailed activities which support our Key Performance Indicators.
16. Approval of these Plans will ensure that the City Corporation as a both a Food and a Port Health authority meets its fundamental obligations under the requirements of the FSA's Framework Agreement.
17. As previously stated, it is my intention to make these plans available to all stakeholder businesses operating within City of London which will include publication on the City of London's website. In accordance with the stated intentions of the FSA, this will make the City's intentions transparent and accountable to all relevant parties and also enables any comments received on the documents to be taken into account at the next revision for 2013-2014

## **Other Implications**

18. There are no other implications that would result from approval of this report.

## **Conclusion**

19. The attached service plans follow the existing format within the Official Controls Framework Agreement
20. The service plans will be updated annually, subject to your approval and they will form part of the Business Plan 2013-16 for the Port Health and Public Protection Service.

## **Background Papers:**

The background papers to this report:-

- Appendix 1 City Food Service Enforcement Plan 2013-2014  
Appendix 2 London Port Health Authority Food Service Enforcement Plan 2013-2014

will be made available in the Members' Reading Room and on the City Corporation's intranet via this link.

## **Contact:**

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<b>Committee:</b>	<b>Date:</b>	
Port Health and Environmental Services	30 April 2013	
<b>Subject:</b> Open Spaces Departmental Business Plan 2013-2016		
<b>Report of:</b> Director of Open Spaces		<b>Public</b> For Decision
<b><u>Summary</u></b>		
<p><b><u>Summary</u></b>            The Open Spaces Department Business Plan for 2013 – 2016 was presented to the Open Spaces, City Gardens and West Ham Park Committee on 15 April 2013. This Plan outlines the overall departmental aims and objectives, the key projects for the next three years and the key indicators that have been set to measure performance.</p> <p>The City of London Cemetery and Crematorium has been integrated into the Open Spaces Department's Business Plan and a summary relating to the Cemetery and Crematorium is attached to this report.</p> <p>Members of the Port Health and Environmental Services Committee are therefore asked to comment on the sections relating to the Cemetery and Crematorium, before the Plan is finalised.</p> <p><b><u>Recommendation</u></b></p> <p>It is recommended that Members -</p> <ol style="list-style-type: none"> <li>i. approve the sections that specifically relate to the Cemetery and Crematorium that have been included in the Open Spaces Department Business Plan for 2013 – 2016, and agree the targets for service delivery as quantified by the performance indicators.</li> <li>ii. determine whether any projects and performance indicators represent high risk and priority sectors of service which you would expect to be featured in the four monthly progress reports which will be submitted to this Committee during 2013/14.</li> </ol>		

## **Main Report**

### **Background**

1. Departmental Business Plans are now an integral element of the City's enhanced performance management system and are part of a more clearly defined annual planning cycle, which has been devised to improve the links between service and financial planning and drive service improvement.
2. The purpose of the Open Spaces Business Plan is to enable the Department to show how its activities support the City's strategic aims and policy priorities and demonstrate how it can improve its performance. The Plan Shows:
  - How the Department's activities contribute to the City Together Strategy and the Corporate Plan and therefore how the City's policies will be implemented,
  - Performance targets for the current year,
  - Resource and learning and development requirements, and
  - The programme of action required to achieve the targets

3. A summary of the previous Business Plan for 2012 – 2015 was presented to the Port Health and Environmental Services Committee in May 2012.

### **Current Position**

4. The new Business Plan for 2013 – 2016 was presented to the Open Spaces, City Gardens and West Ham Park Committee on 15 April 2013. It has been compiled in line with corporate guidelines and incorporates comments from the Town Clerk's Performance and Development Team. The overall Plan provides a review of the Open Spaces Department's performance in the past year and looks ahead to future plans in light of available resources.
5. Members of the Port Health and Environmental Services Committee are invited to comment on key sections in the new Plan and the projects that relate to the Cemetery and Crematorium before the Plan is finalised. A summary of the relevant sections in the Plan is therefore attached to this report and includes:
  - Introduction from the Director of Open Spaces
  - Summary of services provided by the Open Spaces Department
  - Organisational Structure
  - Open Spaces Vision, and Strategic Aims and Objectives
  - Key Performance Indicators
  - Key Projects for the Cemetery and Crematorium
  - Key Achievements in 2012/13
  - Staffing position
  - Financial summary
  - Risk Register (eleven of the fourteen departmental risks are relevant to the Cemetery)

A copy of the full Plan will be available in the Members' Reading Room and from the Open Spaces home page on the intranet.

### **Corporate and Strategic Implications**

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

### **Conclusion**

7. Formal monitoring arrangements are in place to ensure that performance is reviewed regularly at the appropriate level. During the coming year progress on implementing the Business Plan will be monitored with the Superintendents at monthly departmental management team meetings. Members will be kept informed of progress on key projects and the budget position for the Cemetery and Crematorium in four monthly reports to this Committee during 2013/14, which will review progress on achieving the performance indicators and highlight any significant deviation from the Plan.

**Contact:**

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# Open Spaces Business Plan 2013 -2016

## Summary for Port Health and Environmental Services Committee

### 1. Introduction

Our Business Plan sets out the medium term priorities for Open Spaces, in maintaining the vision “A World Class City needs a World Class Environment” and our five strategic aims.

We continue to balance the responsibilities of conserving and enhancing the special environments we care for, with policies to encourage access and increase the opportunities for enjoyment, education and recreation. In providing services across London and beyond, we will seek to ensure their value to the communities we serve are appropriately recognised.

This year's plan continues the focus on our financial position; seeking to limit the impact of changes on frontline services whilst ensuring value for money. Our ability to support new projects or initiatives will be limited unless external partners and supporters can be found, or innovative income generation opportunities can be delivered. The Business Plan's strategic aims and objectives, together with Key Performance Indicators (KPIs), provide the framework to ensure we meet these challenges.

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

Sue Ireland  
Director of Open Spaces - April 2013

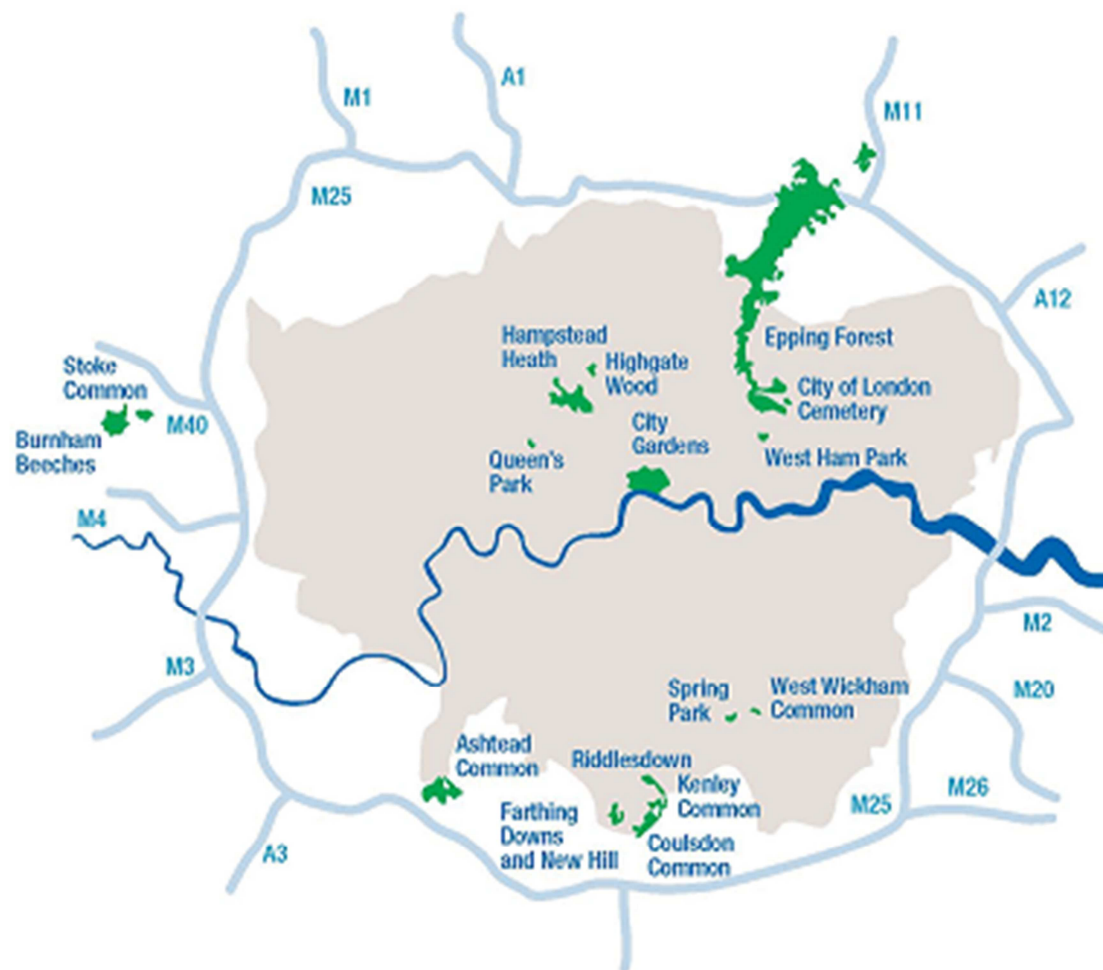
## 2. SUMMARY OF SERVICES

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

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

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

The Open Spaces Department is also responsible for the City of London Cemetery and Crematorium.





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

## **COMMITTEE REPORTING ARRANGEMENTS**

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

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

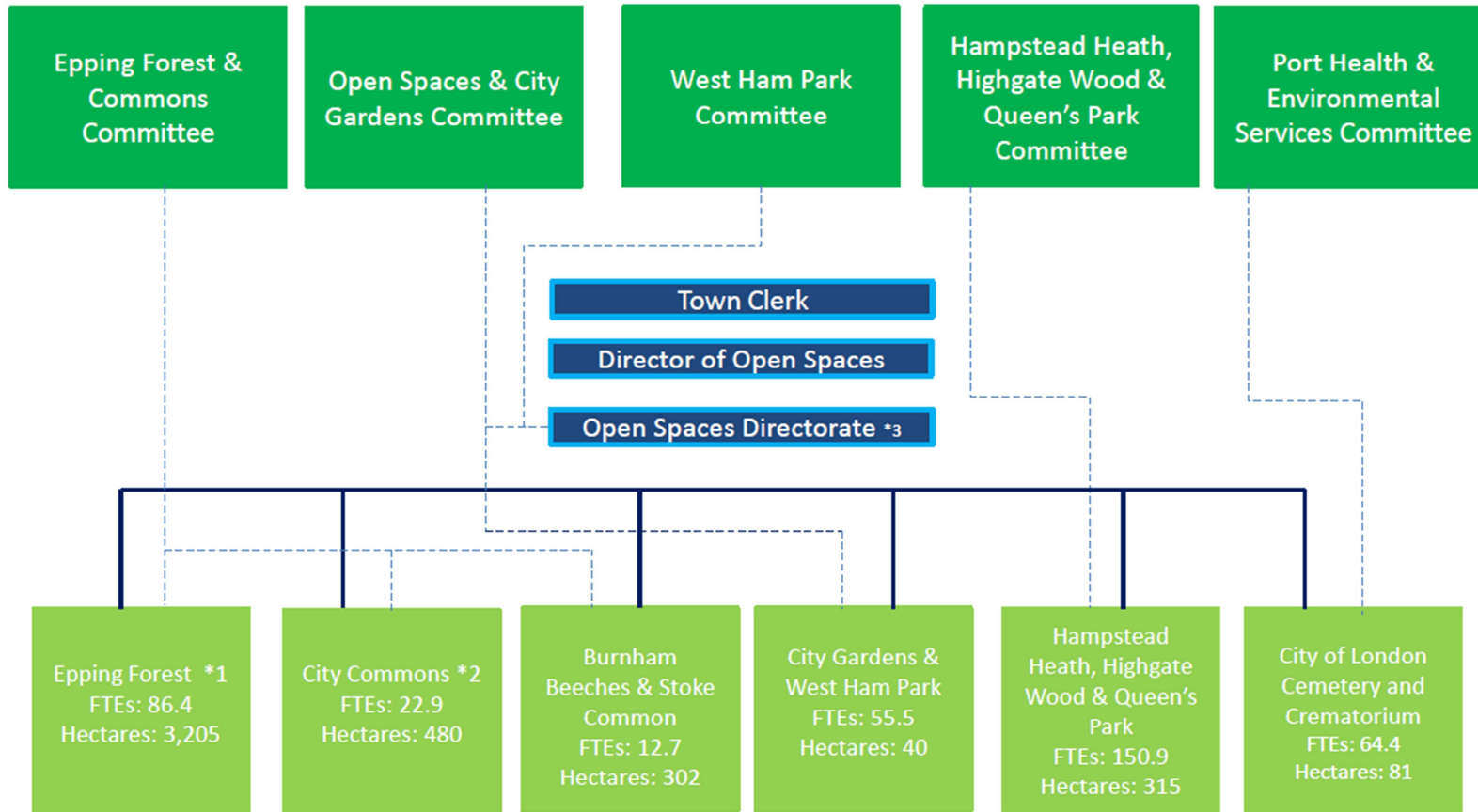
All matters relating to the City of London Cemetery and Crematorium are presented to the

- **Port Health and Environmental Services Committee**

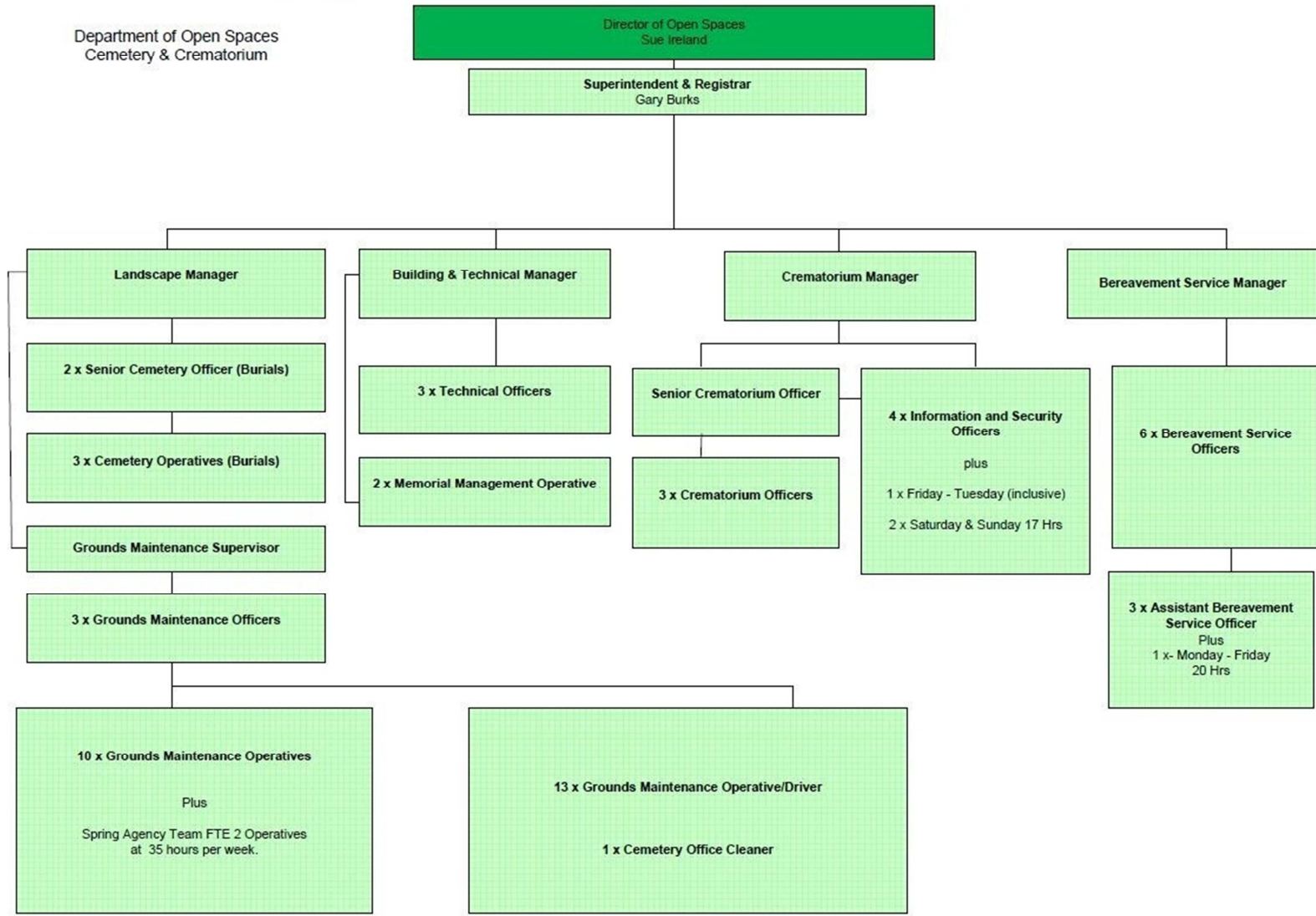
The frequency of the Committee meetings is summarised below:

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

## City of London Corporation – Open Spaces Organisational Structure



1. Epping Forest: includes Woodredon and Warlies Estate, two Grade II\* listed parks at Copped Hall and Wanstead Park and the Buffer Lands.  
 2. City Commons: includes Ashted Common, Coulsdon Common, Farthing Downs, New Hill, Kenley Common, Riddlesdown, Spring Park & West Wickham Common  
 3. Directorate: Full Time Equivalents (FTEs) 5



# A World Class City needs a World Class Environment



## The Open Spaces Vision

Delivered by

**Quality**

**Inclusion**

**Environment**

**Promotion**

**People**

City Gardens  
West Ham Park

Burnham Beeches  
Stoke Common

Hampstead Heath  
Highgate Wood

Epping Forest  
Queen's Park

City Commons  
Directorate

Cemetery &  
Crematorium

## 4. OPEN SPACES DEPARTMENT - AIMS & OBJECTIVES

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

## 5. Key Performance Indicators for the Cemetery and Crematorium

Ref.	Measure Name	Linked to Departmental Objective	Target: 2012 - 2013	Performance: 2012-2013	Target: 2013 - 2014
1.	Maintain our market share of burials	<b>Quality</b>	Achieve 8% market share of burials.	7.5% achieved (after 8 months)	Achieve 8% market share of burials.
2.	Maintain our market share of cremations.	<b>Quality</b>	Achieve 23% market share of cremations.	22.8% achieved (after 8 months)	Achieve 23% market share of cremations.
3.	Percentage of income for the Cemetery & Crematorium compared with the target income of £3.95m.	<b>Quality</b>	Achieve an income target of £4.05m.	On target	Achieve an income target of £4.1m.
	Increase the number of cremations using the new fully abated cremator.	<b>Quality</b>	Carry out 60% of cremations using the new cremator.	64.8% achieved (after 8 months)	Carry out 60% of cremations using the new cremator.

## 6. Key Projects

	Theme Supported	Expected outcome/measure of success	Current target completion date	2013/14	2014/15	2015/16
<b><u>CEMETERY &amp; CREMATORIUM</u></b>						
Quality Awards	<b>Quality</b>	Achieve Green Flag and Green Heritage awards for the site.	<b>August 2013</b>	■	■	
Educational use	<b>People</b>	Develop the site as an educational resource by providing guided tours, educational visits to schools, Health Professionals, industry professionals and universities and by taking part in Open House	<b>April 2014</b>	■	■	
IS improvements	<b>Quality</b>	Develop on-line access for funeral directors to make bookings	<b>August 2013</b>	■	■	
Medium term lawn grave burial space plan	<b>Environment</b>	Develop the Shoot Project to achieve Gateway 3/4 approval.	<b>April 2014</b>	■	■	
Reclaim traditional graves for reuse.	<b>Environment</b>	Reclaim 200 traditional graves for reuse by extinguishing the existing rights of burial through powers under the City of London Various Powers Act 1969 and London Local Authorities Act 2007.	<b>April 2014</b>	■	■	
Develop friends of the cemetery group	<b>People</b>	Develop a 'friends of the cemetery' group in order to improve communication and stakeholder involvement in the site.	<b>Dec 2013</b>	■	■	
Memorial Inspections	<b>People</b>	Complete a quinquennial memorial inspection programme of all memorials within the City of London Cemetery.	<b>April 2015</b>	■	■	■
Energy use and sustainability	<b>Environment</b>	Fit photovoltaic cells to the modern crematorium roof and investigate heat recovery from cremation.	<b>Dec 2014</b>	■	■	
Tree surveys	<b>People</b>	Complete quinquennial inspection of cemetery trees and carry out works to ensure that tree safety is maintained.	<b>April 2014</b>	■	■	

## 7. Key Achievements in 2012/13

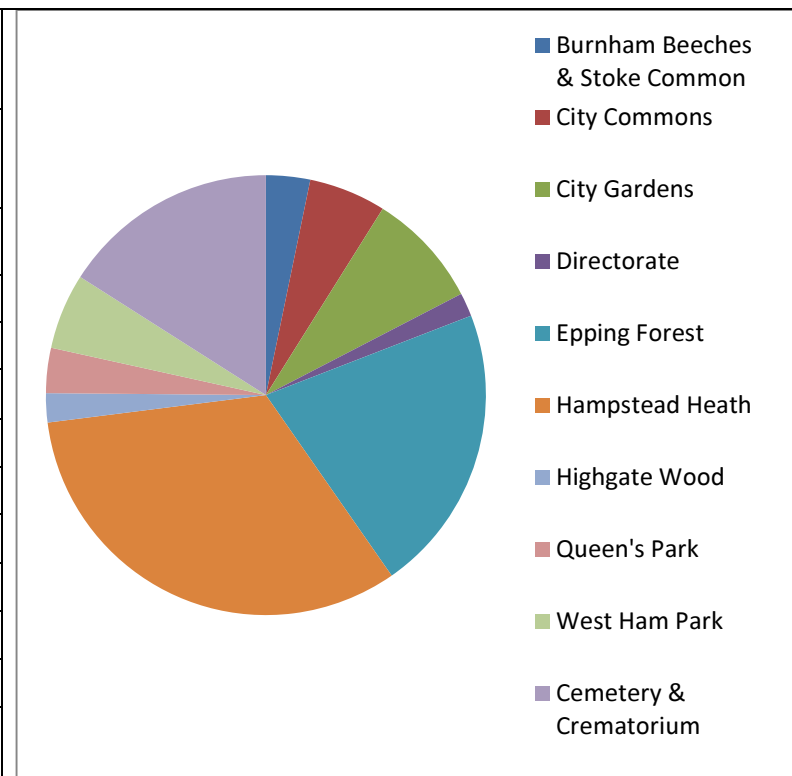
### **Cemetery & Crematorium:**

- Received a Green Flag Award and accredited as a Green Heritage Site.
- Completion of the newly restored historic crematorium building.
- Provided the venue for two industry specific one day seminars at the Ernie Turner Training Centre.
- Provided or facilitated educational visits from 4 local schools, 2 Universities and 4 professional groups.
- Provided free monthly Guided History walks throughout the Summer months
- Removed a further 100 metres of conifer hedge and replaced with a more suitable formal hedging material as part of our on-going Conservation Management Plan works.
- Eight paid filming events using locations at the Cemetery.



## 8. Human Resources

The Departmental staffing position and the changes between 2012/13 and 2013/14 can be summarised as follows (all figures are full-time equivalents)			
Open Space	Revised Budget 2012/13	Original Budget 2013/14	Difference
Burnham Beeches & Stoke Common	13.07	12.67	-0.40
City Commons	22.91	22.91	-
City Gardens	34.17	33.00	-1.17
Directorate	7.00	5.00	-2.00
Epping Forest	85.41	86.41	+1.00
Hampstead Heath	131.90	129.90	-2.00
Highgate Wood	8.60	8.60	-
Queen's Park	13.40	12.40	-1.00
West Ham Park	22.50	22.50	-
Cemetery & Crematorium	64.40	64.40	-
<b>Total</b>	<b>403.36</b>	<b>397.79</b>	<b>-5.57</b>



These figures include a number of temporary seasonal posts, mainly at Hampstead Heath, that are filled during the busy summer months. Figures are as at December 2012 and precise numbers may change, as they are subject to staffing reviews at individual sites and to the actions required to achieve necessary budget reductions. The staffing numbers also reflect the shift patterns that need to be worked in all the Open Spaces and the cover that is required to provide services 365 days a year. They also include posts at several sites that are currently funded by a grant from the City Bridge Trust.

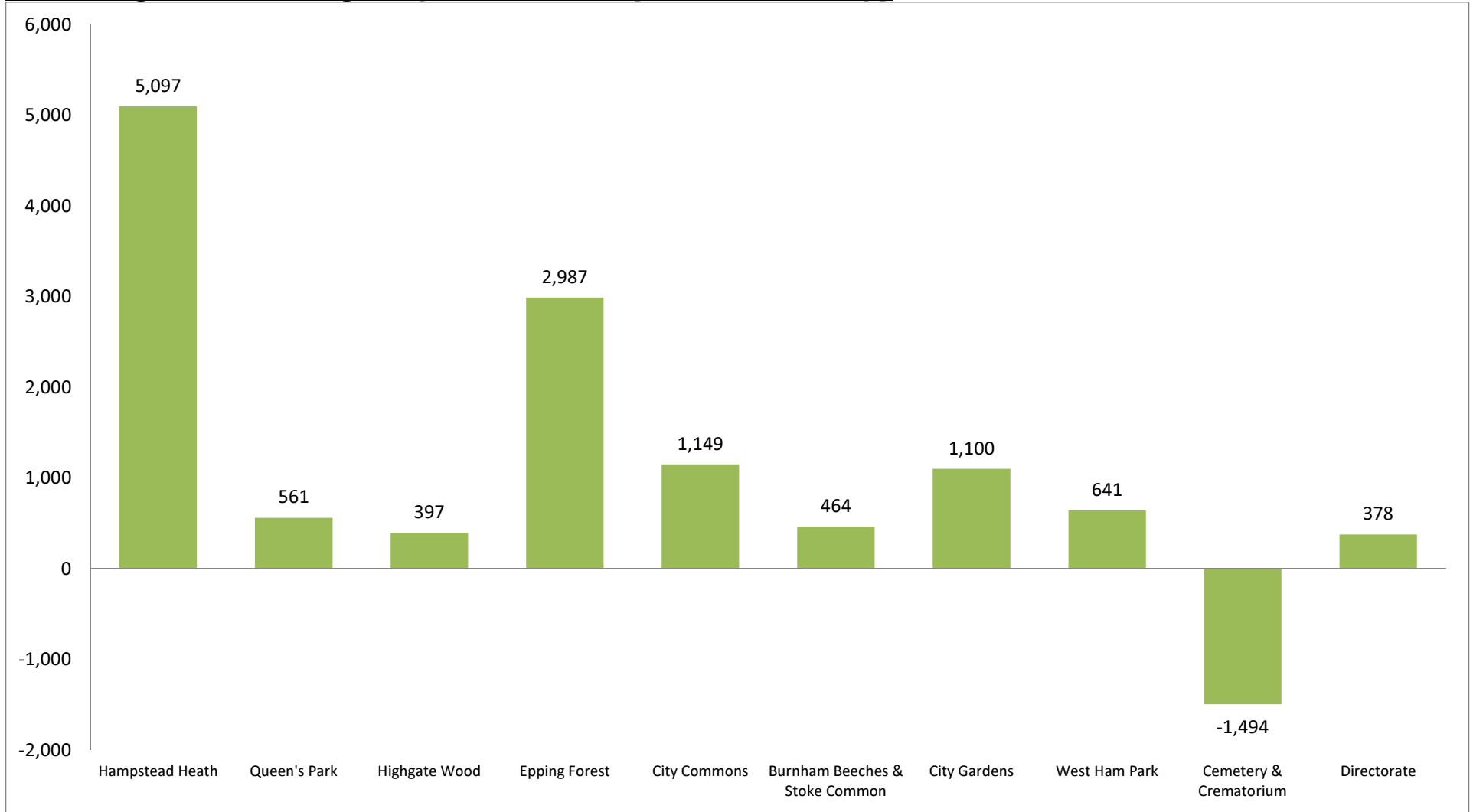
## 9. Financial Summary

### CEMETERY AND CREMATORIUM

*all figures in £000s*

	Latest Approved	Original
	Budget 2012-13	Budget 2013-14
Total Expenditure	2,690	2,606
Total Income	(4,080)	(4,100)
<b>Local Risk (Open Spaces)</b>	<b>(1,390)</b>	<b>(1,494)</b>
Local Risk (City Surveyor)	329	421
<b>TOTAL LOCAL RISK</b>	<b>(1,061)</b>	<b>(1,073)</b>
<b>CENTRAL RISK</b>	<b>0</b>	<b>0</b>
Central Recharges	1,164	1,177
Recharges across Funds	98	92
<b>RECHARGES</b>	<b>1,262</b>	<b>1,269</b>
<b>TOTAL NET EXPENDITURE</b>	<b>201</b>	<b>196</b>
<b><u>OVERALL DIRECTOR OF OPEN SPACES</u></b>		
<b>TOTAL LOCAL RISK</b>	<b>11,796</b>	<b>11,280</b>
<b>CENTRAL RISK</b>	<b>(2,486)</b>	<b>(2,613)</b>
<b>RECHARGES</b>	<b>3,904</b>	<b>4,016</b>
<b>TOTAL NET EXPENDITURE</b>	<b>13,214</b>	<b>12,683</b>

## Total Original Net Budget by Site 2013/14 (Local Risk Only)



All figures in £000s

10. Open Spaces Department Risk Register					Owned By	Director of Open Spaces	Version	2013/ 1		
					Administered By	Business Manager	Date	February 2013		
Risk No.	Risk	Gross Risk		Risk Owner/ Lead Officer	Existing Controls	Net Risk			Planned Action	Control Evaluation
		Like-likelihood	Impact			Like-likelihood	Impact	Risk Status & Direction		
1	Extreme weather or changing environmental conditions having an effect on site operations and usage.	4	5	Superintendents and the City Surveyor	Monitoring of reservoirs required to meet Environment Agency directives. Emergency plans required and being prepared. Regular monitoring of water levels taking place. Planting regimes adapted to take account of changing weather patterns. Departmental Habitat Fire Management Policy developed.	3	5	<b>22</b> →	Completion of Emergency Plans and introduction at all sites.  Carry out defined responsibilities for the Director of Open Spaces and City Surveyor to address implications of Dam works at Hampstead Heath and Epping Forest.	
Page 182	Impact on Landscape Management of an outbreak of diseases affecting animals (e.g. foot & mouth). Also plant and tree diseases, with the potential to alter the character of land and eradicate plants.	5	4	Superintendents	Monitor DEFRA websites for updates. Meet all DEFRA guidance on animal welfare, movements and, if outbreak occurs, protection zones. Train relevant staff. Inform public/ restrict access as required. Monitoring Forestry Commission and DEFRA web sites.	5	3	<b>19</b> ↑	Continue to monitor arrangements for grazing animals and local animal enclosures. Consider additional vaccination. Introducing further measures, based on advice received, to monitor Tree Diseases. Departmental Tree Disease group to meet quarterly.	
<b>Key Likelihood</b> 1 Rare      2 Unlikely      3 Possible      4 Likely      5 Almost Certain <b>Impact</b> Insignificant      Minor      Moderate      Major      Catastrophic					<b>Control Evaluation:</b> <b>Red:</b> Existing controls are not satisfactory <b>Amber:</b> Existing controls require improvement/ Mitigating controls identified but not yet implemented fully. <b>Green:</b> Robust mitigating controls are in place with positive assurance as to their effectiveness					

Risk no.	Risk	Gross Risk		Risk Owner/ Lead officer	Existing Controls	Net Risk			Planned Action	Control Evaluation
		Like-Lihoo d	Impact			Likel i- hoo d	Imp act	Risk Status & Direction		
3	Threat of death or serious injury resulting in heavy fines and bad publicity, if health and safety procedures fail or other regulations fail.	4	4	Director of Open Spaces and Superintendents	The Department has developed an annual H&S auditing system including independent assessment, and has identified Top X risks.  Departmental H&S Policy Framework now developed. Mapping of underground services has been carried out across the Department.	3	4	<b>18</b> ↓	Action outcomes from annual audit and accident investigations. Keep Top X risks under review.  Alert staff to new mapping arrangements.	
Page 183	Unavoidable reduction in income.	4	4	Superintendents	All sites monitor their income and debt closely to ensure they remain within their local risk budgets and new income streams have been identified where appropriate. More pressure on budgets due to efficiency savings. Monitoring cross-compliance of ELS/ HLS obligations.	4	3	<b>16</b> →	Further ways of increasing income to be considered at all sites.	
5	Encroaching housing development may have an adverse effect on the Open Spaces, arising from Planning legislation changes	4	4	Superintendents	Planning applications monitored closely by Superintendents. Adjoining land is purchased when possible to effect a buffer zone.	4	3	<b>16</b> ↑	Monitor further opportunities to purchase land. Need to develop mechanisms and identify new solutions to address planning policy.	

Risk no.	Risk	Gross Risk		Risk Owner/ Lead officer	Existing Controls	Net Risk			Planned Action	Control Evaluation
		Likelihood	Impact			Likelihood	Impact	Risk Status & Direction		
6	Increase in fly-tipping, including handling hazardous substances with risk of contamination, risk of environmental damage, landfill tax.	5	3	Superintendents	Ensure staff are appropriately briefed, about the correct procedures for dealing with hazardous substances.	4	3	16 →	Promote the need for increased fines and ensure more publicity to highlight the issue.	
7	Implications of increasing energy costs.	5	3	Superintendents	Departmental Improvement Group, reviews consumption quarterly and a Departmental Energy Action Plan produced.	4	3	16 ↑	Respond to the Corporate demand to reach Carbon Reduction Commitment.	
8	IS failure affecting service delivery.	4	3	IS Division	Risk management included in IS Strategy, numerous measures in place. Departmental business continuity plan has been developed.	3	3	13 ↓	Continuous review of systems and improvement programme carried out in conjunction with IS Division.	
9	Buildings/ infrastructure may deteriorate or become unstable/ unusable through insufficient maintenance and may cause serious injury.	4	4	City Surveyor and the Director of Open Spaces	<ul style="list-style-type: none"> <li>- City Surveyor undertakes annual surveys and has 20 year plan of works to maintain the buildings.</li> <li>- The Superintendents have commented on revisions to the maintenance plan including infrastructure.</li> <li>- Extra investment from the additional works programme.</li> <li>- Control measures have been introduced for some reservoirs and others are planned.</li> <li>- Corporate training on the Control of Contractors implemented and protocol developed.</li> </ul>	3	3	13 ↓	<p>Further meetings taking place with City Surveyor to develop a Division of Responsibility Schedule and ensure new repairs and maintenance contract is working effectively.</p> <p>Develop plan to address Wanstead Park "at risk" status. Departmental legionella and asbestos plans to be reviewed.</p>	

Risk no.	Risk	Gross Risk		Risk Owner/ Lead officer	Existing Controls	Net Risk			Planned Action	Control Evaluation
		Likelihood	Impact			Likelihood	Impact	Risk Status & Direction		
10	Service delivery affected by outside factors e.g. pandemic, strikes & fuel shortages.	3	4	OS Management Team	Departmental pandemic plan produced. Cover can be arranged for staff, but other controls to mitigate the effect of others factors are more difficult.	3	3	13 →	Review in the light of any further advice from the Corporate Business Continuity team.	
11	Loss of specialist statistical information relating to non-supported data.	3	4	OS Management Team and IT Manager	Contingency arrangements for IS and premises in place. Dependence on specialist software kept under review by the departmental IS improvement group.	3	3	13 →	Ensure specialist software used as such as Arbortrack is supported in the future by its supplier. Currently considering moving to GIS in the future.	
12	Inability to deliver additional burial space	4	4	Superintendent and Registrar.	Scheme in place to use more of existing burial space and reuse graves.	3	3	13 →	Developing a project to prepare additional space for 10 years time.	
13	Failure to secure sufficient external funding for major capital works.	3	4	Superintendents of EF and HH	Funding achieved for Wanstead Flats and Branching Out Project. Funding for Hampstead Heath and Wanstead Park still to be secured.	3	3	13 ↓	Project programmes could be prepared to secure funding for Hampstead Heath and Wanstead Park, but will have to follow the further resolution of hydrology issues.	
14	Major incident (e.g. terrorist attack) leading to OS property/ land being incapable of occupation.	3	4	City Surveyor and OS Management Team.	Departmental contingency plan produced, which allows the work of the Directorate to move to our local offices, if necessary. Adhering to the advice of the Business Continuity team and City Police.	2	3	10 ↓	Review contingency plan annually or after a major incident.	

**N. B. All risks are relevant to the Cemetery and Crematorium apart from risk numbers 1, 6 and 13.**

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# Agenda Item 19

<b>Committee(s):</b>	<b>Date(s):</b>
Port Health and Environmental services Committee	30 <sup>th</sup> April 2013
<b>Subject:</b> Vehicle Access and Public Consultation Report	<b>Public</b>
<b>Report of:</b> Director of Open Spaces	<b>For Decision</b>
<b>Summary</b> <p>Vehicle access into the cemetery is recognised as a significant risk, due to vehicle speeds and shared access between drivers and pedestrians and has been managed by the operation of a free vehicle access permit scheme since 2006.</p> <p>Last year your committee agreed to the appointment of a marketing consultant to undertake research and identify public perceptions towards the introduction of a charge for vehicle permits. The research was also used to measure public perceptions of the current service provision, staff and management, fees and charges and the level of interest in the development of a friends group and /or volunteering within the site.</p> <p>The results of this consultation have demonstrated the high regard in which the service is held by those who use it and the strength of opinion against a charge being levied for vehicle access. There is also interest in the development of volunteering and the creation of a friends group, to focus on the potential educational resource that exists at the cemetery and how this may be further utilised.</p> <b>Recommendations</b> That your committee: <ul style="list-style-type: none"><li>• Approves the continuation of the vehicle access permit scheme at no charge to cemetery users.</li><li>• Notes the information provided by Marketing Assistance regarding public perceptions towards the services that cemetery and crematorium provides.</li><li>• Receives a future report regarding the development of a friends group and volunteering within the cemetery.</li></ul>	

## **Main Report**

### **Background**

1. The City of London Cemetery and Crematorium is the largest municipal cemetery in the country and covers 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 and this fact was first reported to your Committee in March 2005.

3. Since January 2006, a free vehicle access permit scheme has been in operation to help educate drivers and mitigate the above risks. The operation of this scheme has been reviewed by your committee in 2007 and again in July 2012.
4. In July last year, your Committee agreed that the cemetery management should appoint Marketing Assistance Ltd to undertake public consultation and research to identify public perceptions towards the possible introduction of a charge for permits. The research was also to be used to consider other opportunities to generate income and support the future management of the cemetery. The full remit of the public consultation included;
  - 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
  - enhancement of current facilities
  - establishment of new facilities
5. Your Committee also agreed to receive a further report detailing the outcome of the consultation and research undertaken by Marketing Assistance Ltd, including the matter of charging for vehicle access into the cemetery grounds.
6. The consultation and research project commenced in July 2012 and took the form of a three staged programme. The first stage required 12 in-depth telephone interviews with main stakeholders including funeral directors and ministers. Meetings with two focus groups of existing cemetery visitors formed the second stage and this was completed in September and October. The final stage of the programme was a quantitative survey of 400 cemetery visitors and this was carried out in December 2012.

### **Current Position**

7. The findings from all stages of the research demonstrate the high regard in which the cemetery and crematorium service is held by all those who use the service; with visitors rating the facilities, management and staff at very good and professional users (funeral directors and ministers) remarking positively about the cemetery administration, professionalism and leadership.
8. Evidence produced by the consultation also demonstrates that there is very little support for any charge to be levied for vehicle access permits and it was felt that even a modest charge would have a major detrimental impact on perceptions of the City of London. Current arrangements allowing vehicle access were viewed as essential and a positive point in favour of the cemetery, as it overcomes the lack of parking and allows easy access to graves.
9. The other findings produced by Marketing Assistance Ltd have been summarised below and are shown as an appendix, a full copy of the report is available on request.
10. **Friends/ Volunteers** – establishing a friends of the Cemetery organisation was highlighted as a popular idea with both stakeholders and families. It was felt that such a group should focus on the heritage and educational aspects of the cemetery rather than become involved in operational issues. As part of the market research a list of possible Friends/Volunteers, with contact details was generated.
11. **Education** – this is an area that could be developed, possibly using ‘friends or volunteers’ to help prepare and deliver an educational programme for schools and

other interested parties. The cemetery already works with four local schools, two universities and several industry groups but this could be more focused and may even be something that could be marketed by friends or volunteers.

12. **Catering** – The catering facilities offered at the cemetery and crematorium were highly regarded and seen as part of the high quality service offered at the site by those using them. There was mixed feedback from funeral directors, as some said that they were not aware of the catering facility, whilst those that had used it were very impressed.
13. **Fees** – The qualitative stages of the consultation highlighted that the cemetery and crematorium is highly respected and appreciated and as such, it has the ability to lead in areas such as pricing, so long as service quality and maintenance remains high. However, this was not reflected in the quantitative stages, where it was felt that significant increases should be avoided due to the already high cost of burial and cremation and the current financial climate.
14. **Newsletter** – the cemetery newsletter was highly regarded and it was felt that this is not an appropriate medium for advertising by funeral companies (there is currently no such advertising in the newsletter). It was also highlighted that there is an opportunity for this to be developed to become a source of information about a future friends group. The newsletter is currently offered in hard copy and whilst this is generally the preferred medium, there is growing acceptance of receiving this as an electronic document.
15. The primary reason for the market research exercise was to assess public feeling towards charging for vehicle to enter the cemetery grounds and as described in paragraph nine, this was not recommended due to the risk of adverse criticism and the detrimental impact on perceptions of the City. .

### **Options**

16. Make a charge for Vehicle Permits - The City could ignore the recent and past consultations and make a charge for vehicle access permits but this course of action, although legally permissible, would risk a negative impact on income and a high risk of negative publicity for the cemetery and the City of London.

#### **NOT RECOMMENDED**

17. Continue to provide vehicle access permits free of charge – the vehicle access permit scheme has been used since 2006 and provides a mechanism for managing vehicle access into the site. All applicants for new permits are required to sign agreeing to respect the cemetery and crematorium speed restrictions and regulations. The scheme has a small operational cost and also provides the service with a database of names and addresses for newsletters etc. Continuing to operate this service will have a small cost implication which will be absorbed by the service, and continue to ensure that drivers are aware of the rules and regulations.

#### **RECOMMENDED**

18. Abandon the vehicle access permit scheme and allow unchecked vehicle access – The current scheme serves the purpose of highlighting the issues of shared access and the necessary speed limit to families wishing to drive within the site and also can be confiscated as a control mechanism should drivers be found repeatedly driving dangerously within the grounds. Abandoning the current scheme would remove this method of education and control possibly increasing the risk of vehicle accidents and incidents within the cemetery.

#### **NOT RECOMMENDED**

## **Proposals**

19. It is therefore proposed that the cemetery and crematorium service continue to operate a vehicle access permit scheme and that there continues to be no charge for the provision of permits to enter the site by car.
20. It is also proposed that the cemetery develop the areas highlighted by the research, such as the forming of a friends group and develop volunteering in order to improve education and communication, linked to the cemetery newsletter.
21. The comments made regarding fees and charges should be noted and will form part of the service Fees and Charges Report in January 2014.

## **Legal Implications**

22. There are no legal implications associated with this report.

## **Property Implications**

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

## **HR Implications**

24. There are no HR implications associated with this report.

## **Corporate & Strategic Implications**

25. The effective and efficient 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.
26. The Town Clerk and Chamberlain have been consulted in the preparation of this report.

## **Conclusion**

27. In conclusion, the services of Marketing Assistance Ltd have proved to be extremely useful as they have highlighted not only the risks of enforcing a charge for vehicle access permits but have provided a clear way forward for the creation of a friends group and for developing volunteering within the cemetery and crematorium. The research has also highlighted how the service is perceived by its stakeholders and users.
28. The research carried out makes it clear that introducing a charge for vehicle access would be extremely unpopular and is an un-necessary risk to the reputation of the cemetery and the City of London Corporation and it is therefore recommended that no charge is made in this respect.

## **Appendices**

- Appendix 1 – Marketing Assistance Findings

**Background Papers:**

*Port Health and Environmental Services Committee – Vehicle Access into the City of London Cemetery 17<sup>th</sup> November 2004*

*Port Health and Environmental Services Committee – Vehicle Access: Interim Report on Pilot Scheme 24<sup>th</sup> January 2006*

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

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

*Port Health and Environmental Services Committee – Interim Position on Vehicle Access Permit Charges 4<sup>th</sup> July 2012*

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

**Report**

Prepared for

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Prepared by:

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January 2013

## BACKGROUND AND INTRODUCTION

This is a report on a Consultation and Research programme carried out on behalf the City of London Cemetery.

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 was designed as 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.

The objectives of this programme were:

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 it was specified that any recommendations must protect the Cemetery & Crematorium as a service to the public, as a Grade I listed landscape and as a business.

The consultation was also specified to include examining the establishment of a Friends organisation, the development of Guided Tours, development of the Newsletter, whether to charge for vehicle access permits, enhancement of current facilities and establishing new facilities.

The programme consisted of a three stage programme:

First qualitative stage -

12 Depth interviews with main stakeholders to explore key issues conducted during June and July 2012

Second qualitative Stage -

2 Focus groups with existing visitors held during September 2012

A quantitative stage -

400 Face to face interviews with visitors carried out during December 2012

This report focuses on the third quantitative stage. A set of data tables analysing the results of the survey have been prepared and are included as an appendix to this report.

The questionnaire was developed in conjunction with CoL executives and is also included as an appendix to this report.

A report on the qualitative stages has already been delivered to CoL and this report summarises the findings of the quantitative stage but draws on the qualitative findings for the Summary and Recommendations. The qualitative reports are included as an appendix to this report.



## SUMMARY AND RECOMMENDATIONS

The City of London Cemetery is almost universally regarded by families and stakeholders as *the* outstanding cemetery and crematorium. The area of its influence is significant, stretching into central and north London and out of Essex towards Suffolk and Hertfordshire.

### Fees

City of London Cemetery is clearly highly respected and appreciated by both client groups and the bereaved. However, the quantitative stages of the survey demonstrate that there is little enthusiasm for increasing prices. This is not an uncommon response, but it does indicate the problems that the CoL may face when it is necessary to increase fees or introduce a fee for vehicle access permits.

### Recommendation

Any significant above inflation increase may provide the financial stability to allow more modest increases in future. Whilst there may well be a reaction from FDs and the bereaved, any price increase is likely to be followed by other cemeteries and crematorium and the likely impact on business level is therefore expected to be short term.

### Friends

Establishing a Friends of City of London Cemetery organisation would be a popular move with both stakeholders and families.

A Friends organisation should be concentrated on the heritage and Listed aspects of the Cemetery. Specific renovation projects should be identified and used as the basis for its fundraising activities. The CoL management should therefore, in time, be relieved of this aspect of revenue generation.

The database of contacts from the qualitative research is available as the starting point for setting up an organisation.

### Recommendation

Early activity to follow up on this research project is strongly recommended so that those who have expressed an interest can be engaged immediately. This will require some initial executive time in the early stages, but involvement should reduce significantly after the processes have been established.

A meeting with those who have expressed an interest in helping set up a Friends organisation and those offering specialist knowledge should be organised as soon as possible.

Whilst a Friends organisation should be capable of being run by volunteers it is important that the ownership and oversight is retained by CoL. As such a constitution for the Friends organisation should be drawn up by CoL so that it has the authority to oversee and control issues such as approving charity donations and fundraising objectives.

CoL executive time should be minimal, with attendance by the Superintendent at an annual meeting and possibly one or two further meetings each year.

### Education

Based on the qualitative stages we believe that there may be an opportunity to develop an educational visit programme, targeted at local schools and colleges.

This may require some initial (modest) investment to develop a course to meet Education Key Stage requirements and to make contact with local schools, but this should eventually provide a revenue stream for CoL without impacting on existing staff commitments.

### Recommendations

Setting up the education facility should be subcontracted to a suitable consultancy.

The consultancy would be tasked with developing a programme which links the history and other aspects of the Cemetery with educational Key Stages.

Research to identify the most appropriate pricing structure will need to be undertaken and appropriate promotional materials developed. This would then be used in a marketing campaign carried out by the consultancy with the aim of securing some initial visit bookings from local educational establishments.

Liaison and support from the Friends should be an essential part of this process.

Research into the most effective structure for operating the events should also be undertaken, taking into account CoL legal and regulatory requirements and the effectiveness of the Friends organisation.

This should then create a structure which can be handed to CoL such that when they receive an enquiry it can be passed to the Friends or a nominated contact at the consultancy. They would then take full responsibility for all the organisation of the event, with the bulk of the revenue accruing to CoL or the Friends.

## Vehicles

Introducing charges for vehicle access is not recommended. Stakeholders especially warned of the impact of even modest charges for 'extras' having a major detrimental impact on perceptions of CoL.

## Fundraising

The opportunity for The Friends to place fund raising collecting boxes approved by CoL should be taken. These should be in places where there will be significant numbers of visitors. One should be placed in the minibus to allow users to express their thanks. The collection boxes should refer to the specific fundraising target agreed for the Friends (e.g restoration of a window in a chapel)

## Recommendation

As previously recommended in relation to the setting up of a Friends organisation, CoL should retain control over the destination of charity donations to ensure these meet with existing CoL guidelines

## Newsletter

The Newsletter is currently highly regarded and should be developed to become a source of information about The Friends.

There would appear to be a growing acceptance of receiving the Newsletter by Email and efforts should be made to encourage recipients to adopt this delivery method.

Advertising is not seen as appropriate in the CoL Newsletter

## Recommendation

The information about the formation of the Friends should be heavily promoted in the Newsletter with simple and clear contact details for those who wish to become involved. Once established, Friends activities should only be promoted via the Newsletter or other CoL facilities such as the website rather than setting up their own dedicated Friends newsletter.

## Brochures

A review of the brochures and leaflets produced should be undertaken. They appear to be little used by FD staff and the increasing use of the Internet for information may offer an opportunity to make some savings in this area in the future.

## Catering

The catering facilities at CoL are regarded very highly and are part of the overall high quality offering by CoL. Some FD staff are not aware of this facility (others who are aware were extremely impressed) and this is an area which could usefully be promoted and should increase the revenue available to CoL.

There are no good local facilities available and this offers an opportunity for CoL to establish a strong market position for this service.

## Recommendation

At an appropriate time in the current contract period a detailed review of the catering facilities and arrangements should be carried out with the aim of highlighting any significant potential for increasing revenue from this area.

<b>Committee:</b>	<b>Date:</b>	
Port Health and Environmental Services Committee	30 April 2013	
<b>Subject:</b> Report of Action Taken Between Meetings		<b>Public</b>
<b>Report of:</b> Town Clerk		<b>For Information</b>
<p><b><u>Summary</u></b></p> <p>In accordance with Standing Order 41(a) and 41(b), this report provides Members with the details of decisions taken since the Committee's last meeting.</p> <p><b>Recommendation</b></p> <ul style="list-style-type: none"> <li>• That the contents of the report be noted.</li> </ul>		

## **Main Report**

### **Background**

1. Standing Order Nos. 41(a) and 41(b) provide mechanisms for decisions to be taken between scheduled meetings of the Port Health and Environmental Services Committee where it is urgently necessary that a decision be made.

### **Decisions Taken Between Meetings**

2. In accordance with Standing Order 41 (a), a decision has been taken in respect of the following matter -

### **Service Level Agreement with the City of Westminster Council**

#### **Background**

3. The Director of Markets and Consumer Protection submitted a report to Licensing Committee on 16 July 2012 that was subsequently presented to Port Health Committee on 12 September 2012. The report was titled "Public Nuisance associated with Licensed Premises" and it resulted from Members' concerns that there was insufficient provision in the City at night to deal with anti-social behaviour, primarily patron noise from licensed premises.
4. The report described the setting up of a Licensing Steering Group by the Town Clerk under the chairmanship of the Comptroller. The purpose of the Group is to keep under review and identify improvements in all areas of the City's licensing activities, and it was recommended that the Group oversee identified improvements to deal with anti-social behaviour.
5. The Licensing Steering Group wishes the new arrangement to be in place for the Christmas season and it is important to have the Service Level Agreement finalised and signed before the next meeting of the Port Health Committee in January.

6. It was therefore recommended and approved under urgency procedures that: -
  - 1) The Comptroller and City Solicitor is authorised to enter into the attached Service Level Agreement with the City of Westminster Council pursuant to all relevant powers, and
  - 2) The Agreement to include an indemnity to officers of the City of Westminster Council; and
  - 3) Subject in both cases to the Comptroller and City Solicitor having authority in conjunction with the Director of Markets and Consumer Protection to agree minor variations to the Agreement or form of indemnity that do not materially affect the risk on the City.
7. In accordance with Standing Order 41 (b), a decision has been taken in respect of the following matter -

**Amendment of Terms of Reference of Port Health and Environmental Services**

8. The Director of Markets and Consumer Protection reports directly to Licensing Committee therefore it was felt that Licensing Committee should be involved in the appointment process, in the same way that a representative from Port Health and Environmental Services Committee was recently added to the appointment panel of the Director of Open Spaces.
9. Under Urgency, the following amendment to the Terms of Reference of Port Health and Environmental Services Committee was therefore agreed –

“Responsible for the appointment of the Director of Markets and Consumer Protection (in consultation with Markets Committee and Licensing Committee).”
10. In addition, a further amendment was made to take account of a decision taken by Government which placed new functions relating to healthcare on local authorities which they also call “public health” in legislation such as the Health and Social Care Act 2012.

“To be responsible for all the City of London Corporation's ~~public health~~ environmental health, port health, animal health, consumer protection, licensing (with.....the exception of those which are in the province of another Committee), public conveniences, street cleansing, refuse collection and disposal, and cemetery and crematorium functions.”
11. This change now fits in with how the Department currently refers to this area of work.

**Conclusion** - Members are asked to note the contents of this report.

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<b>Committees:</b> Port Health and Environmental Services Planning and Transportation	<b>Date:</b> 30 April 2013 14 May 2013
<b>Subject:</b> London Councils Transport and Environment Committee	<b>Public</b>
<b>Report of:</b> Town Clerk	<b>For Decision</b>

### Summary

1. The City Corporation currently nominates a number of representatives to serve on three London Councils committees. Our nominations have, in all but one case, been filled on an annual basis by the Chairmen for the time being of the most relevant City Corporation Committee for the area of activity or interest concerned. This principle was agreed by the Court in 2000. For example, the Chairman of City Bridge Trust is nominated to serve on the Associated Joint Committee (London Councils Grants Committee) and the Chairman of the Policy and Resources Committee on the Leaders Committee. The relevant Deputy Chairman is also nominated to deputise for his or her Chairman.
  
2. The City Corporation is entitled to nominate one voting Member and up to four named deputies to serve on the Associated Joint Committee (London Councils Transport and Environment Committee) (TEC). Archie Galloway was our representative (our voting Member) previously. This was agreed on the basis that his skills and knowledge in the area was welcomed by other Members of the TEC. However, as Mr Galloway is no longer on the Court this now needs to be reviewed.
  
3. The principle of nominating relevant Chairmen and Deputy Chairmen has worked well over the years and as a consequence it is proposed that the City Corporation's nomination on the TEC should fall in line with the principle agreed by the Court. In the case of the TEC, this would be the Chairman of the Planning and Transportation Committee and it has been suggested on the basis that this particular area of work falls predominantly within that Committee's remit. The Deputy Chairman of the Planning and Transportation Committee and the Chairman and Deputy Chairman of the Port Health and Environment Committee would be nominated to serve as deputies.

### **Recommendation**

4. That, in line with the principle agreed by the Court in 2000, the Chairman of the Planning and Transportation Committee be nominated to represent the City Corporation on the Associated Joint Committee (London Councils Transport and Environment Committee) (TEC) and that the Chairman of the Port Health and Environmental Service Committee, the Deputy Chairman of the Planning and Transportation Committee and the Deputy Chairman of the Port Health and Environmental Services

Committee nominated to serve as the City Corporation's named deputies.
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## **Main Report**

### **Background**

1. The City Corporation currently nominates a number of representatives to serve on three London Councils committees on an annual basis. In 2000 the Court of Common Council agreed that the nominations should be filled by the Chairman (and the Deputy Chairman where applicable) for the time being of the most relevant Committee. For example, the Chairman of City Bridge Trust is nominated to serve on the Associated Joint Committee (London Councils Grants Committee) and the Chairman of the Policy and Resources Committee to serve on the Leaders Committee. The relevant Deputy Chairman is also nominated to deputise for his or her Chairman.
2. The three committees to which we nominate are the Leaders' Committee, the Associated Joint Committee (London Councils Transport and Environment) (the TEC) and the Associated Joint Committee (London Councils Grants) Committee.
3. Lead Members covering certain policy areas are also nominated for consultation purposes. These nominations also accord with the principle of using the Chairman for the time being of the most relevant Committee. For example the Chairman of the Community and Children's Services Committee is nominated as the City Corporation's lead Member for children and young people, housing and health and adult services.
4. The deadline for the submission of nominations to London Councils is 31<sup>st</sup> May 2013.

### **Associated Joint Committee (London Councils Transport and Environment Committee) (TEC)**

5. The City Corporation is entitled to nominate one voting Member and up to four named deputies to serve on the TEC. Archie Galloway was nominated as our representative (our voting Member) for a number of years. This was agreed on the basis that his skills and knowledge in that area was welcomed by other Members of the TEC. Mr Galloway is no longer on the Court of Common Council. The principle agreed by the Court of Common Council of nominating relevant Chairmen and Deputy Chairmen has worked well since its inception and as a consequence it is now proposed that the nomination to serve on the TEC should fall in line with that principle. In the case of the TEC we believe this would be the Chairman of the Planning and Transportation Committee on the basis that this particular area of work falls predominantly within that Committee's remit.
6. The City Corporation is also entitled to nominate up to four named deputies to serve on the TEC. It is proposed that the Chairman of the Port Health should be the first named deputy, the Deputy Chairman of the Planning and Transportation Committee



the second and the Deputy Chairman of the Port Health and Environmental Services Committee should occupy the third position. Members may wish to consider whether it is necessary to nominate a fourth deputy.

## **Conclusion**

7. The overriding principle agreed by the Court in 2000 of nominating the Chairman for the time being of the most relevant City Corporation Committee to serve on London Councils committees or be the named lead Member seems a sensible basis on which to proceed. In the case of the London Councils TEC, this would be the Chairman of the Planning and Transportation Committee, with the Deputy Chairman of the Planning and Transportation Committee and the Chairman and Deputy Chairman of the Port Health and Environment Committee serving as deputies.

## **Background Papers:**

London Councils circular on Member Structures, 10<sup>th</sup> April 2013

Court Report, 2000

London Councils Nomination - Report to the Policy and Resources Committee 2011

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# Agenda Item 25

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

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# Agenda Item 26

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of the Local Government Act 1972.

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of the Local Government Act 1972.

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# Agenda Item 27

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of the Local Government Act 1972.

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# Agenda Item 28

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