

Port Health and Public Protection Division (incl. Licensing) and the Cleansing Service



The Environment Department shapes future environments and protects current ones.

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

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

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

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

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

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

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

Major achievements 2023/24 (to October 2023):

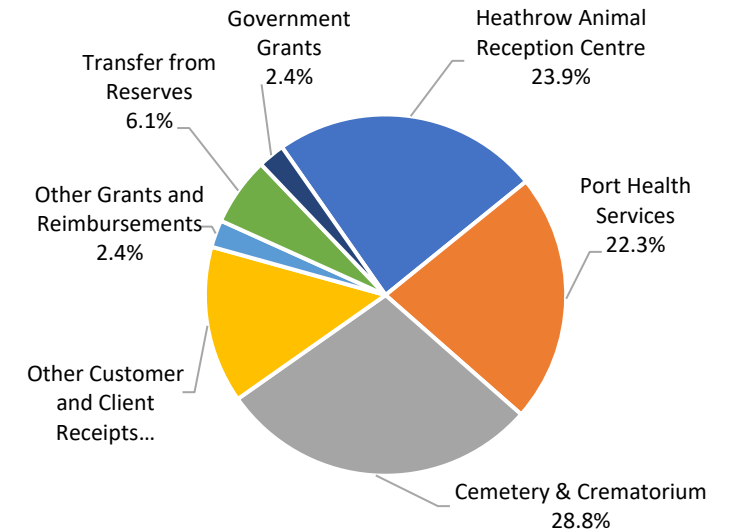
- The Trading Standards Team was a finalist at the Tackling Economic Crime Awards (TECA) 2023 in the category of Outstanding Public Sector/Law Enforcement Initiative, for Operation Broadway.
- The Animal Health Team was awarded the RSPCA Platinum 'PawPrint' award for animal activity licensing.
- The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

Where our money comes from and what we spend it on

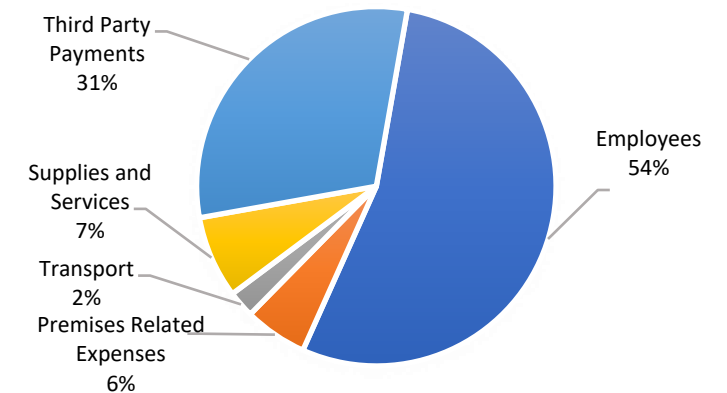
Total 2024-25 budget allocation is £10.062m

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

Income*



Expenditure*



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



Our 2024/25 timeline planner: priority workstreams and key milestones

Environment Department Business Plan 2024/25

Beyond 2024/25

Q1 2024/25

Q2 2024/25

Q3 2024/25

Q4 2024/25

2025/26

2026/27

Apr
May
Jun

Jul
Aug
Sep

Oct
Nov
Dec

Jan
Feb
Mar

Port Health and Public Protection statutory duties

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

Licensing Service

Deliver the Licensing Service.

Develop and publish a new AI-Fresco Dining Policy.

Publish a refreshed Street Trading Policy.

Reinvigorate the Safety Thirst Scheme.

Protect public, animal and environmental health at the borders.

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

Deliver Port Health and Animal Health statutory functions.

Financial security and development.

Explore commercial development opportunities for Port Health and HARC.

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

Air Quality Strategy

Approval of draft Strategy

Statutory consultation

Approval of final version of Strategy

Adopt new strategy Oct 25

Implement new Air Quality Strategy.

Cleansing Service

Deliver an effective, high-quality and responsive Cleansing Service.

Anti-Social Behaviour (Cleansing Service)

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

Circular Economy Strategy

Adopt and begin to implement the Circular Economy Strategy.

Our major workstreams 2024/25

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

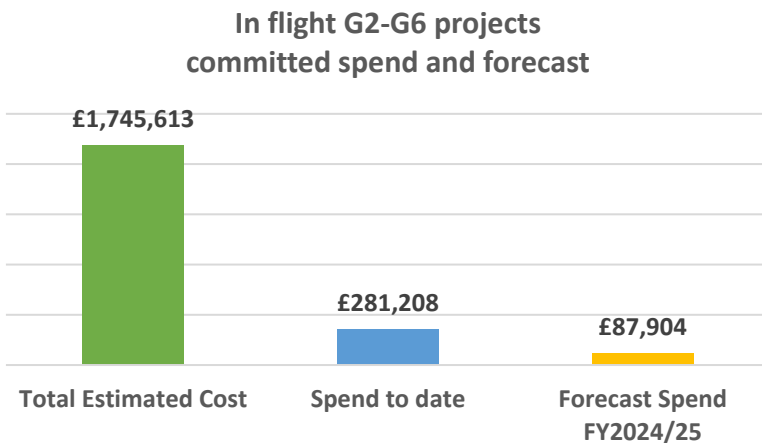
Workstream Name	Funding allocation % (of total PH&ES and Licensing revenue budget)	People resource % (of total FTE within scope of this plan)	Prioritisation category	Dependencies	Outcomes/ Impacts	KPI	Update Schedule	24/25 Target	22/23 Baseline
Financial security and development <ul style="list-style-type: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



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

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

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



Operational Property requirements

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

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

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

Operational Property Utilisation Assessment

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

Key risks

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

Our highest risks are listed in the table below. The matrix shows the overall business risk profile for the Port Health and Public Protection Division and the Cleansing Service.

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

Risk profile

		Impact			
		Minor	Serious	Major	Extreme
Likelihood	Likely		2		
	Possible		6	3*	1
	Unlikely	1	10	1	1
	Rare	1	1	2	

* N.B. One risk which has a current score of Amber, 12 is not listed in the table above as it is exempt from public disclosure by virtue of para. 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Our strategic commitments

Climate Action Strategy

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

Destination City

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

Licensing Policies

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

Air Quality Strategy

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

Circular Economy Strategy

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

Noise Strategy and Contaminated Land Strategy

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

Safer City Partnership Strategy

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

Corporate Plan

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

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

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

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

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



Our stakeholders

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

Riparian Boroughs
Other CoL Departments
Neighbouring boroughs
London universities
Contracted boroughs (Animal Health)
City of London Members Funeral Directors
Charity sector Airlines
Government and their agencies
Importers City visitors
BIDs City businesses LUL
CoLP GLA TfL
Licensees
City of London staff Major Ports
Port operators **Transport sector**
Primary Authority Partners
London Councils
City residents

Our Impacts

(2022/23)



1.79%

Local environment quality
(litter/graffiti/detritus/flyposting)



615

food hygiene inspections



724

noise complaints investigated



Gold

FORS Standard accreditation

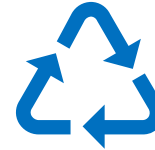


72 Community Toilet Scheme members
(up from 66)



16,002

Consignments through HARC



29.10%

Household waste sent for reuse recycling or composting



829/2,415

burials/cremations



7,738

(physical) POAO consignment checks



94%

of the City met WHO NO2 air quality levels

Stakeholder engagement

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

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

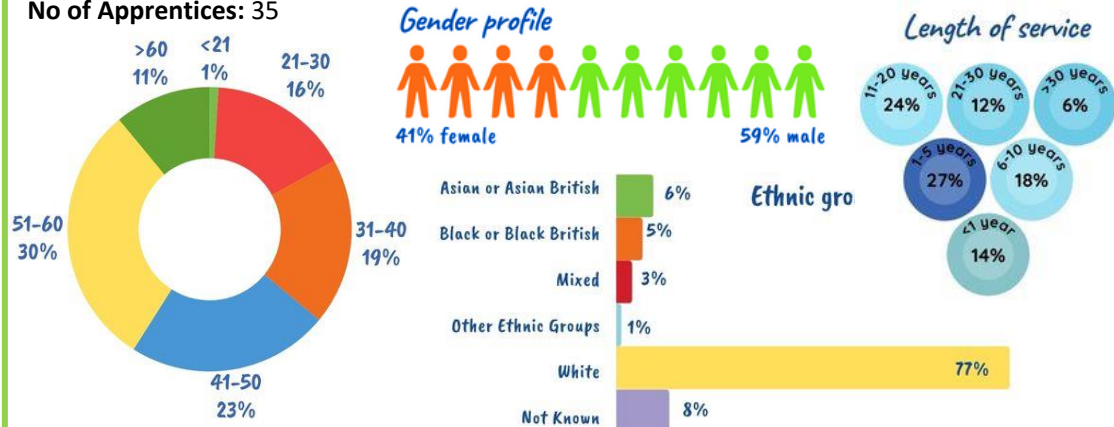
Our People

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

Workforce representation

Current staffing levels: 679.1 FTE (headcount: 714)

No of Apprentices: 35



Developing our people

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

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



We are increasing staff engagement through:

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

We are developing capability and managing our talent through offering:

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

Equality, Diversity and Inclusion

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

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

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

Health and Safety

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

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

Our work locations

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

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

The Environment Department

Shaping sustainable future environments

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

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

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

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

