



Port Health & Environmental Services Committee

Date: TUESDAY, 20 JANUARY 2026

Time: 11.00 am

Venue: COMMITTEE ROOM 3 - 2ND FLOOR WEST WING, GUILDHALL

Members:	Deputy Peter Dunphy MBE (Chairman)	Helen Ladele
	George Abrahams (Deputy Chairman)	Gregory Lawrence
	Deputy Christopher Boden	Antony Manchester
	Leyla Boulton	Vasiliki Manta
	Deputy Timothy Butcher	Deputy Deborah Oliver
	Simon Burrows	Fraser Peck
	Simon Duckworth OBE DL	Deputy Henry Pollard
	Deputy John Edwards	Jason Pritchard
	John Foley	Sushil Saluja
	Dawn Frampton	Hugh Selka
	Deputy Marianne Fredericks	Dr Giles Shilson OBE
	Mercy Haggerty	Alethea Silk
	Deputy Caroline Haines	Stuart Thompson
	Deputy Jaspreet Hodgson	Mandeep Thandi
	Alderman & Sheriff Robert Hughe s-Penney	Alderman Kawsar Zaman

Enquiries: **Jayne Moore**
jayne.moore@cityoflondon.gov.uk

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<https://youtube.com/live/6euhgKhFv1w?feature=share>

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Ian Thomas CBE
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**

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

3. **MINUTES**

To agree the public minutes and summary of the meeting of 25 November 2025.

For Decision
(Pages 5 - 10)

4. **CLEANSING SERVICES ANNUAL FEES AND CHARGES**

To consider the report of the Executive Director Environment.

For Decision
(Pages 11 - 24)

5. **CEMETERY AND CREMATORIUM FEES AND CHARGES 2025-2026**

To consider the report of the Executive Director Environment.

(Appendix 2 is in the Non-Public section)

For Decision
(Pages 25 - 40)

6. **REVENUE AND CAPITAL BUDGETS 2026/27**

To consider the report of The Chamberlain and the Executive Director Environment.

For Decision
(Pages 41 - 56)

7. **ENVIRONMENT DEPARTMENT HIGH-LEVEL BUSINESS PLAN 2026-30**

To consider the report of the Executive Director Environment.

For Decision
(Pages 57 - 76)

8. ANIMAL HEALTH AND WELFARE SERVICE - ANNUAL REVIEW OF ANIMAL HEALTH FEES

To consider the report of the Executive Director of Environment.

For Decision
(Pages 77 - 82)

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

10. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

11. 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

12. NON-PUBLIC MINUTES

To agree the non-public minutes of the meeting of 25 November 2025.

For Decision
(Pages 83 - 84)

13. APPENDIX 2: NON-PUBLIC - FINANCIAL IMPLICATIONS - CEMETERY AND CREMATORIUM FEES AND CHARGES 2025-2026

For Decision
(Pages 85 - 86)

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

15. 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 3

PORT HEALTH & ENVIRONMENTAL SERVICES COMMITTEE

Tuesday, 25 November 2025

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

Present

Members:

Deputy Peter Dunphy (Chairman)	Antony Manchester
George Abrahams (Deputy Chairman)	Vasiliki Manta
Deputy Christopher Boden	Deborah Oliver
Leyla Boulton	Fraser Peck
Deputy Timothy Butcher	Deputy Henry Pollard
Simon Burrows	Dr Giles Shilson
Deputy John Edwards	Alethea Silk
John Foley	Stuart Thompson
Dawn Frampton	Mandeep Thandi
Deputy Marianne Fredericks	Alderman Kawsar Zaman
Helen Ladele	

In attendance:

Simon Duckworth OBE DL
Caroline Haines

Officers:

Gavin Stedman	- Port Health & Public Protection Director
Jenny Pitcairn	- Chamberlain's Department
Joe Kingston	- Asst Director (Gardens and Cleansing)
Frank Marchione	- Assistant City Solicitor
James Edwards	- Remembrancer's
Katie Stewart	- Executive Director, Environment
Ian Hughes	- City Operations Director
Graham Holmes	- Asst Director, Cemetery & Crematorium
Joseph Smith	- Town Clerk's
Jayne Moore	- Town Clerk's

1. APOLOGIES

Apologies were received from deputy Jaspreet Hodgson, Jason Pritchard, Sushil Saluja and Hugh Selka.

These Members observed the meeting online: Caroline Haines and Simon Duckworth OBE DL.

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

There were no declarations.

3. MINUTES

RESOLVED, That the public minutes of the meeting of 07 October 2025 be approved as a correct record of the proceedings.

4. HEATHROW ANIMAL RECEPTION CENTRE - ANNUAL REVIEW OF FEES

The Committee considered the report of the Executive Director, Environment noting the Corporation's statutory duties under the Animal Health Act 1981 and related legislation, which are delivered by the Animal Health and Welfare Service (AHWS).

The Committee noted the increases sought of between 5% and 20% to be applied to the Schedule of Charges in respect of services provided at the Heathrow Animal Reception Centre (HARC).

The Committee also noted the request for the introduction of higher fees for services delivered to airlines that do not use HARC for all of their live animal throughput into Heathrow, noting that airlines that use the alternative Border Control Post (BCP) for pet animal imports (and only use HARC for the species that cannot be handled by this BCP) should be charged at a higher rate for those services.

Members noted that a printing error resulted in some figures in appendix 2 not being shown and that the Committee agreed that the listed fees for licensing services delivered by the Animal Health Team are to be considered at the January 2026 meeting.

Referencing this point in section 4 of the report; *“[the Committee] approved a delegated authority to the Executive Director of Environment to amend the fee structure by up to 20% per annum...”* a Member sought confirmation that the 20% variation can still be applied. The meeting noted that the 20% adjustment does still apply.

A Member sought confirmation that the differential pricing strategy is in line with the relevant legislation. The meeting noted that all fees are in line with applicable legislation, noting in particular section 14 of the report setting out the legal implications.

RESOLVED, That the Committee

1. Approve the HARC Byelaws presented in appendix 1, with additional fees for non-HARC designated airlines, effective from April 2026. (Option iii); and
2. Recommend to the Court of Common Council that the approved Byelaws be made, and that the Comptroller and City Solicitor be instructed to seal the Byelaws accordingly.

5. ENVIRONMENT DEPARTMENT BUSINESS PLAN 2025/26

The Committee received the report of the Executive Director of Environment setting out the mid-year update on progress made towards delivering the Environment Department's high-level Business Plan 2025-30 by the service areas that fall within the remit of the Committee:

- Port Health and Public Protection; and
- The Cleansing Service

Members noted the key performance information summarised within the report and presented in more detail at Appendices 1 and 2, noting that overall performance during the period from 01 April to 30 September 2025 has been positive with all priority workstreams and associated performance measures remaining on track to meet their targets.

A Member asked for more information on the data given relating to the percentage checks undertaken on low and medium risk food and feed imports shown in appendix 2. The meeting noted that the checks are currently on track to meet the 100% target, noting also the note 2 shown in the appendix referring to national issues with the processing of imported food and feed. The Committee noted that the report is received by the Committee every six months.

On section 'a' of appendix 1 (air quality data) a Member asked for an explanation of what appeared to be lower targets. The Committee noted that the 94% figure referred to the performance against a 90% target, and that an update in early 2026 will show a revised percentage figure.

A Member asked for further clarification on any progress achieved regarding to section 2 of point 'c' in appendix 1 ('Put in place an agreement for a facility to deliver jury inquests on behalf of His Majesty's Coroner'). The meeting noted that a draft Memorandum of Understanding has been submitted to the court service as part of a process expected to be completed by late March 2026.

Referencing section 10 of the report on the year-end underspend, a Member asked how that underspend will be handled. Members noted that the underspend is likely to be carried forward for specific purposes to be managed by the Deputy Director, and any other sums are to be returned to central funds.

6. RISK MANAGEMENT UPDATE

The Committee received the report of the Executive Director of Environment setting out to the Committee the assurance that risk management procedures in place within the Environment Department are satisfactory and that they meet the requirements of the corporate Risk Management Framework.

Members noted the key risks managed by the following service areas that fall within the remit of the Committee:

- Port Health and Public Protection; and
- The Cleansing Service

Members reviewed the report and the actions being taken by the Environment Department to monitor, mitigate and effectively manage risks arising from their operations.

7. TOBACCO AND VAPES BILL

The Committee received the report of the City Remembrancer outlining the provisions of the Tobacco and Vapes Bill and any implications for the City of London Corporation.

Referencing sections 11-15 of the report, a Member sought confirmation that City of London Police committees and other relevant entities are being kept informed of the matter. The meeting noted that the City of London Police has been kept updated.

A Member asked for more information on funding for monitoring and enforcement. Members heard that final decisions on the Bill have not yet been made, and that enforcement and monitoring strategies will be reviewed after the Bill has passed into law.

In response to a question on whether retailers will inform the Local Authority if they are expecting to sell the tobacco and vape products referenced. Members noted that there is as yet no information on that.

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

One question was forwarded prior to the meeting: the Member asked for further information on cleansing services in the vicinity of St Bride's Church that may be linked to anti-social behaviour, and asked whether more cleansing teams could be deployed to the area.

The meeting noted these points in response:

- Strong enforcement and engagement with local businesses and residents is taking place relating to waste disposal;
- Cleansing schedules have been examined and weekend schedules have been amended; and
- The City works closely with homelessness outreach teams on a proactive basis to address issues of cleansing and homelessness.

These follow-up questions were put:

- A Member asked whether City residents could take bulk waste to the Tower Hamlets disposal and/or recycling facilities and whether any such information could be circulated to residents and managing agents.
- A Member asked for confirmation that Golden Lane bulky waste disposal facilities are available to all City of London residents.

The meeting noted that City residents are able to use the Tower Hamlets bulky waste disposal facility and that other recycling facilities are available within the City of London. A proposal in respect of fees and charges for bulky waste will be submitted to the Committee in early 2026. Members also noted that Golden Lane bulk waste disposal facilities are available to all City of London residents.

- A Member asked for information on the arrangements for Christmas tree collection. The meeting heard that corporate entities have agreed to handle Christmas tree disposal, and residents are offered free collections at the estates till mid-January 2026.

A Member congratulated the waste disposal service on behalf of the residents of Barts Square for their prompt disposal of building waste during mid-November 2025.

- A Member asked for more information on how quickly graffiti could be removed, noting the importance of speedy graffiti removal and the role of police action against repeat offenders.
- A Member asked whether residents and/or volunteers are able to clean up graffiti.

The meeting heard that the City of London will promptly remove graffiti from buildings managed by the organisation, and other owners will be asked to remove graffiti with enforcement mechanisms available, noting that removal of graffiti from a listed building can be more problematic. Members noted that permission from the building owners is required before cleaning up graffiti.

9. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

10. EXCLUSION OF THE PUBLIC

11. NON-PUBLIC MINUTES

The Committee considered the non-public minutes of the meeting of 07 October 2025.

12. NON-PUBLIC APPENDIX

13. PORT HEALTH AND ENVIRONMENTAL SERVICES DEBTORS

The Committee received the report of the Executive Director of Environment.

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

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

The meeting closed at 11.45 am

Chairman

Contact Officer: Jayne Moore
jayne.moore@cityoflondon.gov.uk

DRAFT

Agenda Item 4

City of London Corporation Committee Report

Committee(s): Port Health & Environmental Services Committee - For decision	Dated: 20 January 2026
Subject: Cleansing Services Annual Fees and Charges	Public report: For Decision
This proposal: <ul style="list-style-type: none">• delivers Corporate Plan 2024-29 outcomes• provides statutory duties• provides business enabling functions	Leading on a Sustainable Environment - Provide Excellent Services - Statutory duty to collect and dispose of household and commercial waste under the Environmental Protection Act 1990
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	n/a
What is the source of Funding?	n/a
Has this Funding Source been agreed with the Chamberlain's Department?	n/a
Report of: Katie Stewart, Executive Director Environment	
Report author: Joe Kingston, Assistant Director City Gardens and Cleansing	

Summary

This report sets out the proposed 2026/27 fees and charges for a range of services provided by the City's Street Cleansing, Waste Collection and Public Conveniences operations.

To maintain financial sustainability an increase by Retail Price Index (RPI) of 4.5% as at October 2025 has been applied, where appropriate, for a number of services.

All proposals align with the City's charging policies such as raising revenue to help cover the costs of these services and contributing to the achievement of policy objectives. They are exclusive of VAT, and will take effect from 1 April 2026.

As requested by Members at the last Committee, the financial viability of providing public conveniences is also discussed in the report and officers outline options for varying the entry fee, currently set at 50p.

The report further seeks Member approval of a new fee structure for Fixed Penalty Notices (FPN) for environmental crimes, namely, fly-tipping and littering, which came into force under The Environmental Offences (Fixed Penalties) (England) Regulations 2023 (“the Regulations”) on 31 of July 2023.

The charges proposed in the report, excluding FPN charges, when taken together, are estimated to generate an income of £359,000 in 2026/27.

Recommendations

Members are asked to approve the following charges in the report with effect from 1 April 2026. These are grouped into three sections.

a) Street Cleaning, Waste Collection and Membership Scheme Charges

(Options are presented at paragraphs 20-22)

- Charges for Street Cleaning services to external clients are increased by 4.5% in line with RPI.
- Charges for special events and other ad-hoc works provided to third parties continue to be made at full cost plus 30% to cover the City’s management and administration costs.
- No increase is proposed for bulky waste collections
- The general waste charges for educational establishments are increased by 4.5% and food and recycling collection charges should be maintained at the current level to encourage recycling.
- Charges for the removal of highway obstructions to be increased from £79 to £83 and for the removal of uncollected bagged waste also be increased from £165.52 to £173 for up to 10 bags and £5 per bag thereafter.
- Costs of smart bins (post mounted cigarette bins) sold to businesses be charged at cost plus 30% to cover the City’s administration costs.
- Clean City Awards Scheme membership fees are kept the same.

b) Fixed Penalty Notice Charges

(Options are presented at paragraphs 35-37)

- Approve the proposed new fee structure and discounted rates for Fixed Penalty Notice (FPN) charges for depositing litter and fly tipping.

c) Public Convenience Charges

(Options are presented at paragraphs 47-49)

- Charges for the staffed toilet facilities at Tower Hill and Paternoster Square to remain at 50p per use, but Members to note forthcoming financial pressures and the possibility that this may need to be reviewed later in the financial year.

Main Report

Background

1. Fees and charges are reviewed yearly to ensure that they reflect the City Corporation's priorities and charging policies such as raising revenue to support the continued provision of services and contribute to the corporate policy objectives. They are also reviewed annually as part of the budget setting process within the agreed corporate timeline and are set within the context of value for money.

Current Position

2. The City Corporation has general power under section 93 of the Local Government Act 2003 ("LGA 2003") and under the power of general competence in section 1 of Localism Act 2011 ("LA 2011") to charge a person for a service it provides. They are discretionary services where the City is authorised, not required, to provide and the service receiver has agreed to its provision.
3. However, the income from discretionary services must not exceed the cost of provision as these services are provided on a cost recovery basis under the Local Government Act 2003. Proposed charges for these services are outlined below separated into three distinct sections, each with their own set of recommendations, namely:
 - a) Street Cleansing, Waste Collection and Membership Scheme Charges
 - b) Fixed Penalty Notices
 - c) Public conveniences

a) Street Cleansing, Waste Collection and Membership Scheme Charges

The following charges are proposed, mainly in line with an RPI increase of 4.5%. Options for this section are presented at paragraphs 20-21

Cleansing for Private Landowners

4. The City provides, via its term contractor, cleansing services to two private landowners whose land is open to public use to maintain the land in good order. This is a chargeable service and is revised annually in April. It is proposed to increase charges by 4.5% in line with RPI for those landowners continuing to use the service. The total anticipated income from this service is £9,000 in 2026/27 as shown in Appendix 1.

Special Events Cleansing

5. Several special events are held in the City each year by various organisations. The City arrange for the clean up on request after each event via its term contractor and recharge the event organisers the full cost plus 30% to cover the City's management and administration costs. Increase in costs for these services are covered by the annual contract uplift formula which is linked to staff pay awards and RPI.

6. Income from those services is expected to be circa £60,000 in 2026/27 reflecting the ongoing improvements in business activities in the City.

Removal of Obstructions, Bagged Waste and Fly-Tips

7. Discarded signage and other items are routinely removed from the highway if they pose an obstruction. The City has powers granted under Section 17 of the Local Authorities and Transport for London Act 2003, which empower the removal of the offending items from the highway. Currently there is a charge of £79 for this service and it is proposed that this charge be increased to £83 in line with RPI.

Provision of Pocket Ashtrays and Smartbins

8. The City also provide twin and solo Smartbins to businesses, if requested and this is to be charged at cost plus a 30% administration fee.

Bulky Waste Collection

9. The standard charge for bulky waste collection is currently £42.50. This is a doorstep collection service, and the charge covers up to three items per collection, for example, a three-piece suite. No increase is proposed to this fee to remain comparable with fees charged by neighbouring authorities. It is anticipated to receive an income of £7,000 in 2026/27 based on the current demand for the service.
10. In setting these charges the City is conscious of striking a balance between affordability, support for vulnerable groups, and the need to recover costs. This approach ensures that the service remains accessible while securing some financial sustainability.
11. It is important to note that this service is not self-financing as the expenditure exceeds the revenue generated. With a residential population of approximately eight thousand, demand for the service is too small to cover the cost of providing the service, and it cannot be reduced below a certain level to match the income.
12. The estimated net annual cost of delivering the service is £36,000, compared to an anticipated income of £7,000, resulting in a shortfall, although this is budgeted it should be noted by the committee that full cost recovery is not being achieved.
13. Under section 45 of the Environmental Protection Act 1990 local authorities are required to collect household waste including bulky waste. They have discretion, however, to charge or not to charge for bulky waste collections which the vast majority of Local Authorities choose to do.

Clean City Awards Scheme

14. The Clean City Awards Scheme is a membership-based scheme with City businesses paying fees to be members of the scheme. They benefit from best practice meetings, attendance at an annual awards dinner and access to several resources for advice and guidance around sustainability. The current charges are in Appendix 4.
15. The anticipated income from membership fees is £20,000 based on the current membership level. A nil increase is proposed to the fee structure, this is subject to a full review of the delivery and charging model, which is currently being undertaken in close collaboration with other areas of the organisation such as the Climate Action team.

Educational Establishments and Charities

16. Collection and disposal of waste from schools and educational institutions in the City are chargeable under the Controlled Waste (England and Wales) Regulations 2012 (CWR 2012). The exception to this in the City is The Aldgate School as this school is wholly state funded and therefore, only the collection cost is chargeable.
17. To promote more recycling, it is proposed to maintain food waste and recycling waste charges at their current level whilst increasing the general waste charges by 4.5% in line with RPI, as detailed in Appendix 2.
18. The anticipated income from these schools and educational institutions, as detailed in Appendix 3, is £53,000 based on the existing number of customers, containers / bags in use and frequency of collection. However, there is a risk that they could opt to seek services from other service providers.
19. Waste from charities is collected as commercial waste under the Controlled Waste Regulations (CWR) 2012, whilst waste from places of religious worship is classified as household waste and the City makes no charges for either collection or disposal.

Options

20. **Option 1** - Agree the proposed charges to commence from 1 April 2026 as detailed and explained in paragraphs 4-19. **Recommended**.
21. **Option 2** - To keep charges at current levels. This would increase pressure on services as service costs will increase. This would require compensatory savings to be made from frontline services. **Not recommended**.
22. **Option 3** – To increase fees and charges higher than those proposed. This could put the City out of step with commercial providers and other Local Authorities and may result in a loss of business. **Not recommended**.

Proposals

23. There is a need for continuous price review of those services offered and income generated to avoid any service reductions. The proposed fees and charges are competitive within the market environment operated by other local authorities and the services offered are not inappropriately subsidised.
24. Officers have set charges to recoup the total cost of providing a service including overheads wherever possible, whilst also enabling them to influence demands and to offer subsidised services to those who are vulnerable to encourage use and service access. The proposed fee structure ensures a fair and reasonable price for all services reflecting the ability of the community and organisations to pay.

b) Fixed Penalty Notice Charges

25. The Environmental Offences (Fixed Penalties) (Amendment) (England) Regulations 2023 came in to force on 31 July 2023. The regulations increased the maximum level of Fixed

Penalty Notices (FPN) that Local Authorities (LAs) can levy for environmental offences such as fly-tipping and littering.

26. The legislation allows for Local Authorities' discretion in setting the FPN levels up to the maximum permitted charge, and whether or not to offer a discounted rate for early payment. This flexibility ensures that the FPN charges can be set at an affordable level locally to encourage behaviour change.
27. The two relevant offences which are enforced by City Enforcement Officers are for littering and fly-tipping. The City currently applies the maximum charge for these offences available under the previous legislation. This maximum has been in place for 8 years.
28. The new, maximum penalty charges represent a significant increase. Officers are recommending increasing the FPN levels for these offences, but not to the maximum level. The proposals are set out in the table below.

Offence	Current Penalty Charge Maximum	New Penalty Charge Maximum	Proposed New Charge
Littering (EPA 1990 s.87)	£150	£500	£300
Fly-tipping (EPA 1990 s.33)	£400	£1000	£600

29. Officers believe that this approach strikes the correct balance between being proportionate and reasonable whilst also being significant enough to encourage compliance and is broadly in line with the approach taken by neighbouring local authorities.
30. Increasing the level for FPNs to the maximum upper limit may create the perception that the increase is being used to generate income for the City. The guidance from DEFRA is that FPNs should not be used for revenue purposes, but to encourage compliance.
31. In addition, offenders could claim that maximum charges are unaffordable and therefore, they may seek legal remedies through the court. This route increases the administrative burden for officers and means they are required to spend less time on street and more time collating case files. Any fees which are recovered through this route are also paid to the court and not the Corporation.
32. Officers are also proposing the inclusion of a discounted rate for early payment set at 50% of the full penalty charge. This discounted rate would be applied if payment is made within 10 days. In setting the level of discounted rate, the City is also mindful of setting it at a level that will act as a deterrent to offences whilst fulfilling its duty to ensure its land is kept clear of litter and refuse. Proposed rates are included in the table below.

Offence	Current Penalty Charge	Current Discounted Rate	Proposed Penalty Charge	Proposed Discounted Rate
Littering (EPA 1990 s.87)	£150	£80	£300	£150
Fly-tipping (EPA 1990 s.33)	£400	£180	£600	£300

33. Using a discounted payment also helps reduce the number of cases advancing to the court system, and encourages prompt payment. This is a practice adopted by local authorities for a range of offences under the Environmental Protection Act 1990 and other environmental legislations.
34. It should also be noted that should cases of fly-tipping can ultimately carry a fine of up to £50,000 (unlimited if the case goes to the Crown Court) and offenders could also face a prison sentence of up to five years if they are found to be guilty.

Options

35. **Option 1** - Agree the proposed charges with discounts to commence from 1 April 2026 as detailed above. Officers believe this strikes a reasonable balance between being proportionate whilst also being at a level which will encourage compliance **Recommended**.
36. **Option 2** - To apply charges at the maximum amount permitted. Offenders could argue that due to affordability, they are unable to make payment. A non-payment of the fine would result in prosecution which is resource intensive. **Not recommended**.
37. **Option 3** – Maintain charges at the current level. Although good levels of compliance are currently being achieved, the increase in FPN levels will allow for stronger incentives to increase compliance further. **Not recommended**.

Proposals

38. If agreed the proposed charges will be implemented from 1 April 2026. Officers will include an update in next year's report which will review the impact changes in penalty charge levels have had on compliance and income.

Public Conveniences Charges

39. Following a report on Public Conveniences to the October meeting of your Committee, Members requested further information on the charges, income and expenditure for staffed public conveniences and the effect which varying these charges would have.
40. The use of public conveniences at Tower Hill and Paternoster Square had improved over the years since the pandemic, although this year footfall is slightly down on previous years. Income levels still remain some way off the amount required to make the service break even (with a net cost in 2024/25 of £556,000), a fact that was highlighted in a recent internal audit of the Environment Department's various service fees and charges.
41. The current entrance fee of 50p has remained the same since its introduction over 10 years ago to ensure affordability for users, despite rising operational and maintenance costs. As this is a non-statutory, discretionary service, local authorities can choose whether or not they charge for the service and at what level, however the City's Financial Regulations require that all fees and charges should fully recover costs or where this objective cannot be met the reasons must be submitted to the relevant Service Committee.

42. The income from these facilities is anticipated to be £210,000 in 2026/27, below the level achieved in the last full year of income of £253,000 in 2024/25.

43. The cost of running these staffed facilities and the impact varying charges would have is outlined in the table below. It should be noted that these figures are based specifically on 2024/25 (the last full year income and expenditure figures are available) given varying levels of income and increase in costs, these figures would be subject to variation in future years.

	50p charge 24/25 Actual	£1 charge 24/25 Adjusted	no charge 24/25 Adjusted
Local risk cost (24/25)	£ 645,000	£ 645,000	£ 645,000
Overheads (24/25)	£ 164,000	£ 164,000	£ 164,000
Income	£ 253,000	£ 506,000	£ -
Total cost	£ 556,000	£ 303,000	£ 809,000

44. By way of comparison, charging for public conveniences varies greatly both locally and in other European cities. Locally, Islington and Kensington and Chelsea, provide their council-owned facilities free of charge whilst Westminster charges between 50p to 80p. Privately owned facilities at locations, such as Camden Market and Covent Garden charge more, £1 and £1.50, respectively. Network Rail removed charging for the use of their facilities in 2019. Paris abolished charging in 2006, Berlin offers free use whilst Madrid charges fees ranging from €0.10 to €0.50. In Rome toilet fees range from €0.50 to €1.50.

45. Members also requested information on the breakdown between contactless and cash transactions. The current split for the past twelve months is approximately 70% contactless usage vs 30% cash, representing an income split of £177,000 for contactless and £76,000 for cash (based on 24/25 income levels). Cash collection currently costs £21,000 pa, whilst costs for using the contactless equipment and software are 5% of the transaction fee and therefore £9,000. Officers believe there is still justification for providing both but it is proposed to keep this under review.

46. The City's current financial position is that City Fund is expected to move into a deficit in 2027/28, and the impact of the Fair Funding Review is still being assessed. The net cost of operating these public conveniences has been absorbed within the Environment Department's budgets for 2026/27 but it is possible that all departments will be asked to identify significant savings in the coming months in order to close the City Fund deficit. In this context it is likely that the provision of non-statutory services will come under increased scrutiny and although there is no pressing need to reduce the costs of this specific service at the time of writing the recommended option below may need to be revisited.

Options

As per Members' request Officers have considered three scenarios for varying charges, and their implications on local risk.

47. **Option 1** - Maintaining the current charge at 50p is budgeted for and is sustainable within the current budget envelope. However, it will mean that due to rising costs the

deficit will continue to grow. **Recommended**

48. **Option 2** - Increasing the charge to £1 would still allow for a single coin transaction and means that the rising costs of service provision are absorbed and the local risk budget is under less pressure moving forward. It should be noted that increasing charging may result in a reduction in footfall which is difficult to predict. **Not Recommended**
49. **Option 3** - Removing the charge completely would mirror the free to use public toilets at locations such as Network Rail stations but would drastically increase the pressure on local risk budgets and mean that compensatory savings would have to be sought elsewhere in the service. It would however be welcomed by members of the public and visitors to the City's main attractions. **Not Recommended**

Proposals

50. As the projected net cost of service provision with the current fee level can be met within the Environment Department's overall local risk budget envelope for 2026/27, it is recommended that charging levels remain the same at 50p for the time being.

Corporate & Strategic Implications

51. **Strategic implications** - effective street cleansing and waste collection services contribute to the objectives of the City's Corporate Plan 2024/29 to lead on a Sustainable Environment and Provide Excellent Service.
52. Effective enforcement through the Environment Offences Regulations 2023 contributes to the objectives of the City's Corporate Plan 2024/29 and leads to a Sustainable Environment exercising its duty to ensure its land is a kept clear of litter and refuse.
53. **Financial implications** – The setting of appropriate levels of fees and charges is key to ensuring the ongoing financial stability of core cleansing services.

Description	Forecast Income £'000
Private Land Cleansing	9
City Events – Street Cleansing	60
Clean City Awards Scheme Membership	20
Collections from Educational Institutions	53
Bulky Waste Collections	7
Public Conveniences	210
Total	359

54. The proposed 2026/27 charges should produce an estimated income from the services detailed in this report of £359,000.

55. **Resource implications** - None

56. **Legal implications** - The fees and charges detailed in this report are discretionary services that the City is permitted to provide but not required by law. The income from those services do not exceed the cost of provision (both direct and indirect costs) as

these services are provided on a cost recovery basis under Local Government Act 2003 (“LGA 2003”) and under the power of general competence in section 1 of Localism Act 2011 (“LA 2011”) Act 2003

57. The Environmental Offences (Fixed Penalties) (Amendment) (England) Regulations 2023 (“the Regulations”) amend the FPN levels in respect of fly-tipping and littering. The proposals set out in this report reflect changes in legislation and changes to existing fee structure which are legally permissible

58. **Risk implications** – None

59. **Equalities implications** - Under Section 149 of the Equality Act 2010, the City has a public sector equality duty to have ‘due regard’ to the need to eliminate discrimination and to advance equality of opportunity and foster good relations between those who share a “protected characteristic” and those who do not. Such characteristics have been carefully considered and factored in to ensure the proposals in the report do not unduly affect people with a protected characteristic.

60. **Climate implications** – None

61. **Security implications** - None

Conclusion

62. All statutory and non-statutory fees and charges increase annually, or they are frozen as deemed fit in some cases. The proposed charges for 2026/27 set out in this report are aimed at maintaining a good standard of City’s Street Scene, encouraging sustainable waste management, safeguarding the full recovery of income from services, and operating in a competitive environment.

63. Local Authorities can set fines for Fixed Penalty Notices within the legislative framework. The proposed penalty charges are set at a level which will act as a deterrent to offending whilst fulfilling its duty to ensure its land is kept clear of litter and refuse. They promote changes in behaviour whilst not charging a penalty disproportionate to the offence committed and discouraging cases proceeding to the court system which is resource intensive for the City.

Appendices

- Appendix 1 – Cleansing Service Charges to Private Landowners
- Appendix 2 – Charges for Schools
- Appendix 3 – Estimated School Income
- Appendix 4 – Clean City Awards Fees

Background Papers None attached.

Joe Kingston

Assistant Director, Gardens and Cleansing

T: 020 7332 4972

E: joe.kingston@cityoflondon.gov.uk

Appendix 1 - Cleansing Service Charges to Private Landowners

Customer	Current Charge 2025/25	Proposed Charge 2026/27
	£	£
Drapers Hall, Footpaths adjacent to Drapers Hall, Throgmorton Avenue	2,610	2,727
Carpenters Hall, Footpaths adjacent to Carpenters Hall, Throgmorton Ave (twice daily sweeping)	6,281	6,564
Total	8,891	9,291

Note: VAT is applicable to these charges.

Appendix 2 – Charges for Schools

Container Type	Current Charge	Proposed Charge	Percentage Increase
	2025/26 £	2026/27 £	
General Waste Bag – roll of 50	136.18	142.31	4.5%
General Waste – 1100L bin per lift	21.28	22.24	4.5%
General Waste – 240L bin per lift	6.80	7.11	4.5%
Recycling Bag – roll of 50	42.50	42.50	0%
Recycling Waste – 240L bins per lift	1.50	1.50	0%
Recycling Waste – 660L bins per lift	3.00	3.00	0%
Recycling Waste – 1100L bins per lift	4.00	4.00	0%
Food Bin – 140L per lift	11.50	11.50	0%
Food Bin – 500L per lift	45.00	45.00	0%
<i>Note: VAT is applicable to these charges</i>			

Appendix 3 – Estimated School Income

Educational Institution	Type of Institution	Estimated Income 2026/27 £'000
The Aldgate School	State School	8
City of London School	Independent	11
City of London School for Girls	Independent	17
St Paul's Cathedral School	Independent	14
New Park Nursery	Nursery	3
	Total	53

Appendix 4 – Clean City Awards Fees

Type of Business	Current Charge 2025/26 £	Proposed Charge 2026/27 £
Small Business	50	50
Facilities Management ***	250	250
Large Business	750	750

*** if more than one site, an additional charge of £50 is made per site.

Agenda Item 5

City of London Corporation Committee Report

Committee(s): Port Health and Environmental Services Committee – For decision	Dated: 20/01/2026
Subject: Cemetery and Crematorium Fees and Charges 2025-2026	Public report: For Decision
This proposal: <ul style="list-style-type: none">• delivers Corporate Plan 2024-29 outcomes• provides statutory duties	Providing Excellent Services Dynamic Economic Growth
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	£N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of:	Katie Stewart Executive Director Environment
Report author:	Graham Holmes Assistant Director Cemetery & Crematorium

Summary

Fees and charges for the services provided at the City of London Cemetery and Crematorium are reviewed annually, and this report presents the proposals for 2026/27.

The report proposes price increases of various amounts after careful benchmarking against other providers in the sector and a review of our costs, considering our enhanced service, options and presentation of the site. The Cemetery and Crematorium continue to offer a wide range of cremation and burial options; we have increased the range of services significantly over the past two years, to ensure that we cater to a range of needs and budgets.

The proposed increases are set to help us in our aim towards achieving a break-even position for the Service considering the rise in our expenditure and to ensure our fees are in line with other providers in the local area.

Recommendation(s)

Members are asked to:

- Agree the fees and charges as set out in this report and shown in Appendix 1 for implementation with effect from 1 April 2026 (Option 1); and
- Agree the fees and charges for direct burials as set out in section 6 of Appendix 2 (Non-Public) for implementation with effect from 1 April 2026.

Main Report

Background

1. The City of London Cemetery and Crematorium carry out an annual review of its fees and charges, and the new fees come into force on 1 April each year. This report sets out the proposed fees and charges for the year 2026/27 for your Committee's approval.

Current Position

2. The strategy used when setting fees and charges in previous years has been to keep prices affordable, maintain choice and increase income to meet the needs of the service and to operate as close to a break-even position as possible. Last year's fees were increased by 4% for most of our services, and 8% on new Memorial Garden leases.
3. The cost of funerals has climbed significantly in recent years but has now stabilised. The City of London Cemetery and Crematorium has considered this when offering a range of funeral choices and in the setting of fees and charges. The service therefore provides choice and prices to ensure that burial and cremation remain affordable.
4. When setting fees in a competitive market, it is also critical to consider those charged by our competitors. We have therefore reviewed the fees and charges of other local authorities and private companies in the surrounding areas. Tables 1 and 2 below provide a comparison of the current cremation and lawn grave fees of surrounding local authorities and private companies: these have been provided in detail as indicative benchmarks. It is envisaged that all these fees will rise in 2026 by similar amounts to our proposed increase
5. A full list of proposed burial and cremation charges at the City of London Cemetery and Crematorium is provided at Appendix 1: these include a wide variety of funeral options ranging from early morning "Direct" cremation slots with no service, to longer weekend funeral times; and from burial in a public or woodland grave through to large, constructed graves or catacomb loculi with 100-

year leases. This wide range helps to ensure choice and that more affordable options remain despite price increases.

6. Table 1: Comparison of Crematorium Fees and Charges

<u>Crematorium</u>	<u>Distance</u>	<u>Std Fee</u>	<u>Length</u>	<u>Early Fee</u>	<u>Sat Fee</u>	<u>Sun Fee</u>	<u>Slot</u> <u>Direct</u>
Manor park (Private)	0.5 Miles	£1,060	30 mins	£750	£1,900	£1,900	N/A
East London (Dignity)	3.4 Miles	£1,095	40 mins	£835	£1,419	£1,879	£550
Forest park (Westerleigh)	6.5 Miles	£1,245- £1,345	40 mins	£895- £995	£1,345	£1,545	£545
New Southgate (Westerleigh)	12.0 miles	£1,025- £1,125	40 mins	£745- £995	£1,125	£1,325	£545
Enfield (Dignity)	14.5 Miles	£1,195- £1,295	40 mins	£835	£1,295	£2,320	£550
South Essex (local authority)	15.3 Miles	£1,175	40 mins	N/A	£1,855	£1,855	£324
Parndon Wood (Westerleigh)	17.7 miles	£1,245- £1,345	40 mins	£895- £995	£1,345	£1,545	£545
Bentley (Dignity)	22.6 Miles	£1,295	40 mins	£850	£1,675	£2,252	£550
City of London 2025-2026		£1,125	40 mins	£595	£1,549	£1,795	£495
City of London 2026-2027 - Proposed		£1,193	40 mins	£595	£1,642	£1,903	£525

Table 2: Comparison of Cemetery Fees and Charges

<u>Cemetery</u>	<u>New lawn grave (30yr lease)</u>	<u>Burial Fee (Current)</u>
	<u>inc 1st internment</u>	
East London	£4,249	£1,669
Manor Park	£5,540	£2,205
Forest Park	(Res) £3,590	(Res) £1,670
	(Non-Res) £6,031	(Non-Res) £1,670
South Essex	(Res) £3,728	(Res) £1,462
	(Non-Res) £7,456	(Non-Res) £2,924
Enfield	£7,298	£1,899
New Southgate	Standard Grave £9220	£2,880
City of London (Heritage Grave)	£4,423	£1,963
City of London (virgin soil) Lawn	£6,034	£1,963
Proposed fee for	Heritage £4,723	£1,963

	Virgin Soil Lawn £6,553	
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Note: City of London Residents will receive a reduction of £596.50 on the proposed fees from both tables

Options

7. **Option 1** - Agree the proposed scale of charges for the year 1 April 2026 to 31 March 2027 as set out in the main list attached as Appendix 1 and explained within this report. **Recommended.**

Option 2 - To keep charges as they are. This would be, in effect, a price cut whilst inflationary increases would still apply to our own expenses. **Not recommended.**

Option 3 - To increase fees and charges higher than those proposed in Appendix 1. This has the risk of putting our fees and charges at the very highest end of the market, making us less competitive. This could result in a reduction in the number of burials, cremations and take up of other services provided at the Cemetery and Crematorium as families choose to go to cheaper neighbouring facilities. It could also contribute to funeral debt and funeral poverty. **Not recommended.**

Proposals

8. Having considered the information set out above and having consulted with the funeral industry and other Department, it is believed that the market can withstand the increases proposed in the following paragraphs and listed in Appendix 1.

9. The level of increase proposed for 2026/27 is between 4% and 12%, matching the market and restructuring our memorial garden prices to ensure all memorials follow the same incremental charges over the various lease lengths. This will increase our cremation fee to £1,193; it is felt that any greater increase at this time would not be prudent and make the service uncompetitive.

10. The Cemetery and Crematorium offer a proposed woodland grave fee, including burial of £3,553 and a heritage grave (reuse grave) fee of £4,723 which allows for a memorial. At the opposite end of the fee structure the proposed charge for a new fully constructed vault grave will be £49,463. The service will extend its Heritage Roadside grave at a fee of £6,193 which offers premium location whilst still more affordable than a standard virgin lawn grave and re-introducing classic lawn graves for the first time in over 20yrs for £7,753 (inc. the memorial). This offers a choice to suit a wider range of families.

11. The Cemetery and Crematorium are only looking to uplift fees and charges to protect our cost recovery model against increased overheads. We do not envisage that this increase will affect our market share due to the level of service provided and improvements to our cremation chapel offers, increased grave

options, and the general vista of the grounds, and the price increases that will be made by our local competitors.

12. Options such as early cremation services at a lower fee ensure that those families on low income can still choose the City of London as a choice for the funeral of a loved one and our proposed fee of £525 for funerals with no service means that families choosing to have a funeral service elsewhere (at a local church for example) can do so, whilst bringing us slightly below fees charged at our local competition to attract more business in this currently increasing sector. This means that our proposed cremation fees range from £525 up to £1,903 for those with a full service in our chapel on a Sunday.
13. This report sets out proposals for an increase in fees and charges for most services in the City of London to align us better within the sector. This proposal is made after careful benchmarking as set out in the tables above and is intended to increase income whilst allowing us to continue growing the offer of affordable burial and cremation as well as a range of choices to bereaved families in the areas served.

Corporate & Strategic Implications

14. The proposals referred to in this report aim to achieve the following Corporate Plan aims of:

- Providing Excellent Services
- Dynamic Economic Growth

Financial implications

15. The Cemetery and Crematorium is expected to operate as a not-for-profit service and to meet all costs, where possible. We will achieve this by introducing a new pricing plan and by careful management of expenditure, whilst trying to avoid a reduction in the quality of maintenance and the service provided to bereaved families.

Committee should note that the services provided by The Cemetery and Crematorium are at the point of need and whilst we may retain our percentage share of the market, any regional trend in death rates may create unpredictability around the achievement of income.

In addition, please refer to non-public appendix 2.

Resource implications

16. The recommendations in this report have no additional resource implications.

Legal implications

17. The City of London Corporation is empowered to make fees and charges for the services provided at the Cemetery and Crematorium under powers provided within Article 15(1) of the Local Authorities Cemeteries Order 1977 and section 9 of the Cremation Act 1902. Such fees must be properly incurred.

Risk implications

18. Business risks are not changed by the recommendations in this report.

Equalities implications

19. The recommendations in this report should have no impact (positive or negative) on people protected by existing equality legislation – age, disability, gender reassignment, race, religion, sex, sexual orientation, marriage and civil partnership and pregnancy and maternity. There is no fee for the cremation and service of a child up to 18 years, and the burial fee for a child is reduced by the current full cremation fee.

Climate implications

20. There are no climate implications from the recommendations in this report.

Security implications

21. There are no security implications from the recommendations within this report.

Conclusion

22. This report sets out proposals for an increase in fees and charges for most services at the City of London Cemetery and Crematorium to align us better within the sector. This proposal is made after careful benchmarking as set out in the tables above and is intended to increase income whilst allowing us to continue growing the offer of affordable burial and cremation as well as a range of choices to bereaved families in the areas served.

Appendices

- Appendix 1 – Itemised proposed Fees and Charges 2026/27
- Appendix 2: Non-public - Financial implications

Graham Holmes

Assistant Director Cemetery and Crematorium

T: 0208 8539836

E: graham.holmes@cityoflondon.gov.uk

Cremations							
Day		Time	Type	Duration 25/26	Fees 25/26	Duration 26/27	Fees 26/27
Monday - Friday		0800-0900	No Service	Nil	£495	Nil	£525
		0830-1000	Adult	30 min	£595	30 min	£631
		1015-1700	Adult	40 min	£1,125	40 min	£1,193
		0830-1700	Adult	80 min	£1,758	80 min	£1,863
		0830-1700	Under 18	40 min	FoC	40 min	FoC
		Additional Time	1015-1700	40 min	£633	40 min	£671
Saturday		0930 & 1130	All	60 min Max	£1,549	60 min Max	£1,642
Sunday		0930 & 1130	All	60 min Max	£1,795	60 min Max	£1,903
Webcasting - Where Available					£72		£76
Single Image					FoC		FoC
Slideshow - Max 25 images, no music					£41		£43
Slideshow - Max 25 images, with music					£82		£87
For every additional 25 images					£24		£25

Burials	Grave Type		Duration of Church service	Fees 25/26	Duration of Church service	Fees 26/27
Burial in a Private Grave	Lawn	Adult	30 Mins	£1,963	30 Mins	£1,963
		Under 18	30 Mins	£836	30 Mins	£836
	Traditional	Adult	30 Mins	£2,194	30 Mins	£2,194
	up to 7' x 3'	Under 18	30 Mins	£1,067	30 Mins	£1,067
	Traditional	Adult	30 Mins	£2,425	30 Mins	£2,425
	over 7' x 3'	Under 18	30 Mins	£1,298	30 Mins	£1,298
Burial in a Public Grave		Adult	30 Mins	£1,963	30 Mins	£1,963
		Under 18	30 Mins	£836	30 Mins	£836
		Baby	30 Mins	£693	30 Mins	£693
Burial in the Baby Garden		Baby	30 Mins	£418	30 Mins	£418
Additional Chapel Time		Weekday	15 Mins	£210	15 Mins	£210
		Saturday	30 Mins	£419	30 Mins	£419
		Sunday	30 Mins	£624	30 Mins	£624

Price on application for larger graves and vaults

New Private Graves		Lease (in years)	25/26 fees including 1 st interment	26/27 fees including 1 st interment	Ground Only 25/26 Fees	Ground Only 26/27 Fees	Lease Extension 25/26 Fees	Lease Extension 26/27 Fees
Woodland	30	£3,433	£3,553	£1,470	£1,590	£49	£53	
	45	£4,168	£4,348	£2,205	£2,385			
	60	£4,903	£5,143	£2,940	£3,180			
	75	£5,638	£5,938	£3,675	£3,975			
Heritage General	30	£4,423	£4,723	£2,460	£2,760	£82	£92	
	45	£5,653	£6,103	£3,690	£4,140			
	60	£6,883	£7,483	£4,920	£5,520			
	75	£8,113	£8,863	£6,150	£6,900			
Heritage Roadside	30	£5,743	£6,193	£3,780	£4,230	£126	£141	
	45	£7,633	£8,308	£5,670	£6,345			
	60	£9,523	£10,423	£7,380	£8,460			
	75	£11,413	£12,538	£9,450	£10,575			
Lawn	30	£6,043	£6,553	£4,080	£4,590	£136	£153	
	45	£8,083	£8,848	£6,120	£6,885			
	60	£10,123	£11,143	£8,610	£9,180			
	75	£12,163	£13,438	£10,200	£11,475			
Classic Lawn	30	N/A	£7,753	N/A	£5,790	N/A	£193	
	45	N/A	£10,648	N/A	£8,685			
	60	N/A	£13,543	N/A	£11,580			
	75	N/A	£16,438	N/A	£14,475			
Large lawn		Lease Extensions only					£143	£163
Heritage Large (Where available)		50	£10,663	£11,713	£8,700	£9,750	£174	£195
Traditional Conservation	50	£7,813	£8,513	£5,850	£6,550	£117	£131	
	75	£10,738	£11,788	£8,775	£9,825			
Traditional non-constructed	75	£15,388	£11,613	£13,425	£14,475	£179	£193	
	100	£19,863	£1,963	£17,900	£19,300			
Traditional part constructed	100	£29,025	£16,313	£26,600	£28,700	£266	£287	
Vault – Constructed	100	£46,425	£49,463	£44,000	£47,500	£440	£475	
Catacomb	100	£11,063	£6,913	£9,100	£9,900	£91	£99	

*All the above fees are reduced by £1125 for Under 16's.

Option	Fees 25/26	Fees 26/27
Burial of Ashes in a Lawn Grave (Maximum Depth)	£1,365	£1,447
Burial of Ashes in a Traditional grave (Maximum depth)	£1,466	£1,554
Burial of Ashes in a Woodland grave (in an eco urn)	£386	£409
Strewing of Ashes from other crematoria	£244	£259
Scattering of Ashes on a Lawn Grave	£244	£259
Scattering of Ashes in Garden of Rest (if cremation carried out at City of London)	Free	Free
Storage of Ashes –first two months	Free	Free
Storage of Ashes –after two months (per month)	£45	£48
Storage of Ashes –annual fee	£265	£281
Burial of Ashes in a Private Grave* - no Landing	£332	£352
Burial of Ashes in a Private Grave* –7'x3' Landing	£486	£515
Burial of Ashes in a Private Grave* –over 7'x3' Landing	POA	POA

* This fee is only applicable for existing graves where interments have already occurred and where no further full burials will take place*

Option	Fees 25/26	Fees 26/27
Classic grave for Ashes (10 years) If available	£1,739	£1,843
Classic Ash Grave lease extension (Per year)	£174	£184
Lawn grave for Ashes (20 years)	£4,458	£4,725
Lawn Grave lease extension (Per Year)	£223	£236

Memorial Gardens								
Lease in years	5	5	10	10	20	20	30	30
Rose bush	£445	£562	£625	£852	£1,029	£1,418	£1,549	£1,932
Flowering border shrub								
Space in heather border								
Space in flower bed								
Standard Rose/Heather Square	£619	£745	£849	£1,190	£1,409	£1,984	£2,079	£2,494
Specimen shrub or tree	£769	£905	£1,295	£1,463	£2,339	£2,569	£3,279	£3,566
Garden Bench	N/A	N/A	£1,595	£1,748	£2,999	£3,269	£4,289	£4,636
Flagstone in pathway	N/A	N/A	£699	£1,041	£1,249	£1,724	£1,819	£2,328

Second dedications in the beds can be arranged for £231 on the remainder of the lease period. Second dedications on the flagstones can be arranged for £231 on the remained of the lease period.

Private Memorial Gardens	Fees 25/26	Fees 26/27	Fees 25/26	Fees 26/27	Fees 25/26	Fees 26/27
Lease in years	10	10	20	20	30	30
24" Garden (up to 4 sets of ashes)	£2,240	£2,389	£3,920	£4,170	£5,600	£5,957
36" Garden (up to 6 sets of ashes)	£3,360	£3,574	£5,880	£6,255	£8,400	£8,936
48" Garden (up to 8 sets of ashes)	£4,480	£4,766	£7,840	£8,340	£10,840	£11,532

*Family Garden package includes the first interment. Our range of memorial designs includes plaques, open books, and heart-shaped options, with or without vase attachments. These unique memorials are available exclusively through our service at an additional cost.

Subsequent dedications in the beds can be arranged for £231 on the remainder of the lease period.*

Memorial Garden - Outdoor niches	Fees 25/26	Fees 26/27	Fees 25/26	Fees 26/27	Fees 25/26	Fees 26/27
Lease in years	10	10	20	20	30	30
Niche with inscribed Aluminium tablet	£1,549	£1,891	£2,999	£3,179	£4,279	£4,536
Memorial Garden – Baby Niche	Fees 25/26	Fees 26/27	Fees 25/26	Fees 26/27	Fees 25/26	Fees 26/27
Lease in years	10	10	20	20	30	30
Niche with inscribed Granite tablet	£759	£807	£1,379	£1,467	£1,989	£2,116
Columbarium - Indoor Niches	Fees 25/26	Fees 26/27	Fees 25/26	Fees 26/27	Fees 25/26	Fees 26/27
Lease in years	10	10	20	20	30	30
Niche	£999	£1,089	£1,549	£1,992	£2,099	£2,475
Niche with a gate	£1,309	£1,638	£1,939	£2,958	£2,499	£4,230
Large Niche	£1,449	£1,886	£2,219	£3,392	£2,915	£4,361

* For subsequent City Casket or urn placed in the niche within the outdoor or indoor niches £231*

Plaques	Fees 25/26	Fees 26/27
Replacement Memorial Garden plaque	£83	£88
Replacement Memorial Bench Plaque (large)	£125	£133
Plaques for elsewhere	£108	£114
Plaques for elsewhere with concrete post £	£129	£137
Postal return of up to two plaques	£30	£32
Replacement aluminium tablet for Memorial Garden niches	£249	£264
Baby Garden Memorial Wall Plaque –five years	£128	£136
Baby Garden Memorial Wall Plaque - ten years	£255	£270
Temporary grave marker (small plaque with stem)	£29	£31
Temporary grave marker (Large)	£59	£63
Urns and Caskets	Fees 25/26	Fees 26/27
City Oak	£116	£116
Classic Oak	£121	£121
Regal Oak	£128	£128
Metal Urn	£105	£111
Biodegradable urn	£98	£104
Mandalay urn	£64	£68
Sealing of metal Urn or casket inc overseas certificate and urn	£168	£178
Sealing and certificate only (container purchased separately)	£75	£80
Grave Transfers	Fees 25/26	Fees 26/27
By private Statutory Declaration, Probate or Letters of Administration	£75	£80
By assignment assent or City Statutory Declaration	£125	£133
Combination of the above	£180	£191

Duplicate documentation		Fees 25/26	Fees 26/27
Options		Fees 25/26	Fees 26/27
Duplicate Cremation Certificate		£18	£19
Duplicate Deeds (only possible after 1997)		£35	£37
		Fees 25/26	Fees 26/27
Renovation of an existing memorial and/or any other minor works completed insitu		£99	£105
Inscription to an existing memorial and / or any other works completed insitu		£144	£153
Removal and / or installation of a tablet, lawn or traditional memorial		£270	£286
Raise and level landing		£231	£245
Dowel and cement headstone		£231	£245
Dowel and cement headstone and kerbs		£426	£452
Renovate and Clean Memorial		POA	POA
Supply and install landing - 7 x 3' x 6"		£533	£565
Supply and install landing - 6'6" x 2'6" x 6"		£474	£502
Genealogy Searches		Fees 25/26	Fees 26/27
Burial registers Search where <u>exact</u> date of death is not known (per name, per year)		£105	£111
Burial registers Search where exact date of death is known (1856–1956)		£27	£29
Burial registers Search where exact date of death is known (1956–present)		Free	Free
Cremation Search registers from 1904–1998–where exact date is not known (per name, per year)		£105	£111
Cremation Search 1904–1956 where exact date is known		£27	£29
Cremation Registers –From 1956–present, where exact date is known		Free	Free

Book of Remembrance	Fees 25/26	Fees 26/27	Fees 25/26	Fees 26/27	Fees 25/26	Fees 26/27	Fees 25/26	Fees 26/27	Fees 25/26	Fees 26/27
Inscription in Remembrance book (including online/electronic books)	2 lines	2 lines	5 lines	5 lines	5 with flower/crest	5 with flower/crest	8 lines	8 lines	8 with flower/crest	8 with flower/crest
With Inscribed Replica - White Card	£161.00	£174.00	£208.00	£221.00	£355.00	£378.00	£279.00	£296.00	£412.00	£439.00
With Inscribed Replica - paper book	£178.00	£190.00	£230.00	£245.00	£366.00	£390.00	£296.00	£314.00	£424.00	£452.00
With Inscribed Replica - simulated leather book	£218.00	£232.00	£281.00	£299.00	£422.00	£449.00	£416.00	£443.00	£538.00	£573.00

Grave Care

Planting of flowers twice annually (seasonally dependant)	Fees 25/26	Fees 26/27
Lawn graves	£116	£123
Traditional private grave	£162	£172
Traditional brick grave	£240	£254
Larger graves/vaults	£352	£373
Tree ring	£155	£164

Washing and weeding your memorial

Washing and weeding your memorial	Fees 25/26	Fees 26/27
Lawn graves	£78	£83
Traditional private grave	£97	£103
Traditional brick grave	£124	£131

Planting with Thrift

Planting with Thrift	Fees 25/26	Fees 26/27
Traditional private grave	£104	£110
Traditional brick grave	£124	£131
Larger graves/vaults	£157	£166
Turf Banker	£124	£131

Headstone cleaning

Lawn grave (pricing from)	N/A	£199
Traditional grave (pricing from)	N/A	£398

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City of London Corporation Committee Report

Committee(s): Port Health & Environmental Services Committee – For decision	Dated: 20/01/2026
Subject: Revenue and Capital Budgets 2026/27	Public report: For Decision
This proposal: • provides business enabling functions	N/A
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of:	The Chamberlain Executive Director Environment
Report author:	Jenny Pitcairn, Chamberlain's Department

Summary

This report presents for approval the revenue and capital budgets for the Port Health and Environmental Services Committee for 2026/27.

Overall, the proposed revenue budget for 2026/27 totals £23.825m, an increase in net expenditure of £4.254m compared to the 2025/26 budget of £19.571m.

The main changes are:

- An increase in City Surveyor repairs and maintenance, mainly relating to allocation of agreed Cyclical Works Programme in relation to your Committee's properties, £2.313m
- A net increase in central and departmental recharges, £0.534m
- Removal of Unidentified Savings balance, achieved through savings across the Environment Department, £0.753m
- Increases in pay costs due to National Insurance rate change, pay awards, incremental and career grade progression, £0.458m

The proposed budget for 2026/27 has been prepared within the resource envelope allocated to the Executive Director Environment, including an inflation increase of 3%.

Recommendation(s)

Members are asked to:

- a) Note the budget for 2025/26.
- b) Review and approve the proposed revenue budget for 2026/27 for submission to Finance Committee.
- c) Note the approved capital budgets for 2026/27.
- d) Agree that minor amendments for 2025/26 and 2026/27 budgets arising from changes to recharges or for any further implications arising from energy price increases and other reviews and changes to the capital charges during budget setting are delegated to the Chamberlain in consultation with the Executive Director Environment.

Main Report

Background

1. This report sets out the budget for 2025/26 and the proposed revenue budget for 2026/27 for your Committee and under the control of the Environment Department, analysed between:
 - **Local risk budgets** – these are budgets deemed to be largely within the Chief Officer's control.
 - **Central risk budgets** – these are budgets comprising specific items where a Chief Officer manages the underlying service, but where the eventual financial outturn can be strongly influenced by external factors outside their control or are budgets of a corporate nature.
 - **Support services and capital charges** – these cover budgets for services provided by one activity to another. The control of these costs is exercised at the point where the expenditure or income first arises as local or central risk.
2. In the various tables, expenditure, increases in expenditure and reductions in income are shown as positive balances, whereas brackets are used to denote income, increases in income, or reductions in expenditure. Only significant variances (generally those greater than £50,000) have been commented on.
3. The 2025/26 budget and provisional 2026/27 budget, summarised in Table 1 overleaf, are analysed by risk, fund and Chief Officer in Appendix 1.

Table 1 Summary Revenue Budgets 2025/26 and 2026/27	Budget 2025/26	Budget 2026/27	Movement 2025/26 Budget to 2026/27 Budget £'000
	£'000	£'000	
Expenditure	36,325	41,163	4,838
Income	(23,654)	(24,772)	(1,118)
Support Services and Capital Charges	6,900	7,434	534
Total Net Expenditure	19,571	23,825	4,254

4. Your Committee's approved capital budgets are detailed in Appendix 4 and are shown for information as they will be included in the overall published budget books.

Assumptions

5. The budget for 2026/27 incorporates a 3% uplift for inflation in accordance with Resource Allocation Sub-Committee guidelines.
6. The pay award for July 2025 has been approved at 3.2% which is 1.2% above the budgetary provision. Members are to note this increase above the 2% pay inflation allocated for 2025/26 will need to be met through savings within Chief Officers' local risk budgets. Any pay adjustment for 2026/27 has yet to be decided. This has therefore not been reflected in this budget.
7. Members should note this report does not include forecast energy price increases for the 2026/27 financial year, other than the 3% budgetary inflation allowed.
8. The budget for 2026/27 has been prepared within the resource envelope allocated to the Executive Director Environment.

Budget 2025/26 and Proposed Budget 2026/27

9. The proposed budget for 2026/27 totals £23.825m, an increase of £4.254m compared to the budget for 2025/26.
10. Appendix 2 provides an analysis of the budget movements by service from the 2025/26 budget to the 2026/27 budget. The main reasons for the net increase are:
 - Repairs and Maintenance budgets allocated as part of the agreed Cyclical Works Programme (CWP) to clear the backlog of repairs works across the City's operational estate, £2.313m.
 - Removal of Unidentified Savings balance, achieved through savings across the Environment Department, £0.753m
 - A net increase in central and departmental recharges, £0.534m
 - Increases in pay costs due to National Insurance rate change, pay awards, incremental and career grade progression, £0.458m
 - Cleansing contracts price inflation, £0.393m

- Establishment of a Building Safety Enforcement Team, £0.350m
- Changes in fees and charges income:
 - Animal Health Services, £0.328m
 - Cemetery & Crematorium, (£0.475m)
- An increase in transfers from reserves for Port Health, (£0.500m)

11. Appendix 3 contains an analysis of the budget movement, detailing the submissions to your Committee, the progression toward the agreed 2025/26 budget and the development leading to the proposed 2026/27 budget.

Potential Further Budget Adjustments

12. The provisional nature of the proposed 2026/27 budget recognises that further revisions may be required to realign funds for:

- a. Changes to central and departmental support services apportionments as a result of the agreement of the estimates for these services (no changes are at present anticipated)
- b. As noted in paragraph 7, the 2026/27 estimate excludes projected energy price increases for that year. A separate provision will be allocated as needed, if the Chamberlain assesses that energy cost inflation cannot be managed within local risk budgets.

Staffing Statement

13. A summary staffing statement is set out in Table 2 below.

Table 2 Staffing Summary	Budget 2025/26		Budget 2026/27	
Service	Staffing Full-time Equivalent	Estimated Cost £'000	Staffing Full-time Equivalent	Estimated Cost £'000
Public Conveniences	1.3	104	1.3	106
Public Conveniences - agency staff	-	445	-	492
Waste Collection	8.2	667	9.0	737
Street Cleansing	6.5	586	6.3	585
Waste Disposal	4.9	407	4.9	413
Transport Organisation	2.2	154	2.2	158
Cleansing Services Management	5.5	401	4.5	410
Coroner	3.6	344	3.6	394
City Environmental Health	30.4	2,514	33.3	2,916
Animal Health Services	46.2	2,935	43.6	2,963
Trading Standards	5.8	468	5.7	476
Port and Launches	104.5	7,011	101.1	7,199
Cemetery and Crematorium	66.9	3,270	66.9	3,358
Total Port Health and Environmental Services	286.0	19,288	282.4	20,189

Draft Capital and Supplementary Revenue Budgets for 2026/27

14. The latest estimated costs of the Committee's current approved capital and supplementary revenue projects total £5.042m, with a breakdown presented at Appendix 4.

Conclusion

15. This report presents the proposed budget for 2026/27 for the Port Health and Environmental Services Committee for Members to consider and approve.

Appendices (four)

- Appendix 1 – Committee Summary Budget – by Risk, Fund and Chief Officer
- Appendix 2 – 2025/26 Budget to 2026/27 Proposed Budget
- Appendix 3 – Summary of Budget Movements from 2025/26 Budget to 2026/27 Budget (cash limit)
- Appendix 4 – Capital and Supplementary Revenue Project Budgets

Jenny Pitcairn

Chamberlain's Department

T: 020 7332 1389

E: jenny.pitcairn@cityoflondon.gov.uk

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Committee Summary Budget – by Risk, Fund and Chief Officer

Analysis by Service: City Fund	Budget 2025/26 £'000	Budget 2026/27 £'000
LOCAL RISK		
Executive Director Environment		
Public Conveniences	494	598
Waste Collection	2,330	2,242
Street Cleansing	4,388	4,474
Waste Disposal	1,172	1,196
Transport Organisation	383	390
Cleansing Services Management	299	359
Coroner	415	497
City Environmental Health	2,210	2,633
Animal Health Services	(706)	433
Trading Standards	493	505
Ports & Launches	618	344
Cemetery and Crematorium	(1,725)	(1,912)
	10,371	11,759
City Surveyor		
Building Repairs & Maintenance and Facilities Management – All Services	453	472
Cyclical Works Programme – All Services	1,839	4,152
	2,292	4,624
TOTAL LOCAL RISK	12,663	16,383
CENTRAL RISK		
Executive Director Environment		
Coroner	8	8
TOTAL CENTRAL RISK	8	8
TOTAL SUPPORT SERVICES AND CAPITAL CHARGES	6,900	7,434
COMMITTEE TOTAL NET EXPENDITURE	19,571	23,825

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Movement from 2025/26 Budget to 2026/27 Proposed Budget

	Budget 2025/26 £'000	Budget 2026/27 £'000	Movement (Budget 2025/26 to Budget 2026/27) £'000	Para Ref (Table 4)
LOCAL RISK				
Expenditure				
Employees	19,288	20,189	901	2,6,7,8
Premises Related Expenses	1,834	2,038	204	11
Premises Related Expenses: City Surveyor	2,292	4,624	2,332	12
Transport Related Expenses	472	462	(10)	
Supplies and Services	2,491	2,753	262	6,8
Third Party Payments	10,611	11,007	396	3
Unidentified Savings	(753)	0	753	10
TOTAL Expenditure	36,235	41,073	4,838	
Income				
Other Grants, Reimbursements and Contributions	(808)	(1,267)	(459)	4,7,8
Customer, Client Receipts	(20,246)	(20,347)	(101)	5,8
Transfer from Reserves	(2,518)	(3,076)	(558)	1,3,9
TOTAL Income	(23,572)	(24,690)	(1,118)	
TOTAL LOCAL RISK	12,663	16,383	3,720	
CENTRAL RISK				
Expenditure				
Employees	18	18	0	
Supplies and Services	32	32	0	
Third Party Payments	40	40	0	
TOTAL Expenditure	90	90	0	
Income				
Transfer from Reserves	(82)	(82)	0	
TOTAL Income	(82)	(82)	0	
TOTAL CENTRAL RISK	8	8	0	
TOTAL LOCAL & CENTRAL RISK	12,671	16,391	(713)	
RECHARGES				
Central Recharges	4,358	4,927	569	
Recharges within Fund	2,542	2,507	(35)	
TOTAL RECHARGES	6,900	7,434	534	
TOTAL NET EXPENDITURE	19,571	23,825	4,254	

The significant movements in the local and central risk budgets are explained in Table 4 below.

Reason for Variance	Movement 2025/26 to 2026/27		
	Expenditure £'000	Income £'000	Net Movement £'000
Removal of one-off items:			
1) Transfers from Reserves:			
a. Landfill Allowance Trading Scheme		50	50
2) Increases in pay costs due to National Insurance rate change, pay awards, incremental and career grade progression.	458		458
3) Increase in approved funding from the On-Street Parking Reserve (OSPR) together with contract inflation uplift for 2026/27 on the waste collection & street cleansing contract:			
a. Transfer from Reserves			
b. Third Party Payments	393	(108)	(108) 393
4) New Extended Producer Responsibility grant funding towards the cost of packaging waste collection and disposal			(246)
5) Changes in income from:			
• Cemetery & Crematorium			
• Animal Health & Welfare Services		(475) 328	(475) 328
6) Establishment of a Building Safety Enforcement Team to deliver the Medium and High-Rise Fire Building Safety Programme			
a. Employees	248		
b. Supplies and Services	102		248 102
An information paper on this duty will be presented in a future report.			
7) Creation of a one-year fixed term Circular Economy Officer post, mostly funded by a contribution from the Climate Action Strategy.	74	(55)	19

8) Construction Levy increase in staffing and associated costs to meet projected activity, fully met by income			
a. Employees	121		121
b. Supplies and Services	12	(146)	12
c. Other Grants, Reimbursements and Contributions			(146)
d. Customer, Client Receipts		13	13
9) Increase in transfer from reserves for Port Health services to meet ongoing costs of Border Target Operating Model delivery		(500)	(500)
10) Removal of Unidentified Savings balance, achieved through savings identified elsewhere within the Environment Department	753		753
11) First annual instalment of repayment of capital funding for Cemetery & Crematorium Superintendent's House Redevelopment project	150		150
12) Allocation of repairs and maintenance budgets as part of the agreed five-year Cyclical Works Programme (CWP) to clear the backlog of repairs works across the City.	2,313		2,313
Minor variations	214	21	235
Total Movement Local and Central Risk	4,838	(1,118)	3,720

The increase of £534,000 in support services and capital charge expenditure reflects changes in the budgets of departments and their apportionment between committees. All support services recharges are based on time spent or use of services.

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Summary of Budget Movements from 2025/26 Budget to 2026/27 Budget (cash limit)

Budget Summary Movements 2025/26 to 2026/27	
	£'000
Provisional Budget 2025/26	20,638
National Insurance rate change and July 2024 pay award adjustment	499
Corporate mobile phone contract savings	(17)
City Surveyor repairs & maintenance – Cyclical Works Programme rephasing	(1,549)
Budget 2025/26	19,571
City Surveyor repairs & maintenance – Cyclical Works Programme	2,313
City Surveyor repairs & maintenance and facilities management	19
Net 3% inflation	310
Building Safety Enforcement Team	350
Virement from Planning & Transportation Committee	728
Support Services & Capital Recharges	534
Proposed Budget 2026/27	23,825

This demonstrates the progression from last year's committee submissions and agreed budget through to the 2026/27 estimate.

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Draft Capital and Supplementary Revenue Budgets

1. The latest estimated costs of the Committee's current approved capital and supplementary revenue project are summarised in the table below.

Service	Project	Exp. Pre 01/04/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	Later Years £'000	Total £'000
Port Health	Denton Jetty Fire Damage Reinstatement					840	840
Port Health	Dock Offices		615	259			259
HARC	Roof Replacement	211	135	813			615
HARC	Cyclical Works and Climate Action projects	285	115				1,159
Port Health	Lady Aileen Engines Replacement	114	169	715	652		400
Regulatory Services	PRSC Management System		119				283
Cemetery & Crematorium	Cyclical Works Projects						1,486
TOTAL PORT HEALTH & ENVIRONMENTAL SERVICES		610	1,153	1,787	1,492	0	5,042

2. Pre-implementation costs generally comprise only feasibility and options appraisal expenditure which has been approved in accordance with the project procedure, prior to authority to start work. These figures exclude the implementation costs of those schemes which have yet to receive authority to start work.
3. The latest Capital and Supplementary Revenue Project forecast expenditure on approved schemes will be presented to the Court of Common Council for formal approval in March 2026.

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Agenda Item 7

City of London Corporation Committee Report

Committee(s): Port Health and Environmental Services Committee	Dated: 20/01/2026
Subject: Environment Department high-level Business Plan 2026-30	Public report: For Decision
This proposal: <ul style="list-style-type: none">• delivers Corporate Plan 2024-29 outcomes• provides statutory duties• provides business enabling functions	Corporate Plan Outcomes: Providing Excellent Services; Vibrant Thriving Destination; Leading Sustainable Environment; Diverse Engaged Communities; Dynamic Economic Growth; Flourishing Public Spaces Statutory duties: Local authority statutory duties/regulatory functions. Business enabling functions: Business Planning; Resource allocation and management; Risk Management; Health and Safety; EEDI.
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of:	Katie Stewart, Executive Director Environment
Report author:	Joanne Hill, Environment Department

Summary

This report presents for approval the Environment Department's high-level Business Plan 2026-30. The Business Plan sets out the Department's priority workstreams for 2026-30 along with the specific actions and targets which will be undertaken in 2026/27 to deliver each one. For ease of governance and reporting, the department's workstreams have been separated into sections, each containing information relevant to a specific Committee or Committees. The remaining content of the plan relates to the Environment Department as whole.

The Business Plan presented at Appendix A contains the workstreams for the service areas which fall within the remit of the Port Health and Environmental Services Committee and the Licensing Committee.

The high-level Business Plan is being presented for approval of the elements which are within the remit of the Port Health and Environmental Services Committee. The Plan will be presented to the Licensing Committee on 5 February 2025 for its consideration and approval of the Licensing Service content. Once both Committees have approved the Plan, it will be adopted from April 2026.

Recommendation

Members are asked to:

- i. Note the factors taken into consideration in compiling the Environment Department's high-level Business Plan 2026-30; and
- ii. Approve, subject to the incorporation of any changes sought by this Committee, the elements of the Environment Department's high-level Business Plan 2026-30 (Appendix A), which fall within the remit of the Port Health and Environmental Services Committee.

Main Report

Background

1. Each year, every City of London department produces a standardised high-level Business Plan, in alignment with the corporate business planning process. In 2025, the Environment Department was one of two pathfinder departments to transition from a single year to a multi-year Business Plan which covered 2025-30. The Plan set out the Department's priority workstreams for 2025-30 and the specific actions which would be undertaken to deliver those workstreams in 2025/26.
2. The Environment Department's Business Plan has now been reviewed and refreshed for 2026-30. The workstreams are still relevant and remain unchanged, but the actions under each workstream have been updated for 2026/27. Performance measures and targets have also been reviewed and refined where possible. The end date of the Business Plan remains 2030 to align with the duration of the Corporate Plan 2024-29.
3. The high-level Business Plan 2026-30 aligns to our Corporate Plan 2024-2029 and demonstrates how the department's work supports delivery of the Corporate Plan outcomes. It also indicates the estimated funding and people resources associated with each priority workstream. As a high-level plan, this document does not capture the granularity of departmental work but gives an overall picture of departmental activity, trends where applicable and direction of travel.

Environment Department high-level Business Plan for 2026-30

4. This report presents, at Appendix A, the high-level Business Plan for 2026-30 for the services of the Environment Department which fall within the remit of the Port Health and Environmental Services Committee, ie:
 - Port Health and Public Protection
 - The Cleansing Service
5. The Business Plan sets out the priority workstreams for 2026-30 and the actions that will be undertaken in 2026/27 to deliver them. The Plan will be reviewed and refreshed annually to detail the actions for the following year.
6. The priority workstreams are as listed below with a brief description of each one:
 - a) **Deliver an environmentally enhanced City.**

This workstream includes delivery of the Air Quality Strategy 2025-30, the Circular Economy Framework, and the Cleansing Service. Impacts include cleaner air and improved health for residents, workers and visitors; more efficient use of resources through a circular economy; and an increase in environmental resilience. The Air Quality performance measure also appears in the Corporate Plan 2024-29.
 - b) **Protect and promote Public, Animal and Environmental Health and Consumer Protection.**

This workstream covers delivery of the Port Health and Public Protection Division's statutory services. Impacts of delivering the workstream include the provision of effective biosecurity controls at the border; promotion of animal health and welfare; protection of residents and consumers; support for businesses; and reassurance for Members in relation to the communities they serve.
 - c) **Ensure provision of appropriate facilities to enable delivery of services.**

Actions within this workstream will enable the continued delivery of high-quality services to customers and stakeholders in the most efficient and sustainable manner. It includes facilities at the Cemetery and Crematorium; Port Health Service accommodation; Heathrow Animal Reception Centre; Walbrook Wharf, and the provision of appropriate public conveniences.
 - d) **Financial security and development**

This workstream focuses on consideration of commercial development opportunities and adaption of services to meet the needs of customers and optimise income. This will enable sustainable, high-quality services and maintain the City of London's reputation for delivery of excellent public services within the Square Mile and beyond.

e) Support Destination City through delivery of effective Licensing Services for the Square Mile whilst maintaining a balanced approach for our City residents.

The majority of this workstream lies within the remit of the Licensing Committee from which approval will be sought separately. However, the Port Health and Environmental Services Committee is asked to consider the Street Trading enforcement element for which it is responsible. Members will note that during 2026/27 the Licensing Service will be promoting a refreshed Street Trading Policy.

Prioritisation and alignment to Corporate Plan 2024-29

7. The Environment Department's priority workstreams were identified by the Department's Senior Leaders and their management teams, in consultation with other members of staff. The establishment of these core workstreams enables management teams to set appropriate objectives and action plans to achieve the overarching goals during the years ahead.
8. The workstreams were selected to reflect key strategic priorities. They demonstrate how the department supports delivery of the Corporate Plan 2024-29 outcomes and other cross-cutting strategies, programmes and priority projects, such as Destination City and the Climate Action Strategy, as well as the statutory duties of the services. However, due to the high-level nature of the Plan, the workstreams do not include all elements of the teams' work; there is a significant amount of 'business as usual' activity that will continue alongside the priority workstreams.

Synergies and collaboration

9. Each workstream is linked to corporate priorities. Direct links to Corporate Plan performance measures are shown in bold font; other corporate strategies, programmes and projects are referenced throughout.
10. Colleagues are working collaboratively to identify synergies and opportunities to work together across the department and the wider organisation and continue to develop opportunities for improvement. All projects and programmes will adhere to the new corporate P3 Project Framework.
11. The front and back pages of the Plan contain information which relates to the whole of the Environment Department and these pages are being presented to all Committees along with the relevant Committee-specific workstream section.
12. As a key enabling function, the Department's Business Services Division works to align common processes and procedures to achieve consistency and effectiveness. This Division leads cross-departmentally on areas including business planning; risk management; health and safety; workforce planning; Equality, Equity, Diversity and Inclusion; communications and engagement; information and data management; and GIS mapping.

Resources utilised

13. As part of a pilot prioritisation exercise which began in 2024/25, every City Corporation department has again been required to include an estimation of the budget and people resource associated with each workstream. These figures are expressed as percentages of the overall revenue budget and Full-Time Equivalent (FTE) staff.
14. It has not been possible to determine accurate allocation of financial or people resources for each workstream; very few are discrete projects with specific budgets, and very few members of staff spend specific proportions of their time on one workstream. Therefore, the figures shown in the Business Plan are very much estimates. Should this exercise be repeated in future years, accurate methodology will need to be designed and applied to ensure consistency across and within departments.

Performance measurement

15. Progress made against priority workstreams is assessed by monitoring key performance measures and achievement of milestones. Performance is reviewed regularly by Directors and their Management Teams and is reported to your Committee every six months to enable Member scrutiny. The Town Clerk's Executive Leadership Board also reviews the progress of every department's Business Plan workstreams and performance measures on a quarterly basis.
16. In addition, the priority workstreams identified in this high-level Business Plan flow through local team management plans and the individual performance plans of members of staff, which provide further methods of assessing progress. This also enables individual officers to fully understand how their work feeds into divisional, departmental and corporate activities, aims and objectives.

Departmental Operational Property Assets Utilisation Assessment

17. The Environment Department's staff are based across 25 sites throughout London and the south-east. The Department holds approximately 340 physical assets, almost 270 of which are at its Natural Environment sites.
18. As part of the Corporation's Operational Property Review Programme, the Department has undertaken a detailed utilisation assessment of all allocated operational property assets beyond Guildhall. A separate detailed utilisation assessment of accommodation allocated to the Environment Department within the Guildhall complex was undertaken over a four-week period in November 2025. The results of both exercises have been returned to the City Surveyor's Department.
19. Over the coming year, we will continue to work in partnership with the City Surveyor's Department to review, assess and progress essential repairs and maintenance to our physical assets. In addition, work will continue to produce a comprehensive departmental Asset Plan which will enable effective management and development of these assets to ensure they add value to the organisation and the natural environment charities while being fit for purpose, well maintained, and safe for our staff and service users.

Corporate and Strategic Implications

Strategic implications - The Environment Department's high-level Business Plan is aligned to Corporate Plan 2024-29 outcomes and some of the department's performance measures are included in the Corporate Plan (these are shown in bold font and labelled 'CP 2024-29 KPI'). There are common themes woven throughout the Department's high-level Business Plan which highlight its contribution and commitment to the delivery of the Corporate Plan, Destination City, the Climate Action Strategy, the People Strategy and other key cross-cutting programmes and projects. Any new strategies will be reviewed as they are approved, and consideration given as to how the services can and will support their delivery.

Security implications - None

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

Equalities implications and the Public Sector Equality Duty (PSED) - The Department has an established Equality, Equity, Diversity and Inclusion (EEDI) Working Group. The Group has developed a Departmental EEDI Plan which aligns with the Corporate EDI Plan. Members of the Group lead on a range of EEDI actions, including those set out in the Business Plan, to ensure compliance with the PSED across the department.

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

Risk Implications - The risk management processes in place in the Environment Department support the delivery of the Corporate Plan, our Departmental and Divisional Business Plans and relevant Corporate strategies. Risk management is an integral factor in the business planning process: the Environment Department's risk register includes risks to the achievement of its priority workstreams, and the actions being taken to address those risks.

Climate Implications - The work of the service areas for which your Committee is responsible supports the delivery of the Corporate Climate Action Strategy through delivery of relevant workstreams. Updates on progress are reported to this Committee.

Conclusion

This report presents, for consideration and approval, the high-level Business Plan for 2026-30 for the services of the Environment Department which fall within the remit of the Port Health and Environmental Services Committee and the Licensing Committee. Members are asked to approve the elements of the plan for which the Port Health and Environmental Services Committee is responsible. Once approved, the Plan will be updated in line with any changes requested by this Committee and the Licensing Committee and will be adopted in April 2026.

Appendices

- Appendix A – Environment Department high-level Business Plan 2026-30

Joanne Hill

Business Planning and Compliance Manager, Environment Department

joanne.hill@cityoflondon.gov.uk

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ENVIRONMENT DEPARTMENT HIGH-LEVEL BUSINESS PLAN 2026-2030

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Executive Director's introduction

The Environment Department is the largest and most complex department in the Corporation with over 800 staff working in 25 locations, providing key front-line services to the City and beyond. The work of the department is overseen by more than eight Committees.

Over the next four years, the Department will deliver world-class places and infrastructure across the Square Mile – where it plays a key role in supporting growth and investment – as well as the many assets it manages beyond the City's boundaries.

In doing so, the Department – still relatively new in being a single Department, at four years on – will continue to build its approach to stronger, more robust management of its services, with the aim of providing a model for delivering excellent services sustainably and in a way that is more open and engaging with its service users, including City residents, workers, businesses and visitors, its partners and other stakeholders.

The Department will become an increasingly proactive and constructive corporate partner, continuing to develop its reputation for working collaboratively and contributing as positively to the direction of the Corporation as to its own aims. It will continue to build its capacity to attract, retain and grow investment and business in the Square Mile and across our services.

Katie Stewart, Executive Director Environment

About us: Our purpose, aims and impacts

The Environment Department *Shaping future environments and nurturing current ones.*

Our aims:

- Deliver transformative, high profile, and strategic infrastructure and public realm schemes, that will result in major economic, social and cultural benefits.
- Encourage the construction of high quality, safe and inclusive buildings.
- Provide spaces for businesses to grow, improve transport and maintain our unique historic environment.
- Create an inclusive, accessible and healthy Square Mile with clean streets and air.
- Support and advise businesses, including SMEs and licensed premises, to enable them to thrive and to protect consumers.
- Protect and promote public, animal and environmental health, including at the borders.
- Protect and enhance the Corporation's green and open spaces and celebrate local heritage.
- Address long term issues such as climate resilience to deliver sustainable built and natural environments.

Our achievements, impacts and outcomes in 2025/26

During 2025/26 our teams continued to work in collaboration with other departments, including, but not limited to, City Surveyor's; Innovation and Growth; and Remembrancers, and external partners to fulfil their statutory duties and deliver excellent services, adapting to the requirements of new and changing legislation and government demands. Progress against key workstreams and performance measures remained on track with targets consistently achieved or exceeded.

We developed and delivered strategies, policies, and actions which will have positive impacts on the environment, City residents, consumers, businesses and members of the public, including:

- Progressed the City Plan 2040 through the next stages of development.
- Implemented the Action/Delivery Plans of the SME Strategy, Circular Economy Framework, Air Quality Strategy and Transport Strategy.
- Developed the Licensing Service to introduce free pre-application meetings for residents and the trade; and reported to stakeholders on Late Night Levy spend and outcomes.
- Played a key role in delivery of Destination City, the Climate Action Strategy and other key Corporate strategies and programmes.
- Continued to implement the Natural Environment Division strategies to protect and improve our natural habitats, and ensure they are more accessible, sustainable, and preserved for public benefit.

Our key objectives and priority workstreams and major projects

Priority workstreams 2026/30

Although each of our workstreams is specific to relevant Committees, there are common themes woven throughout that highlight our contribution and commitment to the delivery of the Corporate Plan, Destination City, the Climate Action Strategy and other key strategies and programmes, whilst taking account of stakeholder views and needs.

City development and economic growth: We will seek to facilitate growth through our planning policies which aim for office development of the highest quality and ensure that the City's historic environment fully supports the City's strategic economic and cultural objectives. Officers across the department will continue to collaborate, to share knowledge and expertise which supports sustainable development.

Excellent local authority services: We will continue to provide excellent statutory and regulatory services to ensure a safe and clean built environment and public realm, and protect and promote public, animal and environmental health and consumer protection.

Climate and environment: We will provide a climate resilient and environmentally enhanced city through the protection and enhancement of the biodiversity of our open spaces; delivery of Climate Action Strategy programmes and our Air Quality Strategy; consideration of sustainability, carbon emissions and biodiversity as part of planning decisions; and the promotion of Circular Economy principles through delivery of our Circular Economy Framework.

Business support: The launch of the SME Gateway brand will aid start-up businesses and SMEs to scale and grow, helping to maintain London's position as the leading global financial and professional services centre. We will support licensed premises to thrive, while balancing their needs with those of residents and visitors, helping to deliver the Destination City vision.

Healthy and inclusive environment: The facilities and services at our open spaces will be further developed to offer welcoming places that visitors from all backgrounds and abilities are comfortable to explore. City streets will be well maintained with increased accessibility delivered through streets and spaces projects. New planning advice and guidance will be published to improve inclusivity and accessibility, and the City of London's Access Team will be reformed and expanded to increase engagement with disabled people based on lived experience.

Operational capability and interdepartmental collaboration

As we continue to develop the Department, we will maximise the advantages of our size and extensive remit: we deliver a vast range of services and have the largest workforce of all city departments, but this also means we have a vast range of skills, knowledge and expertise among our staff. We will look for synergies and opportunities to work together across the department and the wider organisation.

Our people: We will support delivery of the People Strategy and build 'Brilliant Basics'. Health and safety will be embedded in all our decisions, processes and actions, and be compliant with the Corporate Health and Safety Framework. Our EEDI activities, Workforce Plan, and focus on learning and development will help us to understand and meet the needs of our staff and enable our talent to grow. We will promote a departmental culture that ensures staff feel valued, supported through change, and respected by their managers and colleagues. By helping individuals understand how their work contributes to the aims of the wider department, and Corporation, we aim to enhance job satisfaction and staff retention.

Our corporate partners: We will continue to work collaboratively with colleagues across other departments, as intelligent clients, to break down silos and realise efficiencies. Where our workstreams will impact or require the support of other departments, we will consult them as early as possible. We will continue to work in partnership with the City Surveyor's Department to review, assess and progress essential repairs and maintenance to the approximately 340 physical assets we hold. Through production of a departmental Asset Plan, we will manage and develop these assets to ensure they add value to the charities and organisation while being fit for purpose, well maintained, and safe for our staff and service users.

Our external stakeholders: We will continue to communicate with our stakeholders appropriately and take their feedback into consideration when shaping our services. This will include consultation on new policies and strategies; planning applications; proposed changes to the public realm; and regular communications to residents, local groups and customers.

Our finances: By developing financially sustainable business models, we will ensure we consistently deliver high quality services. We will achieve this through proactive budget management, prioritisation and seeking value for money and opportunities for income generation. Across the department, we will seek ways to improve; embracing change, enhancing our use of data and adopting new ways of working and technologies that will make us more efficient and cost effective.

SECTION B: Port Health and Environmental Services Committee and Licensing Committee

This section covers the service areas which fall within the remit of the Port Health and Environmental Services Committee and Licensing Committee:

- Cleansing Service
- Port Health and Public Protection, including relevant functions of the Licensing Service

Priority workstream and key 2026/27 deliverables	Funding / People resource approx.%*	Corporate Plan 2024-2029 Outcomes	Performance measures	Impacts
a) Deliver an environmentally enhanced City				
<p>1. Implement and deliver the Air Quality Strategy 2025 – 2030</p> <ul style="list-style-type: none"> • Deliver the Strategy actions, subject to funding being secured. • Prepare and submit the Annual Status Report. Q1 2026/27 • Assess the % of the City's area that meets the World Health Organisation air quality guidelines. Q2 2026/27. • Publish the Air Quality SPD. Q1 2026/27. <p>2. Deliver the Action Plan of the Circular Economy Framework.</p> <p>• Continue to develop baselines for circular economy metrics which can be measured in future years. Q2 2026/27</p> <ul style="list-style-type: none"> • Commence monitoring of Circular Economy Framework targets against approved baseline metrics. Q4 2026/27 <p>3. 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. Ongoing</p> <ul style="list-style-type: none"> • Ensure services are compliant with new legislation and introduce additional waste and recycling streams/services as necessary. Q4 2026/27 	57% / 14.2%	<p>Leading Sustainable Environment</p> <p>Diverse Engaged Communities</p> <p>Providing Excellent Services</p>	<ul style="list-style-type: none"> • Air Quality: the Square Mile meets an annual average (mean) of 30µg/m³ for nitrogen dioxide by 2030. Target: >90% (CP 2024-29 KPI) • Cleansing: City streets with unacceptable levels of litter, detritus, graffiti and flyposting (NI 195). Target: <5% 	<ul style="list-style-type: none"> • A Square Mile that has air that is healthy to breathe. • Improved health for residents, workers and visitors. • More efficient use of resources through a circular economy and an increase in environmental resilience.

* Funding allocation and people resource %s are estimates. Funding is shown as a percentage of the total PH&ES and Licensing Committee 2026/27 revenue budget. People resource is shown as a percentage of the total FTE in the Port Health and Public Protection Division and the Cleansing Service. Figures across the workstreams do not total 100% as much 'business as usual activity' is not captured in this high-level plan.

Priority workstream and key 2026/27 deliverables	Funding / People resource approx.%*	Corporate Plan 2024-2029 Outcomes	Performance measures	Impacts
b) Protect and promote Public, Animal and Environmental Health and Consumer Protection				
<p>1. Embed the changes to Border Controls in line with UK legislation and proposed EU agreement, at the Ports for food and feed and at Heathrow for live animals (AVI).</p> <p>2. Deliver high quality statutory services and support for businesses.</p> <ul style="list-style-type: none"> • Deliver the Food Law Enforcement Plan. • Deliver the Health and Safety Cooling Towers regime. • Deliver a 24/7/364 Noise Response Service. • Support the Planning and Development Service as a statutory consultee and provide expert advice. • Develop and prepare for the 2026-2036 Noise Strategy. (for publication in 2026/27). • Actively participate in multi-agency partnership, Operation Broadway, to disrupt investment fraud in and around the square mile. <p>3. Medium and High-Rise Fire Building Safety Programme:</p> <ul style="list-style-type: none"> • Work towards setting up a Building Safety Enforcement Team to deliver the Programme (subject to funding). <p>4. Suicide Prevention:</p> <ul style="list-style-type: none"> • Establish a dedicated business network focused on suicide prevention. • Develop, publish, and actively promote a Suicide Prevention Charter. • Integrate suicide prevention measures into the planning process, particularly for tall buildings. • Collaborate with HR colleagues to review all policies and procedures, ensuring suicide prevention is embedded. • Include suicide prevention awareness as part of the induction process for all new staff. 	4.8% / 60% <i>(N.B. Border control work is cost neutral)</i>	<p>Providing Excellent Services</p> <p>Vibrant Thriving Destination</p> <p>Dynamic Economic Growth</p>	<ul style="list-style-type: none"> • Port Health: Official controls completed on controlled imported food and feed commodities within 48 hours. Target: 70% • HARC: Flight collections attended within 30 minutes of the flight offloading. Target: 95% • City EH: Planned food hygiene interventions on Category A-C premises completed within 28 days of due date. Target: 75% • City EH: Planned Cooling Tower inspections completed within 28 days of due date. Target: 75% • City EH: Justifiable noise complaints investigated which result in a satisfactory outcome. Target: 90% • Trading Standards: Actionable Operation Broadway intelligence items that result in a confirmed disruption outcome within 3 months of being logged at an Operation Broadway tasking meeting. Target: 70% 	<ul style="list-style-type: none"> • Provision of effective biosecurity controls at the border and promotion of animal welfare. • Realisation of new border controls for food and feed from the EU where the service is meeting demand from industry whilst providing effective public and animal health protection. • Effective delivery of our statutory duties ensures residents and consumers are protected, businesses are supported, and Members are provided with reassurance in relation to the residents they serve.

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Priority workstream and key 2026/27 deliverables	Funding / People resource approx.%*	Corporate Plan 2024-2029 Outcomes	Performance measures	Impacts
c) Ensure provision of appropriate facilities to enable delivery of services				
<ol style="list-style-type: none"> 1. Ensure that property is fit for purpose to enable efficient, effective and sustainable service delivery. 2. Implement decisions from Operational Property Review. 3. Respond to local property pressures for: <ul style="list-style-type: none"> • Cemetery and Crematorium. • Port Health Service accommodation. • Heathrow Animal Reception Centre. 4. Build on agreed medium term strategy for Walbrook Wharf as the sustainable cleansing waste transfer station from 2025/26 and initiate options for long term strategy post 2032. Q4 2026/27 5. Deliver appropriate provision of public toilets - which aligns with Member approved service levels. Ongoing <ul style="list-style-type: none"> Monitor public and private provision of toilets to establish a baseline. 	0.3% / 0.5%	Providing Excellent Services	<ul style="list-style-type: none"> • Narrative updates will be provided on progress against the actions listed. 	<ul style="list-style-type: none"> • The continued delivery of high-quality statutory services to customers and stakeholders in the most efficient and sustainable manner.

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Priority workstream and key 2026/27 deliverables	Funding / People resource approx. %*	Corporate Plan 2024-2029 Outcomes	Performance measures	Impacts
d) Financial security and development				
<ol style="list-style-type: none"> 1. Progress commercial development opportunities for Port Health and HARC across London and a wider area. 2. Adapt Cemetery and Crematorium services to provide a variety of options relevant to the needs and preferences of customers and optimise income, including: <ul style="list-style-type: none"> • Commence project to extend Haywood Lawn, providing additional lawn graves. 	0% / 3% <i>(N.B. this workstream is cost neutral)</i>	Dynamic Economic Growth Flourishing Public Spaces Providing Excellent Services Vibrant thriving destination	<ul style="list-style-type: none"> • Provide additional lawn graves by end of 2026/27. Target: circa. 350 graves 	<ul style="list-style-type: none"> • Sustainable services delivering high quality outcomes and 'steady state' infrastructure. • Generation of additional income for the services to protect staffing levels and ensure sustainable delivery of statutory services. • Increase CoL reputation for delivery of excellent public services within the Square Mile and beyond.

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Priority workstream and key 2026/27 deliverables	Funding / People resource approx.%*	Corporate Plan 2024-2029 Outcomes	Performance measures	Impacts
e) Support Destination City through delivery of effective Licensing Services for the Square Mile whilst maintaining a balanced approach for our City residents.				
<p>1. Deliver the Licensing Service</p> <ul style="list-style-type: none"> Administer the Late Night Levy and report to stakeholders on its spend and outcomes. Q4 2026/27 Deliver a proactive engagement and enforcement regime with the City's licensed trade. Ongoing <p>2. Promote and offer free pre-application meetings (to licensees) and pre-representation advice (to residents).</p> <p>3. Promote and develop the Licensing Interactive Map. Ongoing</p> <p>4. Deliver the annual Safety Thirst Awards. Q4 2026/27</p> <p>5. Promote Destination City and other events to hospitality venues to enable trade and an offer for visitors. Ongoing</p> <p>6. Review, refresh and publish policies as required, including:</p> <ul style="list-style-type: none"> Promote a refreshed Street Trading Policy. Q1 2026/27 Update the Gambling Policy as required to meet government changes. (Timeline subject to release of Gambling Commission review). Review, consult on (in Q3 2026/27), and publish refreshed Licensing Policy by Q4 2026/27 <p>7. Actively participate in, and present at, biannual City of London Police Licensing Forums. Q1/Q3 2025/26</p> <p>8. Implementation of new licensing regimes to implement the Tobacco and Vapes Bill and non-surgical procedures.</p>	2% / 3%	<ul style="list-style-type: none"> Diverse Engaged Communities Providing Excellent Services Vibrant Thriving Destination Flourishing Public Spaces Dynamic Economic Growth 	<ul style="list-style-type: none"> Ensure that within 12 months 90% of licensed premises in the red or amber zone of Traffic Light Scheme are brought back into amber or green zones respectively. Increase in the number of premises in the Safety Thirst Awards Scheme. Target: 85. Events running in the City are supported by an open, staffed and welcoming hospitality trade. Engaged and informed hospitality trade. 	<ul style="list-style-type: none"> A sustainable licensing landscape that balances the needs of residents and businesses. A thriving day time and night-time licensed economy. Licensed premises that are safe and do not give rise to public nuisance or crime and disorder. Events running in the City are supported by an open, staffed and welcoming hospitality trade. Engaged and informed hospitality trade.

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SECTION B: Port Health and Environmental Services Committee and Licensing Committee

Finance 2026/27

Port Health and Environmental Services Committee and Licensing Committee Estimated budget 2026/27 (£000)	
Local risk net expenditure	12,197
Central risk	8
City Surveyor's local risk	4,624
Recharges	7,410
Total net expenditure	24,239

Our key risks*

Our business risks are managed in accordance with the Corporate Risk Management Framework. Risks are regularly reviewed and updated by management teams in consultation with risk owners. Committees receive regular updates on the risks held by the services within their remit to provide them with necessary assurance that risks are being managed and mitigated effectively, and to enable Members to fulfil their oversight and scrutiny role.

Our key risks to the delivery of our priority workstreams are listed below. Officers are undertaking a range of appropriate mitigating actions to actively manage each risk.

Risk Title	Score
Border Controls – impact on Port Health and Animal Health	RED, 24 (Likelihood: Possible / Impact: Extreme)
Road traffic collision caused by City of London staff or contractor who is unfit to drive while on City business	RED, 16 (Likelihood: Unlikely / Impact: Extreme)
A major incident, such as flooding or fire, makes Walbrook Wharf unusable as a depot	AMBER, 8 (Likelihood: Unlikely / Impact: Major)
Air Quality (<i>Department-level risk</i>)	GREEN, 3 (Likelihood: Possible/ Impact: Minor)

**Risk details were correct at 28 November 2025 but are subject to continual review and change.*

ENVIRONMENT DEPARTMENT ENABLERS

N.B. the information on this page relates to the Department as a whole.

Business Services Division

The Business Services Division enables the Department as whole to deliver its aims and objectives, by ensuring a consistent, compliant and joined-up approach. Across this large and diverse department, the teams provide a central hub of expertise, advice and guidance on themes, duties and responsibilities which are common to all, and act as a conduit between divisions and the corporate centre.

Working with management teams across the Department, and with key links throughout the organisation, the Business Services Division leads cross-departmentally on areas including business planning; risk management; health and safety; workforce planning and talent management; work environment; Equity, Equality, Diversity and Inclusion; communications and staff engagement; information and data management; and Geographical Information System (GIS) mapping.

Vital to its success is the development of strong, reciprocal working relationships between officers within the Division and their colleagues across the Department and wider Corporation. Officers work collaboratively to build a cohesive department with a unified identity, and which recognises and celebrates the achievements of individuals and teams.

Corporate Risks and Red Departmental Risks

Due to the size and wide remit of the Environment Department, the majority of its operational risks are specific to individual divisions and reported regularly to their respective Service Committees. Those risks are managed at service-level and the key ones are reported in the relevant Committee's section of this Business Plan.

The Environment Department currently holds NO Corporate Risks.

The Department's Senior Leadership Team manages four Departmental-level risks, of which one is scored 'Red' (as below).

Risk Title	Score
ENV-SLT 001 Maintenance and renewal of physical assets	16

Operational Property

To fulfil the requirements of Standing Order 56, the Environment Department has undertaken a detailed utilisation assessment of all allocated operational property assets beyond the Guildhall.

A separate detailed utilisation assessment of accommodation allocated to the Environment Department within the Guildhall complex was undertaken over a four-week period in November 2025.

The results of both exercises have been returned to the City Surveyor's Department.

People

(Data correct at 30 November 2025)

The Environment Department has 832 members of staff (785 FTE), this represents an 8.3% increase over the last 12 months.

Average length of service: 10 years (corporation-wide average: 8 years)

Median age: 45 years (corporation wide average: 44 years)



Equity, Equality, Diversity and Inclusion (EEDI)

- The Environment Department is committed to creating an environment of collaboration and equality of opportunity where everyone recognises the positive contribution a diverse workforce and community can make.
- The Department is committed to EEDI in our service provision and for all our employees. Creating a workplace aligned to these values is a strategic business priority that fosters fair and equal access, innovation and connection to the communities and stakeholders we serve.
- The Department has an EEDI Working Group which consists of representatives (Champions) from across the department and is chaired by a member of the Senior Leadership Team (SLT). Working with the SLT, the group is responsible for developing and implementing the Departmental EEDI Action Plan.
- Our Departmental EEDI Action Plan 2025/26 was launched in July 2025 and aligns with the CoL's Corporate Equality Objectives. Progress will continue to be regularly monitored.
- The EEDI Working Group is collaborating with the corporate EEDI team, other departments, and staff networks, on key EEDI priorities including, but not limited to, Gender Identity, accessibility, and social mobility. Appropriate actions and progress against these are reflected in our 2025/26 Departmental Action Plan.

The top three priorities of our Departmental EEDI Action Plan 2025/26 are to:

1. Continue to build on our action plan to further develop an inclusive culture, including making cross-departmental working groups fully inclusive; aligning representatives' objectives with individual appraisals; and ensuring EEDI remains a standing agenda item at departmental meetings, led from the top down. We will continue to promote and celebrate inclusivity and diversity through departmental events, employee communications, and engagement activities, while also maintaining robust monitoring of corporate EEDI training completions and Equality Impact Assessments (EQIAs) to track progress and accountability.
2. Undertake a comprehensive review of our services, communications, and support mechanisms for staff and stakeholders considering the recent Supreme Court ruling on Gender Identity. Collaborate closely with the Corporate EEDI Team, departmental leads, and staff networks through the Gender Identity (GI) Working Group and GI Policy Working Group, as well as through related workstreams, to ensure our approach remains inclusive, compliant, and reflective of best practice.
3. Ensure that our services are accessible for all. We will achieve this by undertaking a review of our functions, services, and facilities in terms of accessibility; undertaking EQIAs with results taken into consideration when making decisions on service delivery; and hosting quarterly accessibility workshops for employees to develop their knowledge and understanding on how to produce information and communications in accessible formats.

Health and Safety

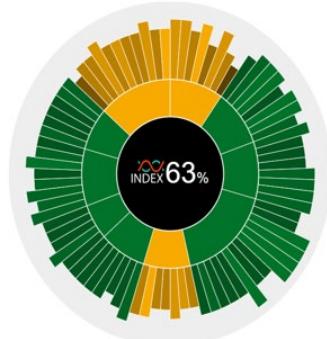
Following the implementation of Safe365 in July 2024, we have taken a range of actions which have increased the departmental maturity rating from 56% to 63%. Several of our business areas currently exceed the Executive Leadership Board's target of 65% and work is ongoing to achieve that across the whole department.

The exercise has identified opportunities to improve Health and Safety within the department, with a refreshed focus on our Natural Environment colleagues and working environments. This approach supports the mitigation of the Health and Safety risks held by our divisions and charities.

Managers across the department are undertaking Health and Safety training in accordance with corporate recommendations, and this is supported by further specialised training for our higher risk working environments.

Our top three health and safety priorities for 2026/27 are:

- Front line worker safety.
- Development of a departmental Health and Safety audit and verification system.
- Provision of targeted guidance and relevant bite-sized training sessions to our staff.



Live, Work, Learn, Explore

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City of London Corporation Committee Report

Committee(s): Port Health & Environmental Services	Dated: 20/01/2026
Subject: Animal Health and Welfare Service – Annual Review of Animal Health Fees	Public report: For Decision
This proposal: <ul style="list-style-type: none"> • delivers Corporate Plan 2024-29 outcomes • provides statutory duties 	Providing Excellent Services Dynamic Economic Growth Statutory duties under the Animal Health Act 1981
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	n/a
What is the source of Funding?	n/a
Has this Funding Source been agreed with the Chamberlain's Department?	n/a
Report of:	Katie Stewart Executive Director of Environment
Report author:	Susie Pritchard Assistant Director Animal Health & Welfare

Summary

The City of London Corporation has statutory duties under the Animal Health Act 1981 and related legislation, which are delivered by the Animal Health and Welfare Service (AHWS). Duties include rabies controls for Greater London and protection of animal welfare in transport, which are delivered through the Heathrow Animal Reception Centre (HARC).

As the service has considerable expertise in animal health and welfare, it also provides services to other authorities, carrying out licensing inspections for activities under The Animal Welfare (Licensing of Activities Involving animals) Regulations 2018. Fees are charged for advice and administration through an annual contract charge, and for individual inspections through listed fees. The income from this activity serves to offset the cost of statutory duties carried out by this team of inspectors.

Members are asked to note that the fees listed are applicable to operators applying for animal activities licenses within the City of London, and to Local Authorities requesting City of London services. Typically, there are no licensable animal activities undertaken within the City of London, and so these fees are presented as a single schedule.

The inspection fees for the Animal Health Team are based on the estimated duration of each type of inspection. The average proposed increase for the forthcoming financial year 2026/27 is 6%.

Recommendation(s)

Members are asked to:

1. Approve the level of fees for the licensing of animal activities for the City of London area, and
2. Approve the same fees as chargeable to other local authorities requesting inspection services.

Main Report

Background

1. The City is the Animal Health Authority for Greater London. It operates Heathrow Animal Reception Centre (HARC) to fulfil its statutory duties for animal health and welfare in relation to imports.
2. The Animal Health & Welfare Service (AHWS) also provides services to other authorities relating to animal licensing and related activities across Greater London and the Home Counties.
3. The Animal Health Team, consisting of six regulatory officers specialising in animal health and welfare legislation, carry out enforcement work relating to illegal imports of animals found in Greater London. This is a statutory responsibility of the City of London under the Animal Health Act 1981. As a specialist team working solely in animal health, they are also contracted by 32 London Boroughs and Home Counties authorities, to undertake licensing inspections under The Animal Welfare (Licensing of Activities Involving Animals) Regulations 2018. Licensable animal activities include pet shops, dog breeders, dog and cat boarding, hiring of horses, animal exhibits, the keeping of dangerous wild animals, and zoos.
4. There are no licensable animal activities within the City of London although occasional exhibitions of live animals, which are licensed by the authority in which the animals are normally kept, may be observed. It should be noted that the fees would be applicable to operators within the City of London, as well as to other

authorities requesting inspection services. For practicality, Members are therefore asked to consider setting the level of fees for the City of London area and approving the rates charged to other local authorities, through a single schedule of charges.

5. Fees are charged for advice and administration through an annual contract charge, and for individual inspections through listed fees that are reviewed annually. Higher fees are charged for local authorities that do not have a current Service Level Agreement and so do not pay an annual contract charge. This allows for improved cost recovery for ad-hoc services.

Current Position

6. The Animal Health fees for licensing inspections are based on the typical number of hours which each type of inspection takes. A review has been carried out to ensure timings are as accurate as possible, and fees have been adjusted to account for the increase in staffing costs.
7. A new inspection fee has also been introduced for 2026/27, as the keeping of primates is now a licensable activity. The team have developed and delivered four training events for licensing officers which have been attended by 110 officers from 62 other authorities to date.

Options

8. Increases the fees for 2026/27 as presented in appendix 1, reflecting the increase in pay costs for the year ahead. RECOMMENDED
9. Do not increase the fees for 2026/27. This would result in not fully recovering the cost of undertaking these activities. NOT RECOMMENDED

Corporate & Strategic Implications

10. Strategic Implications - The proposals referred to in this report aim to achieve the following Corporate Plan aims of:

Providing Excellent Services

- Protect and promote public, animal, and environmental health (including at our borders) and consumer protection.

Dynamic Economic Growth

- Promote the UK as a place that is open, innovative, and sustainable.

11. Financial implications – The proposal aims to facilitate the cost recovery on services offered to other authorities. The forecast income for this activity for

2025/26 is £250. The fee increases are anticipated to result in an income of £265k for 2026/27.

12. Resource implications – None identified.

13. Legal implications – The City Solicitor has reviewed the statutory obligations and related fees and charges and has advised that the fee structure is appropriate.

14. Risk implications – As fees increase year on year to facilitate cost recovery, it is possible that some authorities will take services in house. However, this is considered unlikely given that the fees charged by the City are based on cost recovery only.

15. Equalities implications – None identified following a test of relevance.

16. Climate implications – None

17. Security implications – None

Conclusion

The proposed charges for the Animal Health Team take in to account the cost of providing these services. Fee increases will support cost recovery of the Animal Health and Welfare Service.

Appendices

- Appendix 1: 2026/27 fees for Animal Health licence inspection services.

Background Papers

Heathrow Animal Reception Centre – Annual Review of Fees - Port Health & Environmental Services – 25/11/2025

Susie Pritchard

Assistant Director – Animal Health & Welfare

T: 020 8745 7894/5

E: susie.pritchard@cityoflondon.gov.uk

LEVEL OF CHARGES (proposed) 1st April 2026 - 31st March 2027
All fees are subject to VAT at the current rate

Activity	Visit type	2026 - 2027 Fees: City of London and Contracted authorities		2026 - 2027 Fees: Ad hoc inspections for non contracted authorities	
		TOTAL (€) (exc. VAT)	TOTAL (€) with VAT	TOTAL (€) (exc. VAT)	TOTAL (€) with VAT
Dog kennel boarding / cat boarding	New licence application or 1st inspection by CoCL - combined (dogs & cats)	518	622	592	710
	Renewal Licence Inspection - combined (dogs & cats)	444	533	518	622
	New licence application or 1st inspection by CoCL - single species (dogs or cats)	444	533	518	622
	Renewal Licence Inspection - single species (dogs or cats)	370	444	444	533
	Unannounced mid licence visit	259	311	333	400
Home boarding	New licence application or 1st inspection by CoCL	333	400	407	488
	Renewal Licence Inspection	259	311	333	400
	Unannounced mid licence visit	259	311	333	400
Home boarding - arranging	New Licence application or 1st inspection by CoCL of a home boarding arranger /franchisee	333	400	407	488
	Renewal Licence Inspection of a home boarding arranger /franchisee	259	311	333	400
	Assessment of a hobby host as part of a arranger /franchisee licence	259	311	333	400
	Unannounced mid licence visit	259	311	333	400
Dog Day Care	New Licence application or 1st inspection by CoCL - less than 10 dogs	407	488	481	577
	New Licence application or 1st inspection by CoCL - 10 or more dogs	555	666	629	755
	Renewal Licence Inspection - less than 10 dogs	333	400	407	488
	Renewal Licence Inspection - 10 or more dogs	407	488	481	577
	Unannounced mid licence visit	259	311	333	400
Dog Breeding	New Licence application or 1st inspection by CoCL - vet inspection - dogs housed in kennel units	598	718	690	828
	Renewal Licence inspection - dogs housed in kennel units	481	577	555	666
	**New Licence application or 1st inspection by CoCL - vet inspection - dogs housed in home environment	414	497	506	607
	Renewal Licence inspection breeding - dogs housed in home environment	333	400	407	488
	Unannounced mid licence visit	259	311	333	400
Hiring out horses	New Licence application or 1st inspection by CoCL - inspection veterinary fee only (+ additional fee per horse)	598	718	690	828
	**Renewal Licence application or 1st inspection by CoCL - inspection veterinary fee only (+ additional fee per horse)	414	497	506	607
	**Annual vet. inspection veterinary fee - inspection veterinary fee only (+ additional fee per horse)	322	386	414	497
60 horses	Fee per horse for the first 10 horses	17	20	17	20
	Fee per horse for next 11-50 horses	14	17	14	17
	Fee per horse 51 horses & over	14	17	14	17
	**Unannounced mid licence visit (on top of annual vet inspection)	322	386	414	497
Selling animals as pets	New Licence application or 1st inspection by CoCL - up to 2 species	518	622	592	710
	New Licence application or 1st inspection by CoCL - more than 2 species	592	710	666	799
	Renewal Licence Inspection - up to 2 species	481	577	555	666
	Renewal Licence inspection - more than 2 species	518	622	592	710
	Unannounced mid licence visit	259	311	333	400
Dangerous Wild Animals	**New Licence application or 1st inspection by CoCL - vet inspection - commercial / outside premises (plus mileage over 100 miles @ 50p per mile)	598	718	690	828
	**Renewal Licence - vet inspection commercial / outside premises (plus mileage over 100 miles @ 50p per mile)	414	497	506	607
	**New Licence application or 1st inspection by CoCL - vet inspection - domestic dwelling (plus mileage over 100 miles @ 50p per mile)	414	497	506	607
	**Renewal Licence - vet inspection - domestic dwelling (plus mileage over 100 miles @ 50p per mile)	322	386	414	497
	**DWA on location - 1st hour including travel and report writing	276	331	368	442
	**DWA on location visit additional charge per hour	184	221	276	381

Primates		552	662	644	773
Combined DWA & Primates		644	773	736	883
1 primate species plus combined DWA of a primate species		644	773	736	883
2 or more primate species plus combined DWA of a primate species		736	883	828	994
1 primate species plus combined DWA of all listed DWA species		736	883	828	994
2 or more primate species plus combined DWA of all listed DWA species		828	994	920	1104
Illegal imports outside of CoLC jurisdiction					
Collection and Detention		407	488	481	577
Mileage at 65p per mile		0.65	1	0.65	1
Zoos					
**New or Periodical (Full Day/Vet) without travel time (hourly rate to be added)		782	938	874	1049
**Informal / Special (Full Day/Vet) without travel time (hourly rate to be added) includes report		966	1159	1058	1270
**Administration package (optional) - includes all additional support and administration required		2668	3202	2760	3312
**New or Periodical (Half Day/Vet) without travel time (hourly rate to be added)		598	718	690	828
**Informal / Special (Half Day/Vet) without travel time (hourly rate to be added) includes report		598	718	690	828
**Administration package (optional) - includes all additional support and administration required		1380	1656	1472	1766
**Veterinary 1a (exemption inspection)		782	938	874	1049
Train or keep animals for exhibition					
Exhibit on location - 1st hour including travel and report writing		296	355	370	444
Exhibit on location visit additional charge per hour		185	222	259	311
New Licence application of 1st inspection by CoCL - Single Species		555	666	629	755
New Licence application of 1st inspection by CoCL - Multi species		629	755	703	844
Renewal Licence Inspection - Single species		407	488	481	577
Renewal Licence Inspection - Multi species		444	533	518	622
Shows-Exhibitions-AGC- Markets					
Inspection (Full day per officer)		592	710	666	799
Inspection (Half day per officer)		333	400	407	488
Animal Keepers Farm stock (Hobby / Domestic Address)					
Inspection Visit		333	400	407	488
Animal Keepers / non Domestic address (Half Day)					
Animal Keepers / non domestic address (full day)		407	488	481	577
Inspection Visit		592	710	666	799
Reassessment of star rating					
**1 x Veterinary Officer		322	386	414	497
1 x Animal Health Inspector		259	311	333	400
Hourly Rate - Complaint visits/reports and other additional functions		92	110	110	
**1 x Animal Health Inspector		37	44	74	89
** RCVS Veterinary Surgeon					
AHI = Animal Health Inspector					
All fees quoted are for standard inspections. Additional hours are charged where the inspection and report writing are above the expected allocated time.					

Inc. VAT	
0-5 operators	1650
6-15 operators	1920
16-29 operators	2160
30+ operators	2400

Agenda Item 12

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

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Agenda Item 13

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

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