

The Environment Department

Shaping sustainable future environments

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

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

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

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



Services within the remit of the Port Health & Environmental Services and Licensing Committees:

Port Health, Animal Health, Public Protection, Licensing, Cleansing and Waste

Looking back: what we achieved in 2022/23...

- The **new Environment Department** came into existence on 1 April 2022, bringing together two and a half former departments.
- The Senior Leadership Team began to embed **consistent working practices** across the new department and identify synergies and opportunities for collaboration and partnership working.
- All service areas continued to work in partnership with relevant **internal and external partners** to fulfil their statutory duties and deliver high-quality regulatory services to the public and City businesses.

Cleansing Service

- Played a **key role in the City's delivery of major events** including the Queens Jubilee and those related to passing of HM The Queen and the accession of King Charles III.
- Contended with a number of pressures, adapting services and invoking contingencies to deal with issues such as **rail and tube strikes** and a record **heatwave** resulting in a hosepipe ban.

Covid recovery

- As business and tourists returned to the city post-Covid, the Public Protection and Cleansing teams adapted their services to deal with the changing patterns of footfall and to support City businesses to recover from the pandemic.

Port Health and Animal Health

- Officers engaged with the UK Government on plans for **new Border controls** to advise and help shape policy.
- Port Health and Heathrow Animal Reception Centre (HARC) continued to deal with **high volumes of trade** through their facilities.
- The Animal Health Team carried out post-import checks for **Ukraine pets** arriving in London, supporting APHA with a new approach to managing quarantine.
- HARC secured use of a **new Border Control Post (BCP)** facility for dogs and cats, through collaboration with a commercial partner.

City Teams

- Continued development of the Safer City Partnership and Operation Broadway raised the profile of the work of the teams and their successful collaboration with City of London Police and other agencies.
- Continued to drive forward the actions set out in the Environmental Strategies: Air Quality, Noise and Contaminated Land.
- The Licensing Service implemented the transformational **AI Fresco Eating and Drinking Policy** in support of the hospitality sector, providing the City with vibrant spaces.

Cemetery and Crematorium

- The Cemetery and Crematorium retained its **Green Flag and Green Heritage Awards**.
- The Cemetery and Crematorium's new burial area, known as the Haywood Lawn, became operational in Autumn 2022.

How we plan to develop our capabilities in 2023/24

1. Develop our **people**, creating aspirational roles with genuine career progression and job satisfaction that retain and attract **talent**.
2. Invest in individuals' **professional and personal development** and build a sustainable, inclusive, resilient and agile workforce.
3. Improve **staff engagement and collaboration** with enhanced cross-departmental working to share knowledge, expertise and experience.
4. Develop effective, collaborative, **business partner relationships** with other departments, particularly HR and City Surveyors.
5. Review existing working practices and procedures to ensure **effective and efficient service delivery**; establish who does what and why, and consider alternatives.
6. Develop our use of **information**, digital information systems and dissemination, to support delivery of services that are intelligence led, data-driven and evidence based.
7. Identify further opportunities to work with external agencies to **deliver impactful results**.
8. Conduct stakeholder analysis and engagement to ensure each service area **maximises its full influencing potential**.
9. Address significant budget pressures; review our potential for delivery of commercial services and construct mechanisms to **enable and facilitate successful delivery**.

Our major workstreams this year will be...

- Assess and implement requirements for meeting new **air quality** statutory obligations following the introduction of the Environment Act 2021.
- Influence, prepare for and adapt to embed a new **Border Operating Model** for import controls at the end of 2023, by influencing policy and guidance, and designing resilient services that are flexible and dynamic to changing risks.
- Embed the **Climate Action Strategy** and Climate Resilience mitigations into resource planning and decision making - balance reduction of energy use against cost of investment to achieve savings. Identify appropriate vehicles and equipment savings, building retrofits etc.
- Develop a combined services strategy for the **Cleansing and City Gardens** teams, outlining service standards and public engagement plans.
- Support the drafting of a revised **Corporate Transport Policy**.
- Deliver the **Biodiversity Action Plan**.
- Continue to assess and adapt services in reaction to the **Night Time Economy** and Anti-Social Behaviour.
- Develop a long term (10 year) strategy for the City of London on **AI Fresco dining** for the City's Streets.
- Implement and embed the new **Planning and Regulatory Services casework management system (CMS)** to provide a modern and intelligent way of working for the future.
- At the **Cemetery and Crematorium**, monitor funeral trends and adapt to provide a variety of options relevant to the needs and preferences of customers.
- Review the **Port Health accommodation** along the Thames to ensure that it is cost effective and meets future service demands.
- Develop a strategic approach for the future of **Walbrook Wharf** and how this will affect service delivery and contracts.

Our Key Performance Indicators

	2023-24 Target
Cleansing: Percentage of City land with unacceptable levels of litter, graffiti etc.	<5%
Cleansing: Percentage of household waste sent for reuse, recycling or composting.	Increase
Cleansing: The number of members in the Community Toilet Scheme.	Increase
Air Quality: Increase the percentage of the City's area that meets the health-based Limit Values and WHO Guidelines for nitrogen dioxide levels by 31 March 2023. (Ultimate target is 90% by 31 March 2025).	Increase
Port Health: 85% of imported food and feed consignments that satisfy the checking requirements are cleared within 5 days:	
a) Products of Animal Origin (POAO)	85%
b) High Risk Products of Non-Animal Origin.	85%
Port Health: 85% of imported food and feed consignments (Products of Non-Animal Origin) are subjected to mandatory documentary controls within 5 days.	85%
HARC: Acceptance of at least 90% of airline bookings for pets.	90%
HARC: 95% of flight collections attended within 30 minutes of the flight offloading.	95%
Animal Health: All operators meet the required standards when inspected for animal activities licences:	
a) 80% meet minimum standards	80%
b) 20% meet higher standards	20%
Pollution control: 90% of justifiable noise complaints investigated result in a satisfactory outcome.	90%
Food safety: Sustain improvement in the proportion of food establishments that are at least 'broadly compliant' (i.e. Food Hygiene Rating Scheme score of 3 or above).	Sustain/ Increase
Health & Safety: Sustain improvement in the proportion of premises with notifiable evaporative cooling devices found to be 'broadly compliant' for legionella control (equivalent to health & safety inspection rating of B2 to C).	Sustain/ Increase
Licensing: Ensure that, within 12 months, 90% of licensed premises entering the red or amber zone of the Traffic Light Scheme are brought back to the amber or green zone, respectively.	90%
Cemetery & Crematorium: Number of burials and cremations.	Maintain

Our strategic commitments

Climate Action Strategy

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

Circular Economy Strategy

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

Destination City

- Support City businesses and residents with the impact this initiative will have on the City: increasing footfall and changing the dynamic of the City to a 7-day a week venue and cultural destination.
- Balance the needs of the business against the concerns of residents to manage the change effectively.
- Maximise the potential increase in income while managing greater numbers of complaints and the corresponding impact on delivery of enforcement services.

Air Quality Strategy

- Ensure that the City complies with the statutory requirements for London Local Air Quality Management.
- Demonstrate leadership for London by implementing the actions identified in the Air Quality Strategy 2019-2024 and further obligations outlined in the Environment Act 2021.

Noise Strategy and Contaminated Land Strategy

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

Apprenticeship Strategy

- Promote and prioritise apprenticeships to build our capacity and provide the skills that we need both now and for the future.
- Utilise apprenticeships as a staff development tool by offering them to existing employees to upskill our workforce whilst they remain in employment, contributing to the department.

Safer City Partnership Strategy

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

We will actively work to deliver, and provide advice on, other relevant Corporate strategies, policies and programmes, including (but not limited to):

- Transport Strategy
- Licensing Policy
- City of London Code of Good Practice for Licensed Premises
- Street Trading Policy
- Secure City Programme
- The Recovery Taskforce
- Housing Strategy
- Lighting Strategy
- The Local Plan
- The City Plan 2040
- Health, Safety and Wellbeing Strategy
- Social Mobility Strategy
- Responsible Business Strategy
- Corporate Volunteering Strategy

The Corporate Plan outcomes we have a direct impact on are...

Contribute to a flourishing society

1. People are safe and feel safe.
2. People enjoy good health and wellbeing.
4. Communities are cohesive and have the facilities they need.

Support a thriving economy

5. Businesses are trusted and socially and environmentally responsible.
6. We have the world's best legal framework and access to global markets.

Shape outstanding environments

11. We have clear air, land and water and a thriving sustainable natural environment.
12. Our spaces are secure resilient and well maintained.

Our Corporate and Departmental business risks *

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

* Risk details were correct at January 2023 but are subject to continual review and change.

Operational Property requirements

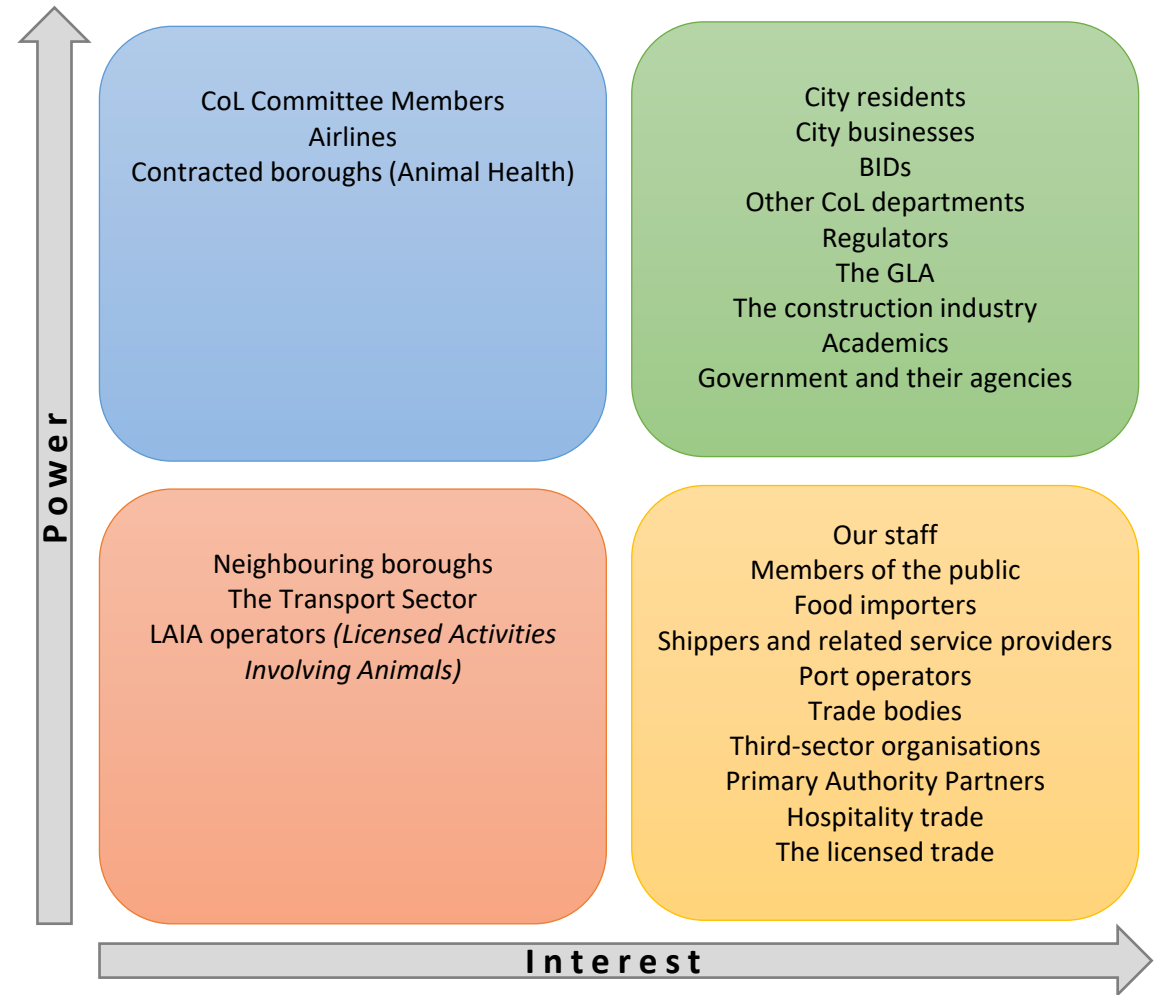
The Environment Department’s 850 staff are based across 25 sites throughout London and the south-east. We hold approximately 400 physical assets, almost 300 of which are at our Natural Environment sites.

As part of the Corporation’s Operational Property Review Programme, the Environment Department is undertaking a critical review of all its physical assets, including operational property. A Departmental ‘Task and Finish’ group will be established early in 2023/24 to undertake this project. The initial stage of the project will be to identify the resources required to undertake a full analysis and in-depth review of all physical assets held by the department, including baselining operational requirements, financial position and state of repair.

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

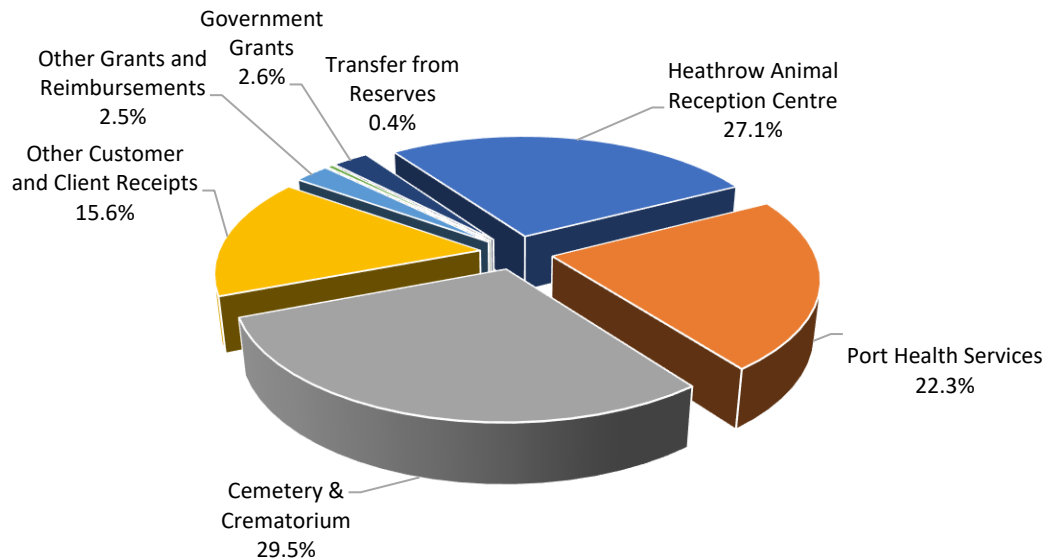
Stakeholder engagement

We have a wide range of stakeholders and delivery partners (including, but not limited to the key ones listed here) and will ensure we continue to communicate with them appropriately.

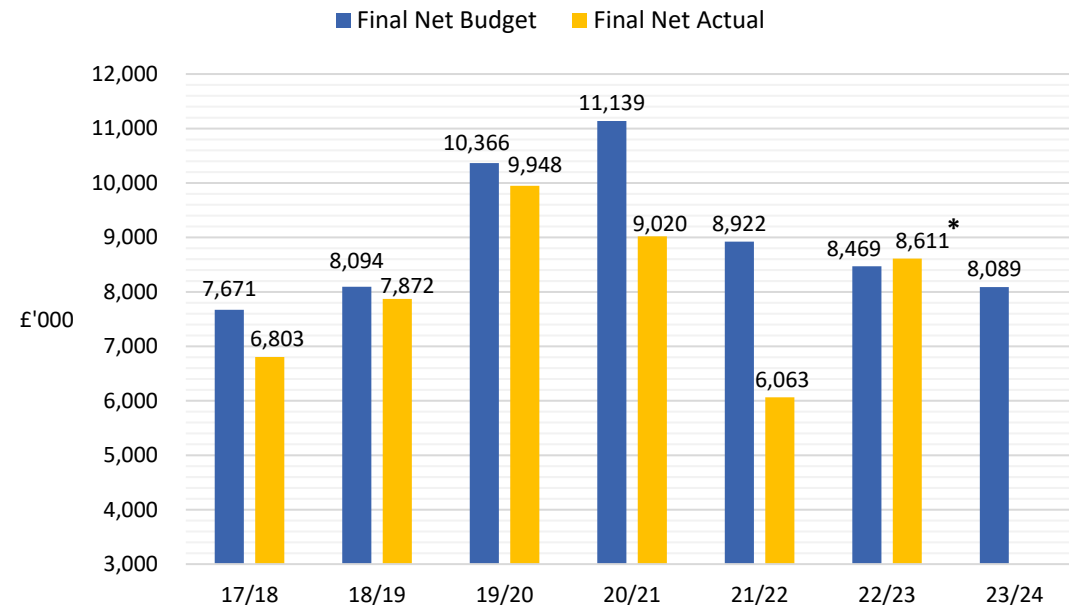


Our financial information

Where our money comes from

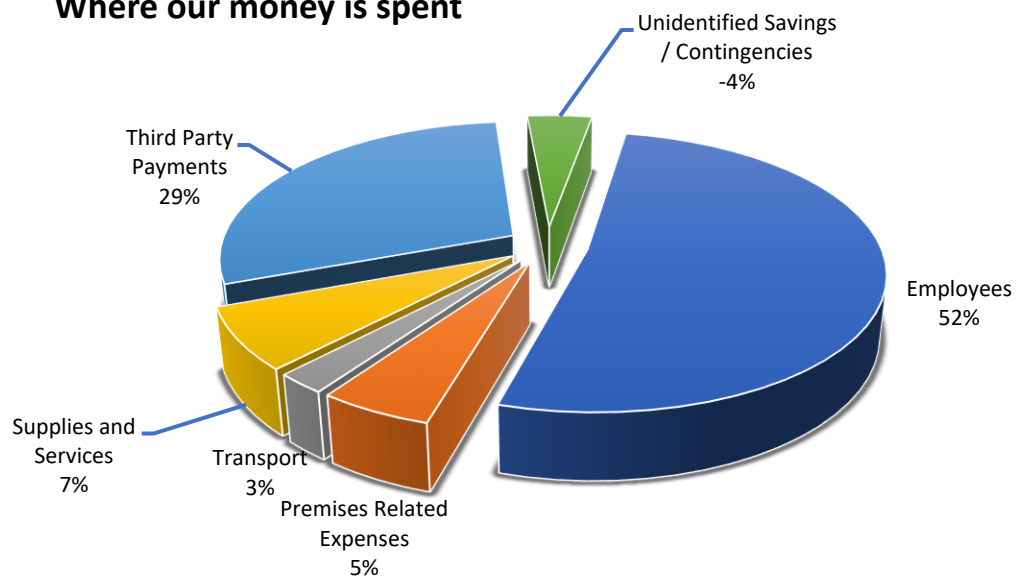


Budget vs Actual



*2022/23 'Actual' based on forecast

Where our money is spent



Capital Projects

Financial year	Priority list (Include any known changes you are preparing for, e.g. new legislation, services, projects, automation)	Funded or Unfunded
2023/24	Replacement of the Launch 'Lady Aileen' Engines (Capital Project).	Funded (from reserve fund)
2023/24	Replacement Excavator for the Cemetery & Crematorium (Capital Project).	Funded (from reserve fund)

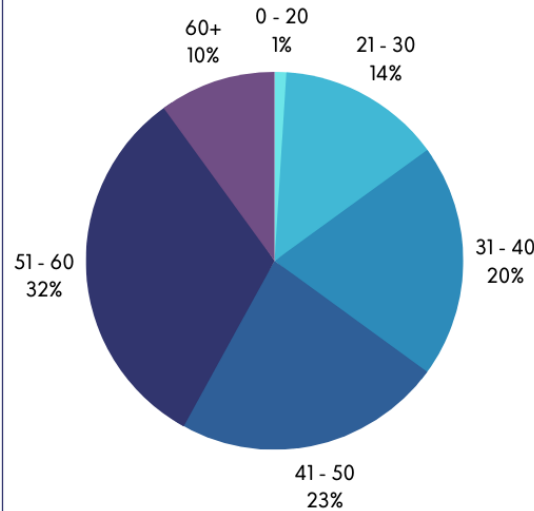
As a new department Equality, Diversity and Inclusion will be a key piece of work, and will include:

- ➔ Undertaking an audit on EDI across the new department
- ➔ Increased training and development for staff
- ➔ Encouraging staff to complete 'sensitive' HR information
- ➔ Looking at recruitment practices to expand staff diversity
- ➔ Encouraging staff to join and participate in staff networks

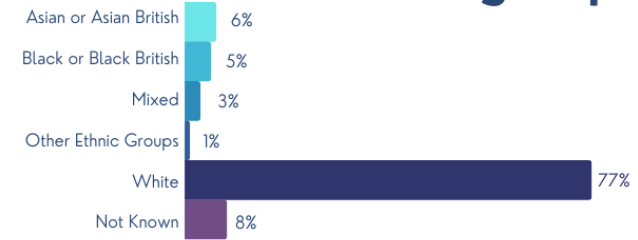
Gender



Age range



Ethnic group



*N.B. The information on this page relates to the whole of the Environment Department, not just to the services covered by the rest of this Business Plan. All data correct at time of most recent staff survey.