

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; engineering; highways and transportation; cleansing and waste; environmental health, licensing and trading standards.

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

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



Services within the remit of the Planning & Transportation Committee:

Planning and Development, including the District Surveyor's Office; Highways and Transportation

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.

Planning and Development

- Introduced of a new scheme development **Planning Performance Agreement (PPA) service** to generate additional revenue (£280,000), and created a fast-track, 5-day per week delegated decision approach to increase throughput of decision making.
- Produced, and consulted on, the **Whole Lifecycle Carbon Optioneering Planning Advice Note**; the **Lighting SPD**; a new **Sustainability SPD**; and a new **Statement of Community Involvement**, including a Developer Engagement Guidance note.
- Made substantial progress, and undertook engagement, on the **City Plan**, including commissioning of new evidence.
- Made significant progress on **Climate Action Strategy** square mile workstreams, including the Square Mile Local Area Energy Plan and the Historic Building Sustainability Challenge.
- Established the Eastern Cluster and Fleet Street Quarter **Business Improvement Districts (BIDs)** and the City of London City BIDs Strategic Partnership. The BID Proposal for Culture Mile Partnership was signed off for Ballot.
- Supported promotion of investment into London through alignment with the **Opportunity London campaign** and creation of a new London Centre for the Built Environment in West Wing Guildhall.

District Surveyor's Office

- Were awarded accreditation for the 27th consecutive year on their **Quality Management System**, ensuring exemplary service to service users.
- In support of the **Climate Action Strategy**, completed collaboration with the British Geological Society on the 'Cubic Mile' project to map underground structures within the Square Mile.

Highways and Transportation

- Awarded and mobilised the new **highway maintenance and construction contract** with FM Conway.
- **Successfully delivered events** related to the passing of HM The Queen and the Proclamation of the accession of King Charles III.
- Construction work commenced on the '**All Change at Bank**' project to make Bank Junction a safer and nicer place to travel through.
- Installed a **rapid charging hub** in Baynard House car park with six points, which can deliver a full charge in 30 minutes.
- Received a 'special mention' at the **LUCI (Lighting Urban Community International) Cities & Lighting Awards 2022**, for the project entitled "Light and Darkness in the City – a lighting vision for the City of London".

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 Surveyor's.
5. Review existing working practices and procedures to ensure **effective and efficient service delivery**.
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. Promote **innovative and radical ideas** and initiatives, informed through engagement with industry bodies.
8. Develop better lines of communication with BIDs and other stakeholders through **delivery of an engagement strategy**.
9. Develop a new online engagement platform and embed **improved stakeholder engagement** across all policy workstreams including the City Plan.
10. Identify further opportunities to work with external agencies to **deliver impactful results**.
11. Address significant budget pressures and consider additional opportunities **for income generation**.

Our major workstreams this year will be...

- Produce a **revised City Plan 2040** and undertake formal public consultation on the draft submission, subject to Committee approval.
- Deliver a **comprehensive engagement strategy** to promote ongoing investment into the City property market, including attendance at relevant events such as MIPIM, and alignment with Opportunity London campaign.
- Adopt the City of London **Lighting Supplementary Planning Document (SPD)**, the revised **Statement of Community Involvement and Developer Engagement Guidance Planning Advice Notice (PAN)**, and the **Whole Lifecycle Optioneering PAN**.
- Complete **Climate Action Strategy** ‘Square Mile’ projects, including: Local Area Energy Plan; Historic buildings sustainability challenge; climate action fund; Square Mile value chain strategy; and, exemplar refurbishment guidance.
- Support Bridge House Estates (BHE) in their Principle objective of **maintaining the bridges**.
- Carry out a review of the **Transport Strategy** and deliver the actions therein.
- Complete the review of **traffic orders** as required by Court of Common Council.
- Review **on and off street parking tariffs and controls**, in the context of the Transport Strategy’s kerbside review.
- Develop, consult on and implement an **Infrastructure Strategy** for the City’s long term utility requirements.
- Establish a **sustainable funding strategy** for front-line services within the remit of the Committee.
- Carry out a review of **operational property requirements** such as public car parks.
- **Align BID strategic priorities** with existing and emerging CoL plans and strategies including the City Plan, Carbon Action Plan and Destination City through establishment of key cross-BID steering groups to inform future activity and actions.
- Prepare for the introduction of the **Building Safety Act 2022** which will improve building safety across the whole built environment, and includes the registration of all Building Control Surveyors.
- Provide a London HUB to act as a single point of contact for the **Building Safety Regulator**, subject to Committee approval.
- Provide **Building Regulation approval services** in conjunction with other local authorities for the British Library extension, and 18 Blackfriars development, and continue work on the Markets Consolidation Project and the Clothworkers Hall Project.

How we will measure our performance

Appendix 1

Key Performance Indicators	Performance 2022-23	Target 2023-24
The number of people killed and seriously injured on our streets.	Baseline (2017): 54	<16 by 2030 0 by 2044
The area (%) of the City covered by sustainable drainage systems.	0.56% (1.59 ha)	1.5% (4.3 ha.)
Building Control market share.	26%	25%
Major planning applications determined to agreed timescales.	100%	100%
Planning Performance Agreement income.	£1.3m	£1.3m
Square metres of office floorspace in the City.	2021/22: 13,251 sqm increase (2022/23 data not yet available)	150,000 sqm increase p.a. (2021-26 target: 750,000 sqm net increase)
Proportion of approved planning applications which incorporate retention (including partial retention) of existing fabric.	New measure for 2023/24	TBC*
Cultural and community floorspace secured through planning applications.	New measure for 2023/24	TBC*
Public realm, roof gardens, viewing galleries etc secured through planning applications.	New measure for 2023/24	TBC*

* These KPIs will be set out in the draft City Plan, which remains under development and will be presented to the Planning and Transportation Committee in October 2023. KPIs in this business plan will be updated subsequently to align the two monitoring approaches.

Our strategic commitments

Climate Action Strategy

- Embed climate resilience as a key component in decision making.
- Strengthen our planning guidance on climate resilience measures for new developments.
- Use our planning role to influence others to embed carbon analysis and circular economy principles in capital projects.
- Make the Square Mile public realm more climate change ready by increasing green spaces; urban greening; flood resistant road surfaces; adaptable planting regimes; and heat resistant materials.
- Deliver the Pedestrian Priority Programme, reduce motor traffic and encourage and enable zero emission vehicles.

Destination City

- Work closely with Destination City colleagues to embed Destination City principles into the new City Plan.
- Improve the quality of streets and public spaces to create a more attractive and welcoming public realm.

Transport Strategy

- Prioritise and provide more space for people walking and making the City’s streets more accessible.
- All Change at Bank, Beech Street and Healthy Streets Programme.
- Freight and servicing, including last mile delivery hubs and consolidation.
- Work collaboratively to align the new Transport Strategy and City Plan, and work on Healthy Streets Action Plans.

City Plan 2040

- Produce a revised City Plan following 2021 consultation and updated evidence base.
- Progress the Plan through the formal consultation, submission, examination and adoption stages.

Secure City/Protect Duty

- Joint delivery of the Secure City Programme with the City Police.
- Implementation of protective measures to the City’s high priority crowded spaces.
- Review of security requirements delivered through the planning development process.

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.

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

- Lighting Strategy
- Biodiversity Strategy
- Circular Economy Strategy
- Air Quality Strategy
- Noise Strategy
- Contaminated Land Strategy
- Licensing Policy
- Street Trading Policy
- Social Mobility Strategy
- The Safer City Partnership Strategy
- The Recovery Taskforce
- Health, Safety and Wellbeing Strategy
- Housing Strategy
- Responsible Business Strategy
- Corporate Volunteering Strategy

We will review any new strategies as they are approved and consider how our services can and will support their delivery during 2023/24 and in future years. This will include the proposed Sports and SME strategies.

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 key business risks *

Risk Title	Score
Road Safety	RED, 24
Car Parks: Safety	RED, 24
Car Parks: Repairs and maintenance	RED, 16
Adverse planning policy context	AMBER, 12
The District Surveyor's (Building Control) Service becomes too small to be viable	AMBER, 8
Inspecting dangerous structures (Building Control)	AMBER, 8
Working in Service/Pipe subways (confined spaces)	AMBER, 8

*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.

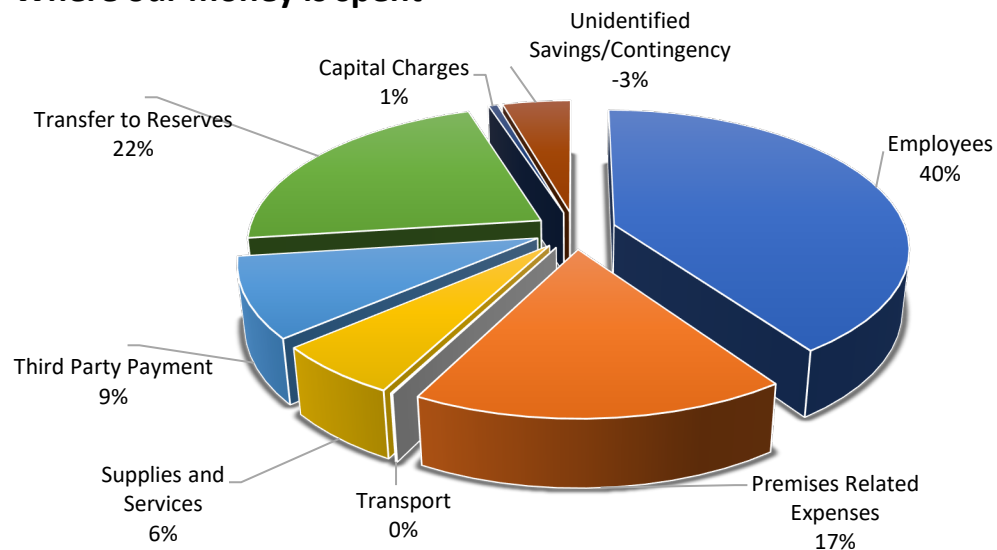
Stakeholder engagement

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.

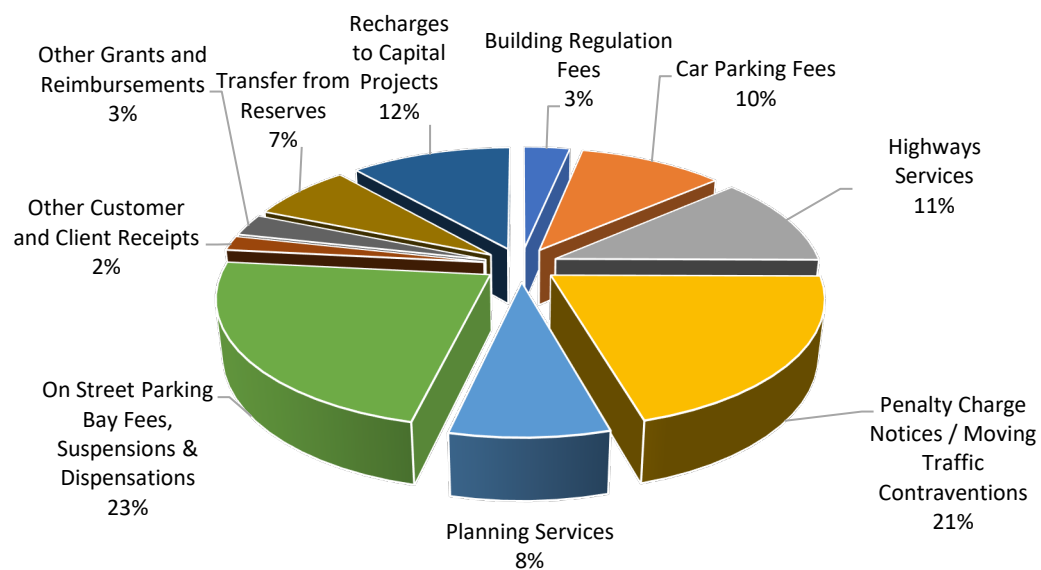
Appendix 1



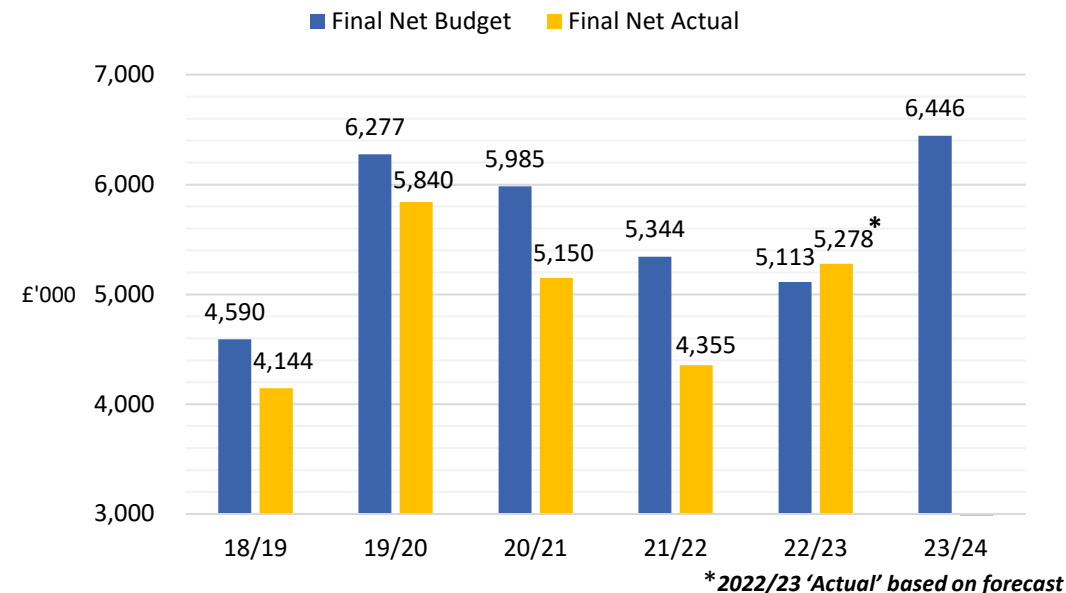
Where our money is spent



Where our money comes from

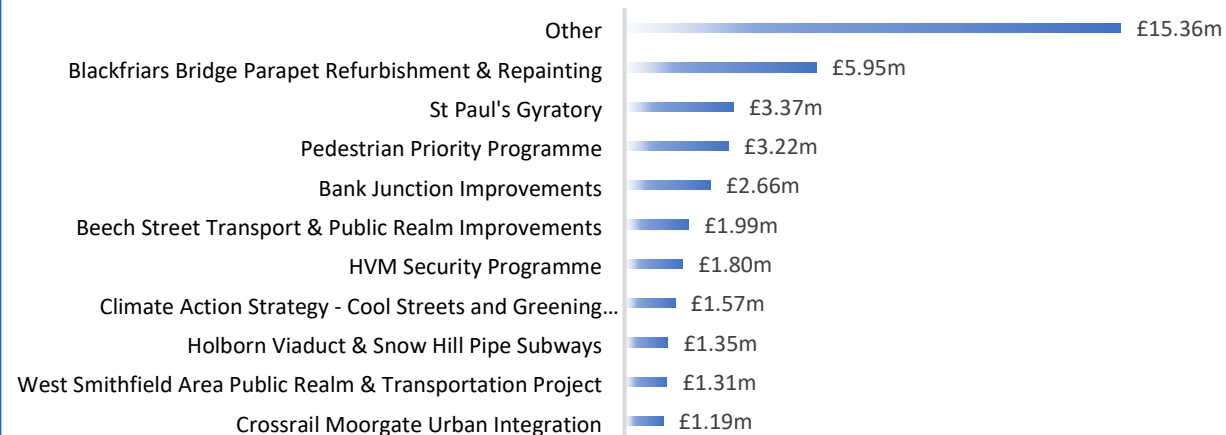


Budget vs Actual



Capital Projects - 2023/24 forecast*

Total estimated spend is £39.76m across 52 projects



* Capital projects may be funded from a range of sources including CIL/OSPR/BHE/s278

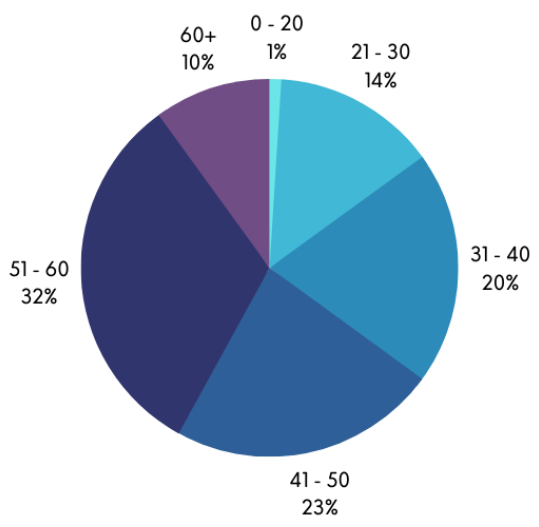
As a new department Equality, Diversity and Inclusion will be a key piece of work, and will include:

- 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

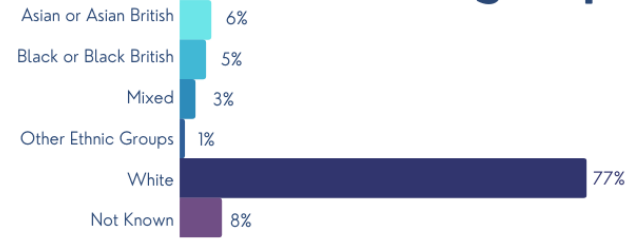
Gender



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.