

ENVIRONMENT DEPARTMENT HIGH-LEVEL BUSINESS PLAN 2025-2030

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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 five 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 three 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, partners and stakeholders.

The Department will become an **increasingly proactive and constructive corporate partner**, developing a reputation for working across siloes and contributing as positively to the direction of the Corporation as to its own aims.

Katie Stewart, Executive Director Environment



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About us: Our purpose, aims and impacts

The Environment Department *Shaping future environments and protecting 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 2024/25

During 2024/25 our teams continued to work in partnership with internal 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, the public, consumers and businesses, including:

- Progressed the City Plan 2040 through the next stages of development.
- Published the SME Delivery Strategy and Circular Economy Framework.
- Gained approval for a new Air Quality Strategy and a revised Transport Strategy.
- The Licensing Team refreshed and published several policies which will support businesses, including SMEs, to thrive in the City.
- Played a key role in delivery of Destination City, the Climate Action Strategy and other key Corporate strategies and programmes.
- Began 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.



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Our key objectives and priority workstreams and major projects

Priority workstreams 2025/30

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.

City development and economic growth: We will seek to facilitate growth through our planning policies which aim for office development of the highest quality, ensuring that offices are designed to provide sustainable, flexible floorspace that meets the varied needs of occupiers.

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.

Business support: The implementation of the SME Strategy 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.



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Operational capability and interdepartmental collaboration

As we continue to develop the Department over the next five years, we will take the opportunity to exploit 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; we will focus on our similarities as well as celebrating our differences.

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 we will ensure compliance with the Corporate Health and Safety Framework. Our staff survey action plan, People Plan, EEDI activities 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 to understand how their work contributes to that of the wider department, and Corporation, we aim to enhance job satisfaction and staff retention.

Our corporate partners: Officers will continue to work collaboratively with colleagues across other corporate departments, as intelligent clients, to break down silos and realise efficiencies. We liaise closely 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 formal consultation on new policies and strategies; planning applications; proposed changes to the public realm; and regular communication of news to 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 what we do and how we do it; embracing change, enhancing our use of data and adopting new ways of working and technologies that will make us more efficient and cost effective.



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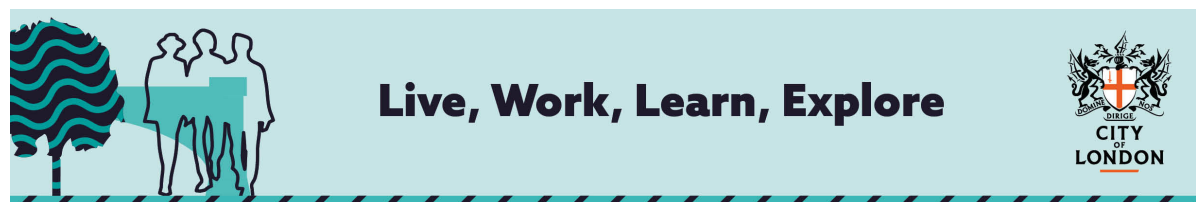
SECTION B: Port Health and Environmental Services Committee and Licensing Committee

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

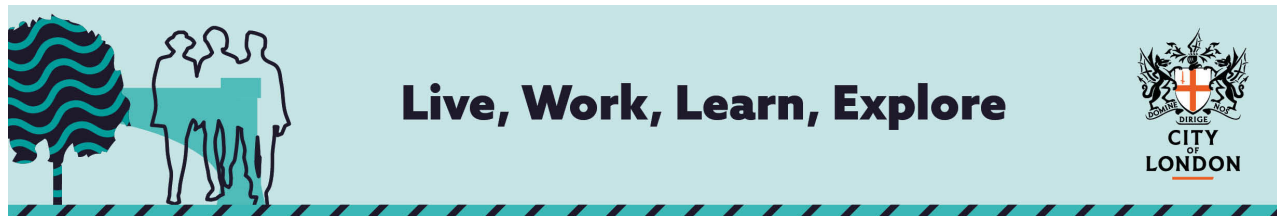
- Cleansing Service
- Port Health and Public Protection, including relevant functions of the Licensing Service

Priority workstream and key 2025/26 deliverables	Funding allocation approx.%*	People resource approx.%*	Corporate Plan 2024-2029 Outcomes	Outcome focused Performance measures	Outcomes / Impacts
a) Deliver an environmentally enhanced City					
1. Implement and deliver the Air Quality Strategy 2025 – 2030 <ul style="list-style-type: none"> • <i>Commence delivery of the Strategy actions</i> • <i>Prepare and submit the Annual Status Report. Q1 2025/26</i> • <i>Assess the % of the City’s area that meets the World Health Organisation air quality guidelines. Q2 2025/26.</i> • <i>Commence work in Q3 2025/26 towards the refresh of the Air Quality SPD.</i> 2. Deliver the Action Plan of the Circular Economy Framework. <ul style="list-style-type: none"> • <i>Establish a baseline for circular economy metrics which can be measured in future years. Q4 2025/26</i> 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. <ul style="list-style-type: none"> • <i>Agree way forward with Veolia Contract (Extend/Re-Tender). Q1 2025/26</i> 	57%	14.2%	Leading Sustainable Environment Diverse Engaged Communities Providing Excellent Services	<ul style="list-style-type: none"> • % of the City’s area that meets the health-based Limit Values and WHO Guidelines for nitrogen dioxide levels. • % of streets with unacceptable levels of litter, detritus, graffiti and flyposting (NI 195). 	<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.

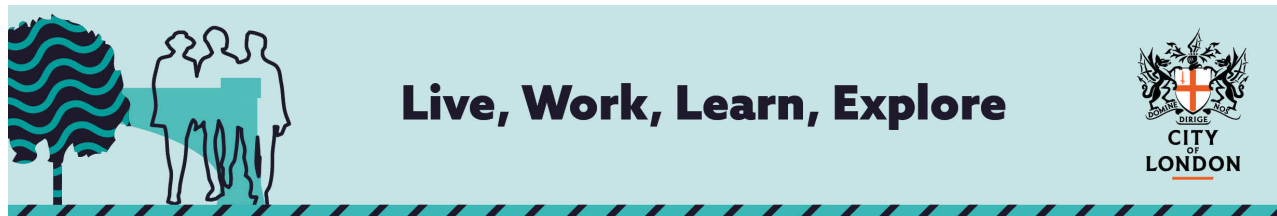
* Funding allocation and people resource %s are estimates. Funding is shown as a percentage of the total PH&ES and Licensing Committee 2025/26 revenue budget. People resource is shown as a percentage of the total FTE in the Port Health and Public Protection Division (incl. Licensing) and the Cleansing Service.



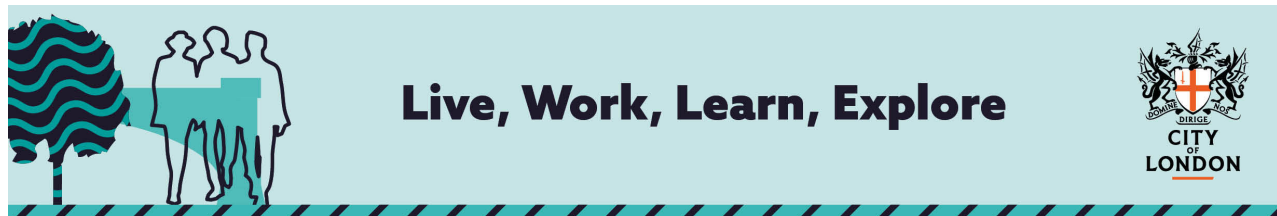
Priority workstream and key 2025/26 deliverables	Funding allocation approx. %	People resource approx. %	Corporate Plan 2024-2029 Outcomes	Outcome focused Performance measures	Outcomes / Impacts
b) Protect and promote Public, Animal and Environmental Health and Consumer Protection					
<p>1. Embed the Border Target Operating Model (BTOM) at the Ports for food and feed and at Heathrow for live animals (AVI).</p> <ul style="list-style-type: none"> Finalise development of the services to move to Business as Usual operations by Q3 2025/26. <p>2. Deliver high quality statutory services and support for businesses.</p> <ul style="list-style-type: none"> Promote the Healthier Catering Commitment (HCC) Scheme to relevant City food establishments. Deliver the Food Law Enforcement Plan. Deliver the Health and Safety Cooling Towers regime. Deliver a 24/7/364 Noise Response Service. 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>4.8%</p> <p><i>(BTOM work is cost neutral)</i></p>	<p>44%</p>	<p>Providing Excellent Services</p> <p>Vibrant Thriving Destination</p> <p>Dynamic Economic Growth</p>	<ul style="list-style-type: none"> % of checks undertaken on low and medium risk food and feed imports. % of flight collections attended within 30 minutes of the flight offloading. Number of relevant food businesses signed up to the Healthier Catering Commitment Scheme. % of justifiable noise complaints investigated which result in a satisfactory outcome. % of planned food hygiene/food control interventions completed. % of planned Cooling Tower inspections completed. Number of Operation Broadway deployments. 	<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 health protection. Effective delivery of our statutory duties ensures consumers are protected, businesses are supported, and Members are provided with reassurance in relation to the residents they serve.



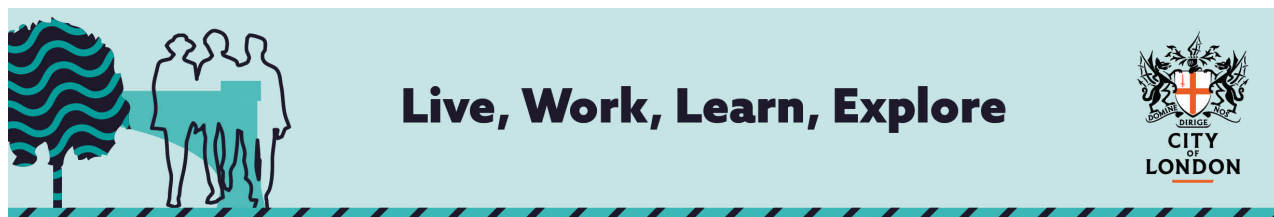
Priority workstream and key 2025/26 deliverables	Funding allocation approx. %	People resource approx. %	Corporate Plan 2024-2029 Outcomes	Outcome focused Performance measures	Outcomes / Impacts
c) Ensure provision of appropriate facilities to enable delivery of services					
<p>1. Carry out a strategic review of operational facilities to ensure that they are fit for purpose to enable efficient, effective and sustainable service delivery. Review to include:</p> <ul style="list-style-type: none"> • Cemetery and Crematorium. • Public conveniences. • Port Health Service accommodation. • Heathrow Animal Reception Centre. <p>2. Put in place an agreement for a facility to deliver jury inquests on behalf of His Majesties Coroner.</p> <p>3. Agree long term strategy for Walbrook Wharf as the sustainable cleansing waste transfer station and commence implementation of agreed option.</p> <p>Q2 2025/26</p>	0.3%	0.5%	Providing Excellent Services	Narrative updates will be provided on progress against the actions listed.	The continued delivery of high quality statutory services to customers and stakeholders in the most efficient and sustainable manner.





Priority workstream and key 2025/26 deliverables	Funding allocation approx.%	People resource approx.%	Corporate Plan 2024-2029 Outcomes	Outcome focused Performance measures	Outcomes / Impacts
d) Financial security and development					
<p>1. Consider commercial development opportunities for Port Health and HARC across London and a wider area.</p> <p>2. Adapt Cemetery and Crematorium services to provide a variety of options relevant to the needs and preferences of customers and optimise income.</p>	<p>0% <i>(cost neutral)</i></p>	<p>3%</p>	<p>Dynamic Economic Growth</p> <p>Flourishing Public Spaces</p> <p>Providing Excellent Services</p> <p>Vibrant thriving destination</p>	<ul style="list-style-type: none"> • Provide an additional 300 lawn graves by end of Q4 2025/26. 	<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.



Priority workstream and key 2025/26 deliverables	Funding allocation approx. %	People resource approx. %	Corporate Plan 2024-2029 Outcomes	Outcome focused Performance measures	Outcomes / Impacts
e) Support Destination City through delivery of effective Licensing Services for a 24-hour City					
<ol style="list-style-type: none"> Deliver the Licensing Service <ul style="list-style-type: none"> Administer the Late Night Levy and report to stakeholders on its spend and outcomes. Q4 2025/26 Deliver a proactive engagement and enforcement regime with the City’s licensed trade. Ongoing Promote and offer free pre-application meetings. Promote and develop the Licensing Interactive Map. Ongoing Deliver the annual Safety Thirst Awards. Q4 2025/26 Promote Destination City and other events to hospitality venues to enable trade and an offer for visitors. Ongoing Review, refresh and publish policies as required, including: <ul style="list-style-type: none"> Publish a refreshed Street Trading Policy. Q3 2025/26 Update the Gambling Policy as required to meet government changes. Actively participate in, and present at, biannual City of London Police Licensing Forums. Q1/Q3 2025/26 	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 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. 	<ul style="list-style-type: none"> 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.



SECTION B: Port Health and Environmental Services Committee and Licensing Committee
 Our timeline planner of priority workstream activities and milestones

Key	
	Duration of activity
	Milestone

	2025/2026												Beyond 2025/26	
	Quarter 1			Quarter 2			Quarter 3			Quarter 4			2026/ 2027	2027/ 2028
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar		
Refresh the Air Quality SPD.										Completion in 2026				
Establish a baseline for circular economy metrics.	By end of Q4 2025/26													
Reach decision on Cleansing contract.	Q1 2025/26													
Embed BTOM at Ports and HARC.	Business as usual operations by end of Q3 2025/26													
Deliver statutory services and business support.	Ongoing													
Agree long-term strategy for Walbrook Wharf.	By end of Q2 2025/26													
Adapt and expand Cemetery and Crematorium services.	By end of Q4 2025/26													
Report on Late Night Levy spend and outcomes.	By end of Q4 2025/26													
Deliver Annual Safety Thirst Awards.	By end of Q4 2025/26													
Publish a refreshed Street Trading Policy.	Completion by end of Q3 2025/26													

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

Finance 2025/26

Estimated budget 2025/26 (£000)	
Local risk net expenditure	(10,261)
Central risk	(8)
City Surveyor’s local risk	(3,481)
Recharges	(6,878)
Total net expenditure	(20,988)

Unfunded Medium Term Plans

What Medium Term action is required? (e.g. New legislation, services, projects, automation)	When? 2026/27	When? 2027/28
City Operations Contract Review/Expiration dates 2027/28.		✓
Walbrook Wharf future use (options being considered 2025/26, impact in 2026/27 and 2027/28).	✓	✓
HARC accommodation: future requirements.	✓	✓
Port Health accommodation: future requirements.	✓	✓
Cemetery and Crematorium: land utilisation.	✓	✓
Coroner’s Court: accommodation options.	✓	
Building Safety Programme - Private Sector Housing (Fire safety and remediation).	✓	✓

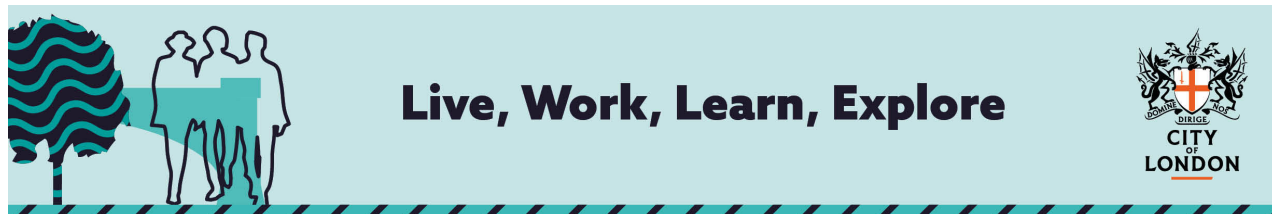
Our key risks*

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 service-level risks for the Port Health and Public Protection Division and the Cleansing Service are listed below.

Risk Title	Score
Brexit – impact on Port Health and Animal Health	RED, 24
Road traffic collision caused by City of London staff or contractor who is unfit to drive while on City business	RED, 16
A major incident, such as flooding or fire, makes Walbrook Wharf unusable as a depot	AMBER, 8
Air Quality (Department-level risk)	GREEN, 3

**Risk details were correct at November 2024 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, led by the Chief of Staff, 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/December 2024.

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



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People

The Environment Department has 771 members of staff (737 FTE) as of 31 October 2024

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

Average 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 2024/25 was launched in May 2024 and aligns with the CoL's Corporate Equality Objectives. Progress will be monitored and the Action Plan refreshed for 2025/26.

The top three priorities of our Departmental EEDI Action Plan 2024-25 are to ensure that:

1. Our staff have a clear understanding of the Equality Act 2010, particularly the PSED, and how it applies to them both in terms of service provision and working with colleagues. We will achieve this by having EEDI as a standard agenda item on our departmental and divisional meetings; all employees having equality objectives with effect from the 2024-25 appraisal year; and ensuring staff complete mandatory training and other relevant training, including EQIAs and briefing workshops.
2. 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.
3. There is improved support for our public facing employees and contractors facing EEDI challenges and issues. We will provide clear protocols for reporting and dealing with incidents; produce dashboards for analysis of data; and escalate issues into respective Divisional Management Teams (DMTs) and SLTs for monitoring and implementing appropriate actions.



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Staff survey 2024

Engagement score: 62%

Survey Action Plan

Groups of staff from across the department have worked together to review the survey results and propose a list of actions which were subsequently approved by the Senior Leadership Team. We will:

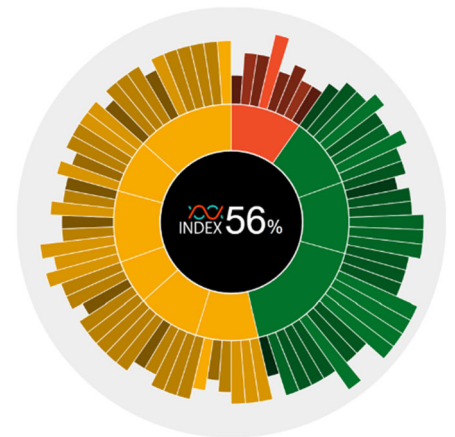
- Undertake staff 'stress audits' to recognise and identify stress levels to improve stress levels and reduce stress-related sickness absence.
- Increase visibility of the EEDI Working Group and associated Action Plan. All recruiting managers will understand EEDI policies and processes to enable them to make reasonable adjustments to support staff.
- Collaborate with the Deputy Town Clerk on Officer/Member Charter review to enable staff to feel more supported with Officer/Member relationships.
- Review departmental internal communications to improve their effectiveness.

Health and Safety

Recent Safe 365 audits in each of our divisions to assess health and safety maturity, have provided a departmental score of 56%. The exercise has identified key areas for enhancement and the results have informed our 2025/26 Health and Safety Action Plan. We will continue to support the corporate Health and Safety Team as we implement these actions and aim to increase our maturity score to achieve, or exceed, the Executive Leadership Board's target of 62%.

Our top three health and safety priorities for 2025/26 are:

- Front line worker safety.
- Embed new corporate Health and Safety Framework.
- Risk Assessments and Method Statements (RAMs) centralisation and audit.



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