

ENVIRONMENT DEPARTMENT HIGH-LEVEL BUSINESS PLAN 2025-2030

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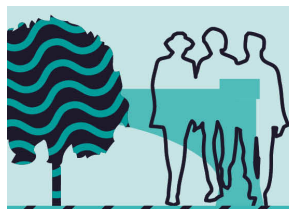
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Executive Director's introduction

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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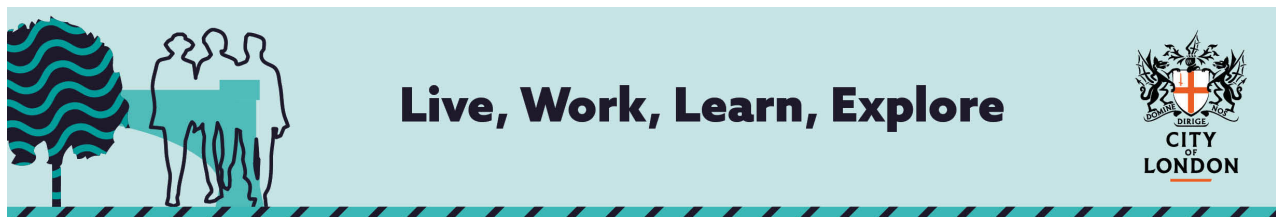
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SECTION A: Planning and Transportation Committee

This section covers the service areas which fall within the remit of the Planning and Transportation Committee and includes the SME Delivery Team:

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) Power a growing, vibrant and competitive economy, with over 1.2m sqm of additional office floorspace delivered by 2040.					
1. Adopt the City Plan 2040. <ul style="list-style-type: none"> City Plan Inspectors' Report: Q1/Q2 2025/26 Adoption: Q2 2025/26 2. Put in place the environment to deliver a high quality strategic office floorspace for the Square Mile. <ul style="list-style-type: none"> Review the Office Use Supplementary Planning Document (SPD). Q4 2025/26 Review the Planning Obligations SPD. Q4 2025/26 Publish regularly updated digital monitoring of development statistics and contextual data. Q4 2025/26 3. Engagement and coordination with the newly established City Business Investment Unit.	2.5%	2%	Dynamic economic growth Vibrant thriving destination Diverse engaged communities	<ul style="list-style-type: none"> Increased provision of office space in the Square Mile, decreasing empty office floor space (vacancy rates). (CP 2024-29 KPI) 	<ul style="list-style-type: none"> Raise the profile of the City as a place to invest and locate. More office floorspace developed in the Square Mile. Increased jobs in the City, and more employment, skills and training opportunities. Maintain the City of London's position as the leading global financial and professional services centre.

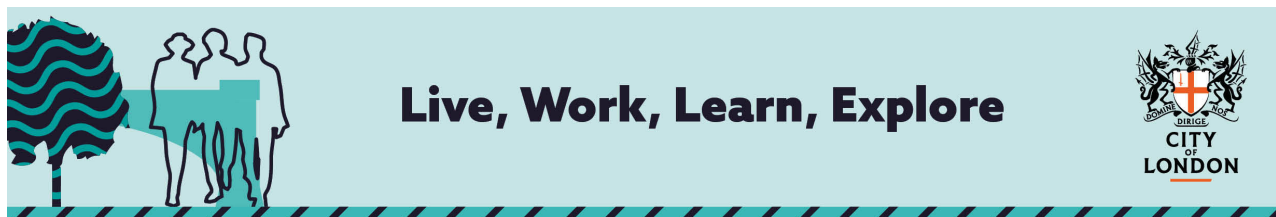
* Funding allocation and people resource %s are estimates. Funding is shown as a percentage of the total Planning and Transportation Committee 2025/26 revenue budget. People resource is shown as a percentage of the total people resource (FTE) of the services within remit of the Planning and Transportation Committee.



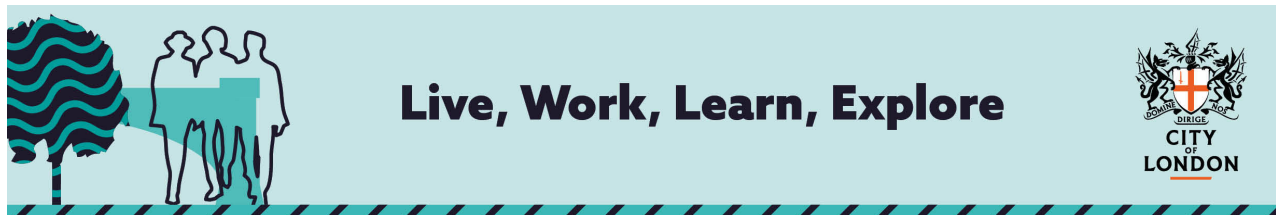
Priority workstream and key 2025/26 deliverables	Funding allocation approx. %	People resource approx. %	Corporate Plan 2024-2029 Outcomes	Outcome focused Performance measures	Outcomes / Impacts
b) Transform the Square Mile into a 7-day-a-week cultural and leisure destination for everyone.					
<p>1. Adopt the City Plan 2040 with its policies on cultural and leisure space, heritage preservation and celebration, public realm enhancement, fast track change of use of non-strategic office stock for supportive uses.</p> <ul style="list-style-type: none"> • <i>City Plan Inspectors' Report: Q1/Q2 2025/26</i> • <i>Adoption: Q2 2025/26</i> <p>2. Adopt the Cultural SPD and implement its guidance and requirements through development decisions.</p> <ul style="list-style-type: none"> • <i>Emergence of Corporate Cultural Strategy. Q4 2025/26</i> • <i>Complete and adopt Cultural Matchmaking programme. Q4 2025/26</i> <p>3. Continue to work with the Destination City Team to develop, and deliver against, implementation plans for each of the Destination City objectives. Ongoing</p>	2.5%	2%	<p>Diverse engaged communities.</p> <p>Dynamic economic growth.</p> <p>Vibrant thriving destination.</p> <p>Flourishing public spaces.</p>	<ul style="list-style-type: none"> • Number of Free to Visit cultural and other destinations secured through Planning Permissions. • Number of visitors to cultural attractions that are negotiated through planning permissions • Quantity and uplift of public realm. 	<ul style="list-style-type: none"> • Increased economic prosperity through improved footfall, spend and activity. • A net increase in high quality, inclusive public realm. • The City will become a destination of choice for all age groups, particularly children, young people and families 7 days a week. • Greater number of Free to Visit attractions in the City 7 days a week. • Vibrant retail; food and beverage; leisure and cultural sectors, as a result of greater office occupancy.

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) Celebrate our heritage while re-shaping those parts of the City that have the most potential for growth and regeneration.					
<p>1. Adopt the City Plan 2040 with its policies on celebrating heritage and archaeology and delivering growth.</p> <ul style="list-style-type: none"> • <i>City Plan Inspectors' Report: Q1/Q2 2025/26</i> • <i>Adoption: Q2 2025/26</i> <p>2. Publish (and consult on) a new 'Views' SPD to provide updated guidance on strategic and local view protection policies to facilitate the operation of the City's tall building strategy. Q4 2025/26</p> <p>3. Draft 'Celebrating our Heritage' (final title TBC) SPD to set out the City's heritage strategy. Q4 2025/26</p> <p>4. Further develop the Heritage Significance workstream to produce Statements of Significance to facilitate the positive management of the City's listed buildings.</p> <ul style="list-style-type: none"> • <i>Secure a minimum of two new Heritage Significance commissions by Q4 2025/26.</i> 	2%	1%	<p>Dynamic economic growth.</p> <p>Vibrant thriving destination.</p> <p>Flourishing public spaces.</p>	<ul style="list-style-type: none"> • Number of heritage-led Free to Visit cultural and other destinations negotiated through Planning Permissions. • Number of enhanced (as opposed to merely preserved) designated heritage assets negotiated through planning permissions. 	<ul style="list-style-type: none"> • Ensure that the City's historic environment fully supports the City's strategic economic and cultural objectives. • Transform the perception of the historic environment from a constraint to an opportunity, particularly in the areas of accessibility and sustainability.

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) Ensure an environmentally enhanced City which is a highly sustainable place to do business, achieving a net zero Square Mile by 2040.					
<p>1. Adopt the City Plan 2040 with its policies on retrofit first, whole lifecycle carbon, environmental resilience, sustainable transport.</p> <ul style="list-style-type: none"> • <i>City Plan Inspectors' Report: Q1/Q2 2025/26</i> • <i>Adoption: Q2 2025/26</i> <p>2. Review Carbon Options Guidance. Q3 2025/26</p> <p>3. Deliver high quality, resilient projects in public realm and continue to embed Climate Action Strategy goals in projects and services. Ongoing</p> <p>4. Progress Climate Action Strategy workstreams, including:</p> <ul style="list-style-type: none"> • <i>Report on the Cool Streets and Greening Programme 'Lessons Learned'. Q4 2026</i> • <i>Identify opportunities and develop proposals for implementing the Square Mile Local Area Energy Plan. Q4 2026</i> • <i>Participate in the UK Government's Advanced Zoning Programme and potentially procure a heat zone developer for the Square Mile (subject to Member approval). Q4 2026</i> 	7%	10%	<p>Leading sustainable environment</p> <p>Vibrant thriving destination</p> <p>Flourishing public spaces</p>	<ul style="list-style-type: none"> • Proportion of development proposals and office floorspace delivered through retrofit schemes. • Increase in biodiversity units secured through Planning Permissions. • Number of schemes that incorporate SuDS. • Number of trees planted. • Area of climate resilient public realm and open space enhanced (sqm). • Number of CAS 'Square Mile' projects completed. • Number of engagement sessions with Square Mile stakeholders. 	<ul style="list-style-type: none"> • City development will minimise carbon, increase biodiversity and meet the highest standards for sustainability. • Improved energy efficiency through retrofitting buildings and using renewable energy. • A climate resilient City with reduced risk of overheating and flooding. • A net zero Square Mile by 2040.



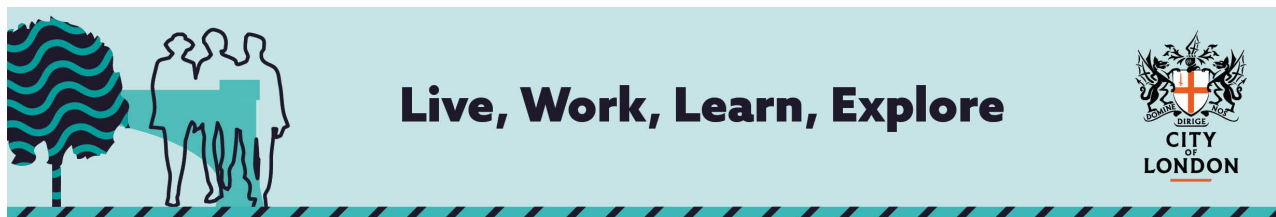
Priority workstream and key 2025/26 deliverables	Funding allocation approx. %	People resource approx. %	Corporate Plan 2024-2029 Outcomes	Outcome focused Performance measures	Outcomes / Impacts
e) Create an inclusive, accessible and healthy Square Mile where everyone feels welcome.					
<p>1. Adopt the City Plan 2040 with its policies on inclusivity, accessibility and wellbeing.</p> <ul style="list-style-type: none"> • <i>City Plan Inspectors' Report: Q1/Q2 2025/26</i> • <i>Adoption: Q2 2025/26</i> <p>2. Publish new and updated Planning advice and guidance to improve inclusivity and accessibility, including:</p> <ul style="list-style-type: none"> • <i>Inclusive City SPD. Q4 2025/26</i> • <i>Safety of Women Planning Advice Note. Q4 2025/26</i> • <i>Updated version of the City's Wind Guidelines to address accessibility considerations. Q2 2025/26.</i> <p>3. Provide well maintained and accessible streets and sufficient, accessible parking facilities.</p> <ul style="list-style-type: none"> • <i>Retain accessibility during construction and street works and increase accessibility through streets and spaces projects. Ongoing</i> • <i>Review building site and utility contractor guidance including Considerate Contractor scoring and Accessibility Award. Q3 2025/26</i> • <i>Project development and design, project processes, design checks and guidance. Q4 2025/26</i> <p style="text-align: right;"><i>Contd...</i></p>	12%	15%	<p>Diverse engaged communities.</p> <p>Vibrant thriving destination.</p> <p>Flourishing public spaces.</p>	<ul style="list-style-type: none"> • Amount of s106 contributions for skills and training secured through Planning Permissions. • Number of new pedestrian routes secured through Planning Permissions. • CoLSAT (City of London Street Accessibility Tool) and Healthy Streets Check scores. • Diversity data for highways and transportation consultations. 	<ul style="list-style-type: none"> • The City will be a welcoming and inclusive place for all communities and backgrounds irrespective of economic background. • A wider range of voices will be heard through engagement and consultation. • A more consistent approach to considering accessibility across highway maintenance and new projects. • Reduced barriers to independent travel.



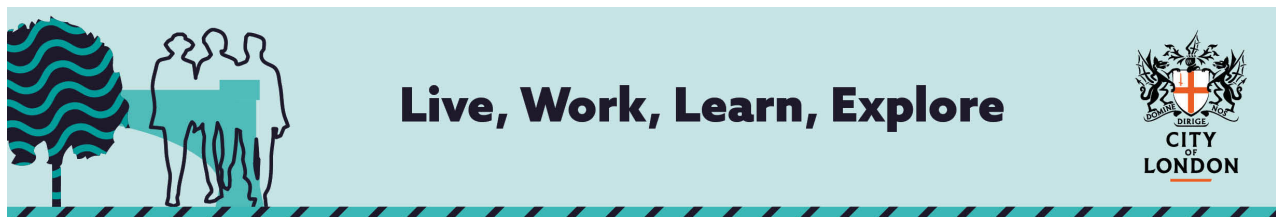
Priority workstream and key 2025/26 deliverables	Funding allocation approx. %	People resource approx. %	Corporate Plan 2024-2029 Outcomes	Outcome focused Performance measures	Outcomes / Impacts
<p>4. Increase engagement with disabled people based on lived experience.</p> <ul style="list-style-type: none"> • <i>Reform and expand the City of London’s Access Team to more adequately integrate accessibility into divisional and departmental responsibilities. Q3 2025/26</i> • <i>Review strategy and project consultation processes to address the need for wider engagement. Q2 2025/26</i> 					

Priority workstream and key 2025/26 deliverables	Funding allocation approx. %	People resource approx. %	Corporate Plan 2024-2029 Outcomes	Outcome focused Performance measures	Outcomes / Impacts
f) Maintain a safe built environment.					
<p>1. Continue to discharge statutory building control functions.</p> <ul style="list-style-type: none"> • <i>Maintain an appropriate number of Registered Building Control Surveyors with the Building Safety Regulator.</i> Ongoing • <i>Provide 24/7 dangerous structure call out service.</i> Ongoing <p>2. Work with City Bridge Foundation Board to develop a new model for the provision of engineering services.</p> <ul style="list-style-type: none"> • <i>Complete review of engineering service provision for City Bridge Foundation. Q3 2025/26</i> • <i>Complete procurement of consultant for City Bridge Foundation structures (Q3 2025/26) for commencement in Q1 2026/27.</i> <p>3. Inspect and maintain the highway structures and the Corporation’s reservoirs in accordance with approved schedules.</p> <ul style="list-style-type: none"> • <i>Complete procurement of consultant for highway structures (Q3 2025/26) for commencement in Q1 2026/27.</i> • <i>Complete review of Reservoir Panel Engineer performance. Q1 2026/27.</i> 	5%	5%	<p>Flourishing public spaces.</p> <p>Providing excellent services.</p> <p>Vibrant thriving destination.</p>	<ul style="list-style-type: none"> • Submission of statutory returns to Building Safety Regulator by their deadline. • Full plans assessed (or extension of time agreed) within 5 weeks. 	<ul style="list-style-type: none"> • City maintains a safe built environment for people to move around. • Building Control services that meet statutory requirements to provide services to the construction industry, driving economic growth. • Highway and bridge structures continue to provide infrastructure network to help the economy. • Maintained reservoir safety.

Priority workstream and key 2025/26 deliverables	Funding allocation approx. %	People resource approx. %	Corporate Plan 2024-2029 Outcomes	Outcome focused Performance measures	Outcomes / Impacts
g) Provide safer streets and spaces.					
<ol style="list-style-type: none"> 1. Deliver safer car parks through OSPR-funded investment. <ul style="list-style-type: none"> • <i>London Wall car park fire safety project. Q3 2025/26</i> • <i>Minorities structural surveys (operational property review). Q3 2025/26</i> 2. Deliver safer streets and behaviour change activities through the Vision Zero programme. <ul style="list-style-type: none"> • <i>Vision Zero Programme (incl. Aldgate High Street, Ludgate Hill/Old Bailey and Aldersgate Street/Long Lane). Q3 2027/28</i> 3. Deliver safer streets during temporary construction, highway and utility works. <ul style="list-style-type: none"> • <i>Review Considerate Contractor Scheme Code of Practice. Q4 2025/26</i> 4. Improved compliance with traffic restrictions for safety improvement and congestion reduction. 5. Implement additional dockless cycle hire measures and pursue the development of a pan-London contract. Q4 2025/26 	19%	22.5%	Flourishing public spaces. Providing excellent services. Vibrant thriving destination.	<ul style="list-style-type: none"> • Parking contract management – adherence across all five contracts. • Numbers of KSIs (Killed/Serious Injuries). (CP 2024-29 KPI) • Reduction in Highway-related insurance claims. • Processing efficiency for challenges and appeals of Penalty Charge Notices (PCN). • Dockless cycle bay capacity. (CP 2024-29 KPI) 	<ul style="list-style-type: none"> • A safer car parking environment. • Fewer collisions, casualties and injuries on-street. • Safer on-street authorised activities with reduced risk to the public, staff and contractors.















Priority workstream and key 2025/26 deliverables	Funding allocation approx. %	People resource approx. %	Corporate Plan 2024-2029 Outcomes	Outcome focused Performance measures	Outcomes / Impacts
h) SME support and economic development. <i>(N.B. This workstream is outside the remit of the Planning and Transportation Committee)</i>					
<ol style="list-style-type: none"> 1. Help start-up businesses and SMEs to scale and grow through implementation of our SME Strategy. <ul style="list-style-type: none"> • Define ‘affordable workspace’ (as part of the Office Use SPD review). Q2 2025/26 • Define what the targeted support for SMEs will be, based on key recommendations from the Occupier and Investment study. • Review and enhance SBREC as national leading incubator hub. 2. Establish a team to focus on attracting and supporting investment and occupiers to the Square based on the findings of the Occupier and Investment study. <ul style="list-style-type: none"> • Scope the approach to develop an outward facing concierge, promotion and engagement function. 2025/26 • Establish and strengthen cross corporate working partnerships including point of contact within Planning and Development; City Surveyor’s; Innovation and Growth; and Destination City. • Create and adopt an interim software solution for end-to-end relationship mapping and monitoring. 2025/26 	<p><i>n/a: SBREC budget is held separately as it reports to Policy and Resources Committee.</i></p>	<p><i>n/a: SBREC people resource is not included in Planning & Transportation Committee totals.</i></p>	<p>Dynamic economic growth</p> <p>Vibrant thriving destination</p> <p>Diverse engaged communities</p>	<ul style="list-style-type: none"> • Increase in the number of SBREC members who are business founders from underrepresented groups (ethnicity; gender; age). • Growth in SBREC membership numbers. • Attendance at SME events. 	<ul style="list-style-type: none"> • Maintain the London’s position as the leading global financial and professional services centre. • Greater number of start-up businesses in target sectors. • The City will attract high growth SMEs looking to scale their business and locate in the Square Mile.



SECTION A: Planning and Transportation 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			
Adopt the City Plan 2040.	Adoption by end of Q2 2025/26														
Review Office Use SPD.	Completion by end of Q4 2025/26														
Review the Planning Obligations SPD.	Completion by end of Q4 2025/26														
Adopt Cultural Matchmaking Programme.	Completion by end of Q4 2025/26														
Support Destination City Growth Strategy.	Ongoing														
Publish (and consult on) a new 'Views' SPD.	Completion by end of Q4 2025/26														
Draft 'Celebrating our Heritage' SPD.	Completion by end of Q4 2025/26														
Review Carbon Options Guidance.	Completion by end of Q3 2025/26														
Progress Climate Action Strategy workstreams.	Ongoing until 2027														
Reform and expand CoL Access Team.	Completion by end of Q3 2025/26														
Review Engineering Services for CBF.	Completion by end of Q3 2025/26														
Review Reservoir Panel Engineer performance.	Completion by Q1 2026/27														



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	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		
London Wall car park fire safety project.	Completion by end of Q3 2025/26									◆				
Review Considerate Contractor Scheme CoP.	Completion by end of Q4 2025/26												◆	
Implement additional dockless cycle measures.	Completion by end of Q4 2025/26												◆	
Implement the SME Strategy. *	Ongoing													
Establish team to focus on economic development. *	Establish by end Q4 2025/26												◆	

* N.B. These workstreams are outside the remit of the Planning and Transportation Committee.

SECTION A: Planning and Transportation Committee

Finance 2025/26

Planning and Transportation Committee Estimated budget 2025/26 (£000)	
Local risk net expenditure	(14,546)
Central risk	6,694
Recharges	(10,878)
Total net expenditure	(18,730)

Unfunded Medium Term Plans

What Medium Term action is required? (e.g. New legislation, services, projects, automation)	When? 2026/27	When? 2027/28
Air Pollution and Wind Modelling	✓	
Pedestrian Permeability modelling	✓	
Enhanced Access service (2x Grade E posts)	✓	
City Operations Contract Review/Expiration dates 2027/28.	✓	
Minorities Car Park future use (options being considered 2025/26, impact in 2026/27 and 2027/28).	✓	✓
Transport Strategy delivery.	✓	✓

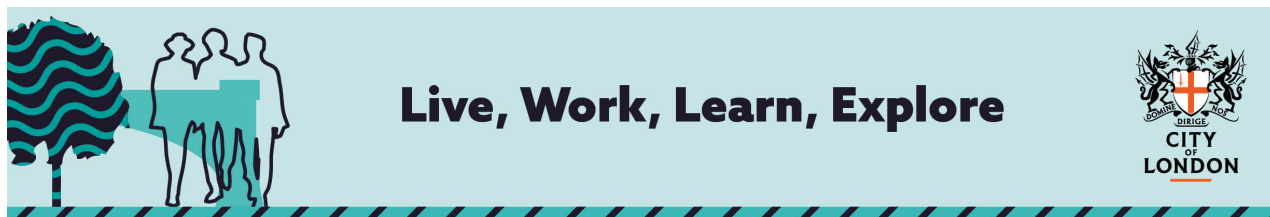
Our key risks*

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 highest risks for the Planning and Development Division, and the Highways and Transportation services are listed below.

Risk Title	Score
Road safety	RED, 24
Car Parks: Fire safety	RED, 16
Car Parks: Repairs and maintenance	AMBER, 12
Transport and public realm projects not delivered due to lack of funding	AMBER, 12
The District Surveyor's (Building Control) Division becomes too small to be viable.	AMBER, 12
Inspecting dangerous structures (Building Control)	AMBER, 8
Working in service/pipe subways (confined spaces)	AMBER, 8

**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:

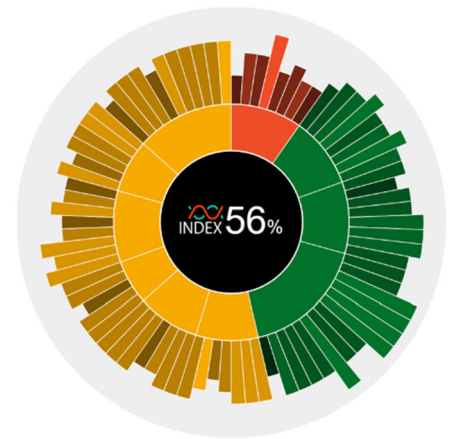
- Undertake staff 'stress audits' to recognise and identify stress levels to improve stress levels and reduce stress-related sickness absence.
- Increase visibility of the EEDI Working Group and associated Action Plan. All recruiting managers will understand EEDI policies and processes to enable them 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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