

ENVIRONMENT DEPARTMENT HIGH-LEVEL BUSINESS PLAN 2025-2030

CONTENTS

Executive Director's introduction

About us: Our purpose, aims and impacts

Our key objectives, priority workstreams and major projects

SECTION A: Planning and Transportation Committee

Priority workstreams 2025-2030 and key deliverables 2025/26
Timeline planner of priority workstream activities and milestones
Finance and key risks

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

Priority workstreams 2025-2030 and key deliverables 2025/26
Timeline planner of priority workstream activities and milestones
Finance and key risks

SECTION C: Natural Environment Board

Priority workstreams 2025-2030 and key deliverables 2025/26
Timeline planner of priority workstream activities and milestones
Finance and key risks

Environment Department enablers



Live, Work, Learn, Explore



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



Live, Work, Learn, Explore



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.



Live, Work, Learn, Explore



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.



Live, Work, Learn, Explore



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.



Live, Work, Learn, Explore



CITY
OF
LONDON

SECTION C: Natural Environment Board

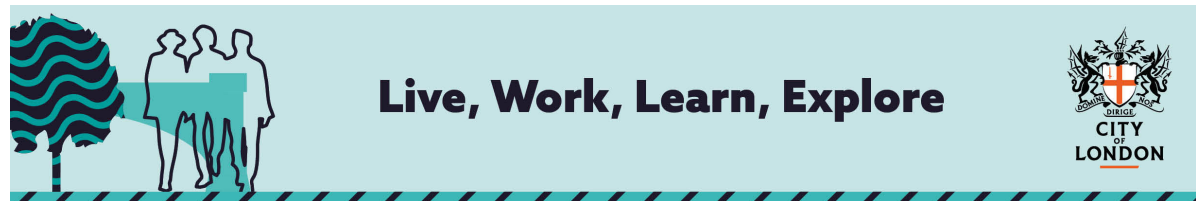
This section covers the service areas which fall within the remit of the Natural Environment Board:

- Natural Environment Division
- City Gardens

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) Nature conservation and resilience (incl. climate mitigation and adaptation).					
1. Develop CSS and Woodland Management Schemes across our sites. Ongoing 2. Ensure effective engagement with the planning system to influence the protection of our open spaces in the most relevant way. Ongoing 3. Deliver the Climate Action Strategy’s Carbon Removals Project to protect and enhance carbon sequestration level. 2027	29%	40%	Leading Sustainable Environment Flourishing Public Spaces	<ul style="list-style-type: none"> • Respond to 100% of Local Authority planning consultations. • Increase carbon sequestration by 0.21kt per annum. 	<ul style="list-style-type: none"> • Protect and enhance the biodiversity of our open spaces. • Greater resilience of our open spaces within a wider interconnected natural landscape. • The Corporation will meet its target of being Carbon neutral by 2027.

N.B. The first four Natural Environment Division workstreams reflect the suite of core Natural Environment Strategies. The performance measures are taken from the strategies and will be developed and incorporated as appropriate in the detailed Business Plan of each charity.

* Funding allocation and people resource %s are estimates. Funding is shown as a percentage of the total Natural Environment Division and City Gardens 2025/26 revenue budget. People resource is shown as a percentage of the total number of FTE in the Natural Environment Division and City Gardens.

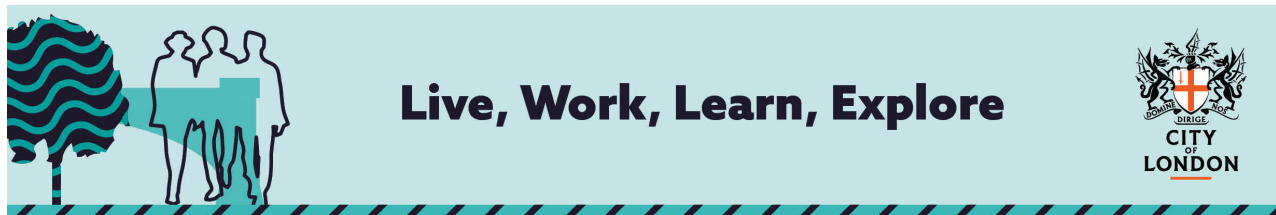


Priority workstream and key 2025/26 deliverables	Funding allocation approx. %	People resource approx. %	Corporate Plan 2024-2029 Outcomes	Outcome focused Performance measures	Outcomes / Impacts
b) Community engagement					
<p>1. Build and sustain meaningful and lasting partnerships with the communities we serve</p> <ul style="list-style-type: none"> Develop volunteering programmes across our sites. Ongoing <p>2. Continue to develop the quality and range of our communications to ensure they reach, and are understood by, our communities and service users.</p>	20%	19%	<p>Diverse Engaged Communities</p> <p>Leading Sustainable Environment</p> <p>Providing Excellent Services</p> <p>Flourishing Public Spaces</p>	<ul style="list-style-type: none"> Increased number of volunteer work hours. Greater number of visitors to the open spaces' pages on the CoL website. 	<ul style="list-style-type: none"> Increased advocacy and volunteering to support the CoL and its green spaces. Easy access to information about the Corporation, its open spaces, and our management practices.

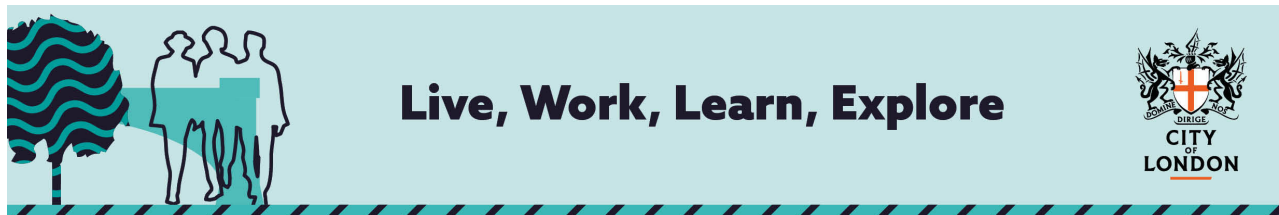
Priority workstream and key 2025/26 deliverables	Funding allocation approx. %	People resource approx. %	Corporate Plan 2024-2029 Outcomes	Outcome focused Performance measures	Outcomes / Impacts
c) Access and recreation					
<ol style="list-style-type: none"> 1. Upgrade and install new on-site signage to enhance wayfinding and access to information. 2. Provide easily accessible and clear pre-visit information through digital platforms. 3. Build understanding and knowledge about the open spaces through engagement and instruction. 	20%	17%	<p>Flourishing public spaces</p> <p>Leading Sustainable Environment</p> <p>Diverse Engaged Communities</p>	<ul style="list-style-type: none"> • Greater % of public facilities with accessibility information available on our website. • Seasonal engagement sessions provided on site (minimum four per site each year). 	<ul style="list-style-type: none"> • We provide the best possible visitor journey. All visitors are equally welcomed. • Our spaces are welcoming places that visitors from all backgrounds and abilities are comfortable to explore. • Catalyse improved behaviours in our spaces where needed.

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) Culture, heritage and learning					
<ol style="list-style-type: none"> 1. Develop our communities of interest. 2. Provide more opportunities for children to engage in outdoor play. 3. Protect and enhance our built heritage, landscape heritage and archaeological assets and promote them as part of our visitor and learning offers. 	7%	8%	<p>Diverse engaged communities.</p> <p>Vibrant thriving destination.</p> <p>Flourishing public spaces.</p> <p>Providing excellent services.</p> <p>Leading sustainable environment.</p>	<ul style="list-style-type: none"> • Increased number of visitors to Keats House and The Monument per annum. • Increased number of learning and play participants per annum. • Reduction in the number of heritage assets on the Heritage at Risk Register. 	<ul style="list-style-type: none"> • We have strong relationships with our communities of interest resulting in their effective support for our open spaces. • Our learning participants express increased confidence, well-being and connection to nature. • Our heritage assets are well protected for future generations and are visited by diverse audiences.

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) Develop a sustainable business model					
<p>1. Begin to implement the recommendations of Natural Environment Charity Review.</p> <ul style="list-style-type: none"> Update Charity Financial models to allow for improved asset management and to improve financial security for the charities. 2025-2030 <p>2. New agreement and changed ways of working/governance regarding management and condition of assets.</p> <ul style="list-style-type: none"> Work with CSD to ensure improved condition and environmental performance of built assets. Q4 2025/26. <p>3. Seek opportunities to increase income generation. Ongoing</p>	6%	2%	<p>Flourishing Public Spaces</p> <p>Vibrant Thriving Destination</p> <p>Dynamic Economic Growth</p> <p>Providing Excellent Services</p>	<ul style="list-style-type: none"> Higher percentage of surveyed properties with an EPC rating of D or above. Achievement of charities' increased income targets. 	<ul style="list-style-type: none"> Compliance with Charity law. Improved income generation, supporting charity objectives. Updated governance for the charities. Clarity of asset ownership and responsibility will enable more effective and efficient management.






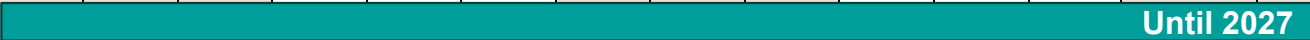














Priority workstream and key 2025/26 deliverables	Funding allocation approx. %	People resource approx. %	Corporate Plan 2024-2029 Outcomes	Outcome focused Performance measures	Outcomes / Impacts
f) City Gardens: Effectively manage the green spaces within the Square Mile					
1. Provide well maintained and accessible spaces. <ul style="list-style-type: none"> Carry out an audit of green spaces within the Square Mile for accessibility standards to establish a baseline which can be monitored in future years. Q4 2025/26 2. Progress Biodiversity Action Plan <ul style="list-style-type: none"> Continue to progress Biodiversity Action Plan. Q4 2025/26 	11%	14%	Flourishing Public Spaces Vibrant Thriving Destination Providing Excellent Services	<ul style="list-style-type: none"> Greater number of trees planted. The area of climate resilient public realm and open space enhanced (sqm). 	<ul style="list-style-type: none"> More accessible public spaces. Everyone benefits from having access to an enhanced City environment.

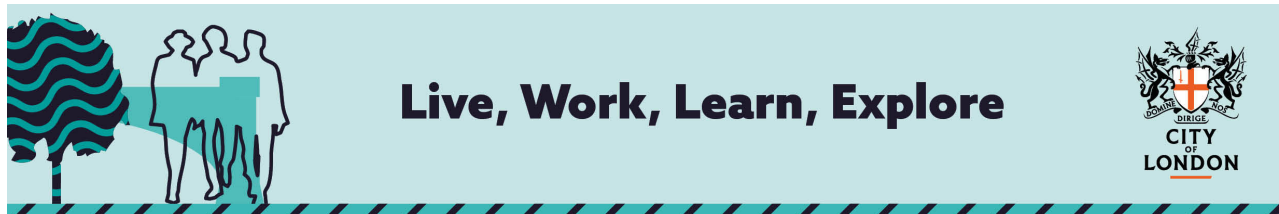


SECTION C: Natural Environment Board

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		
Engagement with local planning authorities.													Ongoing	
Carbon Removals Project.													Until 2027	
Develop volunteering programmes.													Ongoing	
Enhance digital communications.													Ongoing	
Improve provision of accessibility information.													By end of 2025/26 	
Deliver seasonal engagement sessions.													By end of 2025/26 	
Provide outdoor learning and play programmes.													Ongoing	
Reduce number of heritage assets at risk.													By end of Q4 2025/26 	
Update charity financial models.													By 2030	
Accessibility audit of Square Mile green spaces.													By end of Q4 2025/26 	
Progress Biodiversity Action Plan.													By end of Q4 2025/26 	



SECTION C: Natural Environment Board

Finance 2025/26

Natural Environment Division and City Gardens Estimated budget 2025/26 (£000)	
Local risk net expenditure	(13,971)
Central risk	264
City Surveyor's local risk	(7,737)
Recharges	(5,162)
Total net expenditure	(26,606)

Unfunded Medium Term Plans

	2026/27	2027/28
Website development (initial planning) for Natural Environment charities.	✓	
West Ham Park: secure Planning consent for redevelopment of nursery site.	✓	
Epping Forest: pond condition improvements to comply with Natural England requirements.	✓	✓
West Wickham and Coulsdon Commons: tree safety management.	✓	✓
Hampstead Heath: Hill Garden Pergola renovation.	✓	
North London Open Spaces: lodge inspections and repairs.	✓ (inspections)	✓ (repairs)
North London Open Spaces: staff training to ensure compliance.	✓	

Our key risks*

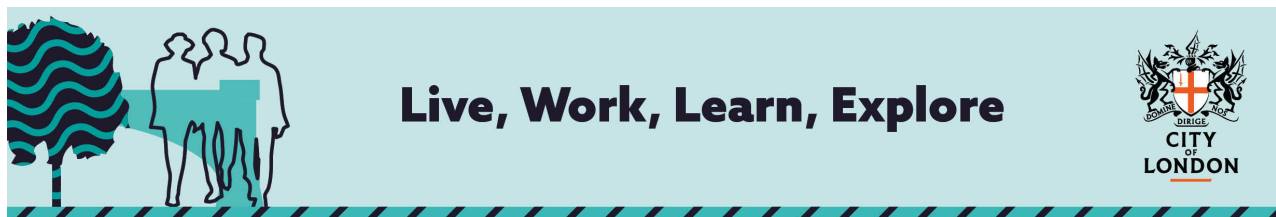
Our business risks are managed in accordance with the Corporate Risk Management Framework and, where applicable, the Charities Act 2011. Risks are regularly reviewed and updated by management teams in consultation with risk owners. Committees receive regular updates on the risks held by the charities/ 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.

Each of the Natural Environment charities holds its own risk register. The Natural Environment Cross-Divisional Risk Register includes risks which are managed by the Natural Environment Director at a strategic, level. City Gardens is part of the City Operations Division, and its risks are held in a separate, non-charity, risk register.

Our highest risks fall within the subject areas listed below.

Decline in condition of assets	Negative impacts from pests and diseases
Budget pressures and uncertainty over future funding model (charities)	Impacts of anti-social behaviour on staff and sites
Risks to health and safety	Negative impacts of extreme climate and weather

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



ENVIRONMENT DEPARTMENT ENABLERS

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

Business Services Division

The Business Services Division, 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.



Live, Work, Learn, Explore



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.



Live, Work, Learn, Explore



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:

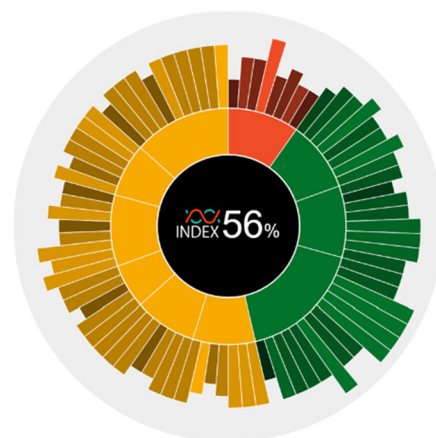
- Undertake staff 'stress audits' to recognise and identify stress levels to improve stress levels and reduce stress-related sickness absence.
- Increase visibility of the EEDI Working Group and associated Action Plan. All recruiting managers will understand EEDI policies and processes to enable them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



Live, Work, Learn, Explore

