



Executive Summary

This Service Plan outlines our service aims, objectives, key activities, and performance measures for the upcoming year. It updates and refreshes objectives and sets out how we plan to achieve them.

We regulate food safety, occupational health and safety, and certain public health controls, adhering to frameworks set by national regulators such as the Food Standards Agency (FSA) and the Health & Safety Executive (HSE).

Our focus will remain on high-risk establishments while considering flexibilities for lower risk establishments. Interventions will be tailored to national requirements and local needs.

1. Background

1.1 Profile of the Authority and our Service

- The City of London, along with 32 London boroughs is responsible for local government services in their respective areas. The profile of our authority, our organisational structure and governance are detailed [on our website](https://cityoflondon.gov.uk/about-us/about-the-city-of-london-corporation/our-role-in-london). <https://cityoflondon.gov.uk/about-us/about-the-city-of-london-corporation/our-role-in-london>
- The Commercial Environmental Health (EH) Team operates within the Environment Department, Port Health & Public Protection Service (PHPP)

1.2 Organisational Structure of the Service

- The team is overseen by the Assistant Director (Regulation and Compliance) and managed by the Commercial EH Team Manager, with support from Lead Officers for Food Safety and Health & Safety.

1.3 Scope of the Service

- The Commercial EH Team regulates food safety, occupational health and safety and certain public health controls arising from commercial business activities.

1.4 Regulation Policy

- Focus on high-risk establishments and adapting to evolving regulatory frameworks.
- PHPP has a [documented enforcement policy](#).

2. Overall Aims & Objectives

2.1 Aims

- We promote and support a risk based, goal setting regulatory regime developing our service to contribute to the improved management and control of risk, sharing our knowledge.
- Work with others to make workplaces safer and healthier. We help ensure higher risk activities are properly managed, and employers committed to developing healthier workplaces., providing a level playing field for responsible employers by advising, promoting, and where necessary, enforcing good standards of risk control.
- We help ensure Food is hygienically prepared, safe to eat and what it says it is; safeguarding food safety and public health by implementing effective regulatory measures and enforcement actions.
- We regulate in a way that supports businesses to comply and where necessary evolve, whilst not losing sight of the integrity and assurance of safe food for consumers and safe workplaces needing to be at the heart of what we do.
- Sharing our knowledge and continuing our dialogue with stakeholders to improve services, always looking to provide simple, pragmatic advice and support
- Ensuring our workforce is adequately resourced and experienced, enabling the service to fulfil the objectives set in the Department's Business Plan and this local Plan.

2.2 Links to Corporate Objectives and Plans

- Our Service Plan aligns with the City Corporation's [Corporate Plan 2024-29](#), [Health and Wellbeing Strategy](#), [People Strategy](#), and [Digital, Data and Technology Strategy](#) as well as the [Environment Department's High Level Business Plan 2025-30](#).
 - We contribute to corporate outcomes such as providing excellent services, promoting a vibrant and thriving destination, and ensuring dynamic economic growth.
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3. Resources, Review & Service Delivery

3.1 Resource: Financial and staffing allocation

- We aim to maintain a competent and adequately resourced workforce. The team comprises 8.2 Full-Time Equivalent (FTE) Officers, with an additional 0.3 FTE for allied food control work in Port Health. Contractors are utilised to cover staff absence and assist with additional work.

3.2 Review: Against the 2024-25 Service Plan

- Our food intervention plans were reviewed to incorporate the Action Plan agreed with the FSA Performance Team and addressing intervention backlogs. We completed focused intervention programmes for D-rated and E-rated premises and aimed to update interventions for other risk categories by year-end. New/unrated establishments will be prioritised in Q1 of 2025-26.

- Table 1 shows the food hygiene interventions we completed in the year

Table 1 Intervention Programme Category¹		Interventions done
		2024-25
Inspections & audits (*by food hygiene risk category, below) Total		693
A	7	
B	55	
C	203	
D	217	
E	63	
New/unrated	148	
Verification & surveillance visits		504
Sampling visits		14
Advice & education visits		19
Information & intelligence gathering visits		194
Total		1424

- Key statistics:
 - 96.1% of food businesses were broadly compliant (an FHRS of 3 or better) at year-end.
 - 100% premises in hygiene risk categories A to D received an appropriate intervention.
 - 97.92% of interventions due or overdue in category E premises were completed.
 - We have noted a marked increase in the number of food businesses registering with a business churn of around 20%.
 - We received 96 complaints about food or food premises.
 - 10 premises accepted voluntary closure to effect immediate improvements and to protect the public
 - 25 food businesses applied for and received an FHRS rerating in the period. All but one improved their rating; twenty-one were given a 5 rating.
- We are now implementing the food standards delivery model. Significant preparation was required, including ongoing training for all Officers and work with our Management Information System (MIS) provider.
- In 2023-24, we introduced a new MIS. Officers were involved in its development to meet data and reporting need. In 2024-25 we had to consider implementation of the new FSA food standards model. MIS revisions to the food standards risk matrix and migration of

old data to new were finally incorporated in April 2025; this enabled the model's implementation, including revised data capture for reporting and KPIs.

- We completed our cooling tower intervention programme, targeting inspections based on risk rating data from previous interventions and any further intelligence received.
- We continue to manage our Primary Authority Partnerships, focusing on occupational health and safety. This includes audit work across the UK for a high street retailer and developing (and auditing) advice for a national gym company regarding an unstaffed model of work.
- We completed a programme of interventions in establishments with massage and special treatment licences.
- We actively take part in SAG activity as necessary and reviewed an additional 59 event applications to City of London in relation to health and safety matters this year.
- A number of outbreaks and incidents were followed up in the year with our colleagues in UKHSA.

3.3 Service Delivery: 2025-26

- We will continue to prioritise high-risk and non-compliant establishments, deliver planned interventions, prioritising new premises, investigate complaints, support businesses through the Primary Authority scheme, and implement a risk-based sampling programme. We will respond promptly to food safety incidents and collaborate with other authorities to ensure consistent enforcement. We will investigate notifications of illness, disease outbreaks and food-related infectious disease in partnership with the UK Health Security Agency (UKHSA) and the City & Hackney Public Health Teams.
- Our overall Food Establishment Profile is detailed in **Table 2** below.

Table 2	
Establishment profile by Intervention rating (risk) category	Total Number of establishments
A	9
B	57
C	305
D	788
E	400
Unrated	197
Other category (e.g. Approved premises)	65
Total	1756

- Specific planned interventions, controls and activities are detailed in the section on the services objectives and activities. The number of food hygiene interventions that are due are detailed in Table 3; these include businesses that registered on or before 1st April 2025 and still require an initial inspection. Our intervention programme will also include any further new establishments that register in the course of 2025-26; this figure is likely to be significant.
- Details of our service delivery points are explained on our website [here](#) .

4. Quality Assessment

4.1 Quality Assessment and Internal Monitoring

- We have measures to assess officer performance and are developing systems to accurately depict service demands in real time, enabling us to target resources more effectively. Our enforcement activity and key performance indicators (KPIs) are regularly reported to the Port Health & Environmental Services Committee.

Objectives and Activities

1: Deliver a Targeted Programme of Official Food Controls

We will meet service delivery expectations for Local Authorities in the Food Law Code, prioritising high-risk and non-compliant establishments. We will manage the transition to the new food standards delivery model and undertake proactive surveillance to maintain an accurate business landscape.

This table shows the proactive hygiene inspections that are scheduled for 2025-26.

Food Hygiene Intervention Rating		Table 3
Risk Category, (interval)	Interventions due in 2025-26	
A (6 months)	7	
B (12 months)	57	
C (18 months)	155	
D (2 yearly)	361	
E (3 yearly)	77	
Unrated	197	

2: Maintain Support for the National Food Hygiene Rating Scheme (FHRS)

We will support FHRS and ensure the credibility and objectivity of the scheme. Our intervention work will establish compliance even in lower-risk premises, and we will support re-rating visits as outlined on our website.

Distribution of FHRS ratings.

FHRS Rating	Number premises (04-2025)	Category, %	Table 4
0	2	Non-compliant, 3.3 %	
1	17		
2	39		
3	39	Broadly compliant, 2.6 %	
4	109	Compliance Good or better, 93.5 %	
5	1279		
Unrated/outside program	265		
Total	1750		

3: Appropriate food standards interventions are completed using the new food standards risk rating model (FSDM)

Our regulatory work remains a targeted (risk-based) intervention program developed to ensure businesses meet key requirements in both food hygiene and food standards. The food standards interventions due in 2025-26 are in Table 5 below

Food hygiene and appropriate food standards interventions are combined in new/unrated establishments.; We also anticipate that the majority of the food standards interventions required can be managed through the food hygiene program as they were in the previous system. Priority food standards interventions will be appropriately managed.

Food Standards Intervention intervals (in months)	Interventions due in 2025-26
3	0
6	8
12	17
24	161
36	157
48	58
60	275
72	116

4: Develop and Implement a Risk-Based Food Sampling Programme

We have a [Sampling Policy](#) and we participate in relevant regional/national studies. We will exchange intelligence on sampling results to maintain a robust system of Official Food Controls.

5: Ensure Adequate Arrangements for Health and Safety Regulation and Enforcement

We will focus on high-risk duty-holder businesses and activities, undertaking targeted initiatives based on local intelligence and evidence of risk. In setting our priorities we will utilise HSE LAC 67-2- Setting Local Authority Priorities and Targeting Interventions for 2025/2026. Our programme will include interventions focusing on duty-holders management of legionella in cooling towers. We will promote proportionate health and safety through business engagement and partnership working.

6: Promote Workplace Health and Wellbeing

We will align our work with the evolving public health agenda, encouraging the development and use of good practice frameworks for workplaces. We will raise awareness of work-related stress and mental health campaigns.

7: Develop Primary Authority Partnership Work

We will pursue ongoing Primary Authority Partnership (PAP) work, providing assured and tailored advice to businesses. We aim to improve support for businesses and economic growth, ensuring progress towards the Government's better regulation agenda. Currently we have seventeen PAP agreements Details are available on the [GOV.uk website](#),

8: Further Develop the Commercial EH Team

We will focus on our people, producing training and development opportunities, and aligning with the City Corporation's People Strategy. We will enhance the competency of our frontline professionals and develop suitable training arrangements.

9: Develop IT and Information Management Systems

We will work collectively to embed and develop Uniform to match business processes, develop Power BI data reporting, and improve our digital customer services. We aim to streamline internal and external processes, reducing administrative burdens and improving information and intelligence gathering.