

ENVIRONMENT DEPARTMENT HIGH-LEVEL BUSINESS PLAN 2026-2030

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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 four 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 four 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, including City residents, workers, businesses and visitors, its partners and other stakeholders.

The Department will become an increasingly proactive and constructive corporate partner, continuing to develop its reputation for working collaboratively and contributing as positively to the direction of the Corporation as to its own aims. It will continue to build its capacity to attract, retain and grow investment and business in the Square Mile and across our services.

Katie Stewart, Executive Director Environment

About us: Our purpose, aims and impacts

The Environment Department *Shaping future environments and nurturing 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 2025/26

During 2025/26 our teams continued to work in collaboration with other departments, including, but not limited to, City Surveyor's; Innovation and Growth; and Remembrancers, 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, City residents, consumers, businesses and members of the public, including:

- Progressed the City Plan 2040 through the next stages of development.
- Implemented the Action/Delivery Plans of the SME Strategy, Circular Economy Framework, Air Quality Strategy and Transport Strategy.
- Developed the Licensing Service to introduce free pre-application meetings for residents and the trade; and reported to stakeholders on Late Night Levy spend and outcomes.
- Played a key role in delivery of Destination City, the Climate Action Strategy and other key Corporate strategies and programmes.
- Continued 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.

Our key objectives and priority workstreams and major projects

Priority workstreams 2026/30

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, whilst taking account of stakeholder views and needs.

City development and economic growth: We will seek to facilitate growth through our planning policies which aim for office development of the highest quality and ensure that the City's historic environment fully supports the City's strategic economic and cultural objectives. Officers across the department will continue to collaborate, to share knowledge and expertise which supports sustainable development.

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 through delivery of our Circular Economy Framework.

Business support: The launch of the SME Gateway brand 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.

Operational capability and interdepartmental collaboration

As we continue to develop the Department, we will maximise 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 across the department and the wider organisation.

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 be compliant with the Corporate Health and Safety Framework. Our EEDI activities, Workforce Plan, 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 understand how their work contributes to the aims of the wider department, and Corporation, we aim to enhance job satisfaction and staff retention.

Our corporate partners: We will continue to work collaboratively with colleagues across other departments, as intelligent clients, to break down silos and realise efficiencies. Where our workstreams will impact or require the support of other departments, we will consult them as early as possible. We will continue to work in partnership 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 consultation on new policies and strategies; planning applications; proposed changes to the public realm; and regular communications to residents, 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; embracing change, enhancing our use of data and adopting new ways of working and technologies that will make us more efficient and cost effective.

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 2026/27 deliverables | Funding / People resource approx.%* | Corporate Plan 2024-2029 Outcomes | Performance measures | Impacts |
|--|-------------------------------------|---|--|---|
| a) Deliver an environmentally enhanced City | | | | |
| <p>1. Implement and deliver the Air Quality Strategy 2025 – 2030</p> <ul style="list-style-type: none"> • Deliver the Strategy actions, subject to funding being secured. • Prepare and submit the Annual Status Report. Q1 2026/27 • Assess the % of the City's area that meets the World Health Organisation air quality guidelines. Q2 2026/27. • Publish the Air Quality SPD. Q1 2026/27. <p>2. Deliver the Action Plan of the Circular Economy Framework.</p> <ul style="list-style-type: none"> • Continue to develop baselines for circular economy metrics which can be measured in future years. Q2 2026/27 • Commence monitoring of Circular Economy Framework targets against approved baseline metrics. Q4 2026/27 <p>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. Ongoing</p> <ul style="list-style-type: none"> • Ensure services are compliant with new legislation and introduce additional waste and recycling streams/services as necessary. Q4 2026/27 | 57% / 14.2% | <p>Leading Sustainable Environment</p> <p>Diverse Engaged Communities</p> <p>Providing Excellent Services</p> | <ul style="list-style-type: none"> • Air Quality: the Square Mile meets an annual average (mean) of 30µg/m3 for nitrogen dioxide by 2030. Target: >90% (CP 2024-29 KPI) • Cleansing: City streets with unacceptable levels of litter, detritus, graffiti and flyposting (NI 195). Target: <5% | <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 2026/27 revenue budget. People resource is shown as a percentage of the total FTE in the Port Health and Public Protection Division and the Cleansing Service. Figures across the workstreams do not total 100% as much 'business as usual activity' is not captured in this high-level plan.

| Priority workstream and key 2026/27 deliverables | Funding / People resource approx.%* | Corporate Plan 2024-2029 Outcomes | Performance measures | Impacts |
|--|--|--|--|--|
| b) Protect and promote Public, Animal and Environmental Health and Consumer Protection | | | | |
| <p>1. Embed the changes to Border Controls in line with UK legislation and proposed EU agreement, at the Ports for food and feed and at Heathrow for live animals (AVI).</p> <p>2. Deliver high quality statutory services and support for businesses.</p> <ul style="list-style-type: none"> Deliver the Food Law Enforcement Plan. Deliver the Health and Safety Cooling Towers regime. Deliver a 24/7/364 Noise Response Service. Support the Planning and Development Service as a statutory consultee and provide expert advice. 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>3. Medium and High-Rise Fire Building Safety Programme:</p> <ul style="list-style-type: none"> Work towards setting up a Building Safety Enforcement Team to deliver the Programme (subject to funding). <p>4. Suicide Prevention:</p> <ul style="list-style-type: none"> Establish a dedicated business network focused on suicide prevention. Develop, publish, and actively promote a Suicide Prevention Charter. Integrate suicide prevention measures into the planning process, particularly for tall buildings. Collaborate with HR colleagues to review all policies and procedures, ensuring suicide prevention is embedded. Include suicide prevention awareness as part of the induction process for all new staff. | <p>4.8% / 60%</p> <p><i>(N.B. Border control work is cost neutral)</i></p> | <p>Providing Excellent Services</p> <p>Vibrant Thriving Destination</p> <p>Dynamic Economic Growth</p> | <ul style="list-style-type: none"> Port Health: Official controls completed on controlled imported food and feed commodities within 48 hours. Target: 70% HARC: Flight collections attended within 30 minutes of the flight offloading. Target: 95% City EH: Planned food hygiene interventions on Category A-C premises completed within 28 days of due date. Target: 75% City EH: Planned Cooling Tower inspections completed within 28 days of due date. Target: 75% City EH: Justifiable noise complaints investigated which result in a satisfactory outcome. Target: 90% Trading Standards: Actionable Operation Broadway intelligence items that result in a confirmed disruption outcome within 3 months of being logged at an Operation Broadway tasking meeting. Target: 70% | <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 and animal health protection. Effective delivery of our statutory duties ensures residents and consumers are protected, businesses are supported, and Members are provided with reassurance in relation to the residents they serve. |

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| Priority workstream and key 2026/27 deliverables | Funding / People resource approx.%* | Corporate Plan 2024-2029 Outcomes | Performance measures | Impacts |
|---|-------------------------------------|-----------------------------------|--|---|
| c) Ensure provision of appropriate facilities to enable delivery of services | | | | |
| <ol style="list-style-type: none"> 1. Ensure that property is fit for purpose to enable efficient, effective and sustainable service delivery. 2. Implement decisions from Operational Property Review. 3. Respond to local property pressures for: <ul style="list-style-type: none"> • Cemetery and Crematorium. • Port Health Service accommodation. • Heathrow Animal Reception Centre. 4. Build on agreed medium term strategy for Walbrook Wharf as the sustainable cleansing waste transfer station from 2025/26 and initiate options for long term strategy post 2032. Q4 2026/27 5. Deliver appropriate provision of public toilets - which aligns with Member approved service levels. Ongoing <ul style="list-style-type: none"> • Monitor public and private provision of toilets to establish a baseline. | 0.3% / 0.5% | Providing Excellent Services | <ul style="list-style-type: none"> • Narrative updates will be provided on progress against the actions listed. | <ul style="list-style-type: none"> • The continued delivery of high-quality statutory services to customers and stakeholders in the most efficient and sustainable manner. |

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| Priority workstream and key 2026/27 deliverables | Funding / People resource approx.%* | Corporate Plan 2024-2029 Outcomes | Performance measures | Impacts |
|--|---|---|--|--|
| d) Financial security and development | | | | |
| <p>1. Progress 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, including:</p> <ul style="list-style-type: none"> Commence project to extend Haywood Lawn, providing additional lawn graves. | <p>0% / 3%</p> <p><i>(N.B. this workstream is cost neutral)</i></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 additional lawn graves by end of 2026/27. Target: circa. 350 graves | <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. |

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| Priority workstream and key 2026/27 deliverables | Funding / People resource approx.%* | Corporate Plan 2024-2029 Outcomes | Performance measures | Impacts |
|--|-------------------------------------|---|---|--|
| e) Support Destination City through delivery of effective Licensing Services for the Square Mile whilst maintaining a balanced approach for our City residents. | | | | |
| <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 2026/27 Deliver a proactive engagement and enforcement regime with the City's licensed trade. Ongoing Promote and offer free pre-application meetings (to licensees) and pre-representation advice (to residents). Promote and develop the Licensing Interactive Map. Ongoing Deliver the annual Safety Thirst Awards. Q4 2026/27 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"> Promote a refreshed Street Trading Policy. Q1 2026/27 Update the Gambling Policy as required to meet government changes. (Timeline subject to release of Gambling Commission review). Review, consult on (in Q3 2026/27), and publish refreshed Licensing Policy by Q4 2026/27 Actively participate in, and present at, biannual City of London Police Licensing Forums. Q1/Q3 2025/26 Implementation of new licensing regimes to implement the Tobacco and Vapes Bill and non-surgical procedures. | 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 90% of 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. Target: 85. | <ul style="list-style-type: none"> A sustainable licensing landscape that balances the needs of residents and businesses. 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. |

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

Finance 2026/27

Port Health and Environmental Services Committee
and Licensing Committee
Estimated budget 2026/27
(£000)

| | |
|-----------------------------------|---------------|
| | |
| Local risk net expenditure | 12,197 |
| Central risk | 8 |
| City Surveyor's local risk | 4,624 |
| Recharges | 7,410 |
| Total net expenditure | 24,239 |

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 risks to the delivery of our priority workstreams are listed below. Officers are undertaking a range of appropriate mitigating actions to actively manage each risk.

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

***Risk details were correct at 28 November 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 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 2025.

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

People

(Data correct at 30 November 2025)

The Environment Department has 832 members of staff (785 FTE), this represents an 8.3% increase over the last 12 months.

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

Median age: 45 years (*corporation wide average: 44 years*)



Live, Work, Learn, Explore



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 2025/26 was launched in July 2025 and aligns with the CoL's Corporate Equality Objectives. Progress will continue to be regularly monitored.
- The EEDI Working Group is collaborating with the corporate EEDI team, other departments, and staff networks, on key EEDI priorities including, but not limited to, Gender Identity, accessibility, and social mobility. Appropriate actions and progress against these are reflected in our 2025/26 Departmental Action Plan.

The top three priorities of our Departmental EEDI Action Plan 2025/26 are to:

1. Continue to build on our action plan to further develop an inclusive culture, including making cross-departmental working groups fully inclusive; aligning representatives' objectives with individual appraisals; and ensuring EEDI remains a standing agenda item at departmental meetings, led from the top down. We will continue to promote and celebrate inclusivity and diversity through departmental events, employee communications, and engagement activities, while also maintaining robust monitoring of corporate EEDI training completions and Equality Impact Assessments (EQIAs) to track progress and accountability.
2. Undertake a comprehensive review of our services, communications, and support mechanisms for staff and stakeholders considering the recent Supreme Court ruling on Gender Identity. Collaborate closely with the Corporate EEDI Team, departmental leads, and staff networks through the Gender Identity (GI) Working Group and GI Policy Working Group, as well as through related workstreams, to ensure our approach remains inclusive, compliant, and reflective of best practice.
3. Ensure that 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.

Health and Safety

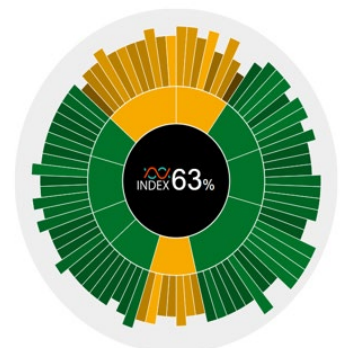
Following the implementation of Safe365 in July 2024, we have taken a range of actions which have increased the departmental maturity rating from 56% to 63%. Several of our business areas currently exceed the Executive Leadership Board's target of 65% and work is ongoing to achieve that across the whole department.

The exercise has identified opportunities to improve Health and Safety within the department, with a refreshed focus on our Natural Environment colleagues and working environments. This approach supports the mitigation of the Health and Safety risks held by our divisions and charities.

Managers across the department are undertaking Health and Safety training in accordance with corporate recommendations, and this is supported by further specialised training for our higher risk working environments.

Our top three health and safety priorities for 2026/27 are:

- Front line worker safety.
- Development of a departmental Health and Safety audit and verification system.
- Provision of targeted guidance and relevant bite-sized training sessions to our staff.



Live, Work, Learn, Explore

