

City of London Corporation Committee Report

Committee(s): Planning and Transportation Committee	Dated: 19/01/2026
Subject: Environment Department high-level Business Plan 2026-30	Public report: For Decision
This proposal: <ul style="list-style-type: none"> • delivers Corporate Plan 2024-29 outcomes • provides statutory duties • provides business enabling functions 	Corporate Plan Outcomes: Providing Excellent Services; Vibrant Thriving Destination; Leading Sustainable Environment; Diverse Engaged Communities; Dynamic Economic Growth; Flourishing Public Spaces Statutory duties: Local authority statutory duties/regulatory functions. Business enabling functions: Business Planning; Resource allocation and management; Risk Management; Health and Safety; EEDI.
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of:	Katie Stewart, Executive Director Environment
Report author:	Joanne Hill, Environment Department

Summary

This report presents for approval the Environment Department's high-level Business Plan 2026-30. The Business Plan sets out the Department's priority workstreams for 2026-30 along with the specific actions and targets which will be undertaken in 2026/27 to deliver each one. For ease of governance and reporting, the department's workstreams have been separated into sections, each containing information relevant to a specific Committee or Committees. The remaining content of the plan relates to the Environment Department as whole.

The Business Plan presented at Appendix A contains the workstreams which fall within the remit of the Planning and Transportation Committee. Once approved, the Plan will be adopted from April 2026.

Recommendation

Members are asked to:

- i. Note the factors taken into consideration in compiling the Environment Department's high-level Business Plan 2026-30; and
- ii. Approve, subject to the incorporation of any changes sought by this Committee, Section A of the Environment Department's high-level Business Plan 2026-30 (Appendix A), which covers the service areas within the remit of the Planning and Transformation Committee.

Main Report

Background

1. Each year, every City of London department produces a standardised high-level Business Plan, in alignment with the corporate business planning process. In 2025, the Environment Department was one of two pathfinder departments to transition from a single-year to a multi-year Business Plan which covered 2025-30. The Plan set out the Department's priority workstreams for 2025-30 and the specific actions which would be undertaken to deliver those workstreams in 2025/26.
2. The Environment Department's Business Plan has now been reviewed and refreshed for 2026-30. The workstreams are still relevant and remain unchanged, but the actions under each workstream have been updated for 2026/27. Performance measures and targets have also been reviewed and refined where possible. The end date of the Business Plan remains 2030 to align with the duration of the Corporate Plan 2024-29.
3. The high-level Business Plan 2026-30 aligns to our Corporate Plan 2024-2029 and demonstrates how the department's work supports delivery of the Corporate Plan outcomes. It also indicates the estimated funding and people resources associated with each priority workstream. As a high-level plan, this document does not capture the granularity of departmental work but gives an overall picture of departmental activity, trends where applicable and direction of travel.

Environment Department high-level Business Plan for 2026-30

4. This report presents, at Appendix A, the high-level Business Plan for 2026-30 for the services of the Environment Department which fall within the remit of the Planning and Transportation Committee, ie:
 - Planning and Development
 - District Surveyor's Office
 - Highways, Transportation and Parking.

5. The Business Plan sets out the priority workstreams for 2026-30 and the actions that will be undertaken in 2026/27 to deliver them. The Plan will be reviewed and refreshed annually to detail the actions for the following year.
6. The seven priority workstreams are as listed below with a brief description of each one. Workstreams a) to e) are all supported by the adoption of the City Plan and its relevant policies:
 - a) **Power a growing, vibrant and competitive economy, with over 1.2m sqm of additional office floorspace delivered by 2040.**

This workstream supports the Corporate Plan 2024-29 aim to increase the provision of office space in the Square Mile. Actions include adoption of the 'Office Use' and 'Planning Obligations' Supplementary Planning Documents, and engagement and coordination with the newly established City Business Investment Unit. The impacts of this workstream include raising the profile of the City as a place to invest and locate, and enable more employment, skills and training opportunities in the City.
 - b) **Transform the Square Mile into a 7-day-a-week cultural and leisure destination for everyone.**

This workstream supports the Corporate Plan, the Destination City programme and the Culture Strategy in making the City a thriving cultural and leisure destination where people want to spend time. Actions taken will ensure that the interests of residents, workers, and visitors are considered, aiming to optimise office occupancy and enhance the quality of inclusive public spaces. These improvements will boost economic prosperity by attracting more people, increasing spending, and encouraging activity.
 - c) **Celebrate our heritage while re-shaping those parts of the City that have the most potential for growth and regeneration.**

Through protecting and enhancing the City's heritage and archaeology, actions will transform the perception of the historic environment from a constraint to an opportunity, particularly in the areas of accessibility and sustainability. Actions include consulting on, and publishing, a new Supplementary Planning Document to set out the City's heritage strategy.
 - d) **Ensure an environmentally enhanced City which is a highly sustainable place to do business, achieving a net zero Square Mile by 2040.**

This workstream incorporates the work being undertaken across the service areas to deliver the City's Climate Action Strategy programmes and to promote sustainability through development of policies and projects. Impacts include improved energy efficiency through retrofitting buildings and using renewable energy; a climate resilient City with reduced risk of overheating and flooding, and achievement of a net zero Square Mile by 2040.
 - e) **Create an inclusive, accessible and healthy Square Mile where everyone feels welcome.**

Actions to deliver this workstream include publication of new and updated Planning advice and guidance to improve inclusivity and accessibility. Barriers to independent travel within the City will be reduced by retaining accessibility during

construction and street works and increasing accessibility through streets and public space projects. Consultation processes for new strategies and projects will be reviewed to broaden engagement with disabled people and ensure a wider range of voices are heard.

f) **Maintain a safe built environment.**

The Building Control Team will continue to discharge the City's statutory building control functions, providing services to the construction industry which drives economic growth, and ensuring the safety of the City's highway structures and reservoirs. Officers will work with the City Bridge Foundation Board to complete a review of the engineering services they provide for the City Bridge Foundation structures.

g) **Provide safer streets and spaces.**

This workstream includes improving road safety through the delivery of the Vision Zero programme and delivering safer car parks through a range of improvement projects and ongoing repairs and maintenance. The Highways service will also review the Considerate Contractor Scheme Code of Practice to ensure the safety of streets during temporary construction, highway and utility works.

Prioritisation and alignment to Corporate Plan 2024-29

7. The Environment Department's priority workstreams were identified by the Department's Senior Leaders and their management teams, in consultation with other members of staff. The establishment of these core workstreams enables management teams to set appropriate objectives and action plans to achieve the overarching goals during the years ahead.
8. The workstreams were selected to reflect key strategic priorities. They demonstrate how the department supports delivery of the Corporate Plan 2024-29 outcomes and other cross-cutting strategies, programmes and priority projects, such as Destination City and the Climate Action Strategy, as well as the statutory duties of the services. However, due to the high-level nature of the Plan, the workstreams do not include all elements of the teams' work; there is a significant amount of 'business as usual' activity that will continue alongside the priority workstreams.

Synergies and collaboration

9. Each workstream is linked to corporate priorities. Direct links to Corporate Plan performance measures are shown in bold font; other corporate strategies, programmes and projects are referenced throughout.
10. Colleagues are working collaboratively to identify synergies and opportunities to work together across the department and the wider organisation and continue to develop opportunities for improvement. All projects and programmes will adhere to the new corporate P3 Project Framework.

11. The front and back pages of the Plan contain information which relates to the whole of the Environment Department and these pages are being presented to all Committees along with the relevant Committee-specific workstream section.
12. As a key enabling function, the Department's Business Services Division works to align common processes and procedures to achieve consistency and effectiveness. This Division leads cross-departmentally on areas including business planning; risk management; health and safety; workforce planning; Equality, Equity, Diversity and Inclusion; communications and engagement; information and data management; and GIS mapping.

Resources utilised

13. As part of a pilot prioritisation exercise which began in 2024/25, every City Corporation department has again been required to include an estimation of the budget and people resource associated with each workstream. These figures are expressed as percentages of the overall revenue budget and Full-Time Equivalent (FTE) staff.
14. It has not been possible to determine accurate allocation of financial or people resources for each workstream; very few are discrete projects with specific budgets, and very few members of staff spend specific proportions of their time on one workstream. Therefore, the figures shown in the Business Plan are very much estimates. Should this exercise be repeated in future years, accurate methodology will need to be designed and applied to ensure consistency across and within departments.

Performance measurement

15. Progress made against priority workstreams is assessed by monitoring key performance measures and achievement of milestones. Performance is reviewed regularly by Directors and their Management Teams and is reported to your Committee every six months to enable Member scrutiny. The Town Clerk's Executive Leadership Board also reviews the progress of every department's Business Plan workstreams and performance measures on a quarterly basis.
16. In addition, the priority workstreams identified in this high-level Business Plan flow through local team management plans and the individual performance plans of members of staff, which provide further methods of assessing progress. This also enables individual officers to fully understand how their work feeds into divisional, departmental and corporate activities, aims and objectives.

Departmental Operational Property Assets Utilisation Assessment

17. The Environment Department's staff are based across 25 sites throughout London and the south-east. The Department holds approximately 340 physical assets, almost 270 of which are at its Natural Environment sites.
18. As part of the Corporation's Operational Property Review Programme, the Department has undertaken a detailed utilisation assessment of all allocated operational property assets beyond 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.

19. Over the coming year, we will continue to work in partnership with the City Surveyor's Department to review, assess and progress essential repairs and maintenance to our physical assets. In addition, work will continue to produce a comprehensive departmental Asset Plan which will enable effective management and development of these assets to ensure they add value to the organisation and the natural environment charities while being fit for purpose, well maintained, and safe for our staff and service users.

Corporate and Strategic Implications

Strategic implications - The Environment Department's high-level Business Plan is aligned to Corporate Plan 2024-29 outcomes and some of the department's performance measures are included in the Corporate Plan (these are shown in bold font and labelled 'CP 2024-29 KPI'). There are common themes woven throughout the Department's high-level Business Plan which highlight its contribution and commitment to the delivery of the Corporate Plan, Destination City, the Climate Action Strategy, the People Strategy and other key cross-cutting programmes and projects. Any new strategies will be reviewed as they are approved, and consideration given as to how the services can and will support their delivery.

Security implications - The City Operations Division works in close, ongoing liaison with the City of London Police on a range of issues including security for major events, demonstrations, roads policing, night-time economy and counter-terrorism. This includes public realm security measures, the Secure City Programme and the anticipated Protect Duty legislation intended to improve security and preparedness at publicly accessible locations.

Financial implications - The high-level Business Plan has been produced in liaison with Chamberlain's Department and takes into consideration opportunities to reduce expenditure and increase income to make necessary savings.

Equalities implications and the Public Sector Equality Duty (PSED) - The Department has an established Equality, Equity, Diversity and Inclusion (EEDI) Working Group. The Group has developed a Departmental EEDI Plan which aligns with the Corporate EDI Plan. Members of the Group lead on a range of EEDI actions, including those set out in the Business Plan, to ensure compliance with the PSED across the department.

Resourcing implications - Any changes to resources will be brought to the relevant Committee(s).

Risk Implications - The risk management processes in place in the Environment Department support the delivery of the Corporate Plan, our Departmental and Divisional Business Plans and relevant Corporate strategies. Risk management is an integral factor in the business planning process: the Environment Department's risk register includes risks to the achievement of its priority workstreams, and the actions being taken to address those risks.

Climate Implications - The work of the service areas for which your Committee is responsible supports the delivery of the Corporate Climate Action Strategy through delivery of relevant workstreams. Updates on progress are reported to this Committee.

Conclusion

This report presents, for consideration and approval, the high-level Business Plan for 2026-30 for the services of the Environment Department which fall within the remit of the Planning and Transportation Committee. Once approved, the Plan will be updated in line with any changes requested by this Committee and will be adopted in April 2026.

Appendices

- Appendix A – Environment Department high-level Business Plan 2026-30

Joanne Hill

Business Planning and Compliance Manager, Environment Department

joanne.hill@cityoflondon.gov.uk