

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, developing a 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 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 A: Planning and Transportation Committee

This section covers the service areas which fall within the remit of the Planning and Transportation Committee.

Priority workstream and key 2026/27 deliverables	Funding / People resource approx.%*	Corporate Plan 2024-2029 Outcomes	Performance measures	Impacts
a) Power a growing, vibrant and competitive economy, with over 1.2m sqm of additional office floorspace delivered by 2040.				
<ol style="list-style-type: none"> 1. Adopt the City Plan 2040. <ul style="list-style-type: none"> • (City Plan Inspectors' Report: Q4 2025/26) • Adoption: Q2 2026/27 2. Put in place the environment to deliver high-quality strategic office floorspace for the Square Mile. <ul style="list-style-type: none"> • Adopt the Office Use Supplementary Planning Document (SPD). Q2 2026/27 • Adopt the Planning Obligations SPD. Q2 2026/27 • Publish regularly updated digital monitoring of development statistics and contextual data. Q1 2026/27 3. Engagement and coordination with the newly established City Business Investment Unit. Ongoing 4. Deliver a proactive, collaborative and expert planning function for determining applications. Ongoing 	2.5% / 2%	<p>Dynamic economic growth Vibrant thriving destination</p> <p>Diverse engaged communities</p>	<ul style="list-style-type: none"> • Increased provision of office space in the Square Mile (CP 2024-29 KPI): <ol style="list-style-type: none"> i. Completions, net additional (N/A)). Target: 100,000sqm N/A between 01/04/2026 and 31/03/2027. ii. Commencements, net additional (N/A)). Target: 100,000sqm N/A between 01/04/2026 and 31/03/2027. iii. Approvals/ resolution to grant, net additional (N/A)). Target: 100,000sqm N/A between 01/04/2026 and 31/03/2027 	<ul style="list-style-type: none"> • Raise the profile of the City as a place to invest and locate. • 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 2026/27 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. 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) 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 and fast track change of use of non-strategic office stock for supportive uses which meet the needs of residents, workers and visitors.</p> <ul style="list-style-type: none"> • (City Plan Inspectors' Report: Q4 2025/26) • Adoption: Q2 2026/27 <p>2. Develop Cultural Planning Advice Note (PAN) and implement its guidance and requirements through development decisions.</p> <ul style="list-style-type: none"> • (Emergence of corporate Cultural Strategy. Q4 2025/26) • Draft Cultural PAN Q3 2026/27 <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> <p>4. Deliver a proactive, collaborative and expert planning function for determining applications. Ongoing</p>	2.5% / 2%	<p>Dynamic economic growth</p> <p>Vibrant thriving destination</p> <p>Diverse engaged communities</p>	<ul style="list-style-type: none"> • Narrative updates will be provided on the performance of the actions listed. 	<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. • Vibrant retail; food and beverage; leisure and cultural sectors, as a result of greater office occupancy.

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Priority workstream and key 2026/27 deliverables	Funding / People resource approx.%*	Corporate Plan 2024-2029 Outcomes	Performance measures	Impacts
c) Celebrate our heritage while re-shaping those parts of the City that have the most potential for growth and regeneration.				
<ol style="list-style-type: none"> 1. Adopt the City Plan 2040 with its policies on celebrating heritage and archaeology and delivering growth. <ul style="list-style-type: none"> • (City Plan Inspectors' Report: Q4 2025/26) • Adoption: Q2 2026/27 2. Publish (and consult on) the 'Celebrating Our Heritage' (final title TBC) SPD to set out the City's heritage strategy. Q2 2026/27 3. Renew (and if possible, optimise the cost of) the Archaeology SLA with GLAAS Q4 2025/26 / Q1 2026/27 	2% / 1%	<p>Dynamic economic growth.</p> <p>Vibrant thriving destination.</p> <p>Flourishing public spaces.</p>	<ul style="list-style-type: none"> • Narrative updates will be provided on the performance of the actions listed. 	<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.

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Priority workstream and key 2026/27 deliverables	Funding / People resource approx.%*	Corporate Plan 2024-2029 Outcomes	Performance measures	Impacts
d) Ensure an environmentally enhanced City which is a highly sustainable place to do business, achieving a net zero Square Mile by 2040.				
<ol style="list-style-type: none"> 1. Adopt the City Plan 2040 with its policies on retrofit first, whole lifecycle carbon, environmental resilience, sustainable transport. <ul style="list-style-type: none"> • (City Plan Inspectors' Report: Q4 2025/26) • Adoption: Q2 2026/27 2. Deliver high quality, resilient projects in public realm and continue to embed Climate Action Strategy goals in projects and services. Ongoing 3. Review Net Zero pathway for Highway Maintenance contract including identifying and baselining measurables. Q4 2026/27 4. Progress Climate Action Strategy workstreams, including: <ul style="list-style-type: none"> • Report on the Cool Streets and Greening Programme 'Lessons Learned'. Q3 2026/27 • Develop and implement partnership approaches to the delivery of the CAS aims for the Square Mile's built environment. Q4 2026/27 • Continued participation in the UK Government's Advanced Zoning Programme and work to support the procurement of a heat zone developer for the Square Mile (subject to Member approval). Q4 2026/27 	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 major development proposals delivered through retrofit schemes. Target: ≥50% • Proportion (%) of office floorspace (gross) delivered through major retrofit schemes. Target: ≥20% • Increase in biodiversity units secured through Planning Permissions. Target: tbc • Number of schemes that incorporate SuDS. Target: tbc • Number of trees planted. Target: 23 trees • Area of climate resilient public realm and open space enhanced (sqm). Target: 3,450 sqm • Number of engagement sessions with Square Mile stakeholders. Target: 10 sessions in 2026/27 	<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.

N.B. Targets for some performance measures cannot be confirmed until the full 2025/26 data is available.

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Priority workstream and key 2026/27 deliverables	Funding / People resource approx.%*	Corporate Plan 2024-2029 Outcomes	Performance measures	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"> • (City Plan Inspectors' Report: Q4 2025/26) • Adoption: Q2 2026/27 <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 PAN Q4 2026/27 (incorporating work on safety of women)</i> • <i>Updated version of the City's Wind Guidelines to address accessibility considerations. Q2 2026/27</i> <p>3. Provide well maintained and accessible streets and sufficient, accessible parking facilities.</p> <p>4. Retain accessibility during construction and street works and increase accessibility through streets and public space projects.</p> <p>Ongoing</p> <ul style="list-style-type: none"> • <i>Review building site and utility contractor guidance including Considerate Contractor scoring and Accessibility Award. Q1 2026/27</i> • <i>Embed new project governance, procedures and outputs within project delivery. Q3 2026/27</i> <p>5. Broaden engagement with disabled people based on lived experience and lessons learned from past projects.</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. Q1 2026/27</i> • <i>Review strategy and project consultation processes to address the need for wider engagement. Q3 2026/27</i> 	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. <p>Target: tbc</p> <ul style="list-style-type: none"> • Number of new pedestrian routes secured through Planning Permissions. <p>Target: tbc</p> <ul style="list-style-type: none"> • Diversity data for highways and transportation consultations using baseline. <p>Target: Data will be tracked during the year and a narrative update provided at year end.</p> <ul style="list-style-type: none"> • % of footways requiring repair. Target: ≤6.5% <ul style="list-style-type: none"> • No. of days saved in traffic disruption from proactively combining utility and City highway work. Target: ≥275 days 	<ul style="list-style-type: none"> • The City will be a welcoming and inclusive place for all communities and backgrounds irrespective of economic background. <ul style="list-style-type: none"> • A wider range of voices will be heard through engagement and consultation. <ul style="list-style-type: none"> • A more consistent approach to considering accessibility across highway maintenance and new projects. <ul style="list-style-type: none"> • Reduced barriers to independent travel.

N.B. Targets for some performance measures cannot be confirmed until the full 2025/26 data is available.

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Priority workstream and key 2026/27 deliverables	Funding / People resource approx.%*	Corporate Plan 2024-2029 Outcomes	Performance measures	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. Ongoing</i> • <i>Provide 24/7 dangerous structure call out service. Ongoing</i> <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.</i> • <i>Work with Bridge Inspection contractor to commence inspections of City Bridge Foundation structures.</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 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. Target: 100% • Full plans assessed (or extension of time agreed) within 5 weeks. Target: 100% 	<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.

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Priority workstream and key 2026/27 deliverables	Funding / People resource approx.%*	Corporate Plan 2024-2029 Outcomes	Performance measures	Impacts
g) Provide safer streets and spaces.				
<p>1. Deliver safer car parks through OSPR-funded investment.</p> <ul style="list-style-type: none"> • <i>London Wall car park fire safety project and refreshed fire risk assessment. Q3 2026/27</i> • <i>CWP funded repairs and maintenance. Ongoing</i> <p>2. Deliver safer streets and behaviour change activities through the Vision Zero programme.</p> <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> <p>3. Deliver safer streets during temporary construction, highway and utility works.</p> <ul style="list-style-type: none"> • <i>Review Considerate Contractor Scheme Code of Practice. Q4 2026/27</i> <p>4. Improved compliance with traffic restrictions for safety improvement and congestion reduction. <i>Ongoing</i></p> <p>5. Support the implementation of micromobility licensing. <i>Q1 2027/28</i></p>	19% / 22.5%	<p>Flourishing public spaces.</p> <p>Providing excellent services.</p> <p>Vibrant thriving destination.</p>	<ul style="list-style-type: none"> • Parking contract management. Target: ≥95% adherence across all five contracts. • Processing efficiency for challenges and appeals of Penalty Charge Notices (PCN). Target: ≥95% in 15 working days • Numbers of KSIs (Killed/Serious Injuries). Target: ≤16 by 2030; 0 by 2044 (CP 2024-29 KPI) • Highway-related insurance claims repudiated. Target: ≥75% • % of carriageways requiring repair. Target: ≤25% 	<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.

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SECTION A: Planning and Transportation Committee

Finance 2026/27

Planning and Transportation Committee Estimated budget 2026/27 (£000)	
Local risk net expenditure	13,475
Central risk	(6,299)
Recharges	9,002
Total net expenditure	16,178

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
Road safety	RED, 24 (Likelihood: Possible / Impact: Extreme)
Car Parks: Fire safety	RED, 16 (Likelihood: Unlikely / Impact: Extreme)
Car Parks: Repairs and maintenance	AMBER, 12 (Likelihood: Possible / Impact: Major)
Transport and public realm projects not delivered due to lack of funding	AMBER, 12 (Likelihood: Possible / Impact: Major)
The District Surveyor's (Building Control) Division becomes too small to be viable.	AMBER, 12 (Likelihood: Possible / Impact: Major)
Inspecting dangerous structures (Building Control)	AMBER, 8 (Likelihood: Rare / Impact: Extreme)
Working in confined spaces	AMBER, 8 (Likelihood: Unlikely / Impact: Major)
Adverse planning policy context	GREEN 4 (Likelihood: Unlikely / Impact: Serious)

*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

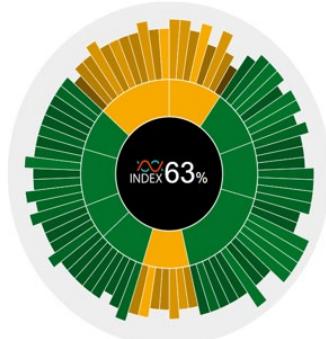
Following the implementation of Safe365 in July 2024, we have taken a range of actions which have increased the departmental maturity rating from 56% to 63%. Several of our business areas currently exceed the Executive Leadership Board's target of 65% and work is ongoing to achieve that across the whole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

