

City of London Corporation Committee Report

Committee(s): Licensing Committee	Dated: 5/2/2026
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 one or more specific Committees. The remaining content of the plan relates to the Environment Department as whole.

The Business Plan presented at Appendix A contains the workstreams for the service areas which fall within the remit of the Port Health and Environmental Services Committee and the Licensing Committee. As such, the proportion of content that relates to the Licensing Committee is minimal and it is, therefore,

supplemented with a more detailed list of the Licensing Services' priorities for 2026/27 (Appendix B)

The high-level Business Plan is being presented for approval of the elements which are within the remit of the Licensing Committee. The elements of the Plan which are within the remit of the Port Health and Environmental Services Committee were approved by that Committee on 20 January 2026. Once approved by both Committees, the Plan will be adopted in 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 (Appendix A); and
- ii. Approve, subject to the incorporation of any changes sought by this Committee (and with reference to the list of Licensing Service priorities for 2026/27 at Appendix B), the elements of the Environment Department's high-level Business Plan 2026-30 which fall within the remit of the Licensing 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 Port Health and Environmental Services Committee and the Licensing Committee, ie:
 - Public Protection, including the Licensing Service
 - Port Health
 - Animal Health
 - Cemetery and Crematorium
 - Cleansing Service
5. The content of the high-level Business Plan which is specifically relevant to the Licensing Committee, and which Members are being asked to approve, has been highlighted in red font on page 8 of Appendix A. This high-level workstream is to *'Support Destination City through delivery of effective Licensing Services for the Square Mile whilst maintaining a balanced approach for our City residents.'*
6. As your Committee is responsible for only a small portion of the overall Business Plan, a full list of the Licensing Service's priorities for 2026/27 is also provided, at Appendix B, to provide the underlying detail for Members' reference. These priorities support delivery of the Environment Department's high-level Business Plan, the Corporate Plan and other key corporate strategies, programmes and policies.
7. Please note that the elements of the high-level Business Plan which are within the remit of the Port Health and Environmental Services Committee were approved by that Committee on 20 January 2026. Once both Committees have approved the Plan, it will be adopted in April 2026.

Prioritisation and alignment to Corporate Plan 2024-29

8. 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.
9. 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

10. 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.
11. 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.
12. 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.
13. 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

14. 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.
15. 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

16. 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 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.
17. In addition, the priority workstreams identified in this high-level Business Plan flow through the Licensing Service's priorities and 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

18. 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.
19. To fulfil the requirements of Standing Order 56, the Environment 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.

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 - None

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 Port Health and Environmental Services Committee and the Licensing Committee.

Members of the Licensing Committee are asked to approve (with reference also to the more detailed list of Licensing Service priorities at Appendix B) the elements of the high-level Business Plan 2026-30 which relate specifically to the Licensing Service. Once approved, the Plan will be updated in line with any changes requested by this Committee and the Port Health and Environmental Services Committee and will be adopted in April 2026.

Appendices

- Appendix A – Environment Department high-level Business Plan 2026-30
- Appendix B – Licensing Service Priorities 2026/27

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