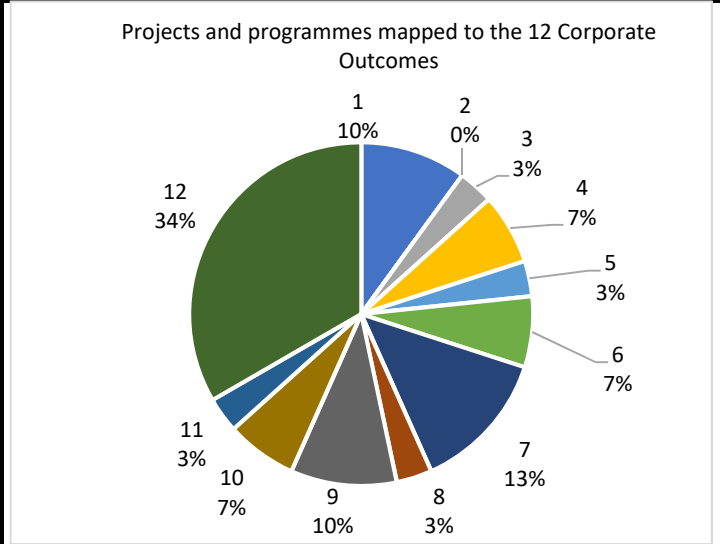




**We optimise the City's property assets for the benefit of our customers, our community, our partners and our colleagues.**

**The corporate outcomes we aim to impact on are:**



**Our budget is:**

Service Area	Expenditure	Income	Net
IPG	-38,919	153,520	114,600
CPG	-21,256	21,089	-167
PPG	-1,261	1,261	0
Operations	-9,893	3,553	-6,340
CPAT	-1,463	551	-912
Directorate & BPI	-776	348	-428
<b>Total</b>	<b>-73,568</b>	<b>180,321</b>	<b>106,753</b>

figures are in £'000 and based on 2019/20 original budget  
 figures include Cyclical Works Programme (CWP)

**What we do is:**

The City Surveyor's department has a major strategic impact on the work and services of the Corporation. It is responsible for:

- actively managing the £4b corporate investment portfolio to generate circa £133m pa income supporting the aspirations of the City of London,
- achieving efficiencies in the asset management of City's operational properties,
- managing and delivering capital build projects to meet or exceed customer expectations,
- providing facilities management, building engineering services and building surveying projects as well as technical advice to operational and investment properties,
- providing property health and safety compliance and energy management,
- providing advice and services to the wider business and property communities in the Square Mile.

**City Surveyor's**

**Our top line objectives are:**

**Service deliverables**

**Strategic asset management:** We will develop and implement asset management strategies that align Corporate Property Asset Management Strategy, Investment Property Strategy and risks. We will ensure that we unlock the potential of our property assets in a way that supports the efficient delivery of the Corporate Plan and Service Departments' business plans.

**Property assets and facilities management:** We will ensure buildings are fit for purpose, sustainable, safe and secure, providing access for all, meeting service needs and community expectations and delivering value for money through enhancing our efficiencies; this includes asset management and forward maintenance plans, provision of facilities management, delivery of cyclical projects, minor improvements and major capital projects for refurbishments and new builds.

**Fund management and income generation:** We will efficiently manage the City of London's property portfolios (City Fund, City's Estate and Bridge House Estates) to generate and grow income that can be reinvested into the organisation and underpin delivery of corporate priorities, deliver our local authority services, support the charitable organisations through the Bridge House Estates and support the efficiency challenge.

**Support and promote the City as a business location:** We will champion the City as the best place in the world to do business and encourage the development of its connectivity, capacity and character.



### **Corporate programmes and projects**

We will:

1. Deliver major corporate transformation projects in collaboration with colleagues from across the organisation such as Markets and Consumer Protection, Community and Children's Services, the City of London Police, Remembrancer, Comptroller and City Solicitor, and the Town Clerk's Department. This includes innovative projects such as New Housing and Education Projects and various Investment Property refurbishment projects such as Candlewick House, 123-124 New Bond Street and 15-17 Eldon Street together with the four major transformation programmes:
  - The Police Accommodation Strategy and Combined Courts Facility
  - The Markets Consolidation Programme
  - The Museum of London Relocation Programme
  - The Centre for Music
2. Update the Corporate Property Asset Management Strategy to ensure buildings are maintained to a satisfactory standard, and implement the Asset Management and the Operational Property Reviews.
3. Work in cooperation with Town Clerk's Department, the City of London Police, Built Environment and Open Spaces to continue the delivery of the cross-cutting Security Initiatives programme.
4. Undertake the refurbishment of 20/21 Aldermanbury for occupation in 2020 and dispose of Wood Street and Snow Hill surplus properties.
5. Implement Asset Management Plans for key sites with corporate partners to align asset management with business objectives.
6. Update our Investment Property Strategies and business plans for all Estates to maximise income.
7. Ensure the delivery of the Cyclical Works Programme (CWP).
8. Lead, working in conjunction with the Chamberlain's Department, the development of corporate wide procurement frameworks for intermediate and major works.
9. Promote and support the deployment of wireless and wired broadband solutions to support business needs.
10. Help businesses and developers to build, occupy and operate in the Square Mile and reinforce business and workforce networks through partnerships such as the Cheapside Business Alliance, the Aldgate Partnership and the One City social media platform.

### **Departmental programmes and projects**

We will:

11. Support the delivery of the Smarter Working programme within the Guildhall alongside HR and Chamberlain's Department, continue to reduce the Guildhall carbon footprint and identify further energy efficiencies.
12. Implement the new Carbon Descent Plan, developing programme of energy efficiency projects across the Estate.
13. Deliver the Corporate and Investment Property revenue works programmes.
14. Modernise the investment portfolio in line with the agreed Investment Property Strategy.
15. Negotiate and grant, along with the Comptrollers and City Solicitor's Department, a new headlease to 1 Leadenhall, a major new development in the heart of the City.
16. Deliver a rolling programme of reviews, rationalisation and optimisation of Facilities Management (FM) services, working in partnership with the FM corporate contractors. We will retender and mobilise contracts for corporate security and lifts.
17. Implement the Guildhall FM Service Based Review recommendations.
18. Manage the impact of macro-economic policy change (global and local political and economic decisions, changes in interest rates, exchange, taxation etc).
19. Provide Health and Safety guidance and policy advice for the entire the organisation, reporting through to the Health and Safety Committee alongside colleagues from HR.

## **How we plan to develop our capabilities this year**

We will:

20. Establish a successful programme team in the Property Projects Team.
21. Align and embed the Project Management Delivery Methodology.
22. Continuously explore innovative ways to add value to projects across the whole project cycle including alternative delivery models and implementing Building Information Modelling (BIM).
23. Work with Human Resources to refresh the departmental Workforce Plan to align capacity and expertise with the long-term departmental vision. This will build upon feedback from the 2018 Staff Survey. We will embed the Equalities, Diversity and Inclusion Group in the work of the department.
24. Continue to embed apprenticeships to meet the department's needs.
25. Develop an ethos of customer service in the department, aligned with the work of the corporate Customer Services Group.
26. Develop a programme of customer surveys to better engage with our customers.
27. Develop a programme of processes and procedures reviews, including better use of technology, to deliver added value and greater pace.
28. Progress the adoption of a new commercial property management system that maximises efficiencies across the department.

## **What we'll measure:**

### **Core Indicators**

- KPI 1. Asset Realisation (Target: Capital receipts are > 90% of forecast )
- KPI 2. Corporate Energy Consumption (Target: Reduction of 40% on 2008 baseline by 2026 (4%pa))
- KPI 3. Space Utilisation (Target: 5% reduction in cost per FTE at Guildhall)
- KPI 4. Property Contract Performance Compliance (Target: Achieve > 90% agreed SLAs and KPIs)
- KPI 5. Adherence to Budgetary Spend Profiles (revenue projects) (Target: 95% - 105% target)
- KPI 6. Capital Projects Defects Management (Target: < 40% defects on completion v contract sum)
- KPI 7. Capital Projects Project Status (Target: < 50% of projects in quarter at status red)
- KPI 8. Capital Projects H&S (Target: > 80% of H&S Site Inspection scores are Good or above)
- KPI 9. Capital Projects Gateway Reports (Target: > 50% of gateway reports due in period approved by Committee)
- KPI 10. Site Sustainability Waste Management (Target: 90% of waste diverted)
- KPI 11. Rental Forecasts Achieved (Target: Rental income > 95% forecast)
- KPI 12. Minimise Arrears (Target: Total arrears < 2% of the rolling 12-month annual billing run, with a stretch target of 1%)
- KPI 13. Minimise Voids (Target: < 5% of the total DM and FRI space)
- KPI 14. Performance v MSCI return (Target: Overall performance to outperform benchmark over a rolling 5 year basis)
- KPI 15. Customer Satisfaction (Target: Survey questions in development)
- KPI 16. Delivery of Strategic Utility Infrastructure (Target: milestones achieved)
- KPI 17. Support the Retention and Inward Investment of Businesses (Target: milestones achieved)

## What we're planning to do in the future:

We will:

29. Be a key partner on developing the organisation's four major transformation programmes.
30. Support Community and Children's Services and the Housing Strategy to deliver new homes both within and outside the City.
31. Focus on additional revenue growth, cost efficiencies and cost reduction strategies in an increasingly challenging property market environment to support the Corporation's Medium-Term Financial Strategy.
32. Seek to reduce the high levels of deferred building maintenance caused by historic underfunding, by narrowing the gap between the current condition and the acceptable standards in line with the agreed Corporate Property Asset Management Strategy.
33. Look to develop Building Intelligence by the use of management dashboards and the integration of forward maintenance plans within our IT systems.
34. Support the development of a feasibility study by the private sector, looking at the delivery of a SMART Energy Network.
35. Engage with the business community in the Eastern Cluster and the Fleet Street area with the view to bringing forward local network partnerships in these areas.