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| <b>Committee(s)</b>   | <b>Dated:</b>       |
| Operational Property and Projects Sub Committee – For decision  | 23 November 2022    |
| Property Investment Board – For decision  | 25 November 2022    |
| <b>Subject:</b> The City Surveyor’s Departmental Business Plan – 2023/24                                  | <b>Public</b>       |
| <b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b> | <b>4, 7, 11, 12</b> |
| <b>Does this proposal require extra revenue and/or capital spending? N/A</b>                              | <b>N</b>            |
| <b>If so, how much? N/A</b>   | <b>N/A</b>          |
| <b>What is the source of Funding? N/A</b>   | <b>N/A</b>          |
| <b>Has this Funding Source been agreed with the Chamberlain’s Department? N/A</b>                         | <b>N/A</b>          |
| <b>Report of: The City Surveyor (CS 372/22)</b>   | <b>For Decision</b> |
| <b>Report author:</b><br>John Galvin<br>City Surveyor’s Department  |                     |

### Summary

This report presents for approval the high-level Business Plan for the City Surveyor’s Department for 2023/24.

### Recommendation

Members are asked to:

- i. Note the factors taken into consideration in compiling the City Surveyor’s Business Plan; and
- ii. Approve, subject to the incorporation of any changes sought by this Committee, the departmental Business Plan 2023/24.

### Main Report

#### Background

1. As part of the new framework for corporate and business planning, departments were asked to produce standardised high-level, 2-side Business Plans for the first time in 2017 for the 2018/19 year. Members generally welcomed these high-level plans for being brief, concise, focused and consistent statements of the key ambitions and objectives for every department.
2. For 2023/24, the high-level Business Plan has been further evolved to add more narrative and improve readability. The Business Plan now incorporates Target Operating Model (TOM) departmental structure changes. As a high-level plan, this document does not capture the granularity of departmental work but gives the overall

picture of departmental activity, customer feedback, trends where applicable and direction of travel.

### **Draft final high-level Business Plan for 2023/24**

3. This report presents, at Appendix A, the draft final high-level Business Plan for 2023/24 for the City Surveyor's Department.
4. Members will note the consistency year-on-year with regards to the department's aims and objectives. We would not ordinarily expect these broad aspirations to change on an annual basis.
5. Our major workstreams have experienced greater change since the 2022/23 plan. This reflects changes to both the external and internal environments, the former impacted significantly by inflation, and the latter reflecting the implementation of the TOM.

### **Reporting and Scrutiny**

6. The plan was developed through consultation with the department's Senior Management Team, and colleagues from across the wider City Corporation. The involvement of colleagues from Town Clerk's Department, and across Chamberlain's Department, has been instrumental in refining deliverables and priorities.
7. The City Surveyor's Department reports quarterly through to its main Committees (Property Investment Board and Operational Property and Projects Sub Committee) with respect to the Key Performance Indicators and the Key Risks. This gives Members the regular opportunity to scrutinise the department's progress towards achieving its objectives.
8. Members have further opportunity to scrutinise departmental performance through thematic meetings through the year. This has recently included considering financial pressures through the Bilateral process, which most recently occurred in November 2022. Audit and Risk Management Committee further scrutinise the risk management process, and this was undertaken in December 2021.

### **Feedback**

9. Customer feedback is collected through a programme of externally commissioned surveys. This includes both internal corporate and external commercial occupiers. After a hiatus for COVID-19, the department is planning to recommence this analysis for 2023/24.
10. Staff feedback is similarly important. Following the 2022 Your Voice Matters survey the department has developed an action plan. This focusses on six key areas of feedback from our employees, and this is highlighted within the business plan.

### **Standing Order 56 and the use of physical space**

11. In line with Standing Order 56, the department has reviewed its space allocation, and has plans to do so again following the adoption of recommendations arising from the Workplace Posture review. In relation to the assets allocated for the delivery of services, these are currently 100% utilised.

12. As highlighted within the high-level plan, the department consolidated its staff onto the fourth floor at Guildhall in 2019-20. This activity reduced our occupied footprint by 24%.
13. Throughout the COVID-19 remote working period assessments were done and it was found that the space allocated to the department was appropriate to meet the 3-days in office requirement.
14. The organisation is developing its Workplace Posture on what the workplace may look like in the future. Following adoption, the department will again review its occupancy with the view that further savings can be made.
15. At Walbrook Wharf there are plans in place to relocate Occupational Health to Guildhall to release space for commercial letting and income generation. Long-term options for the entire site are to be considered under the Walbrook Wharf Feasibility Study.

### **Corporate & Strategic Implications**

16. The department engaging with Corporate colleagues as the new Corporate Plan is developed. As the design of the organisation changes the property assets required to deliver these aspirations will evolve. The department keenly aware of this transformation and is looking to pro-actively support this process.

### **Security implications**

17. A number of projects / programmes that the department delivers have security elements associated with them. Security was reviewed under the Target Operating Model so the business plan reflects the outcome of this process.

### **Financial implications**

18. The department faces considerable financial pressures. Inflation is impacting a number of departmental contracts and is a major issue within construction. These items have been flagged within the Business Plan as set out in Appendix A. These risks are being tracked through our departmental risk register. The department is engaging with Corporate colleagues and Members – notably through the bilateral process – to discuss these cost pressures where many are outside our control.
19. Members will be aware that much of the activity of the department is undertaken on behalf of client departments or the organisation generally. For instance, income generated by the investment estate appears under central risk and is therefore not covered in Appendix A.

### **Public sector equality duty**

20. Equalities, Diversity and Inclusion (ED&I) has been a focus of the department. There is an active departmental ED&I Network responsible for developing and implementing actions to further equalities matters within the department. The key workstreams – recruitment, development, and advocacy – have been highlighted within the Business Plan.

## **Resourcing implications**

21. The department is currently tracking a risk relating to the recruitment and retention of property professionals. Whilst the department is progressing mitigations, the risk articulates the potential impact on objective attainment. We are working closely with Corporate colleagues to ensure that departmental views are reflected within the Reward Refresh programme being led by HR.

## **Conclusion**

22. This report presents the high-level Business Plan for 2023/24 for the City Surveyor's Department for Members to consider and approve.

## **Appendices**

- Appendix A – Final high-level Business Plan 2023/24

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