

City of London Corporation Committee Report

Committee(s)	Dated:
Markets Board Resource Allocation Sub (Policy and Resources) Committee Investment Committee	21 January 2026 27 January 2026 09 February 2026
Subject: Draft High-Level Business Plan 2026 – 2031 – City Surveyor's Department	Public report: For Decision
This proposal: <ul style="list-style-type: none"> • Delivers Corporate Plan 2024-29 outcomes • Provides business enabling functions 	Providing Excellent Services, Leading Sustainable Environment, Flourishing Public Spaces, Dynamic Economic Growth, Vibrant Thriving Destination.
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:	The City Surveyor and Executive Director of Property (CS.003/26)
Report author: Jane Poulton, John Galvin – City Surveyor's Department	City Surveyor's Department

Summary

This report presents for approval the high-level Business Plan for the City Surveyor's Department for 2026 – 2031. This plan includes work overseen by Resource Allocation Sub (Policy and Resources) Committee, Investment Committee and the Markets Board.

Recommendation

Members are asked to:

- i. Note the factors taken into consideration in compiling the City Surveyor's Departmental Business Plan; and

- ii. Approve, subject to the incorporation of any changes sought by this Committee, the departmental Business Plan 2026 – 2031.

Main Report

Background

1. As part of the new framework for corporate and business planning, departments were asked to produce standardised high-level, Business Plans for the first time in 2017 for the 2018/19 year. In 2024/25, the Business Plans evolved further to describe the funding and people resources associated with each priority workstream, which continues for 2026/27 with the addition of timescales and KPIs for each workstream. From 2026–27 onwards, Departments and Institutions will be required to provide multi-year Business Plans, ensuring a longer-term view of priorities and delivery against corporate objectives.
2. High-level Business Plans for financial year 2026/27 are aligned to our Corporate Plan 2024-2029. 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 2026 – 2031

3. This report presents, at Appendix 1, the draft final high-level Business Plan for 2026 – 2031 (which will be reviewed and refreshed each year) for the City Surveyor's Department.
4. The City Surveyor's Department has extended the scope of the Business Plan to have a five-year horizon – which will be reviewed and refreshed each year. This encompass key departmental activities, notably the Real Estate Investment Strategy, the delivery of the Cyclical Works Programme, and the Corporate Property Asset Management Plan, alongside major Corporate activities to which the department is a key contributor, such as the Climate Action Strategy, and the progress of the demarketisation Bill. The Business Plan will be subject to an annual review, and this will be presented to Members for approval in future years.
5. The department has continued to engage staff from across the service in the development of this plan. This has included the department's Equity, Equalities, Diversity and Inclusion Group, Health and Safety Group, and the departmental Senior Management Team (SMT). Further, considerable engagement has been undertaken with the Corporate Strategy and Performance Team in the Town Clerk's Department, ensuring that the plan aligns with organisational guidance and best practice.

Performance Measurement:

6. The department's key performance indicators (KPIs) are contained on page 4 - 7 of Appendix 1. The department's 2026 – 2031 KPIs have been created to track and monitor progress in delivering its key workstreams. Members will note that the majority of these measures are aligned with those reported in prior years, allowing for year-on-year comparisons.
7. The department reports on a sub-set of these measures to each of Investment Committee, Resource Allocation Sub (Policy and Resources) Committee and Markets Board. Measures reported to these that are tailored to each Committee's terms of reference. The department's business plan update is reported alongside our risk register. This is such that factors that may prevent attainment of objectives is reported alongside current progress.

Measuring Impact and Value for Money (VfM)

8. The Business Plan demonstrates the department's commitment to delivering value for money through the generation of income, releasing capital, and delivering against operational objectives with efficiency. The City Surveyor and his management team regularly review performance, refining strategies and approach as required.

Departmental Operational Property Assets Utilisation Assessment Findings

9. Aligned with the requirements of Standing Order 56, the department undertook a utilisation assessment of those corporate spaces that the department has been using. Most of the space occupied is at the Guildhall, with a smaller operational provision at the Central Criminal Court and the 3 wholesale markets. The City Surveyor's Guildhall space assessment was undertaken in December 2025.
10. The current average utilisation for the department was deemed appropriate, with no surplus space identified. This review highlighted both challenges and opportunities for improving workplace efficiency and alignment with corporate standards.
11. The department will be reviewing all its assets again in December 2026.

Corporate & Strategic Implications

12. The City Surveyor's Department is dedicated to supporting and advancing the objectives outlined in the Corporate Plan.

13. Our collective aspirations for the medium-term are reflected within the departmental business plan and each workstream maps to one or more of the six strategic outcomes and is supported by key performance measures.
14. This department plays a crucial role in realising the City's vision by executing major construction initiatives, such as Salisbury Square, London Museum, and Barbican Renewal, while also preserving our heritage estate for the benefit of all Londoners and generating substantial revenue from both investment and operational property portfolios, which underpins all our activities.
15. The department actively collaborates with corporate leaders to ensure the effective implementation of our strategic priorities, particularly in relation to Destination City, the Climate Action Strategy, Equity, Equality, Diversity, and Inclusion (EEDI) initiatives and the City's Corporate Property Asset Management Strategy for 2024-29. Further, the department is providing significant support to the delivery of the Operational Property Review and the Natural Environment Charities Review.

Security implications

16. The business plan highlights the department's management of security across the City of London Corporation (CoLC) and the City of London Police property portfolios.

Financial implications

17. The financial information presented within the Business Plan reflects the departmental rather than the Committee budget.
18. There are no financial implications arising directly from this report and this plan aligns with the 2026/27 budget estimates and estimated resource allocations. Whilst the department's local risk position is challenging and inflation pressures persist; it continues to generate significant income and capital receipts to support the City Corporation's financial sustainability.

Public sector equality duty

19. Where appropriate the department will complete an Equality Impact Assessment (EQIA) for upcoming changes.

Equalities implication

20. The department has an active volunteer EEDI Group. This is seeking to enhance these areas within the department. The business plan highlights the areas of focus of this Group for 2026 – 2031.

Resourcing implications

21. There are no resourcing implications arising directly from this report.
22. The department has carefully considered the balance of resources allocated across the various workstreams. It works throughout the year to dynamically adjust assignment to account for emerging needs and requirements.

Risk Implications

23. Key risks managed by the department are included in the Risk Update Report presented regularly to Members. These reports present risks aligned to the Committee's Terms of Reference.

Climate Implications

24. The department supports the delivery of the Climate Action Strategy targets (achieving EPC C by 2027 and EPC B by 2030 and Carbon Net Zero (CNZ) by 2040) related to our financial and property investments and CNZ by 2027 for operational properties.

Conclusion

25. This report presents the proposed high-level Business Plan for 2026 – 2031 for the City Surveyor's Department for Members to consider and approve.

Appendices

- Appendix 1 – Draft High-Level Business Plan 2026 – 2031 – CSD

Departmental Performance & Services Team
City Surveyor's Department