

City of London Corporation Committee Report

Committee(s) Resource Allocation Sub (Policy and Resources) Committee – For information	Dated: 27 January 2026
Subject: City Surveyor's Business Plan 2025-30 – Quarter 2 of 2025/26 Update	Public report: For information
This proposal: Delivers Corporate Plan 2024-29 outcomes	Providing Excellent Services, Leading Sustainable Environment, Flourishing Public Spaces, Dynamic Economic Growth
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 001/26)
Report author:	John Galvin/Faith Bowman City Surveyor's Department

Summary

This report provides Members of Resource Allocation Sub (Policy and Resources) Committee (RASC) with details of progress to end of quarter 2 2025/26 (April to September) against the City Surveyor's 2025-30 Business Plan. A similar report is presented six-monthly to Members of Investment Committee (IC) and three times a year to the Markets Board.

The department assesses the progress of its business plan through twenty-four key performance indicators (KPIs), with fourteen of these under the oversight of this Committee. By the second quarter, eleven indicators met their targets (green), while two fell slightly below (amber). The amber measures were KPI.1 (Capital receipts & additional income) and KPI.19 (Net Promoter Score for end users) reflecting a degree of risk in attaining the end-of-year target. One measurement (KPI.16 – Delivery of Climate Action Strategy Milestones on the Operational Estate) is being revised. This is with the view that it will be focus on cost and consumption, and not replicate information otherwise being presented to Policy and Resources Committee. Further information on this measure will be available shortly.

The City Surveyor's 2025/26 quarter 2 budget position (Appendix A) reveals that the Department is currently forecasting a potential overspend of £507,000 for the year against City Fund and City's Estate services. This equates to 1.6% of the total budget of £32.4m and before other positive budget implications are accounted for benefitting other Corporation budgets. When City Bridge Foundation services are included, this reduces to an underspend of £11,000 against a total budget for the year of £35.6m. Officers are working on mitigation measures to help bring the year end actuals within budget as far as possible.

Recommendation

That Members note the content of this report.

Main Report

Background

1. In line with the City Corporation's performance management approach this is a regular update report on the progress made against the department's 2025-30 Business Plan.
2. The department's business plan outlines twenty-four Key Performance Indicators (KPIs). Resource Allocation Sub (Policy and Resources) Committee (RASC) oversee the progress against fourteen of these measures, whilst Investment Committee (IC) oversee sixteen and the Markets Board oversee two.
3. Performance is assessed on a traffic light basis (RAG), where red denotes a high risk of non-attainment, amber indicates some concern, whilst green denotes the measure being on/ahead of target.

Current Position

4. This report provides the latest budget monitoring statement which is set out in Appendix A. The full list of KPIs, and their current performance is noted in Appendix B.
5. A separate monitoring report on the risks within the department is also circulated for this meeting.

Financial Statement

6. The monitoring as at the end of quarter 2 (September, Appendix A) reveals that the City Surveyor was forecasting an overspend of £507,000 (1.6%) on City Fund and City's Estate services, against a budget for the year of £32.4m. When City Bridge Foundation services are included, this reduces to an underspend of £11,000 against a total budget for the year of £35.6m.
7. The full details of the variances are set out in Appendix A. The overspend on the City Surveyor's City Fund and City's Estate services is principally due to an overspend on departmental salary budgets due to the assumed vacancy factor not being met, and some residual Target Operating Model (TOM) savings not fully achieved. Additional reactive repairs were also a factor, mainly on Open Spaces sites, and at Billingsgate Market due to a water leak which was unrecoverable through service charges. The underspend on City Bridge Foundation services is largely due to an underspend on professional fees and energy costs. The City Surveyor is reviewing planned spend for the remainder of the year with a view to reducing the forecast overspending at year end.

Quarter 2 2025/26 update

8. The table below provides an 'at a glance' assessment of the department's performance through the second quarter of the 2025/26 reporting year.

Status ¹	Green	Amber	Red	TBC	N/A
Resource Allocation Sub Committee related KPIs	11	2	0	0	1
Overall (including non-RASC measures)	14	4	0	1	5

9. Of the measures submitted to this Committee, eleven successfully met their targets, indicated in green. Two measures fell slightly behind target (KPI. 1 – Capital Receipts & additional income, and KPI. 19 – Net Promoter Score for end users. One measure is currently being revised (KPI. 16 – Delivery of Climate Action Strategy Milestones on the Operational Estate) and will be reported from 2026/27.
10. The amber KPI's relevant to this committee are set out below.

a. KPI.1 Capital Receipts & additional income

Target - £6.75m

Current- £906,922

Objective is to generate capital receipts and additional income, achieving at least 90% of the forecast value.

There are several components to the income and capital figures in this KPI. Expected receipts, income, and savings have significantly exceed targets, however some key highway transactions have been delayed. This has arisen due to the postponement of completions by the developer. The receipts will still be provided, but in future reporting periods.

It is worth noting that the revenue and capital targets are indications only of expected receipts in the year. Given the City is reliant on the programme and delivery by third parties, there is significant uncertainty in securing the target within the periods projected.

¹ Red = High Risk of Failure or Not Achieved; Amber = Some Concern; Green = On Target or Achieved.

b. KPI.19 Net Promoter Score for end users

Target more than 8

Performance 7

The objective of this KPI is for end-user feedback to exceed a rating of 8. This is developed through customer surveys following provision through the City Surveyor's Facilities Management team and their supply chain.

Whilst there were considerable areas demonstrating excellent performance, specific locations required attention to improve stakeholder perceptions of performance.

11. One measure KPI.16 – Delivery of Climate Action Strategy Milestones on the Operational Estate is currently being revised. The reporting methodology has changed to reporting on cost and consumption, with updates designed to be provided bi-annually. The Climate Action Team will provide updates on carbon to Policy and Resources Committee. Annual cost reports will be compared against the previous financial year, based on absolute figures. An annual consumption target will be set for each site in readiness for the 2026/27 reporting year.

Corporate & Strategic Implications

Strategic implications

12. The City Surveyor's Department is dedicated to advancing the objectives outlined in the Corporate Plan through effective and efficient proactive management of the City's investment and operational properties.

Financial implications

13. Financial information is contained in Appendix A and noted in the report.

Resource implications

14. The department is actively working to identify several strategies to mitigate the core challenges it encounters. It has acknowledged possible pathways for enhancing revenue and capital inflows for the organisation and has developed business cases to progress these.

Legal implications

15. None

Risk implications

16. Key risks managed by the department are included in the Risk Update Report that is also reported to this Committee.

Equalities implications

17. None.

Climate implications

18. The department facilitates the implementation of the Climate Action Strategy by executing both minor and major projects across the City Corporation's investment and operational assets. This capability has been strengthened by securing funding

for the Cyclical Works Programme for those property assets within this programme.

Security implications

19. None

Conclusion

20. The department has made consistent progress on the key deliverables specified in the Business Plan during the second quarter. The department is well-positioned to meet its objectives while effectively managing associated risks whilst continuing to focus on value for money, more efficiencies, new income and opportunities for further cost savings.

Appendices

- Appendix A Budget Monitoring Statement
- Appendix B Key Performance Indicator Table

Background Papers

- The City Surveyor The City Surveyor's Business Plan 2025-30
- The City Surveyor The City Surveyor's Business Plan update (CS 206/25)

Departmental Performance & Services
City Surveyor's Department