

# **Department of the Built Environment**

**“Creating a better built environment”**

**Business Plan 2012-15**

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## **Introduction**

1. This Business Plan is the first for the new Department of the Built Environment, and is our statement of intent for the next three years.
2. This plan deals with how we will go about improving what we do (our Business Transformation), our main services (Key Objectives) and how we will measure our performance throughout the year and beyond.
3. It will provide a basis for setting the objectives of individual staff at their annual appraisals as well as for Members and our management teams to see how well we are doing against our objectives and our key performance indicators, and for those objectives and indicators to be realistic, achievable with effort, and meaningful.
4. As this is a new department we have included additional detail throughout the plan. More background reading can be found in the appendices and supporting documents.
5. The departmental summary business plan, with financial and staffing details, can be found in Appendix A.

## **Our Services**

6. The Director of the Department of the Built Environment is supported by four Directors and the City Planning Officer.
7. The key services of the four divisions of the department are set out in the organisation chart in Appendix B. Additionally, Appendix C gives contact details for areas of each division.

## ***Transportation and Public Realm***

8. The Transportation and Public Realm division covers a wide remit, including local and pan-London strategic transportation, cleansing services, road safety, streetscene design and build, traffic management, special event planning and coordination, highway management, and parking enforcement. Transport related responsibilities include advising the Corporation on strategic transport issues affecting the City, monitoring the use of the transport infrastructure.

9. Cleansing Services cover Waste Management, Street Cleansing, the provision of public conveniences and the provision of corporate vehicle fleet management services. These duties are supported by a team of Street Environment Officers, responsible for monitoring the streets and taking enforcement action where necessary. These services are overseen by the Port Health and Environmental Services Committee.
10. Streetscene responsibilities extend to working with the City's various communities to develop and deliver environmental enhancement schemes which aim to improve accessibility and enhance the environmental quality of the City's streets and improve the open spaces in the square mile.
11. Complementing our street enhancement strategy work our Transportation services work closely with Transport for London in our developing traffic management strategy. We not only improve safety and improve the effectiveness of the road networks we also support sustainable transport options by encouraging increased walking, use of public transport and cycling.
12. The delivery of the extensive programme of street enhancement and traffic management schemes and road safety projects is delivered through the division's Highways Management Group. This team finalises the detailed technical design of schemes and manages delivery through the City's contractors. This same team is responsible for coordinating utility works in the City balancing these requirements with their management of planned events (such as preparation for the Lord Mayor's Show), and the issuing of Hoardings and Scaffolding licences as well as dealing with temporary road closures. This team is responsible for the repair, maintenance and reconstruction of streets, signage, street furniture and provision of street lighting.
13. The road safety team complement the work set out above and promote safer streets through the identification and delivery of traffic management schemes combined with an education programme directed to both road users and pedestrians. They work closely with the City of London Police and City schools on a number of innovative and educational schemes.

14. The division also manages the City's car parks and the enforcement of on street parking controls, the related Parking Ticket Office and the processing of appeals against penalty charge notices.

### ***District Surveyor***

15. The District Surveyor's division is responsible for carrying out the Building Control responsibilities of the City under the Building Act and Building Regulations. This it does in direct competition with a wide range of private practices known as Approved Inspectors. In the light of this fierce competition the division functions as a business unit fully covering the costs of its Building Regulations service by means of charges made to its applicants.
16. Amongst its other responsibilities the division also deals with reports of Dangerous Structures, on a 24/7 basis, as a matter of public safety. Accordingly the District Surveyor represents the Department in terms of Emergency Planning.

### ***Policy & Performance***

17. The Policy & Performance Division produces the spatial planning strategy and policies for the City of London, and liaises with other parties to influence the national and London-wide planning policy context. The City's Core Strategy adopted in 2011 is being complemented by a more-detailed Development Management document (DPD) that will also be in general conformity with the London Plan 2011 and the new National Planning Policy Framework. It is also preparing the policy context for the introduction of the City's Community Infrastructure Levy.
18. The division plays a key role in collecting, analysing and providing planning information throughout the City Corporation to inform policy formulation and decision making. It publishes bi-annual development monitoring reports supplemented by topic reports on subjects such as employment, retailing and the Census 2011. It maintains corporate referencing systems including the City's component of the national Land & Property Gazetteer, and carries out the City Corporation's street naming & building numbering duties.
19. The Corporate GIS Team promote greater corporate use of GIS, integration with new corporate software and sharing of

spatial data. It provides Corporate GIS input into projects such as the new City website.

### ***Planning Services & Development***

20. The division is responsible for all development proposals, within the City, enforcement and the conservation and enhancement of the City's heritage assets. It provides general and pre-application advice and encourages accommodation for high quality offices to help maintain the City's role as the world's leading international business centre and the provision of housing, retailing, leisure, tourism and other uses. It has responsibility for trees, archaeology, conservation areas, listed buildings, buildings at risk and the preparation of guidance on planning policy, and listed building management guidelines.
21. It is also responsible for negotiating, administering and monitoring Section 106 planning obligations and the CIL (Community Infrastructure Levy) on behalf of the City and the Mayor of London.
22. The Access Team promote access to the City's Built Environment, services and facilities. The team ensures that action is taken to meet the needs of disabled people in relation to building design and the external environment and work closely with colleagues across the department.
23. The division maintains and administers the Local Land Charges Register.
24. Within this division is business administration which includes Business Planning, co-ordinating Freedom of Information requests and other corporate initiatives.

### ***CPAT***

25. The City Property Advisory Team (CPAT) is based in the City Surveyor's Department and is responsible for providing support, guidance and advice on matters relating to the built environment. CPAT provides support to City businesses, utility network providers and the property industry through running direct contact programmes, providing advisory/handholding services and running focussed events on key issues for developers and other City occupiers.

## Business Transformation

26. Following committee approval in July 2011, the new Department of the Built Environment was established to unify the transportation, streets and highways functions with development management and policy development for the built environment to provide a focus for all development-related activities.
27. The department has three externally focused aims:

To provide an integrated service to City developers and occupiers from pre-construction to demolition;

To manage all activities and services that relate to the City's streets, especially utility works; and

To renew the City's streets and streetscene to suit changing demand.

28. To achieve these aims, what we will do in the next 12 months will be to develop processes and procedures which will bring our services together, supporting our corporate and departmental aims, (in particular the need for increasingly efficient services), and establishing a department which is flexible enough to deliver high-quality services in a changing organisation. This will be achieved across the department through the following cross cutting objectives:
- (i.) We will measure the key elements of our services so that managers can see how the department is performing and take early action if needed. That is the purpose of the KPIs in this Plan. (Appendix D)
  - (ii.) We will set out objectives across the divisions for the year and beyond, with clear milestones for each. These too are set out later in this Plan. (Appendix E)
  - (iii.) We will improve our internal processes, so that major planning applications and their related activities are programmed across DBE from inception through to building occupation.

- (iv.) We will map our expected income from all sources (including S106, CIL, TfL and elsewhere) so this can be better matched to expected schemes.
  - (v.) We will further develop the programming of our schemes via the new corporate software (Project Vision) to improve the management data relating to these schemes.
  - (vi.) We will bring together our Core Strategy and the planning of highway uses to start to develop a vision for the City's streets for the next five to ten years.
  - (vii.) We will improve and develop mapping services and the use of GIS to integrate fully our new highway management software, and the information on our website regarding highway activities.
  - (viii.) We will pilot the Chamberlains "Service Protocols" to improve financial information for managers.
  - (ix.) We will build on the succession planning work started in the District Surveyors' by developing our staff and employing juniors and trainees wherever possible.
  - (x.) We will continue to support and develop existing staff, encouraging each person to achieve their potential.
29. With regard to objectives (ix) and (x), we are aware of the high proportions of experienced staff in the department (see the age profile at Appendix A and Appendix A1), and we will be addressing these objectives in accordance with the Workforce Plan in Appendix H.



## Performance Reporting

30. In order to monitor our performance thoroughly we have used a combination of Key Performance Indicators (KPIs) and objectives. Each will be monitored by the divisional and departmental management teams. KPIs will be used to measure regular performance of routine operations, whereas the objectives will be used to measure defined work streams and ongoing projects.
31. All the KPIs will be reported to Members quarterly. These can be found in Appendix D.
32. With regard to the divisional objectives, we have set out below those that are most relevant to the operation of the department, and progress on these will be reported to Members quarterly. Those marked with an asterisk are the ones that are relevant to the work of the Port Health and Environmental Services Committee, and only these have been included in Appendix E.

| <b>Transportation and Public Realm</b> |  |
|--|--|
| TP1*                                   | Increase household recycling rate to 40%   |
| TP2                                    | Delivering agreed area enhancement strategies to at least three new areas within the square mile (Aldgate, Liverpool Street and Fenchurch Street).   |
| TP3                                    | Improving the effective delivery and monitoring of streetworks within the square mile.   |
| TP4                                    | Improving the road safety outcomes entailing a review of past performance and agreeing a new Road Danger Reduction Plan.   |
| TP5*                                   | To deliver the effective implementation of a time banding scheme for bagged waste.   |
| TP6                                    | Improving project management practise entailing a review of the processes, functionality and resources used to manage projects, completing a comprehensive 2-year delivery programme and effective implementation of Project Vision. |
| <b>District Surveyor</b>               |  |
| DS1                                    | Maximise workload in the challenging competitive market place through more direct contact with development intelligence from sections of the new department.   |
| DS2                                    | Reduce departmental overheads through increased use of flexible/mobile working   |

| <b>Planning Policy and Performance</b> |  |
|--|--|
| PP1                                    | To update the statutory Development Plan (LDF) for the City of London to provide a context for sustainable growth to 2026, including development of the Community Infrastructure Levy              |
| PP2                                    | To develop the Corporate Geographical Information System (GIS) and support its wider use, and to increase corporate data sharing to boost corporate efficiency, effectiveness and service delivery |
| <b>Development Management</b>          |  |
| DM1                                    | Deliver and administer an effective town planning service ensuring an efficient service to developers and occupiers; encouraging the development of high quality, sustainable buildings.           |
| DM2                                    | To secure, manage and monitor S106/CIL and other legal arrangements in relation to development management.   |

## **Corporate Cross Cutting Themes**

33. Below we've listed the various cross cutting themes of the organisation and how the department is complying with them, (words which are underlined refer to documents than can be viewed on the website).

### ***2012 Special Events***

34. The department will have a key role in the Diamond Jubilee, and the Olympic and Paralympic games this summer, and staff are actively involved in preparations for the these events, which will affect in particular our staff in the street related services. Experience already shows that in the lead up to events like these, we will be increasingly involved in the planning of events, and the intensity of these will only increase during the lead up to the Games.

### ***Engagement, Consultation and External Communication***

35. Consultations carried out by the department are undertaken in accordance with the Corporation's consultation standards.
36. The department is also exploring innovative and effective ways of engaging with our stakeholders. The recent consultation carried out for the [Bank Area](#) review, used a number of different avenues of communication to generate a record number of responses, including a dedicated website, onsite 'letterboxes' and postcards.

37. We are committed to exploring social media networks and alternative effective and cost-efficient ways of communication to develop our connections with residents, visitors and workers.
38. The Statement of Community Involvement outlines the department's aims in achieving its planning duties, and provides a clear explanation that allows the community to know how and when they will be involved in the preparation of the Local Development Framework and in the determination of planning applications.

### ***Internal Communications***

39. The department is incorporating communication best practice from the old Departments of Environment Services and Planning & Transportation by establishing a regular departmental communications group. Each division is represented on the group and minutes feed through to the corporate internal communications group.
40. An electronic staff newsletter is published to staff every three months, with articles and contributions from all divisions. This complements other forms of communication such as the cascade system, departmental working groups and corporate initiatives supporting the sharing of information across locations.

### ***Sustainability***

41. The department requires all major developments to achieve a BREEAM rating of excellent or above. More details can be found in the Core Strategy.
42. The waste management policy aims to reduce the impact of waste on the environment. Examples of the reduction in environmental impact include:
  - electric waste management vehicles,
  - zero waste to landfill
  - the transportation of waste by river-barge
43. Printing costs as well as paper usage should reduce as more policies, publications and maps become available principally on line.

44. Walbrook Wharf's Green Team continues to lead the way throughout the Corporation through the sharing of best practice.
45. The annual Clean City Awards support city businesses reduce waste, by encouraging reuse and recycling.

### ***Procurement and Procure to Pay (PP2P)***

46. The Department has been in the forefront of the PP2P Programme, and have so far retendered our highways contract as part of the programme. This year we will continue specifically with our parking services contracts and corporately with the setting up of the new procurement unit.

### ***Equalities***

47. The City previously achieved Level 3 of the Existing Equalities Standard. The department has an Equalities Working Group, at which each division is represented by equalities champions.
48. The City is committed to reach the "Excellent" standard as defined by the Equality Framework for Local Government (EFLG). To ensure this target is met, the department will develop, with guidance from the Equality, Diversity and Human Rights Manager a 'traffic light' action plan which will be reviewed regularly by the management team.
49. The department is committed to supporting Equalities in Service Delivery and Employment policies and ensures these principles are embedded in our operations and policies.
50. A central register of Equality Impact Assessments is held, and new EQIAs are reviewed at each Equalities group meeting. This ensures that EQIAs are reflected upon by peers and that all new policies and practices within the department are scrutinized to ensure that the net effect has a neutral or positive impact.
51. The new department will continue to support the surrounding community by offering work experience to school pupils across all divisions.

## ***Business Risk Management***

52. The department is reviewing Business Risks in accordance with the City's Risk Management Handbook adopted in October 2011. Once the initial review under this new guidance is complete it will be the subject of a separate report to the Planning & Transportation Committee and the Port Health and Environmental Services Committee.
53. Where significant new risks are identified or there are significant increases in the overall level of risk these will be reported to Service Committees as part of the quarterly Business Plan Progress Report.

## ***Emergency Planning & Business Continuity***

54. The plans inherited from the former departments were previously maintained at divisional level. With the production of the corporate Major Incident Plan these plans are under review and being amended to take account of the new procedures and responsibilities. Front line actions required of the department, to respond to any incident are ensured by the adequacy of existing arrangements and training updates to staff.
55. The department participates fully in corporate exercises and is extensively involved with preparations for the Olympics through the City Olympic Coordination Centre (BOCC) and City Emergency Coordination Centre (BECC).
56. In support of Corporate Emergency Planning the Department provides Local Authority Liaison Officers (LALOs) to co-ordinate the City's response in multi departmental incidents.

## ***Health & Safety***

57. The department is committed to developing and encouraging health and safety awareness amongst staff through the implementation of H&S Management Systems. The departmental H&S working group meet quarterly and meetings are chaired by the Director of the Built Environment.
58. The 'Top X' as found in Appendix F, identifies the significant H&S risks and action plan for effectively managing these risks. All identified risks are being actively managed.

## ***Information Systems***

59. The department will be reviewing its information sources and information management needs and processes during the coming year.
60. The Director of the Built Environment is Chairman of the Information Management Governance Board and other officers from the department represent departmental needs and consider corporate opportunities on corporate groups such as the IS Review Reference Group and the IS Liaison Officers' Group.

## ***Property***

61. The department is subject to the current Guildhall Accommodation Plan, which will see the Transportation & Public Realm division relocate to the North Wing 1<sup>st</sup> floor. In addition to the Guildhall moves, there are proposed changes at Walbrook Wharf to ensure efficiency.
62. The department has responsibility for the Cleansing depot at Walbrook Wharf, as well as six off-street car parks (one is managed on behalf of Smithfield Market) and seven public conveniences throughout the City.

## ***Service Response Standard***

63. The department continues to support and adhere to the revised corporate service response standards. However, the nature of the department's work means that a higher volume of callers prefer to leave voicemail rather than leave a message with a colleague.
64. The contact centre manages over 3,000 calls per month on behalf of the new department, delivering excellent customer care and support for the department.

## ***Finance***

65. Strong financial management is critical to the delivery of high quality services at a reduced cost. Our strategy is to continually review our ways of working to generate further efficiencies whilst maximising our income streams.
66. The department is committed to producing budget estimates projected for two full years ahead and proactively monitoring

our key cost drivers and any external factors that could impact on our ability to remain within budget. This will be supported by budget manager's active monthly review of management accounts and quarterly budget monitoring review meetings by the Departmental Management Team to review the budgetary position in detail and sign off the forecast.

67. The Building Control Service has been affected by the economic down turn placing an increased pressure on the services overall budget position. This is recognised in the District Surveyors objective to maximise workload in a challenging and competitive market place.

## **Learning and Development**

### ***Training and Staff Development***

68. Staff development remains a high priority for the Department, and therefore the budget for L&D has been set at £87,000 for 2012/13.
69. The department's L&D plan, Appendix G, is a way of allocating training resources for the current year, in support of both corporate and departmental L&D priorities. Individual training needs are highlighted through the annual performance and development reviews.
70. L&D priorities for the Department are as follows:
- Continuing professional development (CPD) including support in obtaining professional qualifications
  - Management development and succession planning
  - IT and technical training
  - Project Management
  - Managing Change
71. As a new department we are looking to establish a positive evaluation process that supports our needs and the requirements of IIP.
72. The Corporate L&D theme of leadership and management is a priority for the department, and we will continue supporting staff through the Ashridge training on offer from corporate L&D. The new department has a number of Ashridge alumni, which

builds on the commitment of the department and organisation to develop its leaders.

73. The department CPD working group ensures that bite size training opportunities are provided to all department staff, not only dealing with professional skills and legal updates, but also on wider interest topics such as the Olympics and Transport for London. These will be evaluated in 2012/13 through SNAP surveys ensuring staff feel the CPD programme provides a relevant range of topics and good value for money.
74. Managers encourage staff to take full advantage of the on-line training, insight lunches and short courses on offer by the central L&D team. Staff are also encouraged to pursue alternative learning opportunities such as peer reviews, visits to other boroughs and training offered by professional organisations.
75. Since December 2011, management require that all staff complete the corporate on-line training on Data Protection and Information Management, to reduce the business risk to the City. This online training is carried out online and is a new method of learning for many of the staff. It is proving successful as it has allowed staff to work at their own speed to ensure understanding of the subject.
76. The department is committed to the development of its professional staff, encouraging membership of The Royal Town Planning Institute, The Royal Institution of Chartered Surveyors, Institute of Highways & Transportation, Chartered Institution of Wastes Management and other recognised professional bodies.

### ***Workforce Planning***

77. Workforce Planning is important to ensure as much as possible that the right people with the right knowledge, skills and behaviours are deployed across the department to achieve its business plans. It also provides the opportunity for longer term thinking about service pressures and needs and what we need to be doing now to ensure that the department has the knowledge, skills and behaviours for the future.



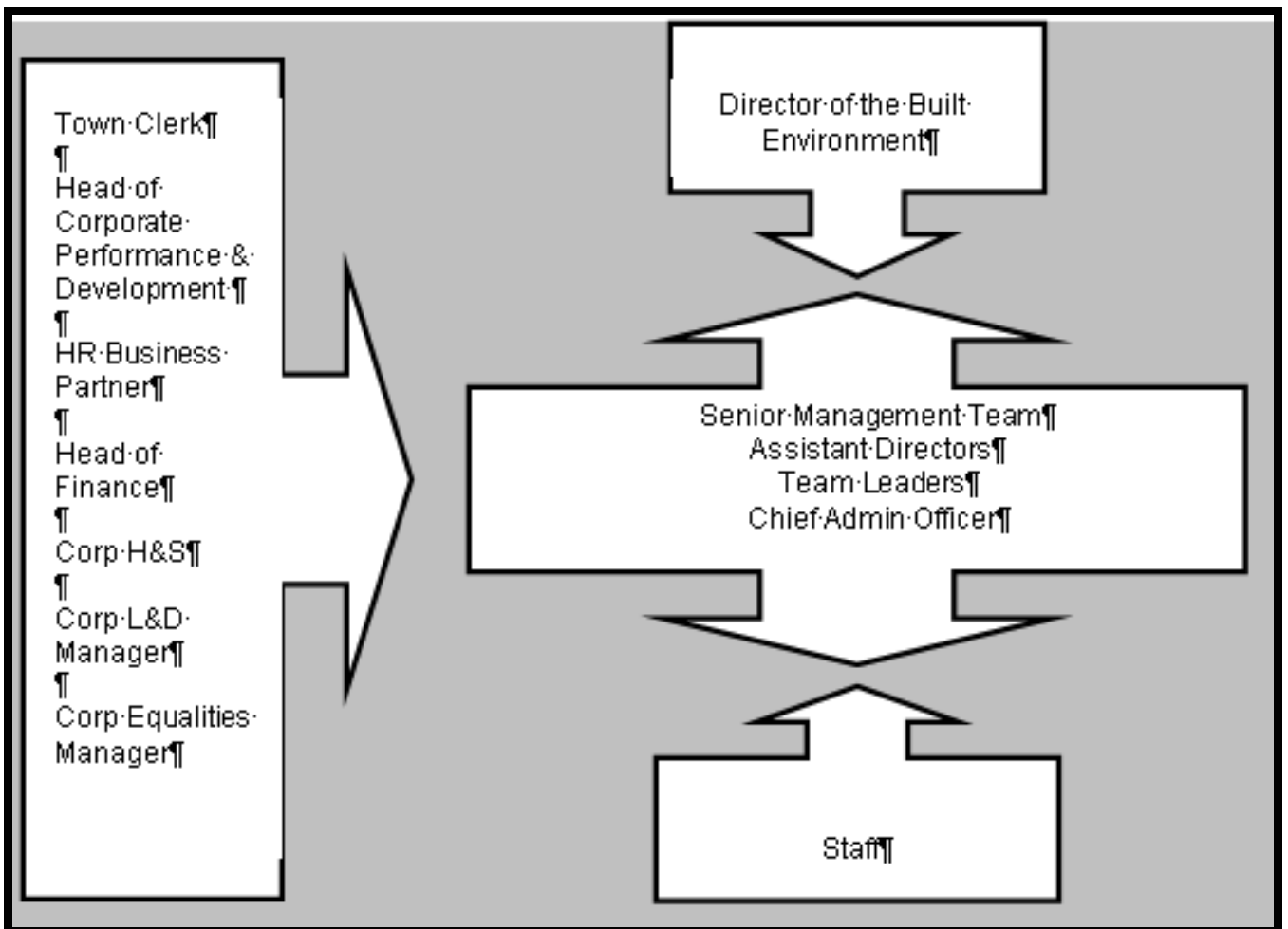
78. The HR Business Partner has completed a workforce planning report, which concentrates on the management capabilities of the new department. This plan can be found in Appendix H.

### ***Investors in People***

79. In 2011 the required 3 year Investors in People assessment took place for the City of London Corporation. The assessors agreed that we still continue to meet the Standard but identified that the key area for improvement should focus on evaluation of Learning and Development activities.
80. The assessor is due to revisit annually, in June 2012 and June 2013 to ensure that progress is being maintained on the action plan. To support the corporate assessment, the department will support the City's action plan.

## Development of the Business Plan

81. The department adhered to the Corporate Business Planning Framework in developing this plan. Senior Management meetings have contributed to the vision of this new department and its first Business Plan. Directors and Managers held divisional discussions with staff to discuss the main objectives and forward looking divisional plans. The plan is also circulated to other corporate managers to ensure corporate considerations are being met.



## **Appendices**

- A - Summary Business Plan
- B - Organisational Chart
- C - Responsibilities and main contacts
- D - Divisional Top Objectives
- E - Divisional Key Performance Indicators
- F - Health & Safety Top X
- G - Learning & Development Plan
- H - Workforce Planning

## **Supporting Documents**

(These can be provide on request, or by following hyperlinks)

Statement of Community Involvement

City's Local Implementation Plan

[Core Strategy](#)

[Street Scene Enhancement Projects](#)

Proposed Departmental Reorganisation Committee report, 27<sup>th</sup> July 2011

Divisional Summary Plans

Divisional Objectives

Equalities Impact Assessment

Additional Departmental Objectives