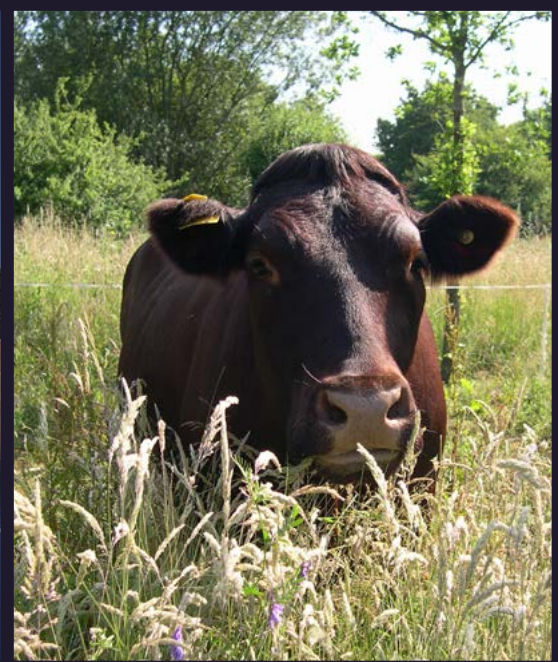


ED-COL1



Live Work Learn Explore

**Our Corporate
Plan 2024-2029**



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Foreword - Policy Chairman

Whichever lens you use to view the City of London Corporation – be it a global voice of financial and professional services, an economic powerhouse, a London leader, the custodian of the Square Mile, or a place you call home – we have significant challenges and opportunities to navigate.



Over the next five years, we will provide leadership at local, London-wide, national, and international levels through the outcomes articulated in our new corporate plan. This corporate plan provides direction and leadership on the issues that matter, including tackling the climate crisis; growing the economy to support jobs and businesses and fund public services; and embracing new technologies that can transform education and healthcare. This is leadership not just for our generation, but for the generations of the future.

Our status as a global financial powerhouse faces international competition like never before. Dynamic economic growth and being globally competitive is vital to the success of people and businesses not just in the financial and professional services sector, or the City, but the entire country. We will press forward with our Vision for Economic Growth to help unlock investment and create prosperity, creating more jobs and helping to fund the public services we all rely on.

By improving our public services and cultural offer, we want our residents to be able to call the Square Mile the best place to live.

The Square Mile serves as the engine of the UK economy. It generates £85 billion in economic output annually, supporting 615,000 jobs and businesses ranging from our vital SMEs to global giants. Our financial and professional services firms underpin modern life, supporting everything from daily purchases to major life moments. This sector is a truly nation-wide industry, with two-thirds of the 2.5 million jobs outside of London. We will continue to partner with regional and local leaders, trade associations and businesses to promote our sector and deliver on its contributions.

The City, and the UK, must strengthen our economic security. This is vital for our prosperity. Our dedicated City of London Police has an important role to play – nationally and locally, online and on our streets – in ensuring that the City has the safest and most secure business environment in the world.

In London, the City of London Corporation not only governs our capital's financial district but helps drive its overall success. Our major capital investments into London's civic fabric and public realm will support

national cultural icons for all to enjoy. We are partnering with the Greater London Authority to build a new world-class London Museum. We are creating an international justice hub through our development at Salisbury Square. And we are relocating Billingsgate and Smithfield markets to Barking and Dagenham, creating over 10,000 new jobs. As the sole trustee of the City Bridge Foundation, London's biggest independent charity funder, we donate over £30 million across the capital annually.

In the City itself, changing economic conditions and working patterns mean we must promote and secure a magnetic place that attracts businesses and people alike. Being a successful and safe area – a world-leading business district and leisure destination that appeals to residents, workers, companies, and visitors alike – is vital for our long-term prospects. Crucial to our success is creating a safe and vibrant destination in the Square Mile. The world of work has changed and will continue to do so. Enticing workers back to the office means earning their commute. That requires excellence across a range of factors from business appeal to transport, policing to the built environment, hospitality to promoting our cultural offer, and more.

This corporate plan showcases not only our commitment to the residents, businesses and communities we serve in the Square Mile, but emphasises our leadership in contributing to the UK's future prosperity.

I am immensely proud to serve as the Policy Chairman of the City of London Corporation. Working together, there is no limit to what we can, and will, achieve.

Chris Hayward

Foreword - Town Clerk and Chief Executive

The City of London Corporation is a unique organisation. For 900 years, we've served as custodians of the nation's trading centre, the beating heart of London. We've helped the capital transition from a small settlement to a global powerhouse. As the City has evolved, so have we, with responsibilities that extend today into wider London, the United Kingdom, and beyond.



But the City of London is more than a business district, and we at the City of London Corporation are more than guardians of history. We are convenors, facilitators, enablers, philanthropists, landlords, educators, environmentalists, and more. We have responsibilities that span a broad geographical reach, and we have statutory responsibilities that we take seriously.

We're privileged to serve a diverse range of communities. As the governing body of the Square Mile, the City of London Corporation has responsibilities to residents, workers, businesses, visitors, and many more. It is serving this collection of communities, both in the City and elsewhere, that makes the City of London Corporation an exciting and unique place to be.

Whether you call the City of London home, or work, study or visit here or at one of our sites outside the Square Mile, this corporate plan is for you.

The following pages outline the actions that we as one organisation – including our institutions – will take over the next five fantastic years to ensure that the City of London offers the best place to live, work, learn, and explore.

Guided by this corporate plan, we are embarking on an exciting and challenging range of work that is only possible at the City of London Corporation. Where we excel, we want to continue demonstrating leadership. Where we can be better, we have the aspiration and commitment to improve. That means building on brilliant basics and the provision of statutory duties to deliver for people; contributing to our civic life both in the City and further afield; and delivering social inclusion and social mobility for all.

To be world-class, to achieve our ambitions, we'll need to work collaboratively as one team, breaking down organisational silos to solve the important issues of the day. We will proactively create new partnerships and

develop existing ones; and be values-driven in our interactions, promoting equity, diversity and inclusion, and supporting sustainability (economic, social, and environmental).

We will be accountable, measuring our success against targets that will evolve to reflect new challenges. Clear targets will help us make better, more effective, and more strategic decisions. Embedded in decision-making at all levels, this corporate plan will be our golden thread, enabling everyone within the organisation, wherever they work, to feel connected to, and a part of, the next five years.

Leading our response to the challenges and opportunities of the next five years will be our people. Wherever they are based, our dedicated professionals are key to delivering our objectives. To recognise our dynamic workforce as the asset that they are, our first people strategy has been developed in tandem with this corporate plan.

Together, they are steps toward our ambition of being a values-driven organisation.

This plan is for everyone connected to the work, activities, and responsibilities of the City of London Corporation. We want to deliver the things that matter to you. We want to ensure that the people and places we support are the best they can be. Working in partnership with all our communities, institutions and spaces, we will shape a fantastic five years ahead, together.

Ian Thomas CBE

Who we are



Our mission

The City of London Corporation is the governing body of the Square Mile dedicated to a vibrant and thriving City, supporting a diverse and sustainable London within a globally-successful UK.

About the City of London Corporation

The City of London Corporation (CoLC) looks after the City of London ('the City' or 'Square Mile') on behalf of all who live, study, work, and visit; providing modern, efficient, and high-quality local services and policing for all.

We have a long history, a unique constitution, our own Lord Mayor, and a dedicated police service keeping the City safe.

Our independent and non-partisan political voice and convening power enables us to promote the interests of people and organisations across London and the UK, and play a valued role on the world-stage.

We aim to support London's communities through responsible business, charitable giving, improving the capital's air quality, providing education and skills for young people, and delivering affordable housing across London.

We protect and conserve 19 major green spaces in London and Southeast England – including Hampstead Heath and Epping Forest – and approximately 180 smaller ones in the Square Mile. They include important

wildlife habitats, sites of scientific interest and national nature reserves. They are protected from being built on by special legislation.

We are the port health authority for London, the largest port health authority in the UK. We protect public health by preventing infectious disease, ensuring water quality, making vessel inspections, and enforcing environmental controls.

The City Corporation provides local government services for our 8,600 residents (Census 2021) and 614,500 City workers (Office for National Statistics 2022) based in the Square Mile. To be truly representative of its population, businesses and other organisations registered in the Square Mile are entitled to nominate voters to City elections so that, alongside registered residents, they can have a say on the way the City Corporation is run.



Our impact and key facts

Our people



There are

8,600

residents living in
the City of London.



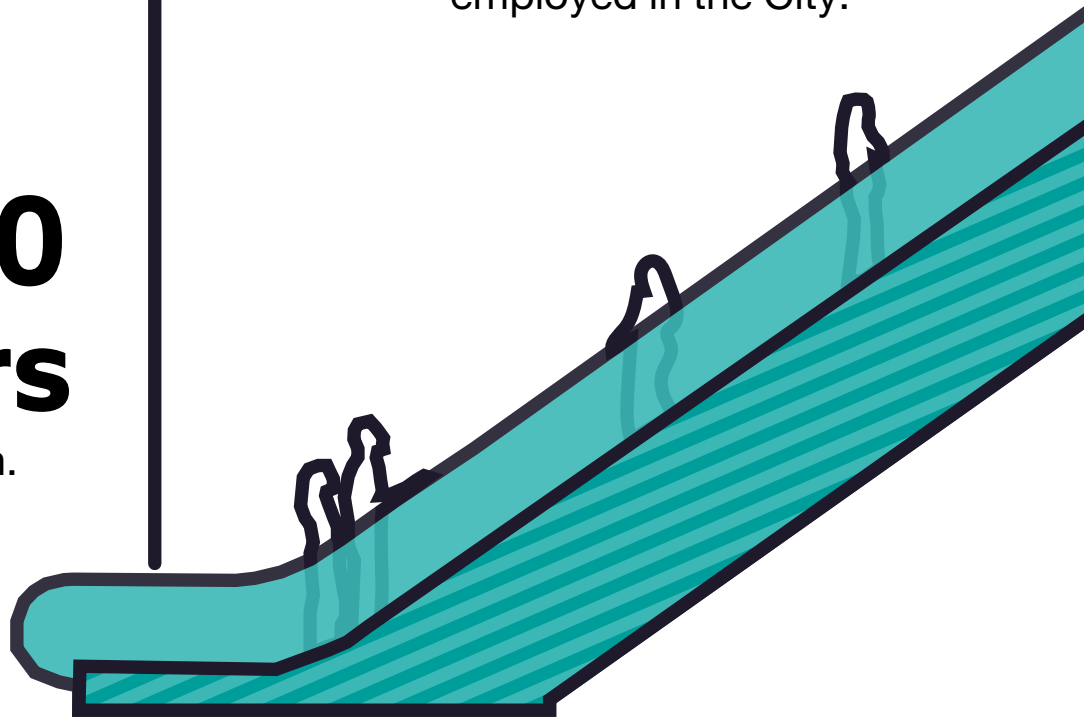
1 in 52

UK workers are
employed in the City.

There are

**614,500
workers**

in the City of London.



Welcoming **millions of domestic and international visitors** to the Square Mile each year.

Our broader remit



We work alongside our residents to deliver excellent services and ensure people live in good quality housing and live independent and healthy lives. This includes housing, education, safeguarding, care and support for children and adults, public health, libraries, leisure and adult education. Our work also focuses on building new affordable homes and providing well maintained, safe homes on our existing properties (including the Barbican Estate, Middlesex Street Estate, Golden Lane Estate and ten other estates situated in six different London boroughs).

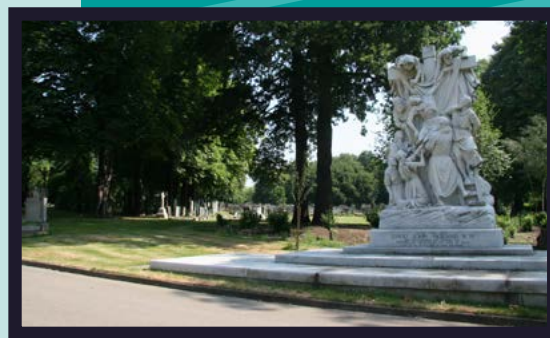


We improve air quality, enforce trading standards, combat noise pollution and deliver licensing regulations. Our responsibilities in the Square Mile include planning and development, building control, highways and transportation, cleansing and waste, environmental health, licensing and trading standards.



The City of London Police is a local service with a national role. It polices a unique local area and is also the National Lead Force for Fraud, and the National Police Chiefs' Council (NPCC) lead for economic, cyber and business crime. As such, it has responsibilities to keep both the City and the UK safe from crime.

Since 1856, we have operated the City of London Cemetery and Crematorium, a stunning 200-acre Grade 1 listed landscape and one of the largest municipal cemeteries in Europe.



We are the London Port Health Authority for the tidal River Thames, patrolling 94 miles of Britain's busiest waterway from Teddington to the outer Thames Estuary, and undertaking controls on imported food and feed that enter through numerous ports along the river.



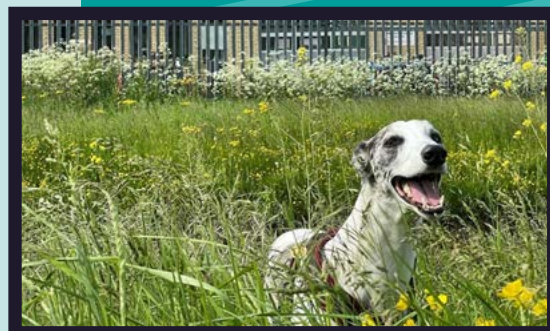
We operate markets, providing a vital link to the food supply chain for London and the South of England. The markets move 1 million tonnes of produce every year, contribute around £590 million in gross value added (GVA) to the UK economy, and support 10,250 jobs directly and through the associated supply chains.



We are a committed charity trustee of the City Bridge Foundation and our Natural Environment charities.



We manage the Heathrow Animal Reception Centre, and our staff look after around 14,000 dogs and cats, 400 horses, 150,000 reptiles, 1,000 birds and 25 million fish that are imported through Heathrow Airport each year. We are also the Animal Health Authority for Greater London, and we undertake animal establishment licensing for other local authorities.

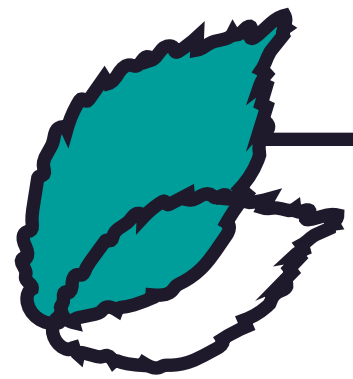


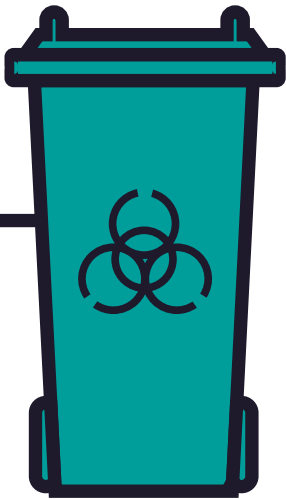
Sustainability and natural environment

We look after **11,000 acres** of natural habitats in London and the Home Counties, which is approximately the same size as 20 Hyde Parks. These remove an estimated **16,000 tonnes** of CO₂ per year, equivalent to 44% of the City Corporation's carbon footprint.

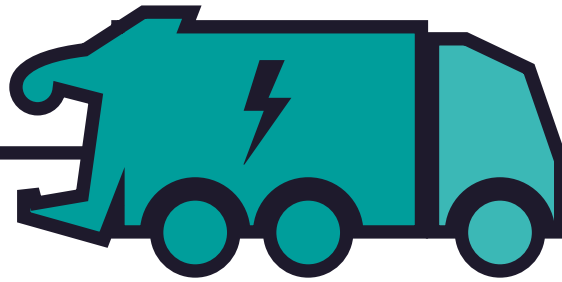
The estimated value of the benefits delivered by the natural capital assets quantified across the open spaces portfolio is **£126.8 million annually**, with a present value of **£3.6 billion over 50 years**.

Our green spaces are home to more than **58,000 ancient trees** and hundreds of endangered species. They receive **over 47 million visits** annually.





The City is lead authority for hazardous waste collection across London, arranging for around **5,600 collections** of asbestos and chemical waste from the public sector, schools and charities.



Our cleansing service provides waste and recycling collections for **7,000 residential properties**, using the first fully electric fleet of refuse collection vehicles in the country.



Walbrook Wharf waste transfer station handles around **50,000 tonnes** of general waste a year. The majority is from commercial premises with 2,500 tonnes from household and street cleansing.

Waste is transported down-river in barges powered by biofuel to an energy-from-waste facility. This **saves 5,500 vehicle movements** a year, reducing air and noise pollution and road traffic congestion, and re-emphasises City Corporation's commitment to the revival of the River Thames as a green highway for London.



Culture and heritage

- We are one of the Country's largest funders of culture, investing £130 million every year in heritage and cultural activities.
- Guildhall School of Music and Drama is ranked number one out of 12 in arts, drama and music by the Complete University Guide 2023.
- The Guildhall Art Gallery displays more than 250 portraits, paintings and sculptures and is free of charge to visit.
- We run London's archive service, collecting, preserving, sharing and celebrating the stories of London and Londoners with local, national and international audiences. We safeguard over 100km of records on businesses, schools, hospitals, charities, and many other organisations and people from London.



- The Barbican Centre holds thousands of events for the public each year and opens its doors for approximately 1.5 million visitors annually.
- We manage, maintain and conserve 877 heritage assets, including scheduled monuments, listed buildings, historic open spaces, churchyards and cemeteries, ceremonial furnishings, and historic carriages.
- Our natural environment provides a wide range of access and recreation opportunities, including miles of walking and cycling trails, open water swimming facilities, golf, tennis, football, rugby, bowls, and numerous play areas. It is also rich in cultural heritage, including two museums, a visitor centre, ancient hill forts and a wide range of other archaeological features.

Our community



We provide over

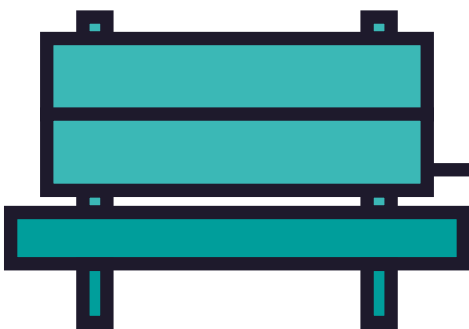
1,800

social housing units on 12 estates across six London Boroughs and the City.

We are the strategic housing authority for the City of London and a landlord responsible for over

1,900

social tenanted properties and over 950 leaseholder properties across London.



Our open spaces provide a unique learning place for

38,000

people from schools, colleges and youth groups.



Our children's social care services are rated

'outstanding'

by Ofsted.



Passionate and proud volunteers help our natural environments thrive giving over

20,000

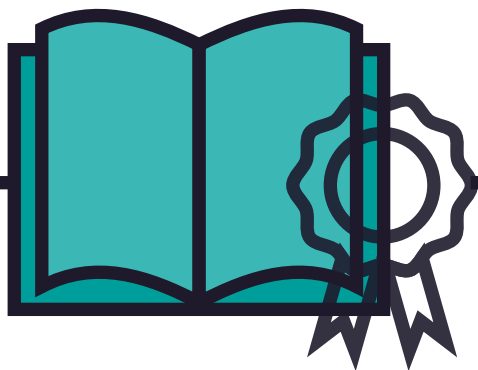
volunteer hours a year.



Volunteer groups play an active role in helping us manage our City Gardens – approximately

180 sites

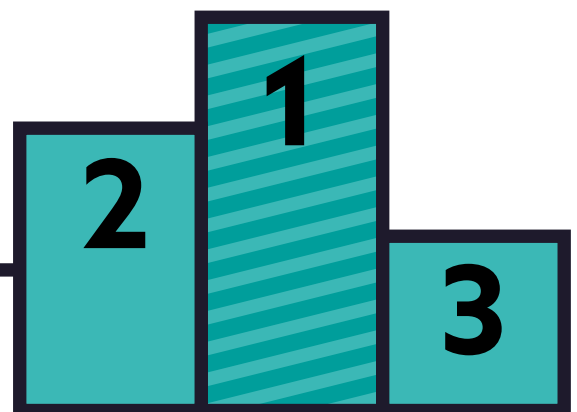
throughout the City and beyond – contributing around 4,500 volunteer hours each year.



Three community libraries – including the award-winning Barbican Music Library – attract

288,000

visits annually.



Our care-related quality of life score for adults is

ranked first

within peer group and of 150 councils.

Education and lifelong learning





- Five out of the ten City of London Academies Trust schools hold an ‘outstanding’ Ofsted rating, and two are rated ‘good’ with ‘outstanding features’.
- City of London School for Girls was the top performing independent school for GCSE results in 2022 and 2023.
- The City of London Freemen’s School is consistently placed among the top five co-educational boarding schools in the UK based on A-Level outcomes.
- The City of London School is ranked as ‘excellent’ by the Independent Schools’ Inspectorate for both quality of pupils’ academic and other achievements, and for quality of pupils’ personal development.
- In 2023, we took on seventy apprentices across City Corporation and partner organisations.

Economic contributions and assets

City jobs have grown over 13% since pre-pandemic 2019 to 2022, with nearly **73,000** more jobs than in 2019.



The Salisbury Square development is creating a new civic hub, including a headquarters for the City of London Police and a new modern facility for HM Courts and Tribunals Service in the heart of London's legal centre, creating **49,000** square metres of space.

Relocating the Museum of London will enable more people from London and around the world to visit. This will create a world-class learning experience, capable of hosting blockbuster exhibitions and events in **28,500** square metres of space.





The City accounts for
1 in every 5
financial services jobs in Great Britain.

We manage around 400
revenue projects with a value of
more than **£30 million.**

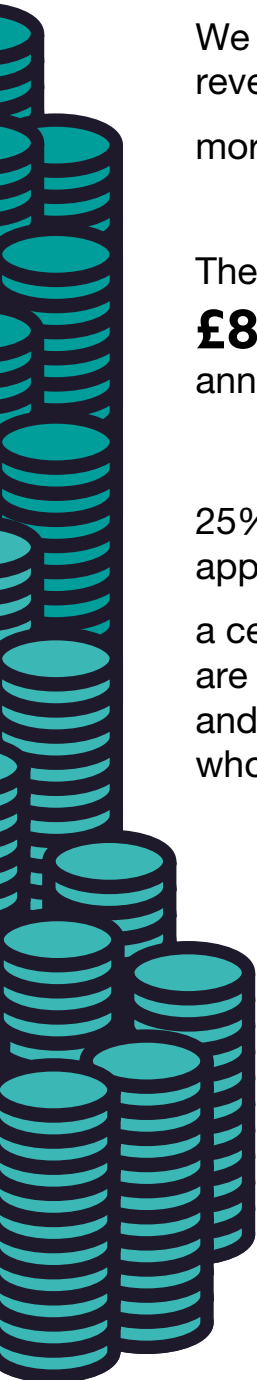
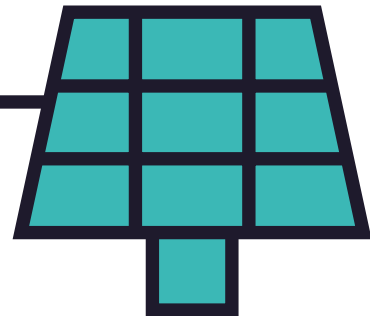
The City generates nearly
£85 billion in economic outputs
annually, supporting the UK economy.

25% of City Corporation new entrant
apprenticeship opportunities, provided through
a centrally funded budget of **£1.4 million,**
are reserved for individual residents of local
and neighbouring authorities aged 18 to 24
who are from disadvantaged backgrounds.

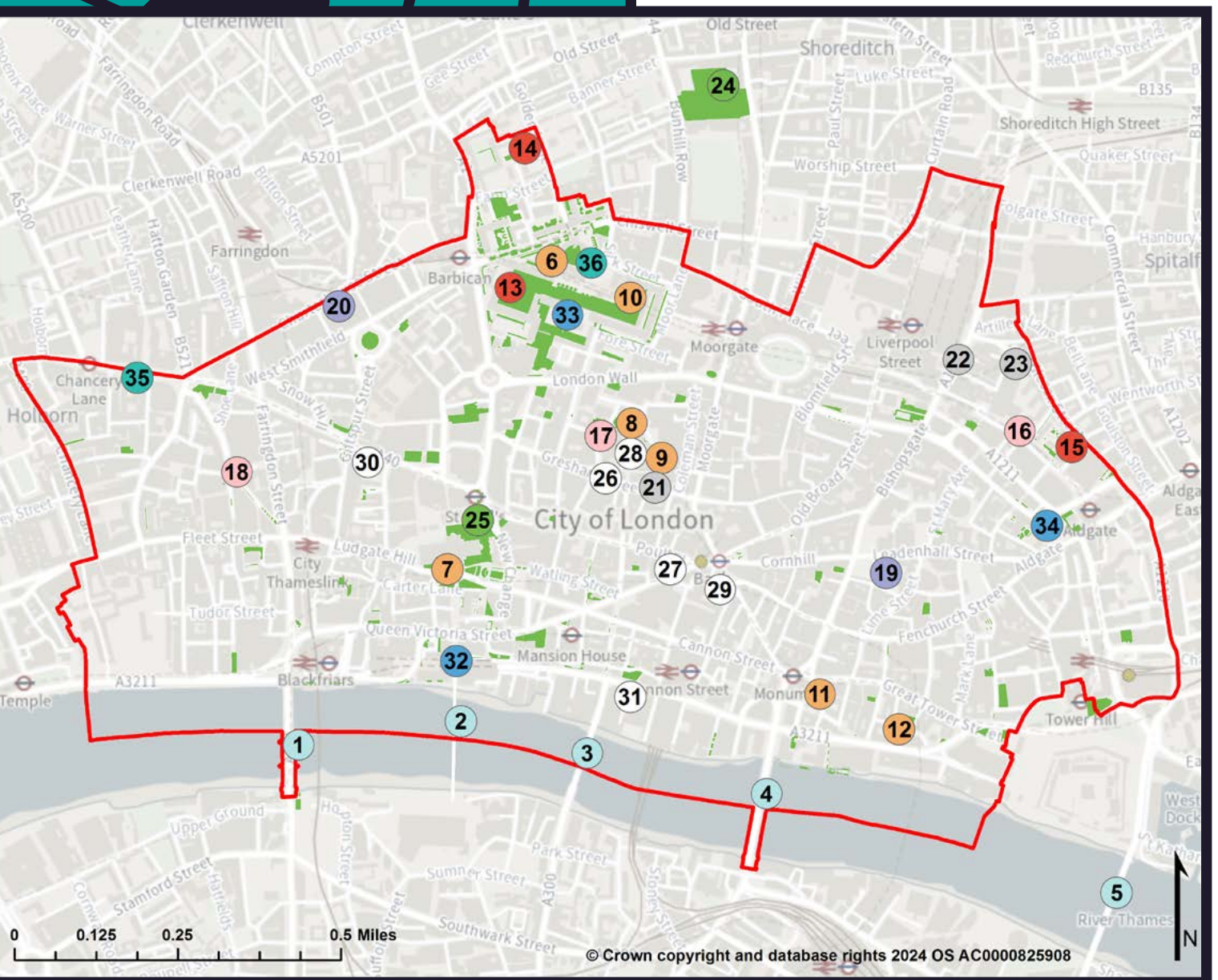
The City also contributes to services across the UK,
generating **£1.1 billion** in business rates alone.

Property fund management focuses on maximising
rental income and long-term performance for City Fund
and City Estates assets, which total approximately
£3 billion in value across 250 properties. Portfolio
performance exceeds the industry benchmark (MSCI
total returns) over a 5, 10 and 28 year time frame.

A solar farm in Dorset
constructed through a power
purchase agreement (PPA) has
reduced energy costs for the City
Corporation by **£20 million**
per annum. It is the first of its kind
in the UK within the public sector.



Our responsibilities in the Square Mile



Key



Blackfriars Bridge **1**
Millennium Bridge **2**
Southwark Bridge **3**
London Bridge **4**
Tower Bridge **5**



Barbican Library **6**
Barbican Arts Centre **6**
City of London Information Centre **7**
City of London Police Museum **8**
Guildhall Art Gallery and Roman Amphitheatre **9**
Guildhall School of Music and Drama **10**
The Monument **11**
Billingsgate Roman House & Baths **12**



Barbican Estate **13**
Golden Lane Estate **14**
Middlesex Street Estate **15**



Artizan Street Library **16**
Small Business Research and Enterprise Centre (SBREC) **17**
Shoe Lane Library **18**



Leadenhall Market **19**
Smithfield Market **20**



City of London Police Headquarters **21**
Bishopsgate Station **22**
City of London Police (Support services and operational functionality) **23**



Bunhill Fields **24**
City Gardens and Open Spaces (all green areas) **25**



City Bridge Foundation **26**
City of London Magistrates Court **27**
Guildhall **28**
Mansion House - Office & Home of the Lord Mayor of the City of London **29**
Central Criminal Court (The Old Bailey) - Office & Home of the Sheriffs of the City of London **30**
Walbrook Wharf **31**

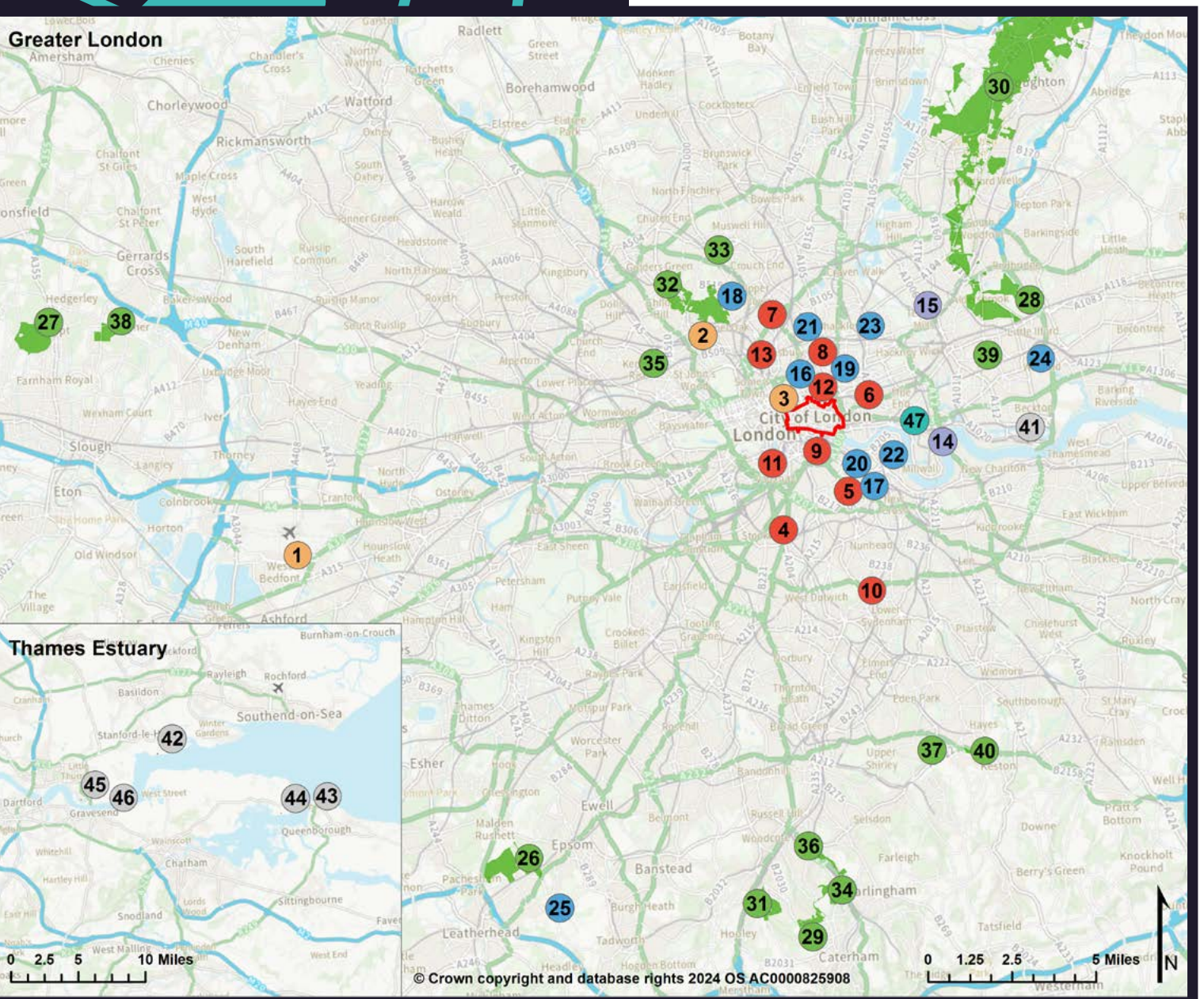


City of London School **32**
City of London School for Girls **33**
The Aldgate School **34**



Gresham College **35**
London Symphony Orchestra **36**

Our responsibilities outside the Square Mile



Key



Heathrow Animal Reception Centre **1**
Keats House **2**
London Metropolitan Archives **3**



Almshouses **4**
Avondale Square **5**
Dron House **6**
Holloway Estate **7**
Isleden House **8**
Southwark Estates **9**
Sydenham Hill Estate **10**
William Blake Estate **11**
Windsor House Estate **12**
York Way Estate **13**



Billingsgate Market **14**
New Spitalfields Market **15**



City Junior School **16**
City of London Academy Islington **16**
City of London Primary Academy Islington **16**
City of London Academy Southwark **17**
City of London Academy Highgate Hill **18**
City of London Academy Shoreditch Park **19**
Galleywall Primary City of London Academy **20**
City of London Academy Highbury Grove **21**
Redriff Primary City of London Academy **22**
The City Academy, Hackney **23**
Newham Collegiate Sixth Form Centre **24**
City of London Freeman's School **25**



Ashted Common **26**
Burnham Beeches **27**
Cemetery and Crematorium **28**
Coulsdon Common **29**
Epping Forest **30**
Farthing Downs and New Hill **31**
Hampstead Heath **32**
Highgate Wood **33**
Kenley Common **34**
Queen's Park **35**
Riddlesdown **36**
Spring Park **37**
Stoke Common **38**
West Ham Park **39**
West Wickham Common **40**



London City Airport **41**
London Gateway **42**
Sheerness **43**
Thamesport **44**
Tilbury **45**
Denton Office **46**



Museum of London Docklands **47**

City of London Corporation sponsors ten academies across London (16-24 above - N.B. City Junior School (16) is an Independent School).

City of London Corporation has international offices in four countries.

Executive summary

Context

This corporate plan informs effective use of resources and guides planning and decision-making for the City of London Corporation from 2024 to 2029 through six strategic outcomes, ultimately ensuring everything we do aligns to our mission to be world-class.

Recognising we are responsible for a range of stakeholders across multiple locations, we have developed this corporate plan through extensive engagement. This plan does not detail the full extent of activities we undertake, but is intended to be used by everyone associated with the City of London Corporation.

Three lenses were used to develop the City of London Corporation Corporate Plan 2024 to 2029. These were:

1. Global and external trends
2. Internal and external engagement
3. Business: completed, planned and ongoing
(for example, political commitments, statutory obligations and corporate priorities)

Principles

This corporate plan is a living document which is being monitored, reviewed, and refreshed during the five-year period, with progress published annually. It includes positive outcomes which are measurable by assessing impact. These measures will be further developed and refined during the lifetime of the plan.

The plan also:

- ties individual contribution to our core purpose
- builds on the past and lays a foundation for the future
- is informed by extensive engagement and collaboration
- recognises spheres of operation and influence in the Square Mile, London, nationally, and globally
- will be implemented through and alongside other strategies and programmes
- is agile and iterative to respond to new challenges
- will be embedded in all areas of work, from business plans to individual staff reports, acting as a 'golden thread' across the organisation

Outcomes

The six corporate plan outcomes are of equal importance, reflecting the vast portfolios covered by the City of London Corporation. They are interlinked and delivered through activities across the organisation and in partnership with our stakeholders. We will strive for equity, equality, diversity and inclusion to ensure impactful delivery.

Diverse Engaged Communities

Vibrant Thriving Destination

Dynamic Economic Growth

Providing Excellent Services

Leading Sustainable Environment

Flourishing Public Spaces

These outcomes bring to life priorities gathered from feedback we received about our focus during the next five years. We gathered this feedback from the diverse communities we serve, including residents and businesses and the sectors we represent. The outcomes also encapsulate wider considerations about safety, security, social value, sustainability, open spaces, economic competitiveness, and accessibility.

This corporate plan is a catalyst for excellence. Combining improved ways of working, strategy and culture, and collaborative leadership to best use resources. Our goal is for the City of London Corporation to be a world-class organisation. One that is resilient, responsive and agile; and seizes, leverages and creates opportunities for all.

Six Outcomes

Diverse Engaged Communities

Across our residents, workers, businesses, and visitors, everyone should feel that they belong. Connecting people of all ages and backgrounds will help build diverse, engaged communities that are involved in co-creating great services and outcomes.

Leading Sustainable Environment

We have a responsibility to ensure that we act as a leader on environmental sustainability and strive to enhance it in all aspects of how we work. Climate action, resilience, air quality, and sustainability are all facets of ambitious targets for the entire City to be net zero by 2040.

Providing Excellent Services

Supporting people to live healthy, independent lives and achieve their ambitions is dependent on excellent services. Vital to that continued pursuit is enabling access to effective adult and children's social care, outstanding education, lifelong learning, quality housing, and combatting homelessness.





Dynamic Economic Growth

The City of London is the engine in the country's economy. Driving dynamic economic growth in financial and professional services at local, national, and international levels will create jobs, attract investment, and support businesses across communities and the country.

Vibrant Thriving Destination

Attracting businesses and people to a safe, secure, and dynamic location is vital to our future. A world-leading culture and leisure offer is integral to creating a vibrant, thriving destination where everyone prospers.

Flourishing Public Spaces

From our markets and cultural icons, such as the Barbican, to our world-famous bridges and amazing green spaces, we are stewards of unique national assets. Major capital investment into our civic fabric will secure flourishing public spaces, enabling a more successful London overall.



Monitoring impact

Our objective

Monitoring and reporting on corporate performance through the use of appropriate measures and methodologies (including objective key results) will ensure we are on track to achieve our stated outcomes. It will allow us to report progress, map success, and identify areas that may benefit from additional resource, or where improvement may be required.

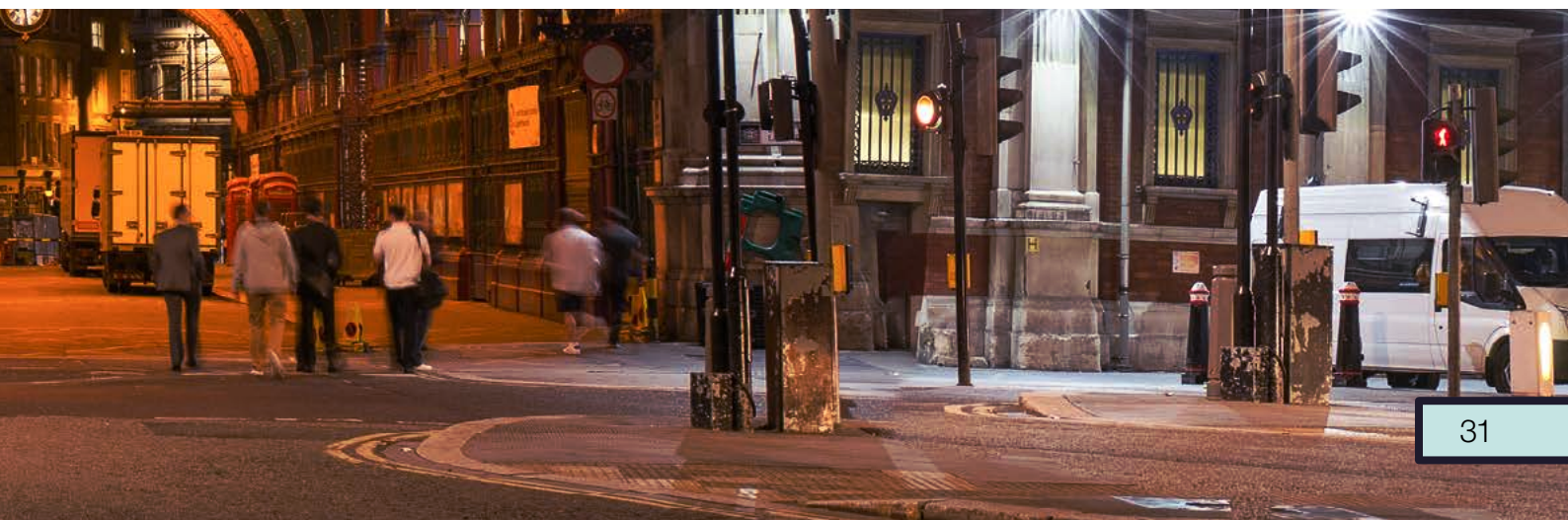
Our aspirations

For each outcome, an initial selection of performance measures have been identified that will allow us to keep track of progress. These are based on agreed metrics that support existing strategies and business plans, and will be refined over the lifetime of this corporate plan.

Our aim is to track both quantitative and qualitative performance information, and report on this annually. Reporting mechanisms will be iterative. This is a new way of working as we develop data maturity and capability.

Our reporting will improve year on year as more data becomes available and is used for our analytical work, and will extend to the development of scorecards and dashboards.

Some targets already exist within our suite of performance metrics; the same is true for benchmarking and SMART measures. Once we have sufficient data and have improved our data management capabilities, we will include a more expansive suite of comparative metrics in this corporate plan.



Diverse Engaged Communities



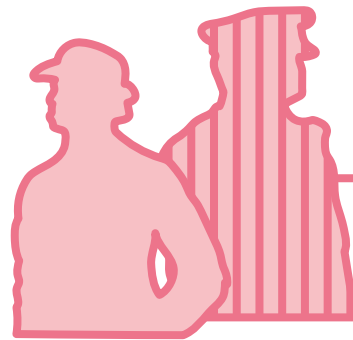
Diverse Engaged Communities

Across our residents, workers, businesses, and visitors, everyone should feel that they belong. Connecting people of all ages and backgrounds will help build diverse, engaged communities that are involved in co-creating great services and outcomes.

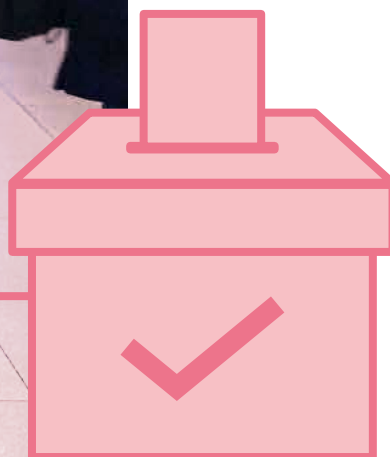
OUTCOME



Context and impact

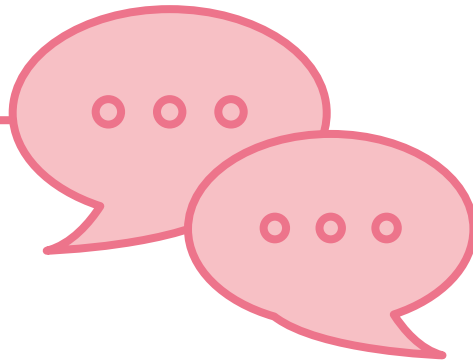


City of London Police is committed to working with communities on all aspects of neighbourhood policing and ensuring **people feel safe** in the Square Mile through initiatives such as Street Safe and Ask for Angela.



We actively promote participation in our **democratic process,** encouraging people to stand for election, to vote in our city-wide elections, and to put questions to their elected representatives.

We continue to engage SMEs, including through a survey, to inform a **new SME strategy.**



We always undertake **statutory public consultation**

on planning applications within the City.



Our Community Infrastructure Levy Neighbourhood Fund distributes over

£1 million

in grants annually across the City.

We help communities and networks become

better connected

through The City Belonging Project.

Our planning system is helping to create **free, inclusive cityscapes.**



Our actions

1. Engage with all our communities across the City, working to increase participation in co-creating and delivering services.
2. Listen to our communities' views on crime and disorder. Working with partners, we will provide safeguarding and support to people who are vulnerable or find themselves in a vulnerable situation.
3. Conduct effective resident panels and problem-solving neighbourhood policing.
4. Increase the electorate registered to vote in City-wide elections pre and post 2025.
5. Increase the number of candidates standing for election in the City-wide elections in 2025 and 2029.
6. Emphasise inclusion as an important aspect of new development in our City Plan 2040.
7. Reset City Corporation's relationship with residents including through regular City Question Time sessions.

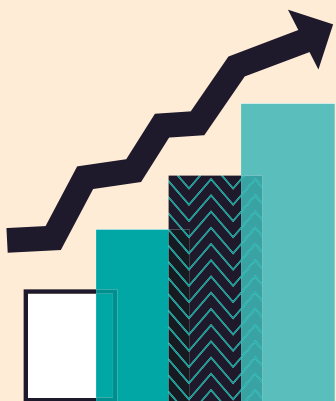
Performance measures



1. Increase number of voters at 2025 and 2029 elections.
2. Increase number of candidates at 2025 and 2029 elections.
3. Increase number of contested wards at 2025 and 2029 elections.
4. Increase engagement with workers and resident communities.



Dynamic Economic Growth



Dynamic Economic Growth

The City of London is the engine in the country's economy. Driving dynamic economic growth in financial and professional services at local, national, and international levels will create jobs, attract investment, and support businesses across communities and the country.

OUTCOME



Context and impact



The City drives the economy, generating over **£85 billion** in economic output annually.



Financial and professional services employ over **2.4 million** people across the country with two-thirds outside of London.

There are **614,500 workers** in the City of London, or 1 in every 52 Great British workers. City jobs have grown over 13% since pre-pandemic 2019 to 2022.





Our ground-breaking Vision for Economic Growth report could help unlock

£225 billion

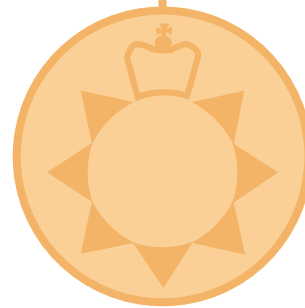
of investment through insurance reforms, pension reforms and net zero investments to drive economic growth across the UK.



The industry produced

£278 billion

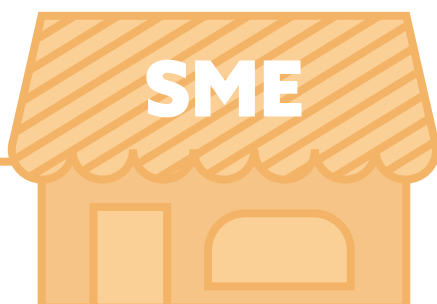
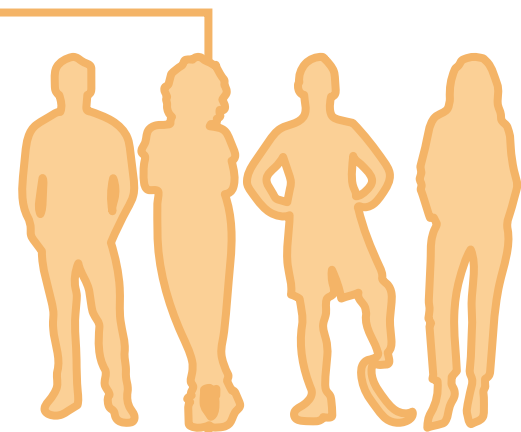
of economic output in 2022, 12% of the entire UK's economic output, and contributed nearly £100 billion in tax revenue.



The City of London Police is the

National Lead Force

for fraud and the National Police Chiefs' Council lead for economic and cyber-crime, providing a single point of contact into policing for all the partners involved in the fraud response – from banking to the Home Office.



More than

98% of businesses

in the City are SMEs. We provide a range of support, information and advice that encourages and enables their growth.

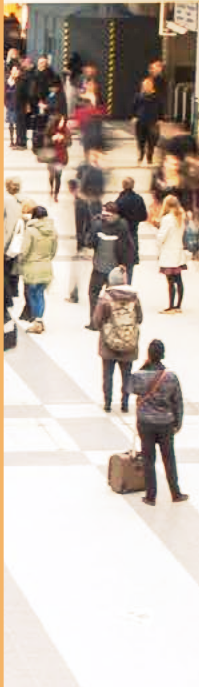
Our actions

1. Drive economic growth and competitiveness by implementing the Vision for Economic Growth, raising investment levels, becoming a digital-first economy, and anchoring the UK as a leader in sustainable finance.
2. Maintain London's position as the leading global financial and professional services centre by retaining a world class business environment.
3. Promote the UK as a place that is open, innovative, and sustainable.
4. Ensure that the City has the safest, most secure business environment in the world.
5. The City of London Police will continue to protect the UK against economic and cyber crime, setting the national strategy and coordinating the operational response. Additionally, we will be a leading global centre for sustainable finance and expertise.
6. Maximise our global reach in key advanced and high-growth markets.
7. Use our convening power effectively to support and represent the sector.

Performance measures



- 
1. Retain a number 1 ranking for the UK in the Competitiveness Benchmarking Composite Score.
 2. Retain a number 1 ranking for London in the Global Green Finance Index (GGFI).
 3. Achieve positive outcomes in the City of London Police's work protecting the UK from the threat of fraud, economic, cyber and business crime.
 4. Increase weekday worker numbers in the Square Mile.



Leading Sustainable Environment



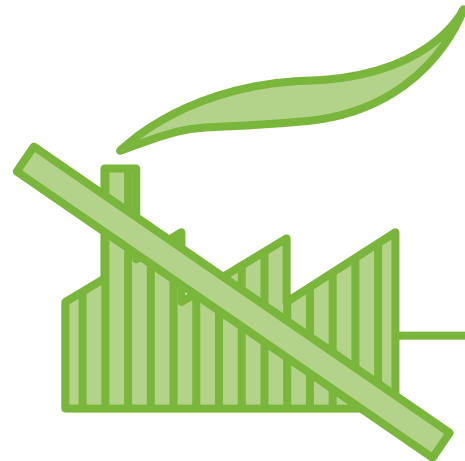
Leading Sustainable Environment

We have a responsibility to ensure that we act as a leader on environmental sustainability and strive to enhance it in all aspects of how we work. Climate action, resilience, air quality, and sustainability are all facets of ambitious targets for the entire City to be net zero by 2040.

OUTCOME



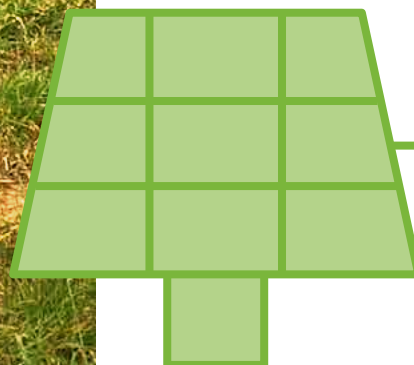
Context and impact

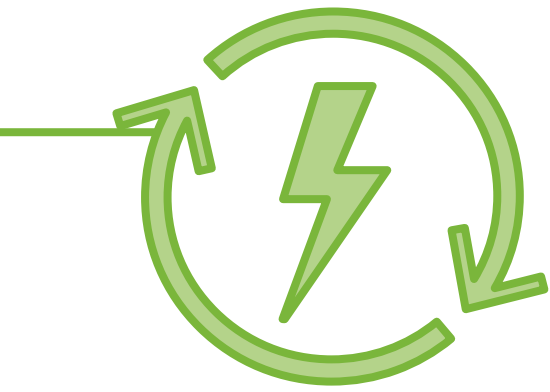


We have cut our annual carbon emissions by

31%

and energy consumption by 21% between 2018 to 2019, and 2021 to 2022.





Our open spaces remove around

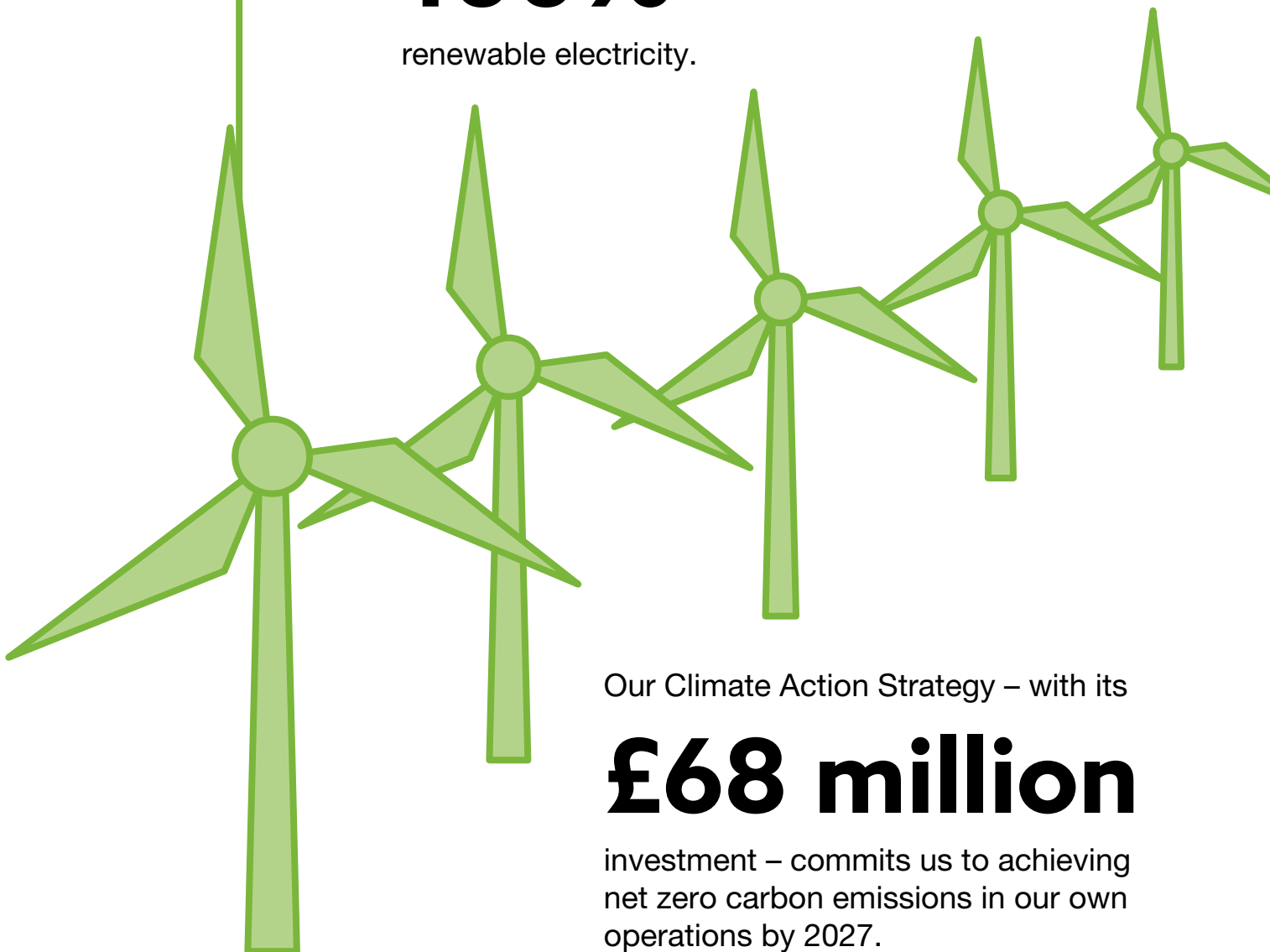
16,000

tonnes of carbon from the atmosphere a year, equivalent to 44% of the City Corporation's annual carbon footprint in its own operations.

Since 2018, we have been using

100%

renewable electricity.



Our Climate Action Strategy – with its


£68 million

investment – commits us to achieving net zero carbon emissions in our own operations by 2027.

Our actions

1. Continue our Climate Action Strategy work to bring the City Corporation's direct emissions in our operations to net zero by 2027.
2. Work in partnership to deliver a net zero Square Mile by 2040.
3. Ensure City development minimises carbon and meets the highest standards for sustainability.
4. Improve energy efficiency by retrofitting our buildings and using renewable energy.
5. Create a climate resilient City by reducing the risk of overheating and flooding.
6. Integrate climate considerations into all our decisions.
7. Require increases in biodiversity from development.
8. Enhance carbon removal in our green spaces.
9. Implement a Circular Economy Strategy and embed circular economy principles into our building projects.

Performance measures



1. Reach net zero in our direct emissions in our operations by 2027.
2. Reduce emissions in line with 2040 net zero target.
3. Progress towards World Health Organisation air quality guidelines.
4. Reduce energy consumption and increase use of renewable energy.



Vibrant Thriving Destination



Vibrant Thriving Destination

Attracting businesses and people to a safe, secure, and dynamic location is vital to our future.

A world-leading culture and leisure offer is integral to creating a vibrant, thriving destination where everyone prospers.

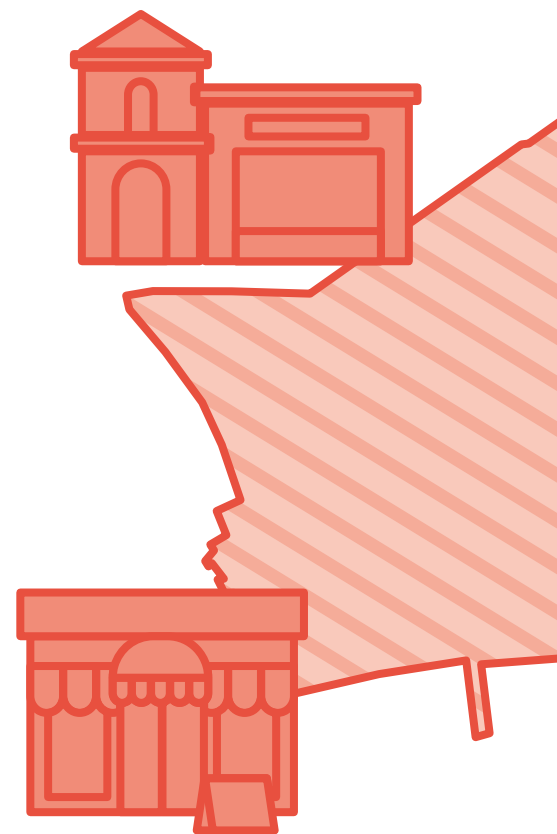
OUTCOME



Context and impact



The City Corporation is one of the largest funders of heritage and cultural activities in the UK, investing over **£130 million** annually.



The City is the birthplace of London with a

unique and diverse offer:

unrivalled history and heritage, world-class arts and culture, and outstanding restaurants, cafes, hotels, pubs and bars.

The City of London Police work hard to ensure the Square Mile is a

safe and welcoming

place for everyone, which is crucial to a vibrant, thriving and prosperous environment that works for residents, visitors, business and leisure.

We are one of the nation's most significant

cultural guardians

– the home of the world-leading and internationally renowned Guildhall School of Music and Drama, the Barbican Centre, and Tower Bridge.

We are using our planning and licensing powers to create new,

inclusive public spaces

that work well for everyone, including hospitality, leisure offerings, cultural experiences, and better signage.

We also seek to facilitate growth through our planning policies which aim for office development of the


highest quality,

ensuring that offices are designed to provide sustainable, flexible floorspace that meets the varied needs of occupiers.

Our actions

- 1.** Cement the City as London's central business district where businesses want to be and where workers, residents and visitors want to spend time.
- 2.** Continue to promote crime prevention in the City of London, and tackle local crime and antisocial behaviour through the Safer City Partnership.
- 3.** Make the City a thriving, seven-day-a-week destination through our flagship Destination City programme, and build economic prosperity through flourishing retail, leisure and business.
- 4.** Be home to an exciting all-year-round events programme.
- 5.** Grow the City's cultural offer through new development.
- 6.** Strengthen our cultural offer through partnerships with brands, the City's Business Improvement Districts, and landowners.
- 7.** Boost the supply of skilled workers for sustainable buildings, enabling central London to decarbonise its built environment at scale.
- 8.** Undertake a new city occupiers and investment study to assess the short and long-term demand for office space and amenities and attract major tenants and occupiers.
- 9.** Help start-up business and SMEs to scale and grow through our SME strategy.
- 10.** Adopt the City Plan 2040 for sustainable growth and development direction.
- 11.** Provide more space for walking and making the City's streets more accessible.
- 12.** Deliver the licensing service within the context of the 'Vibrant Thriving Destination' outcome, considering the views of our residents, businesses, workers and visitors.

Performance measures

- 
1. Reduce local and neighbourhood crime and improve confidence in the City of London Police.
 2. Increase visitor numbers, expenditure, and visits to our cultural attractions.
 3. Increase road safety, decrease motor traffic, and encourage environmentally sustainable forms of transport.
 4. Deliver 3:1 return on investment on growth bid budget through new partnerships.
 5. Increase provision of office space in the Square Mile, decreasing empty office floor space.

Providing Excellent Services



Providing Excellent Services

Supporting people to live healthy, independent lives and achieve their ambitions is dependent on excellent services. Vital to that continued pursuit is enabling access to effective adult and children's social care, outstanding education, lifelong learning, quality housing, and combatting homelessness.

OUTCOME



Context and impact



We have a joint public health team with Hackney, delivering services commissioned to improve the health and wellbeing of the City's different populations, and **focused strategies**, like our Carers Strategy, capturing our specific aims and driving forward the work we do.

We commission the City of London Outreach Team service, delivered by Thames Reach, to **support rough sleepers** into permanent and safe accommodation.

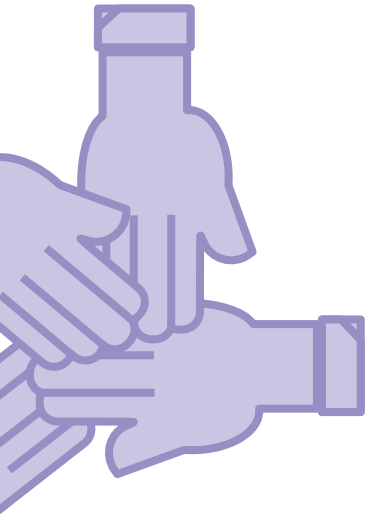
We run the City of London Cemetery and Crematorium, operate the Heathrow Animal Reception Centre, provide animal health services London-wide, and as the London Port Health Authority, we **undertake controls** on imported food and feed through London's ports.



We invest

£700,000 annually

in the Grange Road hostel run by St Mungo's in Southwark, helping some of the Square Mile's most vulnerable rough sleepers with complex needs.



We work to

support the City's most vulnerable

and those who are facing hardship by tackling health inequalities, providing safe and secure homes, delivering education to children and adults, and delivering services enhancing the welfare of the City's communities. We do this by maximising the use and reach of our assets and through partnerships with health, policing, and neighbouring authorities.

We have a

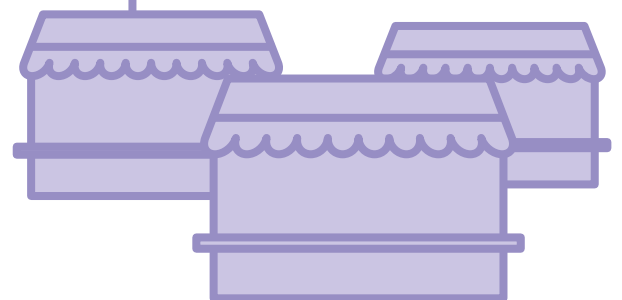
unique family of schools

comprising a maintained primary school, sponsored academies in London boroughs, and independent schools.



We provide a **vital link**

in the food supply chain for London and the South of England by operating food markets.



We are a social landlord with

12 housing estates

across the City of London and six neighbouring London boroughs.



We manage five libraries which we have promoted as

warm spaces

in winter to help people facing rising energy and living costs.

Our actions

1. Support others to provide outstanding education, lifelong learning, and skills.
2. Deliver new social rented homes and focus on housing management quality and service standards.
3. Improve housing management, communication and engagement across our social housing portfolio and the Barbican Estate.
4. Complete a refurbishment programme for the Grade II listed Golden Lane Estate.
5. Promote the health, wellbeing, and quality of life of people of all ages.
6. Focus on equality, diversity and inclusion to improve social mobility and reduce inequalities, including health inequalities.
7. Respond to new adult social care legislation and inspection requirements.
8. Continue, through our Carers Strategy, to provide support to carers.
9. Protect and promote public, animal and environmental health (including at our borders) and consumer protection.
10. Provide our Licensing Service, considering the views of our residents, workers and visitors with a business-friendly approach.
11. Improve air quality and control excessive noise in the Square Mile.
12. Provide a responsive street cleaning service.
13. Use libraries and community spaces to support learning, tackle social isolation, and build resilience.
14. Implement a new homelessness strategy and help prevent homelessness by reviewing and revising the supported accommodation pathway.

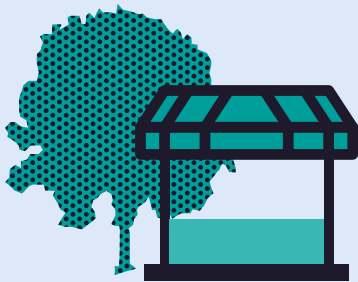
Performance measures

Artizan Street Library and Community Centre



1. Maintain high quality services, including children's and adult social care.
2. Deliver high quality housing, including meeting the Decent Homes Standard and energy efficiency standards, and increase satisfaction with our housing repair service.
3. Improve educational attainment and equity.

Flourishing Public Spaces



Flourishing Public Spaces

From our markets and cultural icons, such as the Barbican, to our world-famous bridges and amazing green spaces, we are stewards of unique national assets. Major capital investment into our civic fabric will secure flourishing public spaces, enabling a more successful London overall.

OUTCOME



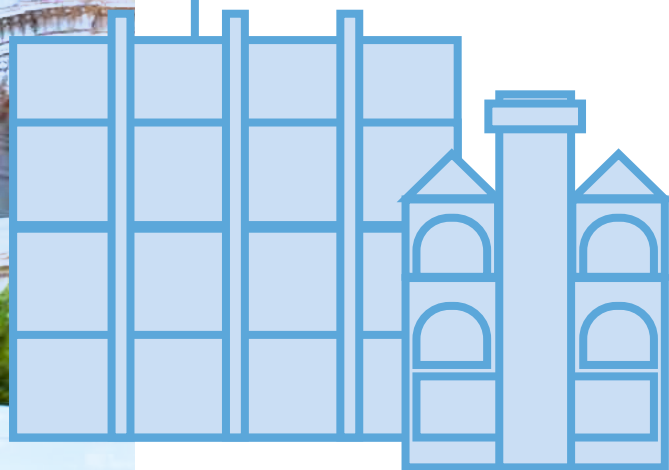
Context and impact



We invest over

£38 million

a year managing open spaces, which attract over 47 million visits annually.



We are creating a

new civic hub

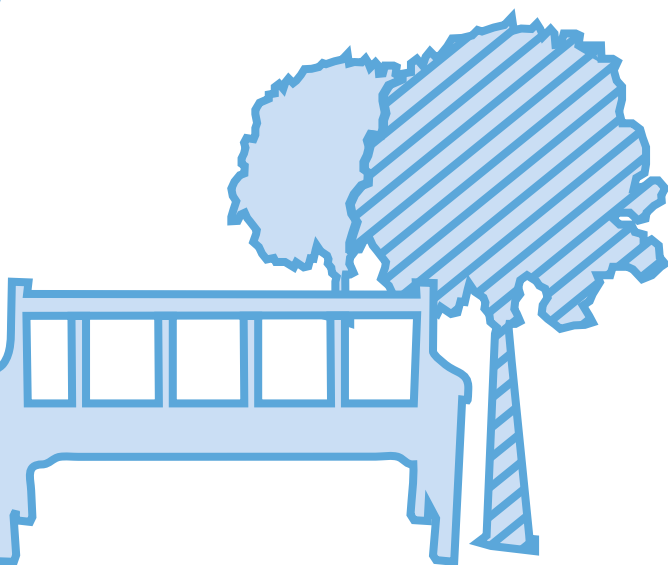
at Salisbury Square in the heart of London's legal centre to be the headquarters of the City of London Police and a flagship combined court for His Majesty's Courts and Tribunals Service.

We manage over
11,000 acres

of open space in London and southeast England, including Burnham Beeches, Epping Forest, and Hampstead Heath.



We are reinvigorating a part of the City at Smithfield with a **vibrant cultural and commercial offer** and providing a new home for the Museum of London.



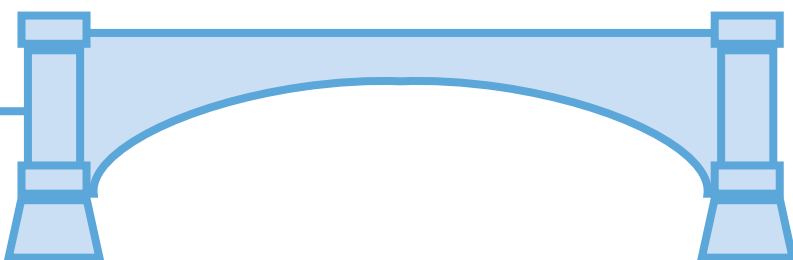
We are co-locating London's markets – Billingsgate and Smithfield – in purpose-built facilities at Dagenham Dock to secure their long-term future, with an ambition to relocate New Spitalfields at a later date, bringing over

10,000 jobs

and investment to Greater London.

We are the
sole trustee

of City Bridge Foundation, which is a world-class bridge owner, and responsible for five Thames crossings, and London's biggest independent charity funder.



City Bridge Foundation supports over

500 organisations

across London at any one time and awards over £30 million a year to charitable organisations across the capital, funding causes from child poverty to female equality. It has made an additional

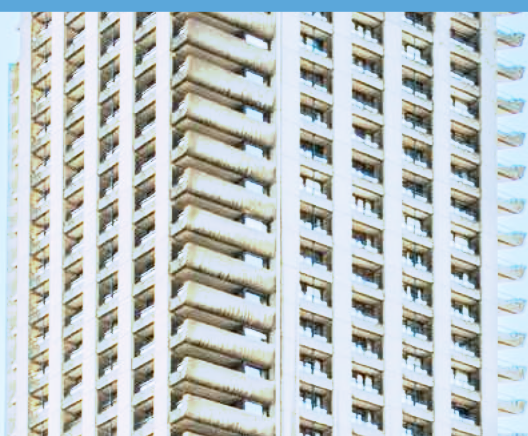
£200 million

of funding available to 2026.

Our actions

- 1.** Complete the development at Salisbury Square, creating a new civic hub in the Square Mile, including a headquarters for the City of London Police and a new modern facility for HM Courts and Tribunals Service, combining Magistrates, Crown and Civil Courts in the heart of London's legal centre.
- 2.** Relocate Smithfield meat market and Billingsgate fish market to a purpose-built site at Dagenham.
- 3.** Relocate the London Museum to the former Smithfield market buildings. This will help create a world-class learning experience and tell the story of the capital in more compelling and innovative ways.
- 4.** Deliver a major project to refurbish the Barbican Arts Centre.
- 5.** Deliver the St Paul's Gyratory project to achieve better traffic management and increased pedestrianisation.
- 6.** Ensure our open spaces and historic sites are thriving, accessible and enrich people's lives.

Performance measures



1. Deliver regeneration and redevelopment projects.
2. Increase in natural environment biodiversity.
3. Optimise our performance as a committed trustee for all our charities, including City Bridge Foundation.



Annex: Key strategies and programmes

City Corporation owns many sector, department and subject-specific strategies, programmes and plans. Those listed below contain metrics key to measuring and monitoring performance in the City of London Corporate Plan 2024 to 2029.

As strategies are updated and further metrics to deliver the plan outcomes are developed, these will be absorbed into the corporate plan performance monitoring framework as appropriate.

Existing strategies

Air Quality Strategy 2019-2024	Guildhall School of Music and Drama Strategic Plan 2023-2030
Anti-Social Behaviour Strategy 2022-2025	Homeless and Rough Sleeping Strategy 2023-2027
Biodiversity Action Plan 2021-2026	Investment Property Strategy (reviewed annually with a rolling 5-year horizon)
Bridging London Strategy 2020-2045	Library Strategy 2021-2023 (reviewed 2024)
Children's and Young People's Plan 2022-2025	Noise Strategy 2016-2026
City of London Police Policing Plan 2022-2025	People Strategy 2024-2029
City of London School Strategic Vision 2019-2024	Procurement Strategy 2020-2024
Climate Action Strategy 2020-2027	Safer City Partnership 2022-2025
Competitiveness Strategy 2021-2025	Social Mobility Strategy 2018-2028
Destination City 2022-2025	Square Mile Sport Strategy 2023-2030
Early Help Strategy 2023-2026	Transport Strategy 2024-2044
Education, Skills and Cultural and Creative Learning Strategies 2019-2024	

Strategies and plans under development

Adult Social Care Strategy	Equality Objectives
Barbican Strategic Framework	Natural Environment Strategy
Circular Economy Strategy	Policing Plan 2025-2028
City of London Joint Health and Wellbeing Strategy 2024-2027	Small and Medium Enterprises (SME) Strategy
City Plan 2040	Social Housing Management Plan
Digital, Data and Technology Strategy 2024-2029	Utility Infrastructure Strategy

Selected major City Corporation projects and programmes identified as core to the corporate plan

- Area Based Healthy Streets Plans
- Barbican Renewal
- City Cluster Programme
- City of London Boys School - Phases 1, 2 and 3
- Climate Action and Net Zero ambitions
- Cool Streets and Greening Programme
- Cycling Programme
- Delivery of excellent public services
- Destination City
- Enterprise Resource Planning (ERP)
- Freeman's School Strategic Intent 2023-2030
- Guildhall Yard East (City of London Police)
- Housing Delivery
- Income Generation
- Operational Property Review
- Pedestrian Priority Programme
- Salisbury Square development
- Smithfield and Billingsgate Markets Co-Location
- Smithfield redevelopment
- St. Paul's Gyratory Transformation Project
- Vision for Economic Growth
- Wanstead Park Ponds



Corporate Strategy & Performance Team

Town Clerk's Department

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