



Year 1 Executive Summary & RAG status analysis Corporate Plan 2024-29

February 2026

Live Work Learn Explore



Corporate Plan 2024–29 Objectives: Year 1 Summary Overview

This deck is a high-level summary of progress against the six Corporate Plan 2024-29 (CP24-29) objectives for the first year of the Plan (1 April 2024 – 31 March 2025). The full Year 1 Progress Report, including all analysis and detail, is available on the City of London Corporation website.

Objectives have been assessed using a Red, Amber, Green (RAG) rating to present a snapshot of current delivery confidence and progress towards intended outcomes in the short, medium and long term.

Ratings are based on performance against agreed metrics monitoring delivery of the CP24–29 outcomes. Assessments note the broader operational context and reflect internal and external factors influencing performance.



Overall performance has been largely positive, with key results for most objectives assessed to be on target for delivery. This is true for objectives related to service delivery, and for activity focused on advocacy and influencing wider trends within the Square Mile and beyond



Notable results were achieved in community engagement, economic growth in the City and wider UK Financial and Professional Service Sector, public realm improvements, statutory service provision and environmental sustainability.



Challenges to the delivery of CP24-29 are largely contingent on wider economic, environment and policy trends, investment at a national level to tackle challenges including productivity and economic prospects and enabling the transition to Net Zero.



Live, Work, Learn, Explore

Corporate Plan 2024-29 Objectives

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.



Live, Work, Learn, Explore

Diverse Engaged Communities

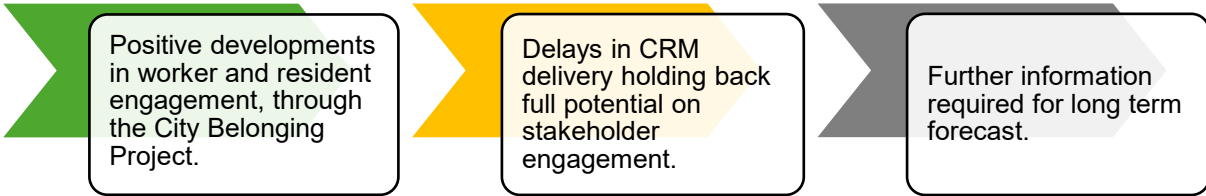


Across our residents, workers, businesses, and visitors, everyone should feel that they belong. Connecting people of all ages and backgrounds will help build diverse, engaged communities that are involved in co-creating great services and outcomes.

Headlines

- Major viral growth (without outlay) of sign-ups, from across different workplaces in the Square Mile, to join City Corporation contact lists
- Customer relationship management (CRM) system development has been slow, limiting growth of coherent connectivity activity with workers and residents
- Ward list growth in advance of elections, however 14 of 25 wards were uncontested

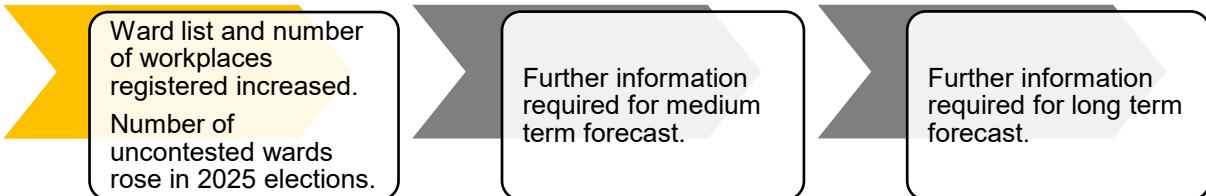
Increase Worker and Resident Engagement



Key Results:

Contacts signed up to the City Belonging Project	3,500 sign-ups
Workplaces signed up to the City Belonging Project	500 workplaces
Sign up growth	+50%

Increase Democratic Engagement



Key Results:

Ward List size	+7% on 2024 baseline
Number of candidates	136 (no change)
Number of uncontested wards	14, +8 on 2022 elections

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.

Drive up UK Competitiveness and Financial & Professional Services



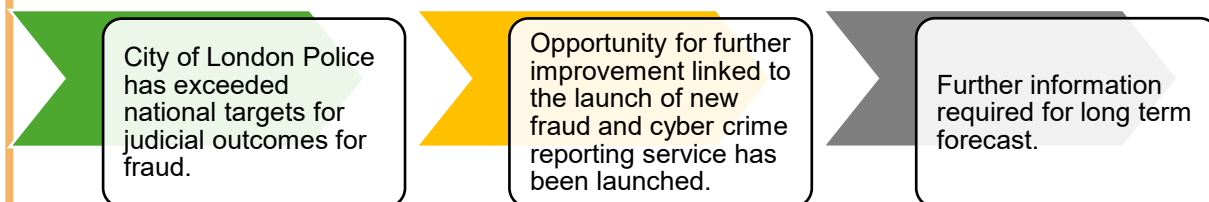
Key Results:

Employment in the City (2024):	676k workers (+0.1%)
Businesses based in the City (2024)	22,485 businesses (+2%)
High Growth Enterprises based in the City (2024)	515 enterprises, (+11%)
Gross Value Added (GVA) per hour (2023)	£79.00, +£37.10 on UK
London rank in international competitiveness analysis (2025)	#1 (no change)
UK net financial services exports (2024)	+12%
UK financial services foreign direct investment (2024)	+25% to £127bn

Headlines

- London ranked top in the City Corporation produced international competitiveness analysis for the sixth year in a row
- UK remains a global leader in sustainable finance
- UK remained the largest global net exporter of financial services
- The City of London continues to perform well across economic indicators, with growth in numbers of businesses and workers
- Employment growth in the City has outperformed London, and is the highest it has been for a decade, driven mainly by the financial services sector
- Business growth in the City has continued though is yet to recover to pre-pandemic levels
- Almost 10% of City businesses are high-growth, a higher proportion than in London overall and in the UK, and above pre-pandemic levels
- City of London Gross Value Added (GVA) remains higher than the rest of the UK, through the gap is narrowing; this exists in the context of low UK productivity in the macroeconomic landscape
- Medium term economic outlook is challenging, driven by wider trends in the UK and global economy

Effective Cyber Crime and Fraud Policing



Key Results:

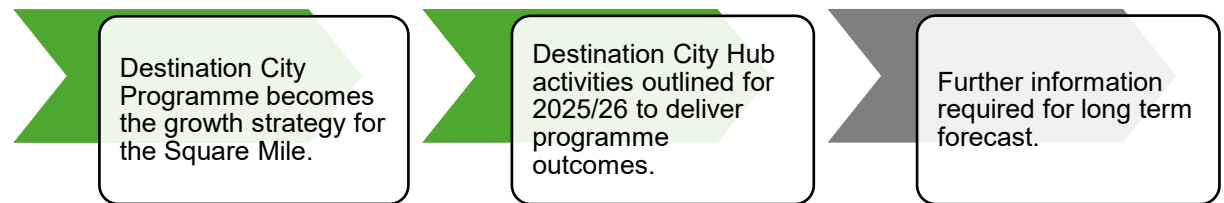
Action Fraud satisfaction rate	90% (no change)
Positive outcomes for economic and cyber crime	+ 33% above national target
National Fraud Intelligence Bureau outcome provided to all victims within 28 days	Compliant (no change)

Vibrant Thriving Destination

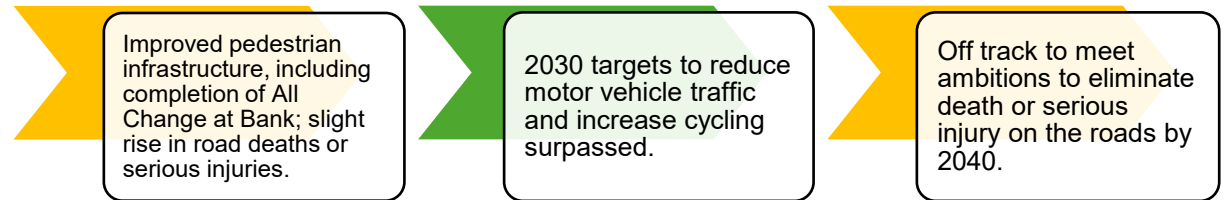


Attracting businesses and people to a safe, secure, and dynamic location is vital to our future. A world-leading culture and leisure offer is integral to creating a vibrant, thriving destination where everyone prospers.

Increase the appeal of the Square Mile as a Destination



Increase Green Transport



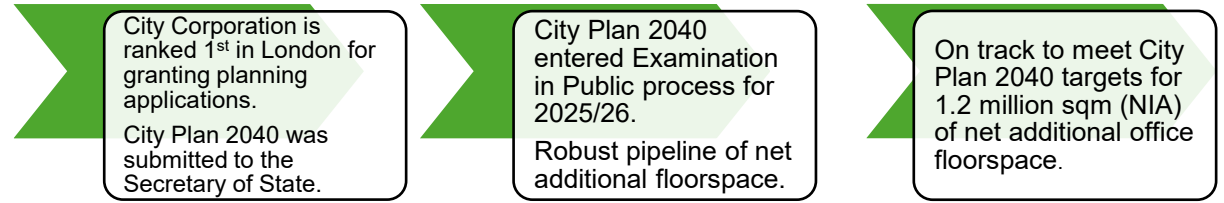
Key Results:

Motor vehicle traffic reduction (2024)	-22% annual decrease
Number of people killed or seriously injured on City roads (2024)	58 people (+ 38%)
Kilometres of Pedestrian Priority Streets (2024)	27.8km (+1.5km)
Increase cycling by 50% (2017 baseline) to meet the 2030 Target	+70% (surpassed)

Headlines

- Destination City Programme developed at pace with agreement of programme definition, recruitment and publication of success metrics
- Development of Cultural Strategy underway with inception engagement complete
- Transport Strategy metrics remain on track or exceeding targets for reducing motor traffic and increasing cycling and pedestrian priority space; metrics are off track in relation to serious injuries or deaths road traffic collisions
- City Plan 2040 completed the Examination in Public Hearings milestone; delivery of office space remains on target for 2040
- The Square Mile remains a safe low-crime area, though levels of shoplifting have increased; victims can continue to expect a higher positive outcome rate than the national average
- London Metropolitan Archives was officially rebranded as The London Archives

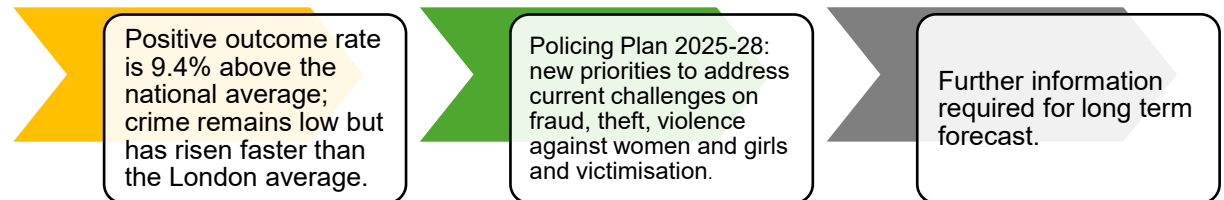
Increase Business Space



Key Results:

Additional office floor space created **111,534 sqm**

Improve Policing Outcomes



Key Results:

Positive outcome rate is higher than the national average **21.2%, 9.4% higher than the national average**

Flourishing Public Spaces

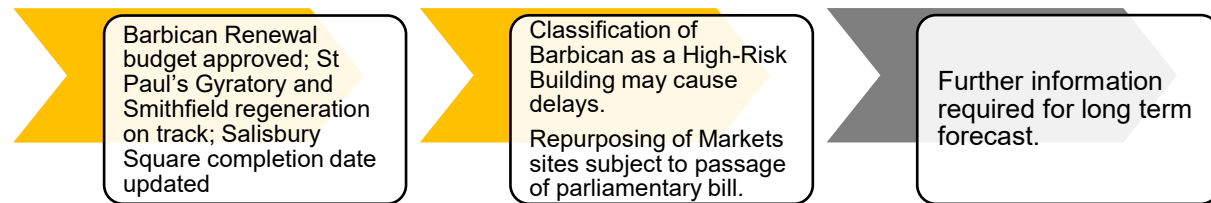


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Headlines

- Major projects continue on-track, with a revision of Salisbury Square completion date
- Plans well advanced to identify a new location for ‘New Smithfield’ and ‘New Billingsgate’, supporting the continued passage of the Markets Private Bill through Parliament. If successful, this will release the existing Smithfield site for cultural and commercial use and the existing Billingsgate site for new homes for London
- City of London biodiversity scores have improved based on actions taken to increase and protect biodiversity

Deliver Redevelopment & Regeneration

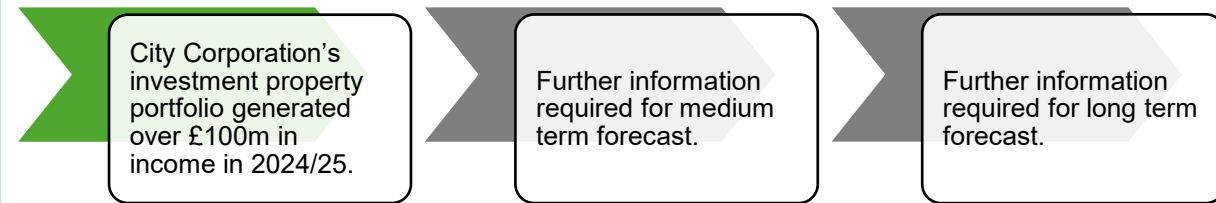


Key Results:

Major Project Statuses:

Barbican Renewal	Green
Salisbury Square	Amber
London Museum	Amber
Smithfield development and cultural /commercial regeneration	Green
St Paul's Gyratory	Green
Markets (Smithfield / Billingsgate) co-location	Interest in co-location ended, site to be repurposed.

Effective Asset Management



Improving Biodiversity



Key Results:

Council Climate Action Scorecard Biodiversity Score (assessed by Climate Emergency UK) **43% (+20 on 2023 score)**

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.

Provide High Quality Care

Ofsted Outstanding for Children's Social Care; high satisfaction statutory services; strengthened care leaver offer

Further information required for medium term forecast.

Further information required for long term forecast.

Key Results:

Care leavers (aged 19-25) in Education, Employment or Training (2024)

67% (no change)

Care leavers in suitable accommodation (2024)

89% (9% decrease)

Education, Health and Care (EHC) Plans completed within statutory timescale (2023)

100% (no change)

Satisfaction with Adult Social care and support services (2023)

63.5% (3.8% decrease)

Improve Education Outcomes

117 Family of Schools projects funded, delivering educational enhancements through GSMD, The London Archives, and the Barbican Centre

Further information required for medium term forecast.

Further information required for long term forecast.

Headlines

- A positive year for care, with high comparative satisfaction scores, a strengthened offer for care leavers and robust inspection results.
- New Education Strategy (2024-29) published, performance metrics under development for future reporting years.
- Wide range of educational outreach activities completed, linking schools and culture – including through GSMD, London Archives and the Barbican.
- Creating decent homes in an ongoing multiyear improvement programme, starting with gathering accurate data on homes.
- Tenant satisfaction services remain high though showing a slight drop, in a market where other Local Authorities are making efforts to improve services (and driving up standards).

Improve Housing Service

Tenant satisfaction steady at 68% (#6 in London); Decent Homes down 9% to 82%; rough sleeping up 34%

Full stock condition could further affect decent homes rates.

Ten-year major works programme to deliver housing improvements following survey

Key Results:

Percentage of homes rated Decent

82% (9% decrease)

Tenant satisfaction

68% (1% increase)

Tenant satisfaction rank amongst London boroughs

#6 (down from #3)

Fire Risk Assessment compliance

100% (no change)

People recorded as sleeping rough in the City

878 (33.8% increase)

Performance as a Charity Trustee

Corporate Charity Review to maximise impact, with responsive, inclusive funding for marginalised communities

Further information required for medium term forecast.

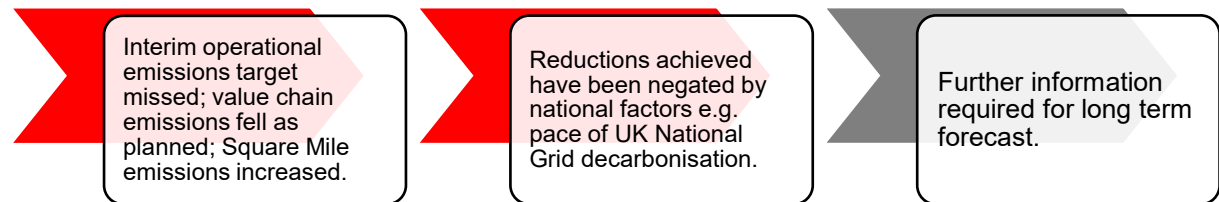
Further information required for long term forecast.

Leading Sustainable Environment



The City of London Corporation has 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.

Meet Climate Action Targets



Key Results:

Reduction in net carbon emissions across (latest available data):

The City Corporation's own operations (2024/25)

60% (7% off target)

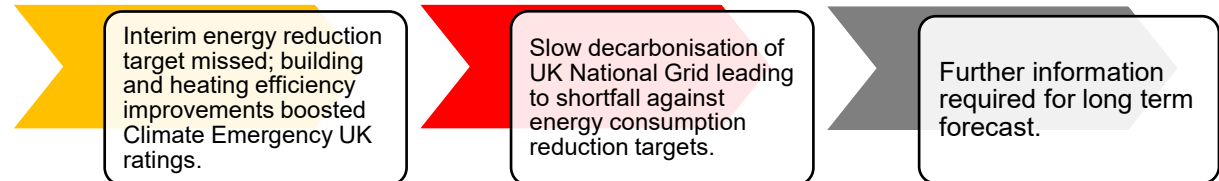
The City Corporation's full value chain (2024/25)

28% (on target)

The Square Mile (2022)

24% (off target)

Reduce Energy Consumption



Key Results:

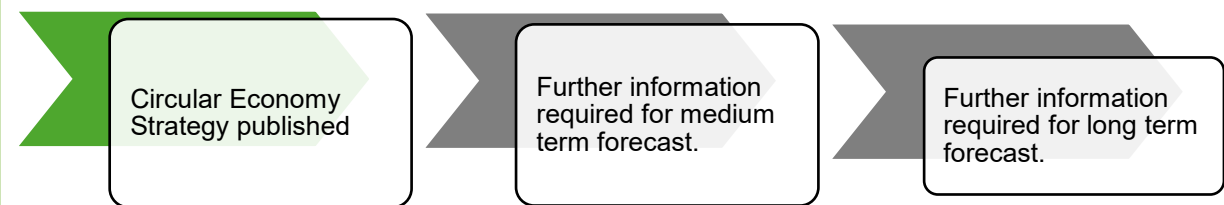
Reduction in energy consumption across City Corporation estates

21% (off target)

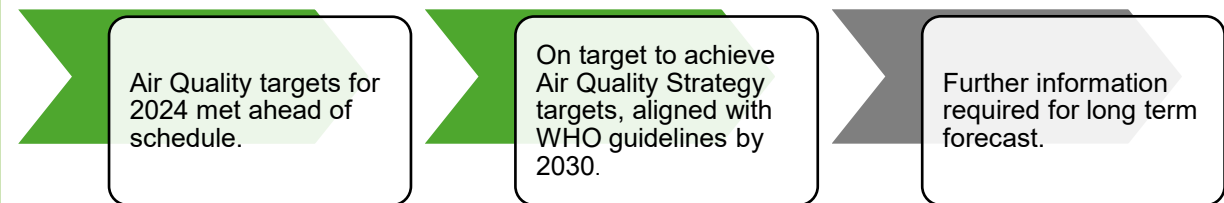
Headlines

- City Corporation's operational 2024/25 interim net zero target of a 68% reduction not yet achieved.
- Actions to achieve corporate full value chain and Square Mile targets by 2040 are progressing.
- Some 2024 Air Quality targets met ahead of schedule prompting the introduction of tighter targets by 2030.
- The Circular Economy Framework was published in January 2025 with an action plan for 2025-2027.
- The 2024/25 interim target of a 67% reduction in energy consumption has not yet been achieved.

Achieving a Circular Economy



Improve Air Quality



Key Results:

Annual average concentration of nitrogen dioxide below 30µg/m³ across 90% of the Square Mile by 2030

74%

Annual average concentration of PM_{2.5} below 10µg/m³ by 2030

9µg/m³

Annual average concentration of PM₁₀ below 15µg/m³ by 2030

16µg/m³ (on target)