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Our Mission:

The City of London 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 United Kingdom.

Foreword – Policy Chairman

[to be written once outcomes agreed by Members]

Foreword – Town Clerk

[to be written once outcomes agreed]

Who we are / Impact

[Four Pages with Maps: possible pull-out section to be detached from plan in physical document]

[Illustrative: more to include, repetition to be removed and format to be agreed with design agency]

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 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.

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 over 200 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.

We have a long history, a unique constitution, our own Lord Mayor, and a dedicated police force. The City Corporation provides local government services for our 8,600 residents and 614,500 City workers 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.

Key Facts **[Illustrative: more to include, repetition removed and format TBC]**

(General)

- There are 8,600 residents living in the City of London.
- There are 614,500 workers in the City of London.
- 1 in 53 UK workers are employed in the City.
- 10 million people visit the Square Mile each year.

(Diverse remit)

- We provide London's Port Authority Health Service, patrolling 94 miles of Britain's busiest waterways along the River Thames from Teddington to the outer Thames Estuary.
- We operate three pre-eminent wholesale food markets (Smithfield Meat Market, Billingsgate Fish Market, New Spitalfields Fruit and Vegetable Market), providing a vital link in the food supply chain for London and the South of England.
- We manage the Heathrow Animal Reception Centre, and our staff look after about 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.
- The City of London Police is the national lead force on fraud and economic crime, which includes delivering the UK's national fraud and cyber-crime reporting centre.
- We are a committed Charity Trustee and impactful funder evidenced by over £20m of philanthropic giving which the City Corporation undertakes annually with support from the Central Grants making function.

(Sustainability)

- We look after 11,000 acres of green spaces, 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.
- And receive over 25 million visits each year from Londoners and beyond.

(Culture and Heritage)

- We are the country's fourth biggest funder of culture, investing £130m every year in heritage and cultural activities.
- Guildhall School of Music and Drama was ranked as number one in the 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.
- The Barbican Centre holds thousands of events for the public each year and opens its doors for approximately 1.5 million visitors annually.

(Community)

- We are the strategic housing authority for the City of London and a landlord responsible for over 1,900 social tenanted properties and over 900 leaseholder properties across London. We provide over 1,800 social housing units on 11 estates across six Boroughs.

(Education)

- Six of our City of London Academies Trust's schools hold an outstanding Ofsted rating.
- The City of London Freeman'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.

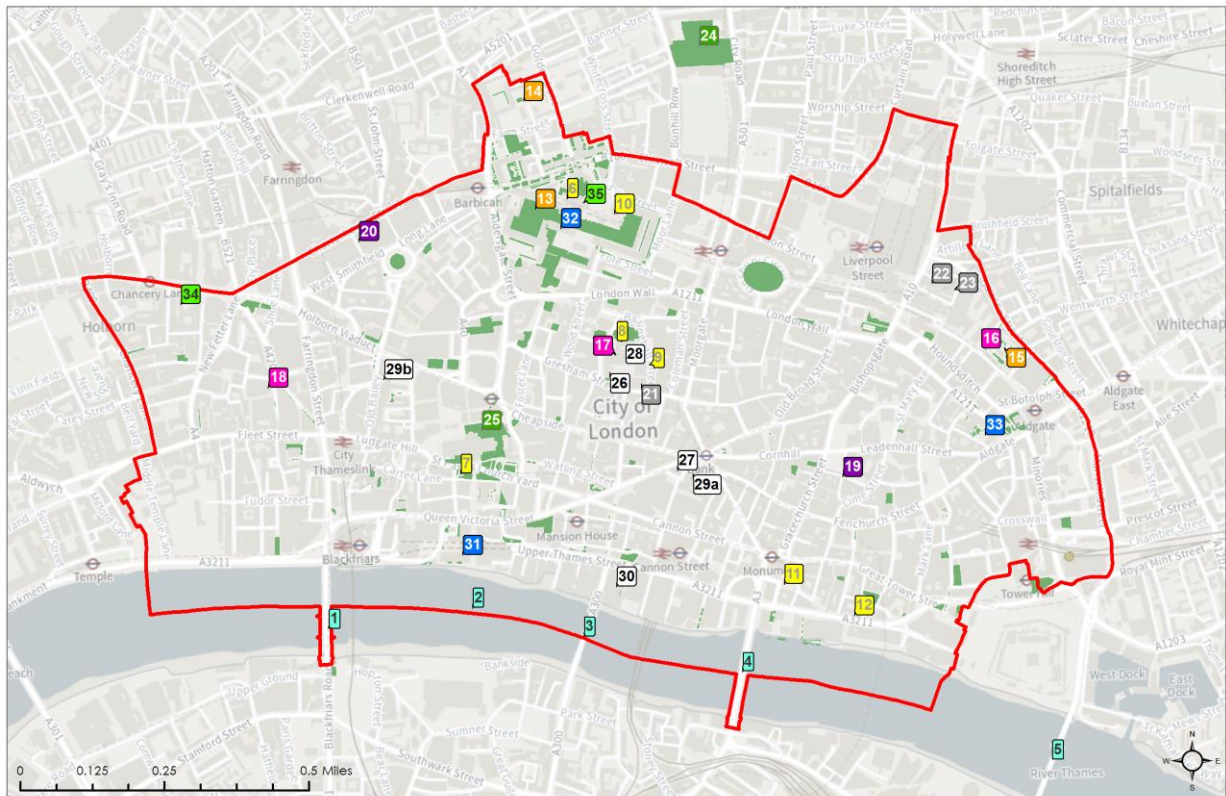
(Financial)

- The City generates nearly £85bn in economic outputs annually, supporting the UK economy.
- The City accounts for one in every five financial services jobs in GB.
- The City also contributes to services across the UK, generating £1.1bn in business rates alone.
- City jobs are at a record high and have grown over 13% since pre-pandemic 2019 to 2022, with nearly 73,000 more jobs than in 2019.

(Assets)

- Property Fund Management – maximising rental income managing long-term performance to City Fund and City Estates assets amounting to circa £3b by value across 250 properties. Portfolio performance exceeded the industry benchmark (MSCI total returns) over a 5-, 10- and 28-year timeframe.
- Salisbury Square Development – creating a new civic hub in the square mile, including a headquarters for the City of London Police, a new modern facility for HM Courts and Tribunals Service, combining Magistrates, Crown and Civil Courts in the heart of London's legal centre creating 45,785 sq. m of space.
- Power Purchase Agreement (PPA) – The PPA involved the construction of a solar farm in Dorset which has reduced energy costs the City Corporation by £20m per annum. The first of its kind in the UK within the public sector.
- Revenue Projects – managing circa 400 projects at any point in time with a value more than £30m.
- Museum of London – relocating the Museum of London to West Smithfield, enabling the museum to welcome more visitors from London and around the world, creating a world-class learning experience, and to tell the story of the capital in more compelling and innovative ways, capable of hosting blockbuster exhibitions and events. 26,769 sq. m of space.

Our responsibilities in the Square Mile

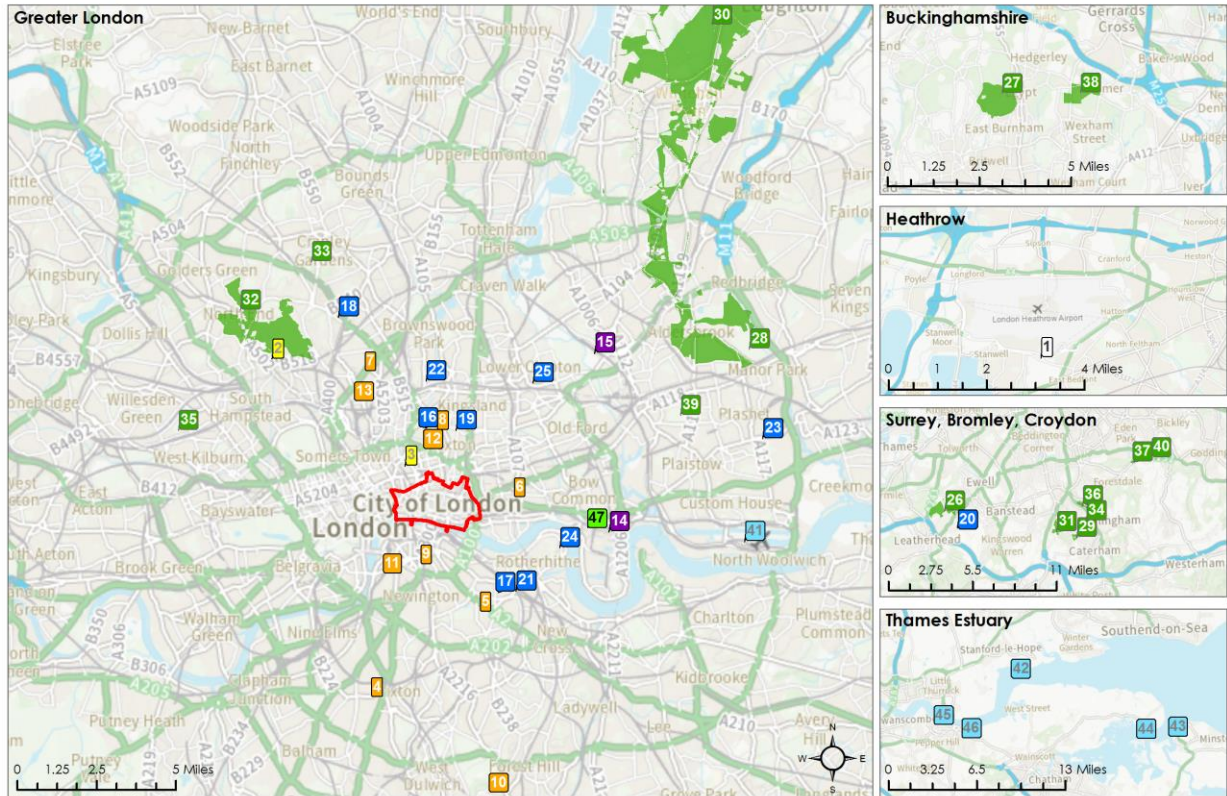


KEY

Blackfriars Bridge	1	City of London Police Headquarters	21
Millennium Bridge	2	Bishopsgate Station	22
Southwark Bridge	3	City of London Police (Support services and operational functionality)	23
London Bridge	4	Bunhill Fields	24
Tower Bridge	5	City Gardens (all green areas)	25
Barbican Arts Centre	6	City Bridge Foundation	26
City of London Information Centre	7	City of London Magistrates Court	27
City of London Police Museum	8	Guildhall	28
Guildhall Art Gallery and Roman Amphitheatre	9	Mansion House - Office & Home of the Lord Mayor of the CoL	29
Guildhall School of Music and Drama	10	Central Criminal Court (The Old Bailey) - Office & Home of the Sheriffs of the CoL	29
The Monument	11	Walbrook Wharf	30
Billingsgate Roman House & Baths	12	City of London School	31
Barbican Estate	13	City of London School for Girl	32
Golden Lane Estate	14	The Aldgate School	33
Middlesex Street Estate	15	Gresham College	34
Barbican Library	16	London Symphony Orchestra	35
Artizan Street Library			

Small Business Research and Enterprise Centre (SBREC)	17
Shoe Lane Library	18
Leadenhall Market	19
Smithfield Market	20

Our responsibilities outside the Square Mile



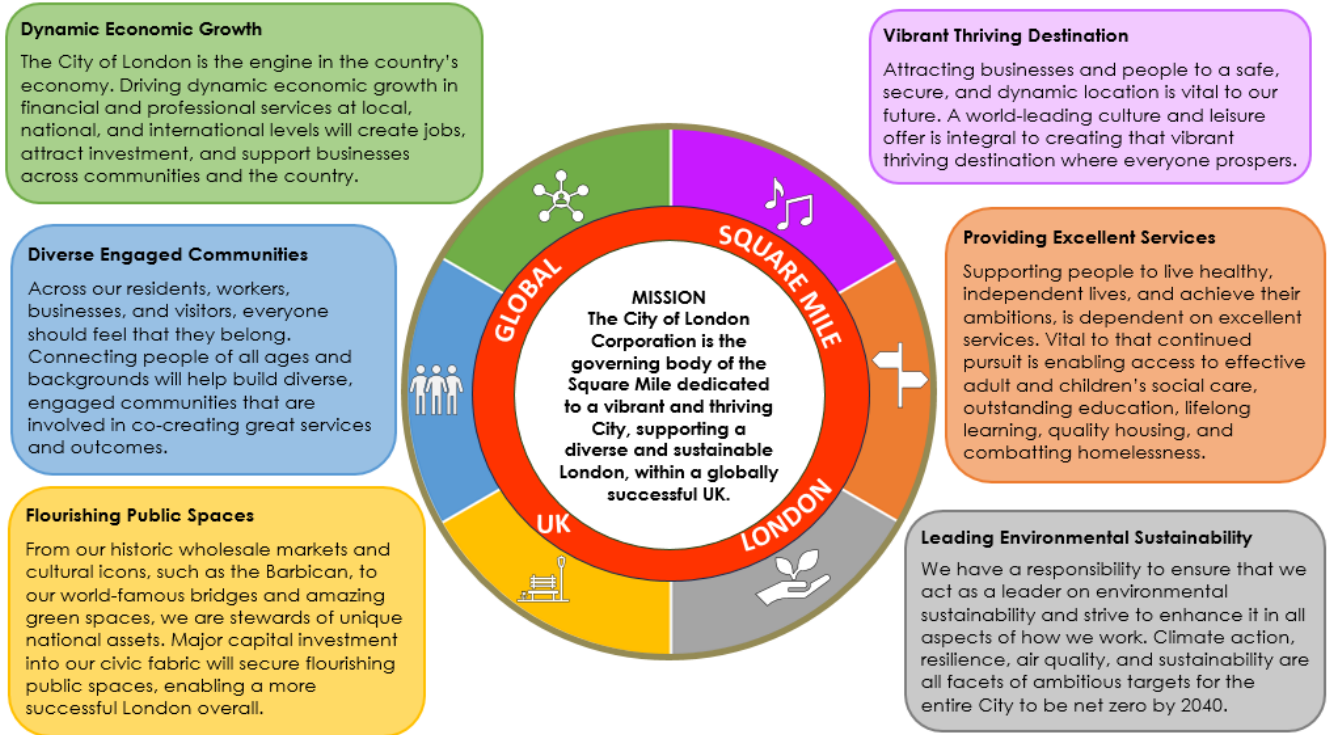
KEY

Heathrow Animal Reception Centre	1	The City Academy, Hackney	25
Keats House	2	Ashted Common	26
London Metropolitan Archives	3	Burnham Beeches	27
Almshouses	4	Cemetery and Crematorium	28
Avondale Square	5	Coulsdon Common	29
Dron House	6	Epping Forest	30
Holloway Estate	7	Farthing Downs and New Hill	31
Isleden House	8	Hampstead Heath	32
Southwark Estates	9	Highgate Wood	33
Sydenham Hill Estate	10	Kenley Common	34
William Blake Estate	11	Queen's Park	35
Windsor House Estate	12	Riddlesdown	36
York Way Estate	13	Spring Park	37
Billingsgate Market	14	Stoke Common	38
New Spitalfields Market	15	West Ham Park	39
COL Academy (Islington)	16	West Wickham Common	40

COL Academy (Southwark)	17	London City Airport	41
COL Academy Highgate Hill	18	London Gateway	42
COL Academy Shoreditch Park	19	Sheerness	43
City Of London Freeman's School	20	Thamesport	44
Galleywall Primary	21	Tilbury	45
Highbury Grove Secondary' School	22	Denton Office	46
Newham Collegiate Sixth Form Centre	23	Museum of London Docklands	47
		Combined Markets Facility planned for the future 2027/28 – at Dagenham Dock.	
Redriff Primary School	24	New international office opens in the US in December 2023.	

Overview of Six Outcomes

[SAMPLE VISUALISATION – full infographic to be detailed in design stage]



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 that vibrant thriving destination where everyone prospers.

Flourishing Public Spaces

From our historic wholesale 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.

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.

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.

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.

Executive Summary

The Next Five Years

The Corporate Plan is..

Evaluation [Or Evaluating our Impact?]

Outcome – Dynamic Economic Growth

Headline Statement

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.

Context / Impact

- The City drives the economy, generating over £85bn in economic output annually.
- There are 615,000 workers in the City of London, or 1 in every 52 GB workers. City jobs have grown over 13% since pre-pandemic 2019 to 2022.
- Financial and professional services employ over 2.5 million people across the country with two-thirds outside of London.
- The industry produced £278bn of economic output, 12% of the entire UK's economic output, and £100bn in tax revenue.
- Our groundbreaking Vision for Economic Growth report could help unlock £225bn of investment through insurance reforms, pension reforms and net zero investments to drive economic growth across the UK.
- The City of London Police (CoLP) 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 growth.

We will...

- 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.
- Maintain London's position as the leading financial and professional services centre in the world by retaining a world class business environment.
- Promote the UK as a place that is open, innovative, and sustainable.
- Ensure that the City has the safest, most secure business environment in the world.
- Be a leading global centre for sustainable finance and expertise.
- Maximise our global reach in key advanced and high-growth markets.
- Use our convening power effectively to support and speak on behalf of the sector.

Performance Measures Include...

- A #1 ranking for the UK in the Competitiveness Benchmarking Composite Score.
- A #1 for London in the Global Green Finance Index (GGFI).
- City of London Police: positive outcomes in our work protecting the UK from the threat of fraud, economic and cyber-crime.
- Square Mile: increasing weekday worker numbers.

Outcome – Vibrant Thriving Destination

Headline Statement

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 that vibrant thriving destination where everyone prospers.

Context / Impact

- 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 Corporation is the fourth largest funder of heritage and cultural activities in the UK, investing over £130m annually.
- 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.
- **[Fact related to City of London Police to be added here].**
- We are using our planning powers to create new inclusive public spaces and cultural experiences, including better cultural signage.
- We also seek to facilitate growth through our planning policies aiming for office development of the highest quality, ensuring that it is designed to provide sustainable, flexible floorspace that meets the varied needs of occupiers.

We will...

- Cement our place as London's central business district where businesses want to be and workers, residents and visitors want to spend time.
- 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.
- Home to an exciting all-year-round events programme.
- Grow the City's cultural offer through new development.
- Strengthen our cultural offer through partnerships with brands, the City's Business Improvement Districts, and landowners.
- Boost the supply of skilled workers for sustainable buildings, enabling central London to decarbonise its built environment at scale.
- 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.
- Help start up business and SMEs to scale and grow through our SME strategy. Adopt City Plan 2040 for sustainable growth and development direction.
- Provide more space for walking and making the City's streets more accessible.

Performance Measures Include

- Increasing visitor numbers, expenditure, and visits to our cultural attractions.
- Increasing road safety, decreasing motor traffic, and encouraging environmentally sustainable forms of transport.

- Reducing local and neighbourhood crime and improving confidence in the City of London Police.
- Deliver 3:1 return on investment on growth bid budget (through new partnerships).
- Square Mile: increasing provision of office space, decreasing empty office floor space.

Outcome – Flourishing Public Spaces

Headline Statement

From our historic wholesale 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.

Context / Impact

- We are co-locating London's historic wholesale markets – Billingsgate and Smithfield – in purpose-built facilities at Dagenham Dock to secure their long-term future, bringing over 10,000 jobs and investment to Greater London.
- 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 are reinvigorating a historic part of the City at Smithfield with a vibrant cultural and commercial offer and providing a new home for the Museum of London.
- We manage over 11,000 acres of open space in London and southeast England, including Burnham Beeches, Epping Forest, and Hampstead Heath.
- We invest over £38m a year managing our open spaces.
- Our open spaces attract over 23 million visits annually.
- We are the sole trustee of City Bridge Foundation, 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, awards over £20 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.

We will...

- Complete the development at Salisbury Square.
- Relocate Smithfield Market and Billingsgate Market to a purpose-built site at Dagenham.
- Relocate the London Museum to the former Smithfield market buildings.
- Deliver a major project to refurbish the Barbican Estate infrastructure.
- Deliver the St Paul's Gyrotory project to achieve better traffic management and increased pedestrianisation.
- Ensure our open spaces and historic sites are thriving, accessible and enrich people's lives.

Performance Measures Include...

- Delivery of regeneration and redevelopment projects.
- Increasing natural environment biodiversity.
- Our performance as a committed trustee for all our charities, including City Bridge Foundation.

Outcome – Providing Excellent Services

Headline Statement

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.

Context / Impact

- We have a unique family of schools comprising a maintained primary school, sponsored academies in London boroughs, and independent schools.
- We are a social landlord with 12 housing estates across the City of London and six neighbouring London boroughs, comprising approximately 2,000 homes.
- 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 capturing our specific aims and driving forward the work we do.
- We manage five libraries, which we have promoted as warm spaces in winter, to help people facing rising energy and living costs.
- 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 commission the City of London Outreach Team service, delivered by Thames Reach, to support rough sleepers into permanent and safe accommodation.
- We provide a vital link in the food supply chain for London and the South by operating three thriving wholesale food markets.
- 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, undertake controls on imported food and feed through London's ports.

We will...

- Provide outstanding education, lifelong learning, and skills.
- Deliver new social rented homes and focus on housing management quality and service standards.
- Improve housing management, communication and engagement across our social housing portfolio and the Barbican Estate.
- Complete a refurbishment programme for the Grade II listed Golden Lane Estate.
- Promote the health, wellbeing, and quality of life of people of all ages.
- Focus on equality, diversity and inclusion to improve social mobility and reduce inequalities, including health inequalities.
- Respond to new adult social care legislation and inspection requirements.
- Protect and promote public, animal and environmental health (including at our borders) and consumer protection.

- Provide our Licensing Service, considering the views of our residents, workers, and visitors, with a business-friendly approach.
- Deliver clean air and control excessive noise in the Square Mile.
- Provide a responsive street cleaning service.
- Use libraries and community spaces to support learning, tackle social isolation, and build resilience.
- Implement a new homelessness strategy and help prevent homelessness by reviewing and revising the supported accommodation pathway.

Performance Measures Include...

- The quality of our services, including children's and adult social care.
- The quality of our housing, including meeting the Decent Homes Standard, energy efficiency standards and satisfaction with our housing repair service.
- Educational attainment and equity.

Outcome – Leading Sustainable Environment

Headline Statement

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.

Context / Impact

- 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.
- Our Climate Action Strategy – with its £68 million investment – commits us to achieving net zero carbon emissions in our own operations by 2027.
- We have cut our annual carbon emissions by 31% and energy consumption by 21% between 2018/2019 and 2021/2022.
- Since 2018, we have been using 100% renewable electricity.

We will...

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

Performance Measures Include...

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

Outcome – Diverse Engaged Communities

Headline Statement

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.

Context / Impact

- We help communities and networks become better connected through The City Belonging Project.
- Our Community Infrastructure Levy Neighbourhood Fund distributes over £2 million in grants annually across the City.
- We always undertake statutory public consultation on planning applications within the City.
- Our planning system is helping to create free, inclusive cityscapes.
- 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 continued to engage SMEs, including through a SME survey, to inform a new SME Strategy.
- City of London Police are 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 will...

- Engage with all our communities across the City and work to increase participation in co-creating and delivering services.
- Increase the electorate registered to vote in City-wide elections pre and post 2025.
- Increase the number of candidates standing for election in the City-wide elections in 2025.
- Emphasise inclusion as an important aspect of new development in our City Plan 2040.
- Listen to our communities' views on crime and disorder.
- Conduct effective resident panels and problem-solving neighbourhood policing.
- Reset City Corporation's relationship with residents including through regular City Question Time sessions.

Performance Measures Include...

- Increase number of voters at 2025 elections.
- Increase number of candidates at 2025 elections.
- Increase number of contested wards at 2025 elections.
- Increase engagement with workers and resident communities.

Annex: How we will monitor impact

Our objective

Monitoring and reporting on corporate performance will ensure we are on track to achieve our stated outcomes. It will allow us to map success and identify areas that may benefit from additional resource or where improvement may be required. For the first time, our impact will be tracked and reported on.

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, that will be refined over the lifetime of the 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.