

City of London Corporation Committee Report

Committee(s): Policy and Resources Committee	Dated: 19/02/2026
Subject: City of London Corporation Corporate Plan 2024-2029: Year 1 Report	Public report: For Decision
This proposal: Monitors delivery of the Corporate Plan 2024-29 outcomes	All Corporate Plan outcomes
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	n/a
What is the source of Funding?	n/a
Has this Funding Source been agreed with the Chamberlain's Department?	n/a
Report of:	Dionne Corradine Chief Strategy Officer
Report author:	Alice Reeves Assistant Director Corporate Performance & Analysis

Summary

This is the first full annual progress report for the Corporate Plan 2024-29 (CP24-29). It covers year one of CP24-29: 1 April 2024 - 31 March 2025 and expands upon the Preliminary Report (April-December 2024) published last year.

The report reviews City Corporation's progress across all six CP24-29 outcomes, using input and performance metrics from across the organisation to provide a high-level strategic assessment of what has been achieved during the first year of CP24-29, in a wider strategic and operating context. The report also contains an update to the "Key Facts" document, to be made available online alongside all CP24-29 products.

Recommendations

Members are asked to:

- **Note** the content of the CP24-29 Year One Progress Report and updated "Key Facts" document (at annex B of the report)
- **Agree** to formally publish the fully accessible CP24-29 Year One Progress Report and updated "Key Facts" document on City Corporation's website alongside CP24-29

Main Report

Background

1. CP24-29 was published on 1 April 2024; it provides the strategic framework to guide City Corporation's thinking and decision-making. Alongside financial planning, the People Strategy 2024-29, and the Digital, Data and Technology (DDaT) Strategy, it drives the City of London Corporation's delivery ambitions. CP24-29 sets out six strategic objectives:
 - Diverse, Engaged Communities
 - Dynamic Economic Growth
 - Vibrant Thriving Destination
 - Flourishing Public Spaces
 - Providing Excellent Services
 - Leading Sustainable Environment
2. This first full annual performance report for CP24-29 expands upon the Preliminary Progress report (April-December 2024) that was published in early 2025. The full Year One Progress Report covers more extensive datasets and performance analysis. It includes a new high-level summary and overview of progress against CP24-29 objectives, with further analytical insights into how each outcome is progressing, as well as an overview of overall CP24-29 delivery.

Context

3. Outline high-level performance metrics were agreed as part of CP24-29. These have evolved since their initial development, following the first year of focus on identifying, agreeing and consolidating datasets and information sources. Efforts have focussed on enabling consistent year on year progress reporting for the lifespan of CP24-29 (and beyond, where relevant). As this is the first full year report, comparisons are, by necessity, limited. Comparative analytical depth will grow as available datasets expand year on year.
4. The first year of CP24-29 has seen improvements in available outcome-focussed performance metrics that contribute to this report. Support continues to be offered across the organisation to enhance capability, improve data quality and enable better performance tracking. Proactive and targeted socialisation of CP24-29 outcomes, and activities to embed them within existing and new work means that these are now increasingly aligned with CP24-29 and contain performance metrics that could contribute to ongoing delivery tracking of CP24-29.
5. Performance metrics for all six strategic outcomes are compiled from data and measures drawn from multiple internal sources – complemented by external data and benchmarking where available. Input has come from across the whole organisation. Metrics may be linked to major projects, high-level ambitions, departmental business plans and other strategic initiatives. Further information is provided on possible future metrics.
6. This report focuses on external-facing delivery for City Corporation. Crosscutting enabling strategies (such as the People Strategy and DDaT Strategy), business plans and other strategic initiatives report progress against delivery separately through relevant Committee governance processes. Management information (focussing on business plan delivery, finance and other operational metrics) is also presented to the Town Clerk's SLT quarterly.
7. Alongside the Year One Performance Report is an updated 'Key Facts' document (see annex B of the report); this handout has previously been disseminated across City Corporation locations. The most current information will be accessible online, and a link to the updated data will be provided with copies of CP24-29 (physical copies are available in multiple locations).

Performance Indicators

8. Overall performance for Year One of the CP24-29 has been positive, with key results for most objectives assessed to be on target for delivery against CP24-29 outcomes. This is also the case for objectives related to service delivery or activities and objectives focused on advocacy and influencing wider trends within the Square Mile and beyond.
9. 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 mainly contingent on wider economic, environment and policy trends, investment at a national level to tackle challenges including productivity, and enabling transition to Net Zero. City Corporation also ended its interest in the co-location of Smithfield and Billingsgate Markets at Dagenham Dock.

Next Steps

10. The Year One CP24–29 Report is a major step forward in terms of insight, transparency and performance maturity in comparison to the previous Corporate Plan. Efforts to improve this reporting have gone hand in hand with improvements in business planning, capability building in local data management, support setting outcome-based performance metrics and measures and a drive to enhance collaborative reporting. This improvement activity remains ongoing.
11. There remain challenges and interdependencies in relation to data, with elements of the 2024–2029 DDaT Strategy critical to strengthening and building capability in organisational-wide data management and governance. Efforts will continue to improve the reporting function, and grow and enhance insights on progress against City Corporation’s CP24-29 outcomes.
12. Annual reports will follow this edition, with the Year Two report due early 2027, as soon as relevant data is available. In the interim efforts are underway to launch a CP24-29 dashboard that will initially be available internally. The dashboard will enable enhanced interactive access to CP24-29 performance metrics and the latest available data.

Corporate & Strategic Implications

Strategic implications – This document is a strategic overview of progress against the six agreed CP24-29 strategic outcomes. Reporting is designed to capture changes made to key deliverables, and supports the prioritisation and allocation of resource.

Financial implications – none

Resource implications – Delivery of CP24-29 progress reporting is resourced within CSPT, however progress on delivery against the individual workstreams that contribute to CP24-29 are resourced through individual Departments and Institutions.

Legal implications - none

Risk implications - Progress reporting is key to ensuring we achieve our stated goals; monitoring will support allocation of resources to ensure that delivery is on track, and support effective horizon scanning for risk.

Equalities implications – CP24–29 complements enabling activity such as the People Strategy 24–29 and Equalities Objectives 24–29 in advancing equalities within and beyond the organisation. While direct equalities reporting sits with those strategies, CP24–29 aligns with the Corporation’s equalities ambitions, and activity contributing to its outcomes is expected to follow best practice through Equality Impact Assessments. The Year One CP24–29 Progress Report includes an overview of diversity initiatives that link to external deliverables.

Climate implications – Reporting on climate impacts is included in this report under “Leading Sustainable Environment”, one of the six strategic outcomes of CP24-29

Security implications None

Conclusion

13. The first full-year analysis of City Corporation's CP24-29 establishes a strong foundation for delivering the six strategic outcomes, bringing together quantitative, qualitative and comparative data to provide a comprehensive overview of 2024/25 performance. Analysis of corporate delivery against outcomes will continue to improve year on year.

Appendices

Appendix 1: Corporate Plan 202-29 Year One Report 1 April 2024 - 31 March 2025

Background Papers

City of London Corporation Corporate Plan 2024-29: [Corporate Plan 2024-29](#)

Preliminary Progress report (April-December 2024): [Corporate Plan 24-29 Preliminary Progress Report](#)

Alice Reeves

Assistant Director Corporate Performance & Analysis, CSPT

alice.reeves@cityoflondon.gov.uk