



Projects and Procurement Sub-Committee – Main Pack

Date: TUESDAY, 4 FEBRUARY 2025

Time: 1.45 pm

Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members: Deputy Randall Anderson (Chair) Alderwoman Elizabeth Anne King
Deputy Rehana Ameer (Deputy Chair) Eamonn Mullally
Philip Woodhouse
Mary Durcan
Alderman Timothy Hailes

Enquiries: John Cater
John.Cater@cityoflondon.gov.uk

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<https://www.youtube.com/@CityofLondonCorporation/streams>

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Whilst we endeavour to livestream all of our public meetings, this is not always possible due to technical difficulties. In these instances, if possible, a recording will be uploaded following the end of the meeting.

Ian Thomas CBE
Town Clerk and Chief Executive

AGENDA

1. **APOLOGIES**

2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**

3. **MINUTES**

The draft public minutes and non-public summary of the meeting held on Monday 9 December 2024 were approved as an accurate record.

For Decision
(Pages 7 - 14)

4. **COMMERCIAL, CHANGE & PORTFOLIO DELIVERY RISK REGISTER UPDATE**
Report of the Chamberlain.

For Information
(Pages 15 - 26)

5. **FLEET STREET AREA PROGRAMME - UPDATE REPORT**
Report of the Executive Director, Environment.

For Information
(Pages 27 - 46)

6. ***GW2 - COMBINED SECTION 278 PROJECT INITIATION REPORT**
Report of the Executive Director, Environment

For Information

7. ***GW2 - FLEET STREET AREA COURTS AND LANES IMPROVEMENTS (FLEET STREET AREA PROGRAMME)**
Report of the Executive Director, Environment

For Information

8. ***ISSUE REPORT - PUBLIC SWITCHED TELEPHONE NETWORK (PSTN) REPLACEMENT**
Report of the Chamberlain.

For Information

9. ***GW3 - SALISBURY SQUARE DEVELOPMENT HIGHWAY AND PUBLIC REALM WORKS**
Report of the Executive Director, Environment

For Information

10. ***GW3/4 - CRIPPLEGATE HOUSE, 1 GOLDEN LANE S278 PUBLIC REALM AND HIGHWAY WORKS**
Report of the Executive Director, Environment
For Information
11. ***GW3/4 - MOOR LANE ENVIRONMENTAL ENHANCEMENTS**
Report of the Executive Director, Environment
For Information
12. ***GW4 - MUSEUM OF LONDON S278**
Report of the Executive Director, Environment
For Information
13. ***GW5 - MOORGATE CROSSRAIL STATION LINKS – ROPEMAKER STREET JUNCTION IMPROVEMENTS**
Report of the Executive Director, Environment
For Information
14. ***GW5 - PEDESTRIAN PRIORITY STREETS PROGRAMME – PHASE 1 – CHEAPSIDE**
Report of the Executive Director, Environment
For Information
15. ***GW5 - ST. PAUL’S GYRATORY TRANSFORMATION PROJECT – PHASE 1 (NEW HIGHWAY LAYOUT)**
Report of the Executive Director, Environment
For Information
16. ***GW6 - MIDDLESEX STREET AREA ENHANCEMENT PHASE 2: PETTICOAT LANE MARKET IMPROVEMENTS AND PUBLIC REALM**
Report of the Executive Director, Environment
For Information
17. ***GW6 - ONE CROWN PLACE - SECTION 278 HIGHWAY WORKS**
Report of the Executive Director, Environment
For Information
18. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**
19. **ANY URGENT BUSINESS**

20. **EXCLUSION OF THE PUBLIC**
MOTION - That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following item(s) on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act 1972.
- For Decision**
21. **NON-PUBLIC MINUTES**
To approve the non-public minutes of the last meeting of the Sub-Committee held on Monday, 9 December 2024.
- For Decision**
(Pages 47 - 50)
22. **CONNECT TO WORK - SERVICE PROVIDER PROCUREMENT STAGE 1 STRATEGY REPORT**
Report of the Executive Director, Innovation and Growth
- For Decision**
(Pages 51 - 56)
23. **FUTURE NETWORK PROGRAMME - PROCUREMENT OPTIONS APPRAISAL**
Report of the Chamberlain.
- For Decision**
(Pages 57 - 62)
24. **COMPLIANT COMMITTEE WAIVER FOR A COMBINED IN-PATIENT DETOXIFICATION (IPD) AND STABILISATION SERVICE FOR LONDON**
Report of the Executive Director for Community & Children's Services.
- For Decision**
(Pages 63 - 70)
25. **FUTURE NETWORK PROGRAMME - ISSUES REPORT**
Report of the Chamberlain.
- For Information**
(Pages 71 - 76)
26. **PORTFOLIO DASHBOARD COVER REPORT - FEBRUARY 2025**
Report of the Chamberlain.
- For Information**
(Pages 77 - 80)
27. ***GW1-4 - GREAT ARTHUR HOUSE – ROOF AND CANOPY REFURBISHMENT**
Report of the Executive Director for Community & Children's Services.
- For Information**

28. ***GW4 - BARBICAN PODIUM WATERPROOFING, DRAINAGE AND LANDSCAPING WORKS (BEN JONSON, BRETON & CROMWELL HIGHWALK) PHASE 2 – 1ST PRIORITY ZONE**
Report of the Executive Director for Community & Children's Services.
For Information
29. ***GW4 - L5-CLSG - SUMMER WORKS 2024-2027**
Report of the City Surveyor.
For Information
30. ***GW5 - BARBICAN RENEWAL - PHASE 1 INFRASTRUCTURE - TASK ORDER 2**
Joint Report of the City Surveyor and the Interim CEO, Barbican Centre.
For Information
31. ***GW5 - CLSG CATERING AND DINING UPGRADE**
Joint Report of the City Surveyor and the Headmistress of the City of London School for Girls
For Information
32. ***GW5 - INSTALLATION OF SPRINKLERS IN SOCIAL HOUSING HIGH RISE BLOCKS**
Report of the Executive Director for Community & Children's Services.
For Information
33. ***GW5 - REFURBISHMENT OR REPLACEMENT OF THE FORESHORE RIVER DEFENCES FRONTING RIVERBANK HOUSE, UPPER THAMES STREET, LONDON EC4**
Joint Report of the City Surveyor and the Executive Director, Environment.
For Information
34. ***GW5 - MIDDLESEX STREET COMMUNAL HEATING REPLACEMENT**
Report of the Executive Director for Community & Children's Services.
For Information
35. ***GW6 - WALBROOK WHARF DEPOT - REPLACEMENT OF MECHANICAL AND ELECTRICAL SERVICES**
Report of the City Surveyor.
For Information
36. **NON-PUBLIC QUESTIONS RELATING TO THE WORK OF THE SUB COMMITTEE**
37. **NON-PUBLIC ANY URGENT BUSINESS**

PROJECTS AND PROCUREMENT SUB-COMMITTEE

Monday, 9 December 2024

Minutes of the meeting of the Projects and Procurement Sub-Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Monday, 9 December 2024 at 1.45 pm

Present

Members:

Deputy Randall Anderson (Chair)
Deputy Rehana Ameer (Deputy Chairman)
Mary Durcan
Alderman Timothy Hailes JP
Alderwoman Elizabeth Anne King, BEM JP
Eamonn Mullally

Observer

Philip Woodhouse

Officers:

Genine Whitehorne	Commercial Director
James Carter	Chamberlain's Department
Oli Chowdhury	Chamberlain's Department
Michael Curtis	Chamberlain's Department
Nish Dubey	Chamberlain's Department
Zakki Ghauri	Chamberlain's Department
Sandra Milburn	Chamberlain's Department
Lisa Moore	Chamberlain's Department
Lara Opebiyi	Chamberlain's Department
Daniel Peattie	Chamberlain's Department
Charlotte Rendle	Chamberlain's Department
Loredana Sandu	Chamberlain's Department
Alice Lobb	Barbican Centre
Oonagh O'Mahoney	City of London Freemen's School
Sarah Baker	City Surveyor's Department
Pete Collinson	City Surveyor's Department
Ola Obadara	City Surveyor's Department
Gillian Howard	Environment
Ian Hughes	Environment
Gordon Roy	Environment
Tom Noble	Environment
Rob Shakespeare	Environment
John Cater	Committee Clerk

1. APOLOGIES

In advance of the meeting, formal apologies were received from Philip Woodhouse.

2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**

There were no declarations.

3. **MINUTES**

RESOLVED – that the draft public minutes and non-public summary of the last meeting of the Sub-Committee, held on Monday 21 October 2024, be approved as an accurate record.

4. **PORTFOLIO MANAGEMENT IMPLEMENTATION UPDATE**

The Sub-Committee considered a Report of the Chamberlain concerning the implementation of the portfolio management approach.

Members welcomed the paper and asked that the momentum was maintained over the coming months.

In response to a query, officers emphasised that stakeholder engagement was critical and ongoing opportunities for officers and Members to engage in this process would continue to be provided, it was added that post full implementation (currently anticipated in the summer) there would be an early review of how the new approach was performing, this was likely to take place in September 2025.

Officers were also keen, post-election, to draw on and leverage the relevant expertise of the new cohort of Members when it came to projects and portfolio management.

Separately, officers confirmed that a key workstream had been around establishing baseline data; this had necessitated a lot of housekeeping by way of data cleansing. Whilst this had taken time, it was anticipated that it would lead to a successful data transition.

It was clarified that due to the Major Projects following the RIBA stages, careful consideration about how these would be aligned under the new approach would be required and as such, transition would take place after all smaller projects had been moved over.

Finally, it was highlighted that, given the extensive changes the organisation would be seeing, work was being undertaken to refresh the Project Management Academy. Further updates would be provided in due course.

RESOLVED – that the Sub-Committee:

- Approved the revised phasing and key milestones for the programme.

5. **PROCUREMENT CODE REVIEW**

The Sub-Committee considered a Report of the Chamberlain concerning a review of the Procurement Code.

Several Members expressed frustration at the high number of procurement waivers requests (16) recorded over the previous year; waivers were to be undertaken by rare exception and management should ensure that there are clear consequences if officers fail to correctly comply with the process.

RESOLVED – that the Sub-Committee recommend the below to the Court of Common Council:

1. Approve the development of a new Procurement Policy and supporting framework to replace the existing Procurement Code.
2. Authorise the Chamberlain in consultation with the Chairman and Deputy Chairman, to approve changes to the Procurement Code and supporting framework to align with the new Procurement Act 2023.
3. Approve the temporary increase of the threshold for the approval of procurement options and contract awards by the Court of Common Council to £20m until 31 July 2025 whilst the new Procurement Policy is developed.

6. REVIEW OF STRATEGIC PROCUREMENT AND CONTRACT MANAGEMENT

The Sub-Committee considered two Reports of the Chamberlain concerning the Corporation's Strategic Review of Procurement and Contract Management.

Several Members expressed their extreme frustration at the results and analysis outlined in the Report. Poor performance in these areas had a direct impact on service end users and it was vital that the organisation came together to rectify this record.

Members offered their fulsome support and encouragement to the Commercial Director to drive improvement in these areas.

Members were encouraged by the recommendations in the Report and expressed their agreement about the need to shift from the current heavily regulated process to one that encourages a more strategic approach which allowed for calculated risk.

The Chair supported the streamlining of Member governance, suggesting that, providing local financial resource was available, the service Committee should be the sole arbiters at the initial proposal stage, and the Projects & Procurement Sub-Committee should then become involved, as an effective centre of excellence, when it came to going to market. Finance Committee should only become involved if the sum requested exceeded allocations in local risk budgets and central funding was required.

Members were supportive of a uniform approach at the internal governance stage, but asked that at this point, a determination was made around which route the procurement would then follow, i.e. depending on the status of the funds involved, a public (Procurement Act compliant) or a non-bespoke private route would be progressed.

Members noted the significant efficiencies derived from following the private route but, as custodians of taxpayers' money, acknowledged the City's

responsibilities to adhere to government procurement legislation. Whilst acknowledging the potential for efficiencies, the Commercial Director emphasised that much of the delay in the system was due to the Corporation's own internal governance procedures, not the public regulation per se.

Noting the ambition in the paper around increasing the thresholds, Members stressed that the quid pro quo for approving increases was the need for officer to cultivate more confidence and trust in a transparent process which was robustly enforced with officers held accountable. The Commercial Director responded that changes will only happen after the organisation can assure Members that the process works.

RESOLVED – that the Sub-Committee noted the Reports

7. **RESPONSIBLE PROCUREMENT MID-YEAR IMPACT REPORT**

The Sub-Committee considered a Report of the Chamberlain concerning Responsible Procurement.

Members asked officers to consider the wording to reflect the work the Corporation was doing more broadly to improve procurement processes.

RESOLVED – that the Sub-Committee:

- Approved the publication of the Responsible Procurement Mid-Year Impact Report 24-25 on our external website.
- Noted information on Responsible Procurement treatment paragraphs 13-22 in this paper.

8. **EXTENSION OF CONTRACT FOR THE PAN-LONDON SEXUAL HEALTH E-SERVICES CONTRACT**

The Sub-Committee considered a Joint Report of the Executive Director of Community & Children's Services and the Chamberlain concerning the extension of contract for the Pan-London Sexual Health E-Services contract.

RESOLVED – that the Sub-Committee:

- extended the current E-services contract with Preventx Ltd dated 15th August 2017 (currently due to expire on the 15 August 2025) for a further year to expire on 15 August 2026.

This recommendation is made concurrently with the approval of City Corporation continuing to act as the Lead Authority and accountable body for the procurement of a new Pan-London Sexual Health E-services contract and the host of the programme management service under an inter-authority agreement (Committee Report Stage 1A)

9. ***GW1-5: CITY OF LONDON POLICE - DEVICE REFRESH**

The Sub-Committee received a Report of the Chamberlain concerning the City of London Police's IT Device refresh programme.

RESOLVED – that the Sub-Committee noted the Report.

10. ***GW2: CLIMATE ACTION STRATEGY (CAS) - OPTIMISATION FOR SITES CONNECTED TO CITIGEN**

The Sub-CoThe Sub-Committee received a Report of the City Surveyor concerning the upgrade of internal heating and cooling circuits of sites and buildings connected to the Citigen district heating/cooling network.

RESOLVED – that the Sub-Committee noted the Report.

11. ***GW2: FLEET STREET AREA PROGRAMME: HOLBORN VIADUCT LIGHTING IMPROVEMENTS**

The Sub-Committee received a Report of the Executive Director, Environment concerning Holborn Viaduct Lighting Improvements.

RESOLVED – that the Sub-Committee noted the Report.

12. ***GW2: TRANSFORMING FLEET STREET - (FLEET STREET AREA PROGRAMME)**

The Sub-Committee received a Report of the Executive Director, Environment concerning the Transforming Fleet Street project.

RESOLVED – that the Sub-Committee noted the Report.

13. ***GW3: LEADENHALL STREET IMPROVEMENTS - CITY CLUSTER VISION PROGRAMME**

The Sub-Committee received a Report of the Executive Director, Environment concerning improvement to Leadenhall Street.

RESOLVED – that the Sub-Committee noted the Report.

14. ***GW3&4: BANK JUNCTION IMPROVEMENTS: EXPERIMENTAL TRAFFIC ORDER TO REINTRODUCE TAXIS**

The Sub-Committee received a Report of the Executive Director, Environment concerning The Bank Junction Improvements project.

In response to a query, officers confirmed that, given Members' wish to keep up the pace with this project, it was anticipated that further updates would be brought to Committees in February 2025.

RESOLVED – that the Sub-Committee noted the Report.

15. ***GW4: 2 ALDERMANBURY**

The Sub-Committee received a Report of the Executive Director, Environment concerning 2 Aldermanbury Square.

Officers confirmed that all three options outlined in the Report met the City's planning requirements, however, it was felt that, on balance, Option 2 was the

most optimal solution which would provide for the most flexibility for any future developments on London Wall.

RESOLVED – that the Sub-Committee noted the Report.

16. ***GW4: CLIMATE ACTION STRATEGY, COOL STREETS AND GREENING PROGRAMME - PHASE 3 CITY GREENING AND BIODIVERSITY (FANN STREET AND ST PETER WESTCHEAP)**

The Sub-Committee received a Report of the Executive Director, Environment concerning Phase 3 of the Corporation's Cool Streets and Greening Programme.

RESOLVED – that the Sub-Committee noted the Report.

17. ***GW4: LLOYDS AVENUE IMPROVEMENTS (COOL STREETS AND GREENING PROGRAMME AND CITY CLUSTER PROGRAMME)**

The Sub-Committee received a Report of the Executive Director, Environment concerning improvements to Lloyds Avenue.

RESOLVED – that the Sub-Committee noted the Report.

18. ***GW6: DOMINANT HOUSE FOOTBRIDGE FUTURE OPTIONS**

The Sub-Committee received a Report of the Executive Director, Environment concerning the Dominant House Footbridge.

RESOLVED – that the Sub-Committee noted the Report.

19. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**

There were no questions.

20. **ANY URGENT BUSINESS**

There was no other business.

21. **EXCLUSION OF THE PUBLIC**

RESOLVED – That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of the Schedule 12A of the Local Government Act.

22. **NON-PUBLIC MINUTES**

RESOLVED – that the draft non-public minutes of the last meeting of the Sub-Committee, held on Monday 21 October 2024, be approved as an accurate record.

23. **ART TRANSPORT FRAMEWORK - PROCUREMENT STAGE 1 STRATEGY REPORT**

The Sub-Committee received a Report of the Interim CEO, Barbican Centre.

24. **POLICE CYBER ALARM APPROVAL TO PUBLISH TENDER PRIOR TO NEW PROCUREMENT**
The Sub-Committee received a Report of the Commissioner of the City of London Police.
25. **CITY SCHOOLS' CATERING**
The Sub-Committee received a Joint Report of the Headmaster of the City of London School and the Headmistress of the City of London School for Girls.
26. **CONTRACT EXTENSION FOR CITY OF LONDON FREEMEN'S SCHOOL TRANSPORT MANAGED SERVICE**
The Sub-Committee considered a Report of the Headmaster of the City of London Freemen's School.
27. **EXTENSION OF LONDON WIDE HAZARDOUS WASTE COLLECTION AND DISPOSAL SERVICE CONTRACT**
The Sub-Committee considered a Report of the Executive Director, Environment concerning the extension of London Wide Hazardous Waste Collection and Disposal Service Contract.
28. **CONSTRUCTION CATEGORY BOARD RISK MANAGEMENT - COLC CONSTRUCTION RISK REGISTER**
The Sub-Committee received a Report of the City Surveyor concerning current risks facing the delivery of construction projects in the City of London Corporation.
29. ***GW1-4: THE GROTTTO, WANSTEAD PARK RESTORATION 2024-26**
The Sub-Committee received a Report of the Executive Director, Environment concerning the restoration of the Wanstead Park Grotto.
30. ***GW4: IT NETWORK SEGREGATED TUNNELLING PROJECT**
The Sub-Committee received a Report of the Chamberlain concerning the IT Network Segregated Tunnelling project.
31. ***GW6: CITY JUNIOR SCHOOL EXPANSION**
The Sub-Committee received a Report of the City Surveyor concerning the expansion of the City Junior School.
32. ***GW6: IT SERVICE TRANSITION PROGRAMME**
The Sub-Committee received a Report of the Chamberlain concerning the IT Service Transition Programme.
33. **RESPONSIBLE PROCUREMENT MID-YEAR REPORT APPENDIX RESOLVED** – that the Sub-Committee noted the non-public appendix to the Responsible Procurement Report (Item 6)
34. **PORTFOLIO MANAGEMENT - APPENDIX - PORTFOLIO DASHBOARD RESOLVED** – that the Sub-Committee noted the non-public appendix concerning the Corporation's Project Portfolio Overview.

35. NON-PUBLIC QUESTIONS RELATING TO THE WORK OF THE SUB COMMITTEE

There were no questions.

36. NON-PUBLIC ANY URGENT BUSINESS

There was no other business.

The meeting ended at 3.00 pm

Chairman

Contact Officer: John Cater
John.Cater@cityoflondon.gov.uk

City of London Corporation Committee Report

Committee(s): Projects and Procurement Sub Committee	Dated: 04/02/2025
Subject: Commercial, Change & Portfolio Delivery Risk Register Update	Public report: For Information
This proposal: • delivers Corporate Plan 2024-29 outcomes • provides statutory duties • provides business enabling functions	Enables All
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	£
What is the source of Funding?	n/a
Has this Funding Source been agreed with the Chamberlain's Department?	n/a
Report of:	Caroline Al-Beyerty, Chamberlain
Report author:	Leah Woodlock, Chamberlain's Department

Summary

This report provides an update on the risk management activities within the Commercial, Change & Portfolio Delivery (CCPD) Division of the City of London Corporation. It highlights the outcomes of a recent risk workshop, the current risk landscape, and the mitigation measures in place. The report notes that the CCPD Division has one AMBER Corporate Risk related to Major Capital Schemes and five service-level risks, all of which are regularly reviewed and managed. This report will be presented quarterly to keep the Committee informed of current and potential risks and the success of the affiliated mitigating actions.

Recommendation(s)

Members are asked to:

- Note the report.

Main Report

Background

1. The Risk Management Framework of the City of London Corporation mandates that each Chief Officer regularly reports to Committee on the key risks faced in their department. The Projects and Procurement Sub-Committee will receive quarterly updates on the Commercial, Change & Portfolio Delivery Division's Risk Register.
2. Chamberlain's Financial Risks are reported regularly to Finance Committee and Digital Information Technology Service (DITS) as a part of the Chamberlain's Department risks are reported to the Digital Services Committee for oversight.

Current Position

1. In Q4 2024, a risk workshop was held with the Commercial Leads. The session covered the corporate risk management approach, Chamberlain's risk approach, and the distinction between issues and risks. It highlighted the significance of risk management in decision-making, resource allocation, and prioritisation. The workshop detailed the process and importance of identifying, evaluating, and controlling risks, as well as the various types of risks and their scoring. It also outlined the responsibilities of officers in managing risks and provided insights into the risk review hierarchy within Chamberlain's. Additionally, the workshop included interactive sessions on identifying current and future risks, categorising and prioritising risks, and discussing mitigation strategies.
2. The workshop will be repeated for all teams in the Division in Q1 2025 to update the risk register and ensure mitigation measures are in place.
3. The Commercial, Change and Portfolio Delivery (CCPD) Division currently has **one** AMBER Corporate Risk (CR33 – Major Capital Schemes) and **five** service level risks. All of the risks are regularly reviewed and mitigating actions are in place to prevent the realisation of these risks.
4. The CCPD Division currently have the no RED Risks on the risk Register. Detail of the CCPD managed risks are included in appendix 1 of this report.

Strategic implications – Alignment with the Risk Management Framework, to prevent realisation of risks that would prevent the City of London Corporation delivering the Corporate Plan.

Financial implications – Failure to mitigate risks would increase the risk of financial losses.

Resource implications – None

Legal implications – Failure to mitigate risks would increase the risk of legal action/challenge.

Risk implications – as per the report.

Equalities implications – None.

Climate implications – None.

Security implications – None.

Conclusion

5. In conclusion, the CCPD Division remains committed to proactive risk management, ensuring that all identified risks are regularly reviewed and mitigated.

Appendices

- Appendix 1 – CCPD Risk Register

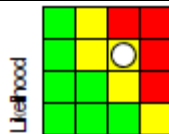
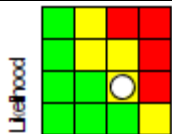
Leah Woodlock

Chamberlain's Project Manager

Chamberlain's Department

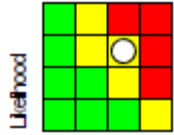
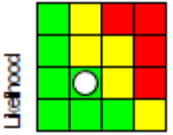
E: Leah.Woodlock@cityoflondon.gov.uk

Appendix 1 - CCPD Risk Register

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
CR33 Major Capital Schemes	Cause: The City Corporation has set itself the ambition to deliver at least three landmark multi-million pound capital schemes over the next decade (currently programmed to complete 2028). Event: there is insufficient technical and professional capability and resource to effectively deliver the schemes. Effects: - Schemes not delivered on time - Inability of the organisation to move at the required pace - Potential for increased capital costs as a result of delayed decision making - Reputational impact on the Corporation vis a vis key stakeholder across London and UK Govt. - Potential revenue impact of delayed delivery to services affected (e.g. Markets, Museum of London Grant, City of London Police)	 12	The project governance review has recommended a move to a portfolio management model which will more effectively manage the prioritisation of projects aligned to strategic objectives and the allocation of resources to enable successful delivery. Work continues on procuring a new project management system that will enable effective portfolio financial management and investment decisions. Monthly monitoring of cashflow forecasting continues and is reported to relevant committees and the Chamberlain’s Assurance Board. The new project procedure is currently being drafted and proposals tested. The final draft is due to be approved by Q4 24/25.	 8	31-Mar-2029			
14-Feb-2020							Reduce	Constant
Caroline Al-Beyerty	failure to deliver on corporate outcomes							

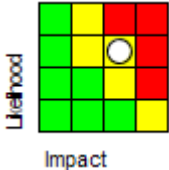
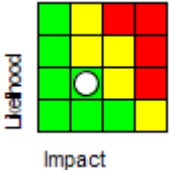
Action no, Title,	Action description	Latest Note		Action owner	Latest Note Date	Due Date
CR33h New Project Governance Approach	Implement a new project governance approach	The Town Clerk's portfolio board commenced in November 2023. A portfolio overview report approved by Projects and Procurement sub-committee, with one-off funding approved by CoCo on 7 March, further work underway to identify permanent funding source. A drafted project procedure and guidance is currently being reviewed by the project governance working group. Work ongoing with project procedure, construction of gateways and scenarios. Significant level of change for departments which suggests a phased approach.		Genine Whitehorne	03-Dec-2024	31-May-2025

		. Phase 1 – Provision of PM Toolkit and enabling portfolio reporting to Portfolio Board and Members – early 2025 . Phase 2 – Roll out of new Gateways Plan to be presented and approved at Portfolio Board and PPsC.			
CR33j Project Management Academy	Refresh the Project Management Academy	Discussions ongoing with PM Academy. PM Academy responding to CoL with their outline proposal for provision of revised training in line with new project procedure and framework/ PM Academy seeking for partners to undertake Green Book training. A vacancy in the Projects Skills and Capability Manager role is contributing pressures.	Matthew Miles	03-Dec-2024	31-Jan-2025
CR33k New Project Management System	Procure and implement a new project management system	A procurement exercise and route to market is being utilised to procure the new project management system. Contract signed with Cora. Statement of work (SOW) needs further work and clarification to agree scope and estimates of configuration effort. Next step is requirements workshops.	Matthew Miles	03-Dec-2024	28-Feb-2025
CR33l Cashflow and Forecast Monitoring	Monitor the high-level cashflow/forecast monthly	The Investment Management Monthly Meeting has been established. The Chamberlain’s Assurance Board has also been established to review the financial dashboards and forecasts for the Major Programmes, with updates provided to the Portfolio Board. Cashflow forecasting has been extended to include business as usual and will be presented to Investment Committee at its December meeting. Following this quarterly update will be provided to Investment and Finance Committees.	Sonia Virdee	03-Dec-2024	31-Mar-2029
CR33m Secure Third-Party Funding	Secure Third-Party Funding	A project update report has been prepared Finance Committee, City Bridge Foundation Board and Policy & Resources Committee on a regular basis. This will continue throughout the lifespan of the Major Programmes.	Sonia Virdee; Paul Wilkinson	03-Dec-2024	31-Mar-2029
CR33n Provide regular Member updates	Provide regular Member updates	A project update report has been prepared Finance Committee, City Bridge Foundation Board and Policy & Resources Committee on a regular basis. This will continue throughout the lifespan of the Major Programmes.	Sonia Virdee; Genine Whitehorne	04-Sep-2024	31-Mar-2029

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
CHB CCPD 001 Procurement ACT 2023 Readiness	Cause: Ineffective implementation of the new Procurement Act, effective from 24 February 2025, across the City of London Corporations. The 2023 Act replaces the UK's complex EU-based system post-Brexit, aiming to simplify and modernise procurement, increase transparency, and improve accessibility for small businesses and new entrants. Effect: If the City of London Corporation	 Use of Impact	12	The commercial service is actively addressing the risk of incorrect implementation of the Procurement Act 2023 by conducting comprehensive training sessions for the Commercial team. Additionally, a thorough review of the Procurement Code is underway to ensure alignment with the new regulations. They are also engaging with stakeholders to gather feedback and address concerns.	 Use of Impact	4	31-Mar-2025	

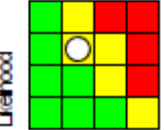
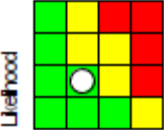
	misimplements the new Procurement Act 2023, several issues could arise: Compliance Issues, Inefficiencies in Procurement Processes, Lack of Oversight.			These efforts aim to ensure a smooth transition to the new procurement framework and mitigate potential challenges.				
31-Dec-2024	Impact: The incorrect implementation/adoption of the Procurement Act 2023 could have significant negative impacts: Financial Losses, Reputation Damage, Reduced Supplier Confidence and Missed Opportunities for Improvement.			31 Dec 2024			Avoid	Constant
Nish Dubey, James Carter								

Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
CHB CCPD 001a	Conduct a comprehensive review of existing procurement processes and documentation to ensure they align with the new regulations.	This involves updating procurement codes, creating new templates, and ensuring that all documentation is clear and accessible. Also ensuring that the intranet is up to date with the applicable information.			James Carter, Sue Smith	31-Dec-2024	24-Feb-2025
CHB CCPD 001b	Ensure that all relevant staff members are thoroughly trained on the new regulations and their implications.	This includes understanding the changes to procurement procedures, documentation, and compliance requirements. Regular training sessions and workshops can help keep everyone up-to-date.			James Carter	31-Dec-2024	24-Feb-2025
CHB CCPD 001c	Maintain clear and consistent communication with all stakeholders and customers involved in the procurement process.	This includes providing regular updates on the implementation progress, addressing any concerns, and ensuring that everyone is aware of their roles and responsibilities.			James Carter, Commercial Leads	31-Dec-2024	24-Feb-2025
CHB CCPD 001d	Stakeholder Engagement: Engage with suppliers and other stakeholders.	Engage with suppliers and other stakeholders to gather feedback and address any concerns they may have about the new regulations. This can help build trust and ensure that the procurement process is transparent and fair.			Commercial Leads	31-Dec-2024	24-Feb-2025

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
CHB CCPD 002 Supplier Management	Cause: The supplier management process is currently facing several challenges. Firstly, there is poor data and self-reporting on supplier performance, which makes it difficult to accurately assess and manage supplier capabilities. There is an increased legal and compliance risks due to reliance on supplier T&C's rather than city terms, which may not adequately protect the city's interests Furthermore, departments are undertaking pre-market engagement without commercial support or guidance, which is essential for compliance purposes. There is also an omission of key performance indicator (KPI) reporting		12	As a part of the COL Commercial Transformation Programme, a Contract Management Delivery Model workstream has been established. The aim of this initiative is to enhance the accuracy, efficiency, and strategic management of contracts within the City of London Corporation. This includes a rapid refresh of the contracts register to ensure data accuracy and completeness, implementing a Contract Management Segmentation Model to classify contracts based on value and risk, and introducing a		4	31-Mar-2025	⬆️

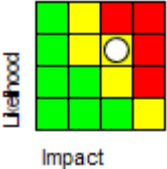
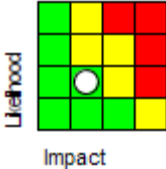
	and contract management, which are critical for monitoring and ensuring supplier performance. Lastly, having incorrect contact details further complicates communication and coordination with suppliers, leading to potential misunderstandings and delays. Event: is unable to effectively manage its suppliers due to several underlying issues. Effect: The effect of this supplier management risk is multifaceted and can have significant consequences for the Corporation. Increased legal and compliance risks arise from relying on supplier terms and conditions (T&C's) rather than city terms, which may not adequately protect the city's interests. Not adhering to the Procurement Code can lead to market manipulation, resulting in unfair competition and ineffective market engagement, causing missed opportunities or incorrect supplier selection. Additionally, there is a heightened risk of supplier failure, which can disrupt service or product delivery. Financial losses are also a concern due to poor contract management and inappropriate awarding. Furthermore, the Corporation's reputation may suffer due to perceived or actual mismanagement, leading to reputational damage and heightened risk. Overall, these effects can undermine the Corporation's ability to effectively manage its suppliers and achieve its strategic objectives.			contract management centre of expertise to provide advice and best practices. Additionally, the initiatives involve creating a Centre of Expertise within Commercial Services to support contract managers, delivering a refreshed contract management framework, and evaluating software options to monitor Responsible Procurement and Social Value commitments. [add Monica's update here]				
09-Jan-2025 Nish Dubey				10 Jan 2025			Reduce	Increasing

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CHB CCPD 002a	Implement a Robust Supplier Performance Monitoring System	Establish a comprehensive system for collecting and analysing supplier performance data. This system should include regular self-reporting by suppliers, as well as independent audits and assessments. By having accurate and up-to-date performance data, the organization can make informed decisions and address any issues promptly.	Aga Watt	10-Jan-2025	30-Sep-2025
CHB CCPD 002b	Enhance SME Engagement	Actively involve small and medium enterprises (SMEs) in the supplier management process. This can be achieved by creating forums for SMEs to share their insights and expertise, as well as providing training and support to help them meet the Corporation's standards. Engaging SMEs will ensure that their valuable contributions are utilised, leading to better supplier management outcomes.	Commercial Leads	10-Jan-2025	30-Sep-2025
CHB CCPD 002c	Improve Contract Management	Establish a centralized system for maintaining accurate contact details and managing contracts. This system should include regular updates and checks to ensure that contact information is correct and that key performance indicators (KPIs) are being monitored. By	Aga Watt	10-Jan-2025	31-Dec-2025

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
CHB CCPD 003 Resource Capacity of the Commercial Service	Cause: A combination of internal customers are not adhering to the procurement code, causing additional efforts to ensure compliance and existing ‘clunky’ processes. Junior members of the Commercial team due to volume are undertaking procurement processes such as Full Tender Service (FTS) procurements without appropriate training or experience. Internal customers have access issues or understanding of the procurement process and the procurement code. Impact: Resource constraints and inefficiencies within the team can cause delays and increased workload, affecting overall productivity. Non-adherence to the procurement code by customers necessitates additional efforts to rectify compliance issues, diverting resources from other critical tasks. This results in delays in contract awards and the production of purchase orders (POs), increasing the number of retrospective POs and causing delays to works and good services. Effect: There is an increased risk of procurement errors and non-compliance with regulations, which can result in legal and financial repercussions. Inefficiencies and delays in the procurement process can lead to missed opportunities and suboptimal procurement outcomes. The additional efforts required to ensure compliance and rectify issues caused by non-adherence to the procurement code can strain resources and reduce the team's ability to focus on other important tasks. Delays in contract awards and the production of POs can increase the number of retrospective POs and cause delays to works	 Likelihood Impact	6	As a part of the COL Commercial Transformation programme, a Training, Development and Improvement workstream has been established. This initiative will address the skills gap identified throughout the commercial lifecycle, from strategy development to contract exit. This will be achieved through a comprehensive training and adoption programme for the commercial service and the departments and institutions it supports. The programme includes improving the quality and accessibility of intranet resources, creating a Centre of Expertise for Contract Management, providing mandatory essential training in key skills, and developing a commercial skills programme with both mandatory and elective components. These efforts aim to enhance the overall capability and effectiveness of the commercial service. It is important to note that the training and development is required not only to members of the commercial service but customers of the service. 10 Jan 2025	 Likelihood Impact	4	31-Dec-2025	
09-Jan-2025	Nish Dubey					Reduce	Decreasing	

	and good services. Leading to decreased stakeholder satisfaction and potential reputational damage.						
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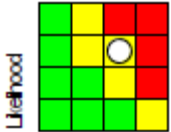
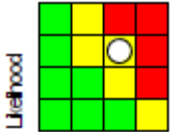
Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CHB CCPD 003a	Streamlined and Update Processes	Review and streamline existing procurement processes to eliminate inefficiencies and make them more user-friendly. This can involve automating certain tasks, simplifying procedures, and providing clear guidelines and templates. By making processes less 'clunky,' the team can work more efficiently and reduce the additional efforts required to ensure compliance. The Commercial Improvement plan emphasizes the importance of updating processes and documentation to reflect new regulations and improve accessibility	Sue Smith	10-Jan-2025	31-May-2025
CHB CCPD 003b	Enhanced Training and Development Programs	Implement comprehensive training programs for junior members of the Commercial team to ensure they have the necessary skills and knowledge to undertake procurement processes such as Full Tender Service (FTS) procurements. This training should cover all aspects of the procurement process, including adherence to the procurement code, to reduce errors and improve efficiency. Additionally, establish a mentorship program where experienced team members can guide and support junior staff.	Duncan Mutembani	10-Jan-2025	31-Mar-2025
CHB CCPD 003c	Improved Access to Resources and Support	Address the access issues faced by internal customers by improving the availability and usability of intranet resources. This can include updating the intranet with clear and concise information on the procurement process and the procurement code, as well as providing easy-to-navigate resources and support channels for customers to get the help they need. The Commercial Improvement plan highlights the need for better communication and resource accessibility to support compliance.	Sue Smith	10-Jan-2025	31-Mar-2025
CHB CCPD 003d	Regular Compliance Audits and Feedback Mechanisms	Conduct regular compliance audits to ensure that internal customers are adhering to the procurement code. These audits can identify non-compliance issues early and provide an opportunity to address them before they escalate. Additionally, establish a feedback loop where customers can report challenges and receive guidance. This approach aligns with the Commercial Improvement plan's focus on risk management and stakeholder engagement.	Duncan Mutembani	10-Jan-2025	31-May-2025

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score	Risk Update and date of update	Target Risk Rating & Score	Target Date/Risk Approach	Current Risk score change indicator
CHB CCPD 004 Procurement Governance	Cause: The Governance framework is currently being reviewed following recommendations included in the Commercial review. The current governance process is confusing and poorly documented and understood which creates confusion and inconsistencies. The current thresholds for procurement activities are set low which increases the burden on officers and the governance framework. Event: The delivery of the Corporations essential services are interrupted due to the	 12	Following the recommendations of the Human Engine commercial and contract management review, there is a clear opportunity to review and streamline the procurement governance process. The Procurement and Projects Sub Committee will be presented with a paper of the proposed governance changes for approval.	 4	31-Mar-2025	↑

	inefficient governance processes. Customers utilise exception codes or undertake non-compliant governance to expediate purchases that undermine the Procurement Act leading increased legal and financial risks, procurement errors, and delays, ultimately undermining the effectiveness of the procurement governance framework and leading to decreased stakeholder satisfaction and potential reputational damage.						
09-Jan-2025	Effect: non-compliance with procurement regulations, which can result in legal and financial repercussions. Inconsistent and inefficient procurement activities can lead to delays, errors, and suboptimal procurement outcomes. The increased workload on officers can reduce their productivity and effectiveness, leading to potential burnout and decreased morale.			10 Jan 2025		Reduce	Increasing
Nish Dubey							

Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
CHB CCPD 004a	Review and Document Governance Processes	Develop and document clear governance processes and approval procedures.			Sue Smith	10-Jan-2025	31-May-2025
CHB CCPD 004b	Review and Adjust Procurement Thresholds	Conduct a review of the current procurement thresholds and consider raising them to reduce the burden on officers for governance. However, this should be accompanied by improved compliance measures to ensure that procurement activities remain within regulatory and ethical standards. Implementing automated compliance checks can help maintain adherence to the procurement code while allowing for higher thresholds.			Nish Dubey	10-Jan-2025	31-May-2025
CHB CCPD 004c	Enhance Training and Support for Internal Customers	Provide comprehensive training and support for internal customers to ensure they understand the procurement process and the procurement code. This can include workshops, online resources, and one-on-one support. Improving access to intranet resources and providing clear, user-friendly guidance will help internal customers adhere to the procurement code and reduce the additional efforts required to ensure compliance.			Duncan Mutembani	10-Jan-2025	31-May-2025

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
CHB CCPD 005 Portfolio Delivery Lack of Capacity	Cause: The portfolio delivery team are facing a lack of capacity and resilience due to staff numbers and outdated processes. Event: This leads to delays, increased stress among team members, and potential burnout. The		12	The team are carrying out the Project Governance review to ensure the CoL has the capability and capacity to deliver projects. They have also recruited to the majority of vacant posts within the structure, therefore creating an increased		12	30-Jun-2025	↓

	team's ability to handle the volume of approved projects is significantly impacted, causing bottlenecks and inefficiencies in project management processes.	 Likelihood Impact		capacity of the team and prevent the realisation of this risk.	 Likelihood Impact			
17-Apr-2023 Nadhim Ahmed	Effect: The City of London's (CoL) ability to effectively manage the volume of approved projects is compromised. This can result in missed deadlines, reduced quality of work, and a negative impact on the overall success of the projects. It may also affect the reputation of the CoL and its ability to deliver on commitments to stakeholders.			10 Jan 2025			Reduce	Decreasing

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CHB CCPD 005a	Contribute to the new project governance project	The team are working to deliver the new Project Governance approach, an update	Matt Miles	10-Jan- 2025	31-May-2025
CHB CCPD 005b	Resource the Project Governance Team to build team capacity and workload management	A recruitment campaign to resource the new Portfolio Delivery team was undertaken over the Summer and Autumn. The campaign successfully recruited to 15 roles to increase the team's capacity and expertise to support project delivery across the Corporation. There are 3 roles that remain vacant that will be recruited to in Q1 2025.	Nadhim Ahmed	10-Jan- 2025	31-May-2025
CHB CCPD 005c	Implement the new CORA Project Management System	To support the new project governance, the team are implementing a new project management system which will enhance reporting and real-time information for all COL projects.	Gideon Botha	10-Jan- 2025	31-Mar-2025

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City of London Corporation Committee Report

Committee(s): Streets & Walkways Sub-Committee – For Decision Projects and Procurement Sub Committee - For Information	Dated: 04 February 2025 04 February 2025
Subject: Fleet Street Area Programme – Update Report	Public report: For Decision
This proposal: Delivers Corporate Plan 2024-29 outcomes: • Leading Sustainable Environment • Vibrant Thriving Destination • Flourishing Public Spaces	
Does this proposal require extra revenue and/or capital spending?	NA
If so, how much?	NA
What is the source of Funding?	NA
Has this Funding Source been agreed with the Chamberlain’s Department?	NA
Report of: Executive Director, Environment	
Report author: Maria Curro – Project Manager, Transport & Public Realm	

Summary

This is the first update report on the delivery of the Fleet Street Area Programme.

The Fleet Street Area Healthy Streets Plan (the Fleet Street HSP), adopted in November 2023, outlined a number of projects and priorities to create an improved street environment for people walking, wheeling and cycling alongside an enhanced public realm. The Fleet Street Area Programme (the Programme) is the delivery mechanism for these projects, and supports the objectives of the City’s Transport Strategy, the Climate Action Strategy, City Plan 2040, the Corporate Plan and Destination City.

The Fleet Street Area Working Group oversees the delivery of the Fleet Street Area Programme, providing direction and scrutiny of the priorities and projects. Working Group members include Ward Members, local developers, the Fleet Street Quarter Business Improvement District (FSQ BID), and City Officers.

The programme consists of the following three key deliverables:

Table 1: Fleet Street Area Programme Deliverables

Deliverable 1	Transforming Fleet Street: This is the priority project within the Programme. The project will act as a catalyst for regenerating the Fleet Street area, creating an enhanced public realm through widened pavements, improved crossing-points, cycling infrastructure and the introduction of trees and other greening.
Deliverable 2	Fleet Street Area Short to Medium-Term Projects: Additional projects within the Programme include a range of short and medium-term projects, focusing on improving the pedestrian-environment and introducing greening and planting.
Deliverable 3	Section 278 Funded Projects: There are several Section 278 funded projects within the Fleet Street area that complement the objectives set out in the Fleet Street HSP. These projects seek to adapt the highway to mitigate the impact of the developments and also enhance the public realm.

The Fleet Street Area Programme has an estimated cost of between £18m and £20m for the delivery of projects between 2024 and 2030. Funding sources include CIL funding, Section 106 (S.106) contributions, Section 278 (S.278) funds and other external funding, primarily from the FSQ BID.

Recommendation(s)

Streets and Walkways Sub-Committee Members are asked to:

1. Note the update on the Fleet Street Area Programme and Delivery Plan, as set out in this report.
2. Agree that the remaining Section 106 funds of £76,855.95 from the Bream's Buildings and Cursitor Street projects, which are complete, are reallocated to the Fleet Street Area Programme, to be used over the six-year delivery phase, including any interest accrued.
3. Approve the allocation of £25k for staff costs from the Section 106 funds allocated to the Fleet Street Area Programme towards the development and management of the Programme over the next 12 months, as set out in Appendix 3. This takes the Programme budget to £25k.

Main Report

Background

1. The Fleet Street Area HSP (adopted in November 2023) provides a framework for the transformation of the streets and public spaces within the Fleet Street area, manage the projected growth within the area and mitigate the impact of new developments. The public consultation on the Fleet Street Area HSP identified a range of themes which were strongly supported by stakeholders, including:

- Delivery of an improved walking and cycling environment, including accessibility and safety
 - Rebalancing streets to reflect the needs of those walking, wheeling and cycling, as well as other road users
 - Providing streets and spaces that are vibrant, attractive and include greening
2. Following the adoption of the Fleet Street Area HSP, the Fleet Street Area Programme was initiated. The Programme focuses on delivering the key projects from the plan which includes street and public realm enhancements and measures to reduce and respond to the impact of climate change. The Programme further takes into consideration and includes several key priority projects set out in the FSQ BID's Public Realm Strategy.
 3. Several of the projects will be delivered jointly with the FSQ BID. These projects include the Fleet Street Courts and Lanes project and Holborn Viaduct Lighting project. The FSQ BID have contributed funding to the Transforming Fleet Street project, with the majority of funding for this project coming from City Community Infrastructure Levy (CIL) funding.
 4. The Fleet Street Area Working Group is made up of Ward Members and local stakeholders. The Working Group provides direction on the projects within the Programme and ensure that the local needs of local stakeholders and businesses, as well as those who work, visit and live within the area, are considered and reflected in project design and outcomes. The Fleet Street Area Working Group membership is noted in Appendix 2.
 5. The Fleet Street Area Programme will be delivered over a period of six years, 2024 – 2030. The location of projects within the Fleet Street area are shown in Appendix 1.

Current Position & Progress to Date

Deliverable 1: Transforming Fleet Street

6. Transforming Fleet Street is the priority project within the Programme. The project is a central catalyst for change across the area and is noted as a key project within the Fleet Street HSP and the FSQ BID's Public Realm Strategy.
7. Key objectives of the Transforming Fleet Street project include:
 - Widening pavements to provide more space for people walking and wheeling

- Enhancing existing crossings and including new crossing points, where feasible
 - Amending the City of London Police checkpoints to narrow the carriageway and facilitate the widening of pavements
 - Improving safety and perceptions of safety of people using Fleet Street
 - Improving cycle safety and cycle infrastructure for people cycling on Fleet Street
 - Improving and managing on-street loading facilities
 - Introducing seating, trees and other planting
8. The objectives of the project align with the delivery of the Transport Strategy, Climate Action Strategy and Destination City. In delivering the Transforming Fleet Street project, City Officers will work closely with the FSQ BID to ensure the needs of local businesses are taken into consideration.
9. In summer 2024, City Officers submitted a bid for City CIL funding. The bid was successful, with the project being awarded £9m. The FSQ BID have also committed to providing £500k towards the project. A Gateway 1/2 report to initiate the project was approved by the Streets & Walkways Sub-Committee in November 2024.
10. Following the initiation of the project, City Officers are working through the following tasks:
- Commissioning traffic modelling and surveys
 - Development of communication strategy and identification of stakeholders to be consulted on throughout the lifecycle of the project, including Transport for London (TfL) Buses and Traffic Management Teams, FSQ BID, local businesses and developers, Westminster City Council, etc.
 - Development of timeframes and coordination with other developments along Fleet Streets, such as the Salisbury Square Development
 - Development of concept designs for carriageway and pavement layouts

11. It is anticipated that a Gateway 3 report will be submitted in late 2025.

Deliverable 2: Fleet Street Area Short to Medium-Term Projects

12. There are several short and medium-term projects within the Programme that will be delivered within the next five years.
13. There are also a number of longer-term projects including improvements to Holborn Circus and Tudor Street and Ludgate Circus and Chancery Lane. These projects are currently unfunded and will be delivered at a later date

when funding is available. Vision Zero funding to explore high-level design options for Holborn Circus has been secured and design options will be developed throughout 2025.

Fleet Street Area Programme Projects: Short-Term Projects

Fleet Street Courts and Lanes

14. A Gateway 1/2 report to initiate this project is also on this Committee agenda.
15. The Fleet Street Courts and Lanes project aims to deliver public realm, lighting, wayfinding and greening improvements to the courts and lanes off Fleet Street. These routes and spaces are currently underused, and the project will aim to encourage greater use by delivering public realm, lighting and wayfinding enhancements across several Fleet Street lanes and alleyways, as well as the activation of Johnson's Court and Gough Square through the introduction of greening, planting and seating.
16. The Fleet Street Courts and Lanes project will be delivered by the City Corporation, working closely with the FSQ BID. The FSQ BID have confirmed match-funding for the delivery of this project. It is expected that the concept designs will be finalised in early 2025, followed by engagement with stakeholders to help form further design.

Ludgate Broadway

17. The Ludgate Broadway proposals include replacing the current temporary 'parklet' with a permanent design comprising a widened pavement, a raingarden and tree planting. Essential space for on-street loading has also been retained.
18. The scheme also includes raising and resurfacing the carriageway along the entire length of Ludgate Broadway in granite setts, to create an accessible and more comfortable street environment for people walking and wheeling and to reflect the local conservation area and heritage.
19. Greening in this location was strongly supported in the recent consultation on the Fleet Street HSP where comments were also made about encouraging a 'public space' feel in the street.
20. The designs have been approved by committees and the construction planning and traffic order process are now underway.
21. A Gateway 5, via delegated authority, is expected to be submitted in early-2025. Construction is planned to start on site in mid-2025.

St Andrew's Hill

22. The St Andrew's Hill proposal incorporates a raingarden, a tree (subject to trial hole) and a widened pavement on the western side, along with the re-positioning of cycle racks. The location of the interventions is in the central section of the street adjacent to the existing motor vehicle closure point. The raingarden will extend into an existing parking bay, which will be relocated to the northern part of St Andrew's Hill, thereby providing the space needed for the raingarden whilst still retaining space for

loading/unloading. The proposal also retains pedal cycle access for the length of St Andrews Hill.

23. The designs have been approved by Committees and the construction planning and traffic order process are now underway. Additional consultation was undertaken to address any outstanding stakeholder concerns.
24. A Gateway 5, via delegated authority, is expected to be submitted in early-2025. Construction is planned to start on site in mid-2025.

Holborn Viaduct Lighting

25. The Holborn Viaduct lighting project aims to develop and deliver an architectural lighting scheme to celebrate the heritage of the Grade II Listed Holborn Viaduct, while enhancing the environment for people walking and wheeling along Farringdon Street. The initiation of the project was approved at the November 2024 Streets & Walkways Sub-Committee.
26. The FSQ BID, who are proposing to fully fund the design development, works and long-term maintenance, are working in partnership with City to enhance this structure. The Holborn Viaduct lighting project will be delivered in 2026/2027.

Temple Avenue

27. This project seeks to rebalance the streetscape to provide additional space on pavements with the integration of SuDs, planting and seating. This scheme is looking to improve the overall quality of the street environment, by adjusting parking and loading provision, while maintaining the current north/south cycling route.
28. Feasibility work is being undertaken which will inform the scope of the project and determine where greening and tree planting can be considered. The next milestone is development of concept designs and stakeholder engagement ahead of a Gateway 3/4 report in mid-2025.

Breams Buildings (west)

29. Due to the presence of TfL's cycle hire docking station, it was determined by City Officers that there was limited scope to develop a larger-scale greening project here and the design was adapted accordingly. Four trees were successfully planted in November 2024 and the paving was also upgraded to new York stone. This project is now complete. The underspend from the S.106 funds is recommended to be put back into the Fleet Street Area Programme to deliver other projects in the area which fall within the scope of the S106 funds.

Ludgate Hill Crossing Improvements

30. The Ludgate Hill crossing scheme seeks to improve the crossings at its junction with Old Bailey and Pageantmaster Court as part of the vision

zero programme to reduce fatal and serious casualties on our streets. A feasibility study which included concept designs of the junction improvement and initial traffic modelling was completed in April 2024. A City OSPR funding bid to deliver the junction improvement was approved in July 2024 and the Vision Zero Programme Gateway 2 report was approved in October 2024, which consists of several road safety improvement projects one of which is Ludgate Hill / Old Bailey / Pageantmaster Court, was approved to progress the delivery of the project. It is expected that the Ludgate Hill crossing scheme will be complete in late 2026/early 2027.

Tree planting

31. As part of the City's Cool Streets and Greening programme, five successful locations have been identified within the Fleet Street area for tree planting this planting season, at Breams Buildings (mentioned above), Blackfriars Lane, Hutton Street, Bridewell Place, and Southampton Buildings. Planting will be completed between November 2024 and February 2025.

Deliverable 3: Section 278 Projects within the Fleet Street Area

32. There are several S.278 projects within the Fleet Street area. This section of the report provides an update on current projects, which are expected to be delivered within the same timescale as the Transforming Fleet Street project (2024 – 2030).
33. *Salisbury Square Development*: This project focuses on enhancing the public realm post-completion of the HM Courts and new City of London Police Headquarters. Salisbury Square will be enlarged with enhanced planting and with new routes to the surrounding lanes and alleyways will create connectivity for people walking, wheeling and cycling. The detailed design phase is ongoing, with a Gateway 3 report also on the agenda of this committee.
34. *120 Fleet Street*: The highways and public realm works for 120 Fleet Street includes the introduction of trees, SuDs and other planting, where feasible. The project will also deliver new seating and will explore the opportunity to narrow the carriageway, to create a more pedestrian-friendly public realm. The Santander cycle hire docking station will permanently be relocated on Farringdon Street, creating additional spaces for greening opportunities.
35. In June 2024, the developer paused the development and at time of writing this report, there is not a confirmed timeframe for recommencing. A RIBA Stage 3 design has been completed for the highways and public realm works, the S.278 project is on-hold until further information from the developer is made available.
36. *1 Stonecutter Street, Stonecutter Court*: The highway and public realm improvements are on site and include reprofiling the highway to provide

level access for people on the southern side of Stonecutter Street, the provision of a rental e-scooter and cycle parking place, repaving of St Bride Street and Harp Alley, widening and improvements to the steps at Harp Alley including an illuminated handrail, and other improvements to the street lighting around the new building. These improvements were approved by the Streets and Walkways Committee in March 2024, and the works are programmed to be finished in March 2025.

37. *100 New Bridge Street*: The highways and public realm improvements include enhanced paving and planting where feasible and new architectural feature lighting of the existing mosaic panels on Waithman Street. Officers are currently costing the proposals. The developers have a provisional programme for handover of the areas for S.278 improvements commencing in December 2025.

38. *100 Fetter Lane*: The highways and public realm improvements are on site and include enhanced paving on Brems Buildings, Fetter Lane and Greystoke Place; remedial repairs to Macs Place. At the junction of Fetter Lane with New Fetter Lane and Brems Buildings a new raised junction treatment will be installed to improve the comfort and safety of people walking and wheeling. These improvements are programmed to be finished by the end of March 2025.

39. *Northcliffe House*: Minor improvements to enhance pedestrian amenities and increase cycle parking provision in the immediate area of the Northcliffe House development. The works were completed in Ashentree Court, Magpie Alley and Whitefriars Street. Paving of footway in Tudor Street will be completed once the developer completes changes to the development's basement areas. There is not a confirmed timescale for this at the time of writing this report.

40. *65 Fleet Street*: Redevelopment of existing building into a professionally-managed student accommodation. A S.106 is currently being finalised, with the S.278 being completed following this.

Programme Governance

41. The delivery of the Fleet Street Area Programme is overseen by the Fleet Street Area Working Group. The role of the Working Group is to provide direction and scrutiny of the delivery of the programme and projects.

42. Working Group members include Ward Members, local developers, FSQ BID, and City Officers. The Transport and Public Realm Projects Team will manage the projects, working in collaboration with the Highways and Planning Divisions and City Gardens. For some projects, City Officers will deliver projects in collaboration with the FSQ BID. Close coordination and engagement with the FSQ BID and TfL is vital for the successful delivery of the programme.

43. The Fleet Street Area Programme governance structure is shown in Appendix 2.

Corporate & Strategic Implications

Strategic Implications

44. The Fleet Street area is undergoing significant change. In the coming years, the Fleet Street area will experience a significant increase in working population due to current and projected developments.

45. The City of London Corporate Plan (2024 – 2029) outcomes of relevance to the Fleet Street Area Programme are as follows:

- Corporate Outcome 2 – Leading Sustainable Environment
- Corporate Outcome 3 – Vibrant Thriving Destination
- Corporate Outcome 4 – Flourishing Public Spaces

46. The City's Transport Strategy (2024) outcomes of relevance to the Fleet Street Area Programme are as follows:

- Outcome 1: The Square Mile's streets are great places to walk, wheel and spend time
- Outcome 2: Street Space is used more efficiently and effectively
- Outcome 3: The Square Mile is accessible to all
- Outcome 4: People using our streets and public spaces are safe and feel safe
- Outcome 5: Improve the experience of riding cycles and scooters in the City

46. Destination City, which focuses on pedestrian connectivity to encourage visitors to the City.

Financial implications

47. The Fleet Street Area Programme of works for 2024-2030 is proposed to be funded by:

- Existing S.278 and S.106 contributions in the area, which are specific to this location and purpose, to be used for public realm and transport improvements.
- The Cool Streets and greening Programme (City Climate Action Strategy), which is specific to tree planting within the Fleet Street area, improvements to Ludgate Broadway and St Andrew's Hill and Temple Avenue.

- Vision zero programme funded by OSPR.
- City CIL funding, awarded in summer 2024 which is specific to the Transforming Fleet Street project. CIL funding is to be drawn down over the lifecycle of the project.
- FSQ BID funding, which has contributed funding to several projects within the BID-area, including the Transforming Fleet Street project, the Courts and Lanes and Holborn Viaduct lighting.

48. The proposed Fleet Street Area Programme funding strategy is shown in Table 2 and a more detailed strategy is shown in Appendix 3.

49. The estimated total funding available for the delivery of the Fleet Street Area Programme is £18.8m - £20.8m.

Table 2: Fleet Street Area Programme funding strategy

Funding Source	Total
City CIL funding	£9m
Section 278 funding*	£8m-£10m
Section 106 funding**	£1.1m
OSPR (Vision Zero Funding, Ludgate Hill Crossing Improvement)	£350k
City Climate Action Strategy	£750k
FSQ BID	£1m
Total	£18,851,00 - £20,851,000

*Estimated funding **Approved by Streets & Walkways Sub-Committee in September 2023

50. Resources required for the general management and coordination of the overall Fleet Street Area Programme over the next 12 months is £25k and is shown in Table 3. Funding is further required for the preparation of Working Group and other programme-related meetings, stakeholder engagement and coordination, and the preparation of programme reports.

Table 3: Fleet Street Area Programme management funding, 12 months

Description	Cost (£)
P&T staff costs	£25,000
Total	£25,000

Resource Implications

None.

Legal Implications

51. In exercising the City Corporation's traffic authority functions, regard must be had to the duties to secure the expeditious, convenient and safe movement of vehicular and other traffic (including pedestrians) (having regard to effects on amenities) (S.122 Road Traffic Regulation Act 1984), and to secure the efficient use of the road network avoiding congestion and disruption (S.16 Traffic Management Act 2004). Regard should be had to these duties as the project moves forward and options are considered.
52. Pursuant to the Equality Act 2010 when making decisions, the City Corporation must have due regard to the need to eliminate unlawful conduct, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who do not (the public sector equality duty). An Equality Analysis will be carried out the project moves forward, and this will assist the City Corporation in discharging this duty.
53. The existing S.106 and S.278 contributions which are proposed to be used to fund the Programme are specific to this area, in scope and geography. Section 106 payments made and held for specific purposes must be spent on the purposes for which they are held and in accordance with the City's obligations under the agreement, unless these agreements are specifically re-negotiated with the relevant parties.
54. Where further consultation is required on individual projects this will be carried out as the project moves forward, in accordance with either the statutory requirements or the principles which guide general consultation.

Risk Implications

55. The key Fleet Street Area Programme risks are shown in Table 4. The Programme risks will be reviewed by the Fleet Street Area Working Group at the Working Group meetings.

Table 4: Programme Risks

Risk	Description	Response
Programme delivery timescales are delayed	Programme projects are delayed due to ongoing developments/other works within the area. This may also result in delay to Programme delivery and project costs.	The Programme will be coordinated with ongoing developments in the area. City Officers will ensure that a robust Programme is developed, in consultation with various CoL Highway Teams, external stakeholders, etc.

		Ongoing communication with stakeholders will ensure all delivery related challenges/risks are identified at the earliest opportunity and mitigation measures developed.
Funding for subsequent programme projects is not secured	Funding for the projects, such as Tudor Street and Chancery Lane improvements, is uncertain at present. This may result in the full programme aspiration being incomplete, as not all listed projects are undertaken.	CIL funding has been secured for the Transforming Fleet Street project. Existing S.106 contributions have been secured for existing projects. For unfunded projects, future S.106 funding contributions will be reviewed regularly to determine suitability to these projects.
Lack of stakeholder support	Lack of stakeholder support for Programme and projects may result in delays to delivery, additional stakeholder engagement and increases to overall costs or projects not being delivered.	Stakeholder engagement will be undertaken at key milestones to ensure that feedback is considered in a timely manner. Working Group membership ensures that all stakeholders are identified and kept up-to-date.
Lack of stakeholder support from TfL	Lack of stakeholder support for the Programme may result in delays to delivery, additional engagement and increases to overall costs.	Ongoing engagement will be undertaken at key project milestones. Regular meetings will also be undertaken to ensure TfL are kept up-to-date on project objectives, output requirements and timeframes, etc. Monthly meetings are held between the City Transport & Public Realm and TfL to ensure project coordination. A TfL Principal Sponsor for the City sits on the Working Group, ensuring coordination across the various TfL teams.

Equalities Implications

None for the Programme. Each individual project will have an Equalities Analysis undertaken.

Climate Implications

The Programme supports the aims for the Climate Action Strategy and helps to deliver projects set out in the Cool Streets & Greening programme.

Security Implications

None.

Project delivery

56. The Fleet Street Area Programme will be delivered over a six-year period, between 2024 – 2030. The three deliverables will be coordinated with current/future developments within the area.

57. An outline of the projects is shown in Table 5.

Table 5: Outline of Programme projects

Deliverable	Project	Delivery Timescales
Deliverable 1	Transforming Fleet Street	To be delivered between 2024 – 2030, in phases. Gateway 3 to be presented to Streets & Walkways Sub-Committee at end of 2025.
Deliverable 2	Fleet Street Courts & Lanes	2024 - 2025
	Ludgate Broadway & St Andrew's Hill	2024 – 2027
	Breams Building	2024 - 2025
	Temple Avenue	2026 – 2027
	Holborn Viaduct Lighting	2026 – 2027
	Ludgate Hill Pedestrian Crossing	2024 – 2027
Deliverable 3	Section 278 projects	2024 - 2029

Conclusion

58. The Fleet Street Area Programme will deliver a range of projects across the area to create an enhanced environment for people walking, wheeling and cycling, while responding to the changing demands of the Fleet Street area.

Appendices

1. Appendix 1: Fleet Street Area Programme Current Projects
2. Appendix 2: Fleet Street Area Programme Working governance structure
3. Appendix 3: Fleet Street Area Programme funding strategy

Background Papers

- Fleet Street Quarter BID: Public Realm Strategy
[3f49a6_ac28b112bad7489aade3eb39e8861375.pdf \(fleetstreetquarter.co.uk\)](#)

Report Author

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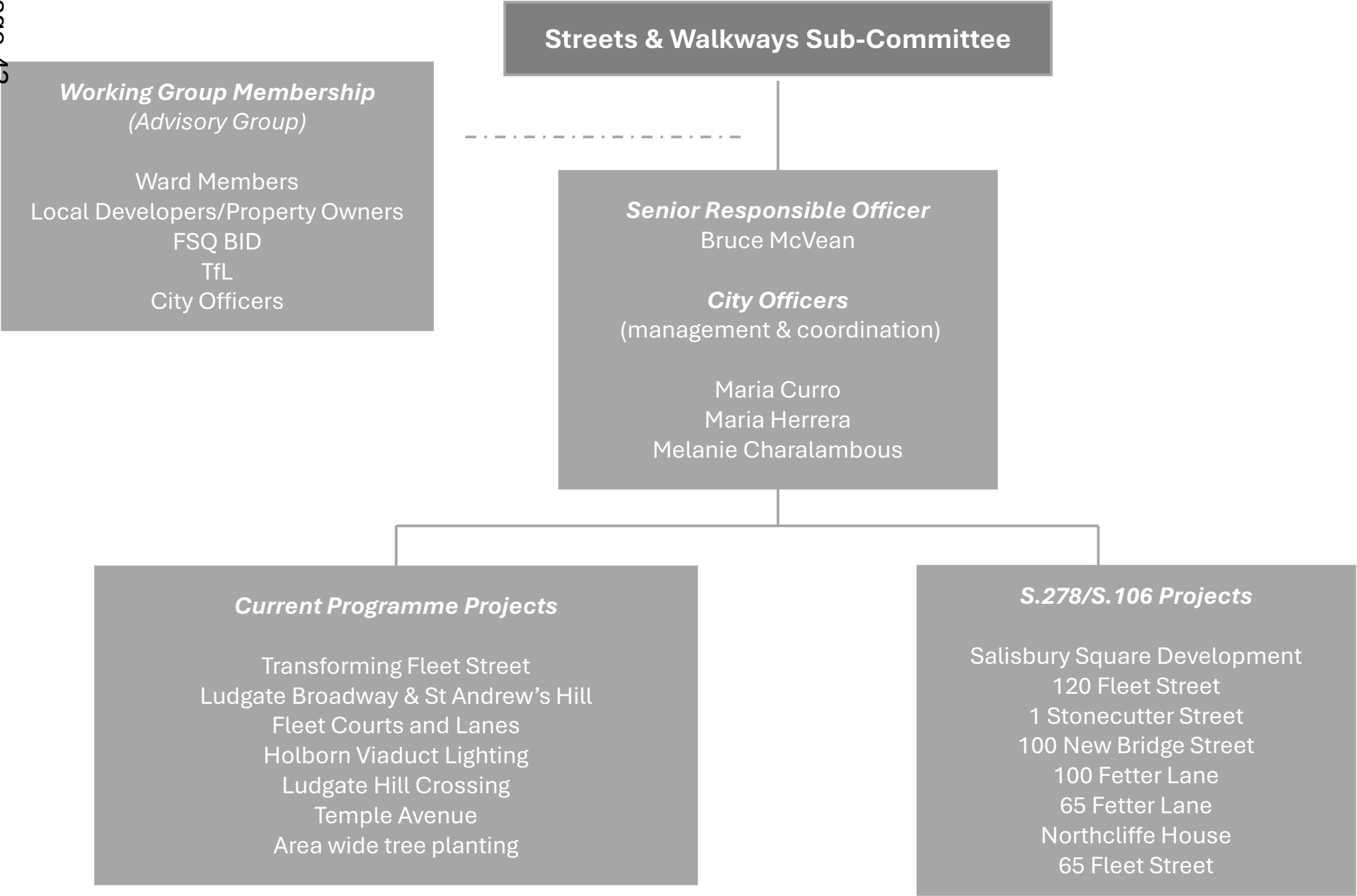


S.278 Projects



Fleet Street Area Projects

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Fleet Street Area Working Group Membership

Martha Grekos	Castle Baynard Ward Member
John Edwards	Castle Baynard Ward Member
Ruby Sayed	Castle Baynard Ward Member
Lady Lucy French	CFO, FSQ BID
Mike Fairmaner	Head of Placemaking, FSQ BID
Roy Pinnock	Chair, FSQ BID
David Hutton	Director, CO-RE
Oliver Hunt	Development Director, Land Securities
Tom Smith	Principal Sponsor, TfL
Bruce McVean	Assistant Director, Policy & Projects, CoL
Giles Radford	Assistant Director, Highways, CoL
David Horkan	Assistant Director, Development Management, CoL

Appendix 3: Fleet Street Area Programme Funding Strategy

Table 1: Fleet Street Area Programme funding strategy

Funding Source	Description	Funding (£)
City CIL funding	City CIL funding earmarked for the delivery of projects. Funding awarded to the Transforming Fleet Street project only and to be drawn down over the lifecycle of the project.	£9m
Section 278 funding*	Specific to the Fleet Street area and to be used for local mitigation and improvement purposes.	£8m - £10m
Section 106 funding**	Specific to the Fleet Street area and to be used for public realm and transport improvements.	£1.1m
OSPR	Specific to the Ludgate Hill crossing improvement project.	£350k
City Climate Action Strategy	City funding earmarked for climate change mitigation projects.	£750k
FSQ BID	BID funding for the delivery of programme projects within the BID geographical area.	£1m
Total	-	£18,851,00 - £20,851,000

*Estimated funding **Approved by Streets & Walkways Sub-Committee in September 2023

Table 2: Resources required over the next 12 months

Description	Balance (£)
P&T staff costs	£25,000
Total	£25,000

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