



Projects and Procurement Sub-Committee

Date: TUESDAY, 14 OCTOBER 2025
Time: 3.00 pm
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members:

Deputy Benjamin Murphy (Chairman)	Deputy Anne Corbett
Philip Woodhouse (Deputy Chairman)	Alderman Timothy Hailes JP
Simon Burrows	Stephen Hodgson
Deputy Timothy Butcher	Deputy Andrien Meyers

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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**

To agree the public minutes and non-public summaries of the meetings of the Sub-Committee held on 21st July and 4th September.

For Decision
(Pages 7 - 16)

4. **PROCUREMENT IMPROVEMENT AND TRANSFORMATION PROGRAMME RESET**

Report of the Chamberlain.

For Decision
(Pages 17 - 36)

5. **COOL STREETS AND GREENING - PROGRAMME UPDATE**

Report of the Executive Director, Environment.

For Information
(Pages 37 - 66)

6. ***GW2: BARBICAN ESTATE ROOF AND BALCONY RENEWAL PROGRAMME**

Report of the Director of Community and Children's Services.

For Information

7. ***GW2: BARBICAN ESTATE WINDOW REPAIRS PROGRAMME**

Report of the Director of Community and Children's Services.

For Information

8. ***GW2: COMBINED SECTION 278 PROJECT INITIATION REPORT**

Report of the Executive Director Environment.

For Information

9. ***GW3: SMITHFIELD AREA PUBLIC REALM AND TRANSPORTATION PROGRAMME (PHASE 1B)**
Report of the Executive Director Environment.

For Information
10. ***GW3/4: ALDGATE TO BLACKFRIARS CYCLEWAY**
Report of the Executive Director Environment.

For Information
11. ***GW3/4: DAUNTSEY HOUSE, FREDERICK'S PLACE - PUBLIC REALM IMPROVEMENTS (S278)**
Report of the Executive Director Environment.

For Information
12. ***GW3/4/5: PUBLIC SWITCHED TELEPHONE NETWORK (PSTN) REPLACEMENT**
Report of the Chamberlain.

For Information
13. ***GW5: PEDESTRIAN PRIORITY STREETS PROGRAMME - THREADNEEDLE STREET & OLD BROAD STREET AND PROGRAMME UPDATE**
Report of the Executive Director Environment.

For Information
14. ***GW5: PEDESTRIAN PRIORITY STREETS PROGRAMME - OLD JEWRY**
Report of the Executive Director Environment.

For Information
15. ***GW6: MANSION HOUSE STATIONS ENVIRONS - LITTLE TRINITY LANE (PHASE 1)**
Report of the Executive Director Environment.

For Information
16. ***GW6: 150 ALDERSGATE STREET SECTION 278**
Report of the Executive Director Environment.

For Information

17. ***GW6: 16 OLD BAILEY - 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 agree the non-public minutes of the meetings of the Sub-Committee held on 21st July and 4th September.

For Decision
(Pages 67 - 74)

22. **CITY OF LONDON ENTERPRISE PORTFOLIO REPORTING (SEPTEMBER 2025)**
Report of the Chamberlain.

For Information
(Pages 75 - 80)

23. ***GW4: BALDWINS AND BIRCH HALL PONDS**
Report of the Executive Director Environment.

For Information

24. ***GW6: MOORGATE CROSSRAIL STATION LINKS: FINSBURY CIRCUS WESTERN ARM**
Report of the Executive Director Environment.

For Information

25. ***GW6: ORACLE PROPERTY MANAGER (OPN) REPLACEMENT (MRI HORIZON IMPLEMENTATION, PHASES 1 AND 2)**
Report of the City Surveyor.

For Information

26. **NON-PUBLIC QUESTIONS RELATING TO THE WORK OF THE SUB COMMITTEE**
27. **NON-PUBLIC ANY URGENT BUSINESS**

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PROJECTS AND PROCUREMENT SUB-COMMITTEE

Monday, 21 July 2025

Minutes of the meeting of the Projects and Procurement Sub-Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Monday, 21 July 2025 at 1.45 pm

Present

Members:

Deputy Benjamin Murphy (Chairman)
Simon Burrows
Deputy Anne Corbett
Stephen Hodgson

Observers:

Deputy Timothy Butcher
Deputy Andrien Meyers

Officers:

Genine Whitehorne	- Commercial Director
Ian Hughes	- City Operations Director
Ola Obadara	- Property Projects Director
Nadhim Ahmed	- Chamberlain's Department
Nish Dubey	- Chamberlain's Department
Oliqur Chowdhury	- Chamberlain's Department
Tom Gillings	- Chamberlain's Department
Daniel Peattie	- Chamberlain's Department
Alexander Anrude	- City Surveyor's Department
Sarah Baker	- City Surveyor's Department
Christopher Herbert	- City Surveyor's Department
Dean Elsworth	- Community and Children's Services
Jack Nuttall	- Community and Children's Services
Joe Kingston	- Environment Department
Shadi Brazell	- Central London Forward/Innovation and Growth
Laura Davison	- Innovation and Growth
John Cater	- Town Clerk's Department

1. APOLOGIES

In advance of the meeting, formal apologies for absence were received from Alderman Timothy Hailes, Deputy Andrien Meyers, and 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 public minutes and non-public summaries of the last meeting of the Sub-Committee, held on Monday, 16th June 2025, be approved as an accurate record.

4. ***GW2: ROOKERY WOOD RESERVOIR REMEDIAL WORKS**

The Sub-Committee received a Report of the Executive Director, Environment concerning remedial works at the Rookery Wood Reservoir.

The Chairman informed the Sub-Committee that, per the discussion at the Epping Forest & Commons Committee meeting on 17th July, survey works would continue, but a Report would be submitted at the next Gateway which included exploratory options for removal or alternative land uses, if this was an expensive temporary fix.

RESOLVED – that the Sub-Committee noted the Report.

5. ***GW4: LEADENHALL STREET IMPROVEMENTS - CITY CLUSTER VISION PROGRAMME**

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

RESOLVED – that the Sub-Committee noted the Report.

6. ***GW5: BUNHILL, BARBICAN & GOLDEN LANE HEALTHY NEIGHBOURHOOD PLAN**

The Sub-Committee received a Report of the Executive Director, Environment concerning The Bunhill, Barbican & Golden Lane Healthy Neighbourhood Plan (HNP).

RESOLVED – that the Sub-Committee noted the Report.

7. ***PRE-GATEWAY 5 - EARLY PROJECT CLOSURE - CITY OF LONDON SCHOOL SUMMER WORKS PROGRAMME 2021**

The Sub-Committee received a Report of the Town Clerk concerning an early project closure for the 2021 City of London School Summer Works Programme.

RESOLVED – that the Sub-Committee noted the Report.

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

There were no questions.

9. **ANY URGENT BUSINESS**

There was one item of urgent business.

The Chairman informed Members that, in the interests of clarity and best practice, he would be working with officers to revise the agenda structure for future meetings, breaking discussions down under the three main areas of focus namely, projects, procurement, and governance matters.

For projects, it would be helpful to order items sequentially from Gateways 1 to 5; with procurement, the approach would be to take the new procurements first, where the Sub-Committee could exercise due diligence and “kick the tyres”, and then would follow the contract awards, extensions etc. Governance papers including dashboard reporting, matters pertaining to the overall work of the Committee, transformation and impact reporting would follow thereafter.

The Chairman added that, for good order, all decision items would be placed before information items on the agenda.

10. **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 Schedule 12A of the Local Government Act.

11. **NON-PUBLIC MINUTES**

RESOLVED, that - the non-public minutes of the last meeting of the Sub-Committee, held on Monday, 16th June 2025, be approved as an accurate record.

12. **EXTENSION OF WASTE COLLECTION, STREET CLEANSING AND ANCILLARY SERVICES CONTRACT**

The Sub-Committee considered a Report of the Executive Director, Environment concerning the extension of a contract to provide waste collection, street cleansing, and other similar ancillary services.

13. **CONTINUATION OF WASTE MANAGEMENT SERVICE CONTRACT**

The Sub-Committee considered a Report of the Executive Director, Environment concerning the continuation of a Waste Management Service Contract.

14. **CENTRAL LONDON WORKS PROGRAMME - DELIVERY PARTNER INGEUS CONTRACT GROWTH**

The Sub-Committee considered a Report of the Executive Director, Innovation and Growth concerning the Central London Works Programme.

15. **PORTFOLIO DASHBOARD**

The Sub-Committee received a Report of the Chamberlain concerning the progress of the new dashboard reporting tool.

16. ***GW2: GOLDEN LANE LEISURE CENTRE (GLLC) REFURBISHMENT**

The Sub-Committee received a Report of the Executive Director of Community and Children's Services concerning the refurbishment of the Golden Lane Leisure Centre.

17. ***GW2: WALBROOK WHARF FEASIBILITY 2027 AND BEYOND**

The Sub-Committee received a joint Report of the City Surveyor and the Executive Director, Environment concerning the future of Walbrook Wharf.

18. ***GW2-4: GUILDHALL SCHOOL OF MUSIC & DRAMA CYCLICAL WORKS PROGRAMME 2025 - 2030**

The Sub-Committee received a Report of the City Surveyor concerning the cyclical works programme 2025 – 2030 for the Guildhall School of Music and Drama.

19. ***GW2-4: TOWER PLACE PUBLIC CONVENIENCE REFURBISHMENT**

The Sub-Committee received a Report of the City Surveyor concerning the refurbishment of the Tower Place public convenience.

20. ***GW3-5: LONDON WALL CAR PARK - VENTILATION, ELECTRICAL, FIRE ALARM AND SPRINKLER WORKS**

The Sub-Committee received a Report of the City Surveyor concerning the safety works to the building engineering systems for the London Wall Car Park.

21. ***GW5: CITY OF LONDON SCHOOL FOR GIRLS - SUMMER WORKS 2024-27**

The Sub-Committee received a Report of the City Surveyor concerning the cyclical works programme for summer works (2024 – 2027) at the City of London School for Girls.

22. ***GW5: ISLEDEN HOUSE INFILL PROJECT**

The Sub-Committee received a Report of the Executive Director of Community and Children's Services concerning the Isleden House infill project.

23. ***GW5: SYDENHAM HILL REDEVELOPMENT, LEWISHAM, SE26**

The Sub-Committee received a Report of the City Surveyor concerning redevelopments at the Sydenham Hill Housing Estate.

24. ***GW6: CENTRAL CRIMINAL COURT EAST WING GROUND MEZZANINE COOLING AND HEATING REPLACEMENT**

The Sub-Committee received a Report of the City Surveyor concerning the replacement of the mechanical and electrical services and the refurbishment of the Central Criminal Court East Wing, Ground Mezzanine Floor.

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

There were no non-public questions.

26. **NON-PUBLIC ANY URGENT BUSINESS**

There was one item of urgent non-public business.

The meeting ended at 2.05 pm

Chairman

Contact Officer: John Cater

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PROJECTS AND PROCUREMENT SUB-COMMITTEE
Thursday, 4 September 2025

Minutes of the meeting of the Projects and Procurement Sub-Committee held at
Committee Rooms, 2nd Floor, West Wing, Guildhall on Thursday, 4 September 2025
at 3.45 pm

Present

Members:

Simon Burrows
Deputy Anne Corbett
Alderman Timothy Hailes JP (Chairman)

Observer

Deputy Benjamin Murphy

Officers:

Genine Whitehorne	- Commercial Director
Dan Sanders	- Barbican Estate Office
Ronnie Adams	- Chamberlain's Department
Nadhim Ahmed	- Chamberlain's Department
Phil Black	- Chamberlain's Department
James Carter	- Chamberlain's Department
Oliqur Chowdhury	- Chamberlain's Department
Michael Curtis	- Chamberlain's Department
Davina Jeremiah	- Chamberlain's Department
Monica Patel	- Chamberlain's Department
Daniel Peattie	- Chamberlain's Department
Onika Syeda	- Chamberlain's Department
Charlene Ulett-Fakolujo	- Chamberlain's Department
John Cater	- Committee Clerk

1. APOLOGIES

In advance of the meeting, formal apologies for absence were received from Deputy Timothy Butcher, Stephen Hodgson, Deputy Andrien Meyers, Deputy Benjamin Murphy, and Philip Woodhouse.

In Deputy Murphy's and Mr Woodhouse's absence, Alderman Timothy Hailes chaired the meeting.

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

There were no declarations under the Code of Conduct.

3. MINUTES

The public minutes and non-public summary of the meeting of the Sub-Committee held on 21 July 2025 were deferred and will be considered at the next meeting of the Sub-Committee on 14th October.

4. **COMMERCIAL, CHANGE & PORTFOLIO DELIVERY RISK REGISTER UPDATE**

The Sub-Committee received a Report of the Chamberlain concerning risk management in the Commercial, Change & Portfolio Delivery Division of the Chamberlain's Department.

RESOLVED: - that the Sub-Committee noted the Report.

5. ***GW3 - TEMPLE AVENUE PUBLIC REALM IMPROVEMENTS**

The Sub-Committee received a Report of the Executive Director, Environment concerning public realm improvements in Temple Avenue.

RESOLVED: - that the Sub-Committee noted the Report.

6. ***GW3/4 - FENCHURCH STREET AREA HEALTHY STREETS PLAN**

The Sub-Committee received a Report of the Executive Director, Environment concerning the Healthy Streets Plan for the Fenchurch Street Area.

RESOLVED: - that the Sub-Committee noted the Report.

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

There were no public questions.

8. **ANY URGENT BUSINESS**

There was no other urgent public business.

9. **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 Schedule 12A of the Local Government Act.

10. **NON-PUBLIC MINUTES**

The non-public minutes of the meeting of the Sub-Committee held on 21 July 2025 were deferred and will be considered at the next meeting of the Sub-Committee on 14th October.

11. **STAGE 2 AWARD PROCUREMENT REPORT - PROCUREMENT OF POLICE CYBERALARM**

The Sub-Committee considered a Report of the Commissioner of the City of London Police concerning the procurement of Police CyberAlarm.

12. **STAGE 2 AWARD PROCUREMENT REPORT - ENFORCEMENT AGENTS FOR REVENUES AND PARKING**

The Sub-Committee considered a Report of the Chamberlain concerning the award of new Enforcement Agent contracts for the City of London Corporation Revenues Team and Parking Ticket Office Team.

13. CORPORATE RISK 33 - LIMITED PORTFOLIO-LEVEL OVERSIGHT AND LACK OF CONSISTENT USE OF CORPORATE PRIORITISATION PROCESSES RISK APPETITE STATEMENT

The Sub-Committee considered a Report of the Chamberlain concerning Corporate Risk 33 (Limited portfolio-level oversight and lack of consistent use of corporate prioritisation processes).

14. BARBICAN RESIDENTIAL MAINTENANCE CONTRACT - VERBAL UPDATE

The Sub-Committee noted a verbal update of the Director of Property and Estate Management, Barbican Estate Office, concerning the maintenance contract for the Barbican Residential Estate.

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

There were no non-public questions.

16. NON-PUBLIC ANY URGENT BUSINESS

There were three items of non-public urgent business.

The meeting ended at 4.20 pm

Chairman

Contact Officer: John Cater
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City of London Corporation Committee Report

Committee(s): Projects & Procurement Sub-Committee – For decision Finance Committee – For decision (Delegated Authority)	Dated: 14 October 2025
Subject: Procurement improvement and transformation programme reset	Public report: For Decision
This proposal: • delivers Corporate Plan 2024-29 outcomes • provides statutory duties • provides business enabling functions	All
Does this proposal require extra revenue and/or capital spending?	Yes
If so, how much?	£270,000
What is the source of Funding?	Project Contingency (Finance)
Has this Funding Source been agreed with the Chamberlain's Department?	Yes
Report of: Caroline Al-Beyerty	The Chamberlain
Report author: Genine Whitehorne	Director, Commercial, Change and Portfolio Delivery

Summary

This report provides an update on progress to date to deliver the procurement improvement programme. It sets out several challenges that have hindered progress and identifies options to reset the programme and ensure the intended outcomes and benefits are achieved.

The report identifies four priority areas of focus for the remainder of this municipal year (to end of April 2026). These include:

- Development of a new procurement policy (to replace the existing Procurement Code) underpinned by a robust assurance framework that will enable more streamline and proportionate governance and allow greater commercial freedoms for non-public procurement activity.
- Approval of a new contract management model that will support the development of commercial maturity across the City Corporation

- Improved tactical procurement process to reduce delays and ensure services are able to secure services/products needed to deliver
- Introduction of a new commercial scorecard providing visibility of procurement priorities and spend behaviours and provide assessment of Commercial team performance and value for money

The report recommends the engagement of additional resources to ensure delivery of the priority actions from the improvement programme by the end of this municipal year. The recommended option has an estimated associated cost of £270k. It is proposed that this is funded via the Finance Committee's project contingency. The Finance Committee agreed delegated authority to the Town Clerk in association with the Chair and Deputy Chair to approve the funding request provided the Projects and Procurement sub-Committee is satisfied with the plan to reset the programme.

Recommendation(s)

Members of the Projects and Procurement sub-Committee are asked to:

- Approve the revised project plan and associated timeline
- Endorse the allocation of £270,000 from the Finance Committee Project Contingency, under delegated authority, to resource the improvement programme as set out in paragraph 25.
- Approve the extension of the increased threshold (£20m) at which contract award approvals are presented to Court of Common Council to May 2026 when the new policy is due to be in effect

The Town Clerk, in consultation with the Chairman and Deputy Chairman of the Finance Committee, is asked to:

- Approve the allocation of £270,000 from the Finance Committee Project Contingency to resource the improvement programme as set out in paragraph 25.

Main Report

Background

1. The Commercial, Change and Portfolio Delivery division was established in July 2024 and formally launched in October of that year following a wide recruitment campaign. The new division had four priority areas of focus:
 - a. Establish a robust portfolio management approach to provide assurance of the organisation's ability to deliver its ambitious portfolio of projects and programmes
 - b. Drive improvement across the City Corporation's procurement activity including embedding the new Procurement Act 2023 and taking full advantage of the opportunities it provides
 - c. Develop a more commercial culture across the City Corporation through innovative use of resources and increased income generation

- d. Drive corporate transformation to ensure the City Corporation is fit for the future
- 2. Almost a year on from launch, the Division has made significant progress against a large and complex agenda. The P3 Policy Framework has been approved by the Court of Common Council; a new portfolio management system has been rolled out with first stage reporting now live and the wider framework is due to be launched at the end of November 2025. Income generation pilot projects are underway and effective Member oversight has been established through the Income Generation Working Party. The City's corporate transformation approach is still in development; however several continuous improvement initiatives have been delivered with tangible benefits and targeted support is being provided for two of the City's largest programmes of change; Ambition 25 and Programme SAPphire.
- 3. The Procurement Improvement Programme has also made progress though the development of a new procurement governance framework has proven to be more challenging for several reasons:
 - a. Lack of capacity in the Commercial Service – currently there is no dedicated policy/improvement role and therefore the improvement programme has been reliant on team members taking forward actions in addition to their substantive roles. Additionally, this approach has suffered from continual reprioritisation as team resources have been reallocated to deal with risks and issues that have emerged elsewhere. This approach is proving to be untenable, and this report proposes the introduction of dedicated roles as set out in paragraphs 22 – 26.
 - b. Complexity of the Corporation's delivery and funding models has required significant work with the Rembrancer and Comptroller to understand the freedoms offered by the new Procurement Act (2023) and to assess any potential risks.
 - c. Data integrity – significant time has been required to develop the Jaggaer e-tendering portal and cleanse the data held. This has required bespoke reports to be developed using Power BI. We now have greater confidence in the quality of our data and our ability to monitor spend.
- 4. Additionally, the aim has been to develop the new proposals in a collaborative way, working with services and Institutions to understand current experience. For that purpose, a Procurement Improvement Working Group has been established which draws together key stakeholders. This Group acts as a key reference point to understand current challenges and to identify and test potential solutions.

Current Position

- 5. The improvement programme was approved by this sub-Committee in December 2024. It established five workstreams:
 - a. Procurement Act readiness
 - b. Shifting the Commercial culture and operating environment
 - c. Developing a City Corporation contract management delivery model
 - d. Redesigning procurement processes and governance
 - e. Commercial Service capability development

The table below provides a summary of progress against each of the workstreams:

Workstream	Progress update
Procurement Act readiness	The City Corporation successfully achieved compliance with the requirements of the Act when it went live in February 2025. Key achievements included: • The Procurement Code has been updated • All City templates and guidance materials have been updated • The City Corporation is registered on the Central Digital Platform • Jaggaer, the Corporation's e-tendering platform, has been updated and the new requirements have been fully integrated into the system • The Corporation's pipeline has been published in accordance with the requirements of the Act • All members of the Commercial Service have completed the Government's transforming public procurement training • CIPFA delivered training session to the organisation's Senior Leadership Team (SLT) • Requirements of the new Act have been included in the new Member induction process
Shifting the Commercial Service culture and operating environment	Internal reorganisation has taken place to better align resources to manage the demand peaks across the Corporation. These changes are now bedding in but have required additional support to ensure line managers are confident in carrying out their roles. Key steps taken include: • A realignment of reporting lines has taken place within the Commercial Service to support the reinforcement of a category management model • Category Boards have been refreshed with updated Terms of Reference and a review of membership to ensure they are an effective part of the procurement governance framework • A Corporation wide procurement pipeline has been established to support increased transparency and to facilitate more effective planning
Developing a City Corporation contract management delivery model	• As part of the improvement programme, a Strategic Contract Management Lead role has been established, making use of technical knowledge and expertise from within the team. • This role has led the development of options for a future contract management model working closely with contract managers from across the Corporation.

	• The financial implications of each model are now being assessed and will inform an options paper and business case as part of the budget setting process.
Redesigning procurement processes and governance	• A cycle of business process reviews has been established to streamline the end-to-end sourcing process • Improvements have been made to procurement systems to improve useability supported by updated guidance materials on COLNET • Work is underway to replace the Procurement Code with a new Procurement and Contract Management Policy Framework (further detail regarding this activity is set out in paragraphs 8-10)
Commercial Service capability development	• A development plan has been produced for the Commercial Service to ensure a consistent base level of knowledge across the team • Learning opportunities have been created though peer-led learning sessions, formal training opportunities delivered by CIPFA and the mapping of clear development pathways through personal development plans which has led to an increase in the number of team members pursuing professional qualifications

Proposed priorities for end of the current year

6. It is proposed to take stock and review the overall ambitions for the development of commercial acumen as part of the corporate transformation approach. This will include revisiting the overall objectives and ensuring the established workstreams meet the future needs and ambitions of the organisation through the development of a clear Commercial Strategy.
7. Whilst this review is underway, the team will focus on driving improvement in four key areas where there is clear agreement regarding the urgent need for change for the rest of the current municipal year. These areas of focus are important as they will contribute to the development of a consistent level of commercial maturity and improve process efficiencies thereby releasing capacity to drive future change. This will provide the foundations for the more ambitious transformation over subsequent years. The proposed areas of focus are listed below.

Resetting the Procurement Code

8. Our primary policy document is the [Procurement Code \(Part One\)](#). This underpins all procurement and purchasing activity. The last major review of the Procurement Code was undertaken to reflect the introduction of the Public Contracts Regulations in 2015. Minor revisions and updates have taken place on a six-monthly basis since then to ensure the Code remains in alignment with organisational structural changes and updates to other related policies (such as the Financial Regulations). An addendum was published in February 2025 to comply with the new Procurement Act 2023.

9. The reset of the Procurement Code is intended to simplify and streamline governance, ensuring that decision making is proportionate to value and risk. It also aims to enable more commercial practice in the non-public parts of the City Corporation.
10. While progress has been made on the proposed changes to the Code, additional time is needed to thoroughly test the proposals through detailed scenario mapping and to develop a Procurement and Contract Management Policy framework. This framework will help ensure that decisions are sound and that officers are fulfilling their responsibilities appropriately. As part of this effort, a new Commercial Academy will be established to provide accessible guidance and training for stakeholders.

Contract management model

11. The Corporation currently has no dedicated corporate contract management function. Contract management is the responsibility of services/departments with the Commercial Service providing limited targeted intervention in the event of any issues. This approach has led to patchy and inconsistent contract management with significant supplier performance issues experienced in key areas.
12. The maturing of the Corporation's contract management capability is a priority for the improvement programme. The contract management model will be underpinned by digital by default design principles which represent first steps towards a technology-based service offering that harnesses the potential of digital technology and Artificial Intelligence.

Transactional procurement (namely requisitioning and purchase orders)

13. The Corporation has adopted a 'No PO; No Pay' policy which means this area of the service affects all parts of the Corporation. Whilst measures have been taken to improve stakeholder understanding of this process through improved communications and bitesize training as part of the Commercial Academy, there continues to be significant frustration across the organisation.
14. Therefore, there will be a focus on reducing the time taken to approve requisitions and convert to purchase orders underpinned by an enhanced customer centric approach that ensures the Commercial team provides an excellent and responsive service.

Reporting

15. The final priority for the next 6 months is on establishing credible reporting to a range of stakeholders including the Projects and Procurement sub-Committee. The work completed to date on developing our systems has now set us up to provide intelligence and insight to derive the continued improvement and provide greater assurance regarding progress.

Revised delivery plan: Oct 25 to May 26

16. Below is the high-level plan to deliver the priority areas identified. The plan will be supported by a comprehensive stakeholder communications and engagement plan.

Activity	Target date
Procurement Policy Framework	
• Mapping governance model	Nov 25
• Member briefing/engagement	Dec 25
• Detailed framework design	Feb 26
• Approval of framework	Mar 26
• Training/communications	May 26
• Framework launch	May 26
Contract management model	
• Engagement (Member and officer)	Oct 25
• Business case finalised	Oct 25
• Budget setting process	Nov 25 – Feb 26
• Framework approval	Mr 26
• Roll-out (establishment control/recruitment)	Mar 26+
• Anticipated go-live	May/Jun 26
Transactional procurement	
• User focus groups	Oct/Nov 25
• Process mapping (as-is)	Nov 25
• Process mapping (to-be)	Nov/Dec 25
• System design and update	Jan 26
• Guidance and training	Feb 26
• Launch	Mar 26
Reporting	
• Draft KPIs presented to PPsC	Nov 25
• Quarterly performance reporting begins	Jan 26
• *monthly reporting on improvement programme progress	To commence Nov 25

Beyond 25/26

17. The plan set out above represents formative steps to establish 'Brilliant Basics' and to enable the shift of resources from inefficient, transactional and non-value-added activity to strategic and commercial activity that delivers corporate priorities.

18. The strategy for beyond 25/26 will be set out in a new commercial strategy. The vision for which is to deliver a commercially astute, digitally enabled, and innovation-driven commercial function that maximizes value for money, fosters strategic partnerships, and continuously matures in capability to support sustainable and impactful outcomes.

19. Options

20. The improvement programme will be reviewed, and a multi-year Commercial Strategy will be developed which will align with the organisation's ambitions. The intention to develop this strategy whilst continuing to deliver the priority improvement areas as well as business as usual activities requires additional fixed-term capacity in the team.

21. Three options have been identified:

- a. Continue with current resource (not recommended) – this option provides no additional capacity and as such does not provide assurance that the programme will be delivered within the new timeframe. This option remains susceptible to delays as the team are required to reprioritise in response to urgent and emerging issues.
- b. Bolster capacity within the team (**recommended**) – this approach makes use of technical capability within the team whilst providing additional capacity to manage the improvement activity. Ownership and responsibility for delivery remains within the Commercial Service. It takes a mixed economy model making use of secondment/fixed-term contracts and harnessing external support/expertise only where needed due to a lack of internal capability or the desire for some external challenge.
- c. Engage an external consultancy to review approach, develop and deliver solutions (not recommended) – this option proposes commissioning consultancy support to lead the improvement programme. This option is not recommended as it does not represent value for money and risks a lack of corporate ownership of change.

22. A more detailed options appraisal is set out below.

Option	Advantages	Disadvantages
Continue with existing resource capacity	• No additional cost to the organisation • Led by Commercial Service	• No additional capacity • Progress likely to remain slow • Risk of further delays due to resource demands elsewhere
Bolster team capacity (recommended)	• Led by Commercial Service • Makes use of existing knowledge and technical expertise within the team • Supports internal buy-in and ownership of change • Represents value for money	• Delivery may be impacted by time required to recruit to roles • Model may still be susceptible to other corporate resource demands

Commission consultancy led review	• Focussed resource that will not be impacted by other organisational priorities/resource demands • External and objective challenge of the status quo	• This option is not considered to present value for money. Using benchmarking from government frameworks and bids received for similar projects, it is estimated that this option would involve consultancy day rates of between £750 - £1,400 per day with overall delivery likely to be in the region of £325k. This does not include the ERP specialist role set out in para, 21. • Risks lack of internal buy-in and ownership • External consultancy may not be best placed to understand and navigate the complexities of the City Corporation when developing policy proposals
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Proposals

23. It is proposed to refocus the improvement plan for the remainder of the 25/26 municipal year on the four priorities set out in paragraphs 8-15.

24. It is proposed to bolster internal capacity whilst maintaining internal ownership and responsibility for the improvement programme. This need for this additional resource is anticipated to continue until key products are delivered in May 20206. Ongoing resource requirements will be assessed to understand future needs. This will take into account capacity gains achieved through the improvement programme, organisational capacity and capabilities engaged as part of the corporate transformation programme and a potential reorganisation of the existing team.

25. The resource requirements for this year are set out in the table below and an organogram and outline of key responsibilities are provided in Appendix A.

Proposed additional resource	Responsibilities	Resourcing strategy
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Interim Head of Commercial Transformation	• Programme manage the delivery of the improvement programme • Review and analyse existing policy and process and identify solutions • Work with stakeholders to develop commercial ambitions to form the basis of a new Commercial Strategy	Secondment/fixed-term contract or temporary worker
Interim Head of Procurement Business Partnering	• Lead the category management function • Develop category management approach developing category plans that maximise benefits from the market • Develop and improve stakeholder relations particularly with the Institutions	Secondment/fixed-term contract or temporary worker
Procurement Policy Development lead	• Lead the development of the new policy framework including guidance materials, training and reporting formats • Develop stakeholder engagement and communications plan	Fixed-term contract
Corporate Contract Manager	• Support for development of contract management model • Management of corporate contracts that lack clear ownership	Secondment/fixed-term contract or temporary worker
ERP Procurement Specialist (funded by Programme SAPphire)	• Lead on Procurement implications for the transition to SAP and ensure integration with existing Commercial systems.	Fixed-term contract
External consultancy support (on demand)	• Provide technical input where required including systems development • Provide assurance of delivery plans	Procurement

26. This approach involves making use of the salary for the vacant Deputy Director, Commercial Strategy and Partnerships post to fund some of the additional resource required. Therefore, overall leadership of the improvement programme will sit with the Director, Commercial, Change and Portfolio Delivery.

27. The total funding requested from the Projects Contingency is £270,000 for 25/26. The breakdown of this is provided below:

Roles	Forecast cost (£000)
2x head of service	110
Policy and governance	50
Contract management	40
ERP specialist	40
Consultancy support	80
Sub-total	320
Programme SAPphire funding	(40)
Commercial vacancy	(20)
Contingency	10
Total required funding	270

Key Data

28. As part of this improvement programme, the Commercial Service will develop a range of reporting formats. It is proposed that that this Committee receive programme highlight reports on a monthly basis starting in November 2025.

29. The table below includes a summary of feedback from officer stakeholders regarding the types of intelligence required. The intention is to engage Members to further understand their requirements.

Function	Key Questions	Examples of metrics
Procurement	Are we demonstrating financial efficiency? Are we compliant and cost efficient in our procurement operations? Are we effectively managing contracts and suppliers? Is Responsible Procurement managed as BAU across Commercial team?	• Spend Under Contract • Savings delivered (Budget and cost avoidance) • Number of Waivers for sub-threshold spend • Supplier Diversity spend • % of contracts with carbon metric integrated

[Sub-headings]

Strategic implications – strategic procurement and contract management play an important role in enabling the delivery of the Corporation's strategic priorities and outcomes.

Proposals set out in the improvement plan are designed to facilitate service delivery and respond to feedback from stakeholders.

Financial implications – the report requests the allocation of £270k from the Finance Committee's Project Contingency. The improvements set out in this report will result in efficiency gains through improved process efficiency and effectiveness. The contract management model has the potential to achieve cashable savings, and this will be set out in the business case that is currently in development.

Resource implications – the proposals set out include the establishment of five additional temporary posts based in the Commercial Service. Existing members of the team will be invited to express an interest in the new posts in the first instance.

Legal implications – any legal implications of proposals for a change of approach from the existing Procurement Code will be fully assessed and any potential risks identified. The Comptroller's department are fully engaged in the development process.

Risk implications – there is a risk that we are unable to resource the additional roles at pace. This risk is being mitigated by pursuing multiple approaches including internal advert, temporary workers and retaining consultancy support that can be drawn on when needed.

Equalities implications – there are no direct implications from this report. Any new proposals and policy changes will be subject to Equality Impact Assessment.

Climate implications – no implications as a result of this report.

Security implications – no implications as a result of this report.

Conclusion

30. This report proposes the focussing of the Procurement Improvement Programme on four key areas for the remainder of this municipal year. These areas have been identified as they will drive significant change and meet the priority areas of concern for stakeholders.

31. The proposals set out require additional resource to deliver at pace and ensure improvement is achieved this year. The estimated recourse cost is £270,000.

32. The report requests the extension of the increased threshold (£20m) at which contract award approvals are presented to Court of Common Council to May 2026 when the new policy is due to be in effect.

33. Monthly progress reports will be provided to this sub-Committee on a monthly basis from November 2025.

Appendices

- Appendix A – interim organogram and role profiles

Background Papers

- Strategic Review of Procurement and Contract Management (09 December 2024)

Genine Whitehorne

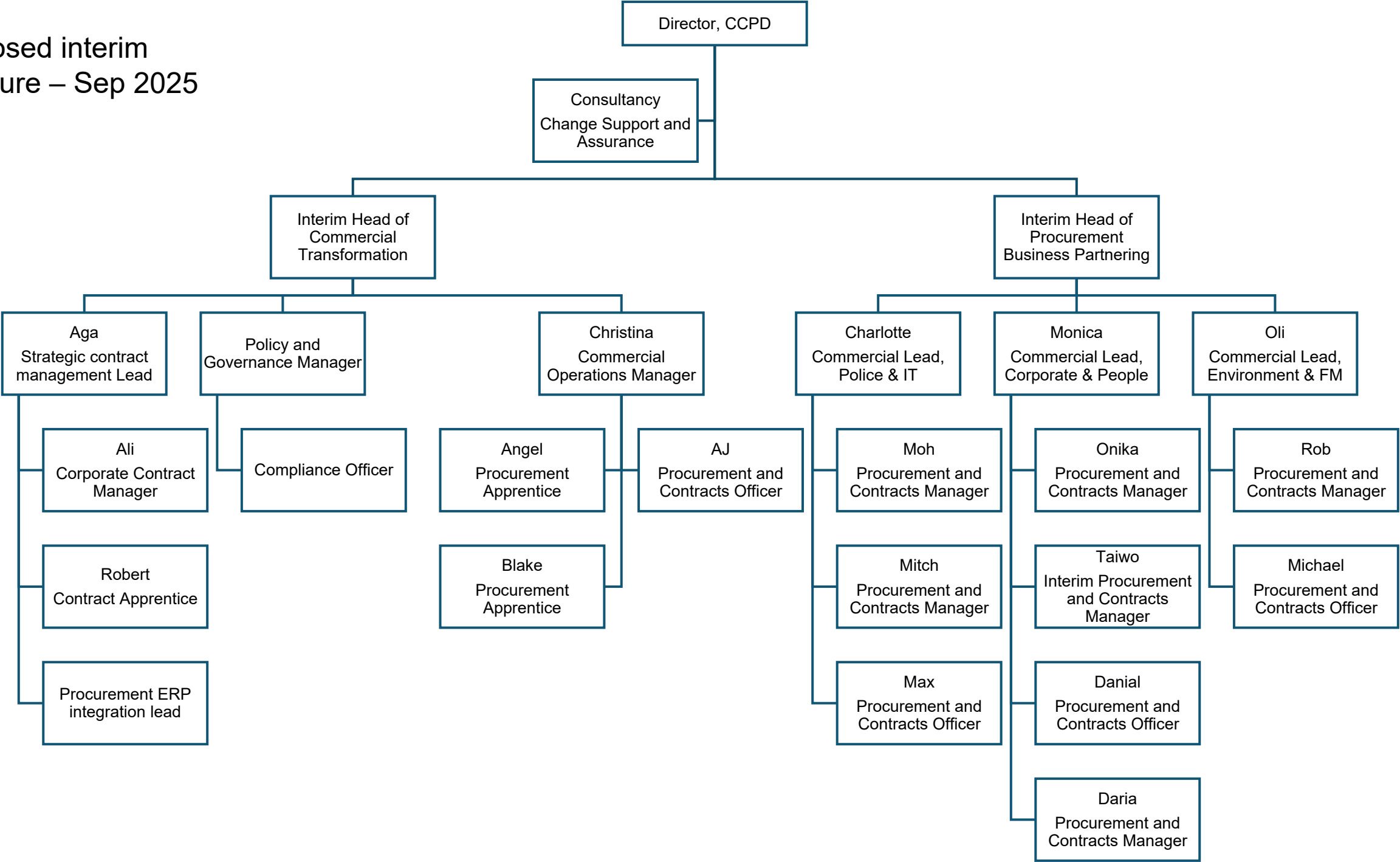
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Proposed interim structure – Sep 2025



Head of Commercial Transformation

Responsibilities

- Develop the commercial improvement and transformation programme
- Programme manage delivery of improvement/transformation
- Support development of a robust business case for the proposed new contract management model
- Develop new Procurement Policy that exploits freedoms within the Procurement Act 2023
- Develop options for future Commercial team structure
- Business Process Reengineering and mapping – automation of transactional procurement
- Develop the technology roadmap based on a principle of digital by design
- Manage interdependencies with ERP implementation
- Develop assurance framework to track spend behaviour and manage noncompliance

Person specification

- **Proven experience leading large-scale procurement transformation programmes**, including strategy development, process redesign, and technology implementation across complex organisations.
- **Strong commercial acumen and strategic thinking**, with the ability to align procurement transformation initiatives with broader business goals and deliver measurable value.
- **Expertise in change management and stakeholder engagement**, with a track record of successfully influencing senior leaders and cross-functional teams to adopt new ways of working.
- **Deep understanding of procurement best practices, digital tools, and emerging trends**, including e-sourcing, spend analytics, supplier collaboration platforms, and ESG considerations.
- **Exceptional leadership and team development skills**, with experience building high-performing procurement transformation teams and fostering a culture of innovation and continuous improvement.
- **Relevant professional qualifications or certifications** (e.g., MCIPS, Lean Six Sigma, PMP) and a strong academic background in business, supply chain, or a related field.
- **Cross sector experience desirable**

Head of Procurement Business Partnering

Responsibilities

- Line management of Commercial Leads
- Develop pipeline and category strategies
- Develop dashboard reporting for key stakeholders
- Develop ways of working to support business partnering including stakeholder engagement plan
- Review and reshape category boards
- Develop Commercial Service reporting framework
- Produce and deliver team capability development plan
- Lead market engagement and shaping activity and provide coaching to others
- Embed Responsible Procurement in systems, processes and ways of working

Person specification

- **Extensive experience in strategic sourcing and category management**, with a proven track record of delivering cost savings, value creation, driving social value and supplier innovation across multiple spend areas.
- **Strong stakeholder management and business partnering skills**, with the ability to build trusted relationships at all levels and influence decision-making in complex, matrixed environments.
- **Expert knowledge of supplier market dynamics, contract negotiation, and risk management**, including experience managing high-value and high-risk supplier relationships.
- **Demonstrated ability to lead cross-functional sourcing initiatives**, aligning procurement strategies with business needs and driving collaboration across departments.
- **Excellent analytical and commercial skills**, with the ability to interpret data, assess market trends, and develop sourcing strategies that support long-term business objectives.
- **Relevant professional qualifications or certifications** (e.g., MCIPS, MBA) and a strong academic background in procurement, supply chain, or a related discipline
- **Excellent knowledge of Public Procurement regulations**

Split of responsibilities – Policy and Governance

Commercial Policy and Governance Manager

- Develop the new COL procurement policy and governance framework ensuring alignment with legislation, organisational objectives, Responsible Procurement priorities and best value principles.
- Lead the stakeholder engagement and governance approval process for the new Procurement Policy framework
- Build procurement capability across the organisation, delivering training and guidance on policy, governance, and assurance processes.
- Design new assurance framework to proactively tackle instances of non-compliance and ensure clear lines of accountability
- Provide expert advice and assurance to senior leaders and departments on procurement governance, legal obligations, and policy interpretation.
- Monitor procurement performance and compliance, using data and audits to identify risks, inefficiencies, and improvement opportunities.
- Engage with internal and external stakeholders to promote accountability, innovation, and social value through procurement.

Policy and Compliance Officer

- Provide first stage advice in instances of non-compliance
- Manage the non-compliance register (waivers)
- Manage Commercial Service FOIs
- Maintain information on COLnet
- Undertake sample audits on low value spend and PARs
- Analyse spend data to identify areas for targeted intervention
- Draft and maintain templates and guidance materials

ERP and procurement systems

Responsibilities

- Support creation of new processes in relation to procurement activities in the new SAP ERP system
- Assess the existing processes in Oracle and work with stakeholders to ensure that the processes in SAP meet the appropriate standards
- Propose ways to automate processes in SAP S/4HANA environment, propose any integrations that would allow automation
- Review the proposed procurement processes and configuration in SAP S/4HANA ensuring compliance with appropriate procurement legislation
- UAT – performing all testing of the new processes and workflows in SAP S/4HANA test environment , ensure testing regime is observed extensively and report on any issues to the appropriate stakeholder
- Ensure effective build and manipulation of contract data both in Jaggaer & SAP Systems
- Support leadership to agree the reporting requirements for procurement
- Review any documents as requested by the systems integrator and wider Programme SAPphire team
- Wider support in relation to system automation and process redesign

Experience

- Demonstrable technical knowledge & experience of SAP S/4HANA system implementation, integration, configuration and process design
- Experience in designing, establishing & configuring efficient and automated procurement process flows within SAP S/4HANA
- Experience in UAT testing of the system ensuring there is a robust testing regimen for procurement processes
- Demonstrable experience in Jaggaer Sourcing & Contracts+ system, including administration, configuration and integrating Jaggaer with ERP systems and associated system architecture
- Experience in system integrations, especially, between Jaggaer and SAP 4HANA public cloud
- Solid understanding of procurement legislation in the context of public sector procurement , especially, Procurement Act 2023 and its reporting requirements
- Ideally experience in the Oracle ERP system to enable smooth transition to SAP
- Ability to influence senior stakeholders and manage relationships within the programme

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Committee(s): Streets and Walkways Sub Committee– For Decision Projects and Procurement Sub Committee– For Information Natural Environment Board – For Information	Dated: 16 September 2025 14 October 2025 23 October 2025
Subject: Cool Streets and Greening – programme update	Public report: For Information
This proposal: • delivers Corporate Plan 2024-29 outcomes • provides statutory duties • provides business enabling functions	Corporate Plan: - Leading sustainable environment - Flourishing public spaces - Vibrant thriving destination
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: Executive Director, Environment Department	Katie Stewart
Report authors: Melanie Charalambous and Ben Bishop, Environment Department	

Summary

This report provides an update on the delivery of the Cool Streets and Greening programme (CSG), which is structured around five phases. This programme is one of the ways that we are meeting the aim of the Climate Action Strategy (CAS) to ensure that our public spaces and infrastructure are resilient to the impacts of climate change and creating a greener and more pleasant City.

The five phases of the programme are as follows:

- Phase One - Pilot projects to test the suitability of climate resilience measures in the City environment.
- Phase Two - Developed projects to adapt existing schemes to include climate resilience measures.

- Phase Three - City greening and biodiversity including re-landscaping of new sites, re-planting of existing gardens and street tree planting.
- Phase Four - Sustainable drainage projects (SuDS).
- Phase Five - Green and Blue Links (extending green corridors and SuDS)

The programme also contains a number of related workstreams including monitoring, mapping of infrastructure, and guidance to support implementation of resilient measures. Since the programme inception in April 2021, the following progress has been made:

- 30 projects have been completed to date.
- Development of three catalogues to help provide designers with guidance on resilience for materials, planting and measures.

A further 22 projects are planned to be implemented over the next 2 years, varying in scale from replanting of existing gardens with more climate resilient plants to the complete re-landscaping of streets and spaces within the public realm. The programme has also been shortlisted for an award under the public space category of the New London Architecture Awards.

Recommendations

Members are asked to:

- Note the content of this programme update.
- Note the extension of the Cool Streets and Greening programme timeframes by 12 months to March 2027. As agreed by the CAS Square Mile Programme Board.
- Note the additional projects being proposed to be delivered in Phase Five through the relevant gateway approval processes, detailed in Appendix 3.

Members of the Streets and Walkways Sub-Committee are asked to:

- i. Note that completed project underspends will be reallocated to other projects within the Cool Streets and Greening programme.
- ii. Agree that an additional £110K is allocated to the Fann Street project, and £70K is allocated to the St Peter Westcheap project, funded from the programme underspend, outlined in Appendix 1.
- iii. Agree a budget of £100k to be released to develop the designs for Phase Five projects to reach the next gateway, funded from the programme underspend, as set out in Table 2.

Main report

Background

1. The Climate Action Strategy (CAS) was adopted by the Court of Common Council on 8th October 2020 with a key ambition to increase resilience in our public spaces and infrastructure. The Cool Streets and Greening programme which seeks to delivery this increased resilience was initially approved by committees in April 2021 with a total budget of £6.8 million funded through On Street Parking Reserve.
2. Officers developed the projects within the programme in close collaboration through the CAS Square Mile Programme Board and extensive stakeholder engagement.
3. The primary focus of the programme is the piloting of different climate resilient interventions within the public realm. With the intention that the lessons learnt from this process will be used in future programmes and business as usual approaches.
4. Initially the programme was divided into four phases (1:Pilot, 2:Developed, 3:Greening and Biodiversity, and 4:Sustainable Drainage).
5. The Cool Streets and Greening programme was originally intended to be a four-year programme (March 2021-March 2025), this was extended by 12 months in 2024 to March 2026.
6. As part of wider agreements of the CAS Square Mile Programme Board it has been agreed to extend the timeframe by 12 months up to March 2027. This is to enable: a fifth delivery phase, extend data collection, delivery of the full construction programme, and to embed lessons learnt.

Current Position

Progress to date on Phases 1-4

7. To date 30 projects have been completed, as well as four tranches of street tree planting and ongoing monitoring across the Square Mile.
8. These projects have been delivered efficiently, and several have had cost savings. Some of the complex and multi-stakeholder projects have been subject to delay, however, these have been managed and provide valuable lessons to the remaining programme.
9. The delivery of the programme is divided into phases with details set out below, (including the new fifth phase):

Phase One (Pilot projects) – to ensure momentum and to get results on the ground as soon as possible, initial pilot projects were developed and schemes already underway were amended to incorporate climate resilience measures.

Phase Two (Developed projects) – The second phase integrated resilience measures into existing schemes at an earlier stage of development. This was to ensure value for money by jointly funding projects.

Phase Three (City greening and biodiversity) – The third phase included sites where climate resilience measures would be most beneficial and to test strategic measures including creating green corridors. This phase includes re-landscaping, climate resilient planting schemes and City-wide tree planting.

Phase Four (Sustainable drainage) – The fourth phase identified sites specifically for incorporation of sustainable drainage systems (SuDS), where rainwater from the immediate catchment could be redirected into newly created raingardens reducing and slowing the flow into the sewer system, whilst providing more greenery in the public realm.

Phase Five (Green & blue links) – The fifth phase includes sites specifically identified to extend the programme impact, by match funding wider projects to ensure maximum benefit for the programme. It focuses on delivering more 'green-links' to extend green corridors and more 'blue-links' continuing the roll out of SuDS as a surface water management approach.

10. 'Replanting for Resilience' (part of Phase 3) projects cover 14 City Gardens. These projects are progressing well and so far works have been completed under budget. A total of £400,000 was allocated to this project. With 10 sites completed, there are four remaining including larger sites such as St Dunstan's in the East and Grants Quay. It is proposed that additional sites are replanted to maximise the benefits of the project and these extra sites will be set out in the next programme update report in 2026.
11. The tree planting project (part of Phase 3) aims to investigate and deliver street trees throughout the Square Mile. This has been completed in tranches over the span of the programme. To date a total of four tranches have been delivered including 64 trees. The remaining budget, is to be utilised to deliver further trees and support the delivery of tree planting at King William Street this coming planting season.
12. Appendix 2 provides a detailed update on all the current projects in the programme.

Lessons learnt from completed Phase 1- 4 projects 2022 – 2025

13. As part of the on-going assessment of the projects implemented through CSG, projects have been monitored and evaluated to build an evidence-based approach. To date 19 projects have been reviewed to assess the positive outcomes, wider benefits, identify improvements and the lessons to take away. This work will continue to be developed to provide a full report on the lessons learnt for the conclusion of the programme.

Positive outcomes:

- Innovative approaches to drought resistant planting design have proven successful, such as the use of alternative mulches in sunnier locations including crushed brick, sand and gravel.
- Successful trialling of new plant species within projects that are providing a range of benefits to biodiversity and climate resilience.
- Stakeholder engagement and partnerships have supported the delivery of complex schemes.
- Officers have developed designs for raingardens that best suit the unique City environment and this ensures that designs are consistent and efficient.
- The programme has also been shortlisted for an award under the public space category of the New London Architecture Awards.

Update on other programme elements:

14. The Cool Streets and Greening programme included from the onset a number of supplementary workstreams to enable the main aims of the programme and also provide strategic direction and policy guidance. This included the following:
- **Natural Flood Management (NFM) pilot** – Whilst there will be limited opportunities from NFM in the Square Mile, a pilot has been developed for use in the Natural Environments to support the Carbon Removals programme.
 - **Climate Resilient Measures Catalogue Version 2** – The first version of the catalogue was developed at the beginning of the programme, and it incorporates the interventions being piloted. An updated version was completed in March 2025.
 - **Climate Resilient Planting Catalogue Version 2** – The first version of the catalogue was published in Spring 2024. It incorporates industry best practice and includes plants used in already completed replanting schemes. It will be updated before the end of the programme. An updated version was completed in March 2025.

Financial implications

15. The programme is funded from the On-Street Parking Reserve (£6.8m). A further £1m has been approved by the Square Mile Programme Board to come from existing CAS funds.
16. Several projects within the programme combine funding from other sources including S106s, S278s and external contributions delivering wider benefits and meeting multiple objectives. The primary reason for this is that CSG projects are often coordinated with other projects and in these cases the funds can be used to enhance and deliver better outcomes for climate resilience.

17. A number of completed projects have underspends. This is primarily as a result of these projects having progressed smoothly, without encountering issues on site and therefore not requiring use of costed risk provisions. It is proposed that these unspent funds are reallocated across the programme to deliver additional projects and greening opportunities (as well as associated maintenance costs).
18. Underspent projects include, Bevis Marks SuDs, completed in April 2023, Little Trinity Lane completed in April 2025 and Finsbury Circus Western Arm completed in April 2025; From the underspends identified at this stage, a total of £180k is proposed to be reallocated to provide additional funding to two projects from the programme: Fann Street, St Peter Westcheap as set out in table 1. This reallocation will cover additional greening elements as well as maintenance costs.

Table 1 – Budget adjustments and increases for existing projects

Project	Estimated project costs from latest Gateway reports	Additional CSG budget to be allocated from identified programme underspend
Fann Street	£150,000 – 230,000	£110,000
St Peter Westcheap	£180,000 – 350,000	£70,000
Total		£180,000

19. A further £100k is proposed to be allocated to cover the resources required for Phase Five projects to reach the next gateway as outlined in table 2 in the next section of this report.
20. It is proposed that future project underspends also be used to deliver additional projects and greening elements as well as maintenance costs for other remaining projects, including Temple Avenue. Details of this will be set out in future reports.

Commuted sums

21. Originally £6.8m of capital funding was approved to deliver four phases along with some investment in monitoring infrastructure. The budget for CSG must be committed by March 2027.
22. Whilst many projects have existing match funding which has secured maintenance commitments beyond implementation there are some which do not. For these, an agreement has now been reached with the Square Mile programme board to re-allocate £700k of the budget to be held as commuted sums once the programme is completed. The process of handling will be outlined in a handling note to be approved before the end of the programme.
23. A further programme report in mid 2026 will provide an update on spend to date and remaining works.

Phase Five: Blue-Green links

24. The Climate Action Strategy (CAS) has allocated a further £1m to the Cool Streets and Greening programme, extending it to March 2027, and allowing the introduction of 'Phase five'. This additional budget does not come from OSPR and has been secured through wider CAS funds.
25. Phase Five will be delivered towards the end of the programme. The overarching aim is to embed the lessons of earlier phases and expand on its successes. All projects will aim to align with funding opportunities through development and other works. This includes:
- Creechurch Place - Green-link
 - America Square - Green-link
 - Coleman Street - Blue-link
 - St Dunstan's Hill - Blue-link
 - Gough Square - Blue-link
- Details of these projects and their funding strategies are listed in Appendix 3.
26. Green links are projects that work towards expanding the Square Mile's green coverage, their primary aims are to: Introduce greening, provide biodiverse and climate resilient landscapes, and expand canopy cover; providing stepping-stones between our open spaces and green corridors.
27. Blue links are projects which focus on SuDS, to improve the management of surface water and reduce overall flood risk, through capturing, attenuating, infiltrating and utilising surface water. These aim to better link up the emerging network of rain gardens, soakaways and other SuDS features, providing a network of blue links.
28. Projects will seek to achieve the following:
- Continue to increase greening to create green corridors and links
 - Introduce more SuDS into the public realm
 - Increase biodiversity through biodiverse planting
 - Increase resilience through climate adaptive planting
 - Introduce greening in parts of the City not previously addressed by other phases of the programme
29. It is recommended that the projects listed in Appendix 3 are approved to be initiated and taken forward to the next gateway, resources required are outlined below in table 2.

Table 2: Phase 5: Resources Required to reach the next Gateway (funded from programme underspend)	
Description	Cost (£)
Env Servs Staff Costs	25,000
Open Spaces Staff Costs	15,000
P&T Staff Costs	40,000
P&T Fees	20,000
Total	100,000

Programme development and management

30. From its initiation the programme has been developed with involvement from the CAS Square Mile Programme Board, and has directly involved a cross-departmental officer delivery group including Environmental Resilience, Transport and Public Realm Projects, City Gardens and Cleansing, and Highways.
31. The CAS Square Mile Programme Board has agreed to the extension of the programme to March 2027. This has been done to enable a longer period for data collection and time to gather best practice. The extension will also enable the full delivery of the projects in the programme, and scope in new projects to scale up delivery. To enable this an additional £1 million of funding from the CAS programme has been reallocated to the Cool Streets and Greening programme.
32. The primary aim of the programme has been to trial different climate resilience measures to ascertain which could be most appropriate in the context of the Square Mile and to build capacity within the organisation to deliver these measure. At the end of the programme a number of design approaches will have been developed to enable lessons learnt to be incorporated as business as usual.

Corporate & Strategic implications

33. The Cool Streets and Greening programme contributes to three outcomes identified in the Corporate Plan 2024 -29 (leading sustainable environments, flourishing public spaces, and vibrant thriving destination). The programme includes actions to create a climate resilient City by reducing the risk of overheating and flooding, ensuring our open spaces enrich people's lives, and making the City's streets more accessible.

Legal implications

34. There are no new legal implications arising from this update.

Climate implications

35. The Cool Streets and Greening programme is one of the ways that the City Corporation is meeting the aim of the Climate Action Strategy to ensure that our buildings, public spaces and infrastructure are resilient to the impacts of climate change.

Risk implications

36. No new risks have been identified.

Conclusion

37. The Cool Streets and Greening programme is a key deliverable of the Climate Action Strategy and includes 52 schemes and workstreams to help prepare the Square Mile to become resilient to the impacts of climate change. To date, numerous projects have been completed or are underway that make the Square Mile a greener, more pleasant and more resilient place for the benefit of residents, workers and visitors.

Appendices

Appendix 1: Finance Tables

Appendix 2: Project update table

Appendix 3: Phase Five projects table

Appendix 4: Selected photos and visuals – progress report

Background Papers

Gateway 6: Little Trinity Lane

Gateway 6: Finsbury Circus Western Arm

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Appendix 1: Finance Tables

See separate document

Appendix 2: Summary of project progress Phase 1 - 4

Phase	Project and brief description	Update
One (Pilot)	Climate resilient planting (Pedestrian Priority): Planting at several parklets – City-wide	Completed Apr 2021.
	Riverside Planters: An innovative 'dry garden' was planted requiring less watering	Completed Apr 2022.
	Vine Street: 5 street trees were selected for their resilience to trial their suitability for the City	Completed Apr 2022.
	Bevis Marks/Dukes Place: rain gardens and permeable paving with a climate resilient planting palette.	Completed May 2023.
	Jubilee Gardens: As part of the relandscaping of this City Garden, increased greenery and a more diverse and resilient planting palette is being introduced.	Completed Feb 2025
	Greening Cheapside: Sustainable drainage and resilient planting has been introduced to this public space	Complete Jul 2024
Two (Developed)	Bank: As part of the wider junction works, trees, rain gardens and planters are being added to several arms of the junction	Complete Dec 2024
	Little Trinity Lane: A re-landscaping scheme to introduce more greenery and a number of sustainable drainage measures.	Complete Apr 2025
	Moor Lane: various elements are to be introduced including trees and raingardens	Design in progress.
	Finsbury Circus Garden: a major relandscaping project that includes resilient planting and sustainable drainage	Complete Apr 2025
	Barbican Podium: shallow planting beds with a climate resilient palette.	Monitoring commenced August 2022
	Crescent: landscaping, tree planting and rain gardens as part of the creation of a new public space	Removed from programme
	Temple Avenue: Trees and planters to be introduced as part of the	GW3 approved Jul 2025

	enhancement of the southern end of the street.	
Three Re-landscaping	London Wall/ Moorgate: replacement of the lawn area that is in poor condition with a more climate resilient design along with additional tree planting and route through	Completed May 2025
	Finsbury Circus Western Arm: Landscaping of the street to create a new public space.	Completed Apr 2025
	Fann Street: extension of tree planting and introduction of new beds and climate resilience measures	Design in progress, works due to commence 2025 subject to approval of Gateway 5 report.
	St Peter Westcheap: relandscaping and measures to protect the existing tree	Design in progress, works due to commence early 2026 subject to approval of Church faculty and Gateway 5 report.
Three (Tree planting)	Season 2022-23	Completed, 59 trial pits, 27 trees planted.
	Season 2023-24	Completed, 37 trial pits, 12 trees planted.
	Season 2024-25	Completed, 39 trial pits, 21 trees planted
	Season 2025-26	91 sites identified to date, 6 successful radar surveys – will include King William Street tree planting (11 trees).
Three (Replanting)	John Carpenter Street	Completed Feb 2024.
	St Mary Aldermanbury	Completed Sep 2023.
	All Hallows on the Wall	Completed Oct 2023.
	Whittington Gardens	Completed Dec 2023.
	St Dunstan's on the Hill	Completed Dec 2023.
	Queen Street Place	Completed Dec 2023.
	Angel Lane	Completed Dec 2023.
	St Olave Silver Street	Completed Apr 2025.

	St Dunstan's in the East Churchyard	Site survey complete, design yet to commence
	Grants Quay	Design yet to commence
	Old Waterman's Walk	Design yet to commence
	St Anne and St Agnes Churchyard	Completed Mar 2025
	St Mary Staining	Completed Mar 2025.
	St Botolph's without Bishopsgate	Design yet to commence
Four (Sustainable drainage)	Ludgate Broadway: raingarden, trees, seating and widened pavement alongside accessibility improvements	Design in progress, works due to commence early 2026 subject to approval of Gateway 5 report.
	Bread Street (South): raingarden and seating	Design in progress, works due to commence late 2025
	Knightrider Court: raingarden, widened pavement and seating. Relocation of disabled parking bays	Design in progress, works due to commence late 2025
	St Andrew Hill: raingarden, trees, and widened pavement	Design in progress, works due to commence late 2025
	Lloyds Avenue: raingardens, trees, and seating	Design in progress, works due to commence early 2026 subject to approval of Gateway 5 report.
	St Andrew Undershaft Churchyard: Re-landscaping and sustainable drainage including capturing rainwater from church roof	Works commenced July 2025. Completion due November 2025

Appendix 3: Proposed Phase Five projects

Project	Description	Next steps and timeframe	Match funding & source (£)	CSG contribution (£)	Total est. cost (£)
Creechurch Place <i>Green-link</i>	Introduction of greening in the plaza outside of 1 Creechurch Place.	Gateway: 1/2 Autumn 2025 Sep 2025 – Mar 27	Est. 500,000 External contribution	50,000	500,000 – 550,000
America Square <i>Green-link</i>	Closure of carriageway to create new area of public realm with extensive greening, to be progressed once Fenchurch Healthy Streets plan approved..	Gateway: 1/2 December 2025 Sep 2025 – Mar 27	300,000 – 400,000 Source: S106, S278 and external contributions.	400,000	700,000 – 800,000
Coleman Street <i>Blue-link</i>	Introduction of SuDS and redesign of the public realm, through introducing permeable paving to support and enhance existing trees.	Gateway 1/2 Late 2025 Sep 2025 – Dec 26	S106 and external contributions TBC.	40,000	40,000
St Dunstan's Hill <i>Blue-link</i>	Relandscaping project to deliver SuDS tree pits through reallocation of carriageway and creation of new public realm, to be progressed once	Gateway 1/2 Jan 2026	S106 and external contributions.	150,000	150,000

	Fenchurch Healthy Streets plan approved.	Jan 2026 – Mar 27			
Gough Square <i>Blue-link</i>	Introduction of SuDs, new planting, and adjustments to extend the existing footway, if feasible, and the enhancement of the public realm.	Gateway 3/4 late 2025 Sep 2025 – Mar 27	S106 and external contributions.	£160,000	£160,000
Costs to get to next gateway			-	100,000	100,000
Maintenance			-	100,000	100,000
Total			£800,000 – 900,000	1,000,000	1,750,000 – 1,900,000

Appendix 1 Finance Tables

Table 1 - Programme Update

CAS: Cool Streets and Greening		Approved	Earmarked	Total
Phase	Activity	£	£	£
Development	Framework development	50,000	-	50,000
	Resilience measures catalogue	10,000	-	10,000
	Smart sensors and monitoring	85,000	-	85,000
	Data collection and analysis	20,000	-	20,000
	Opportunity mapping and data gaps	75,000	-	75,000
	Site identification and prioritisation	30,000	-	30,000
	Staff costs (public realm/highways/OS)	50,000	-	50,000
Development Total		320,000	-	320,000
Phase 1 Pilot projects to test suitability of climate resilience measures	Bevis Marks	270,000	-	270,000
	Jubilee Gardens	165,000	-	165,000
	Greening Cheapside	180,000	-	180,000
	Riverside Planters	55,000	-	55,000
Phase 1 Total		670,000	-	670,000
Phase 2 Developed projects to adapt existing schemes to include climate resilience measures.	Evaluation and Design	120,000	-	120,000
	Little Trinity Lane	-	505,000	505,000
	Temple Avenue	-	350,000	350,000
	Bank	165,000	-	165,000
	Moor Lane	110,000	-	110,000
	Finsbury Circus	177,000	-	177,000
	Barbican Podium	10,000	-	10,000
Phase 2 Total		582,000	855,000	1,437,000
Phase 3 City Greening and Biodiversity	Evaluation and Design	175,000	-	175,000
	Treeplanting	823,975	-	823,975
	Replanting	400,000	-	400,000
	London Wall/ Moorgate	442,655	345	443,000
	Finsbury Circus Western Arm	438,178	-	438,178
	Fann Street	31,000	119,000	150,000
	St Peter Westcheap	45,000	135,000	180,000
Phase 3 Total		2,355,808	254,345	2,610,153
Phase 4 Sustainable Drainage	Design to G4	185,000	-	185,000
	Evaluation and Design	175,000	-	175,000
	Ludgate Broadway	-	250,000	250,000
	St Andrew Undershaft Churchyard	-	250,000	250,000
	St Andrew Hill	200,000	-	200,000
	Bread Street (South)	120,000	-	120,000
	Knightrider Court	229,500	-	229,500
	Lloyds Avenue	-	353,347	353,347
Phase 4 Total		909,500	853,347	1,762,847
Phase 5	Development	-	100,000	100,000
	Creechurch Place	-	50,000	50,000
	America Square	-	400,000	400,000
	Coleman Street	-	40,000	40,000
	St Dunstan's Hill	-	150,000	150,000
	Gough Square	-	160,000	160,000
	Maintenance	-	100,000	100,000
Phase 5 Total		-	1,000,000	1,000,000
Grand Total		4,837,308	2,962,692	7,800,000

Table 2 - Completed Projects

CAS: Cool Streets and Greening Underspent Projects		Approved *	Spend *	Balance
Project	Description	£	£	£
Finsbury Circus Western Arm	(Crossrail Moorgate Urban Integration)	934,746	785,923	148,823
Little Trinity Lane	(Mansion House Station Public Realm Improvements)	840,000	756,065	83,935
Bevis Marks	(City Cluster Bevis Marks - SUDS)	387,000	312,614	74,386
Total		2,161,746	1,854,602	307,144

*includes maintenance

Table 3 - Budget Increases

CAS: Cool Streets and Greening Revised Budgets to the Next Gateway		Current Approval	Adjustments	Revised Budget
Project	Comments	£	£	£
Phase 5 - Evaluation and Design	Approved under this report	-	100,000	100,000
Fann Street - 16100524		31,000	110,000	141,000
St Peter Westcheap - 16100525	Separate Gateway 5 reports to be submitted	45,000	70,000	115,000
Total		76,000	280,000	356,000

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Appendix 3: Proposed Phase Five projects

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St Dunstan's Hill <i>Blue-link</i>	Relandscaping project to deliver SuDS tree pits through reallocation of carriageway and creation of new public realm, to be progressed once Fenchurch Healthy Streets plan approved.	Gateway 1/2 Jan 2026 Jan 2026 – Mar 27	S106 and external contributions.	150,000	150,000
Gough Square <i>Blue-link</i>	Introduction of SuDS, new planting, and adjustments to extend the existing footway, if	Gateway 3/4 late 2025	S106 and external contributions.	£160,000	£160,000

	feasible, and the enhancement of the public realm.	Sep 2025 – Mar 27			
Costs to get to next gateway			-	100,000	100,000
Maintenance			-	100,000	100,000
Total			£800,000 – 900,000	1,000,000	1,750,000 – 1,900,000

Cool Streets and Greening

Progress Report



Executive Summary:

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. The Cool Streets and Greening (CSG) Programme is a flagship initiative of the City of London Corporation, approved in April 2021 to deliver on the ambitions of the Climate Action Strategy (CAS).

With a total investment of £7.8 million, the programme is transforming the Square Mile’s streets and public spaces to address the growing risks of climate change, such as overheating, flooding, and biodiversity loss; while enhancing the quality and resilience of the urban environment.

The programme is delivering **50 projects** across five phases. To date completed projects have led to the enhancement of **17,110m² of public space**, equivalent to **66 tennis courts**, and the assessment of over **450 locations for tree planting**.

- £7.8 million invested across five phases
- A total of 50 projects
- 17,110m² of public space enhanced to date – equivalent to 66 tennis courts

These interventions include drought-tolerant planting, climate-resilient trees, rain gardens, and permeable paving, all contributing to cooler, greener, and more accessible public spaces.

The programme is underpinned by an interdisciplinary, collaborative, cross-departmental approach and supported by leading experts from a range of fields. The programme not only mitigates climate risks but embeds long-term resilience, sustainability, and inclusivity into the fabric of the Square Mile, ensuring it remains a thriving place for generations to come.



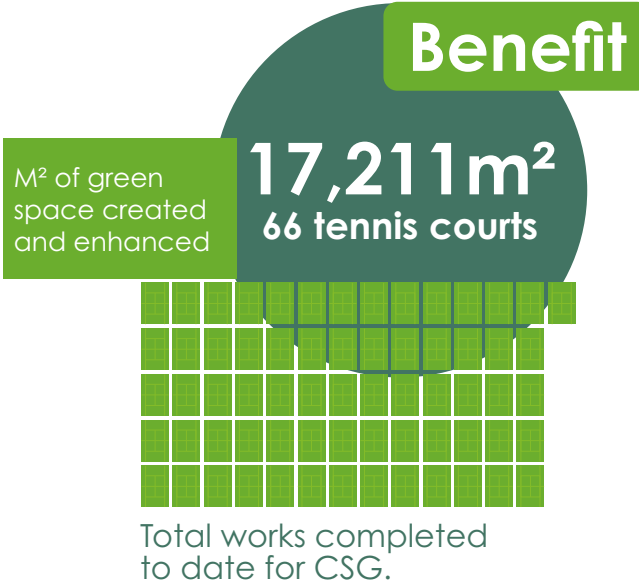
Key Statistics:

The CSG programme supports the City Corporation’s ambition for **inclusive and sustainable growth**. In 2024 alone, **120 individuals** participated in related activities, contributing a total of **1,320 hours** through **biodiversity surveys, educational sessions, and guided walks**.

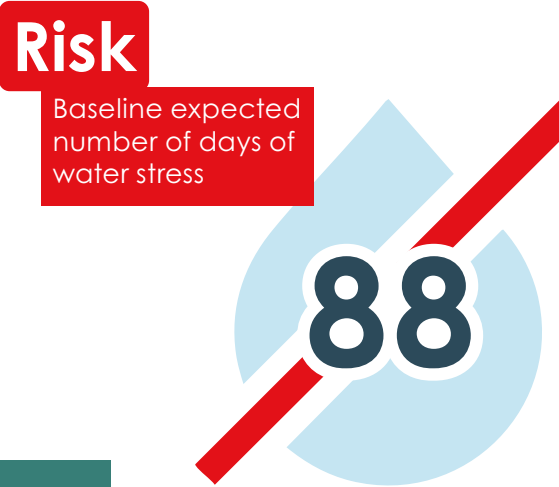
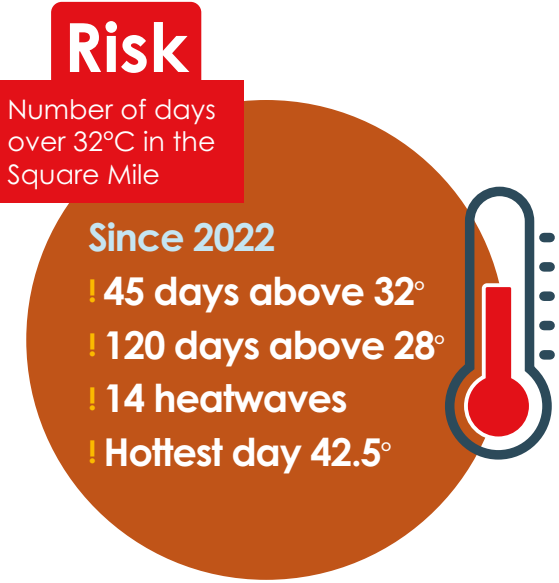


These efforts are helping to embed climate resilience into the City Corporation’s operations and foster a sense of community ownership.

To monitor the effectiveness of interventions, the City is using an **integrated climate sensor network**. This data is being used to model environmental impacts and inform future planning, ensuring that the programme remains adaptive and evidence-led.



- Integrated climate sensor network deployed
- 120 individuals engaged in 2024





Cool Street and Greening Projects Map: Selection of 20 of the 50 projects from the programme helping to create greener and more resilient Square Mile.

KEY:

- Area-wide Tree Planting
- 1. New Change Garden
- 2. St Mary Aldermanbury
- 3. Little Trinity Lane
- 4. Bevis Marks SuDS
- 5. Jubilee Gardens
- 6. Riverside beds
- 7. Fann Street
- 8. Knightrider Court
- 9. St Andrews Undershaff
- 10. Finsbury Circus and Western Arm
- 11. Temple Avenue
- 12. St Andrew's Hill
- 13. Bread Street
- 14. Ludgate Broadway
- 15. Bank
- 16. Moorgate London Wall
- 17. Vine Street
- 18. St Peter Westcheap
- 19. St Dunstan's in the East
- 20. Whittington Gardens

Overview:

Cool Streets and Greening aims to transform the Square Mile's streets and public spaces, making them resilient and attractive, and ensuring the future wellbeing of the City community.

Climate projections for the City of London indicate a future of hotter, drier summers, warmer, wetter winters, and more frequent extreme weather events, and sea level rise.

These changes present six key climate resilience risks. The programme is actively addressing these risks by implementing

measures that increase shading and cooling, support urban biodiversity, introduce drought-tolerant planting, and create flood-resilient infrastructure.

£7.8m is being invested into five phases of the programme, comprising a total of 50 projects. Each phase targets climate change impacts to reduce urban heat,

alleviating flood risk, and increase biodiversity; providing more resilient, greener and pleasant public spaces.

Acceleration of tree planting has grown the urban forest canopy for future generations and extensive mapping has enabled the prioritisation of opportunities to create cooler and greener pedestrian routes.

The aim is to connect the cooler routes to others beyond the borough boundary. Linking into wider frameworks such as the Local Nature Recovery Strategy and All London Green Grid.

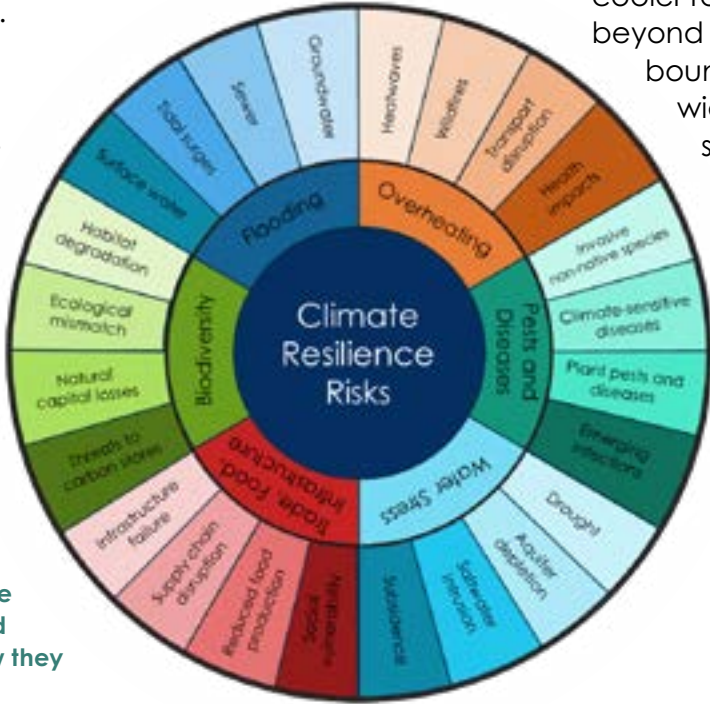


Figure 1: The climate resilience risks wheel shows the six different risks that could impact the City Corporation and Square Mile and how they could occur.



Tree Planting-Houndsditch: Acceleration of tree planting was made possible through the Cubic Mile project, working in partnership with the British Geological Survey (BGS) enabled us to take a subsurface approach to planning new street trees, navigating below-ground constraints.



New Change Garden: Working together with Cheapside Business Alliance, Hoare Bank and Landsec, New Change was designed with circularity and resilience in mind, re-purposing felled plane trees and river wall granite into benches; enhancing the existing trees retaining shade and using permeable paving for surface water management.

Design: Scott Whitby Studio



Progress to date:

Projects to date include greening and re-landscaping streets and public spaces, trialling “xeriscape” drought-resistant planting, introducing new species of climate and disease-resistant trees and plants, and the addition of rain gardens and permeable paving. These measures provide greener, shaded walking routes and an enhanced public realm, as well as adding seasonal interest and improving biodiversity.

To date, the programme has prioritised and investigated over 450 locations for tree planting and led to the enhancement and creation of 17,110m² of public space across the Square Mile, the equivalent of 66 tennis courts.

The projects have incorporated trials and pilots in order to test the best approach for greening and cooling the City. The aim is to use the outcomes and learning to transition to business as usual, ensuring best practice for future public space projects, including updated policy, design guides and toolkits.

A collaborative project team comprising of officers from the Transport & Public Realm, Highways, City Gardens, and Environmental Resilience ensures a joined-up approach to project delivery. These partnerships allow projects to access additional funding opportunities, provide multiple benefits, and enable shared learning from innovations.



Wider benefits include more opportunities for active travel and improving accessibility in the public realm.

Each project is designed to take account of site context and constraints, including movement, sunlight, depth, utilities and townscape. The project team have appointed innovative architecture, urban design and landscape experts to design the spaces. These include Studio Weave architects, Tom Massey, Scott Whitby Studio, Growth Industry, Project Centre and LDA. This ensures the highest quality outcomes for the public spaces.



Jubilee Gardens: A hidden oasis in the heart of the City. Planting uses a reclaimed crushed brick mulch to improve moisture retention.



St Mary Aldermanbury: Replanting for Resilience! St Mary Aldermanbury offers a range of nectar rich planting for pollinators, enhancing biodiversity and ecological resilience. The project was implemented in partnership with Westminster College in Missouri which is now home to the sites original church.

Completed projects



Finsbury Circus Gardens: Cool Streets and Greening provided match funding to enhance the resilience of the Finsbury Circus project, the City's largest public park and garden.

Design Studio Weave



Little Trinity Lane: Flood resilience at Little Trinity Lane, which captures surface water running down Garlick Hill storing it in the beds to irrigate plants.

Design: Growth Industry



Bevis Marks SuDS: Future proofing our streets to flooding. Rain gardens in the east of the City capture and store surface water, interconnected with permeable paving and featuring ZINCO, a medium used for its lightweight and hydraulic efficiencies.

Design City of London Corporation



Jubilee Gardens: Offering respite from heatwaves and access to nature, Jubilee Gardens has been completely re-landscaped to maximise trees and plants for biodiversity.

Design: Studio Weave and Tom Massey



Riverside beds: An innovative approach to planting design the riverside beds were re-designed with future climate in mind. Utilising 'xeriscape' principles drought tolerant species were planted into a range of soils and mulches including sand and crushed brick. The project was delivered in partnership with local schools, who also assist with ongoing monitoring.

Design City of London Corporation



Bank Junction Junction: Rain gardens designed to capture surface water from the footway and the carriageway installed along Queen Victoria Street.

Design: City of London Corporation



Finsbury Circus Western Arm: A new series of beds created on what was previously a road creating a green link into Finsbury Circus Garden and a new area of public realm.

Design: Studio Weave and Tom Massey



London Wall Moorgate: A redesign of existing public space which enhances biodiversity, creating a new and inviting public realm outside of Moorgate station.

Design: LDA



New Change Garden: A redesign of the landscape surrounding mature beech trees in the shadow of St Pauls along the City's retail district, the garden uses permeable paving to manage surface water promoting sustainability and resilience.

Design: Scott Whitby Studio

Future projects



Fann Street: Bringing nature closer to people is at the core of the Fann Street project, which has engaged the local community to co-design the scheme and leverage support for its implementation, with the aim of creating steppingstones to enhance biodiversity and connectivity.

Design: Scott Whitby Studio



Knightrider Court: Innovating SuDS in the City using Hydorock systems to help store more surface water, whilst offering new public realm with access to cafés in the shadow of St Paul's.

Design: City of London Corporation



St Andrew Undershaft Churchyard: Integrating future-proof design with historic architecture, St Andrews Undershaft churchyard captures rainwater from the church's roof to store it in new planting beds. The scheme features permeable paving, more greenery, increased seating and offers a revitalised space for public enjoyment and biodiversity.

Design: Growth Industry

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