



## Streets and Walkways Sub (Planning and Transportation) Committee

**Date:** TUESDAY, 24 FEBRUARY 2026

**Time:** 1.45 pm

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

**Members:**

Deputy John Edwards (Chair)	Shravan Joshi MBE
Deputy Timothy Butcher (Ex-Officio, Finance Committee)	Charles Edward Lord, OBE JP (Ex-Officio, Natural Environment Board)
Jacqui Webster (Deputy Chair)	Deputy Deborah Oliver (Ex-Officio, Police Authority Board)
Deputy Marianne Fredericks	Hugh Selka
Alderman Alison Gowman CBE	Deputy Tom Sleight
Mercy Haggerty (Ex-Officio, Port Health and Environmental Services Cttee)	Matthew Waters

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**Ian Thomas CBE**  
**Town Clerk and Chief Executive**

# **AGENDA**

## **Part 1 - Public Agenda**

1. **APOLOGIES FOR ABSENCE**

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

3. **MINUTES**

To agree the public minutes and summary of the meeting held on 9 December 2025.

**For Decision**  
(Pages 7 - 16)

4. **65 GRESHAM STREET, S278 (GATEWAY 2B)**

Report of the Executive Director, Environment.

**For Decision**  
(Pages 17 - 50)

5. **FLEET STREET AREA HEALTHY STREETS PROGRAMME - UPDATE**

Report of the Executive Director, Environment.

**For Decision**  
(Pages 51 - 72)

6. **6-11 CRESCENT - S278 AGREEMENT FOR HIGHWAYS REINSTATEMENT**

Report of the Executive Director, Environment.

**For Decision**  
(Pages 73 - 76)

7. **10-16 BEVIS MARKS - S278 AGREEMENT FOR HIGHWAY REINSTATEMENT**

Report of the Executive Director, Environment.

**For Decision**  
(Pages 77 - 80)

8. **PROJECT AND PROGRAMME REPORTING FOLLOWING THE PORTFOLIO MANAGEMENT FRAMEWORK ADOPTION**

Report of the Executive Director, Environment.

**For Decision**

9. **SPECIAL EVENTS ON THE HIGHWAY**

Report of the Executive Director, Environment.

**For Decision**  
(Pages 97 - 108)

10. **\*SHARED USE SPACE STUDY**

Report of the Executive Director, Environment.

**For Information**

11. **\*OUTSTANDING REFERENCES**

Report of the Town Clerk.

**For Information**

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

13. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

14. **EXCLUSION OF THE PUBLIC**

**MOTION** – That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business 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 as follows:-

**For Decision**

**Part 2 - Non-public Agenda**

15. **NON-PUBLIC MINUTES**

To agree the non-public Minutes of the meeting held on 9 December 2025.

**For Decision**  
(Pages 109 - 110)

16. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**



17. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE SUB COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

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## **STREETS AND WALKWAYS SUB (PLANNING AND TRANSPORTATION) COMMITTEE**

**Tuesday, 9 December 2025**

Minutes of the meeting of the Streets and Walkways Sub (Planning and Transportation) Committee held at Committee Room 2 - 2nd Floor West Wing, Guildhall on Tuesday, 9 December 2025 at 1.45 pm

### **Present**

#### **Members:**

Deputy John Edwards (Chair)  
Jacqui Webster (Deputy Chair)  
Deputy Marianne Fredericks  
Alderman Alison Gowman CBE  
Shravan Joshi MBE  
Deputy Deborah Oliver  
Matthew Waters  
Deputy Timothy Butcher (Ex-Officio Member)  
Charles Edward Lord, OBE JP (Ex-Officio Member)

#### **Officers:**

Ben Bishop	- Environment Department
Maria Charalambous	- Environment Department
Maria Curro	- Environment Department
John Grimes	- Environment Department
Ian Hughes	- Environment Department
Bruce McVean	- Environment Department
Stephen Oliver	- Environment Department
Kristian Turner	- Environment Department
George Wright	- Environment Department
Judith Dignum	- Town Clerk's Department

#### **1. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Mercy Haggerty, Deputy Tom Sleigh and Hugh Selka.

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

Charles Lord declared an interest in Agenda Item 3 (Minutes) in that he resided near Arthur Street, about which a question was raised (Minute 3 below refers).

#### **3. MINUTES**

Charles Lord declared an interest in this item (Minute 2 above refers).

The minutes of the meeting held on 14 October 2025 were approved as an accurate record.

The following questions arose from consideration of the Minutes:

**Minute 4 (Arthur Street – S278 Agreement for Highways Reinstatement)**

Officers advised that handover of the site to the City Corporation from Transport for London was due to take place shortly. A more detailed plan for the highway reinstatement works would be drawn up early in the New Year, with the aim of a start onsite in late spring.

**Minute 8 (Outstanding References – Monument/London Bridge Project)**

Officers advised that the Sub-Committee's concerns regarding the condition of the site and the delay in undertaken the planned works had been raised with TfL. Although construction was expected to start in 2027/28, it was not possible to provide a guaranteed timescale pending outcomes from the ongoing business planning process. Following the meeting, the site had been significantly tidied.

Members expressed their disappointment regarding the lack of a definite date for commencement of the project and requested that Officers convey their concerns to TfL in writing.

On a related issue, Officers also agreed to make the relevant bodies aware of various lighting failures on steps at London Bridge and Tower Bridge.

**Minute 9 (St John Street, Islington)**

In response to a request for an update, Officers advised, although the Sub-Committee's concerns on the impact on Smithfield Market of works to St John Street had been considered by the London Borough of Islington, the works had proceeded as planned.

**VARIATION IN THE ORDER OF THE AGENDA**

With the agreement of the Chair, and to allow all who wished to speak to be heard, the order of the agenda was varied such that item 7 (Pedestrian Priority Streets Programme – Old Jewry Decision Review) would be taken as the next item of business. For ease of reference, it is recorded in these minutes in the order in which it appeared on the agenda (minute 7 below refers).

**4. ST PAUL'S GYRATORY TRANSFORMATION PROJECT - GREYFRIARS SQUARE**

The Sub-Committee received a report by the Executive Director, Environment which provided a progress update on the new public space, Greyfriars Square, forming part of the project to transform the St Paul's gyratory. Members' approval was sought for the RIBA stage 4 design proposals for the Square, as summarised within the report and its appendices.

In response to questions, Officers advised that additional safety measures had been implemented in response to concerns about the location of a play space

close to the road. Additionally, it was noted that a package of historic interpretation materials would be provided, to include pictures.

**Resolved:**

That Members:

- (1) Approve the RIBA stage 4 design package for Greyfriars Square as summarised in section 4 and appendices 4, 5 and 6 of the report, and the construction of the new public space.
- (2) Approve an additional budget of £9,432,347 for the Greyfriars Square construction, form the agreed funding package as detailed in Appendix 2 of the report.
- (3) Approve the revised total project budget of £19,751,117 (including risk).
- (4) Approve the revised Costed Risk Provision of £517,000 (to be drawn down via delegation to Chief Officer).

**5. FENCHURCH STREET AREA HEALTHY STREETS PLAN (G5)**

The Sub-Committee received a report of the Executive Director, Environment providing a status update on the Fenchurch Street Area Healthy Streets Plan (HSP), designed to provide a framework for improving the streets and public realm in the area.

In presenting the report, Officers clarified that the Plan, in common with many other HSPs, was a long-term strategy with no funded delivery plan in place at present. Funding opportunities, including S278 agreements and other funding programmes, would be explored as part of the programme management, with funding bids reported to the relevant committees and sub-committees. Plans were reviewed every ten years.

The following issues arose from consideration of the report:

- Consultation would take place on individual schemes as they can forward, thus avoiding a situation where original comments made on the project as a whole may contradict those on an individual scheme submitted later in the process.
- The one-way direction for Vine Street had yet to be determined.
- Improved accessibility for cyclists would be achieved by raising the carriageway.
- The poor visible condition of the rail bridge would be brought to the attention of Network Rail, although the scope for achieving an improvement was expected to be limited.
- Transport for London had been consulted on the entire plan, ensuring that the carriageway route would be suitable to buses and cycles. There were no plans to change the taxi access to Fenchurch Station as the road concerned did not form part of the City Highway.

- Although many people had viewed the consultation, there had not been many responses, indicating the non-controversial nature of the proposals. No adverse feedback had been received from the relevant Ward Members, two of whom had been enthusiastic. It was noted that greater interest was likely to be generated later on, as more projects came forward and additional consultation took place.

**Resolved:**

That Members:

- (1) Approve the Fenchurch Street Area Healthy Streets Plan as shown in Appendix 3 to the report.
- (2) Approve a revised total estimated cost of £195,202 as set out in table 2 of Appendix 4 to the report.
- (3) Approve an additional budget of £25,202 from Mariner House S106 funding.

**6. TRANSFORMING FLEET STREET (G3)**

The Sub-Committee received a report of the Executive Director, Environment providing an update on the project to transform the highway layout and public realm of Fleet Street between Ludgate Circus and Chancery Lane. The report summarised the assessment of two highways design options that were being developed alongside public realm aspirations.

In presenting the report, Officers highlighted the differences between the two options, emphasising the merits of each.

The following issues arose from consideration of the report:

- Officers confirmed that the project had been considered in the light of the poor condition of Fleet Street in terms of air quality and collision data. Consultation had taken place with the air quality team and suitable actions, including the installation of air quality monitors and greening measures, would be taken. Initiatives to address collision risk had also been integrated into the design.
- Acknowledging the importance of accurate information on journey time and the effect on neighbouring streets, Officers advised that ongoing modelling would be undertaken as the project progressed. The range of the modelling would be extended if supported by outcomes.

**Resolved:**

That Members:

- (1) Approve an additional budget of £447,419 to reach the next Gateway, funded from the approved CIL allocation (£447,419) and the Fleet Street

Quarter BID (£60k), subject to the completion of the BID funding agreement.

- (2) Agree that the two highway design options set out in Appendix 4 of the report and the concept public realm designs, set out in Appendix 7 and detailed in the report, form the basis for a public consultation exercise.
- (3) Agree to proceed with a public consultation exercise based on the highways options and public realm concept in spring 2026 and for the final details of the consultation to be agreed by the Director of City Operations in consultation with the Chair and Deputy Chair of the Streets and Walkways Sub-Committee.
- (4) Note the project's total estimated cost range of £9.5m - £10.5m and the funding strategy set out in Appendix 2 to the report.
- (5) Authorise the City Corporation to enter into a letter of agreement with the Fleet Street Quarter BID to confirm the details regarding their funding contribution for the project.

## **7. PEDESTRIAN PRIORITY STREETS PROGRAMME - OLD JEWRY DECISION REVIEW**

The Sub-Committee received a report of the Executive Director Environment concerning future options for the Experimental Traffic Order (ETO) on Old Jewry, due to expire on 4 January 2026.

The issue had been the subject of a report to the Sub-Committee's September meeting at which it had been decided to end the ETO and revert to the previous arrangement of Old Jewry closed to through traffic at the junction with Poultry and operating two-way between Gresham Street and Frederick's Place. However, when the Planning and Transportation Committee discussed Old Jewry in October 2025, it had determined that the Sub-Committee be instructed to review its decision.

The report therefore summarised the feedback from further engagement on the matter with Ward Members, local businesses and developers on future options and asked Members to review their previous decision to end the ETO.

In introducing the report, the Chairman noted that a decision to make the ETO permanent (a reversal of the original decision) would be contrary to commitments included within the Transport Strategy, including those concerning an emphasis on safety as a means of delivering Vision Zero and improved accessibility for those walking and wheeling. Additionally, opening the street on a permanent basis would not comply with the Strategy in terms of use of designated Local and City Access streets.

Speaking in favour of making the ETO permanent, Members expressed the view that Old Jewry was safer when open to traffic. Its closure had caused many vehicles, including large refuse trucks, to make unsafe manoeuvres and had resulted in increased pollution from traffic congestion. As other neighbouring streets gave priority to pedestrians, it was important to balance this in the interests of keeping the City moving.

Responding to a question, Officers advised that, although there was insufficient evidence to support any claim of increased traffic congestion linked to the closure of Old Jewry, the findings of the traffic analysis did indicate increased journey times.

Members expressed satisfaction that they now had access to data enabling them to make a final decision based on the views and wishes of local members, businesses and developers, who were firmly in support of keeping the road open. Those in support of the original decision to end the ETO did not share this view, believing the outcome of the latest consultation to be less clear cut. This was countered by a reference to the 'silent majority'; those whose lack of a strong view one way or the other deserved to be taken into consideration.

Referring to the future, regardless of the outcome of the current debate, Officers outlined the possibility of addressing the holistic needs of the area through a 'Healthy Streets' approach. The Chairman acknowledged this as a potential way forward, for future discussion, indicating that the Mercers Company (a major landowner in the area) had expressed an interest in being part of the discussion. A report would be brought to a future meeting of the Sub-Committee for consideration.

In bringing the debate to a close, the Chairman clarified that the Sub-Committee was being invited to vote on the following proposal:

"That, following a review of the Sub-Committee's previous decision to end the Experimental Traffic Order (ETO) on Old Jewry, that decision be rescinded and alternative action taken, as set out below:

- That the Experimental Traffic Order (ETO) be made permanent, retaining the arrangements whereby Old Jewry remains open southbound for motorised traffic and two-way for people cycling. This is in accordance with the action proposed in Option 1 of the report to the Streets and Walkways Sub-Committee on 16 September 2025."

The Motion was put to the meeting, with votes cast as follows:

**FOR:** 5  
(i.e. make the ETO permanent)

**AGAINST:** 4

There were no abstentions.

The Motion was therefore declared to be **CARRIED** and it was:

**Resolved:**

That, having reviewed the Sub-Committee's previous decision to end the Experimental Traffic Order (ETO) on Old Jewry, Members agreed that it should be rescinded and alternative action taken, as set out below:



- That the Experimental Traffic Order (ETO) be made permanent, retaining the arrangements whereby Old Jewry remains open southbound for motorised traffic and two-way for people cycling. This is in accordance with the action proposed in Option 1 of the report to the Sub-Committee on 16 September 2025.

**8. MOORGATE CROSSRAIL STATION LINKS - 41 MOORFIELDS SECTION 278 HIGHWAY WORKS**

The Sub-Committee received a report of the Executive Director, Environment, which provided a status update on the Moorgate Crossrail Station Links (MCSL) programme, which aimed to improve the public realm across the wider Moorgate area. The report focused on phase 6 of MCSL, specifically a recommendation to incorporate the Section 278 works from 41 Moorfields into the MCSL programme.

**Resolved:**

That Members:

- (1) Approve the release of the £75,000 Section 278 design and evaluation payment from the Section 106 for 41 Moorfields into the Moorgate Crossrail Station Links (MCSL) programme.
- (2) Approve a revised total estimated project cost of £3,010,117 for the MCSL programme.
- (3) Approve the signing of a Section 278 agreement with the developer of 41 Moorfields.
- (4) Approve the incorporation of 41 Moorfields Section 278 works into the MCSL programme scope.

**9. COOL STREETS AND GREENING PROGRAMME - PHASE 3 CITY GREENING AND BIODIVERSITY (FANN STREET)**

The Sub-Committee received a report by the Executive Director, Environment, providing an update on Cool Streets and Greening, a £7.8m programme to trial climate resilient measures in streets and open spaces in the Square Mile. Members' approval was sought for authority to start work on Phase 3 (City Greening and Biodiversity) project, Fann Street.

The following issues arose from consideration of the report:

- It was agreed to discuss with the contractors working on the project the possibility of using electric equipment only.
- Members praised the effectiveness of the consultation exercise.
- Explanations were provided concerning project slippage and the need for increased budgetary provision.
- In response to questions about measures in place to ensure co-ordination between concurrent works, officers advised that weekly

meetings took place between transport planners and highway engineers around issues such as skip placement and regular liaison was taking place between project management teams for the works at Fann Street and Golden Lane respectively.

- An update was given on measures to tackle the issue of urination on the south side of Fann Street.
- The issue of signage to distinguish between public and private areas would be dealt with as part of the Golden Lane Leisure Centre refurbishment project.

**Resolved:**

That Members:

- (1) Approve an additional budget of £310,000 for the project to reach the next Gateway, funded from the Cool Streets and Greening Programme (OSPR) (£229,000), and the Site-Specific Mitigation obligation connected to the 2 Fann Street development S106 (£81,000).
- (2) Approve a Costed Risk Provision of £25,000 (to be drawn down via delegation to Chief Officer), funded from the Cool Streets and Greening Programme (OSPR).
- (3) Provide authority to start the works.

**10. OUTSTANDING REFERENCES**

The Sub-Committee received a report of the Town Clerk which provided an update on outstanding references.

Members received the report and noted its content.

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

Members asked three questions, as set out below:

**1. Update on work at Queen Street Shared Space**

Officers advised that consultants were currently analysing the results of the video surveys of shared spaces, with a report to be brought to the Sub-Committee in the New Year.

**2. Enforcement of pedestrian priority through Zebra crossings**

Officers commented that they were monitoring with interest the effectiveness of schemes being trialled by other local authorities which aimed to use simple zebra crossings to aid enforcement of the Highway Code provision for traffic to give way to pedestrians.

**3. Events on the public highway**

Arising from a discussion concerning future events planned to take place on or near the public highway, Officers explained the circumstances in which a

permit would be required. As Guildhall Yard was not part of the public highway, events held there did not require a permit, although the permission of the City Surveyor and/or Remembrancer was essential.

The following information was provided in response to two questions on related issues:

- In the light of a neighbouring council's recent focus on parking enforcement for e-bikes, Officers advised that the City Corporation's options were being reviewed, with a firm emphasis on safety. It was noted that time at the next City Question Time on 15 December would be set aside for questions on dockless bikes.
- It was noted that work on implementing the proposed Healthy Streets Plan incorporating Beech Street was likely to take place in the longer term given that no funding had currently been identified and the need for a thorough programme of resident communication and engagement to take place beforehand.

**12. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

There was no urgent business.

**13. EXCLUSION OF THE PUBLIC**

**14. NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**

Responses were provided to a Member's question.

**15. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE SUB COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

There was no urgent business.

**The meeting ended at 3.37 pm**

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Chairman

**Contact Officer: Judith Dignum**  
**Judith.Dignum@cityoflondon.gov.uk**

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<b>Committees:</b> Streets and Walkways Sub-Committee	<b>Dates:</b> 24 February 2026
<b>Subject:</b> 65 Gresham Street S278  <b>Unique Project Identifier:</b> 663	<b>Gateway 2b:</b> (old Gateway 4)
<b>Report of:</b> Executive Director Environment  <b>Report Author:</b> Andrea Moravicova	<b>For Decision</b>
<b>PUBLIC</b>	

<b>1. Status Update</b>	<p><b>Project Description:</b> Works to improve the public highway associated with the development at 65 Gresham Street, including the potential pedestrianisation of Aldermanbury to create a new public space, and alternative options to increase pedestrian priority.</p> <p>Designs for the two previously approved options were developed to RIBA Stage 3 alongside ongoing negotiations with the developer and engagement with key stakeholders, such as the St Lawrence Jewry church and the Lord Mayor's Show representatives, so the design considers and responds to their needs. The project is now ready to progress to detailed design, with Option 1 (full pedestrianisation) recommended.</p> <p><b>RAG Status:</b> Green (Green at last report to Committee)</p> <p><b>Risk Status:</b> Low (Low at last report to committee)</p> <p><b>Total Estimated Cost of Project (excluding risk):</b> £4,169,878</p> <p><b>Change in Total Estimated Cost of Project (excluding risk):</b> The total estimate is within the previously provided bracket.</p> <p><b>Spend to Date:</b> £132,587</p> <p><b>Funding Source:</b> Section 278 contribution</p> <p><b>Costed Risk Provision Utilised:</b> None</p> <p><b>Slippage:</b> None</p>
<b>2. Next steps and Requested decisions</b>	<p><b>Next Gateway:</b> <i>Gateway 3: Authority to Start Work</i></p> <p><b>Next Steps:</b></p> <ul style="list-style-type: none"> <li>• Complete the detailed design for the recommended option, draft construction packages, and undertake further stakeholder engagement and consultation.</li> <li>• Finalise the Section 278 agreement with the 2 Aldermanbury Square developer to receive the funding necessary to procure material and works in readiness for implementation.</li> </ul>

	<ul style="list-style-type: none"><li>• Prepare Gateway 3 report requesting authorisation to start works, for decision at the July 2026 committee meeting.</li><li>• Set-up the implementation budget in accordance with the S278 agreement to procure materials and works.</li></ul> <p><b>Requested Decisions:</b></p> <ol style="list-style-type: none"><li>1. Authorise officers, to progress with detailed designs of the recommended Option 1 outlined below and shown in Appendix 1, to be fully funded by Section 278 agreement with the developer of 65 Gresham Street.</li><li>2. Authorise officers to procure required services to progress the detailed designs</li><li>3. Note the total estimated cost of the project at £4,169,878 based on the RIBA Stage 3 cost estimates for progressing with Option 1 (excluding risks),</li><li>4. Authorise a budget setup for implementation as set out below, subject to receipt of funds.</li></ol>																				
<b>3. Resource requirements</b>	<p>3.1 The total cost of the project is estimated at £4,169,878 excluding maintenance</p> <p>3.2 Expenditure to date is £132,587. Activities completed include:</p> <ul style="list-style-type: none"><li>• negotiations with the developer regarding these proposals and Section 278 agreement,</li><li>• appointment of landscape architect and development of the design options,</li><li>• liaison with officers in Legal, Transportation, Highways, Remembrancers and Guildhall Management teams as well as City Police teams on design proposals and their wider impact, and</li><li>• commission and completion of a traffic study and Stage 1 road safety audit of all options, Healthy Streets and COLSAT assessments.</li></ul> <p>3.3 Table 1 below outlines the costs available to reach the next Gateway (Authority to start work) and includes the spend to date.</p> <p>3.4 Table 2 indicates an overall cost estimate of the project for information, excluding estimated maintenance, for the implementation of Option 1.</p> <table><tr><th colspan="4">Table 1: Funding received to date</th></tr><tr><th>Item</th><th>Received Funds to date (£)</th><th>Expenditure to date (£)</th><th>Funds available to reach next Gateway (£)</th></tr><tr><td>Staff costs</td><td>120,000</td><td>54,150</td><td>65,850</td></tr><tr><td>Fees</td><td>115,000</td><td>78,436</td><td>36,564</td></tr><tr><td><b>GRAND TOTAL</b></td><td><b>235,000</b></td><td><b>132,587</b></td><td><b>102,413</b></td></tr></table>	Table 1: Funding received to date				Item	Received Funds to date (£)	Expenditure to date (£)	Funds available to reach next Gateway (£)	Staff costs	120,000	54,150	65,850	Fees	115,000	78,436	36,564	<b>GRAND TOTAL</b>	<b>235,000</b>	<b>132,587</b>	<b>102,413</b>
Table 1: Funding received to date																					
Item	Received Funds to date (£)	Expenditure to date (£)	Funds available to reach next Gateway (£)																		
Staff costs	120,000	54,150	65,850																		
Fees	115,000	78,436	36,564																		
<b>GRAND TOTAL</b>	<b>235,000</b>	<b>132,587</b>	<b>102,413</b>																		

Table 2: Estimated overall costs for Option 1		
Item	Cost (£)	Funds/ Source of Funding
Staff costs	247,000	S.278
Fees	168,780	
Works	2,368,558	
Utilities	1,385,540	
Maintenance (hard landscaping)	TBC	
Maintenance (soft landscaping)	TBC	
<b>Total</b>	<b>4,169,878</b>	

Please see Appendix 2 for more information.

Legal fees are secured by undertakings and are therefore excluded from the Section 278 works payment.

**Costed Risk Provision requested for this Gateway:** None requested at this gateway. Costed risk Provision will be requested at G3 for the construction phase

#### 4. Overview of project options

- 4.1 The project aims to create a high-quality street environment that improves usability and safety for people walking and wheeling. The scope was initially defined through the Section 106 Agreement for the 65 Gresham Street development.
- 4.2 The proposals will better integrate the refurbished 65 Gresham Street building with the surrounding streetscape. The preferred option—full pedestrianisation of Aldermanbury with a new public space—supports City of London strategic priorities, including the Transport Strategy, Climate Action Strategy, and Destination City.
- 4.3 Key drivers include meeting Section 106 and 278 requirements, mitigating the development's impact on the public highway, and aligning with wider goals for accessibility, sustainability, and placemaking. Anticipated outcomes include improved walking and wheeling conditions, enhanced biodiversity, improved perception of safety, and increased commercial attractiveness.
- 4.4 Although not necessary to make the development acceptable in planning terms, the developer strongly aspires to create a new public space on Aldermanbury and are willing to make a voluntary contribution via the S278 project to achieve option 1. Achieving this would require removing vehicle access, relocating vehicle parking and adjusting micromobility and TfL cycle hire provisions and cycle parking between Gresham Street and Love Lane. New seating, planting (where possible) and other features would help to create a welcoming space.
- 4.5 When developing the design options contained in this report, officers have worked closely with the developer and relevant City teams and departments, such as Guildhall Security and Guildhall Management teams, Remembrancer's and considering the existing layout and the changes brought by the new development. Engagement has also

taken place with local stakeholders — including St Lawrence Jewry and representatives of the Lord Mayor’s Show — to ensure the designs respond to their operational needs.

4.6 Committees approved officers’ recommendation to progress designs for the following two options to RIBA Stage 3:

- **Option 1** – full pedestrianisation of Aldermanbury between Love Lane and access road to Guildhall Yard, and the creation of a new public space featuring additional green infrastructure, seating and public amenities. (developer’s preferred option.)
- **Option 2** - Retention of the existing street function with improved pavements and other more modest enhancements.

4.7 Both options include:

- changes to the pavements, on-street parking, cycle parking provisions, including TfL cycle hire on Love Lane, Wood Street and Gresham Street, taking into consideration the proposals for the development at 65 Gresham Street and adjacent approved schemes;
- Interpretation of historic elements, including the location of the Roman Wall;
- Retention of existing mature trees on Aldermanbury;
- Minor junction improvements to enhance the walking and wheeling environment in the area.

### **Traffic implications**

4.8 With Aldermanbury closed to motor vehicles under Option 1, Wood Street (northbound and Love Lane (eastbound) will serve as the primary route for local access, servicing and deliveries. People cycling will be able to use either Wood Street and Love Lane or Gresham Street and Basinghall Street for their journeys. A map illustrating these revised routes, along with alternative access points, is included in Appendix 3.

4.9 Option 1 also requires adjustments to the junction of Wood Street and Gresham Street to support the increased number of vehicles accessing this street and people crossing the junction.

4.10 Traffic surveys were undertaken in November 2024. The collected data was analysed to assess the impact that the proposed changes to Aldermanbury may have on people walking, wheeling, cycling and driving, and on the neighbouring occupiers and their operations. This assessment concluded that none of the options are forecast to adversely impact traffic flows on the wider network.

4.11 The study showed that the full closure of Aldermanbury to motor vehicles (Option 1) and additional flows on Wood Street northbound and Love Lane eastbound, would have negligible impact on capacity at the Gresham Street / Wood Street and Wood Street / Love Lane junctions. Impact on loading or servicing of neighbouring premises is also expected to be minimal.



- 4.12 The study also highlighted the demand for crossing points on Aldermanbury away from the current provisions at its junctions with Love Lane and Gresham Street. With approx. 40% of people crossing Aldermanbury away from the Gresham Street junction, the study concluded that Option 1 would provide the best levels of pedestrian amenity by removing all vehicles from Aldermanbury.
- 4.13 The kerbside occupancy survey showed that the pay for parking bays and disabled parking provisions are fully utilised for much of the day during weekdays.
- 4.14 In January 2026, Aldermanbury closed to vehicular traffic to facilitate the development construction. Officers are progressing with the statutory consultation for the relocation of the long-term parking provision from Aldermanbury to nearby locations. The early relocation of these spaces, subject to the statutory consultation will ensure continuity of parking provision is provided. All costs will be fully funded by the developer through the Section 278 agreement, ensuring no additional financial burden on the City. Legal, equality, and risk considerations have been addressed, including a forthcoming Equalities Impact Assessment to ensure accessibility for all users.
- 4.15 This early statutory consultation on the proposed changes to parking provisions will reduce the likelihood of significant revisions at a later stage in the knowledge that the Parking has been provided for.

#### **Legal implications**

- 4.16 In exercising functions as traffic authority, the CoL are required to comply with the duty in Section 122 of the Road Traffic Regulation Act 1984 which requires the traffic authority in exercising its functions, to secure the expeditious, convenient, and safe movement of vehicular and other traffic (including pedestrians), so far as practicable having regard to: (a) the desirability of securing and maintaining reasonable access to premises (b) the effect of amenities of any locality (c) national air quality strategy (d) public service vehicles (e) any other relevant matters

#### **Equalities implications**

- 4.17 An Equalities impact assessment has been undertaken specifically for the parking bay relocations proposal. Impacts are anticipated for older and disabled users, carers and parents, and individuals with both mobility impairments and socio-economic vulnerabilities. These groups may be adversely affected by increased walking distances. Mitigation measures proposed to minimise these impacts include the provision of Blue Badge spaces close to their original location as well as to main entrances alongside clear communications.
- 4.18 Equality impact assessment for the proposed scheme, option 1, will be finalised ahead of the next gateway.
- 4.19 At the previous gateway (options appraisal), the design options were assessed against the City of London Street Accessibility Tool. The Healthy Streets Design Check was also undertaken. The design development has focused on minimising the issues identified through these assessments. The design will be reassessed against these tools

	<p>ahead of the next gateway report. The previous options appraisal gateway can be found in the background documents for information.</p>
<b>5. Risks</b>	<p><b>5.1</b> <i>Lack of internal stakeholders buy-in to the project may impact on delivering the full ambition of the developer.</i></p> <p>Risk response: reduce Early liaison with relevant internal stakeholders to gather their requirements and potential impact of proposed options on their operations has been undertaken. Ensure the chosen option reflects the feedback received to date and designs of recommended options will be progressed in further liaison with the relevant City teams and departments.</p> <p>All proposed options reflect the feedback received to date and designs of recommended options will be progressed in further liaison with the relevant City teams and departments.</p> <p><b>5.2</b> <i>Increase in the overall project costs.</i></p> <p>Risk response: reduce Any unforeseen circumstances are likely to increase the cost of the project. Although these costs will be covered by the developer under Section 278 agreement, officers are undertaking all reasonable steps, including ground investigations and other necessary surveys and assessment to ensure the cost estimates are as accurate as possible. Append risk register.</p> <p><b>5.3</b> <i>Programme delays</i></p> <p>Risk response: reduce Delays to the implementation of the Section 278 works may impact the developer's desired date for occupation and presents a reputational risk to the City Corporation. This has been mitigated by introduction of robust scheduling, risk monitoring &amp; continued liaison with the developer and third-party suppliers and utilities.</p> <p>Further information is available in the Risk register (Appendix 4)</p> <p><b>Change in Costed Risk: N/A</b> The costed risk provision has not been requested as part of this gateway.</p>
<b>6. Procurement strategy</b>	<p><b>6.1</b> A landscape consultant has been appointed to develop the proposals presented in this report. It is expected the consultant will progress the chosen design options to RIBA Stage 3 equivalent.</p> <p><b>6.2</b> The detailed design is proposed to be developed by the landscape consultant, with construction packages prepared in-house by the Highways team in consultation with the landscape consultant.</p> <p><b>6.3</b> A Drainage specialist has also been engaged to assist with the drainage designs. Other specialist consultants may be required to detail any bespoke elements of the scheme. Any procurement of further consultants would be undertaken following standard</p>

	<p>procurement rule practices.</p> <p>6.4 All construction is expected to be implemented by the City's term contractor and nominated sub-contractor(s) or statutory undertaker as necessary, under the supervision of the Environment Department, and in line with the developer's programme, considering other major works or events planned within the area.</p>
<b>7. Programme</b>	<ul style="list-style-type: none"> <li>• Finalise S278 Agreement – June 2026</li> <li>• Commence with drafting a construction package – June 2026</li> <li>• Gateway 3 report – Authority to start work ( ) – July 2026</li> <li>• Issue Construction package – October 2026</li> <li>• Pre-construction planning – October – December 2026</li> <li>• Project construction starts – Q1 2027*</li> <li>• Construction completion – Q1 2028**</li> <li>• G5 report – Q4 2028</li> </ul> <p>*Construction start and end dates will be aligned to the developer's programme.</p>
<b>8. Recommendations</b>	<p>8.1 It is recommended that detailed designs are progressed for Option 1 outlined in this report and shown in appendix 1.</p> <p>8.2 Option 1 supports Vibrant Thriving Destination outcome of the Corporate Plan by Providing more space for walking and wheeling and making the City's streets more accessible and aligns with the developer's aspiration to create a new public space in Aldermanbury.</p> <p>8.3 This option was also supported by key stakeholders that were engaged during the development of the designs to date.</p>

### **Appendices**

<b>Appendix 1</b>	Concept design for recommended option
<b>Appendix 2</b>	Finance tables
<b>Appendix 3</b>	Revised traffic routes map
<b>Appendix 4</b>	Risk Register (for recommended option)
<b>Appendix 5</b>	Business case summary
<b>Appendix 6</b>	Strategic case for change
<b>Appendix 7</b>	Stakeholder plan
<b>Appendix 8</b>	Benefits plan

### **Background documents**

The S&W Sub-committee paper 14 May 2025

[Item 5. 65 Gresham Street S278 \(G3\)](#)

### **Contact**

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# Aldermanbury

65 Gresham Street

Concept design proposal

Option 1 - Stage 3 Concept Design



Fig.32: Proposed Option 1



Option 1- View 1





Option 1 - View





Option 1 - View 3





Option 1 - View 4





## Appendix 2

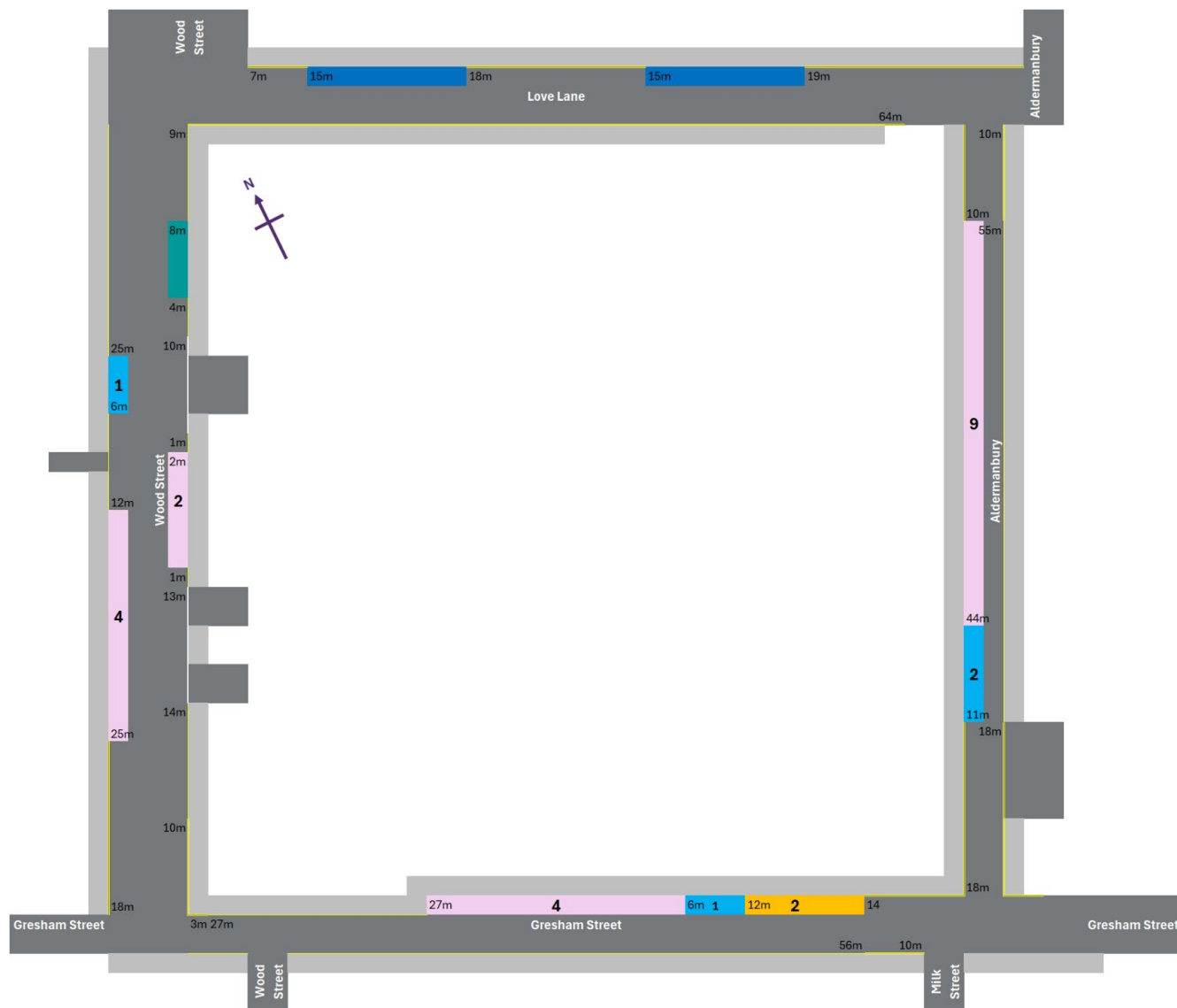
Table 1: Expenditure to date: 65 Gresham Street S278 - 16800508			
Description	Approved Budget (£)	Expenditure (£)	Balance (£)
Env Servs Staff Cost	45,000	13,240	31,760
P&T Staff Costs	75,000	40,910	34,090
P&T Fees	115,000	78,436	36,564
<b>TOTAL</b>	<b>235,000</b>	<b>132,587</b>	<b>102,413</b>

Table 2: Funding Strategy			
Funding Source	Current Funding Allocation (£)	Funding Adjustments (£)	Revised Funding Allocation (£)
65 Gresham Street S278	235,000	-	235,000
<b>TOTAL</b>	<b>235,000</b>	<b>-</b>	<b>235,000</b>

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## Current kerbside provision in the vicinity of the 65 Gresham Street development

The diagram below shows the current parking provisions in each street around the development. Capacities are shown in parking units (i.e. the length of a standard car or width of a motorcycle for the motorcycle bay).

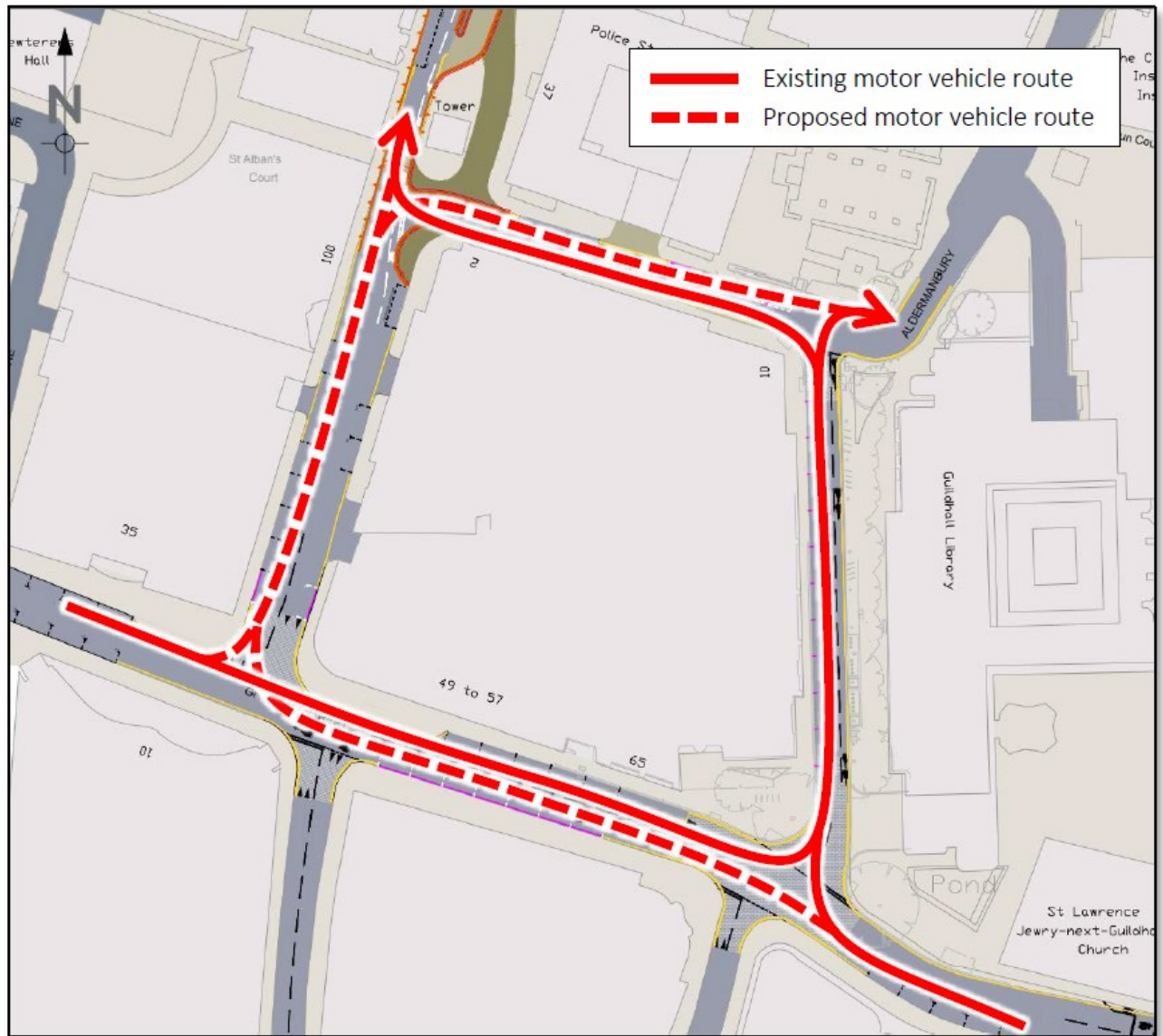


### Key

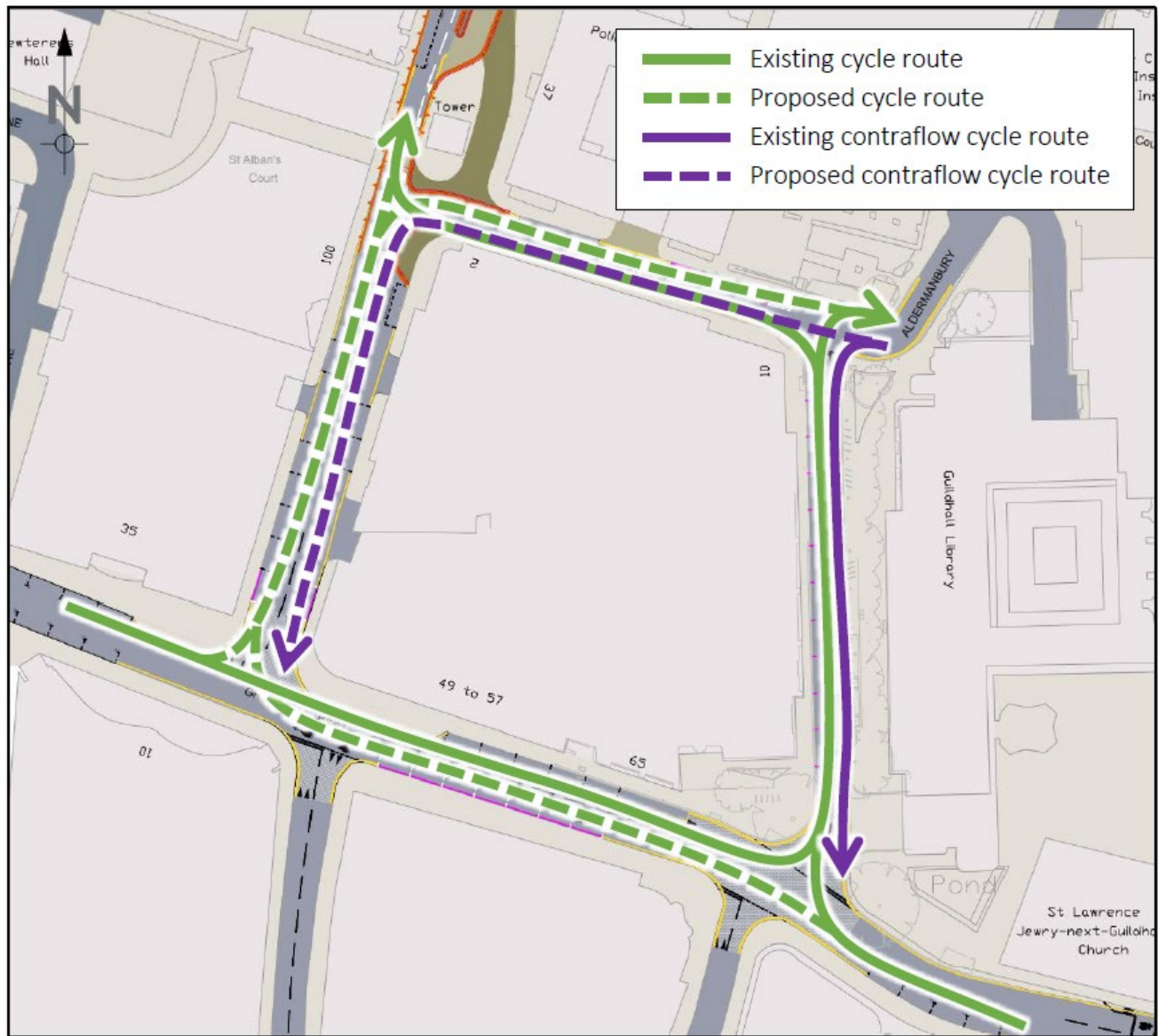
	Single yellow line
	Double yellow line
	Single white line
15	Length (m) of downstream section
	Pay for parking
	Disabled parking spaces
	Police Parking
4	Number of marked spaces
	Solo Motorcycles Only
	Taxi

### Appendix 3

A plan showing the existing and proposed route for motor vehicles:

























































































A plan showing the existing and proposed routes for cycles:







ID	Corporate Risk	Category	Description	Impact Description	Likelihood Classification pre-mitigation	Impact Classification pre-mitigation	Risk Score	Risk Rating	Costed or Uncosted	Reportable	Costed impact pre-mitigation	Mitigation Actions	Likelihood Classification post-mitigation	Impact Classification post-mitigation	Post Mitigation Risk Score	Post Mitigation Risk Rating	Costed Risk Provision requested for Mitigation Costs	CRP requested for Costed Impact, post mitigation	Costed impact post-mitigation	CRP used to date	Use of CRP	Raised By	Date Raised	Owner (Internal)	Status	Date Closed	Date Last Updated
1121	No	Organisation / Reputation	Gateway 1 to 5 - The development is delayed, impacting on project programme and budget	Additional time and therefore resource may be required if planned alignment with the development programme is extended.			6	Amber			0	Early engagement with the developer via the project's communications plan and the planned working group.			3	Green	No	No	0	0		Moravicova, Andrea	22 Jan 2024	Moravicova, Andrea	Open		28 Jan 2026
																											
1122	No	Financial	Gateway 1 to 6 - Procurement procedures impact negatively on project delivery.	Additional resource may be required if there is a delay or issue with a project's procurement of goods or services from external suppliers.			3	Green			0	Map out any resources using the Annual Procurement Plan with the procurement teamConsider early engagement with internal suppliers where required (Highways, Traffic Enforcement, Open Spaces, M&E, etc)			2	Green	No	No	0	0		Moravicova, Andrea	22 Jan 2024	Moravicova, Andrea	Open		28 Jan 2026
																											
1123	No	Financial	Gateway 1 to 6 - Inaccurate or incomplete project estimates, including baxters / inflationary issues.	If an estimate is found at a later date to be inaccurate or incomplete, more funding and/or time resource would be needed to rectify the issue or fund/ underwrite the shortfall. More specifically, inflationary amounts predetermined earlier in a project may be found to be insufficient and require extra funding to cover any shortfall.			6	Amber			0	Undertake internal re-estimates prior to each Gateway stage, including discussions with procurement/ finance in regards to external factors such as baxters/ inflation.			3	Green	No	No	0	0		Moravicova, Andrea	22 Jan 2024	Moravicova, Andrea	Open		28 Jan 2026
																											
1124	No	Physical	Gateway 1 to 5 - Utility survey issues lead to increased costs and / or scope of work.	At the earlier stages of a project, delays could occur which result in unplanned costs if utility companies don't engage as expected or further topographical or utility surveys are required.			6	Amber			0	Work with design engineers to work out an appropriate sums to cover utility delays or on-site discoveries. Consider and budget for trial holes if the location is thought to be particularly difficult.			6	Amber	No	No	0	0		Moravicova, Andrea	22 Jan 2024	Moravicova, Andrea	Open		28 Jan 2026
																											
1125	No	Organisation / Reputation	Gateway 1 to 6 – Issues with external engagement and buy-in lead to projects delays and / or increased costs.	Additional time and therefore resource may be required if planned engagement work with main stakeholders takes longer, requires more work or doesn't go as planned. Also, they may change their requirements for a project which results in abortive work and costs.			6	Amber			0	Establish the working group as proposed and create a log of their aspirations/ requirements for the project. Identify key stakeholders through the Communication Plan and ensure regular engagement.			4	Green	No	No	0	0		Moravicova, Andrea	22 Jan 2024	Moravicova, Andrea	Open		28 Jan 2026
																											
1126	No	Organisation / Reputation	Gateway 1 to 6 – Third party delays impact negatively on project delivery (time and / or costs).	Activities planned by third parties in the project area clash with project-related workstreams, leading to delays to implementing the project deliverables.			6	Amber			0	Map out key external dependencies and assess their timescales.Engage early with key identified stakeholders.			4	Green	No	No	0	0		Moravicova, Andrea	23 Jan 2024	Moravicova, Andrea	Open		28 Jan 2026
																											
1127	No	Organisation / Reputation	Gateway 3 to 5 - Lack of internal stakeholders buy-in to the project may impact on delivering the full ambition of the developer.	Lack of buy-in will result in more modest improvements to Aldermanbury, and potential damage to the business relationship with the new occupiers.			12	Amber			0	Liaise with relevant internal stakeholders to gather their requirements in early stages of the design development.Develop several design options that still support developer's ambition but also accommodate internal stakeholder's requirements.Keep development team and internal stakeholders updated on the progress of the project.			4	Green	No	No	0	0		Moravicova, Andrea	21 Jan 2025	Moravicova, Andrea	Open		28 Jan 2026
																											
1128	No	Physical	Delays to the Section 278 agreement sign-off.	Delays to the project timeline and potential increase of cost.			6	Amber			0	Negotiations and close liaison with the developer on designs for the developed options will continue to ensure project associated costs are defined as accurately as possible and Section 278 agreement is finalised before June 2026.			4	Green	No	No	0	0		Moravicova, Andrea	21 Jan 2025	Moravicova, Andrea	Open		28 Jan 2026
																											
1129	No	Compliance / Regulatory	Gateway 3 to 5 - Issues or delays in obtaining any required consents, such as planning or works permits cause delays to project delivery.	It is likely the project may suffer from some form of unplanned delay, additional works and / or costs.			3	Green			0	Early engagement with relevant teams and submission of required materials to obtain consent in timely manner, so these can be considered and processed accordingly.			1	Green	No	No	0	0		Moravicova, Andrea	03 Feb 2025	Moravicova, Andrea	Open		28 Jan 2026



## Appendix 5

### Business Case Summary Sheet (to be submitted alongside Gateway Reporting)

Name of project or programme	65 Gresham Street S278
Cora ID	663
Tier	Tier 2
Name of Senior Responsible Owner	Bruce McVean
Project Manager/person who prepared this document	Andrea Moravicova
Which Gateway is this business case summary for?	GW2b (previously G4)

#### 1. Strategic Dimension

- 1.1 Summarise the case for change for the project and how it aligns with the City of London Corporation's strategic aims and any wider ambitions. Summarise the strategic case for investment in line with the overall project vision and desired outcomes.

The redevelopment of **65 Gresham Street** requires associated improvements to the surrounding public highway under a **Section 106 planning obligation**, delivered through a **Section 278 agreement**. These works are essential to comply with planning legislation, mitigate development impacts, and align with the City of London Corporation's strategic objectives for sustainable urban growth.

##### Reasons for change:

- **Compliance and Obligation:** Legal requirements under the Town and Country Planning Act and Highways Act mandate developer-funded highway improvements.
- **Public Realm Enhancement:** Current street conditions do not meet the City's aspirations for accessibility, climate resilience, and placemaking. Without intervention, the area will miss the opportunity to secure developer funding to create a high-quality, inclusive environment.
- **Strategic Alignment:** The project supports key corporate strategies:
  - **Transport Strategy** – Prioritising walking and wheeling and delivering world-class public spaces.
  - **Climate Action Strategy** – Enhancing biodiversity and building climate resilience.
  - **Destination City Growth Strategy** – Creating an attractive, sustainable environment that promotes active travel and supports business vitality.

##### Vision and desired outcomes:

Both approved options, the full pedestrianisation of Aldermanbury and the option to widen the western footway — while retaining the current one-way operation with contraflow cycling — will improve the street for people walking and wheeling. However, full pedestrianisation is the preferred option as it delivers significantly greater benefits, enabling the creation of a new public space with enhanced greening, seating, and public amenities, helping to:

- Improve walking and wheeling conditions.
- Deliver a safer, more inclusive streetscape.
- Enhance biodiversity and climate resilience.
- Provide an appropriate setting for the Grade I listed Guildhall and the new development.

##### Benefits

- **Environmental:** Increased greenery, improved air quality, and reduced urban heat island effect.
- **Social:** Safer, more accessible streets that enhance wellbeing and public safety.
- **Economic:** Uplift in property values, increased footfall, and improved commercial viability for local businesses.

##### Funding and Risk

The project is fully funded by the developer, including commuted sums for maintenance over 10–20 years, ensuring minimal financial risk to the City Corporation. This funding model guarantees affordability while

delivering long-term value.

### Support for Corporate Plan Outcomes:

The project directly contributes to the **Corporate Plan 2024–2029** outcomes, including:

- **Vibrant Thriving Destination** – By creating a welcoming, vehicle-free space that prioritises walking and wheeling.
- **Climate Resilience and Sustainability** – Through enhanced greening and biodiversity measures.
- **Inclusive and Accessible City** – By improving accessibility and safety for all users.
- **Economic Growth and Prosperity** – By supporting local businesses and increasing commercial attractiveness.

## 2. Economic Dimension

2.1 Complete the below Appraisal Table, outlining the shortlist of options to fulfil the outcomes.

	Option description	Whole Life Cost £m	Timeframe	Benefits
<b>Option 1 (Preferred)</b>	A full pedestrianisation of Aldermanbury between Love Lane and access road to Guildhall Yard, and the creation of a new public space featuring additional green infrastructure, seating and public amenities.	£4,169,878	Project construction is expected to be undertaken between Q1 and Q4 2027	<ul style="list-style-type: none"> <li>• Creates a vehicle-free environment, maximising pedestrian safety and comfort.</li> <li>• Significant improvement in accessibility for walking and wheeling.</li> <li>• Highest potential for greening and biodiversity, contributing to climate resilience.</li> <li>• Enhanced placemaking with seating and social spaces, improving dwell time.</li> <li>• Strong alignment with Healthy Streets principles and City strategies.</li> <li>• Likely to generate economic uplift through increased footfall and commercial viability.</li> </ul>
<b>Option 2</b>	Retention of the existing street function with improved footways and other more modest enhancements.	£3,884,193	Project construction is expected to be undertaken between Q1 and Q4 2027	<ul style="list-style-type: none"> <li>• Marginally improves footway conditions and accessibility.</li> <li>• Provides limited greening and aesthetic improvements.</li> <li>• Maintains existing traffic flow while offering minor pedestrian benefits.</li> <li>• Least disruption to current operations and logistics.</li> </ul>

2.2 Outline the reasons for choosing the preferred option

Option 1 delivers the greatest alignment with strategic objectives, creating a vehicle-free, inclusive, and climate-resilient space. It maximises social, environmental, and economic benefits, including improved accessibility, biodiversity, and commercial viability.

### 3. Commercial Dimension

- 3.1 Summarise the procurement strategy and route to market for this proposal. Include the reasons for choosing this route and any considerations around Responsible Procurement.

Procurement will use the City's Highways Term Contract for construction, ensuring efficiency and compliance with Responsible Procurement principles. Design consultants (landscape, transport, ecology) were appointed via quotation exercises. All suppliers demonstrated alignment with sustainability and social value objectives.

### 4. Financial Dimension

- 4.1 Set out the delivery (capital and revenue) cost profile of your preferred option proposal. 'Lifecycle' costs must be included as part of the whole life costs set out here.

The costs outlined in the table below are based on the RIBA stage 3 design estimates and may change as detailed design progresses.

Financial Year	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m	2029/30 £m	After 2029/30 £m	Whole Life Cost £m
<b>Capital</b>							
Staff	0.073	0.087	0.087	0.015	0	0	<b>0.247</b>
Fees	0.065	0.092	0.013	0	0	0	<b>0.170</b>
Works	0	1.118	1.00	0.250	0	0	<b>2.368</b>
Utilities	0	1.385	0	0			<b>1.385</b>
Land	0	0	0	0	0	0	
Purchases	0	0	0	0	0	0	
Contingency	0	0	0	0	0	0	
<b>Total</b>	<b>0.138</b>	<b>2.682</b>	<b>1.1</b>	<b>0.265</b>			<b>4.17</b>
<b>Revenue</b>							
One-off Costs	0	0	0	0	0	0	<b>0</b>
Recurring Costs	0	0	0	TBC	TBC	TBC	
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>				

- 4.2 What financial benefits are associated with the project?

Minimal financial risks to the City Corporation. Developer funds all capital and maintenance costs.

Long-term benefits include economic uplift through increased footfall and improved commercial viability, improved well-being for office workers and visitors with increased outdoor space to rest, improved biodiversity and significant benefit to the Guildhall complex.

Minimal financial risk to the City Corporation. Developer funds all capital and maintenance costs through the Section 278 Agreement.

The maintenance costs of the new scheme are expected to be covered by the developer's contribution, which includes a 10-year (for hard landscaping) and 20-year (for soft landscaping) commuted sums for ongoing maintenance. This will be secured through the Section 278 agreement, in line with standard practice. The scheme is revenue neutral for on-street parking revenue.

Financial Year	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m	2029/30 £m	After 2029/30 £m
Income Generation	0	0	0	0	0	0
Revenue Savings	TBC	TBC	TBC	TBC	TBC	TBC
Total						

- 4.3 Summarise the critical financial assumptions that underpin the above cost and benefits profiles. Please include a level of confidence in the above estimates.

Costs based on RIBA Stage 3 design estimates; commuted sums for hard landscaping calculated for 10year period, with 20-year period being negotiated for soft landscaping; inflation and contingency included.

- 4.4 State the funding sources to cover the whole-life costing and state whether funds have yet been secured. Summarise the funding profile in the table below.

100% developer-funded via Section 278 agreement; funds secured under Section 106 obligation.

Financial Year	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m	2029/30 £m	After 2029/30 £m	Whole Life Income £m
One-off funding							
Ongoing funding							

## 5. Management Dimension

- 5.1 Summarise the plan for successful delivery of this project/programme, including major milestones, governance and assurance arrangements, key roles and responsibilities and application of lessons learnt.

**Governance:** Tier 2 Project. Streets & Walkways Sub Committee oversight; Working Group chaired by City Corporation with developer and internal services.

**Assurance:** Regular reporting, design scrutiny, risk management, and compliance checks.

### Roles:

- **Project Manager:** Coordination, stakeholder engagement, legal negotiations.
- **Legal Advisor:** Statutory compliance.
- **Landscape architect:** Technical design – hard and soft landscaping.
- **Drainage Engineer:** Technical design.
- **Highway Engineers:** Technical design guidance & assistance.
- **City Gardens Team:** Landscaping input.

**Lessons Learned:** Early stakeholder engagement, robust risk management, sustainability integration, and transparent communication.

### Major Milestones:

- Options appraisal report: May 2025 (approved)
- Gateway 2 report (Strategic Options appraisal): Feb 2026 (this report)
- Gateway 3 report (authority to start to work): July 2026
- Detailed Design: Mar–Aug 2026
- Construction: Q1–Q4 2027

5.2 Set out the top three delivery risks for the project/programme, as per Cora risk register.

Risk title and description	Overall Risk Score	Mitigation actions
Lack of internal stakeholders buy-in to the project may impact on delivering the full ambition of the developer.	Low	<p>Early liaison with relevant internal stakeholders to gather their requirements and potential impact of proposed options on their operations has been undertaken.</p> <p>All proposed options reflect the feedback received to date and designs of recommended options will be progressed in further liaison with the relevant City teams and departments.</p>
Increase in the overall project costs	Medium	Any unforeseen circumstances are likely to increase the cost of the project. Although these costs will be covered by the developer under Section 278 agreement, officers are undertaking all reasonable steps, including ground investigations and other necessary surveys and assessment to ensure the cost estimates are as accurate as possible.
Developer disputes responsibility for funding the full project cost.	Medium	Cost estimates for all design options have been shared with the developer, who has confirmed that these fall within their expected cost range. Although the Section 278 agreement has not yet been signed, the developer has indicated that the current estimates are acceptable. Ongoing liaison and early sharing of any cost updates will help maintain transparency and reduce the likelihood of disagreement as the design is refined.
Programme delays	Medium	Robust scheduling, risk monitoring & continued liaison with the developer and third party suppliers and utilities.

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## Appendix 6:

**Strategic case for change:** Establish the strategic case for investment – define and summarise what success looks like and the overarching vision and outcome of the change.

Situation/ challenge	<p>The refurbishment of 65 Gresham Street requires associated public highway improvements under Section 106 and Section 278 agreements. Current streetscape lacks pedestrian priority and green infrastructure, limiting accessibility and placemaking potential.</p> <p>Although unnecessary to make the development acceptable in planning terms, a strong aspiration of the developer is to create a new public space in Aldermanbury. This would require removing vehicle access and relocating vehicle parking and relocating or potentially removing some cycle and dockless parking and TfL cycle provisions from Aldermanbury between Gresham Street and Love Lane, and introducing new seating, planting (where possible) and other features to create a welcoming space.</p>
Aim/outcome	Deliver a vehicle-free, inclusive, and climate-resilient public space that enhances accessibility, biodiversity, and commercial attractiveness, supporting City strategic objectives.
Inputs/enablers	Developer funding via S278 agreement; City governance and assurance framework; appointed design consultants; stakeholder engagement; statutory approvals.
Key outputs/ activity	Full pedestrianisation of Aldermanbury; creation of new public space with seating and greening; pavement-level crossings; improved walking and cycling conditions.
Beneficiaries/ stakeholders	Developer, City Corporation, local businesses, residents, visitors, accessibility advocates, event organisers (e.g., Lord Mayor's Show).
Are there financial benefits?	Yes – economic uplift through increased footfall, improved commercial viability, and enhanced property values.

**Strategic outcomes mapping:** Detail how the project fits in with the different strategic drivers, objectives and outcomes to establish the strategic link between the Corporation's aims and the project/programme.

Strategic Driver (type) – select multiple	Strategic Driver (name)	Strategic Objective/s	Project/Programme Objective	Project/Programme Outcome
<i>Enabling strategy or business change (Corporate)</i>	Corporate Plan	Vibrant, thriving destination; climate resilience	Create inclusive, green public space	Enhanced accessibility, biodiversity, and placemaking
<i>Strategy, Policy or action plan (Dept./Inst./Cross- org)</i>	Transport Strategy	Prioritise walking and wheeling; world-class public realm	Improve walking conditions	Vehicle-free, level-surface street with seating
<i>Strategy, Policy or action plan (Dept./Inst./Cross- org)</i>	Climate Action Strategy	Build climate resilience	Increase greening and biodiversity	Reduced urban heat island effect; improved air quality
<i>Strategy, Policy or action plan (Dept./Inst./Cross- org)</i>	Destination City Growth Strategy	Globally attractive destination for business	Create sustainable, attractive environment	Increased footfall and dwell time; commercial uplift
<i>Stakeholder and beneficiary needs</i>	Accessibility and safety	Inclusive design; safe pedestrian environment	Apply Healthy Streets and Accessibility tools	Improved inclusivity and perception of safety
<i>Global, national, local drivers</i>	Government active travel goals	Promote sustainable transport	Support walking and wheeling	Healthier, more liveable urban environment
<i>BAU and statutory services</i>	Town and Country Planning Act; Highways Act	Compliance with planning obligations	Deliver S278 works	Legal compliance and improved public realm



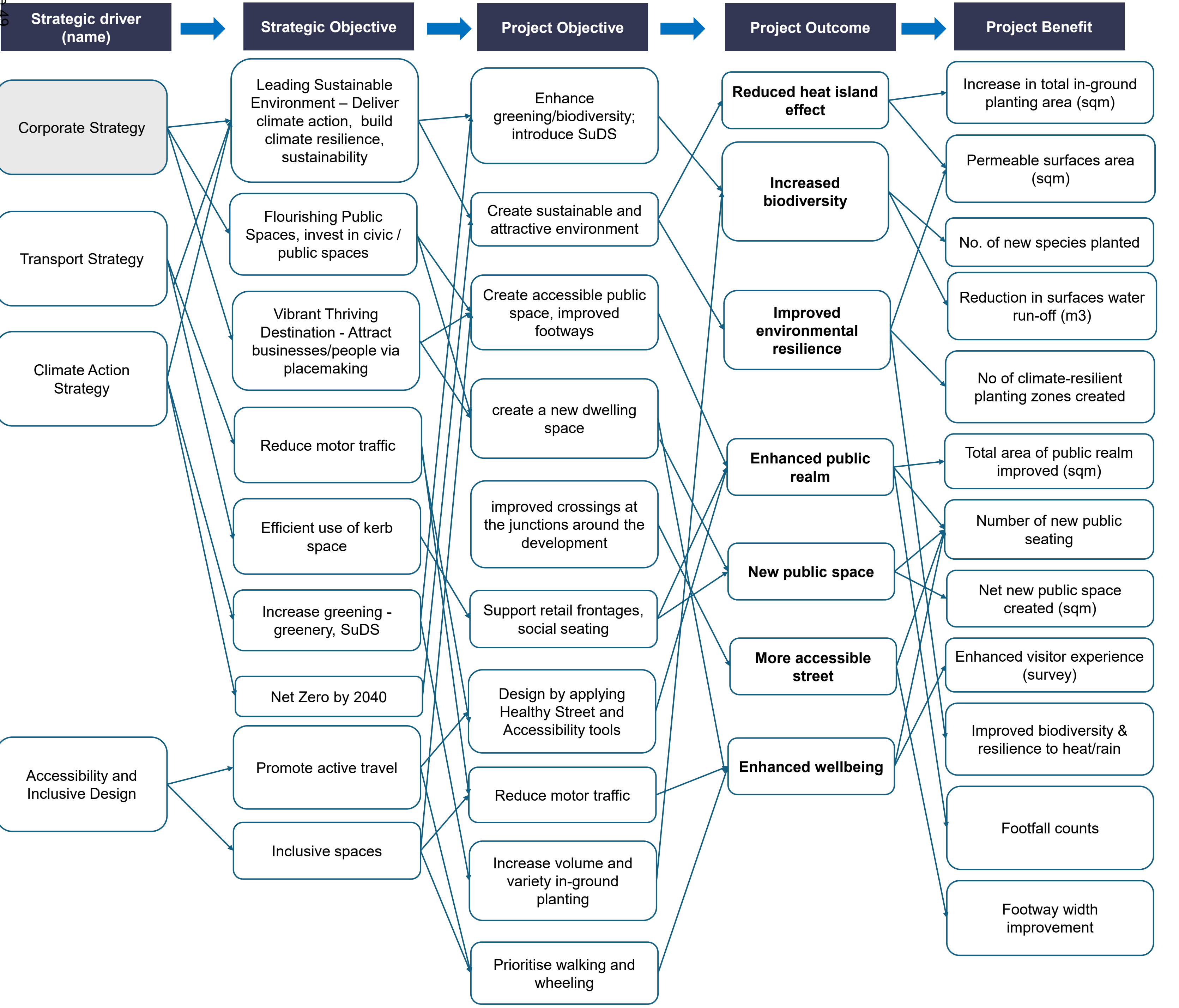
Stakeholder Engagement Strategy & Plan

Project name:	65 Gresham Street		
Vision for the Change:	Deliver a vehicle-free, inclusive, and climate-resilient public space that enhances accessibility, biodiversity, and commercial attractiveness, supporting City strategic objectives		
Date Completed:	Oct-25	Date of Change Plan reviews:	

Step 1: change strategy  
(the *why*, *who* and *what*)

<b>Overarching Key Messages</b> (what are the key messages in relation to this change?)	Delivering a modern, pedestrian first street that supports the City's goals for sustainability, accessibility and a thriving public realm. Creating a safer, more welcoming street environment: - Transforming Aldermanbury into a new public space - Strong alignment with City of London strategic priorities - Designed to meet local needs - Minimal traffic impacts, backed by evidence - Protecting access and supporting inclusive mobility - Enhancing connectivity, biodiversity and local appeal - Developer-funded improvements with no additional cost to the City - Ready to proceed to detailed design				
<b>Understand organisational context</b> (what is the nature of the targeted change, what are its drivers, what is the relevant history, how ready is the organisation, what is the expected impact for the individual and the organisation?)	This project is driven by the requirements of an approved new development within the City of London, and is necessary to maintain integrity and functionality of hte public highway, while supporting the City's broader goals for sustainable urban development and enhanced public spaces. It is essential to:  - Ensure complianc with relevant planning legislation and corporate policies, including obligations under the Town and Country Planning Act and the Highways Act. - Mitigate the impact of the development on the public highway, ensuring that changes to the streetscape are safe, accessible, and in line with strategic objectives. - Fulfil the developer's obligation under the Section 106 Agreement to fund necessary public realm improvements through a Section 278 Agreement, ensuring no financial burden falls on the local authority.				
<b>Analyse audience/stakeholders</b> (identify the different groups potentially impacted by the change.Consider, for each stakeholder, their awareness of the change, attitude/perception to it, potential concerns or issues with likely impact, what is the best way to interact with this stakeholder from their perspective?)	Stakeholder/Stakeholder Group 1: Developer				
	Awareness of Change	Attitude/Perception of Change	Potential Impact on Stakeholder (Receiver of Benefits/Impacted by Disbenefits)	Potential Concerns of Stakeholder	Anticipated 'Reactions'
	Aware	Leading	receiver of benefits	Option 1 not approved	Positive; Negative; Neutral
	Stakeholder/Stakeholder Group 2: Internal stakeholders - City departments				
	Awareness of Change	Attitude/Perception of Change	Potential Impact on Stakeholder (Receiver of Benefits/Impacted by Disbenefits)	Potential Concerns of Stakeholder	Anticipated 'Reactions'
	Aware	Supportive	receiver of benefits	security	
	Stakeholder/Stakeholder Group 3: City of London Members				
	Awareness of Change	Attitude/Perception of Change	Potential Impact on Stakeholder (Receiver of Benefits/Impacted by Disbenefits)	Potential Concerns of Stakeholder	Anticipated 'Reactions'
	Possible unaware	Supportive or Neutral	may be impacted by longer journey times	longer journey times	
	Stakeholder/Stakeholder Group 4: Local occupiers				
	Awareness of Change	Attitude/Perception of Change	Potential Impact on Stakeholder (Receiver of Benefits/Impacted by Disbenefits)	Potential Concerns of Stakeholder	Anticipated 'Reactions'
	Aware	Neutral	may be impacted by longer journey times	some local occupiers expressed concerns about	
	Stakeholder/Stakeholder Group 5: Wider public				
	Awareness of Change	Attitude/Perception of Change	Potential Impact on Stakeholder (Receiver of Benefits/Impacted by Disbenefits)	Potential Concerns of Stakeholder	Anticipated 'Reactions'
	Unaware	Neutral	may be impacted by longe journey times	longer journey times	
<b>Set change intervention objectives</b> (Consider what each group need from the change intervention - i.e. to be informed, to be reassured, to be given specific actions, to be given support/guidance)	Stakeholder/Stakeholder Group 1: Developer				
	Need:		Objective: (Add SMART objective)	Meet at key milestones to agree the core design elements; monthly updates on the progress of the project, notifications at start and completion of construction, monthly construction updates.	
		collaborate			
	Stakeholder/Stakeholder Group 2: Internal stakeholders - City departments				
	Need:		Objective: (Add SMART objective)	input on relevant design elements, notifications at start and completion of construction, monthly construction updates.	
		collaborate			
	Stakeholder/Stakeholder Group 3: City of London Members				
	Need:		Objective: (Add SMART objective)	Seek decisions at key milestones as per the project procedures guidance, notifications at start and completion of construction, monthly construction updates.	
		keep reassured			
	Stakeholder/Stakeholder Group 4: Local occupiers				
Need:		Objective: (Add SMART objective)	Email or letter updat at key stages - engagement, consultation, notifications at start and completion of construction, monthly construction updates.		
	keep informed				
Stakeholder/Stakeholder Group 5: Wider public					
Need:		Objective: (Add SMART objective)	Website information about the project, statutory notices about any statutory consultation, street notices at start and completion of construction, offer of monthly construction updates.		
	monitor				

Stage	Month	Date	Who	Comms Activities and enabling tasks	Done	Engage. Format
pre-G3 engagement	Nov 2024 - May 2025	13-Nov-24	Local Occupiers	Surveys	✓	in-person / email
		19-Dec-24	Guildhall Management	share proposals, request information on proposed changes to Guildhall façade	✓	email
		14-Feb-25	City Gardens	share proposals, request feedback & meeting	✓	email
		26-Feb-25	City Gardens	Briefing with the City Gardens team	✓	meeting
		25-Feb-25	Transport Planning	Briefing with the Transport Planning team	✓	email
		26-Feb-25	Special Events Highways	share proposals, requesting feedback		email
		26-Feb-25	Guildhall Management	Briefing with the Guildhall team	✓	MS Teams
		11-Mar-25	Policy & Projet management	Breifing on design progress & prepared options	✓	in-person meeting
		19-Mar-25	Planning Performance	Review proposals and the interface with emerging plans for Guildhall with Planning Performance AD	✓	meeting
		19-Mar-25	St Lawrence Jewry	share proposals, requesting feedback	✓	visit + email
		20-Mar-25	LMS Pageant Master	share proposals, requesting feedback	✓	email
		28-Mar-25	Alderman, Bassishaw Ward	shared proposals	✓	email
			Special Events Highways	share updated proposals	✓	email
		01-Apr-25	Guildhall security	Briefing	✓	in-person meeting
			Remembrancers team	Briefing	✓	in-person meeting
		09-Apr-25	LMS Pageant Master	Briefing with Pageant Master	✓	in person meeting
		10-Apr-25	City Operations directorate	Report	✓	email
		25-Feb-25		share proposals, requesting feedback by 18 March 2025	✓	email
		29-Apr-25	NLA team	discuss the proposals and agree participation in an event	✓	in person meeting, emails
		14-May-25	Streets & Walkways Sub-committee	project report for decision	✓	meeting
		19-May-25	Project and Procurement Sub-committee	project report for information	✓	meeting
RIBA Stage3	June 2025 - February 2026	02-Jul-25	Public	Informal engagementas part of the NLA On the Street event.		
		30-Jul-25	Developer	Meeting on levels	✓	meeting
		18-Sep-25	TfL	email proposal for relocation of cycle hire docking station	✓	meeting
		23-Sep-25	Special Events Highways	seeking feedback	✓	email
		24-Sep-25	City Gardens	Advice on planting	✓	meeting
		22-Oct-25	Developer	Levels Workshop	✓	in-person workshop
		31-Oct-25	TfL	provide additional information on proposed relocation of cycle hire docking station	✓	email
		04-Nov-25	TfL	docking station relocation	✓	meeting
		08-Nov-25	LMS event participants	Observe and seek / review information on events logistics / vehicle movement	✓	on-site
		10-Dec-25	City Gardens	Design update + seek advice on tree routes	✓	meeting
		14-Jan-26	Guildghall Security	Design update + seek advice on security lines around Guildhall	✓	meeting
		27-Jan-26	CoLP	Breifing on parking	✓	meeting / emails
		02-Feb-26	TfL	Update on proposed location for the cycle hire docking station	✓	emails
		04-Feb-26	City Operations Portfolio Board	Report for decision	✓	report
		18-Feb-26	LMS Pageant Master	Brief on design progress, request feedback	✓	
		18-Feb-26	Environment Portfolio Board	Report for decision	✓	report
		24-Feb-26	Streets & Walkways Sub-committee	Project report for decision	✓	report
RIBA Stage 4		March	Public / local occupiers	consult on proposed changes to parking - statutory requirement		consultation
		July	Public / local occupiers	consult on proposed changes to Aldermanbury		



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## City of London Corporation Committee Report

<b>Committee(s):</b> Streets & Walkways Sub-Committee	<b>Dated:</b> 24 February 2026
<b>Subject:</b> Fleet Street Area Healthy Streets Programme – Update Report	<b>Public report:</b> For Decision
<b>This proposal:</b> Delivers Corporate Plan 2024-29 outcomes:	<ul style="list-style-type: none"> <li>• Leading Sustainable Environment</li> <li>• Vibrant Thriving Destination</li> <li>• Flourishing Public Spaces</li> </ul>
<b>Does this proposal require extra revenue and/or capital spending?</b>	No
<b>If so, how much?</b>	N/A
<b>What is the source of Funding?</b>	
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	N/A
<b>Report of:</b> Executive Director, Environment	
<b>Report author:</b> Maria Curro – Project Manager, Transport & Public Realm, City Operations	

### Summary

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

The Fleet Street Area Healthy Streets Plan (HSP), adopted in November 2023, outlined a number of projects and priorities to improve streets 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 crossings, cycling infrastructure and the introduction of trees and other greening.
Deliverable 2	Fleet Street Area short to medium-term projects: A range of short and medium-term projects, focusing on improving the public realm 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 will 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, Cool Streets and Greening programme, 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. Approve the allocation of £30k for staff costs and £10k for fees 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.
3. Note that the Temple Avenue Improvement project Gateway 3 report (Authority to start work), will be presented to the Environment Portfolio Board in spring 2026, with the recommendation for a dedicated cycle lane design (Option 1).

### **Main Report**

#### **Background**

1. The Fleet Street Area Healthy Streets Plan (HSP), adopted in November 2023, provides a framework for the transformation of the streets and public spaces within the Fleet Street area, to 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 will deliver the projects identified in the plan. It also 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 in collaboration with the FSQ BID. These projects include the Fleet Street Courts and Lanes project and Holborn Viaduct Lighting project. The FSQ BID have also contributed funding to the Transforming Fleet Street project.
  4. 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***

5. Transforming Fleet Street is the priority project within the Programme. The project responds to and seeks to catalyse change across the area and is noted as a key project within the Fleet Street HSP and the FSQ BID's Public Realm Strategy.
6. 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
7. 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.

8. Since the last Programme report update in February 2025, City Officers have successfully undertaken the following:

- Ongoing highway and traffic modelling of the two preferred highway design options, developed in conjunction with TfL. Modelling outputs suggest that both highway design options are feasible.
- Completion of the RIBA Stage 2 concept designs for the project area, whereby the concept designs focused on the development of greening, seating, wayfinding and historical interpretation
- Stakeholder identification, noting all local businesses that front Fleet Street, as well stakeholder grouping, such accessibility groups, transport groups, heritage groups, etc.
- Stakeholder engagement: Three engagement sessions were held in September–October 2025 with Fleet Street–fronting businesses, including two workshops attended by 60 businesses and FSQ BID representatives and a drop-in session; stakeholders provided feedback on draft public realm designs and servicing needs via discussion and survey, with overall positive responses to the proposals.
- Ward Member briefing: Ward Member briefing session was held in November and December 2026. Members from Castle Baynard, Farringdon Within and Farringdon Without were invited to attend the Ward Member briefing sessions.

9. A Gateway report, to progress to the detailed design phase and undertake public consultation, was approved by the Streets & Walkways Sub-Committee in December 2025. The Gateway report can be found in Background Documents.

10. Following the approval of the December Gateway report, City Officers are working through the following tasks:

- Continue to work with TfL to finalise the traffic modelling
- Continue to develop the public realm concept designs and commission the RIBA Stage 3 design. Develop feasible design options for the soft and hard landscaping.
- Continue to engage with businesses within the project area to assess and understand servicing and operational needs

- Carry out a comprehensive public consultation exercise on the proposed highway design options. Consultation is proposed for Spring 2026.

11. It is anticipated that a Gateway 2 report (under the new project management procedures) will be submitted in autumn 2026, following the public consultation phase.
12. The Transforming Fleet Street project is primarily funded by the City Corporation. City Officers secured £9m in funding, in 2024, through the City CIL funding. The FSQ BID have committed to £500k of funding to the delivery of the project.

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

13. There are several short and medium-term projects within the Programme that will be delivered within the next five years. Details of these are provided below.
14. There are also a number of longer-term projects including improvements to Tudor Street and Chancery Lane. These projects are currently unfunded and will be delivered when funding is available.
15. Vision Zero funding to explore high-level design options for Holborn Circus has been secured. Holborn Circus has been identified as a junction in the wider area where a number of collisions occur resulting in injuries to the public and throughout 2026 traffic design options will be developed to mitigate the safety issues.
16. These longer-term projects are included in the City's draft infrastructure delivery plan. Bids for CIL or OSPR funding will be submitted at a future date.

#### ***Short-Term Projects***

##### ***Fleet Street Lanes and Courts Improvements***

17. The Fleet Street Lanes and Courts project aims to deliver public realm, lighting and greening improvements to the courts and lanes off Fleet Street, as well as the activation of Johnson's Court and Gough Square through the introduction of greening, planting and seating.
18. The Fleet Street Lanes and Courts Improvements project is being delivered by the City Corporation, working closely with the FSQ BID. The FSQ BID have confirmed £250k funding for the delivery of this project, with the City Corporation committing £410k in funding.
19. Since the initiation of the project in February 2025, the following has been successfully undertaken by City Officers:
  - RIBA Stage 2 and 3 concept designs for the project area, with a focus on enhancing the lanes and alleyways, as well as Johnson's Court and Gough Square through the introduction of greening, seating and lighting improvements

- Stakeholder identification, noting all local businesses, landowners, cultural institutions, etc. within the project area
- Data collection and engagement exercises to understand the usage of the two disabled bays within Gough Square
- Stakeholder engagement: An exhibition-style session and a drop-in session were held in early September, inviting local stakeholders to comment on draft public realm designs for Johnson's Court and Gough Square; stakeholders identified a preferred design option to progress, and overall feedback was positive

20. A Gateway 2 report (Options appraisal), to progress to the detailed design phase and to undertake public consultation in March 2026, was approved by the Environment Portfolio Board in January 2026.

21. Following the approval of this Gateway report, City Officers are working through the following tasks:

- Undertake a public consultation and further engagement with local stakeholders and occupiers in March 2026
- Finalise detailed design for the improvements of Johnson's Court and Gough Square, following the public consultation
- Finalise the locations and the number of planting pots and benches within the lanes and alleyways, following the public consultation
- Begin to prepare the information required for the construction phase of the project
- Ongoing engagement with stakeholders regarding usage of the disabled bays at Gough Square to conclude if a change of use for one disabled bay is appropriate

22. It is anticipated that a Gateway 3 report (authority to start work) will be submitted to Environment Portfolio Board in summer 2026, following the public consultation phase and finalised design.

#### *Ludgate Broadway*

23. 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.

24. 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.

25. Greening and public realm in this location was strongly supported in the consultation on the Fleet Street Area HSP.

26. Construction commenced on 12 January 2026 and will be delivered in four phases. Local occupiers will receive a notification letter prior to the commencement of each phase with updated accessibility arrangements and temporary traffic changes. The construction programme is scheduled to last approximately six months.

#### *St Andrew's Hill*

27. 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.

28. A Gateway report for Authority to start work, via delegated authority, was approved on 14 August 2025. The construction is planned to start in early March 2026. The construction planning and traffic order process are now underway.

#### *Holborn Viaduct Lighting*

29. The Holborn Viaduct lighting project is a high priority for the FSQ BID and 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. A successful lighting trial was undertaken in autumn 2025.

30. The FSQ BID, who are proposing to fully fund the design development, works and long-term maintenance, are working in partnership with City to develop the project which will be delivered in 2026/2027.

#### *Temple Avenue Improvements*

31. The project includes the provision of a high-quality public space in the southern section of Temple Avenue, between Tallis Street and Victoria Embankment, and to create a green corridor between the new Bazzalgette Embankment (Thames Tideway) public space to the south and the emerging transformation of Fleet Street to the north. The project includes the following elements:

- Public realm, accessibility, and walking improvements to include the removal of vehicle traffic at the southern end of the street, the creation of a new public space and provision of raised crossing points where feasible.
- Relocation of disabled parking bays and a motorcycle bay to a nearby location to provide space for trees, planting, and seating.
- Cycle access through the street will be maintained.

32. A public consultation on the proposals was undertaken in November 2025, with two options presented as follows:

- Option 1: The proposal includes a 3-metre-wide dedicated cycle lane at carriageway level, clearly defined by a kerb. This design delivers a separation between people walking and cycling.
- Option 2: This option would establish a pedestrian-priority public space with no separation between people walking and cycling.

33. The results of the public consultation exercise have now been assessed and 75% of the 52 people that responded to the survey supported the proposal to create a new public space and improve the environment along Temple Avenue. Option 1 (dedicated cycle lane) received slightly more support than Option 2 (shared public space). There was also a request made by a local occupier to include space for vehicles to load or drop off people, close to the junction with Tallis Street. We are exploring whether this request can be incorporated into the design without impacting the objectives of the project.

34. City Officers will now develop the detailed design of Option 1 (dedicated cycle lane), that aims to also incorporate space for loading/drop off near Tallis Street. This will include ongoing liaison with local stakeholders and Ward Members. A Gateway 3 report (authority to start work) will be submitted to the Environment Portfolio Board in spring 2026, as per new project procedure.

35. The project designs can be found in the Background Papers.

#### *Ludgate Hill Crossing Improvements*

36. 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. It is expected that the Ludgate Hill crossing scheme will be progressed in 2026.

#### **Deliverable 3: Section 278 Projects within the Fleet Street Area**

37. This section of the report provides an update on current Section 278 (S.278) projects within the Fleet Street area.

38. *Salisbury Square Development*: This project focuses on enhancing the public realm around the new His Majesty Courts and Tribunal Services and City of London Police Headquarters. Salisbury Square will be enlarged with enhanced planting and new routes to the surrounding lanes and alleyways will create connectivity for people walking, wheeling and cycling. The detailed design phase of the project is now complete, with a Gateway 5 to be submitted to the Streets & Walkways Sub-Committee in May 2026. The next phase of the project includes preparing the required construction phasing information. Works are expected to commence in Autumn 2026.
39. *120 Fleet Street*: The highway and public realm works for 120 Fleet Street includes the introduction of trees, sustainable urban drainage (SUD)s and other planting around the perimeter of the development, where feasible. The project will also deliver new seating and will explore the opportunity to narrow the carriageway on St Brides Street, to create a more pedestrian-friendly public realm.
40. In June 2024, the developer paused the development and there is not a confirmed timeframe for recommencing. A RIBA Stage 3 design has been completed for the highway and public realm works. However, the S.278 project is on-hold until further information from the developer is made available. Further advice will be sought from the City Solicitor to understand whether the Transforming Fleet Street project needs to be adapted to account for a potential delay to that section of pavement widening works adjacent to 120 Fleet Street.
41. In view of the ongoing delay to the development, it is also proposed to find an alternative public highway location for the Antony Gormely statue (resolution) that is currently in storage as a result of the development. City Officers will liaise with Antony Gormley studio to agree a location nearby and secure required approvals.
42. *1 Stonecutter Street, Stonecutter Court*: The highway and public realm improvements include reprofiling the highway to provide level access for people on the southern side of Stonecutter Street, the provision of a micromobility bay, 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 Sub Committee in March 2024. Works on site are now mostly complete, and the final stages are due to be completed in the coming weeks.
43. *100 New Bridge Street*: The highway and public realm improvements include enhanced paving and planting and new architectural feature lighting of the existing mosaic panels on Waithman Street. Authority to start work Gateway approval was granted in September 2025.

44. There are also discussions relating to newly identified requirements which may change the scope of the S.278. At present the extent of these measures are not agreed. The consequence is that not all the improvements agreed in this S.278 will be delivered to the original programme. A revised S.278 may be required and negotiations are ongoing.
45. *100 Fetter Lane*: The highway and public realm improvements were completed in spring 2025 and include enhanced paving on Brems Buildings, Fetter Lane and Greystoke Place, as well as remedial repairs to Macs Place. At the junction of Fetter Lane with New Fetter Lane and Brems Buildings a new raised junction treatment has been installed to improve the comfort and safety of people walking and wheeling.
46. *Northcliffe House*: Minor improvements to enhance pavements and crossings 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 has now been completed. The developer has also agreed to contribute towards the installation of a raised table at the junction of Bouverie and Tudor Street, which will introduce a level crossing facility where there is currently no accessible provision for people walking and wheeling. The works are currently on hold as the required closures could not be secured. Once the necessary closures can be implemented and required funding is confirmed, the works will be rescheduled accordingly.
47. *65 Fleet Street*: Redevelopment of existing building into student accommodation. A Section 106 (S.106) has been finalised with the developer, The S.278 is being prepared and works will commence in late-2027, subject to the relevant City approvals process.
48. *9 Bridewell Place*: Conversion of existing office building to hotel use. A S.106 has been finalised with the developer. The S.278 scope of works include the following: carriageway resurfacing, footway repaving, and installation of greening and planters along Bridewell Place, if feasible. It is anticipated that S.278 works will commence in late-2027.
49. *Thavies Inn House*: Thavies Inn House S.278 public realm improvements include landscape interventions across the wider project area, and a raised table crossing at St. Andrew Street, the inclusion of seating, planters and the planting of 23 trees, an enhanced Courtyard and increased permeability between the Courtyard and Fetter Lane and St. Andrew Street. The s.278 public realm works will also include repaving of surrounding carriageways and pavements. A S.106 agreement has been finalised with the developer and S.278 works are expected to commence in early-2028.



## **Programme Governance**

1. 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. However, final decision making remains with the Streets and Walkway's Sub Committee and the Environment Portfolio Board, depending on each projects governance route under the new P3 framework.
2. 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.
3. The Fleet Street Area Programme governance structure is shown in Appendix 2.

## **Corporate & Strategic Implications**

### **Strategic Implications**

1. 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.
2. 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
3. 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
4. Destination City, which includes the need to improve connectivity for people walking and wheeling to support the growth of the City.

## Financial implications

5. 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- OSPR), which is specific to tree planting within the Fleet Street area, improvements to Ludgate Broadway and St Andrew's Hill and, Gough Square and Temple Avenue.
  - Vision Zero programme funded by OSPR.
  - 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.
6. The proposed Fleet Street Area Programme funding strategy is shown in Table 2, and a more detailed strategy is shown in Appendix 4.
7. 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
<b>Total</b>	<b>£18,851,00 - £20,851,000</b>

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

8. Resources required for the general management and coordination of the overall Fleet Street Area Programme over the next 12 months is £40k 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	£30,000
Fees	£10,000
<b>Total</b>	<b>£40,000</b>

### Resource Implications

None.

### Legal Implications

9. 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.

### Risk Implications

10. 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.	<p>The Programme will be coordinated with ongoing developments in the area.</p> <p>City Officers will ensure that a robust Programme is developed, in consultation with various CoL Highway Teams, external stakeholders, etc.</p> <p>Ongoing communication with stakeholders will ensure all delivery related challenges/risks</p>

		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.	<p>CIL funding has been secured for the Transforming Fleet Street project. Existing S.106 contributions have been secured for existing projects.</p> <p>For unfunded projects, future S.106 funding contributions will be reviewed regularly to determine suitability to these projects.</p>
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.	<p>Stakeholder engagement will be undertaken at key milestones to ensure that feedback is considered in a timely manner.</p> <p>Working Group membership ensures that all stakeholders are identified and kept up-to-date.</p>
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.	<p>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.</p> <p>Monthly meetings are held between the City Transport &amp; 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.</p>

### Equalities Implications

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

### Climate Implications

15. 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 for the Programme. Security implications will be considered for individual projects as required.

## Project delivery

16. 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.

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

**Table 5: Outline of Programme projects**

<b>Deliverable</b>	<b>Project</b>	<b>Delivery Timescales</b>
Deliverable 1	Transforming Fleet Street	To be delivered between 2024 – 2030, in phases.
Deliverable 2	Fleet Street Courts & Lanes	2024 - 2026
	Ludgate Broadway & St Andrew's Hill	2024 – 2026
	Temple Avenue	2026 – 2027
	Holborn Viaduct Lighting	2026 – 2027
	Ludgate Hill Pedestrian Crossing	2024 – 2027
Deliverable 3	Section 278 projects	2024 - 2029
Unfunded projects	Tudor Street, Chancery Lane	2029 – onwards

## Conclusion

1. 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

1. Transforming Fleet Street Gateway 3: [Agenda item - Transforming Fleet Street \(G3\) - Modern Council](#)

- Stakeholder Engagement Report: [06 Fleet St App 9.pdf](#)

2. Fleet Street Lanes & Courts Improvements Gateway 3: Available from Project Officers on request.

3. Temple Avenue Public Realm Improvements Gateway 3: [Agenda item - Temple Avenue public realm improvements \(G3\) - Modern Council](#)

## Report Author

Maria Curro – Project Manager, Transport & Public Realm, Environment Department

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# Fleet Street Area Projects and Developments



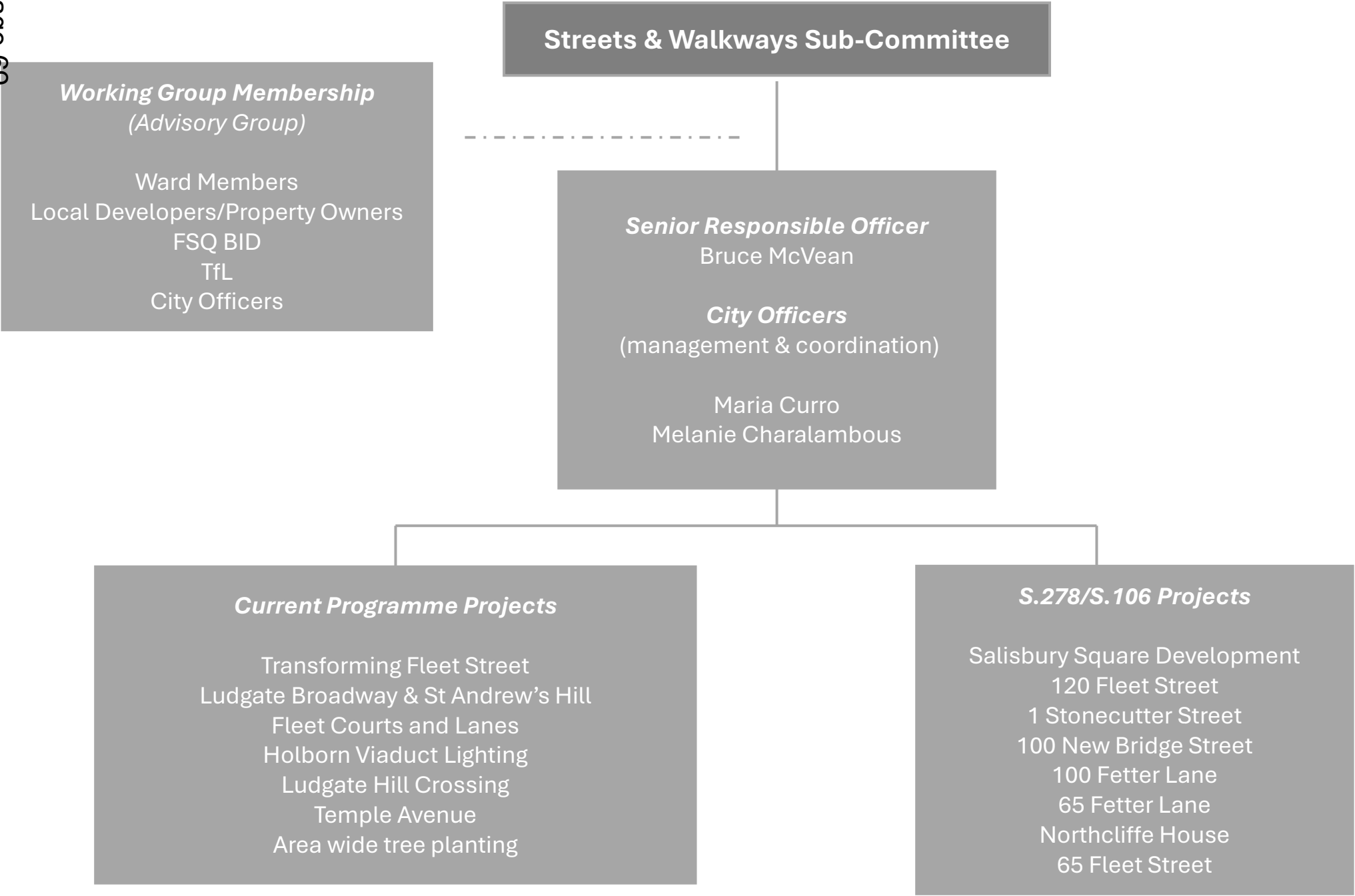
## Key

- 1 Temple Avenue (2026/27)
- 2 Transforming Fleet Street (2029)
- 3 Holborn Viaduct Lighting (2026/27)
- 4 Fleet Street Lanes and Courts (2026/27)
- 5 Ludgate Pedestrian Crossing (TBC)
- 6 Ludgate Broadway (2026)
- 7 St Andrews Hill (2026)
- 1 Salisbury Square Development
- 2 120 Fleet Street
- 3 1 Stonecutter Street / Stonecutter Court
- 4 100 New Bridge Street
- 5 100 Fetter Lane
- 6 Northcliffe House
- 7 65 Fleet Street
- 8 9 Bridewell Place
- 9 Thavies Inn House
- Fleet Street Area Programme Projects
- Section 278 Projects



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*Fleet Street Area Working Group Membership*

Martha Grekos  
John Edwards  
Lady Lucy French  
Mike Fairmaner  
Roy Pinnock  
Oliver Hunt  
Abbas Razza  
Bruce McVean  
John Grimes  
David Horkan

Castle Baynard Ward Member  
Castle Baynard Ward Member  
CFO, FSQ BID  
Head of Placemaking, FSQ BID  
Chair, FSQ BID  
Development Director, Land Securities  
Principal Sponsor, TfL  
Assistant Director, Policy & Projects, CoL  
Assistant Director, Highways, CoL  
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
<b>Total</b>	-	<b>£18,851,00 - £20,851,000</b>

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

<b>Table 2: Expenditure to date: - Fleet Street Area Programme - 16800533</b>			
Description	Approved Budget (£)	Expenditure (£)	Balance (£)
P&T Staff Costs - Direct	13,750	14,228	(478)
P&T Staff Costs - Overhead	11,250	5,859	5,391
<b>TOTAL</b>	<b>25,000</b>	<b>20,087</b>	<b>4,913</b>

<b>Table 3: Resources required to reach the next Gateway</b>			
Description	Approved Budget (£)	Resources Required (£)	Revised Budget (£)
P&T Staff Costs - Direct	13,750	16,500	30,250
P&T Staff Costs - Overhead	11,250	13,500	24,750
P&T Fees		10,000	10,000

<b>TOTAL</b>	<b>25,000</b>	<b>40,000</b>	<b>65,000</b>
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<b>Table 4: Revised Funding Allocation</b>			
<b>Funding Source</b>	<b>Current Funding Allocation (£)</b>	<b>Funding Adjustments (£)</b>	<b>Revised Funding Allocation (£)</b>
S106 - LCE - 11/00049/FULEIA	25,000		25,000
S106 - LCE - 11/00049/FULEIA		40,000	40,000
<b>TOTAL</b>	<b>25,000</b>	<b>40,000</b>	<b>65,000</b>

## City of London Corporation Committee Report

<b>Committee(s):</b> Streets and Walkway's Sub-Committee	<b>Dated:</b> 24 February 2026
<b>Subject:</b> 6-11 Crescent – Section 278 agreement for highway reinstatement	<b>Public report:</b> For Decision
<b>This proposal:</b> <ul style="list-style-type: none"> <li>• delivers Corporate Plan 2024-29 outcomes</li> <li>• provides statutory duties</li> </ul>	<ul style="list-style-type: none"> <li>• Vibrant Thriving Destination</li> <li>• Flourishing Public Spaces</li> <li>• Supports the discharge of a Planning Condition</li> </ul>
<b>Does this proposal require extra revenue and/or capital spending?</b>	No
<b>If so, how much?</b>	N/A
<b>What is the source of Funding?</b>	N/A
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	N/A
<b>Report of:</b> Executive Director Environment	
<b>Report author:</b> Gillian Howard (Transport & Public Realm Projects)	

### Summary

Planning permission for a development scheme at 6-11 Crescent, EC3N 2LY, was approved under Delegated Authority on 10 July 2025. A condition of the planning permission requires the applicant to enter into a Section 278 agreement with the City of London, to facilitate changes to the public highway to enable the development to function adequately. The scope of the works is limited to provision of a new dropped kerb or similar accessibility feature, and repair works to the public highway adjacent to the development as required.

As the scope of the Section 278 works is limited and the total cost will fall under the threshold to be classified as a project, Members are asked to authorise officers to negotiate and enter into a Section 278 agreement with the developer to secure the funding required to deliver the works.

## **Recommendation(s)**

Members are asked to:

- Authorise officers to negotiate and enter into a Section 278 agreement with the developer of 6-11 Crescent;
- Authorise officers to process any required Traffic Management Orders, and address any objections received, to facilitate the works;
- Authorise implementation of the Section 278 works subject to receipt of funds from the applicant.

## **Main Report**

### **Background**

1. A planning application for change of use of 6-11 Crescent from office (Class E) to hotel and ancillary uses (Class C1), together with associated external alterations, was granted permission under Delegated Authority on 10 July 2025.
2. A condition of the planning permission requires the applicant to enter into a Section 278 agreement with the City of London to secure adequate access to the development through provision of a dropped kerb or similar, and for repairs to the public highway adjacent to the development as required.

### **Current Position**

3. The limited scope of works means that the total cost of the Section 278 works falls under the threshold to be classified as a project under the City of London project procedure. However, authority is still required to allow the City of London to enter into a Section 278 agreement.
4. The applicant currently expects the development works to be complete by 30 May 2026, and it is expected that the Section 278 works will be delivered around this time to enable the opening of the development.

### **Strategic implications**

5. The delivery of the approved layout supports the delivery of Corporate Plan Outcome: Vibrant thriving destination by improving the experience of people walking and wheeling and making the City's streets more accessible.
6. The scheme also supports the delivery of the Transport Strategy which sets out our approach to improving people's experience on the City's streets (Outcome 1: The Square Mile's streets are great places to walk, wheel and spend time). Utilising developer funds to improve our streets is included in Proposal 5: Ensure



new developments contribute to improving the experience of walking, wheeling and spending time on the City's streets.

### **Financial implications**

7. The estimated cost of the Section 278 works ranges between £35,000 and £80,000 – the estimated cost will be refined once the design work is complete and the extent of repair works are known.
8. As is standard with Section 278 agreements, the full costs of the works will be met by the applicant and so there is no financial risk to the City Corporation.

### **Resource implications**

9. The Section 278 works will be designed in-house by the City Operations Division and will be delivered through the City Corporation's term highways contractor. The Comptroller & City Solicitor will assist officers to complete the Section 278 agreement.

### **Conclusion**

10. As part of the planning approval for the development at 6-11 Crescent, the applicant is required to enter into a Section 278 agreement with the City of London, to deliver improvements to the public highway that will enable the development to operate safely and efficiently.
11. The Section 278 works are limited to the provision of a new dropped kerb or similar accessibility feature, and repair works to the public highway adjacent to the development as required. These works will be fully funded by the developer.

### **Appendices**

- None

### **Gillian Howard**

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## City of London Corporation Committee Report

<b>Committee(s):</b> Streets and Walkways Sub-Committee	<b>Dated:</b> 24 February 2026
<b>Subject:</b> 10-16 Bevis Marks – Section 278 agreement for highway reinstatement	<b>Public report:</b> For Decision
<b>This proposal:</b> <ul style="list-style-type: none"> <li>• delivers Corporate Plan 2024-29 outcomes</li> <li>• provides statutory duties</li> </ul>	<ul style="list-style-type: none"> <li>• Vibrant Thriving Destination</li> <li>• Flourishing Public Spaces</li> <li>• Supports the discharge of a Planning Condition</li> </ul>
<b>Does this proposal require extra revenue and/or capital spending?</b>	No
<b>If so, how much?</b>	N/A
<b>What is the source of Funding?</b>	N/A
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	N/A
<b>Report of:</b> Executive Director Environment	
<b>Report author:</b> Gillian Howard (Transport & Public Realm Projects)	

### Summary

Planning permission for a development scheme at 10-16 Bevis Marks, EC3A 7LH, was granted under Delegated Authority on 3 May 2024. A condition of the planning permission requires the applicant to enter into a Section 278 agreement with the City of London, to facilitate changes to the public highway to enable the development to function adequately. The scope of the works is limited to provision of security measures, and repair works to the public highway adjacent to the development as required.

As the scope of the Section 278 works is limited and the total cost will fall under the threshold to be classified as a project, Members are asked to authorise officers to negotiate and enter into a Section 278 agreement with the developer to secure the funding required to deliver the works.

## **Recommendation(s)**

Members are asked to:

- Authorise officers to negotiate and enter into a Section 278 agreement with the developer of 10-16 Bevis Marks;
- Authorise officers to process any required Traffic Management Orders, and address any objections received, to facilitate the works;
- Authorise implementation of the Section 278 works subject to receipt of funds from the applicant.

## **Main Report**

### **Background**

1. A planning application for change of use and refurbishment of 10-16 Bevis Marks to create 24 serviced apartments (Class C1) at upper floor level, and ground floor commercial floorspace (Class E), was granted permission under Delegated Authority on 3 May 2024.
2. A condition of the planning permission requires the applicant to enter into a Section 278 agreement with the City of London to provide security measures, and repair works to the public highway adjacent to the development as required.

### **Current Position**

3. The limited scope of works means that the total cost of the Section 278 works falls under the threshold to be classified as a project under the City of London project procedure. However, authority is still required to allow the City of London to enter into a Section 278 agreement.
4. The applicant currently expects the development works to be complete by 28 February 2026, and it is expected that the Section 278 works will be delivered around this time to enable the opening of the development.

### **Strategic implications**

5. The delivery of the approved layout supports the delivery of Corporate Plan Outcome: Vibrant thriving destination by improving the experience of people walking and wheeling and making the City's streets more accessible.
6. The scheme also supports the delivery of the Transport Strategy which sets out our approach to improving people's experience on the City's streets (Outcome 1: The Square Mile's streets are great places to walk, wheel and spend time). Utilising developer funds to improve our streets is included in Proposal 5: Ensure



new developments contribute to improving the experience of walking, wheeling and spending time on the City's streets.

### **Financial implications**

7. The estimated cost of the Section 278 works ranges between £50,000 and £80,000 – the estimated cost will be refined once the design work is complete and the extent of repair works are known.
8. As is standard with Section 278 agreements, the full costs of the works will be met by the applicant and so there is no financial risk to the City Corporation.

### **Resource implications**

9. The Section 278 works will be designed in-house by the City Operations Division and will be delivered through the City Corporation's term highways contractor. The Comptroller & City Solicitor will assist officers to complete the Section 278 agreement.

### **Conclusion**

10. As part of the planning approval for the development at 10-16 Bevis Marks, the applicant is required to enter into a Section 278 agreement with the City of London, to deliver improvements to the public highway that will enable the development to operate safely and efficiently.
11. The Section 278 works are limited to provision of security measures, and repair works to the public highway adjacent to the development as required. These works will be fully funded by the developer.

### **Appendices**

- None

### **Gillian Howard**

Head of Transport and Public Realm projects, Environment Department

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## City of London Corporation Committee Report

<b>Committee(s):</b> Streets and Walkways Sub Committee – For decision	<b>Dated:</b> 24 February 2026
<b>Subject:</b> Project and programme reporting following the Portfolio Management Framework Adoption	<b>Public report:</b> For Decision
<b>This proposal:</b> <ul style="list-style-type: none"> <li>• <b>delivers Corporate Plan 2024-29 outcomes</b></li> <li>• <b>provides business enabling functions</b></li> </ul>	<ul style="list-style-type: none"> <li>• Leading Sustainable Environment</li> <li>• Vibrant Thriving Destinations</li> <li>• Flourishing Public Spaces</li> </ul>
<b>Does this proposal require extra revenue and/or capital spending?</b>	No
<b>If so, how much?</b>	N/A
<b>What is the source of Funding?</b>	N/A
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	N/A
<b>Report of:</b>	Executive Director Environment
<b>Report author:</b>	Gillian Howard, Policy and Projects, City Operations

## Summary

The Project, Programme, Portfolio (P3) Framework introduced in November 2025 reshapes project governance across the City Corporation. Changes include the introduction of a tiering system that determines which projects will go to the Streets and Walkways Sub Committee for decision and which are delegated to the Environment Portfolio Board.

Most City Operations projects sit within Tiers 1 and 2. Tier 1 projects will be considered under delegated authority by the Environment Portfolio Board. Those that are politically sensitive or involve significant changes may still be escalated to Members. Strategic oversight for Members will be maintained through programme-level reporting, such as Healthy Streets Plan Area Programme updates.

All Tier 2 projects require Member decisions and will be considered by the Streets and Walkways Sub Committee. Tiering for all live projects has been reviewed and agreed by Environment Portfolio Board (Appendix 1).

This report also seeks delegated authority to enable the Executive Director Environment to enter into Section 278 agreements where appropriate if the project is being governed at an officer level.

## **Recommendation(s)**

Members are asked to:

1. Note the proposed way forward regarding the projects and programmes that are anticipated to continue to be considered by the Streets and Walkway's Sub Committee following the introduction of the Corporate Portfolio Management framework in November 2025.
2. Note the tiering of the projects in Appendix 1.
3. Note Tier 2 (or above) projects and programmes will retain decision making with the Streets and Walkway's Sub Committee
4. Note the list of delegated decisions undertaken between November 2025 and end of January 2026 in Appendix 2
5. Approve that for Tier 1 S278 projects, or those under the threshold of 'a project', the Executive Director Environment is delegated authority to agree that the City Corporation can negotiate and enter the S278 legal agreement as necessary.

## **Main Report**

### **Background**

1. On 24 July 2025, the Court of Common Council approved the adoption of the New Corporate Project Procedure, the Project, Programme, Portfolio (P3) Framework. A link to the report can be found in the background papers. In summary, this framework has changed the way projects, programmes and portfolios are managed and governed, with increased delegation to Officers via Departmental Portfolio Boards.
2. The gateway procedure has been re-evaluated to align more closely with industry best practice. The thresholds for decision making have also been reviewed, with Projects and Programmes falling into 'Tiers' which determine their governance route. These changes started to come into effect on 25 November 2025.
3. This report sets out how this change affects the forward programme for this Sub Committee, and which projects and programmes the Sub Committee can anticipate being presented with for decision and/or information.
4. The report also seeks approval for an officer delegation which sits outside of the project procedures, but which is fundamental to the timely delivery of S278 projects. This relates to the authority to enter S278 agreements.



## Current Position

5. The Streets and Walkways Sub Committee are the custodian of transport and public realm projects which are delivered across the City; both civic schemes to deliver the Corporate Plan, Transport Strategy, Climate Action Strategy and Destination City objectives and projects to support developments through delivery of S278 schemes.
6. Under the previous governance rules for projects and programmes, delegation to Officers was based largely on project cost and risk level, with projects under £500k (later increased to £1m), delegated to the Chief Officer for approval. All projects over £1m still required Streets and Walkways Sub Committee approval and were sent to Projects and Procurement Sub Committee for information. Projects under £1m often still came to the Sub Committee due to the level of interest in the individual projects.
7. Under the new P3 framework the tiering process identifies the governance route for each project or programme. The tiers are decided by a matrix using a mixture of cost, strategic impact and benefits to assess the likely governance route.
8. If it is felt a project should move up or down into the next tier it is possible to recommend this to the Environment Portfolio Board for consideration. For example, a lower cost but politically sensitive Tier 1 project might be moved to Tier 2 for Member decision.
9. The official descriptions of the tiers are:
  - **Tier 1** – Tactical - Aligns to strategic outcomes, clearly defined approach, requires some technical innovation and with minimal impact upon people – typically costs between £250k (incl. £250k) and up to £5m.
  - **Tier 2** – Strategic – Contributes to strategic outcomes, contains uncertainty, requires some technical innovation and with moderate impact upon people – typically £5m (incl. £5m) and less than £20m total delivery cost.
  - **Tier 3** – Complex – Delivers strategic outcomes for the City Corporation, high levels of uncertainty, requires new or innovative practice, complex to deliver – typically £20m (incl. £20m) and less than-£100m.
  - **Tier 4** – Major capital infrastructure programme – High-profile to the City Corporation, directly addresses the strategic outcomes of the Corporation and typically has a total delivery cost of £100m and above.
10. The 'City Operations sub portfolio' (a part of the 'Environment Portfolio which because of its size is split into four sub portfolios') mainly falls within the overall scope of the Streets and Walkways Sub Committee. All projects and programmes within this sub portfolio are in Tiers 1 and 2.
11. Current live projects and programmes have been assessed to determine which tier they fall within (Appendix 1). This information has been through a scrutiny session and subsequently agreed by the Environment Portfolio Board. All new

projects and/or programmes will follow this process as part of their initiation process to determine the governance route.

12. Projects which may have fallen within Tier 1 but include potential street closures or are considered to be particularly politically sensitive have been recommended to remain under Streets and Walkways Sub Committee governance at Tier 2.
13. If during the design stage of a Tier 1 project issues arise that require the project to be categorised as a Tier 2 project (to be decided by Members) then it is possible to still do this. However, for most projects in Tier 1 it is not expected that the Streets and Walkways Sub Committee will receive future gateway reports.

## **Proposals**

14. Officers are developing new ways of working that align with the updated corporate governance framework while still valuing the Sub Committee's experience and input. Engagement with the Sub Committee will continue, but the approach will need to evolve, with a greater focus on strategic oversight.
15. It is proposed that all programme level reporting will be considered by the Sub Committee, including programme funding decisions and priority setting. This will mean decisions remain transparent and visible to both the Sub Committee and the public. It will also ensure that projects and programmes are delivering the outputs needed to meet the strategic needs of the organisation. Engagement with local Ward Members will also continue regardless of the tiering of the project.
16. Currently, there is annual reporting on the delivery of programmes for Healthy Streets Plan areas. These reports provide high level detail of individual schemes and give an opportunity to assess the progress of work on an area level. The Fleet Street Area Healthy Streets Programme Update report in the agenda of this meeting is an example of this.
17. However, not all of the Healthy Streets Plans have been completed. This means there is currently a gap in area programme reporting for the Aldgate, Tower and Portsoken area, the Bank and Cheapside area and the Riverside area.
18. The intention is that all areas will be covered by a Healthy Streets plan in the coming few years. In the intervening period Officers will prepare a summary of live projects for those areas and provide an annual progress report to the Sub Committee.
19. Other projects which are intended to continue to come to Streets and Walkways Sub Committee for decision also include those projects with major expenditure and projects which include proposed traffic restrictions.
20. Reports which are approved by the Environment Portfolio Board will be reported as delegated decisions to this Sub Committee. This ensures that there is public

record of that decision and gives Sub Committee Members the opportunity to ask for further information if required.

21. The decisions that have been taken both under officer delegation and the delegation to the Environment Portfolio Board since the last Streets and Walkways Committee in December 2025 can be found in Appendix 2. New projects will be recorded in delegated decision reports as they are initiated. This will include the agreed tier for the project.
22. Outside of the project governance changes, there is an officer delegation required to streamline project decision making. There is an anomaly where developers are under an obligation to enter a S278, which is set out at the planning stage and in the S106 document, however, Officers must seek authority via Committee to enter into the S278 with the developer.
23. It is proposed that the Sub Committee agree to delegate to the Executive Director Environment authority to negotiate and enter into the S278 for Tier 1 projects and those below £250,000 which are not significant enough to be considered a project. The two reports on this agenda for 6-11 Crescent S278 and 10-16 Bevis Marks S278 are examples of the latter. Members may also wish to note that such a delegation already exists for the signing of s106 agreements.

## **Corporate & Strategic Implications**

### Strategic implications

24. The projects which sit in this portfolio meet the Corporate plan outcomes of Leading Sustainable Environment, Vibrant Thriving Destinations and Flourishing Public Spaces, whilst contributing to the delivery outcomes of the Transport Strategy and the Climate Action Strategy.

### Financial implications

N/A

### Resource implications

N/A

### Legal implications

25. Legal implications of projects or programmes will be reflected in the individual reports and decision requests as they have previously been.

### Risk implications

26. Individual Risk implications of projects and programmes will still be recorded in the same way as they have previously been.

### Equalities implications

27. There is no change to the way projects or programmes consider equalities implications under this new governance framework. Where appropriate an EQIA will be undertaken and any negative impacts mitigated. EQIA's will still be presented at key decision-making points regardless of whether those decisions are taken under Officer delegation or by the Environment Portfolio Board or Committee.

### Climate implications

28. This governance change does not change the individual projects or programmes contribution to the Climate Action Strategy outcomes.

### Security implications

N/A

## **Conclusion**

29. This report sets out how the P3 Framework will streamline project governance while maintaining appropriate Member oversight. By shifting many project decisions to the Environment Portfolio Board and focusing Committee engagement at a strategic level, the City can deliver projects more efficiently while ensuring transparency and alignment with corporate priorities. These changes provide a clearer, more effective governance structure to support the successful delivery of transport and public realm programmes.

30. Reports that will continue to regularly come to the Streets and Walkways Sub Committee include Programme level reporting such as area based Healthy Street plan programme updates, projects with a higher expenditure and projects which include proposed traffic restrictions.

## **Appendices**

Appendix 1 Tiering for Transport and Public Realm Projects and Programmes  
Appendix 2 Decisions taken under Delegation Nov 2025 to Jan 2026  
Appendix 3 Definitions of Portfolio, Programme and Project.

## **Background Papers**

The Court of Common Council Paper 24 July 2025,  
[ITEM 9 - Project Procedure FINAL.pdf](#)

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Appendix 1 – Table of agreed Tiering for Transport and Public Realm Projects and Programmes

Tier / Division	City Operations- Sub Portfolio. Under Streets and Walkway's Sub Committee Direction
<div>2 - Remains at Sub Committee Level</div>	<div>Programmes</div> <ul style="list-style-type: none"> <li>Barbican and Golden Lane Healthy Streets Plan Programme</li> <li>Liverpool Street Area Healthy Streets Programme (S&amp;W)</li> <li>City Cluster Programme</li> <li>Vision Zero programme</li> <li>Fleet St Area Programme</li> <li>Fenchurch St Health Streets Plan Programme</li> <li>Pedestrian Priority Streets Programme</li> </ul> <div>Major Projects</div> <ul style="list-style-type: none"> <li>Leadenhall Street Improvements</li> <li>Salisbury Square Development Highway Works</li> <li>St. Paul's Gyratory Project</li> <li>Transforming Fleet St</li> <li>West Smithfield Area Public Realm</li> <li>St Pauls external Lighting</li> </ul> <div>Traffic Restriction</div> <ul style="list-style-type: none"> <li>Bank Junction (P&amp;T)</li> <li>65 Gresham Street s278</li> <li>Moor Lane (Highway enhancement - BBGL.</li> <li>Aldgate to Blackfriars Cycleway</li> </ul>

<b>1 - Environment Portfolio Board</b>	<p><b>S278 Projects</b></p> <ul style="list-style-type: none"><li>• 1 Leadenhall Street S278</li><li>• 1-5 London Wall buildings S278</li><li>• 14-21 Holborn Viaduct S278</li><li>• 115-123 Houndsditch S278</li><li>• 2 Aldermanbury Square S278</li><li>• 2-3 Finsbury Avenue S278</li><li>• 50 Fenchurch Street S278</li><li>• 61-65 Holborn Viaduct S278</li><li>• Dauntsey House/Fredericks Place S278</li><li>• Friary Court S278</li><li>• Millennium Bridge House Area Improvements S278</li><li>• Museum of London S278</li><li>• Middlesex Street Estate Eastern Base Highway Works S278</li></ul> <p><b>Other Projects</b></p> <ul style="list-style-type: none"><li>• Lombard street Improvements</li><li>• Moor Lane (Highway Enhancement)</li><li>• CAS Cool Streets &amp; Greening Ludgate Broadway SUDS</li><li>• CAS St Peter Westcheap</li><li>• CAS City Greening Biodiversity</li><li>• CCV - Jubilee Gardens</li><li>• Creechurch Lane Area improvements - City Cluster programme</li><li>• Cultural Hub Quick Wins</li><li>• Eastern City Cluster Security Scheme</li><li>• Enhancing Cheapside Programme</li></ul>
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	<ul style="list-style-type: none"><li>· Fleet Street Lanes and Courts Improvements</li><li>· HVM Security Programme</li><li>· Outdoor fitness for Old Watermans Walk</li><li>· St Andrew Undershaft Churchyard</li><li>· St Mary-At-Hill Churchyard</li></ul>
<b>0 - Remain with Officer Delegation</b>	<p><b>S278 Projects</b></p> <p>100 New Bridge Street S278</p> <p>1-14 Liverpool Street S278</p> <p>1-2 Broadgate s278</p> <p>1-5 London Wall Buildings S278</p> <p>5 Snow Hill (Snow Hill Police station) S278</p> <p>5-10 Great Tower Street s278</p> <p>Building I HVM S278</p> <p>Cripple Gate House (1 Golden Lane) S278</p> <p>Seal House (1 Swan Lane) S278</p> <p>Stonecutter Court S278</p> <p>Wood Street Police Station s278</p> <p><b>Other Projects</b></p> <p>St Botolphs Bishopsgate Ball Court Improvements</p> <p>Finsbury Circus Access Improvements</p> <p>Coleman Street feasibility study</p> <p>Holborn Viaduct Lighting Improvements</p>

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## City of London Corporation Committee Report

<b>Committee(s):</b> Streets and Walkway's Sub Committee – For Information	<b>Dated:</b> 24/02/2026
<b>Subject:</b> Policy and Projects delegated decisions November 2025 to January 2026	<b>Public report:</b> For Information
<b>This proposal:</b> <ul style="list-style-type: none"> <li>delivers Corporate Plan 2024-29 outcomes</li> </ul>	<b>Vibrant Thriving Destination</b>
<b>Does this proposal require extra revenue and/or capital spending?</b>	No
<b>If so, how much?</b>	N/A
<b>What is the source of Funding?</b>	N/A
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	N/A
<b>Report of:</b>	Executive Director Environment
<b>Report author:</b>	Gillian Howard

### Summary

This report summarises the decisions relating to Transport and Public Realm projects that have been taken between 1 November and 31 January 2026 under either existing or agreed delegated powers by responsible Officers within the Environment Department, or by the Environment Portfolio Board.

### Recommendation(s)

Members are asked to:

- Note the report.



## Main Report

### Background

1. For your information, this report lists decisions that have been determined by the Executive Director Environment and the Director of City Operations, or those so authorised under their delegated powers, between 1 November 2025 and 31 January 2026.
2. Since the 25 November 2025 the new governance arrangements, the Portfolio, Programme, Project Framework, or P3 Framework came into effect. Under this framework the Environment Portfolio Board take decisions on 'Tier 1' projects.

Project name	Project description	Gateway stage	Decision by and date of decision
Climate Action Strategy, Cool Streets and Greening Programme – Phase 4 SuDS (Sustainable Urban Drainage) for Climate Resilience - Ludgate Broadway	<p>The widening of pavement and installation of SUDS rain gardens, including raised carriageway and seating.</p> <p>This report sought approval to move to construction following a delay in being able to undertake the works due to nearby developments.</p>	<p>Authority to start work</p> <p>(Old G5)</p>	<p>City Operations Director</p> <p>28/11/26</p>
Creechurch Lane Area improvements - City Cluster programme	To agree final design of revised kerb, raised table and seating and planting on Creechurch Lane, to replace the temporary parklet that had been installed.	<p>Authority to start work</p> <p>(New G3)</p>	<p>Env Portfolio Board</p> <p>17/12/2025</p>
Fleet Street Lanes and Courts Improvements	The project aims to deliver public realm enhancements including lighting enhancements, greening and sustainability measures, across the lanes and alleyways, Johnson's Court and Gough Square. These improvements are intended to encourage more people to use the lanes and spaces, activating them and	<p>Options appraisal</p> <p>(New G2)</p>	<p>Env Portfolio Board</p> <p>27/01/2026</p>

	<p>encouraging greater footfall as well as improving the greening for the wider area - making the courts places that people want to spend time in, improving biodiversity and wellbeing.</p> <p>The report sought agreement to undertake further local public consultation on the proposals</p>		
London Museum S278	<p>Highway and public realm improvements to ensure the effective and safe operation of the new London Museum development (General Market and Poultry Market) via Section 278 obligations.</p> <p>The report sought agreement to move to construction following the signing of the legal agreement and receipt of funding</p>	<p>Authority to Start work (new G3)</p>	<p>Env Portfolio Board</p> <p>27/01/2026</p>

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## **Appendix 3 - Definitions**

The City Corporation uses the following definitions as set out in the P3 Framework:

### **Portfolios:**

Are used to select, prioritise and control an organisation's programmes and projects, in line with its strategic objectives and capacity to deliver. Their goal is to balance the implementation of change initiatives and the maintenance of business as usual while optimising return on investment.

### **Programmes:**

Are unique and transient strategic endeavours, undertaken to achieve a defined set of objectives, incorporating a group of related projects and change management activities.

### **Projects:**

Are unique, transient endeavours, undertaken to bring about change and achieve planned objectives, which can be defined in terms of outputs, outcomes or benefits.

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<b>Committee(s)</b>	<b>Dated:</b>
Streets & Walkways Sub Committee	24 February 2026
<b>Subject:</b> Special Events on the Highway	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	Diverse Engaged Communities & Vibrant Thriving Destination
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>No</b>
<b>If so, how much?</b>	<b>N/A</b>
<b>What is the source of Funding?</b>	<b>N/A</b>
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	<b>N/A</b>
<b>Report of:</b> Executive Director of the Environment	<b>For Decision</b>
<b>Report author:</b> John Grimes, Assistant Director Highways, Environment Department	

## Summary

This report outlines the major special events planned for 2026 and provides Members with an opportunity to consider their appropriateness in terms of nature, scale, impact and benefits.

There continues to be a stable core programme of 13 regular sporting, ceremonial and celebratory events that are expected to take place on the City's streets, that are professionally managed and deliver charitable, reputational and promotional advantages for the City, while typically operating with minimal disruption or operational difficulty.

In addition to the core programme, a variety of one-off events are expected in support of the City's cultural, visitor and transport priorities, including Destination City and the Sports Strategy, as well as the aims & objectives of key City partner organisations and community groups.

The report also provides an overview of the 'Benefits in Kind' granted to charitable and other organisations during 2025.

## Recommendation(s)

Members are recommended to:

- Agree to support the regular core events programme listed in paragraph 4 and detailed in Appendix 1.
- Support in principle the Nocturne event as (currently) the only major new event for 2026.

Members are also recommended to:

- Note the Benefits in Kind listed in Appendix 4

## **Main Report**

### **Background**

1. This report provides an update to Members on the programme of on-street special events currently planned for 2026. Although the level of commerciality varies between events, most are intended to support charitable fundraising, promote City strategies or Mayoral initiatives. While these events provide some form of social, community and financial benefits, the City has maintained a long-standing principle that their impact on residents, businesses and traffic should not be disproportionate.
2. Planning for each major event is undertaken well in advance to minimise disruption and to co-ordinate them into the wider programme of works taking place on the City's streets. This process is led by officers in the Environment Department, supported by colleagues across Town Clerks, the Remembrancer's Office and the City of London Police.
3. The Executive Director, Environment Department holds delegated authority to issue the necessary traffic orders to close roads for special events. Although individual member approval is not required for each event, established guidelines are followed to ensure the suitability of events (including the process for appropriate political oversight), enabling the provision of advice for organisers, and setting out the procedure for consents and approvals.

### **Events Calendar 2025**

4. The City's on-street event programme has developed a steady rhythm, with a core programme of 13 substantial, well-run, and popular events. Full details behind each of these events can be found in Appendix 1, but they can be separated into three distinct categories:

#### Sporting

- London Winter Run – Sunday 15 February
- London Landmarks Half Marathon – Sunday 12 April
- London Marathon – Sunday 26 April
- Saucony London 10k (previously Asics 10k/London 10k) – Sunday 12 July
- Great City Race – Tuesday 22 July (evening)
- London Triathlon – Sunday 26 July
- Bloomberg Square Mile Run – Thursday 17 September (evening)
- Vitality 10k Race – Sunday 27 September
- Royal Parks Half Marathon – Sunday 11 October

#### Ceremonial

- Cart Marking – Saturday 18 July
- Sheep Drive – Sunday 27 September
- Lord Mayor's Show – Saturday 14<sup>th</sup> November

## Celebratory

- New Year's Eve – 31 December
5. This core group of events are organised by experienced and professional event companies with established routes, robust communications, and effective working relationships with the City of London, Transport for London and Westminster City Council.
  6. The success of events such as the London Marathon, the Great City Race and the London Landmarks Half-Marathon mean that the City remains an attractive location for mass participation charitable 'fun run' type events. These events generally remain popular with the public and participants, they are safely managed, and they provide the City with a range of secondary benefits, such as profile, publicity and footfall, visibility on the international stage, connections to the charitable sector and (in some cases) help promote the City's own events and programmes.
  7. Event organisers are aware that they do not have a permanent agreement to hold their events on City streets, but as can be seen in Appendix 3 (which sets out the established events assessment matrix), these events are typically considered 'Green' in terms of delivering a positive balance between the benefits they bring against the impact they cause.
  8. As Members & officers have noted before, with 13 such events now on the City's calendar, there is always the potential for diminishing returns from adding similar events and there can be 'event fatigue' from residential groups given the same streets are often used for more than one event. In addition, there are limited officer resources to help deliver these events and sufficient room must be maintained in the calendar to ensure business as usual activities such as utility street works, resurfacing and crane operations can still be accommodated that can't otherwise take place during the week.

## **One-Off Events in 2025**

9. Beyond the core programme, the number and extent of additional one-off events can vary year-to-year. Due to their one-off nature, these events typically require a much greater degree of effort to facilitate and enable, without the benefit of previous experience or necessarily a well-structured learning curve.
10. In recent years, the events the City has supported have included:
  - International sporting events such as the Tour de France (2014)
  - The International Association of Athletics Federations marathon (2017)
  - City-led events such as the Smithfield 150 celebrations (2018), Lunchtime streets initiatives and various cultural activities & promotions
  - Events coordinated with key partners such as the Afghanistan Commemoration at St Paul's Cathedral (2015), the Commonwealth Heads of Government Visit (2018) and Car Free Day (2019)

- State events such as those related to the Proclamation of His Majesty the King (2022)

## **New Events in 2026**

11. In addition to the established core programme, officers have received requests for two further events to be considered for inclusion in the 2026 programme.

### Nocturne

12. The Nocturne event last took place in 2019 and comprises a cycling race through the heart of the City designed to appeal to a broad audience, promoting cycling as a means to health & wellbeing whilst supporting the City's Sports and Destination City strategies. The Nocturne has proved highly successful in the past in the City, with previous versions first based around Smithfield Market and then later in the Cheapside area when its popularity grew.
13. The new version of this event is proposed to now last two days (12 and 13 June) rather than one and aims to attract the existing City worker audience on the Friday followed by a wider draw into the City on the Saturday.
14. Although Saturday events are planned with regularity, proposing a Friday daytime / evening event presents some significant challenges in terms of transport, access and communications. An early ambition to use Bank Junction has not proved possible due to the significant impact on bus services but a provisional alternative Friday route based around Guildhall would appear achievable, with a larger event footprint planned on Saturday. Detailed discussions remain ongoing alongside a requirement for a major communications plan to attract both participants and spectators as well as to inform affected premises.

## **Cultural Strategy & Destination City**

15. In August 2024, Emma Markiewicz, Director of the London Archives, was appointed as the Senior Responsible Officer for Culture. This role leads the delivery of the City Corporation's Cultural Strategy, encompassing our own institutions as well as partner and cultural attractions in and around the Square Mile.
16. Internal and external resources were engaged to develop a place-based Cultural Strategy for the City, supported by extensive consultation and co-creation with stakeholder groups.
17. The Strategy will contribute to the City Plan 2024, support the Corporate Plan objectives, and align closely with the Destination City programme. Its implementation aims to reposition the City Corporation as a leading cultural destination.
18. Any activity on the highway or within the public realm in 2026, undertaken as part of the new Destination City Programme or the Culture Team's work, will be planned and delivered in close collaboration with the relevant internal

departments. This will ensure that all road closure requirements and special event applications are completed within the necessary timeframes and in accordance with correct procedures.

19. Background information of the emerging strategy 'Developing the Cultural Strategy – progress update September to October 2025' ([public](#)).

## **Sports Strategy**

20. Members will be aware that the Square Mile's sport strategy was approved by the Policy and Resources Committee in June 2023. It was agreed that the vision for the City of London should be to become a global city of sport by investing in sports facilities, activating our public spaces, celebrating the impact of sport, attracting high quality sport events and promoting community sport. A Sport Sounding Board has been created to oversee the progress in delivering on these objectives, which is made up of Members with a remit or interest in sport.
21. We have reached the end of the first phase of the strategy and progress is being made on delivering the sport priorities for the organisation. This Sub Committee has specific interest in the aspirations to activate our public spaces and attract high quality sport events to the Square Mile. On activating spaces, installation of a new outdoor gym near London Bridge will commence soon. Options for Blackfriars Undercroft are also being considered, with the possibility to include a skate park and outdoor gym as part of the designs. On events, we are moving ahead with plans to host the London Nocturne this summer, and discussions are taking place with other event organisers on opportunities for 2027 and beyond.
22. Phase 2 of the sport strategy is due to commence in April 2026, and funding has been agreed to cover sport work during 2026/27. Whilst it is accepted that sport is a strategic priority for the organisation, Members have asked the Head of Sport to look at income generation opportunities from sport events and facilities to understand the required core funding that will be needed to deliver sport priorities beyond the next financial year.

## **Financial Implications: Benefits in Kind**

23. The City Corporation routinely supports certain charitable activities by waiving specific administrative fees and charges as benefits in kind. The Director has delegated authority to approve such waivers on a case-by-case basis, in accordance with the Member-approved guidance outlining when this may be appropriate.
24. Given the need to ensure appropriate cost recovery and manage budget pressures, requests for fee waivers are subject to robust scrutiny. Officers also apply the principle of parity to ensure that comparable events are treated consistently.
25. For some time, the Environment Department has summarised this information for the Finance Committee. To strengthen transparency, the Committee now recommends that all ongoing benefits in kind without a defined end date be reviewed by the relevant department or Committee, with a recommendation made on their continued provision.



26. Members of the Streets & Walkways Sub Committee, as the spending Committee for special event management, are therefore asked to note the current benefits in kind provided under this protocol, as set out in Appendix 4.

### **Security Implications**

27. Further detail on the use of the City's Anti-Terrorism Traffic Regulation Order (ATTRO) for special events will be provided in a separate report to Streets & Walkways Committee. For information, the ATTRO was used in support of the London Marathon and New Year's Eve celebrations last year.

### **Corporate & Strategic Risk Implications**

28. The events outlined in this report aligns with a number of corporate strategies including:

- Provide inclusive access to facilities for physical activity and recreation.
- Cultivate excellence in sport and creative & performing arts.
- Preserve and promote the City as the world-leading global centre for culture.
- Protect, curate and promote world-class heritage assets, cultural experiences and events.

29. Enabling events to take place on the City's streets, where it is safe to do so, will help attract visitors and animate the Square Mile in a controlled and managed way, supporting the City's long-term recovery plans.

### **Legal, Resource, Climate & Equalities Implications**

30. None

### **Conclusion**

31. This report provides an overview of the major events planned in 2026. The majority of events continue to be delivered safely and effectively, with officers working closely with organisers to minimise disruption wherever possible.

### **Appendices**

- Appendix 1 – Core Event Programme for 2026
- Appendix 2 – Core Event Timeline for 2026
- Appendix 3 – Summary Event Assessment for 2026
- Appendix 4 – Benefits in Kind for 2025

### **Report author**

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Environment Department

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# **APPENDIX 1 – Core Event Programme 2026**

EVENT	DAY & DATE	TIMES	ORGANISER	APPROVAL AUTHORITY	BENEFIT OF EVENT	NO.	EVENT HISTORY	CITY OF LONDON ROUTE
London Winter Run	Sunday 15 February	7.30am – 4pm	Human Race Ltd	City of London	Community event raising money for charity	18,500	10 <sup>th</sup> year	City Streets, and Westminster (WCC)
London Landmarks Half Marathon	Sunday 12 April	6.30am – 4pm	Tommy's (with The Great Run Company)	City of London & City of Westminster	Community & Charitable Event	20,000	8 <sup>th</sup> Year	Iconic sites within the City
London Marathon	Sunday 26 April	7am-8.30pm	London Marathon Limited	Transport for London	Significant charity fund raising, plus surplus used to support specific sporting projects.	58,000	More than 20 Years	Embankment & Upper / Lower Thames St
Saucony London 10k (previously Asics 10k/London 10k)	Sunday 12 July	7am – 2pm	Motivsports	City of London, Westminster & Transport for London	Community events raising money for charity	15,000	Annual event	Embankment, Upper/Lower Thames St
Cart Marking	Saturday 18 July	7am – 2pm	Worshipful Company of Carmen	City of London	Historical City event to mark trade vehicles	200	Annual event	London Wall, Gresham St, Guildhall area
Standard Chartered Great City Race	Tuesday evening 21 July	6.30pm-10.30pm	London Marathon Ltd	City of London	Popular with City institutions & sponsored by a city company. Funds also help promote sporting initiatives to the City's resident and workforce population	6,000	More than 10 years	City Road, London Wall, Bank area & Cheapside.
London Triathlon	Sunday 26 July	5am – 1pm	Limelight Sports	TfL, Westminster City Council	Sporting Event	15,000	Annual event	Lower route (Victoria Embankment)
Bloomberg Square Mile	Thursday evening 17 September	7pm – 9pm	Square Mile Sport	City of London	Fun Run raising money for charity	1,500,	More than 10 years	Gresham Street

Vitality 10K Race	Sunday 27 September	10am-12.30pm	London Marathon	Westminster / City of London	Funds from this race promote sporting initiatives to the City's resident and workforce population	15,000	More than 10 years	WCC, Holborn, Holborn Viaduct, Cheapside to Bank area and back to WCC
Sheep Drive	Sunday 27 September	5.30am – 7pm	Worshipful Company of Woolman	City of London / Southwark	Historical City Event with sheep being herded over Southwark bridge by Freemen of the City as well as a Livery Fair in Queen Street	1,000	More than 10 years	Southwark Bridge, Queen Street Place, Queen Street
Royal Parks Half Marathon	Sunday 11 October	7.30am-8.30pm	Limelight Sport	Royal Parks and Transport for London	Charitable event for Royal Parks Foundation.	15,000	More than 10 years	Victoria Embankment west of Blackfriars.
Lord Mayor's Show	Saturday 14 November	7am-7pm	City of London	City of London / Westminster and Transport for London	Procession to facilitate the Lord Mayor's obligations to the Sovereign.	6,000	Ceremonial event	City area west of Bishopsgate.
New Year's Eve Fireworks	Thursday 31 December	From b/w 2-10pm until after midnight	GLA	Transport for London, Westminster & City of London	Focus of the UK's End of Year celebrations	120,000	Annual celebratory event	Blackfriars area & Westminster near London Eye

## APPENDIX 2 – Core Event Timeline for 2026

### 2026 Timeline: Core events

Date	Event	Disruption
15/02/2026	Winter Run	-2
12/04/2026	London Landmarks Half M.	-3
26/04/2026	London Marathon	-3
12/06/2026	Nocturne (Fri)	-1
13/06/2026	Nocturne (Sat)	-3
12/07/2026	Saucony London 10k	-2
18/07/2026	Cart Marking	-1
21/07/2026	Great City Race	-5
26/07/2026	London Triathlon	-2
17/09/2026	Bloomberg Sq Mile	-1
27/09/2026	Vitality 10k Race	-2
27/09/2026	Sheep Drive	-1
11/10/2026	Royal Parks Marathon	-2
14/11/2026	Lord Mayor's Show	-4
31/12/2026	New Years Eve	-6

	Embankment / Thames St only (w/c)
	City (Weekend / Bank Holiday)
	City (Mon-Fri, evening)
	City (Mon-Fri, daytime)

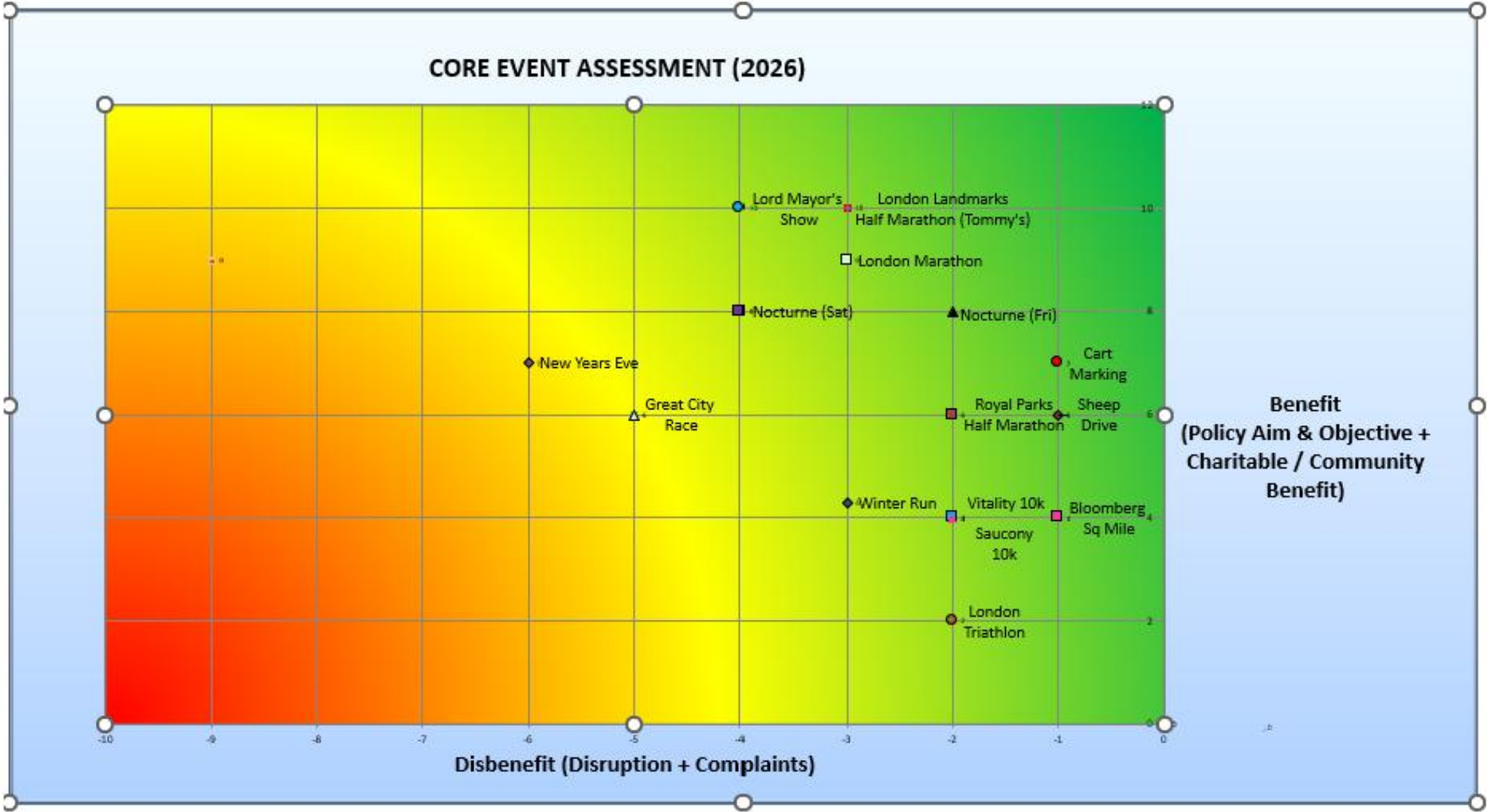
Month	Week	Cumulative Disruption									
		1	2	3	4	5	6	7	8	9	10
Jan	1	New Year's Eve									
	2										
	3										
	4										
Feb	5										
	6										
	7	Winter Run									
	8										
Mar	9										
	10										
	11										
	12										
Apr	13										
	14										
	15	London Landmarks									
	16										
May	17	London Marathon									
	18										
	19										
	20										
June	21										
	22										
	23										
	24	Nocturne									
July	25										
	26										
	27										
	28	Saucony 10k									
Aug	29	Cart									
	30	Great City Race									
	31										
	32										
Aug / Sept	33										
	34										
	35										
	36										
Sept	37										
	38	Sq Mile									
	39	Vitality 10k		Sheep							
	40										
Oct	41	Royal Parks									
	42										
	43										
	44										
Nov	45										
	46	Lord Mayor's Show									
	47										
	48										
Nov / Dec	49										
	50										
	51										
	52										

APPENDIX 3 – Summary Event Assessment for 2026

An Event Assessment Matrix is applied to each event to determine its benefits and dis-benefits, and it remains a highly useful tool to determine the merits (or otherwise) of any proposed event. Members approved the framework for the assessment matrix, which is summarised below:

Disbenefit		Benefit	
Disruption & Impact	Past / Likely Complaints	Policy Aims & Objectives	Charitable / Community Support
Daytime major road closures / Major impact (-5)	Serious, numerous & political (-5)	City heritage / cultural 'difference' / Corporate Plan (inc visitor & cultural strategies) (5)	Not for Profit / Large charitable contribution / Overwhelming stakeholder support (5)
Evening major road closures (-4)	Numerous & political (-4)	London / National / International significance (4)	Charitable contribution (4)
Extensive weekend road closures / Medium impact (-3)	Numerous non-political (-3)	CoL Partner / City stakeholder (3)	Significant City community non-charitable benefit (3)
Limited weekend road closures (-2)	Some political (-2)	CoL Community Strategy (2)	Small charitable contribution (2)
Traffic holds / bubble / minor road closures (-1)	Small number (-1)	Member-only support (1)	Small community benefit (1)
No road closures No impact (0)	None (0)	No policy objective / No Member support (0)	Fully commercial (0)

Using these criteria, the relative assessment for the planned known events in 2026 is represented on are currently as follows:





## APPENDIX 4 – Benefits in Kind for 2025

Date	Event Name	Application Fee	Temporary Traffic Order	Hoarding Licence	Parking Suspension	Dispensation	Total
February							
23/02/2025	London Winter Run				3,464		3,464
March							
25/03/2025	BTP - Exercise Iron Titan		2,400				2,400
April							
06/04/2025	London Landmarks Half Marathon				1,850		1,850
May							
08/05/2025	VE Day					36	36
28/05/2025	CoLP Cycle Safety	500	1,900		1,001		3,401
June							
July							
07/07/2025	State Visit - France				4,035		4,035
19/07/2025	Cart Marking				3,094		3,094
22/07/2025	Standard Chartered Great City Race				1,680		1,680
30/07/2025	CoLP Cycle Safety	500	1,900				2,400
September							
08/09/2025	Merchant Navy Memorial Day	150			1,720		1,870
28/09/2025	Vitality 10k				1,680		1,680
18/09/2025	Bloomberg Square Mile				3,016		3,016
28/09/2025	Sheep Drive				390		390
November							
05/11/2025	BBC Children in Need Walk	150					150
08/11/2025	Lord Mayor's Show	500	1,900	565	94,670		97,635
09/11/2025	Remembrance Sunday	500	1,900				2,400
09/11/2025	Trinity Square Remembrance Sunday	500	1,900				2,400
27/11/2025	Rifles Military Dinner				4,035		4,035
29/11/2025	CoLP Exercise Hurricane		2,400				2,400
December							
01/12/2025	Lord Mayor's Banquet				4,035		4,035
04/12/2025	State Visit - Germany				4,035		4,035
29/12/2025	NYE - MPS HVM Build		4,000				4,000
TOTALS		2,800	18,300	565	128,705	36	150,406

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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