

City of London Corporation Committee Report

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