



Streets and Walkways Sub (Planning and Transportation) Committee

Second Supplementary Agenda

Date: TUESDAY, 28 MAY 2019

Time: 11.30 am

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

11. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
All Change at Bank – Report of the Director of the Built Environment

For Decision
(Pages 1 - 30)

Item received too late for circulation in conjunction with the Agenda.

John Barradell
Town Clerk and Chief Executive

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Committees:		Dates:	
Resource Allocation Sub-Committee Streets and Walkways Sub-Committee		Delegated Authority 28 May 2019	
Subject Review of Deferred Schemes – All Change at Bank		Issue Report: Complex	Public
Report of: Director of the Built Environment Report Author: Simon Glynn			For Decision
<p style="text-align: center;"><u>Summary</u></p> <ul style="list-style-type: none"> • Dashboard -RAG status is Green, subject to report approval • Last Gateway approved – Gateway 3. • Progress to date including resources expended - £886,791. • Summary of issue – <ul style="list-style-type: none"> • Decision required on proposed funding strategy for All Change at Bank project to Gateway 4. • Decision required on the use of the proposed S106 deposits in the Bank area. • Consideration of the recommendations of the previous issues report to Streets and Walkways Sub Committee on 17 April 2019. • Proposed way forward - Use of local funds (S106 deposits) in the Bank Area instead of On Street Parking Reserve as previously requested. <p>Total Estimated Cost (to G4) - £1,810,761.</p> <p>Recommendations</p> <p>That the Town Clerk, in consultation with the Chair and Deputy Chairman of Resource Allocation Sub, Agree:</p> <ul style="list-style-type: none"> • the funding strategy of using S106 deposits identified in Appendix A to fund the All Change at Bank project to Gateway 4, at a cost of £659,584, plus any interest and indexation accrued by these deposits. <p>That the Streets and Walkways Sub-Committee:</p> <ul style="list-style-type: none"> • Agree that the S106 deposits identified in Appendix A be used to fund the All Change at Bank project to Gateway 4, at a cost of £659,584, subject to the agreement of the Resource Allocation Sub-Committee; and • Agree the original recommendations set out in the All Change at Bank project Issues report of 17 April 2019. These recommendations are set out in the report in Appendix B. 			

Main Report

<p>1. Issue description</p>	<p>An Issues report on the All Change at Bank transportation and public realm project was received by the Streets and Walkways Sub-Committee on 17 April 2019. This set out the proposed way forward for the project in terms of programme following the agreement to restart the project in January/February 2019.</p> <p>The Issues report recommended approving the use of £659,584 from the On-Street Parking Reserve in order to reach Gateway 4. A copy of this report to Streets and Walkways Sub Committee is included in Appendix B. No decision on the recommendations of the report was taken because of the subsequent approval (on 11 April 2019) of Policy and Resources Committee to defer the delivery of All Change at Bank for the duration of the Fundamental Capital Review.</p> <p>The relevant draft minute of the Streets and Walkways Sub-Committee states: “The Sub-Committee noted that following the publication of the [Sub-Committee] agenda, the Policy and Resources Committee, at its meeting on 11 April 2019, had approved the deferral of the All Change at Bank project as part of the Fundamental Capital Funding Review report”.</p> <p>A debate followed which concluded in the Sub-Committee resolving to support a Resolution to the Resource Allocation Sub Committee (RASC) on 2 May 2019, which stated:</p> <p>RESOLVED – That the Streets & Walkways Sub-Committee request that the All Change at Bank project proceed during the Fundamental Capital Funding Review, on the grounds that:</p> <ul style="list-style-type: none"> • Pausing the project would have significant implications for public safety. The junction is still dangerous, particularly when fully open in the evenings or opened to provide resilience when other roads are closed. Delaying the project also risks the 2022 deadline to align with capacity upgrades at Bank Station; • The project directly addresses two areas of the Corporate Risk register, Road Safety and Air Quality; • Pausing the project would therefore create a significant risk of reputational damage for the City of London Corporation; • The project can be funded to the next Gateway using On Street Parking Reserve; and • The project has a lot of support and represents one of the City of London Corporation’s key political priorities.
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	<p>Because of this resolution, Projects Sub-Committee agreed the recommendations of the issues report on 24 April 2019 subject to the outcome of the proposed resolution.</p> <p>At the Policy and Resources Committee meeting on 2 May 2019, Members agreed to delegate a decision regarding the continuation of, and further capital spending on, the All Change at Bank project during the period of the fundamental review to the Chair and Deputy Chairman of Resource Allocation Sub Committee. Members agreed this approach subject to the reprioritisation of funding within the Department of the Built Environment and on the basis that there be no resultant increase in central budgets in the 2019/20 financial year. Officers were instructed to produce a report under urgency to the Chair & Deputy Chairman of Resource Allocation Sub-Committee setting out the detail of how this is to be achieved.</p> <p>Officers have undertaken a review of DBE priorities. Of those DBE projects which:</p> <ul style="list-style-type: none"> • fulfil the Fundamental Review prioritisation criteria, • are recommended for approval, and • can use central funding during 2019/20 financial year; <p>Two are dependencies of the three major corporate projects:</p> <ol style="list-style-type: none"> 1. Museum of London/Markets/West Smithfield transportation and public realm and 2. Combined Criminal Courts transportation and public realm. <p>A further four relate to the mitigation of corporate risks:</p> <ol style="list-style-type: none"> 1. Snow Hill/Holborn Viaduct Pipe Subway, 2. Bank on Safety, 3. Hostile Vehicle Mitigation Programme, and 4. Beech Street transportation and public realm. <p>There are significant negative impacts for the Corporation in deferring any of the above schemes. Therefore no changes to the status of these projects is proposed. Instead, officers have identified local funding in the form of two S106 deposits associated with private development in the Bank Area. The All Change at Bank project is eligible to use these deposits on the basis that the project mitigates the specific impacts of these private developments. The S106 deposits are restricted in geography and purpose to transportation and public realm improvements in the Bank Area.</p> <p>The relevant deposits are:</p> <ul style="list-style-type: none"> • 11/00935/FULEIA Bucklersbury House • 14/00860/FULMAJ King William Street 33
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	<p>The specific amounts proposed to be allocated to All Change at Bank from these S106 deposits are set out in Appendix A. This funding approach will not impact any other approved scheme.</p> <p>During the Streets and Walkways Sub Committee meeting on 17 April, these S106 deposits were not proposed for use on the All Change at Bank project as the DBE review of resources had not completed. The use of all S106 deposits is under consideration by officers ahead of a S106 spend plan, to be submitted to Committees in July 2019. It is anticipated that these two specific S106 deposits would be proposed to be utilised in the delivery of the project at a later date. However, to accommodate the request of the Streets and Walkways Sub Committee to proceed to the next Gateway on the All Change at Bank project, and to accommodate the instruction from Policy and Resources Committee that there be no resultant increase in central funding in 2019/20; the use of these limited local funds to progress All Change at Bank is considered to be the best available approach.</p> <p>If the Chair and Chairman of Resource Allocation Sub Committee are content to approve the approach outlined above to fund the All Change at Bank project; it is requested that the Chairman and Deputy Chairman of Streets and Walkways Sub-Committee approve the use of the S106 deposits as described and consider the recommendations of the original Issues report in Appendix B.</p> <p>This would then allow Officers to proceed with progressing the All Change at Bank project to gateway 4.</p>
2. Last approved limit	The last approved limit for the project is £1,179,000 but the funding secured is £1,151,177.
3. Options	<p>1. Approve continuation of All Change at Bank project proposed funding approach</p> <p>2 Do not approve continuation of All Change at Bank project proposed funding approach.</p>

Appendices

Appendix A	Revised funding strategy for the total estimated cost of £1,810,761 to Gateway 4.
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Appendix B	Issue Report - Bank Junction Improvements Project: All Change at Bank
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Contact

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Appendix A - Revised funding strategy for the total estimated cost of £1,810,761 to Gateway 4.

Description	Total confirmed funds to be utilised by project to Gateway 4	Status of funds
125 Old Broad Street - Section 106 - Transport	£150,000	Applied
Mondial House (Watermark Place) - Section 106 - Transport	£156,835	Applied
1 Lothbury - Section 106 - Transport	£34,410	Applied
The Pinnacle - Section 106 - Transport	£60,755	Applied
125 Old Broad Street - Section 106 - Transport (Revenue)	£10,000	Applied
Cheapside S106 underspend	£20,000	Applied
Transport for London Grant - 2014/15	£250,909	Applied
Transport for London Grant - 2015/16	£154,000	Applied
Transport for London Grant 2016/17	£200,000	Applied
Transport for London Grant 2017/18	£114,268	Applied
11/00935/FULEIA Bucklersbury House - LCEIW	£75,138	Requested
14/00860/FULMAJ King William Street 33 - LCEIW	£264,929	Requested
14/00860/FULMAJ King William Street 33 - Transport	£319,517	Requested
TOTAL funds available	£1,810,761	

Appendix B - Issue Report - Bank Junction Improvements Project:
All Change at Bank

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Cover sheet Addendum

Following Resource Allocation Sub-Committee on the 8 April 2019, it is officers understanding that this project (All Change at Bank) is on hold as it does not meet the criteria for spend set out for the Fundamental Capital Funding review paper.

This is still to be ratified at the Policy and Resources Committee on the 11 April, which is after the print deadline for this Streets and Walkways Committee on the 17 April 2019.

Depending upon the outcome of the Policy and Resources Committee this committee report may not need to be debated.

Committees: Corporate Projects Board Streets and Walkways Committee Projects Sub Committee Resource Allocation Sub Committee	Dates: 29 March 2019 17 April 2019 24 April 2019 TBC
Subject: Bank Junction Improvements Project: All Change at Bank Unique Project Identifier: 11401	Gateway 3 Complex Issue Report
Report of: Director of the Built Environment Report Author: Gillian Howard	For Decision
<h1>PUBLIC</h1>	

1. Status update	<p>Project Description: To improve the safety, air quality and pedestrian experience of the area around the Bank junction to reflect the historic and iconic surroundings with the appropriate sense of place.</p> <p>RAG Status: Green subject to report approval (Amber at last report to Committee)</p> <p>Risk Status: (Risk status not previously reported)</p> <p>Total Estimated Cost of Project (excluding risk): £4-18m</p> <p>Change in Total Estimated Cost of Project (excluding risk): N/A</p> <p>Spend to Date: £886,791</p> <p>Costed Risk Provision Utilised: X (N/A)</p> <p>Slippage: N/A</p>
2. Requested decisions	<p>Next Gateway: Gateway 4 - Detailed Options Appraisal (Complex) March / April 2020</p> <p>Requested Decisions:</p> <p>Streets and Walkway's and Project Sub committee</p> <ol style="list-style-type: none"> 1. That Members agree the intended project approach for the All Change at Bank Project. 2. That Members note the programme, milestones, costs and key risks as set out in the report and appendices.

	<div>3. That Members agree to a second issues report being presented in November/December 2019 to approve a limited number of options to proceed to more detailed feasibility work.</div> <div>4. That Members agree to the procurement approach outlined in paragraph 22 and Appendix 5</div> <div>5. That Members approve the requested budget increase from £1,179,000 to £1,810,761 (an increase of £631,761) to reach Gateway 4.</div> <div>Resource Allocation Sub Committee</div> <div>6. That Members approve the use of £659,584 to be drawn from the On-Street Parking Reserve.</div>																																				
3. Budget	<div>Table 1 – Funding Sources to date</div> <table><tr><th>Description</th><th>Total confirmed funds to be utilised by project to Gateway 4</th><th>Status of funds</th></tr><tr><td>125 Old Broad Street - Section 106 - Transport</td><td>£ 150,000</td><td>Applied</td></tr><tr><td>Mondial House (Watermark Place) - Section 106 - Transport</td><td>£ 156,835</td><td>Applied</td></tr><tr><td>1 Lothbury - Section 106 - Transport</td><td>£ 34,410</td><td>Applied</td></tr><tr><td>The Pinnacle - Section 106 - Transport</td><td>£ 60,755</td><td>Applied</td></tr><tr><td>125 Old Broad Street - Section 106 - Transport (Revenue)</td><td>£ 10,000</td><td>Applied</td></tr><tr><td>Cheapside S106 underspend</td><td>£ 20,000</td><td>Applied</td></tr><tr><td>Transport for London Grant - 2014/15</td><td>£ 250,909</td><td>Applied</td></tr><tr><td>Transport for London Grant - 2015/16</td><td>£ 154,000</td><td>Applied</td></tr><tr><td>Transport for London Grant 2016/17</td><td>£ 200,000</td><td>Applied</td></tr><tr><td>Transport for London Grant 2017/18</td><td>£ 114,268</td><td>Applied</td></tr><tr><td>TOTAL funds available</td><td>£ 1,151,177</td><td></td></tr></table> <div>Table 1 shows that there is a current shortfall of funds on the existing approved budget of £1,179,000 of £28K. This resulted from the project being put on hold, meaning that the required spend to utilise the TfL funding grant could not be achieved in 2017/2018. To account for this shortfall in our existing funding and covering the additional funding requested in this report is shown in table 2.</div>	Description	Total confirmed funds to be utilised by project to Gateway 4	Status of funds	125 Old Broad Street - Section 106 - Transport	£ 150,000	Applied	Mondial House (Watermark Place) - Section 106 - Transport	£ 156,835	Applied	1 Lothbury - Section 106 - Transport	£ 34,410	Applied	The Pinnacle - Section 106 - Transport	£ 60,755	Applied	125 Old Broad Street - Section 106 - Transport (Revenue)	£ 10,000	Applied	Cheapside S106 underspend	£ 20,000	Applied	Transport for London Grant - 2014/15	£ 250,909	Applied	Transport for London Grant - 2015/16	£ 154,000	Applied	Transport for London Grant 2016/17	£ 200,000	Applied	Transport for London Grant 2017/18	£ 114,268	Applied	TOTAL funds available	£ 1,151,177	
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Table 2: Requested funding

Description	Amount	Status of funds
On-Street Parking Reserve	£ 659,584	Requested
Total budget requested	£ 1,810,761	Requested

4. Issue description**Overview of the current position**

1. An issues report was presented to Members in January 2019 which formally restarted the Bank Junction Improvements project (All Change at Bank). It also re-established the project in the context of changes to the corporate project management and governance processes.
2. Members were also asked to choose a strategic option to take forward for further investigation which included:
 - Option 1 - maximisation of place, with limited, if any, vehicle movement.
 - Option 2 - semi pedestrian priority with some vehicle movement. This option looks to restrict 2-3 arms of the junction to provide greater pedestrian and place benefits.
 - Option 3 – retain the ability for vehicle movements, improving the pedestrian experience with greater space and priority, but little opportunity for place activities.
3. Members agreed to proceed with progressing strategic option 2 but requested in addition that strategic option 1 was retained as a long-term aim. The outcome of this option will be designed so as to not preclude the ability to achieve the future aim of strategic option 1. The requirement to deliver a scheme prior to the Bank Station capacity upgrade in 2022 was a primary consideration in this decision.
4. Utilising the knowledge gained from undertaking the Bank on Safety scheme, and to incorporate the corporate changes to project management, officers have updated all of the project management documentation. This includes the project initiation documentation, communications strategy, governance, programme, and risk and issues register. New baseline data, against which the project will be measured in the future (to determine if it has met its objectives or not), has also been established or planned to be obtained.

	<p>5. Now that we have a clear vision and programme, a review of costs to reach Gateway 4 has also been undertaken. With the desire to keep the highways design 'in house', there needs to be a redistribution of funds from the Fees budget to the Staff costs budget lines.</p> <p>6. As detailed more fully in the previous issues report we have already spent some of the funds agreed to reach the previous planned gateway 4, so there is also a need to seek further funding for the project. In short, spend to date has been on survey and investigative works, staff time to undertake investigation into procurement routes and engagement with stakeholders.</p> <p>7. This report sets out how options for Bank Junction will be explored and how it is intended to approach the project. Updates on cost, procurement and risk are also provided. Much of the detail presented is for Member's information only.</p>
5. Options	<p>Project Approach</p> <p>8. The next stage of this project is centred around understanding which two or three arms of Bank Junction could be closed to motor traffic to provide greater pedestrian priority. At a basic level, when considering all combinations, there are a total of 35 options which could be looked at. Due to the need to progress with work quickly, it is not viable to investigate all 35 in detail. It is believed that a balance of technical evidence, stakeholder feedback, engineering input and Member guidance is required to arrive at the right option.</p> <p>9. In order to put this process into action, the following project approach is proposed by the project team;</p> <ul style="list-style-type: none"> i. Between now and May 2019 work will be undertaken on preparing to procure consultancy support. Design work, including review of existing utility surveys and undertaking of outstanding surveys will be conducted by the internal design team. The main objective around the design work will be to ensure that the options which are presented to Members later in the year are actually achievable in construction terms. ii. Work will be undertaken to shortlist the number of options from 35 to closer to 20. This will include identifying the combinations of closed arms which would be least likely to meet project objectives. An officer focus group will be established to provide input on the least suitable options. The evaluation of options will be carried out in compliance with the City's traffic authority responsibilities for traffic

	<p>movement and the efficient use of the road network. TfL Healthy Streets Tool will be used to rank options.</p> <ul style="list-style-type: none"> iii. In May / June, initial traffic modelling work will begin on the remaining options (circa 20). The aim will be to understand how different options affect journey times. An existing traffic model which was built for Bank on Safety will be used, to save time and cost (circa £50k-£70k). The work will be undertaken between the project team and a consultant. iv. At the same time, officers will engage with external stakeholders via the project working group. The group will invite feedback on how any combination of closures might affect stakeholders, and how their needs might be accommodated within the design process. The biggest consideration will be Transport for London buses, and understanding how different options would be achieved by re-routing services. v. A number of options will then be eliminated. Focus will be on eliminating options which do not meet project objectives, are unsuitable in traffic management and network terms, or it is deemed they cannot be physically constructed. The number of options should be reduced from around 20, to closer to 5. vi. More modelling work will then take place on these options to understand how each of them might displace traffic in the surrounding area and how this could be mitigated. vii. An issues report will then be presented to Members in November / December 2019. This will present the work undertaken and seek agreement on a limited number of options to take through to the final more detailed feasibility work. This will be similar in content to a Gateway 3 outline options appraisal report. viii. The options chosen will then be subject to further work between December 2019 and February 2020 taking into consideration the feedback provided by Members. Further discussions with stakeholders will take place during this period. The design team will seek cost estimates to assist decision making, and some further traffic modelling may take place. ix. Following this work, a maximum of 3 options, with a recommendation on the most suitable option for the arm closures, will be put forward to Members at
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	<p>Gateway 4 in Spring 2020. This will also include preliminary information about options for the vehicle mix through the junction.</p> <ul style="list-style-type: none"> x. To enable officers to begin this work immediately after Gateway 4, officers are aiming to conduct work to update traffic models in advance, so that this work does not have to be done next year. xi. In summer 2020 the option approved at Gateway 4 would be progressed to detailed design and detailed modelling will be undertaken with Transport for London. Public consultation will take place. xii. The project team will then seek the relevant TfL approvals and commence any relevant processes for making traffic orders to give effect to the proposed changes. Necessary design changes would be made. A consultation report and changes will be submitted. A construction package could then be progressed to Gateway 5, which is currently estimated for early 2021. xiii. Following approval at Gateway 5, construction could start immediately, with an estimated timescale of 12 – 18 months. xiv. A flowchart summarising this process is provided in Appendix 2. <p>10. The programme timescale to substantially complete the project prior to the London Underground capacity upgrade at Bank station, is tight. To reduce timeframes to meet the milestones set out in this report, officers are proposing to undertake more detailed design work prior to Gateway 4 than would be usual for a project of this scale. Bank Junction is a highly constrained site with the underground station position very shallow. This will reduce risk by providing a greater level of certainty that the options presented to Members in the gateway 4 report are options which can be constructed within the existing constraints.</p> <p>11. To do this, a greater amount of staff time on highways design will be incurred to reach Gateway 4. This will however, mean a corresponding decrease in design work required between Gateways 4 and 5. This does however introduce another risk whereby if the project is cancelled at Gateway 4, more money would have been spent on abortive work than usual.</p> <p>12. The above project approach is intended to ensure that 'function' is prioritised up to Gateway 4. This means selection of the option which works the best in traffic terms</p>
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(this includes pedestrians). Whilst the public realm will be given some consideration, it is anticipated that 'look and feel' will be explored more thoroughly after Gateway 4. However, some early input into possible features will be sought to determine any technical practicalities within the highway design.

Milestones

13. The key project milestones are presented in Table 3. A more detailed programme is presented in Appendix 3.

Table 3: Key project milestones

Key Milestone	Date
Report to Committees for approval of project approach	April 2019
Report to Committee with results of feasibility work	November / December 2019
Gateway 4 report	March / April 2020
Detailed Design	April 2020 – December 2020
Public Consultation	July 2020 – September 2020
Gateway 5 report	January – March 2021
Construction	April 2021 onwards

Costs

14. As set out, the proposed process for investigating options between now and Gateway 4, is intensive. This approach combined with the decision to conduct all design work in-house has resulted in a need to secure extra budget to cover staff time. Between now and the end of April 2020, it is anticipated that staff time on the All Change at Bank Project will be distributed as follows;

- 1 Project Director allocating 20% of their time
- 1 Principle Project Manager allocating 65% of their time
- 1 Project Manager allocating 100% of their time
- 1 Assistant Project Manager allocating 45% of their time
- 1 Design Engineer allocating 100% of their time
- 1 Urban Designer allocating 15% of their time
- 1 Engagement Officer allocating 30% of their time

15. It is estimated that the above will amount to approximately 6600 man hours. This will cover the technical and stakeholder work that will be required.

16. More detailed information on spend to date and the resources required to reach Gateway 4, is provided in tables 4 and 5 in Appendix 4.
17. Officers are requesting an increase of £631,761 in the budget to get to Gateway 4. Therefore, additional funds of £659,584 are requested, as explained in section 3 above. This includes a current shortfall of funds on the existing approved budget of £1,179,000.
18. Additionally, due to the decision to conduct design work in house, there needs to be a redistribution of funds from the fees budget to the staff costs budget lines. There is still a need for fees, which will include additional traffic surveys to assist with the subsequent stage of traffic modelling, areas of ground radar survey to fill in any gaps that we currently do not have and probable early urban realm consultancy support nearer the gateway 4 report

Funding from On-Street Parking Reserve

19. At the time of writing this report there is a review of funding taking place across the Capital projects. The continued funding of this project is subject to the outcome of this review.
20. It is proposed that Members of Streets and Walkways and Project Sub Committee continue with making a decision on the recommendations outlined, so that officers can continue work within the existing funding for this scheme to keep to programme. This report can then be submitted to Resource Allocation Sub Committee at a later date once decisions from the review have been taken.

Procurement

21. Between now and Gateway 4, the primary element that needs to be procured is traffic modelling. Other elements such as surveys can be procured through our existing procurement methods. It may also be necessary to obtain some urban realm design support towards the end of the year. Support will continue to be required after Gateway 4, where it is anticipated that more detailed modelling and urban realm design will be conducted.
22. When we reported in January 2019, officers suggested that a framework may be used to access the necessary support. Through officer investigations, it has been identified that the City already has access to a framework, Bloom, which allows access to suitable suppliers for the traffic modelling work. Using this framework will provide a substantial time-saving, whilst still allowing officers to test the market by way of a mini-competition, to ensure value

	<p>for money. This exercise is currently being prepared, and an updated PT4 form is provided in Appendix 5.</p> <p>23. Officers are also aware that there is a forthcoming departmental framework contract which will be available for use for future projects. It may be possible to use this framework later on for Bank, such as for urban realm support. However, it is believed that the proposed arrangement will allow officers to procure adequately for the life of the project in terms of traffic modelling.</p>
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Appendices

Appendix 1	Project Coversheet
Appendix 2	Flowchart
Appendix 3	Programme
Appendix 4	Finance tables
Appendix 5	PT4 form
Appendix 6	Risk register

Contact

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Project Coversheet

[1] Ownership

Unique Project Identifier: 11401

Core Project Name: Bank Junction Improvements: All Change at Bank

Programme Affiliation (if applicable): Bank on Safety

Project Manager: Gillian Howard

Next Gateway to be passed: G4

[2] Project Brief

Project Description: To improve the safety, air quality and pedestrian experience of the area around the Bank junction to reflect the historic and iconic surroundings with the appropriate sense of place.

Definition of need: The junction was Identified in the Bank area strategy in 2013, as a space that did not work well for anyone. It was seen as dangerous and polluted with a high collision rate. This project was initiated to investigate solutions to these issues, to simplify the movement at the junction to create less conflict, to reallocate space to assist with the growth of pedestrian numbers and to ensure that the 'Place' function for the centre of the Bank conservation area is enhanced.

Key measures of success:

- | |
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| 1) Reduction in total casualties – specific interest in reducing Killed and Seriously Injured. |
| 2) Reduced NO ₂ emission levels |
| 3) Improved Pedestrian comfort levels |
| 4) Improved perception of Place (as a place to spend time in, and not just pass through) |

[3] Progress Status

Expected timeframe for the project delivery: 3-4 years

Key Milestones:

- | |
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| 1) Gateway 4 – March / April 2020 |
| 2) Gateway 5 – January / March 2021 |
| 3) Construction substantially complete by end 2022 |

Are we on track for completing the project against the expected timeframe for project delivery?

Yes (subject to the approval of this report – April 2019)

Has this project generated public or media impact and response which the City of London has needed to manage or is managing?

With its close relationship with the Bank on Safety scheme – the longer-term project has had media interest which has been managed by the media team. The public are currently aware that more change is forthcoming at Bank.

[4] Finance and Costed Risk

Headline Financial, Scope and Design Changes:

Since 'Project Proposal' G2 report (PSC Approval 05/12/2013):

- Total Estimated Cost (excluding risk): £4-6 million
- Resources to reach next Gateway (excluding risk) £532,000
- Spend to date: £434,000
- Costed Risk Against the Project: N/A
- CRP Requested: N/A
- CRP Drawn Down: N/A

Scope/Design Change and Impact: The introduction of the what became the Bank on Safety Scheme was initiated at the Gateway 3 stage of this project (in the same report)

Since 'Options Appraisal and Design' G3-4 report (PSC Approval G3 01/12/2015, G4 N/A):

- Total Estimated Cost (excluding risk): £4-18 million
- Resources to reach next Gateway (excluding risk) £1,179,000
 - UPDATED to £1,810,761 in April 2019 Issues report
- Spend to date: £886,791
- Costed Risk Against the Project: N/A
- CRP Requested: N/A
- CRP Drawn Down: N/A

Scope/Design Change and Impact:

The project was put on hold in February 2018 in an issues report

An issues report in January 2019 sought to restart the project with changes to the project approach. Members agreed a strategic option to pursue rather than continuing with looking at 4 rigid options following the experience and lessons of delivering the Bank on Safety scheme.

The current report (April 2019) seeks approval to the proposed project approach to achieve the strategic aim agreed in the January 2019 report with a request for further funds.

Since 'Authority to start Work' G5 report (PSC Approval xx/yy/zz):

N/A

Total anticipated cost to deliver [£]:4-18 million (subject to option chosen)

Total anticipated on-going commitment post-delivery [£]: (TBC when options are being considered)

Programme Affiliation [£]:With the Bank on Safety scheme- up to 19.5 million

Top risk:

<i>Risk description</i>	<i>Infrastructure difficulties of the junction make it difficult to transform the space as people imagine</i>
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	<i>Requirement to keep the ability for resilience/flexibility through the area in traffic terms, restricts the options that can be developed</i>
	<i>The need to extend the scope of the project to include other junctions to fulfil the desired space reallocation and suitable traffic movement increases the cost of the project</i>

Top issue realised

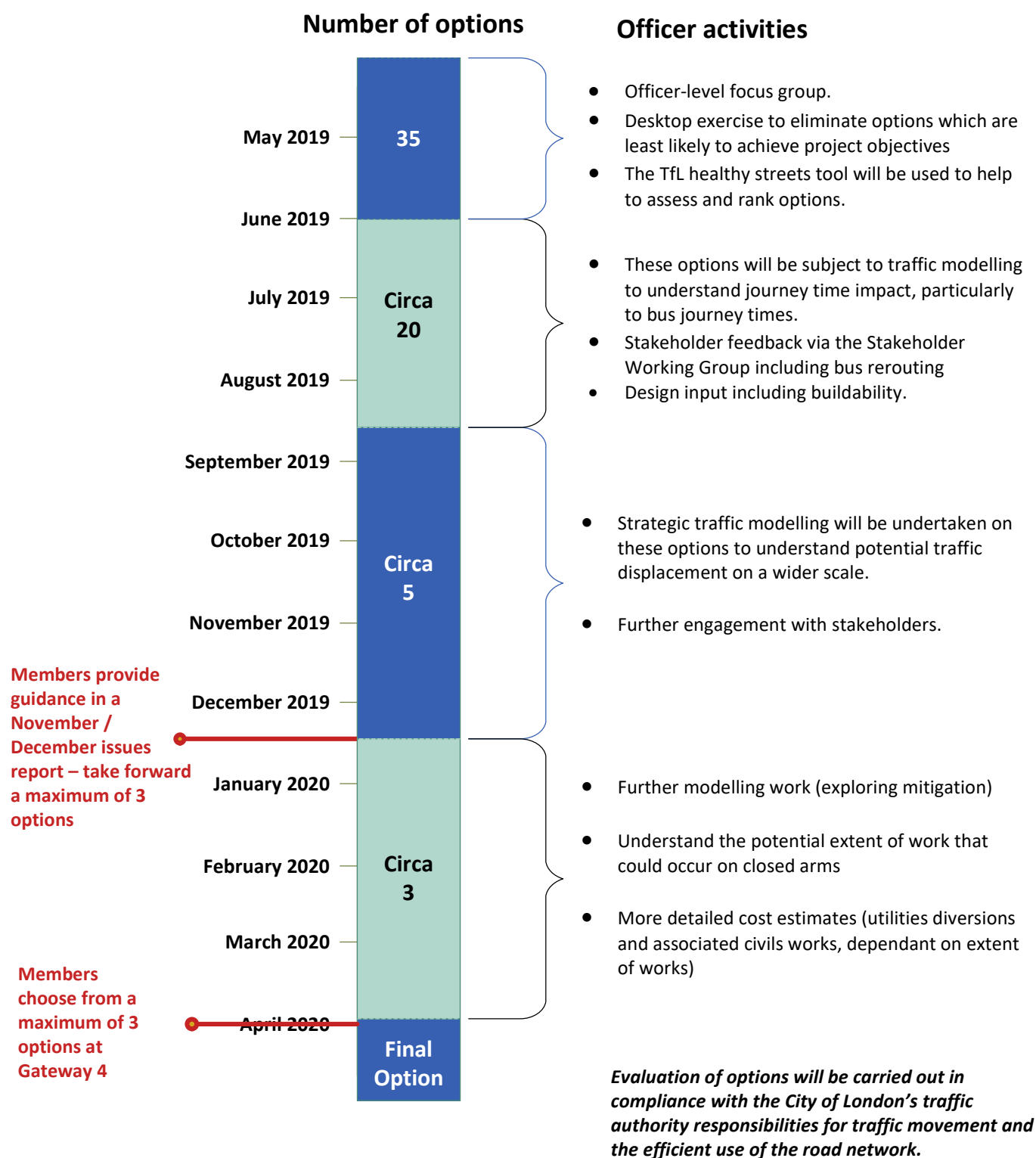
Issue Description	Impact and action taken	Realised Cost
Delivery of the Bank on Safety scheme delayed the development of the longer-term vision	<p>The longer-term programme is behind its original schedule, however in terms of stakeholder development and proof of concept, the experimental period has had many benefits to take the long-term vision forward.</p> <p>With the project restarted a new timeline and milestones programme has been set out in the current report.</p>	

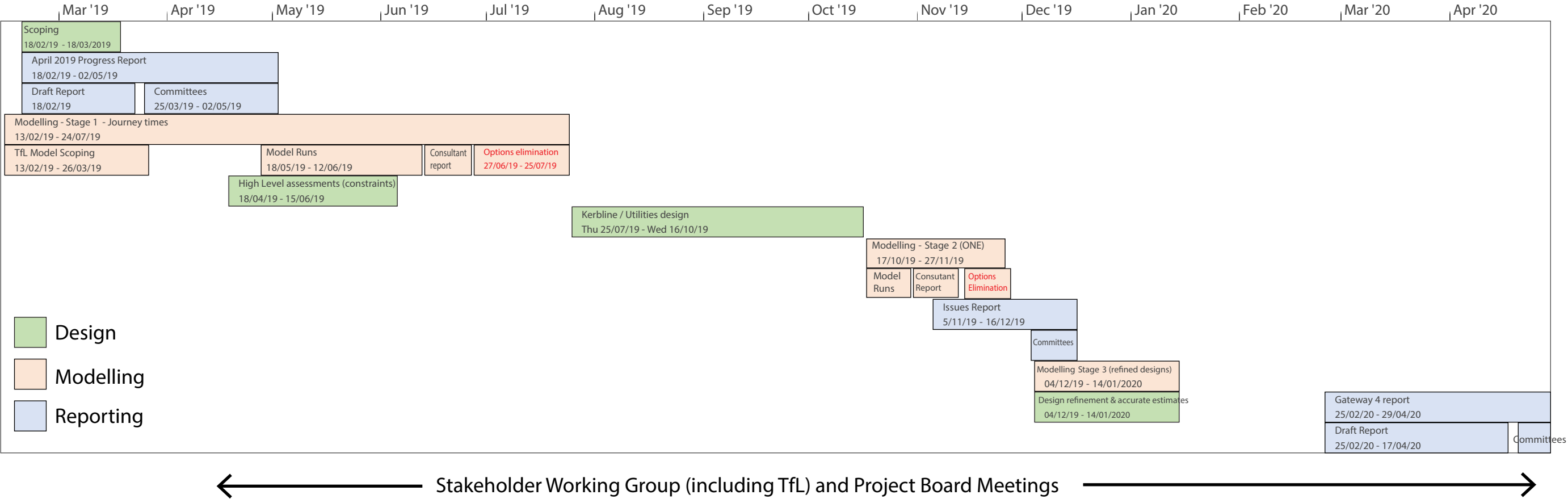
[5] Member Decisions and Delegated Authority

Both Planning and Transportation and Streets and Walkways Sub Committee changed the recommendation in the January 2019 Issues report to read:

“Proceed with feasibility design of Strategic Option 2 (semi pedestrian priority with some vehicle movement) to a Gateway 4 report, on the basis that the proposed timescales for the project be tightened, and that Strategic Option 1 be retained as the Corporation’s longer-term aspiration for the junction. The next phase of work will investigate different options for highways alignment, design of public realm and vehicle mix to inform the Gateway 4 report;”

Appendix 2 - Flowchart





Appendix 4 – Funding Tables

Table 1 (duplicated from main report): Funding Sources to date

Description	Total confirmed funds to be utilised by project to Gateway 4	Status of funds
125 Old Broad Street - Section 106 - Transport	£ 150,000	Applied
Mondial House (Watermark Place) - Section 106 - Transport	£ 156,835	Applied
1 Lothbury - Section 106 - Transport	£ 34,410	Applied
The Pinnacle - Section 106 - Transport	£ 60,755	Applied
125 Old Broad Street - Section 106 - Transport (Revenue)	£ 10,000	Applied
Cheapside S106 underspend	£ 20,000	Applied
Transport for London Grant - 2014/15	£ 250,909	Applied
Transport for London Grant - 2015/16	£ 154,000	Applied
Transport for London Grant 2016/17	£ 200,000	Applied
Transport for London Grant 2017/18	£ 114,268	Applied
TOTAL funds available	£ 1,151,177	

Table 2 (duplicated from main report): Requested funding

Description	Amount	Status of funds
On-Street Parking Reserve	£ 659,584	Requested
Total budget requested	£ 1,810,761	Requested

Table 4: Project spend to date

Description	Approved Budget (£)	Spend to Date (£)	Balance of budget (£)
Highways Staff Costs	22,000	-	22,000
P&T Staff Costs	525,500	505,380	20,120
Fees and surveys	621,500	374,321	247,179
Revenue approved budget	10,000	7,091	2,909
Total	£1,179,000	£886,791	£292,209

Table 5: Resources required to get to next gateway

Description	Approved Budget (£)	Additional resources to next Gateway (£)	Revised Budget (£)
Highways Staff Costs	22,000	141,100	163,100
P&T Staff Costs	525,500	457,840	983,340
Fees and surveys	621,500	32,821	654,321
Revenue	10,000	-	10,000
Total	£1,179,000	£631,761	£1,810,761

PT4 - Committee Procurement Report

This document is to be used to identify the Procurement Strategy and Purchasing Routes associated with a project and only considers the option recommended on the associated Gateway report.



Introduction

Author:	Sohail Khan – Category Manager - Construction		
Project Title:	Bank Junction Improvements Project (All Change at Bank)		
Summary of Goods or Services to be sourced <p>Over the life of the contract, a combination of consultants may be required to deliver traffic modelling expertise, structural engineering advice, and urban realm design to assist officers in developing the long-term solution for Bank Junction. The largest element of work for the immediate term will be traffic modelling.</p> <p>It is expected that these support contracts will be undertaken by specialist consultants rather than within one contract. This PT4 form focuses on procurement of the traffic modelling contract only, which is likely to be the largest contract upto Gateway 5.</p>			
Contract Duration:	1-3 years	Contract Value of traffic modelling	Estimated 75,000 to 250,000
Stakeholder information			
Project Lead & Contract Manager: Gillian Howard	Category Manager: Sohail Khan		Lead Department: Department of the Built Environment
Other Contact		Department	

Specification Overview

Summary of the Specification: Potential items that we will require assistance on. <ul style="list-style-type: none"> Traffic modelling support for option testing (this will comprise the use of two different traffic models). Building of a new traffic model and undertaking MAP process with TfL Assisting general technical liaison with TfL regarding modelling 			
Is the contract likely to require financial uplifts? (Please describe what method will be used to calculate the uplift and whether this will be capped)			
Project Objectives:			
Bank Junction Improvements Project Objectives	Corporate Plan Aim	Corporate Plan Outcome	Corporate Plan High-level activity
A - To continue to reduce casualties	Contribute to a flourishing society	1 – People are safe and feel safe	C – Protect consumers and users of building, streets and public spaces.
B - To reduce pedestrian crowding levels	Shape outstanding environments	9 – We are digitally and physically well-connected and responsive	D – Improve the experience of arriving in and moving through our spaces.
C - To improve air quality	Shape outstanding environments	11 – We have clean air, land and water and a thriving and sustainable natural environment	A – Provide a clean environment and drive down the negative effects of our own activities.
D - To improve the perception of place as a place to spend time in rather than to pass through.	Shape outstanding environments	12 – Our spaces are secure, resilient and well maintained	A – Maintain our buildings, streets and public spaces to high standards.
Does the scope of those project include the processing of personal data? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>			

If yes, have you defined roles and responsibilities within your project specification? For more information visit [Designing Specifications under GDPR](#). You may include your Privacy Impact Assessment or other relevant report as an appendix to this PT form when submitting to Committee (for information).

Customer Requirements

Target completion date	(design) Q1 2021	Target Contract award date	July 2019
Are there any time constraints which need to be taken into consideration?			
The aim is to complete construction by 2022 ahead of the London Underground capacity upgrade opening.			

Efficiencies Target with supporting information	
Process efficiencies may in the main be derived as follows (<i>according to City of London Procurement Efficiency & Savings Process Manual</i>):	
<ul style="list-style-type: none"> SE1 – Competitive price difference – difference in competitive prices received because of competition SE18 – Cost to procure – cost of additional procurement opportunity cost avoided by virtue of the option to extend the appointment beyond concept design stage. COL would have the discretion to proceed to next stages if required. Use of external frameworks to reduce opportunity cost on procurement and project resource in delivering procurement process. 	

City of London Initiatives

How will the Project meet the City of London's Obligation to
Adhere to the Corporation Social Responsibility: CSR matters will be considered in the selection and evaluation process to the extent advised by City Responsible Procurement provisions at the point of engaging with the market. Subsequently CSR matters will be considered as part of design development according to client project objectives and future instruction and can be expected to form part of a design brief to the project in due course.
Take into account the London Living Wage (LLW): This is unlikely to be an issue with a direct impact on this contract opportunity given the nature of the business being contracted. LLW will be stipulated in the ITT.
Consideration for Small to Medium Enterprises (SME): The City accepts applications to participate from SME's.
Are there TUPE/Pension liabilities that need to be considered? NO
Other:

Procurement Strategy Options

Option 1: Appoint via a framework supplier
Advantages to this Option <ul style="list-style-type: none"> Quicker engagement with the market Access to a known, interested supplier who has the capability and expertise to carry out the project The favoured framework has been used successfully by the City previously The favoured framework oversees the contract management aspect and could potentially mean a time/cost saving where officers do not have to take on this duty
Disadvantages to this Option <ul style="list-style-type: none"> Considered less likely to engage with SME's City has experienced inconsistent levels of response from frameworks and which do not always offer the minimum of 3 tender returns required by City Procurement Rules. On occasion external framework terms aren't fit for purpose with CoL The favoured framework overseeing contract management may mean a lesser degree of control of the consultant output
Option 2: Multiple Tender Process – Sub OJEU

Advantages to this Option:
Choosing multidisciplinary teams to deliver development has clear advantages. Procurement is simplified, and the right specialists can be brought together for a holistic project approach. Greater communication and established relationships within the team can lead to better solutions and a smoother process.
Disadvantages to this Option:
Depending on the project plan and timeframes ; this option could take up to 10 weeks and will need to be planned against current procurement activities.
Please highlight any possible risks associated with this option:
Option 3: Explore existing COL suppliers with capability and scope
Advantages to this Option:
<ul style="list-style-type: none"> Significantly reduce the procurement time required Shows greater partnership with existing suppliers
Disadvantages to this Option:
<ul style="list-style-type: none"> If not market tested we may not be getting a competitive price
Please highlight any possible risks associated with this option:
Depending on existing contract that we may choose to use; financial limits on the contract may limit the award, and should we award CoL may be at risk of awarding a contract to a supplier that may have financial constraints in delivery of the work; or inability to absorb additional volume due to capacity .

Procurement Strategy Recommendation

City Procurement team recommended option
This will be determined once the project strategy has been approved and agreed; to ensure the best option is chosen

Procurement Route Options

Make v buy to be considered; also indicate any discarded or radical options

Option 1: An existing compliant Framework Agreement (Bloom)
Advantages to this Option:
<ul style="list-style-type: none"> Faster route to market Less exposure to risk of legal challenge Fees and margins are capped by framework Known proven vetted list of contractors Bloom framework is the preferred option, and the use of a mini-competition would be the preferred method of selecting a supplier
Disadvantages to this Option:
<ul style="list-style-type: none"> Reliance on limited marketplace Contractors may have an already full order book and made commitments elsewhere giving rise to limited competition and reduced confidence in level of value for money realised by the procurement process Possibly less engagement with SME's The Bloom framework means that bloom manage the contract and reporting, therefore some degree of control is lost 5% Levy to use the framework
Please highlight any possible risks associated with this option:
Potentially may be difficult to get a suitable number of quotes
Option 2: Undertake an OJEU compliant tender
Advantages to this Option:
<ul style="list-style-type: none"> Established and compliant method/process. Established regulatory process aimed at securing a best and final offer at tender stage Allows to shortlist at first stage to avoid review of high-volume returns Allows us to engage with SME's as opposed to using a framework, which typically have larger suppliers appointed to them
Disadvantages to this Option:
<ul style="list-style-type: none"> Tender submission in the first instance is on a best and final offer basis. Longer timeframes – selection stage and associated evaluation (Restricted) Many suppliers could respond resulting in a longer evaluation process (Open)
Please highlight any possible risks associated with this option:

<ul style="list-style-type: none"> • A high level of interest at SQ stage is expected and may place significant demand on project resources. • Careful choice in of selection and evaluation criteria is required to ensure there is an effective and compliant mechanism for differentiating between stronger and weaker submissions.
Option 3: Contract through the existing JB Riney Highways term maintenance contract
Advantages to this Option: <ul style="list-style-type: none"> • Known contractor with knowledge of COL procedures and processes. • Compliant and quick route.
Disadvantages to this Option: <ul style="list-style-type: none"> • Not going out to receive competitive tenders. Not the best possible offer may be received. • Specialism may not cover all areas sought. Mainly sub-contract. • Not testing the market.
Please highlight any possible risks associated with this option:

Procurement Route Recommendation

City Procurement team recommended option
<p>Framework Route - There is consensus between project team and City Procurement that a framework is the preferred procedure in this instance. It offers an appropriate balance between time and a need to reduce the number of bidders to be invited to tender. The commercial and technical requirements are sufficiently defined to be capable of being appointed on a framework only basis. This is of course dependant on strategy outcome and approval</p> <p>There is a TfL framework but there is limited choice of consultant.</p> <p>Current provider should have an opportunity to bid, considering their experience on this project and their reputation for high quality work. They cannot bid through the TfL framework contract, or others as they are not on those frameworks. It will still be a mini competition.</p>

Sign Off

Date of Report:	17/04/2019
Reviewed By:	Gillian Howard
Department:	Built Environment
Reviewed By:	Sohail Khan
Department:	Chamberlain's Department

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