



Streets and Walkways Sub (Planning and Transportation) Committee

Appendices Pack

Date: TUESDAY, 26 MAY 2020
Time: 11.00 am
Venue: VIRTUAL PUBLIC MEETING (ACCESSIBLE REMOTELY)

APPENDICES

- 4. BANK JUNCTION IMPROVEMENTS - ALL CHANGE AT BANK**
Report of the Director of the Built Environment

For Decision
(Pages 1 - 32)

- 6. CITY PUBLIC REALM PROJECTS CONSOLIDATED OUTCOME REPORT, GATEWAY 6**
Report of the Director of the Built Environment

For Decision
(Pages 33 - 34)

- a) Frederick's Place Environmental Enhancements (Pages 35 - 38)
- b) 8-10 Moorgate Area Improvements (Pages 39 - 42)
- c) 1 Angel Court Area Improvements (Pages 43 - 44)
- d) 11-19 Monument Street Area Improvements (Pages 45 - 48)
- e) Monument and Lower Thames Street Junction - Public Realm Enhancement Project (Pages 49 - 54)
- f) Fenchurch Place (Pages 55 - 58)
- g) Lime Street and Cullum Street Area Project (Pages 59 - 62)

7. 20 FARRINGDON/OLD FLEET LANE GATEWAY 6
Report of the Director of the Built Environment

For Decision
(Pages 63 – 66)

John Barradell
Town Clerk & Chief Executive

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:

- 1) Reduction in total casualties – specific interest in reducing Killed and Seriously Injured.
- 2) Reduced NO₂ 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:

- 1) Gateway 4 – September/October 2020 (was March/April 2020)
- 2) Gateway 5 – September/October 2021 (was March April 2021)
- 3) Construction substantially complete by end 2022

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

There has been an approximate 3-month delay to the programme in reaching the reporting milestones. However, it is still felt that substantial completion is possible by the end of 2022 of the main junction area, but that final completion of the scheme won't be until probably mid-2023.

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

Appendix 1

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 April 2019 issues report sought approval to the proposed project approach to achieve the strategic aim agreed in the January 2019 report with a request for further funds. Due to the introduction of the organisations fundamental review the funding element of the April report was not confirmed until June 2019 following changes being made to the source of funding to be S106 and not OSPR.

A further Capital Funding Bid as part of the new annual process was submitted and £4m has been allocated from this process in addition to the existing £1.5m of S106 and TFL funding already secured.

A second Gateway 3 report is now presented

- Total Estimated Cost (excluding risk): £5-5.6 million
- Resources to reach next Gateway (excluding risk) £1,583,457
- Spend to date: £1,190,861(including commitments)
- Costed Risk Against the Project: N/A
- CRP Requested: N/A
- CRP Drawn Down: N/A

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

Appendix 1

N/A

Total anticipated cost to deliver [£]: 5-5.6 million (subject to option chosen and materials used)

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

Programme Affiliation [£]: With the Bank on Safety scheme- **up to 7.4 million**

Top risk:

<i>Risk description</i>	
<i>R1</i>	<i>Infrastructure difficulties of the junction make it difficult to transform the space as people imagine</i>
<i>R6</i>	<i>TfL restructure may mean that no dedicated scheme sponsor / resource can be allocated to represent TfL at project board</i>
<i>R9</i>	<i>The need to extend the scope of the project to include other junctions to fulfil the desired space reallocation and suitable traffic movements increases the cost of the project.</i>
<i>R12</i>	<i>Expectation of the look and feel of the scheme is higher than what can be achieved with the budget available</i>
<i>R13</i>	<i>mitigation measures to reduce impacts on the bus journey times is not enough for TfL to accept the proposed changes</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;”

Following the submission of the April 2019 issues report the All Change at Bank project was placed on hold as part of the fundamental review. S&W committee put forward a resolution to P&R to allow the project to continue. P&R placed a caveat on this regarding the funding request of OSPR that there was to be no increase in

Appendix 1

central budgets for 2019/20 and that DBE would need to reprioritise its current central funding to accommodate this. This was not possible, so an alternative funding strategy was put forward to utilise S106 funding which would have been used later in the project to deliver it. Instead it was bought forward to be utilised for its development. This change of funding strategy and allocation was approved in June 2019 under urgency powers.

Appendix 2

City of London: Projects Procedure Corporate Risks Register

Project name: *All Change at Bank*

Unique project identifier: *11401*

Total est cost (exc risk) £

PM's overall risk rating

Medium

Avg risk pre-mitigation

6.3

Avg risk post-mitigation

4.7

Red risks (open)

0

Amber risks (open)

9

Green risks (open)

2

Corporate Risk Matrix score table

	Minor impact	Serious impact	Major impact	Extreme impact
Likely	4	8	16	32
Possible	3	6	12	24
Unlikely	2	4	8	16
Rare	1	2	4	8

Costed risks identified (All)

£0.00 0%

Costed risk as % of total estimated cost of project

Costed risk pre-mitigation (open)

£0.00 0%

" "

Costed risk post-mitigation (open)

£0.00 0%

" "

Costed Risk Provision requested

£0.00 0%

CRP as % of total estimated cost of project

- (1) Compliance/Regulatory
- (2) Financial
- (3) Reputation
- (4) Contractual/Partnership
- (5) H&S/Wellbeing
- (6) Safeguarding
- (7) Innovation
- (8) Technology
- (9) Environmental
- (10) Physical

Number of Open Risks	Avg Score	Costed impact	Red	Amber	Green
1	12.0	£0.00	0	1	0
0	0.0	£0.00	0	0	0
3	5.3	£0.00	0	2	1
3	6.7	£0.00	0	3	0
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
2	6.0	£0.00	0	2	0
2	4.5	£0.00	0	1	1

Issues (open)

0

Open Issues

Extreme	Major	Serious	Minor
0	0	0	0
0	0	0	0

All Issues

0

All Issues

Cost to resolve all issues
(on completion)

£0.00

Total CRP used to date

£0.00

City of London: Projects Procedure Corporate Risks Register

Project Name:			All Change at Bank					PM's overall risk rating:			Medium		CRP requested this gateway				Average unmitigated risk		6.3				Open Risks		11		
Unique project identifier:			11401					Total estimated cost (exc risk):					Total CRP used to date		£ -		Average mitigated risk score		4.7				Closed Risks		2		
General risk classification											Mitigation actions											Ownership & Action					
Risk ID	Gateway	Category	Description of the Risk	Risk Impact Description	Likelihood Classification pre-mitigation	Impact Classification pre-mitigation	Risk score	Costed impact pre-mitigation (£)	Costed Risk Provision requested Y/N	Confidence in the estimation	Mitigating actions	Mitigation cost (£)	Likelihood Classification post-mitigation	Impact Classification post-mitigation	Costed impact post-mitigation (£)	Post-Mitigation risk	CRP used to date	Use of CRP	Date raised	Named Departmental Risk Manager	Risk owner (Named Officer or External Body)	Date Closed OR/ Reopened	Comment(s)				
R1	3	(3) Reputation	Known Infrastructure difficulties of the junction make it difficult to transform the space as people imagine therefore stakeholder relationships may be more difficult to manage	Lower quality of end product	Possible	Serious	6	£0.00	N		Set expectations at the earliest stage possible where it is discovered that there are major physical constraints	£0.00	Possible	Serious	£0.00	6	£0.00			Leah Coburn	NW/GH/BB						
R2	3	(4) Contractual/Partnership	London Buses do not allocate sufficient resource to the project to advise on re-routing and scenario testing.	Delay to programme - see comments	Possible	Serious	6	£0.00	N		Engage early with TfL regarding a bus representative to advise on optioneering, if no progress is made, escalate to director / executive level	£0.00	Unlikely	Serious	£0.00	4	£0.00			Leah Coburn	JA/NW/GH		TfL Buses have been working well within the officer group to date and provided very helpful input. The aim is to continue with this working relationship.				
R3	3	(3) Reputation	Committee Members think that the outline options presented in the April 2019 progress report are not ambitious enough	Delay to programme / reputational risk	Possible	Minor	3	£0.00	N		Ensure linkage between the Jan/Feb issues report wherein members (in their majority) selected 'option 2' as the preferred direction of travel and were instructed of the potential implications of attempting to deliver 'option 1' within the available timeframe	£0.00	Unlikely	Minor	£0.00	2	£0.00			Leah Coburn	JA/GH	01/05/2020	Would likely be a minor impact in terms of programme length				
R4	3	(3) Reputation	Committee Members think that the outline options presented in the April 2019 progress report are too ambitious	Delay to programme / reputational risk	Possible	Minor	3	£0.00	N		Ensure linkage between the Jan/Feb issues report wherein members (in their majority) selected 'option 2' as the preferred direction of travel and were instructed of the potential implications of attempting to deliver 'option 1' within the available timeframe	£0.00	Unlikely	Minor	£0.00	2	£0.00			Leah Coburn	JA/GH	01/05/2020	Would likely be a minor impact in terms of programme length				
R5	3	(4) Contractual/Partnership	Key stakeholder(s) do not endorse design options at feasibility stage, with regards to access for servicing or building users	Delay to programme	Possible	Serious	6	£0.00	N		Ensure that Stakeholder Working Group is suitably chaired and that key stakeholders are aware of their remit within the project structure. Ensure from the outset that stakeholders can commit resources of appropriate seniority.	£0.00	Unlikely	Serious	£0.00	4	£0.00			Leah Coburn	JA/GH/External		Could impact on the ability to progress otherwise feasible options. Local Stakeholder work will be undertaken before G4				
R6	3	(4) Contractual/Partnership	TfL restructure may mean that no dedicated scheme sponsor / resource can be allocated to represent TfL at project board	Likely delay to programme	Likely	Serious	8	£0.00	N		Officers will seek to establish an appropriate contact at the project level, however a political level contact for the scheme should be established as soon as possible.	£0.00	Likely	Serious	£0.00	8	£0.00			Leah Coburn	JA/GH/LC/ZK		So far this has not been a problem, but will be a greater risk as we narrow down the options and operating scenarios.				
R7	3	(3) Reputation	There is a potential that the completed scheme could impact negatively on some of the protected characteristics under the equalities act.	Reputational impact	Rare	Serious	2	£0.00	N		Meetings with representative groups have been conducted already. A range of groups are included as consultees within the project governance structure. An equalities plan has been included in the project initiation document.	£0.00	Rare	Serious	£0.00	2	£0.00			Leah Coburn	JA / GH		Would impact on the ability to deliver the magnitude of change that Members and the public are expecting to see if not managed well to design out identified issues.				
R8	3	(9) Environmental	Requirement to keep the ability for resilience/flexibility through the area in traffic terms, restricts the options that can be developed.	Impact to project scope	Possible	serious	6	£0.00	N		Seek to ensure that an appropriate level of resilience is maintained on the arms of Bank Junction which remain operational. On closed arms, close working with the network management team can deliver resilience.	£0.00	Unlikely	Serious	£0.00	4	£0.00			Leah Coburn	JA/GH/MR		This could mean extension of the project boundary outside of the presented area and is likely to result in increased cost				
R9	3	(9) Environmental	The need to extend the scope of the project to include other junctions to fulfil the desired space reallocation and suitable traffic movements, increases the cost of the project.	Impact to project scope (extension)	Possible	Serious	6	£0.00	N		Seek to ensure that the area for potential change is clearly defined from the outset and any scope creep is necessary only for the delivery of the project.	£0.00	Possible	Serious	£0.00	6	£0.00			Leah Coburn	JA/GH/LC						
R10	3	(10) Physical	Accessibility and/ or security concerns could lead to project changes which may reduce the optimum reprioritisation of space and/or cost	Changes to the project's design and scope may be required if accessibility/ security concerns are raised	Possible	Minor	3	£0.00	N		Regular reviews of designs with specialist groups and internal contacts	£0.00	Unlikely	Minor	£0.00	2	£0.00		11/11/2019	Leah Coburn	NW		26/02/20 - Possible that changes could be required as a result of accessibility/ security concerns. However, regular stakeholder engagement should allow changes to be made to the design and have no negative impact on the project.				

R11	3	(10) Physical	Trial holes / utility investigations lead to further information being required and an increase in costs and time	Delays could occur which result in unplanned costs if utility companies don't engage as expected or utility surveys are required	Possible	Serious	6	£0.00	N		Liaise closely with design engineers to work out an approach to cover utility delays or on site discoveries. Trial holes to be undertaken once options have been sifted to a more manageable number.	£0.00	Unlikely	Minor	£0.00	2	£0.00		11/11/2019	Leah Coburn	NW		26/02/20 - There is a lot of information available as a result of the design work undertaken for the Bank On Safety scheme. Discuss with design engineers the extents of any additional investigations to help inform of utility locations ahead of the G4.
R12	3	(3) Reputation	Expectation of the look and feel of the scheme is higher than what can be achieved with the budget available	It is possible that we lose support for the proposed changes whilst still having a need to make functional change to support the growth in pedestrian numbers	Likely	Serious	8	£0.00	N		there is a set budget amount so the focus is on function. Set expectations as early as possible that functional materials are likely to be used with limited use of york stone and granite to necessary areas.	£0.00	Possible	Serious	£0.00	6	£0.00		09/04/2020	Leah Coburn	GH/NW		09/04/20 - looking to maximise the budget to achieve the needed functional changes and provide future possibilities of enhancing the public realm further when more funding becomes available
R13		(1) Compliance/Regulatory	mitigation measures to reduce impacts on the bus journey times is not enough for TfL to accept the proposed changes	the options rely on bus routes being rerouted. If TfL did not agree then options would be very limited.	Possible	Major	12	£0.00	N		providing TfL with all the evidence for the benefits that are achievable in addition of the impacts so that decisions are taken holistically taking in to account the healthy streets approach. Taking the proposals to the appropriate TfL group(s) in advance of presenting the options in the G4 report.	£0.00	Unlikely	Major	£0.00	8	£0.00						

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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 ☐ No ☒

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 (according to City of London Procurement Efficiency & Savings Process Manual):	
<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

<ul style="list-style-type: none"> 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)
<p>Please highlight any possible risks associated with this option:</p> <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.
<p>Option 3: Contract through the existing JB Riney Highways term maintenance contract</p>
<p>Advantages to this Option:</p> <ul style="list-style-type: none"> Known contractor with knowledge of COL procedures and processes. Compliant and quick route.
<p>Disadvantages to this Option:</p> <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.
<p>Please highlight any possible risks associated with this option:</p>

Procurement Route Recommendation

<p>City Procurement team recommended option</p> <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>
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Sign Off

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

Appendix 4

Methodology to reduce options

Looking to restrict/ close two to three arms of the junction, there are a possibility of 35 options of closure combinations. The methodology of reducing from 35 to 5 options is set out below:

- **Reducing from 35 to 20 options:**
 - Started by looking at the Healthy Street indicators but this didn't give enough of a differentiation between the options.
 - The project objectives were then considered. Each of the 35 options were given a score for possible safety improvement, possible Place improvement, a score as a proxy for potential Air Quality improvement (by the removal of more vehicles), and a score for the number of buses that would need to be rerouted as part of the option as a proxy for difficulty of achieving the option. The following weighting was applied:
 - Safety – number of collisions on each arm (45% weighting)
 - Place – a score given by LC and GH (17.5%)
 - Air Quality – potential vehicle reduction was used as a proxy (17.5%)
 - Bus rerouting – how many buses per hour would be affected (20%)
 - This led to a ranking of the 35 options. There are 20 options with proposed three arm closures and 15 options for two arm closures.
 - In the first round of elimination, the 3 arm closure options would be compared to each other first, and the two arm closures compared to each. This eliminated the bottom five of each group.
 - For the three arm closure options. A discussion about when the right time to review the options against other matters such as other aspirations, cycle routes, accessibility etc was had. It was agreed that now was not the right time with so many options on the table. This would be taken into consideration in the future rounds of elimination.
 - For the two arm closure options. A discussion as to whether the proposed King William Street/Princes Street should be eliminated at this stage as so many of the three arms included these arms and the two-arm option had scored highly on the potential Healthy Streets indicator. It was agreed that as the methodology used says this option does not score highly it should be eliminated. There is still a three-arm closure with these arms included which will go through to modelling.
 - In order to get the last five options to remove, the options were merged back together and the bottom five were looked at and agreed to be eliminated
 - The 15 options eliminated at this stage are shown below in table 1:

Table 1 – Eliminated options: X indicates arm closed.

Option	King William St	Queen Victoria St	Poultry	Princess St	Threadneedle St	Cornhill
1	x	x		x		
2	x			x	x	
3	x		x	x		
7	x		x		x	
14		x		x		x
16			x	x		x
21	x			x		
22	x	x				
23	x				x	
24	x		x			
25	x		x		x	
26		x		x		
27				x	x	
28			x	x		
29				x		x

- **Reducing from 20 to 15 options:**
















- There are now 20 options remaining, and the option numbers have been revised to reflect their new composite ranking.
- Due to safety issues, and site constraints with servicing Cornhill, 5 options that included both Threadneedle Street and Cornhill within the same option were eliminated and are shown below in table 2:

Table 2 – Eliminated options: X indicates arm closed

Option	King William St	Queen Victoria St	Poultry	Princess St	Threadneedle St	Cornhill
7		x			x	x
8	x				x	x
10			x		x	x
13				x	x	x
19					x	x

- **Reducing from 15 to 5 options:**
 - The remaining options were weighed against the following criteria, with emphasis being placed on the objectives from City of London Transport Strategy, which was to provide priority to pedestrians over motorised vehicles.
 - **Impact on general journey times (15% weighting)**
 - **Impact on bus journey times (25%)**
 - **Pedestrian uplift – Part 1 (35%)** – reallocation of road space to provide a safer and more comfortable environment, **within** the limits of the Bank on Safety scheme
 - **Pedestrian uplift – Part 2 (25%)** – reallocation of road space to provide a safer and more comfortable environment, **outside** the limits of the Bank on Safety scheme
 - Final ranking tables for the above criteria for reducing from 15 to 5 options are shown in the Table 3 below.
 - The top 5 ranking options are made up of four, 3 arm closure options, and one, 2 arm closure option, and will be considered further against the matrix assessment within the gateway 3 report, to help identify the most suitable three options to take forward for additional feasibility design and modelling work.
 - The highlighted top five are referred to as Options I, II, III, IV and V in the main report to avoid confusion.

Table 3: 15 closure options ranked.

Option number	Number of arms closed	KWS	QVS	Poultry	Princes	Threadneedle	Cornhill	Map	25%	15%	35%	25%	Weighted average score	Weighted average rank
									Bus JT combined peak rank	General Traffic combined peak rank	Area 1 rank	Area 2 rank		
15	3		X		X	X			7	5	2	2	3.7	1
9	3	X	X			X			9	9	1	1	4.2	2
3	3		X	X		X			8	11	3	3	5.45	3
20	2		X			X			4	1	10	5	5.9	4
2	3		X	X			X		5	8	8	9	7.5	5
4	3	X	X				X		10	6	7	8	7.85	6
1	3	X	X	X					12	12	5	6	8.05	7
11	3			X	X	X			14	14	6	4	8.7	8
18	2			X		X			3	2	14	11	8.7	8
17	2		X				X		2	4	13	13	8.9	10
5	3		X	X	X				15	15	4	7	9.15	11
12	2		X	X					6	10	11	10	9.35	12
16	2			X			X		1	3	15	15	9.7	13
6	3	X		X			X		11	7	12	12	11	14
14	3	X			X		X		13	13	9	14	11.85	15

Appendix 5: Pedestrian priority

Pedestrian Priority areas 1 and 2 with the footprint of the Bank on Safety scheme in blue/block colour

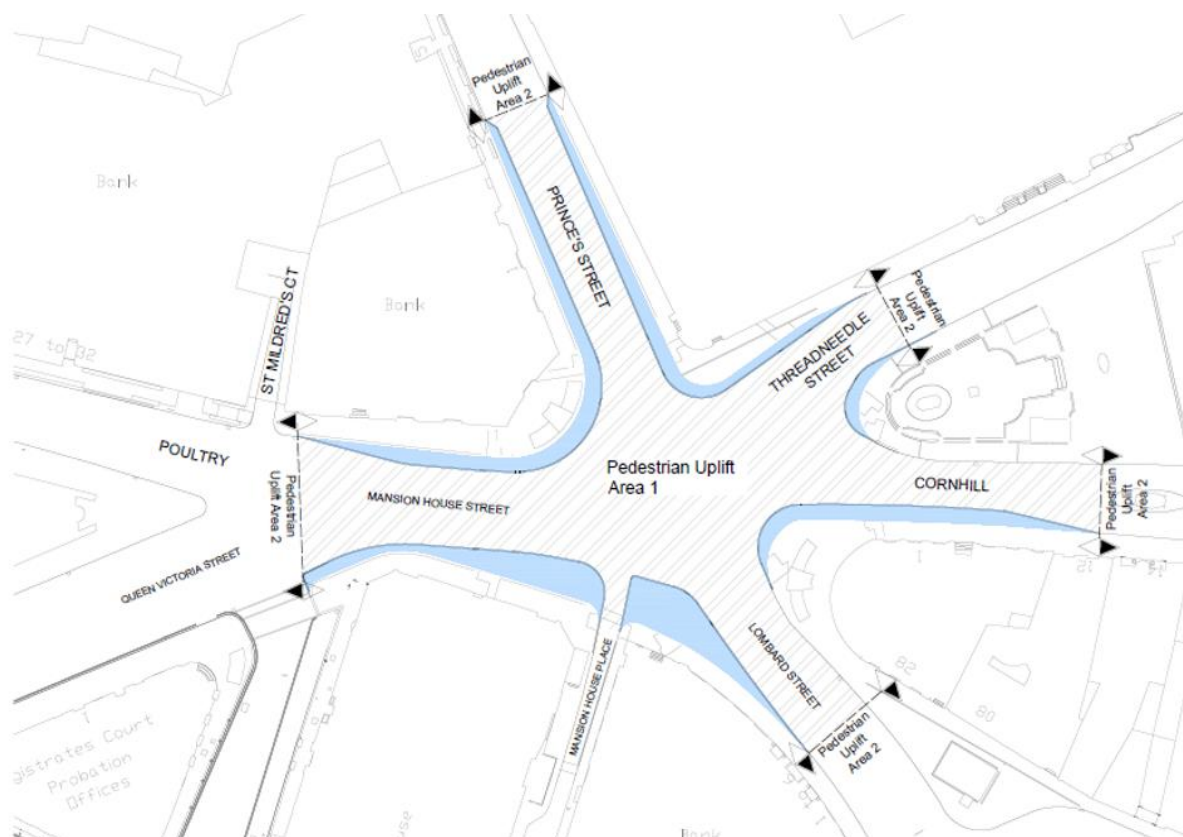


Table 1: Possible Incremental increase in footway space at Bank with each option

Option	Bank on Safety (m ²) Area 1	All Change at Bank (m ²) Area 1	All Change at Bank (m ²) Area 2	Total area of combined schemes
I	600	703	1060	2363
II	600	707	1068	2375
III	600	686	984	2270
IV	600	531	882	2013
V	600	552	683	1835

Table 2 gives the calculated pedestrian comfort levels at various points around Bank before any changes to the footway widths were made. The last column predicts the pedestrian comfort level following the completion of the current Bank on safety footway widening scheme based on its design. Final comfort levels will be done following completion of the construction.

The below table highlights areas of footway where despite the current work, comfort levels are still likely to be very uncomfortable and therefore the All Change at Bank

project will look to relieve these areas in its design. Unlikley that the scope of the project will change sites 7 and 8 which have the poorest pedetrain comfort levels.

Table 2: Pedestrian comfort levels – Pre and Post Bank on Safety Scheme Peak flows

Site description	Site plan reference	Pre-Bank on Safety scheme	Post-Bank on Safety scheme
Princess Street western footway	1	E	D
Princess Street eastern footway	2	D	C+
Threadneedle footway	3	E	D
Cornhill RE footway	4	B	B
Cornhill southern footway east	5	B	B
Cornhill southern footway west	6	B+	A-
<i>Lombard 1</i>	<i>7</i>	<i>E</i>	<i>E</i>
<i>Lombard 2</i>	<i>8</i>	<i>F</i>	<i>F</i>
Lombard 3	9	B	B
Lombard 4	10	C+	B-
MH1	11	D	B+
MH2	12	E	D
MH3	13	C+	B+
MH4	14	C	C
QVS1	15	A-	A-
QVS2	16	A	A
Poultry 1	17	B-	B-

Image 2: Site plan reference for table 2



TEST OF RELEVANCE: EQUALITY ANALYSIS (EA)



The screening process of using the Test of Relevance template aims to assist in determining whether a full Equality Analysis (EA) is required. The EA template and guidance plus information on the Equality Act and the Public Sector Equality Duty (PSED) can be found on Colnet at: <http://colnet/Departments/Pages/News/Equality-and-Diversity.aspx>

Introduction

The Public Sector Equality Duty (PSED) is set out in the Equality Act 2010 (s.149). This requires public authorities, in the exercise of their functions, to have 'due regard' to the need to:

- Eliminate discrimination, harassment and victimisation
- Advance equality of opportunity between people who share a protected characteristic and those who do not, and
- Foster good relations between people who share a protected characteristic and those who do not

The characteristics protected by the Equality Act 2010 are:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership.
- Pregnancy and maternity
- Race
- Religion or belief
- Sex (gender)
- Sexual orientation

What is due regard?	How to demonstrate compliance
<ul style="list-style-type: none"> • It involves considering the aims of the duty in a way that is proportionate to the issue at hand • Ensuring that real consideration is given to the aims and the impact of policies with rigour and with an open mind in such a way that it influences the final decision • Due regard should be given before and during policy formation and when a decision is taken including cross cutting ones as the impact can be cumulative. <p>The general equality duty does not specify how public authorities should analyse the effect of their business activities on different groups of people. However, case law has established that equality analysis is an important way public authorities can demonstrate that they are meeting the requirements.</p> <p>Even in cases where it is considered that there are no implications of proposed policy and decision making on the PSED it is good practice to record the reasons why and to include these in reports to committees where decisions are being taken.</p> <p>It is also good practice to consider the duty in relation to current policies, services and procedures, even if there is no plan to change them.</p>	<p>Case law has established the following principles apply to the PSED:</p> <ul style="list-style-type: none"> • Knowledge – the need to be aware of the requirements of the Equality Duty with a conscious approach and state of mind. • Sufficient Information – must be made available to the decision maker • Timeliness – the Duty must be complied with before and at the time that a particular policy is under consideration or decision is taken not after it has been taken. • Real consideration – consideration must form an integral part of the decision-making process. It is not a matter of box-ticking; it must be exercised in substance, with rigour and with an open mind in such a way that it influences the final decision. • Sufficient information – the decision maker must consider what information he or she has and what further information may be needed in order to give proper consideration to the Equality Duty • No delegation - public bodies are responsible for ensuring that any third parties which exercise functions on their behalf are capable of complying with the Equality Duty, are required to comply with it, and that they do so in practice. It is a duty that cannot be delegated. • Review – the duty is continuing applying when a policy is developed and decided upon, but also when it is implemented and reviewed.

	<p>However there is no requirement to:</p> <ul style="list-style-type: none"> • Produce equality analysis or an equality impact assessment • Indiscriminately collect diversity data where equalities issues are not significant • Publish lengthy documents to show compliance • Treat everyone the same. Rather, it requires public bodies to think about people's different needs and how these can be met • Make services homogeneous or to try to remove or ignore differences between people. <p>The key points about demonstrating compliance with the duty are to:</p> <ul style="list-style-type: none"> • Collate sufficient evidence to determine whether changes being considered will have a potential impact on different groups • Ensure decision makers are aware of the analysis that has been undertaken and what conclusions have been reached on the possible implications • Keep adequate records of the full decision making process
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Test of Relevance screening

The Test of Relevance screening is a short exercise that involves looking at the overall proposal and deciding if it is relevant to the PSSED.

Note: If the proposal is of a significant nature and it is apparent from the outset that a full Equality analysis will be required, then it is not necessary to complete the Test of Relevance screening template and the full equality analysis and be completed.

The questions in the Test of Relevance Screening Template to help decide if the proposal is equality relevant and whether a detailed equality analysis is required. The key question is whether the proposal is likely to be relevant to any of the protected characteristics.

Quite often, the answer may not be so obvious and service-user or provider information will need to be considered to make a preliminary judgment. For example, in considering licensing arrangements, the location of the premises in question and the demographics of the area could affect whether section 149 considerations come into play.

There is no one size fits all approach but the screening process is designed to help fully consider the circumstances.

What to do

In general, the following questions all feed into whether an equality analysis is required:

- How many people is the proposal likely to affect?
- How significant is its impact?
- Does it relate to an area where there are known inequalities?

At this initial screening stage, the point is to try to assess obvious negative or positive impact.

If a negative/adverse impact has been identified (actual or potential) during completion of the screening tool, a full equality analysis must be undertaken.

If no negative / adverse impacts arising from the proposal it is not necessary to undertake a full equality analysis.

On completion of the Test of Relevance screening, officers should:

- Ensure they have fully completed and the Director has signed off the Test of Relevance Screening Template.
- Store the screening template safely so that it can be retrieved if for example, Members request to see it, or there is a freedom of information request or there is a legal challenge.
- If the outcome of the Test of Relevance Screening identifies no or minimal impact refer to it in the Implications section of the report and include reference to it in Background Papers when reporting to Committee or other decision making process.

1. Proposal / Project Title: All Change at Bank

2. Brief summary (include main aims, proposed outcomes, recommendations / decisions sought):

The All Change at Bank sits separate to the Bank on Safety scheme and seeks to bring transformative change to Bank Junction for the longer term. The project is currently at feasibility stage. This document assess the broad aims, objectives and direction of travel of the project as the work is focused on closing/restricting further two to three arms of the junction to achieve project objectives. Regardless of which two or three arms are closed, there is similarity of impact on the protected characteristic groups which can be refined as decisions about which arms to close/restrict are taken and designs emerge. The information in this document will be used to focus design measures to reducing the negative impacts identified and to focus discussions with groups of people representing those protected characteristics that may be negatively impacted.

The aims of the project are as follows;

An improvement in safety at the junction

An improvement in air quality at the junction

An improvement in pedestrian experience at Bank Junction (in terms of comfort and the experience as a place to spend time in)

Direction of travel

The general direction in feasibility work undertaken thus far has centred around further restricting vehicle (including bus) movements, through the junction, increasing space and potential permeability for pedestrians and cyclists and maintaining access for local businesses. Work has also taken into account the operational constraints at local junctions and the budget allocated to the project at the time of writing this document (which is £5.6m).

3. Considering the equality aims (eliminate unlawful discrimination; advance equality of opportunity; foster good relations), indicate for each protected group whether there may be a positive impact, negative (adverse) impact or no impact arising from the proposal:

Protected Characteristic (Equality Group) <input checked="" type="checkbox"/>	Positive Impact	Negative Impact	No Impact	Briefly explain your answer. Consider evidence, data and any consultation.
Age	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<p>The elderly are more likely to suffer from slight mobility impairments related to their age which do not fall within the disabled protected characteristic. These impairments are likely to include slower movement and slower reactions as well and in some cases the use of mobility aids such as sticks.</p> <p>The scheme is likely to improve conditions for all pedestrians using the street by reducing interaction over and above the current situation. This is likely to provide more, safe space for pedestrians and increase comfort when moving through or</p>

				<p>stopping at the junction. This benefit will disproportionately benefit the aged when using the streets as pedestrians.</p> <p>The scheme may negatively impact the aged who feel the only way they can safely and comfortably travel is by motor vehicle or bus. The scheme is likely to restrict transport by motor vehicles and buses and require people to walk more or adjust their bus or car journey to a different route than they currently take.</p>
Disability	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<p>Those who identify as having a disability are more likely to find difficulty in using City streets and may feel excluded at different points. There are a large range of ways in which this could happen, with examples including poor tactile facilities for people with visual impairments or a lack of dropped kerbs for people with mobility impairments.</p> <p>Transport for London research indicates that 78% of Londoners with a disability walk at least once a week. The scheme will improve conditions for these people by providing greater comfort through increasing available space for pedestrians when streets are busiest. There is lift access to Bank station DLR and Waterloo and City line platforms, so as the number of accessible platforms and other stations increase, there will be an increase in the numbers of disabled passengers able to use the tube system.</p> <p>The scheme may negatively impact the disabled who feel the only way they can safely and comfortably travel is by motor vehicle or bus. The scheme is likely to restrict transport by motor vehicles and buses and require people to walk more or adjust their bus or car journey to a different route than they currently take.</p>
Gender Reassignment	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Marriage and Civil Partnership	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Pregnancy and Maternity	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<p>Those who are pregnant or with children are likely to have similar difficulties experienced by the aged. This will include slower movement, impaired movement and/or the requirement for additional safe and comfortable street space.</p> <p>The scheme will improve conditions for this movement by providing more, comfortable space for movement during the busiest times of day. The scheme may negatively impact this group by reducing bus permeability.</p> <p>The scheme may negatively impact those who are pregnant or with children who feel the only way they can safely and comfortably travel is by motor vehicle or bus. The scheme is likely to restrict transport by motor vehicles and buses and require</p>

people to walk more or adjust their bus or car journey to a different route than they currently take.			
Race	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Religion or Belief	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Sex (i.e gender)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Sexual Orientation	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
4. There are no negative/adverse impact(s) Please briefly explain and provide evidence to support this decision:		The scheme does not have any impact on those who have undertaken gender reassignment, marriage and civil partnership, race, religion, sex or orientation. This is because the changes to how the junction will operate does not interact with any of the criteria that constitute association with any of these groups.	
5. Are there positive impacts of the proposal on any equality groups? Please briefly explain how these are in line with the equality aims:		Positive impacts have been captured in section 3.	
As a result of this screening, is a full EA necessary? (Please check appropriate box using <input type="checkbox"/>)	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>	Briefly explain your answer: The scale of the changes to existing vehicle and bus routes and permeability through Bank Junction are likely to result in negative impacts to the protected characteristics set out in this document.
7. Name of Lead Officer: Neil West		Job title: Project Manager	Date of completion: 03 April 2020

Signed off by Department Director :	Name:	Date:
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Appendix 7: Engagement and workflow programme.

All Change At Bank - Stakeholder and consultees engagement programme

	2020				2021				2022				2023	
	Feb-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun
Stakeholders	Planning Stage								Construction Stage				Post Construction	
CoL departments														
GLA														
Transport for London														
Local businesses/residents														
Accessibility groups														
Modal groups														
General Public														
Project Milestones					G4				G5					

List:

Departments within the City Corporation

Greater London Authority

Transport for London

Local residents and businesses

Accessibility groups

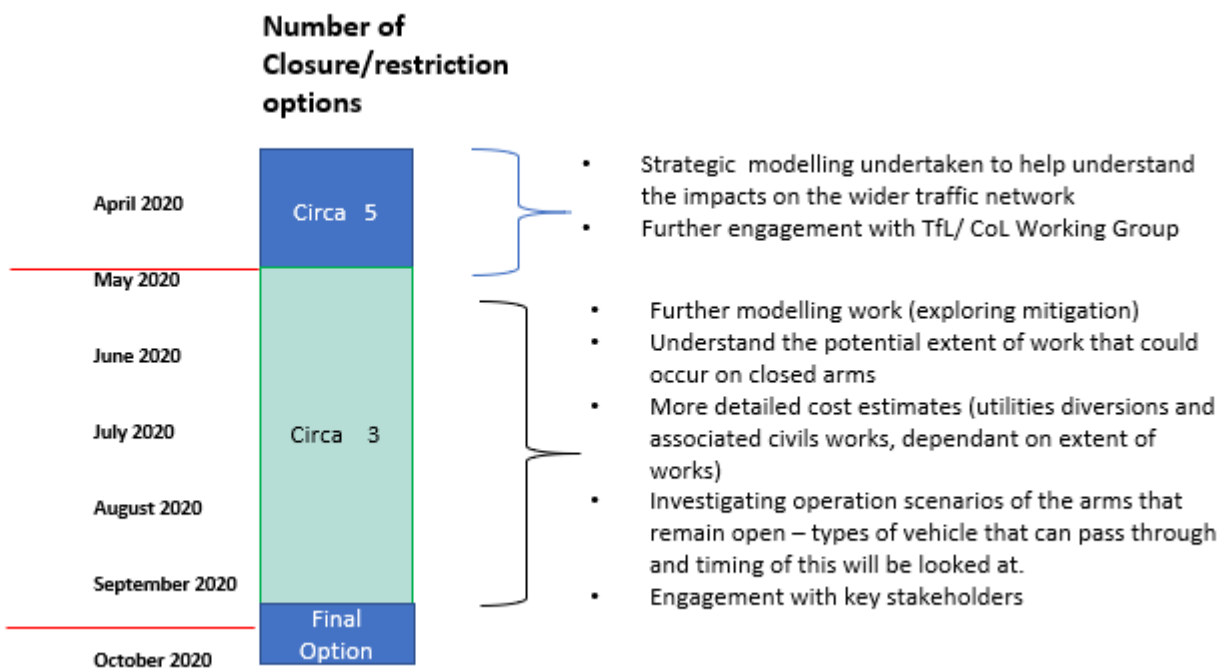
modal Groups

General Public (people who pass through the area)

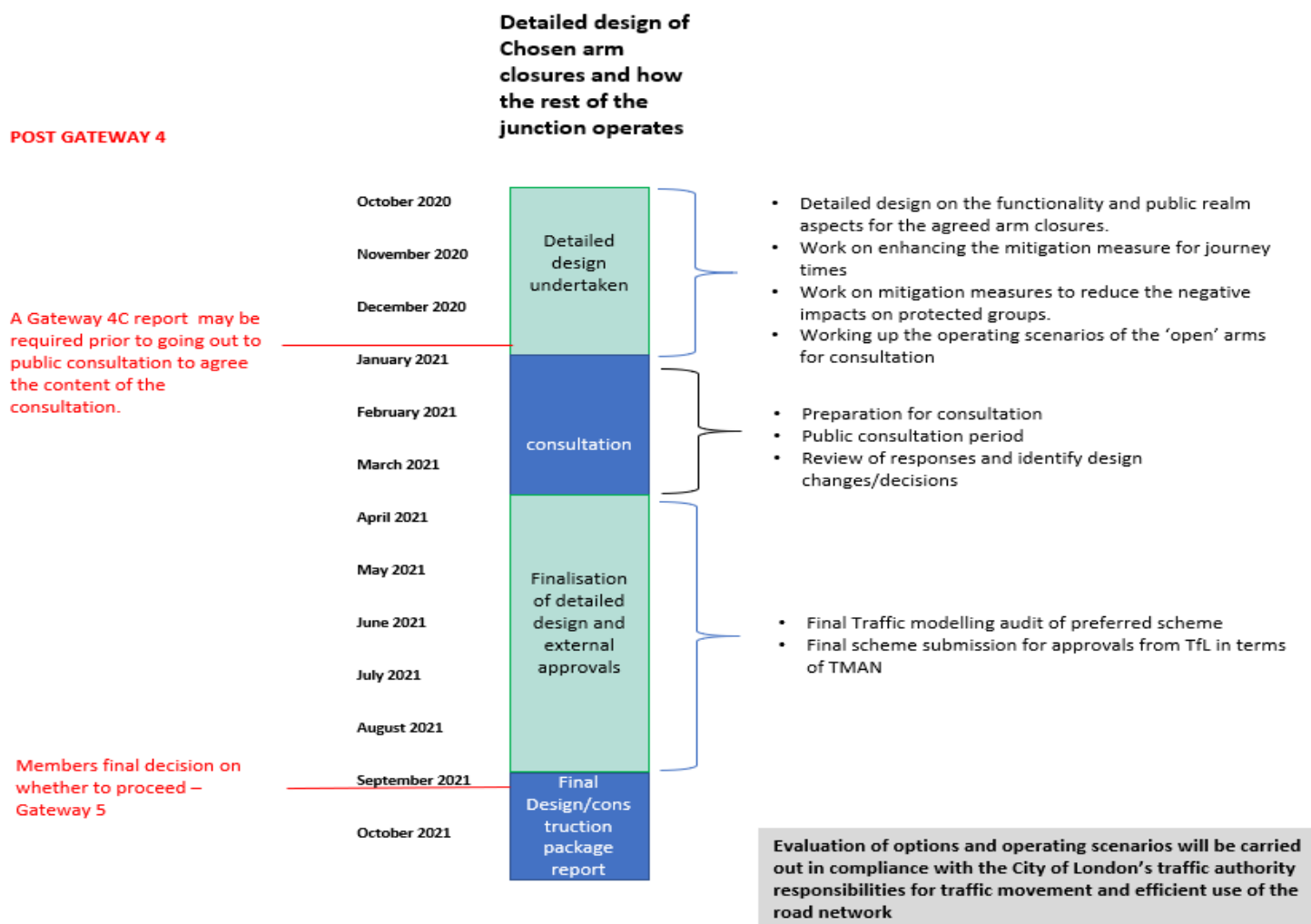
Workflow to Gateway 4 in September/October 2020.

NOW:
Gateway 3 report - take forward a maximum of 3 options for further analysis

Members choose a preferred option at Gateway 4 for which arms of the junction are to be designed in detail as closed/restricted.



Outline Workflow from Gateway 4



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Appendix 8: Finance tables

Table 1: Funding sources to date

Description	Source of funding (£)
Secured S106 funds	864,298
Secured TfL funding (2014 to 2018)	719,177
Total funds available	£1,583,475
Capital Bid secured	£4,000,000
Total Project Funds	£5,583,475

Table 2: funds available to next gateway (G4)

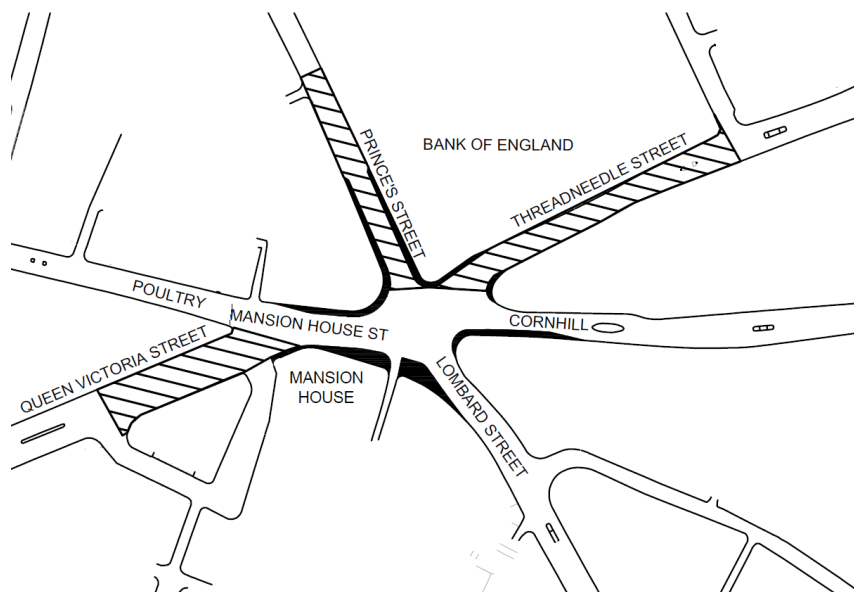
Description	Approved Budget (£)	Revised Budget (£)	Spend and committed to Date (£)	Balance of budget to reach G4 (£)
Highways Staff Costs	62,000	52,467	12,467	40,000
P&T Staff Costs	857,136	665,165	531,565	133,600
Legal staff costs	-	5,000	-	5,000
DBE structure staff costs	-	5,000	-	5,000
Fees and surveys	654,321	845,825	646,829	198,996
Total funds available	£1,573,457	1,573,457	1,190,861	382,596
Revenue	10,000	10,000		
Total funds including Revenue	1,583,457	1,583,457		

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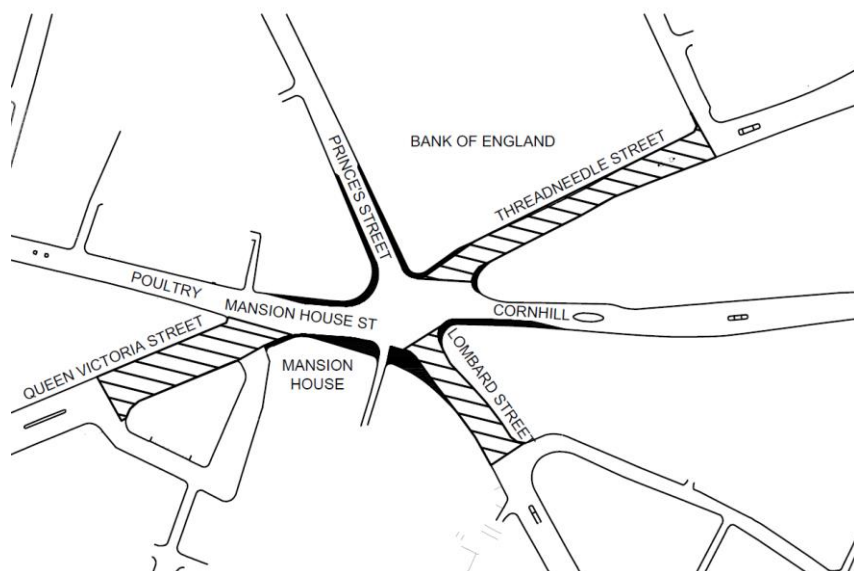
Appendix 9:

The five options: (hatched lines are closed arms)

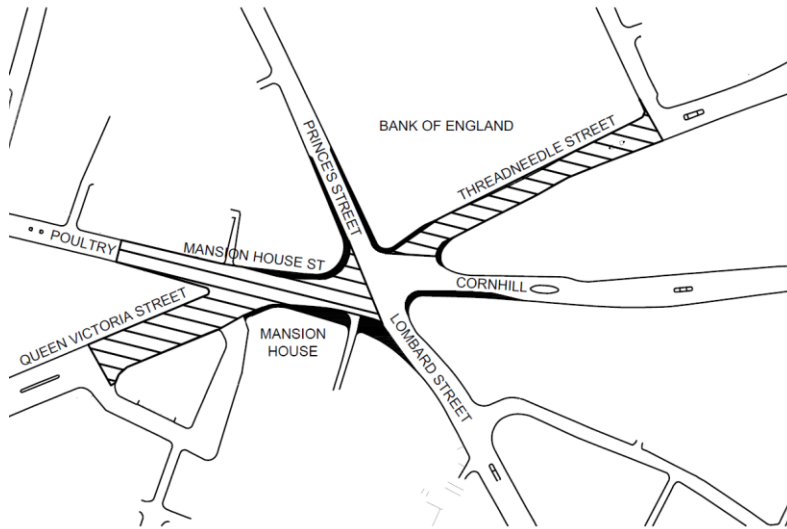
Option I is a **three** arm closure



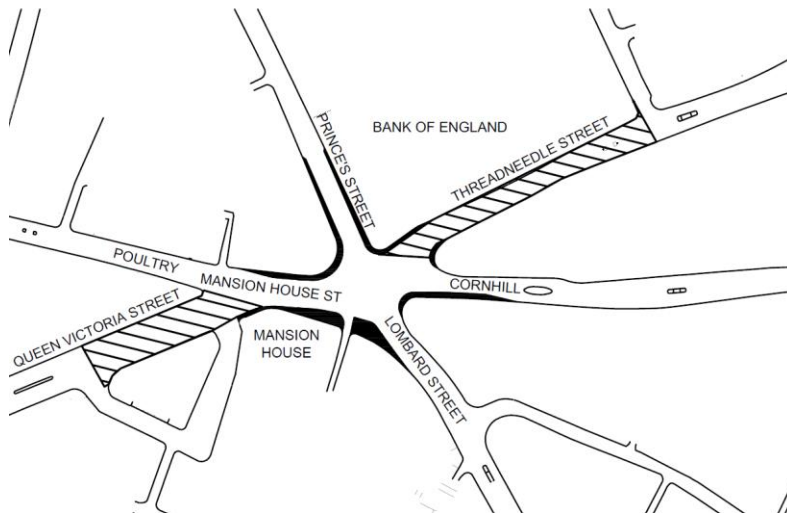
Option II is a **three** arm closure



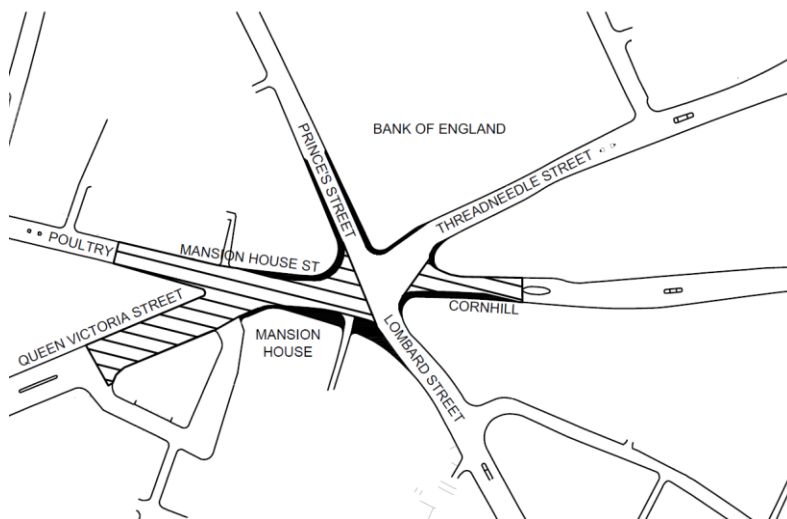
Option III is a **three** arm closure



Option IV is a **two** arm closure



Option V is a **three** arm closure



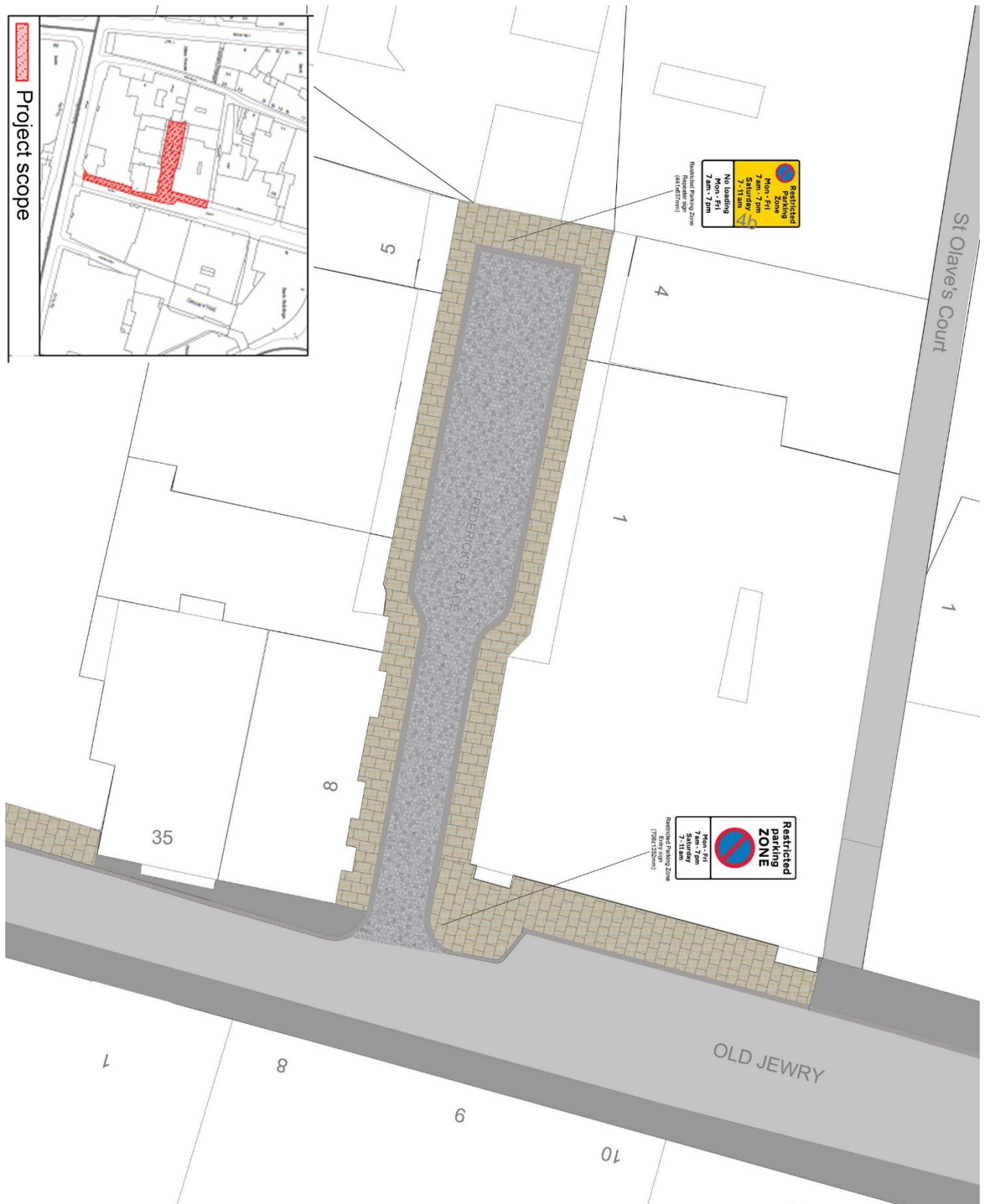
Appendix One

Table 1: Summary of Project Finances

Project	Approved Budget (£)	Expenditure (£)	Balance (£)
Fredericks Place	592,171	513,039	79,132
8-10 Moorgate	319,005	306,874	12,131
1 Angel Court	336,207	299,435	36,772
11-19 Monument St S278	663,323	562,075	101,248
11-19 Monument St S106	401,915	381,068	20,847
Monument St/Lower Thames St	182,032	165,517	16,515
Fenchurch Place	588,681	489,642	99,039
Lime St /Cullum St	735,991	704,844	31,147
TOTAL	3,819,325	3,422,494	396,831

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Appendix 1: Plan



Appendix 2: Before and after photos

Before

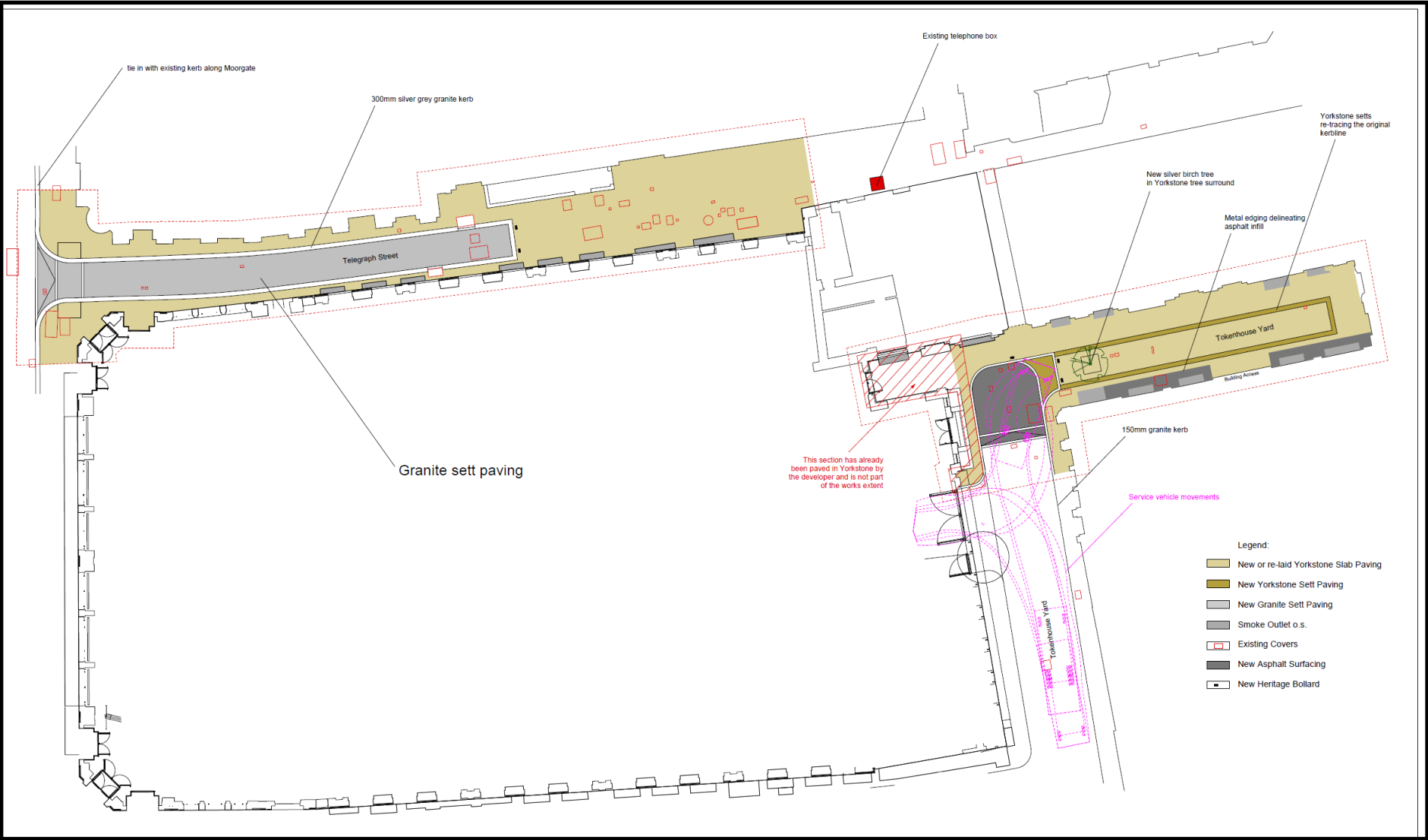


After



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Appendix 1



Appendix 2



Tokenhouse Yard | Before



Tokenhouse Yard | After



Telegraph Street | Before



Telegraph Street | After

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Appendix 2

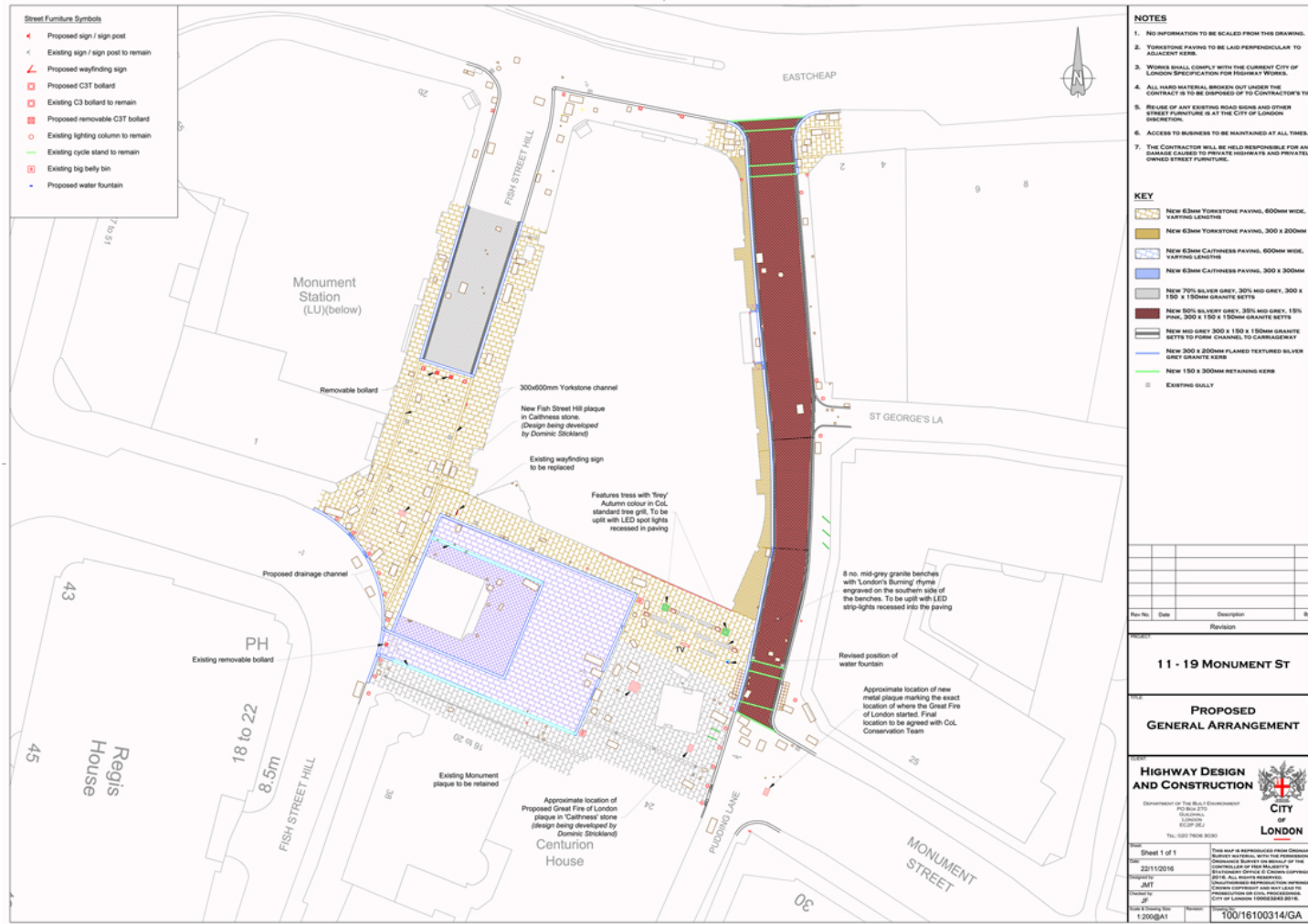


Angel Court | Before

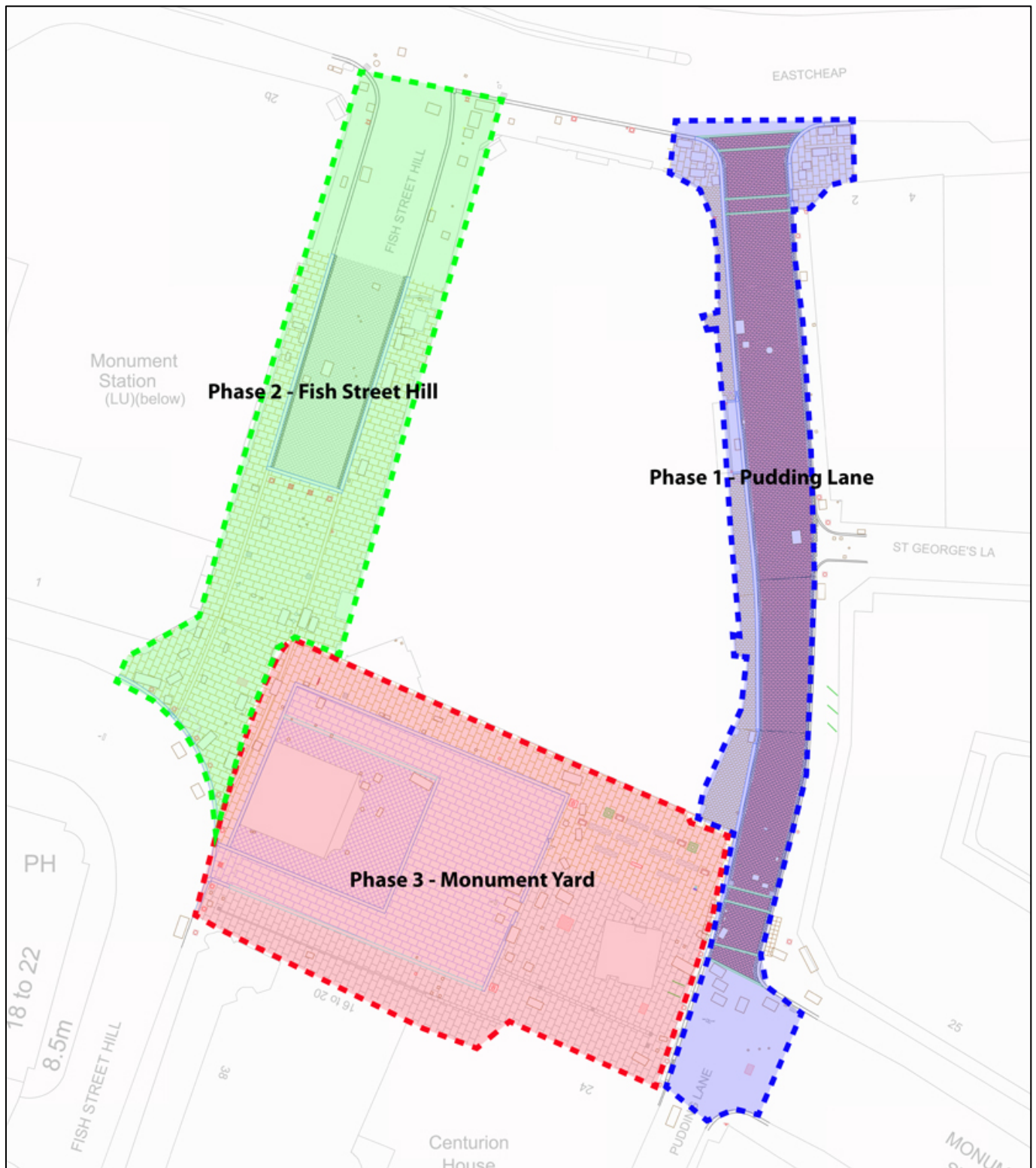


Angel Court | After

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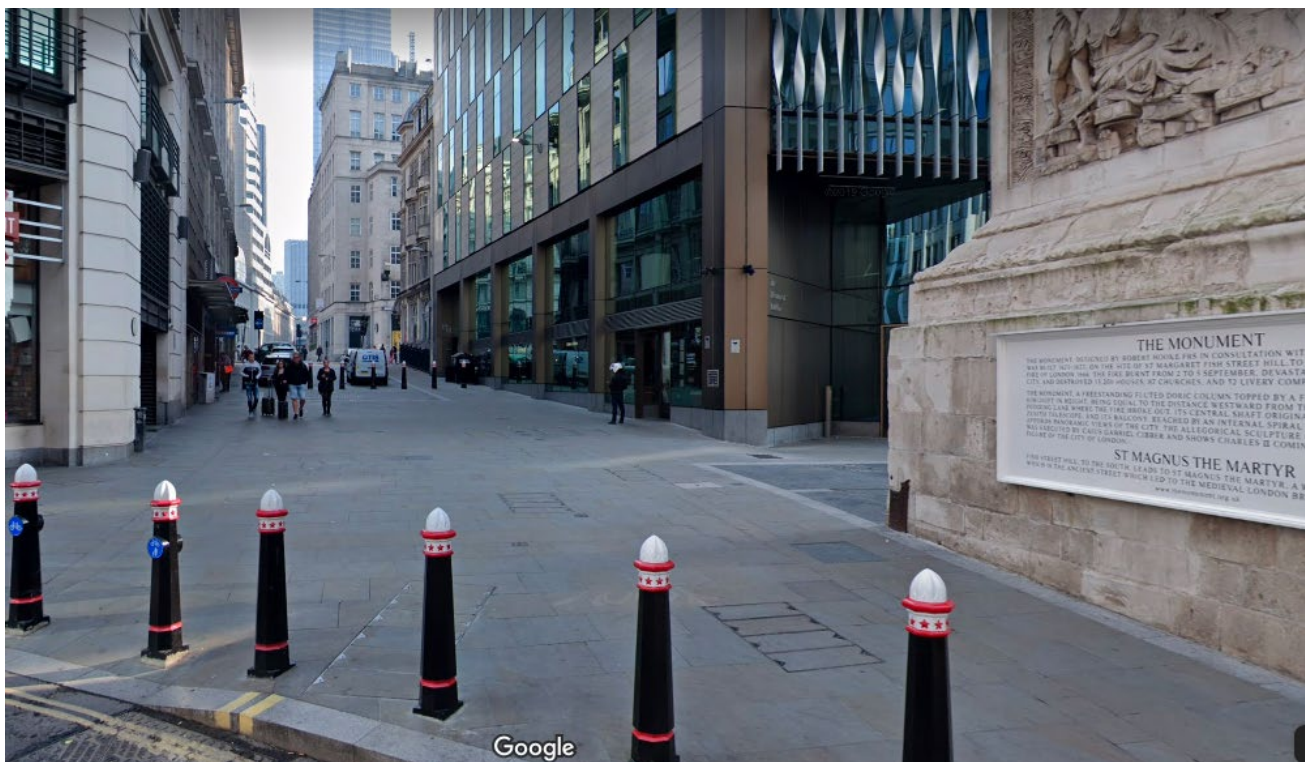
Appendix 2



Appendix 3



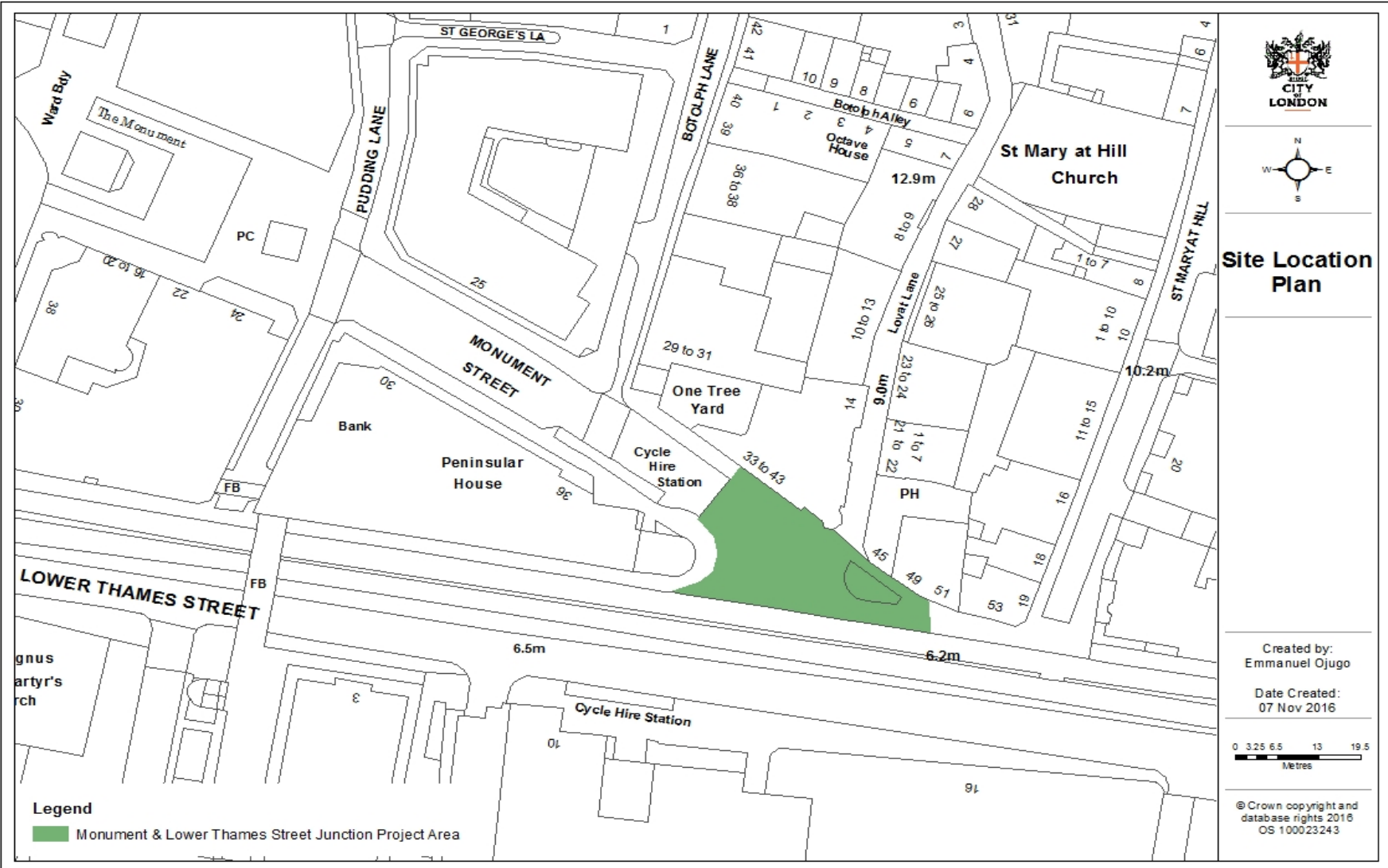
Fish Street Hill | Before



Fish Street Hill | After

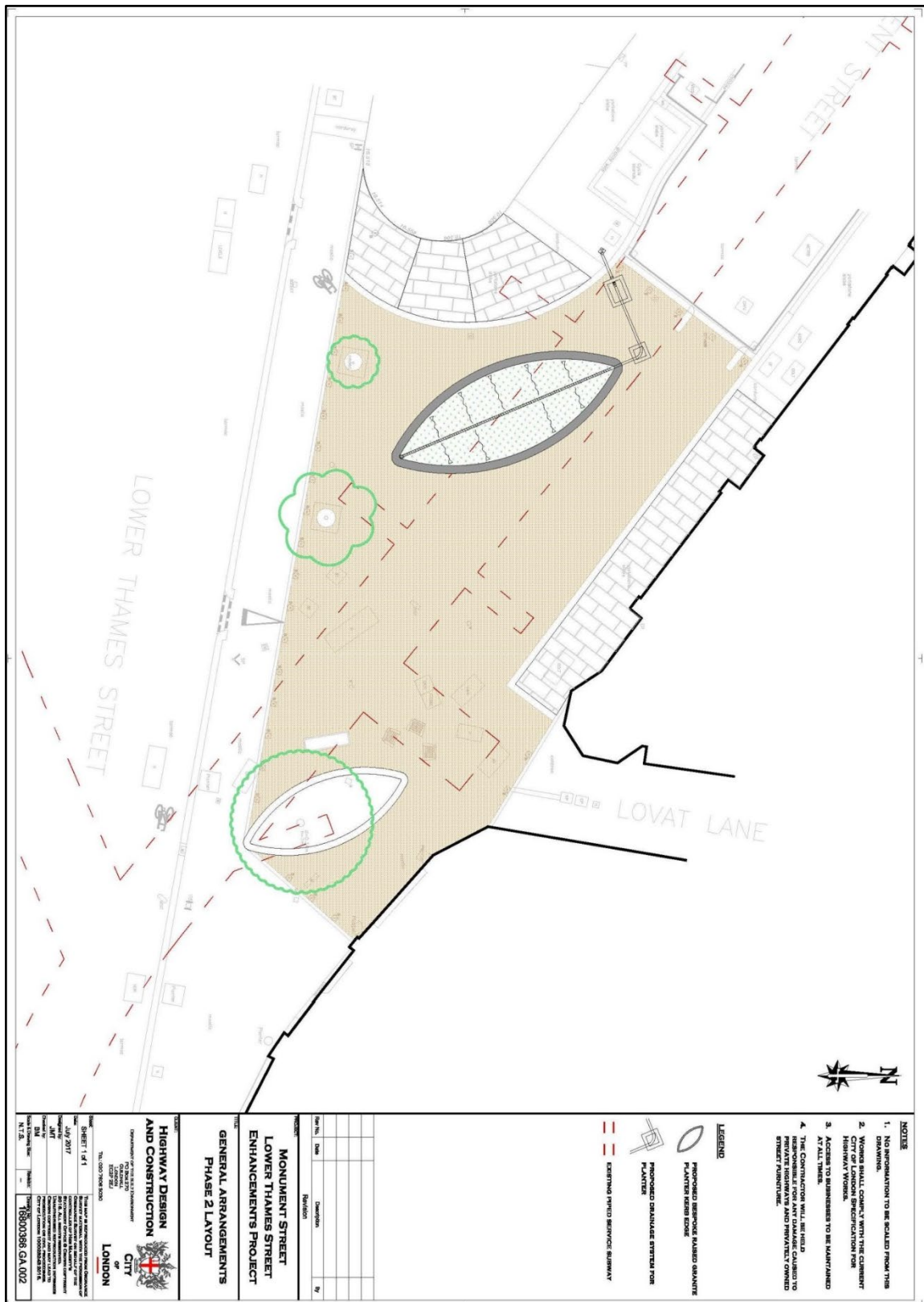
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Appendix 1 | Location Plan





Appendix 2 | General Arrangement Plan Phase 2



Appendix 3



Before - Lower Thames Street/Monument Street Junction



After - Lower Thames Street/Monument Street Junction nearing completion



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Appendix 1

Land Title Plan and Works Boundary



- Public Highway
- City Fund
- Network Rail
- 60 Fenchurch Street
- Works Boundary

Appendix 2



Fenchurch Place before

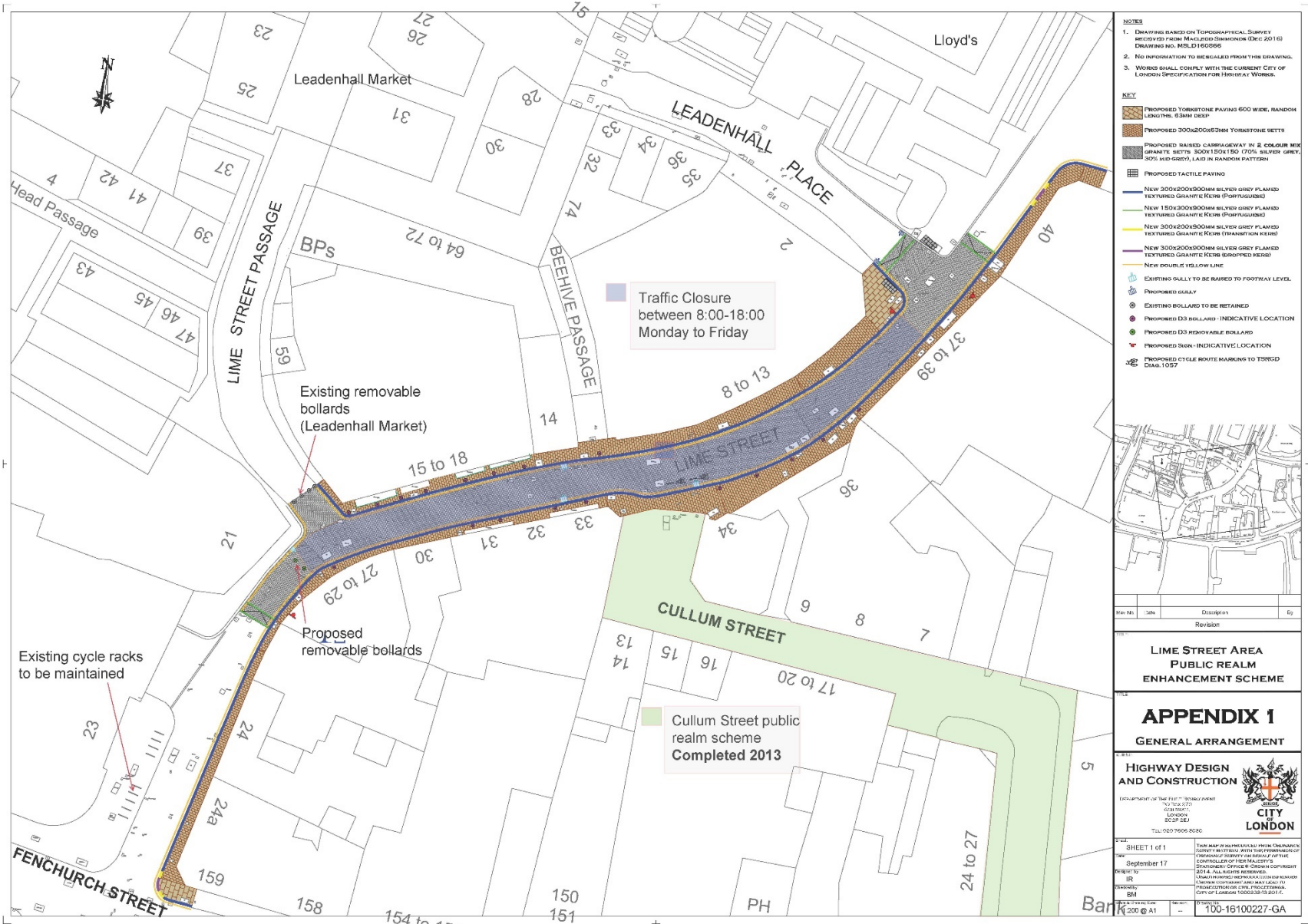
Appendix 2



Fenchurch Place after

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Appendix 1



Appendix 2

Cullum Street looking east:



Before



After

Appendix 2

Lime Street



Before

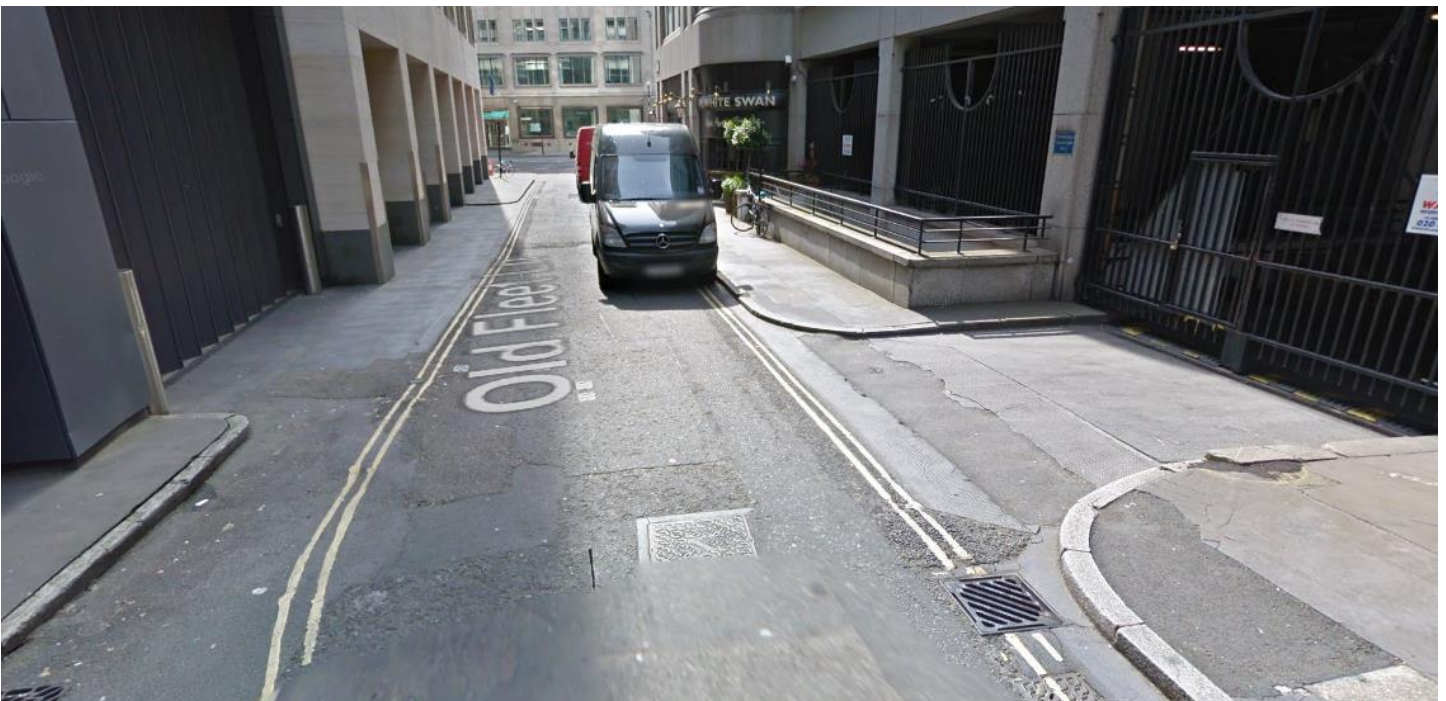


After

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Old Fleet Lane looking east before the private development, June 2012



Old Fleet Lane looking west before the private development, May 2014



Old Fleet Lane post construction, January 2020

Appendix 2 – 20 Farringdon/ Old Fleet Lane Final Project Costs

Table 1: Expenditure to date -20 Farringdon Street S278 - 16800393			
Description	Approved Budget (£)	Expenditure (£)	Balance (£)
Env Servs Staff Cost	1,820	1,820	-
P&T Staff Costs	3,520	3,520	0
P&T Fees	7,422	2,429	4,993
TOTAL	12,762	7,769	4,993

Table 2: Expenditure to date -20 Farringdon Street S278 - 16100393			
Description	Approved Budget (£)	Expenditure (£)	Balance (£)
Env Servs Staff Cost	13,340	10,200	3,140
P&T Staff Costs	12,526	6,942	5,584
P&T Fees	5,008	4,583	425
Highway Works	73,985	73,984	2
Utilities	77,091	68,940	8,151
Contingency	4,861	-	4,861
Maintenance	1,326	1,326*	-
TOTAL	188,137	165,975	22,163

* Maintenance payment is to be taken as part of the final verification process.

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