Public Document Pack

Streets and Walkways Sub (Planning and Transportation) Committee

Appendices Pack

Date: **THURSDAY, 18 FEBRUARY 2021**

Time: **11.00 am**

Venue: https://youtu.be/2Z8LSpDoIrs

APPENDICES

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

For Decision
(Pages 1 - 46)

5. **BEECH STREET ISSUES REPORT**
Report of the Director of the Built Environment

For Decision
(Pages 47 - 80)

6. **CROSSRAIL LIVERPOOL STREET URBAN INTEGRATION (PHASE 2)**
Report of the Director of the Built Environment

For Decision
(Pages 81 - 90)

7. **1 LEADENHALL STREET SECTION 278 HIGHWAY WORKS**
Report of the Director of the Built Environment

For Decision
(Pages 91 - 96)

8. **100 MINORIES PHASE ONE: S278 WORKS**
Report of the Director of the Built Environment

For Decision
(Pages 97 - 102)

9. **GREENING CHEAPSIDE: SUNKEN GARDEN (PHASE 1B & PHASE 2)**
Report of the Director of the Built Environment

For Decision
(Pages 103 - 128)

10. **80 FENCHURCH STREET**
Report of the Director of the Built Environment

For Decision
(Pages 129 - 134)

11. **100 BISHOPSGATE S278**
Report of the Director of the Built Environment

For Decision
(Pages 135 - 140)

12. **60-70 ST MARY AXE**
Report of the Director of the Built Environment

For Decision
(Pages 141 - 146)

15. **THE HIGHWAYS CONSTRUCTION TERM CONTRACT - ANNUAL UPDATE**
Report of the Director of the Built Environment

For Information
(Pages 147 - 170)

21. **BANK STATION UPGRADE - CANNON STREET ENTRANCE S278**
Report of the Director of the Built Environment

For Decision
(Pages 171 - 176)

22. **BUILDING I HVM MEASURES**
Report of the Director of the Built Environment

For Decision
(Pages 177 - 182)

23. **21 MOORFIELDS AND FORE STREET AVENUE SECTION 278**
Report of the Director of the Built Environment

For Decision
(Pages 183 - 192)

John Barradell
Town Clerk and Chief Executive

Appendix 1

Project Coversheet

[1] Ownership & Status

UPI: 11401
Core Project Name: Bank Junction Improvements: All Change at Bank
Programme Affiliation (if applicable): Bank on Safety
Project Manager: Gillian Howard

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 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)

Expected timeframe for the project delivery: 3-4 years (following restarting it in January 2019)

Key Milestones:

~~1) Gateway 4 – September/October 2020 (was March/April 2020)~~
2) Gateway 4c December 2020/January 2021 (received February 2021)
3) Gateway 5 – September/October 2021 (was March April 2021)
4) Construction substantially complete by end 2022

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

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 manged by the media team. The public are currently aware that more change is forthcoming at Bank.

[2] Finance and Costed Risk

Headline Financial, Scope and Design Changes: Update relevant section post report approval. Add multiple entries to relevant box if issues reports are approved. Note this section is to tell the 'project story' of how we reached the current position outlined in the main report.

'Project Proposal' G1/G2 report (as approved by PSC 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:
- Estimated Programme Dates: G3 anticipated June 2015 - scheme completion estimated 2019/2020

Scope/Design Change and Impact: some slippage on timeframe for G3 with delays with consultant. Subsequently a fatality at the junction in June 2015 changed the approach to the project

'Options Appraisal and Design' G3 report (as approved by PSC 01/12/2015):

- Total Estimated Cost (excluding risk): 4-18 million
- Resources to reach next Gateway (excluding risk) £1,179,000
- Spend to date: £886,791
- Costed Risk Against the Project: N/A
- CRP Requested: N/A
- CRP Drawn Down: N/A
- Estimated Programme Dates: G4 mid 2017; construction start late 2018 complete in 2020

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

This project was formally 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.

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;"

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.

Appendix 1

A second Gateway 3 was submitted:

'Options Appraisal and Design' G3 report (as approved by PSC 27/05/2020):

- 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
- Costed Risk Against the Project: N/A
- CRP Requested: N/A
- CRP Drawn Down: N/A
- Estimated Programme Dates: G4 Sept/Oct 2020; construction start late 2021 complete in 2023

Scope/Design Change and Impact
3 options out of 20 were agreed to proceed for further design.

'Options Appraisal and Design' G4 report: *(as approved by Projects Sub 23/10/20)*

- *Total Estimated Cost (excluding risk): 5-5.6 million*
- *Resources to reach next Gateway (excluding risk): 541,935*
- *Spend to date:* 1,381,474
- *Costed Risk Against the Project: 95,000*
- *CRP Requested: 95,000*
- *CRP Drawn Down: 0*
- *Estimated Programme Dates: G4c December 2020/January 2021*

Options Appraisal and Design' G4b report: (as approved by Court of Common Council 3/12/20)

- *Total Estimated Cost (excluding risk): 5-5.6 million*
- *Resources to reach next Gateway (excluding risk): 541,935*
- *Spend to date:* 1,381,474
- *Costed Risk Against the Project: 95,000*
- *CRP Requested: 95,000*
- *CRP Drawn Down: 0*
- *Estimated Programme Dates: G4c December 2020/January 2021*

Detailed Design G4c report: (presented now)

- *Total Estimated Cost (excluding risk): 5-5.6 million*
- *Resources to reach next Gateway (G5) (excluding risk): 541,935*
- *Spend to date: 1,475,110*
- *Costed Risk Against the Project: 95,000*
- *CRP Requested: 95,000*
- *CRP Drawn Down: 0*
- *Estimated Programme Dates: Progress report on consultation findings – June/July 2021 followed by G5 October 2021.*

Scope/Design Change and Impact:

'Authority to start Work' G5 report (as approved by PSC xx/yy/zz):

- Total Estimated Cost (excluding risk):
- Resources to reach next Gateway (excluding risk

Appendix 1

- Spend to date:
- Costed Risk Against the Project:
- CRP Requested:
- CRP Drawn Down:
- Estimated Programme Dates:

Scope/Design Change and Impact:

Total anticipated on-going commitment post-delivery [£]: Value to TBC but there is a likely change to cleansing and maintenance costs of the area with additional greenery and seating.

Programme Affiliation [£]: with Bank on Safety Scheme up to 7.4 million

City of London: Projects Procedure Corporate Risks Register

Project name: *All Change at Bank*
Unique project identifier: *11401*
Total est cost (exc risk) *£5600000*

PM's overall risk rating	**Medium**
Avg risk pre-mitigation	**6.7**
Avg risk post-mitigation	**2.4**
Red risks (open)	**0**
Amber risks (open)	**10**
Green risks (open)	**3**

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)	£252,000.00	5%	*Costed risk as % of total estimated cost of project*
Costed risk pre-mitigation (open)	£252,000.00	5%	*" "*
Costed risk post-mitigation (open)	£195,000.00	3%	*" "*
Costed Risk Provision requested	£95,000.00	2%	*CRP as % of total estimated cost of project*

	Number of Open Risks	Avg Score	Costed impact	Red	Amber	Green
(1) Compliance/Regulatory	0	0.0	£0.00	0	0	0
(2) Financial	2	8.0	£4,000.00	0	1	1
(3) Reputation	0	0.0	£0.00	0	0	0
(4) Contractual/Partnership	2	3.0	£7,500.00	0	0	2
(5) H&S/Wellbeing	0	0.0	£0.00	0	0	0
(6) Safeguarding	0	0.0	£0.00	0	0	0
(7) Innovation	0	0.0	£0.00	0	0	0
(8) Technology	0	0.0	£0.00	0	0	0
(9) Environmental	0	0.0	£0.00	0	0	0
(10) Physical	1	6.0	£2,000.00	0	1	0

Issues (open)	**0**
All Issues	**0**

	Extreme	Major	Serious	Minor
Open Issues	0	0	0	0
All Issues	0	0	0	0

Cost to resolve all issues (on completion) £0.00

Total CRP used to date £0.00

This page is intentionally left blank

City of London: Projects Procedure Corporate Risks Register

Project Name:	*All Change at Bank*	**PM's overall risk rating:**	Medium	**CRP requested this gateway**	£ 95,000	**Average unmitigated risk**	6.7
Unique project identifier:	11401	**Total estimated cost (exec risk):**	£ 5,600,000	**Total CRP used to date**	£ -	**Average mitigated risk score**	2.4

Open Risks	14
Closed Risks	0

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 score	CRP used to date	Use of CRP	Date raised	Named Departmental Risk Manager/ Coordinator	Risk owner (Named Officer or External Party)	Date Closed OR/ Realised & moved to Issues	Comment(s)
R1	4	(2) Financial	Inaccurate or Incomplete project estimates, including baxters/ inflationary issues leads to budget increases	If an estimate is found at a later date to be inaccurate or incomplete, more funding and/or time resource would be needed to rectify the issue or fund/ underwrite the shortfall. More specifically, inflationary amounts predetermined earlier in a project may be found to be insufficient and require extra funding to cover any shortfall.	Unlikely	Serious	4	£2,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	* Undertake regular cost reviews via the highways team.	£0.00	Rare	Minor	£1,000.00	1	£0.00	Costs for highways team to review estimates.	14/09/2020	Leah Coburn	Ben Bishop		
R2	4	(4) Contractual/Partnership	TfL buses engagement and their requirements on a project.	Further time and therefore resource may be required if planned engagement work with TfL buses didn't go as planned.	Unlikely	Serious	4	£4,500.00	Y - for costed impact post-mitigation	B – Fairly Confident	* Ensure early engagement with TfL buses in the design phases so they can consult internally * Design the measures to help minimise impacts on the bus network	£0.00	Unlikely	Minor	£3,000.00	2	£0.00	Costs to cover TfL staff time and/or costs of their consultants	14/09/2020	Leah Coburn	Neil West		
R3	4	(4) Contractual/Partnership	LUL engagement and their requirements on a project.	Further time and therefore resource may be required to satisfy LUL that the design is fit for purpose.	Unlikely	Minor	2	£3,000.00	Y - for costed impact post-mitigation	A – Very Confident	* Ensure early engagement with LUL in the design phase to ascertain their requirements for working near their infrastructure.	£0.00	Rare	Minor	£2,000.00	1	£0.00	Costs to cover LUL staff time and/or costs of their consultants	14/09/2020	Leah Coburn	Neil West		
R4	4	(4) Legal/ Statutory	Issue(s) with external engagement and buy-in	Further time and therefore resource may be required if planned engagement work with local external stakeholders didn't go as planned.	Possible	Serious	6	£2,500.00	Y - for costed impact post-mitigation	A – Very Confident	Due to the pandemic over the past six months it hasn't been possible to undertake as much stakeholder engagement at Bank as originally anticipated. Stakeholders may object to the proposed measures and further engagement or alterations may be required.	£0.00	Rare	Minor	£1,000.00	1	£0.00	Costs to cover staff time	14/09/2020	Leah Coburn	Gillian Howard		
R5	4	(2) Financial	Funding constraint/ conditions implications	Further resources may be required to identify additional funding or make alternative arrangements if constraints/ conditions that came with existing funding we're originally unforeseen, unappreciated or have subsequently changed.	Possible	Major	12	£2,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	* Track and locate other possible additional funding streams * In co-operation with City Highways staff, strive to make efficiency savings where possible during detailed design phase.	£0.00	Possible	Serious	£1,000.00	6	£0.00	Costs to cover staff time	14/09/2020	Leah Coburn	Gillian Howard		
R6	4	(6) Objectives	Accessibility and/ or security concerns lead to project change	Further changes to the project's design and scope may be required if accessibility/ security concerns are raised.	Possible	Serious	6	£20,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	* On-going dialogue with the accessibility/ security workstreams	£0.00	Rare	Minor	£2,000.00	1	£0.00	Costs to cover staff and/ or consultants time	14/09/2020	Leah Coburn	Neil West		
R7	4	(1) Service Delivery/ Performance	Unforeseen technical and/ or engineering issues identified	Identification of any engineering or technical issues that disrupt delivery could result in further costs whether they be time, funding or resources.	Possible	Serious	6	£35,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	* Work closely with the highways team to help identify any unforeseen technical or engineering issues at an early stage.	£0.00	Unlikely	Minor	£25,000.00	2	£0.00	Costs to cover staff and/ or consultants time	14/09/2020	Leah Coburn	Ben Bishop/ Neil West		
R8	4	(1) Service Delivery/ Performance	TfL buses engagement and their requirements on a project.	Further time and therefore resource may be required if planned engagement work with TfL buses didn't go as planned. Also, they may change their requirements for a project.	Possible	Serious	6	£4,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	* The project is looking to maintain access for buses through the junction where possible. Regular engagement via the TfL Network Performance team will enable required discussions to take place as required.	£0.00	Unlikely	Minor	£3,000.00	2	£0.00	Costs to cover TfL staff time and/or costs of their consultants	14/09/2020	Leah Coburn	Neil West		
R9	4	(10) Physical	Trial holes/ utility investigations lead to further information being required and an increase and time.	Delays could oocur which result in unplanned costs if utility companies don't engage as expected or utility surveys are required.	Possible	Serious	6	£2,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	Liaise closely with design engineers to work out an approach to cover utiliy delays or site discoveries. Trial holes to be undertsken once security measures have been developed further.	£0.00	Rare	Minor	£1,000.00	1	£0.00	Costs to cover highways team	14/09/2020	Leah Coburn	Ben/ Bishop/ Neil West		
R10	4	(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	£2,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	Liaise closely with design engineers to maximise public realm opportunites that can be included, subject to site and budget constraints.	£0.00	Rare	Minor	£1,000.00	1	£0.00	Costs to cover highways team	14/09/2020	Leah Coburn	Ben/ Bishop/ Neil West		

R11	4	(1) Service Delivery/ Performance	Additional investigations or surveys may be required by internal/ external parties to further validate the design.	Delays could occur to the programme if validation of the design is delayed.	Possible	Serious	6	£20,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	Liaiase with internal/ external parties at an early stage to agree the scope of any additional investigations/ surveys.	£0.00	Rare	Minor	£15,000.00	1	£0.00	Costs to cover staff time and/ or consultants time	14/09/2010	Leah Coburn	Neil West		
R12	4	(1) Service Delivery/ Performance	We may need to cover more of the costs for TfL/ consultants fees for the Eastern Cluster project.	Delays could occur to the programme if funding isn't avaialble to cover costs associated with the Eastern Cluster project.	Possible	Serious	6	£40,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	Ongoing dialouge with Eastern Cluster Team to understand budget constraints.	£0.00	Rare	Minor	£30,000.00	1	£0.00	Costs to cover TfL staff time and/or costs of their consultants	14/09/2020	Leah Coburn	Gillian Howard/ Neil West		
R13	4	(1) Service Delivery/ Performance	Some of the temporary schemes implemented as part of the City Transportation's and TfL's response to COVID-19 may be made permanent and could impact on the proposals at Bank Junction.	Making some of the temporary measures permanent could impact on the viability of proceeding with the project.	Possible	Serious	6	£15,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	Ongoing monitoring and further sensitivity testing will be undertaken to help identify which temporary schemes could be made permanent.	£0.00	Rare	Minor	£10,000.00	1	£0.00	Costs to cover staff time and/ or consultants time	14/09/2020	Leah Coburn	Gillian Howard/ Neil West		
R14	5	(1) Compliance/Regulatory	legal challenge regarding the decsion to proceed with an agreed scheme	significant staff cost and legal fees in defending any legal challenge as well as no longer able to meet the project timeframe	likley	Major	16	£100,000.00	N	B – Fairly Confident	ensure a transparent considered scheme, linked to policy andthat all pocesses are followed accordingly	£0.00	Possible	Major	£100,000.00	12	£0.00		01/02/2021	Leah Coburn	GillianHoward		

Appendix 3: Timed restriction assessment

Analysis of evidence for proposed changing of the timing of the existing restriction times in the new scheme.

Background

Feedback from the original Bank on Safety public consultation (2017) and engagement exercise on the Bus and Cycle restrictions included suggestions to amend the restrictions times. The largest percentage of support was for a 24/7 restriction (151 responses to the public consultation - 4%). The Bank on Safety project was focused on reducing the risk of collision during the busiest pedestrian and cycling times and it was considered at that time that a 24/7 restriction would not have provided the appropriate balance of the numerous needs of people that travel in the area.

With the All Change at Bank project proposing further restrictions to motor vehicles on certain arms, it is also sensible to look at the timings of the restrictions. This review will see whether there are alternative timings that would deliver improved benefits against the project objectives. A review of timings may further reduce the risk of collisions to improve safety of the large numbers of pedestrians and cyclists that use this route, and also contribute to the objective improving the area as a place to spend time in. Reduced through traffic provides a quieter environment, a sense of calm and reduces the level of pollution in the area and may support the aspirations for a 7 day City.

Whilst a 24/7 restriction was suggested as part of the 2017 consultation, it has not been considered as part of this timing review. There is not currently a large number of people walking or cycling through the junction late into the evenings or overnight. Implementing a full-time restriction would not be a balanced approach at this time. A 24/7 restriction can be reviewed at a later date if this situation changes.

There is an assumption that the proposed design changes (the closure of Threadneedle Street between the junction and Bartholomew Lane and further vehicle restrictions on Queen Victoria Street and Princes Street) will provide an improved safety benefit at all times regardless off alterations to the restricted times. These benefits would be from the proposed widening of footways, providing more room for pedestrians to move through the space comfortably; reducing the number of arms that allow motor vehicle movements and therefore reducing the number of turning movements taking place in the junction; and improving pedestrian crossings so that they provide more space for people waiting and a shorter distance to cross.

In addition to reviewing timings, we have also undertaken preliminary work on reviewing the traffic mix that can travel through the junction during the restricted times. If an option to vary the traffic mix was found to be appropriate, then the impact/benefits this change may have in relation to changing the operational hours of the restriction would also need to be considered.

The following assessment considers the various factors that may influence support for changing the operational hours of the current restriction (Monday to Friday 7am to

7pm, buses and cycles only across Bank junction and travelling westbound into Cornhill).

Changes to the junction were made in early 2020 to widen the footways as an interim step towards providing better pedestrian facilities. This included providing wider pedestrian crossings and shorter crossing distances. With the pandemic and delay in collision data, it is not possible to tell what the impact of these changes has been.

Casualty data

The casualty data used to assess any changes that should be taken into consideration is split between pre and post the Bank on Safety scheme becoming operational. In line with all previous reports we have used a five-year average for pre scheme data to assess the Bank on Safety scheme.

The pre scheme data consists of five whole years, and we have also included the first part of 2017 up to 21 May, the day before Bank on Safety scheme became operational.

The post scheme data starts on 22 May 2017 and we have utilised the casualty data that is available to the end of 2019. This equates to just over two and half years.

- Pre scheme time frame - 01/01/2012 to 21/05/2017 (5.39 years)
- Post scheme data – 22/05/2017 – 31/12/2019 (2.61 years)

The post data set is limited to draw comparison from, but it will help to indicate potential problems that need to be considered. There has been a delay in the validated casualty data for 2020 being processed which is why we only have data to the end of 2019 available.

To make the data comparable, we have looked at the average casualty rate per year, pre and post scheme. This helps to be able to compare the values and identify any significant changes in rates. It is also the only way to consider 2017 within the data, as part of this year was not subject to restrictions.

Extending the hours of operation to the weekends

Casualty considerations:
In the data available since the Bank on Safety scheme was implemented in May 2017, there has been at total of eight casualties reported during the weekend (all hours), in the area we have classified as Bank Junction (see Figure 1 Appendix 6 for the area covered).

When considered on an average annual basis, this indicates an increase compared to the ‘pre scheme’ data as set out in table 1 below.

Of the eight casualties that occurred since 22 May 2017 (post scheme), when the Bank on Safety scheme was introduced, five of the casualties occurred between 7am and 7pm (63%). Of those five casualties two involved motor vehicles that would have been excluded from the junction if the restrictions had been operational at the weekend (as bus and cycle only). There was a bus passenger injured following a collision with a car

which also may have been avoided if the restrictions were operational at the weekend. The remaining casualties in this time period involved pedestrians and buses.

In the pre scheme period, three casualties were reported to have occurred between 7am and 7pm. There were two pedal cycle casualties following a collision with a car and a minibus, and a pedestrian casualty following a collision with a car. This means two of the three casualties may have been avoided if the timed restrictions had been in place previously.

When looking at the rate of casualties per year in the 7am – 7pm time period:

- the pre-scheme rate was 0.56 casualties per year.
- The post scheme average is currently 1.92 casualties per year

Table 1: Casualties at Bank Junction Pre and post scheme Implementation

Bank Junction	Pre scheme number of casualties	Pre scheme rate of casualties per year	Post scheme number of casualties	Post scheme rate of casualties per year.
Weekends (24 hr)	9	1.67	8	3.07
Weekends 7am-7pm	3	0.56	5	1.92

The rate increase in this time period appears to be due to a spike in the 2018 data when 4 casualties were recorded. This has not been replicated in the 2019 data. Therefore, it is not possible to answer whether the casualties have been influenced by any lack of understanding that the restrictions do not operate at the weekend, or if it is reflecting an increased footfall in the City at the weekend, or an anomaly that will smooth out over a longer time period. There has not been a single collision which has caused several casualties, which can sometimes distort the data.

Table 2 below identifies the mode of travel for each casualty:

- Pre scheme, cyclists accounted for two of the three casualties.
- There have been no cycle casualties post scheme in the 7am to 7pm time frame.
- Pre scheme, there were no casualties from powered two wheelers
- Post scheme, powered two wheelers account for two of the five casualties

The powered two wheelers collisions involved a car in one incident and a goods vehicle in the other. The locations of these two collisions suggests that they wouldn't necessarily have been prevented in the new layout. These two collisions occurred on Poultry and Queen Victoria Street by Bucklersbury where access requirements mean that there would still be a valid reason for those vehicles types to be in those locations if the restriction times were extended and assuming that they were not through traffic.

Table 2: Casualties by mode at Bank Junction pre and post implementation, and rate of change (weekends, 7am-7pm)

Mode of Travel	Total Pre-Scheme Casualties	Pre-Scheme casualties per year	Total Post-Scheme Casualties	Post-Scheme casualties per year

Bus Or Coach	0	0	1	0.38
Pedal Cycle	2	0.37	0	0
Pedestrian	1	0.19	2	0.77
Powered 2 Wheeler	0	0	2	0.77

Due to the relatively small numbers of casualties, and the short time period that the current restrictions have been in place, it is difficult to draw comparison, but there appears to be early indications that extending the restrictions to cover the weekend may be beneficial. There have been more casualties in between 7am and 7pm at the weekend in the 2.61 years post implementation, than had occurred in the 5.39 years prior to the implementation of Bank on Safety. This is not reflected across the rest of the City in the same time period where the average casualty rate per year has decreased.

It should be taken into consideration that the proposed new junction layout will change the movements again at the junction. There will be fewer routes open to motor vehicles and fewer turning movements. With wider footways and narrower carriageways, conflict of pedestrians informally crossing the road should also be reduced as pedestrians will spend less time in the carriageway This change may be enough to further reduce casualties at the weekend without needing to extend the hours of operation.

While the casualty numbers themselves are small, there has been an average rate increase which is of a concern. Further consideration for extending the hours at the weekend on safety grounds should be explored.

Oher factors: Network Resilience

There are other practicalities that should be considered such as the resilience of the highway network if the restrictions were to be extended to cover the weekend. Many crane operations, road closures for street works and filming activities take place at the weekends on the surrounding streets. These activities sometimes require diversion routes for vehicles through Bank, without having to amend the existing Bank Traffic Management Order (TMO). On the occasions when it was necessary to relax the restrictions at the weekend a temporary traffic order would need to be issued and a crew deployed to ‘flip’ the signage (enforcement and directional) to communicate to drivers that the route was open. This would be an additional cost to the customer.

There is a risk of reducing understanding and integrity of the restrictions if there are frequent suspensions to allow these other activities. However, over the last few years there have been less than 10 recorded incidents a year where bus routes have had to be diverted via Bank at the weekends indicating an activity taking place on a nearby route. These numbers may increase in the medium term and would need further consideration as developments permitted may require crane operations or utility works. This will be further considered, and the forward programme for this work reviewed.

Extending the operational hours to weekends may limit the number of street closures that can take place on any one weekend. In turn, this could have a knock-on impact on developments requiring crane operation times and utility connections. It would also

have an impact on the City promoted schemes that often take place at the same time as these other activities

Crane operations are usually undertaken at the weekend as the risk to pedestrians is less with fewer people in the City. If there are fewer weekend 'slots' available, then weekday evening operations may need to be considered over a longer period of time and this may have implications for noise near residential premises.

There will also need to be an assessment of the resilience impacts if other schemes that currently restrict traffic movements, such as the temporary Bishopsgate bus gate or the City's temporary COVID schemes, were retained.

Other Factors: Changing offer of the City

Prior to the Covid 19 pandemic, there was an increase in volumes of pedestrians moving through Bank Junction on weekends. Looking at pedestrian survey data (Table 3) from Princes Street eastern and western footways at Bank Junction (one of the busiest pedestrian arms of Bank), a 150% increase in the volumes of pedestrians on these footways was observed when comparing counts from 10/01/2015 (Saturday) to 23/06/2018 (Saturday). Data was collected between 10:00am and 15:45pm. Some seasonality is likely to apply to this data given the 2015 counts were undertaken in January and 2018 counts undertaken in July.

Table 3: Number of pedestrians on Princes Street (Saturday)

Time	10/01/2015	23/06/2018	% change
10:00	28	212	657%
10:15	69	101	46%
10:30	31	135	335%
10:45	60	138	130%
11:00	48	121	152%
11:15	50	134	168%
11:30	71	130	83%
11:45	67	193	188%
12:00	92	196	113%
12:15	101	192	90%
12:30	53	167	215%
12:45	78	169	117%
13:00	92	179	95%
13:15	83	169	104%
13:30	77	167	117%
13:45	98	175	79%
14:00	71	173	144%
14:15	82	206	151%
14:30	102	167	64%
14:45	65	211	225%
15:00	76	157	107%
15:15	85	129	52%
15:30	98	187	91%
15:45	92	176	91%
			Average:150%

Other Factors: Equalities

Extending the hours of operation to weekends is likely to have some negative impacts on weekend visitors with protected characteristics to the City who rely on either being picked and dropped off nearby to Bank or who wish to drive and park in the City nearby to Bank. This will be because they would not be able to cross Bank junction in a motor vehicle to get to their chosen destination and may need to take a longer journey. Conversely the benefits would also be extended for longer for those with protected characteristics who walked, cycled or used a bus in the area.

The City is more of a visitor destination at the weekend with a different population profile. Visitors are more likely to want to take their time, looking at the historic architecture of the local area, which would be easier to do with fewer motor vehicles in the area. However, the physical changes to the junction proposed would give space for this to happen without necessarily needing to extend the hours of operation of the restricted traffic movement.

Conclusion:
Extending the restricted hours to cover the weekends between 7am and 7pm would:

- simplify the road signage message
- create consistency for people using the junction
- support the City's desire to move the Square Mile towards a 24/7 economy
- create a better place for the growing weekend daytime population.

This assumes that we are able to maintain the integrity of the restriction by not having to frequently suspend the weekend restrictions.

It may also deliver safety benefits in addition to those arising from the physical and traffic management changes.

It is recommended that this option is explored in the public consultation exercise. This would allow the consultation results to be considered alongside analysis of benefits and impacts at Gateway 5.

Extend the hours of operation later into the evening:

We have also considered the potential benefits and impacts of extending the existing weekday restrictions later into the weekday evening when the City is still busy with people walking and cycling.

The traffic count data undertaken in November 2019 showed that cyclists (on average):

- Were 22% of the total traffic flow across the junction between 7pm and 9pm. (total traffic flow approx. 2900 vehicle)
- Were 33% of the traffic flow across the junction between 7pm and 8pm (total traffic flow approx. 1700 vehicles)
- Volumes drop by 53% from the last hour of the restrictions (6pm and 7pm) to the following hour of 7pm to 8pm, (Total cyclists approximately 1190 between 6pm and 7pm)

Casualty considerations

The collision pattern shows that since the Bank on Safety restrictions were introduced, there were 15 casualties reported that occurred outside the hours of operation between 7pm and midnight between 22 May 2017 and the end of 2019. Seven of these occurred between 7pm and 9pm.

This is a significant increase on the pre scheme data, which also recorded 15 casualties in the 5.39 years prior to the introduction of the Bank on Safety scheme.

Table 4 - Casualties and average rates per year at Bank Junction pre and post scheme implementation between 7pm and midnight weekdays.

Hour of the day (start)	Total Pre-Scheme Casualties	Pre-Scheme casualties per year	Avg of multiple hours – casualties per year	Total Post-Scheme Casualties	Post-Scheme casualties per year	Avg of multiple hours – casualties per year
19:00:00	4	0.74	1.86	4	1.53	2.68
20:00:00	6	1.11		3	1.15	
21:00:00	3	0.56	0.93	3	1.15	3.07
22:00:00	0	0.00		3	1.15	
23:00:00	2	0.37		2	0.77	
total	15	2.78		15	5.75	

Looking at the straightforward comparison of the pre scheme casualty rate per year, it is an approximate doubling of casualties between 7pm and midnight on a weekday with a rate of 5.75 casualties per year post scheme vs 2.78 pre scheme.

Chart 1 shows the timing and mode of travel used by the person injured for this evening period pre-scheme and Chart 2 shows the post-scheme.

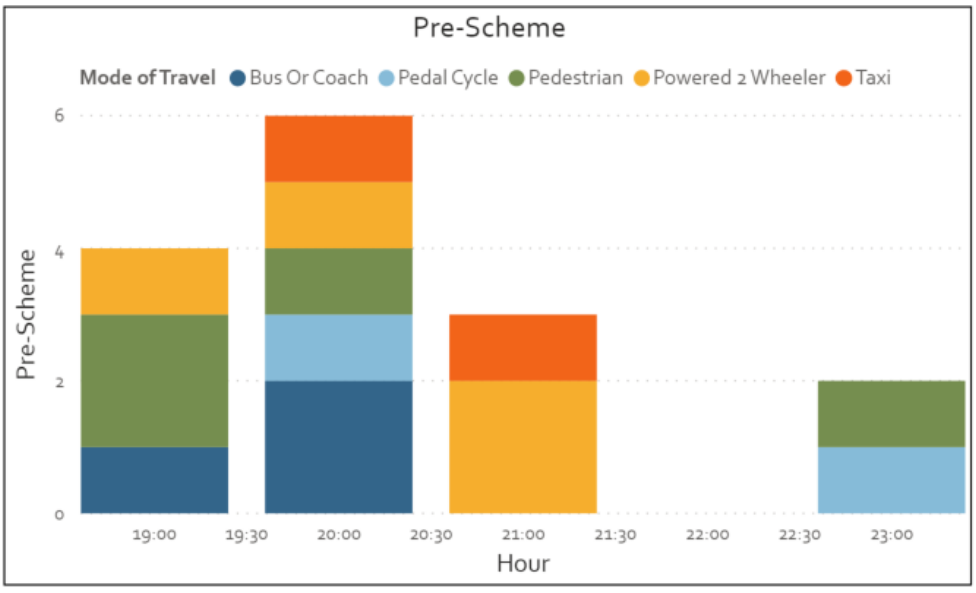


Chart 1 – Pre-scheme timing and mode of casualty

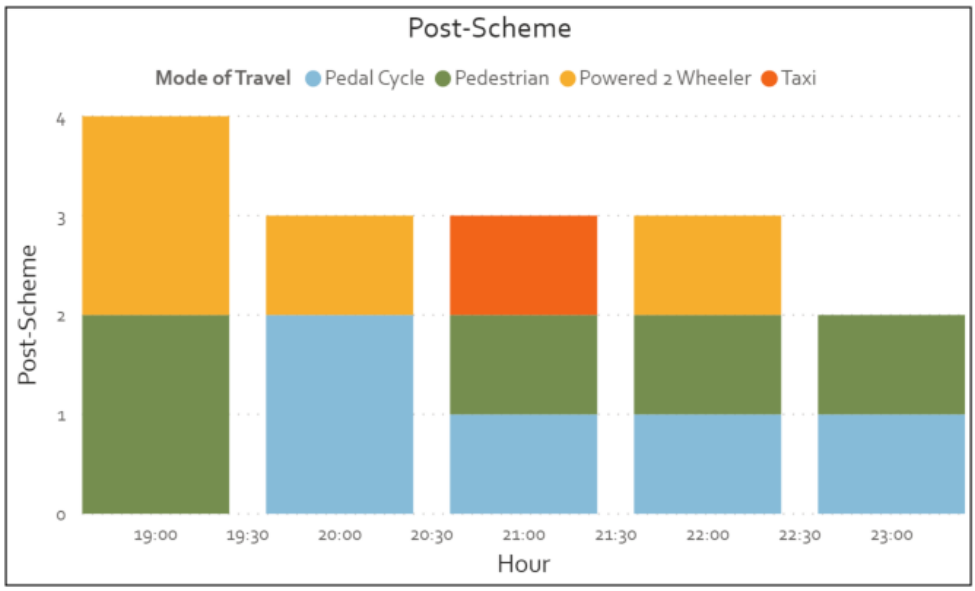


Chart 2 – Post-scheme timing and mode of casualty.

Looking at just the two hours after the scheme restrictions end (to 9pm):

- there were 10 casualties that occurred pre scheme between 7pm and 9pm, with a rate of 1.86 casualties per year.
- Post scheme there were 7 casualties recorded with a rate of 2.68 casualties per year.

Whilst the post scheme data indicates an increase in casualty numbers in the two hours following the restrictions ending, there is a bigger average rate increase between 9pm and midnight. However, it should be remembered that this is a reasonably small dataset for casualty comparisons.

What is more important to understand is the locations of the collisions in this time frame and whether the proposals for physical change will help to improve these rates in the evening. There are 3 collisions that look to have occurred on Threadneedle Street in the section proposed to be closed to motor vehicles, and one on the approach to the junction from Princes Street that may have been avoided with the proposed layout changes. More details regarding likely causation of collision would be required to assess how other proposed changes may help reduce the number of evening casualties without extending the times.

Other factors:
In addition to the potential safety considerations, there is a need to also consider the balance of access for properties in the local area. Some of these properties require larger vehicles to service them regularly and because of the daytime restrictions they operate outside of these hours. These larger vehicles ability to use some of the alternative routes are limited due to narrower streets, and their ability to turn around to avoid the junction maybe severely limited and not really desired given the safety implications of this manoeuvre.

As with the weekend use of Bank, alternative routes across the City to allow night-time working, especially for emergency working, is currently available without requiring

temporary changes to the TMO. Depending upon the time extension proposed, this may be an issue for the alternative routes to facilitate these works and to maintain the integratory of the scheme restrictions. The longer the extension the bigger the implication would be if works could not start until after the restrictions at Bank finished. There could also be a noise impact for local residents if works a required to continue later in the evening.

With regard to equality considerations, extending the hours of operation to the existing scheme without also making physical changes as proposed by the All Change at Bank proposals, would mean that the benefits outlined in the Equality Analysis for the Bank on Safety scheme would apply for longer, but likewise the negative impacts that were identified such as potential longer door to door journey times by not being able to necessarily take a direct route, would also apply for longer. It was felt that this impact was not disproportionate to the positive impacts experienced by people with protected characteristics for the Bank on Safety scheme.

Considering this in context of the physical changes proposed under the All Change at Bank project, there are other benefits and potential impacts that are required to be considered. It needs to be considered whether changing the ability for motor vehicles to access certain sections of streets as well as extending the hours of operation would have a cumulative impact.

Lastly in considering the possible impact on compliance messaging, the 7am to 7pm time frame matches the City's Controlled parking zone times and many of the waiting and loading restrictions. To consider extending the hours of operation to later in the evening to a time period that is not used elsewhere, may make the messaging of the restrictions more difficult. However, it would be possible to sign.

Conclusion

Overall, there is a possible safety argument for continuing to look at extending the hours of operation during the weekdays. However, this would mean that the balance that is currently struck with local businesses for servicing would be compromised for those that retimed their servicing following the Bank on Safety restrictions. Seeking views through the public consultation exercise is recommended.

Reducing the hours of operation to weekday peak times only:

Some stakeholders have suggested that the hours of the restriction should be reduced to only cover the peak hours when the pedestrian and cycle numbers are at their very highest. This would allow other traffic such as taxis, private hire vehicles and servicing vehicles the opportunity to cross the junction during interpeak hours with more direct routes to their destinations. Access to the properties that surround the junction continues to be possible during restricted times, but alternative routes that avoid crossing the junction may be required.

The casualty data pre-scheme for the 5.39 years prior to the Bank on Safety scheme:

- 62 of the 81 recorded casualties occurred during the busiest 6 hours (7am to 10am and 4pm to 7pm)
- 19 of the 81 occurred between 10am and 4pm

The casualty data for post Bank on Safety scheme to the end of 2019 shows that:

- 19 of the 26 recorded casualties have occurred during the busiest 6 hours for pedestrians and cyclists (7am to 10am and 4pm to 7pm).
- 7 of the 26 occurred between 10am and 4pm

Table 5: Casualty information split between peak and interpeak hours for weekdays.

	Peak periods (7am to 10am and 4pm to 7pm)	Rate of casualty per year	Interpeak (10am to 4pm)	Rate of casualty per year	Total casualties weekdays 7am to 7pm
Number of casualties that occurred weekdays between 7am and 7pm					
Pre-scheme	62	11.5	19	3.52	81
Post-scheme	19	7.28	7	2.68	26
As a percentage of the total casualties that occurred weekdays between 7am to 7pm					
Pre-scheme	77%		23%		
Post-Scheme	73%		27%		

The data shows that the objective of reducing casualty numbers at Bank junction has been achieved by having the restrictions in place during the 12 hour weekday time period. Chart 3 compares the average yearly casualty rate pre-scheme and post scheme for each hour. This shows that most of the hours between 7am and 7pm perform better than the pre-scheme data. From a safety aspect, it would not be recommended to reduce the number of hours that the restrictions were in place for.

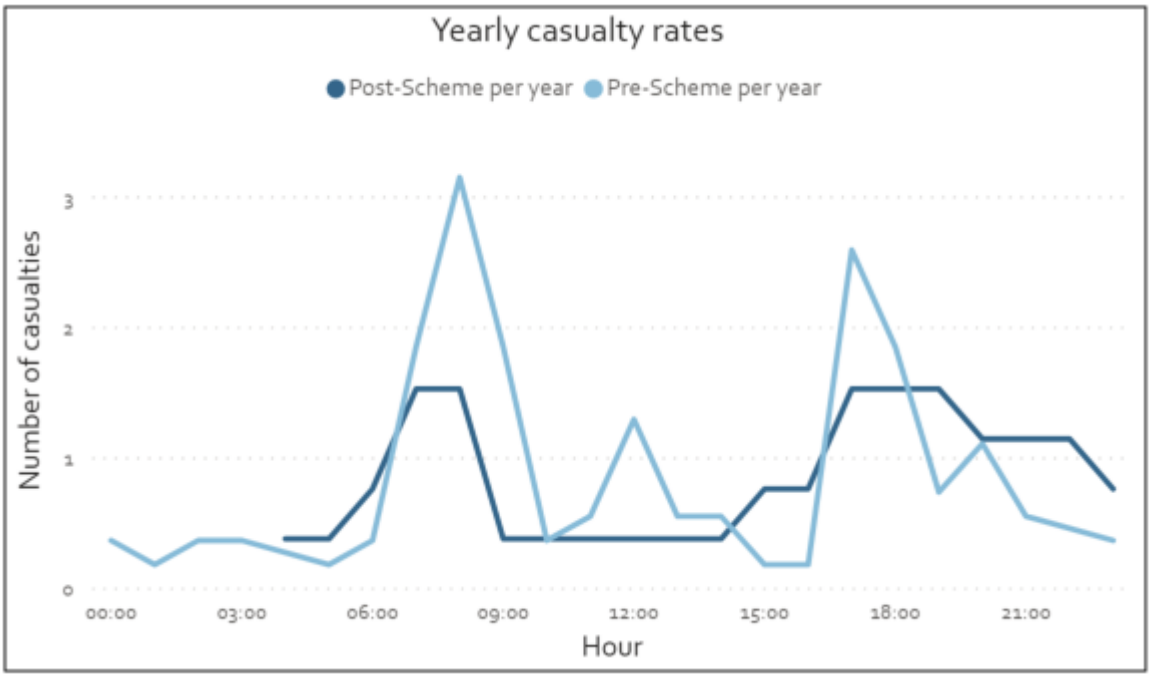


Chart 3: average yearly casualty rate pre-scheme and post scheme for each hour

Other factors

If the times were reduced to only cover the peak period, or the peaks and the lunchtime period, it will be more challenging to communicate and for people to understand the restrictions. The time plate section of the sign will get more complicated with multiple times needing to be shown. This may lead to an erosion of the compliance level to the traffic restriction if there is too much information to read. This would need to be assessed further if this option were to be taken forward.

The All Change at Bank project has an objective to enhance the public realm and create a sense of place to encourage people to spend time in. Reducing the period of time that restrictions apply to the area will mean more traffic will pass through the junction during the day, detracting from the place element and reducing the air quality It would also go against the Transport Strategy proposal to "Prioritise the needs of people walking, make streets more accessible and deliver world-class public realm".

Regarding the equalities considerations of reducing the hours of the restriction, some of the benefits gained for those within a protected characteristic group by implementing the proposals will be reduced. However, those within a protected characteristic group that are reliant on a vehicle to get to a destination may benefit from shorter journeys.

Reducing the hours of operation goes against the principles of the Bank on Safety scheme in protecting vulnerable road users which was strongly supported at public consultation. Reducing the hours of operation of the restriction would be going against the direction of travel that the City's planning and transport polices have set out.

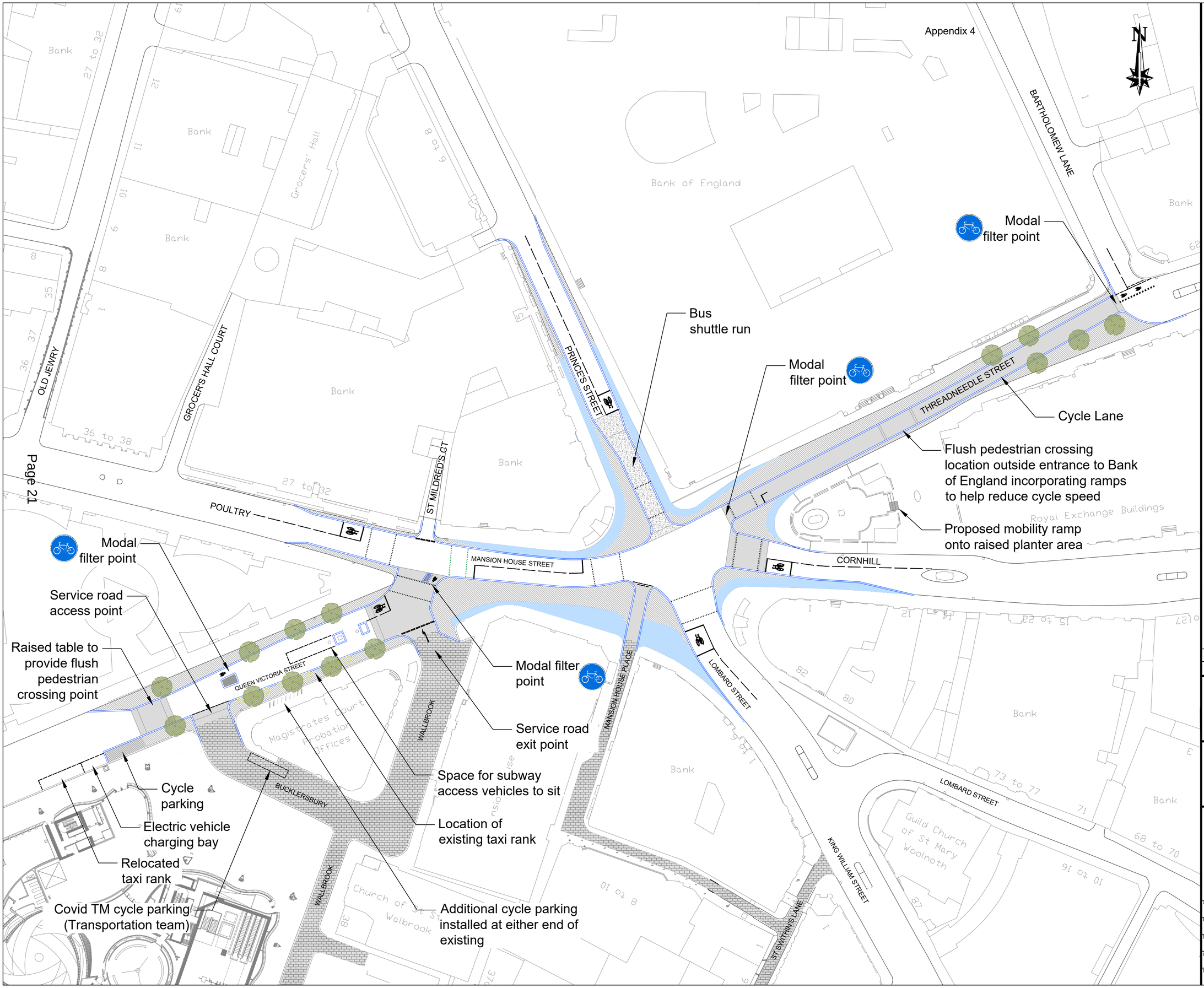
The numbers of pedestrians and cyclists have increased in the intervening time (outside of the pandemic) and while there may be some changes to working patterns, the City expects to continue to see growth. Changes in working patterns may also lead to more people walking and cycling between the traditional peak periods. Reintroducing higher volumes of traffic and turning movements into the revised junction layout will risk increasing collisions during the 7am to 7pm time period.

Conclusion

On the basis of the issues outlined above, it is not recommended that an option for reducing the hours of operation of a restriction at Bank be considered or views sought in the public consultation.

This page is intentionally left blank

Appendix 4



Key

- Proposed all change at bank build out
- Existing bank on safety buildout
- Proposed all change at bank raised section of carriageway (HRA)
- Proposed all change at bank raised section of carriageway (natural stone)
- Existing granite sett raised carriageway
- Proposed line marking
- Proposed tree
- Proposed planter
- Proposed removable island

Rev No.	Date	Description	By
		Revision	

PROJECT:

ALL CHANGE AT BANK

TITLE:

OUTLINE DESIGN 26.01.21

CLIENT:

HIGHWAY DESIGN AND CONSTRUCTION

DRAFT

PARTMENT OF THE BUILT ENVIRONMENT
BOX 270
GUILDHALL
LONDON
EC2P 2EJ
TEL: 020 7606 3030

CITY OF LONDON

Sheet:	SHEET 1 of 1
Date:	Jan 21
Designed by:	BB
Checked by:	
Scale & Drawing Size:	NTS
Revision:	--
Drawing No:	BProp/OD - 26/01/21

This page is intentionally left blank

Appendix 5: Public realm draft design.

Image 1: draft plan of public realm enhancement proposals.

Image 2: View looking up Queen Victoria Street towards the Royal Exchange showing potential for trees and in ground planters.

Image 3: View looking along Threadneedle Street and the Royal Exchange public space.

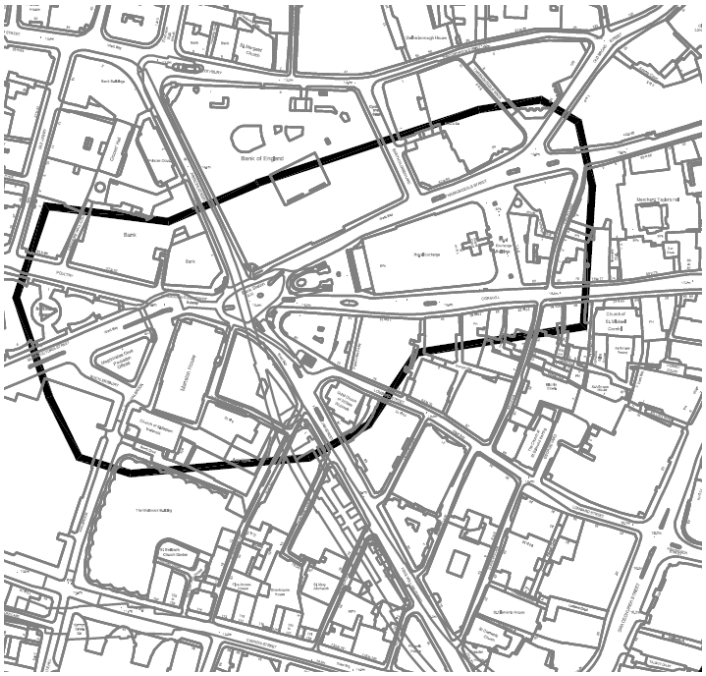
Appendix 6: Objectives Baseline data

This appendix outlines the data sets available to set baseline data in order to measure the improvements delivered through the All change at Bank project. There is Casualty data, Air Quality data and Pedestrian Comfort level data.

Reduction of Casualties:

The extent of 'Bank Junction' when referring to collision data is shown in figure 1:

Figure 1: Area of 'Bank Junction' when considering casualty data.



The below tables are split between casualties that occurred before the Bank on Safety Scheme became operational on 22 May 2017 and those that occurred afterwards.

Table 1:Total casualties (weekdays only)

Bank Junction	**Pre Bank on safety** (01/01/2012 to 21/05/2017)	**Post Bank on Safety** (22/05/2017 to 31/12/2019)	**Total**
Weekdays	106	45	151
7am to 7pm (weekdays)	81	26	107

Table 2: Pedestrian casualties (weekdays only)

Bank Junction	**Pre Bank on safety** (01/01/2012 to 21/05/2017)	**Post Bank on Safety** (22/05/2017 to 31/12/2019)	**Total**
Weekdays	36	16	52
7am to 7pm (weekdays)	29	9	38

Table 3: Cycling casualties (weekdays only)

Bank Junction	**Pre Bank on safety** (01/01/2012 to 21/05/2017)	**Post Bank on Safety** (22/05/2017 to 31/12/2019)	**Total**
Weekdays	36	16	52
7am to 7pm (weekdays)	31	10	41

The below table shows the number of casualties per calendar year. It is split between weekdays (total number of casualties) and separated out is the 7am to 7pm timeframe where the timed traffic restriction operates. This time frame is also reflected in the weekend table for consistency.

Table 4: Casualties per calendar year (weekdays only)

Bank junction		**2012**	**2013**	**2014**	**2015**	**2016**	**2017**	**2018**	**2019**
Total	Weekdays	19	22	25	13	22	18	15	17
	7am to 7pm	16	19	19	11	12	13	8	9
Pedestrians	Weekdays	4	10	7	7	5	9	6	4
	7am to 7pm	4	9	6	6	2	7	3	1
Cyclists	Weekdays	9	6	9	4	6	7	3	8
	7am to 7pm	7	6	7	4	5	5	1	6

Table 5: Casualties per calendar year (Weekends only)

Bank junction		**2012**	**2013**	**2014**	**2015**	**2016**	**2017**	**2018**	**2019**
Total	Weekends	1	2	4	2	0	2	4	2
	7am to 7pm	0	0	2	1	0	0	4	1
Pedestrians	Weekends	0	1	0	1	0	0	2	0
	7am to 7pm	0	0	0	1	0	0	2	0
Cyclists	Weekends	1	1	2	1	0	0	0	1
	7am to 7pm	0	0	2	0	0	0	0	0

Air Quality: NO_2 monitoring at and around Bank.

Diffusion tubes are located at various sites at Bank junction and surrounding area to collect data on NO_2 over time. It is not possible from diffusion tube data to distinguish air quality at different times of the day.

Table 5 – Bank area diffusion tube annual mean (μ/gm3)

Site	Location	2016[c]	2017[c]	2018[c]	2019[c]	2020 PROVISIONAL
Bank 1	Cannon Street	78	65	50[c]	40	*47*
Bank 2	Queen Victoria Street	72	59	58	51	*42*
Bank 3	King Street	52	52	52	47	*37*
Bank 4	Corner of Poultry and QVS	71	60	63	55	*43*
Bank 5	Magistrates Court	66	63	53	56[c]	*44*
Bank 6	King William Street	76	70	61[c]	61	*55*
Bank 7	Lombard and KWS	57	58	56	54[c]	*37*
Bank 8	Lombard Street	59	56	56	45	*35*
Bank 9	Lombard Street and Cornhill	68	62	60	46	*42*
Bank 10	Cornhill Bank Junction	71	67	66	57[c]	*39*
Bank 11	Cornhill-Royal Exchange	61	57	62[c]	41[c]	*31*
Bank 12	Threadneedle Street	85	69	62[c]	42[c]	*37*
Bank 13	31 Old Broad Street	59	57	53	45	*37*
Bank 14	Wormwood Street	64	61	57	49	*42*
Bank 15	3 London Wall	64	54	65	53	*44*
Bank 16	81 London Wall	60	59	62	53	*53*
Bank 17	55 Moorgate	69	66	66	52	*44*
Bank 18	85 Gresham Street	53	54	52	46	*37*
Bank 19	Lothbury	45[C]	44[c]	45	39	*29*
Bank 20	Princes Street	78	74[c]	69[c]	49[c]	*43*
Bank 21	Gracechurch Street TKMax	-	68[c]	64[c]	46[c]	-
Bank 22	Gracechurch Street Leadenhall	-	66	62[c]	51[c]	*49*
Bank 23	Fish Street Hill	-	66[c]	61	43	*39*

Note

c = data has been annualised due data capture being <75%

Note

2020 is still provisional and requires annualising where necessary and bias adjusting when the Defra Bias adjustment figures are available.

Those sites that are closest to the junction are highlighted in **Bold** in the site column.

Table 5 gives the published annual mean NO_2 values between 2016 and 2019 and the provisional data collected for 2020. The 2020 data still requires bias adjustments to be undertaken and so is subject to change.

The WHO guideline recommends a maximum of 40 μ/gm3 of NO_2 as an annual average.

Pedestrian Comfort Levels.

Table 6 shows the estimated pedestrian comfort levels of the proposed design using 2018 pedestrian count figures. This provides a comparison to the comfort level measured in 2018, and the estimated improvement of the interim footway widening scheme at Bank completed in the summer of 2020.

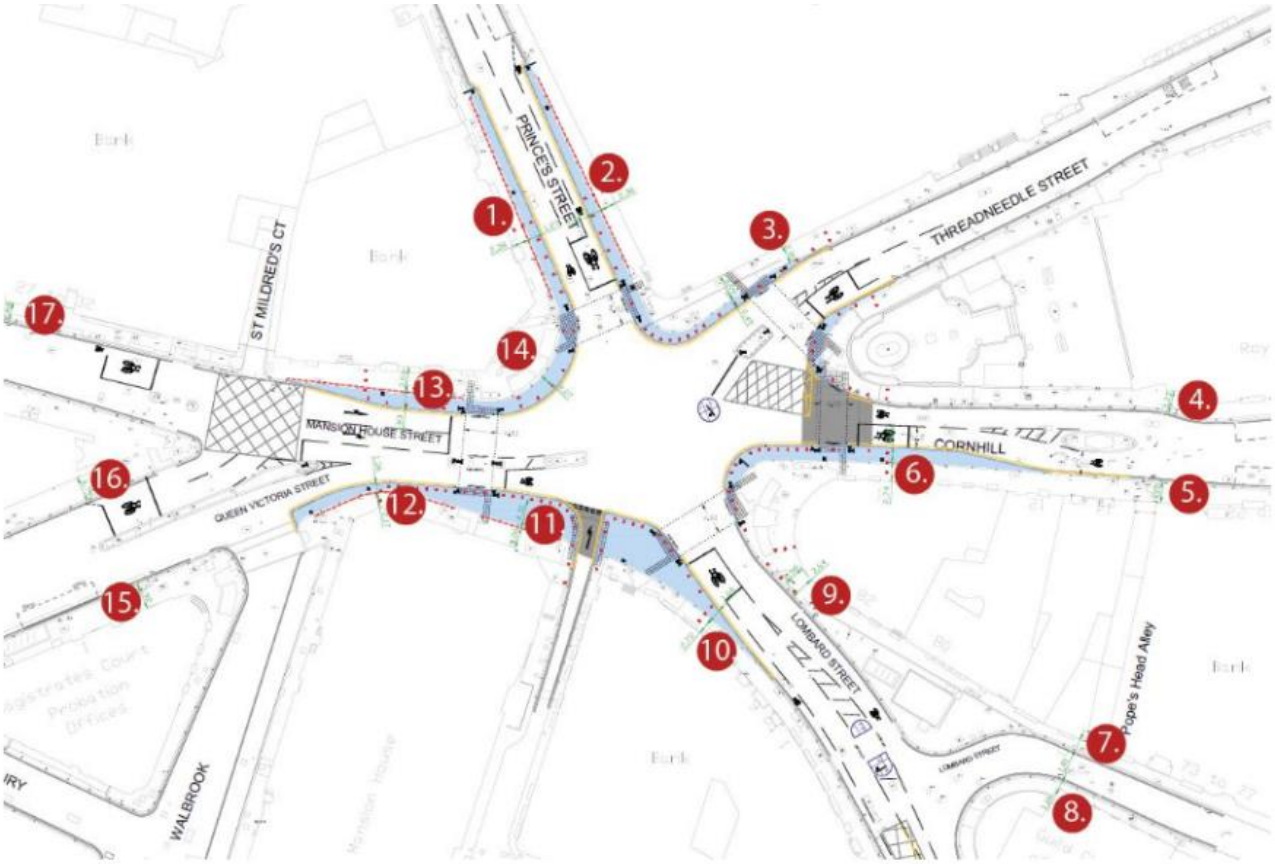
The data shaded blue highlight areas of footway that remain uncomfortable or very uncomfortable. Those that meet or exceed the Transport strategy aim of B+ are shaded green, and those that are close to meeting the Transport Strategy aim are shaded yellow.

As can be seen, if pedestrian numbers remain at 2018 numbers, it will not be possible to meet the Climate Action Strategy aim of A+ footways. If as expected, pedestrian numbers increase in the coming years, then it is likely to be even more difficult to meet the Transport Strategy aim of a B+.

Table 6: Pedestrian comfort levels at various points around Bank.

		Actual	*Estimated*	*Estimated*
Site description	Site plan reference	2018 Peak hr flow worst case PCL	Bank on Safety (footway widening) Peak hr flow worst case PCL	Proposed All Change at Bank Peak hr flow worst case PCL
Princes Street western footway	1	E	C-	C+
Princes Street eastern footway	2	D	C+	B
Threadneedle footway	3	E	E	B-
Cornhill RE footway	4	B-	B-	B-
Cornhill southern footway east	5	C+	C+	C+
Cornhill southern footway west	6	B	A-	A-
Lombard 1	7	F	F	F
Lombard 2	8	F	F	F
Lombard 3	9	C	C	C
Lombard 4	10	C-	C-	C
MH1	11	D	B+	A-
MH2	12	E	C-	B+
MH3	13	B-	B+	B+
MH4	14	D	B-	B+
QVS1	15	A-	A-	A
QVS2	16	A	A	A
Poultry 1	17	C+	C+	B

Figure 2: identifying the location of the pedestrian comfort level count sites



Appendix 7: Finance Tables

Table 1: spend to Gateway 4

Spend to Date: Bank Junction Improvements - 16800287			
Description	**Approved Budget (£)**	**Expenditure (£)**	**Balance (£)**
PreEv Env Serv Staff Costs	21,922	21,921	1
PreEv P&T Staff Costs	575,526	575,524	2
PreEv P&T Fees	764,797	765,306	(509)
PreEv Surveys	67,363	67,363	-
TOTAL	**1,429,608**	**1,430,114**	**(506)**

Table 2: Spend to Gateway 4C

Spend to Date: Bank Junction Improvements - 16100287			
Description	**Approved Budget (£)**	**Expenditure (£)**	**Balance (£)**
DBE Structure Staff Costs	5,000	-	5,000
Env Servs Staff Costs	113,924	21,340	92,584
Legal Staff Costs	5,000	-	5,000
P&T Staff Costs	115,099	42,578	72,521
P&T Fees	244,779	12,620	232,159
Cost Risk Provision	95,000	-	95,000
TOTAL	**578,802**	**76,538**	**502,264**

GRAND TOTAL	**2,008,410**	**1,506,652**	**501,758**

This page is intentionally left blank

Appendix 8

Table 1. Impacts identified from Interim Equalities assessment

Impact	Update
The restrictions on Queen Victoria Street and Threadneedle Street will require some bus stop relocation due to the re-routing of some of the bus routes. This could disbenefit those that are now required to walk further than previously required.	- Some of the bus stop relocations will both benefit and disbenefit bus passengers depending on their final destination. Where possible buses will travel through Bank junction on alternative routes. This will help minimise this impact by remaining relatively local to the previous stops. - The relocated bus stops will be assessed to ensure that they are accessible to all.
The ability of taxi, minicabs and private cars to drop-off and pick-up passengers will be reduced as access will not be permitted on Threadneedle Street, or through Queen Victoria Street or Princess Street. In addition the 7am-7pm taxi rank on Princess Street will need to be relocated. Therefore, those who rely on taxis may have to travel further to their final destination or to a taxi rank than previously required. Taxi journey times may increase due to more indirect routing.	- On Princess Street the taxi rank is now proposed to be retained (design change) in its existing location. - On Queen Victoria Street taxis/minicabs or cars will not be able to continue through the junction at any time of the day but will still be able to drop off and pick up passengers close to the junction in Walbrook or on the southern side of the footway by the Magistrates Court on Queen Victoria Street. This minimises the distance for passengers travelling to a property in the vicinity of this section. Taxis will be able to re-route via Queen Street and Poultry should they require to travel through the junction outside of the hours of the restriction. - A section of Threadneedle Street b/w Bank junction and Bartholomew Lane will be closed to motorised vehicles. Taxis wanting to drop off passengers in this section will be able to use Cornhill as an alternative drop off location. This would be an approximate additional 40m to get to the Bank of England main entrance across the Royal exchange forecourt if dropped off on Cornhill.
With the bus shuttle run mitigation, modelling shows that all bus routes are expected to have a journey time increase of less than two minutes with the exception of bus routes 11 and 26, which will experience an increase of up to five minutes due to a diversion of approximately 500m and having to pass through an additional three junctions.	-TfL has confirmed that since the start of the pandemic, permanent changes have been made to bus route 11 which now travels via Bishopsgate and Cornhill and not Old Street and Threadneedle Street. Therefore, this forecast journey time increase will only impact on route 26. - Further refinements of the traffic modelling will be undertaken to see if additional journey time savings can be made through signal timing changes.

Table 2. Recommended additional mitigation measures

Mitigation	Update

Consider relocation of a taxi rank in close proximity to the new Bank Station step-free access on Cannon Street.	-This is outside the extents of the project but the recommendation has been forwarded to the CoL taxi liaison officer. -On Queen Victoria Street., it is proposed to relocate the taxi rank from outside the Magistrates Court to a new location outside the Bloomberg building. This will provide a safer route for those wishing to use the step free access at Walbrook entrance of Bank station. This will mean a longer distance for those people exiting the station from the stepped exits around the junction by approximately 60-70m
The City is presently developing the City of London Accessibility Standard (COLAS) with expert consultancies, which is to go above and beyond existing national standards. If this standard becomes available before the design period of this scheme has ended, it should be used for design considerations.	The City of London accessibility Standard (COLAS) is due to be released in the next few months. This will be used to assess the proposals and actions taken to meet these requirements following the public consultation feedback.
Work in collaboration with TfL Buses to identify opportunities elsewhere on the network to improve bus priority in order to offset bus journey time increases.	CoL and TfL are meeting regularly during the development stages of the project and where possible are discussing opportunities to offset bus journey time increases.
Ensure that any relocated bus stops, taxi ranks or pick up/drop off designated areas are designed with standard kerbs for step-free access from bus and for taxi/ car access ramps to function properly. Consideration should also be given to proximity to key destinations to minimise walking distances.	The design is being developed to achieve an inclusive environment. The designs will be reviewed by Transport for All, a disability led consultant and where possible changes will be incorporated within the design.
Ensure that access points for modal filtering are accessible to all users, including those with visual or mobility impairments and parents with prams.	The design is being developed to achieve an inclusive environment. The designs will be reviewed by Transport for All and where possible changes will be incorporated within the design.
Ensure that widened pavements are clear of obstacles such as street furniture and signage so that widened pavements are clear of obstacles such as street furniture and signage so that those with visual impairments are not restricted in their movements.	The design is being developed to achieve an inclusive environment. The designs will be reviewed by Transport for All and where possible changes will be incorporated within the design. Street furniture will be carefully located leaving the majority of the footway clear for visually and mobility impaired pedestrians.

Ensure that any additional space created for pedestrians is accessible to all users, including those with mobility impairments and parents with prams, for example by ensuring that new space is flush with existing footways, or alternatively that dropped kerbs or ramps are provided.	The design is being developed to achieve an inclusive environment. The design proposes to incorporate raised tables at crossing points where possible and sections of carriageway of Threadneedle Street are intended to be laid flush with the footways. The designs will be reviewed by Transport for All and where possible changes will be incorporated within the design. Consideration to Visually impaired pedestrians will also be taken into account for those areas that are flush.
Ensure that the design of measures is legible and navigable for those with sensory impairments, for example through the use of appropriate visual and tactile cues.	This will be developed in more detail in collaboration with Transport for All.
Ensure that facilities for cyclists are designed to accommodate adapted cycles.	The proposed cycle facilities will be designed to accommodate adapted cycles.
The design of the pedestrian priority area(s) should be looked at in detail in collaboration with disability representatives to ensure a solution is found that works safely and efficiently for all users	This will be developed in more detail in collaboration with Transport for All.

This page is intentionally left blank

Appendix 9: Programme and approvals

The following outline programme gives an indication of the key approval steps for the Base assumption as outlined in the report. It sets out what is within the City of London's control (COL) and what is within Transport for London's (TfL) control.

These times are estimates. If we are able to move through the approval process more quickly in terms of TfL sign off, then we will. Likewise, if there were a resource issue at TfL in terms of being able to audit the model within the outlined timeframe then this could have programme implications for the project.

The gateway 5 timeline is fixed based on the proposed 2021 committee calendar. There is not currently an opportunity between July and October to submit a gateway report to be considered any earlier by the relevant committees.

The second section of the programme gives an indicative example of the steps that may be needed if there was an additional proposal to amend, the traffic mix and /or the timings of the restrictions. The timeframes are estimated particularly as we do not know when a decision regarding the TfL appeal will be determined.

The extended hours of operation on its own would be unlikely to require traffic modelling approvals (although what information required by TfL for the TMAN application for this element has not yet been discussed).

As can be seen, this indicative programme shows that it would still be possible to implement the changes by the time the project substantially completes at the end of 2022.

	2021										2022			
Key approval steps	March	April	May	June	July	August	September	October	November	December	Q1	Q2	Q3	Q4
For proposed Base Assumption														
public consultation														
feedback incorporated into base design														
Changes made on Project Proposed traffic model														
Submission of Proposed Model to TfL														
TfL final Audit of Proposed Traffic Model and report														
submission and attendance to TfL RSPG or Healthy Streets Board														
Scheme submission for TMAN approval														
Submission of final G5 report														
Committee Decision														
Anticipated substantial completion														
Indicative steps for proposing a change to timings or traffic mix														
If TfL secure an appeal - await hearing														
City to assess outcome of appeal and any implications														
Completion of any work streams in light of appeal and public consultation from March/April														
submit findings/proposals in the G5 report														
Committee decision														
If further public consultation is necessary														
Resubmission of traffic model (if necessary)														
Resubmit TMAN														
report back to Committee (second G5)														
Advertise amended Traffic order														

Within COL Control
Within TfL control
Outside influence

Appendix 10: All Change at Bank and links to relevant strategy and policies.

Corporate Plan 2018 - 2023

Table 1. Links to the Corporate Plan

Bank Junction Improvements Project Objectives	Corporate Plan Aim	Corporate Plan Outcome	Corporate Plan High-level activity	How
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.	Simplifying the junction layout,
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.	Increasing footway widths and prioritising pedestrian movement
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.	Reduced number of vehicles by reducing the number of 'open' arms and creating new wide pedestrian spaces
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.	Improved public realm including greening, seating and quieter environment in a historic location.

Climate Action Strategy 2020 - 2027

City Transportation and Public Realm projects will primarily support the Climate Action Strategy, directly or indirectly, through reducing air pollution. The Climate Action Strategy refers to the action of 'reducing air pollution through implementing our ambitious air quality and transport strategies'. How 'All Change at Bank' aligns and helps to deliver the City's Transport Strategy and Air Quality Strategy is set out in Table 3 and 4 respectively.

Other actions that the 'All Change at Bank' project will support are shown in Table 2 below.

Table 2. Links to the Climate Action Strategy

Climate Action Strategy Aims	**2020 -2027 Actions**	**How**
Support the achievement of net zero	Embed circular economy principles into our capital projects and reduce carbon intensity by using life cycle carbon and cost assessment techniques and design specifications	Reuse of yorkstone paving slabs wherever possible. The concrete paving slabs from the interim footway can either be reused elsewhere or they can be compacted to create type 1 material.
Build climate resilience	Make the Square Mile public realm more climate change ready through adding in more green spaces, urban greening, flood resistant road surfaces, adaptable planting regimes and heat resistant materials	Introducing planting and greenery Investigating if there is an opportunity for a SUDS in an inground planting bed
	Ensure that we continue to protect the residents, critical assets, infrastructure and heritage of the Square Mile	Improving the public realm in an area with buildings of significant historical and architectural importance. The design will protect and enhance the Bank setting
Champion sustainable growth	Reduce pollution and increase the resilience of the Square Mile Reduce air pollution through implementing our ambitious air quality and transport strategies	Alignment to Transport Strategy, see Table 3 Alignment to Air Quality Strategy, see Table 4
	Enhance greening and biodiversity across our public realm and open spaces	More greenery and planting will be incorporated into the design

Transport Strategy 2019 – 2044

Bank junction and the streets within scope of the 'All Change at Bank' project are identified within Proposal 2 of the Transport Strategy as a key walking route where improvements are needed. How the project will support the delivery the Transport Strategy outcomes and proposals is set out in Table 3 below.

Table 3 Links to Transport Strategy

Bank Junction Improvements Project Objectives	**Transport Strategy Outcome**	**Transport Strategy Proposal**	**How**
A - To continue to reduce casualties	People using our streets and public spaces are safe and feel safe	**Proposal 20**: Apply the safe system approach and the principles of road danger reduction to deliver vision zero.	Redesigning the junction to a more simplified layout to reduce the likelihood and severity of collisions
		Proposal 22: Ensure on street security measures are proportionate and enhance the experience of spending time on our streets	Including appropriate and proportionate on-street security measures into the design
B - To reduce pedestrian crowding levels	The Square Mile's streets are great places to walk and spend time	**Proposal 2**: Put the needs of people walking first when designing and managing our streets	Implementing pedestrian priority streets Widening pavements, increasing crossing widths Key walking routes through Bank junction decreasing crossing distances
C - To improve air quality	Street space is used more efficiently and effectively *which directly helps to support*	**Proposal 11:** Take a proactive approach to reducing motor traffic.	Introducing access restrictions and other measures to reduce through traffic in line with City of London street hierarchy Reduced number of vehicles by reducing the number of 'open' arms

	The Square Mile's air and streets are cleaner and quieter	**Proposal 12:** Design and manage the street network in accordance with the City of London Street Hierarchy	designing Bank junction and approaching arms into Local Access streets
		Proposals 13: Use timed and temporary street closures to help make streets safer and more attractive places to walk, cycle and spend time in	Timed restrictions to support pedestrian priority
D - To improve the perception of place as a place to spend time in rather than to pass through.	The Square Mile's streets are great places to walk and spend time	**Proposal 7**: Provide more public space and deliver world-class public realm	Creating new public spaces by reallocating carriageway Improving the public realm in an area where there are buildings and structures of significant importance. Protecting and enhancing the setting
		Proposal 8: Incorporate more greenery into the City's streets and spaces	Incorporating greenery and planting into the public realm design

Air Quality Strategy 2019 – 2024

Table 4. Links to Air Quality Strategy

	Action	**How**
Reducing Emissions from Road Transport	**29** - Ensure that Healthy Street Plans have air quality improvement targets and that the air quality impact of major transport and public realm schemes are measured.	The project will be assessed for local air quality improvements
	31 - Implement a wide range of action through the City Corporation Transport Strategy to reduce the exposure of pedestrians to transport generated air pollution in the Square Mile	See Table 3 for alignment of Transport Strategy
	35 - Implement a range of actions through the City Corporation Transport Strategy and City Local Plan to support and encourage cycling.	Encouraging a modal shift away from motorised transport by improving the experience for cycles
	38 - Ensure that improving air quality and reducing exposure is an integral part of all major transport and public realm schemes and that all schemes incorporate greening where possible.	Reducing the level of exposure by reducing the number of operational arms, providing more

		space further away from the carriageway. Monitoring air quality improvement Incorporating greenery and planting

This page is intentionally left blank

Appendix 1 – Approved Transportation and Public Realm Project Objectives

Beech Street Project Objectives	Corporate Plan Aim	Corporate Plan Outcome	Corporate Plan High-level activity
A – Improve air quality by reducing NO_2 levels	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
B – Improve the quality of the public realm to create streets and public spaces for people to securely admire and enjoy	Shape outstanding environments	12 – Our spaces are secure, resilient and well maintained	a. – Maintain our buildings, streets and public spaces to high standards
C – Improve pedestrian comfort 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
D – Ensure buildings and public spaces are protected	Contribute to a flourishing society	1 – People are safe and feel safe	c. – Protect consumers and users of building, streets and public spaces

This page is intentionally left blank

Beech Street Zero Emission Zone Barbican Association Proposal

Introduction

The Barbican Association (BA) supports the City's proposals to improve air quality throughout the Square Mile. The BA demonstrated this by supporting, in principle, the Beech Street ZEZ experiment. The BA has on previous occasions expressed its concerns about the lack of consultation before this project commenced and remains concerned that, since implementation, the issues it has raised have not been considered with sufficient speed or as objectively as we might have wished, but we recognise that we need to move forward collaboratively.

Current Issues

- **Validity of the experiment**
  As an experiment this project was doomed from the start of the first lockdown, which occurred six days after the experiment began. Monitoring traffic flows and pollution levels is effectively impossible. The collection of meaningful data is the essence of an experiment; there is none and the experiment should have been postponed until normal traffic levels resume.
- **Access problems for residents**
  It is nine months since implementation and residents of the Barbican and Golden Lane are still beset by problems of access to residents' homes both for residents and for the vehicles that service them. Concerns have been raised throughout this period with only some modification of signage.
- **Displaced traffic**
  Residents report that significant amounts of traffic are being displaced along Fore Street and Moor Lane. This is not being monitored by the City. Residents are concerned that this displaced traffic will increase unabated after some sort of normality returns.

BA Proposals

The City of London Transport Strategy of May 2019 proposes a ZEZ for the whole of the area shown in blue on the map. The BA proposes that the City develops a scheme for this whole area with public consultation as soon as possible.

In the meantime, the BA supports the continuation of the experiment with a view to it becoming permanent, so long as all the monitoring data supports it, and once measures have been included to adequately ameliorate; (i) the current issues as above; (ii) other issues raised in the ongoing public consultation; and (iii) the four issues raised by the BA with the Officers and considered at the November Streets and Walkways Sub Committee, namely

- Two gaps in the Central reservation to allow access to Lauderdale Place forecourt and the Shakespeare House / Defoe House car park.
- Exemption from the ETO for local residents.
- Reopening the southern end of Golden Lane (in both directions) at the junction with Beech Street to zero emission vehicles.
- Creating a gap in the central reservation on Aldersgate Street to allow vehicles access to the Lauderdale Tower underground car park.

This page is intentionally left blank

Table 1: Spend to Date - 16800068: Beech St Transport Imrpovements			
Description	**Approved Budget (£)**	**Expenditure (£)**	**Balance (£)**
PreEv Fees	15,000	15,000	-
PreEv P&T Staff Costs	13,500	13,500	-
DBE Structures Staff Costs	1,500	-	1,500
Env Servs Staff Costs	10,499	10,498	1
P&T Staff Costs	353,044	352,689	355
P&T Fees	232,636	230,372	2,264
TOTAL	**626,179**	**622,058**	**4,121**

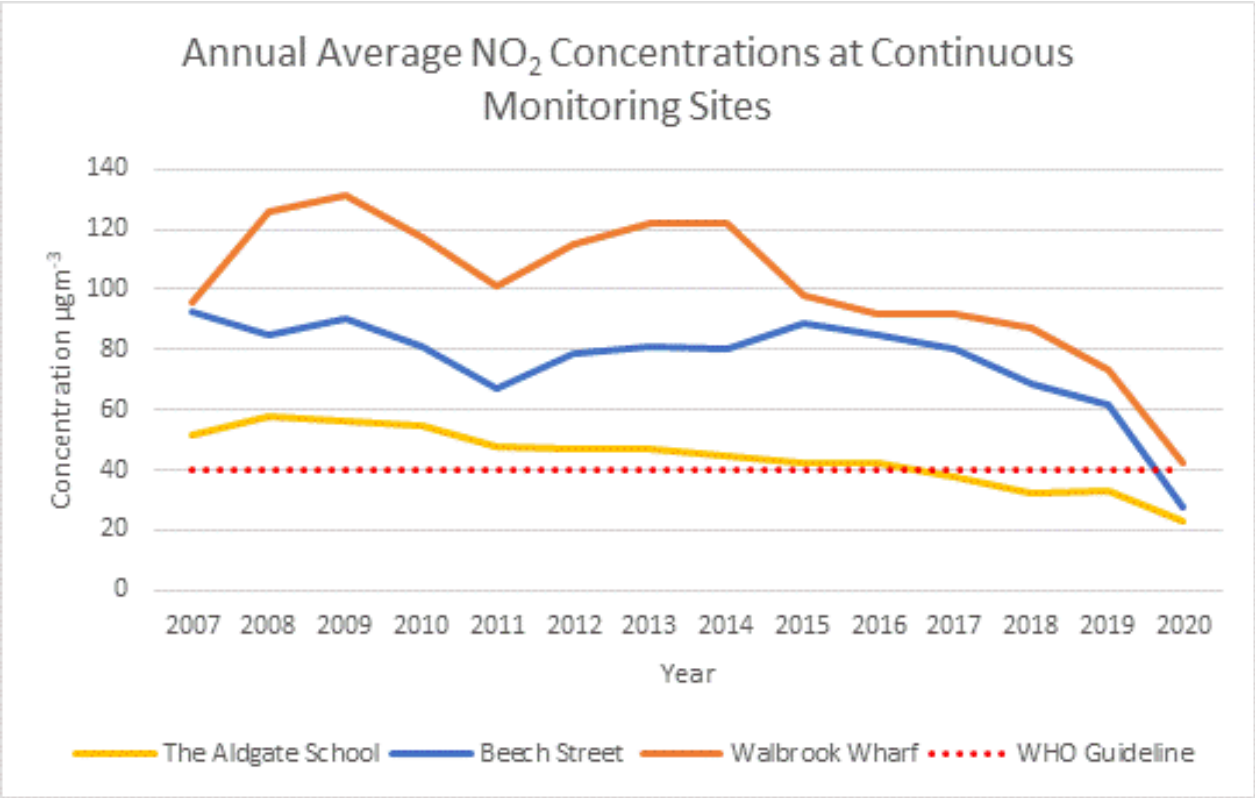
Table 2: Spend to Date - 16100423: Beech St Transport Imrpovements			
Description	**Approved Budget (£)***	**Expenditure (£)**	**Balance (£)**
Env Servs Staff Costs	65,016	48,848	16,168
Legal Staff Costs	52,000	6,000	46,000
P&T Staff Costs	459,646	316,187	143,459
P&T Fees	252,386	164,133	88,253
Traffic Mitigation	80,000	-	80,000
Works	295,135	206,529	88,606
Purchases	60,000	46,400	13,600
Cost Risk Provision	260,000	-	260,000
TOTAL	**1,524,183**	**788,097**	**736,086**

Table 3: Spend to Date - 16800355: Beech Street (SRP)			
Description	**Approved Budget (£)**	**Expenditure (£)**	**Balance (£)**
Architects Fees	30,000	30,000	-
Cost Consultant	10,000	10,000	-
M&E Consultant	9,700	9,700	-
Plan/Heritage Fees	5,000	5,000	-
Project Management	10,000	10,000	-
Retail Assessment	10,000	10,000	-
Structural Fees	10,000	10,000	-
TOTAL	**84,700**	**84,700**	**-**

GRAND TOTAL	**2,235,062**	**1,494,855**	**740,207**

This page is intentionally left blank

Appendix 4 – Air Quality Results



This page is intentionally left blank

Average No2 reading 01/01/2020 - 16/03/2020

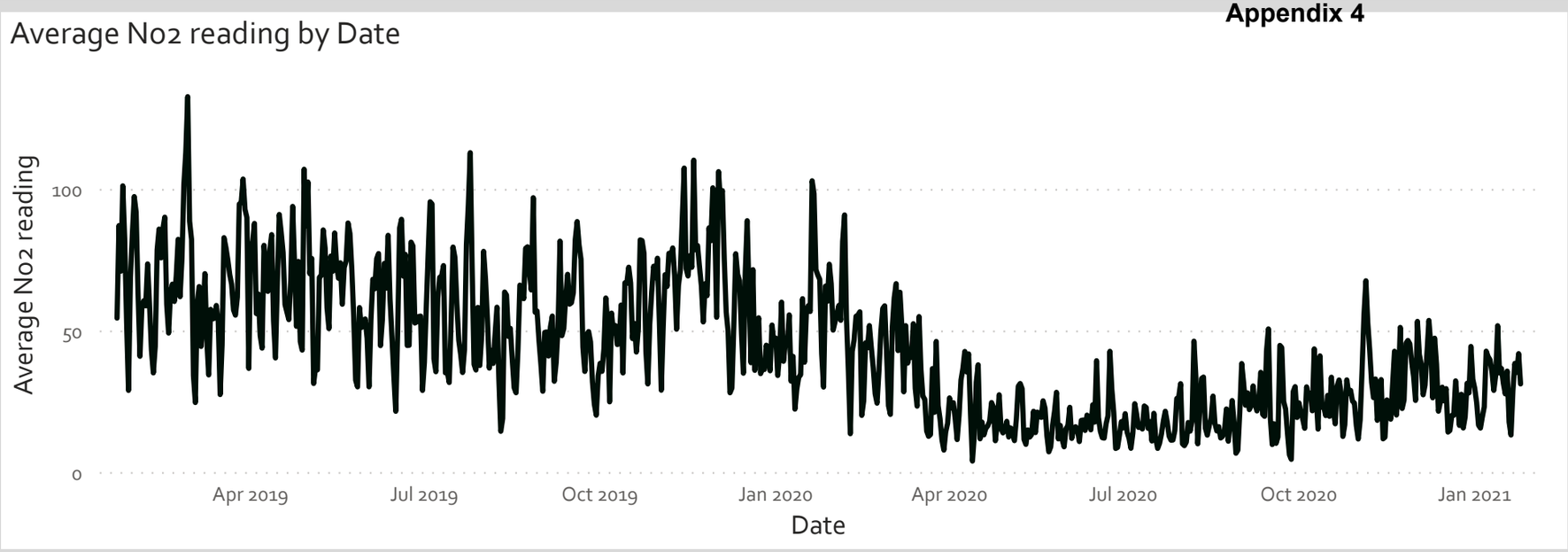
54.42

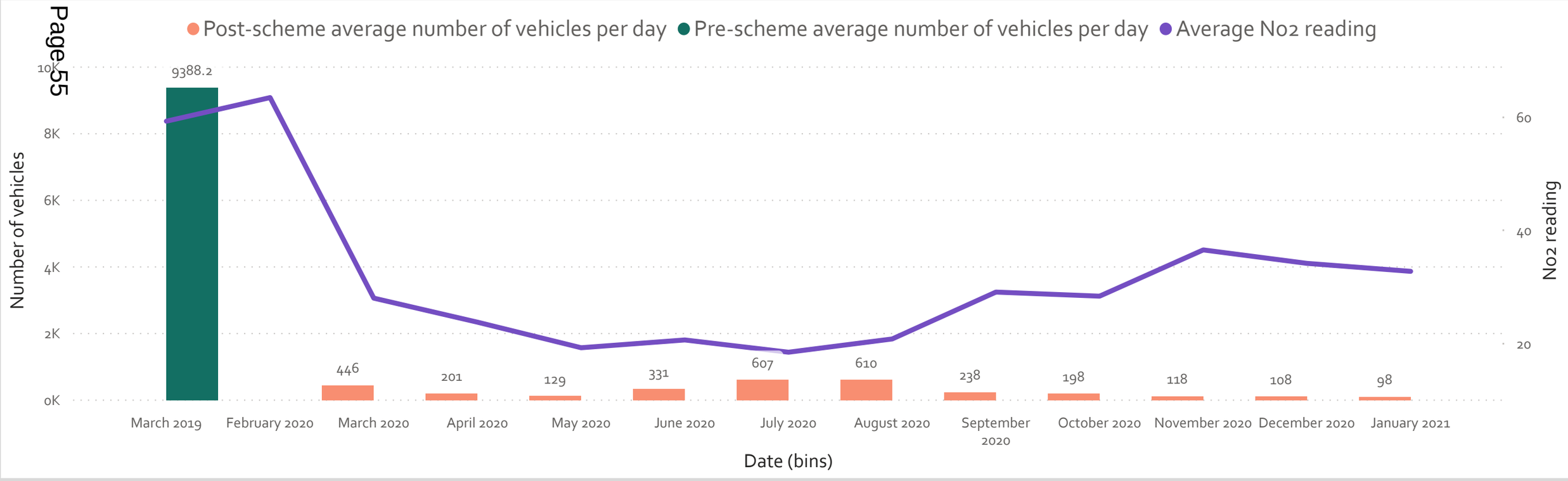
Average No2 reading post scheme implementation (after 17/03/2020)

25.58

% change in average No2 reading

-51.38%





This page is intentionally left blank

Appendix 5 - Monitoring Summary

Dataset	Collection method	Processor	Notes	Current Status
Air Quality Data	Continuous Monitor on Beech Street and diffusion tubes / mesh in surrounding area	City of London	Initial data analysed	Continuous monitor data collected Diffusion tube data collected (NO2)
Snapshot Traffic counts	ATC & Camera Surveys - Pre and Post Scheme	City of London	GDPR restrictions as involves Camden and Islington data	First tranche programmed for March Second tranche April/May
Modelling outputs	N/A	NRP/City of London	N/A	Complete
Ibus Data	GPS & REST Api attached to all London Buses	Transport for London / City of London		On hold to align with representative traffic counts
Collision Statistics	City & Met Police>DfT>TfL>boroughs & public	Transport for London / City of London	Long time lag (for example the latest currently available non-provisional data is 2019)	2020 data will only be available in 2022
Car Park counts	Surveys	City of London		Pre-scheme data held. In scheme data collection before and after Beech Street Central reservation works
Noise	Surveys	City of London	Monitor locations agreed with Islington and Barbican Association	On-hold, must align with representative traffic counts
PCN Data (Compliance)	Cameras	Processed via 3sixty system - externally hosted and access by City of London Parking Ticket Office		Data being collected from ANPR cameras and Parking Ticket Office
Taxicard data	GPS & software in licensed and private taxis	London Councils / City of London		On hold due to reduced traffic volumes that will not giv e a representative view of alternate route journey times, as well as fewer demand for taxi journeys
Uber Movement Data	GPS in uber vehicles	Uber / Third party data analysts / City of London	Large & Complex dataset	On hold due to reduced traffic volumes that will not giv e a representative view of alternate route journey times, as well as less demand for PHV journeys
Taxi Journey time data	Mystery shopper vehicle journeys	City of London		On hold due to reduced traffic volumes that will not giv e a representative view of alternate route journey times, as well as less demand for taxi journeys
Public Consultation data	Consultant	City of London	Public Consultation portal	Public consultation portal open and consultation period extended. Over 120 responses received to date
Perception Surveys	Public collection (taking surveys on street)	City of London		On hold due to social distancing and reduced number of people on street

This page is intentionally left blank

Beech Street Consultation Survey

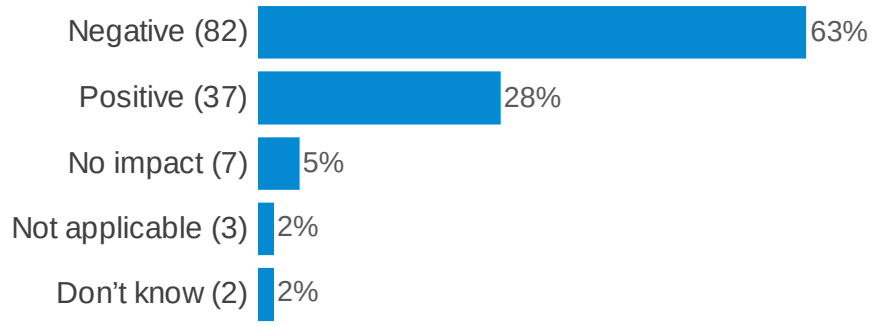
This report was generated on 04/02/21. Overall 136 respondents completed this questionnaire. The report has been filtered to show the responses for 'All Respondents'.

The following charts are restricted to the top 12 codes. Lists are restricted to the most recent 100 rows.

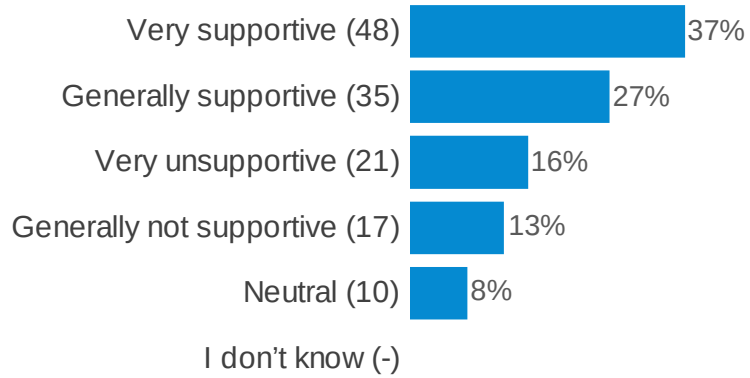
Beech Street - Zero Emission Scheme Consultation

Views toward the Beech Street Zero Emission Scheme (the experimental scheme)

Overall, what type of impact has the experimental scheme had on you?

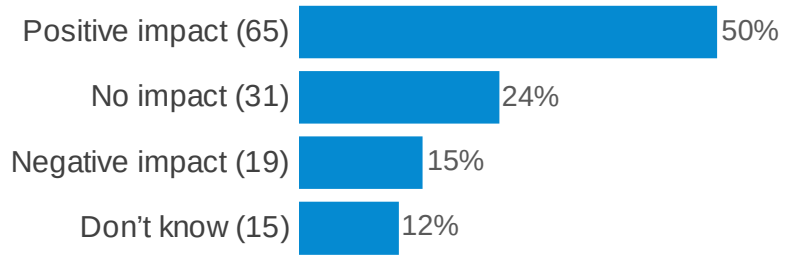


In general, to what extent do you support the principle of making traffic restrictions to improve air quality?

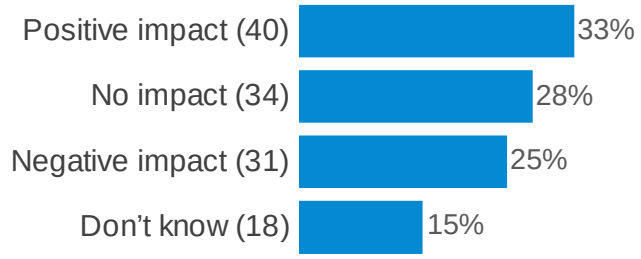


Beech Street Consultation Survey

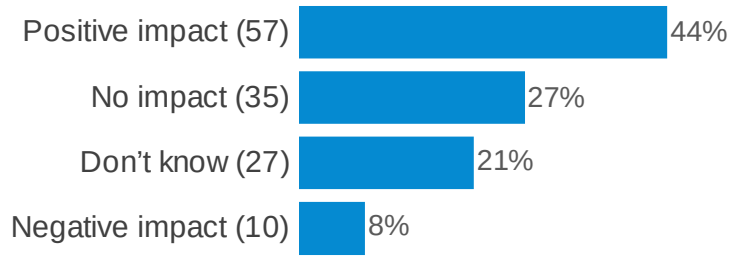
How do you think the experimental scheme is impacting walking on Beech Street and the surrounding area? (Beech Street)



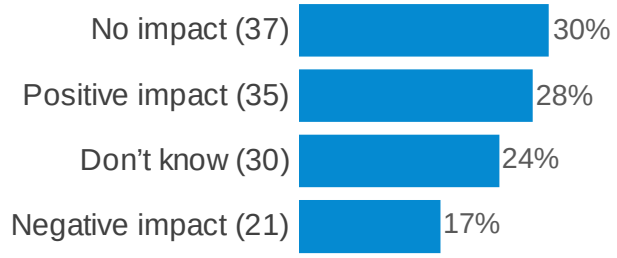
How do you think the experimental scheme is impacting walking on Beech Street and the surrounding area? (Surrounding area)



How do you think the experimental scheme is impacting cycling on Beech Street and the surrounding area? (Beech Street)

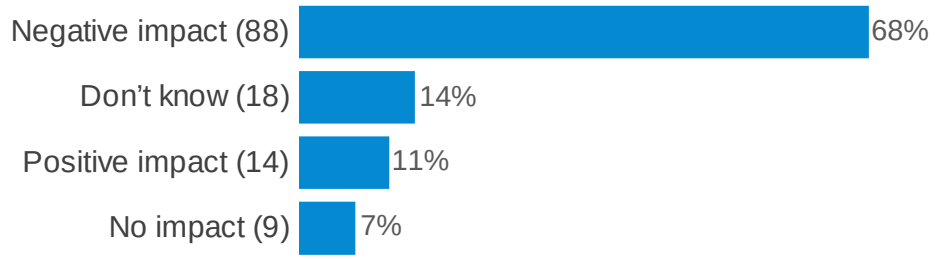


How do you think the experimental scheme is impacting cycling on Beech Street and the surrounding area? (Surrounding area)

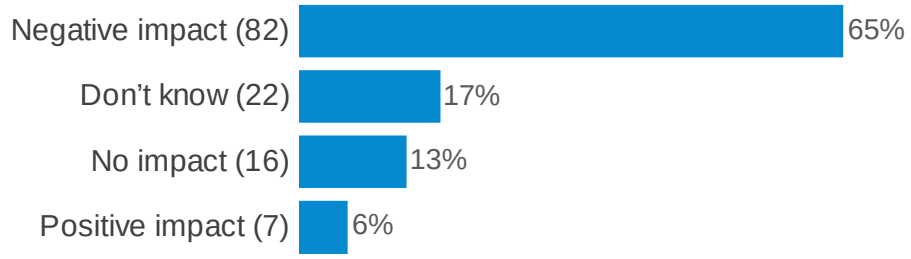


Beech Street Consultation Survey

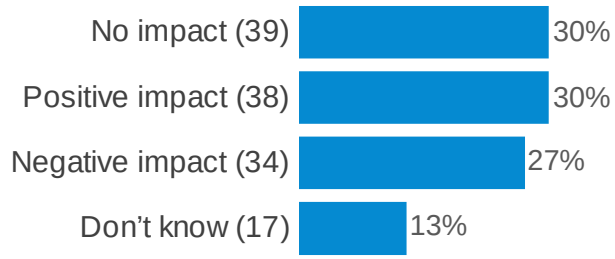
How do you think the experimental scheme is impacting vehicle journeys on Beech Street and the surrounding area? (Beech Street)



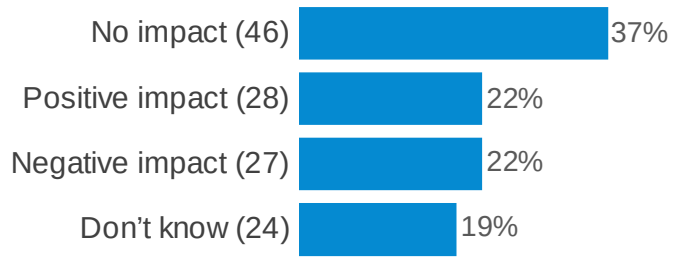
How do you think the experimental scheme is impacting vehicle journeys on Beech Street and the surrounding area? (Surrounding area)



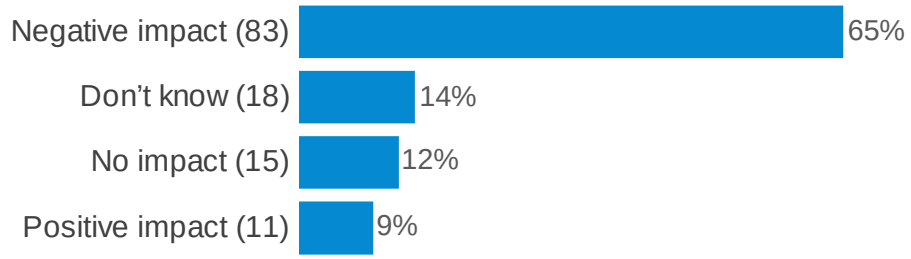
How do you think the experimental scheme is impacting personal safety and security on Beech Street and the surrounding area? (Beech Street)



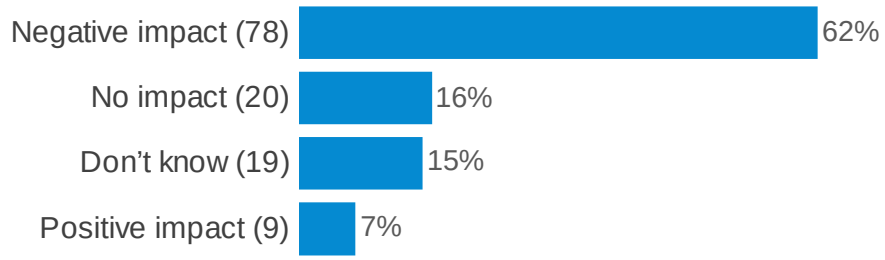
How do you think the experimental scheme is impacting personal safety and security on Beech Street and the surrounding area? (Surrounding area)



How do you think the experimental scheme is impacting <u>accessing properties for services</u> (e.g. carers, deliveries, taxi/private hire pick up and drop off, tradespeople etc) on Beech Street and the surrounding area? (Beech Street)

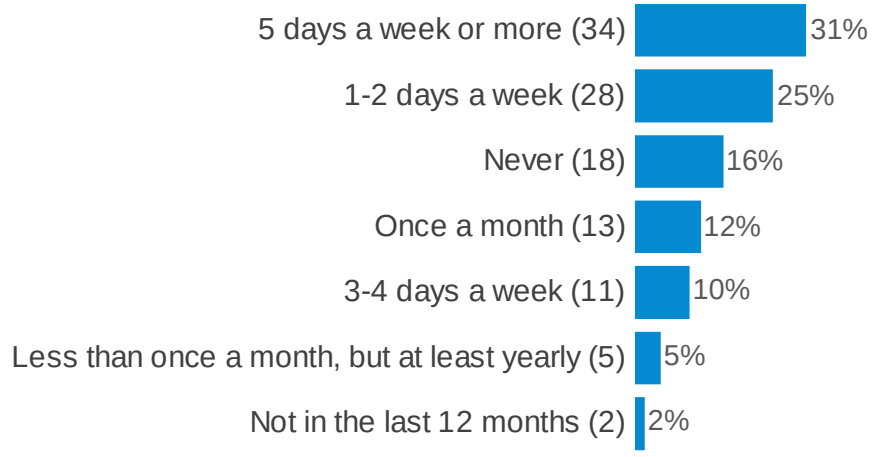


How do you think the experimental scheme is impacting accessing properties for services (e.g. carers, deliveries, taxi/private hire pick up and drop off, tradespeople etc) on Beech Street and the surrounding area? (Surrounding area)



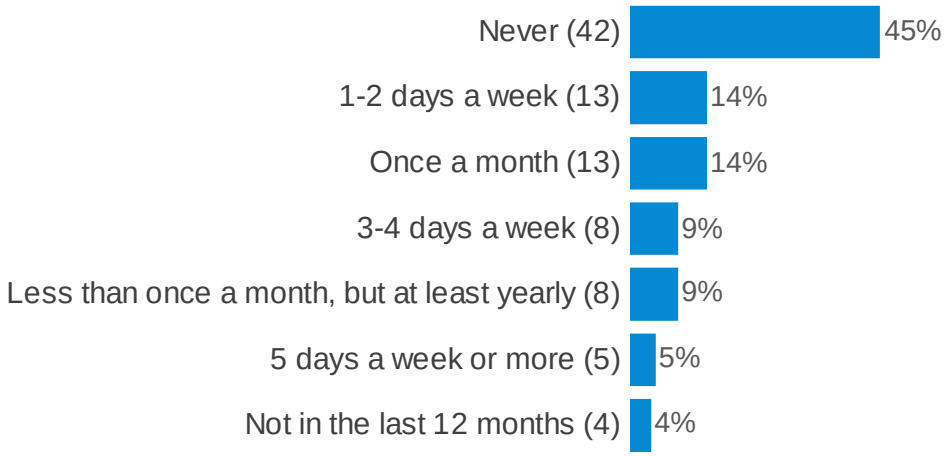
Impacts on your Journey

How do you usually travel on Beech Street (since the zero emission scheme launched on the 18 March 2020)? (Walking/On foot)

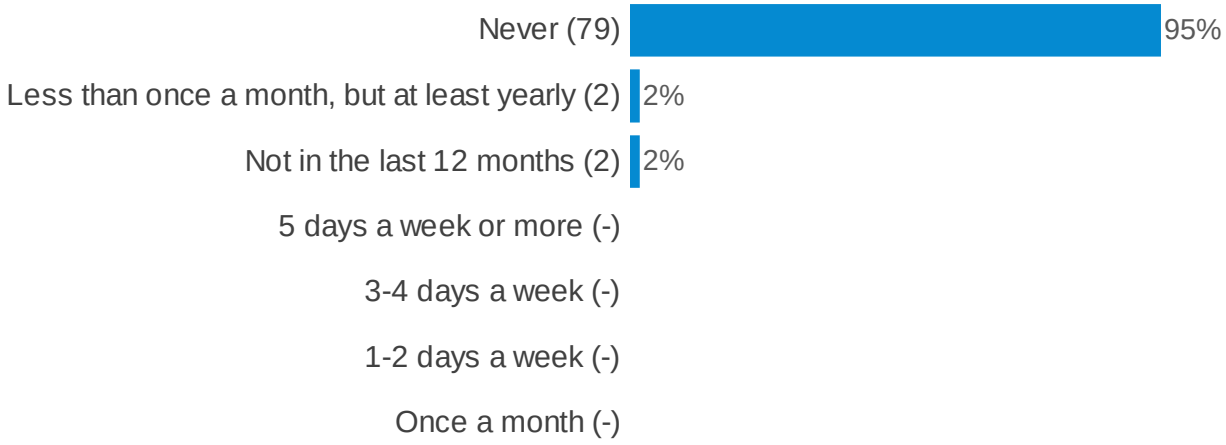


Beech Street Consultation Survey

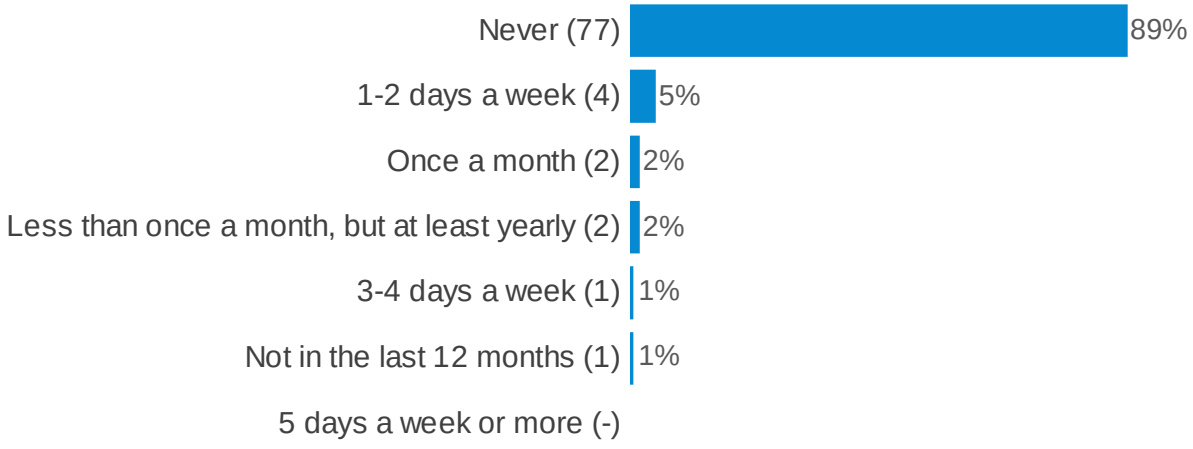
How do you usually travel on Beech Street (since the zero emission scheme launched on the 18 March 2020)? (Bicycle)



How do you usually travel on Beech Street (since the zero emission scheme launched on the 18 March 2020)? (Using a wheelchair or adapted mobility cycle or scooter)



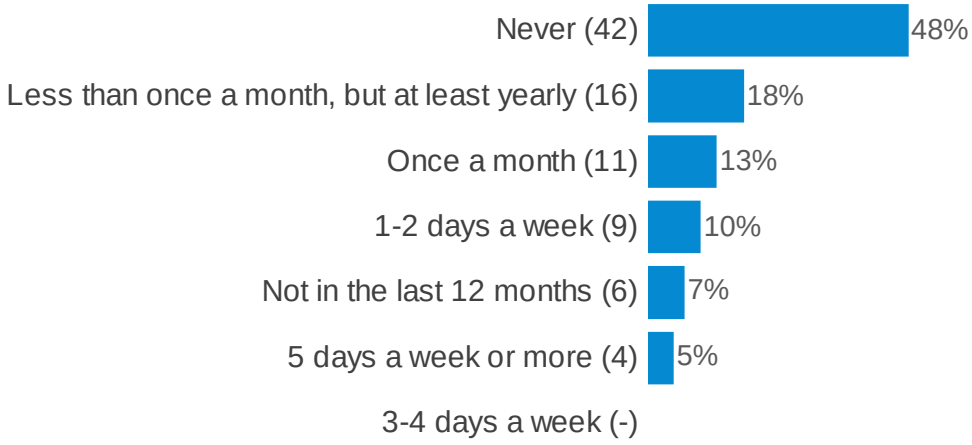
How do you usually travel on Beech Street (since the zero emission scheme launched on the 18 March 2020)? (By motorcycle or moped)



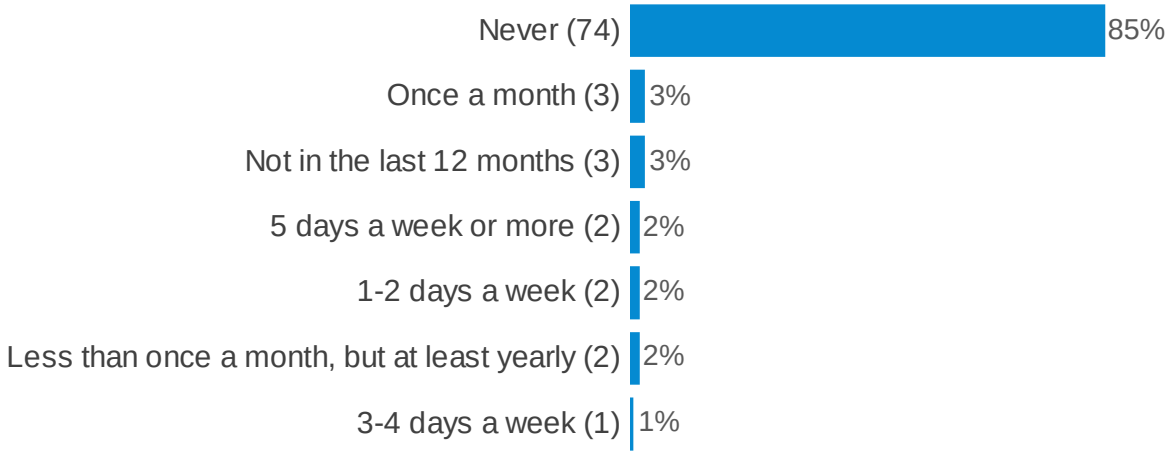
Beech Street Consultation Survey

How do you usually travel on Beech Street (since the zero emission scheme launched on the 18 March 2020)? (By car – as a driver)

How do you usually travel on Beech Street (since the zero emission scheme launched on the 18 March 2020)? (By car – as a passenger)

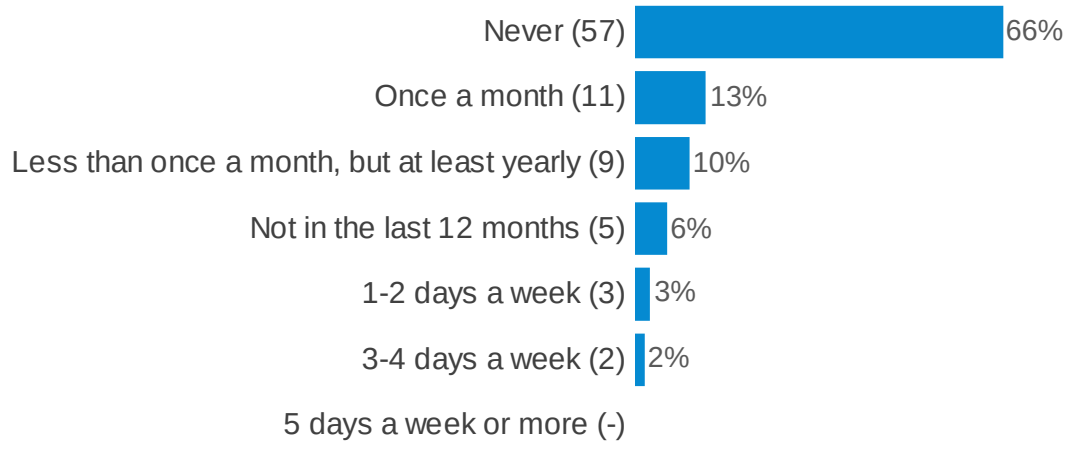


How do you usually travel on Beech Street (since the zero emission scheme launched on the 18 March 2020)? (By van or lorry)

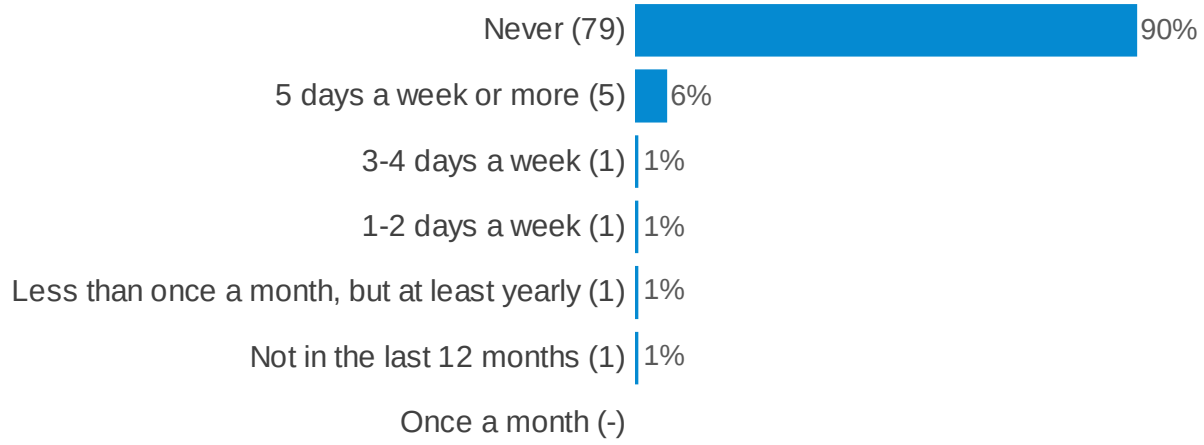


Beech Street Consultation Survey

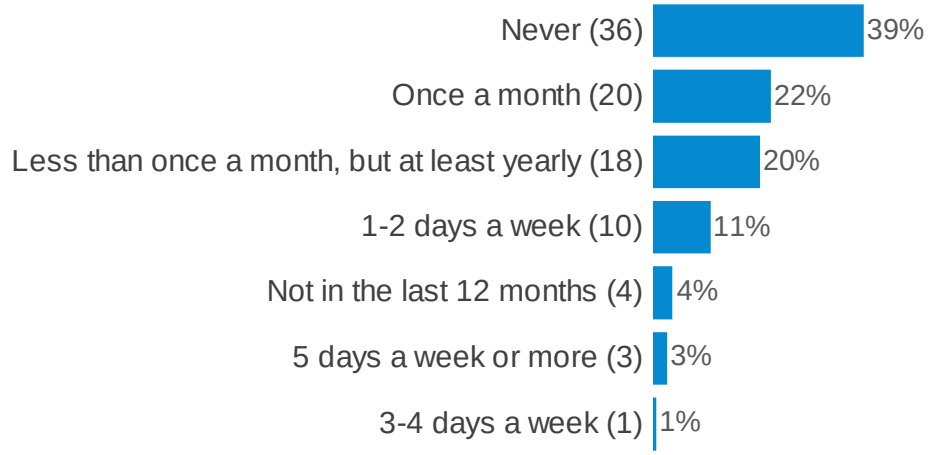
How do you usually travel on Beech Street (since the zero emission scheme launched on the 18 March 2020)? (By bus)



How do you usually travel on Beech Street (since the zero emission scheme launched on the 18 March 2020)? (By taxi (black cab) as a driver)

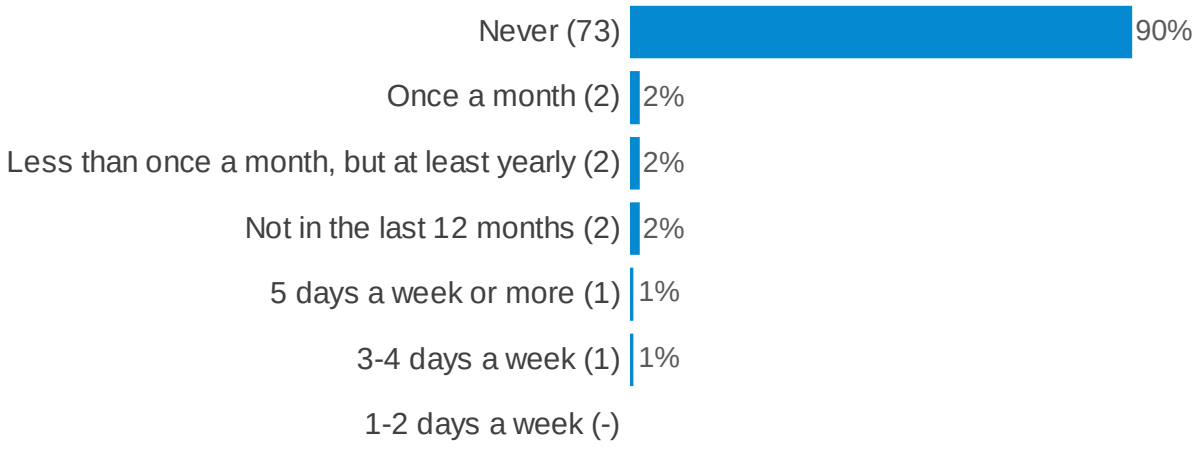


How do you usually travel on Beech Street (since the zero emission scheme launched on the 18 March 2020)? (By taxi (black cab) - as a passenger)

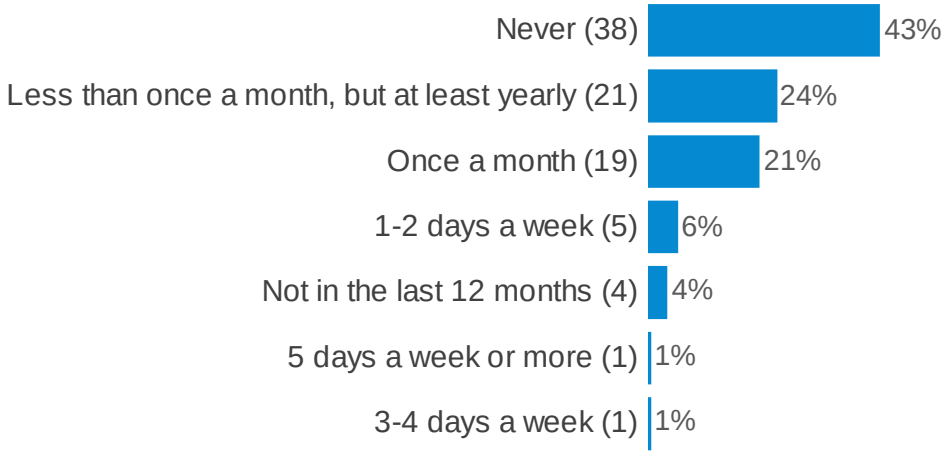


Beech Street Consultation Survey

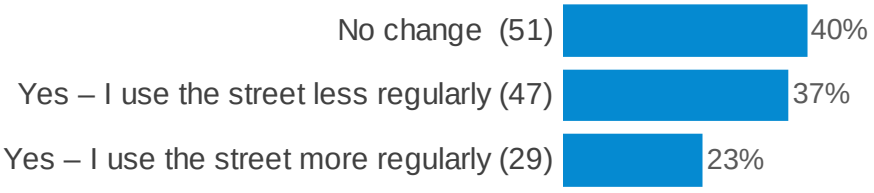
How do you usually travel on Beech Street (since the zero emission scheme launched on the 18 March 2020)? (By private hire (minicab, Uber, etc.) – as a driver)



How do you usually travel on Beech Street (since the zero emission scheme launched on the 18 March 2020)? (By private hire (minicab, Uber, etc.) – as a passenger)



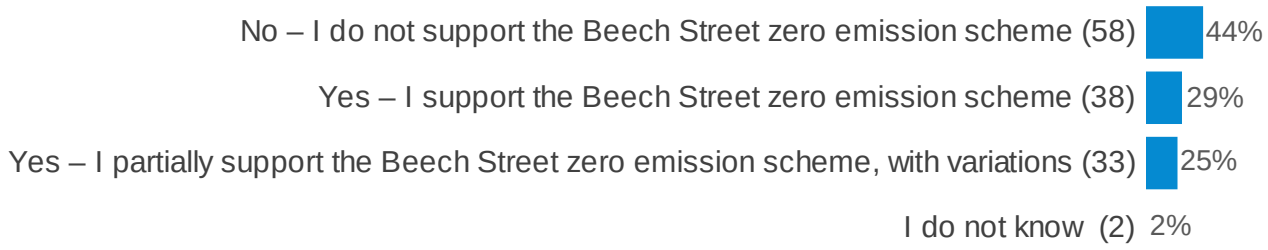
Has the introduction of the zero emission scheme changed how often you travel on Beech Street?



Beech Street Consultation Survey

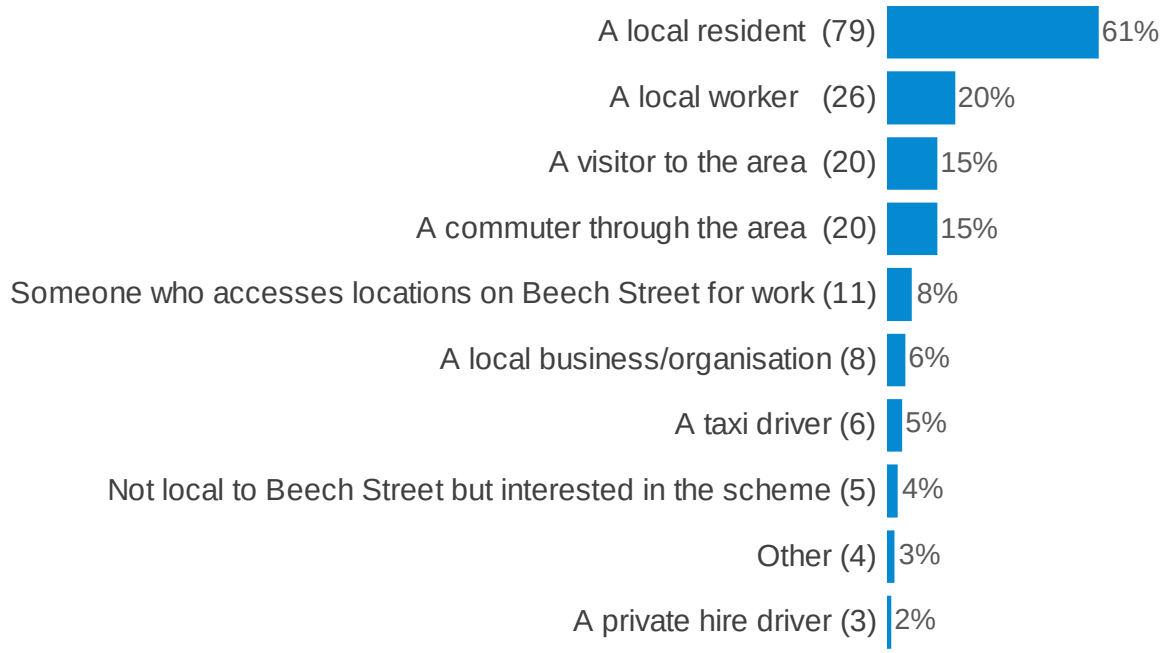
Overall, do you support changes to Beech Street to make it a zero emission street?

(This means it is only accessible for zero emission vehicles, people walking, cycling and those accessing off-street premises for use of the car parks, loading, pick up/drop-off, deliveries, servicing, refuse collection and emergency vehicles)



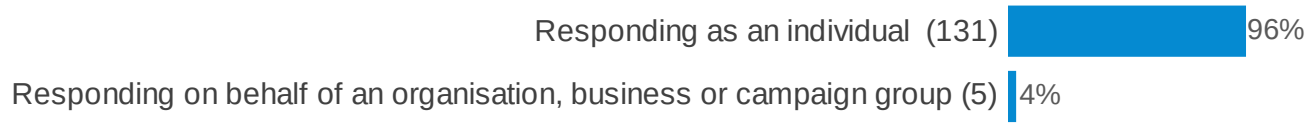
About You

Are you?

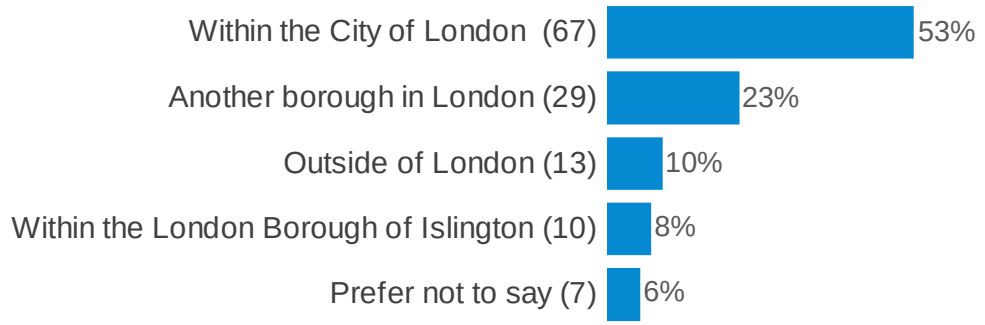


Beech Street Consultation Survey

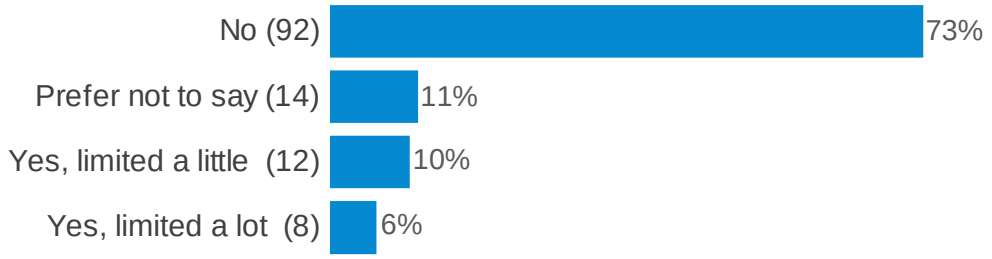
Are you responding on behalf of an organisation, business or campaign group, or as an individual?



In which area do you live?

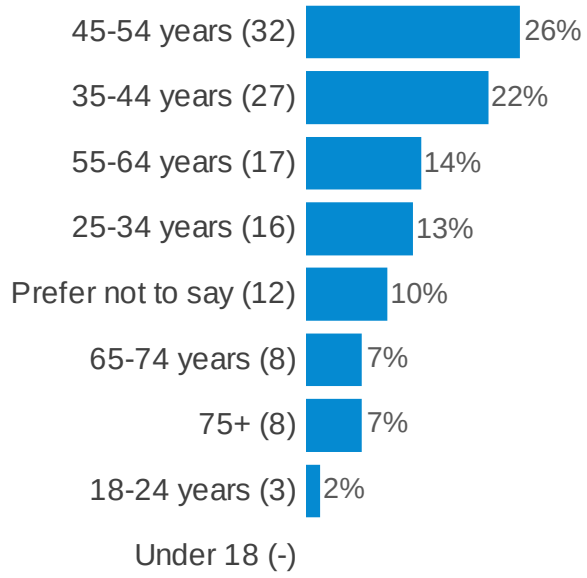


Are your day-to-day activities limited because of a health problem or disability? (**Are your day-to-day activities limited because of a healt...)**

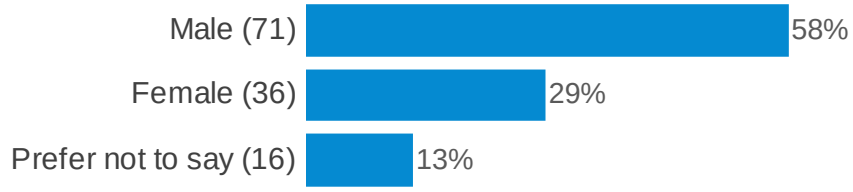


Beech Street Consultation Survey

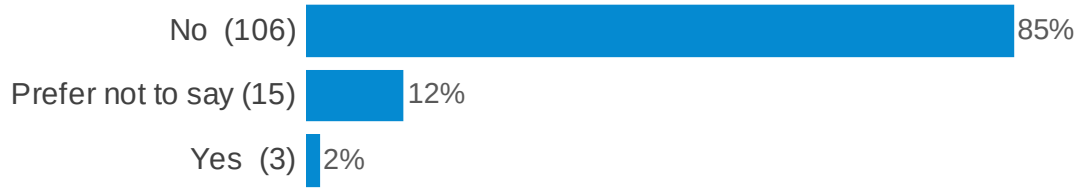
Which of the following age groups do you fall within?



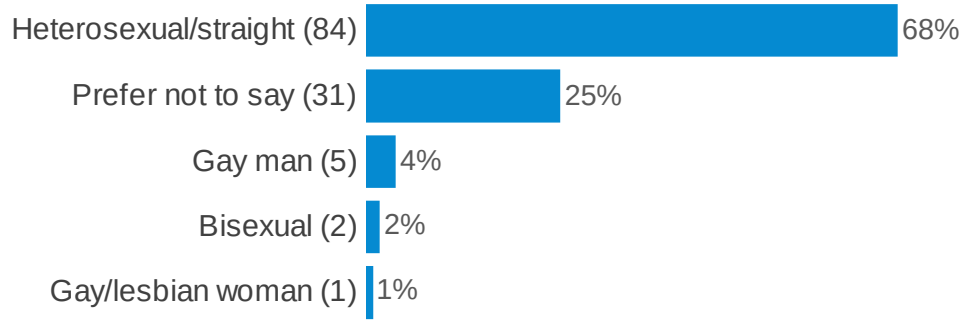
With which gender do you most identify?



Does your gender differ from your birth sex?

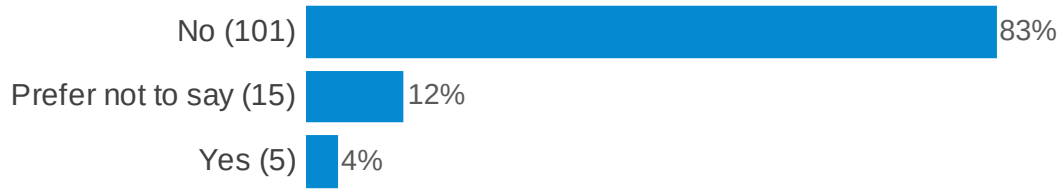


With which sexual orientation do you mostly identify?

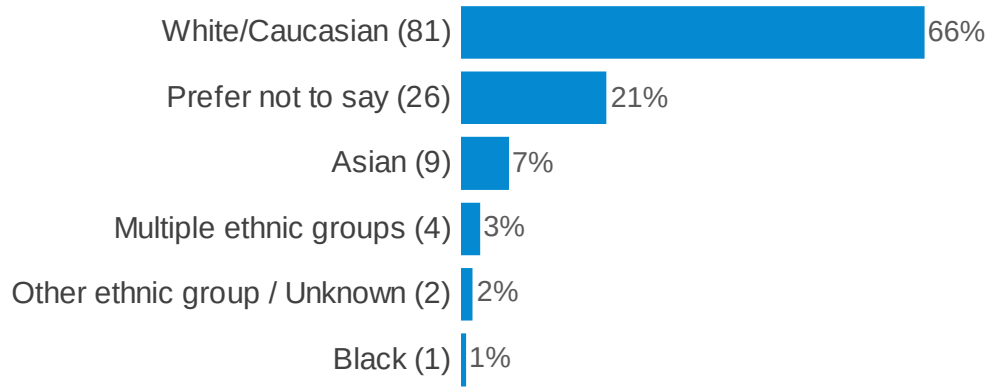


Beech Street Consultation Survey

Have you had a baby in the last 12 months?



With which ethnicity do you most identify?



Appendix 7: Beech Street Equalities Assessment (November 2019 as updated 5 February 2021) for Zero Emission Street Proposal

The below summarises the findings from the Beech Street Transport and Public Realm improvements Equalities and Health Impact Assessment (published November 2019) as updated 5 February 2021, against each protected characteristic under the Equality Act 2010. Feedback received to date from the online Beech Street public consultation, where it relates to protected characteristics is also summarised below (data is correct as of 05/02/2021).

This details comments included in approximately 100 online responses to date. As set out in the main report a further period of consultation will be undertaken if members choose Option 2 and this table will be updated accordingly for future reports.

Age	**Summary of EQIA findings:** The proposals have the potential to negatively impact unequally across different age groups, particularly for the significant number of residents aged over 65 in the area, but also for very young children and their parents or carers. ***Summary of online public consultation responses relating to impact on this protected characteristic*** *1 x comment relating to older residents using a car to conduct shopping trips and finding it more difficult to access Waitrose and other shops in the surrounding area.*	**Mitigation measures:** The issue for access to Waitrose and local shops for those residents who have car parking outside Beech Street has also been raised in correspondence and meetings with the teams. Access is still available to and from key destinations but journeys which are not able to be made via Beech Street will incur longer journey distances. As an example driving from Lauderdale Tower carpark would now increase journey from 0.4miles to either 0.9miles (using Moor Lane) or 2.0miles using Aldersgate Street. It is not possible to mitigate this this increase in journey time (unless the ETO is revoked or exemptions for residents are introduced – see discussion in report). However, it is thought that this number of movements would be

	1 x comment relating to the scheme having a general negative impact on older people.	comparatively low, compared to the greater number of people (including those with protected characteristics) who walk or cycle to local shops and will benefit from the reduced volumes of traffic and improved air quality.
Disability	**Summary of EQIA findings:** The proposals have the potential to negatively impact in ways that may discriminate against people with disabilities, including residents and people using Beech Street. ***Summary of online public consultation responses relating to impact on this protected characteristic*** *1 x comment relating to disabled residents who rely on cars as a sole mode of transport being less able to conduct shopping trips in the local area.* *2x comments relating to disabled residents who rely on taxis as a mode of transport, being less able to hail taxis from an area within the scheme boundary that was used previously for this purpose. Stating that taxis are now less willing to travel down Beech Street.* *1x comment relating to the improvement, or perceived improvement in air quality contributing positively to a disability.*	**Mitigation measures:** Comments on shopping trips are included above. In addition to the comment received via the online public consultation portal we have received comments directly, and via the Barbican Residents Association about the difficulty in hailing passing taxis or taxis refusing to pick up or drop off within the parking/loading areas off Beech Street despite this being possible in any vehicle. Part of this issue may be related to fewer taxis in general being in, and moving around the City given the reduction in trade during the lockdown and tier restrictions which have been in place during much of 2020. We regularly meet with the taxi trade to seek feedback on Beech Street and other Transportation schemes. We have agreed that a repeat communications push out to taxi drivers would be beneficial once current lockdown restrictions end and people return to work in the City. [refer to including taxi trade in communications on proposed gap in central reservation to increase awareness; refer to liaison with google etc to seek more accurate information about nature of restrictions)

	2x comments relating to the transport of disabled residents by family members around the area including longer journey times and general access. *1x comment relating to the improvement in noise and safety levels for a resident with mobility issues.*	Zero Emissions capable taxis now account for approximately one quarter of the black cab fleet and this percentage is increasing. These taxis are compliant with the ZES restriction on Beech Street and can travel through.
Pregnancy and maternity	**Summary of EQIA findings:** The proposals have the potential to negatively impact people in pregnancy and maternity including residents and people using the street. The proposed changes may result in people using public transport options instead of taxis and other hired vehicles. ***Summary of online public consultation responses relating to impact on this protected characteristic*** *2x comments relating to an improvement in the feeling of safety for pram users when accessing local amenities.*	
All Characteristics	**Summary of EQIA findings:** The combined equalities impact and health assessment for Beech Street noted that the scheme as implemented 'may lead to pedestrians feeling increased fear for personal safety due to fear of crime walking through the street at quiet times'. This could be because of 'less eyes on the	**Mitigation measures:** We have had one instance of phone theft in Beech Street reported. Crime statistics reported by City Police have not indicated an increase in crime within the vicinity during the time that the experiment has been in place, but we will continue to monitor this and report more fully at Gateway 5.

	street' as a result of the reduced vehicle numbers'. Crime or the fear of crime was mentioned as a consideration in the EQIA section of the document, within all 9 protected characteristics. ***Consultation of online public responses received to date relating to this are summarised below;*** 1 x consultation response comment mentioned that lighting should be improved due to a concern about personal safety at night time given there is less traffic. 2 x consultation response comments mentioned feeling more 'threatened' when walking through Beech Street and the surrounding area in the evening, including a perceived increase in anti social behaviour. 1x consultation comment mention that the Beech Street tunnel felt less friendly and not safe at night.	(mention that there is funding to investigating ways of improving lighting if scheme made permanent and in the longer term there are proposals to animate Beech Street and encourage greater pedestrian use?)

Appendix 8: Beech Street and links to relevant strategy and policies.

Corporate Plan 2018 - 2023

Table 1. Links to the Corporate Plan

Transportation and Public Realm Objectives
As reported in February 2019, the project objectives are summarised below. The current experiment is concentrated on delivery Objective A

Beech Street Project Objectives	**Corporate Plan Aim**	**Corporate Plan Outcome**	**Corporate Plan High-level activity**	**How – Option 2 (permanent ZES restriction)**
A - To improve air quality by reducing NO2 levels	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.	Reduced number of vehicles to just those needed for access and to restrict all other through traffic to Zero Emission Capable Vehicles only
B – Improve the quality of the public realm to create streets and public spaces for people to securely admire and enjoy	Shape outstanding environments	12 – Our spaces are secure, resilient and well maintained	a. – Maintain our buildings, streets and public spaces to high standards	Increasing footway widths and prioritising pedestrian movement, Improved public realm including greening and seating where appropriate.
C – Improve pedestrian comfort 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	Widen footways and improve crossing facilities for people walking through Beech Street

D – Ensure buildings and public spaces are protected	Contribute to a flourishing society	1 – People are safe and feel safe	c. – Protect consumers and users of building, streets and public spaces	Reduce vehicle speeds and volumes to limit possibility of collisions, improve air quality, provide HVM where appropriate for any new public spaces

Climate Action Strategy 2020 - 2027

City Transportation and Public Realm projects will primarily support the Climate Action Strategy, directly or indirectly, through reducing air pollution. The Climate Action Strategy refers to the action of 'reducing air pollution through implementing our ambitious air quality and transport strategies'.

The strategy recognises the important role that Transportation projects have in making significant improvements to air quality and wider climate issues by encouraging the reduce in vehicle traffic and providing spaces for greening and other climate improving measures. The actions which related ot Planning and Transportation are set out as follows:

- Action 6.1 Pavement widening to comfort level A+
- Action 6.2 Additional 20km of timed street closures
- Action 6.3 Freight Consolidation Centre

Action 6.1 relates to objective B of the Beech Street Transportation and Public realm project which will look to widen and improve footways and crossing in the Beech Street covered walkway.

Other actions that the 'Beech Street project' Phase 1 will support are shown in Table 2 below.

Table 2. Links to the Climate Action Strategy

Climate Action Strategy Aims	**2020 -2027 Actions**	**How**
Support the achievement of net zero	Embed circular economy principles into our capital projects and reduce carbon intensity by using life cycle carbon and cost assessment techniques and design specifications	For any construction works related to making the ZES permanent we would look to embed the principles of circulate economy and reuse or recycle materials.
Build climate resilience	Make the Square Mile public realm more climate change ready through adding in more green spaces, urban greening, flood resistant road surfaces, adaptable planting regimes and heat resistant materials	Introducing planting and greenery where possible if the scheme is made permanent. Investigating if there is an opportunity for a SUDS in an inground planting bed
	Ensure that we continue to protect the residents, critical assets, infrastructure and heritage of the Square Mile	Improving the public realm in an area with buildings of significant historical and architectural importance.
Champion sustainable growth	Reduce pollution and increase the resilience of the Square Mile Reduce air pollution through implementing our ambitious air quality and transport strategies	Alignment to Transport Strategy, see Table 3 Alignment to Air Quality Strategy, see Table 4
	Enhance greening and biodiversity across our public realm and open spaces	More greenery and planting will be investigated as part of making the ZES restriction permanent.

Transport Strategy 2019 – 2044

Beech St is recognised as a local access street in the Transport Strategy, and the Barbican and Golden Lane area is identified as an area for a Zero Emission Area (proposal 29). How the project will support the delivery the Transport Strategy outcomes and proposals is set out in Table 3 below.

Table 3 Links to Transport Strategy

Beech Street – ZES project Objectives	**Transport Strategy Outcome**	**Transport Strategy Proposal**	**How**
A - To improve air quality by reducing NO2 levels	The Square Mile's air and streets are cleaner and quieter	**Proposal 29:** Support and champion a central London Zero Emission Zone	Partially delivers proposals for a ZEZ covering the Barbican and Golden Lane area. Encourages the uptake and use of zero emission capable vehicles. Lessons learnt will inform development of other zero emission streets and zones within the City.
		Proposal 12: Design and manage the street network in accordance with the City of London Street Hierarchy	Beech St is identified as a local access street only in the Transport Strategy
B Improve the quality of the public realm to create streets and public spaces for people to securely admire and enjoy	The Square Mile's streets are great places to walk and spend time	**Proposal 7**: Provide more public space and deliver world-class public realm	If the ZES is made permanent in Autumn there will be an opportunity to make public realm improvements in localised areas of Beech Street and connecting junctions. Larger scale improvements would come with the Phase 2 transformational proposals.
		Proposal 8: Incorporate more greenery into the City's streets and spaces	
C – Improve pedestrian comfort levels	The Square Mile's streets are great places to walk and spend time	**Proposal 2**: Put the needs of people walking first when designing and managing our streets	Reducing the dominance of motor vehicles and associated pollution through the ZES will improve the environment for people walking. If the scheme is made permanent in Autumn 2021 there may also be the

			opportunity to improve the crossing facilities at either end of the covered walkway.
D – Ensure buildings and public spaces are protected	People using our streets and public spaces are safe and feel safe	**Proposal 20:** Apply the safe system approach and the principles of road danger reduction to deliver Vision Zero	Reduce vehicle speeds and volumes to limit possibility of collisions, improve air quality, provide HVM where appropriate for any new public spaces
		Proposals 22: Ensure on-street security measures are proportionate and enhance the experience of spending time on our streets	

Air Quality Strategy 2019 – 2024

Table 4. Links to Air Quality Strategy

	Action	**How**
Reducing Emissions from Road Transport	**29** - Ensure that Healthy Street Plans have air quality improvement targets and that the air quality impact of major transport and public realm schemes are measured.	The experiment has demonstrated a significant improvement in NO2 levels in the Beech St covered walkways and in the surrounding areas. There have been some locations which have seen an increase in N02. The continuation of the experiment will enable more comprehensive data to be collected to measure the impact of the restriction on No2 levels.
	31 - Implement a wide range of action through the City Corporation Transport Strategy to reduce the exposure of pedestrians to transport generated air pollution in the Square Mile	See Table 3 for alignment of Transport Strategy. A significant improvement in NO2 levels will improve the experience for pedestrians using Beech Street and the surrounding road network. I
	35 - Implement a range of actions through the City Corporation Transport Strategy and City Local Plan to support and encourage cycling.	Reducing through traffic in Beech Street to approximately 5% of pre scheme traffic enhances the environment for cyclists. Further

		improvements to junctions could be integrated into designs if the scheme is made permanent.
	38 - Ensure that improving air quality and reducing exposure is an integral part of all major transport and public realm schemes and that all schemes incorporate greening where possible.	Main project objective for Phase 1 is to reduce NO2 levels to below WHO guidelines Incorporating greenery and planting if possible if the scheme is made permanent.

City of London: Projects Procedure Corporate Risks Register

Project Name:	Crossrail Liverpool Street Phase 2	**PM's overall risk rating:**	Low	**CRP requested this gateway**	£ 25,700	**Average unmitigated risk**	5.3	**Open Risks**	9
Unique project identifier:	11375	**Total estimated cost (exec risk):**	£ 1,400,000	**Total CRP used to date**	£ -	**Average mitigated risk score**	3.9	**Closed Risks**	0

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 score	CRP used to date	Use of CRP	Date raised	Named Departmental Risk Manager/ Coordinator	Risk owner (Named Officer or External Party)	Date Closed OR/ Realised & moved to Issues	Comment(s)
R1	3	(3) Reputation	GATE 1 TO 6 - issue(s) with external engagement and buy-in lead to project delay and/ or change	Further time and therefore resource may be required if planned engagement work with local external stakeholders didn't go as planned. These issues could also arise from the public consultation results.	Possible	Serious	6	£13,125.00	Y - for costed impact post-mitigation	B – Fairly Confident	* Early identification and engagement with key stakeholders via the project's communications plan and the planned working group.	£0.00	Possible	Minor	£5,000.00	3	£0.00	Additional staff time or consultant resources to carry out extra engagement-related work.	17/09/2019		Daniel Laybourn		17/9/19 - The project is proposing to establish a working group with the local external stakeholders to align the aspirations for the local public realm. Its thought that by creating this, a lot of the associated risk will reduce.
R2	3	(3) Reputation	GATE 1 TO 6 - Procurement procedures impact negatively on project delivery	Additional resource may be required if there is a delay or issue with a project's procurement of goods or services from external suppliers.	Possible	Minor	3	£3,500.00	Y - for costed impact post-mitigation	B – Fairly Confident	* Map out any resources using the Annual Procurement Plan with the procurement team * Consider early engagement with internal suppliers where required (Highways, Traffic Enforcement, Open Spaces, M&E, etc)	£0.00	Unlikely	Minor	£0.00	2	£0.00	Additional staff time to identify alternative procurement sources or methods.	17/09/2019		Daniel Laybourn		17/9/19 - The project does carry some risk in this regard as it's planning to procure external services in the next stage of work. However, this proposed work is standard in nature and therefore no mitigation (other than usual BAU work) is planned.
R3	3	(10) Physical	GATE 1 TO 3 - Accessibility and/ or security concerns lead to project change	Further changes to the project's design and scope may be required if accessibility/ security concerns are raised.	Possible	Minor	3	£0.00	N	A – Very Confident	* Regular reviews of designs (especially just prior to Gateways) in liaison with specialist groups and internal contacts * Use of a design log to record design changes, and the reasons why.	£0.00	Rare	Minor	£0.00	1	£0.00	N/A - CRP not requested	17/09/2019		Daniel Laybourn		17/9/19 - Its quite possible that changes could be required as a result of accessibility/ security concerns. However, as the project is in the design stage, accomodating such changes would have no negative impact on the project as the changes could be incorporated in the next design revision.
R4	3	(2) Financial	GATE 1 TO 6 - Inaccurate or incomplete project estimates, including baxters/ inflationary issues	If an estimate is found at a later date to be inaccurate or incomplete, more funding and/or time resource would be needed to rectify the issue or fund/ underwrite the shortfall. More specifically, inflationary amounts predetermined earlier in a project may be found to be insufficient and require extra funding to cover any shortfall.	Possible	Serious	6	£13,125.00	Y - for costed impact post-mitigation	B – Fairly Confident	* Undertake internal re-estimates prior to each Gateway stage, including discussions with procurement/ finance in regards to external factors such as baxters/ inflation	£0.00	Possible	Minor	£0.00	3	£0.00	Funds would be used to cover any unexpected uplifts which can be accomodated within the stated amount.	17/09/2019		Daniel Laybourn		17/9/19 - Whilst the estimates drafted for the October 19 report are based on the latest available information, there could be changes in the rates used ,external to the project, which increase project costs. BAU processes will enable the project to monitor this risk and consider subsequent mitigations against it.
R5	3	(8) Technology	GATE 1 TO 4 - Modelling issues (results and implications, issues with the delivery, buy-in, required re-runs, etc)	Modelling can play a major role in defining a project and confirming its viability. Any issues could have many different and combined outcomes where additional resource may be required to rectify. Also, further modelling may be required following consultation if there's design changes needed.	Possible	Serious	6	£1,200.00	Y - for costed impact post-mitigation	B – Fairly Confident	* Early engagement with TfL to identify requirements, their timescales and costs * Ensure information & data requirements for modelling are agreed and scooped out fully * Regular engagement with design and modelling consultants * Budget for basic modelling re-runs post consultation	£0.00	Possible	Serious	£1,000.00	6	£0.00	Extra traffic modelling	17/09/2019		Daniel Laybourn		17/9/19 - The stated costed impact is for another modelling run should it be needed.
R6	3	(10) Physical	GATE 1 TO 5 - Utility and utility & topo survey issues lead to further information being required.	At the earlier stages of a project, delays could occur which result unplanned costs if utility companies don't engage as expected or further topographical or utility surveys are required.	Possible	Serious	6	£11,500.00	Y - for costed impact post-mitigation	B – Fairly Confident	* Work with design engineers to work out an appropriate sums to cover utility delays or on-site discoveries. * Consider and budget for trial holes if the location is thought to be particularly difficult.	£0.00	Possible	Serious	£8,000.00	6	£0.00	Additional survey and investigation work	17/09/2019		Daniel Laybourn		17/9/19 - the requested risk provision is based on known survey costs used to create a project estimate for areas of highway that aren't currently included in the scope but have been discussed.
R7	3	(4) Contractual/Partnership	GATE 1 TO 6 - Third party delays impact on project delivery	This project will require third parties to complete their work before it can proceed. Should this work be delayed in anyway, its likely to impact (time and cost-wise) on a project.	Likely	Minor	4	£0.00	N	A – Very Confident	* Include regular meetings with such stakeholders if required. * Track the activities of third parties on a tracker * Include some slack in the programme to absorb low-level delays	£0.00	Likely	Minor	£0.00	4	£0.00	N/A - CRP not requested	17/09/2019		Daniel Laybourn		17/9/19 - At this stage should any of the local stakeholders involved delay the City's work officers could easily pause or slow down the pace of their work to accommodate. Also, the proposed working group should help in identifying delays such as these at an early stage.

R8	3	(3) Reputation	GATE 1 TO 5 - British Land, Network Rail, Crossrail, TfL Buses and LUL engagement and their requirements on a project.	Further time and therefore resource may be required if planned engagement work with main stakeholders takes longer, requires more work or doesn't go as planned. Also, they may change their requirements for a project which results in abortive work and costs.	Likely	Serious	8	£13,125.00	Y - for costed impact post-mitigation	B – Fairly Confident	* Establish the working group as proposed and create a log of their aspirations/ requirements for the project.	£0.00	Unlikely	Serious	£4,700.00	4	£0.00	Additional resources to accommodate any changes to the project driven by these key stakeholders. This could be (but not limited to) additional staff time, consultants work, data gathering & analysis, etc).	17/09/2019		Daniel Laybourn		17/9/19 - At this time, a number of local stakeholder are quite advanced in their planning and these requirements are known. Further more detailed information on these will be gathered by the proposed working group. However, it is possible that even with the working group, a stakeholder could change their requirements for whatever reason that requires the project to alter its plans.
R9	3	(10) Physical	GATE 3 TO 4 - Expenditure for on-street measures to support the trialling of on-street measures to better inform permanent change recommendations to committee	At the item of writing the Feb 2021 issue report, Officers were looking to trial on-street measures with TfL to better inform later design recommendations to committee. In doing this, some expenditure may be required for on-street measures to compliment any trial measures tested. These could be (but not limited to) signing and lining, minor signal amendments, etc	Possible	Serious	6	£7,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	* Continue work with TfL to better identify potential risk drawdowns as early as possible. * Work within TfL's existing annual signal review programme if possible to reduce any need to establish methods of working, etc	£0.00	Possible	Serious	£7,000.00	6	£0.00	Expenditure on measures to compliient any on -street trials	09/12/2020		Daniel Laybourn		9/12/20 - Covered in the Feb 2021 issue report, this risk is to cover any tiny works costs that may be required the on-street trials that are being considered by officers. The scale of these is likely to be on the 'signing & lining' spectrum.

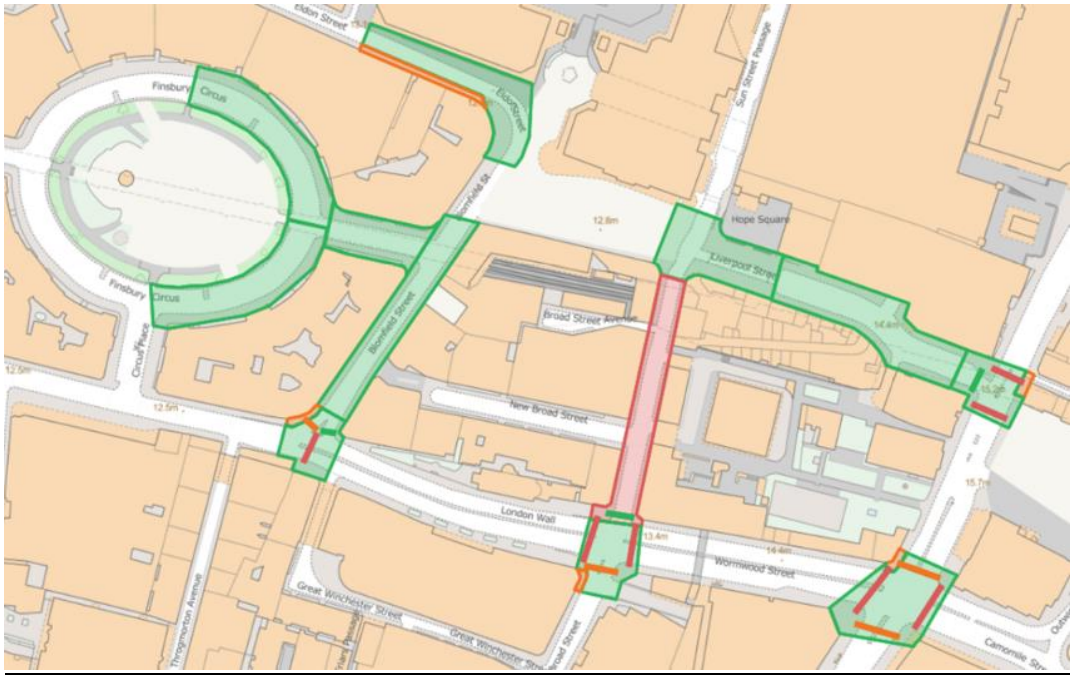
Appendix 2 – Crossrail Liverpool Street Urban Integration Footway and Formal Crossing Pedestrian Comfort Level Scenarios

Pedestrian Comfort Levels (PCLs) and the way in which they're calculated were devised by TfL. They are intended to ensure that the design of pedestrian footways and crossings are appropriate to the volume and type of users of that environment. PCLs for both footways and pedestrian crossings are scored from A+ to F and can be summarised as:

- *PCL A +/- (Comfortable for all areas)*
- *PCL B +/- (B+ Recommended minimum for all areas. The City's Transport Strategy aims for all pavements to score B+ of better)*
- *PCL C +/- (Increasingly uncomfortable)*
- *PCL D to F (Increasing levels of very uncomfortable)*

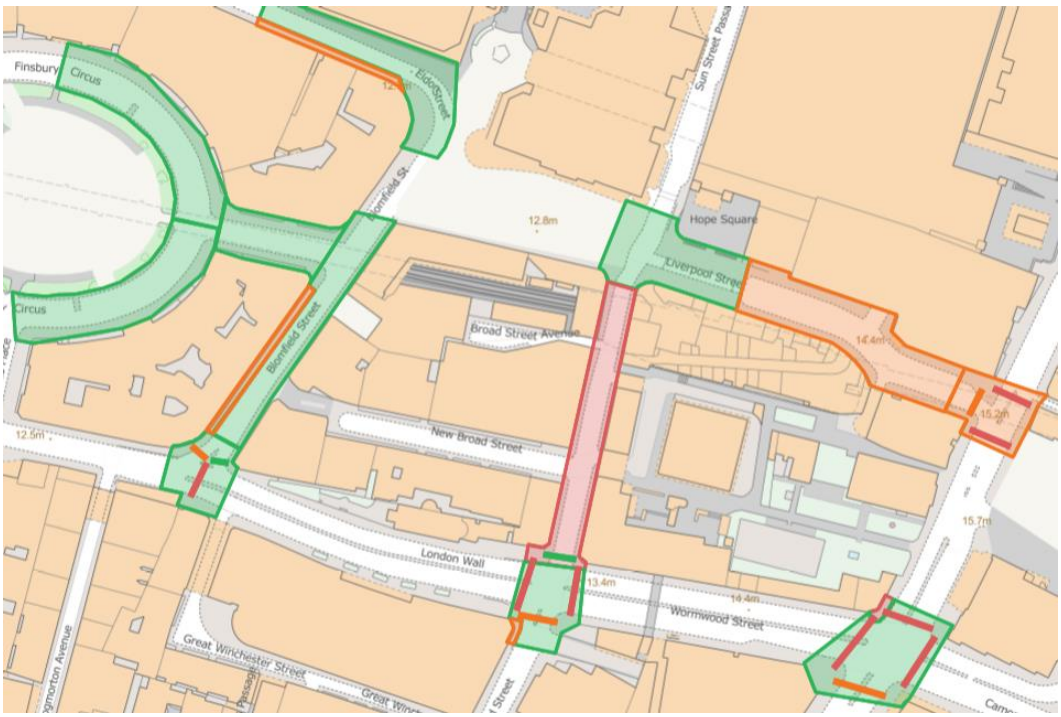
Current AM Peak Hour PCL – Pre COVID-19 and without Crossrail

Footway and Crossing Levels (Green = A/B, Orange= C/D, Red = E/F)



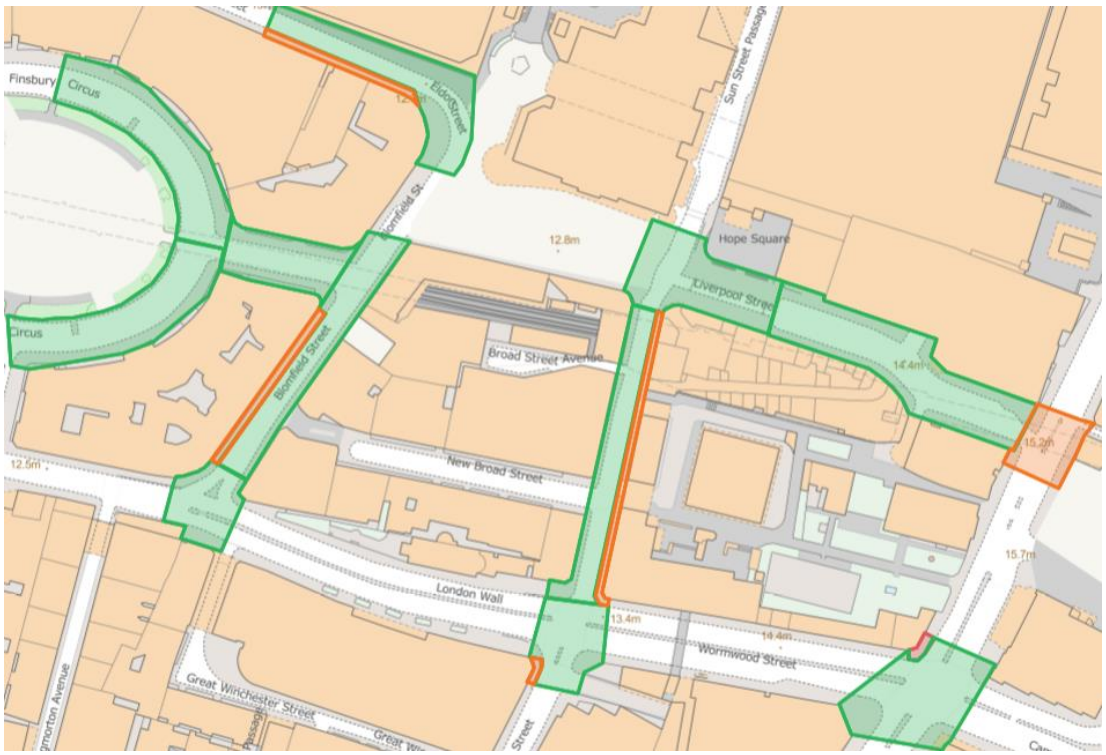
***Future 2021 AM 'Do Nothing' Peak Hour* – Based on Pre COVID-19 pedestrian flows plus the additional predicted pedestrian flows from Crossrail operating**

Footway and Crossing Levels (Green = A/B, Orange= C/D, Red = E/F)



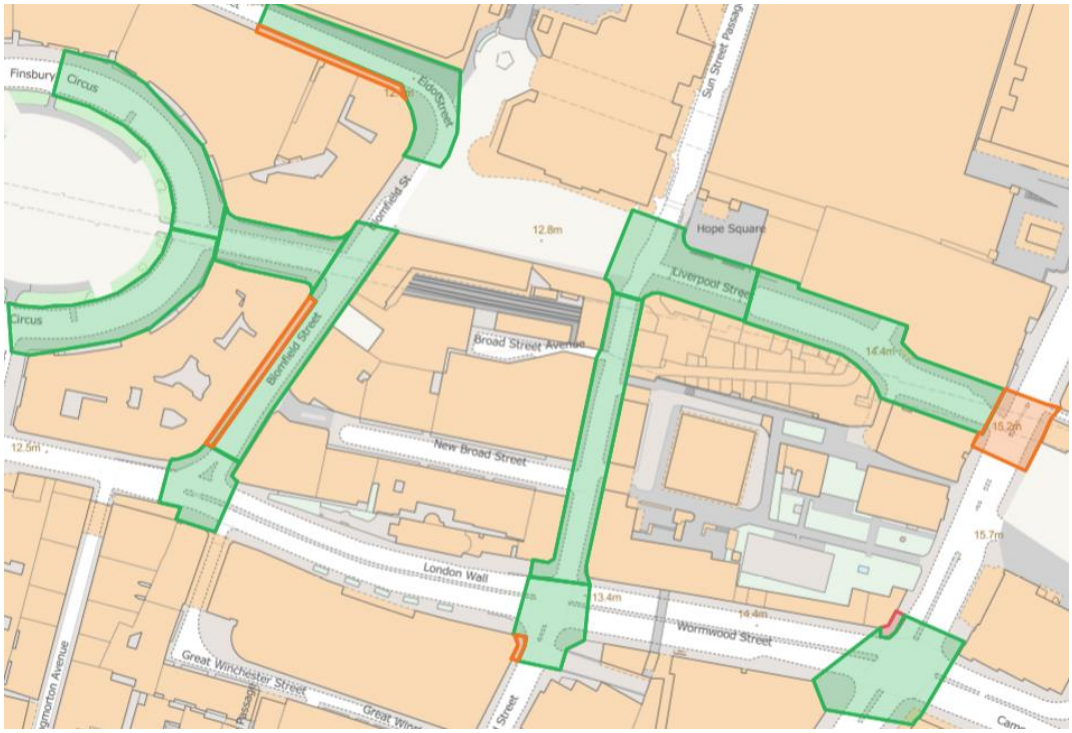
Future 2021 AM 'Do Something' Peak Hour – Based on Pre COVID-19 pedestrian flows plus the additional predicted pedestrian flows from Crossrail operating, a reduced 6m carriageway width on Old Broad Street to accommodate wider footways and a reduced 5m carriageway width on Liverpool Street for the same reason.

Footway and Crossing Levels (Green = A/B, Orange= C/D, Red = E/F)



Future 2021 AM 'Do Something' Peak Hour - Based on Pre COVID-19 pedestrian flows plus the additional predicted pedestrian flows from Crossrail operating and carriageways on Old Broad Street and Liverpool Street permanently closed to traffic.

Footway and Crossing Levels (Green = A/B, Orange= C/D, Red = E/F)



Project Coversheet

[1] Ownership & Status

UPI: 11375
Core Project Name: Crossrail Liverpool Street Urban Integration Phase 2

Programme Affiliation (if applicable): Crossrail Liverpool Street Urban Integration under the Crossrail Urban Integration Projects

Project Manager: Daniel Laybourn

Definition of need: In addition to the highway improvements under construction around the new Crossrail station entrance on Liverpool Street (referred to as Phase 1), the Phase 2 project seeks to both enhance the environment in the wider area and account for the passenger number uplift expected once Crossrail becomes operational. These proposals will also be required to account for emerging and known adjacent private developments and Transport for London's aspirations for the nearby A10 corridor.

Key measures of success:

1) Key highway improvements completed in time for opening of the Elizabeth Line
2) Improved user experience in the vicinity of the station
3) Improved user comfort levels
4) Improved pedestrian safety

Expected timeframe for the project delivery: The immediate area around the new Crossrail station in Phase 1 is due for completion by December 2019; initial phase 2 work is required for when Crossrail at Liverpool Street opens (currently early 2022).

Key Milestones: Crossrail Liverpool Street station opening in early 2022.

Are we on track for completing the project against the expected timeframe for project delivery? Yes, for both phases.

Has this project generated public or media impact and response which the City of London has needed to manage or is managing? No significant media/ public impact is expected, and local comms will be managed by the project team.

[2] Finance and Costed Risk

Headline Financial, Scope and Design Changes:

'Project Proposal' G2 report (as approved in November 2013):

- Total Estimated Cost: £250k - £2m
- Resources to reach next Gateway: £60,000
- Costed Risk Against the Project: n/a
- CRP Requested: n/a
- CRP Drawn Down: n/a
- Estimated Programme Dates: 2018 (for Crossrail station completion)

Scope/Design Change and Impact: Set the scope for the Phase 1 work that was to be delivered in time for the opening of Crossrail which was then estimated as '2018'.

'Outline Options Appraisal' G3 report (as approved by PSC 22/7/14):

- Total Estimated Cost: £2-3.5 million (excluding value of remediation by Crossrail)
- Spend to date: £20,513
- Resources to reach next Gateway: £115,000
- Costed Risk Against the Project: n/a
- Estimated Programme Dates: 2018 (for Crossrail station completion)

Scope/Design Change and Impact: none

'Detailed Options Appraisal' G4 Stage 1 report (as approved by PSC 23/2/15):

- Total Estimated Cost: £2-3.5 million
- Resources to reach next Gateway: £115,000
- Spend to date: £135,513
- Costed Risk Against the Project: n/a
- CRP Requested: n/a
- CRP Drawn Down: n/a
- Estimated Programme Dates: 2018 (for Crossrail station completion)

Scope/Design Change and Impact: Removal of traffic from the western arm of Liverpool Street.

'Issue Report' (as approved by PSC 29/6/16):

- Total Estimated Cost: £2-3.5 million
- Resources to reach next Gateway: £35,000
- Spend to date: £251,579
- Costed Risk Against the Project: n/a
- CRP Requested: n/a
- CRP Drawn Down: n/a
- Estimated Programme Dates: 2018 (for Crossrail station completion)

Scope/Design Change and Impact: Requested further funding to cover unforeseen staff time/ work.

'Update Report' (as approved by PSC 12/12/16):

- Total Estimated Cost: £2.5-3.5m
- Resources to reach next Gateway: £213,000
- Spend to date: £247,000
- Costed Risk Against the Project: n/a
- CRP Requested: n/a
- CRP Drawn Down: n/a
- Estimated Programme Dates: Late 2018 (for Crossrail station completion). Late 2016 for a delegated decision on work site proposals

Scope/Design Change and Impact: Requested further funding to develop the work site proposals, and defined the 'wider area'

Issue Report (as approved by PSC 18/7/17):

- Total Estimated Cost: £2.5-3.5m (although not explicitly stated within the report)

- Resources to reach next Gateway: No extra resources requested.
- Spend to date: £268,000
- Costed Risk Against the Project: n/a
- CRP Requested: n/a
- CRP Drawn Down: n/a
- Estimated Programme Dates: Crossrail due to open in December 2018. City highways construction start in January 2018, complete in December 2018.

Scope/Design Change and Impact: Members agreed to the City delivering the Liverpool Street east urban realm works on behalf of Crossrail and to receive a G5 report instead of a G4 Stage 2 report.

'Authority to Start Work G5 report (for the previously mentioned Crossrail works, as approved by PSC 11/12/17):

- Total Estimated Cost: £2.4m
- Resources to reach next Gateway: No extra resources requested.
- Spend to date: £313,687
- Costed Risk Against the Project: n/a
- CRP Requested: n/a
- CRP Drawn Down: n/a
- Estimated Programme Dates: Crossrail due to open in December 2018. Materials procurement/ mobilisation – Q1 2018, Reinstatement of Liverpool Street West – Q2/3 2018, Raised table on Old Broad Street & Liverpool Street construction – Q3 2019, Eldon Street raised table and other works – Q1 2020.

Scope/Design Change and Impact: Members approved the implementation costs for the Liverpool Street east works which Crossrail had asked the City to undertake and noted that delivery of some elements may not be complete until 2022.

'Authority to Start Work' G5 report (as approved by PSC 13/6/18):

- Total Estimated Cost: £2,712,843
- Resources to reach next Gateway: £2,399,156
- Spend to date: £313,687
- Costed Risk Against the Project: n/a
- CRP Requested: n/a
- CRP Drawn Down: n/a
- Estimated Programme Dates: Crossrail due to open in December 2018. Materials procurement/ mobilisation – July 2018, Reinstatement of Liverpool Street East – July to November 2018, Old Broad Street construction – May to June 2019, Eldon Street and Blomfield Street – January to April 2020

Scope/Design Change and Impact: Members approved the implementation costs for the works which Crossrail had asked the City to undertake and noted that delivery of some elements may not be complete until 2022.

Urgency report (as approved by PSC August 2019):

- Total Estimated Cost: £2.7m
- Resources to reach next Gateway: n/a
- Spend to date: £0.78m

- Costed Risk Against the Project: n/a
- CRP Requested: n/a
- CRP Drawn Down: n/a
- Estimated Programme Dates: n/a

Scope/Design Change and Impact: Members approved that the City undertook works on private land, fully funded by Crossrail.

Total anticipated on-going commitment post-delivery [£]: Routine highway maintenance is expected.
Programme Affiliation [£]: n/a

'Issue Report' (as approved by PSC 16/10/19):

- Total Estimated Cost: £4.1m (£2.7m for the existing Crossrail Liverpool Street Urban Integration project (Phase 1) plus the £1.4m allocated to the wider area sub-project (Phase 2) in the 'Review of Projects within the Built Environment Directorate' report (July 2019);
- Resources to reach next Gateway: £206,500
- Spend to date: £0.917m
- Costed Risk Against the Project: £25,700
- CRP Requested: n/a
- CRP Drawn Down: n/a
- Estimated Programme Dates: 1. The new Liverpool Street Crossrail station is currently expected to open in late 2020/ early 2021.

Scope/Design Change and Impact: Members agreed to an increase in scope, establishment of an external working group, the revised total project cost and its funding mechanisms and resources to next gateway.

Project Briefing

Project identifier			
[1a] Unique Project Identifier	*TBC*	**[1b] Departmental Reference Number**	*NA*
[2] Core Project Name	1 Leadenhall Street section 278 Highway works		
[3] Programme Affiliation *(if applicable)*	*NA- Standalone project*		

Ownership	
[4] Chief Officer has signed off on this document	*Ian Hughes (on behalf of Director of the Built Environment)*
[5] Senior Responsible Officer	*Tom Noble – City Public Realm*
[6] Project Manager	*Maria Herrera- City Public Realm*

Description and purpose

[7] Project Mission statement

Improved public realm surrounding the development to create an attractive environment and mitigate the impacts of the development caused by the increase in footfall.

[8] Definition of Need: What is the problem we are trying to solve or opportunity we are trying to realise (i.e. the reasons why we should make a change)?

Under the Section 106 Agreement the developer is obligated to fund the required works on the public highway to mitigate the impacts as a result of the new development.

[9] What is the link to the City of London Corporate plan outcomes?

- People are safe and feel safe.
- To shape outstanding environments.
- Our spaces are secure, resilient and well-maintained.

[10] What is the link to the departmental business plan objectives?

2. Promoting the construction of high quality, inspiring buildings which attract diverse uses and users
4. Creating an accessible and inclusive City which is stimulating, safe and easy to move around in
6. Enabling a rich and thriving social and cultural offer
7. Improving quality and safety of the environment for workers, residents and visitors

[11] Note all which apply:

Officer: Project developed from Officer initiation	Y	**Member:** Project developed from Member initiation	N	**Corporate:** Project developed as a large scale Corporate initiative	N
Mandatory: Compliance with legislation, policy and audit	*Y*	**Sustainability:** Essential for business continuity	Y	**Improvement:** New opportunity/ idea that leads to improvement	Y

Project Benchmarking:
[12] What are the top 3 measures of success which will indicate that the project has achieved its aims? <These should be impacts of the activity to complete the aim/objective, rather than 'finishes on time and on budget'>>
- Improved public realm surrounding the development to create an attractive environment. - Enhanced approach to Leadenhall Market supporting the area as a local destination. - Providing additional space for people to walk on Bishopsgate and Leadenhall Street, in line with the City's adopted strategies.
[13] Will this project have any measurable legacy benefits/outcome that we will need to track after the end of the 'delivery' phase? If so, what are they and how will you track them? (E.g. cost savings, quality etc.)
Improved pedestrian comfort levels in the area and a safer and enhanced entrance to Leadenhall market.
[14] What is the expected delivery cost of this project (range values)[£]?
Lower Range estimate: £550,000 Upper Range estimate: £800,000 (dependant on utilities and impacts on the construction progress and logistics, and possible introduction of vehicle restrictions on Whittington Avenue)
[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs)[£]:
Maintenance costs will be covered by the project and materials are a per the City's standards pallete of materials. Any specific elements in the project will be assessed and adequate maintenance implications considered.
[16] What are the expected sources of funding for this project?
External Section 278 contribution.
[17] What is the expected delivery timeframe for this project (range values)? **Are there any deadlines which must be met (e.g. statutory obligations)?**
Lower Range estimate: Q4 2022 Upper Range estimate: Q1 - 2023 <Critical deadline(s):> 18 June 2021 – Developer's start construction date, by when the S278 agreement should be completed, in line with the requirements of the planning permission and Section 106 agreement.

Project Impact:	
[18] Will this project generate public or media impact and response which the City of London will need to manage? Will this be a high-profile activity with public and media momentum?	
Limited. This is a standard highway and public realm improvement project.	
[19] Who has been actively consulted to develop this project to this stage? <(Add additional internal or external stakeholders where required) >	
Chamberlains: Finance	*Officer Name: Olumayowa Obisesan*
Chamberlains: Procurement	*Officer Name: NA*
IT	*Officer Name: NA*
HR	*Officer Name: NA*
Communications	*Officer Name: NA*
Corporate Property	*Officer Name: NA*

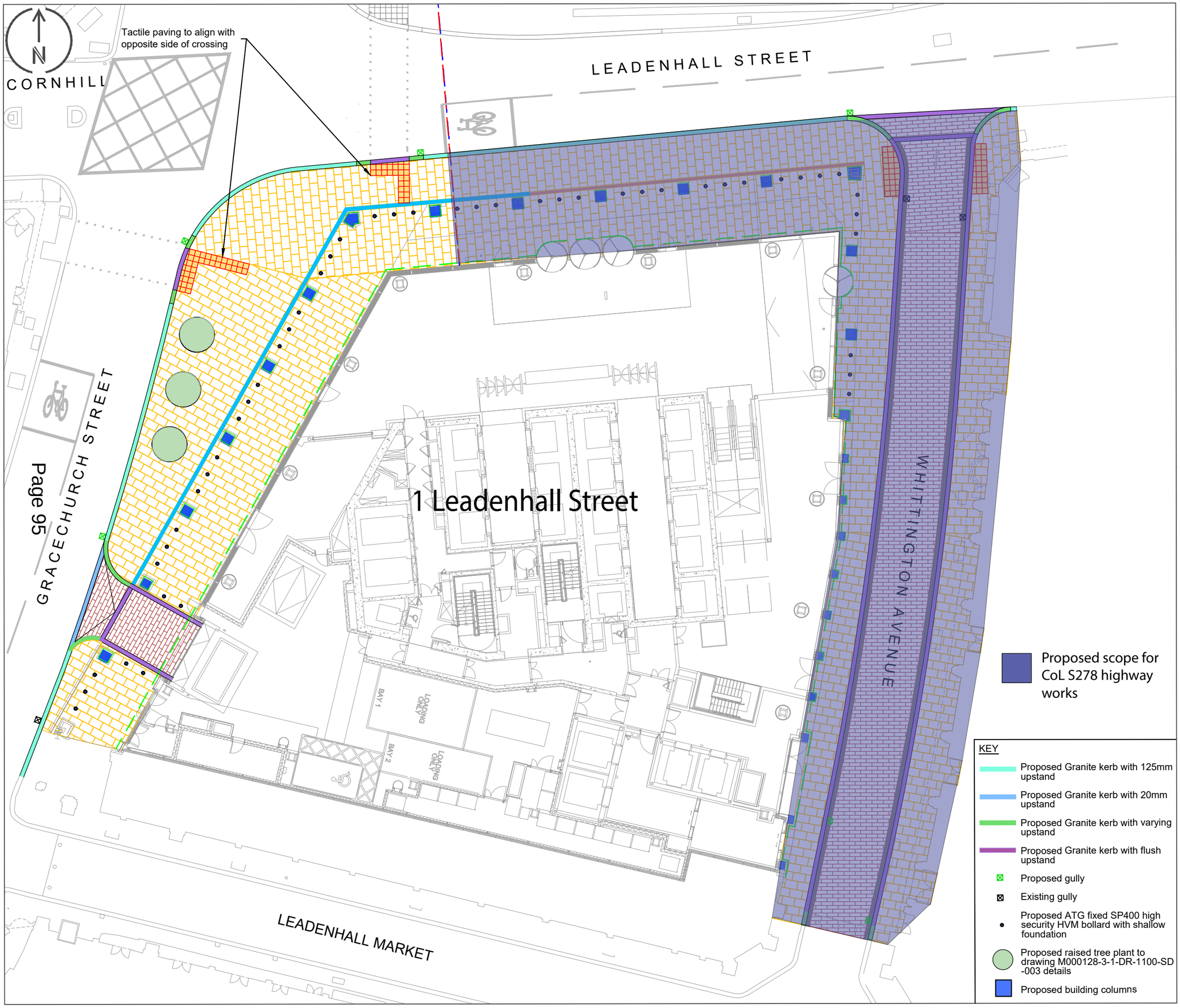
External	Developer's team
External	Transport for London
City Transportation	
City Highways	
[20] Is this project being delivered internally on behalf of another department? If not ignore this question. If so: **Please note the Client supplier departments.** **Who will be the Officer responsible for the designing of the project?** **If the supplier department will take over the day-to-day responsibility for the project, when will this occur in its design and delivery?**	
Client	Department: Built Environment
Supplier	Delivered by the City's Term contractor
Project Design Manager	Maria Herrera – City Public Realm Highways officer (TBC)
Design/Delivery handover to Supplier	Gateway stage: NA <Post Project Proposal>

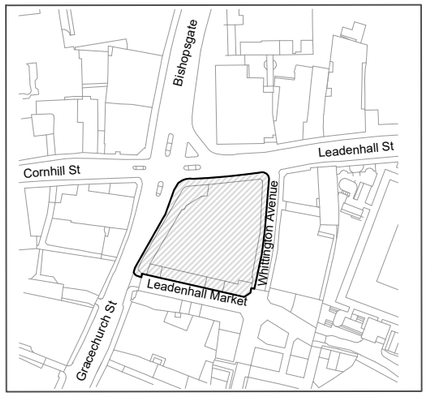
City of London: Projects Procedure Corporate Risks Register

Project Name:	1 Leadenhall Street - Section 278 highway works	**PM's overall risk rating:**	Low	**CRP requested this gateway**	£ -	**Average unmitigated risk**	3.3	**Open Risks**	8
Unique project identifier:	TBC	**Total estimated cost (exec risk):**	£ 800,000	**Total CRP used to date**	£ -	**Average mitigated risk score**	1.0	**Closed Risks**	0

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 score	CRP used to date	Use of CRP	Date raised	Named Departmental Risk Manager/ Coordinator	Risk owner (Named Officer or External Party)	Date Closed OR/ Realised & moved to Issues	Comment(s)
R1	2	(3) Reputation	GATE 1 TO 6 - Issues or delays in any required consents such as Permits which cause delay to project delivery	As stipulated in the S106 agreement; S278 agreement is required to be in place ahead of starting the construction works.	Unlikely	Minor	2		N	B – Fairly Confident	Project initation report is being submitted promptly and timescales are to be agreed with developer. Detailed design of the highways works has been agreed in general. There is scope to extend the deadline of the S278 sign-off, if needed, and without impacting the developers programme.		Unlikely	Minor	£0.00	2	£0.00	n/a	12/01/2021		Maria Herrera		Maintain regular and on-going liaison with the developer team and CoL colleagues.
R2	2	(1) Compliance/Regulatory	GATE 1 TO 6 - Issues or delays in any required consents such as Permits which cause delay to project delivery	If there was to be any delay in the arrival of any required consents, such as TMOs, Permits, heritage, TfL, etc; its likely the project may suffer from some form of unplanned delay, additional work and/ or costs.	Rare	Major	4		N	B – Fairly Confident	* Map out the required consents with project team and continually monitor & update throughout the project * Schedule regular meetings with consent approvers, especially those with long lead in times (utilities and TfL) or complex approval procedures.		Rare	Minor	£0.00	1	£0.00	n/a	12/01/2021		Maria Herrera		Highway works overalp with TfL boundary areas which will require careful consideration of design and implementation.
R3	2	(4) Contractual/Partnership	A delay in the sign-off of the separate S278 agreement between Transport for London and the developer.	As stipulated in the S106 agreement; S278 agreement between the developer and TfL is required to be in place ahead of starting the construction works.	Possible	Serious	6		N	B – Fairly Confident	Early identification and engagement with developers project team is being undertaken. Design has been informally agreed by all parties, and will inform the elements of the S278 agreements. It has been discussed the possibility of extending the deadline of the signoff of the agreement, without impacting the developers' targeted start date.		Possible	Minor	£0.00	3	£0.00	n/a	12/01/2021		Maria Herrera		TfL officers have been involved in the design process and early negotiations for the S278 agreement. TfL officers have raised the fact that the need for the S278 is too early on in the process and there is a risk of the development timescales shifting due to current uncertainty. The requirements for the a signoff as per the planning obligation can be agreed between the various parties without the need of a Deed of
R4	2	(4) Contractual/Partnership	GATE 1 TO 6 - Project supplier delays, productivity or resource issues impacts negatively on project delivery	Alternative arrangements which require additional resource may be required if a potential or existing supplier is unable to deliver as agreed for whatever reason.	Rare	Minor	1		N	B – Fairly Confident	* Arrange construction planning meeting with highway contractor prior to construction to ensure that resources are available (i.e. construction pack from them is received in good time)		Rare	Minor	£0.00	1	£0.00	n/a	12/01/2021		Maria Herrera		Early liaison with the principal contractor will ensure that the required resources are available to meet the TBC programme. The required internal resource is small and easily replaceable if needed.
R5	2	(2) Financial	GATE 1 TO 6 - Inaccurate or Incomplete project estimates	If an estimate is found at a later date to be inaccurate or incomplete, more funding and/or time resource would be needed to rectify the issue or fund/ underwrite the shortfall.	Possible	Minor	3		N	B – Fairly Confident	* Monitor for scope creep * Regular catch-ups with Principal Contractor and Highways colleagues to review costs during construction.		Rare	Minor	£0.00	1	£0.00	n/a	12/01/2021		Maria Herrera		A detailed project cost estimate will be produced at the next stage, as project gets developed and final scope agreed.
R7	2	(4) Contractual/Partnership	GATE 1 TO 6 - Delays on development's implementation impacts negatively on project delivery (time & costs)	Areas of work and phasing depend on progress from the developer and allowing access to the site. Any delays on the developers construction programme will impact the delivery of they highway works. S	Possible	Serious	3		N	B – Fairly Confident	* Include regular meetings with the developer, local stakeholders, and Transport for London. * Include some slack in the programme to absorb low-level delays * Enable a phasing approach to the works to respond to developer's timescales.		Rare	Minor	£0.00	1	£0.00	n/a	12/01/2021		Maria Herrera		The overall delivery of the project could be extended as a result of delays in the development, resulting in additional costs required to continue managing and overseeing the project. Impacts as a result of Brexit and Covid19 have not yet been estimated, but will be discussd in upcoming meetings. Commencement of construction is currently planned for Q12021, with a project lifetime 2.5-3 years.
R8	2	(4) Contractual/Partnership	GATE 1 TO 6 - TfL delays on project implementation impacts negatively on project delivery (time & costs)	The scope of CoL S278 project may require a third party (TfL) to complete its work before it can proceed. Should this work be delayed in anyway, its likely to impact (time and cost-wise) on a project.	Possible	Minor	3		N	A – Very Confident	* Include regular meetings with the developer, local stakeholders, and Transport for London. * Include some slack in the programme to absorb low-level delays		Rare	Minor	£0.00	1	£0.00	n/a	12/01/2021		Maria Herrera		Regular meetings with the developer will ensure that a fair amount of notice is received should CoL works need to be reprogrammed. The terms of the S278 agreement mean that the Developer is responsible for any associated resultant costs.

ISO FULL BLEED A3 420 X 297 MM





OVERVIEW PLAN

NOTES

1. Do not scale from this drawing. If in doubt refer to the project manager for clarification.
2. This drawing should be read in conjunction with all other relevant One Leadenhall S278 drawings and specifications.
3. If there is any ambiguity between the specification and drawings, refer to the Project Manager for clarification.
4. Any indication of site boundary is to be considered diagrammatic.
5. The ground floor architectural layout is taken from Adamson Architects drawing 1LS-AAI-ZZ-00-DR-AR-20100 T02.
6. For preliminary surface level design and drainage strategy, refer to drawing M000128-3-1-DR-0500-001.

KEY

- Existing CoL highway boundary
- Existing TfL highway boundary
- Proposed combined highway boundary See drawing M000128-HW-008 for details
- Linear drainage (Marshalls Birco 150 linear drainage channel or similar)
- 150mm wide surface water channel formed with Yorkstone Paving to match surrounding footway
- Proposed Yorkstone paving (600-900mm x 600mm x 75mm)
- Proposed mid grey coloured Granite channel (300mm x 150mm x 150mm)
- Proposed Yorkstone blister paving (400mm x 400mm x 75mm)
- Proposed "Magma" coloured Granite setts (100mm x 100mm x 100mm)

Proposed scope for CoL S278 highway works

KEY

- Proposed Granite kerb with 125mm upstand
- Proposed Granite kerb with 20mm upstand
- Proposed Granite kerb with varying upstand
- Proposed Granite kerb with flush upstand
- Proposed gully
- Existing gully
- Proposed ATG fixed SP400 high security HVM bollard with shallow foundation
- Proposed raised tree plant to drawing M000128-3-1-DR-1100-SD -003 details
- Proposed building columns

REV	DATE	REVISION DESCRIPTION / DETAILS	DRN BY	CHKD BY	APRVD BY
A	20/11/20	FIRST ISSUE	SM	UM	DHG

momentum transport consultancy

CLIENT: Brookfield

JOB TITLE: NO. 1 LEADENHALL

DRAWING TITLE: PERMANENT S278 HIGHWAY WORKS PRELIMINARY DESIGN GENERAL ARRANGEMENT

STATUS: FOR REVIEW & COMMENT

DRAWING NO:	REV:	SCALE AT A3:
M000128-3-1-DR-0000-001	A	1:250

The way the world moves. By design.

This page is intentionally left blank

Appendix 1: Project Cover Sheet

[1] Ownership & Status

UPI: 11695
Core Project Name: 100 Minories (Phase One) 278 highway works. Phase Two of the project covers S106 enhancement works.
Project Manager: Leila Ben-Hassel
Definition of need: highway works are necessary to enable the successful integration of the new development into the highway
Expected timeframe for the project delivery: Start on site spring 2021 (estimated 3 month works programme)
Are we on track for completing the project against the expected timeframe for project delivery? Y
Programme and cost including costed risk to be reset by Issues Report February 2021
Has this project generated public or media impact and response which the City of London has needed to manage or is managing?
No

[2] Finance and Costed Risk

Headline Financial, Scope and Design Changes:

'Project Proposal' G2 report (as approved February 2016)
Phases One and Two

- Total Estimated Cost (excluding risk): £500k - £2m (Phases One and Two)
- Resources to reach next Gateway (excluding risk): £90k (Phases One and Two)
- Spend to date: N/A
- Estimated Programme Dates: In accordance with development programme

Scope/Design Change and Impact: N/A

'Authority to start Work' G5 report (as approved by PSC: December 2017)
Phase One
Total Estimated Cost (excluding risk): £486,319

- Spend to date: £33,090
- Costed Risk Against the Project: 0
- CRP Requested: 0
- CRP Drawn Down: 0
- Estimated Programme Dates: In accordance with developer programme (estimated as 2018 at the time)

Scope/Design Change and Impact: None

Appendix 2: Costed Risk Register

City of London: Projects Procedure Corporate Risks Register

Project name: *100 Minories - S278 Works*

Unique project identifier: *11695*

Total est cost (exc risk) *£510236*

PM's overall risk rating	Medium
Avg risk pre-mitigation	7.2
Avg risk post-mitigation	4.2
Red risks (open)	1
Amber risks (open)	2
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)	£68,000.00	13%	*Costed risk as % of total estimated cost of project*
Costed risk pre-mitigation (open)	£68,000.00	13%	*" "*
Costed risk post-mitigation (open)	£68,000.00	13%	*" "*
Costed Risk Provision requested	£68,000.00	13%	*CRP as % of total estimated cost of project*

	Number of Open Risks	Avg Score	Costed impact	Red	Amber	Green
(1) Compliance/Regulatory	0	0.0	£0.00	0	0	0
(2) Financial	4	7.0	£68,000.00	1	1	2
(3) Reputation	0	0.0	£0.00	0	0	0
(4) Contractual/Partnership	1	8.0	£0.00	0	1	0
(5) H&S/Wellbeing	0	0.0	£0.00	0	0	0
(6) Safeguarding	0	0.0	£0.00	0	0	0
(7) Innovation	0	0.0	£0.00	0	0	0
(8) Technology	0	0.0	£0.00	0	0	0
(9) Environmental	0	0.0	£0.00	0	0	0
(10) Physical	0	0.0	£0.00	0	0	0

		Extreme	Major	Serious	Minor
Issues (open)	0	**Open Issues**	0	0	0	0
All Issues	0	**All Issues**	0	0	0	0

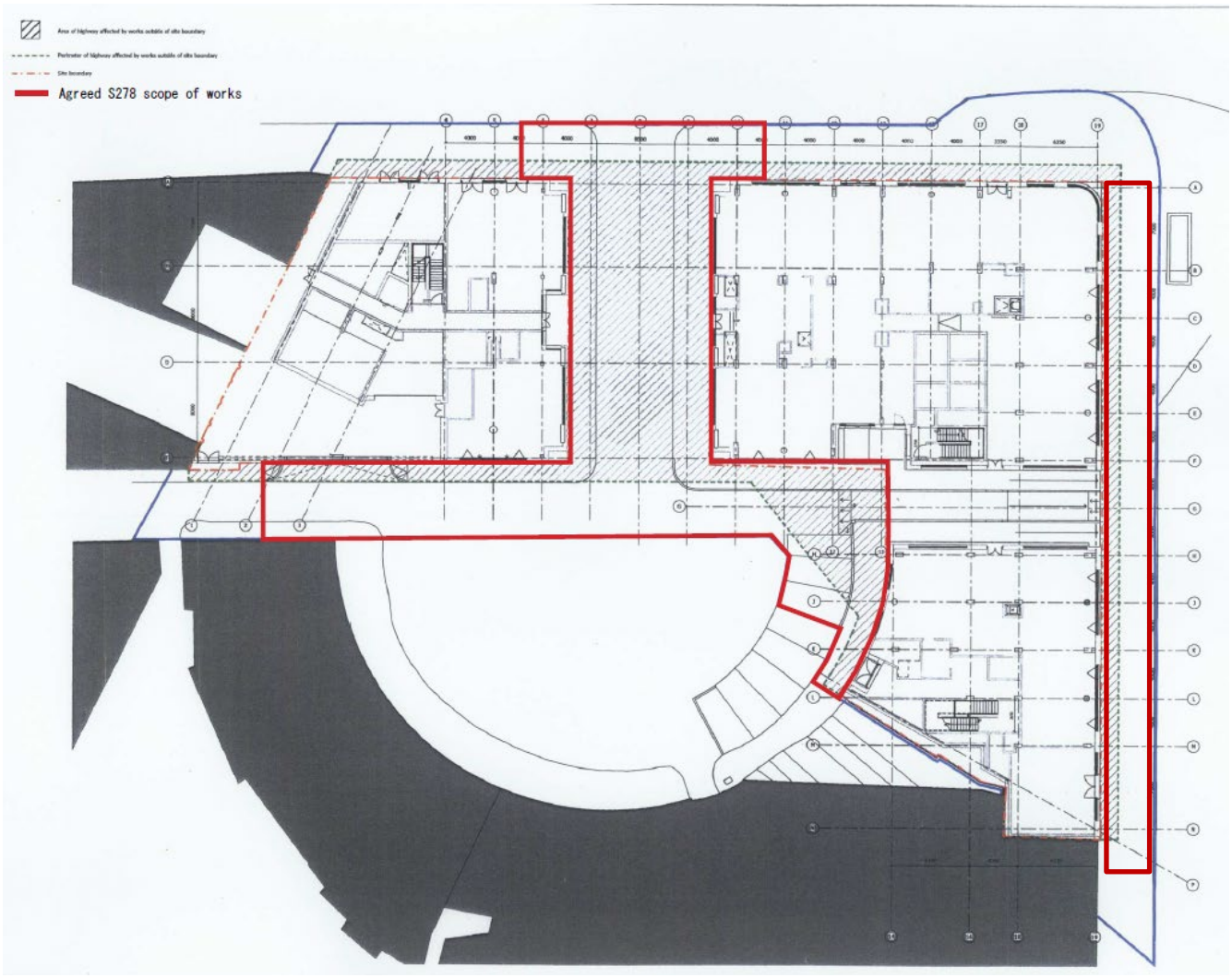
Cost to resolve all issues (on completion)	£0.00	**Total CRP used to date**	£0.00

City of London: Projects Procedure Corporate Risks Register

Project Name:	100 Minories - S278 Works	**PM's overall risk rating:**	Medium	**CRP requested this gateway**	£ 68,000	**Average unmitigated risk**	7.2	**Open Risks**	5
Unique project identifier:	11695	**Total estimated cost (exc risk):**	£ 510,236	**Total CRP used to date**	£ -	**Average mitigated risk score**	4.2	**Closed Risks**	0

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 score	CRP used to date	Use of CRP	Date raised	Named Departmental Risk Manager/ Coordinator	Risk owner (Named Officer or External Party)	Date Closed OR/ Realised & moved to Issues	Comment(s)
R1	5	(2) Financial	London Underground advised the City that the construction exclusion zone requiring hand tools only may be applied to the whole of the construction site	This would impact the project costs in terms of higher supervision cost (staff time) and construction costs. It would also impact the programme requiring extended hours to minimise programme impact	Likely	Major	16	£56,000.00	Y - for costed impact post-mitigation	A – Very Confident	The G5 budget sought includes a fee to cover cost of a TfL advisor - officers will liaise closely and share construction methods with the end to reduce the exclusion zone to minimum required	£0.00	Possible	Serious	£56,000.00	6	£0.00	Evidence from TfL will be provided to request CRP and will be signed off by DBE chief officer and head of finance	29/01/21	Leila Ben-Hassel	Neil Blackson		
R2	5	(2) Financial	Archaeological finds	This would require a watching brief and impact cost and lengthen the programme	Unlikely	Minor	2	£12,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	All information on the site have been sought from developer who undertook extensive excavation - the works will not be in depth so the risk is minor of finding archaeology but because previous excavations did find some, it is best to factor this risk	£0.00	Unlikely	Minor	£12,000.00	2	£0.00	Evidence from TfL will be provided to request CRP and will be signed off by DBE chief officer and head of finance	29/01/21	Leila Ben-Hassel	Leila Ben-Hassel		the funds would cover the cost of archaeology watching brief and additional staff costs that may be required if any archaeology is found on site
R3	5	(4) Contractual/Partnership	New owner does not agree S278	The new owner is currently in breach of planning conditions as they started occupying parts of the building without the S278 agreement being completed. If they do not sign the agreement, legal advice would need to be sought and the project would be put back on hold.	Unlikely	Major	8	£0.00	N		Officers have negotiated design details to address levels issues and project costs liaising closely with the new owner. Officers are confident that the owner will sign the agreement.	£0.00	Unlikely	Major	£0.00	8	£0.00		29/01/21	Leila Ben-Hassel	Leila Ben-Hassel		
R4	5	(2) Financial	Works costs exceed budget due to underground utilities	Undergrouhd utilities' costs could escalate and impact the overall budget	Possible	Serious	6	£0.00			Investigations and surveys have been undertaken and a lot of information on underground structures (gathered during construction) from the owner's project team has been shared with City officers. These have informed the design development and cost estimation. The project manager will monitor cost closely in liaison with the construction manager to ensure the project stays within budget.	£0.00	Unlikely	Minor	£0.00	2	£0.00						
R5	5	(2) Financial	Cost escalation due to Brexit	Brexit can impact sourcing and costs of materials which would impact the project's budget and programme	Unlikely	Serious	4	£0.00			The City's term contractor has managed that risk closely by ensuring enough stock of materials for projects. This risk is expected to be minimum	£0.00	Possible	Minor	£0.00	3	£0.00						
R6								£0.00				£0.00			£0.00		£0.00						
R7								£0.00				£0.00			£0.00		£0.00						
R8								£0.00				£0.00			£0.00		£0.00						
R9								£0.00				£0.00			£0.00		£0.00						
R10								£0.00				£0.00			£0.00		£0.00						
R11								£0.00				£0.00			£0.00		£0.00						
R12								£0.00				£0.00			£0.00		£0.00						
R13								£0.00				£0.00			£0.00		£0.00						
R14								£0.00				£0.00			£0.00		£0.00						
R15								£0.00				£0.00			£0.00		£0.00						
R16								£0.00				£0.00			£0.00		£0.00						
R17								£0.00				£0.00			£0.00		£0.00						
R18								£0.00				£0.00			£0.00		£0.00						
R19								£0.00				£0.00			£0.00		£0.00						
R20								£0.00				£0.00			£0.00		£0.00						
R21								£0.00				£0.00			£0.00		£0.00						
R22								£0.00				£0.00			£0.00		£0.00						
R23								£0.00				£0.00			£0.00		£0.00						
R24								£0.00				£0.00			£0.00		£0.00						
R25								£0.00				£0.00			£0.00		£0.00						
R26								£0.00				£0.00			£0.00		£0.00						
R27								£0.00				£0.00			£0.00		£0.00						
R28								£0.00				£0.00			£0.00		£0.00						
R29								£0.00				£0.00			£0.00		£0.00						
R30								£0.00				£0.00			£0.00		£0.00						
R31								£0.00				£0.00			£0.00		£0.00						
R32								£0.00				£0.00			£0.00		£0.00						
R33								£0.00				£0.00			£0.00		£0.00						
R34								£0.00				£0.00			£0.00		£0.00						
R35								£0.00				£0.00			£0.00		£0.00						
R36								£0.00				£0.00			£0.00		£0.00						
R37								£0.00				£0.00			£0.00		£0.00						
R38								£0.00				£0.00			£0.00		£0.00						
R39								£0.00				£0.00			£0.00		£0.00						
R40								£0.00				£0.00			£0.00		£0.00						

Appendix 3: S278 plan as agreed with developer

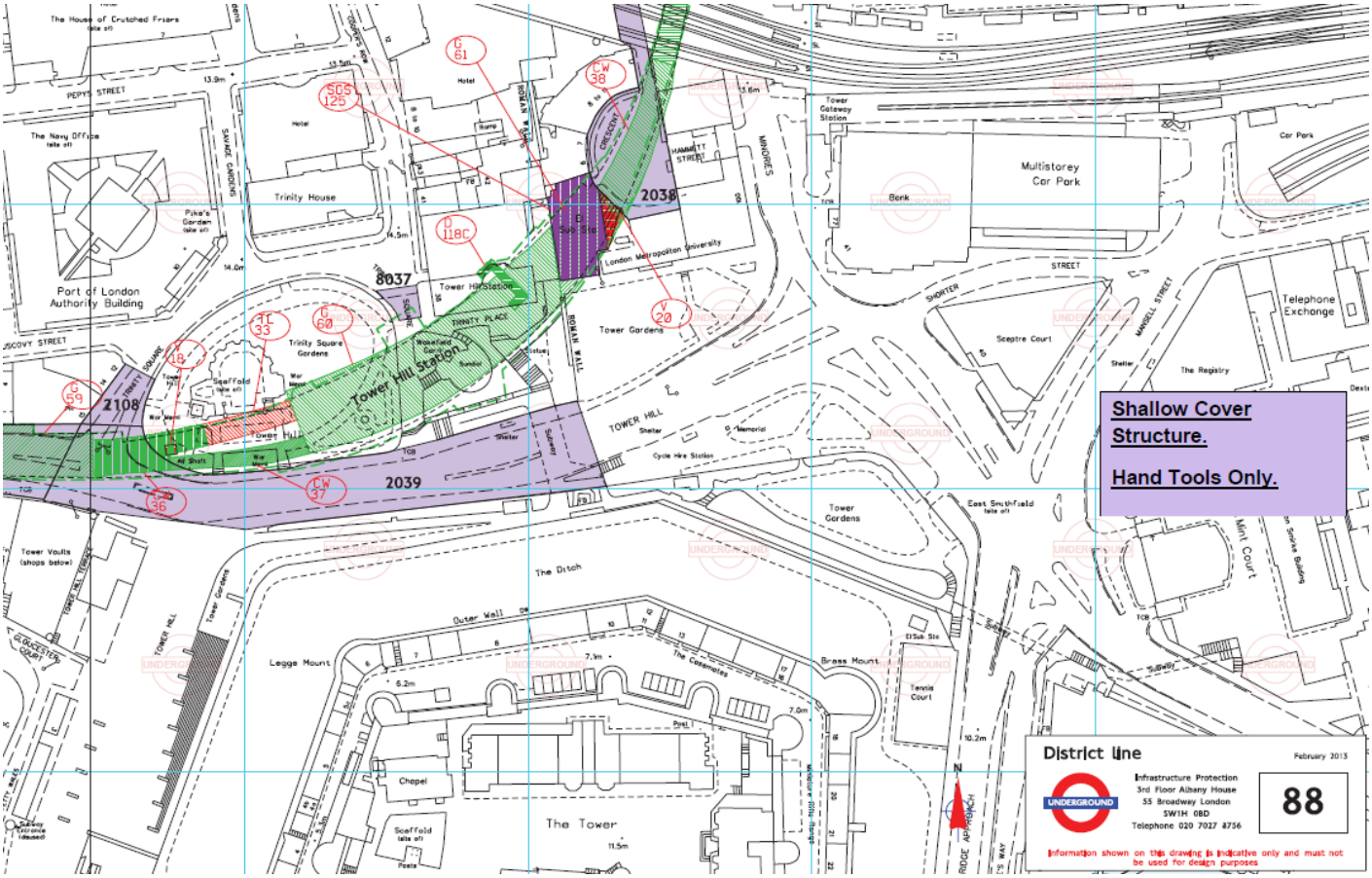


Appendix 4: Revised Budget Breakdown and variances:

Item	Current approved budget G5 (£)	Revised (£)**
Works		
Preliminaries and site clearance	20,746	15,838
Earthworks	27,000	21,964
Hard landscaping	210,534	231,416
Traffic signs and road markings	10,802	17,377
Lighting***	15,000	0
Drainage and service ducts	18,042	16,323
Utilities related works	45,000	45,000
Weekend working	0	18,500
Works total	**347,124**	**347,918**
Maintenance		
Maintenance (20 years - Highways)*	6,830	19,795
Maintenance total	**6,830**	**19,795**
Fees		
Design consultant****	7,875	0
Utilities related fees	15,000	10,000
Traffic orders and permits related costs	8,400	29,500
TfL lane rental*****	25,000	0
TfL Advice - supervision fee	0	10,000
Fees total	**56,275**	**49,500**
Staff costs		
Highways staff costs (Design)	0	21,560
Highways staff costs (Works supervision)	26,000	40,000
P&T staff costs (Project Management)	17,000	31,463
Staff costs total	**43,000**	**93,023**
Total S278 Works implementation costs	**453,229**	**510,236**

* Maintenance costs estimated based on CoI Highways commuted sum calculator for maintenance of granite setts, mastic and recessed covers over 20 year period.
** revised costs based on updated design, updated term contractor schedule of rates and current material costs
*** Some architectural lighting was originally proposed to match lighting design of Crescent (Ph2 - S106 Public Realm Enhancements) but since excluded from scope as sufficient highways lighting provided from hotel facades as per CoL specifications
**** all construction package design work will now be done in house - design work included in Highways Staff costs budget
***** Alternative construction approach defined to avoid need to close Minories (TfL road)

Appendix 5: London Underground plan



Appendix 1: Project Coversheet

[1] Ownership
Unique Project Identifier: 10991 **Report Date: 10th February 2021** **Core Project Name:** Greening Cheapside – Phase 1B **Programme Affiliation:** NA **Project Manager:** Leila Ben-Hassel **Next Gateway to be passed:** Gateway 4/5

[2] Project Brief
Project Mission statement: The Greening Cheapside Project aims to enhance the local environment of St Paul's station environs and improve air quality through new greening strategies. Phase 1B of the project looks to improve the area of the Sunken Garden (junction of New Change and Cheapside) through improving greening, biodiversity, visibility and accessibility. **Definition of need:** The environs of St. Paul's Tube station is currently congested with poor wayfinding and movement throughout the area, as well as a lack of seating within close vicinity of St. Paul's conservation area. The adoption of the Climate Strategy also calls for a greater focus of public realm on delivering environmental and sustainability credentials. This phase of the project looks to introduce SuDs and more biodiverse and lower maintenance planting. **Key measures of success:**
1) Provide a high quality and sustainable public realm whilst complementing the City's heritage assets
2) Delivery of environmental measures e.g. SuDs
3) Improved lines of sight and accessibility
4) Enhanced greening and biodiversity

[3] Highlights

Finance:

Total anticipated cost to deliver [£]:£296,095-£515,000 (Phase 1B), including spend to date

Total anticipated on-going commitment post-delivery [£]: anticipated to be minimum – this will be fully estimated by the next Gateway.

Programme Affiliation [£]: not applicable

[A] Budget Approved to Date*	**[B] New Financial Requests**	**[C] New Budget Total (Post approval)**
£50,000	£50,000	£100,000
[D] Previous Total Estimated Cost of Project	**[E] New Total Estimated Cost of Project**	**[F] Variance in Total Estimated Cost of Project (since last report)**
£200,000 ** (** based on former scope and on £200,000 external funding secured)	£296,095-£515,000 (Phase 1B), including spend to date. Following opportunity of further external funding secured	£96,095 - £315,000

[G] Spend to Date	[H] Anticipated future budget requests
£36,095	

Headline Financial changes:

Since 'Project Proposal' (G2) report: The estimated cost at Gateway 2 was £200K based on former scope tailored to the £200,000 external funding secured
Since 'Options Appraisal and Design' (G3-4) report: ▲ £296,095-£515,000 (Phase 1B), including spend to date. The increase is due to ceasing opportunity of further external funding secured and ability to deliver more environmental benefits to meet objectives of the newly adopted City Climate Action Strategy. This is a shared ambition by key stakeholders.

Project Status:
Overall RAG rating: Green
Previous RAG rating: Green

[4] Member Decisions and Delegated Authority

Not applicable

[5] Narrative and change

Date and type of last report: February 2020 (Issue Report)
Key headline updates and change since last report.
Officers have developed 3 concept designs and consulted the Project Steering Group and key stakeholders. The feedback will inform the design development. Preference for options 2 and 3 expressed by consultees. However at this stage officers recommend progressing the 3 options while other external funding sources are explored. The final option will be developed to meet funding secured and in close liaison with project sponsors and key stakeholders.
Since the last report the City published its Climate Action Strategy and this project has the potential to deliver environmental benefits that contribute to the objective of the strategy. Monitoring of the scheme would enable informing future schemes in the City.

Headline Scope/Design changes, reasons why, impact of change:

Since 'Project Proposal' (G2) report: Three options were developed for the Sunken Garden space and presented to the Project Steering Group and sponsors.

Timetable and Milestones:
Expected timeframe for the project delivery: Phase 1B – Sunken Garden: works are expected to be completed by the May/June 2022.
Milestones:

1) Design development, incl. construction package: February 2021 – June 2021 (Gateway 5: July 2021)
2) Pre-construction activities: July – November 2021
3) Start works on site: January 2022
4) Complete works on site: May/June 2022

Are we on track for this stage of the project against the plan/major milestones? Yes

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

Risks and Issues

Top 3 risks Phase 1b:

Risk description	Scope of design will be limited by available funds
Risk description	Scope of design limited by underground conditions
Risk description	Objection from local occupiers

See 'risk register Phase 1b' in appendix 4 for further details.

Top 3 issues realised

None for now

Has this project generated public or media impact and response which the City of London has needed to manage or is managing? No

This page is intentionally left blank

Appendix 2: Project area map

This page is intentionally left blank

Appendix 3: Finances

Table 1 - spent to date

Expenditure to date - Greening Cheapside Area Ph1B - 16800427			
Description	**Approved Budget (£)**	**Expenditure (£)**	**Balance (£)**
Env Services Staff Cost	7,500	2,015	5,485
Legal Staff Costs	2,500	-	2,500
Open Spaces Staff Co	2,500	-	2,500
P&T Staff Costs	25,000	25,731	(731)
P&T Fees	10,000	8,350	1,650
Plaques	2,500	-	2,500
TOTAL	**50,000**	**36,095**	**13,905**

£13,905 underspent from the current budget allocation is to be carried forward to be used on this next stage of the project.

Table 2 – revised budget

Revised Budget to reach next Gateway - Greening Cheapside Area Ph1B			
Description	**Approved Budget (£)**	**Resources required to reach next Gateway (£)**	**Revised Budget to next Gateway (£)**
Env Servs Staff Cost	7,500	11,183	18,683
Legal Staff Costs	2,500	0	2,500
Open Spaces Staff Co	2,500	2,000	4,500
P&T Staff Costs	25,000	21,799	46,799
P&T Fees	10,000	17,518	27,518
Plaques	2,500	(2,500)	0
TOTAL	**50,000**	**50,000**	**100,000**

Table 3 – Funding source

Funding Source	**Amount (£)**
C Hoare Bank Co.	100,000
TOTAL	**100,000**

This page is intentionally left blank

City of London: Projects Procedure Corporate Risks Register

Project name: *Greening Cheapside Ph1B - Sunken Garden*

Unique project identifier:

Total est cost (exc risk) £

PM's overall risk rating	Low
Avg risk pre-mitigation	4.3
Avg risk post-mitigation	0.0
Red risks (open)	0
Amber risks (open)	4
Green risks (open)	6

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*

	Number of Open Risks	Avg Score	Costed impact	Red	Amber	Green
(1) Compliance/Regulatory	0	0.0	£0.00	0	0	0
(2) Financial	2	4.5	£0.00	0	1	1
(3) Reputation	0	0.0	£0.00	0	0	0
(4) Contractual/Partnership	1	4.0	£0.00	0	0	1
(5) H&S/Wellbeing	2	5.0	£0.00	0	1	1
(6) Safeguarding	1	3.0	£0.00	0	0	1
(7) Innovation	0	0.0	£0.00	0	0	0
(8) Technology	0	0.0	£0.00	0	0	0
(9) Environmental	0	0.0	£0.00	0	0	0
(10) Physical	4	4.3	£0.00	0	2	2

		Extreme	Major	Serious	Minor
Issues (open)	0	**Open Issues**	0	0	0	0
All Issues	0	**All Issues**	0	0	0	0

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:	Greening Cheapside Ph1B - Sunken Garden	**PM's overall risk rating:**	Low	**CRP requested this gateway**	£ -	**Average unmitigated risk**	4.3	**Open Risks**	10
Unique project identifier:		**Total estimated cost (exc risk):**		**Total CRP used to date**	£ -	**Average mitigated risk score**	0.0	**Closed Risks**	0

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 score	CRP used to date	Use of CRP	Date raised	Named Departmental Risk Manager/ Coordinator	Risk owner (Named Officer or External Party)	Date Closed OR/ Realised & moved to Issues	Comment(s)
R1	6	(4) Contractual/Partnership	Project not delivered to programme	There is an agreement with one of the Key project sponsors, Hoare bank, to complete the project on site by June 2022	Unlikely	Serious	4	£0.00			Keep in regular contact with the highways team and term contractor to ensure ample lead in times are included in the programme	£0.00			£0.00		£0.00		08/02/21	DBE	Leila Ben-Hassel		
R2	4	(10) Physical	design scope is limited by ground conditions	Site conditions may impact the ability to deliver SuDs and/or extent of planting	Possible	Minor	3	£0.00			site surveys (incl. tree root surveys) have been carried to inform the scope of concept design options	£0.00			£0.00		£0.00		08/02/21	DBE	Leila Ben-Hassel		
R3	4	(2) Financial	Funding secured limits the scope of the design and deliverability of benefits (incl. environmental, accessibility)	If not enough external funding isn't secured, the scope of the design and deliverability of benefits (incl. environmental, accessibility) would be impacted.	Possible	Serious	6	£0.00			Officers would design to budget focusing available resources to maximise deliverability of project expected benefits,	£0.00			£0.00		£0.00		08/02/21	DBE	Leila Ben-Hassel		
R4	5	(10) Physical	Delays in manufacturing/sourcing of bespoke items	Options 2 and 3 involve bespoke design elements. Delays in manufacturing/sourcing of bespoke items/materials would impact programme.	Possible	Serious	6	£0.00			Keep in regular contact with the highways team and term contractor to ensure ample lead in times are included in the programme to ensure the project is delivered in time for the Hoare Bank anniversary celebrations	£0.00			£0.00		£0.00		09/02/21	DBE	Leila Ben-Hassel		
R5	5	(10) Physical	Delays to the Procurement of materials due to Brexit	A significant delay to the receipt of materials will impact the programme for implementation	Possible	Serious	6	£0.00			CoL Term Contractor is managing this risk closely by ensuring sufficient stock is sourced in advance,	£0.00			£0.00		£0.00		09/02/21	DBE	Leila Ben-Hassel		
R7	6	(5) H&S/Wellbeing	Noisy Works	Noisy Works could generate complaints from local occupiers	Likely	Minor	4	£0.00			All noisy works times will be agreed with Environmental Health Officers and communicated with local occupiers. Flexibility is also built in to allow for these times to be altered accordingly	£0.00			£0.00		£0.00		09/02/21	DBE			
R8	6	(5) H&S/Wellbeing	Impact of Covid-19 on works	Due to Covid-19 the programme may be impacted by measures that may reduce activity and extend the programme	Possible	Serious	6	£0.00			The City have developed a Covid-19 response. The Highway Authority and Term Contractor have agreed a Covid-19 response that is compliant that will enable works to go ahead safely.	£0.00			£0.00		£0.00		08/02/21	DBE	Leila Ben-Hassel		
R9	4	(2) Financial	Brexit impacts construction costs	Brexit impacts costs of materials	Possible	Minor	3	£0.00			CoL Term Contractor is managing this risk closely by ensuring stock is sourced at best price possible.	£0.00			£0.00		£0.00		08/02/21	DBE	Leila Ben-Hassel		
R10	5	(10) Physical	Archeological finds impact programme	The site is known for possible archeology which if any are found during construction would impact the construction programme. However no deep excavation is expcted to be required for construction.	Unlikely	Minor	2	£0.00			This will be revised in light of the preferred design option at the next stage	£0.00			£0.00		£0.00						
R11								£0.00				£0.00			£0.00		£0.00						

Appendix 5: Design development

KEY ISSUES

Tired benches and litter

Fairy lights and uplighters around the tree

Site is mostly hard landscape with drainage systems

Dark and shaded by tree canopy

Bulky Planters and visually obstructive

Hedges hard to maintain, unattractive

KEY OPPORTUNITIES

Retain dappled light qualities through careful pruning to encourage use and thoroughfare

Integrate seating and planters where possible to reduce and minimise clutter and connect to Phase 1a works

Increase planting areas and greening to allow for greater permeability and futureproofing site for flash floods. Allow for protection from the road and pollution but also maintain visibility through the site

Break up the planter to allow for desirelines and better permeability allow visibility to One New Change. Improve accessibility

Celebrate the site of Hoare's Bank, the oldest bank in the City and use this to inform play elements

Introduce low level lighting in space to create a sense of an urban room- remove uplighters and fairy lights

Greening Cheapside – Phase 1A (Completed 2019)

Option 1 – "Bronze option"

GREENING CHEAPSIDE | SUNKEN GARDEN

Bronze: Option 1

existing footprint of planters

Benefits of Scheme:

1. Openness and accessibility from corner of Cheapside
2. Reusing existing Yorkstone paving as much as possible
3. Retaining same level of planting but also introducing area for SuDS
4. Increased visibility through and to garden with new planting strategy

Seating	50 Seats
Planting	73m²
Paving	235m² Reused Yorkstone

Artist impressions: Bronze option

View within the Sunken Garden (daytime)

View within the Sunken Garden (night time)

View from Cheapside

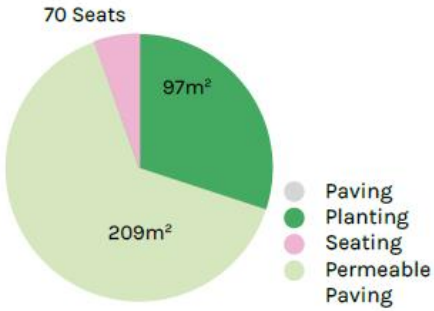
Option 2 – “Silver option”:

GREENING CHEAPSIDE | SUNKEN GARDEN

Silver: Option 2

Benefits of Scheme:

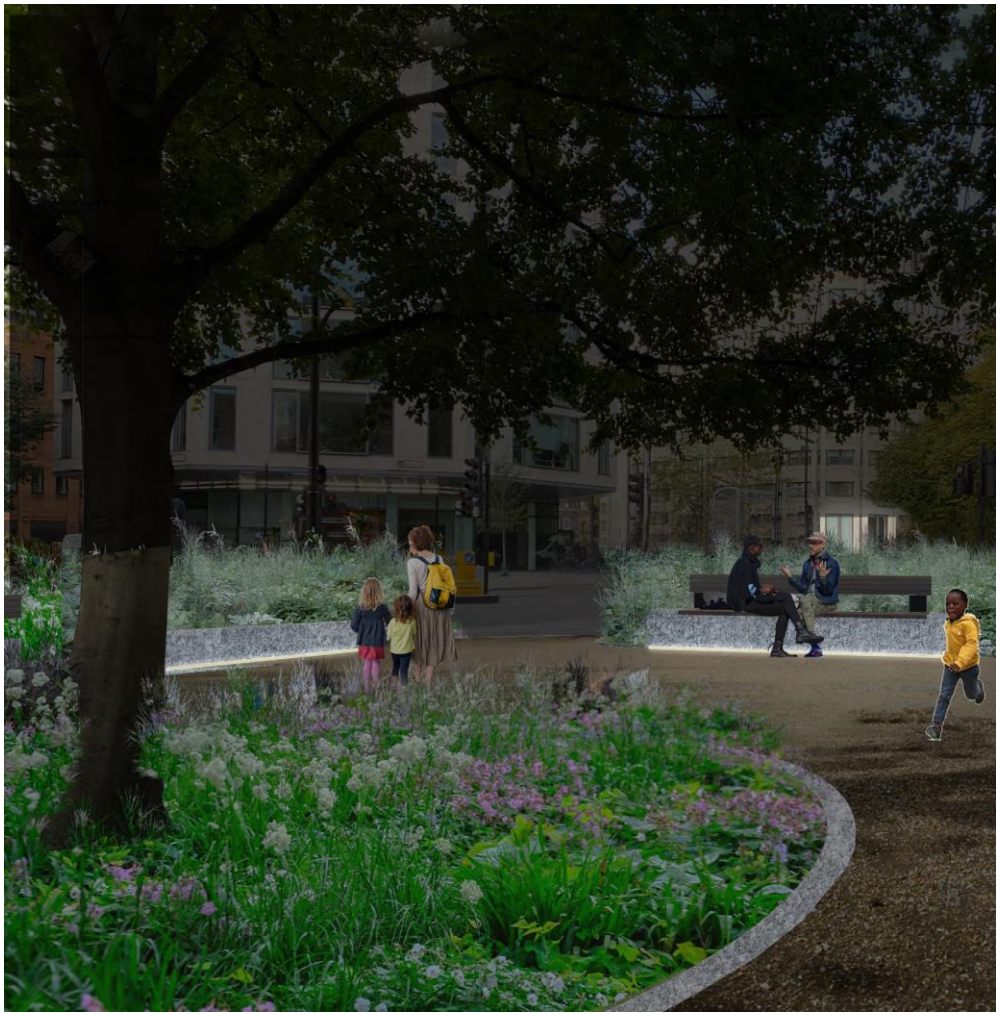
1. Openness and accessibility from corner of Cheapside
2. Fully accessible from all sides
3. Increased planting by 30% with SuDS strategy
4. Permeable surfacing for water run off
5. Increased visibility through and to garden with new planting strategy



Seating	70 Seats
Planting	97m²
Paving	209m2 Self Binding Gravel

Artist impressions: Silver option

View within the Sunken Garden (daytime)



View within the Sunken Garden (night time)

View from Cheapside

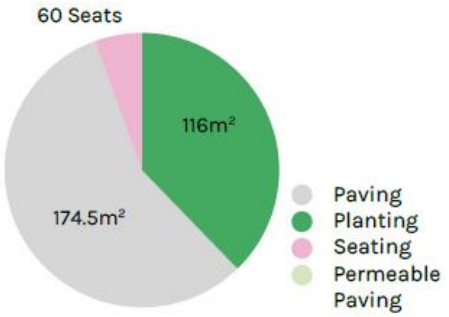
Option 3 – "Gold option"

Option 3- Use historic grain to create rain gardens

GREENING CHEAPSIDE | SUNKEN GARDEN

Benefits of Scheme:

1. Openess and accessibility from corner of Cheapside
2. Increased planting by over 50% and large areas of greening with SuDS strategy
3. Memorial site to mark Hoare's Bank
4. Walkway through rain garden for play
5. Historic urban grain echoed in footprint of planters
6. Increased visibility through and to garden with new planting strategy



Seating	60 Seats
Planting	116m²
Paving	174.5m² Yorkstone

Artist impressions: “Gold option"

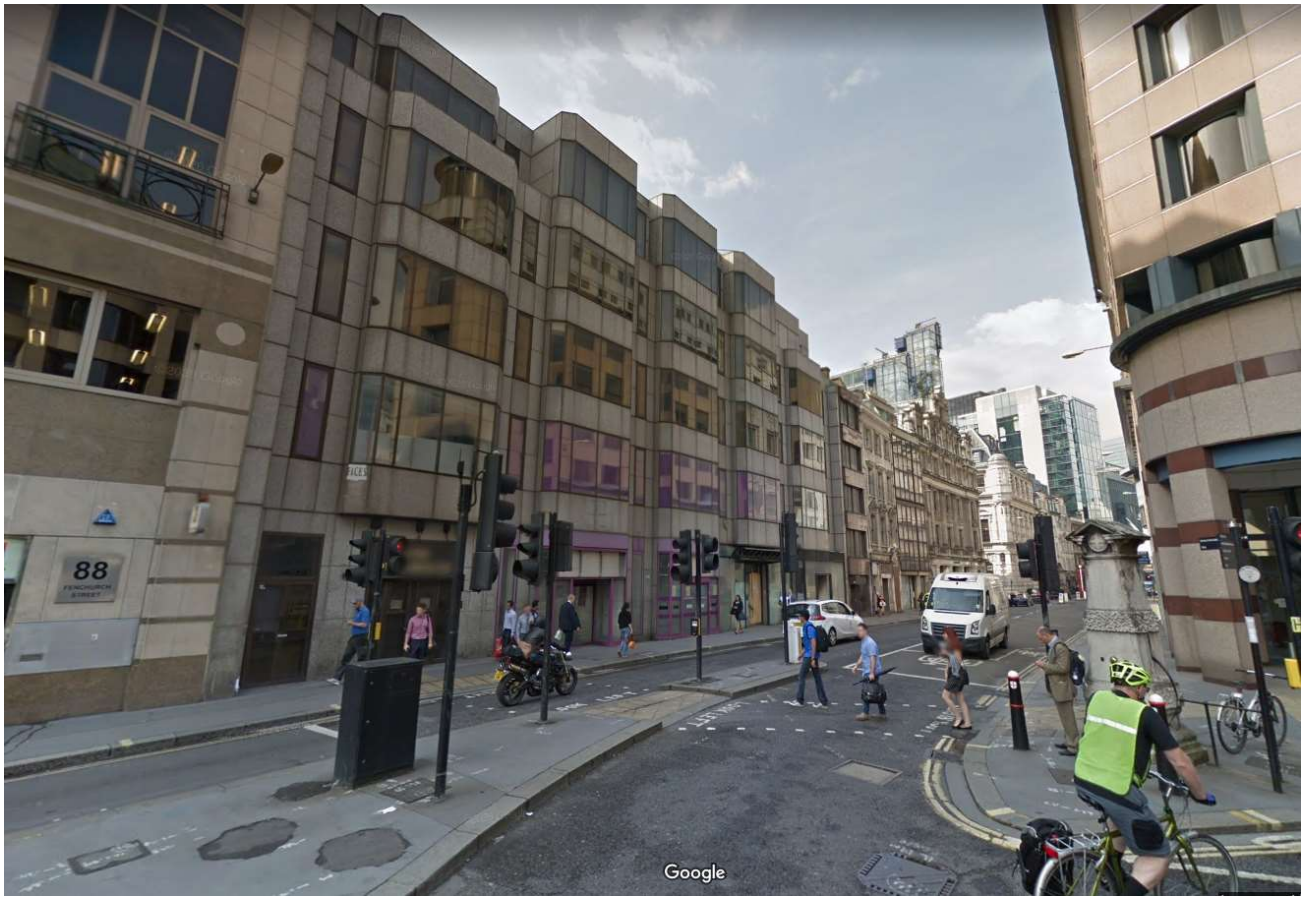
View within the Sunken Garden (daytime)

View within the Sunken garden (night time)

View from Cheapside

This page is intentionally left blank

Appendix 1 – 80 Fenchurch Street Before & After Photos




Fenchurch
Google


Google


Carlisle Ave
DISABLED


CARLISLE AVENUE EC3

Appendix 2 – 80 Fenchurch Street Final Project Costs

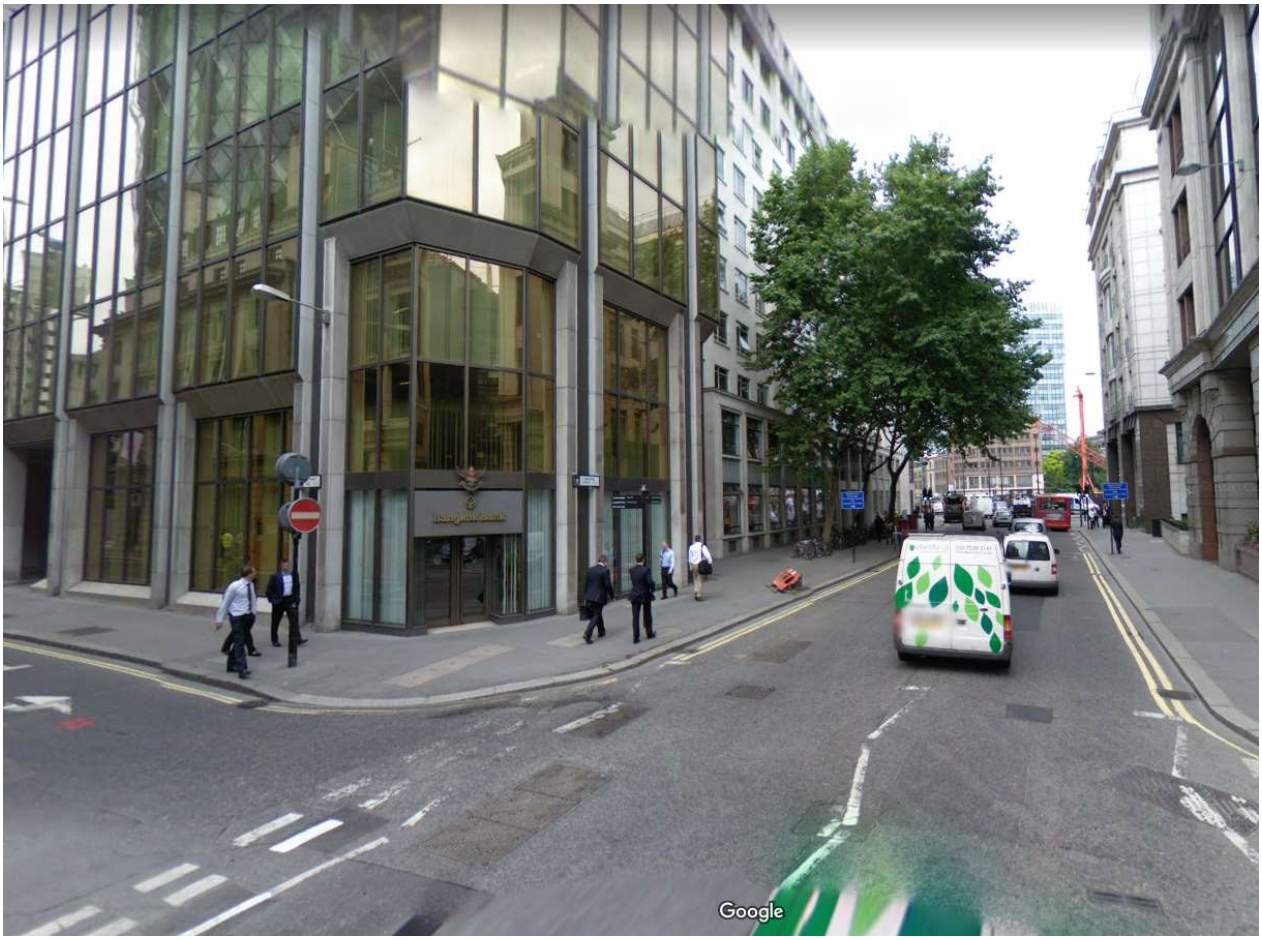
Table 1: Expenditure to date – 80 Fenchurch Street S278 - 16800408			
Description	**Approved Budget (£)**	**Expenditure (£)**	**Balance (£)**
Env Servs Staff Cost	15,785	15,783	2
P&T Staff Costs	6,390	6,390	-
P&T Fees	4,939	4,938	1
TOTAL	**27,114**	**27,111**	**3**

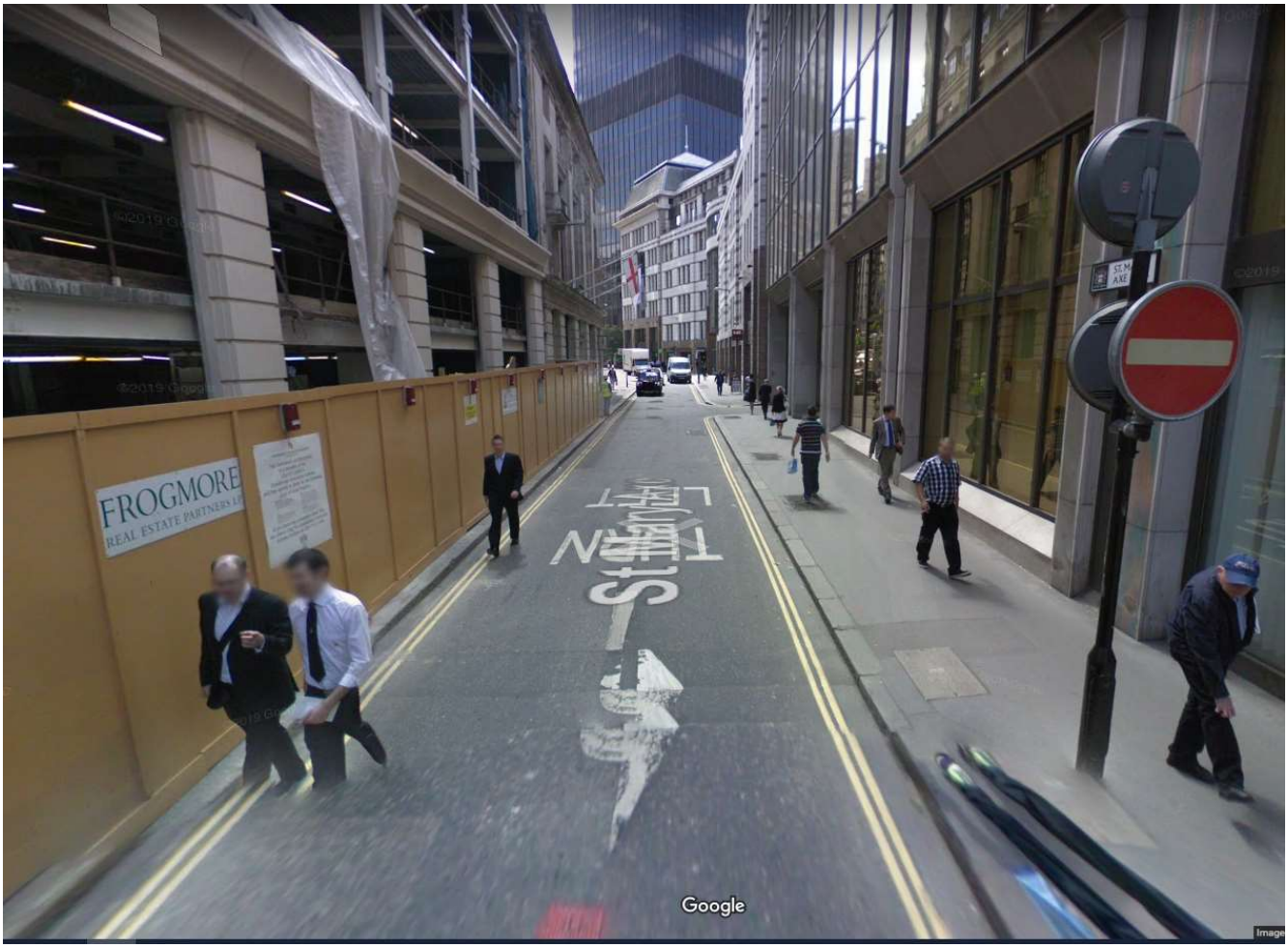
Table 2: Expenditure to date -80 Fenchurch Street S278 – 16100408			
Description	**Approved Budget (£)**	**Expenditure (£)**	**Balance (£)**
Env Servs Staff Cost	37,353	32,477	4,876
P&T Staff Costs	13,610	8,210	5,400
P&T Fees	8,311	2,000	6,312
Works	178,430	178,430	0
Utilities	64,698	49,952	14,746
Maintenance*	9,650	9,650	-
TOTAL	**312,052**	**280,719**	**31,333**

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

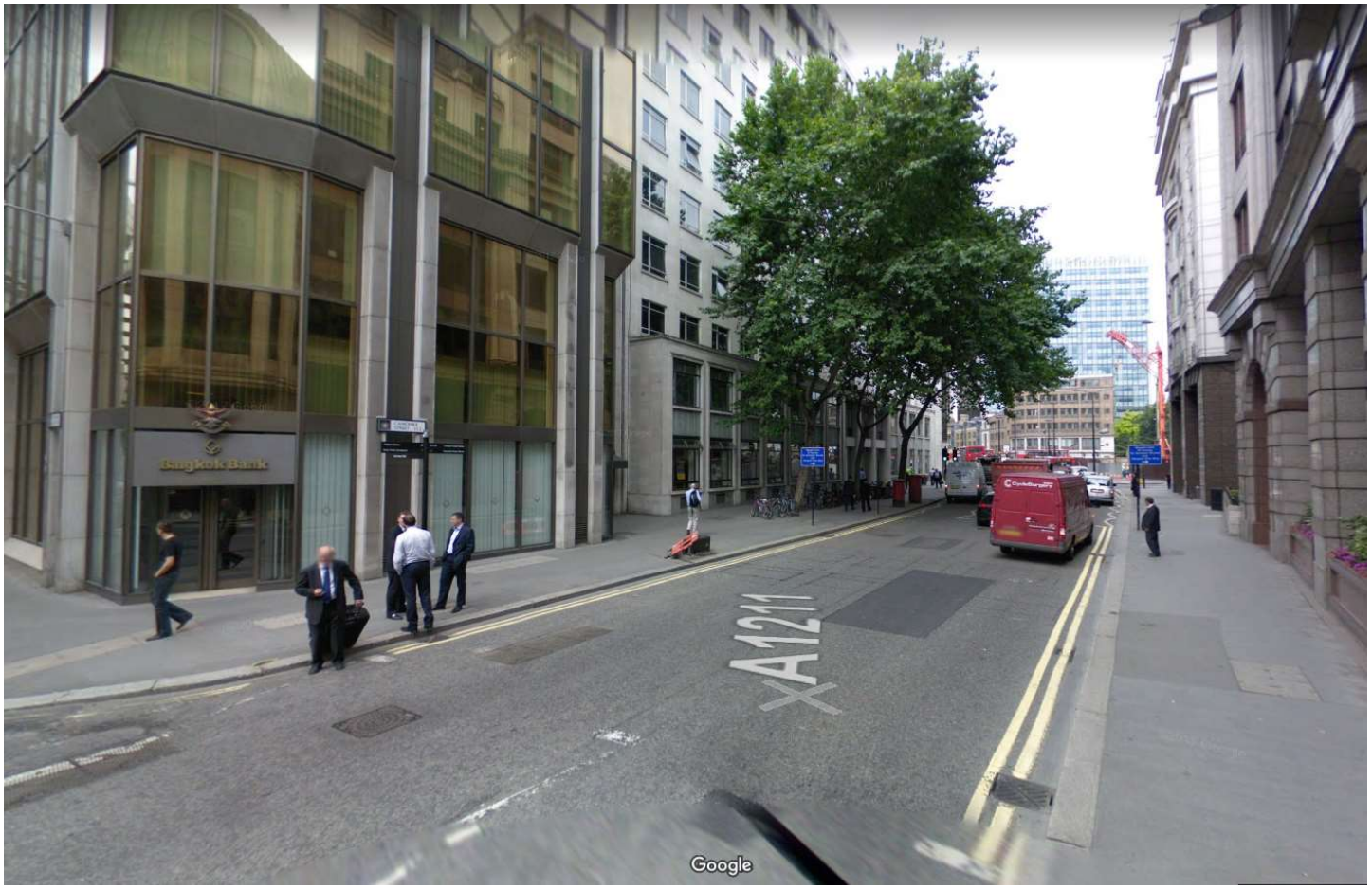
This page is intentionally left blank

Appendix 1 – 100 Bishopsgate Before & After Photos




FROGMORE
REAL ESTATE PARTNERS
St Swithin's Lane
Google


RINEY
RINEY


Bangkok Bank
A211
Google


K E KENT
SCANIA


AWES
&
URTIS
A10
Google

Appendix 2 – 100 Bishopsgate Final Project Costs

Table 1: Expenditure to date -100 Bishopsgate - 16800341			
Description	**Approved Budget (£)**	**Expenditure (£)**	**Balance (£)**
PreEv P&T Fees	1,000	1,000	15
PreEv P&T Staff Costs	41,293	41,293	-
PreEv Env Serv Staff Costs	57,128	57,113	-
TOTAL	**99,421**	**99,406**	**15**

Table 2: Expenditure to date -100 Bishopsgate – 16100341 &16500341 (OH)			
Description	**Approved Budget (£)**	**Expenditure (£)**	**Balance (£)**
Env Servs Staff Cost	102,826	102,194	632
P&T Staff Costs	20,000	16,291	3,709
P&T Fees	31,979	10,573	21,407
Works	389,469	380,000	9,469
Utilities	129,786	59,210	70,576
Maintenance*	66,316	66,316	-
TOTAL	**740,376**	**634,584**	**105,792**

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

This page is intentionally left blank

Appendix 1 – Project Coversheet

[1] Ownership & Status

UPI: 11545
Core Project Name: 60-70 St Mary Axe
Programme Affiliation: City Cluster Vision
Project Manager: Tom Noble
Definition of need: Compliance with Section 106 agreement for the development, which required the developer to enter into a Section 278 agreement.
Key measures of success:

- To deliver an enhanced public realm in the vicinity of 60-70 St Mary Axe;
- To reflect the objectives of the City Cluster Vision;
- To ensure that the required functions of the street are maintained, and;
- To improve accessibility for all throughout the area.

Expected timeframe for the project delivery:

Key dates (planned)	Key dates (actual)
Construction of St Mary Axe: October 2018 – January 2019	October 2018 to March 2019
Construction of Goring Street: December 2018 – January 2019	December 2018 to March 2019
Construction of Houndsditch and Bevis Marks: December 2018 – March 2019	December 2018 to March 2019. The resurfacing element was delayed to late 2020 in order to coordinate with other nearby works.

Are we on track for completing the project against the expected timeframe for project delivery? Yes
Has this project generated public or media impact and response which the City of London has needed to manage or is managing? No

[2] Finance and Costed Risk

Headline Financial, Scope and Design Changes: The final outturn cost was significantly greater than the initial estimate established at Gateway 2. This resulted from negotiations with the developer to increase the scope of the project. The final outturn cost was within the budget set out at Gateway 5.

'Project Proposal' G2 report (as approved by PSC 23/02/15):

- Total Estimated Cost (excluding risk): £650,000 - £700,000
- Resources to reach next Gateway (excluding risk): £15,000
- Spend to date: N/A

- Costed Risk Against the Project: N/A
- CRP Requested: N/A
- CRP Drawn Down: N/A
- Estimated Programme Dates: Not specified

'Options Appraisal and Design' G3 report (as approved by PSC 06/06/17):

- Total Estimated Cost (excluding risk): £800,000 - £2.5m
- Resources to reach next Gateway (excluding risk): £100,000
- Spend to date: £15,000
- Costed Risk Against the Project: N/A
- CRP Requested: N/A
- CRP Drawn Down: N/A
- Estimated Programme Dates: Not specified

Scope/Design Change and Impact: *The developer expressed a greater level of ambition for project outputs, therefore funding estimates were greater than those included at Gateway 1&2.*

'Detailed Options Appraisal' G4 report (as approved by PSC 17/01/18):

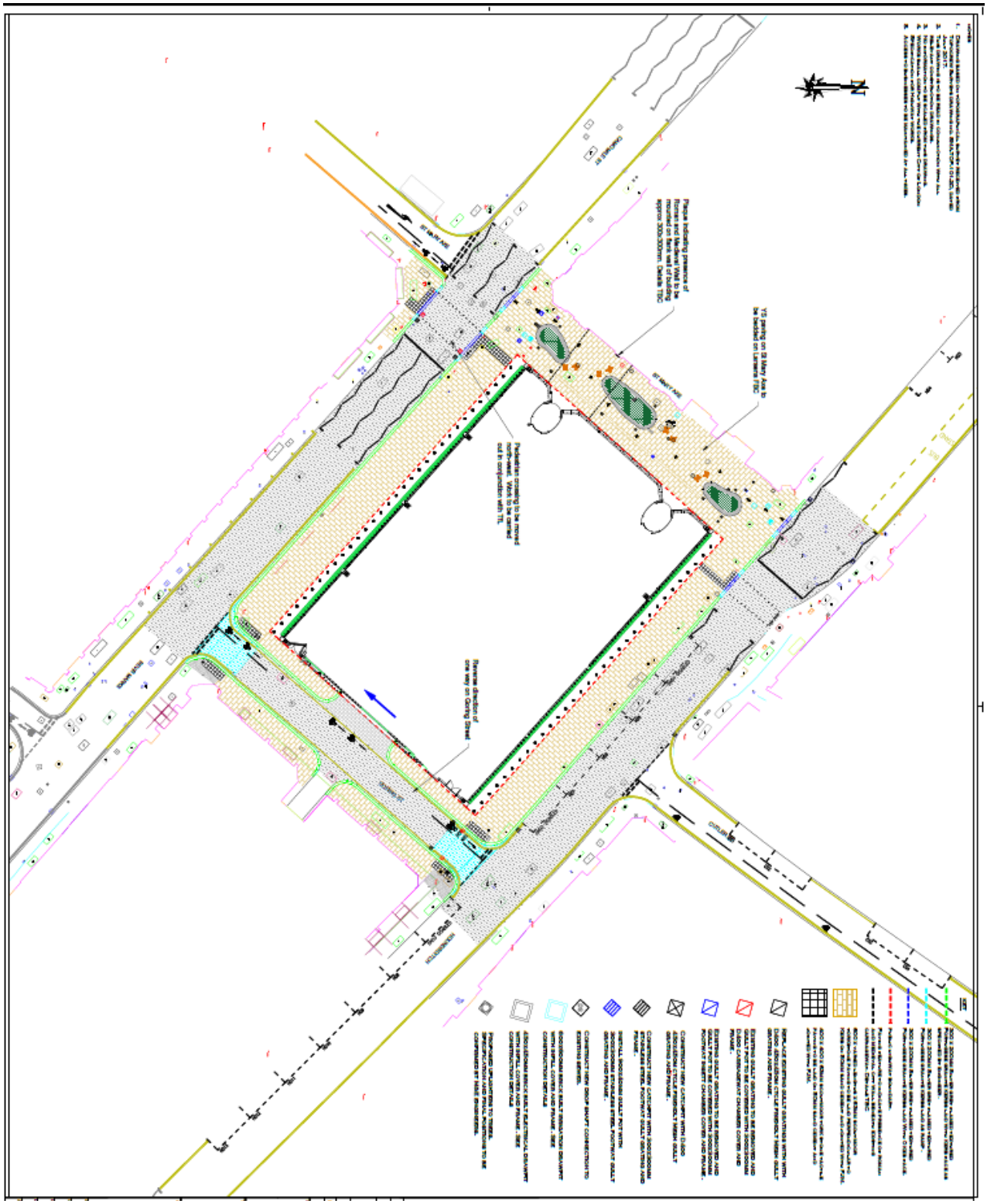
- Total Estimated Cost (excluding risk): £850,000 - £1.47m
- Resources to reach next Gateway (excluding risk): £149,018
- Spend to date: £90,177
- Costed Risk Against the Project: N/A
- CRP Requested: N/A
- CRP Drawn Down: N/A
- Estimated Programme Dates:
  Finalised design and cost estimates: January 2018 – May 2018
  Gateway 5: May 2018
  Implementation: September 2018 – January 2019

'Authority to start Work' G5 report (as approved by Chief Officer 22/06/18):

- Total Estimated Cost (excluding risk): £1,149,561
- Resources to reach next Gateway (excluding risk): £954,131
- Spend to date: £195,430
- Costed Risk Against the Project: N/A
- CRP Requested: N/A
- CRP Drawn Down: N/A
- Estimated Programme Dates:
  Construction of St Mary Axe: October 2018 – January 2019
  Construction of Goring Street: December 2018 – January 2019
  Construction of Houndsditch / Bevis Marks: December 2018 – March 2019

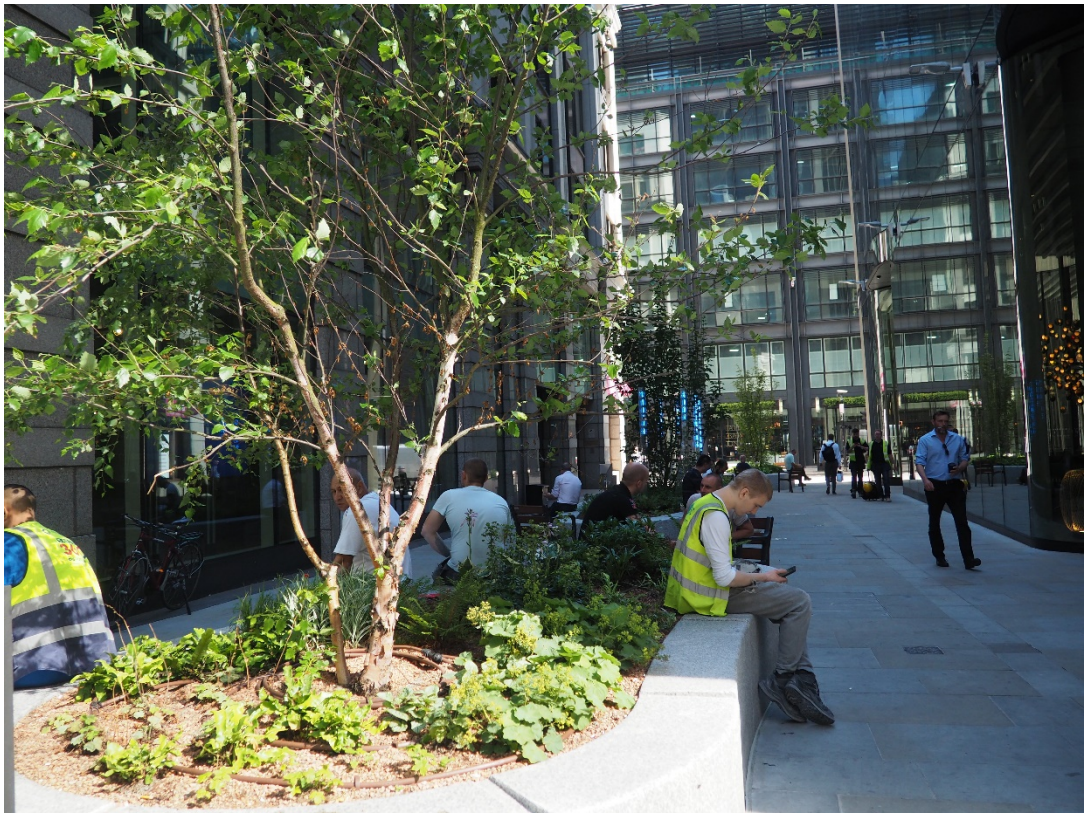
Total anticipated on-going commitment post-delivery: A total of £143,414 was allocated for maintenance of the scheme for a period of 20 years.
Programme Affiliation [£]: N/A

Appendix 2 – plan of the project area



August 2019

Appendix 3 – before and after photographs



August 2019

August 2019

Appendix 4 – finance tables

Table 1: Expenditure to date - 60-70 St Mary Axe Enhancement - 16800317			
Description	**Approved Budget (£)**	**Expenditure (£)**	**Balance (£)**
PreEv P&T Staff Cost	13,068	13,068	0
PreEv Op Staff Costs	313	313	0
Env Servs Staff Cost	14,508	14,508	0
P&T Staff Costs	42,314	42,314	0
Design Fees	15,270	15,270	0
Surveys Fees	18,900	18,164	736
Traffic Assessment	2,980	2,980	0
TOTAL	**107,353**	**106,617**	**736**

Table 2: Expenditure to date - 60-70 St Mary Axe (Cap) - 16100317			
Description	**Approved Budget (£)**	**Expenditure (£)**	**Balance (£)**
Env Servs Staff Costs	122,450	122,444	6*
P&T Staff Costs	83,354	83,305	49
Open Spaces Staff Costs	5,102	5,102	0
P&T Fees	51,605	29,959	21,646
Hard Landscaping	450,733	449,703	1,030
Lighting	24,000	23,524	476
Soft Landscaping	11,182	9,567	1,615
Utilities	150,368	81,897	68,471
TOTAL	**898,794**	**805,501**	**93,293**

*FY 20/21 Qtr 3 unprocessed staff cost £926.64

Table 3: Expenditure to date - 60-70 St Mary Axe - 16800317 & 16100317			
Description	**Approved Budget (£)**	**Expenditure (£)**	**Balance (£)**
Pre-Evaluation	107,353	106,617	736
Staff Costs	210,906	210,851	55
Fees	51,605	29,959	21,646
Works	636,283	564,691	71,592
TOTAL	**1,006,147**	**912,117**	**94,030**

August 2019

2019/20

City of London / JB Riney – Annual Contract Board Report

Giles Radford and Steve Martin

City of London & JB Riney

2019/20

Contents Page

HIGHWAYS TERM CONTRACT ANNUAL CONTRACT BOARD MEETING

1. Introduction

The City of London Contract Report will be presented in conjunction with JB Riney in highlighting how the highway term contract is performing, whilst highlighting how JB Riney (JBR) has contributed to the contract over the last year.

After completing another successful year, it is clear the partnering ethos of the contract has become an integral part of its success. The contract has been praised by our internal procurement team and continues to be seen as one of the leading contracts within the City of London.

Over the last year the number of projects and maintenance works being delivered by JBR has somewhat dipped with the impact of Covid. However, other than shutting down for two weeks in the first lockdown, Riney's in conjunction with the highways teams (design and maintenance) have continued to work at full pace in delivering mandatory maintenance works, in addition to critical capital projects such as Bank. However, even with this forward thinking approach and a determination to keep things going the spend with Riney's for this year has been £9,911,825.59, which is a significant reduction from the contractual high spend last year, which was £16,781,675.88, but this was to be expected given the circumstances that we have all experienced.

The work delivered by JBR has during very difficult times continued to be of the highest quality and projects continue to be delivered in an efficient and effective manner through early contractual involvement (ECI) and a partnering ethos.

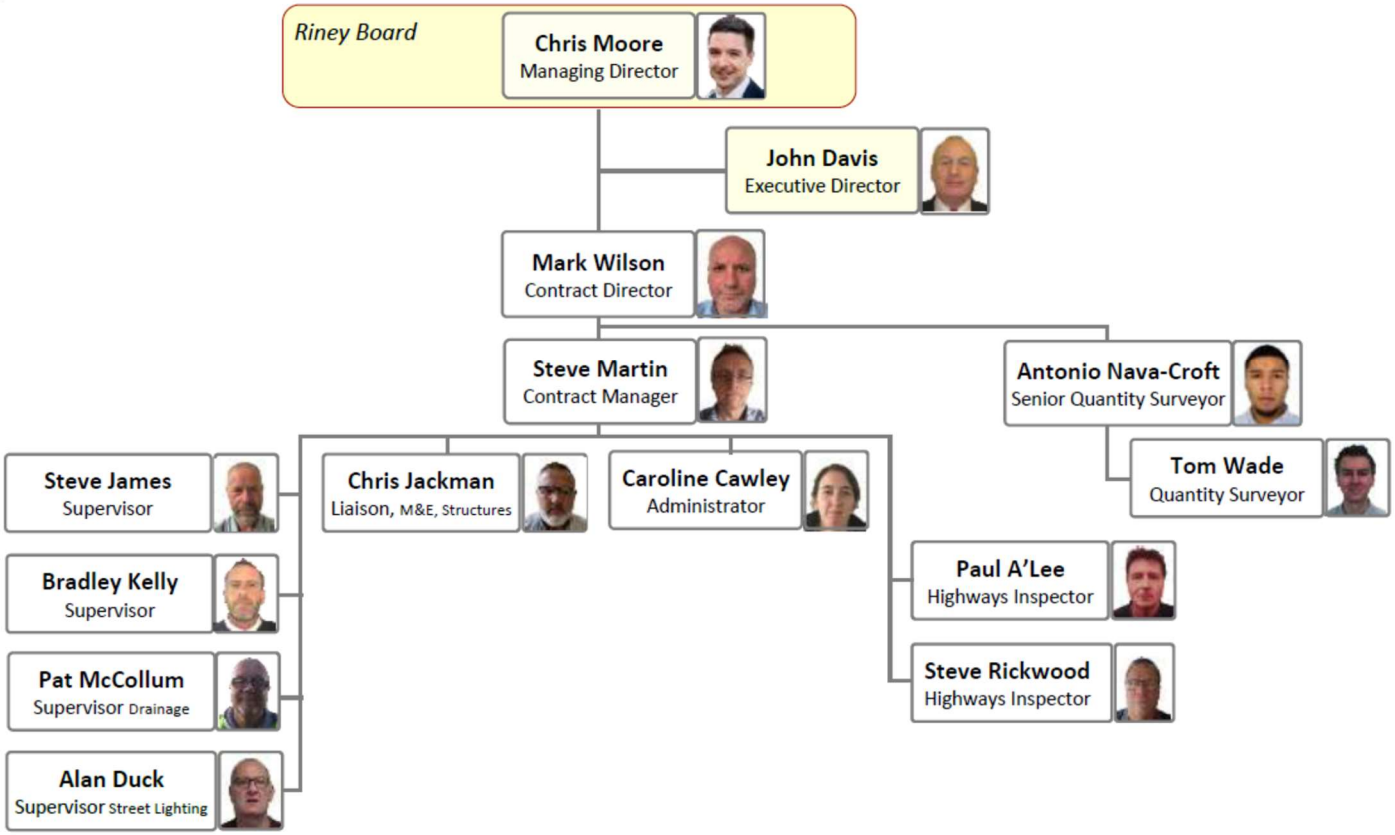
The following report will look at each relevant section of the contract and try to summarise the pros and cons of the contract, whilst looking at the areas of improvement over the last year.

2. Riney's People and Structure

CITY OF LONDON

Highways Maintenance and Repair Services Term Contract

Organisational Structure



Riney's Ethnicity, Disability, Age Profile, Religion Profile and Formal Grievances are shown in Appendix 1

3. Top 5 Successes

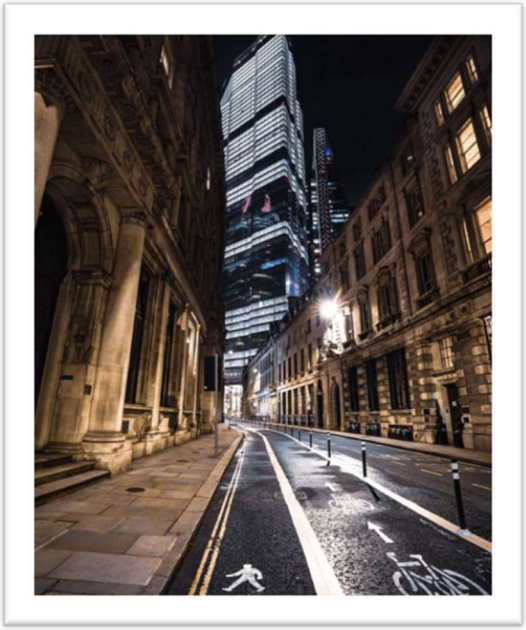
COVID Response

With the original lockdown coming into force on the 23rd March 2020 the City and the Country was entering into difficult times. This brought significant change in a very short amount of time, which involved a lot of hard work by City of London (round the clock working) and their associated contractors. It was pivotal to determine what was mandatory works and put measures into place (revised risk assessments and method statements) to allow these to progress, whilst also determining how we manage the non-mandatory works without costing the corporation additional monies, due to abortive works.

The Highways team managed this process well with clear and concise instructions. Street inspections and highway maintenance works under legislation were deemed mandatory works and continued under strict new rules. All projects were stopped and halted whilst we created a matrix of importance and likelihood of return. This process lasted for about two weeks whilst we waited for government guidance and clarity over the construction sector. Within three weeks planned maintenance and security works had commenced and from this point onwards projects were phased back in, using revised risk assessments and method statements.

City of London maintenance and design teams have worked tirelessly alongside our term contractor JB Riney, who have been excellent during the process to ensure the City carried on, even during these very difficult times.

Not only was the above a great success but corporately this process merged into the transport response, which allowed us to make significant change on street, to create more cycling and walking spaces within the City. Working with City Transportation, the highway team and Riney's was able to respond quickly to these requests. The transition from temporary measures, to temporary plus has been seamless in terms of its roll out, and we now look forward to the permanent phase.



Threadneedle Street – Temp +

Mandatory Works during the pandemic

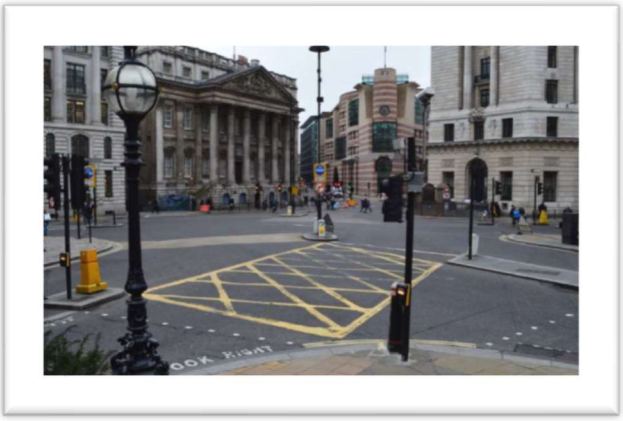
Bank (Capital Programme)

Works on the Bank on Safety scheme commenced soon after the Lord Mayor's Show in 2019. The project has provided 600m² of additional footway around the junction, as well as enhanced security with the introduction of bollards to protect the footways around the junction. This has provided a safer and more comfortable pedestrian experience, with the additional space becoming more practical in the current climate.

The work required close collaboration with our colleagues in TfL signals, with a total of 28 signal poles that had to be relocated or removed. A task made all the more challenging given the limited cover available above the Bank underground station structure. The project was completed in September 2020 and it is anticipated that the success of this scheme will be built on with the more ambitious All Change at Bank project currently due to commence in late 2021.

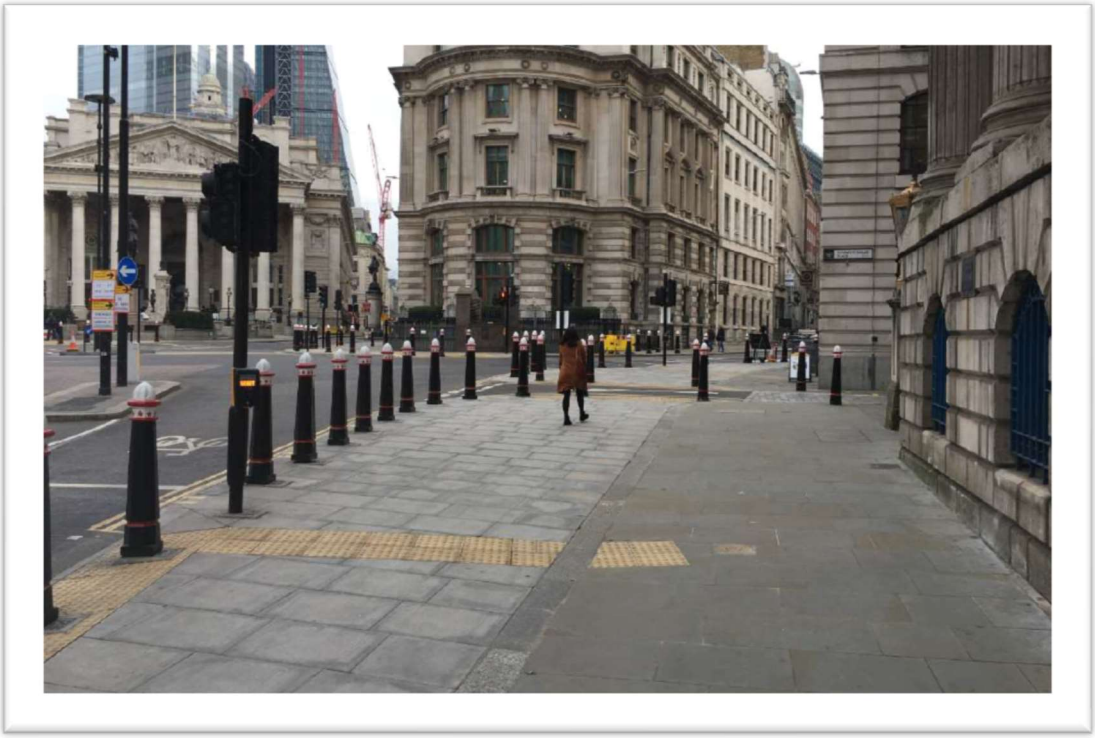
Bank junction with Princes St - Before

Bank Junction with Princes St - After



Bank Junction facing towards Mansion House - Before

Bank Junction facing towards Mansion House - After



Footway extension outside Mansion House

Riney's along with highway design team have been critical in the efficient implementation of this project in a timely manner, which is a massive achievement given the restraints of this location.

Street Lighting Review (Smart City Programme)

In line with DBE's Smart City programme, the highway's team have made massive inroads into delivering this project with lighting works completed of the main and side roads. The next phase will involve the roll out of footway and alleyways with an end date towards the end of this financial year.

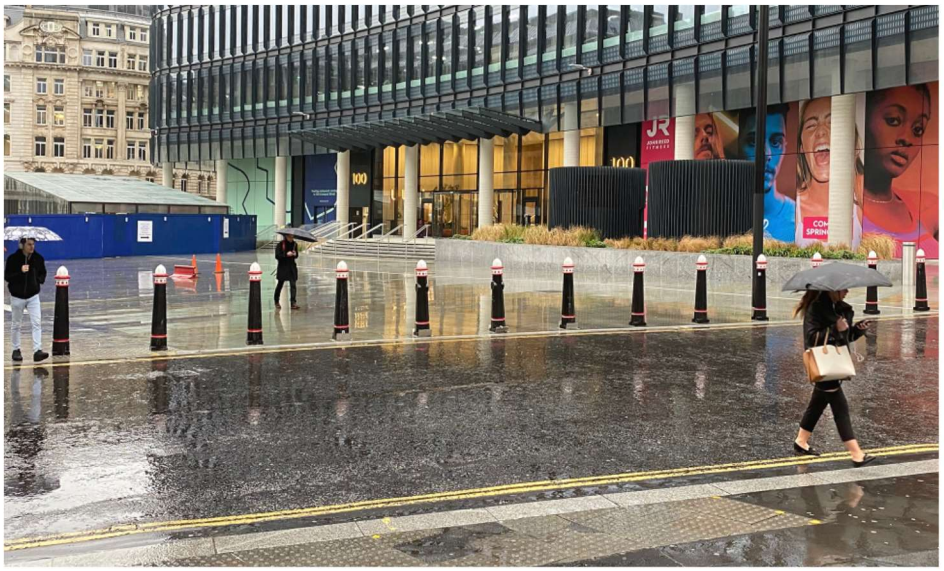
The lanterns all have integral nodes that allow them to talk to the access points through an RF MESH system, which in turn talks to the software, thus allowing for the lanterns to be fully controlled from a central location. Lighting levels will be fully flexible and adjusted to ensure the appropriate lighting levels can be achieved, in line with the lighting strategy.

We are now working with Urban Control and other sensor providers in delivering more sensors on street to provide real time data, which will allow us to roll out more Smart City objectives. Our primary focus will be on air quality and traffic sensors.

Crossrail (Strategic Infrastructure Programme)

Further to a Highway's and Riney's excellent reputation, Riney's and the highways group were approached by Crossrail to undertake the public realm works in and around the Crossrail stations.

All works at Farringdon East, Liverpool Street (below) and Moorfields are now nearing completion. However, it would appear Crossrail could be two years away from opening, but at least our work is complete.



Security Works (Security Programme)

Further to previous events in and around London, the focus on HVM solutions has massively increased. With DBE now taking ownership of the security programme, Riney's have become a critical partner in implementing these works in conjunction with ATG, working in conjunction with the City of London's internal highways design team.

4. Projects

2019/20 was busy year in terms of delivering projects even with all the outside influences such as Covid providing national restraints. It has also been a heavy year in relation to project design, where a significant amount of ECI has taken place to ensure we are prepared to allow for delivery of future projects.

Highly political schemes such as Goldman Sachs, Bank, Transport Response and the security Programme.

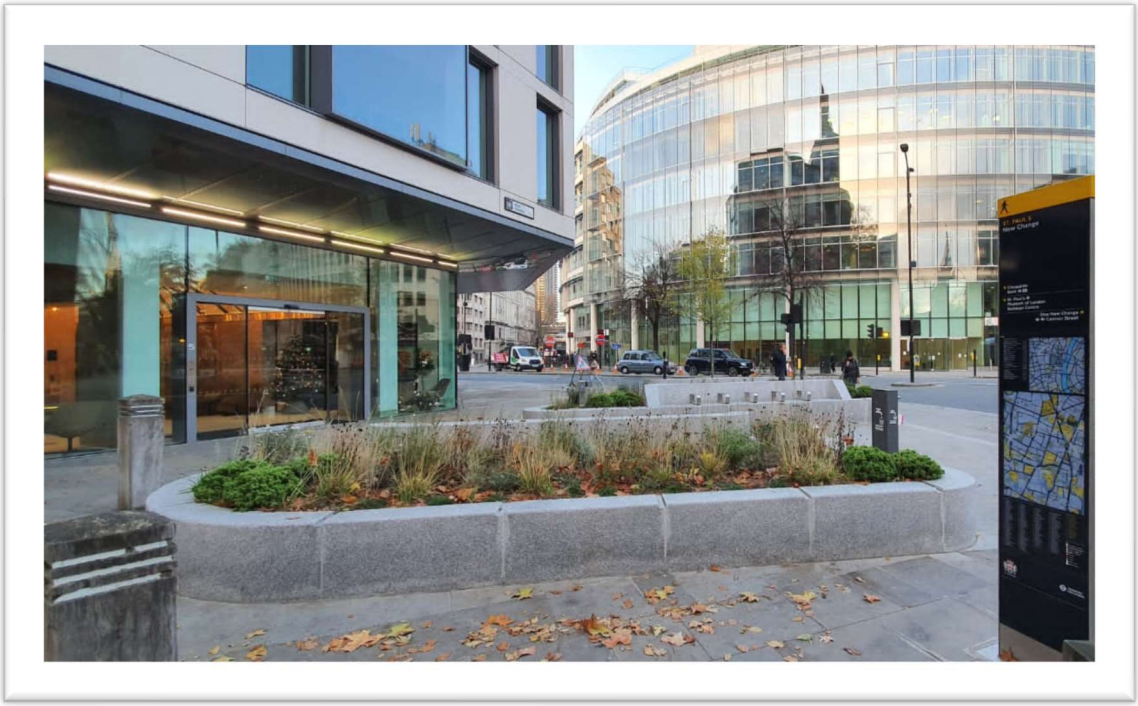
Other projects such as Bart's, Security works, 60-70 St. Mary's Axe, Lombard Street have all been delivered throughout the year on time and too budget. The only project that has slipped slightly is Mite Square, but this was due to supplier problems with the granite, which has subsequently been resolved.

The following photos help to show some photographs of our successfully delivered and current schemes:

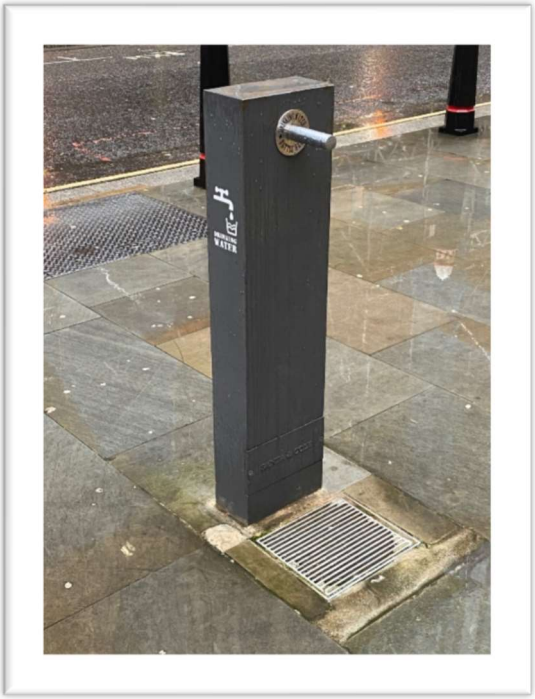
Bart's Square – Public Space

Leadenhall Market – East and West Entry points

22 Bishopsgate (Great St. Helens)

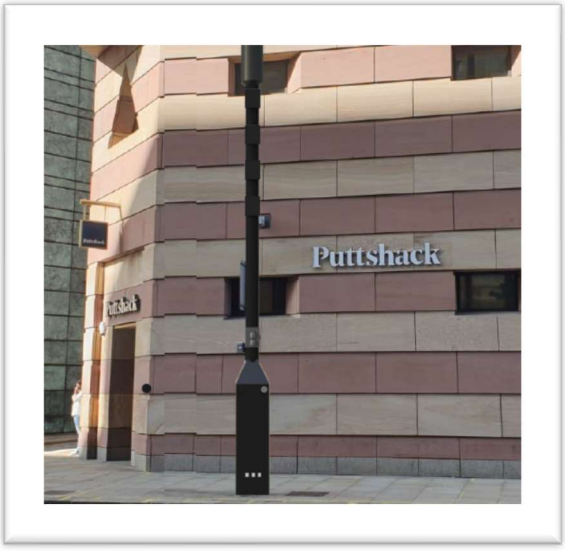


Greening Cheapside



Water Refill Points

Transport Response – Temp + (picture by Jordan Griffin brown)



Freshwave – gigabit City programme – Rney's installing and connecting key infrastructure

Other Projects that have started and progressing:	
Transport Response (semi-permanent and permanent works)	Beech Street (Silk Street amendments and infrastructure)
2-6 Cannon Street	Middlesex Street – petticoat market
Cycle Quietway's	Further security projects throughout the square Mile
20 Farringdon Street	22 Bishopsgate
60 London Wall	150 Bishopsgate (Heron Plaza)
Mark Lane / Fenchurch St station	Cycleway Improvements - Queen St and others
Puddle Dock Improvements	3 x S278's for sites along Moorgate
100 Minories	Queenhithe Globe View

A key factor in delivering these factors for JBR has been Steve Martin and his supervisors Steve James and Bradley Kelly, who continue to effectively manage the client and the designer's needs, which in turn manages the contract effectively. The addition of Antonio and Tom Wade also helps to manage the costs of our works more effectively.

6. Highway Maintenance and Asset Management

The recent introduction of the 'Well-Managed Highway Infrastructure: A code of practice' helped us to benchmark against our processes by providing a summary of 36 recommendations.

It is vital to appreciate that we couldn't have completed such valuable works without the help of JBR, who have willingly brought into this process and this culture. We now have one of the most robust highway maintenance regimes across London, in terms of delivery but also financial and data management systems.

Last year our profiling and data management process ensured that we brought our budgets in at less than the 2% mark. It is always nice to meet these targets', but it shouldn't be underestimated how important a mild winter is to the profile.,

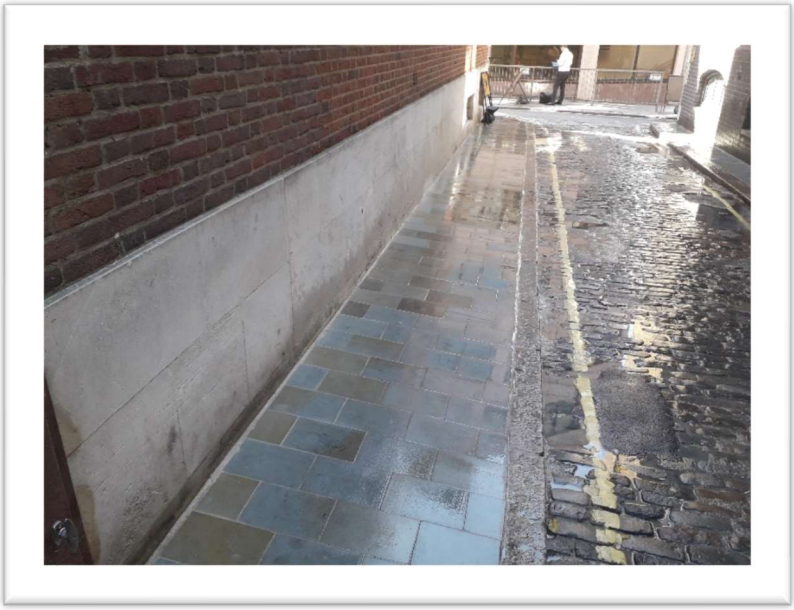
Further to reviewing our defect data analysis, it was becoming apparent that we were undertaking a lot of make safe's opposite building sites. It was also proving difficult to source funding retrospectively, after the damage has been done. This is not cost effective to progress with this process therefore working in partnership with our contractor; the preparation and reparation process was introduced. This process can be supported through the S106 process and any changes project would be supported via the S106 process and the S278 process.

7. Carriageway and Footway Resurfacing

The footway planned maintenance programme has been of the highest quality this year, where the external parameters such as weather and traffic pressures allow it to be. However, the resurfacing element has experienced some problems with the supply of materials to our works, and some question being asked over the supervision of the works on site. This was however addressed at the time and the supply of materials has vastly improved, helped by the sue of a new app (real time data – better comms) and the supervision of carriageway works has improved. Nevertheless, the personnel within the contract continue to work well with CoL officers and we shall always continue to push for a high standard of finish. The following photos show PRN carriageway works undertaken over the last year:

Aldersgate Street (The A1 - boundary with Islington)

Further to introducing the planned footway maintenance programme to using the Detailed Visual Inspection (DVI) data, it is possible to determine our red areas and target these in a more cost-effective way. In the past, we have relied on reactive maintenance to undertake repairs, which isn't cost effective and results in the defects coming back repeatedly, but it does protect us from insurance claims, which is the main risk. Planned maintenance is a more cost-effective way of targeting our red areas, whilst giving us a greater insight into the improvements made. It also provides a great opportunity for extra funds to be used in an efficient and visible manner, to help reduce our highway backlog.



Temple Lane

The above photos help to show where our planned footway monies have been used to replace the footway but also future proof the footway from further damage by implementing a 300mm by 200mm Yorkstone setts, which helps to protect the footway from overrunning vehicles.

8. Lining

With the introduction of excel lining the quality of lining seems to have improved throughout the contract. However, for the granite sett areas, we have started to take a different approach by using a cold lay MMA system, which is applied by a specialist contractor and the process seems to be working well.

It should be noted how the liners reacted to the dockless parking bays and helped us to deliver these initiatives at pace, in addition to the transport response. They have been excellent when called upon.

9. M&E Projects and Maintenance

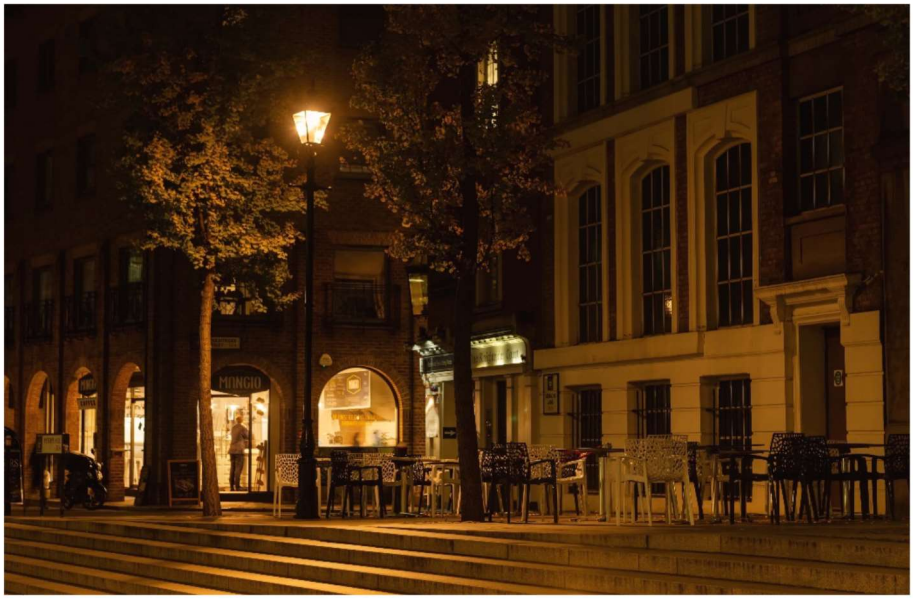
The M&E team continue to effectively deliver the maintenance regime for Street lighting, which involves night scouting and maintenance repairs/replacements as and when required. A good partnering relationship is clear for all to see and the work is being delivered to a sufficient standard.

The maintenance of the irrigation systems and fountains are also critical to the City and require a large amount of organisation to ensure the necessary testing and maintenance has been

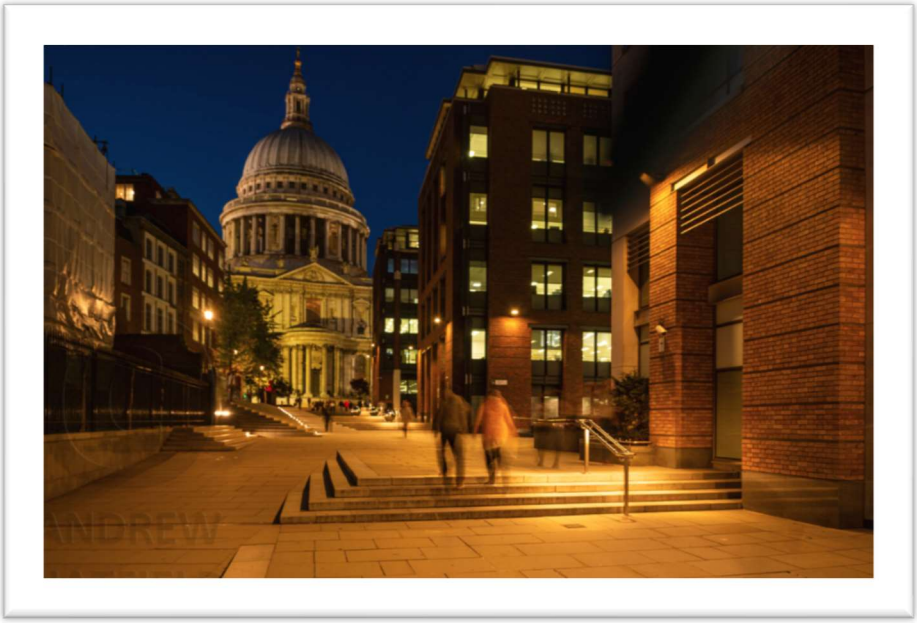
undertaken for these features. This is certainly not an easy task within a specialised field, yet Riney's in partnership with the M&E team make this process seem effortless. Fountaineers changing to Aquaneo has been flawless, if anything the service has improved.

Works for developments have greatly improved and JBR continue to deliver these works on time and to budget. These works are now co-ordinated with our SLR upgrade project. The new M&E tracker helps to manage this process more closely.

The below photos help to show some of our more decorative lighting implemented by the M&E teams in line with the lighting strategy, whilst showing a picture of the festive lighting that we install every year with the team.

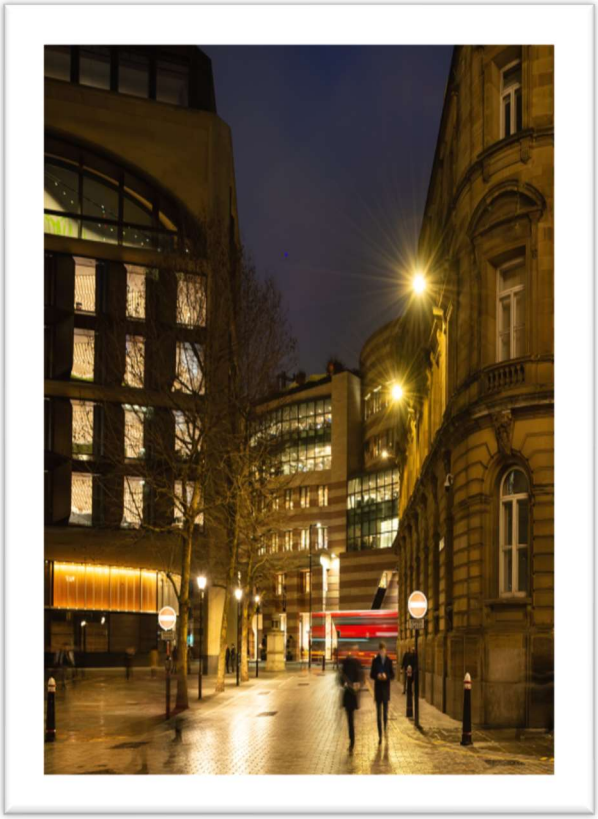


Sermon Lane – Heritage Lantern 2700K



Sermon Lane – Hertiage columns, illuminated handrail and CoL wall fittings

St.Paul's xmas Tree



Bucklesbury (Court and Bloomberg)

10. Drainage Works

The drainage element of the contract continues to work very well despite Kevin Davis being on long term sick leave. During this difficult time, Pat McCullum took over from Kevin and JBR continue to run the operational side of the process to the highest standards. Maintenance works have been efficiently delivered; whilst the CoL has continued to keep the mining gang's busy with several projects for us and Thames Water within the City.

Devonshire Row Sewer – Repairing a collapsed connection

Devonshire Row Sewer

New Heading

Nice clear sewer – Clearing Fatberg's

11. City Surveyors (Open Spaces)

The highways team continue to work closely with the City Surveyor's team, which is strongly aided by JBR via Sye Thevathas, who is managing the projects very well. Jonathan Cooper and the surveyor's team are now very happy with the finished schemes being produced. The below shows the resurfaced car park at Epping Forest.

Epping Forest Visitor Car Park

Looking forward, Surveyors have approximately £400K worth of work that they would like to be delivered by JBR for the forthcoming year.

12. Special Event Support

JBR up until February 2020 provided support to the events team as and when required, but since them Covid has had a drastic effort on this sector of works.

13. H&S / CDM

It should be noted that there has been a big culture shift towards H&S, which has seen a big shift in workings practices. The recent introduction of full PPE being worn on site and the mechanical installation process are just some of the improvements made. Riney's ability to pass their H&S KPI's on a continual basis is also evidence of best practice.

Riney's are very effective at minimising utility strikes within the city considering the number of stats in every street. The record for utility strikes is very low which is something to be proud of, from both sides of the contract.

It should also be noted that near misses are actively recorded to ensure we capture concerns raised on site, whilst being able to share this information so we can learn from the experience. The following table shows that incidents involving a member of the public have reduced which is great news. However, the number of near misses has increased but we believe that this is due to a change in culture, which actively admits to mistakes so we can learn from them. This open and honest approach will result in a more successful outcomes as we move forward. It also helps to avoid minor (lost time) and major incidents from occurring by the art of learning from each other.

Report	2018-19	2019-20
Major	0	0
Minor – lost time	0	0
Minor – Member of the public (MoP)	5	3
Near Miss / Unsafe Act / Unsafe Condition	12	18
Environmental Incident	0	0
Environmental Near Miss	0	0

In terms of CDM, the Principal Designer role was brought in house. This was a good step and allowed for the quality of the Pre- construction information (PCI) Pack to be significantly improved therefore allowing for Riney's Construction Phase Plan (CPP) to also improve. This information in conjunction with the design packs provided, ensures we provide high quality information to the right people at the right time.

A project and CDM Tracker were also created out of the above changes, which allows us to not only track projects in more detail but also ensures all elements of CDM have been adhered to before a project can start on site. This tracker now forms the foundation to the Team Leader meeting where we discuss the progress of highway projects.

In addition, Riney's have continued to support our needs in terms of seeking Asbestos surveys for the pipe subways, whilst also contracting and managing Fountaineers to manage the Legionella process for the irrigation systems and fountains upon the highway. This has helped highways to ensure that we were in line with the corporate policies for both areas.

14. Sustainability Data Support

Although there has been a compliance with Schedule 7 certain standards has dropped lately. However, with the return of Caroline Cawley key data sets are now being captured again, and we can start to introduce innovation through evidence-based data.

15. KPI's

Overall, JBR have performed to a high level and have passed this years' KPI's. Please refer to Appendix 2. There was a couple of failures within the contractual year, but these were resolved via a lesson's learnt process each time.

16. Innovation and Publicity Opportunities

We have introduced a new Innovation Tracker that will allow us to drive new concepts through the contract. Below demonstrates some of the ideas we have implanted and/or looking to implement.

Over the last year, publicity opportunities have certainly increased with Riney's grab lorry appearing at St. Patrick's Day and the forthcoming Lord Mayor's Show.

Riney's Low Entry High Vision Grab lorries.

In addition to the above, the city has taken the opportunity to work with Riney's in improving their image on street. It was therefore agreed by both parties to be more outward looking, by improving our communication and site appearance to the wider audience (public). Riney's should be leading by example on this matter demonstrating to the utility companies and others best practice within the square mile. This has been achieved by investing in new barrier and messaging ideas.

The City is also working with Rineys to ensure their gangs use handheld devices to meet the requirements of Street Manager. These devices will ensure quick data capture which will in turn allow for better data analysis, whilst promoting a paperless operation.

After much chasing from the City, Riney's will introduce a Linked In and Facebook page. This will provide us with the opportunity to promote our schemes in conjunction with Riney's across social media in a positive light. Members and stakeholders can be added and included with the positive messaging.

We have also undertaken a material review where Riney's have agreed to resurface a street using a new recycled rubber product from Tarmac. The City has also undertaken a material review that has allowed us to review the paving materials we use, whilst also reviewing the processes for managing waste within the contract such as using 'lift and relay'. This will result

in some on street trails next year to allow us to provide resilience for future years. We are one of the first to take this approach and welcome the opportunity with Riney's.

17. Summary

During year eight of the contract, both the City and JBR have yet again improved the contract in terms of streamlining personnel and processes that help to deliver a more efficient and effective contract, whilst taking the opportunity to make changes as we progress through the contract extension.

The very good performance of JBR can be clearly seen within the KPI's for the year although improvements can be made in order to further improve the performance of the contract. This has resulted in a couple of failures this year, but these have been addressed and the performance overall has again improved.

One of the main reasons for the continual high performance by JBR, is the personnel that works on the contract but more importantly we keep the best gangs here within the city which ensures the quality of the work remains but the culture is also positive and consistent, which tied together with the use of the best materials for aesthetics and durability purposes, makes the perfect match. It is also evident that JBR employees are very proud to work upon this contract and this ethos runs through the team, which is great to see from the client's side.

On reflection, year eight has been another strong but challenging year, and the amount of work delivered this year through difficult times is evidence of this success. Full praise to JBR and City of London highway staff should be given to acknowledge the hard work from both sides. I just hope that the forthcoming contractual year proves to be as successful, given the challenging times we now find ourselves in.

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank