

# Change Assurance Plan

## Phase II Escalator works at Bank

To be implemented on 01/03/2010

Ref: MR 8504

Single Point of Contact:

Job Title:

Auto:

## **1 Purpose**

- 1.1 The purpose of this Change Assurance Plan (CAP) is to detail the changes that will be made to customer routes within Bank/Monument station in order to safely manage congestion during the planned works to Escalators 1, 2, 3, 8, 10 & 11.

## **2 Introduction**

- 2.1 Escalators 1, 2, 3, 8, 10 & 11 at Bank/Monument station are due to be replaced or refurbished from 01/03/10 under Phase II of the station refurbishment programme. The associated centre staircase of Escalator 11 will also be hoarded off during the works. This follows Phase I of the programme ending in September 2009 that completed works on Escalators 4, 5, 12, 13, 14 & 15. Works on Escalator 9 will be undertaken during the Phase III refurbishment works at Bank which will probably begin post the London Olympics in 2012.
- 2.2 Escalators 1, 2 and 3 serve customers between the Central line platforms and 'Bull ring' and street level entrances/exits. Escalator 8 is one of the escalators that serve the Northern line and escalators 10 and 11 serve the Docklands Light Railway (DLR). The DLR will also lose its step free access ability at Bank/Monument during works on Escalator 11.
- 2.3 These works are planned to finish in November 2011.

## **3 Reason for the change**

- 3.1 Phase II of the escalator works programme at Bank/Monument will cause significant disruption to customers – particularly on the DLR, Northern, Waterloo & City (W&C) and Central lines. This will need to be carefully managed for mitigation against incidents associated with congestion and disruption - such as customer slips, trips and falls and staff assaults.

█ [REDACTED]

█ [REDACTED]

█ [REDACTED]



3.5 Escalators 8, 10 and 11

From 01/03/10, works will begin on Escalator 11. During these works, the central staircase between escalator 10 and escalator 11 will be hoarded off. Escalator 10 will remain on the up direction during this time. Works on Escalators 10 and 8 will begin when work is completed on Escalator 11.

3.6 During the entirety of the works on Escalators 8, 10 and 11, customers from the DLR can only leave Bank station via one escalator or by escalator 12 for the Monument exit. The DLR will lose its step-free facility due to the hoarding layout of escalator 11. Escalators 8 and 10 are to be worked on concurrently from December 2010.

3.7 Customers from the W&C and Central lines during the morning peak hours must go along the Northern line platforms which will be permanently manned during peak hours. Northern line platforms will also be staffed at weekends.

3.8 All other customers will be allowed to continue with their normal routes.

## **4 Options Considered**

### **4.1 Option 1: Do Nothing**

The works on the escalators are essential. Asset failure becomes increasingly likely as time progresses, which may ultimately force action in an uncontrolled manner.

Therefore, doing nothing is not an option.

### **4.2 Option 2: Shut Bank/Monument**

Shutting the station would eliminate the congestion risk at Bank/Monument. However, this option would have an adverse impact upon the stations surrounding Bank, causing congestion at other locations in addition to failing to meet the needs of key LUL stakeholders. It would also have minimum impact upon any reduction in time of completion of works.

Therefore, this option is discounted.

### **4.3 Option 3: Partial non-stopping of the Central line and DLR**

Non-stopping the Central line during peak hours will alleviate congestion at Bank, but would place an additional demand upon other areas of the network – notably the stations surrounding Bank/Monument such as St. Paul's and Liverpool Street. It would also mean additional demand placed upon Tower Gateway on DLR services.

Therefore, this option is discounted.

### **4.4 Option 4: Re-route Interchanges**

Interchanges between the Central and Waterloo & City lines to the Northern line and DLR (and vice-versa) will be via the Northern and Central line ticket halls and the 'Bull-ring'. This option involves rerouting interchange customers

within Bank, creating congestion issues within Bank – but minimises the impact on other locations on the network. With additional staff and planned customer routes, it is predicted it will be possible to successfully implement this proposal using congestion management techniques.

This is the preferred option.

## 5 Programme of Works

| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
|------------|------------|------------|------------|
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |

|  |  |  |            |
|--|--|--|------------|
|  |  |  | [REDACTED] |
|  |  |  | [REDACTED] |

Works on Escalators 1, 2 and 3 should be complete by November 2011.

| Escalator | Works                 | Start date / duration | Normal Operational arrangements   |
|-----------|-----------------------|-----------------------|---|
| 11        | Escalator Replacement | 01/03/10<br>9 months  | <p>Escalator 10 will remain on the up all day. Centre stairs between escalators 10 &amp; 11 will be hoarded off.</p> <p>Escalators 12 and 14 will run on the up and escalators 13 and 15 on the down at all times.</p> <p>Central line and W&amp;C line customers wishing to access the DLR must pass along the Northern line platforms which will be permanently manned during peak hours. Northern line platforms to be staffed at weekends.</p> <p>The DLR will lose its step-free facility at Bank.</p> |
| 8         | Escalator Replacement | 01/12/10<br>9 months  | [REDACTED]  |
| 10        | Escalator Replacement | 01/12/10<br>9months   | [REDACTED]  |

Works on Escalators 8, 10 and 11 should be complete by November 2011.

## 6 Other Works Impacting upon Bank/Monument Station

### 6.1 Within Bank

There are proposed building works for a new Control Room at the Monument ticket hall area. The impact of these works is considered negligible in respects to congestion or customer flows as this area has already been hoarded off.

6.2 External to Bank

There are construction works of a new Network Rail station at Cannon Street, including a new entrance to the main station. Cannon Street closes at 22.00 hours Monday to Thursday and earlier on Friday and Saturdays. Cannon Street is closed Sundays.

The impact to Bank/Monument because of these works is considered negligible.

**7 Identified Areas of Customer Congestion at Bank/Monument**



**8 Staffing Arrangements during Escalator Works**



**DLR Staff**

| <u>Morning Peak</u>         | <u>Staff Deployment</u> |
|-----------------------------|-------------------------|
| DLR Platforms and Concourse | 4                       |
| <u>Evening Peak</u>         |                         |
| DLR Platforms and Concourse | 3                       |

## 9 Temporary Arrangements for lines during Works

[REDACTED]

[REDACTED]

[REDACTED]

### 9.4 DLR

DLR services are being upgraded from February 2010 to incorporate 3 car trains. During the entirety of the works on Escalators 8, 10 and 11, customers from the DLR can leave Bank station via one escalator or by Escalator 12 for the Monument exit, two escalators in total.

9.5 All customers accessing the DLR must go along the Northern line platforms which will be permanently manned during peak hours. Northern line platforms to be staffed at weekends.

9.6 The DLR will lose its step-free access facility at Bank during the entirety of the works to Escalator 11.

## 10 Risks Associated with the Change

[REDACTED]

1 [REDACTED]

|            |            |            |            |            |
|------------|------------|------------|------------|------------|
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |

|            |            |            |            |            |
|------------|------------|------------|------------|------------|
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |

|            |              |            |            |            |
|------------|--------------|------------|------------|------------|
| [REDACTED] | [REDACTED]   | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED]   | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] A |            |            |            |

|  |  |
|--|--|
|  |  |
|--|--|

**12 Actions**

12.1 The following actions are required to appropriately mitigate against the risks identified.

| Action  | Person Responsible | Completion Date          |
|---|--------------------|--------------------------|
| Revise Bank/Monument CCEP   | [Redacted]         | 01/02/10                 |
| Customer communication strategy                                     | N [Redacted]       | Ongoing throughout works |
| Install signage for new routes                                      | [Redacted]         | For 28/02/10             |
| Brief staff on local arrangements                                   | [Redacted]         | 09 & 11/02/10            |
| Identify key locations for station staff                            | [Redacted]         | 15/12/09                 |
| Obtain extra station staff  | [Redacted]         |                          |
| Develop 'role and responsibilities' for key station staff positions | [Redacted]         | 09 & 11/02/10            |
| Provide welfare facilities for extra staff                          | [Redacted]         | November 09              |
| Revise PA messages to reflect current situation at Bank             | [Redacted]         | 09 & 11/02/10            |
| Inform surrounding stations, groups and lines of changes to Bank    | [Redacted]         |                          |
| Confirm escalators 1 and 3 can be switched to the up/down           | [Redacted]         | Complete                 |

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]



| Risk/Failure | LUL 1 <sup>st</sup> Response | LUL 2 <sup>nd</sup> Response |
|--------------|------------------------------|------------------------------|
|--------------|------------------------------|------------------------------|

|            |            |            |
|------------|------------|------------|
| [Redacted] | [Redacted] | [Redacted] |
|------------|------------|------------|

|            |            |            |
|------------|------------|------------|
| [Redacted] | [Redacted] | [Redacted] |
|------------|------------|------------|

|            |            |            |
|------------|------------|------------|
| [Redacted] | [Redacted] | [Redacted] |
|------------|------------|------------|

|            |            |            |
|------------|------------|------------|
| [Redacted] | [Redacted] | [Redacted] |
|------------|------------|------------|

|            |            |            |
|------------|------------|------------|
| [Redacted] | [Redacted] | [Redacted] |
|------------|------------|------------|

|            |            |            |
|------------|------------|------------|
| [Redacted] | [Redacted] | [Redacted] |
|------------|------------|------------|

|            |            |            |
|------------|------------|------------|
| [Redacted] | [Redacted] | [Redacted] |
|------------|------------|------------|

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

## 14 Verification Activity Plan

| <b>Verification Activity</b>  | <b>When</b>   | <b>Who by</b>                          | <b>Status</b>                    |
|---|---------------|--|----------------------------------|
| Confirmation customer communications commenced  | Feb 10        | [REDACTED]                             | Complete                         |
| Check CCEP to confirm revised arrangements are included                                 | Feb 10        | [REDACTED]                             | Complete                         |
| Visit station to check extra handsets and new batteries have been provided              | Feb 10        | [REDACTED]                             | Complete                         |
| Tour of station to verify new signage in place  | Feb 10        | [REDACTED]                             | Complete                         |
| Check with sample of staff that briefings have been completed                           | Feb 10        | [REDACTED]                             | Complete                         |
| Confirmation of extra staff   | Mar 10        | [REDACTED]                             | Complete                         |
| Site visits to confirm staff present in key locations                                   | From 01/03/10 | [REDACTED]                             | Ongoing                          |
| Verification of extra welfare facilities provided for extra staff                       | Jan 10        | [REDACTED]                             | November 09                      |
| Test revised PA programme   | Feb 10        | [REDACTED]                             | Complete                         |
| Confirm from ED escalators 1 – 3 and 12 – 15 can be turned up/down                      | Feb 10        | [REDACTED]                             | Complete                         |
| Confirm with neighbouring stations, groups and lines of change to Bank/Monument working | Feb 10        | [REDACTED]                             | Complete                         |
| Inform LFEPA through Bb224 process  | Complete      | [REDACTED]                             | Done<br>Approved for Escalator 1 |
| Update CRA/WRAs and compliance plans  | Feb 10        | [REDACTED]                             | Complete                         |
| Ad hoc monitoring visits to Bank/Monument to assess customer congestion arrangements    | See Status    | [REDACTED]<br>[REDACTED]<br>[REDACTED] | Ongoing from 01/03/10            |

## 15 Consultation

The following parties have been consulted on the development of this Change Assurance Plan.

| Name       | Role                                |
|------------|-------------------------------------|
| [REDACTED] | Acting Central Line General Manager |
| [REDACTED] | Performance Manager Stations        |
| [REDACTED] | Operational Integration Manager     |
| [REDACTED] | Group Station Manager Bank          |
| [REDACTED] | Performance Manager Trains          |
| [REDACTED] | Acting Performance Manager Stations |
| [REDACTED] | LU Lead Fire Engineer               |
| [REDACTED] | LU S&SD                             |
| [REDACTED] | H&S Representative (RMT)            |
| [REDACTED] | H&S Representative (TSSA)           |
| [REDACTED] | DLR                                 |
| [REDACTED] | Serco                               |
| [REDACTED] | Serco                               |
| [REDACTED] | ORR Inspector                       |

## 16 Appendices

DLR Operation

**DLR related items to Bank/Monument Change Assurance Plan**

### Identified Areas of Congestion

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

### Pre-existing Procedures that will Mitigate the Risk of Overcrowding on Bank DLR Station

- LUL Supervisor has the authority to terminate inbound train services to BAN DLR station should overcrowding become imminent
- DLR Customer Service Team Leader or Lead Customer Service Officer has the authority to terminate inbound train services should overcrowding become imminent

- [Redacted]

**Additional Procedures to Mitigate the Impact of Escalator Works on Crowd Control; Also Taking into Account 3-Car Running**

- [Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]