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Project Briefing

Project identifier			
[1a] Unique Project Identifier	12197	[1b] Departmental Reference Number	N/A
[2] Core Project Name	Tower Bridge Service Trench Refurbishment		
[3] Programme Affiliation (if applicable)	To be coordinated with the programme for other works relating to Tower Bridge referenced in the 50 year plan		

Ownership	
[4] Chief Officer has signed off on this document	Gordon Roy 23/10/2019 (District Surveyor & Environmental Resilience Director)
[5] Senior Responsible Officer	Paul Monaghan (Assistant Director – Engineering)
[6] Project Manager	Mark Bailey

Description and purpose	
[7] Project Description	The project involves the refurbishment of approximately 300m of service trench on the fixed spans of Tower Bridge, including:- <ul style="list-style-type: none"> a) Replacement of service trench access covers that have reached the end of their design life b) Removal of redundant services within the service trenches c) Removal of accumulated silt/debris from service trenches and clearing of drainage outlets
[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)?	<ul style="list-style-type: none"> • The service covers have reached the end of their service life and are suffering from heavy corrosion. • The existing covers are extremely heavy and difficult to lift manually and/or without damage. • Temporary replacements to a number of covers have been necessary in recent years due to structural failure upon removal for isolated maintenance works • Silt and detritus has accumulated within the service trenches over many years, due in part to the logistical challenges of lifting the covers for regular maintenance cleaning. • The opportunity is being considered to replace the covers in low or zero-maintenance lightweight alternatives in composite materials, that will facilitate future maintenance and assist with compliance with modern manual handling regulations • The opportunity will also be taken to remove accumulated silt, detritus and redundant services from the trenches, in the interests of future maintenance and resilience
[9] What is the link to the City of London Corporate plan outcomes?	[9] Our spaces are secure, resilient and well-maintained.
[10] What is the link to the departmental business plan objectives?	Departmental business plan generally refers to maintaining and maximising the City's assets. Specific Built Environment objectives that are relevant include:- <p><i>[1] Advancing a flexible infrastructure that adapts to increasing capacity and changing demands.</i></p>

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[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	N	Sustainability: Essential for business continuity	Y	Improvement: New opportunity/ idea that leads to improvement	N

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'>>
1) Replacement of existing covers with lightweight alternatives that mitigate manual handling risks for maintenance operatives and facilitate regular future maintenance/cleaning of service trenches
2) Replacement of existing covers with low or zero maintenance alternatives which reduce future revenue life-cycle costs
3) Removal of redundant services and silt from service trenches to improve future servicing resilience
[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.)
Tracking not required, although general and unquantified legacy benefits referred to above
[14] What is the expected delivery cost of this project (range values)[£]?
Lower Range estimate: £300,000 Upper Range estimate: £500,000
[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs)[£]:
N/A
[16] What are the expected sources of funding for this project?
£500,000 funding identified in the Bridge House Estates 50-year Repair & Maintenance Plan (the "50-year plan") for 2020/21 financial year
[17] What is the expected delivery timeframe for this project (range values)? Are there any deadlines which must be met (e.g. statutory obligations)?
The programme for this project is not critical and is not subject to any particular deadline, although it may be considered advantageous to complete the project in advance of – or in parallel with - the Tower Bridge High Voltage Replacement Scheme in 2020/21 FY

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?
Major or prolonged works such as this at Tower Bridge involving temporary footway or lane closures are always likely to generate a degree of public or media interest, although the duration and impact of these works on the public is likely to be very limited. Some coordination with the City's PR and Media teams is therefore considered prudent

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[19] Who has been actively consulted to develop this project to this stage? <(Add additional internal or external stakeholders where required) >	
Chamberlains: Finance	At Project Initiation stage, although Tower Bridge Operations Team have been consulted. Finance will be aware of provisions within 50-year plan approved in previous years by P&T
Chamberlains: Procurement	
IT	
HR	
Communications	
Corporate Property	
External	
[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	Not applicable
Supplier	
Supplier	
Project Design Manager	
Design/Delivery handover to Supplier	