



## Projects Sub (Policy and Resources) Committee

**Date:** WEDNESDAY, 27 MAY 2020

**Time:** 11.00 am

**Venue:** MICROSOFT TEAMS

### AGENDA

9. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

- a) **Gateway 6 - Fully Accessible Education and Community Engagement Centre at Tower Bridge** (Pages 1 - 8)

Report of the City Surveyor.

*This report has been moved into public session from its original non-public placement at Item 17.*

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alistair.maclellan@cityoflondon.gov.uk

The public session of this meeting can be viewed at  
[HTTPS://YOUTU.BE/XCL3FDY7KXW](https://youtu.be/xcl3fdy7kxw)

**John Barradell**  
Town Clerk and Chief Executive

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<p><b>Committees:</b> Corporate Projects Board - <i>for information</i></p> <p>Projects Sub - <i>for decision</i></p>	<p><b>Dates:</b> 04 February 2020</p> <p>27 May 2020</p>
<p><b>Subject:</b></p> <p><b>New Fully Accessible Education and Community Engagement Centre at Tower Bridge.</b></p> <p><b>Unique Project Identifier: 69800006</b></p>	<p><b>Gateway 6:</b> <b>Outcome Report</b> Regular</p>
<p><b>Report of: CS : 029/20</b> City Surveyor</p> <p><b>Report Author:</b> Peter Rowe, Senior Building Surveyor</p>	<p><b>For Decision</b></p>
<p><b>PUBLIC</b></p>	

**Summary**

<p><b>1. Status update</b></p>	<p><b>Project Description:</b> New Fully Accessible Education and Community Engagement Centre [ ECEC ] at Tower Bridge.</p> <p><b>RAG Status:</b> Green (Green at last report to Committee)</p> <p><b>Risk Status:</b> Low (Low at last report to Committee)</p> <p><b>Costed Risk Provision Utilised:</b> £0 (of which £0 amount was drawn down at the last report to Committee);</p> <p><b>Final Outturn Cost: £255,420</b></p>
<p><b>2. Next steps and requested decisions</b></p>	<p><b>Requested Decisions:</b> Members are asked to approve the content of this Outcome Report and the Project will be closed.</p>
<p><b>3. Key conclusions</b></p>	<p><i>The new floor and lift access have enabled a food preparation area to be relocated to release an existing storey that has good wheelchair accessibility, high storey height and extensive natural daylight for use as an ECEC.</i></p> <p><i>The new ECEC has allowed the team to engage meaningfully with more school and community groups in London and the neighbouring boroughs.</i></p>

	<p><i>The fit-out design for new level 3 ECEC and upgraded Exhibition management team office at level 3b was completed at a later date being separately instructed works. Fit out works should have been fully considered at initial full project stage to assess the entire project as one.</i></p> <p><i>The relocated food preparation area at level 3d has been upgraded with new catering fittings and storage that is now closer to its main 4<sup>th</sup> floor level walkway dining area.</i></p> <p><i>The new link staircase was changed to spiral type during the project and this option should have been considered at project feasibility stage.</i></p>
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## Main Report

### Design & Delivery Review

<b>4. Design into delivery</b>	<p><i>The proposed new link staircase between floors required redesign to spiral type during the project to maximise floor area use.</i></p> <p><i>The proposed floor location of the new ECEC was also changed to maximise available natural daylight and increased headroom available at existing level 3.</i></p> <p><i>The overall project design may have been improved if the full fit out at all floor levels was considered at feasibility stage.</i></p>
<b>5. Options appraisal</b>	<p><i>The project met client requirements as it enabled the follow on fit out works [ separately instructed] for ECEC and upgraded offices to be fully provided and met accessibility requirements].</i></p>
<b>6. Procurement route</b>	<p><i>Tenders were initially requested under Minor Works framework however only one estimate was received. It was therefore proposed to source works with the sole tenderer via the City's Strategic Minor Works term Contract solution on basis works are carried as tender price. As agreed in Gateway 5 Sykes and Son Ltd contractors were then instructed under MTC contract.</i></p> <p><i>The subsequent fit out works for the upgraded offices and new ECEC were instructed and completed separately by Sykes and Son Ltd under 2No MTC contracts [ not part of Gateway process].</i></p>
<b>7. Skills base</b>	<p><i>Consultants were appointed for CDM, Structural, Mechanical &amp; Electrical services. The internal City of London, City Surveyors Operational Department had the requisite skills and experience to specify the remaining fabric works and to project manage and deliver the project.</i></p>

<b>8. Stakeholders</b>	<p><i>Tower Bridge was engaged and consulted throughout the design and construction process, from the initial brief stage, up until completion. This led to the project works area being delivered to budget and to the Tower Bridge staff satisfaction.</i></p> <p><i>The programme dates to complete the works were significantly changed to enable the fit out design to be completed.</i></p>
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**Variation Review**

<b>9. Assessment of project against key milestones</b>	<i>The project was delivered to the key milestones to agreed revised time scales to that shown in Gateway 5 and to budget and meets the smart objectives.</i>
<b>10. Assessment of project against Scope</b>	<i>An assessment of the works scope at existing and new floor levels identified following added exposure that changes to the proposed location of the new ECEC was preferable. It was agreed to delay the project to fully incorporate these changes.</i>
<b>11. Risks and issues</b>	N/A
<b>12. Transition to BAU</b>	<i>The project had a clear transfer plan, and this allowed Tower bridge to identify additional requirements that could be incorporated into the project before the phased handover of the new works areas. All the transfers went well</i>

**Value Review**

<b>13. Budget</b>	<table border="1"> <tr> <td data-bbox="491 1417 783 1491"><i>Estimated Outturn Cost (G2)</i></td> <td data-bbox="783 1417 1366 1491">Estimated cost (including risk): £446,200</td> </tr> <tr> <td></td> <td data-bbox="783 1491 1366 1568">Estimated cost (excluding risk): £255,420.58</td> </tr> </table>		<i>Estimated Outturn Cost (G2)</i>	Estimated cost (including risk): £446,200		Estimated cost (excluding risk): £255,420.58
	<i>Estimated Outturn Cost (G2)</i>	Estimated cost (including risk): £446,200				
		Estimated cost (excluding risk): £255,420.58				
		<i>At Authority to Start work (G5)</i>	<i>Final Outturn Cost</i>			
	<i>Fees</i>	£37,000	£31,708			
	<i>Staff Costs</i>	£20,000	£20,000			
	<i>Works</i>	£231,340	£199,512			
<i>Purchases to Gateway 3/4</i>	£4,200	£4,200				
<i>Other Capital Expend</i>	£0	£0				

	<table border="1"> <tr> <td><i>Costed Risk Provision</i></td> <td>£0</td> <td>£0</td> </tr> <tr> <td><i>Recharges</i></td> <td>£0</td> <td>£0</td> </tr> <tr> <td><i>Other*</i></td> <td>£0</td> <td>£0</td> </tr> <tr> <td><i>Total</i></td> <td>£292,540</td> <td>£255,420</td> </tr> </table> <p><i>The Final Account have yet to be verified as part of the contract certification process.</i></p> <p><u><i>For information only construction costs for subsequent fit out works Amounted to £225,513 [ levels 3b&amp;3d+part level 3] and £81,805 [ level 3].</i></u></p>	<i>Costed Risk Provision</i>	£0	£0	<i>Recharges</i>	£0	£0	<i>Other*</i>	£0	£0	<i>Total</i>	£292,540	£255,420
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<i>Total</i>	£292,540	£255,420											
<b>14. Investment</b>	<i>The delivery of the ECEC meets the immediate investment of providing a new compliant centre.</i>												
<b>15. Assessment of project against SMART objectives</b>	<p><i>The project delivered against its SMART objectives.</i></p> <ol style="list-style-type: none"> <li><i>1- The new facilities have increased available space and upgraded existing areas for food preparation.</i></li> <li><i>2- The project was completed to budget and facilitated an existing level to be utilised as a new ECEC [ under separately instructed works].</i></li> <li><i>3- The proposals have all local authority planning and building control approvals.</i></li> <li><i>4-</i></li> </ol>												
<b>16. Key benefits realised</b>	<p><i>The vacated existing level 3 as a result of these works has enabled a new ECEC to be provided. Education and Learning has been given prominence and visibility. Schools, families and communities are provided enriching learning activities in the accessible dedicated centre within the Bridge's iconic Towers. Around 4,000 learners currently participate in the formal education programme, which is expected to grow even further with the future use of the new facility.</i></p> <p><i>This has resulted in:</i></p> <ul style="list-style-type: none"> <li><i>- Improvements in the accessibility, capacity and the ability to cater to both current requirements and future growth aspirations.</i></li> <li><i>- Diversity in the offer and the development of new innovative programmes e.g. special 125th anniversary family activity offer and anniversary talks, provided this year.</i></li> <li><i>- Continued delivery of local and wider strategic objectives.</i></li> </ul> <p><i>The new office accommodation and food preparation levels have assisted respectively in facilitating the continued growth of the successful tourism and events businesses at Tower Bridge.</i></p>												

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**Lessons Learned and Recommendations**

<b>17. Positive reflections</b>	<i>The new food preparation area has been fully utilised since opening and is considered a success by Tower Bridge.</i>
<b>18. Improvement reflections</b>	<p><i>During the design process the fire strategy and risk assessments for Tower Bridge should be assessed well in advance to take into account projected increased future user numbers to the building.</i></p> <p><i>The entire south tower works were completed in three phases [ subsequent phases 2 &amp; 3 instructed separately as MTC contracts outside Gateway process] .A prior full assessment of all factors at all three floor levels to the south tower may have alerted the design team to required user changes during the project.</i></p>
<b>19. Sharing best practice</b>	<i>This will be shared via the O&amp;M [ Operations &amp; Maintenance ] manual which provides details of materials etc, which is available on shared computer drives with Tower Bridge and with summary documents also held at premises for future reference when undertaking works to Tower Bridge in the future.</i>
<b>20. AOB</b>	<i>None</i>

**Appendice**

<b>Appendix 1</b>	Project Coversheet
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**Contact**

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# Project Coversheet

[1] Ownership & Status
<p><b>UPI: 69800006</b></p> <p><b>Core Project Name: New Fully accessible Education and Community Engagement Centre at Tower Bridge</b></p> <p><b>Programme Affiliation (if applicable): N/A</b></p> <p><b>Project Manager: Peter Rowe</b></p> <p><b>Definition of need:</b> To provide an accessible and functional learning centre within the main Bridge structure which will cater to the growing demand for education and community engagement at Tower Bridge. This will enable the Education Team to meet its learning and community engagement requirements and support the corporate plan.</p> <p><b>Key measures of success:</b> Project Completed within budget and enabled a successful fit out to be completed under separately instructed works. A more fit-for-purpose learning facility which offers the Tower Bridge learning team the opportunity to diversify its offer and to double the number of students reached through learning workshops.</p> <p><b>Expected timeframe for the project delivery:</b> Works are all complete and were finalised to an agreed delayed timeframe to ensure all design changes are fully incorporated.</p> <p><b>Key Milestones:</b></p> <p><b>Are we on track for completing the project against the expected timeframe for project delivery?</b> Y</p> <p><b>Has this project generated public or media impact and response which the City of London has needed to manage or is managing?</b></p> <p>No</p>

[2] Finance and Costed Risk
<p><b>Headline Financial, Scope and Design Changes:</b></p> <p><b>'Project Briefing' G1 report (as approved by Chief Officer xx/yy/zz): N/A</b></p> <ul style="list-style-type: none"><li>• Total Estimated Cost (excluding risk): N/A</li><li>• Costed Risk Against the Project: N/A</li><li>• Estimated Programme Dates: N/A</li></ul>
<p><b>'Project Proposal' G2 report (as approved by PSC): 23/11/2016</b></p> <ul style="list-style-type: none"><li>• Total Estimated Cost (excluding risk): £350k</li><li>• Resources to reach next Gateway (excluding risk) £13,000</li><li>• Spend to date: £0</li><li>• Costed Risk Against the Project: £0</li><li>• CRP Requested: N/A</li><li>• CRP Drawn Down: N/A</li><li>• Estimated Programme Dates: September / October 2017 to complete works</li></ul>

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<p><b>‘Options Appraisal and Design’ G3-4 report (as approved by PSC]</b></p> <ul style="list-style-type: none"> <li>• Total Estimated Cost (excluding risk): £446,200</li> <li>• Resources to reach next Gateway (excluding risk) - £47,800</li> <li>• Spend to date: £4,200</li> <li>• Costed Risk Against the Project: N/A</li> <li>• CRP Requested: N/A</li> <li>• CRP Drawn Down: N/A</li> <li>• Estimated Programme Dates: 29<sup>th</sup> January - 4<sup>th</sup> May 2018 to complete works.</li> </ul>	<p><b>:18/07/2017</b></p>
<p><b>‘Authority to start Work’ G5 report (as approved by PSC xx/yy/zz): Chief Officer: 14/02/2018</b></p> <ul style="list-style-type: none"> <li>• Total Estimated Cost (excluding risk): £292,539.67</li> <li>• Resources to reach next Gateway (excluding risk) - £292,539.67</li> <li>• Spend to date: £22,900</li> <li>• Costed Risk Against the Project: N/A</li> <li>• CRP Requested: N/A</li> <li>• CRP Drawn Down: N/A</li> <li>• Estimated Programme Dates: 23<sup>rd</sup> April to 27<sup>th</sup> July 2018 to complete work.</li> </ul>	
<p><b>Total anticipated on-going commitment post-delivery [£]:0 Programme Affiliation [£]: N/a</b></p>	