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Project Briefing

Project identifier			
[1a] Unique Project Identifier	<A unique project number will travel with the project, and will incorporate a Department lead, within. Will be generated via Project Vision by CPO after CPB>	[1b] Departmental Reference Number	N/A
[2] Core Project Name	<i>Tower Bridge – Replacement of Bridge Driving Machinery Hydraulic Components</i>		
[3] Programme Affiliation (if applicable)	N/A		

Ownership	
[4] Chief Officer has signed off on this document	<i>Colin Buttery, Open Spaces Director</i>
[5] Senior Responsible Officer	<i>Chris Earlie, Head of Tower Bridge</i>
[6] Project Manager	<i>Tower Bridge – Jamie Bottono City Surveyor/ DBE – To be advised</i>

Description and purpose
[7] Project Description
<p>A large number of the bridge driving machinery hydraulic components are original from when the hydraulic power changed from water to oil in 1974 and are therefore now obsolete resulting in a significant lack of spares.</p> <p>We have been experiencing leaks and hardening of the face seals, degradation of hydraulic hoses, corrosion of pipework over the years which have been managed through reactive maintenance and working closely with the original supplier and our maintenance company Bosch Rexroth.</p> <p>Due to concerns over the current condition we engaged Bosch Rexroth to carry out a survey of the hydraulics and they have made a number of recommendations to replace hydraulic pipework, components and upgrade hydraulic power units.</p> <p>It is also recommended to replace oil transfer pumps including switchgear as well as review pipework labelling to assist with future fault finding as some are missing and this will be included as part of these works.</p>
[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"> To resolve the large number of 'weeping' and leaking fittings as well as hydraulic leaks, Components are obsolete and therefore in the event of any failures it will be difficult to source

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replacements. All replacement parts will be new and readily available as well as stocked as spares, <ul style="list-style-type: none"> • There is a risk of component failure during a bridge lift which could leave the bridge in the raised position or not able to fulfil its statutory duty to lift for vessels, 					
[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?					
Our open spaces, heritage and cultural assets are protected, conserved and enhanced:- This project will assist with the protection and conservation of the historic machinery and infrastructure associated with bridge lifting.					
[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	Y

Project Benchmarking:					
[12] What are the top 3 measures of success which will indicate that the project has achieved its aims?					
1) Reduction in leaks and potential for major failure leading to contamination of machinery through oil penetration which would result in additional works to refurbish and reinstate.					
2) Reduction in reactive maintenance and call-outs of external contractor to initiate temporary repairs to aged and obsolete components.					
3) To improve the resilience of the pipework and seals for a further 40 years and therefore reduce maintenance costs and the operational teams time in dealing with failures.					
[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.)					
N/A					
[14] What is the expected delivery cost of this project (range values)[£]?					
Lower Range estimate: £800,000 Upper Range estimate: £1,200,000					
[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs)[£]:					

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Maintenance of the operational machinery is undertaken by the in-house technical team and any future major works are identified as appropriate and submitted for inclusion at the annual review.
[16] What are the expected sources of funding for this project?
These works are funded from the Tower Bridge 50 Year Maintenance Plan, Bridge House Estates.
[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: 01/09/2020 – 31/03/2021 Upper Range estimate: 01/09/2020 – 31/03/2021 <Critical deadline(s):> The works are planned to take place during the quiet period for bridge lifts and we will still need the ability to carry these out and this will need to be identified as part of the project requirements.

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?	
Unlikely, although if we are not able to carry out bridge lifts this could potentially lead to negative press for the City of London.	
[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: Graham Nickless
Chamberlains: Procurement	Officer Name: Kayleigh Rippe
IT	Officer Name: Saba Dadabhoy
HR	Officer Name: N/A
Communications	Officer Name: N/A
Corporate Property	Officer Name: Liam Boyle
External	Bosch Rexroth
[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	N/A
Supplier	N/A
Project Design Manager	N/A
Design/Delivery handover to Supplier	N/A