

# Project Coversheet

## [1] Ownership & Status

**UPI: 11520**

**Core Project Name:** Tower Bridge HV Replacement & Increased Resilience

**Programme Affiliation** (if applicable): Bridge House Estate 50-Year Plan

**Project Manager:** Navdeep Bhal

**Definition of need:** Existing infrastructure is not compliant and is at high risk of failure due to age and condition. The backup power supply is also at high risk of failure due to age and condition and does not provide enough capacity for the Bridge to maintain operations as usual. This impacts on revenue, bridge operations and reduces the ability to complete bridge lifts as required under the Corporation of London (Tower Bridge) Act 1885.

**Key measures of success:**

1. Achieve statutory compliancy of segregation of HV and LV switchgear
2. Reduce likelihood of power failure due to age and condition of existing electrical infrastructure.
3. Increase power resilience in the event of a power outage
4. Maintain power and bridge operations during works

**Expected timeframe for the project delivery:**

Original Timescales:

GW 1 – 2: Oct 2015,

GW 3 – 4: Jan 2016,

GW 5: Apr 2016.

No completion date was provided in the GW1-2

Gateway 3 Timescales:

GW 1 – 2: Oct 2015,

GW 3: Sept 2019

GW 4: May 2020

GW 5: Dec 2020

Completion: Dec 2021

Current Timescales:

GW 1 – 2: Oct 2015,

GW 3: Sept 2019

GW 4: Nov 2020

GW 5: May 2021

Completion: Dec 2021

**Key Milestones:**

Gateway 3 Timescales:

Surveys & Procure Consultants: Oct-Dec 2019

Develop designs: Jan - May 2020

GW4: May 2020

Utility and planning applications: May - Aug 2020

Tender contractor: Sept - Nov 2020

GW5: Dec 2020

Start on site: Jan 2021

Complete: Dec 2021

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Current Timescales:

Surveys & Procure Consultants: Jan - Jun 2020

Develop designs: Jun - Oct 2020

GW4: Nov 2020

Utility and planning applications: Sept 2020 – Feb 2021

Tender contractor: Jan – May 2021

GW5: May 2021

Start on site: May 2021

Complete: Dec 2021

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

At GW3 there was a 41 months slippage to the original programme due to the project being put on hold after the officer responsible for the project left the department and allocation of a new internal resource. An additional 3 months of additional work to the feasibility report was needed to explore construction logistics to arrive at a more robust project programme, cost and risk assessment.

However the programme has not slipped any further since then.

**Has this project generated public or media impact and response which the City of London has needed to manage or is managing?**

No public or media impact.

## **[2] Finance and Costed Risk**

**Headline Financial, Scope and Design Changes:** Committees approved the decision to explore the feasibility of 5 options proposed by City of London Engineers to fulfil the requirements of this project with the appointment of a consultant team. These options were discounted as non-workable solutions so then two alternative viable proposals were discussed. Of these two alternatives, Option B was recommended and approved by committee. Option B remains the preferred solution following further design development.

### **‘Project Briefing’ G1 report (as approved by Chief Officer in Jan 2016):**

- Total Estimated Cost (excluding risk): £500,000 – £5,000,000
- Costed Risk Against the Project: none reported
- Estimated Programme Dates: (reported in initial GW1 - 2 report in Sept 2015)
  - GW 3 – 4: Jan 2016
  - Start on site: May 2016

### *Scope/Design Change and Impact:*

### **‘Project Proposal’ G2 report (as above):**

- Total Estimated Cost (excluding risk): as above
- Resources to reach next Gateway (excluding risk): £35,000
- Spend to date: none reported
- Costed Risk Against the Project: none reported
- CRP Requested: none reported
- CRP Drawn Down: none reported
- Estimated Programme Dates: as above

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<p><i>Scope/Design Change and Impact:</i></p> <p><b>‘Options Appraisal and Design’ G3 report (as approved in October 2019):</b></p> <ul style="list-style-type: none"> <li>• Total Estimated Cost (excluding risk): £5,800,000</li> <li>• Resources to reach next Gateway (excluding risk): £303,000</li> <li>• Spend to date: £26,059</li> <li>• Costed Risk Against the Project: £2,600,000</li> <li>• CRP Requested: £0</li> <li>• CRP Drawn Down: £0</li> <li>• Estimated Programme Dates: <ul style="list-style-type: none"> <li>○ GW4: May 2020</li> <li>○ GW5: Dec 2020</li> <li>○ Start on site: Jan 2021</li> <li>○ Completion: Dec 2021</li> </ul> </li> </ul>
<p><i>Scope/Design Change and Impact:</i></p> <p><b>‘Options Appraisal and Design’ G3 issues report (to be approved in October 2020):</b></p> <ul style="list-style-type: none"> <li>• Total Estimated Cost (excluding risk): £5,800,000</li> <li>• Resources to reach next Gateway (excluding risk): £554,210</li> <li>• Spend to date: £95,000</li> <li>• Costed Risk Against the Project: £2,600,000</li> <li>• CRP Requested: £0</li> <li>• CRP Drawn Down: £0</li> <li>• Estimated Programme Dates: <ul style="list-style-type: none"> <li>○ GW4: Nov 2020</li> <li>○ GW5: May 2021</li> <li>○ Start on site: May 2021*</li> <li>○ Completion: Dec 2021*</li> </ul> </li> </ul> <p>*Note that the duration of the design periods and construction period were unknown at previous gateway, however since involving the design team better estimates has been provided. It was recognised that design would require more time and construction less.</p>
<p><i>Scope/Design Change and Impact:</i></p> <p><b>‘Detailed Design’ G4c (as approved by PSC xx/yy/zz):</b></p> <ul style="list-style-type: none"> <li>• Total Estimated Cost (excluding risk):</li> <li>• Resources to reach next Gateway (excluding risk)</li> <li>• Spend to date:</li> <li>• Costed Risk Against the Project:</li> <li>• CRP Requested:</li> <li>• CRP Drawn Down:</li> <li>• Estimated Programme Dates</li> </ul>
<p><i>Scope/Design Change and Impact:</i></p> <p><b>‘Authority to start Work’ G5 report (as approved by PSC xx/yy/zz):</b></p> <ul style="list-style-type: none"> <li>• Total Estimated Cost (excluding risk):</li> </ul>

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- Resources to reach next Gateway (excluding risk)
- 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 [£]:**<Current Range>  
**Programme Affiliation [£]:**<(If applicable) What is the estimated total programme cost including this project:>