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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

Gateway 4c Timescales:

GW 1 – 2: Oct 2015,

GW 3: Sept 2019

GW 4c: Nov 2020

GW 5: May 2021

Completion: Dec 2021

Current Timescales:

GW 1 – 2: Oct 2015,

GW 3: Sept 2019

GW 4c: Nov 2020

GW 5: July 2021

Completion: Feb 2022

Key Milestones:

Gateway 3 Timescales:

Surveys & Procure Consultants: Oct-Dec 2019

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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

Gateway 4c Timescales:
Surveys & Procure Consultants: Jan - Jun 2020
Develop designs: Jun - Oct 2020
GW4c: 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

Current Timescales:
Surveys & Procure Consultants: Jan - Jun 2020
Develop designs: Jun - Oct 2020
GW4c: Nov 2020
Utility and planning applications: Sept 2020 – March 2021
Tender contractor: March – July 2021
GW5: July 2021
Start on site: July 2021
Complete: February 2022

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.

Since then the programme has slipped a further 6 weeks due to the inclusion of the partial integration of the existing and new SCADA systems into the project.

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

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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

Scope/Design Change and Impact:

'Options Appraisal and Design' G3 report (as approved in October 2019):

- Total Estimated Cost (excluding risk): £5,800,000
- Resources to reach next Gateway (excluding risk): £303,000
- Spend to date: £26,059
- Costed Risk Against the Project: £2,600,000
- CRP Requested: £0
- CRP Drawn Down: £0
- Estimated Programme Dates:
 - GW4: May 2020
 - GW5: Dec 2020
 - Start on site: Jan 2021
 - Completion: Dec 2021

Scope/Design Change and Impact:

'Options Appraisal and Design' G3 issues report (approved by Project Subs on 21/10/20 and to be approved by Planning & Transportation on 27.10.20 and then Court of Common Council under urgency):

- Total Estimated Cost (excluding risk): £5,800,000
- Resources to reach next Gateway (excluding risk): £554,210
- Spend to date: £95,000
- Costed Risk Against the Project: £2,600,000
- CRP Requested: £0
- CRP Drawn Down: £0
- Estimated Programme Dates:
 - GW4: Nov 2020
 - GW5: May 2021
 - Start on site: May 2021*

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<ul style="list-style-type: none">○ Completion: Dec 2021* <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>‘Detailed Design’ G4c (approved by committees in November 2020):</p> <ul style="list-style-type: none">● Total Estimated Cost (excluding risk): £5,687,003● Resources to reach next Gateway (excluding risk): £128,115● Spend to date: £152,000● Costed Risk Against the Project: £2,205,000● CRP Requested: £0● CRP Drawn Down: £0● Estimated Programme Dates:<ul style="list-style-type: none">○ GW4: Nov 2020○ GW5: May 2021○ Start on site: May 2021○ Completion: Dec 2021 <p><i>Scope/Design Change and Impact:</i></p>
<p>Current G4 Issues (to be approved by committees in April 2021):</p> <ul style="list-style-type: none">● Total Estimated Cost (excluding risk): £5,730,293● Resources to reach next Gateway (excluding risk): £0● Spend to date: £505,000● Costed Risk Against the Project: £2,161,710● CRP Requested: £0● CRP Drawn Down: £43,290● Estimated Programme Dates:<ul style="list-style-type: none">○ GW4: Nov 2020○ GW5: July 2021○ Start on site: July 2021○ Completion: Feb 2022 <p><i>Scope/Design Change and Impact:</i></p> <ul style="list-style-type: none">- Partial integration of the existing bridge lifting and new HV supervisory control and data acquisition (SCADA) systems – increase of 6 weeks to the project programme for additional design work required.
<p>‘Authority to start Work’ G5 report (as approved by PSC xx/yy/zz):</p> <ul style="list-style-type: none">● Total Estimated Cost (excluding risk):● Resources to reach next Gateway (excluding risk)● Spend to date:● Costed Risk Against the Project:● CRP Requested:● CRP Drawn Down:● Estimated Programme Dates:

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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:>