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Committees: Corporate Projects Board - for decision Port Health & Environmental Services Committee - for decision Projects Sub - for decision	Dates: 09 June 2021 13 July 2021 28 July 2021
Subject: Denton Pier and Pontoon Overhaul Works Unique Project Identifier: 12281	Gateway 2: Project Proposal Regular
Report of: City Surveyor Report Author: Liam Boyle	For Decision
<h1 style="margin: 0;">PUBLIC</h1>	

Recommendations

1. Next steps and requested decisions	<p>Project Description: <i>Extensive inspection and refurbishment of the pier/pontoon structure.</i></p> <p>Next Gateway: Gateway 3/4 - Options Appraisal (Regular)</p> <p>Funding Source: 'In principle' funding for this scheme was approved as part of the 2021/22 annual capital bids on health and safety grounds. Release of funding from City Fund reserves will be subject to the approval of the Resource Allocation Sub Committee in the normal way.</p> <p>Next Steps: Engage with consultant to undertake survey and produce options proposal for Gateway 3/4</p> <p>Requested Decisions:</p> <ol style="list-style-type: none"> 1. A budget of £50,000 for a condition survey and options appraisal is required to reach the next Gateway. 2. Note the total estimated cost of the project at £850,000 (excluding risk). 3. Note the estimated costed risk of £150,000
2. Resource requirements to	

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reach next Gateway	Item	Reason	Funds/ Source of Funding	Cost (£)
	Engage consultants - Undertake detailed condition surveys	Establish clear scope of repairs required, reduce potential of unforeseen or additional costs being added at a later date	City Fund	30,000
	Engage consultant - Structural Engineer?	Ensure that any issues concerning structural integrity are properly assessed before pricing	City Fund	£7,000
	Engage consultants - Complete feasibility, scoping and costing exercise	Outline options for fabric repairs and associated costs for each option	City Fund	10,000
	Staff costs	Project Management & procurement / appointment and briefing of external consultants outline above	City Fund	£3,000
	Total			£50,000
Costed Risk Provision requested for this Gateway: Nil				
3. Governance arrangements	<i>State the Service Committee responsible:</i> Port Health & Environmental Services Committee			

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	<p><i>Name of Senior Responsible Officer and their role:</i></p> <p>Alison Bunn – Assistant Director, Head of Facilities Management</p> <p>Paul Tetu, Senior Principal Building Surveyor will act as project manager</p> <p><i>State whether a project board is appropriate. If it is not, provide a sentence explaining why not</i></p> <p>This is a Business As Usual project. The need for a project board to be decided once the condition survey has been undertaken and the scope of works has been fully assessed.</p>
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Project Summary

<p>4. Context</p>	<p>4.1 The City of London acts as the London Port Health Authority (LPHA) for the tidal Thames. The pier is used by City of London launches only, to access patrol & pilot boats operated by the service to enable them to undertake a variety of statutory and ceremonial duties. Statutory duties include shellfish sampling, ship hygiene and sanitation, food hygiene on floating restaurants and noise patrols.</p> <p>4.2 The existing facility consists of the following elements:</p> <ul style="list-style-type: none"> • A steel pontoon 18m x 10m with a depth of 2.25m • Two steel restraint dolphins that hold the pontoon in position and take out berthing forces from small craft using the facility. • A 20m long steel access brow connecting the approach walkway to the pontoon. • A 100m long timber approach structure with spans of timber fabricated as trusses supported on timber piles. <p>4.3 A 2005 building engineering consultant report noted that the pontoon was at least 40 years old and that it was unlikely to last another 15 years without attention. The report noted that significant remedial works to the timber approach structure would be foreseeable in that timeframe.</p> <p>4.4 Specialist marine engineering consultants carried out a non-destructive survey in 2015 to identify the condition of the pier and pontoon. Immediate remedial works including the replacement of the anti-slip walkway and inspection of brow pins were carried out using cyclical work funding.</p>
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<p>5. Brief description of project</p>	<p>5.1 Surveys indicate that the pontoon requires significant refurbishment including remedial works to both of the dolphin structures. The pontoon barge will need to be relocated from the river to a dry dock for a full inspection so that the structure below water line can be inspected and any necessary repairs can be undertaken. The access brow would also be removed for inspection at this time.</p> <p>5.2 A key aim of the project is to ensure the pier and pontoon is stable and to demonstrate that the pontoon structure will not break from its moorings in the event of a storm. This is a concern due to the fact that a relatively nearby pontoon structure of a similar, more modern construction, broke free from its mooring during a storm and floated up river resulting in a collision with 2 ships in recent years.</p> <p>5.3 The project will establish clear life cycle recommendations of all key components, identifying priorities, time scales and likely costs for forward maintenance planning purposes. Assessment of up to date surveys will also identify whether it is may be more cost effective to replace elements of the pier structure.</p>
<p>6. Consequences if project not approved</p>	<p>6.1 If the project is not approved, the condition of the structure will continue to deteriorate and may become unsafe or unusable.</p> <p>6.2 Postponing the project will increase the likelihood of significant unplanned cost and may result in the interruption of Port Health operations which could cause reputational damage to the Corporation.</p> <p>6.3 The service could not operate from its Charlton base alone due to the distance/time it would take to cover its area (Teddington Lock to the Outer Thames Estuary).</p> <p>6.4 The service provides a contingency to enable Kent based officers to be transferred to the Essex ports due to problems with the QE2 river crossing.</p>
<p>7. SMART project objectives</p>	<p>7.1 To prioritise those areas most in need of overhaul, repair or replacement through condition survey to avoid unplanned expense and so that cyclical works can be managed through the cyclical works process.</p> <p>7.2 To establish the highest degree of safe and uninterrupted access for operational purposes during and after the project period.</p> <p>7.3 To complete the works indicated by the condition survey; to implement necessary repairs that are identified when the pontoon is in dry dock and identify where replacement of any element may be the most economical strategy.</p>

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	7.4 To provide maintenance regimes, monitoring and inspection programmes for the entire pier structure.
8. Key benefits	<p>8.1 Once established, stability of the structure can be monitored by implementing regular inspection programme utilising the Forward Maintenance Plan, insurance inspection schedule and the CAFM system as required.</p> <p>8.2 Implementing an appropriate maintenance regime will reduce BRM costs and will ensure ongoing maintenance costs can be programmed and bid for through the usual CWP process.</p> <p>8.3 It is currently estimated that the refurbishment project will prolong the life of the structure for at least a further 20 years.</p> <p>8.4 The project will establish a known state of repair provide accurate condition information to assist with accurate forward maintenance planning.</p> <p>8.5 Positive reputational impact of maintaining an essential operational asset can be measured by feedback from users of the pier and pontoon, the public and local media.</p>
9. Project category	1. Health and safety
10. Project priority	A. Essential
11. Notable exclusions	The entire pier structure is to be assessed by condition survey. So far, significant high priority works have only been identified in relation to the pontoon structure. Forward maintenance information for the entire pier structure and services will be gathered as an outcome of the project.

Options Appraisal

12. Overview of options	<p><u>Numbered list format</u></p> <p>Option 1 – To engage consultant surveys with a view to carrying out necessary refurbishment (advised).</p> <p>Option 2 – Consultant surveys to provide information required to identify where replacement may be the more economical option.</p> <p>Option 3 – Relocate operations to an alternative site. Opportunities are rare and hence would be costly. There is also a need have a site either side of the Thames Barrier to enable the service to inspect its area and undertake its statutory duties. (not advised)</p>
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Project Planning

<p>13. Delivery period and key dates</p>	<p>The project period is 18 months. Some aspects of the work are weather dependent. The project is therefore scheduled to start in July to reduce risk of slippage and is due to completed in December 2022.</p> <ul style="list-style-type: none"> • Gateway 2 approval – (8 weeks) July 2021 • Tender and commissioning of consultant – (6 weeks) September 2021 • Surveys undertaken – (6 weeks) October 2021 • Report and options appraisal – (4 weeks) November 2021 • Drafting of design, detailed costing options, project programme and recommendations issued via Gateway 3/4 – (6 weeks) January 2022 • Completion of tender documents and liaison of key dates with Client – (4 weeks) Feb/March 2022 • Issue of tender documents – (4 weeks) April 2022 • Tender period – (6 weeks) May 2022 • Gateway 5 submission including tender review & recommendation to award – (4 weeks) June 2022 • Contractor appointed – (6 weeks) June 2022 • Works start on site – July 2022 • Works complete – (5 months) December 2022 • Gateway 6 & lessons learnt – (6 weeks) February 2023
<p>14. Risk implications</p>	<p>Overall project risk: Low</p> <p><i>This is a Business As Usual repair project.</i></p> <p><i>The key post mitigation risks identified are:</i></p> <p>14.1 Due to insufficient recorded information we are only able to estimate cost and scope at this stage. Detailed inspections will provide budget costings and accurate timeframes for refurbishment and, where appropriate, replacement options.</p> <p>14.2 Possible Impact of the uncertainties associated with Brexit and COVID 19.</p> <p>14.3 There are a limited number of specialist contractors qualified to undertake this type of work.</p> <p>14.4 The Port of London Authority have previously agreed the use of their adjacent pier on a temporary basis. It is expected that an arrangement can be made for the duration of the project though this is yet to be confirmed and costs are still to be established.</p>

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	A risk register is attached as Appendix 2. The risk register cannot be accurately costed at this early stage. Estimates provided are to be revised once the detailed condition surveys are completed.
15. Stakeholders and consultees	<p><i>Use <u>numbered points</u> here</i></p> <p>Chamberlains</p> <p>Corporate Property Operations Group (asset management and project management)</p> <p>Port Health Operations</p> <p>Procurement</p>

Resource Implications

16. Total estimated cost	<p>Likely cost range (excluding risk): £425,000 to £850,000 (excluding risk)</p> <p>Likely cost range (including risk): 500,000 to £1,00,000 (including risk)</p>									
17. Funding strategy	<p>Choose 1: No funding confirmed</p>	<p>Choose 1: Internal - Funded wholly by City's own resource</p> <table border="1" data-bbox="531 1234 1351 1451"> <thead> <tr> <th>Funds/Sources of Funding</th> <th>Cost (£)</th> </tr> </thead> <tbody> <tr> <td>City Fund total excluding risk</td> <td>£425,000 to £850,000</td> </tr> <tr> <td>City fund risk allowance</td> <td>£75,000 to £150,000</td> </tr> <tr> <td>Total (including risk)</td> <td>£500,000 to £1,000,000</td> </tr> </tbody> </table> <p>In principle' funding of up to £1m for this scheme was approved by Resource Allocation Sub Committee as part of the 2021/22 annual capital bids on health and safety grounds.</p> <p>Release of funding from City Fund reserves will be subject to the approval of the Resource Allocation Sub Committee in the normal way.</p>	Funds/Sources of Funding	Cost (£)	City Fund total excluding risk	£425,000 to £850,000	City fund risk allowance	£75,000 to £150,000	Total (including risk)	£500,000 to £1,000,000
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18. Investment appraisal	<p><i>The City have held the Pier under licence since 1969, with no end date, and have full repairing liability.</i></p> <p><i>The pier is not considered appropriate for appraisal given there is no return on capital invested.</i></p>									

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<p>19. Procurement strategy/route to market</p>	<p>19.1 Consultants will be appointed in line with City Procurement Code of practice by open tender. It is expected that due to the specialist nature and the relatively small scale of the project the number of appropriate applicants will be small.</p> <p>19.2 Before embarking on the Works approach for this project, consultants must first be appointed to draft the relevant documentation. This will be in line with the City of London procurement Code.</p> <p>19.3 The Works approach for this will be considered with procurement based on the information provided by the Project team and accurate project estimates. The guidance from the consultants compiling this information will guide the decision on procurement route. In any instance, this will again be in line with the City of London procurement Code.</p>
<p>20. Legal implications</p>	<p>The City of London acts as the London Port Health Authority (LPHA) for the tidal Thames. There is a need for the service to have an appropriate pier and pontoon to enable it to undertake its statutory and ceremonial duties.</p>
<p>21. Corporate property implications</p>	<p>This project aligns with the Corporate Property Asset Management Strategy 2020-2025 to ensure that operational assets are maintained in good, safe and statutory compliant condition.</p>
<p>22. Traffic implications</p>	<p>The pier is used by City of London launches only. Port Health will not be able to use the pier and pontoon for a set period. A detailed survey will be required in order to identify the programme to minimise impact. It is expected that suitable arrangements can be made with the Port of London Authority for the duration of the project.</p>
<p>23. Sustainability and energy implications</p>	<p><i>None</i></p>
<p>24. IS implications</p>	<p><i>None</i></p>
<p>25. Equality Impact Assessment</p>	<ul style="list-style-type: none"> • <i>An equality impact assessment will not be undertaken</i>
<p>26. Data Protection Impact Assessment</p>	<ul style="list-style-type: none"> • <i>The risk to personal data is less than high or non-applicable and a data protection impact assessment will not be undertaken</i>

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Appendices

Appendix 1	Project Briefing
Appendix 2	Risk Register
Appendix 3	

Contact

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