

# Project Briefing

| Project identifier   |  |   |     |
|--|--|---|-----|
| <b>[1a] Unique Project Identifier</b>                      | <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>  | <b>[1b] Departmental Reference Number</b> | N/A |
| <b>[2] Core Project Name</b>                               | Tower Bridge - Installation of Permanent Working at Height Controls and Fabric Improvements (Phase 1 - Resting Blocks)   |   |     |
| <b>[3] Programme Affiliation</b><br><i>(if applicable)</i> | This is Phase 1 of a number of working at height improvements which are being addressed by priority. Due to the specific type of work, location, timings, resources and other activities/ projects on the Bridge, each phase has to considered how best to deliver and where opportunities allow these will be 'packaged'. |   |     |

| Ownership  |                         |
|--|-------------------------|
| <b>[4] Chief Officer has signed off on this document</b> | David Farnsworth (DATE) |
| <b>[5] Senior Responsible Officer</b>                    | Simon Latham            |
| <b>[6] Project Manager</b>                               | Chris Herbert           |

| Description and purpose   |
|---|
| <b>[7] Project Description</b>  |
| To install permanent work at height controls and fabric improvements within the north and south resting block areas at Tower Bridge (the Bridge) which includes fall arrest systems, metalwork repairs, timber floorboards replacement/ modifications, and associated repairs and decorations.  |
| <b>[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)?</b>   |
| <p>The Bridge has an ongoing project to review all its technical tasks and activities especially in areas where working at height is required. A specialist Working at Height Consultant was appointed in 2019 and identified a number of initial concerns which have been addressed by temporary solutions to allow for essential maintenance/ works to be continued. Permanent solutions have been identified and the Bridge team are working through these with City Surveyors to deliver.</p> <p>Under the Working at Height Regulations, to prevent death and injury caused by a fall from height, employers must ensure that any work at height activity is properly planned, supervised, and carried out by competent persons. This includes having the correct infrastructure and equipment for working at height as well as rescue plans in place should there be an incident.</p> |

The works to the resting blocks are the first phase and solutions are currently being worked on for a number of other critical areas which will need to be progressed by priority.

**[9] What is the link to the City of London Corporate plan outcomes?**

- [1] People are safe and feel safe.
- [2] People enjoy good health and wellbeing.
- [8] We attract and nurture relevant skills and talent.
- [9] Our spaces are secure, resilient, and well-maintained.

**[10] What is the link to the departmental business plan objectives?**

- Work with other CoL Depts to realise major projects, including the entire overhaul of the Bridge's High Voltage system, replacement of Bridge controls hardware, implement permanent solutions following the extensive Working at Heights review, and mitigate their potential negative effects on the tourism business and day-to-day operations. Collaborate in taking forward works and projects which arise out of the upcoming condition survey being carried out by the City Surveyor.
- Fulfilling our duty to maintain an important asset of the City of London and the most famous bridge in the world.

**[11] Note all which apply:**

|  |   |   |   |  |   |
|--|---|---|---|--|---|
| <b>Officer:</b><br>Project developed from Officer initiation       | Y | <b>Member:</b><br>Project developed from Member initiation  | N | <b>Corporate:</b><br>Project developed as a large scale Corporate initiative | N |
| <b>Mandatory:</b><br>Compliance with legislation, policy and audit | Y | <b>Sustainability:</b><br>Essential for business continuity | Y | <b>Improvement:</b><br>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?**

<These should be impacts of the activity to complete the aim/objective, rather than 'finishes on time and on budget'>>

- 1) To fully comply with current health and safety, and working at height regulations by bringing the area up to current standards.
- 2) Improve access and environment to a restricted operational space for staff to work safely with appropriate working at height infrastructure.
- 3) Fulfilling our duty to maintain an important asset of the City of London and the most famous bridge in the world.

**[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.)**

These works will improve access and provide a fully compliant working environment for staff and contractors to undertake essential operational maintenance.

**[14] What is the expected delivery cost of this project (range values)[£]?**

£319,520

**[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs)[£]:**

|   |
|---|
| There is on-going provision in the BHE Bridge Repairs Designated Fund, detailed within the 50 Year Maintenance Plan for 2022/ 23, through breakdown and other targeted funds which are reviewed annually. |
| <b>[16] What are the expected sources of funding for this project?</b>  |
| Funding for this project is included in the BHE Bridge Repairs Designated Fund, detailed within the 50 Year Maintenance Plan for 2022/ 23.  |
| <b>[17] What is the expected delivery timeframe for this project (range values)?<br/>Are there any deadlines which must be met (e.g. statutory obligations)?</b>  |
| October 2022 - March 2023   |

|  |   |
|--|---|
| <b>Project Impact:</b>   |   |
| <b>[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?</b>  |   |
| No   |   |
| <b>[19] Who has been actively consulted to develop this project to this stage?</b><br><(Add additional internal or external stakeholders where required) >   |   |
| Chamberlains:<br>Finance   | Officer Name: Karen Atkinson              |
| Chamberlains:<br>Procurement   | Officer Name: James Carter                |
| C & CS   | Officer Name: Sean Austin                 |
| HR   | Officer Name: N/A                         |
| Communications   | Officer Name: N/A                         |
| Corporate Property   | Officer Name: Steven Chandler             |
| External   | N/A                                       |
| <b>[20] Is this project being delivered internally on behalf of another department? If not ignore this question. If so:<br/>Please note the Client supplier departments.<br/>Who will be the Officer responsible for the designing of the project?<br/>If the supplier department will take over the day-to-day responsibility for the project, when will this occur in its design and delivery?</b> |   |
| Client   | Department: Bridge House Estates          |
| Supplier   | Department: City Surveyor                 |
| Project Design Manager   | Department: City Surveyor, Tower Bridge   |
| Design/Delivery handover to Supplier   | Gateway stage:<br>Before Project Proposal |