

## Jacob Gemma

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**From:** Alizadeh Anvar: H&F <[REDACTED]@lbhf.gov.uk>  
**Sent:** 01 April 2019 15:12  
**To:** Ahmed Misba; Basic Duro (ST); James Vernon; Moodley Nicky: H&F  
**Cc:** Sterritt Garry; Vilhar Martin (ST); Hawthorn Ian: H&F  
**Subject:** RE: Hammersmith Bridge

Misba,  
Please see my comments below in red text.  
Rgds  
Anvar

Anvar Alizadeh  
Highway Structures Group Manager

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**From:** Ahmed Misba [mailto:[REDACTED]@tube.tfl.gov.uk]  
**Sent:** 01 April 2019 14:30  
**To:** Basic Duro (ST) <[REDACTED]@tfl.gov.uk>; Alizadeh Anvar: H&F <[REDACTED]@lbhf.gov.uk>; James Vernon <[REDACTED]@tfl.gov.uk>; Moodley Nicky: H&F <[REDACTED]@lbhf.gov.uk>  
**Cc:** Sterritt Garry <[REDACTED]@tfl.gov.uk>; Vilhar Martin (ST) <[REDACTED]@tfl.gov.uk>  
**Subject:** RE: Hammersmith Bridge

Duro, thanks for the email. I think it does not truly reflect what was agreed at the meeting, certainly in terms of dates: A better reflection is given below:

- Dates cannot be ascertained yet as the programme needs updating. AA (refer to 4<sup>th</sup> bullet below)
  - Board dates are needed to update the programme. **(Given MA has engaged third-party (BAM& ARUP) just knowing the Board date is not sufficient to update the programme. Need the date when Bam & Arup will complete their work and when TfL's assurance team will conclude their work to feed into TfL's Board papers. Action TfL**
  - Two similar programmes will need to be developed showing either MML or Bam cost review – dependent on E&A being able to utilise the existing MML information.
- MA to ask TfL estimating & assurance (E&A) team their position further to meeting with MML. Is the E&A team able to now provide such assurance or is not what further input would be needed.

**\*(post meeting note ; TfL commercial team has indicated they are not as positive as MML. They are reviewing the MML information and will get back to us. MA is requesting feed back) during our meeting it was mentioned that E&A have already provided their 7page feedback to VJ/MA?! A copy was requested by LBHF and MML Action MA**

- Failing E&A being able to assure the estimate with MML as per the last item, then MA shall continue to pursue a 3<sup>rd</sup> party estimate. It was noted that this would take circa 10 weeks to complete

and although e&a could work concurrently, then they in turn would require a further couple of weeks. Action MA

- The whole project programme requires updating. Action AA (unable to update programme until the above dates are provided by TfL)
- The Communication / Stakeholders Management Plan needs to be updated. Action AA. Communication/Stakeholder management Plan does not need to be updated to reflect the above. The stakeholders in the project have not changed but dates will change and LBHF needs information from TfL on dates/milestones.
- The procurement strategy to be drafted. Action TfL Procurement
- The Risk register and Risk Management Plan to be updated. Action AA (Risk Register is updated so far as it can be given we are waiting for TfL's comments on buildability, construction and risks that TfL suggest exists but yet have not elaborated on. Risk Management Plan would be an action for TfL. LBHF is happy to assist in updating Risk Management Plan )
- The Project Execution Plan (PEP) urgently needs to be developed and agreed between TfL and LBHF (reflecting an accepted procurement strategy) for stages 3, through construction to end of defects period. Action AA & DB ( this needs to be led by TfL as Procurement strategy is being developed by TfL's procurement Team. see bullet point above.)
- Produce paper for Asset Portfolio board. Action DB
- An IAR (Independent Assurance Review) is most likely to be required before going to board. Please confirm as it required to update the programme- Action DB
- TfL shall provide templates to LBHF as required (including previous examples) to help drafting of papers above. (LBHF will not be drafting papers for TfL's Board. LBHF will be happy to contribute) Action DB/MA
- VJ advised that TfL commercial wished to ring fence as a separate order the BD79 monitoring works and issue completion of the stage 2 works. It is noted that the contract in its entirety includes the option to continue with the stage 3 design works, this is completion of stage 2. Both MML and DB were reluctant to this.

#### Post Meeting Note:

I am concerned that the project team is moving forward on the basis funding is in place and secured. Some assurance will be required in terms of what funding is available for this project. In order to go to the board we will be required to demonstrate that such financial and project authority will be in place – Action DB

There appears to be no engagement with the LoBEG team on this. Please update status position of LoBEG on the likely solution – Action DB

Post meeting needs to be considered before the programme can be updated.

Best Regards

Misba

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**From:** Basic Duro (ST)

**Sent:** 27 March 2019 10:32

**To:** Anvar Alizadeh <[REDACTED]>; Ahmed Misba <[REDACTED]>; [lbhf.gov.uk](mailto:lbhf.gov.uk); [tube.tfl.gov.uk](mailto:tube.tfl.gov.uk);

James Vernon <[REDACTED]@tfl.gov.uk>; Moodley Nicky: H&F <[REDACTED]@lbhf.gov.uk>  
Cc: Sterritt Garry <[REDACTED]@tfl.gov.uk>  
Subject: Hammersmith Bridge

Hi all,

Following months of quietness, in order to ensure that we can move this project swiftly forward, as I recall it from the yesterday's meeting the bellow are actions:

In addition I have put forward a proposed dates which can be amended if necessary.

- Check with TfL commercial whether they can, in conversation with Motts (few meetings if necessary) address outstanding queries and come up with the satisfactory outcome, allowing TfL's commercial to complete costs assessment/assurance - Action JV/MA by 05/04/2019
- If the above can not be achieved, engage 3<sup>rd</sup> party in order to provide sufficient detailed info for TfL's commercial to address concerns and allow TfL's commercial to complete costs assessment/assurance – Action MA by 15/04/2019
- TfL commercial to complete a cost assessment/assurance – Action TfL commercial by 24/05/2019 (MA to engage TfL commercial to ensure that commercial's resources and commitment is secured)
- Review the existing project programme and revise if necessary to reflect the above – Action AA by 31/05/2019 (assumed that TfL's commercial will finished with cost assessment within the next 8 weeks)
- Develop Communication/Stakeholders Management Plan - Action AA (if necessary MA to provide TfL resources to assist) by 10/05/2019
- Develop Procurement Strategy – Action AA/TfL procurement (if necessary MA to provide TfL resources to assist) by 10/05/2019
- Update a risk register with risk management plan – Action AA (if necessary MA to provide TfL resources to assist) by 17/05/2019
- Agree the Project Team to reflect the recommended procurement strategy with clear responsibilities and accountabilities (PEP) - action AA/DB by 17/05/2019
- Produce a paper for the Asset Portfolio Board with recommended option (consulted and agreed with H&F) – action DB by 14/06/2019 (all the above needs to be completed before the paper can be submitted)

Anvar,

In addition to the above we have discussion around BD79 and ongoing further inspection. In order to demonstrate that all reasonable stapes are put in place, ensuring that interest of the public and other stakeholders is safeguarded and help us all with management of expectation of internal/external stakeholders the following is outstanding documentation; (my understanding is that documentation is in draft format)

- The structure management plan (with clear action plan in order to manage the risk, trigger values, remedial actions, etc.)
- Communication/stakeholders plan with regards to the structure management plan (line of communication, contacts, etc.)

It would be of great help if you can share the above documentation in order to ensure precise and consistent communication

Let me know if you require any assistance

Regards

Duro

**Duro Basic | Senior Asset Manager (Stations and Structures)  
Strategy & Network Development | Surface Transport | Transport for London**

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