

# Tram Project Board

21 October 2010

## Agenda

- Traffic Regulation Order – Duncan Fraser
- Project Pitchfork – Richard
- Project Director's Report – Steven
- Preparing for Operations – Alastair
- Build the Brand – Mandy
- 5 Key Strategies – Richard

## Traffic Regulation Order (TRO1)



### Case to "MAKE" TRO 1 Context - "Must change existing orders"

The Council could have promoted the TRO through Parliament, this would have resulted in a draconian "red line" or clear way, instead the Council opted for a *collaborative approach* pre- public deposit stage e.g. Leith Walk


TRO 1 required to operate tram

Complies with Council approved TRO Strategy- *staged approach- TRO 2, TRO 3, etc*

TRO 1 required to comply with approved Business Cases- *priority for tram run time*

*Enables **tie** to meet their contractual obligation for Roads Approvals (design consent issues) with respect to providing TROs*

3

<u>Case for “Making” TRO 1</u>	<u>Impact of “deferring” TRO 1</u>
<p>No TRO “do nothing” option exist</p> <p>Allows current network management under TTRO powers, until TRO 1 called down section by section</p> <p>Facilitates a phased role out of TROs on-road section by section</p> <p>Simple process to vary TRO 1 orders should works be re-phased</p> <p>Facilitates changes such as TRO from design changes Elder Street, Mound etc.</p> <p>Enables TRO 2 workshops to commence &amp; engage with Members/public</p>	 <p>Cannot change TRO 1 (if not Made)</p> <p>↓</p> <p>Delays progress on TRO 2</p> <p>↓</p> <p>Frustrates TRO 2 process to change TRO 1</p> <p>↓</p> <p>Frustrates Members from engaging with Objectors on TRO 1 issues</p> <p>TRO 1 cannot be drawn down section by section- <i>Princes Street relies on TTRO</i>, if TRO 1 does not exist</p> <p>Risk of TTRO powers being called into question</p> <p>Requires variations to existing orders so as to provide valid on-road orders, e.g. Princes Street parts of Leith Walk, Lindsay Road etc.</p> <p><i>Complex process to change existing orders</i>  <i>Abortive costs incurred to changed back to match existing orders</i>  <i>Simpler and better value process to vary proposed orders and revert to them for phased construction</i><sup>4</sup></p>

## Pitchfork – Workstreams



- Workstream A – Carlisle
- Workstream B – Notice
- Workstream C - Tram Business Case

## Pitchfork – Project Carlisle

- 24/09 - **tie** final offer sent to BSC
- 1/10 - BSC implemented action to demobilise sub-contractors at a number of sites they claim affected by Change
- 11/10 - Meeting held where alternative options for “Mature Divorce” proposed by BB and Siemens
- 14/10 - Letter received from BSC– seemed to indicate that BSC did not wish to continue negotiations on Carlisle
- 19/10 – response sent from **tie** asking each Infraco member to clarify its position

## Pitchfork – Project Notice

- 10 RTN's and 3 UWN's issued by **tie**
- 5 RTN rectification plans due – 3 received
- All 3 rectification plans reviewed by **tie** and rejected
- BSC claim UWN's not valid
- "Conduct "RTN response due on 11/11
- Consultation with Senior Counsel arranged for 4/11

## Pitchfork – Contingency Planning



- CEC/**tie** decisions – workshop this afternoon to explore options for :
  - Procurement
  - Design
  - Trams
  - Resources
- Tender already run for commercial support to assist **tie** with re-procurement and could be awarded in next few weeks

8



## Pitchfork - DRP (as at 20/10/9/10)



- 20 items in DRP - 11 referred by **tie**, 9 by BSC.
- 3 resolved by negotiation & 3 resolved through mediation - 9 decisions made by Adjudication
- Depot Access Bridge – decision tackled narrow scope
- New DRP's submitted by BSC – Sub-contractors, Preliminaries, Section 7 Drainage, Princes Street valuation
- Mediations held on Landfill, Sub-contractors and Preliminaries – no agreement reached so will proceed to adjudication
- Section 7 Drainage agreed between parties

9

# Adjudication Results



Subject	Nature	Decision	Saving v BSC Estimate
Hilton Car Park	Contract definition	Awarded in <b>tie's</b> favour	£90k
Gogarburn	BDDI - IFC	Found that there was an element of design change but valued significantly less than BSC claimed	£137k
Carrick Knowe Bridge	BDDI - IFC	Found that there was an element of design change but valued significantly less than BSC claimed	£254k
Russell Road Bridge	BDDI - IFC	3 parts – 1 conceded by BSC, one removed by and one where there was an element of design change but valued significantly less than BSC claimed	£2.1m
Depot Access Bridge	BDDI – IFC/Costs	Found that there was an element of design change but valued significantly less than BSC claimed	£1.25m
MUDFA Rev 8	Time	Substantially found in <b>tie's</b> favour - awarded 154 days to BSC – Section A only	tbc
Section 7 drainage	BDDI – IFC/Costs	Found as a Notified Departure but valued less than BSC claimed	£350k
Tower Bridge	BDDI – IFC/Costs	Awarded in <b>tie's</b> favour	£856k
Murrayfield Underpass	Clause 80/34	Clause 80.13 could not be applied but made no decision on Clause 34	NA
<b>Total saving</b>	<b>£5.037m</b>	<b>106% reduction on BSC Estimate</b>	10

## Pitchfork - Change register update



Total Notices by BSC	779
Deleted/withdrawn/superseded	<u>(126)</u>
<b>TOTAL</b>	<b><u>653</u></b>

Estimates Submitted	380
Estimates Outstanding (min)	270
Estimates incomplete	52

<b>tie</b> Change Orders issued	185
---------------------------------	-----

<u>ESTIMATES SUBMITTED BUT NOT AGREED</u>	<u>133</u>
---	------------

Outstanding BSC Actions 43

Outstanding **tie** Actions 34

Disputed as Change 56

Value of agreed changes **£19.837 m** [93% inflation of correct value]

Original submission **£38.277m**

# Deliver a Tram Safely



HS&E ACCIDENTS and INCIDENTS SUMMARY											
Total	Total Hours	>3 day	Major	Injury	NM/Unsafe Condition	Service Damage	ENV	RTA	MOP	AFR	SFR
Period	116,738	0	0	1	15	0	0	0	2	0.00	0.00
13 period rolling	1,572,455	1	2	19	198	37	22	7	22	0.19	2.35



- There were no reportable accidents during the Period. The rolling 13 period AFR is at 0.19 still below the target of 0.24 for the project.
- The recent reduction in numbers of BSC supervisory and HSQE staff is viewed with concern by **tie**.
- No environmental incidents were recorded during Period 7 but no formal response has been received from BSC regarding the mitigation of invasive species.
- Formal report issued for audit on BSC Site Waste Management Plans carried out 30th August 2010, to date no formal response has been received regarding the close out of findings raised. Formal correspondence to be sent to BSC during Period 8 regarding the close out of this audit.

# Deliver a Safe Tram

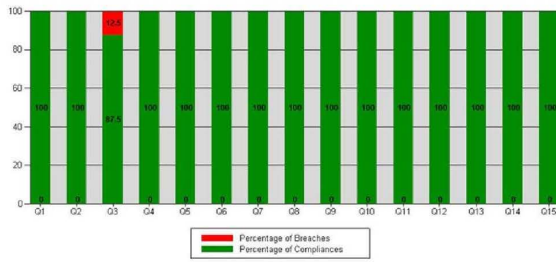


Section	Activity	Data Checked				
		B/C	ITPs	Design Change	As Built	Asset Register
Garrick Knowe to Balgownie	Drainage & Ducting	0.5	1	1	1	N/A
Edinburgh Gateway	Design Interface	0.5	1	N/A	N/A	N/A
Edinburgh Park	Earthworks ITP 008	0.5	1	1	1	N/A
PD	Total (y)	1.5	3	2	2	0
	Max Possible Total (y)	3	3	2	2	0
Total	Percentage P6	44%	91%	81%	74%	15%
	Percentage P7	44%	91%	82%	75%	15%

Key - Y = Evidence exists (1) N = No evidence exists (0) NA = Not applicable (-) P = Part evidence in place (0.5)

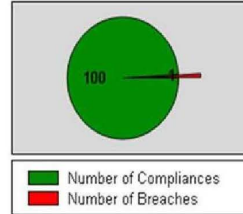
- On 9th August 2010, **tie** received ten ‘civils –type’ Design Assurance Statements (DAS) from BSC on a “For Information” basis. These were not to a satisfactory standard.
- tie** also formally received DAS’ for 7 Siemens system elements and a preliminary one for the CAF tram vehicle. Documentation is incomplete in several key areas, and does not demonstrate integration across multiple disciplines.
- Discussions are ongoing with BSC Quality to agree the format of the Site Completion Certificate as per Schedule 3 of the Infraco Contract.
- 3 metrics inspections carried out during Period 7. BSC have raised an NCR with regard to the alignment of the OLE bases at Haymarket. No further information received; **tie** to request progress update of NCR during Period 8.
- 34 Infraco ITPs have been submitted to **tie**. 32 are Level A no objection. BSC are currently reviewing all off their ITPs, and will re-issue in due course.

# Code of Construction Practice– Period 07



C1	Hours of Work
C2	Notification
C3	Notices
C4	Fencing and Hoarding
C5	Noise
C6	Waste Management
C7	Waste Water and Run-Off
C8	Water
C9	Emergency Access
C10	Parking
C11	Litter and general housekeeping
C12	Dust
C13	Smoking
C14	Members of the Public
C15	PPE and Behaviours

- Compliance has improved to 99% between Period 7 & Period 7.
- This against the background of very little 'on the ground' works
- A reported breach at Farrans site near Ocean Terminal related to inadequate and unclean information notices around the site. This was subsequently addressed



## Progress



What	% complete
Tram vehicles	59%
Utilities	97%
Infrastructure construction – Off Street	37%
Tram project ancillary works	96%
Tram project overall financial progress	~ 70%

15

## Progress

- BSC continue to work at Depot, Section 7 and Depot access bridge
- **tie** inspecting sites but they are all still under BSC management
- SRU - works to turnstiles, car park and gatehouse 99% complete (Crummock direct to **tie**)



## Change Requests and Risk Drawdown



- The changes and risk allowance status at Period 7 is summarised below:

Description	Base cost	Risk	Total
<b>Position at Financial Close (PCB)</b>	<b>481,680,811</b>	<b>30,336,196</b>	<b>512,017,007</b>
<b>Increases in Approved Budget</b>		22,982,993	535,000,000
Changes to end Period 6	47,677,551	<b>-47,677,551</b>	
<b>Position at end Period 6</b>	<b>529,358,362</b>	<b>5,641,638</b>	<b>535,000,000</b>
Period 07 Changes	3,277,848	3,277,848	
<b>Position at end Period 7 (CAB)</b>	<b>532,636,210</b>	<b>2,363,790</b>	<b>535,000,000</b>

- Following the delegated authority from TEL to the TPB authorising the use of the £545m funding envelope and the subsequent approval to increase the budget to £535m in Period 5 2009/10, **tie** is now seeking formal approval to increase the budget to £540m. This additional funding of £5m would be added to the Project Risk Allowance.

17

## TS Reforecast 2010/11 – movements



(STRICTLY PRIVATE & CONFIDENTIAL)

	2010/11 RF1 £k	2010/11 RF2 £k
Infraco Main Works	87,320	46,522
Non-Infraco Works	9,581	12,513
Tram Vehicles	12,056	11,174
Utilities Diversions	-4,857	-286
Design	2,278	1,982
Land & Compensation	178	313
Project Costs & Insurance	13,679	14,456
<b>Total Forecast</b>	<b>120,236</b>	<b>86,674</b>

- 2010/11  
- RF2 update reduced:  
from £120.2m to £86.2m
- Current contract structure  
Big ticket items:
  - Infraco £46.5m – majors incl:
    - \* £21.6m milestones
    - \* £19.1m variations
    - \* £3.3m provisional sums
    - \* £2.2m funding adjustment
  - Betterment £4.5m to recognise  
in 2011/12

## Trams Progress



- All 27 trams now completed or in production;
- 20, 21, 22 and 24 in finishing area;
- 18<sup>th</sup> & 19<sup>th</sup> trams undergoing factory acceptance test;
- 1<sup>st</sup> and 3<sup>rd</sup> to 17<sup>th</sup> trams completed and stored ready for delivery, entitled to take title to all or a selected number;
- 90,000 visitors to tram on Princes Street still largely positive feedback;

19

## Operational Readiness Report

- Construction works at the depot 65% complete but momentum is being lost in the last 2 weeks;
- Building fit-out however continues to progress well with LV power now connected;
- External track works and OLE masts progress although interface issues between BB and Siemens make it slow;
- Depot able to receive first trams in November subject contractor.



20

## Operation Preparation

- BROR committee held
  - Lloyds Register Rail first audit report;
  - Discussion about safeguarding and maintenance of completed assets;
  - Ticketing equipment suppliers demonstrated proposed units



# Potential ticketing equipment



22

## Key operations decisions

- October
  - Organisation and terms and conditions - discussed
  - Shortlisted TVM suppliers from 3 to 2 - completed
  - First LLR audit report of Operations Safety Management System – completed
  - Recruitment process for 4 testing staff - initiated
- November
  - Preferred bidder decision for TVM Supplier
  - Relocation of the tram from Princes Street
  - Finalise integration plan with Ridacard and LB back-office
  - LB scheduling software upgrade decision
- December
  - Contract award decision for TVM supply
  - Appointment decision for test-track staff
  - Preparations for the mini-test track
  - Support contracts for depot building
- January
  - Occupation of the depot building

## 5 Key Strategies

- Build the Brand
- Build the Team
- Preparing for the Future



**Edinburgh  
Trams**

Edinburgh  
Sparkles

Shopping. Shows. Celebrations. Visit Edinburgh.  
[www.edinburghsparkles.com](http://www.edinburghsparkles.com)

ESSENTIAL EVENTS HERE  
Trams  
Edinburgh Airport  
Lothian  
Edinburgh City Council  
EDINBURGH  
SHOPPING CAPITAL

25

End