

Tram Project Board

30 June 2010

Agenda



- Project Pitchfork - Richard
- Project Director's Report – Steven
- Finance - Stewart
- Preparing for Operations - Alastair
- 5 Key Strategies – Richard
- Build the Brand - Mandy

Pitchfork – Workstreams



- Workstream A – Project Notice : Termination
- Workstream B – Carlisle : where BSC complete part of the project and **tie** re-procure the remainder on an incremental basis
- Workstream C - Tram Business Case : requirement to submit to Full Council meeting 16th September 2010

3

Pitchfork – Project Notice



- Full notice and covering letter drafted
- Body of evidence collected
- QC instructed
- Consultation with QC on 8th July
- Planning underway for re-procurement activity

Pitchfork – Project Carlisle



- Positive conversations but need to remain cautious
- Assured design promised by mid July 2010
- GMP expected end July
- Negotiations then start in earnest
- Period of time required to analyse the detail and make recommendations to TPB
- Ongoing behaviour to be monitored in respect of notice

5

Tram Business Case Refresh



- Following Council Meeting on 24/06/10, a motion was approved that any report on the outcome of the contractual negotiations should include a refreshed 'Tram Business Case' based on the options now being explored by **tie**
- An 8 week timeframe is available to undertake the work and prepare a report to the Council on 16 September 2010
- What can be achieved within this timeframe?
 - Updated planning data/forecasts to be incorporated into transport model suite
 - Gogar Intermodal Station included in forecasts
 - Scenario testing; Airport to Haymarket, Airport to St Andrew Square, Airport to FOW
 - Outputs; BCR for each scenario and patronage/revenue forecasts
- Outline costs to complete the work £60K (est)

6

Pitchfork - Programme



- BSC proposed Revisions 3A (Nov 2013) & 3B (July 2013) - rejected by **tie**
- **tie** continues work to look at realistic programme (June – Dec 2012)
- MUDFA Rev 8 - adjudicator decision by 16th July

Pitchfork - Change register update



| | |
|---|---|
| Total Notices by BSC | 690 |
| Deleted/withdrawn/superseded | <u>(117)</u> |
| <u>TOTAL</u> | <u>573</u> |
| Estimates Submitted | 297 |
| Estimates Outstanding (min) | 272 |
| Estimates incomplete | 55 |
| tie Change Orders issued | 152 |
| <u>ESTIMATES SUBMITTED BUT NOT AGREED</u> | <u>93</u> |
| Outstanding BSC Actions | 48 |
| Outstanding tie Actions | 18 |
| Disputed as Change | 30 |
| Value of agreed changes | £18.242 m [82% reduction of correct value] |
| Original submission | £33.241 m |

8

Pitchfork - DRP (as at 30/6/10)



- 15 items put into DRP to date.
- 11 referred by **tie**, 4 by BSC.
- 3 resolved by negotiation.
- 3 resolved through Mediation – Princes St, Prelims % and EOT1.
- 6 decisions made by Adjudication
- Depot Access Bridge – referred to adjudication since last meeting
- MUDFA Rev 8 - hearings held and decision due on 16/07/10
- Clause 80.13/34 - CEO's meeting held and agreed to refer to adjudication (legal Panel)

9

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 | 112,257 | 0 | 0 | 1 | 8 | 1 | 2 | 0 | 5 | 0.00 | 0.89 |
| 13 period rolling | 1,611,639 | 1 | 1 | 22 | 210 | 79 | 25 | 7 | 67 | 0.12 | 4.90 |



- There have been no reportable accidents during Period 3.
- A non-reportable injury occurred during period 3 where a BSC operative broke 2 fingers whilst loading materials. Operative returned to work on light duties
- The rolling 13 period AFR is 0.12, well below the target of 0.24 for the project
- Two environmental incidents were reported during the period & a formal request has been sent to BSC regarding the provision of the monthly audit reports relating to the Project Site Waste Management .
- BSC are still to deliver an updated Environmental Management Plan and an updated Invasive Species Plan. BSC formally notified for non-delivery.

Deliver a Safe Tram

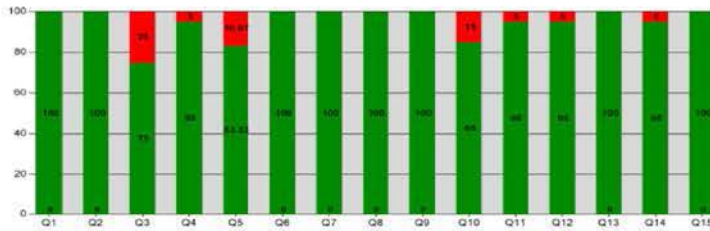


| Section | Activity | Data Checked | | | | |
|-----------------------|-----------------------------------|--------------|------|--------------------------|----------|----------------|
| | | IDC | ITPs | Design Variations/Change | As Built | Asset Register |
| Gogarburn Bridge | Structural Concrete | 1 | 1 | 1 | 1 | N/A |
| Russell Road | Structural Concrete | 1 | 1 | 1 | 1 | N/A |
| Edinburgh Park Bridge | Cladding, Brick/Blockwork | 1 | 0.5 | 1 | 1 | N/A |
| Haymarket Viaduct | Integration of drainage & ducting | 0.5 | 0.5 | 1 | 1 | N/A |
| PD | Total (y) | 3.5 | 3 | 4 | 4 | N/A |
| | Max Possible Total (y) | 4 | 4 | 4 | 4 | N/A |
| Total | Percentage P2 | 88% | 92% | 75% | 70% | 50% |
| | Percentage P3 | 92% | 91% | 81% | 77% | 50% |

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

- Period 3 inspections indicate a score of 88% for IDC findings, giving an improvement of over 30% in the last 2 periods.
- An Audit carried out on the ETL on 4th June 2010 showed good development of systems.
- A tie process for organising information that will help to provide interim assurance has been agreed. A test of this process is being carried out on Princes Street and an interim report will be available 9th July.
- Period meeting carried out with BSC to review outstanding actions from metrics inspections. Bi Weekly Quality meetings will be held at Edinburgh Park. Co-operation at operational levels becoming more difficult .
- The metrics inspection at Haymarket has highlighted concerns with regard to what CEC believe to be approved and what the contractor is building and believes to be approved.

Code of Construction Practice– Period 03



| |
|--------------------------------------|
| Q1. Hours of Work |
| Q2. Notification |
| Q3. Notices |
| Q4. Fencing and Hoarding |
| Q5. Noise |
| Q6. Waste Management |
| Q7. Waste Water and Run-Off |
| Q8. Water |
| Q9. Emergency Access |
| Q10. Parking |
| Q11. Litter and general housekeeping |
| Q12. Dust |
| Q13. Smoking |
| Q14. Members of the Public |
| Q15. PPE and Behaviours |

Compliance has reduced slightly to 94% (95% in Period 2)

There has been a drop in compliance in the following areas:

- Notices
- Fencing and Hoarding
- Litter and Housekeeping
- Passage of Pedestrians

Action to be taken

- **tie** PM and Supervisor briefed and will liaise with Contractors, specific inspection topics will include the above points.
- **tie** to discuss with BSC directors areas of continued non-compliance. Compliance with Schedule 3, COCP section to be checked for breaches and formally communicated where required.



Utilities



- Utility Diversions are now complete at Haymarket
- Final snagging, abandonments and SW tie-ins at York Place which are dependent on completions of SW works at The Mound (completion expected 13/07/10 for water, 11/07/10 for reinstatement)
- Utility Diversions continue to programme at Newhaven and Leith Docks with scheduled completion first week in July
- Section 1A (Constitution St) side entry manholes – no new works commenced

13

Embargo Preparations

- Guiding principle is that all works in embargo are will be complete prior to the embargo
- Main exception to this is telecoms cabling works
- If required, any further exemptions will be requested on an as required, site by site basis over the next 4 weeks

Traffic Management Re-instatement



- Works complete at Haymarket
- Areas currently not expected to be entirely complete in advance of embargo due to material deliveries are:
 - Charlotte Sq : splitter islands at NE, SW and SE corners
 - London Rd – Picardy place : splitter island
 - Broughton – Picardy place : splitter island



15

Infraco



- The progress achieved in the Period for INFRACO works was 1.3% against a plan of 3.2%.
- BSC progress generally focussed on off-street sections
- The total cumulative completion is **19.2%** in Period 3

Issues raised in Period 03:

- Progress to various areas not taking place due to lack of engagement of Contractor following Issue of Instruction – Clause 80/Clause 34.1;
- Contractual obligations not met to allow works to commence on street;
- Further design slippage;
- BSC now recording progress against incomplete REV 3A Programme despite Rev 1 being the agreed contract programme and rejection of Rev 3A by **tie**

16













22

Change Requests and Risk Drawdown



- There were seven draw downs on the risk allowance approved in Period 3 totalling £1,899,726, the margin elements of this is DRP related.
- Based upon the revised project risk allowance this leaves a risk balance of £4,221,402.
- See paper on page 17 of the TPB Report for full details.

Enabling / Accommodation Works



- Murrayfield Turnstiles / Gates Contract awarded to Crummock Construction + £390K change.
- South Gyle Access Sewer diversion tenders under evaluation. Recommend 02/07/10

Finance - 18% Progress comparison

| £m | Cum Spend to 18 th June 2010 | |
|------------------------------------|---|--|
| Infrastructure – BB & S | 111.8 | This is the number which <u>should</u> relate back to the 18% complete statistic. |
| Infrastructure – Other | 19.2 | Eg depot excavation by MUDFA, new road and bridge at airport and utilities by Farrans and |
| Vehicles – CAF | 45.0 | Construction of vehicles in progress – we have achieved value for this amount |
| Utilities | 62.1 | MUDFA plus other work billed directly by statutory utilities – net of betterment recoveries so far |
| Design | 31.7 | Parsons Brinckerhoff and Halcrow |
| Resources | 66.4 | See other slide |
| Land Acquisition | 20.3 | Actually £18.5m on land acquisitions plus £1.7 on Business Support |
| Insurance (OCIP) | 2.9 | Includes for insurance all the way through the utilities work |
| JRC (Transport Modelling) | 2.6 | SDG/Buchanans Business Case (STAG) plus all the modelling work to support the Business Case |
| BAA / Network Rail recharges | 1.8 | 3 rd party resource costs associated with keeping an eye on what we're doing |
| Other | 4.1 | |
| Total Spend | 367.9 | |
| Of which TS share @ 500/545 | 337.5 | |

25

Spend Build Up



| | Spend to March 06 | Ye March 07 | YE March 08 | Ye March 09 | Ye March 10 | YTD June 10 | Total to 18/6/10 |
|------------------------------|----------------------|-------------------|-------------------|----------------|-------------------|----------------|---------------------|
| £m | | | | | | | |
| Infrastructure – BB & S | - | - | 22.3 | 31.3 | 47.5 | 10.7 | 111.8 |
| Infrastructure – Other | - | - | 5.6 | 1.3 | 9.2 | 3.1 | 19.2 |
| Vehicles – CAF | - | - | 2.7 | 12.6 | 26.9 | 2.8 | 45.0 |
| Utilities | | 2.2 | 16.2 | 33.4 | 10.6 | (0.3) | 62.1 |
| Design | 3.3 | 13.4 | 7.7 | 4.7 | 2.1 | 0.5 | 31.7 |
| Resources | 5.9 | 14.4 | 15.4 | 13.8 | 14.1 | 2.8 | 66.4 |
| Land Acquisition | 0.1 | - | 16.7 | 1.7 | 1.6 | 0.2 | 20.3 |
| Insurance (OCIP) | | 0.1 | 0.4 | 1.1 | 1.1 | 0.2 | 2.9 |
| JRC (Transport Modelling) | 0.5 | 1.0 | 0.4 | 0.3 | 0.3 | 0.1 | 2.6 |
| BAA / Network Rail recharges | - | 0.2 | 0.3 | 0.7 | 0.5 | 0.1 | 1.8 |
| Other | 3.9 | - | 0.2 | - | - | - | 4.1 |
| Total Spend | 13.7 | 31.3 | 87.9 | 100.9 | 113.9 | 20.2 | 367.9 |

26

Resource Costs



| | £m | |
|------------------------------------|-------------|---|
| tie Staff (and Consultant) | 29.5 | Since inception ie middle of 2004 |
| Overheads, Accom, ICT etc | 8.5 | |
| DRP Related | 2.7 | Since April 09 |
| DPOFA (Transdev) | 2.6 | |
| DLA – Contracts | 3.4 | Pre DRP |
| D&W – Mostly Land & TRO advice | 2.8 | |
| TSS (Scott Wilson) | 10.2 | Bought in resource (including design assurance and support) |
| CEC | 1.9 | Recharges |
| TEL (LB) | 2.4 | Recharges |
| External Comms / Stakeholder costs | 2.5 | |
| Total Spend | 66.4 | |

27

Trams Progress



- All 27 trams now completed or in production;
- 13, 14, 15 and 16 in finishing area;
- 12th tram completing factory acceptance test;
- 3rd to 11th trams completed and stored ready for delivery;
- 45,000 visitors so far to tram on Princes Street still largely positive feedback;

28

Operational Readiness Report



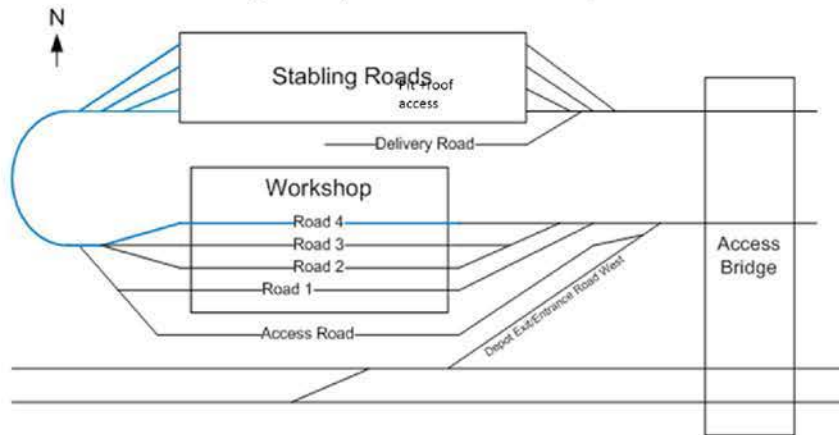
- Construction works at the depot 44% complete;
- Building fit-out progressing well;
- External track works have commenced first crossing to be delivered 1st July;
- Depot to receive first trams in late August/early September;



Operational Readiness Report



Commissioning sequence – Step 1



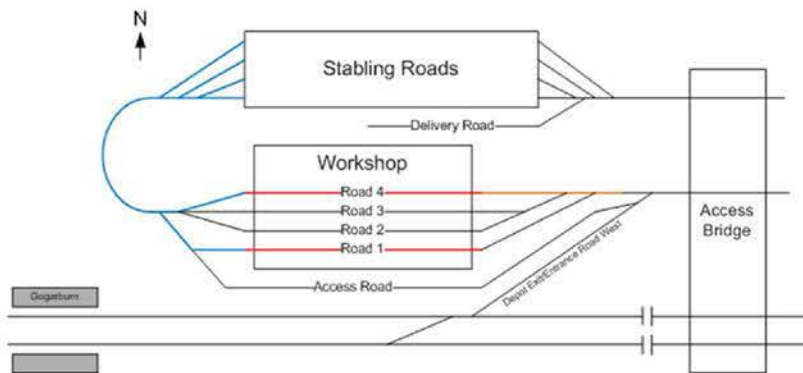
Delivery of Tram to Road 4 - Requirements

Track complete road 4, loop and stabling road(s) as shown by blue line

Workshop floor complete to allow delivery trucks access

Road 4 pit and road 4 roof access platform

Commissioning sequence – Step 2



750VDC provided to Road 4 and/or Road 1 - Requirements

Substation equipment installed and commissioned

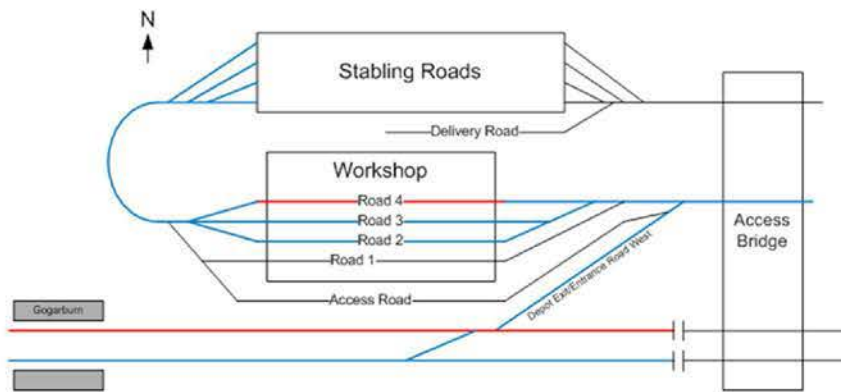
Wire run for road 4 and/or Road 1 installed including section insulators, isolation switches, earthing and bonding. The wire run for road 4 at the east end terminates as shown by the orange line, will the track need to be completed? The wire run for road 1 terminates at the scissors crossover. Beyond the access bridge.

OLE 'live' as shown by red line

Workshop dust free / sealed

Alternative – 750Vdc provided to the access Road?

Commissioning sequence – Step 3



Access to mainline for tram testing up to Gogar Tramstop – Requirements

Track complete; road 3 & 2 towards and under access bridge, Depot west exit/entrance road, mainline track between Gogarburn tramstop and access bridge, shown by blue and red lines.

Temporary wire run on one mainline road installed including section insulators and temporary termination poles/bases as shown by red line.

Workshop equipment installed; wheel lathe, lifting plant, all roof access platforms.

Operation Preparation

- BROR committee held
 - Agreed functionality for ITT to shortlisted ticketing tenderers;
 - Noted commissioning next steps;
 - Noted audit results of operators safety management system;
 - Agreed co-located control room strategy.



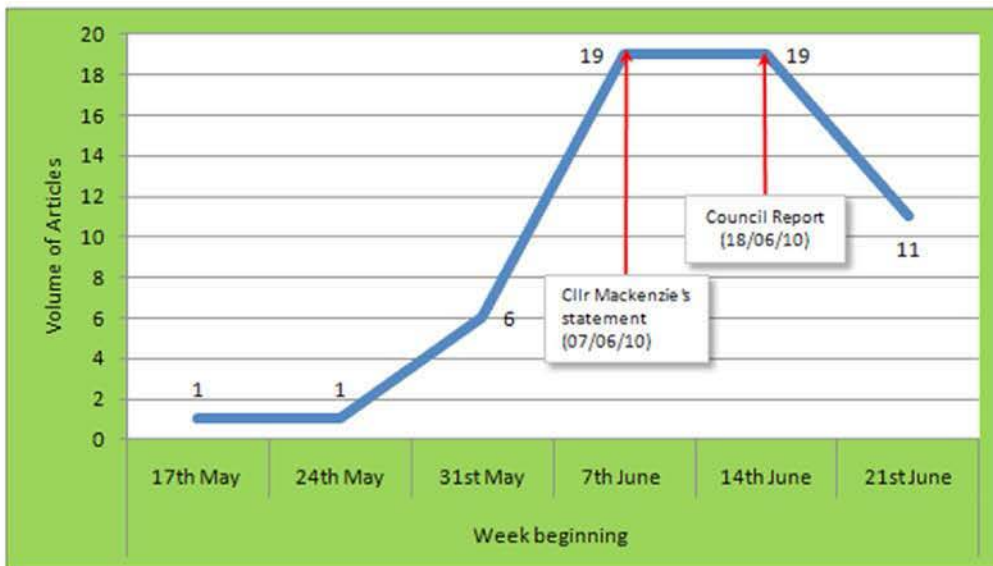
Key operations decisions

- June
 - Operations Safety Management System in place; Achieved
 - Revised draft of TEL Business Plan; Underway
- July
 - Ticket equipment supply draft ITT issued to shortlist;
 - Power supply contract award and available at Depot;
 - Co-located control room strategy agreed;
- August
 - Organisation and terms and conditions agreed;
 - Relocation of tram from Princes Street;
 - 2nd Delivery of tram from factory;

5 Key Strategies

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

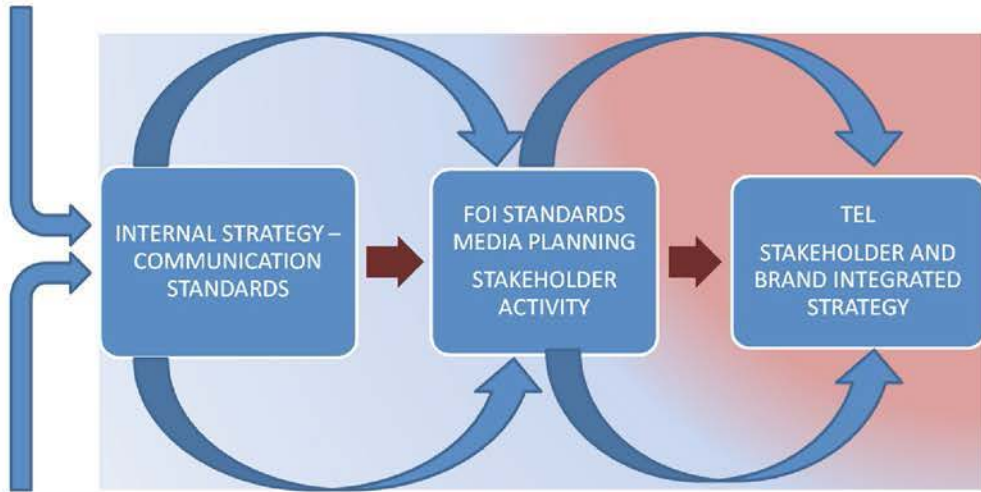
Review of Recent Press Coverage



Integration Planning

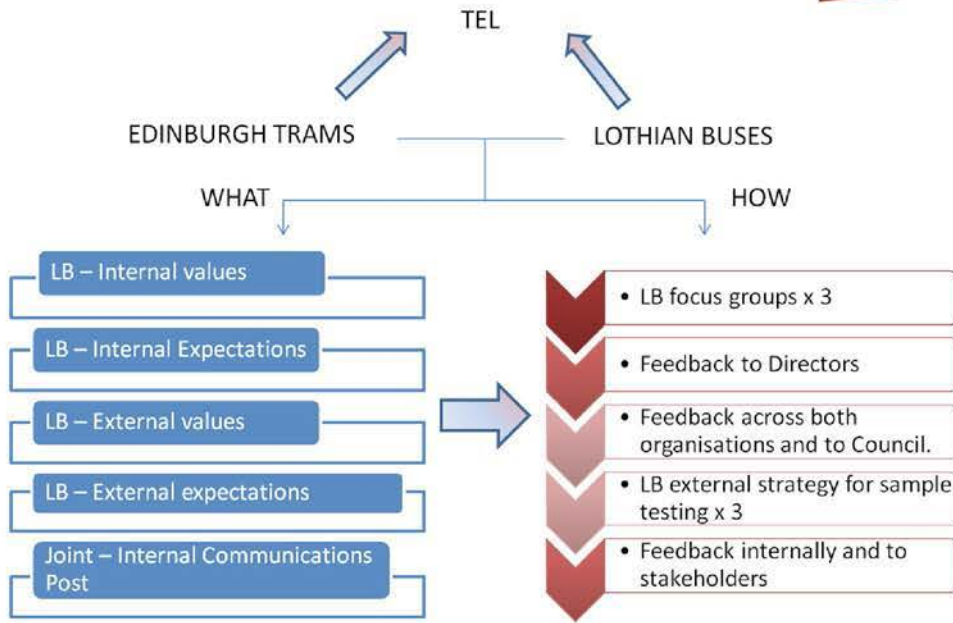


LOTHIAN BUSES



EDINBURGH TRAM

Communications



JUNE TO SEPTEMBER 2010

38

Vine Trust Barge Conversion



39

Vine Trust Barge Conversion



End