

# Joint Tram Project Board and **tie** Board

18 November 2009

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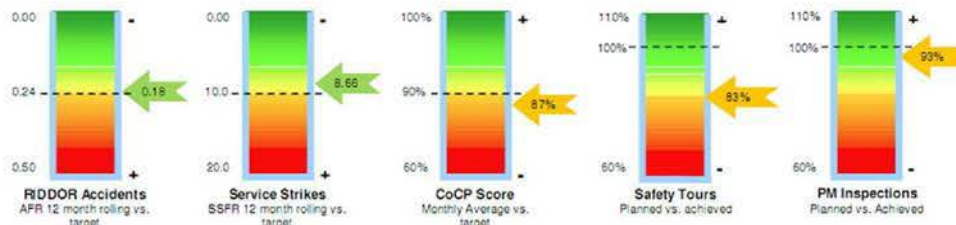
## Building the Tram (Project Director's Report page 12)

- HSQE Report
- Overview of current progress
- Princes St Reopening
- Change requests and risk drawdowns (page 24)
- Progress on dispute resolution
- Gogar Interchange
- Cost and programme update

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## Deliver a the Tram Safely



- There have been no reportable accidents during Period 8 bringing the 13 period Accident Frequency Rate to 0.18 which is ahead of the target for 09/10.
- Period 8 figures show a slight overall decrease in the service damage frequency. As a result of a significant power cable incident on Princes St. BSC are organising a safety stand-down to discuss service safe digging practices and protocols
- There have been 20 near misses reported during Period 8 the majority of which were reported by the contractor - this is an improvement from last period.
- The number of inspections planned by Project Managers was 15, the actual completed was 14 – 93%. 83% of the planned safety tours were completed during Period 8.
- Targeted support is being given to ensure a successful hand back of a safe and suitable Princes St to the City.
- **tie** have assumed the role of CDM Co-ordinator and trained 83% of the key personnel identifies so far.

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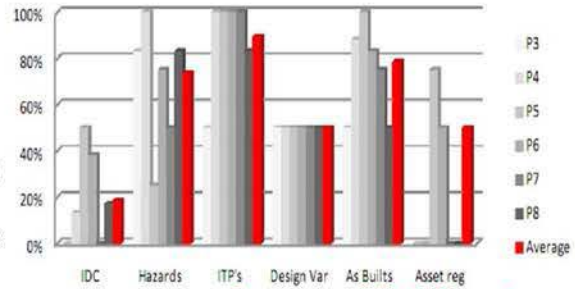
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## Deliver a Safe Tram

Section	Activity	Data Checked					
		Interdisciplinary Design Check	Hazards	Inspection and Test Plan System	Design Variation/Change	As Built	Asset Register
Section 7 Gogar Burn Depot	Erection of Structural Steel	0	0.5	1	N/A	N/A	N/A
Section 7 Gogar Burn Bridge	Cuvert No.1	0	1	1	0.5	0.5	N/A
Section 5B Guided Busway	Piling for Line 2 WEBS section OLE Foundations	0.5	1	0.5	N/A	N/A	N/A
<b>PD</b>	<b>Total (y)</b>	0.5	2.5	2.5	0.5	0.5	0
	<b>Max Possible Total (y)</b>	3	3	3	1	1	0
<b>Total to date</b>	<b>Percentage</b>	19%	65%	89%	50%	74%	42%

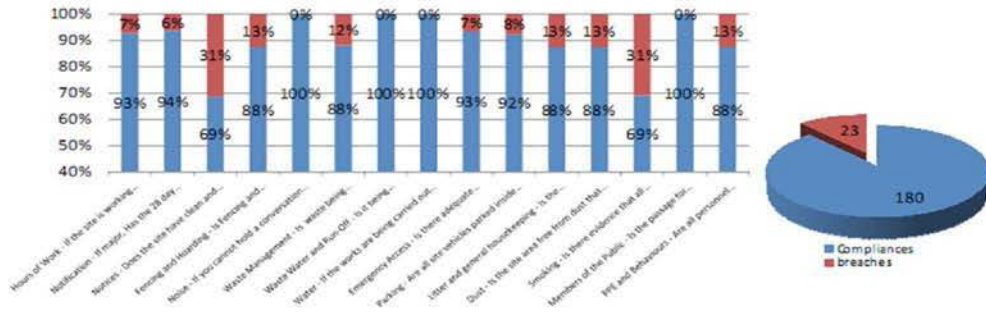
- BSC are providing greater support in the metrics inspection.
- Areas previously inspected being re-inspected to close out actions
- Weekly meetings to be held with **tie** Quality and BSC quality departments
- Metrics checks to be carried out weekly on Princes Street until formal handover
- A successful presentation from BSC to the Office of Rail Regulation was given on Princes St trackform including integration aspects. Further presentation planned for December.

**Period Tracker**

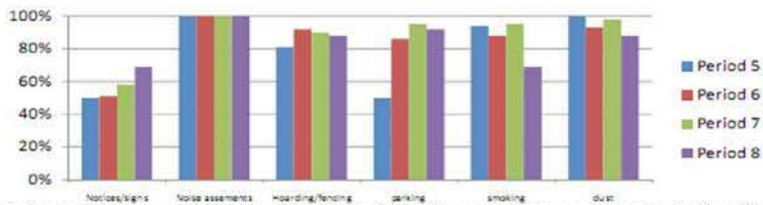


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## Code of Construction Practice – Period 8



COCP Trends



COCP compliance continues to be monitored by tie and improvements in the Period are evident across several areas including site signage, and site parking.

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## Strategic Summary

- Summer 2009, no sign of change from BSC
- Full legal weight, 5 key outcomes
  - Better relationship
  - Certainty about the future
  - Commitment to progress
  - Price for issues to date
  - information
- Slow, grinding progress
  - Work started under 80.15, but no change in attitude, behaviour, certainty or commitment
- David Darcy arrival signals a change of approach
- Need for us to respond, EOT seen as symbolic
- Have we achieved a breakthrough in November?

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## Infraco : July – Nov 09

Progress as part of the DRP & “David Darcy” effect

- E.o.T 1 : Agreed @ £3.524m.
- Programme to complete : a way forward agreed.
- On Street Supplemental Agreement : Draft in fair shape.
- First two BDDI – IFC Design Development Adjudication decision.
- Behaviour : positive signs but need consistent evidence, including evidence of work commencing in previously “dormant” locations.

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# Infraco

## Underway:

- Princes Street 94%
- Edinburgh Park Viaduct 78%
- Depot 13%
- Gogarburn Bridge 71%
- Guided Busway 17%
- Section 7 (Airport) 23%





## Princes Street

- 13 days to go
- Are we ready – yes we are!
- Outstanding Issues
- Events from 26<sup>th</sup> November 2009

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## Princes Street - Signals

Location	FAT	Pole Erection	Cable Installation	Cabinet Base Installation	Cabinet Installation	Power Check	UTC	SAT
South Charlotte	18/11	0% (23/11/09)	0% (23/11/09)	0%	0%	0% (27/11/09)	28/11	Early 29/11
Castle St	NA	90%	90%	100%	0%	0% (18/11/09)	23/11	23/11
Frederick St	18/11	95%	100%	100%	100%	100%	23/11	23/11
Hanover/ Mound	18/11	10%	10%	100%	0%	0% (22/11/09)	24/11	24/11
Sth St David	18/11	100%	100%	100%	100%	100%	24/11	24/11 or 25/11
Hanover/ George	18/11	0% (22/11/09)	0% (20/11/09)	0%	0%	0% (25/11/09)	28/11	Early 29/11
Zebra	NA	0%	0%	0%	0%	0%	NA	NA

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## Princes Street – Civil Works

Location	Road Construction	Blacktop	Setts	Lining	Footpath Paving
Sth Charlotte St - LRJ	30%	30%	NA	0%	0%
Charlotte – Castle	100%	100%	95%	75%	NB 100% SB 70%
Castle – Frederick	100%	100%	95%	75%	NB 100% SB 80%
Frederick – Mound	60%	60% Base course	Cent Res 75% Track 40%	0%	NB 100% SB 20%
Mound – Sth St David	90%	90% Base course	95%	0%	NB 100% SB 40%
Sth St David – Waverley Bridge	80%	50% Base course	85%	0%	NB 60% SB 0%

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## Princes St - Buses

- Shelters – 9 out of 17 complete  
(Final Princes St shelter to be erected 16/11/09, 8 to be slabbed. Hanover & Frederick shelters still to be erected)
- Trackers – scheduled for w/c 16/11/09 & 23/11/09
- Power – scheduled for w/c 16/11/09 & 23/11/09

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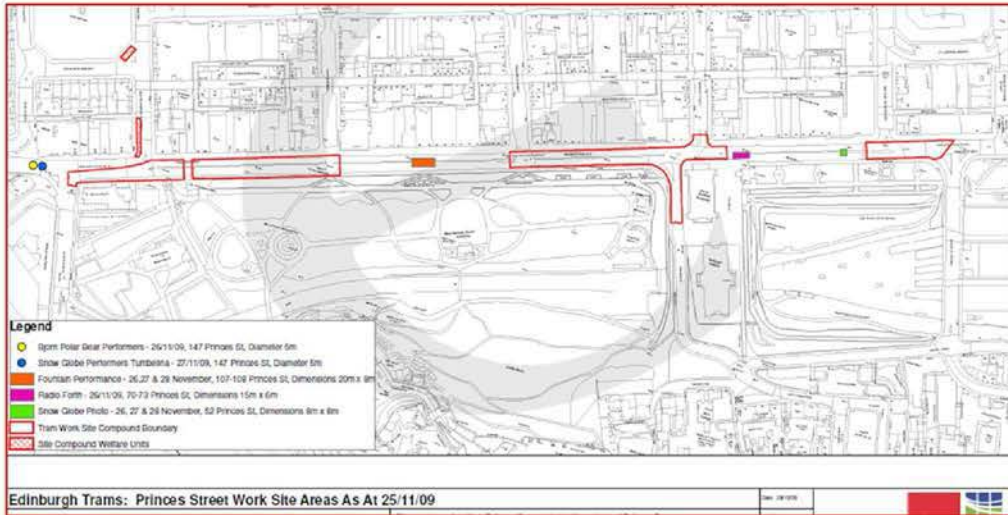
## Princes St – Outstanding Issues

- We already know about the following:
  - OLE bases - 3 @ St Johns, 1@ Frasers, 2 @ Hanover
  - Tramstop setts/coping and line of setts adjacent to tramstop
  - Bus tracker @ Hanover St
  - SW valves @ Mound
  - Water main @ Waverley bridge
- Through he snagging process a number of issues may be moved into the punch list for attention at a later date
- Work to be programmed for later date includes remaining OLE poles, wires and street lighting, tramstop furniture and build outs @ Waverley Bridge & South Charlotte St

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# Princes St – Edinburgh Sparkles



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## Gogar Interchange

- The impact of the Gogar Interchange on tie's Authorised Undertaking note for EARL has been regularised following receipt of a letter of clarification from Transport Scotland.
- The design phase work is 21% completed vs 29% planned and the financial out turn remains unchanged. Opportunities to recover the design time have been identified and are being addressed with BSC.
- There are issues to resolve with Network Rail on:
  - Traffic Management
  - Access constraints
  - Construction sequencing
  - Design co-ordination

And these are being addressed with R McAulay and, as necessary with Transport Scotland.

This workstream has strong focus from the Tram Project Team to ensure it is executed very effectively in conjunctions with the Tram Works.

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## Utilities

### MUDFA Works (Carillion)

96% complete

- Haymarket completion forecast December (excl gas abandonments and West Maitland St required in January)
- York Place – Picardy Place Broughton St now being finalised. Return required after New Year to complete
- Leith Walk – Gas & Water decommissioning End November

### Airport Works (Farrans)

- 98% complete

### Tower Place – Newhaven

- Contracts awarded to Farrans/Clancy Docwra
- Works commenced 9 November 2009

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## Utilities

- Carillion closedown agreed in principle (subject to final legal drafting)
- Completion of physical works by Christmas embargo.
- Handover to alternative contractor w/c 4 January
- Board permission sought for appointment of alternative contractor.
- Carillion claim unlikely to be settled by negotiation .  
Expected to go formal.

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## CUS Commercial Issues

- Prelims: No significant issues
- Measurement: Very little risk, small opportunity (11% – 24% over applied to date)
- Changes: Some risk, no opportunity
- Enabling Works: Some risk, little opportunity
- Disruption claim: Some risk, no opportunity

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## Trams Progress

- 13 trams in production;
- 3, 4, 5 & 6 in the finishing area;
- 1st tram 80% through the factory acceptance type test;
- 2<sup>nd</sup> tram about to start the routine factory acceptance test;
- test track running in Wildenrath planned for Jan/Feb 2010;
- delivery planned for April 2010 to Edinburgh;
- mock-up relocated to West end of Princes Street with 3,000 visits so far;
- moving to Gyle Centre on the 23<sup>rd</sup> November;

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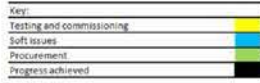
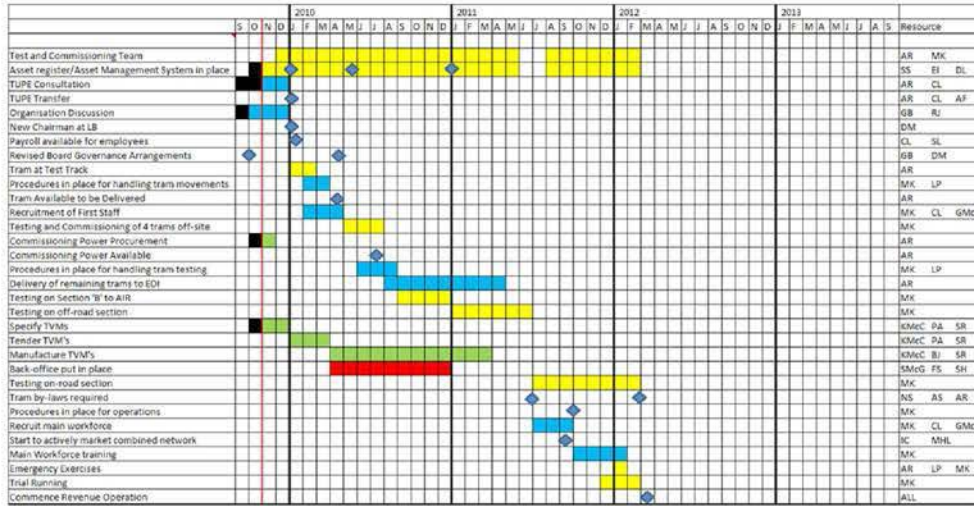
## Building the Brand

- Leith Walk joint task force with CEC Economic Development and OFB will promote area under "I love Leith" brand
- Highly successful integrated approach with summer festivals, similar 'one-family' approach for Winter and Hogmanay
- Improved business support signage and enhanced overall communications processes through account management teams in key areas
- Regular engagement programme with stakeholder communications teams
- Successful online and social media updates and information
- Improved direct contact with communities through Account Management Teams
- Tighter internal processes for community notifications of variations from scheduled work and other issues
- Leith Business Centre premises identified, funding still in discussion

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# Operation Preparedness

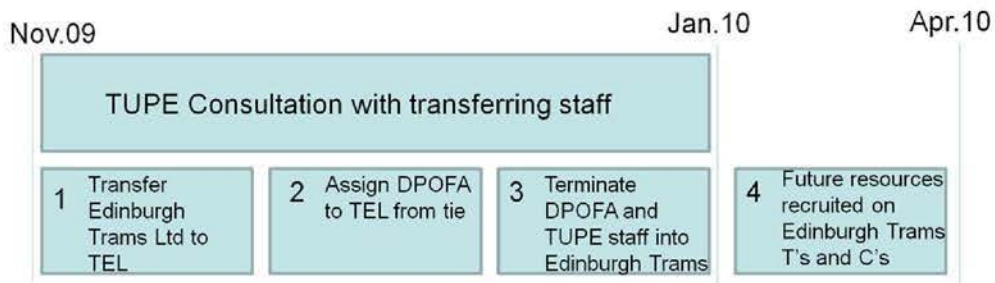


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## Operation Preparedness

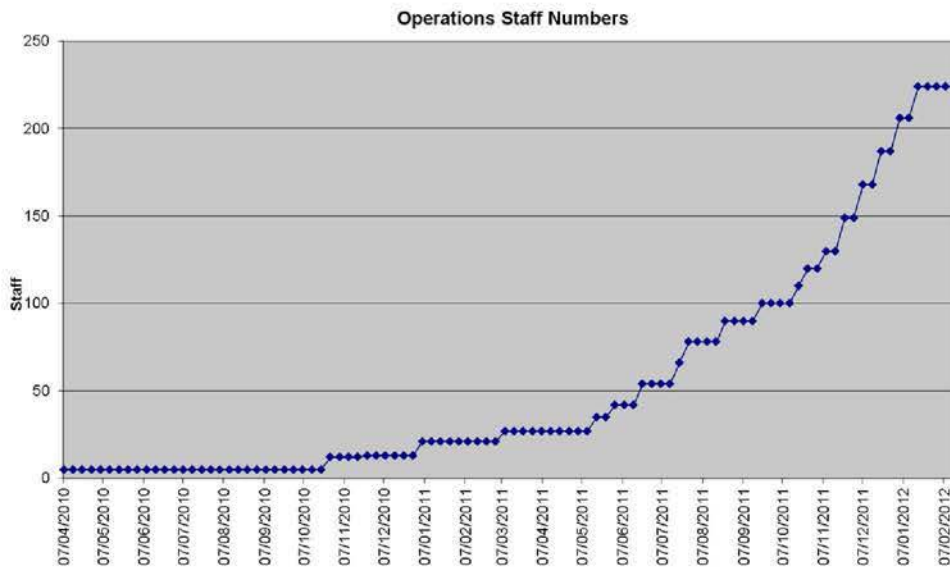
- Steps being followed in-sourcing DPOFA activities:



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# Operation Preparedness

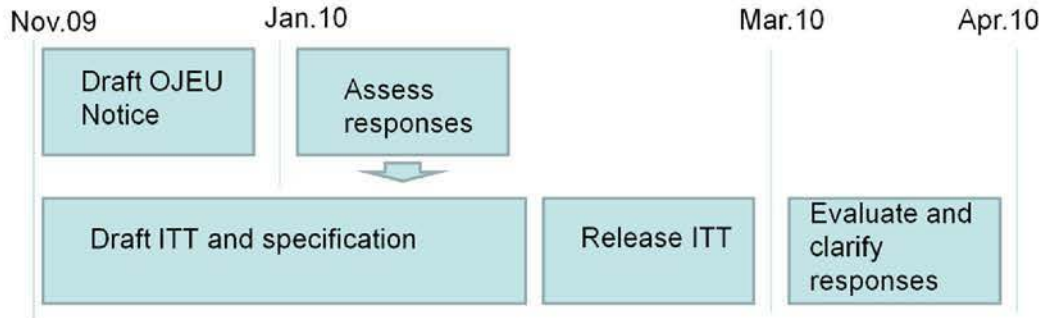


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# Operation Preparedness

- Steps being followed to procure revenue collection system:

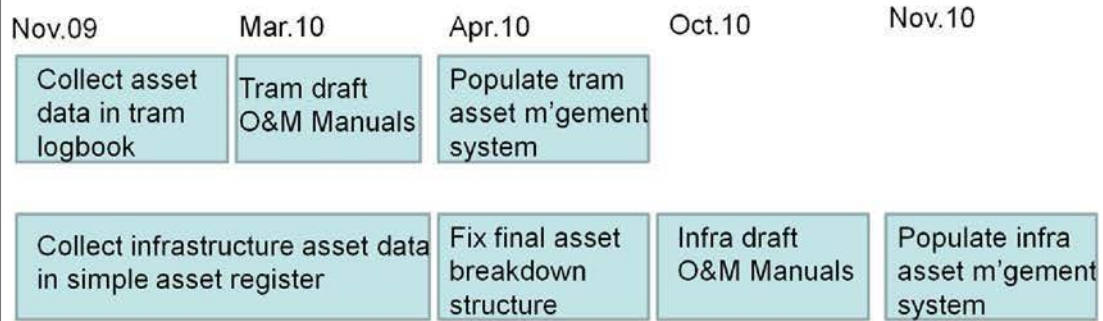


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## Operation Preparedness

- Stages being followed with asset management system:



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## Status of key operations actions underway

- First BROR committee held
  - Agreed to place the OJEU notice for the revenue collection system and proceed with the procurement strategy;
  - Agreed to tender the commissioning electrical power;
  - Reviewed and revised scope of some of the workstreams;
  - Reviewed and agreed the Terms of Reference;
- Detailed scheduling and resource planning – resource to assist is to be appointed;
- Organisation structure – meeting scheduled this week to discuss;
- Project team formed for revenue collection system procurement;
- Coordinated approach to tram, tramstop and bus stop branding and dressing under discussion amongst the one-family;
- Asset management progressing;

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## Change Requests and Risk Drawdowns (p18)

- Drawdown in period - £2.272m
- Covers 9 individual items including :
  - Design support & extended construction support (paper – page 21)
  - DRP costs
  - Edinburgh Park office costs
- Additional paper concerning ADM Milling agreement which will be regularised as part of future change drawdown but seeking approval at this TPB.

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TIE  
Key Performance Indicators

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# Stakeholder Support

Public and Political Support	Measurement
Brand: Promote the tram, generating pride and excitement.	Any public opinion survey that may be available Broadcast the brand in all activity Perception survey by transform Scotland Focus group and measured responses
Customer services: Handle all complaints in a professional manner, respond in an appropriate timeframe with open and honest information.	Measure the number and type of complaints that are received. Measure response times
Stakeholders: Keep our stakeholders well informed with up to date and accurate information.	Internal staff survey on communications. Feedback from stakeholder groups and inclusion by stakeholders Joint initiatives with stakeholders Feedback from politicians Invitations to events and number of speeches requested
Media: Implement an ongoing news bank of information providing proactive news stories	Press Coverage, quantity of coverage and positive to negative article ratio. Media perception and understanding Familiarisation trips Up to date news bank of information Carrying of messages

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# Safety

The achievement of the Safety KPI's is subject to the approval of the HSE sub-committee

Safety KPI	Measurement
We have successfully delivered the tram safely because	<p>There have been zero project fatalities and zero serious injuries with any degree of tie implication or lack of possible prevention or expected intervention.</p> <p>We have demonstrated improvement in our H&amp;S performance during the project in the following areas</p> <p>Incident and Injury – Our Accident Frequency Rate is better than industry average</p> <p>Financial – We received no substantial claims or damages as a result of H&amp;S incidents</p> <p>Legal – tie have not been prosecuted</p> <p>We are progressively demonstrating improvement against the deliver the tram safely strategy and the Annual Safety Plan targets:</p> <ul style="list-style-type: none"> <li>•Improvement in the number uninjured workers and members of the public</li> <li>•Minimising the financial value of claims and damages to services</li> <li>•Successful engagement and interface with the Regulatory bodies including no enforcement action.</li> </ul>
We have successfully delivered a safe tram because	<p>A "No Objection" to operate the Tram was given by the Independent Competent Person</p> <p>There are no temporary speed restrictions as a result of inadequate design or construction, or other loss of capacity or functionality</p> <p>We are progressively demonstrating improvement against the deliver a safe tram strategy:</p> <ul style="list-style-type: none"> <li>•Design is to an acceptable standard</li> <li>•Construction is to an acceptable design and quality</li> <li>•The ICP is engaged/ No major RFI's outstanding</li> <li>•Asset Management and Handover information is to an acceptable level</li> </ul>

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# Operational readiness

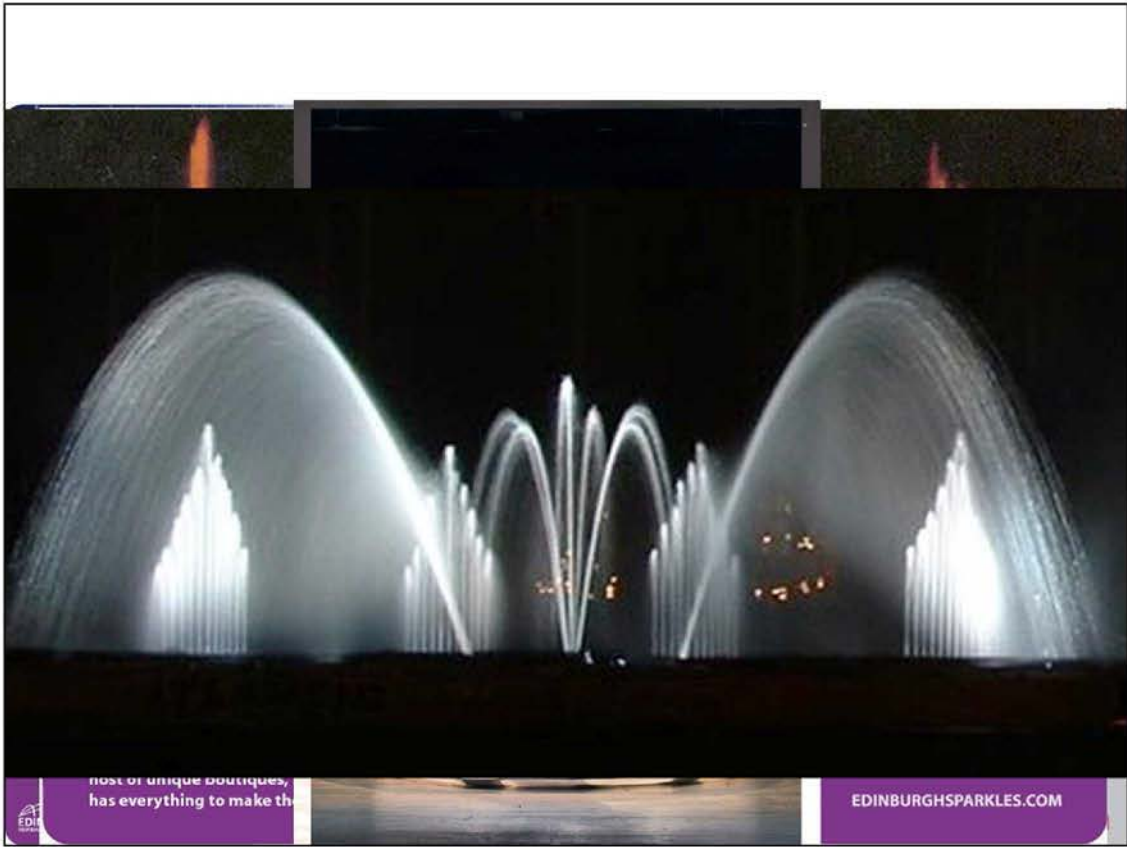
Operational Readiness	Measurement
Operational Readiness Plan	Preparations for the tram are being progressed in line with the plan
Staffing structures in place and recruitment up to speed	Organisation designed and clearly thought through with organisation design principles set from the start. Terms and conditions thoroughly researched into before recruitment begins. Appropriate recruitment process designed to attract the right candidates.
Are health and safety issues properly covered	Health and safety procedures for test running and operations in place.
Effective working with the one family	Integration of the buses and trams investigated and maximised. Integrated ticketing successful. Integration with roads infrastructure.
Successful build up and opening day/first week/first month	Public opinion surveys Revenue, passenger numbers and operating costs in line with the business plan

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# Team culture

Team Culture	Measurement
Develop an effective organisation	Values for staff developed and visible in the organisation. Discussed in Exec and team meetings. Organisational Effectiveness Model embedded in the induction process Vision, objectives and strategies are widely communicated including to new starters and reviewed regularly.
Performance Management	All employees have a mid year review and final appraisal, documentation exists and signed off. Developmental discussions have taken place, documents filed. Objectives set within the month after financial year end for every employee. Clear measurable objectives. A stronger focus on performance management within tie.
Leadership Development	Leaders are assessed regularly on their performance against the values from 2010 onwards. The values are embedded in everything they do. Development records for every employee.

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