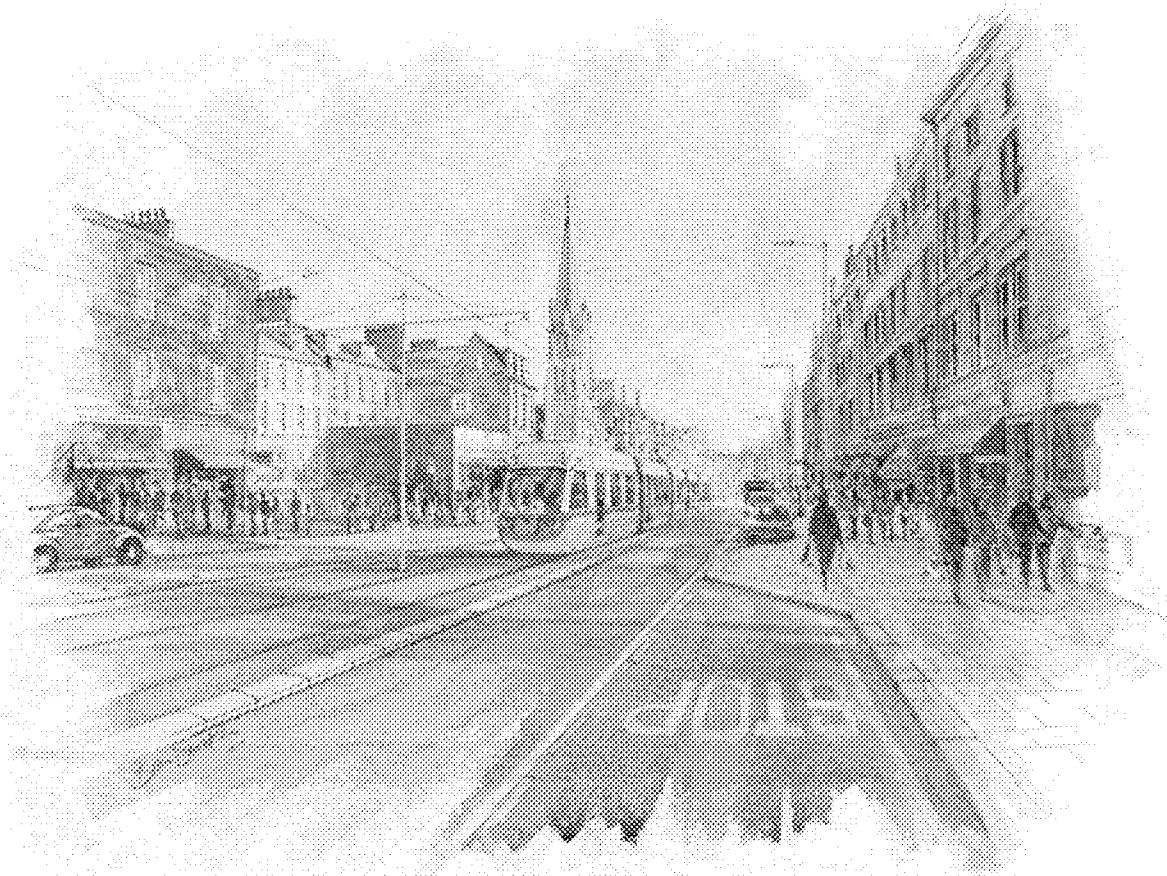
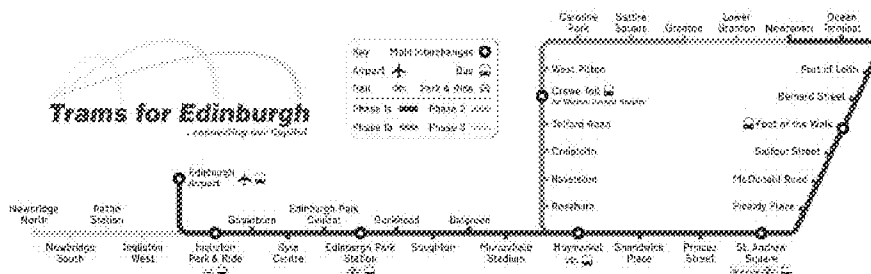


Trams for Edinburgh

...connecting our Capital



EDINBURGH TRAM Highlight Report to the Chief Executive's Internal Planning Group 24 January 2008



1 Background

This 'highlight report' is an update to the Chief Executive's Internal Planning Group on the Edinburgh Tram Project. To inform on the progress on this project, and any decisions required particularly regarding the tram approvals process. This report also contains an update from TEL's Tram Project Board of 9th January 2008. There was also a TPB meeting on 23 January 2008 to review the contract close out report (which is included as Appendix 1).

2 Executive Summary

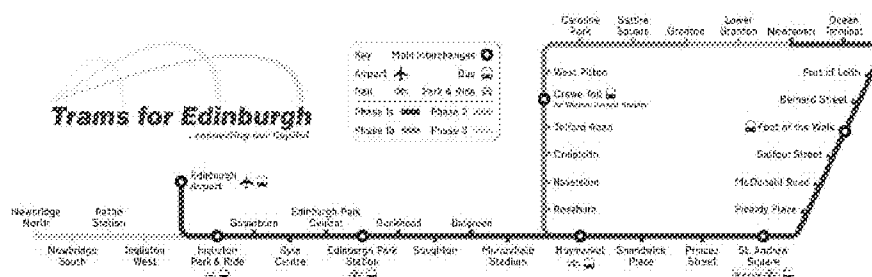
2.1 Matters Arising

Key Decisions and Actions from Tram Project Board on 9 January 2007

- The question of charges for CEC resources to tram in 08/09 is still outstanding. The board agreed the following steps:
 - Initial review of outstanding question & items to inform CEC internal discussion
 - The output of these meetings is to inform a review between TA/DJM/NR of the agreements reached in the September 2007 meeting between TA and DJM
 - The paper on CEC resource charges was not further discussed
- The board noted the presentations/ updates on developments since December 2007 with particular focus on:
 - The agreement for contract price for Phase 1a
 - The Grant Award letter
 - The approvals process and approvals achieved
 - The status of the *tie* and TEL operating agreements
- The board approved the formal publication of notice for contract award on 18th January 2008, subject to certain conditions and internal discussion.
- The paper on branding was considered, noted and approved as work in progress by the board.

2.2 Key Dates

20 th December 2007	FBCv2 approved by Full Council.
9 th February 2008	Financial Close and Tramco/Infraco contracts awarded following CEC/TS approval and cooling off period.
1 st April 2008	Construction Commences on Phase 1a
28 th February 2008	Planning Committee approval of Landscape Habitat Management Plan.
31 st March 2009	Latest date for a decision to instruct <i>tie</i> /BBS to commence 1b
27 th August 2010	Commencement of test running - phase 1a.
Q1 2011	Operations commence - phase 1a.



2.3 Matters to Note

- Updates on the Major Contracts and *tie*'s Deliverables for contract award.
- Tram Communications Plan update.
- Co-ordination between the Capital Streets project and Trams in St Andrew Square.
- The position with CEC resources, and that funding needs to be identified for the additional CEC resources for next financial year (estimated at £633K). To be reviewed following discussions at the Tram Project Board.
- The revised Developer Contribution guideline was approved by the Planning Committee on the 19th December 2007.

3 *tie*'s Deliverables For Contract Award

The following list activities and deliverables that are expected to be achieved by 9 February January to allow formal award of contracts by *tie* on, or around that date. Appendix 1 also notes the issues in table format and the report received from *tie* following the TPB meeting on 23 January 2008.

3.1 Contract

- Novation agreements completed and ready to be signed off.
- CEC Guarantee agreed with BBS and ready for sign off.
- Due Diligence on approvals signatures for Infraco and Tramco.
- Operating Agreements for *tie* and TEL signed off.
- Mudfa – risks related to Infraco.
- DLA supportive letter of risk matrices.
- OCIP exclusions.
- *tie* to provide a list exclusions from the Bilfinger Berger and Siemens (BBS) contract with a financial value against each item.

3.2 Programme

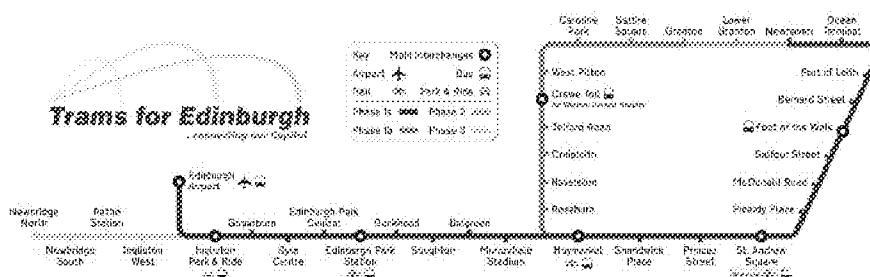
- Confirmed dates for 1a and 1b and understanding of programme risk.
- Agreement of on-street construction methodology.

3.3 Employers' Requirements (ER)

- *tie* to provide written summary to CEC of the ER, including detailed scope of the Tram Works with endorsement from DLA.

3.4 Due Diligence

- Statement from the BBS that they accept the performance run-time model and "law of physics" results and confirmation of acceptance of the emerging quality of design.



3.5 Risk

- Full transparency of the QRA.
- *tie* to identify the black flag risks, the likelihood of any of these risks occurring and a strategy to avoid those risks materialising.
- The cost of exiting from the black flag risk is to be identified.
- Details of the risk management strategy for the key risks through delivery.
- Detailed analysis of programme risk. Confirmation of the risk allowance for programme delay. Detail of items on critical path and what is being done to ensure they do not cause (further) delay.
- *tie* to produce a written statement to CEC on risks as at 25 October 2007 compared to immediately post contract award.

3.6 Value Engineering (VE)

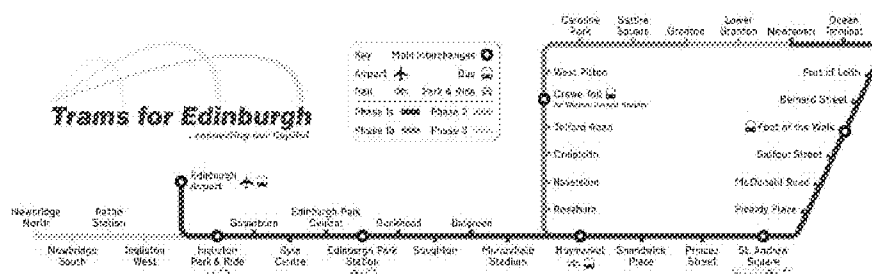
- *tie* to produce a VE summary included in the final deal highlighting other potential savings with a probability value.

3.7 Pricing

- The Council requires a detailed analysis of prices, costs and risks allowance. *tie* required to explain how prices for maintenance, etc. impact on operating cost assumptions.
- Cross refer to paragraph 3.1 above regarding exclusions from contract by BBS.
- Otherwise statement on % of costs fixed and % outstanding as provisional sums with programme for moving these to fixed costs.

3.8 Network Rail (NR) Assurances

- Full statement from *tie* on current status of every proposed agreement between CEC and NR, including Depot and Station Change Procedures. Full risk analysis in respect of each agreement explaining consequences for CEC in terms of time and cost relative to any delays in concluding agreements. This analysis to cross refer to BBS programme.
- NR is contracting with third parties regarding other works at the Depot. Risk analysis to be provided regarding impact on BBS contract (time and cost) arising from late completion of NR works.
- *tie* to produce a contingency plan to take account of any delays in achieving agreement with NR on all matters, including Caley Ale House demolition, Lift and Shift and Immunisation. This to be included in QRA report.
- Minimum requirement that Asset Protection Agreement (APA) agreement is in place.
- Written confirmation from First Scotrail (and from other train operators in respect of Station Change) that they are not objecting to Depot and Station Change.



3.9 SDS Novation

- Full written explanation of the SDS novation to be provided by *tie*, including risks of failing to deliver design.
- Full details are required from *tie* on status and degree of completion of SDS design work as at 14 January 2008, including prior and technical approvals. If approvals risk is not being transferred to BBS, the Council needs to know the impact and likelihood of the risks and a strategy for managing the risks.
- *tie* to confirm that public sector (*tie* and CEC) do not pick up cost of any delays in Planning Authority or Roads Authority processing prior and technical approvals.
- *tie* to provide written report on previous claim settlement with SDS identifying details, cause of claim and costs of settlement. Are any further claims expected from SDS and are they competent?

3.10 Funding Letter

- Terms to be agreed between CEC and Transport Scotland by Financial Close.

3.11 Third Party Agreements

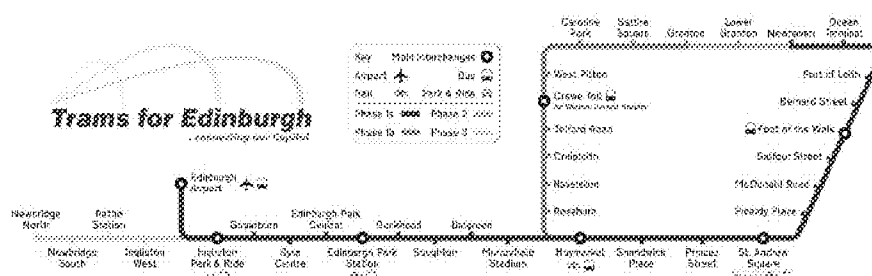
- *tie* to provide status report on all Third Party Agreements.
- *tie* to confirm in writing that all Third Party Agreements were disclosed to BBS, and that BBS final price reflects them complying fully with all said agreements.
- *tie* to report on status of agreements with Telewest and Scottish Power.
- Forth Ports agreement and risk of not having this in place.

3.12 Lease between CEC and *tie*

- To be concluded before Financial Close.

3.13 Land Acquisition

- *tie* to provide a full statement on land acquisition on behalf of CEC.
- Confirmation that the GVD process is complete.
- Confirmation of match between what land has been acquired by CEC matching BBS requirements.



4 Update on Major Contracts

4.1 MUDFA

- **Leith Walk**

AMIS commenced work in January 2008 on the southbound carriageway of Leith Walk, between Brunswick Street and Dalmeny Street.

AMIS will commence work in January 2008 on the northbound carriageway of Leith Walk, between Balfour Street and the Foot of the Walk.

Jane Street has been reopened at its junction with Leith Walk on 15 January 2008. Another large BT chamber is required on the southbound carriageway on Leith Walk opposite the Jane Street junction. This work will be carried out, whilst maintaining two-way traffic flows on Leith Walk.

- **City Centre**

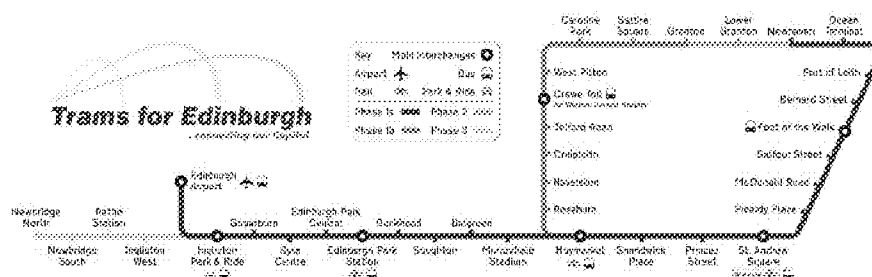
Enabling works are being undertaken in the city centre throughout January 2008. The affected areas are Princes Street, St Andrew Square, Frederick Street, Hope Street and Charlotte Square. This will allow temporary traffic management measures to be put in place in February 2008, to enable AMIS to commence major diversion works in Shandwick Place and the West End. Shandwick Place will be temporary closed from mid February for a period of 19 weeks with a major traffic diversion in place.

- **General**

Ongoing minor works along various sections of the Tram route, including CCTV surveys of underground services, diversion of existing utilities and some enabling works.

4.2 INFRACO

CEC, TEL, *tie*, Lothian & Borders Police and BBS, the Infraco contractor, are continuing to meet to consider the construction programme, the construction methodology, and the associated traffic management arrangements. The general principles have been agreed and work is now concentrated on the development of detailed proposals which ensure that the programme is achievable but which minimise disruption, particularly in the city centre. This is a significant challenge but discussions are very positive. As noted previously, the Mudfa contractor is also involved in the discussions to ensure that traffic management for both elements of the project are coordinated.



• **Planning Prior Approvals**

Of 63 batched submissions:

- 1 Planning Permission Granted
- 8 Prior Approvals Granted
- 8 Prior Approvals currently under consideration
- 2 Submission cancelled
- 44 Batches remaining to be submitted for Prior Approval
- 26 out of the 44 batches under Informal Consultation

Of the batches received, a number have been put on hold awaiting revised details from the designers. Appendix 2 lists the remaining prior approvals and identifies the main outstanding issues.

There is concern that prior approvals may have to be revisited if there are substantial changes in design coming from inter-disciplinary coordination, technical approvals or value engineering.

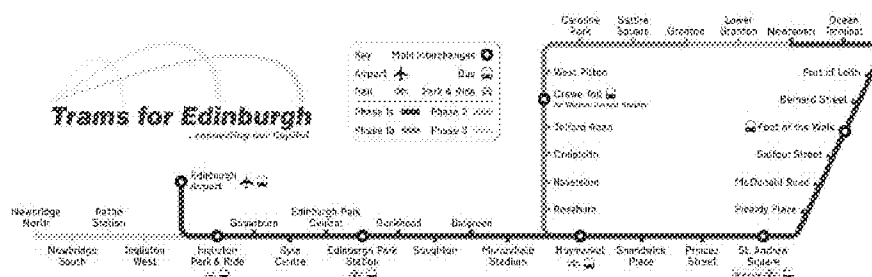
• **Technical Approvals**

The table below list the proposed programme (version 24) for the roads technical approvals and the current slippage between the base programme (version 17). To date, no roads technical roads approvals have been obtained, and there has been significant slippage.

Roads Authority Technical Review Programme	V24		V17		Change V22 to V24 (days)	Change V17 to V24 (days)
	From	To	From	To		
Section 1A	01 04 08	20 01 08	03 12 07	01 02 08	35	115
Section 1B	22 01 08	17 03 08	05 12 07	08 02 08	19	41
Section 1C	21 02 08	16 04 08	17 12 07	18 02 08	16	58
Section 1D	29 01 08	24 03 08	28 11 07	29 01 08	21	55
Section 2A	11 02 08	04 04 08	30 10 07	24 12 07	38	102
Section 3A	11 02 08	04 04 08	26 11 07	25 01 08	-3	70
Section 3B	29 01 08	24 03 08	31 10 07	01 01 08	27	83
Section 3C	29 01 08	24 03 08	02 11 07	03 01 08	24	81
Section 5A	13 04 08	07 06 08	23 10 07	17 12 07	7	142
Section 5B	21 02 08	18 04 08	03 10 07	27 11 07	33	141
Section 5C	11 03 08	25 05 08	17 10 07	11 12 07	43	164
Section 6A	05 10 08	25 11 08	23 11 07	24 01 08	218	336
Section 7A	18 08 08	09 02 09	09 10 07	03 12 07	49	219

The areas highlighted in red indicated approvals planned after financial close. Yellow highlighted areas indicate approvals planned to within 30 days.

tie and CEC are reviewing the programme (Version 24) to agree an appropriate way forward with regard to the roads technical approvals. This programme will become the contractual programme with BBS.



• **STATUES**

A number of statues will have to be relocated along the line of the tram. The most high profile of these are:-

- Victoria Gate Entrance Gates
- Robert Burns Statue
- Queen Victoria Statue
- Conan Doyle Monument
- Paolozzi Street Art
- Heart of Midlothian War Memorial

It will also be necessary to remove the statues at the junction of Frederick St /George St and Hanover St / George St for a period of time to facilitate the temporary traffic diversions which will be required for the Works.

Discussion are underway between the Council, *tie*, Historic Scotland and other appropriate bodies such as the Heart of Midlothian Football Club to ensure that appropriate approvals are in place before taking this work forward.

5 Tram Communication Plan Update

5.1 CEC and *tie* Communication Strategies

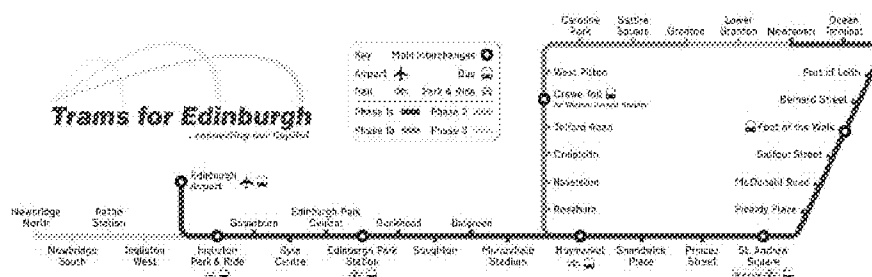
An interim communication/action plan has been created by *tie* which CEC communications have fed in to. This plan is in draft form but focuses on the communication activities required for the next couple of months. A meeting between CEC and *tie* to finalise the plan and to identify roles, responsibilities and actions for all the activities is being organised. Once this meeting has taken place the plan will then be circulated.

5.2 Communications Cycle – Start of Works

Residents and business along Leith Walk as well as the city centre have been informed of all upcoming works in their area. In all cases the four week customer interaction protocol has been met. With regard to the city centre communications, these have been sent out relating to the enabling works which began on the 7 January. The information packs detailing the phase 1 construction are currently being developed.

5.3 Councillor Communications

Ward Councillor briefings are ongoing. All Leith Walk and city centre Councillors have been kept up to date with works going on in their area. In addition an e-briefing was sent out on Wednesday 9 January detailing the enabling and construction works in the city centre. Follow up face to face briefings are being planned. The Leader of the Council and other senior politicians have also been briefed on the temporary traffic management details relating to the temporary Shandwick Place closure for the Mudfa works.



5.4 Key Retail Group Meeting

A Mudfa briefing meeting was held on 8 January 2008 for city centre retail representatives. Members from the City Centre Retail Policy Forum, George Street Traders, Princes Mall, Marks and Spencers, John Lewis and the West End Traders Association attended. Having been fully briefed on the enabling and Phase 1 construction works the group were satisfied with the arrangements being made. However, they re-iterated the importance of them being kept fully informed of all updates in advance of the media.

The next open for business group is due to meet on the 22 January 2008.

5.5 Media briefing and Coverage

A press conference was held on 9 January 2008 to inform the media of the enabling and Phase 1 construction works. The briefing coincided with a news release, issued by *tie*, on the same subject. Scotland and Edinburgh's leading news organisations attended the briefing including the BBC, STV, the Evening news, Scotsman, and radios' Forth and Talk 107. The objective of these briefings was to provide a clear understanding of what is to be expected in the coming months as we progress into a more intensive period of tram construction works.

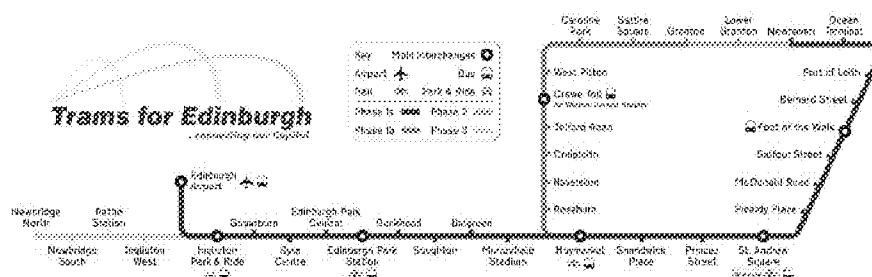
Coverage of the works included front page Evening News article, TV broadcast on STV evening news and additional mentions in the Scotsman, BBC website, Forth One and Talk 107.

5.6 Enquiries Received to the Council's Contact Centre

The amount of customer enquires remains low, with only eight received during December. A summary is listed below.

- Five general tram enquiries
- One comments / suggestions
- Two updates

Of the eight items received, five have been closed. All closed requests were closed within target. Three requests remain open. All three of these have missed its target date.



5.8 Business Case

At the meeting on the 20 December 2007, the Council approved the final business case for the tram project (V2) and delegated authority to the Chief Executive to determine when the major contracts should be awarded by *tie* for the two remaining major contracts (infrastructure and tram vehicle contracts). It is planned that these contracts will be awarded on 28 January 2008, subject to the appropriate information being supplied by *tie*. (see Section 3 and Appendix 1).

Detailed negotiations between *tie* and the preferred Infraco contractor, BBS, and the preferred Tramco contractor CAF have progressed satisfactorily with a programmed financial close on 28 January 2008.

Negotiations have focussed on the following issues:

- Novation of Tramco and SDS contracts to Infraco
- Design Matters
- Price and Risk allocation
- Construction Programme

The cost estimates for the project reflect provision for evolution as the detailed design will be completed in the coming months. The design is completed under the Infraco contract from the point of award of that contract through novation of the System Design Services contract with Parsons Brinkerhoff to Infraco.

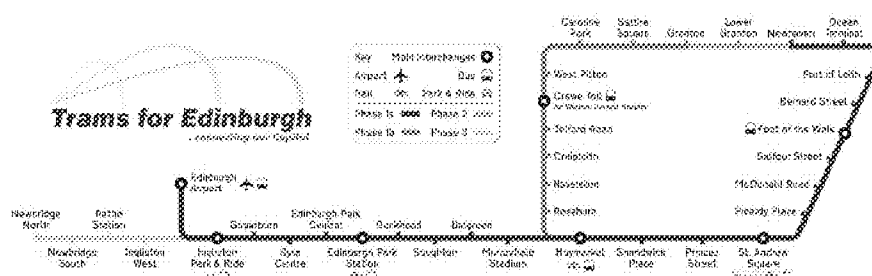
The Final Business Case aggregate estimate of £498m for Phase 1a inclusive of a risk allowance as reported to Council in October 2007 remains valid. The estimated costs for Phase 1b are £87m. The cost estimate and risk allowance have been reviewed to take account of the latest negotiated position and the estimates provided in October 2007 remain valid.

The available funding for the project remains at £545m. £45m of this sum has been committed by the City of Edinburgh Council with the remaining £500m as grant funding from Transport Scotland (91.7% from Transport Scotland and 8.3% from CEC).

6 Co-ordination with Other Developments

6.1 Capital Streets project in St Andrew Square

Co-ordination between the tram and the Capital Streets public realm works is ongoing. Due to the amount and the nature of the works to be undertaken in the Square between these two projects, it is likely that it will not be possible to construct the Capital Streets works prior to the Infraco works as planned. The Council and *tie* are currently investigating options to include the public realm construction works within the Tram related works to ensure value for money and to minimise disruption.



7 Miscellaneous

7.1 CEC Resources

The issue regarding CEC staff not receipting timeously on Oracle continues. The outstanding monthly slippage has reduced slightly, however it remains at £47K.

Funding needs to be identified for additional CEC resources for next financial year. This will need to coincide with *tie*'s programme and based upon Version 22, this will likely be approximately £633K. (£37K less than previously reported).

A paper was presented to the TPB on 9 January 2008 seeking approval for this funding. A meeting to review the situation is to be set up. This paper is attached as Appendix 3.

- **Internal Resources**

Existing CEC staff are carrying out the statutory approvals process and the related necessary administration for the tram project. Over fifty individual internal members of staff are directly involved in the tram project at this time. A total of 8956 staff hours has been utilised on the tram project since April at a cost of £308K. These costs are being borne by CEC and contained within existing budgets.

- **Additional Resources**

To assist with the approvals process additional staff have been brought in to either carry out the necessary work directly or alternatively free-up existing resources to do that work and use the extra resources to cover that shortfall. A total of 18 FTE have been employed – the total cost since April £509K, which is being contained within the tram budget costs.

7.2 Developer Contributions

The Tram Developer Contribution Guideline was approved by the Planning Committee on the 19th December 2007. The document had been revised where necessary to take account of responses to the consultation exercise.

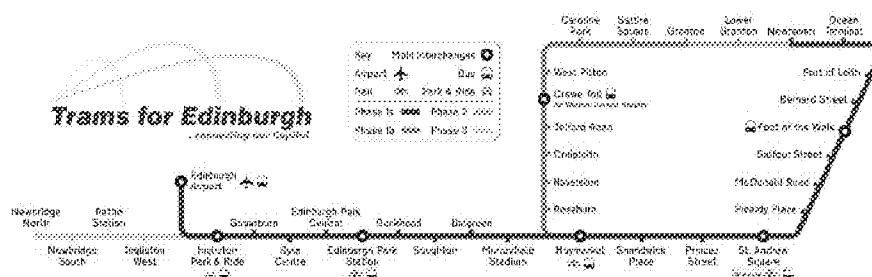
7.3 Traffic Regulation Order (TRO) Process Changes

The Scottish Government have confirmed that the amendments to the Local Authorities' Traffic Regulations Order (Procedures) (Scotland) Regulations 1999 have been made on 10 January 2008. This change removes the requirement for a mandatory public hearing following any objections to the tram TRO.

This will significantly reduce the time required for the TRO process for tram. A new process will be arranged to hear objections at Council Committees. Options for this process are being investigated.

8 CEC Risk Register

The *tie* and CEC's Risk Registers are to be reviewed with CEC's risks transferred to *tie*'s register.



Critical Contractual Decisions to enable Chief Executive to to use delegated powers to approve tie to sign the contract with BBS									
Item	Issue	Description	tie Final Deal Countdown List Item Dated 14 Jan 2008	approval Finance	approval Legal	approval CDD	tie action	Status	Anticipated Completion Date
1	Contract	1.1	Novation agreement ready to be signed off - CAF	1.4		DF		Ongoing - reported to be progressing well	
			SDS	1.3		DF		Ongoing - difficulties with PB	
		1.2	CEC Guarantee agreed with BBS and ready to sign off	2.1		CM		Ongoing - Grant award letter obtained	
		1.3	Due Diligence on approvals for Infraco & Tramco	8.4			DF	This will be done before signature	
		1.4	Operating Agreement - tie	4.1		NS		Substantially complete	
			Operating Agreement - TEL	4.2		NS		Ongoing - interim OA being prepared	
		1.5	Mudfa - risks related to Infraco?	5.5			DF	V6 of the MUDFa programme is the basis for the Infraco programme	
		1.6	DLA supportive letter with risk matrices	5.2		GL	DF	Ongoing	
			OCIP exclusions	9.4				CEC request this item is moved from 9.4 into Section 4 Governance and Corporate and request detail on caps or non insured aspects.	
	1.7	tie to provide a list of what is not included within the BBS contract (i.e. the items which BBS have specifically excluded) with a financial value against each item.	5.3			DF	Report available		
	1.8				DF	Ongoing			
2	Programme	2.1	Confirm dates for 1a and 1b	5.7		DF		Complete	
		2.2	Agreement of On-street Construction Methodology	1.11			DF		Complete
3	Employers Requirements	Summary to CEC of Employers' Requirements, including detailed scope of the Tram Works with endorsement from DLA. The ER is a key part of the overall contract which sets compliance standards of the tram works. BBS have been given version 2.4 to price. BBS have responded to this with variations, this may be a lowering of standards to keep the price level below the net £498m e.g CCTV specification. tie to produce a list of variations that they are minded to accept from version 2.4, with a justification for the variation with TELs comments, and also to give assurances that what is proposed to accept as a variation is in all cases "fit for purpose" both in term of price and quality.	1.5/5.6					Workshop held and needs to be completed. However, the presentation used for this workshop is accepted as the summary for the purposes of CEC. DLA required to give their sign off to the ER's	
	3.1				DF				
4	Due Diligence	Statement from the Preferred Bidder that they accept the performance run-time model and "law of physics" results and confirmation of acceptance of the emerging quality of design.	4.1	8.2		DF		Ongoing. Response due from BBS on 1st Feb	
5	Risk	5.1	Full transparency of QRA	5.3			All issues on CEC Item 5 require to be incorporated in 5.3 of tie's list.	Ongoing - QRA being updated	
		5.2	(a) Black flag risks: Provide a list of these items and what is the likelihood of any of these risks occurring? What is tie's strategy to avoid said risks materialising? What is the cost of exiting from a Black Flag item?	5.3		RA		Ongoing - QRA being updated	
			(b) Details of the risk management strategy for the key risks through delivery.	5.3		RA		Ongoing - QRA being updated	
			(c) Detailed analysis of programme risk. Confirmation of the risk allowance for programme delay. Detail of items on critical path and what is being done to ensure they do not cause (further) delay.	5.3		RA		Ongoing - QRA being updated	
		5.3	Tie written statement to CEC on risks as at 25 October 2007 compared to immediately post contract award.	5.3		RA		Ongoing - QRA being updated	
6	Value Engineering	VE summary included in the final deal and highlighting other potential savings with a probability value	6.1	5.8		DF	Item 5.8 on tie list to include probabilities of VE items	Ongoing - awaiting results	

7 Pricing & Funding		The Council requires a detailed analysis of prices, costs and risks allowance. tie required to explain how prices for maintenance, etc. impact on operating cost assumptions	1.9/5.8				Detail of CEC Item 7 requires expansion of tie list items 1.9/5.8	Ongoing
	7.1				RA			Ongoing
	7.2	Cross refer to item 1 above re exclusions from contract by BBS.	1.9/5.8			RA		Ongoing
	7.3	Statement on % of costs fixed and % outstanding as provisional sums with programme for moving these to fixed costs	1.9/5.8			RA		Ongoing
8 NR Insurance	8.1	Full statement from tie on current status of every proposed agreement between CEC and NR, including Depot and Station Change Procedures. Full risk analysis in respect of each agreement explaining consequences for CEC in terms of time and cost relative to any delays in concluding agreements. This analysis to cross refer to BBS programme	Section 6				All items relating to NR in section 6 of tie list should be moved to Section 3 (Third Party Agreements) these are not seen as subsidiary items from CEC perspective.	Ongoing
	8.2	NR is contracting with third parties re other works at the Depot. Risk analysis to be provided regarding impact on BBS contract (time and cost) arising from late completion of NR works.	Section 6			SS		Ongoing
	8.3	Plan B to take account of any delays in achieving agreement with NR on all matters, including Caley Ale House, Lift and Shift and Immunisation. This to be included in QRA report.	Section 6			SS		Ongoing
	8.4	Minimum requirements of the APA agreement	Section 6			SS		Ongoing
	8.5	Written confirmation from First Scotrail (and from other TOCs in respect of Station Change) that they are not objecting to Depot and Station Change.	Section 6			SS		Ongoing - agreement with Mary Dixon?
9 SDS Assurances	9.1	Full written explanation of SDS Novation to be provided by tie , including risks of failing to deliver design	1.4			DF/ACon		Ongoing
	9.2	Full details are required from tie on status and degree of completion of SDS design work as at 14 January 2008, including prior and	1.4			DF/ACon		Ongoing
	9.3	Confirmation that the public sector (tie & CEC) are not liable for delays for Planning or Road Approvals	1.4			DF/ACon		Status unknown
	9.4	tie to provide written report on previous claim settlement with SDS identifying details, cause of claim and costs of settlement. Are any further claims expected from SDS ? Are any further claims from SDS competent	1.4			DF/ACon		Ongoing
10 Funding Letter	10.1	Funding terms to be agreed with CEC and TS	2.2			RA		Complete
11 Third Party Agreements	11.1	Status report on third party agreements	5.9			DF	Items in Section 11 of CEC list require to be added to item 5.9 of tie list	In close report
	11.2	Disclosure list and acceptance of these by BBS	5.9			DF		In close report
	11.3	Status of Telewest and SP agreement and when req.	5.9			DF		In close report
	11.4	Forth Ports agreement and risk of not having this in place	5.9			DF		In close report
12 Lease between CEC and tie	12.1	To be concluded before financial close	3.3			SS		Due to be signed by 25/01
13 Land Acquisition	13.1	Statement of land acquisitions	5.10			SS	Items in Section 13 of CEC list require to be added to 5.10 of tie list.	In close report
	13.2	Confirmation that GVD completed	5.10			SS		In close report
	13.3	Confirmation of match between what land has been acquired by CEC matching BBS requirements	5.10			SS		In close report

Other Issues

Issue re protection re advance purchase of steel to be added to 1.6 in tie list.

7.1 – 7.5 inclusive in tie's list to be moved to Section 3.

Street traders issue to be added to Section 3.

FOISA exempt

Yes

No

REPORT ON TERMS OF FINANCIAL CLOSE (“CLOSE REPORT”)

FOR THE ATTENTION OF THE TRAM PROJECT BOARD, TEL BOARD AND TIE BOARD

DRAFT 21.01.08

Purpose of report

The principal contractual commitments to be entered into at Financial Close are :

- Infraco Contract Suite – incorporating Infraco and Tramco construction / supply and maintenance ; Tramco and SDS Novation ; security documentation ; ancillary agreements and schedules including Employer’s Requirements
- Council Financial Guarantee
- Grant Award Letter
- Operating Agreements between the Council and respectively tie and TEL

Various important agreements with third parties have also been completed or are in substantially agreed form.

The purpose of this report is to provide the Boards with an up to date view of the principal terms of the contracts and related documentation which are being committed to at Close. A reasonable degree of prior knowledge is assumed.

It is understood that the Council will prepare appropriate papers for its own approval purposes, specifically to support the provision of delegated authority to the tie Executive Chairman to execute the contracts.

Approvals & Recommendations required

TPB	approval of terms of Infraco and all related documents including note of main open areas, recommendation to TEL on those terms and on the proposed delegated authority to approve and sign ; approval of governance and delegation paper
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TEL	approval of terms of Infraco and all related documents including note of main open areas, recommendation to Council on those terms and the proposed delegated authority to approve and sign ; acknowledgment of terms which will be assigned to TEL in due course ; approval of the TEL Operating Agreement and; approval of governance and delegation paper
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Tie	approval of terms of Infraco and all related documents as basis for commitment, including note of main open areas; acknowledgement of the proposed delegated authority to approve and sign ; approval of the tie Operating Agreement ; approval of governance and delegation paper
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The Council will require to confirm its approval of the Grant Award Letter and the Financial Guarantee in addition to the contracts which will be entered into by tie.

Report Contents [Status in brackets]

1. Introduction [Complete]
2. Infraco contract suite [Work in progress]
3. Council financial guarantee [Complete]
4. Grant Award letter [Complete]
5. Notification of Award stage and risk of challenge [Complete]
6. Third party agreements [Work in progress]
7. Land acquisition arrangements [Complete]
8. Governance arrangements & corporate matters [Complete]
9. Risk allocation matrix and DLA letter [awaited]
10. Risk assessment of in-process and provisional arrangements [complete]
11. Update on critical workstreams and readiness for construction [awaited]

(1) Introduction

The significant stages in the project to date include :

April 2003	Ministerial approval of initial Business Case and grant award
December 2003	Finalisation of STAG and submission of Bills to Parliament
May 2004	Commencement of early operator involvement with Transdev
October 2005	Commencement of design work under SDS
April / May 2006	Royal Assent to Tram Bills
April 2007	Commencement of utility diversion work under MUDFA
May / June 2007	Change of government and re-confirmation of project
October 2007	OGC Gateway 3 Review
October 2007	Final Business Case for fully integrated system approved by CEC
December 2007	Resolutions to proceed approved by CEC
January 2008	Financial Close – construction and vehicle supply

Although there have been several key events, the completion of the contract suite which commits delivery of the system is highly significant in terms of the scale of commitment and the definitive nature of the programme to complete the project.

To reach this stage has involved close collaboration over a number of years between tie, TEL and the Council along with principal consulting and contractual partners. Throughout, progress has been monitored by the Project Board and the tie and TEL Boards, with full Council approval at key stages. Until mid-2007, Transport Scotland (and predecessor departments) played an active role in the project, since then a more arms length role has been played but crucially this has supported the commitment to the majority of the funding.

The balance of this report summarises the main features of the project and its supporting documentation as a basis for the Boards to assess readiness for commitment. More detailed information is available on every aspect on request.

(2) Infraco contract suite

NOTE THAT THIS SECTION IS SUBJECT TO ROLLING AMENDMENT AS THE FINAL TERMS OF THE CONTRACT SUITE ARE NEGOTIATED. THIS DRAFT SHOULD BE VIEWED AS A HOLDING POSITION, WITH A DEFINITIVE VERSION TO BE CIRCULATED PRIOR TO COMMITMENT

Process of drafting, negotiation, review and quality control

The structure, membership and competence of the tie / TEL negotiating team have been assessed previously and has remained largely consistent since the bid evaluation process commenced. Council officers have operated in an integrated manner with the main negotiating team, which has also had extensive support from our legal advisors, Transdev and other advisors.

When the Infraco contract suite is substantially agreed, a full-scale consistency and quality control review will be performed on the documents. In a number of critical areas, senior tie and TEL people have performed a review of terms independent of the main negotiating team, the important elements of which are set out in this report. The TPB, TEL and tie Boards have been regularly kept abreast of progress in all important areas and have confirmed or redirected effort as appropriate. Communications on these key matters with senior Council officers has been conducted both through the TPB and its sub-committees and also through frequent informal contact. Finally, the OGC Gateway 3 Review Team examined key areas of the contract suite before approval in advance of the October 2007 Council meeting.

In broad terms, the principal pillars of the contract suite in terms of programme, cost, scope and risk transfer have not changed materially since the approval of the Final Business Case in October 2007. It is felt that the process of negotiation and quality control has operated effectively to ensure the final contract terms are robust.

Infraco

Overview of contract terms

The Infraco Works are to be carried out pursuant to an Infraco Contract between tie Ltd and Bilfinger Berger (UK) Limited and Siemens plc. Bilfinger Berger (UK) Limited and Siemens plc have formed a consortium to carry out the Infraco Works and are together called the 'Infraco', each company separately being an Infraco Member. Both Bilfinger Berger (UK) Limited and Siemens plc have joint and several liability for the performance and discharge of the Infraco Contract.

The Infraco Contract comprises an Agreement executed by tie Limited, Bilfinger Berger (UK) Limited and Siemens plc and a series of referred to Schedules to the Infraco Contract which fully details and further amplifies the scope of the Infraco Works.

Under the Agreement the 'Infraco' has a duty of care and general obligation to carry out and complete the Infraco Works fully in accordance with the Agreement. Infraco are further obligated to procure that the Infraco Parties which shall include the Infraco member and their agents, advisors, consultants and sub contractors carry out the Infraco Works in accordance with inter alia, the Agreement, the Employer's Requirements, the Infraco Proposals, tie and

CEC policies to enable the Edinburgh Tram Network to be designed, constructed, installed, tested, commissioned and thereafter operated and maintained. The Employer's Requirements are suitably detailed such as to elaborate on the intent and to ensure that the Infraco can develop and complete the Infraco Works to enable the delivery of the Edinburgh Tram Network.

'Infraco' shall ensure that the system integration of the Infraco Works are implemented.

The Agreement contains permission for the transfer of title to CEC in all materials, goods, and equipment included to be part of the completed Edinburgh Tram Network. 'Infraco' shall procure that each Tram is supplied free from security interests.

A contract price has been agreed. The contract price and pricing schedules for carrying out the Infraco Works is contained in schedules to the Infraco Contract. A substantial portion of the Contract Price is agreed on a lump sum fixed price basis however there are certain work elements that cannot be definitively concluded in price and as such Provisional Sums are included. Section 10 below provides an up to date view on the contract sums.

The Agreement provides that 'Infraco' shall progress the Infraco Works to achieve timeous delivery and completion of the Infraco Works (or parts thereof) and in their obligations under the Agreement all in accordance with an agreed Programme which is bound into the Schedules.

The Agreement provides that, as a condition precedent, Infraco shall enter into and execute Novation Agreements to incorporate and bind previous agreements between tie and the design provider (SDS), the Tram supplier (Tramco) and the Tram Maintenance provider (Tramco), into the Infraco Contract. These agreements therefore become the full responsibility of 'Infraco' in the completion of the Infraco Works. In addition to the Novation Agreements, collateral warranties are to be provided to tie by the design provider (SDS), the Tram supplier (Tramco) and the Tram Maintenance provider.

Under the Agreement 'Infraco' acknowledges that it will require to comply with the Asset Protection Agreement (APA) with Network Rail in relation to the Edinburgh Tram Network and that tie has certain specific obligations owed to Network Rail through a framework agreement between Transport Scotland and Network Rail. Infraco are to comply with the APA and undertake that if shall not put tie in breach of the APA or the framework agreement. 'Infraco' has also obligations which concern interface or co-operation with the operator.

'Infraco' shall provide a permanent representation for the Project Safety Certificate Committee and shall develop and implement a safety management system to address all aspects of safety. tie has granted a non exclusive license to Infraco to enter and remain upon the permanent land of the term of

the contract and exclusive license to enter and remain upon designated working area for the duration of the Infraco scheme and shall permit 'Infraco' with all necessary land consents.

Possession of permanent land or temporary site by Infraco shall always be subject to the requirements of Third Party Agreements executed by tie and/ or CEC.

[Infraco has a substantive responsibility in relation to consents and approvals but there is a critical interface with tie / CEC which is being defined at this stage.]

Infraco shall comply with the requirements of the Code of Construction and Code of Maintenance Practice with regard to the maintenance of access properties, bus stops, bus services and closure of roads.

'Infraco' shall procure the appointment of a Tram Inspector and agree the identity of such Tram Inspector to enable the execution of a Tram Inspector Agreement. It is a condition precedent that Infraco enters with the Tram Inspector Agreement with tie and the Tram Inspector in the agreed from.

The construction sequence is broken down into construction milestones and critical milestones and procedures have been agreed for the monitoring of progress toward each milestone based upon milestone schedules. Interim Payments will be made to 'Infraco' monthly subject to and in accordance with the completion of stated Milestones. The Agreement obliges 'Infraco' to complete the Infraco Work in sections and 'Infraco's failure to complete sections by the sectional completion date will result in Infraco becoming liable to pay liquidated and ascertained damages to tie at amounts stated in the Agreement. If 'Infraco' are delayed by reason of certain prescribed events they may be able to apply for a Extension of Time and/or claim costs in connection with certain prescribed events listed in the Agreement.

The Agreement contains provisions in relation to the management of variations. Variation rules depend upon the type of change instructed whether it is a tie change or an 'Infraco' change.

'Infraco' acknowledges that tie may, subject to notice' instruct the Phase 1b works to be carried out provided that this is no later than 31st March 2008. The Agreement contains provisions for 'Infraco' to carry out Phase 1b works if so instructed.

If tie defaults on certain prescribed matters 'Infraco' may serve a termination notice in accordance with the Agreements. The Agreement sets out the rules relating to any such proposed termination. If 'Infraco' defaults in certain prescribes matters tie may, after giving required notice terminate the Agreement. The Agreement sits out the rules relating to such proposed termination.

The Agreement contains provision for the settlement of any disputes under a Dispute Resolution Procedure contained in the Schedules to the Infraco Contract.

Infraco Payment mechanism

Construction

Payment under the contract is entirely against a 4 weekly claim from Infraco in respect of milestones which have previously been certified by tie as having been achieved. The milestone schedule reflects the Infraco price allocated in amounts to series of construction milestones and critical milestones and to the future period in which each milestone is expected to be achieved in accordance with the agreed programme.

The milestone schedule and certification mechanism has been prepared and agreed in accordance with the following key principles:

- Infraco will not be paid in advance of its own outgoing cash flows through its own supply chain
- The individual milestones are defined such that the process of determining whether or not they have been achieved will be subject to the minimum of uncertainty or dispute
- The certification of a milestone will require evidence that all required consents and approvals have been delivered in respect of the related works

The contract provides an effective mechanism for the addition and variation to milestones (valuation or date) initiated by either tie or Infraco.

Infraco will submit a detailed claim for payment within 3 business days of the end of each 4 week reporting period in respect of milestones certified as achieved following which tie will have 5 business days to certify the total payment and a further 15 business days to make payment. There are no retentions of payment but a retention bond is provided as explained below.

Commissioning and Maintenance

Infraco will commission Phase 1a in 4 key sections, transfer title accordingly and hand over control of each section to the operator and maintainers:

- Section A – The depot, certified after system acceptance test T1 has been passed for that section;
- Section B – Depot to the Airport, certified after system acceptance test T1 has been passed for that section;

- Section C – The rest of Phase 1a, certified after system acceptance test T1 has been passed for that section and system acceptance test T2 has been passed for Phase 1a, and
- Section D – Driver training and commissioning, certified after system performance test T3 has been passed for Phase 1a.

Certification of Section D requires that in addition to passing the system performance demonstration all consents and approvals have been obtained and documentation and initial spares have been delivered.

After the period of trial running without passengers has been completed, then passenger service will commence.

During the commissioning period Infraco will be paid Mobilisation Milestone Payments according to the programme for establishing the maintenance organisation and systems. The Operator will be paid on a 4 week reporting period basis up to a maximum of a capped sum for the commissioning activities as a whole.

After the commencement of passenger operation, the Operator and the Infraco will be paid their respective operating and maintenance fees on a 4 week reporting period basis. The performance of the delivered systems in passenger service will be monitored against two final system acceptance test criteria, Network Performance test T4 and Reliability test T5. After the Reliability Certificate has been certified then the 4 weekly fees paid will be subject to the performance regime.

Performance security arrangements

Bonds during construction period

Two bonds are provided by Infraco from financial institutions of good credit, a Performance Bond and a Retention Bond. Both bonds are in substance 'on-demand', meaning there is no requirement that proof of failure by Infraco must be produced by tie before a claim can be made under the bond.

The Performance Bond is in the amount of £20m throughout the construction period reducing to £10m when a certificate of Revenue Service Commitment is issued and further reducing to £8m when a certificate of Network Certificate relating to the achievement of performance criteria is issued. The issue of the aforementioned certificates is subject to a rigorous testing regime as defined in the Employers Requirements, including evidence that all consents and approvals have been delivered, and provides both security for tie/CEC and incentive to Infraco to perform.

The Retention Bond is in the amount of £2m initially adjusting to the following amounts at sectional completion:

£4m section A – The depot

£6m section B – Depot to the Airport

£8m section C – The rest of Phase 1a

£10m section D – Driver training and commissioning

£6m at issue of Network Certificate (pertaining to reliability as defined in the Employers Requirements)

The Retention Bond is released when a Reliability Certificate is issued and the required bond for the maintenance stage of the contract has been provided.

The Operator provides a Performance Bond from a financial institution of good credit. The Bond is 'on-demand', meaning there is no requirement for proof of failure by the Operator to be produced by tie before a claim can be made under the bond.

The Performance Bond provided by the Operator is in the amount of £10m.

Infraco is required to provide a security at any time that there is determined by survey to be remedial work of a value greater than £50,000 to reinstate the Edinburgh Tram Network assets to the Handback Condition, This may either be in the form of a cash deposit or an on-demand Handback Bond covering the full value.

The bonds are provided by banks of global standing.

Parent Company Guarantees (PCGs)

PCGs are provided by the ultimate holding companies of both Infraco consortium members in respect of all performance, financial and other obligations of their subsidiaries which are contracting with tie. The substance of these entities, which are the group holding companies in each case, has been subject to legal verification.

The PCGs respect the joint and several liability provisions in the Infraco contract; each claim by tie under the PCG's must be served on each of the parent companies in the proportion of their share of the Infraco consortium but in the event of either parent company to honour payment of such a claim the other parent company is liable up to the limit of overall liability specified in the Infraco contract (20% of the Infraco contract price).

The PCGs provide that in the event of a change in control or ownership of the subsidiary companies which are entering into the Infraco contract, the PCG's remain in force until a replacement PCG has been provided on terms which are acceptable to tie.

In all other respects the PCGs are constructed such that the obligations and liabilities of the parent companies mirror that of the two subsidiaries in the Infraco consortium including the dates on which obligations expire.

All necessary collateral warranties have been agreed.

Performance securities during maintenance period

[o/s]

Tramco contract with CAF

Overview of contract terms

Trams will be supplied pursuant to a Tram Supply Agreement between tie Limited and Contrucciones y Auxilliar de Ferrocarriles S.A (CAF) "Tramco". Tramco are to carry out the Tram works and design, manufacture, engineer, supply, test, commission deliver and provide 27 trams and if required any additional trams in accordance with the Employer's Requirements, the tram Suppliers Proposal and agreed programme. Tramco shall ensure that all data, component, systems, devices, equipment, software and mechanism incorporated in the trams are fit for purpose and compatible with each other. Tramco shall operate under good industry practice, comply with all applicable laws and consents and ensure that each tram meets the required standards. The parties have agreed to work in mutual cooperation to fulfil the agreed roles and responsibilities to carry out and complete the tram works in accordance with the Agreement.

Tramco shall provide support in respect of the key elements of system integration of the tram works with the Edinburgh Tram Network.

Tramco acknowledges that the operator shall be responsible for the Operator Maintenance of the Edinburgh Tram Network and that Tramco would at all times liaise with the Operator.

Tramco shall deliver and finalise the designs, design data and all other deliverables as prescribed in the Employer's Requirements.

The Agreement allows for the introduction of changes either by tie or Tramco always subject to notices and prescribed rules. tie may, subject to notice and terms, order additional trams with related spare parts and special tools.

Tramco shall at all times utilise a Project Quality Assurance Programme compliant to standards.

A tram manufacturing and delivery programme is agreed and regular monitoring of progress will take place.

There is provision in the Agreement for tie to be involved in inspecting the trams at various stages of the manufacturing process. Tramco shall deliver the

trams to the designated point of delivery at the depot and delivery tests shall be conducted.

Tramco, tie and the operator shall agree a training programme and the detailed implementation.

Tramco shall provide Trams free from all security interests transforming title to CEC.

Termination of the Agreement may be made by either party subject to certain prescribed defaults and terms.

Tramco Payment mechanism

Supply agreement

The payment mechanism under the supply contract conforms substantially to that under the Infraco contract as described above with the milestone payments heavily weighted towards:

- Initial mobilisation and establishment of supply chain
- Delivery of tram vehicles
- Attainment of performance and reliability standards as specified

Maintenance agreement

Infraco is required to provide a security at any time that there is determined by survey to be remedial work of a value greater than £50,000 to reinstate the Edinburgh Tram Network assets to the Handback Condition. This may either be in the form of a cash deposit or an on-demand Handback Bond covering the full value.

Performance security arrangements

Bonds during supply period

Tramco will provide a Reliability bond in the defined amount of 5% of the Tramco price such bond to be provided on or before the due date of delivery of the first Tram vehicle.

Parent Company Guarantee (PCG)

The supply and maintenance contracts with Tramco are with the ultimate holding company so the issue of a PCG does not arise. The liability cap of Tramco under the tram supply agreement is 20% of the Tramco supply price.

Performance securities under maintenance agreement

Tramco is required to provide a security at any time that there is determined by survey to be remedial work of a value greater than £50,000 required to reinstate

the Tram assets to the Handback Condition,. This may either be in the form of a cash deposit or an on-demand Handback Bond covering the full value of the remedial work outstanding. The liability cap of the Tramco under the tram maintenance agreement is 18.5% of the aggregate 30 year Tram maintenance price.

(3) CEC Financial Guarantee

CEC are required to provide a guarantee to Infraco of the financial obligations (including future variations) of tie under the Infraco contract in recognition of the fact that tie on its own has no capacity to bear any financial commitment insofar as it is not 'back to back' with the funding of the project which is channelled through CEC. In this sense it is materially consistent with the provisions of the PCGs (including periods allowed for payment of amounts due and duration of the agreement) provided by Infraco except that it is a guarantee of financial obligations only and not of performance.

The guarantee is provided to Infraco meaning either or both of Bilfinger & Berger UK Limited or Siemens PLC or their assignees as permitted and approved under the Infraco contract. The guarantee remains in force until the Infraco contract ceases, or when tie has met all payment obligations if earlier, and would remain in force in the event of any change in function, control or ownership of tie.

The provisions of the guarantee ensure that tie will not be compromised in it's management of the contract by virtue of an ability on the part of BBS to go directly from CEC for recompense. CEC will benefit from the same contractual rights and remedies as tie and will have no liability greater than tie's. No claim can be made for an amount which is in dispute if it has been referred under the dispute resolution provisions of the contract.

The practical day to day implication of the guarantee is that its provisions will not be invoked so long as the process for drawdown of cash from CEC to tie to meet payment obligations as they fall due is uninterrupted.

(4) Grant Award Letter

Transport Scotland will provide up to £500m of the total capital cost and the balance will be provided by CEC, which has initially allocated £45m for this purpose. The source of these funds is a matter for the two funders. The Government grant is documented in an award letter which is specific to the project but follows standard terms for grants under S70 of Transport (Scotland) Act 2001. CEC has identified a range of sources and an independent review confirmed the validity of the assumptions made by the Council.

The programme concentrates on Phase 1a initially and the parties have the opportunity to commit to Phase 1b before 31 March 2009 on pre-agreed terms with BBS. During 2008-9, an assessment will be made of funding availability to support Phase 1b. Government contribution will not exceed £500m under the current arrangements.

Grant will be drawn down pro rata with Council contribution. The amounts of grant available in each financial year will be capped, with the balance of any undrawn grant added to the sum available in 2010-11. There are detailed arrangements for payment approval and audit.

With the contributions agreed, the pro rata drawdown mechanism becomes an accounting process each month and within tolerances will not create any difficulty. The annual capping does have potential to create difficulty, but it is felt there is sufficient tolerance in the spend plans versus funding availability that this limitation is manageable.

The terms of the grant letter are weighted in favour of the awarding body and fall short of the sort of protection which a borrower would seek from a commercial lending bank. This is however normal and the Council are satisfied that the terms of the award offer sufficient protection bearing in mind the relationship between Government and the Council.

The letter was negotiated with TS by tie and Council Finance and Legal officials with support from DLA. See Section 8 for taxation assessment.

(5) Notification of Award, challenge process and cooling-off period

This section contributed by Jim McEwan, who performed a review of procurement process integrity independent of the main procurement team.

Summary

Over the last 12 months tie has pursued the procurement of both the Infraco contract for the construction of the Tram infrastructure in its entirety and the Tramco contract for the supply and delivery of the Tram vehicles. The focus of the procurement strategy was to deliver fixed price contracts for each.

The process followed for each contract was consistent with that specified by the EU directive on Public procurement and details of the evaluation methodology employed are outlined below.

The Bilfinger Berger and Siemens (BBS) consortium have been duly awarded the Infraco contract.

CAF has been awarded the Tramco contract.

In the event of any challenge to these awards tie is well placed to successfully defend the fairness and integrity of the process undertaken in the selection.

Infraco

The Evaluation Methodology employed by tie in the Tram Project is detailed in a document dated 8th January 2007 'Evaluation Methodology for submissions in response to the invitation to negotiate issued on 3rd October 2006 for the procurement of the Infraco for Edinburgh Tram Network' .

In the process 6 key areas were identified in the evaluation and a stream leader appointed to each :

- Financial
- Programme and Project Execution Proposals
- Project Team and Resources
- Technical and Design proposals
- Legal and Commercial
- Insurance

Evaluation team members were identified in the methodology together with stream leaders for each of the key areas

Each team was charged to prepare a 'consensus' score matrix on each of the key areas, these have been duly completed and lodged in the central document repository.

Proper probity on the process was maintained with financial information being restricted to only those in the finance stream and to the tie executive team.

Security employed on maintaining confidentiality was consistent with best practice with documentation stored in a locked room and the financial documentation stored in a locked cabinet within the room. (Note: The details of the financial bids were only available to those in the Financial stream, the evaluation of the other streams was therefore carried out without prejudice on costs.)

All meetings with Suppliers were documented and the notes of said proceedings are held in the central repository.

Financial position was reviewed as was the normalisation process which ensures bids are viewed on an equal footing basis

Tramco

The Evaluation Methodology employed by tie in the Tram Project is detailed in a document dated 11th October 2006 and titled Tramco Evaluation Methodology.

The process employed was identical to that employed in the Infraco evaluation as detailed above with 6 streams and the same methods of approach on scoring, confidentiality, probity and security. All required documents have been lodged in the central document repository.

(6) Third Party Agreements

This section contributed by Alasdair Sim, who took the lead role developing the agreements. A second (and consistent) view on risk is provided by Stewart McGarrity in Section 10.

THIS SECTION WILL BE UPDATED ON A ROLLING BASIS UNTIL FINANCIAL CLOSE.

In addition to the principal Infraco Contract Suite, there are a number of agreements which are of varying significance to Financial Close. This section describes the purpose and status of these agreements, together with an assessment of the level of risk to programme / cost arising from the agreements remaining open at the date of Financial Close.

THE AGREEMENTS ASTERISKED ARE REGARDED AS THE MOST IMPORTANT IN RELATION TO REACHING A ROBUST POSITION AS AT FINANCIAL CLOSE.

6.1 Edinburgh Airport Limited - Licence *

Purpose of Agreement

This is a licence agreement between Edinburgh Airport Ltd and City of Edinburgh Council, the purpose of which is to enable/facilitate the construction of the Edinburgh Tram within the boundary of Edinburgh Airport. This agreement covers MUDFA and INFRACO works as well as the construction of the Burnside Road alternative access route, and sets out the working arrangements between EAL, tie/CEC and contractors working on the Edinburgh Tram Network.

Current Status of Agreement

This agreement is expected to be signed by CEC in week beginning 21/01/08 and countersigned by EAL immediately afterwards. This agreement has been drawn down into Schedule 13 of the INFRACO Contract.

Risk to INFRACO Contract Award

MUDFA programme within Airport expected to commence on 30 March 2008; INFRACO works are expected to commence in September 2008. Risk to award of INFRACO Contract is considered insignificant.

6.2 Edinburgh Airport Limited – Lease *

Purpose of Agreement

This is a 175 year lease between Edinburgh Airport Limited and City of Edinburgh Council to facilitate the operation of the Edinburgh Tram Network. This lease follows the terms of the Minute of Agreement signed by the two parties during the Parliamentary process in September 2005.

Current Status of Agreement

This agreement is expected to be signed by CEC in week beginning 21/01/08 and countersigned by EAL immediately afterwards.

Risk to INFRACO Contract Award

The lease will commence following construction and prior to commencement of passenger services. The commencement of the lease is suspensive on the completion of an operating agreement between EAL and CEC/TEL. Risk to award of INFRACO Contract is considered insignificant.

6.3 Edinburgh Airport Limited – Operating Agreement

Purpose of Agreement

The purpose of the operating agreement is to set out operational interface arrangements and procedures for running passenger services to and from the airport. This agreement will be an evolving document which will be updated periodically during the lifetime of the project.

Current Status of Agreement

An outline document is current under review by tie and TEL. The intention is to develop this document into draft agreement form during the first quarter of 2008, and complete the agreement prior to commencement of passenger services.

Risk to INFRACO Contract Award

The Operating Agreement is a non-construction related document, and for this reason, it offers insignificant risk to CEC for award of the INFRACO Contract.

6.4 CEC/tie Licence *

Purpose of Agreement

The purpose of this licence is to pass over responsibility for land acquired for the ETN from CEC to tie. This will enable tie to manage the process of making land available to INFRACO on a programme/needs basis using the agreed Land Access Permit Procedure. CEC will manage the land/asset until the point that INFRACO take occupation of each worksite.

Current Status of Agreement

The agreement is currently in final draft format, with the expectation that the document will be executed in week beginning 21/01/08.

Risk to INFRACO Contract Award

If this agreement is not executed, then responsibility for managing the procedures to allow access to work sites will reside with CEC and not with tie. This could potentially lead to unbudgeted resource and programme implications. There are significant compensation event risks in the INFRACO contract if land is not available to the contractor when required.

6.5 SRU Side Agreement

Purpose of Agreement

This agreement governs design and construction activities in the vicinity of the Murrayfield Stadium. The agreement includes the construction of the Murrayfield Tram Stop, Roseburn Street Viaduct, Murrayfield Retaining Wall, the Wanderers Clubhouse remodelling and the relocation of the training pitches. The agreement also sets out the requirement to develop a local construction plan which the INFRACO contractor will be obliged to comply with. This will also include arrangements in relation to the temporary occupation of land within the Murrayfield site. The draft SRU agreement has been stepped down into Schedule 13 of the INFRACO Contract.

Current Status of Agreement

The agreement is currently in near final draft format. However it is now unlikely that this will signed by financial close. This is because of a number of technical matters which will take some time to resolve, including VE savings arising from design of Roseburn Viaduct and the specification of pitch relocation and ancillary works related to flood prevention. The latter point is being pursued to optimise works and lower overall cost. The fallback arrangement should final execution of the agreement be held back whilst technical/design matters are concluded, is that SRU will provide a letter confirming that the wording of key elements of the document is in agreed form.

Risk to INFRACO Contract Award

INFRACO works are expected to commence in the vicinity of Murrayfield in August 2008. Risk to award of INFRACO Contract is considered low.

6.6 Royal Bank of Scotland Agreement

Purpose of Agreement

This agreement builds upon the existing Section 75 Agreement between RBS and CEC which sets out the funding arrangements for the Gogarburn Tram Stop. The current proposal is for the INFRACO contractor to undertake the works within RBS land under licence, and sets out the procedure for CEC to later acquire the operational land based on the 'as built' (and at nil cost) using the GVD process. The agreement also covers the desire of RBS to maintain the landscaping between the Gogarburn Tram Stop and the A8 Glasgow Road.

Current Status of Agreement

The agreement is currently in draft format, with finalisation expected on completion of the detail design, as this will allow final costs for the tram stop to be calculated. RBS have provided written confirmation that access to the land will be secured under licence.

Risk to INFRACO Contract Award

INFRACO works are expected to commence in the vicinity of Gogarburn from June 2008. Risk to award of INFRACO Contract is considered low.

6.7 Local Code of Construction Practice – Forth Ports *

Purpose of Document

The existing Minute of Agreement between Forth Ports and CEC requires the development of a Local Code of Construction Plan to govern how the construction works are to be undertaken within the Forth Ports area. This would include method statements, programme details and consultation/notification requirements to be agreed prior to the commencement of construction. The Forth Ports Minute of agreement is included with Schedule 13 of the INFRACO Contract.

Current Status of Document

tie are currently drafting a local COCP for the Forth Ports area to a template format. This will require BBS input which will need to be included prior to engagement with Forth Ports. tie meet with the Forth Ports Project Manager on a weekly basis and will arrange confirmation by side letter that matters are in progress and on schedule and that Forth Ports do not intend imposing further restrictions beyond those placed within the existing agreement that would impact negatively on either INFRACO costs or programme.

Risk to INFRACO Contract Award

INFRACO works are expected to commence in the Forth Ports area from June 2008. MUDFA works will recommence in the Leith Docks area following the Easter embargo period from April 2008, and is currently being undertaken on a work by works licence basis, which contains the relevant elements that INFRACO will include within the final Local Code of Construction Practice document.

On confirmation of Forth Ports' position as indicated above, risk to award of INFRACO Contract is considered low.

6.8 Local Code of Construction Practice – New Edinburgh Limited *

Purpose of Document

The existing Minute of Agreement between New Edinburgh Ltd and CEC requires the development of a Local Code of Construction Plan to govern how

the construction works are to be undertaken within Edinburgh Park. This would include method statements, programme details and consultation/notification requirements to be agreed prior to the commencement of construction.

Current Status of Document

tie are currently drafting a local COCP for Edinburgh Park to a template format. This will require BBS input which will need to be included prior to engagement with New Edinburgh Ltd. tie to meet with NEL and arrange for confirmation by side letter that there are no other restrictions beyond those placed within the existing agreement that would impact negatively on either INFRACO costs or programme.

Risk to INFRACO Contract Award

INFRACO works (track) are expected to commence in Edinburgh Park from June 2008, with construction of the Edinburgh Park Station Bridge commencing in August 2008.

On confirmation of NEL position as indicated above, risk to award of INFRACO Contract is considered low.

6.9 Local Code of Construction Practice – Edinburgh Airport *

Purpose of Document

The licence between EAL and CEC sets out construction requirements in Schedule Part 5 – Development Rights and Obligations. This agreement has been drawn down into Schedule 13 of the INFRACO Contract.

Current Status of Document

tie are currently drafting a local COCP based on the obligations set out in Schedule Part 5 to a template format. This will require BBS input which will need to be included prior to engagement with EAL. tie meet with the EAL Project Manager on a four weekly basis and will arrange confirmation by side letter that matters are in progress and on schedule and that EAL do not intend imposing further restrictions on construction beyond those placed within the existing agreement that would impact negatively on either INFRACO costs or programme.

Risk to INFRACO Contract Award

MUDFA programme within Airport expected to commence on 30 March 2008; INFRACO works are expected to commence in September 2008.

On confirmation of EAL position as indicated above, risk to award of INFRACO Contract is considered low.

6.10 Network Rail Asset Protection Agreement *

Purpose of the Agreement

The APA is an agreement between NR and CEC which governs design/construction activities as well as access to Network Rail land. The APA is designed to ensure that the heavy rail network can operate in tandem with the construction and commissioning of the ETN.

Current Status of Agreement

There are issues to resolve between NR and CEC in relation to indemnities and future costs. These have been referred to Transport Scotland and the Office of Rail Regulation (ORR) for resolution. Closure on this issue is currently being pursued.

Setting the indemnities issues aside, a final APA draft was received from NR on 18/01/08, which is currently being reviewed and an agreed form of wording is expected to be confirmed by CEC and NR on 25/01/08.

The finalisation of the APA is suspensive on the approval of the Station and Depot Change Proposals (these are Regulated Processes also covered in later sections below). The APA will require to be signed before the INFRACO contractor can take access to Network Rail land.

Risk to INFRACO Contract Award

The most significant risk relates to the proposed BBS construction programme in the vicinity of Haymarket Station Car Park. The demolition of the Caley Ale House followed by the construction of the Haymarket Tram Stop viaduct is scheduled from commencement on 31 March 2008. At this stage therefore, reaching agreement on the principal terms of the APA and related agreements is an important risk to the date of financial close.

6.11 Network Rail Depot Change *

Purpose of Document

This is a regulated process between Network Rail and First ScotRail, the operator of the Haymarket Light Maintenance Depot. Depot change is the process which defines the revised lease arrangements which will be required as a result of the tram construction and operation. This procedure also defines the methodology of undertaking works in the vicinity of the Haymarket Depot and sets out the interface requirements of the Depot Manager. A key requirement of FSR is that only one contractor (at a single work site) will be permitted to conduct works within the depot area at any given time. BBS are aware of this constraint, and have sequenced their programme and depot construction methodologies accordingly.

Current Status of Document

The formal submission of the Depot Change (by NR) to FSR was completed on 11/01/08. The regulated process allows for a maximum review period of 45

calendar days for comments to be submitted. If no comments are received then the proposal receives deemed consent. The review period expires on 28 Feb 2008.

tie and BBS met with NR and FSR on 08/01/08 and agreed the content and detail contained within the Depot Change Proposal. Whilst the formal regulated change will not be completed by Financial Close, tie are seeking written confirmation from FSR that they have no objection to the proposals. It is expected that this confirmation will be provided by 25/01/08.

Risk to INFRACO Contract Award

The risk arising from depot change agreement in itself is considered low. However, the INFRACO works at Haymarket Depot are scheduled for commencement after completion of the NR Pollution Prevention Works Contract (PPLMD). It is a legislative requirement for NR to comply with environmental standards, and the proposed works involve a number of activities within the Haymarket Depot, including the relocation of diesel fuel tanks, in close proximity to the proposed Roseburn Street viaduct. These NR managed works are scheduled for completion at the end of July 2008.

There is a residual risk that should the PPLMD works be delayed, which is outwith the control of tie, then the INFRACO programme in this area would also be delayed.

Risk to award of INFRACO Contract is considered moderate and we are seeking confirmation from NR as to progress in order to fully assess this risk.

6.12 Network Rail Station Change *

Purpose of Document

This is a regulated process between Network Rail and First ScotRail as the operator of Haymarket Station. The Station Change procedure also requires the consent of the other Train Operating Companies (TOC's) using the station and these are; Arriva Cross Country, Virgin, Trans Pennine Express, National Express East Coast and EWC.

The station change concerns the permanent loss of 49 parking spaces at Haymarket Station Car Park and the temporary closure of the car park as a result of the construction of the Haymarket Viaduct and Tram Stop, as well as the relocation of taxis currently operating from the forecourt of station.

Current Status of Document

NR formally submitted the Station Change proposal to FSR on 16/01/08, which triggers the start of the 45 calendar day consultation process which ends on 01/03/08.

tie are working with NR and FSR to fast track this process and are aiming to get written confirmation from the TOC's at a workshop scheduled for 24 January 2008 that they have no in principle objection to the Station Change Proposal pending conclusion of the formal regulated consultation process.

Risk to INFRACO Contract Award

Risk to award of INFRACO Contract is considered low.

6.13 Car Park Compensation Agreements

Purpose of Document

The loss of income generating car park spaces at Haymarket Station is a compensation matter for both NR and FSR. Under Station Change, FRS receives a standard indemnity from Network Rail to cover losses, so the commercial arrangements can be negotiated separately and do not form part of the Station Change approval process.

Current Status of Document

tie are awaiting FSR to provide a date to commence these discussions, and FSR have confirmed that the compensation formulae adopted for the Platform Zero settlement can be used as a basis for this negotiation.

Risk to INFRACO Contract Award

The compensation settlement to both NR and FSR are commercial arrangements which have a budget allocation within the FBC and are not part of the Station Change approval process. There is therefore minimal risk to the award of the INFRACO contract.

6.14 Network Rail Framework Agreement

Purpose of Agreement

This is an overarching document beneath which reside a suite of construction, property and operations related agreements.

Current Status of Agreement

The Framework Agreement is in largely agreed form, pending NR confirmation that they accept the CEC negotiating position that the use of CPO Powers will be limited to resolving any future title issues in relation to the proposed lease. A side letter from NR is to be provided confirming the status of this agreement.

Risk to INFRACO Contract Award

The Framework Agreement is not a construction related document, so the Risk to award of INFRACO Contract is insignificant.

6.15 Network Rail Lease Agreement

Purpose of Document

This is a 175 year lease between NR and CEC to allow operation of the ETN.

Current Status of the Agreement

The lease is substantially in agreed form, pending drafting on protecting CEC position in relation to the treatment of contamination in the vicinity of Haymarket Light Maintenance Depot. The lease does not become active until after construction and commissioning have been completed, and is suspensive on the execution of an Operating Agreement with Network Rail.

A side letter from NR is to be provided confirming the status of this agreement.

Risk to INFRACO Contract Award

The lease is not a construction related document, so the Risk to award of INFRACO Contract is insignificant.

6.16 Forth Ports Agreement/Stanley Casinos

Purpose of Agreement

A variation of the existing Minute of Agreement between CEC and Forth Ports is currently in draft. This agreement is based around changes to the design in the Leith Docks area, which will be funded by Forth Ports.

The Stanley Casinos side agreement is also design dependant, and takes cognisance of the revised junction and access proposals at the Constitution Street/Ocean Drive junction. The agreement will also include provision for remodelling the Casino car Park.

Current Status of Agreements

Heads of Terms have been agreed and signed by CEC and Forth Ports. The highways and track design activities will be completed by October 2008, and a full understanding of the cost implications of these changes will not be attained until then. It is envisaged that the Stanley Casinos agreement will be concluded at the same time as the Forth Ports agreement.

The transfer of land from Forth Ports to CEC will be part of the FP contribution to the project, and this is part of the existing Section 75 agreement.

Risk to INFRACO Contract Award

INFRACO under novation assume responsibility for the SDS Programme, which will dictate the construction programme in the Forth Ports area. CEC risk to award of the INFRACO contract is therefore considered low.

6.17 Other Site Specific Code of Construction Plans

Purpose of Documents

As part of the suite of side agreements drawn down into Schedule 13 of the INFRACO Contract, there is a requirement in several agreements for the contractor to develop a local construction plan or CoCP as part of the notification/consultation process in advance of the works commencement. The relevant agreements are:

- USS
- Safeway/Morrisons
- Murrayfield Indoor Sports Club
- ADM Milling
- Ocean Terminal
- Royal Yacht Britannia
- Baird Drive Residents (Community Liaison Group undertaking)

Current Status of Documents

tie have prepared a suite of drafts setting out the construction related requirements of the relevant side agreements. BBS input will be required as these plans are developed and presented to the relevant 3rd parties.

It is notable that the construction requirements laid down in these side agreements generally relate to those aspects of site working such as confirmation of programme, maintenance of access during the works, pedestrian management, dealing with dust/noise, site cleanliness, reinstatement of property etc, that one would normally expect a competent contractor to be cognisant of.

Risk to INFRACO Contract Award

All relevant 3rd Party agreements are detailed within the INFRACO contract in Schedule 13. The requirements on Infraco are entirely in line with normal construction practice and the risk to CEC for award of the INFRACO contract is considered low.

6.18 Licence – The Gyle

Purpose of Document

The licence will allow the INFRACO contractor to undertake the works within Gyle owned land prior to permanent acquisition. In agreeing to undertake this work under licence, CEC will be able to meet the terms of the existing side agreement whereby permanent land take is to be minimised. At this stage in the design process, SDS cannot define with certainty the extent of the operational land. The proposal made to The Gyle is therefore to defer permanent acquisition until this certainty is available.

The acquisition of the 'as built' operational land will eliminate the risk of not meeting the obligations of the side agreement. The existing side agreement already makes provision for a licence to undertake works.

Current Status of Agreement

tie have put this proposal to The Gyle and are seeking confirmation in writing that this is acceptable. It is expected that a positive outcome will be received by 25/01/08.

Risk to INFRACO Contract Award

INFRACO works are expected to commence in the vicinity of The Gyle from June 2008. Risk to award of INFRACO Contract is considered insignificant, as CEC still has the ability to invoke the GVD for this land, a process that can be concluded in 28 days.

6.19 Licence – West Craigs

Purpose of Document

The licence will allow the INFRACO contractor to undertake the works within West Craigs owned land prior to permanent acquisition. In agreeing to undertake this work under licence, CEC will be able to meet the terms of the existing side agreement whereby permanent land take is to be minimised. At this stage in the design process, SDS cannot define with certainty the extent of the operational land. The proposal made to West Craigs is therefore to defer permanent acquisition until this certainty is available.

The acquisition of the 'as built' operational land will eliminate the risk of not meeting the obligations of the side agreement. The existing side agreement already makes provision for a licence to undertake works.

Current Status of Agreement

tie have put this proposal to West Craigs and are seeking confirmation in writing that this is acceptable. It is expected that a positive outcome will be received by 25/01/08.

Risk to INFRACO Contract Award

INFRACO works are expected to commence on the proposed licence site from January 2009. Risk to award of INFRACO Contract is considered insignificant, as CEC still has the ability to invoke the GVD for this land, a process that can be concluded in 28 days.

6.20 Network Rail – Neighbour Agreement

Purpose of Agreement

This agreement sets out the ongoing relationship between CEC and Network Rail for managing the interface between tram lease land, NR operational land

and other CEC land which is adjacent to the railway. The Neighbour Agreement will be updated as required over the period of lease.

Current Status of the Agreement

This agreement is approaching agreed form with NR, the latest draft is with the NR legal team for review.

Risk to INFRACO Contract Award

The Neighbour Agreement is a non-construction related document, and for this reason, it offers insignificant risk to CEC for award of the INFRACO Contract.

6.21 Network Rail – Operating Agreement

Purpose of Agreement

The purpose of the operating agreement is to set out operational interface arrangements and procedures for running tram passenger services adjacent to the railway line. This agreement will be an evolving document which will be updated periodically during the lifetime of the project.

Current Status of Agreement

A draft is current under review by tie and TEL. The intention is to develop this document into draft agreement form during the first quarter of 2008, and complete the agreement prior to commencement of passenger services.

Risk to INFRACO Contract Award

The Operating Agreement is a non-construction related document, and for this reason, it offers insignificant risk to CEC for award of the INFRACO Contract.

6.22 Network Rail – Bridge Agreement

Purpose of Agreement

The purpose of the Bridge Agreement is to set ongoing maintenance and operational responsibilities for the Carrick Knowe and Edinburgh Park Station Bridges, as these structures interface directly with the heavy rail network

Current Status of Agreement

A draft is current under review by CEC, and subject to finalisation of the detail design of the relevant structures (scheduled for July 2008), the intention is to finalise this agreement by end of August 2008.

Risk to INFRACO Contract Award

The Bridge Agreement is a non-construction related document, and for this reason, it offers insignificant risk to CEC for award of the INFRACO Contract.

6.23 DPOFA 2007 Revision

A negotiation was concluded with Transdev to amend the DPOFA signed in 2004. The process is now complete and the principal agreed changes relate to :

- Improved performance bond underpinning both mobilisation and operating obligations
- Alignment with Infraco contract where previous drafting was based on anticipated Infraco terms
- Scope revised to reflect the Phase 1a / 1b configuration from the originally anticipated Lines 1 and 2
- Revisals to KPI performance regime based on up to date commercial view.
- Replacement of original tram revenue incentive mechanism with a reduced cost recharge, reflecting a fully integrated bus and tram system
- Alignment of insurance arrangements under OCIP
- Obtained tram cost synergy savings with introduction of TEL being responsible for transport integration

6.24 Mobilisation agreements (Infraco and Tramco)

The pre-close mobilization agreements with Infraco and Tramco are designed to enable works necessary to maintain programme. The agreements are The Advance Works and Mobilisation Contract ("AWM") and Tram Advance Works Contract ("TAW").

The core of the AWM is that Infraco will perform a schedule of works with payment determined by "Agreed Element Estimates" agreed by the parties in respect of each element of work.

The AWM does not overlap with the Infraco Contract because, when the Infraco Contract is entered into, the AWM automatically terminates. The Infraco Contract therefore deals with payment and other terms relating to advance works underway at that time. The AWM also states that it terminates if the Infraco Contract is not entered into by 28 January and an extension will therefore need to be agreed. The TAW works similarly, in that it ends automatically when the Tram Supply Agreement is entered into. Again, the deadline for this to occur is 28 January subject to agreed extension.

The work on utility diversion under the MUDFA contract and related arrangements is described in Section 11 below.

(7) Land acquisition arrangements

Purpose of process

The process of assembling land required for the construction and operation of the Edinburgh Tram Network has been managed using a combination of Compulsory Purchase (using the General Vesting Declaration Procedure), and entering into long term lease arrangements with Network Rail and Edinburgh Airport Limited.

Current Status of Agreement

By financial close, the position in regard to Land available to INFRACO is as follows:

Nature Of Land	Land Area (sqm)	Available to INFRACO	Land Take Achieved	Target Date	No Plots
Pre GVD	498	Yes	0.1%	Nov-05	3
GVD 1&2	177467	Yes	21.0%	Feb-07	43
GVD 3	167854	Yes	19.9%	Jul-07	22
GVD4	43323	Yes	5.1%	Sep-07	19
GVD5	2381	Yes	0.3%	Dec-07	5
GVD6	83588	Yes	9.9%	Dec-07	17
Licences	24885	Yes	2.9%	Jan-08	14
BAA Licence	18388	Yes	2.2%	Nov-07	17
NR APA	42480	See above	5.0%	Feb-08	37
Forth Ports (S75)	80293	Yes	9.5%	Mar-08	51
Adopted Roads	202521	Yes	24.0%	Achieved	78
	843679		100.0%	Total	306

Of the total land required, 85.5 % is under the control of CEC through ownership or license, a further 9.5% is committed under Forth Ports existing S75 agreement with the balance of 5% subject to the Network Rail APA agreement discussed above.

Risk to INFRACO Contract Award

The risks to CEC for award of the INFRACO Contract are programme related, with the conclusion of the APA with NR the key factor.

(8) Governance & corporate arrangements

8.1 Governance & delegations

The Governance model deployed to oversee and control the project has evolved as the project itself has moved through different stages of development. Appendix 1 is a detailed paper which requires specific approval from the Boards. The paper sets out :

- 1) the proposed governance model for the construction period ; and
- 2) the proposed levels of delegated authority

The paper is an update of previous submissions to the Boards and differs only in two material respects – the inclusion of specific levels of delegated authority and alignment with the terms of the tie and TEL Operating Agreements (see below). Neither of these factors should cause concern : the levels of delegated authority are in line with those previously deployed by the TPB and the terms of the operating agreements have been subject to significant scrutiny by senior people over recent months.

8.2 Operating agreements

These agreements require specific approval by the tie and TEL Boards and the draft documents are attached at Appendices 2 and 3.

tie

The tie agreement was previously reviewed by the tie Board in December 2007 and the changes since then are in line with the request made by the tie Board. The tie agreement supercedes the existing agreement and sets out tie and the Council's mutual responsibilities for delivering the tram project.

Aside from a limited number of technical tweaks, the tie agreement is now in agreed form between tie and the Council. Any significant outstanding matters – from any source - should be tabled at the Board meeting for debate and resolution.

TEL

The TEL agreement reflects TEL's role but the detailed wording is consistent with the tie agreement. The TEL agreement sets out the specific authority delegated to it by the Council with acknowledgement that TEL will sub-delegate its authority to the TPB.

The wording of the clause which provides delegated authority to TEL (3.1) has to be agreed. Aside from marginal tweaks, the document is otherwise approved

in principle by the TEL Chairman and CEO. The Council's review procedures are not yet complete but any significant outstanding matters – from any source - should be tabled at the Board meeting for debate and resolution.

8.3 Taxation

Advice has been taken from PwC on two principle areas :

- 1) The tax effect of the Infraco contract suite structure ; and
- 2) The VAT status of the grant funding

The main objective in tax planning has been to ensure that the arrangements were VAT neutral such that there would be no irrecoverable input VAT and that no unforeseen output VAT would require to be accounted for. We have a formal report from PwC addressed to tie, CEC and TEL confirming this. We have also engaged with HMRC and have a clearance letter from them confirming that the objective is achieved.

The contract structure has also been assessed by PwC to ensure that it will be possible in due course to establish a cost base in TEL by either selling or leasing system assets owned by CEC which will create corporation tax shelter in TEL. This could prove very valuable over the operating period of the integrated system.

(9) Risk allocation matrices and DLA Report

[THIS SECTION IS DEPENDENT UPON THE FINAL TERMS OF THE INFRACO CONTRACT SUITE]

(10) Risk assessment of in-process and provisional arrangements

This section contributed by Stewart McGarrity, who reviewed those areas of the documents which are provisional in nature and the documents which will be in draft form at Close.

tie's approach to identifying and managing risks was fully explained in the Final Business Case. This section reviews the current status of the risks relating to the Infraco and Tramco contracts which were identified as wholly or partly retained by the public sector beyond financial close which were:

- The process for granting of approvals and consents;
- The process for granting of permanent TRO's
- The interface with the implementation of utility diversion works
- Delays to design approvals for reasons outside the control of the Infraco
- Stakeholder instructed design changes

Specific areas covered are:

- **Price certainty achieved through the Infraco and Tramco contracts with a view on items included in the contract price which will remain provisional at Financial Close**
- **Specific exclusions from the Infraco contract price**
- **Responsibility for consents and approvals**

And as an area of particular concern to stakeholders:

- **The risks associated with significant 3rd Party Agreements not concluded in full at Financial Close.**

Price certainty achieved

The Tramco price agreed at £54.4m is a fixed sum in pounds sterling for the supply of trams. The overall capital costs estimate for Tramco also includes a fixed sum of £2.3m for mobilisation costs associated with the maintenance contract and to be paid prior to the commencement of operations.

The Infraco price of £216.3m comprises

- **£219.9m of firm costs**
- **less £13.8m of Value Engineering initiatives taken into the price with the agreement of BBS but with qualifications attached**
- **plus £10.2m of items which remain provisional at Financial Close.**

A thorough risk appraisal has been carried out on the deliverability of the Value Engineering initiatives with reference to the qualifications which attach to them. As a result a prudent allowance of £4m has been made (in the Base Cost estimate for Infraco) against the possibility that for certain items these qualifications will not be removed.

Provisional items comprise a defined list of 13 Items each with a clear process for and programme for resolution. The estimate for each item has been reviewed by tie's technical consultants and by BBS and the risk of understatement is considered to be low. The most significant item is a £6.3m allowance for civil works, including utilities, at Picardy Place as the design for the approved layout is not yet complete. The cost of the actual tramway, tram stop and associated works at Picardy Place are included in the firm element of the price.

The overall capital cost estimate for Infraco includes a further £3.4m comprising £1.4m for maintenance mobilisation (as for Tramco), £1m for major spare parts based upon a schedule of prices provided by Infraco and a £1m provision for known design changes at the Airport tram stop where the change are yet to be included in the design which formed the basis of the Infraco price.

Infraco price basis and exclusions

The Infraco price is based upon the Employers Requirements which have been in turn subject to thorough quality assurance including synchronisation with the current SDS design. Crucially the price includes for normal design development (through to the completion of the consents and approvals process – see below) meaning the evolution of design to construction stage and excluding changes if design principle shape form and outline specification as per the Employers Requirements. The responsibility for consents and approvals is further considered below.

Significant exclusions from the Infraco price are items not included in the Employers Requirements in respect of (responsibility for securing incremental sources of funding in brackets):

- Additional works at Picardy Place, London Road and York place (CEC)
- Additional works at Bernard Street (CEC)
- Full footway reconstruction in Leith Walk (CEC)
- Additional works in St Andrew Square outwith the tram alignment (CEC)
- Changes within the Forth Ports area (Forth Ports)
- Any other scope required by third parties not already included in the Employers Requirements by virtue of a commitment in an existing agreement

Responsibility for consents and approvals

As previously tie/CEC will retain the risk associated with the process of obtaining TROs and TTROs whilst Infraco (together with their novated designer SDS) will bear the cost and programme consequences of not delivering the information in sufficient quality and timeliness to process the applications. Full provision has been made in the Risk Allowance for the costs associated with a public hearing and other costs associated with obtaining the TROs.

For all other required consents and approvals (either design or construction related) the principles which apply are:

- Infraco (including SDS) bear the costs and programme consequences associated with not delivering the required information in a timely and sufficient manner to the consenting or approving authority
- tie/CEC bear the incremental cost and programme consequences associated with a delay in granting consent or approval having received the required information in a timely and sufficient manner and/or the cost and programme consequences of changes to design principle shape form and outline specification (as per the Employers Requirements) required to obtain the consent or approval.

To clearly delineate responsibility and therefore risk allocation the Infraco contract and associated schedules, including the SDS Novation Agreement,

clearly defines in detail and in a manner agreed by Infraco, SDS and tie/CEC:

- The necessary consents and approvals already obtained at Financial Close
- The remaining consents and approvals and whether the information to obtain such rests with Infraco or SDS
- The expectations with regard to quality of information including compliance with relevant law and regulation
- The programmed dates for delivering information and obtaining the necessary consents and approvals consistent with achieving the overall programme for the project

The role of tie in this complex process is to carefully manage the programme of delivery and take mitigating action as necessary to avoid any cost or programme implications from slippage on individual items. tie also retains responsibility for obtaining specific items including obtaining NR possessions which align with the construction programme agreed with Infraco.

The Risk Allowance does not provide for the cost or programme consequences associated with a wholesale failure of this process – see QRA alignment & Risk Allowance below.

3rd Party Agreements

All relevant agreements with 3rd parties form part of the Infraco contract (at schedule [13] and the Infraco price includes for the costs of any works and/or any construction constraints imposed by these agreements and as reflected in the Employers Requirements [Important issue still under debate with BBS].

A thorough risk assessment has been carried out with regard to all third party agreements which will not be concluded at Financial Close and attention is drawn to the following significant matters which are significant for the award of Infraco:

Network Rail Asset Protection Agreement (APA) – The APA, which provides Infraco with access to NR land for construction, cannot be formally concluded until the Station Change and Depot Change processes above have been concluded. However even if a side letter were to overcome this obstacle, the APA as currently drafted contains wide ranging Indemnity clauses in respect of all future events which CEC cannot regard as tenable. It is not possible to determine a quantified risk allowance in respect of these indemnities and no provision is made in the Risk Allowance for the project.

Station Change (actually between NR and First Scotrail/TOCs) - The risk here relates to the programme implications of not getting access to the car park at Haymarket for Infraco to commence demolition of the Caley Ale House at the end of March 2008 and the acquisition of car parking spaces for the permanent Tram works. A statutory consultation period is in process and we hope to have

confirmation of no objection in principle agreement by the date of financial close. The Infraco's also has responsibilities to obtain all necessary construction consents prior to commencing the works. tie is of the opinion that a delay of 3 to 4 weeks to the start of this activity could be absorbed with no impact on critical path or costs.

Depot Change (actually between NR and First Scotrail) - The risk again relates to the programme implications of Infraco not getting access to the depot site at Roseburn for Tram works programme to commence in July 2008. Again the statutory consultation process has begun and tie is seeking a comfort letter confirming no objection to the proposals before financial close. The risk of undue delay to the agreement (or prior pollution prevention works by Network Rail at the depot) is considered to be small.

Local Codes of Construction Practice – Existing agreements with Forth Ports, New Edinburgh Limited and Edinburgh Airport require that such local agreements be concluded with these parties. Any additional requirements by these parties which might have cost or programme consequences which tie and the Infraco cannot effectively mitigate would be an additional cost to tie/CEC. Tie considers that the likelihood of significant additional costs arising from these agreements is minimal.

QRA and Risk Allowance

tie's risk identification and management procedures as detailed in the FBC describe a process whereby risks associated with the project which have not been transferred to the private sector are logged in the project Risk Register. Where possible the cost of these risks is quantified by a QRA in terms of a range of possible outcomes, probability of occurrence and thereby the Risk Allowance which is included in the capital cost estimate for the project.

The project Risk Register also details the "treatment plans" being followed to mitigate individual risks and thereby avoid all or part of the cost allowance.

As the Infraco and Tramco procurements have progressed tie has maintained and reviewed contractual Risk Allocation Matrices, which reflect the risks retained by the public sector arising from the contracts, and has exercised prudence in ensuring the Risk Register, QRA and therefore Risk allowance provide adequately for risks retained for the public sector including the major areas or risk assessed above. There has been no material change in the Risk Allocation Matrices between Preferred Bidder stage and the position now.

The Final Business Case cost estimate of £498m includes a risk allowance of £49m which in turn includes

- £17.5m in respect of procurement stage risks on Infraco and Tramco including all the risks associated with achieving price certainty and risk transfer to the public sector as has been effectively achieved in the Infraco contract as summarised above. The negotiated Infraco and

Tramco prices, inclusive of provisional sums and other allowances as described, will result in an aggregate crystallisation of the Risk Allowance in the amount of £14.2m thus leaving a balance £3.3m to be held as a contingency against residual risk during the construction phase.

- £3.2m in respect of specifically identified risks held by and to be managed by tie during the construction phase including adverse ground conditions, unidentified utilities and the interface with non-tram works.
- £4.3m in respect of post Financial Close consents and approvals risks which provides for the cost or programme consequences of imperfections which may arise in elements of the consents and approval risk transfer as described above.
- £[3.3]m [To be confirmed] to provide for the cost of minor Infraco / Tramco programme slippage of up to [X] months (other than as a result of delays to MUDFA which is provided for elsewhere in the risk allowance.

tie has assessed these amounts as providing adequately for the residual risk retained by the public sector arising from the Infraco and Tramco works and the post Financial Close consents and approvals process. However the Risk Allowance does not provide for the costs of:

- Significant changes in scope from that defined in the Employers Requirements – whether such changes were to emerge from the consents and approvals process or otherwise
- Significant delays to the programme as a result of the consenting or approving authorities failing to adhere to the agreed programme (Infraco/SDS having met their own obligations) or any other tie/CEC initiated amendment to the construction programme which forms part of the Infraco contract.

All other things being equal any such changes falling into these categories would give rise to an increase in the cost estimate for Phase 1a of the project above £498m.

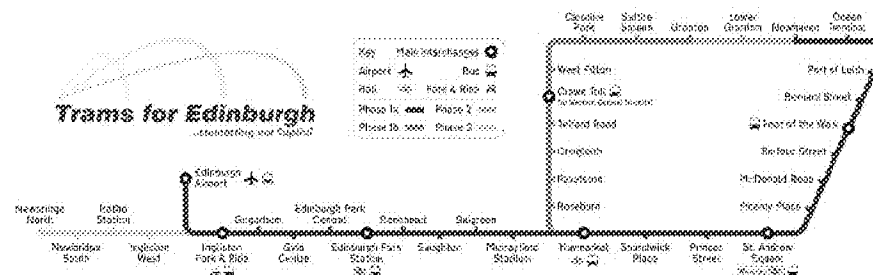
(11) Update on critical workstreams and readiness for construction

- Design due diligence
- Run-time due diligence
- TTRO / TRO process
- MUDFA including interface with Infraco programme
- Management team and handover
- Safety
- Commercial management
- Insurance
- Risk management



Appendix 2 - Planning Prior Approvals Progress

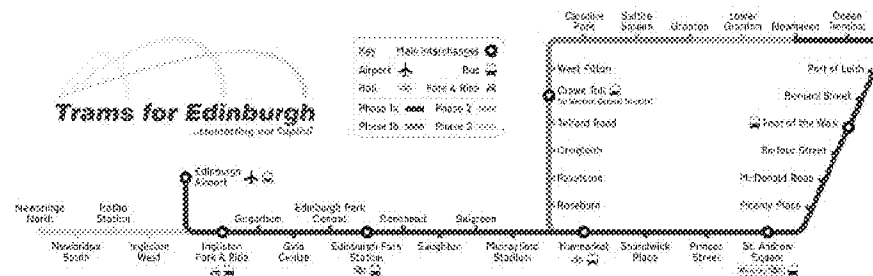
Prior Approval Batch	Contents of Batch	Current Status	Status Information (Action)
1.01	Newhaven Road Tram Stop / Lindsay Road Retaining Wall / OLE Newhaven Stop to Victoria Quay	Preliminary Design yet to be submitted	Negotiations with Forth Ports (SDS/TIE)
1.02	Ocean Terminal Tram Stop / OLE Victoria Quay to Tower Place Bridge / Victoria Dock Bridge	Preliminary Design yet to be submitted	Negotiations with Forth Ports (SDS/TIE)
1.03	North Leith Sands Substation	Approved	Approval Granted 06/07/2007
1.05	Tower Place Bridge / OLE Leith Conservation Area to Tower Place	Preliminary Design yet to be submitted	Ongoing design issues (SDS)
1.06	Port of Leith Tram Stop / OLE Tower Place to Dock Gates	Initial Consultation Stage	On hold due to negotiations over tram stop layout. (SDS/TIE/CEC)
1.07	Bernard Street Tram Stop / OLE Dock Gates to Queen Charlotte Street & Building Fixings / Relocation of Robert Burns Statue	Initial Consultation Stage	On hold due to negotiations over tram stop layout. (SDS/TIE/CEC)
1.08	Foot of the Walk Tram Stop / OLE Queen Charlotte Street to Foot of the Walk	Initial Consultation Stage	On hold due to negotiations over tram stop layout. (SDS/TIE/CEC)
1.09	Balfour Street Tram Stop / OLE Foot of the Walk to Pilrig Street	Initial Consultation Stage	On hold due to negotiations over tram stop layout. (SDS/TIE/CEC)
1.10	Leith Walk Substation	Approved	Approval Granted 08/01/2008
1.11	McDonald Road Tram Stop / OLE Pilrig Street to Annandale St	Initial Consultation Stage	On hold due to negotiations over tram stop layout. (SDS/TIE/CEC)
1.12	Picardy Place Tram Stop / OLE from Annandale St to York Place	Preliminary Design yet to be submitted	Ongoing design/layout issues (SDS/TIE/CEC)
1.13	OLE from Picardy Place to North St Andrew Street	Preliminary Design yet to be submitted	Ongoing design/layout issues (SDS/TIE/CEC)
1.14	Cathedral Lane Substation	Approved	Planning Permission Approval Granted 29/10/2007
1.15	St Andrews Square Tram Stop / OLE St Andrew Square & Building Fixings	Initial Consultation Stage	On hold due to negotiations over tram stop layout. (SDS/TIE/CEC)
1.16	Princes Street Tram Stop / OLE St Andrew Square to Queensferry Street & Building Fixings	Initial Consultation Stage	On hold due to negotiations over tram stop layout. (SDS/TIE/CEC)
1.17	Shandwick Place Tram Stop / OLE Shandwick Place, Coates & Atholl Crescents & Building Fixings	Initial Consultation Stage	On hold due to negotiations over tram stop layout. (SDS/TIE/CEC)
2.01	Haymarket Tram Stop / Haymarket Terrace Substation / Haymarket Viaduct / Haymarket Junction / Relocation of War Memorial	Initial Consultation Stage	On hold due to negotiations over tram stop layout. (SDS/TIE/CEC)
2.02	Line of Route - Haymarket Yards to Russell Road	Approved	Approval Granted 06/01/2008
2.03	Russell Road Bridge	Initial Consultation Stage	Ongoing design/layout issues (SDS/TIE/CEC)
2.04	Russell Road Substation	Approved	Approval Granted 06/07/2007
3.02	Balbirnie Place / Roseburn Maltings Retaining Walls / Roseburn Corridor A / Roseburn Tram Stop / Roseburn Terrace Bridge	Initial Consultation Stage	Response from Historic Scotland/Tram Stop Layout (Historic Scotland/SDS)





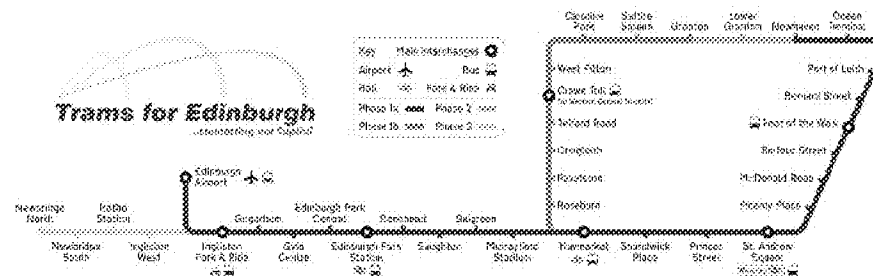
Trams for Edinburgh
...connecting our Capital

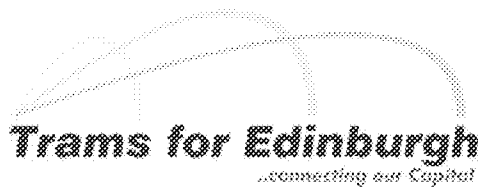
Prior Approval Batch	Contents of Batch	Current Status	Status Information (Action)
3.03	Coltbridge Viaduct	Approved	Awaiting formal submission (SDS)
3.04	St Georges Access Bridge and Footbridge / St Georges Retaining Walls / Roseburn Corridor C	Under CEC consideration	Decision due by 05/02/2008 (CEC)
3.05	Ravelston Dykes Bridge / Ravelston Dykes Tram Stop	Approved	On hold due to negotiations over tram stop layout. (SDS/TIE/CEC)
3.07	Craigleith View / Blinkbonny Road Retaining Walls / Roseburn Corridor D / Craigleith Underbridge / Craigleith Drive Bridge	Under CEC consideration	Decision due by 27/02/2008 (CEC)
3.09	Craigleith Bank / 11-13 Craigleith Crescent Retaining Wall / Roseburn Corridor E / Queensferry Road Bridge / Holiday Inn Bridge / Queensferry Road Retaining Wall / Roseburn Corridor F	Under CEC consideration	Decision due by 27/02/2008 (CEC)
3.10	Craigleith Tram Stop / South Groathill Avenue Substation	Approved	On hold due to negotiations over tram stop layout. (SDS/TIE/CEC)
3.11	Groathill Road South Bridge / Groathill Retaining Wall / Roseburn Corridor G	Under CEC consideration	Decision due by 27/02/2008 (CEC)
3.12	Telford Road Bridge / Telford Road Bridge Retaining Wall / Roseburn Corridor H	Approved	Awaiting formal submission (SDS)
3.13	Telford Road Tram Stop / Drylaw Drive Bridge Removal	Under CEC consideration	On hold due to negotiations over tram stop layout. (SDS/TIE/CEC)
3.14	Crewe Toll Tram Stop	Approved	On hold due to negotiations over tram stop layout. (SDS/TIE/CEC)
3.15	Crewe Road Gardens Bridge	Approved	On hold due to negotiations over tram stop layout. (SDS/TIE/CEC)
3.16	West Pilton Tram Stop	Approved	On hold due to negotiations over tram stop layout. (SDS/TIE/CEC)
3.17	OLE West Granton Access & West Granton Road Junction	Approved	Approval Granted 07/09/2007
3.18	Granton Mains East Substation	Approved	Approval Granted 15/11/2007
3.19	Caroline Park Tram Stop	Under CEC consideration	On hold due to negotiations over tram stop layout. (SDS/TIE/CEC)
3.20	Saltire Square Tram Stop	Approved	On hold due to negotiations over tram stop layout. (SDS/TIE/CEC)
3.21	Granton Square Tram Stop	Approved	On hold due to negotiations over tram stop layout. (SDS/TIE/CEC)
3.22	Granton View Substation	Approved	Approval Granted 07/12/2007
5.05	Russell Road Retaining Wall 1 & 2	Preliminary Design yet to be submitted	Design delayed due to ground investigation on contaminated land. (SDS)
5.06	Murrayfield Stop Retaining Wall / Murrayfield Tram Stop	Approved	On hold due to negotiations over tram stop layout. (SDS/TIE/CEC)
5.07	Murrayfield Stadium Boundary and Accommodation Works / Murrayfield Stadium Retaining Wall / Roseburn Street Bridge / Murrayfield Turnstiles Planning Permission	Preliminary Design yet to be submitted	SRU agreement outstanding. (TIE)
5.08	Water of Leith Bridge / Murrayfield Underpass / Murrayfield Pitches Retaining Wall	Preliminary Design yet to be submitted	Ongoing design issues (SDS/TIE)
5.09	Murrayfield Training Pitches	Cancelled	Cancelled – to be dealt with separately by tie





Prior Approval Batch	Contents of Batch	Current Status	Status Information (Action)
5.10	Jenners Depository Substation / Balgreen Road Tram Stop / Baird Drive Retaining Wall / Balgreen Road Retaining Wall / Balgreen Road Retaining Wall / Balgreen Road Bridge	Preliminary Design yet to be submitted	Negotiations with Network Rail (SDS/TIE)
5.11	Line of Route	Preliminary Design yet to be submitted	Negotiations with Network Rail (SDS/TIE)
5.12	Carrick Knowe Bridge and Approaches	Preliminary Design yet to be submitted	Negotiations with Network Rail (SDS/TIE)
5.14	Saughton Tram Stop / Line of Route / Existing Broomhouse Road Bridge / Existing Saughton Road Bridge	Preliminary Design yet to be submitted	On hold due to negotiations over tram stop layout. (SDS/TIE/CEC)
5.15	Bankhead Drive Substation & Comms Mast / South Gyle Tram Stop / South Gyle Access Road Bridge / Bankhead Drive Retaining Wall	Internal Consideration Stage	Tram stop location to be finalised. (SDS/TIE/CEC)
5.16	Edinburgh Park Station Tram Stop	Internal Consideration Stage	On hold due to negotiations over tram stop layout. (SDS/TIE/CEC)
5.17	Edinburgh Park Bridge/Viaduct	Internal Consideration Stage	Ongoing design issue (SDS)
5.18	Edinburgh Park Central Tram Stop / Line of Route	Internal Consideration Stage	On hold due to negotiations over tram stop layout. (SDS/TIE/CEC)
5.19	Gyle Centre Tram Stop / Line of Route / Gyle Stop Retaining Wall	Under CEC consideration	On hold due to negotiations over tram stop layout. (SDS/TIE/CEC)
5.20	Structure A8 Underpass	Under CEC consideration	Decision due by 06/03/2008 (CEC)
5.22	Gogarburn Tram Stop / Line of Route	Preliminary Design yet to be submitted	RBS design input required. (SDS)
6.01	Gogar Depot Substation / Gogar Depot Access Bridge / Gogar Depot Internal Retaining Walls / Gogar Depot / A8 Bridge	Internal Consideration Stage	Ongoing design issue (SDS)
7.23	Line of Route (Contaminated Land)	Preliminary Design yet to be submitted	Resolution of Contaminated Land mitigation to be confirmed. (SDS)
7.24	Gogarburn Bridge	Approved	Approval Granted 31/12/2007
7.25	Gogar Culvert 1 / Line of Route	Preliminary Design yet to be submitted	Revisions required due to demise of EARL Project (SDS/TIE/CEC)
7.26	EARL Overbridge	Cancelled	Cancelled due to demise of EART Project
7.27	Ingliston Park and Ride Tram Stop / Ingliston Park and Ride Substation	Preliminary Design yet to be submitted	Revisions required due to demise of EARL Project (SDS/TIE/CEC)
7.28	Gogar Culvert 2 & 3 / Line of Route	Preliminary Design yet to be submitted	Revisions required due to demise of EARL Project (SDS/TIE/CEC)
7.29	Eastfield Road/Eastfield Ave Substation / Edinburgh Airport Tram Stop / Line of Route / Burnside Road / Gogar Burn Retaining Wall 1 & 2	Preliminary Design yet to be submitted	Revisions required due to demise of EARL Project (SDS/TIE/CEC)





Appendix 3 – CEC Resource Paper to the TPB on 9 January 2008

Paper to : Tram Project Board

Subject : CEC Tram Staff Resources Report

Date : 9th January 2008

1.0 CEC Tram Staff Resources

The promotion of the Edinburgh Tram will require the City of Edinburgh Council to carry out its statutory and regulatory functions as Planning and Transport authorities as well as Property, Finance and Legal functions throughout the design and procurement phases.

The staff resource implications for this work are significant due to the size, cost and the pressure of tightening timescales for delivery, and although significant existing staff resources will be used, additional resources will be required to supplement existing staffing levels. These resources are not required to undertake any design work, but only to carry out the necessary statutory and regulatory approvals to allow the project to be undertaken.

Funding was identified within tie's business plan for 2006/2007, however no funding has yet been identified for 2008/2009.

Table 1 lists the additional staff required for 2008/2009 which totals £633K. These additional staff would either carry out the necessary work directly or alternatively free-up existing resources to do that work and use the extra resources to cover that shortfall. The spend profile is shown below in **table 2**.

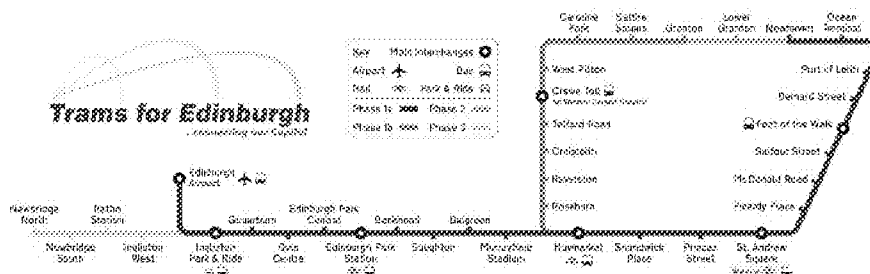
This resource planning is based upon version 22 of tie's programme. Specifically, these allocated resources do not take allowance for the Council doing any design work or undertaking significant correspondence, and if any programme slippage occurs then this directly affects the amount of time the resources are required for.

A breakdown of the staff and their duties is noted below.

Planning

- Ian Spence
- Backfilling Post for Francis Newton
- Jamie Gray
- Jamie Allan
- Shaun Hughes
- Michelle Maher

These staff are undertaking the planning prior approvals until July 2008, with the exception of Ian Spence, who will be involved in technical design related issues for the whole year. If these staff were not employed next year then this would significantly delay the prior approvals process and would have a significant impact on the Infraco contract (as works could not commence without the necessary planning approvals in place).



Transport

- Paul Tucker in traffic signals
- Tom Clark reviewing undertaking Mudfa related approvals for traffic management
- Tony Simon reviewing lighting technical design
- Ron Polson undertaking a co-ordination roll with SfC managing and co-ordinating all roadworks on the network
- Cliff Smith undertaking structural design technical approval
- Alan Parkinson reviewing TROs and non-standard sign design
- Jeff Knight, Jon Hunt and A Burns are providing advice and support to the traffic modelling to support the technical approvals.

These staff are providing essential support to the Roads Authority technical approvals. If these staff were not employed next year then this would significantly delay the technical approvals and would have a significant impact on the Infraco contract as works could not commence without the necessary technical approvals in place.

Corporate Communications

- Wendy Park manages Councillor and staff communications, including managing information, organising staff briefings for those directly affected in their day to day work and promoting the tram scheme to all staff. This also includes ensuring that the Council's communications interests and views are represented in day to day decisions by the Council and its contractors. This is particularly important in discussions over the open for business campaign and the relevant construction works.

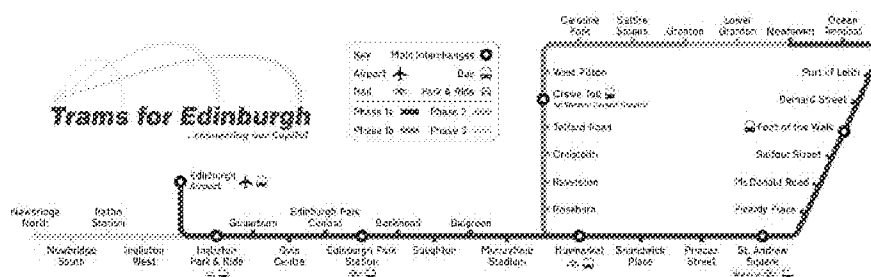
This function also ensures that the Council's own external tram-related communications are carried out timeously. This includes information in Council publications, press liaison and other 'marketing' type activities to ensure that people are aware of the benefits. This also includes managing the Council tram related correspondence (email, phone calls and letter) by managing the contract with the contact centre that provides this service.

If this function was not undertaken next year then this would severely impact the all tram related communications, particularly Council Members and the public. It would also adversely impact on the response time for all correspondence.

Property

- Ian Elvin and Gill Hunter assist with the land acquisition process, including the regulatory compensation events.

These staff manage the GVD and compensation process following the land acquisition. If these staff were not employed next year then this would significantly delay the land acquisition process and would delay the Infraco works, as land would not be available for construction purposes.





Appendix 3 – CEC Resource Paper to the TPB on 9 January 2008

Legal

- Jackie Holland and Eleanor Muir are backfilling for Alan Squair and Colin MacKenzie, who provide legal support to many activities, including third party agreements, public hearing support, operating agreements and assistance in preparing Council reports.

If these staff were not employed, then legal support would be very limited which would delay the project at all key stages.

Administration Support at CityPoint

- Sheila Dove provides administration support to CEC staff working at CityPoint.

IT Support Costs

- An allowance of £10K has also been made for IT support for those staff working at CityPoint.

2.0 Recommendations

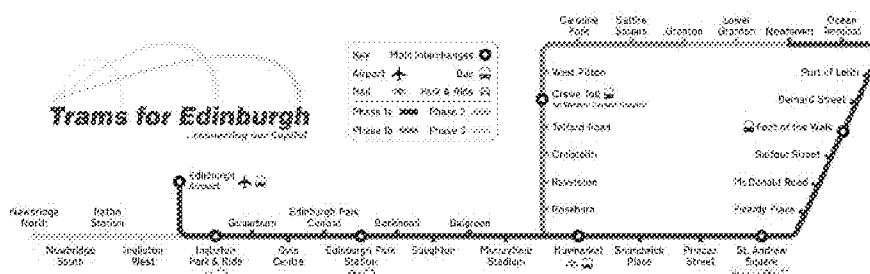
The Board is asked approve this paper and the additional CEC resource costs for 2008/2009.

Prepared by: Andy Conway / Alan Coyle

Recommended by: Andrew Holmes

Date: 7 January 2008

Approved Date:-
David Mackay on behalf of the Tram Project Board

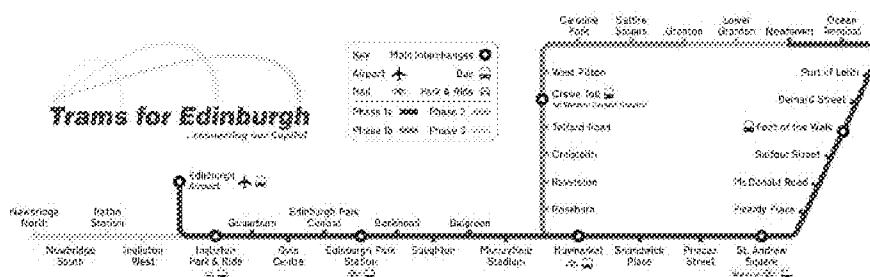




Appendix 3 – CEC Resource Paper to the TPB on 9 January 2008

Table 1 – Breakdown of Projected Staff Costs

Name	Function	Activity	Cost
Paul Tucker	Traffic Signals	Traffic Signal detail design technical approval	£21,000
Tom Clark	Strategic Services	Mudfa co-ordination/temporary traffic management approval	£94,539
Urban Design - Ian Spence	Strategic Services	Design advice to planning for prior approvals and urban design	£45,760
Jeff Knight	Strategic Services	Advice for reviewing traffic modelling relative to technical approvals	£21,163
Jon Hunt	Strategic Services	Advice for reviewing traffic modelling relative to technical approvals	£1,895
A Burns	Strategic Services	Advice for reviewing traffic modelling relative to technical approvals	£4,254
Backfilling Post for Francis Newton	Planning	Backfilling post to allow Francis to undertake prior approvals	£15,318
Jamie Gray	Planning	Prior Approvals	£18,618
Jamie Allan	Planning	Prior Approvals	£9,894
Shaun Hughes	Planning	Prior Approvals	£9,894
Michelle Maher	Planning	Prior Approvals	£9,894
Ian Elvin	Asset Management	Land acquisition and resultant claims	£50,505
Gill Hunter	Property	Land acquisition and resultant claims	£22,984
Wendy Park	Corp Comms	CEC tram communications	£36,725
Tony Simon	Lighting	Lighting technical approvals	£25,920
Ron Polson	Road Services	Co-ordination with all roadworks on the network	£56,160
Cliff Smith	Structures	Technical approval for structures	£18,528
Alan Parkinson	Roads & Transport Design	Technical approval for TROs	£6,448
Jackie Holland	Legal Services	Backfilling posts	£47,658
Eleanor Muir	Legal Services	Backfilling posts	£52,533
Technical Approval Backfilling	Transport	Backfilling post for technical approvals	£30,000
Sheila Dove	Secretarial/Administration	Admin support for CEC at CityPoint	£24,018
IT Support costs			£10,000
			£633,708



Appendix 3 – CEC Resource Paper to the TPB on 9 January 2008

Table 2 - Projected Staff Costs 2008/2009

