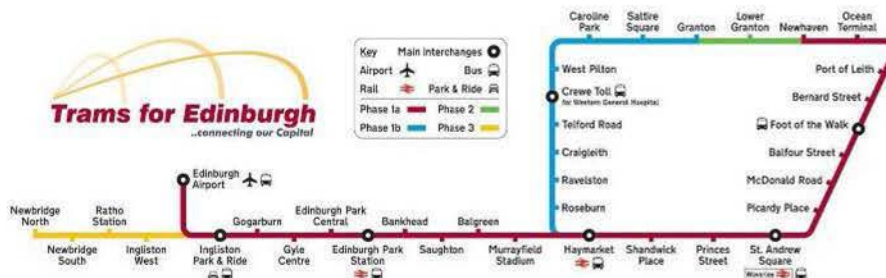




**EDINBURGH TRAM**  
**Highlight Report to the**  
**Chief Executive's**  
**Internal Planning Group**  
**15 November 2007**



## 1 Background

This report sets out the terms of reference of the tram approvals process and requires 'highlight reports' to keep the Chief Executive's Internal Planning Group informed about progress on this project, and any decisions required.

### 1.1 New Reporting Structure

From the next IPG meeting onwards, this report will also be used to inform the group on the outcomes of *tie's* Tram Project Board meetings. This will require the schedules of these meetings to be coordinated with the IPG following on shortly after each Tram Project Board. This report will also continue to highlight tram issues particularly relevant to the Council.

## 2 Executive Summary

### 2.1 Matters Arising

- *tie's* revised programme (V21) shows increasingly compressed timescales for Planning Prior Approvals and Technical Approvals with majority of approvals required over Christmas/New Year holiday period. This may require additional resources to be identified to undertake this work. V21 also indicates many of the approvals extending beyond financial close.
- Funding needs to be identified for the additional CEC resources for next financial year (estimated at £670K).

### 2.2 Key Dates

20th December 2007	FBCv2 presented for Full Council approval.
11th January 2008	Financial Close
18th February 2008	Construction Commences on Phase 1a

### 2.3 Matters to Note

- The Mudfa works are ongoing on Leith Walk. The clock at London Road is to be temporarily removed on 21 November.
- It was agreed at the Council meeting on 25 October that CAF and Bilfinger, Berger & Siemens consortium (BBS) be selected as the preferred bidders for the Tramco and Infracore, respectively.
- Tram Communications Plan update.
- The programmed timetable to financial close.
- That progress has been made with the side agreements with Network Rail.
- The draft of the operating agreement for *tie* and TEL are now available for comments
- The continuing underspend/slippage of staff costs.
- That further work is required by *tie* and CEC on the Roads Demarcation Agreement.





### 3 Update on Major Contracts

#### 3.1 MUDFA

- **Leith Walk**

AMIS took a 8 week occupation of the northbound carriageway of Leith Walk from McDonald Road to Balfour Street on 30th October.

The closure of Jane Street at its junction with Leith Walk was implemented on the 15 October. This will be in place for 12 weeks.

The clock at the London Road roundabout is to be removed to storage starting 21st November 2007. The central island at the London Rd roundabout will also be removed. This will provide a greater working area for the utility diversions and a greater flexibility with traffic management along Leith Walk.

- **Princes Street/Shandwick Place**

A series of trial hole investigations along Princes St and Shandwick Place to Haymarket are planned for the remainder of the year, prior to the Christmas embargo, to inform design and construction.

#### 3.2 TRAMCO

*tie's* recommendation to appoint world leading tram manufacturer, CAF, was endorsed by Council on 25 October 2007.

Resulting from the novation process there is an assurance that the Infracore are to be responsible for ensuring compatibility between the tram and track.

#### 3.3 INFRACO

*tie's* recommendation to appoint the BBS was endorsed by Council on 25 October 2007.

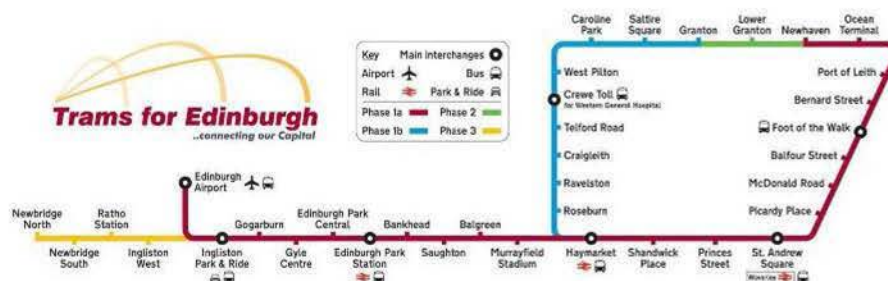
Members of the BBS Consortium have played a major role in the construction of over 30 urban transport schemes around the world.

Meetings between CEC, TEL and BBS have recently been undertaken to determine how that tram infrastructure is to be constructed. Early indications suggest that it will be necessary to undertake major traffic diversions when the works are being constructed e.g. when Princes Street is constructed it will be necessary to divert buses to George Street because there will be insufficient space to allow buses to pick up passengers.

Appendix 1 lists the current constraints being used by BBS.

Funding has been identified within Services for Communities to allow both footways to be re-paved as part of the tram works. £2M has be budgeted over three financial years, beginning in 2008/09.

*tie* intend to manage the inflation risk by instructing BBS to purchase construction materials immediately following financial close. It will be critical for the necessary legal agreements to be made for vesting these in the Council's ownership.



- **Detailed Design Review Process**

Reviews of the individual disciplines of the detailed design continue. The packages have yet to be coordinated by the designers therefore the value of these reviews is limited and all packages will require resubmission when complete and fully coordinated by the designers and *tie*.

Further delays to the design programme are becoming apparent with all technical reviews programmed to complete after financial close. CEC have emphasised that this needs to be resolved as a matter of urgency .

The programme needs to be clarified to allow the resource implications to be addressed. The latest programme, V21 is still not approved by CEC and consultation is required between CEC, *tie*, SDS and BBS before an approved programme can be produced. *tie* has agreed to consult and agree the approvals programme with CEC.

- **Planning Prior Approvals**

To date, three Prior Approvals and one Full Planning Application (for Cathedral Lane Sub Station) have been determined. Four Prior Approvals submissions were received week commencing 5th November 2007 and a further two are currently being determined. Informal consultations have now taken place on some fifty eight elements in total (discounting the changes that have taken place during the batching process).

Discussions regarding design detail of Prior Approval submissions are ongoing with the Council's Public Realm Consultants advising where appropriate, and it is felt the many issues can be resolved before Informal Consultation stage. However, the most recent Prior Approvals programme remains compressed placing a significant burden on those staff with sufficient knowledge of the project during the Informal Consultation period. As currently envisaged the number of staff working on Prior Approvals may need to be increased between December 2007 and the end of January 2008, with a large number of Prior Approvals requiring determination over the Christmas/New Year Holiday period. Staff resources that may be required to meet this demand are currently being considered by CEC Planning.

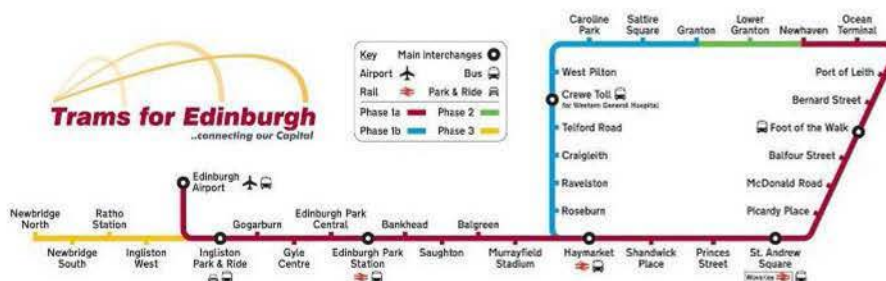
## 4 Tram Communication Plan Update

### 4.1 CEC and *tie* Communication Strategies

Work is ongoing. Since the last update work has focussed on the Final Business Case communication plan which is detailed below.

### 4.2 Final Business Case

Articles outlining the FBC decision and successful contracts will also shortly appear in the Winter Outlook and the next Fare View which is a taxi publication. Fare View and Outlook will both be out in December.





#### 4.3 Media Announcements

Media announcements have concentrated on the FBC. A press release followed the positive FBC decision. The Infraco announcement went out on the 22nd October and received very good local coverage in the Evening News as well as mentions in the Scotsman and BBC website.

There was some negative coverage in the Evening News following a notice being sent to residents on Leith Walk advising them that they may need to pay to get electrical earthing installed in their properties. There was also some coverage in relation to tram works affecting some businesses on Leith Walk.

Plans are afoot to release some publicity concerned with the tram construction accord. This announcement was put on hold until after the FBC thus it is expected to be released shortly.

#### 4.4 Communications Cycle – Start of Works

Regular works communications have continued to residents and businesses along Leith Walk and Princes Street.

#### 4.5 Councillor Communications

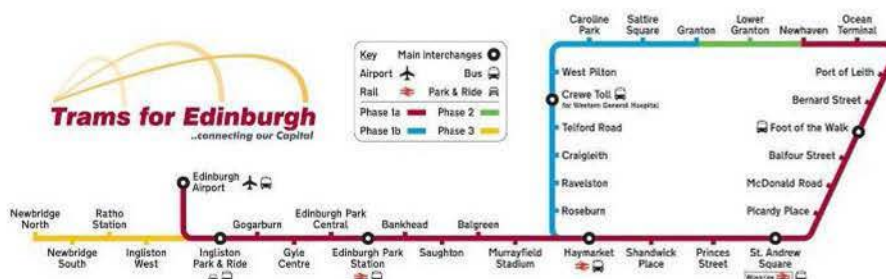
Ward Councillor briefings are ongoing. In addition to the ward briefings the general tram interest amongst Councillors is increasing and we are seeing a steady rise of them proactively contacting us for information.

#### 4.6 Open for Business

The open for business retail and tourism forum met recently. The group welcomed the increase of available funds for marketing the city centre as being open for business. A new sub marketing group have been formed under the management of the Edinburgh Chamber of Commerce with representation from John Lewis, the Federation of Small Businesses and Lothian Buses. Following the latest Open for Business group meeting a plan is being drawn up on how best to spend the £100k for marketing before the end of this financial year.

#### 5 Timetable to Financial Close

In order to meet the project programme and budget, financial close is required in January 2008. To achieve this, the following programme must be adhered to:



## 5.1 Key Dates

Date	Milestone
5 <sup>th</sup> December 2007	Tram Project Board approval of FBCv2 and final deal, with recommendation to CEC and TEL
6/12 December 2007	Planning Committee approval of revisions to tram contribution policy to allow for the continued collection of tram contributions when the tram is operational.
12 <sup>th</sup> December 2007	Infraco - Negotiations for phase 1B complete.
20 <sup>th</sup> December 2007	Full Council approval of Final Business Case (FBCv2) and funding for Infraco / Tramco and all related works to completion of project.
11 <sup>th</sup> January 2008	Financial Close.
28 <sup>th</sup> January 2008	Tramco/Infraco contracts awarded following CEC/TS approval and cooling off period.
1 <sup>st</sup> February 2008	Construction commences - phase 1a.
6 <sup>th</sup> February 2008	Planning Committee approval of Landscape Habitat Management Plan.
31 <sup>st</sup> March 2009	Latest decision to instruct <i>tie</i> /BBS to commence 1b
17 <sup>th</sup> November 2009	TRO process complete.
27 <sup>th</sup> August 2010	Commencement of test running - phase 1a.
Q1 2011	Operations commence - phase 1a.

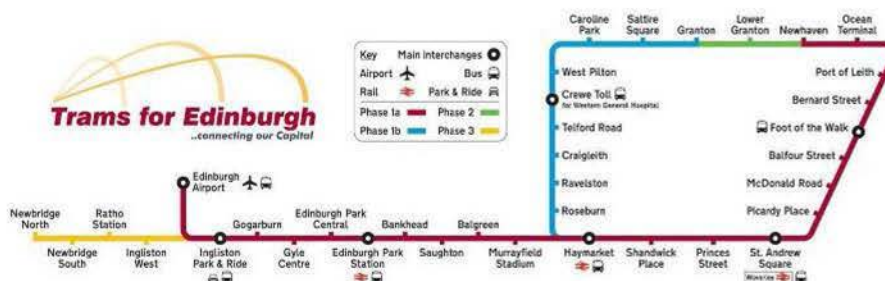
## 5.2 Business Case

The Council report on The Final Business Case version 1 was approved by Council on 25<sup>th</sup> October 2007. Two addendums were made to the report, one of which was a request for an independent review into the Council's £45m contribution. The tender for this is currently being prepared and will report back to Council within two cycles. The Final Businesses Case Final version will go before Council on 20<sup>th</sup> December 2007.

## 6 Co-ordination with Other Developments

### 6.1 Capital Streets project in St Andrew Square

Co-ordination between the tram related works and the Capital Streets project is ongoing with advanced works being undertaken as early as possible by Mudfa. It has been agreed that an advanced order for the surface material (stone paving and kerbing) will be placed by the Capital Streets Project, which both projects will be able to draw down on. This method of procurement will ensure a consistency of materials and reduce the amount of procurement delays.





## 6.2 Forth Ports Development

The Heads of Terms (HoT) of the revised agreement between CEC and Forth Ports has been signed of by both Forth Ports and CEC.

## 6.3 Haymarket Improvements (future pedestrian link to Dalry Road)

Network Rail have informally advised that they see this as a developer led scheme and they would expect their costs such as the value of the Restaurant to be covered by the developer.

## 6.4 Water of Leith Flood Prevention Scheme / SRU Murrayfield

The flood prevention scheme results in the loss of 2 outfield pitches as a consequence of the construction of the flood embankment, the Tram scheme also requires the pitches to be reconfigured, albeit to a lesser degree. Following consultation objections were received from SRU and SportScotland. SportScotland are advocating either replacing the area lost or improving the standard of the reduced playing area that remains. It is therefore proposed to remodel the remaining available space to accommodate 4 new pitches with a larger playing area, one pitch constructed of a synthetic, more durable standard.

The flood scheme works are not required until 2 years after the tram works, however it is proposed that the outfield pitches be reconfigured as part of the Tram project although the majority of the costs will be funded by the flood prevention project. The cost of the reconfiguration and upgrading is currently being established. Funding for this work will need to be identified in the Council's capital investment programme for 2008/9 and 2009/10.

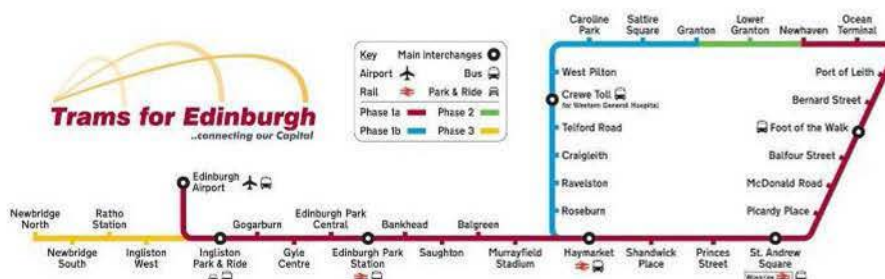
## 7 Miscellaneous

### 7.1 Network Rail Side Agreement

A response to Andrew Holmes letter of 26th October to the Network Rail (NR) Director has been received. Generally the response is positive in tone. An internal meeting to discuss the details of NR response was scheduled for Monday 12th November, and further meetings with NR and its solicitors are scheduled over the coming weeks, commencing 14th November.

### 7.2 BAA/Edinburgh Airport Limited (EAL) Side Agreements

Good progress is being made on this work stream. The last report highlighted the airport redevelopment/tram revenue compensation issue. The concern is the potential for loss of revenue which might be caused to the Tram Project by such plans. Reliance on the Compensation Code has been proposed being the standard legislation which EAL would otherwise need to use to move the tram to a new position. It is expected EAL will need to promote a new Bill to move the LOD for tram and they could seek CPO powers at that time which would be based on the Compensation Code. It was also reported that Dundas & Wilson will provide a full report to Council officials on the terms of the lease with BAA. This raises the issue that CEC have not been party to these negotiations and there should be an opportunity for officials to review the document before it is treated as appropriate for signing by the Council Solicitor, lest there be a term which is not acceptable to the Council.





### 7.3 Tram Operating Agreement

The first draft of the agreement with *tie* has been circulated to the directors of Finance and City Development respectively. Various comments have already been received and a meeting of officials was scheduled for Monday 12th November which brought about the adjusted draft, a copy of which will be tabled at the IPG meeting on 15th November. This version has already been forwarded to *tie* for comment.

The first draft of the TEL Operating Agreement was circulated to the two client directors on 12<sup>th</sup> November for further instruction. Once comments are received, this will be developed further and sent immediately to TEL for comment.

### 7.4 Third Party Contracts – Infraco and Tramco

Following the meeting of Council on 25th October at which Preferred Bidder status for both contracts was endorsed, *tie* and its agents are continuing to negotiate the final terms of both contracts with a view to making appropriate recommendations through its board to Council on 20th December.

### 7.5 Vesting & Compulsory Purchase Process

Clarification is being sought from the Director of Finance about the availability of funding to meet the remaining costs of land acquisition. *tie* had recently indicated that remaining GVDs should be put on hold until financial close. This is on the face of it contrary to the Council's desire to have all land in place by 20th December 2007.

### 7.6 Roads Demarcation Agreement

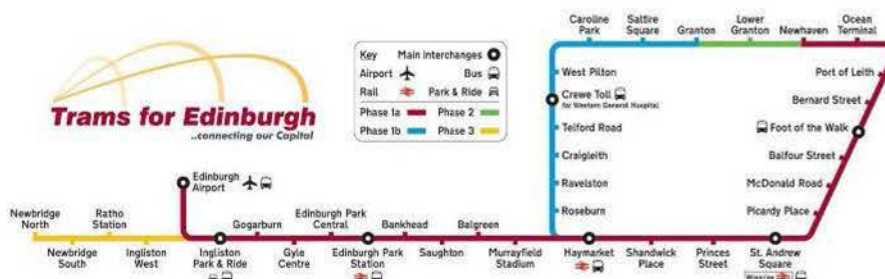
Work is ongoing drafting the main body of the Roads Demarcation Agreement (RDA). In the meantime CEC have drafted a schedule which will allow Infraco bidders to include costs for long term maintenance in their bids. The drafting of the final RDA will be a significant body of work for CEC that will require input from several Departments.

In the short term the intention is to agree the Heads of Terms on the assumption that TEL will remain in Council ownership for the foreseeable future.

### 7.7 CEC Resources

The issue regarding CEC staff not receipting timeously on Oracle continues, albeit we have managed to reduce it slightly by £20K this month. The outstanding monthly slippage this remains at £67K.

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 21, this will likely be approximately £670K.





- **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 7330 staff hours has been utilised on the tram project since April at a cost of £250K. 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 £440K, which is being contained within the tram budget costs.

## 7.8 Tram Governance

Reference is made to the section above on Operating Agreements. The final position will be set out in the report to Council on 20<sup>th</sup> December, when the various Operating Agreements will have been concluded and the remit of the Tram Sub-Committee settled. A draft organisation chart is shown as Appendix 2.

## 8 Financial Contribution & Funding Agreement Between Transport Scotland & CEC

The draft award letter is still being finalised. CEC are currently awaiting schedules to accompany the award letter. The draft award letter for £500m is much shorter than previous with the detail in the schedules. It is likely the draft schedules will be with CEC in a matter of days for review.

Transport Scotland (TS) have also provided detail on the reporting requirements for the project. CEC and *tie* are in discussion on any amendments to current reporting mechanisms. Discussions are required at a high level on phasing of TS funding and any potential carry over. Critically, TS have not yet confirmed to a timescale for approving the £500M funding agreement, following the anticipated approval by CEC on 20 December 2007.

### 8.1 Developer Contributions

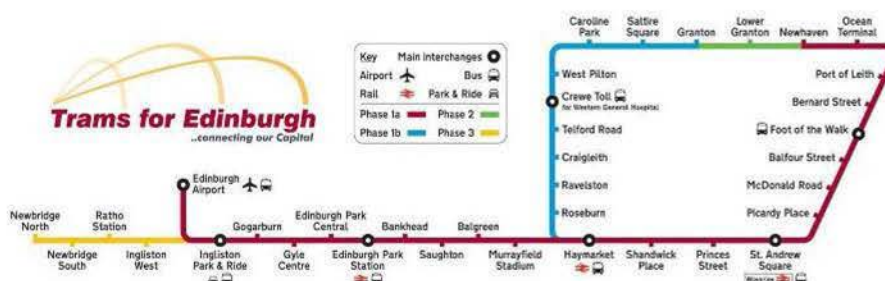
£25.5m has been identified as the required developers contribution to the tram project.

The Tram Developer Contribution Guideline has been revised as a draft for consultation and was put before the Planning Committee on the 4th October 2007. It is intended that the Guideline will be put before the Planning Committee again in early December 2007 for full approval.

Developers contributions and underlying assumptions will be scrutinised as part of the independent review of the Council's contribution.

Discussions are on going with Forth Ports.

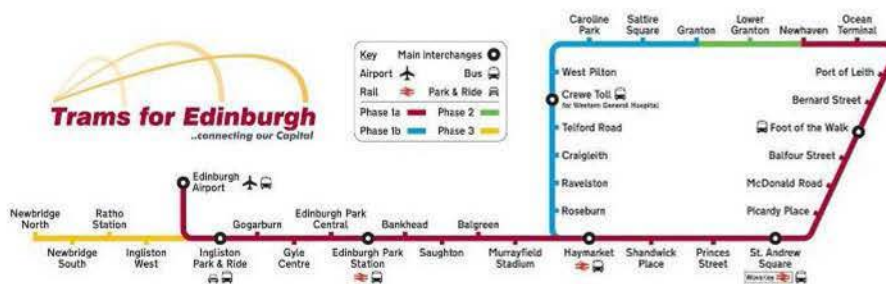
£2.2M has been banked. The borrowing requirement for the Council is being worked on and will also form part of the independent review.



**9 CEC Risk Register**

The current CEC Tram Risk Register is attached in Appendix 3. This specifically details risks to CEC, not risks to the tram project.

No updates have been made since the report was last issued to the IPG on 11<sup>th</sup> October 2007.





**EDINBURGH TRAM PROJECT**  
**CITY CENTRE INFRACO CONSTRUCTION CONSTRAINTS**

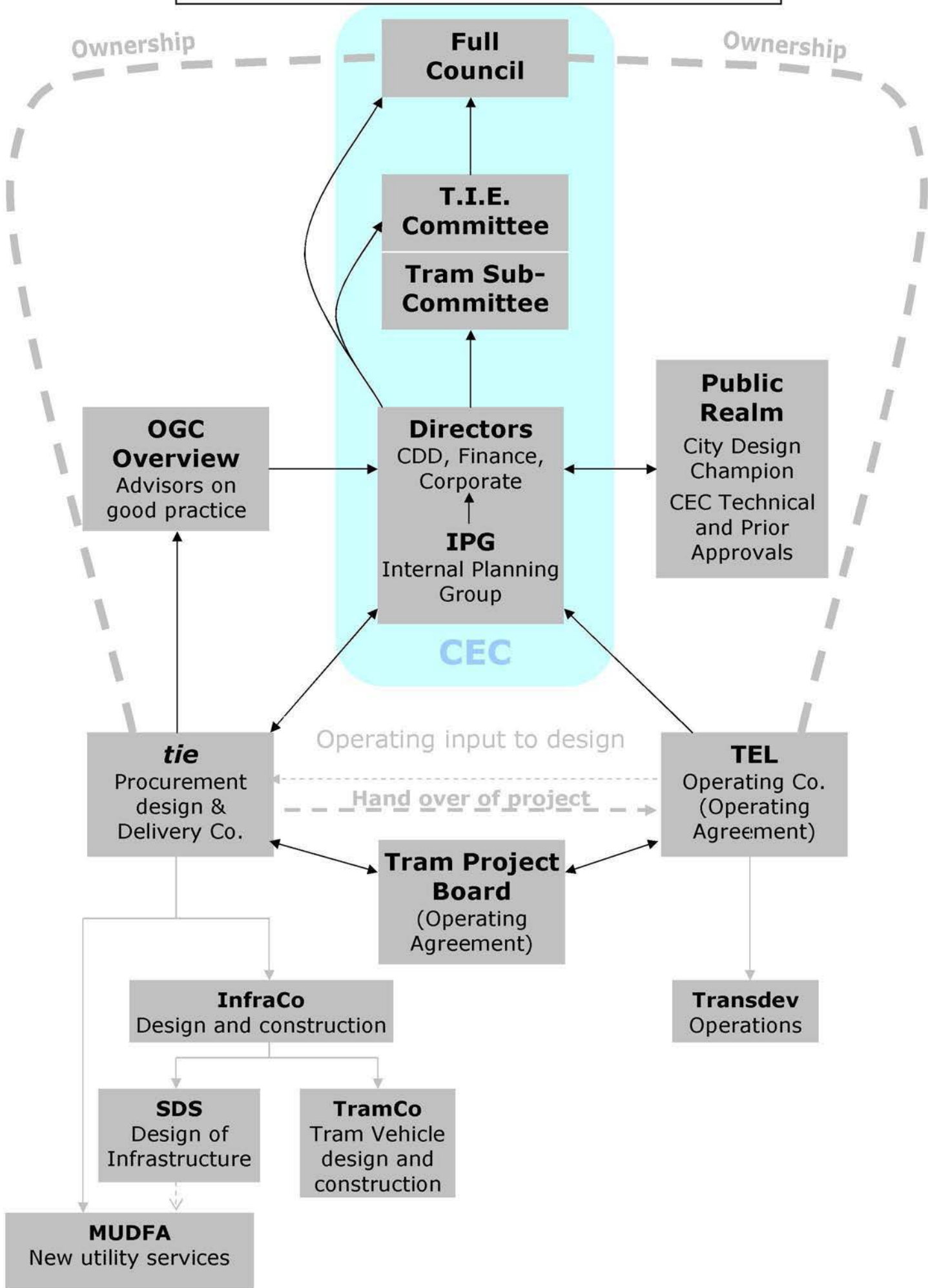
Item	Junction / Area	Linked Area	Limits	Bus Diversions		General Traffic		Other Constraints	Possible Alterations	Associated Works Required	Comments
				Westbound	Eastbound	Westbound	Eastbound				
01	Haymarket Junction		Frontage of Caley Ale House with Haymarket Station to West Side of Palmerston Place (includes left turn into Palmerston Place)					As Haymarket Terrace to Shandwick Place and Dairy Road to Shandwick place are critical routes bus routes must be maintained through this junction during construction.			Bus Traffic 120 buses per hour in each direction through this junction
02	Haymarket Junction	West Maitland Street	West Side of Palmerston Place (excluding left turn into Palmerston Place) to West side of Manor Place (includes left turn in Manor Place)					This is a critical area and cannot be closed to traffic			
03		Shandwick Place	East side of Manor Place to West Side of Queensferry Street	Via Princes Street, West End, Queensferry Street, Melville Street, Manor Place	Via Manor Place, Melville Street, Queensferry Street West End, Princes Street	Permanent scheme	Permanent scheme	Permanent Traffic Management in place before closure can commence		Waiting restrictions needed in Melville Street, traffic signals adjustments needed, at least at Melville St/Queensferry St junction, i.e. we need to define the scope of the permanent traffic management scheme.	Section can be closed in its entirety
04		Princes Street	East side of South Charlotte Street to West Side of The Mound	some buses via S Charlotte St & George Street; some via Hope Street, Charlotte Square, S Charlotte St & George St	As westbound in reverse			Not to be undertaken at the same time as items (3) & (5)		Right turn from S Charlotte St to George St and George St to South St David St needed. Link between Shandwick Place and Hope Street needed including availability of Hope Street to two-way traffic. Parking restrictions needed in George Street.	As this includes a fair section of Princes Street there are various options for this area and bidders to identify any opportunities to benefit cost and / or programme. (i) reduced lanes either side of Princes Street to maintain 2-way traffic flow. Could also consider 2 reduced width lanes on the south side of Princes Street with east and west bound traffic on the same side of the road. (ii) Eastbound traffic flow retained with Westbound diverted onto George Street (iii) Westbound traffic flow retained with Eastbound diverted onto George Street (iv) complete closure. Justification required for proposals necessitating traffic diversions. Excludes The Mound junction
05		Princes Street	East side of Hanover Street to West side of South St David Street	via George Street	via George Street			Not to be undertaken at the same time as item 4 (East side of South Charlotte Street to West Side of The Mound)		Right turn from S Charlotte St to George St and George St to South St David St needed. Link between Shandwick Place and Hope Street needed including availability of Hope Street to two-way traffic. Parking restrictions needed in George Street. Major implications for traffic signal phasing Hanover Street to Princes Street.	Excludes The Mound junction
06		St Andrew Square	North St Andrew Street to South St Andrew Street excluding junction York Place / North St Andrew Street and junction Princes Street / South St Andrew Street					Permanent Traffic Management needs to be in place on west side of St Andrew Square before this work is undertaken			St Andrew Square should be closed to public transport from April 2008 and thus thereafter section can be closed in its entirety
07		York Place	York Place from junction with North St Andrew Street to junction with Picardy Place/Broughton Street but excluding both of these junctions					(i) Maintain access to Bus station at Elder street junction (ii) Maintain 2-way flow of all traffic along York Place			Eastbound and westbound traffic could be contained on North side of street
08		Leith Walk	Between Picardy Place roundabout and London Road roundabout					Maintain 2-way traffic flow			
09		Leith Walk	From approx. 200yds North of London Road roundabout to approx. 200yds South of Foot of the Walk					(i) Dalmeny Street and Iona Street cannot be closed together as each is a diversionary route for the other. (ii) Piling Street and MacDonald Road cannot be closed together as each is a diversionary route for the other. (iii) Bus movements between Elm Row and Annandale Street is critical. Provided MacDonald Road and Hopetoun Street are accessible then diversions northbound only could be accommodated between the hours of 08:00 and 18:00. Southbound from Annandale Street to Elm Row is needed at all times.		Parking restrictions needed in Hopetoun Crescent if needed as bus diversion route.	All traffic flows have to be maintained in Northbound and Southbound directions. There will be constraints around the construction of permanent measure that exclude for example right turns
10		Constitution Street	Constitution Street north of junction with Great Junction street to South side of Coatfield Lane (including left turn to Coatfield Lane)					Not to be programmed at the same time as item 11 (Constitution Street north of junction with Coatfield Lane to North side of Queen Charlotte Street (includes junction) or item 12 (Constitution Street north of junction with Queen Charlotte Street to south side of junction with Baltic Street / Bernard Street)		Academy Street requires opening to 2-way traffic as a diversion route prior to this closure. This entails removal of vertical deflection traffic calming and introduction of waiting restrictions, along with temporary traffic signals at the Duke Street/Academy Street junction.	Section can be closed in its entirety
11		Constitution Street	Constitution Street north of junction with Coatfield Lane to North side of Queen Charlotte Street (includes junction)					(i) Not to be programmed at the same time as item 10 (Constitution Street north of junction with Great Junction street to South side of Coatfield Lane (including left turn to Coatfield Lane)) or item 12 (Constitution Street north of junction with Queen Charlotte Street to south side of junction with Baltic Street / Bernard Street)		Academy Street requires opening to 2-way traffic as a diversion route prior to this closure. This entails removal of vertical deflection traffic calming and introduction of waiting restrictions, along with temporary traffic signals at the Duke Street/Academy Street junction.	Section can be closed in its entirety
12		Constitution Street	Constitution Street north of junction with Queen Charlotte Street to south side of junction with Baltic Street / Bernard Street					Not to be programmed at the same time as item 10 (Constitution Street north of junction with Great Junction street to South side of Coatfield Lane (including left turn to Coatfield Lane)) or item 11 (Constitution Street north of junction with Coatfield Lane to North side of Queen Charlotte Street (includes junction))		Salamander Place traffic calming measures will need removed to provide a diversionary route for buses, query if bus compatible traffic calming measures are required?	Section can be closed in its entirety. (Access to be maintained 24hrs to Alexander Latto premises)
13		Constitution Street	Constitution Street north of junction with Baltic Street / Bernard Street to roundabout at Casino Square					Roundabout / Junction at Casino Square has to remain open		Salamander Place traffic calming measures will need removed to provide a diversionary route for buses, query if bus compatible traffic calming measures are required?	Section can be closed except for Casino Square roundabout / junction
14		Ocean Drive - Ocean terminal	Casino Square junction to Ocean Terminal can be closed in sections					It is proposed that a new road running North / South across front of Ocean Terminal will be built prior to Tram construction in this area, possibly by Infracore (Change Order to be considered)		New road running North / South across front of Ocean Terminal may have to be built by Infracore	Bidders to propose options to close sections whilst retaining access to Businesses and residents
15		Ocean Terminal	Along the front of Ocean Terminal					2-Way traffic flow with layover and turning areas for buses to be maintained			See item 14 regarding new road
16		Newhaven	Ocean Terminal to Newhaven can be closed in sections					Access to be maintained to cruise berths			Bidders to propose options to close sections whilst retaining access to Businesses and residents
<b>MAJOR JUNCTIONS</b>											
17	Haymarket Junction (See Item 01 above)		Frontage of Caley Ale House with Haymarket Station to West Side of Palmerston Place (includes left turn into Palmerston Place)					As Haymarket Terrace to Shandwick Place and Dairy Road to Shandwick place are critical routes bus routes must be maintained through this junction during construction.			Needs to be programmed independently from items 3-9 inclusive and 18-19-20-21-22-23-24 but linked to appropriate street sections
18	Haymarket Junction (See Item 02 above)	West Maitland Street	West Side of Palmerston Place (excluding left turn into Palmerston Place) to West side of Manor Place (includes left turn in Manor Place)					This is a critical area and cannot be closed to traffic			Needs to be programmed independently from items 3-9 inclusive and 18-19-20-21-22-23-24 but linked to appropriate street sections

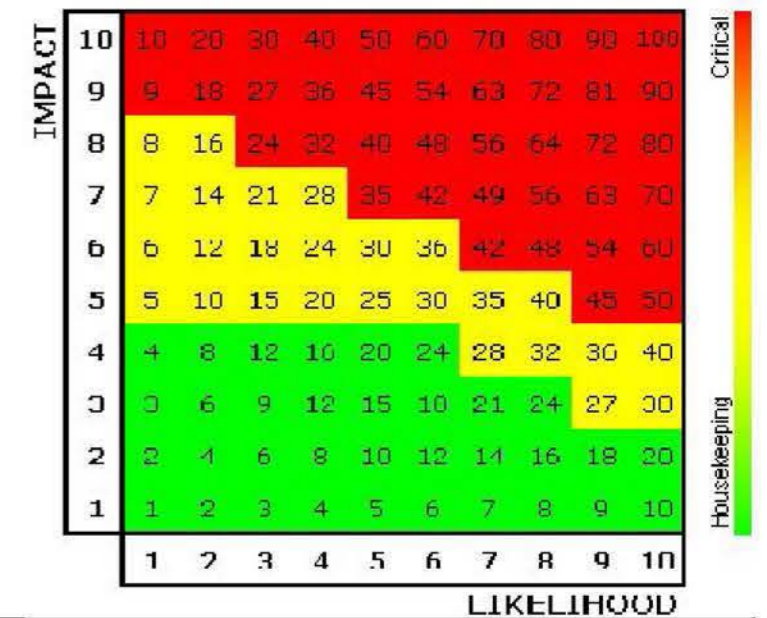


Item	Junction / Area	Linked Area	Limits	Bus Diversions		General Traffic		Other Constraints	Possible Alterations	Associated Works Required	Comments
				Westbound	Eastbound	Westbound	Eastbound				
19a	West End		Junction between Lothian Road and Princes Street to east side of South Charlotte Street junction (includes junction)						Potential to programme over short full closure e.g. extended week-end working		Needs to be programmed independently from items 1-3 inclusive and 17-18-19b-20-21-22-23-24 but linked to appropriate street sections
19b	West End		Section between west side of Queensferry Street junction and west side of Lothian Road junction						Potential to programme over short full closure e.g. extended week-end working		Needs to be programmed independently from items 1-2 and 17-18-19a-20-21-22-23-24 but linked to appropriate street sections
20	Princes Street		Mound to Hanover Street Junction						Potential to programme over short full closure e.g. extended week-end working		Needs to be programmed independently from items 1-2-3 & 7 & 17-18-19-21-22-23-24 but linked to appropriate street sections
21	Princes Street		Waverley Bridge Junction					Permanent Traffic Management needs to be in place on west side of St Andrew Square before this work is undertaken	Potential to programme over short full closure e.g. extended week-end working		Needs to be programmed independently from items 1-2-3 & 7 & 17-18-19-21-22-23-24 but linked to appropriate street sections
22	York Place		Junction between York Place and North St Andrew Street					Permanent Traffic Management needs to be in place on west side of St Andrew Square before this work is undertaken		Change in road levels / Removal of steps?	Not to be undertaken at same time as 19-26
23	Leith Walk		Picardy Place Junction							Change in road levels	Not to be undertaken at same time as 19-26
24	Leith Walk		London Road Junction								Not to be undertaken at same time as 19-26
25	Leith Walk		Foot of the Walk / Great Junction Street Junction						Potential to programme over short full closure e.g. extended week-end working		Not to be undertaken at same time as 26
26	Constitution Street		Bernard Street / Baltic Street Junction						Potential to programme over short full closure e.g. extended week-end working		Not to be undertaken at same time as 26
<b>GENERAL</b>											
27	ALL		Full Route					Access to be maintained for servicing for Businesses and residents at all times			
27	ALL		Haymarket to Picardy Place					August festival restriction period will run from 1 <sup>st</sup> Sunday in August to 1 <sup>st</sup> Sunday in September inclusive.			
29	ALL		Haymarket to Picardy Place					December Christmas market restriction period will run from 1 <sup>st</sup> of December to the first working day of the New Year inclusive			
30	ALL		Major junctions					Major junctions to be operational when Major events at Murrayfield (20,000 plus spectators)			
31	ALL		Major junctions					Major junctions to be operational when Rugby Internationals at Murrayfield			
32	ALL		Major junctions					Major junctions to be operational when Hearts v Hibs football matches scheduled			
33	ALL		Major junctions					Major junctions to be operational when either Hearts or Hibs host either Rangers or Celtic			
			Accepted that these sections may have to be closed if essential to construction, but access must be maintained at all times for servicing and for emergency vehicles								
			Must maintain 2-way Traffic flows								



**Tram Organisational Structure**  
**Funding 91% TS : 9% CEC up to £500m**





Date Added	ID	Risk Category	Risk Description	raw			Existing Controls	residual			4 Ts	Relevant Actions	Ownership	Potential Cost	Likely Cost
				Likelihood	Impact	Score		Likelihood	Impact	Score					
05Oct07	69	Promoter	Site supervision inadequate for the major construction contracts.	9	4	36	tie to provide CEC with their proposals for site supervision	9	4	36	Treat	To be determined	Andrew Holmes	£5,000,000	£4,500,000
24Jan07	8	Finance.	Council unable to provide full £45m contribution. Due to factors such as shortfall in capital receipts/developers contributions. Changes in planning legislation or legal challenges could reduce income from Developer Contributions --- Additional funding required More capital receipts required. If Phase 1b not progressed at this stage potential reduction of £3m of developer contributions available.	8	8	64	Finance to provide financial mechanism to balance £45m. Changing DC policy to allow for contributions after tram completion. Developer Contribution Group established. Monitoring Property/Legal WG & TPB. Council's Corporate Asset Planning Group to agree policy on allocating Capital receipt to Tram to meet balancing requirement. Discreet packages of land has been identified. Draft paper being prepared regarding borrowing against future developer contributions.	4	4	16	Treat	Monthly review/reporting required for CEC contribution.	Rebecca Andrew David Cooper Steve Sladdin Bill Ness	£10,000,000	£4,000,000
08Jan07	21	Utilities. Legal. Construction.	Increases in the cost, outside budgeted risk contingency, of utility diversions due to finalisation of or changes to the scope. The MUDFA contract is a re-measurement contract. Potential for delay due to unforeseen physical conditions or delay in utility companies approving the design. --- Additional funding required above that identified in business case.	6	8	48	Careful management/monitoring by tie. Change request process. Closer liaison required between CEC and tie. Additional utilities found in trial area - if this is replicated throughout the route, then this may cause cost over-runs.	5	8	40	Treat	tie to provide cost projections to CEC monthly to allow monitoring.	Tom Clark	£3,000,000	£1,500,000
05Oct07	68	Finance	Rateable value estimates for tram infrastructure insufficient.	7	5	35	Assessor to be contacted to determine if tram could be made exempt from paying rates when running off road.	7	5	35	Treat	Approach the Scottish Executive to make tram exempt from paying Rates.	Stephen Sladdin Rebecca Andrew	£2,000,000	£1,400,000
08Jan07	23	Utilities. Programme. Construction.	Delay by utility companies in carrying out agreed utility works or design as per the programme --- Delay to MUDFA completion Consequential Delay to INFRACO	8	7	56	tie to manage through effective project management techniques and to gain ownership over project. Work packages being broken up into smaller units. Reschedule INFRACO works.	3	7	21	Treat	tie to set up regular meetings with utility companies.	Tom Clark	£3,000,000	£900,000
08Jan07	10	Finance. TM.	Inadequate budgets within the Business Case to cover the full cost of area wide traffic impacts, before and after tram construction. --- Delay to the promotion and implementation of the TROs. If the area wide effects are not managed correctly the public and press will criticise the scheme.	7	7	49	Identify scope and impacts utilising traffic model information. £0.5m already allocated in business plan. Likely to exceed this amount. tie suggest a figure of £2m will be required for overall traffic management.	4	6	24	Tolerate		Alan Bowen	£2,000,000	£800,000
04Oct07	49	Finance	Developments in North Edinburgh not going ahead as expected.	1	10	10	Forth Ports Planning Applications	2	10	20	Tolerate	Investigate early contributions with Forth Ports - come to agreement to receive contributions sooner. Currently £18m estimated contribution from Forth Ports £3.6m		£3,600,000	£720,000
04Oct07	57	MUDFA	MUDFA design issue delays produces bad productivity, delays and additional costs.	7	8	56	Better inter-team working. Additional resources. Pressure Scottish Water and BT for responses. Quality issues addressed.	5	8	40	Treat	Tom Aitchison to be involved in discussions with Statutory Undertakers?	Tom Aitchison	£1,000,000	£500,000
04Oct07	60	Property	Delay in assembling land	8	3	24	Manage GVD programme	7	2	14	Treat	Work to programme.		£500,000	£350,000



Date Added	ID	Risk Category	Risk Description	Likelihood	Impact	Score	Existing Controls	Likelihood	Impact	Score	4 Ts	Relevant Actions	Ownership	Potential Cost	Likely Cost
14Feb07	9	Management.	Council delays or fails to make decisions. --- Delay to programme. Increased Costs. Potential for abortive works.	3	10	30	Ensure necessary information available to make decisions. Decision making process and delegated powers within CEC require further clarification.	2	8	16	Tolerate		Andrew Holmes	£1,000,000	£200,000
04Oct07	55	MUDFA	MUDFA programme overrun impacts INFRACO resulting in delay and/or additional cost.	7	8	56	Monitoring performance and output against programme.	5	8	40	Tolerate	tie to present improved progress monitoring papers at sub-board meetings	Andrew Holmes	£200,000	£100,000
04Oct07	46	Finance	Incorrect business case assumptions on lack of patronage leading to reduced revenue.	8	10	80	Park & Ride. Bus/Tram integration strategy Local Plan - no real control	5	5	25	Treat	Independent review?	Andrew Holmes	£200,000	£100,000
04Oct07	58	MUDFA	Archaeological find delays MUDFA/INFRACO programmes	3	5	15	Archaeologist appointed to supervise works and respond as necessary. Reprogramme works if required.	2	5	10	Treat	Areas of interest already known and watching brief agreed.	Andrew Holmes	£500,000	£100,000
08Jan07	7	TM.	Excessive delays and disruption to traffic post construction --- Adverse PR/increased media costs. Additional design and construction work required.	5	5	25	CEC to review. Provision of additional funding for corrective action Modelling.	2	5	10	Treat	Budget to be identified for this.	Duncan Fraser	£300,000	£60,000
08Jan07	18	Management.	Delay due to lack of co-ordination with CEC departments. --- Delay to INFRACO Delay to MUDFA Negative public & Councillor view of project	7	7	49	Effective governance within CEC Effective management/co-ordination Support of Chief Executive	2	4	8	Tolerate	Further briefings to staff to be provided plus presentations to management team meetings, including IPG.	Andrew Holmes	£300,000	£60,000
08Jan07	1	Finance.	Funding not identified for betterment to the council resulting in a shortfall of funding or not taking advantage of opportunity costs. --- Delay to construction and additional funding required. Negative public view due to lack of continuity.	5	7	35	Determine scope of essential tram works and desirable additional works. CEC may need to provide additional funding for areas of betterment. £2m funding being considered by Sfc. To explore other sources of funding.	4	7	28	Treat	Agree with Sfc actual funding arrangements	Duncan Fraser	£100,000	£40,000
08Jan07	12	Design.	Design not ready for formal submission to CEC for Statutory Approvals. --- Delay to MUDFA Delay to INFRACO Additional internal resources required	9	8	72	Closer liaison with tie with CEC taking part in their document review process. Programme has now been supplied. Critical Issues meeting set up with tie and CEC to address ongoing issues. Monitoring submission against programme.	4	7	28	Treat	CEC to consider if additional resources are required.	Duncan Fraser	£100,000	£40,000
08Jan07	13	Design. Management.	Quality of submissions not fit for purpose, as set out in the various protocols, delaying the approval processes. --- Delay to approval process Additional resources required Substantial additional costs required	5	4	20	Closer liaison with tie with CEC taking part in their document review process. Progress has been made to improve the quality of the submissions.	4	4	16	Tolerate		Duncan Fraser	£100,000	£40,000
04Oct07	61	Property	Challenge to GVD process	2	7	14	Parliamentary powers in place.	2	2	4	Treat	Negotiate.	Colin MacKenzie	£200,000	£40,000
08Jan07	29	Comms. TM.	Adverse PR caused by delays to public transport or the travelling public during the course of the works. tie's comms team downsized. Concern over integration with CEC comms team. --- Adverse PR/increased media costs.	8	6	48	More effective engagement with media.	4	5	20	Tolerate		Wendy Bailey	£80,000	£32,000
08Jan07	14	###	Statutory consent cannot be granted due to difference of opinion between tie and CEC on design related matters. --- Delay to programme	5	6	30	Design must be fit for purpose as directed by statutory body (CEC). Closer liaison between tie and CEC required. Critical issues meeting between tie and CEC ongoing to resolve issues. Design review at critical issues meeting addressing issues as they arise.	3	6	18	Tolerate		Andrew Holmes	£100,000	£30,000
08Jan07	28	Comms. Construction.	Delay to construction works caused by objection to abnormal working hours by public. --- Delay to INFRACO & MUDFA	4	6	24	CoCP highlights planned works which includes a comprehensive communication strategy. Legal requirements exist which restricts out of hours working.	3	4	12	Tolerate		Sandy Wallace	£100,000	£30,000
08Jan07	32	Comms.	Adverse PR caused by lack of adequate information on construction works and consequential impacts to public and local members --- Adverse PR possible increased media costs.	6	4	24	Provided an effective communication strategy and adequate provision of support to members in addressing concerns of their constituents.	4	4	16	Tolerate		Leanne Maberley Wendy Bailey	£30,000	£12,000



Date Added	ID	Risk Category	Risk Description	Likelihood	Impact	Score	Existing Controls	Likelihood	Impact	Score	4 Ts	Relevant Actions	Ownership	Potential Cost	Likely Cost
08Jan07	15	Design. Programme.	Inadequate time to consider approvals to meet tie's programme. --- Delay to approval process Additional resources may be required Substantial additional costs required	8	8	64	Programme has been provided by tie which has prior approvals being delayed by 5 months. Additional managerial support now being provided by Planning. Discussions are ongoing with tie/SDS to have a Prior Approvals manager. Negotiations with tie.	2	7	14	Tolerate		Ian Spence Linda Nicol	£60,000	£12,000
08Jan07	19	TM. Management.	Lack of co-ordination on the road network with respect to SFC works --- Delay to MUDFA Delay to INFRACO	5	5	25	Traffic Management Co-ordination Group - chaired by tie Internal CEC co-ordination also required Weekly meetings have been set up with SFC.	4	4	16	Tolerate		Sandy Wallace	£25,000	£10,000
08Jan07	22	Utilities. Programme. Construction.	Risk of delay from utility providers due to necessary planned and emergency works --- Delay to Programme	6	6	36	tie to manage through effective project management techniques and to gain ownership over project. Reschedule works, if required. CEC GIS system being developed for coordination purposes. SFC co-ordinating other works and occupations on the road network.	3	6	18	Tolerate	Check tie's risk assessment to determine if this has been taken into account.	Sandy Wallace	£30,000	£9,000
27Aug07	45	Finance. Design.	Pressure to reduce capital costs through Value Engineering could lead to increased maintenance or running costs. --- Reduction in revenue income. Increased ongoing maintenance & costs.	7	4	28	Value Engineering process to consider future impacts of cost savings on quality. CEC to have input to meetings	5	4	20	Tolerate		Duncan Fraser	£10,000	£5,000
04Oct07	48	Finance	INFRACO Contractor going bust.	3	10	30	Background Checks, Submission of Financial Info, Bonds	1	10	10	Tolerate	Alternative Contractor included in QRA - The potential cost of which looks low even considering it being unlikely.		£42,000	£4,200
17Jul07	42	Political. Design.	Delay due to Scottish Executive approvals required for non standard traffic signs. --- Could lead to changes to roads design which would impact model. Increase in costs. Delay to programme.	3	5	15	Programme Scottish Executive requirements into project and allow lead in time.	3	3	9	Tolerate		Alan Bowen	£10,000	£3,000
15May07	38	Legal.	Delays caused by constraints from the Network Rail Side Agreement. --- Delay to MUDFA works. Delay to INFRACO works.	9	9	81	Transport Scotland are engaging with NR regarding clauses within the lease. Willie Gallagher to meet with Network Rail. Legal affairs committee set-up to review issues.	5	9	45	Tolerate		Colin MacKenzie	£0	£0
08Jan07	4	Design.	Failure to form a demarcation agreement. --- Increased liability to CEC. Lack of clarity between CEC, TEL and TransDev, required for INFRACO contract.	8	8	64	CEC to engage with TEL & TransDev to agree as many demarcations as possible. First time in use. Draft Road Demarcation Agreement being consulted on internally.	4	8	32	Treat	Setup a working group to finalise the RDA. Cost already covered in ties risk allowance.	Alan Bowen Sandy Wallace Tom Clark Alan Squair	£0	£0
27Aug07	43	Legal. Utilities.	Delay in signing side agreements for Scottish Power / Telewest --- Delay to start of MUDFA works.	7	7	49	Council Solicitor to pursue for prompt resolution.	4	7	28	Tolerate		Colin MacKenzie	£0	£0
04Oct07	52	MUDFA	Discovery of unknown services resulting in major redesign and additional workscope.	7	4	28	Ground penetrating radar. Trial holes. Existing utility drawings.	5	4	20	Tolerate	Check that this is covered within tie's risk assessment.		£0	£0
08Jan07	11	Design. Finance.	Inadequate budget to cover the necessary or desirable quality of structural elements to achieve an International Quality Design. May have been underestimated within the business case. --- Delay to INFRACO design process. May require additional funding due to delay & increased construction costs. Delay to prior approval submission.	4	7	28	Review the design with SDS and tie to achieve a suitable design. Review budget for tram to identify if costs are an issue. Agreement reached in principle from Planning for the majority of the structures.	4	6	24	Tolerate		Ian Spence	£0	£0
08Jan07	26	MUDFA. Programme. Construction.	Delay of MUDFA adversely impacting on INFRACO delivery --- Delay to INFRACO	9	9	81	Tie to manage through effective project management techniques and to gain ownership over project. Reschedule INFRACO works if required.	4	6	24	Tolerate		Andrew Holmes	£0	£0
01Mar07	37	Comms. Construction.	Adverse PR caused by lack of understanding of frontager requirements during construction works --- Adverse PR and possible increase in MUDFA works costs. Delay to works while issues are resolved.	7	7	49	Provide effective comms strategy along with survey/meetings with frontages. Further frontager survey required. Tram packs issued & tram helpers on site at works. Monitoring press coverage and correspondence.	4	6	24	Tolerate		Tom Clark Wendy Bailey	£0	£0



Date Added	ID	Risk Category	Risk Description	Likelihood	Impact	Score	Existing Controls	Likelihood	Impact	Score	4 Ts	Relevant Actions	Ownership	Potential Cost	Likely Cost
08Jan07	2	Finance. Legal.	Increase in costs over contract cap levels. --- Additional funding may be required Need to reduce scope of works.	5	6	30	Identify scope of works with the INFRACO works and compare to emerging design. Review INFRACO tender costs. Tie to monitor / manage budget to stay within caps.	4	5	20	Treat	Check tie's budget for this risk allowance.	Alan Bowen	£0	£0
15May07	39	Legal.	Delays caused by constraints from the BAA Side Agreement. --- Delay to MUDFA works. Delay to INFRACO works.	5	8	40	EARL no longer going ahead. Side agreement now agreed in principle with BAA.	4	5	20	Tolerate		Colin MacKenzie	£0	£0
04Oct07	53	MUDFA	Existing utility diversion design cannot be accommodated in existing road space.	8	5	40	Trial holes.	4	5	20	Tolerate	Check that this is covered within tie's risk assessment.		£0	£0
08Jan07	3	TRO. Political. Comms.	Risk of delays due to the Public hearing process for TROs with potential for large number of objectors. Delay in final design holding up promoting TROs. Potential legal challenge due to TROs mirroring TTROs. Members may support objections to traffic management proposals. --- Delay to INFRACO completion. Increase in costs.	9	8	72	Tie/DW to re-programme/re-resource to meet set timescales. QC advises on road works can progress without TRO subject to approval from Council Solicitor. This would allow progression of TRO in parallel with INFRACO works. Scottish Executive are consulting on a change in secondary legislation to remove the need for a mandatory hearing.	3	8	24	Treat	Check tie's budget to ensure hearing costs are suitable/adequate.	Duncan Fraser	£0	£0
08Jan07	33	Utilities. Construction.	Not fit for purpose reinstatements by AMIS requiring remedial works. --- Delay to MUDFA completion Consequential Delay to INFRACO Disruption to general traffic	4	8	32	Performance based design. Construction and testing period to be adopted by contractor. Trial area undertaken by AMIS - a report on the success is awaited from tie.	3	8	24	Treat	Review of specification required to ensure suitability. Check to determine if Professional Indemnity covers this.	Sandy Wallace Duncan Fraser	£0	£0
04Oct07	51	MUDFA	Severe damage to existing services. i.e. loss of power, flooding, explosion etc. Reputation.	6	8	48	Ground penetrating radar. Trial holes. Existing utility drawings.	3	8	24	Transfer	Transferred to AMIS		£0	£0
08Jan07	31	Finance. PubRealm.	Lack of funding for part of the public realm works resulting in not providing a European quality tram --- Loss of support from politicians and the public and the design criticised. Negative public view due to lack of continuity. Potential loss of tram revenue.	6	4	24	Urban Designers now appointed to work with SDS and investigate wider area public realm and identify essential works to be undertaken by making bids for additional funding from Scottish Executive Capital Growth Fund.	4	4	16	Tolerate		Ian Spence	£0	£0
08Jan07	24	Comms.	Correspondence dealt with to CEC's timescales --- Adverse PR possible increased media costs, plus increase CEC staff costs to assist with the process.	8	8	64	Communications strategy to be developed further to recognise the extent of this work. Procedures to be put in place by tie and Clarence by early October to deal with MUDFA related correspondence.	3	7	21	Treat	Get Clarence dealing with correspondence ASAP. Training required for staff.	Wendy Bailey	£0	£0
15May07	40	Finance. Legal.	Financial Risk to CEC being party to major contracts, where CEC are to act as guarantor. --- Liability on CEC.	5	9	45	A Council decision and a funding agreement with Transport Scotland will be required. tie operating agreement for tram also being sought. Ongoing risk assessment analysis being undertaken by DLA.	3	7	21	Tolerate	Cost covered within tie's risk allowance.	Andrew Holmes Gill Lindsay Donald McGuigan	£0	£0
08Jan07	16	TM.	Traffic modelling results not acceptable to statutory body. --- Delay to MUDFA Delay to INFRACO Delay to programme	5	9	45	Closer liaison with tie with CEC taking part in their document review process. Process is ongoing, Programme has slipped. CEC Tram Team now based at Citypoint. CEC attending tie's monthly progress meetings.	3	5	15	Tolerate	-	Duncan Fraser	£0	£0
04Oct07	56	MUDFA	Construction disruption on travelling public	6	7	42	TMRP - Control/planning. Traffic modelling as necessary. Alter signal timings etc.	3	5	15	Treat			£0	£0
08Jan07	17	Management.	Poor project governance by tie. --- Delay to programme Increased cost	6	6	36	Closer liaison with tie. CEC to take part in tie's document review process. Detailed feedback from DPD and tram project boards. tie operating agreement being prepared by Legal Services.	3	4	12	Tolerate	CEC Legal team to complete tie governance report.	Andrew Holmes Gill Lindsay Donald McGuigan	£0	£0
08Jan07	20	Finance. Management. Design.	Cost increases due to changes to the scope and design required by tie (effectively CEC) --- Delay to programme. Increased Costs	4	8	32	Manage through change request process with time and costs approved by the Tram Project Board.	2	8	16	Tolerate	Minimise changes where possible.	Andrew Holmes	£0	£0
06Jun07	41	Finance. Political.	Increased costs because of political uncertainty. --- Delay to MUDFA and INFRACO works and contracts. Increased costs (including inflation)	7	6	42	An audit has been undertaken by Audit Scotland to determine cost over-run risks. A further report on the Final Business case will be provided later this year.	2	4	8	Tolerate		Andrew Holmes	£0	£0



Date Added	ID	Risk Category	Risk Description	Likelihood	Impact	Score	Existing Controls	Likelihood	Impact	Score	4 Ts	Relevant Actions	Ownership	Potential Cost	Likely Cost
08Jan07	6	Construction. Property.	Failure for contractor to gain access to site causing delay to agreed programme. Delays to GVD Notices being issued. --- Delay to INFRACO	5	8	40	Tranches 1 - 4 complete. Tranche 5 on progress. Monitoring GVD Issuing Against project programme.	1	8	8	Tolerate	Cost covered within tie's risk allowance.	Stephen Sladdin	£0	£0
08Jan07	25		Act of God type events (contractually force majeure events) --- Additional funding required Delay to MUDFA Delay to INFRACO	1	10	10	Board to approve all additional costs.	1	8	8	Tolerate		Andrew Holmes	£0	£0
04Oct07	47	Finance	Overspend to the extent that CEC cannot afford it in excess of £545m. Need for additional borrowing.	10	10	100	Budget, Project Plan, Change Control Mechanism, Risk Registers, Procurement Strategy (Risk Transference), Contingencies	3	10	30	Treat	Robust Monitoring, Project Management, Risk Registers.			
04Oct07	54	INFRACO	TRO late delays on street Driver Training (Due to lengthy objection period)	8	7	56	Seeking change to legislation for core orders	3	7	21	Tolerate				
04Oct07	50	Finance	Change of/Current political environment resulting in project cancellation.	4	10	40	Frequent and Detailed briefing to all parties	1	10	10	Treat				
27Aug07	44	Finance. Political.	Failure to reach agreement with Transport Scotland on concessionary travel scheme for Tram. --- Reduction in revenue income.	3	5	15	Discussions continuing with Transport Scotland	3	3	9	Tolerate	Need for Transport Scotland to treat Trams and Buses equally with regard to Concessionary Travel - work being done by Neil Renilson to quantify any inequality	Max Thompson		
08Jan07	30	TM.	Changes to junction priority that are specified to achieve the stipulated run time. --- Adverse PR/increased media costs.				To be agreed with CEC						Alan Bowen		
05Oct07	62	Promoter	Costs for future stakeholder charges.												
05Oct07	63	INFRACO	Cost of programme delays if INFRACO early mobilisation not achieved by 1 November 2007.												
05Oct07	64	Promoter	Cost of recharges from TEL/CEC for future years.												
05Oct07	65	Finance	Cost of borrowing to support CEC's funding commitment.												
05Oct07	66	Promoter	Lifecycle and heavy maintenance costs following commencement of revenue services.												
05Oct07	67	Finance	Operational costs following commencement of revenue services.												
08Oct07	70		Additional/remedial works required due to issues raised at Stage 3 or 4 Roads Safety Audits				Risk Transferred to INFRACO contractor.				Transfer				
08Oct07	71		Re-use of materials.				To be negotiated with INFRACO contractor.								
08Oct07	72		Site investigation insufficient for INFRACO, unknown services and ground conditions.												