

**DRAFT**  
**Edinburgh TRAM Project**

**Paper to** : **Utility Sub - Committee**  
**Subject** : **Project Director's Report**  
**Date** : **12<sup>th</sup> February 2007**

---

**Executive Summary**

- No safety incidents in the period
- Approval of designs by SU's is now critical to the successful execution of the first worksites
- Large volume of work to be done to translate designs and costs into work instructions for AMIS to commence work – tie have added additional resource to ensure that this happens but it is dependent on having designs approved by SU's
- Need confirmation of printed material and site branding to allow print runs to start and materials to be ordered
- Programme needs to be accepted and fully integrated to allow base lining and future measurement

**1.0 Safety**

- 1.1 No safety incident to report for the month or cumulatively.
- 1.2.1 AMIS continue to develop control procedures throughout February with a view to completing the AMIS MUDFA Business Management system in Mid- March prior to works commencing on the trial site.

**2.0 tie Utility Team**

- 2.1 The new Construction Director (Utilities) – Graeme Barclay joins tie on 19<sup>th</sup> March from Scottish Water. Meanwhile, the Delivery Director is leading the team following the departure of the Utility Project Manager.
- 2.2 The team commercial Manager has also indicated that he will be leaving the project from early March and so a replacement is being sought.
- 2.3 Key deliverables during January were as follows:
- presentations to Stakeholders on programme and scope
  - continued discussions and alignment of the programme
  - continued facilitation of meetings between SDS and SU's on design issues
  - delivery of first tranche of traffic management plans from AMIS
  - recruitment of site and commercial staff
  - trial of re-instatement using recycled materials

**DRAFT**  
**Edinburgh TRAM Project**

2.4 The focus during February is as follows:

- agreement required on 1b utilities in parallel with 1a to allow finalisation of the programme
- ensure preparation to allow commencement of the trial site
- works order packages prepared for first worksites – this is a risk area
- site procedure finalisation
- finalise communications arrangements including printing of materials, agreement of site branding and trial of telephone number
- finalise recruitment of new Commercial Manager & remaining member of commercial team (2 recruited and due to start in early March) & induction of new site staff
- contract clarification sessions between **tie**/AMIS to ensure common understanding before end of pre-construction phase
- strategic traffic modelling to allow continued discussions with CEC/TEL about construction programme

**3.0 Design**

3.1 The delivery of the detailed utility design is being undertaken by SDS. This task is now on the critical path for the delivery of the MUDFA construction works and, unfortunately, SDS delivery dates for the first three design sections were not met. However, SDS is on programme to make the delivery of designs due on 7<sup>th</sup> & 8<sup>th</sup> February. The programme allows a period of 5 weeks between delivery of detailed design and approval by SU's and finalisation of for construction design. There is then a 5 week period between this and start of construction on the ground. During this 10 week period AMIS will be undertaking traffic management planning, final programming and traffic modelling is also required.

For the early part of the

<b>Design Section</b>	<b>Date Due</b>	<b>Date Received</b>
3b Crewe Toll – Caroline Park	15/12/06	22/12/06
6 Gogar Depot	15/12/06	22/12/06
1a Newhaven – Foot of the Walk (excluding Constitution Street area)	03/01/07	12/01/07

3.2 The forward delivery programme for detailed design is as follows:

<b>Section</b>	<b>Date Due</b>	<b>Date Due Version 11</b>
1b Foot of the Walk – McDonald Road	07/02/07	07/02/07
1c McDonald Road – Princes St (excluding St Andrew	08/02/07	08/02/07

**DRAFT**  
**Edinburgh TRAM Project**

Square & York Place)		
1c McDonald Road – Princes St (St Andrew Square & York Place)	08/02/07	30/03/07
3c Caroline Park – Granton Sq	22/02/07	22/02/07
5b Balgreen Road – Edinburgh Park	02/03/07	02/03/07
5a Murrayfield - Balgreen	12/03/07	12/03/07
1a Newhaven – Foot of the Walk (Constitution Street)	18/05/07	30/03/07
2a Haymarket - Roseburn	23/03/07	23/03/07
5c Edinburgh Park - Gogar	10/04/07	10/04/07
7a Gogar - Airport	23/07/07	23/04/07
3a Roseburn – Crewe Toll	24/04/07	
1d Princes St - Haymarket	17/05/07	17/05/07

3.3 As a risk mitigation measure, **tie** has placed a Project Manager within the MUDFA team to work with SDS to assist in the management of the delivery of future design sections. In addition to this, **tie** has made recommendations to SDS for improvements to their delivery structure and process which should improve their delivery of this critical work package. This will be incorporated in discussions on the SDS get well plan.

3.4 In addition, **tie** have agreed that SDS will drop completed designs to AMIS as they are ready rather than wait for a full section to be complete. The sequencing of this is being discussed between SDS/AMIS to allow integration with the construction worksites and design packages.

3.5 **Approval by SU's is now critical to the successful delivery of the first few worksites, including the trial.**

#### **4.0 AMIS**

4.1 The MUDFA contract was awarded to AMIS in early October and there then commenced a series of pre-construction services. These included:

- HSQE management plans
- Communications plan
- Traffic management planning
- Mobilisation of the delivery team
- Set up of office accommodation
- Programming
- Detailed cost work and preparation of anticipated final account

4.2 Progress on these activities has been delivered to time and is of good quality.

4.3 During this period, AMIS has expressed concerns about the detailed design delivery and has assisted in this by taking part in workshops with statutory utility companies (SU's). There were also concerns about

**DRAFT**  
**Edinburgh TRAM Project**

the level of design being presented to them for construction purposes. **tie** have undertaken an independent audit of this which has concluded that the “for construction” design is of a standard that SU’s would provide to construction companies and is therefore sufficient. Further discussions are required with AMIS to finalise and agree this issue. The trial site will be used to measure the difference between the “for construction” drawings issued by SDS and the “as built” to evaluate the need for any further design before construction begins.

**5.0 Statutory Undertakers**

- 5.1 Meetings are ongoing with all SU’s to discuss and agree the programme with them. These discussions are aimed at getting programmes from them relating to design, design approvals and physical works they are required to do under our agreements with them and also getting refined estimates for these activities.
- 5.2 In the main, most SU’s will provide feedback on the designs although some slippage has been experienced on this to date but they are updating us on expected delivery dates. The exception to this is Scottish Water. For the next meeting we will produce a tracker showing when feedback was due from each and when it was or is expected to be received. **Approval of designs by SU’s is critical in ensuring we can deliver the early parts of the programme.**
- 5.3 No SU’s are indicating at present that they cannot meet the construction programme although BT is seen as highest risk.
- 5.4 Scottish Power had been slow to respond to requests for information but have now added additional resources to the project. They are due to give approval this week for the design of sections 3b, 6 and the trial area of 1a.
- 5.5 In line with company policy, BT are providing their own designs for diversions but BT has not performed particularly well to date. A meeting was held with them on Friday to discuss resourcing and prioritisation of the programme to ensure delivery. They are on track to approve designs of the sections they have to date.
- 5.6 SGN in general are performing well. However, they have recently indicated that the diversion of the high pressure gas main at the depot site has slipped by 3 months to March 2008. This has a knock on impact on the advance works at the depot and so we will meet with them to try and put in place a recovery plan.
- 5.7 Scottish Water has provided records but unfortunately these have been of poor quality and inaccurate. To add to this the SW contact has been ill for 6 weeks and has just returned to work and meetings are being held this week to progress. Scottish Water is perceived as a big risk at present in relation to feedback on designs and SDS designs are at risk without immediate assistance from SW.



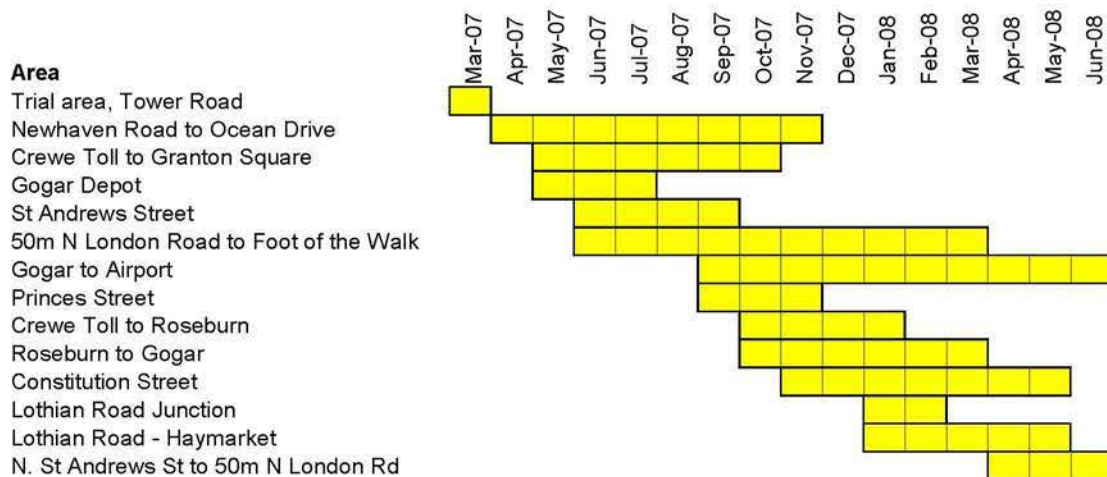
**DRAFT**  
**Edinburgh TRAM Project**

**6.0 Trial Areas**

- 6.1 There is a desire to conduct a trial works area principally to confirm the works order process and construction protocols, but also to confirm design assumptions, traffic management plans and the communication plan.
- 6.2 The trial site chosen is Tower Street near Ocean Terminal. As of the date of this meeting there are 34 days to go before this trial commences.
- 6.3 There is a lack of clarity about ownership of the road on the trial site which is currently being investigated. If forth Ports own this are then they may refuse to allow the trial to proceed until they are happy with the overall Tram design and a meeting is being held with them on 8<sup>th</sup> February to discuss.
- 6.4 Forth Ports have also indicated that they would prefer the trial site to be delayed until 3<sup>rd</sup> April – this is after the Edinburgh Half Marathon which passes along this route.

**7.0 Construction Programme**

7.1 The construction programme has been developed around the requirements of the key stakeholders and the constraints identified by them. In turn, the design programme has been realigned to fit with this programme. Currently this programme is based on both Phases 1a & 1 b being carried out during 2007 and 2008. The current programme is :



- St Andrew Street - further negotiation required to secure this area as a "stand alone" project, which would require support for works continuing through festival and xmas periods (if necessary).
- Roseburn–Gogar - programme contingency area. May be programmed earlier if existing programme jeopardised by current unknowns.
- Gogar- Airport - In conjunction with EARL works

**DRAFT**  
**Edinburgh TRAM Project**

- Constitution Street - To accommodate preliminary BT Cabling Programme.
- 7.2 AMIS has produced a detailed programme based on these stakeholder requirements. They have submitted this programme to **tie** for approval and this is due by 2<sup>nd</sup> March. This programme has a total of 126 worksites with a maximum of 7 workstreams open at any one time.
- 7.3 Work is progressing to ensure that all traffic management activities and communications activities are added to the programme, including design.
- 7.4 The integrated programme will be baselined during March and following that it would be the intention to report to this sub-committee overall progress against this programme and any variances with mitigations and impacts.
- 7.5 It should be noted that there is pressure on the early part of the programme in terms of ensuring designs are approved, works orders are issued and construction can commence on time. All parties are working together to try and manage this and ensure the programme can be delivered.

## **8.0 Traffic Management**

- 8.1 The umbrella TTRO has been completed and passed to CEC for legal sign off and statutory advertising by mid February.
- 8.2 Strategic modelling is being carried out based on the overall construction programme to identify any areas of conflict that will require site specific modelling of traffic management arrangements or special traffic management alternatives put in place. This is expected to be complete by.....
- 8.3 The plan is to review traffic management plans from AMIS as design develops and decide if specific modelling has to be put in place for those sites.
- 8.4 AMIS have submitted exemplar proposals for the trial site and an integrated TM Review Group has been established bringing together **tie**, TSS, CEC, AMIS and TEL to undertake the review process.

## **9.0 Cost Control/Commercial/Risk & Opportunities**

- 9.1 A large effort is required over the coming weeks to translate designs etc into work instruction for the worksites. Templates for this have been agreed and additional resource is being targeted by **tie** to assist this process.

**DRAFT**  
**Edinburgh TRAM Project**

- 9.2 Refined estimates are being obtained from the SU's and will be added to inform an overall forecast of the utility diversion final costs. These are being procured concurrent with the evolving design.
- 9.3 In advance of the start of physical works **tie** and AMIS will be reviewing the contract to ensure there is a common understanding of the mechanics of the contract before work starts in earnest.
- 9.4 There are currently 4 high and 5 medium risks associated with utilities contained within ARM. These are:

ID	Risk	Significance	Rating
139	Uncertainty of locations and consequent additional diversions required		25
164	Unknown/abandoned assets affect scope and requires redesign		23
21	Diversion outwith LOD		16
864	Asbestos found in excavation		15
209	Cellars & basements intrude into works area		14
183	Adverse weather affects construction		12
310	Congestion to City		9
169	Interface with other projects		9
174	Estimate too low		9

- 9.5 Treatment plans are currently being put against these and it is intended to give an update on this each month on movement on these risks as well as opportunities. These risks do not include strategic risks such as stakeholder risks as these are contained within the overall risks for the project. Risks have been received from AMIS and works is ongoing to include these within the overall ARM database to the extent that they are not already covered.
- 9.6 VE workshops are ongoing including utilities and output from these will be reported in future reports.

**10.0 Communications**

- 10.1 The AMIS Communication Strategy was received on 9 January. Since its receipt frequent meetings have been held between AMIS, **tie** Comms and Stakeholder and CEC to refine and shape the document. We expect a more detailed strategy to be delivered in the coming weeks. Planning for the MUDFA Communication work is now at an advanced stage and comes under the following headings:
- 10.2 Customer Interaction Cycle - All work to deliver the cycle is at approval stage. The proof of initial newsletters are due w/b 12/2/07 for comment



**DRAFT**  
**Edinburgh TRAM Project**

and approval. The four week stakeholder packs have been designed, letters and documentation written, language panels developed and proofs are due by 7/2/07 in order for stakeholder approval to be requested. The process between the four week pack being issued and the two week face to face special needs visits is a process managed by AMIS. This process will be documented as part of their developed strategy.

- 10.3 Helpline number - the tram helpline number is 0131 623 8726. The system has been designed and built. We are now planning to change the voice on the recorded messages and test the system. The helpline number will appear on all communication, sites, websites and press. There are four options:
- An emergency option that will direct the call to the correct organisation dependent on emergency type
  - A special needs option that will direct the call straight to the AMIS customer care team
  - A general question option that will direct the call straight to the tie customer care team managed by Mike Connelly
  - A road works information option that will feed up to date information to the caller, if the call is not about tram road works there will be an option to divert to the CEC Clarence helpline.
- 10.4 Correspondence flow - a group session between AMIS, **tie** and CEC is planned for w/b 12/2/07 to develop and agree the communication protocols and flow in order to ensure that all communication is channelled and responded to by the appropriate organisation, this approach will ensure no duplication happens for multiple requests.
- 10.5 In a manner similar to the helpline number the intention is that **tie's** customer care team will respond to the general enquiries and that AMIS will deal with the specific MUDFA and special needs enquiries. Protocols will be put in place so that CEC, TS and other partners can utilise the correspondence flows easily. Additionally a Stakeholder Database has been developed, and is about to be populated, this will ensure that all previous and new correspondence is logged to ensure customer information is clear and up to date.
- 10.6 Mobile Information Centre - the Tram/Bus is ready to hit the road as part of the Customer Interaction Cycle. The bus has been fully re-designed and the final work to add the helpline number is now complete. We await a decision from the Minister and Transport Scotland before the Information Centre is launched. Additionally work is underway to provide an information point at the Lothian Buses Shandwick Place shop along with advertising at their other locations.
- 10.7 Tram Helpers - AMIS has recruited their first tram helper; due to start on 20/2/07 the helper will be vital in shaping the role of the other helpers who will deliver a similar role as MUDFA ramps up. A meeting



**DRAFT**  
**Edinburgh TRAM Project**

to meet the helper, discuss his role, his uniform and information that he will carry will be held soon after his arrival.

- 10.8 A media launch is being arranged for the trial site. A copy of the communications event on the run up to the trial is attached to this report.

**11.0 Recommendations**

DPD is requested to :

- Note the contents of this paper
- Note the challenges and workload involved in ensuring delivery of the first sites and the actions being taken to mitigate delays
- Recommend that this paper be presented to TPB for approval

<b>Proposed</b>	Susan Clark Tram Delivery Director	Date 16/01/07
<b>Recommended</b>	Matthew Crosse Project Director	Date 16/01/07