



EDINBURGH TRAM Highlight Report to the Internal Planning Group 31 May 2007



1 Background

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

2 Update on Major Contracts

2.1 MUDFA

- **Programme**

The latest programme from Alfred McAlpine Infrastructure Services (AMIS), revision 5 shows the end date for phase 1a being November 2008. Phase 1b has been re-phased and is now to be carried out from August 2008 to April 2009.

The revised programme shows a start date of 2 July 2007 with works commencing in and around Forth Ports.

The financial implications of the revised programme are still to be confirmed by *tie*. A scoping report on the financial and contractual implications of the changes to the MUDFA contract is to be presented to the next Tram Project Board.

- **Progress**

Works at the pilot site on Ocean Drive were completed between 26 April and 4 May.

During the pilot, additional utilities were uncovered that were not identified during the original survey works. A review of the survey information is being carried out (including repeat surveys) and a full report on the findings will be available shortly.

Advanced works at Gogar Depot commenced on the 26 April 2007.

CCTV surveys of the sewers on Constitution Street and Leith Walk are underway. Some works will be undertaken overnight to avoid delay to the travelling public. The traffic management arrangements and the approvals for night working for the surveys are being agreed with the Council.

Steps have been taken to address the difficulties in obtaining consents from the statutory utility companies. The proposed diversions are being agreed with AMIS before being submitted to the Statutory Undertakers to ensure that the proposals take account of construction issues. The drawings are also being packaged in line with the programme and cover smaller sections of the route which should assist the Statutory Undertakers.



- **Temporary Traffic Management Plans**

A procedure has been set in place whereby AMIS' proposals will be reviewed on site by *tie*, CEC, Lothian Buses and the Police. The arrangements will be agreed by all parties and AMIS will then finalise the drawings accordingly.

It should be noted that the residents and businesses will receive post cards in their communications packs which they can use to submit information on their specific requirements e.g. access, loading, deliveries etc. This information will be taken into account before works commence.

The current aim is to agree the traffic management arrangements for the works from Lindsay Rd to Leith Walk before the MUDFA contract starts in July.

- **Communications**

Construction work is to start around Ocean Terminal at the beginning of July. Information will be given to residents, stakeholders and Councillors at the beginning of June. This is not keeping to our plan to have an '8 week lead-in' to the start of any work, but it is envisaged that this will be an isolated case and essential to keep to the construction programme.

- **Archaeology**

AMIS are continuing to develop an archaeological plan in conjunction with *tie* and the Council which sets out the sites where the works will require to be overseen by an archaeologist and what steps will have to be taken in the event that the works uncover features of archaeological interest.

- **Betterment**

Discussions are ongoing regarding reinstatement betterment.

tie are to provide the Council with the scope of the Mudfa and Infraco works, so that betterment options can be evaluated.



Area	Apr-07	May-07	Jun-07	Jul-07	Aug-07	Sep-07	Oct-07	Nov-07	Dec-07	Jan-08	Feb-08	Mar-08	Apr-08	May-08	Jun-08	Jul-08	Aug-08	Sep-08	Oct-08	Nov-08	Dec-08	Jan-09	Feb-09	Mar-09	Apr-09	May-09
Trial Area, Casino Square (Section 01a)	█	█																								
Newhaven Rd to Ocean Drive (working Westward) (Section 01a)	█	█																								
Leith Walk (50m North of London Rd) to Foot of the Walk (working Northwards from McDonald Road) (Section 01b)																										
Roseburn Jen to Bankhead Drive (Section 5a & 5b)																										
Gogar Depot (Section 06)																										
Constitution Street (Section 1a)																										
Airport to Gogar Mains (Section 07)																										
Gogar Mains to South Gyle (Section 05c & 07)																										
St David Street to The Mound (Section 01c)																										
Roseburn Jen to Haymarket (Section 02)																										
The Mound (Section 01c)																										
Lothian Road Junction (weekends) (Section 01c)																										
East End of Shandwick Place to The Mound (Section 01c)																										
St. Andrew Street (closed to traffic) / Streetscape / INFRACO (Section 01c)																										
East End of Shandwick Place to Haymarket (working Westward) / INFRACO (Section 01d)																										
50m North of London Rd to North St. Andrew Street (working Westward) (Section 01c)																										
Roseburn Jen to Crewe Toll (Section 03a)																										
Crewe Toll to Granton Square (Section 03b & 03c)																										

█ Revision 05 Schedule
█ Revision 03 Schedule



2.2 TRAMCO

The tram vehicle contract (Tramco) negotiations and assessments are ongoing, with the selection process between the two bidders continuing.

Unsuccessful Tramco bidders have not responded to the offer of feedback following the selection process.

2.3 INFRACO

A review of the documentation and negotiations are ongoing. An updated baseline report is being prepared for early June to advise the Tram Project Board (procurement group only) on the Capex (Capital Costs Expenditure) and Opex (Operating Cost Expenditure) implications and other contractual risk matters.

The preliminary design will be complete by early June and the results of the initial traffic modelling will identify the local and wider area impacts. Early indications show excessive queuing at a number of strategic locations and will require further modifications to the preliminary design. The impact can be mitigated, but not eliminated. It will be important to ensure pedestrian and public transport priority whilst maintaining necessary vehicular access.

A strategy is being developed by *tie* to deal with the wider area traffic management effects. Further information on this will be provided once this has been submitted to the Council.

As the design emerges, the issue of betterment will again need to be addressed to ensure a consistent approach with regard to construction finishes. Similar to the Mudfa works, the extent of the Infraco works is not yet known.

3 Key Milestone Events

Programme priorities and scope are currently under review by *tie* following the organisational review.

Commencement of Advanced Works at Gogar Depot site – Site clearance, removal of beams, removal of topsoil.	26 April 2007
Return of Infraco Stage 2 bids	8 May 2007
Commencement of main utility diversion works	2 July 2007
Planning Prior Approval Submissions commence	25 July 2007



4 Public Relations Strategy

4.1 Tram Communication Plan Update

• Media Announcements Delayed

Following the election, *tie* and trams have continued to maintain a low profile. This has meant postponing many of the planned media announcements/launches - these will now be scheduled for a date in June/July. This includes:

- the start of the Gogarburn depot works
- launch of tram works programme
- launch of first proper work site ('first spade in the ground')
- launch of 'tram experience bus'
- Employment accord - getting unemployed to work on the construction

• Communications Cycle – Start of Works

Construction work is to start around Ocean Terminal at the beginning of July. Information will be given to residents, stakeholders and Councillors at the beginning of June.

• Councillor Communications

A written update on trams will shortly be issued to all Councillors. This will be followed by a face-to-face briefing before the recess in July 2007. A tram information stand will be on display outside the Full Council meeting on 24 June (**NB - this may be cancelled if the political climate is very negative towards trams**)

• Council Tram Correspondence and Phone Calls

It has been agreed that a hub will be created at the Council's contact centre to manage all calls, emails and letters into the Council on the issue of trams. Mapping is now underway to establish a system for processing these efficiently and to ensure that all relevant people are kept informed.

• Frontager and Wider Community Events Schedule

Event Sector	Date and Time
FRONTAGER	
McDonald Road – Foot of the Walk	18/06/07 6pm
St. Andrew Square – Picardy Place	19/06/07 6pm
Shandwick Place – St. Andrew Square	21/06/07 6pm
Picardy Place – McDonald Road	25/06/07 6pm
WIDER COMMUNITY	
Leith Wider Community 2	26/06/07
New Town Wider Community	28/06/07



• **Other Communications**

- A tram information stand will be on display at the upcoming Edinburgh City region conference on 8 June.
- Tram information will be available at the 'Try a bus' day event at Ocean Terminal on 19 June. This event is for those with mobility difficulties.
- The next issue of Edinburgh Outlook (out at the end of June) contains a tram update.
- July issue of City News and July issue of the SfC newsletter will contain information on trams.

• **Correspondence**

The previous draft of the correspondence paper has been changed to reflect the suggestion that a new tram correspondence hub be created at the Contact Centre at Chesser House. The paper proposes the Contact Centre would deal with all tram telephone calls, letters and emails which are sent to the Council. This paper is currently out for consultation, but a final decision is expected soon.

• **Open for Business Marketing Campaign**

The concerns raised by retail focus group, and the request for a shopper hopper bus remains an ongoing issue. At the last meeting with the focus group it was felt that the group were not in a position to discuss the possibility of a shopper hopper bus and it was decided that a more senior level meeting between ECCM, CEC, *tie* and retail representatives take place. It was noted however that the retailer's reasons for a shopper hopper bus extend to beyond infusing the possible disruption from the tram construction. Work is underway to organise a new meeting, and new proposals from *tie* are being discussed which will address some of the issues raised by the retail group.

5 Co-ordination with Other Developments

5.1 Capital Streets project in St Andrew Square

An agreed programme for the co-ordinated works has been agreed. This integrates the Mudfa, Infraco and Capital Streets works. Critical to the success of this integration is the advanced works on the west side of the Square to enable temporary traffic management arrangements which will remove general through traffic from the east side. Appendix 1 provides more detail on the elements and scope of the co-ordination.



5.2 Forth Ports Development

'Dead Periods' where works are not to be carried out on Forth Ports roads were agreed prior to the Mudfa contract award. It is likely that these may also affect Infraco works. Concern has been raised that Forth Ports could delay the tram project by amalgamating planning issues regarding other developments with tram issues. Meetings are continuing to take place between *tie*, CEC and Forth Ports to develop a practical solution. This may require fast-tracking a Planning Application and a Roads Construction Consent. Further information will be supplied when available.

5.3 Haymarket Improvements

Work is ongoing to determine the possibility of obtaining two plots of land at Haymarket to assist with improving pedestrian links at Haymarket. This is not directly related to the tram project, but it would significantly improve the pedestrian provision. Property and tenancy searches have been completed and Legal and Property Sections are preparing a report that develops this further. Once this report is complete a summary will be presented at a future meeting. It is worth noting that no funding has been identified for this at this time.

6 Miscellaneous

6.1 Side Agreements

- **Network Rail**

The dialogue between Network Rail, *tie* and Dundas & Wilson is ongoing. A briefing paper has very recently been received from Dundas & Wilson. A further meeting with Network Rail is scheduled for early June and it has been agreed with Dundas & Wilson that the Council's position on this matter should be clarified in advance of that meeting.

In these circumstances a note is being prepared for consideration by the Director of City Development. Instructions will be sought on the Council's preferred approach to the negotiations with Network Rail.

- **BAA/Edinburgh Airport Limited**

Dundas & Wilson have received a draft lease from BAA's solicitors which is consistent with the terms of the Side Agreement. This draft is being considered by Dundas & Wilson who will comment and revise as appropriate.



6.2 Tram Operating Agreement & Contracts with Third Parties

Following concerns raised at the Property and Legal Issues Group, the Director of Finance has expressed his support for an Operating Agreement with *tie*, and some headline terms have been identified. However, the IPG should be aware that in the context of the legal relationship between the Council and *tie* only certain limited options and remedies are feasible.

With regard to Third party contractors it is clear that the Council may open itself up to significant legal and financial liabilities. It is paramount that such liabilities be assessed in detail on behalf of the Council. Appropriate advice will be provided on the management of risk. It is clear that if the Council is the contracting party not all risks could be eliminated. A meeting with *tie* and their advisers is scheduled for 30 May to discuss the available options regarding the proposed Scottish Power contract.

6.3 Decriminalisation of Greenways

The variation to the necessary Traffic Regulation Orders is being drafted and consultation is being undertaken with the Statutory Groups.

The Scottish Executive is carrying out the necessary amendment to the parking designation. It is anticipated that their process will take 5-6 months to complete.

6.4 Planning Prior Approvals

Meetings are continuing with *tie* and SDS to bring forward 'Prior Approval' submissions.

Various submissions have been made to CEC Planning for 'Informal Consultation' and these designs have been discussed with SDS, however the submission of formal applications is progressing very slowly.

The revised programme shows a compression of the workload which has now been extended from September 2007 to March 2008. The Planning case officers are reviewing this programme and the resource requirements.

6.5 Vesting & Compulsory Purchase Process

tie and Dundas & Wilson are preparing tranches 2 and 3 of the GVD Notices. Tranche 2 comprises mostly the Council owned land, where title requires to be 'cleaned up'. The final tranche is awaiting design input from SDS. In respect of both tranches service of the GVD Notices is being held back pending clarification of the political uncertainty. At the present time there is sufficient grant allocation from Transport Scotland to meet the financial obligations for land acquisitions provided the spend on MUDFA works is not to be brought forward.



6.6 TROs

tie has developed a strategy for promoting the Traffic Regulation Orders (TROs) which has now been passed to the Council Solicitor for approval.

Subject to that approval, the TROs will be approved in accordance with that programme as soon as the design is developed to sufficient enough detail. Concerns have been raised with *tie* that the proposed TRO programme does not align with the latest version of the overall project programme. A response from *tie* is awaited on this.

6.7 CEC Resources

• 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, and the total amount of time recorded this financial year is 1032 staff hours, which represents £30.6K.

This cost is being borne by CEC and contained within existing budgets.

• Additional Resources

To assist with the approvals process additional staff has 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 additional people have been employed.

The total costs for the additional staff for this financial year is £107K. However, only £59K has been committed to date. This represents an underspend slippage of £48K due to the delay in receipting on Oracle.

It was hoped that this could have been caught up from last month, but this is not been the case. The estimated cost for the additional resources for this financial year is £935K. This is contained within *tie's* business case.

The table below notes the slippage summary for period 2. The highlighted rows represent significant slippage in excess of £1K. It is recommended that Managers be reminded of the importance of timely administration by their respective Directors.



Slippage Summary as at 25 May 2007 (period 2)

Name	Reporting to	Projected to 25/05/07 (£)	Claimed/ Committed to 25/5/07 (£)	Difference (£)
Paul Tucker	Alistair Malcolm	9,900.00	9,900.00	0.00
Tom Clark	Alan Bowen	13,943.80	10,377.41	3,566.39
Urban Design	Alan Bowen	0.00	0.00	0.00
Lex Harrison	Alan Bowen	999.32	999.32	0.00
Jeff Knight	Alan Bowen	5,946.59	5,946.59	0.00
Jon Hunt	Alan Bowen	103.08	103.08	0.00
Jamie Gray	Linda Nicol	9,484.10	4,684.76	4,799.34
Jamie Allan	Linda Nicol	2,628.45	2,142.45	486.00
Shaun Hughes	Linda Nicol	4,770.90	1,385.10	3,385.80
Michelle Maher	Linda Nicol	2,278.83	0.00	2,278.83
Ian Elvin	Steve Sladdin	9,056.46	4,711.74	4,344.72
Gill Hunter	Peter Watton	4,572.50	3,053.50	1,519.00
Wendy Park	Leanne Maberley	5,360.06	5,360.06	0.00
Tony Simon	Steven Leith	7,974.40	0.00	7,974.40
Ron Polson	Sandy Wallace	10,800.00	0.00	10,800.00
Cliff Smith	Bill Stewart	1,447.65	418.21	1,029.44
Alan Parkinson	John Russell	0.00	0.00	0.00
Backfill - Sam Verner	Claire Ironside	0.00	0.00	0.00
Jackie Holland	Robert Millar	8,323.82	4,812.50	3,511.32
Eleanor Muir	Robert Millar	7,695.57	4,184.25	3,511.32
Sheila Dove	Duncan Fraser	1,750.66	1,288.77	461.89
		£107,036.19	£59,367.74	£47,668.45

Planning had identified a requirement for an additional staff resource (£50K) to assist with public realm; however their appointment will not be made until June (to tie into the programme of the appointment of the Urban Designers. This represents an additional monthly underspend of £4K.

6.8 Roads Demarcation Agreement

A response is awaited from *tie* regarding a Roads Demarcation Agreement and no further progress has been made since the last report. The agreement is required to determine who will be responsible for the ownership and maintenance of the future infrastructure. Funding for the maintenance is also a major issue associated with the agreement.

7 CEC Financial Contribution & Funding Agreement Between Transport Scotland and CEC

No new additional information is available on CEC financial contribution and the funding agreement between Transport Scotland and the Council.



The Council's position unchanged and is to provide a contribution of £45 million (approximately £25 million will be provided from developers contributions).

8 CEC Risk Register

The current CEC Risk Register is attached in Appendix 2. This specifically details risks to CEC, not risks to the tram project. The risk table has been sorted with the highest residual risks first.

Since the last report changes have been made to the following risks:

- Risks with increased residual significance: 6, 9, 15, 28, 32, 33 (see table below)
- New risks added: 38, 39, 40.
- Risks updated with no change to significance: 12, 16, 17, 22, 31.
- Risks with reduced residual significance: 5, 8, 19.

The text below provides a brief summary of the changes to risks with an increased residual significance:

Risk No	Risk Description	Brief Summary of change
6	Failure for contractors to gain access to land because GVD notices have not been finalised.	The 3 rd set of GVD notices is delayed due to the lack of progress in Section 1 design.
9	CEC delays or fails to make decisions	The decision making process and delegated powers requires further clarification.
15	Inadequate time to consider prior approvals to meet programme	Prior approvals programme delayed by 5 months.
28	Delay to construction works caused by objection to abnormal working hours by public.	Legal requirements exist which restricts out of hours working.
32	Adverse PR caused by lack of adequate information on construction works and consequential impacts to public and local members.	Insufficient notice being given for the MUDFA works due to political uncertainty.
33	Not fit for purpose reinstatement by AMIS requiring remedial works.	No progress has been made with <i>tie</i> on the reinstatement specification, however works are imminent.



9 Recommendation & Key Points

9.1 Recommendations for Decisions

To approve the following:

- The risk analysis update

9.2 Matters to Note

- The position with regard to the Mudfa and Infraco Works.
- The funding for 'betterment' for Infraco and Mudfa remains an ongoing issue and work is continuing to determine the scope and extents.
- The position with the emerging preliminary design and the traffic impacts.
- The Public Relations Strategy.
- The position regarding the co-ordination with other developments.
- That the side agreement with Network Rail and BAA/Edinburgh Airport Limited are progressing slowly.
- That a tram operational agreement is being drafted between *tie* and CEC. Further input and direction will be required from the Director's of City Development and Finance.
- The internal and external staff costs, and that projected underspend/slippage due to delay in receipting Oracle orders.
- That further work is required by *tie* and CEC on the Roads Demarcation Agreement.



APPENDIX 1 – St Andrew Square – Co-ordination with Capital Streets project
(Based on Former Scenario 3)

Element	Scope	Date
SDS	Utility Design. Accelerated detailed design junctions/ signals – west side & Princes Street. Accelerated detailed design tram/ roads.	July 07
INFRACO (Phase 1)	Accelerated commencement of construction of West side including:- The 3 sets of traffic signals in west side of Square. Amended kerblines to suit streetscape design & new traffic signals. Princes Street/ Waverley Bridge traffic signals. Queen Street traffic signals modifications. Move Princes Street "No Entry" westwards. Streetscape and carriageway surfacing to west side of square. Carriageway markings to west side of square. Move general traffic from east side of square to west side. <i>(Procurement Options: Tender separately/ Combine with S/S contract/ Undertake as AMIS variation to MUDFA)</i>	Mid Sep 07 Feb 08
MUDFA	Commence on site <i>(traffic diverted to W side of Sq by INFRACO Ph 1)</i>	Apr 08- Aug 08
S/Scape	Commence contract on site. Re-construct north, south & west side footways. Streetscape carriageway surfacing to north & south sides of square. Carriageway markings to north & south sides of square.	Mar 08- Mar 09
INFRACO (Phase 2)	Tram works commence on east side of square. Streetscape footpath works on east side of square. East side of square carriageway surfacing & markings.	Sep 08- Mar 09
Comment	1. <i>Desirable to commence INFRACO Ph2 immediately following completion of MUDFA.</i> 2. <i>Demarcation lines to NE and SE parts of Sq need to be established to facilitate S/Scape/ MUDFA and then INFRACO being 'on site' simultaneously.</i>	

MUDFA utility diversionary works prior to tram

INFRACO tram work – including track

SDS tram design team

AMIS utility contractor



Date Added	ID	Risk Description	Effect on CEC	Risk			Treatment	15May07			Date Reviewed	Due Date	Owner
				S	L	#		S	L	#			
08Jan07	1	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.	3	3	9	Determine scope of essential tram works and desirable additional works. CEC may need to provide additional funding for areas of betterment.	3	3	9	19Feb07	31May07	Sandy Wallace
14Feb07	9	Council delays or fails to make decisions.	Delay to programme. Increased Costs. Potential for abortive works.	3	3	9	Ensure necessary information available to make decisions. Decision making process and deligated powers within CEC require further clarification.	3	3	9	15May07	Ongoing	Andrew Holmes
08Jan07	15	Inadequate time to consider approvals to meet tie's programme.	Delay to approval process Additional resources may be required Substantial additional costs required	3	3	9	Programme has been provided by tie which has prior approvals being delayed by 5 months.	3	3	9	15May07	Ongoing	Ian Spence Linda Nicol
08Jan07	2	Increase in costs over contract cap levels.	Additional funding may be required Need to reduce scope of works.	3	2	6	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.	3	2	6	01May07	N/A	Alan Bowen
08Jan07	3	Risk of delays due to the Public hearing process for TROs. Statutory TRO process may take more time than in programme due to scale of objections.	Delay to INFRACO	3	2	6	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.	3	2	6	03Mar07	N/A	Duncan Fraser
08Jan07	4	Failure to form a demarcation agreement	Increased liability to CEC. Lack of clarity between CEC and TransDev, required for INFRACO contract.	3	2	6	CEC to engage with tie & TransDev to agree as many demarcations as possible. First time in use	3	2	6	01May07	Ongoing	Alan Bowen Sandy Wallace Tom Clark
08Jan07	6	Failure for contractor to gain access to site causing delay to agreed programme. Delays to "GVD Notice 2" being issued.	Delay to INFRACO	2	3	6	First Tranche GVD issued - Land ownership taken from 24/04/07 Second Tranche extent and timing recommendation to be made by Tie. Subject to Tie calculation of grant funding for estimated financial liability. Tie to confirm revised Infraco start date to adjust timing of short term licences to former owners. 3rd Tranche of GVD notices is delayed due to lack of progress in section 1 design.	2	3	6	15May07	Ongoing	Stephen Sladdin
08Jan07	7	Excessive delays and disruption to traffic post construction	Adverse PR/increased media costs. Additional design and construction work required.	2	3	6	CEC to review. Provision of additional funding for corrective actions.	2	3	6	01May07	Ongoing	Alan Bowen

Date Added		ID	Risk Description	Effect on CEC	Risk			Treatment	15May07			Date Reviewed	Due Date	Owner
S	L	#	S	L	#	S	L	#	S	L	#			
08Jan07	28		Delay to construction works caused by objection to abnormal working hours by public.	Delay to INFRACO & MUDFA	3	2	6	CoCP highlights planned works which includes a comprehensive communication strategy. Legal requirements exist which restricts out of hours working.	3	2	6	15May07	Ongoing	Sandy Wallace
15May07	38		Delays caused by constraints from the Network Rail Side Agreement.	Delay to MUDFA works. Delay to INFRACO works.	3	2	6	Transport Scotland are engaging with NR regarding their irritancy clauses within the lease.	3	2	6	15May07	15Jun07	Colin MacKenzie
15May07	40		Financial Risk to CEC being party to major contracts, where CEC are to act as guarantor.	Liability on CEC.	3	2	6	A Council decision and a funding agreement with Transport Scotland will be required. tie operating agreement for tram also being sought.	3	2	6	15May07	15Jun07	Andrew Holmes Gill Lindsay Donald McGuigan
24Jan07	8		Council unable to provide full £45m contribution (Due to factors such as shortfall in capital receipts/developers contributions)	Additional funding required More capital receipts required. If Phase 1b not progressed at this stage potential reduction of £3m of developer contributions available.	3	2	6	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.	2	2	4	15May07	Ongoing	Rebecca Andrew David Cooper Steve Sladdin
08Jan07	12		Design not ready for formal submission to CEC for Statutory Approvals.	Delay to MUDFA Delay to INFRACO Additional internal resources required	2	3	6	Closer liaison with tie with CEC taking part in their document review process. Programme has now been supplied.	2	2	4	15May07	Ongoing	Duncan Fraser
08Jan07	13		Quality of submission 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	3	2	6	Closer liaison with tie with CEC taking part in their document review process.	2	2	4	03Mar07	Awaiting tie input	Duncan Fraser
08Jan07	16		Traffic modelling results not acceptable to statutory body.	Delay to MUDFA Delay to INFRACO Delay to programme	3	2	6	Closer liaison with tie with CEC taking part in their document review process. Programme has slipped. Process is ongoing.	2	2	4	15May07	Ongoing	Duncan Fraser
08Jan07	17		Poor project governance by tie.	Delay to programme Increased cost	3	2	6	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.	2	2	4	15May07	Ongoing	Andrew Holmes Gill Lindsay Donald McGuigan
08Jan07	18		Delay due to lack of co-ordination with CEC departments.	Delay to INFRACO Delay to MUDFA Negative public & Councillor view of project	3	2	6	Effective governance within CEC Effective management/co-ordination Support of Chief Executive	2	2	4	19Feb07	Ongoing	Andrew Holmes
08Jan07	24		Correspondence dealt with to CEC's timescales	Adverse PR possible increased media costs, plus increase CEC staff costs to assist with the process.	2	3	6	Communications strategy to be developed further to recognise the extent of this work and procedures to be put in place by tie and Clarence	2	2	4	01May07	Ongoing	Leanne Maberley Wendy Park
01Mar07	37		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.	2	3	6	Provide effective comms strategy along with survey/meetings with frontages. Further frontager survey required. Tram packs issued & tram helpers on site at works.	2	2	4	26Apr07	Ongoing	Tom Clark

Date Added	ID	Risk Description	Effect on CEC	Risk			Treatment	15May07			Date Reviewed	Due Date	Owner
				S	L	#		S	L	#			
08Jan07	10	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.	2	2	4	Identify scope and impacts utilising traffic model information. £0.5m already allocated in business plan.	2	2	4	01May07	Awaiting tie input	Alan Bowen
08Jan07	11	Inadequate budget to cover the necessary or desirable quality of structural elements to achieve an International Quality Design. May have been under estimated within the business case.	Delay to INFRACO design process. May require additional funding due to delay & increased construction costs. Delay to prior approval submission.	2	2	4	Review the design with SDS and tie to achieve a suitable design. Review budget for tram to identify if costs are an issue.	2	2	4	19Feb07	Awaiting tie input	Ian Spence
08Jan07	14	Statutory consent cannot be granted due to difference of opinion between tie and CEC.	Delay to programme	2	2	4	Design must be fit for purpose as directed by statutory body (CEC). Closer liaison between tie and CEC required.	2	2	4	19Feb07	Ongoing	Andrew Holmes
08Jan07	20	Cost increases due to changes to the scope and design required by tie (effectively CEC)	Delay to programme. Increased Costs	2	2	4	Manage through change request process with time and costs approved by board.	2	2	4	19Feb07	Ongoing	Andrew Holmes
08Jan07	21	Increases in the cost, outside budgeted risk contingency, of utility diversions due to finalisation of or changes to the scope. The MUDFA contract is effectively a re-measurement contract.	Additional funding required above that identified in business case.	2	2	4	Careful management/monitoring by tie. Closer liaison required between CEC and tie.	2	2	4	26Apr07	Ongoing	Tom Clark
08Jan07	22	Risk of delay from utility providers due to necessary planned and emergency works	Delay to Programme	2	2	4	Tie to manage through effective project management techniques and to gain ownership over project. Reschedule works, if required. SfC to co-ordinate other works and occupations on the road network. CEC GIS system being developed for coordination purposes.	2	2	4	15May07	Ongoing	Sandy Wallace
08Jan07	23	Delay by utility companies in carrying out agreed utility works as per the programme	Delay to MUDFA completion Consequential Delay to INFRACO	2	2	4	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.	2	2	4	26Apr07	Ongoing	Tom Clark
08Jan07	32	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.	2	2	4	Provided an effective communication strategy and adequate provision of support to members in addressing concerns of their constituents. Insufficient notice being given for Mudfa works to frontagers due to political uncertainty.	2	2	4	15May07	Ongoing	Leanne Maberley Wendy Park
08Jan07	33	Not fit for purpose reinstatements by AMIS requiring remedial works.	Delay to MUDFA completion Consequential Delay to INFRACO Disruption to general traffic	2	2	4	Performance based design. Construction and testing period to be adopted by contractor. No further progress has been made on the specification and CEC are pursuing tie for a response.	2	2	4	15May07	Ongoing	Sandy Wallace Duncan Fraser
15May07	39	Delays caused by constraints from the BAA Side Agreement.	Delay to MUDFA works. Delay to INFRACO works.	2	2	4	Discussions are ongoing with BAA to separate EARL and Tram works.	2	2	4	15May07	15Jun07	Colin MacKenzie

Date Added	ID	Risk Description	Effect on CEC	Risk			Treatment	15May07	Date Reviewed	Due Date	Owner		
				S	L	#		S	L	#			
08Jan07	26	Delay of MUDFA adversely impacting on INFRACO delivery	Delay to INFRACO	3	2	6	Tie to manage through effective project management techniques and to gain ownership over project. Reschedule INFRACO works.	3	1	3	19Feb07	Ongoing	Andrew Holmes
08Jan07	25	Act of God type events (contractually force majeure events)	Additional funding required Delay to MUDFA Delay to INFRACO	3	1	3	Board to approve all additional costs.	3	1	3	19Feb07	Ongoing	Andrew Holmes
08Jan07	27	Unforeseen physical conditions resulting in potential increased costs and time to the MUDFA contract	Delay to MUDFA completion Increased cost of MUDFA. Knock on delays to INFRACO	3	1	3	Effective management by tie. Change requests to be approved where needed.	3	1	3	26Apr07	Ongoing	Tom Clark
08Jan07	29	Adverse PR caused by delays to public transport or the travelling public during the course of the works.	Adverse PR/increased media costs.	1	3	3	More effective engagement with media.	1	3	3	01May07	Ongoing	Leanne Maberley Wendy Park
08Jan07	30	Changes to junction priority that are specified to achieve the stipulated run time.	Adverse PR/increased media costs.	1	3	3	To be agreed with CEC	1	3	3	01May07	Ongoing	Alan Bowen
08Jan07	19	Lack of co-ordination on the road network with respect to SfC works	Delay to MUDFA Delay to INFRACO	2	2	4	Traffic Management Co-ordination Group - chaired by tie Internal CEC co-ordination also required Weekly meetings have been set up with SfC.	2	1	2	15May07	Ongoing	Sandy Wallace
08Jan07	31	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.	2	2	4	Urban Designers will be appointed this month to investigate wider area public realm and identify essential works to be undertaken by making bids for additional funding from Scottish Exec Capital Growth Fund.	2	1	2	15May07	Ongoing	Ian Spence David Cooper
08Jan07	5	Lack of progress on advanced works, such as removal of knot weed delaying access to the works.	Delay to programme	2	3	6	Scheme of works to be identified. Funding to be found and approved by board or provided by CEC. Tie have agreed to programme of spraying. Weeding liability to be handed over to INFRACO contractor subject to Variation order. tie board to approve change request for funding tie have instructed for the invasive species removal. CEC is to pay for phase 1a only.	1	1	1	15May07	30Jun07	Duncan Fraser