

Joint Tram Project Board and **tie** Board

23 September 2009

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Building the Tram (Project Director's Report page 11)

- HSQE Report
- Overview of current progress
- Change requests and risk drawdowns (page 17)
- Progress on dispute resolution and use planned contractual levers
- Cost and programme update

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Deliver the Tram Safely



- There have been no reportable accidents during Period 6. The 13 period AFR is 0.25 compared to the target, 0.24 accidents per 100,000hrs worked.
- There has been a decrease in the overall service strike frequency for the project.
- Directors' Safety tours and Project Manager inspections have achieved 100% of those planned
- There has been an increase in the number of near misses reported from the works at the Airport direct to **tie** through Farrans and Raynesway. Farrans' Director due to meet with **tie** mid September.
- Further CoCP inspections have been carried out by **tie**/ BSC and Carillion. Joint **tie** / BSC inspections have identified the main issues on BSC sites as – Provision of PPE, Housekeeping and Planning and Management. These issues have been addressed directly on site and are being monitored.

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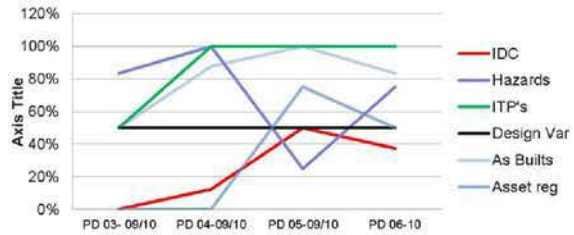
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Deliver a Safe Tram

Section	Activity	Data Checked					
		Interdisciplinary Design Check	Hazards	Inspection and Test Plan System	Design Variation/Change	As Built	Asset Register
Princes St	OLE Pad Foundations	0	1	1	N/A	1	0.5
Guided Busway	OLE Pad Foundations	0.5	0.5	1	N/A	N/A	N/A
Princes St	Track works	0.5	1	1	0.5	1	0.5
Gogar Depot	Building Foundations	0.5	0.5	1	0.5	0.5	N/A
PD	Total (y)	1.5	3	4	1	2.5	1
	Max Possible Total (y)	4	4	4	2	3	2
Total to date	Percentage	25%	71%	88%	50%	80%	63%

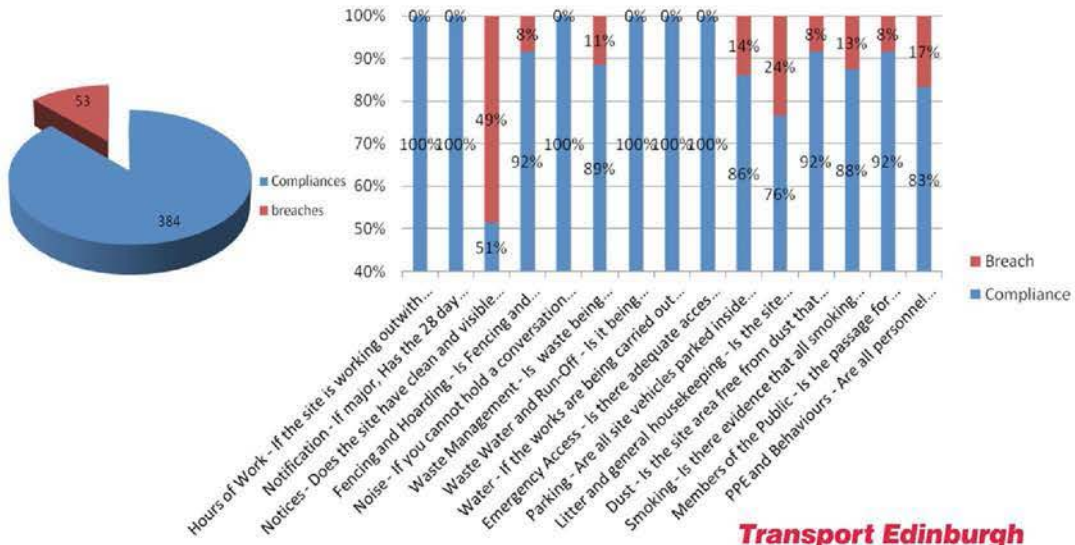
- Period 6 “Deliver a Safe Tram” inspection metrics were carried out on 4 activities across the project, 2 at Princes Street, 1 at the guided bus-way and 1 at the Depot.
- Of the activities checked, an increased number show partial evidence of having gone through BSC’s Inter-Disciplinary Check process, however, this was still only ad-hoc through CVI’s and SDS internal IDC process as opposed to the full BSC process, however there is still an upward trend.

Period Tracker



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CoCP – Measure of breaches



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Public Feedback – July/August 09

General complaints 57

COCP 37

Breakdown of issues

- COCP – 22 from 1 person (60%)
- COCP – 16 (43%) vehicle parking
- COCP – 10 (27%) signage completion dates

Complaints breakdown

- Water shutdowns
- Road closures
- Incorrect Information on TTRO
- Noise from site plant

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CoCP – Public Feedback July/August

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CoCP

Actions being undertaken to improve performance in low scoring areas includes:

- Traffic wardens now ticketing illegal parking by contractors
- Parking permits issued by CEC rescinded and being confiscated when found in contractor vehicles
- 3 strike rule being used by BSC for PPE and behaviour breaches
- Actions will be published on transforedinburgh.co.uk from Period 7

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Overview of current progress

- Utilities
- Tramworks
 - Princes Street
 - Depot
 - Other InfraCo sites
 - Tram manufacture
- Relationship with BSC

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Utilities

MUDFA Works (Carillion)

- | | |
|--|---|
| - Haymarket completion forecast | 97% complete
End November (excl gas abandonments) |
| - York Place – Picardy Place | Technical Solution outstanding
[Resolution anticipated w/c 21/9] |
| - Leith Walk – Gas & Water decommissioning | November |

Airport Works (Farrans)

- | | |
|-------------------------------------|-------------|
| - Well advanced completion forecast | Mid October |
|-------------------------------------|-------------|

Tower Place – Newhaven

- | | |
|---|---------|
| - Tenders returned and under evaluation | |
| - Works expected to commence | October |

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Infraco Progress

- Princes Street 69% complete
- Edinburgh Park Viaduct 74%
- Depot 5.7% (currently 13 months behind programme)
- Gogarburn Bridge 64%
- Guided busway 15%
- Section 7 20.6%
- Overall 8.3%
- Gogar Interchange Design 15%

Scheduled works due to commence within next week

- Carrick Knowe Bridge (80.15) w/c 14 September (South abutment underway)
- Russell Road Retaining Wall 4(80.15)
- Hilton Car Park w/c 28 September
- Murrayfield Wanderer's clubhouse w/c 21 September

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Infraco Programme

- Original Contract Open for Revenue Service July 2011
- Extension of time (Prog Rev 1) agreed September 2011
- Sectional Completion Dates (Prog Rev 01)
 - A (Depot) 1st June 2010
 - B (Test track) 1st July 2010
 - C (Construction complete) 10th March 2011
 - D (Open for Revenue Service) 6th September 2011
- Damages apply from these dates
(A= 20k/week, B=23k/week, C=195k/week, D=246k/week)
- InfraCo Rev 2 programme submission showed OFRS of October 12 2012 rejected by **tie** – we believe February 2012 is deliverable but is not agreed

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Change Requests and Risk Drawdowns (p23)

- Drawdown in period - £731,675
- Covers 9 individual items including :
 - Contaminated material @ Russell Road
 - Site investigation and testing
 - Replacing mass barrier in St Andrews Sq for stakeholder request
 - Increase to cover uplift to BSC prelims agreed at mediation
 - Further design changes

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DRP Update

- 6 items now formally in dispute, addressing themes of valuation of delivery, delays and extension of time and design development responsibilities
- 4 commenced by **tie**:
 - Hilton Car Park
 - EOT 1
 - Gogarburn Bridge
 - Carrick Knowe Bridge
- 2 commenced by BSC
 - Russell Road Retaining Wall 4 (was on **tie**'s list of potential DRP's)
 - MUDFA Rev 8
 - Expert Witness appointed to support approach to BDDI – IFC disputed changes

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DRP Progress

DRP No	Subject	Start Date	PD Meeting	Position Papers	CEO Meeting	Referral	Decision Expected
3	Hilton	11/08/09	v	v	v	Adjudication	11/10
4	EOT1	11/08/09	v	v	v	Mediation	22/23 Oct for mediation
5a	Gogarburn	24/08/09	v	v	v	Adjudication	27/10
5b	Carrick Knowe	25/08/09	v	v	v	Adjudication	27/10
5c(B)	Russell Road	04/09/09	v	v	2/10		
A	MUDFA Rev 8	04/09/09	v	v	2/10		

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DRP Future Tranches

- Further tranches of items being prepared for challenge includes:
 - Earthworks
 - Base Date Design Information (BDDI) definition
 - Haymarket (BDDI – IFC issue)
 - Shandwick Place (On-street agreement issue)
 - Baird Drive Retaining Wall (BDDI – IFC issue)
 - Balgreen Road Retaining Wall – (BDDI – IFC issue)
 - Depot drainage (BDDI – IFC issue)
 - Track drainage (BDDI – IFC issue/alignment) on multiple section

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Formal Contractual Approach

Readiness and Governance

- Challenge team in place to challenge each DRP as it is prepared
- Challenge team includes McGrigors
- Role is to:
 - Test the strength of the case documents/arguments and identify any weaknesses
 - Anticipate BSC strategy and counter arguments
 - Check readiness for launch of DRP
- Authority to “activate” delegated to CEO using FCL as steering group.

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On-Street Dispute Update

- Princes Street still progressing to completion by 28 November
 - Measurement and valuation issues on Princes Street Supplemental Agreement (PSSA) being addressed with BSC
- BSC continue to refuse to start works on other on-street sections unless they secure a “Cost Plus” agreement for all works
- If the impasse can be resolved with a PSSA style approach, the next scheduled section of On-Street Works are:
 - Waverley Bridge – St Andrew Square
 - Shandwick Place – Haymarket
 - Leith Walk

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DRP small signs of progress....?

- Edinburgh Park [INTC 91] – estimate agreed at ~ £52k compared to first estimate of over £400k
- Works started, albeit slowly @ Carrick Knowe following issue of a Clause 80.15 instruction from **tie**
- Further clause 80.15 instruction issued for Russell Road Retaining Wall 4 and anticipate work commencing in October
- Work anticipated on Hilton Hotel car park from 28/09

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Cost Estimates

£m	Original Budget	Updated Estimate
Utilities (Incl risk)	57.2	60.1
Design (Incl risk)	30.9	31.4
Project costs (PM, Ops, CEC, TEL, Legal etc)	66.4	73.7
Other Costs (Incl land)	34.3	36.1
CAF (Incl risk)	58.2	58.2
BB and Siemens (Excluding Risk)	245.5	248.6
Other Infrastructure Costs	6.2	6.2
Unspent or uncommitted risk not included above	13.3	10.2+X
Total Ph1a	512.0	524.5+X

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Costs & Funding

- Cumulative spend to date **£278m** on Ph1a plus **£6m** consequential to Ph1b postponement
- Transport Scotland report continues to report outturn of **£527m** for Phase 1a but highlights uncertainties in the same manner as the Council report of 20th August
- Reported forecast outturn for the current year for Phase 1a reduced from £150.1m to **£119.7m** reflecting **tie**'s best judgment of what will be achieved in the circumstances of the commercial disputes.
- Transport Scotland being kept fully apprised of this and further sensitivities.

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Trams Progress

- 9 trams in production;
- 1 tram in factory acceptance test;
- test track running planned for Jan/Feb 2010;
- delivery planned for April 2010 to Edinburgh
- Press trip held this week



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Building the Brand

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

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Operation Preparedness

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Slide One: Good Afternoon,

As Transport Convenor and on behalf of the City Council a big welcome. The purpose of the workshop is to give you an insight into the work that's being put into to providing a modern, integrated public transport system in the City. I'm joined by my colleague Alastair Richards Managing Director of Edinburgh Trams who will give you the benefit of how the integration of trams and buses in Edinburgh will work.

I appreciate that some of you will have picked up from the media in the last few week that we are experiencing a dispute with the infrastructure construction contractor. Unfortunately, because this is a commercial dispute I will be unable to go into any detail concerning the underlying reasons for this dispute. However, what I can tell you is that both the City Council and tie are working strenuously to resolve this dispute.

Workstream status

Task Title	Scope	Outcomes to be achieved	Progress
1a Operations and Engineering	Integrated real time network passenger information system, possible co-location and integration of control rooms with bus, city traffic and tram control sharing of incident response, management and investigation, and integrated timetabling. (Note there is a link to integrated timetabling but this is to be covered under a separate topic.)	<ul style="list-style-type: none"> Rules and procedures for both operations and maintenance will be put in place covering safety, quality and environment management systems. Technology integration between the common bus and tram systems as far as practicable. Real time passenger information available throughout the network. A co-located/integrated control room for bus, tram and traffic management. An integrated team, comprising members of staff from multiple organisations. 	<ul style="list-style-type: none"> Activity scheduled. Info-contract review underway. Info-contract review underway. Detailed meeting scheduled. Good progress.
1b IT/Back office	Combined network of bus and tram IT back office.	<ul style="list-style-type: none"> A back office/IT infrastructure that is fit for purpose and delivers the business needs. An integrated team sharing information and best practice across the one-family of organisations. 	<ul style="list-style-type: none"> Meeting to clarify business requirements going forward to be arranged. Detailed technical meeting to be scheduled. Drafts underway.
1c Printed Passenger Information	Integrated printed network passenger information	<ul style="list-style-type: none"> One set of network passenger information for distribution to the public including conditions of carriage, timetable, route map, fares and ticketing products. A common network information map/poster for stops. An additional mode specific poster for stops? Identify what printed information could be displayed ahead of opening, eg in support of testing and commissioning. An integrated team, comprising members of staff from multiple organisations. 	<ul style="list-style-type: none"> Drafts underway. Draft concept being developed. Agree to use travel shops and transport of materials before opening. Good progress.
2 Recruitment and Training	Planning how and on what terms and conditions staff will be recruited and how they will be trained for the integrated network.	<ul style="list-style-type: none"> Establish the recruitment plan for the integrated network. Establish the terms and conditions. 	<ul style="list-style-type: none"> Views exchanged, organisation structure to be scheduled. Views exchanged, technical details to be progressed. Views exchanged.
4 Review of Final Design	Ensuring that the design of the systems meet the functional requirements of the integrated operating network. Through this involvement, for all parties to gain	<ul style="list-style-type: none"> Review and agree on the training plan. Gain knowledge of the systems to be delivered as part of the project. An integrated team, comprising members of staff from multiple organisations. 	<ul style="list-style-type: none"> Views exchanged. Good progress. Good progress.
4 Commissioning, Handover and Asset Stewardship	Ensuring that the delivered system achieves the functional requirements of the integrated operating network. Through this involvement, for all parties to gain ownership of the systems that are to be installed and commissioned.	<ul style="list-style-type: none"> Take ownership of the systems to be delivered as part of the project. An integrated acceptance team, comprising members of staff from multiple organisations. 	<ul style="list-style-type: none"> Start achieved. Process agreed as first example.
5 Benefits Realisation Planning			<ul style="list-style-type: none"> Workshop underway.
6 Branding and Marketing	Planning how the evolution of the Lothian Buses brand and the emergence and development of the Edinburgh Trams brand combine for the integrated network.	<ul style="list-style-type: none"> Gain a common understanding of how the Lothian Buses brand is to evolve. Establish the brand values for Edinburgh Trams. Plan how Lothian Buses and Edinburgh Trams brands interrelate to achieve the integrated network. 	<ul style="list-style-type: none"> Good overall progress. Draft brand values produced. Agreed in principle for use (likely) to link various elements of the network together.
7 System Revenue Management	Ensuring that the revenue management across the bus and tram integrated network is seamless for the passenger and efficient for the business at collecting and recording the revenue.	<ul style="list-style-type: none"> Agreement on the specification of the ticket machines and back office to be produced as part of the plan. A joined up commercial strategy for revenue and fares. An integrated team sharing information and best practice across the one-family of organisations. 	<ul style="list-style-type: none"> Initial views exchanged. Revenue meeting to be arranged. Early achieved.
8 Commissioning Power Procurement	Ensuring that the commissioning power is obtained by smart procurement, leveraging off the one family purchasing power.	<ul style="list-style-type: none"> Agreement placed offering best value for the supply of electricity in line for commissioning. An integrated team sharing information and best practice across the one-family of organisations. 	<ul style="list-style-type: none"> Agreement in principle reached. Good progress achieved.

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Key actions taken and outcomes achieved



- Transdev informed of intent to terminate DPOFA in agreed manner.
- Agreement in principle for unifying colour linking network elements:
 - Take forward on Princes Street.
- Agreement to multi-organisation team to manage tests/commissioning/acceptance:
 - Re-opening Princes Street first challenge.
- Agreement to bring in limited key additional specialist resources.
- First round of workshops has provided:
 - Better visibility across organisations.
 - Understanding timescales & activities.

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Key actions still to take

- Agree resources required to be deployed
- Agree on organisation structure
- Agree on employer organisation for TUPE transfers and recruitment
- Agree on governance for key decisions

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Description of the Acceptance Tests

Test	Test Name	Test Description	Programme
T1	Post Commissioning Test	To demonstrate that each Section of the ETN in sequence is able to perform in an acceptably safe manner and deliver the required run times. This is the gateway test to driver training.	Post Commissioning Test immediately follows successful commissioning of each section and is required for progressing to Driver Training.
T2	Performance Test 1	After Phase 1a is complete and has passed Test T1, this test demonstrates that Phase 1a is able to perform satisfactorily before starting the three-month Shadow Running period. This is the gateway test to shadow running.	Performance Test 1 will immediately precede the Shadow Running period and is a requirement for progressing to this phase of the programme.
T3	Pre-operations Test	The test covers a seven day period during the latter part of the Shadow Running phase of the programme using the initial 6/12 tph service timetable.	Pre-operations Test shall immediately precede the Service Commencement Date.
T4	Network Performance Test	The Test is carried out over a 28 day period in Passenger Service to establish that the ETN can reliably operate.	To be completed within twelve months of the Service Commencement Date.
T5	Network Reliability Test	Reliability Testing of key sub-systems in Passenger Service.	To be completed within twelve months of the Service Commencement Date.

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Testing Status

Stage	Flow Chart	Tests	Description								
8	Passenger Service	Network Performance (TA) and Reliability Test (TR)	The date upon which the Edinburgh Tram Network starts in public service								
PASSENGER SERVICE COMMENCEMENT											
7	Shadow Running	Pre-Operations Test (T1)	The period of Tram operations that simulates full public service operation including running to published timetable and calling / dwelling at Tramstops before the ETN enters public service								
ENERGISATION OF COMPLETED PHASE OF THE ETN											
6	Test Running & Driver Familiarization	Performance Test 1 (T2)	The period post ETN commissioning used to complete driver and control room staff training and gain confidence to enter Shadow Running Phase								
ENERGISATION OF SECTION OF THE ETN											
5	Commissioning	Post-Commissioning Test (T1)	All subsystems, including the tram, are fully integrated to form the ETN and are tested to demonstrate that they work together successfully and meet the Employer's Requirements								
ENERGISATION OF SECTION OF THE ETN											
4	Set to Work Tests	Site Tests	The point at which subsystems have been installed and then tested to prove they meet their requirements with both Type tests and Site Acceptance tests								
LIMITED ENERGISATION OF PART OF THE ETN											
3	Installation / Construction		Once the subsystem has successfully passed Factory Acceptance Tests installation / construction at site will take place and as appropriate a delivery test undertaken	Start plainline 01/11/09							
2	Factory Acceptance Tests	FAT	Thorough demonstrable testing of the subsystem at Infracore's premises	Start	P&C only			Start			
				01/09/09				01/10/09			
1	Build / Manufacture		Manufacture and assembly of the System by the Infracore								
D	Design		The scope of the works designed through Approval in Principle and Approved for Construction & Manufacturing Drawings, with associated verifications and validation test and integration plans complete								
				Lothian Buses							
				Trams	Track	OHLE	Substations	TPDS	SCADA		

Resource implications

- External project engineer for ticket machine specification;
- Appoint internal project manager for ticket machine procurement;
- External contract resource for test and commissioning;
- Consider external resource for support to electricity procurement – timing and demand;
- Internal working group for organisation planning and management of change with External facilitation support;

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Building the Team

- Bonus Plan
Individual and collective consultation is underway
Follow up meeting to be held 2 November.
- Operational Effectiveness Model
Behavioural workshop held with Exec
 - Behaviours agreed
 - Self and peer assessment
 - Action planFeedback session on 2nd November.

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Building the Team

- OEM

Exec members are in the process of rolling out the OEM to the wider organisation.

- Objectives

First draft of objectives for the Executive team will be complete this week.

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