



Transport Edinburgh

Edinburgh Trams

Lothian Buses

Tram Project Board Report on Period 7 Papers for meeting 22nd October 2008

9:00am – 11:45am

Distribution:

Members and attendees

David Mackay (Chair)
Willie Gallagher
Bill Campbell
Stewart McGarrity
Elliot Scott (minutes)

Neil Renilson
Dave Anderson
Steven Bell
Graeme Bissett

Donald McGougan
Cllr Phil Wheeler
Alastair Richards
Marshall Poulton

In addition – for information only

Cllr Maggie Chapman
Cllr Allan Jackson
Kenneth Hogg
Keith Rimmer
Norman Strachan
Iain Coupar
Susan Clark

Cllr Gordon Mackenzie
Cllr Tom Buchanan
Peter Strachan
Duncan Fraser
Rebecca Andrew
Alan Coyle
Gregor Roberts

Brian Cox
Neil Scales
Frank McFadden
Dennis Murray
Jim McEwan
Tony Glazebrook
Alasdair Sim

TRAM PROJECT BOARD

Transport Edinburgh

Edinburgh Trams

Lothian Buses

FOISA exempt
 Yes
 No

Contents	Page
Agenda Tram Project Board	4
Edinburgh Tram Network Minutes	5
Project Directors report	9
Primary risk register.....	14
Papers	
TEL Resources and Funding	18
Budget for market launch of tram	21
Late papers	
Location of the West End tramstop	23
Christmas embargo.....	26

Agenda Tram Project Board

Brunel Suite – Citypoint, 2nd Floor

22nd October 2008 – 9.00am to 11.45am

Attendees:

David Mackay (Chair)

Willie Gallagher

Bill Campbell

Stewart McGarrity

Elliot Scott (minutes)

Neil Renilson

Dave Anderson

Marshall Poulton

Steven Bell

Frank McFadden (part)

Donald McGougan

Cllr Phil Wheeler

Graeme Bissett

Alastair Richards

Colin Brady (part)

Apologies:

- 1 Review of previous minutes and matters arising
- 2 Presentation
- 3 Project Director's progress report for Period 7
 - TEL cost update
 - West End tramstop
 - Christmas embargo
- 4 Health and safety – update
- 5 Change requests / risk drawdown
- 6 Phase 1b / Line 3 / Gogar interchange
- 7 Risk
- 8 Date of next meeting
- 9 AOB

Edinburgh Tram Network Minutes**Tram Project Board****24th September 2008****tie offices – Citypoint II, Brunel Suite**

Members:			
David Mackay (Chair)	DJM	Bill Campbell	WWC
Willie Gallagher	WG	Neil Renilson	NR
Cllr Phil Wheeler	PW		
In Attendance:			
Steven Bell	SB	Donald McGougan	DMcG
Duncan Fraser	DF	Stewart McGarrity	SMcG
Graeme Bissett	GB	Alastair Richards	AR
Marshall Poulton	MP	Julie Thompson (minutes)	JT

Apologies: Dave Anderson

1.0	REVIEW OF PREVIOUS MINUTES	
1.1	1.5 Programme aligned but there are some issues on roads which are being resolved with CEC.	SB
1.2	1.6. MP and SB have concluded discussions on North Haymarket Terrace and report to the October TPB on the outcome of plan / actions.	MP / SB
1.3	1.8 Public Realm meeting was held on 23/9. Final costs from BSC still awaited. Some estimating revisions still to be resolved. WG asked about Public Realm arrangements for Leith Walk. DF is providing briefing to members and will circulate.	DA / DF
1.4	Princes Street – more planning work taking place and SB / DF will discuss	DF / SB
1.5	7.1 Meeting on 2/10 to finalise Haymarket bus / taxi priority issue and will report back to October Board.	WWC / PW / DF
2.0	Presentation and review of PD's report	
2.1	<u>Overview</u> WG gave an overview of the current progress and focussed on the improved performance by Carillion due to recent changes in the senior management team and the enhanced safety measures that had been implemented.	
2.2	<u>Safety</u> SB outlined the current safety statistics, which are improving and compare well with external benchmarks. The final outstanding incident will be closed out now that the updated report has been received.	
2.3	There were issues around management direction and control from Carillion but significant improvement following the internal audit in August had been made with new leadership installed by CUS.	
2.4	DF suggested visits to the sites by Councillors and a date of 9/10 October was proposed.	SB
2.5	SB to follow up with CEC on the Internal Audit of MUDFA.	SB

Transport Edinburgh

Edinburgh Trams

Lothian Buses

FOISA exempt
 Yes
 No

2.6	<u>MUDFA</u> SB gave an update on the progress on the MUDFA works outlining areas that had been done well and those where there were issues.	
2.7	Key areas highlighted included the works at Haymarket, Leith Walk and St David's Street which were progressing well due to better supervision and management changes.	
2.8	A request was made for a relaxation of the embargo at Haymarket to enable the works to be completed prior to Christmas. PW / WG to discuss.	PW / WG
2.9	DJM asked what the time slippage was on the MUDFA programme from Rev 06 to Rev 07 and it was confirmed as currently 4 months. (See also 2.15)	
2.10	A request to extend working hours to reduce this slippage was requested and will be considered by CEC.	SB / DF
2.11	A letter had been received from Lothian and Borders Police regarding the project. As one of our key stakeholders it was important that this was addressed as soon as possible. MP met with the Divisional Commander of the Police. SB / WG also stated he would arrange a meeting to update them and address the issues raised.	MP / SB / WG
2.12	It was stressed that Lothian Road works must be completed before Christmas embargo and preferably by the end of October. WG advised the Board on what assistance he sought from Lothian Buses	WWC
2.13	Meeting with tie / TEL / CEC to be arranged to develop external communications on route closures and how to avoid any unnecessary surprises.	SB / DF
2.14	Consortia members to be invited to attend the Edinburgh Tram Stakeholder meeting next week.	SB
2.15	DJM asked if Carillion were keeping up with the MUDFA programme. SB stated that Rev07 takes the project to end March 09. The aim was to achieve or improve on that date. He is expecting a proposal from Carillion on closing out the work to Rev07. SB will bring forward a formal proposal to the October Board.	SB
2.16	Meeting to be scheduled prior to the Tram Sub Committee on 27 October to review quantum of potential commercial settlements.	SMcG / DMcG
2.17	<u>Tramco</u> AR gave an update on Tramco progress. Visit is planned for 29/30 September with a final mock-up visit on 14/10.	
2.18	<u>Design and consents</u> SB gave an update on the current status. Roads and drainage approvals being addressed by SDS and BSC are providing a prioritised list to Scottish Water as their consent is still outstanding. A meeting is being held w/c 29 September to finalise this issue.	
2.19	MP asked about the reinstatement of the gullies in Shandwick Place. SB advised that this was nearing completion and being reviewed with CEC. tie / CEC to report back to the next Board	SB / DF
2.20	<u>Infraco</u> SB summarised the positive and negative points of Infraco progress to date. Infraco team moving to site office from 24/9 and thanked Seamus Healy and his team for their work.	

2.21	On the negative side, only 1 package contractor was fully mobilised. He also stated that the inspection and test plans were being developed too slowly but a revised plan had now been prepared.	
2.22	Subcontractor strategy for Section 1A and 2A/5A to be resolved but alternative package contractors are being considered.	
2.23	<u>Overall programme</u> SB outlined the progress on the overall programme. He is ensuring that BSC are managing SDS on a daily basis.	
2.24	DJM asked how many change requests were coming through due to programme slippage. SB advised that dozens had been raised but some have been withdrawn for various reasons. SB to provide a regular paper to the Board.	SB
2.25	WG advised the Board that it would be April 2009 before a more accurate date on revenue service could be provided.	
2.26	The opportunity to advise the public on the progress of the project could present itself once the tram mock-up is in position.	
2.27	Specific PMs had been identified for each major area such as Princes Street. Dedicated teams have now been set up and this is providing more effective communication. It was suggested that tie's team and BSC present the proposals at the next Board.	SB
2.28	DJM was concerned about the range of dates provided in the papers as they were now in the public domain. SB advised that Transport Scotland had requested a range for reporting purposes. A request to include a rider for FOISA was made.	SB
2.29	<u>Finance</u> SMcG outlined the current financial position. A discussion took place on Line 1b and a further discussion will take place at the next Board.	
2.30	A meeting with CEC to be set up for next week to discuss prioritisation of resources.	MP
2.31	SMcG tabled a paper on the South East Tram Line. He requested guidance from CEC on the possibility of becoming involved in a feasibility study and a meeting to be scheduled to discuss this further. It is critical that this is included in the Government's forthcoming Strategic Review. SMcG asked that the Board provide him with their thoughts on this paper.	SMcG / MP / DF TPB
2.32	Careful consideration needs to be given to the proposed route from the ERI given the changes in local government administrations and this should be revisited.	
2.33	WG asked for guidance from CEC on what would be required for the Tram Sub Committee on 27/10. DF advised that a presentation would be preferable to a paper as it would be more current. DF to advise AC.	DF
2.34	<u>General Progress</u> SB outlined the general progress being made. Construction works on Murrayfield Pitch relocation were progressing well despite the recent bad weather.	
2.35	Infraco need to be included in the Risk Register	
2.36	JMcE to present on Top 10 tie Corporate Risks to the next Board.	JMcE
2.37	Small Business Support Scheme closed in August and final payments were being processed.	

Transport Edinburgh

Edinburgh Trams

Lothian Buses

FOISA exempt
 Yes
 No

2.38	A suggestion was made that the remaining funds be used to cover the costs of the parking dispensation for the city centre. CEC to provide a cost analysis.	DF
3.0	Risk	
3.1	SB gave a brief summary on the current position. SB to provide regular updates to the Board.	SB
4.0	Building Fixings	
4.1	The Board noted that this paper would be discussed at the Legal Affairs Committee on 29/9 and early action by CEC encouraged.	
5.0	AOB	
5.1	DJM asked that the October Board be extended by 45 minutes to allow for more detailed discussions on agenda items.	ES
5.2	SB to circulate paper on Gogar to TPB as well as tie Board.	SB
5.3	TEL Board to be provided with updates on Infraco and MUDFA	WG
5.4	Date of next meeting on 22 October 2008.	

Prepared by Julie Thompson 25th September 2008.

Project Directors report

HSQE

There were no RIDDOR incidents in the Period and the project AFR is continuing to reduce and is now 0.08, with 1,233,410 project hours worked to date. Continued focus is being applied to ensure a range of initiatives are implemented to maintain this trend.

The project recently received a commendation from the HSE on safety performance, although the project team will not become complacent.

Programme

Overall progress remains behind the master programme. This is due primarily to:

- Design slippages between v26 / v31 at the time of Contract Close;
- Design slippage since novation of design to Infraco (now recorded in v35 of the design programme); and
- Slow mobilisation of Infraco.

A four-month detailed construction programme has been agreed with BSC which is now underway. Progress against this is being monitored weekly.

tie has agreed with BSC a process to agree a re-calibrated programme. This involves a process, starting on 20th October, with members of both organisations taking time out to review slippage, opportunities for improvement and work on agreeing a revised contract programme. These opportunities include use of additional resources, improved productivity, use of alternative technology for OLE installation and track-laying and better use of integrated traffic management (TM). The underlying contractual issues are complicated and their resolution will require a concentrated management effort. This is also a need for a reasonable degree of engagement from BSC. Taking this into account, it is anticipated that a revised Infraco contract programme and overall revision to the Tram Master Project Programme will be ready by the end of this calendar year in good time for the commencement of extensive works in January 2009. Infraco proposals for recovering the effects of their slow mobilisation will be included within the revised programme.

Whilst a straight import of the progressed programme into the master programme forecasts a potential revenue service slippage of up to five months, **tie** is confident that sufficient float and false logic constraints exist in the programme, along with methodology improvements, to maintain the open for revenue service date as July 2011, with a range of May 2011 to December 2011. The table in section 4.2 identifies the geographic areas of slippage and the types of action that can be taken to improve the programmed end date.

Additionally, the MUDFA Rev07 programme has now been agreed and this will be reflected in the overall update to the Tram Master Project Programme. The commercial impact of revised programmes will be addressed in line with the final agreement of those programmes.

The practical experience arising from the closure of the Mound junction on 1st October (see below) has pointed to the need for a revision to the means of developing and implementing TM procedures, especially those affecting Princes Street. Should different TM procedures be deemed necessary for Princes Street, compared to those embedded in the current programme, there will be consequences for the programme and a need to manage cost implications carefully. This dimension will be introduced to the Infraco and MUDFA negotiations sensitively over the next few weeks.

Progress – Design

- IFCs – Phase 1a 51 issued out of 78 , the slippage is being addressed as part of the re-assessment of programme;

Transport Edinburgh

Edinburgh Trams

Lothian Buses

FOISA exempt

Yes

No

- Prior Approvals are progressing well – there are some design issues to resolve but approvals are now over 80% complete and only five remain to be submitted. These are related to the resolution of long-running 3rd party issues (SRU, Forth Ports, RBS);
- Structures approvals are progressing well – five structures remain to be approved and timescales remain tight versus IFC;
- Roads and drainage approvals remain difficult although positive progress has been made to resolve CEC detailed comments. Three further sections are approved subject to the resolution of comments;
- Scottish Water are making slow progress with drainage outfall consents; and
- Roads Technical Approvals – the situation is improving but needs continuing effort to broker positive resolution of remaining issues by CEC and SDS.

Phase 1a only	Submitted to CEC		Granted by CEC		% complete
	v31	Actual	v31	Actual	
Prior approvals (53)	53	48	53	43	81%
Technical approvals (73)	72	65	65	53	73%
IFC (submitted to tie) (86)			78	51	58%

Slippage against the programme will be addressed as part of the re-calibration of the programme.

Progress – MUDFA

During the period the new TM diversions associated with the Mound closure were implemented. This included the conversion of the George St / Hanover St / Frederick St roundabouts to signalised junctions with controlled pedestrian crossings. The planning for the traffic management arrangements at the Mound had been executed in the same manner as for other major locations, involving the Traffic Management Review Panel (TMRP) which comprises CEC, TEL, Lothian buses and tie, in addition to other key stakeholders. This junction conversion did not operate on the day as expected leading to traffic congestion throughout the city centre in the morning peak. The decision was made during the day to switch off the signalled junctions and revert to buses westbound back along Princes St. Subsequently the traffic signals have been switched back on over the past two weeks with additional changes being made to TM to ensure they operate successfully. Useful lessons have been learned from this experience and these are being fed into the planning process for further major traffic diversions.

Carillion has appointed a new Project Director as a result of **tie**'s management intervention to address Carillion's poor performance. Additionally, their Managing Director, Major Projects, has been supporting the project in Edinburgh for 3 – 4 days / week. Over the past period an improvement in management approach has been noticeable and improved outputs are expected as a direct result. This is due to improved management meetings and an improved technical query process.

During the period significant progress was made at the bottom end of Leith Walk to complete diversions ahead of the Infraco tramworks commencement.

Progress – Infraco (including Tramco)

Summary against the agreed Infraco contract milestones is shown in the table below (number of milestones).

	Period (short term plan)			Cumulative (short term plan)			Cumulative (contract)		
	Planned	Achieved	%	Planned	Achieved	%	Planned	Achieved	%
Prelims	3	3	100%	21	21	100%	21	21	100%
Construction	13	0	0%	19	0	0%	85	0	0%
Total	22	3	14%	40	21	53%	106	21	20%

Transport Edinburgh

Edinburgh Trams

Lothian Buses

FOISA exempt

Yes

No

The project continues to experience problems with slow mobilisation and, in particular, appointment of direct BSC resource and final appointment of the main package contractors. However, work has commenced on a number of worksites including the Haymarket and Edinburgh Park Viaducts and the A8 underpass. Significantly, the on-street works also commenced with roadworks on Leith Walk using sub-contractor resources.

Progress against the four-month programme agreed to get construction work started and build confidence is detailed in the table below.

Baselined at week 5 of 12	Cumulative		Delta
	Plan (hours)	Actual (hours)	
Infraco 4 month programme progress	9.7%	5.5%	-4.2%

The progress is reported against five weeks for a 16 week programme.

Key reasons for slippage include:

- The concrete pour at Edinburgh Park and Haymarket viaducts was delayed due to a lack of test and inspection plans. This is now ongoing;
- Haymarket viaduct re-design work at bankseat is now required. This work is in progress; and
- The Leith Walk works have been delayed due to utility works not being completed to programme. Works commenced on 8 October.

The Tram mock-up is on programme with a final sign off meeting taking place in October.

Progress – Other

Planning is underway for the Christmas embargo in the city centre and the implementation of the Princes St blockade in January 2009. Project Managers have been appointed by **tie** to ensure robust management of both Princes St and Haymarket worksites and TM.

Pollution prevention works at the Scotrail Haymarket depot are reported to be on the NR programme for completion in November 2008.

Construction works for the relocation of the Murrayfield training pitches are progressing with approximately 2-3 week's slippage reported due to bad weather. Weather permitting, the contractor aims to recover this over the next two periods.

Cost

The AFC for Phase 1a of the project remains unchanged from last period at £512m, including a risk allowance of £28.9m. Funding available remains at £545m.

Cumulative expenditure to date (end of P7 08/09) on Phase 1a is £183.0m. COWD year to date, at £52.9m, is £16.4m lower than the 'budget' for the year to date. This is primarily due to delayed closure of the Infraco contract suite and slow Infraco mobilisation.

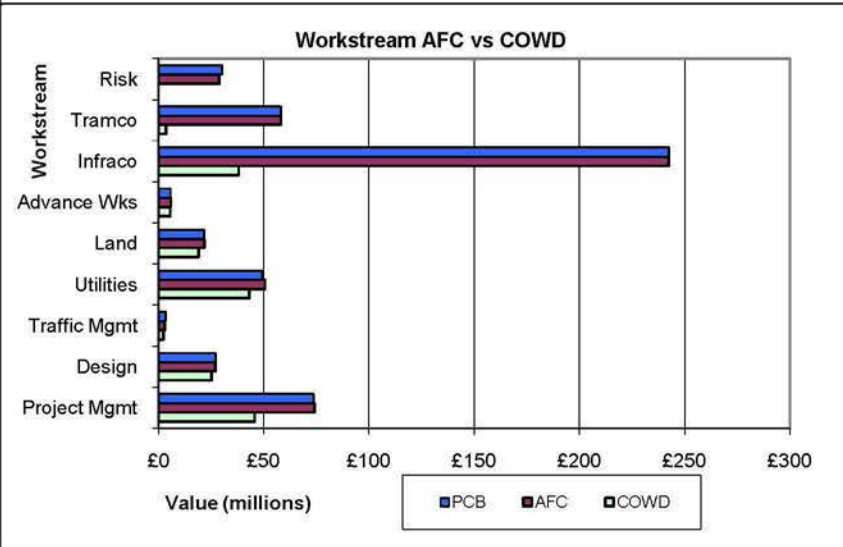
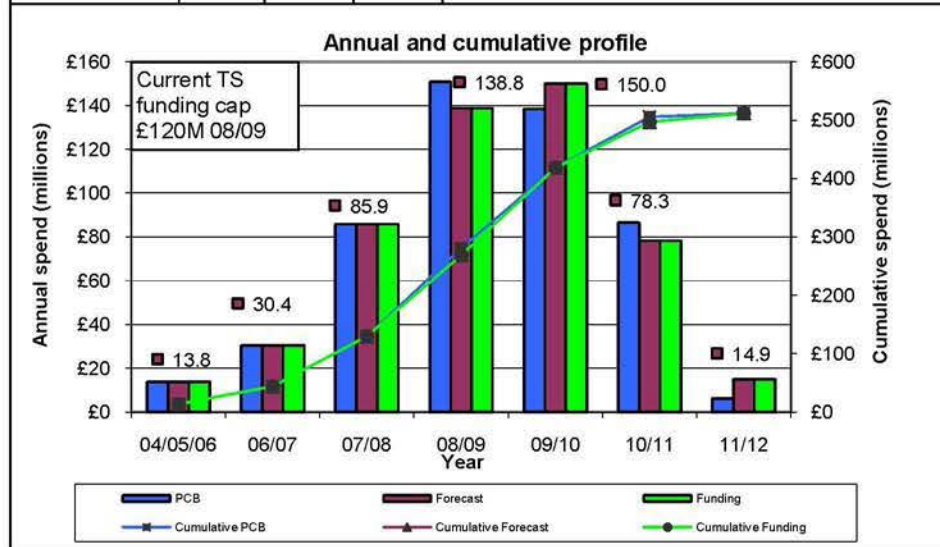
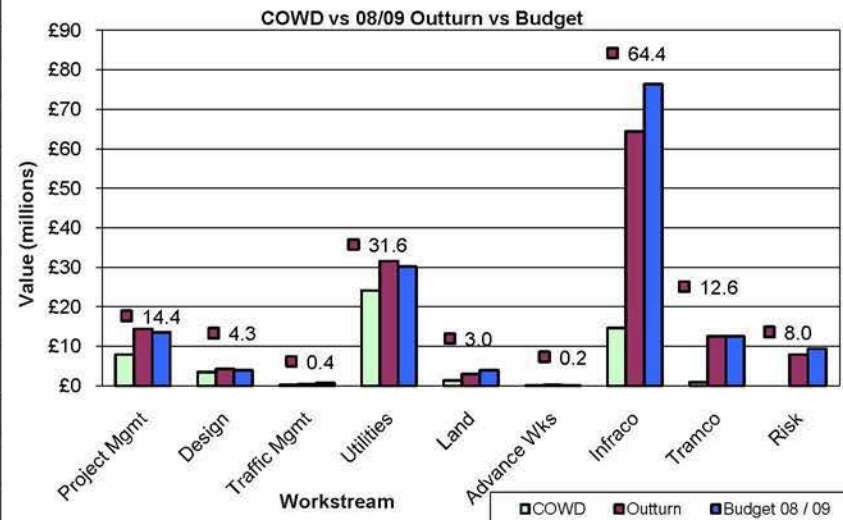
The F/Y 08/09 outturn forecast remains at £138.8m, including a conservative risk allowance of £8.0m.

The current 12-week look ahead Infraco programme maintains a realistic forecast linked to the completion of key milestone activities to the end of December 2008. Further detailed analysis of the programme, including discussion with BSC is in progress to confirm the full year programme up to the end of March 2009. This detailed exercise is in addition to the full recalibration exercise described above and is targeted at sustaining a robust 12-week look ahead and clarity on financial year spend. The completion of this exercise, together with the finalising of the MUDFA Rev07 programme, will provide better confidence of the new full year forecast. The position stated in

FOISA exempt

Yes
 No

Period 7 - 08/09 COWD (£000s)				
Workstream	F/cast	Act	Var	Comments
Project Mgmt	1,139	1,032	(107)	Over provision made last period for anticipated time NR take to approve design packages.
Design	229	508	279	COWD for incentivisation potential added to reflect tie view on IFC delivery
Traffic Mgmt	36	29	(7)	Over accrual last period.
Utilities	1,851	2,700	849	Improved outputs
Land	526	56	(471)	Forth Ports land acquisition not concluded.
Advance Wks	20	(45)	(65)	Construction of new artificial badger setts push out to Periods 8 and 9.
Infraco	2,417	1,102	(1,315)	Slow progress (3/16 planned milestones achieved). Primary impacted sections are: 2, 5b and immunisation works.
Tramco	148	148	0	
Risk	0	0	0	
Total	6,367	5,531	(836)	As above



Period 6 remains, that the current year end figure of £138.8m should be treated as an interim position, with the understanding that it may be further reduced.

Based on the revised outturn above, the TS share of Phase 1a costs in FY08/09 at 91.7% (500/545) would be between £120m of Base Costs, excluding risk allowance, or £127m of the total costs, including Risk Allowance. This is being kept under review in the context of FY0809 funding allocated to the project by TS of £120m.

Risk

The detailed development of the Infraco element of the Project Risk Register and associated treatment plans has progressed well in Period 7. The QRA was reviewed in the period and the total risk and contingency for the project remains at £28.9m

In Period 6 four broader risks and with potential to impact the Infraco works were identified as were treatment plans. These risks and their treatment plans were reviewed in Period 7 with the Infraco Director:

- Infraco unable to commence works or work is delayed or disrupted (includes mobilisation by Infraco, conflicts with utilities work completion and TM interface requirements) – this risk is still causing concern and the treatment plan will continue to be monitored by the Infraco Director;
- Changes to the final design during approvals / final design completion (the design and consents task force provides focus and control for identifying and addressing any such items) – a workshop is planned for Period 8 with the Engineering Services Director who will be responsible for all design issues;
- “Partnership” approach between **tie** and BSC is not effective with the potential to impact third party relationships (**tie** continue to lead and engage with the Consortium Directors and their parent companies in addition to effectively measuring and reviewing BSC engagement with third parties) – engagement with BSC has shown signs of improvement following intervention by the Project Director with senior members of the consortium; and
- Shortage of competent resources within BSC to effectively deliver the Infraco works (key personnel recruitment, mobilisation and performance is being scrutinised and formally tracked to ensure BSC are addressing any areas of weakness) – the appointment of sub-contractors has provided some assurances regarding this risk. However, progress will continue to be monitored by the Infraco management team.

A further risk was identified in Period 7:

- Potential changes to planned traffic management procedures, especially in relation to Princes Street, have impact on programme (the lessons from the Mound closure are being assessed and the implications of lessons learned will be fully taken into account in finalising the re-calibrated Infraco programme).

Communications

The team has been working closely with stakeholders throughout the tram route regarding all upcoming tram works through notifications, face to face engagement and website updates. Particular focus has been on the utility diversions at The Mound and the city centre and the preparation for the tram works on Leith Walk.

The TRO design presentations have taken place in the West End, Leith Walk and city centre. These will be ongoing in the next period. .

The development of the new Edinburgh Trams website is ongoing and a soft launch will take place next period. The final launch will take place in December 2008.

A meeting was held on Thursday, 25 September to agree how best to deploy the remaining resources available from the Small Business Support Scheme. It was agreed that Open for Business would receive an extra £200,000 budget and money was allocated to fund the Leith Champion.

FOISA exempt

Yes
 No

Primary risk register

FOISA exempt

Yes
 No

FOISA exempt

Yes
 No

FOISA exempt

Yes
 No

Paper to: TPB **Meeting date:** 22/10/08
Subject: TEL Resources and Funding
Preparer: Norman Strachan and Alastair Richards

Summary

The original TEL budget for the Tram Project was £3.7M, assuming opening for revenue service in February 2011. In October 2007 it was agreed that TEL's costs, which had up to then been paid by LB and recharged to the tram project, would cease to be recharged. A similar commitment was also given at that time by CEC to cease their recharges to the tram project. The budget was consequently reduced by £1M to the current AFC figure of £2.7M. CEC however continued to recover costs and LB now require to recover their considerable costs, not least because as a result of significant reduction in discretionary travel Lothian Buses financial position is not able to carry tram project costs. The refreshed TEL Business Plan shows that Lothian Buses position does not significantly improve until late 2010 / early 2011, and LB's budget projections for 2009 show a substantial loss before management action.

A written commitment was given by the Chief Executive of CEC to the Lothian Buses Board that the financial costs incurred by Lothian Buses on the tram project would be reimbursed from within the overall tram project funding arrangement and Lothian Buses would be left financially neutral until commencement of tram revenue earning service.

In order to continue to support the tram project and undertake the necessary preparatory work for acceptance of the tram system, operations and maintenance it is therefore required to reinstate the original TEL budget with an AFC of £3.7M and add an additional £0.3M to take account of the later service commencement date of July 2011 resulting from the delayed Contract Close.

Additionally, as TEL prepares for the introduction of tram operations and fully integrated operations, it is necessary to commit additional dedicated resource to the TEL workforce in the form of a full time technical manager and secretarial support to work under the management of Alastair Richards.

The TPB are requested to approve a revised AFC for TEL costs of £4.3m.

Services Provided

The resources that TEL deploys undertake the following roles and tasks in support of the tram project:

Tram project and TPB Chairman role
Tram project Senior Responsible Officer role
Tramco project management and client role
DPOFA contract management

Infrastructure maintenance project management and client role
 TEL Business planning
 TVM procurement and subsequent project management
 Traction power procurement and subsequent management
 Real-time passenger information integration management
 Tram commissioning and acceptance
 Tram safety approval participation and future duty holder
 Bus and tram service integration planning and management
 Integrated ticketing management
 Traffic management participation in coordination
 TEL Company Secretarial role

Cost and Phasing

A summary of the cost estimate to support the budget adjustment is shown in Appendix B.

The phasing is as follows:

	2008/9	2009/10	2010/11	2011/12	Total AFC
Current	£403k	£522k	£579k	£0k	£2.72M
Revised	£750k	£989k	£1028k	£321k	£4.3M
Change	£347k	£467k	£449k	£321k	£1.58M

Programme for this work

	(Resource(s))	Utilisation	Apr-08	Jul-08	Oct-08	Apr-09	Jul-09	Oct-09	Apr-10	Jul-10	Oct-10	Apr-11	Jul-11	Oct-11
Tram project and TPB Chairman role	DMcK	100%												
Tram project Senior Responsible Officer role	NJR	50%												
Tramco project management and client role	AMR	40%												
Tram build quality	WD	5%												
Branding & Marketing	IC	2%												
	DC	5%												
DPOFA contract management	AMR	25%												
Infrastructure maintenance project management and client role	AMR	15%												
	AMR	20%												
TEL Business planning	NS	2%												
	NJS	5%												
TVM procurement and subsequent project management	AMR	5%												
	SR	5%												
Traction power procurement and subsequent management	BJ	15%												
	AMR	2%												
Real-time passenger information integration management	GMcD	2%												
	AMR	10%												
Tram commissioning and acceptance	BJ	10%												
	AMR	15%												
Tram safety approval participation and future duty holder	AMR	5%												
Bus and tram service integration management	WWC	10%												
	KF	10%												
	NJS	5%												
	NJR	5%												
Integrated ticketing management	NJR	5%												
	SR	10%												
Traffic management participation in coordination	NJS	5%												
	WWC	50%												
TEL Company Secretarial role	JW	90%												
	NS	10%												
Contract Close Negotiations	AMR	50%												
Full Time Equivalents (F.T.E)			4.32	4.43	4.83	5.03	4.92	4.92	4.92	5.07	3.87	4.17	3.97	

Impact on project programme

Assuming the recommendation is approved, there is no impact on the Tram Project programme.

Recommendation

TPB note that as a result of Lothian Buses' current and projected financial position resulting from, amongst other things, the consequences of the extra operating costs and reduced revenues resulting from the tram works that it is no longer able to carry the additional costs it is incurring in supporting the tram project. Additionally as TEL develops towards the opening of the tram for revenue earning service, it is necessary for TEL to recruit additional staff.

It is therefore necessary to reactivate the City Council's commitment that TEL costs be fully met from the Tram Project budget.

Decision required

- A) Approve the increase of the AFC; and
- B) Approve the change request.

Proposed	Name N Strachan and A Richards Title	Date:
Recommended	Name D Mackay Title TEL Chairman	Date:
Approved The Tram Project Board	Date:-

- It was desirable to have a tram stop near Lothian Road but that was not achievable given forecast traffic levels and the disruption both to general traffic and bus services;
- A stop at the west end of Princes St would not be precluded by the current design and should be delivered as part of Tram Line 3 – a preferred location was identified; and
- The West End stop for the Tram Lines 1 and 2 should be at Shandwick Place / Atholl Crescent / Coates Crescent.

What design work has already been undertaken?

The detailed design for the Shandwick Place tram stop is being amended slightly to reflect CEC's comments on the Prior Approval application. This is a change to the detail rather than the concept of the stop location.

The potential future tram stop at the west end of Princes Street has not been precluded by any work on the current phase of the tram scheme. The constraints imposed by a tram stop at the west of Princes St have been taken into account and utilities diverted from the tram DKE have not been put back in locations where they would need to be moved a second time.

The track alignment at the west end of Princes Street can be altered to accommodate a West End tram stop as can the footway at that point. No alterations are being made as part of the current phase of work.

How is the review being undertaken?

The review is taking place on Tuesday 21 October with representation from **tie**, CEC and SDS. BSC has also been invited but has not yet confirmed whether a BSC representative will attend.

The review will sift options against two criteria:

- (1) Can the stop be physically accommodated?
- (2) Will the traffic impact be acceptable?

If any option survives those two tests (and in 2006 no option did) then a more detailed review of traffic impact would be undertaken along with an assessment of the impact on both MUDFA and Infraco.

Impact on MUDFA and Infraco

MUDFA

MUDFA works have not precluded a stop at the preferred location at the west end of Princes Street. Any movement away from that location is likely to require re-design of the utilities diversion and, depending on location, could cause utilities to have to be diverted a second time.

Paper to: TPB **Meeting date:** 22/10/08
Subject: Christmas embargo
Preparer: Susan Clark

Summary

Each year the city operates an embargo over the Christmas period for construction works. This was built into the Tram programme assumptions and covers:

- **Dates:** 28th November – 5th January (Thursday preceding first Sunday in December and first working day after New Year).
- **Geographic area:** Picardy Place – Haymarket (to Magdala Crescent).

This paper outlines proposals for:

- Complying with the current embargo for both tram and utility works; and
- An extension to the embargo to cover Leith Walk and identifies the impact that this is likely to have on cost and programme for the project.

Areas included

The following areas have works ongoing which will need to be suspended to allow the Christmas embargo to be implemented:

Utility Works	Tramworks
Constitution Street*	Leith Walk*
Leith Walk*	Haymarket viaduct
Picardy Place	
York Place	
St. Andrews Square	
The Mound	
Haymarket	
Haymarket Yards	

**not covered by current Christmas embargo and so would have additional cost and programme impact*

Exemptions to current embargo

The following table lists the sites for which some sort of exemption is being sought with the reason for this exemption.

Site	Exemption / Reason	Benefits
St. Andrews Square	Leave all traffic utilising the west side of St. Andrews Square as per the TRO in force. South St. Andrews St could be used for additional parking, east side of square could be used for traffic accessing shops and North St. Andrews St could be used for additional parking or work could proceed in this small area.	Avoids having to remove traffic management including traffic signal alterations.
The Mound	The Mound will be re-opened. However, to ensure that the signalised junctions at Frederick and Hanover St can deal with the additional traffic, consideration should be made to altering the road closures in this area to reduce traffic flows to a manageable level.	Mound re-opened but signalised junctions retained along with pedestrian facilities.
Haymarket	Allow full exemption (subject to review of programme next week).	As utility works will be almost complete, this would allow the utility diversion to be completed prior to Christmas.
Haymarket viaduct	Allow full exemption.	Works predominately in the ScotRail carpark site and so minimum impact to embargo area. Minimum traffic impact
Haymarket Yards	Allow full exemption.	Works confined to Haymarket Yards and will over-run the embargo by just a few days.

In general, some residual traffic management may be retained to avoid reinstating features previously removed such as traffic islands. These would be re-instated using mass barrier – this was accepted by CEC over the summer embargo. BT /other Telecom cabling and jointing SGN service connection in the footpath – exemptions may be sought for geographically specific locations and it is hoped that these could be accommodated via the TMRP.

