



Transport Edinburgh
Trams for Edinburgh
Lothian Buses

DPD Sub-committee
April Report
Papers for Meeting 10th May 2007

09:00am – 12:00pm

Distribution:-

Willie Gallagher (DPD Chair)
Damian Sharp
Duncan Fraser
Neil Renilson
Matthew Crosse
Bill Campbell
Graeme Bissett
Stewart McGarrity
Steven Bell

Alastair Richards
Geoff Gilbert
Susan Clark
Trudi Craggs
Jim Harries
James Papps
Keith Rimmer
Miriam Thorne
Tony Glazebrook

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Agenda

Design, Procurement and Delivery Sub-Committee

tie Boardroom

10th May 2006 – 9.00am to 12.00pm

Attendees:

Willie Gallagher (DPD Chair)	Alastair Richards
Damian Sharp	Geoff Gilbert
Duncan Fraser	Susan Clark
Neil Renilson	Trudi Craggs
Matthew Crosse	Jim Harries
Bill Campbell	James Papps
Graeme Bissett	Miriam Thorne
Stewart McGarrity	Keith Rimmer
Steven Bell	Tony Glazebrook

Agenda Items

- 1** Actions from Previous Meeting
- 2** Project Director's Monthly Progress Report for April
- 3** Procurement Strategy
- 4** Cost Control
- 5** SDS Update
- 6** AOB

Edinburgh Tram Network

Minutes

Design, Procurement and Delivery Sub-Committee

13 March 2007

tie offices - Verity House, Boardroom

Directors Present:	In Attendance:
Willie Gallagher (DPD Chair) – WG Neil Renilson – NR Bill Campbell – BC	Matthew Crosse – MC Stewart McGarrity - SMcG Graeme Bissett –GB Steven Bell – SB Alastair Richards – AR Trudi Craggs – TC Susan Clark – SC Jim Harries - JH Tony Glazebrook - TG Steve Reynolds - SR Keith Rimmer – KR James Papps – JP Miriam Thorne – MT Duncan Fraser – DF Geoff Gilbert – GG Alasdair Sim – AS (partial) Mark Bourke – MB (partial)

Apologies: Damian Sharp

1.0	ACTIONS FROM PREVIOUS MEETING	Action
1.1	Previous minutes were accepted as read	
1.2	Previous actions were accepted as completed - verbal updates and exceptions are listed below:	
1.3	<u>Infraco</u> – DS stated that the bidders' request for an indemnity letter from TS cannot be provided without ministerial approval of the Business Case. Further, DS noted that this would take the form of a comfort letter rather than indemnifying the bidders. TS does however accept the principle that a comfort letter which states that funding is available, can be provided via CEC to the bidders, following ministerial approval.	DS
1.4	<u>Network Rail</u> - the draft lease had been received by Network Rail and progress was being made in setting up the agreement. TC/ SB to provide an update for the April DPD.	TC
1.5	<u>Network Rail Immunisation</u> – a review of likely impact of the issues on immunisation on programme and a risk analysis are underway – SB / TC to provide an update for the April DPD.	Issue was discussed at April TPB

2.0	Project Directors Report	
2.1.1	Progress	
2.2	MC presented a high level overview of the project delivery strategy. The strategic map included in the PD progress reports, represents the key elements of the “tietogether” strategy for project delivery. MC provided a clarification on individual items of the strategy, their current status and plans for progression.	
2.3	SB requested that the strategic map should be linked to the key project milestones to provide a feel for the timing of initiatives.	done
2.4	WG raised the question how the focus on cost control and efficiency within the project was maintained within the strategy. It was noted that particularly control over expenditure on MUDFA as an emerging cost contract would require greater clarification. WG requested that the mechanisms for cost & efficiency control would be included on the Strategic Map.	done
2.5	MC confirmed that SC was leading on contract management and that procedures were being developed and implemented to provide appropriate control and monitoring of costs and efficiency. GG confirmed that the format for cost control on MUDFA had been established and was ready for implementation.	
2.6	Procurement	
2.6.1	GG provided an update on the current status of the Tramco and Infraco bids.	
2.6.2	<u>Tramco:</u> GG confirmed the selection of 2 preferred bidders. Any potential impact if these were not part of the current two Infraco consortia had been discussed in principle with the consortia and no negative feedback had been received to date. The procurement team was anticipating informing all Tramco bidders on the selection following the ministerial announcement on the DFBC. A meeting is to be scheduled for this purpose for the 21 March.	done
2.6.3	<u>Infraco:</u> GG confirmed that discussions with the bidders were progressing positively and that certain critical contractual issues had been resolved. He stated that the magnitude of issues outstanding is in line with expectations at this stage of the process and any significant issues would be raised through the new Tender evaluation sub-committee. Expectation is to move to the next phase of evaluation and negotiations in line with the current programme.	
2.7	Delivery	
2.7.1	SC provided an update on the progress within the delivery workstream.	
2.7.2	Project Management Plan as the framework for the management of the Tram project together with supporting detailed procedures and controls are now signed off & in the process of being rolled out across the project team. “Lunch and learn” sessions will be held to support the roll-out.	Done – first session has been held
2.7.3	<u>MUDFA:</u> a programme review has been undertaken which allowed the logic to be linked to throughout the programme. Feedback from AMIS on this programme is expected by end March. Work orders for each of the 125 worksites to firm up costs are in progress.	
2.7.4	The new construction director for MUDFA, Graeme Barclay, will start on Monday 19 th Mar and that an offer has been made to a new commercial	

	director for MUDFA. SC confirmed that she is confident that the MUDFA team will be fully resourced up by end of March.	
2.7.5	<u>Ingliston Park & Ride (temp)</u> : SC gave an update on the progress on the reference design which is expected by end of March, with tender returns in April and mobilisation anticipated in June. It was also confirmed that Borders Constructions had accepted the claims against them and are progressing resolution of recent flooding issues and high wind damage.	
2.7.6	<u>Invasive species</u> : SC confirmed that bids for the treatment of invasive species had been received by 12 Mar and were undergoing evaluation. Following the tender evaluation, an update would be provided at the April DPD and an application for funds would be brought to the TPB.	Paper to April TPB provided and change request approved
2.7.7	<u>Advanced Works</u> : SC stated that detailed scope had been prepared and passed to AMIS. Feedback is expected within 2 weeks. The programme review based on the detailed scope will include assessing the impact on commitments made for the project and the risk arising to the advance works strategy from the late issue of the GVD notices.	
2.7.8	SC confirmed that the current proposals are not yet at max. height. She stated that discussions were ongoing with BAA and letters were to be written to request their feedback on a proposed design height of 750mm.	
2.8	Key milestones – next period	
2.8.1	WG confirmed that TS was keen for the MUDFA trial to go ahead as programmed on 2 April.	Trial dig went ahead
2.8.2	The DPD raised the question on the current status of the Functional Spec (FS). SC confirmed that any changes to the FS would be brought to the TPB for approval as it represents a change to the project baseline. WG requested a paper to the next DPD setting out the current status of the FS, the mechanism of keeping it up-to-date, and how the project will ensure its readiness for the next Gateway review.	TC
2.9	Key issues and Concerns	
2.9.1	<u>Land & Property</u> : questions were raised regarding asset ownership matters – TC and DF to discuss off-line.	Asset management plan to be drafted by CEC
2.9.2	<u>MUDFA</u> : AR questioned the impact of the delay in the ministerial announcement and subsequent delays of the land acquisitions on the MUDFA programme. SC confirmed the current reprioritisation is considering the impacts and that work at the Depot provides some flexibility for the programme.	
2.9.3	NR / BC stated they expected clearer understanding of the programme and impacts on bus by end of March. NR highlighted the risk of major disruptions arising from MUDFA. WG confirmed that a workshop would be held to gain clearer understanding of the events that led to major disruptions on the 2 March. SC confirmed that traffic impacts form part of the incident management procedures which are being developed at present.	
2.10	HSQE report was taken as read – no matters arising.	

2.11	Risk	
2.11.1	WG requested that the risk summary report would list those risks which have changed from the previous month's primary risk register. Otherwise the new reporting format was welcomed by the DPD.	Done - Proposal included in April report
2.11.2	Risk 139 – Utilities diversion outline spec from plans: issue of late design addressed by the current reprioritisation – the risk is expected to move to amber in April.	
2.11.3	Risk 164 – Assets uncovered during construction: detailed work orders to firm up estimates depend on SDS design – based on current progress, the risk is expected to move to amber in April.	
2.11.4	Risk 279 – 3rd party consents: works is ongoing, all parties are now engaged & no further slippage is anticipated – the risk is expected to move to amber in April.	
2.11.5	Risk 271 – CEC approvals: most issues are now at amber, with Constitutions St. being the key outstanding item – the risk is expected to move to amber in April	
2.11.6	Risk 911 – Scottish Power tunnel at Leith Walk: topical surveys to be carried out 19/20 March, the results of which will indicate if the risk can move to amber. Resolution of the ownership issues is also to be progressed by the project manager	
2.11.7	Risk 870 – delayed design information for Infracore: risk is being addressed by current design re-prioritisation. WG requested detailed update on the next DPD. A further paper will be presented to the next TPB which will cover the new process for SDS design output review – this process will include workflow prioritisation.	
2.11.8	Risk 282 – procurement including high level of risk transfer: this risk is shown as green reflecting the progress made in resolving issues in the procurement process.	
2.11.9	Risk 916 - CEC contribution of £45m: WG requested the risk to be removed as CEC have confirmed their commitment to provide £45m funding. Any potential contribution by CEC above £45m would represent an opportunity which should be recorded as such.	
2.11.10	Risk Register- general: GB requested a paper outlining the process for preparing the Primary Risk Register, including details of the quality control process applied. Additionally, detail on the meaning of flags in the report was to be provided.	Done for March TPB
2.11.11	Risk Register – programme risks: SB requested greater detail to be brought to the DPD the current status of slippages and risks. MC confirmed this detail will be available once the current programme review & reprioritisation is completed.	MC – risk report under review
2.12	Financial Report	
2.12.1	The finance report was taken as read, confirming current AFC at £592m.	
2.12.2	Final Business Case: SMcG explained that TS had confirmed that comments on the DFBC would be provided by 31 Mar.	
2.12.3	Potential Claims: SB queried whether the current budget would cover any anticipated claims. MC confirmed that early claims would be discussed on 16 Mar. SMcG confirmed that any accepted claims would be progressed through the established approval process.	

3.0	Infraco / Tramco sub-committee	
3.1	GG presented the paper outlining arrangements for the proposed TPB sub-committee. WG requested that a 30 min slot would be added to the current TPB meeting where the any papers for approval could be presented to a limited TPB membership. The papers would be taken as read and they would receive formal approval. Membership of that group would be limited to DJM, WG, NR, BC, JS and senior representatives of TS/CEC.	
3.2	JP raised the question of what governance would apply to the process. WG confirmed that the proper performance of the approved board sub-committee together with the assurance from the project team that due processes were followed would satisfy the governance requirements.	
4.0	Value Engineering	
4.1	GG presented the paper and confirmed that the current expected savings represent anticipated results from the bidder negotiations as well as scope changes.	
4.2	The question was raised on who has responsibility for realising the savings and how the current list would be edited down. GG confirmed that most of the savings relate to engineering solutions which would have to be resolved before being built into the bids. This included re-assessing previously discounted items such as ballasted track if new technological solutions could be found.	
4.3	MC confirmed that the VE savings are subject to the same governance as all other project changes. This includes assessment of any potential risk impacts. The process was lead by MC / GG, thus providing a link to the Infraco bid process.	
4.4	The DPD members were requested to update respective TPB members of the details of the VE exercise to focus the discussion at the TPB.	All
5.0	TRO process	
5.1	General: KR provided an update on the current progress of the strategy. He confirmed that the project was still pressing for a change in the current legislation on public hearings and a meeting was arranged between AH and John Ewing for 16 Mar.	
5.2	KR stated that even though there may be little appetite within TS to progress any changes to the legislation pre-elections, promoting the matter in June 08 (based on likely timescales for legislative changes), this was preferable to basing public hearings on designs which were not fully mature by the time of submission. Therefore current activities were focussing on laying the foundation to progress the matter post-election.	
5.3	KR confirmed that receiving design sign-off is critical in assessing whether the TRO strategy can work – KR to present the proposed TRO strategy to the April DPD.	done
5.4	JRC / SDS modelling scope: AS presented the paper outlining the scope issues and project modelling requirements. The DPD recognised the need to undertake the work and recognised that the proposal to	

	contract JRC for the work may result in a dispute with SDS.	
5.5	GB requested details on how firm the projected costs are. AS stated the change the current estimate of £385k would result in a net increase of £150k to the total JRC budget due to previous change requests already approved. The current quote related to a fixed number of modelling iterations, however AS remained confident this would cover the work necessary to support the TRO process as well as providing updates for the Final Business Case.	
5.6	AS also confirmed that the quote covered traffic modelling only – not design impact. MC stated that these impacts are part of the ongoing negotiations with SDS.	
5.7	Questions were raised whether further costs would arise from KR's work and wider area modelling. AS confirmed that the proposed budget increase would increase the £figures assumed in the DFBC as would any other costs arising.	
5.8	WG requested that a comprehensive analysis of the likely costs would be undertaken and the total to come to the TPB under the approved change process. Additionally, modelling & wider area impact assessments are to be part of the TRO strategy to be presented to the April TPB.	done
6.0	Design Assurance	
6.1	TG presented the paper outlining the proposed key changes to the design approval process. SR confirmed that key elements of the new process are the introduction of stakeholders earlier into the approval process to allow better anticipation and resolution of issues. It further was confirmed that the proposal represents a tried and tested approach in the industry which sits well with international best practice.	
6.2	SB requested that the paper would be updated for the TPB to include details of the sign-off process by stakeholders.	done
6.3	WG requested further assurance that the process works in practice, particularly given the history of design issues. An independent, 1time audit, led by SB, should be performed on the process – not the outputs. The programme is being developed currently.	TG/DCr/SB Audit programme being arranged
6.4	AR requested that TEL would be included in the consultation process of changing the process in specific areas. Meeting set up for Messrs Richards/Glazebrook to discuss this on Tues 3 rd April.	TG/ AR Meeting 3 rd April?
6.5	GB requested detail on the impact on the budget arising from the change – SMcG / MT to provide.	Included in progress report
7.0	Critical Issues	
7.1	SR presented the current status of critical design issues. He confirmed that focus was given to avoid adding any new items to the established list.	
7.2	GB requested details of likely budget implications arising from the resolution of the critical issues. TC confirmed that most would be covered by the approved Charette changes as included in the DFBC,	done

	MC confirmed that any items not yet covered in the budget would go through the change process. It was confirmed that the critical issues should be grouped by indicative groups according to the criticality.	
7.3	BC presented updates on the design issues in relation to Foot of Leith Walk, Constitution Street, Haymarket and York Place. Progress was confirmed on all issues, although WG expressed his disappointment at the issue at York Place not having been recognised earlier. Updates on the papers to be provided	Update papers to April TPB done
8.0	Forth Ports (FP) Interface issues	
8.1	SC presented the paper outlining the current interface issues with FP and the requirements for FP to fund additional design and construction costs.	
8.2	NR raised concerns that the proposals had not been reviewed by TEL – WG confirmed that TEL approval would be required before the paper could be presented to the TPB for approval.	TEL now involved in process. FP interface issues discussed at TPB
8.3	SB raised concerns of potential risks arising from accepting FP's proposal which has not yet received outline planning consent. TC raised the concern that tie may be caught in the negotiations between FP and CEC while at the same time there was a programme imperative to progress the matter. TC to prepare a summary paper on the issues / risks and likely impacts of the issue of the April DPD.	
9.0	OCIP update	
9.1	MB presented the update paper which outlined the proposal to commence the utility diversion under AMIS group insurance policy and deferring the start of the OCIP until Infracore award. GG confirmed that the current phase of negotiations with the Infracore bidders would not allow for sufficient detail to be released to the insurance providers to commence an effective OCIP. MB to update the paper for the likely costs impact for the TPB	MB
10.0	Stakeholder reporting	
10.1	A paper outlining the key issues in relation to the TS reporting requirements is to be presented to the TPB.	Done
11.0	AOB	
11.1	SB provided a summary of the changes to CDM, particularly in relation to changes to client roles for tie and TEL. SB to prepare an outline paper for the April DPD / TPB.	SB

Prepared by: Miriam Thorne
Date: 20 Mar. 07

1.0 Executive Summary

1.1 Previous Period Update

Delivery

1.1.1 MUDFA

The trial dig commenced on 2nd April. Many protocols were tested during the period, including communications, traffic management and issuing of licences to allow access to construct. During the trial a number of utilities were discovered that were not indicated on any drawings. Adien, who performed the survey work for SDS have been carrying out an investigation into this and the results show that there was a problem with survey quality at the trial site. Re-surveys are being arranged and a full report into findings will be available in early May. The overall conclusion is that the trial was a success.

1.1.2 Advance Works

Depot

Approval was received from the Tram Project Board in April to commence Phase 1 excavation works. This allowed fencing, vegetation and site clearance works all to be completed to programme. A detailed plan for further Advance Works has been prepared and a detailed procurement plan is being prepared for the end of Period 2.

Invasive species

Approval was given at the Tram Project Board in April to commence Phase 1a of the 3 year treatment cycle. Work is ongoing to define programme and provide clarity on access and licence requirements.

Badgers

An agreement has been reached with RBS to use their own in house contractor. This has the benefit of lower costs than quoted by AMIS, as well as building on an existing understanding of RBS protocols.

1.1.3 Land & Property

Legal title was taken to the first tranche of land on 24th April. CEC are the legal owner of the land acquired and an asset management plan is being prepared by CEC.

1.1.4 IPR Temporary

A review was undertaken of AMIS prices and some concerns were raised about specification and ongoing maintenance. Rev 5 of the MUDFA programme indicates that the car park does not need to be in place until August 2007. Based on the programme requirements, the

work will be competitively tendered to ensure that VfM requirements and adequate maintenance provisions are met.

1.1.5 IPR2

Detailed design has been progressed and is now close to completion. Five organisations have returned an expression of interest for the works and contract documents have been drafted in preparation of contract award in period 2.

1.1.6 Traffic Management

The TRO Strategy was presented to the Tram Project Board in April. The Strategy sets out the TTRO measures for INFRACO, their interrelationship with the TRO's, and a description of the suite of 5 TRO's covering all of the requirements for changes to traffic arrangements. Based on the presentation, the Board approved the strategy in principle.

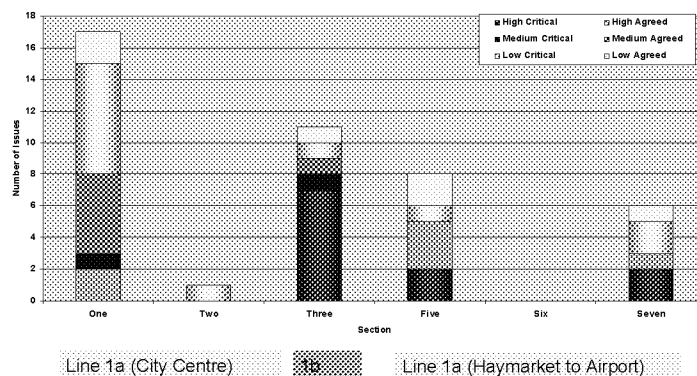
The Traffic Model Suite has undergone re-calibration which is currently being reviewed for sign-off by tie and CEC. A preliminary run of the new model allowed a first pass assessment of the displaced traffic, the nature of the wider area issues and, the geographical extent of the 'wider area'. The results have been advised to SDS so that a formal resource allocation plan can be drawn up for the work to design the necessary wider area traffic measures.

Engineering, Approvals & Assurance

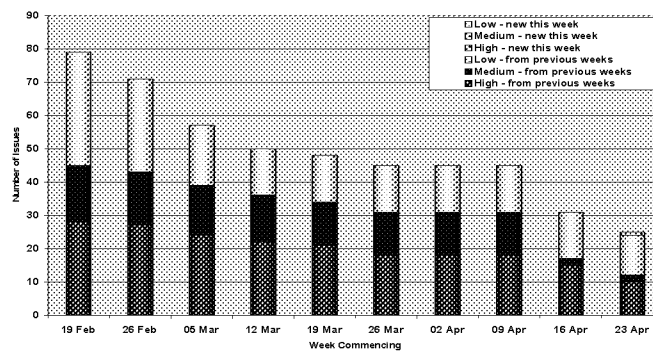
1.1.7 Critical issues resolution.

An additional forum for ("clearing house") resolving the major SDS issues (those affecting programme and progress) has been established and meets weekly to ensure progress. All relevant stakeholders are actively engaged in the process.

Critical Issues by Section at 26 April
(subject to closure of paper work)



Critical Issues Closure progress - All Sections



1.1.8 Design programme monitoring.

The new dashboard for deliverables measurement has been accepted by SDS and is being implemented as planned. The first issue of the Dashboard has been prepared and indicates the total number of physical design deliverables due against the V14 programme.

Progress will be measured in terms of changes to the contracted position (depending on change orders being issued to SDS) and the cumulative actual deliverables achieved against so far. The dashboard will provide reliable data which demonstrates physical progress on design and approvals.

1.1.9 Design Review

The new approach has been further developed with a visit to a PB's design office in Birmingham to verify that self-assurance processes and documentation are in place and adequate. The size and contents for design packages, together with an accompanying check-list of assurance documentation, has been agreed.

1.1.10 Other progress:

- Project Safety Certification Committee has been set up and the first meeting has now been held.
- Transfer of NR infrastructure immunisation responsibility to NR achieved through joint workshop held on 27th March.
- Resolution of engineering major issues through continuing, focused weekly meetings with the team is making good progress.

Commercial & Procurement

1.1.11 Procurement programme

The review of the programme for this phase of the project (to financial close) has continued with the testing of the new detailed milestones to ascertain the robustness of the new baseline schedule. The programme has been agreed with SDS and bidders have been consulted with a view to obtaining their agreement.

1.1.12 Infraco

Consolidated Proposals are due back on 8th May. Both bidders have confirmed that they will return bids.

1.1.13 Tramco

Plans for the next phase of the evaluation and negotiation have been finalised. These set out the detailed objectives and steps to selecting preferred bidder and obtaining the best deal. Given that neither of the remaining Tramco bidders are part of the Infraco consortia the risks of a Tramco bidder manipulating the tender process and thereby 'dictating' the outcome of Infraco are considerably reduced. After consultation with both the Infraco and Tramco bidders it is proposed to conclude the Tramco evaluation and negotiation and nominate preferred bidder ahead of Infraco. Any major issues relating to technical, commercial and programme alignment between Infraco and Tramco will be concluded before such selection.

1.1.14 MUDFA

Proposals for the clarification of the approach to remeasuring and valuing work have been agreed in principle with AMIS. Detailed proposals are currently under review by AMIS with the intention to have these revised arrangements in place by the end of May. Various amendments to the incentivisation arrangements are currently being considered to encourage minimising both the volume of work and incentivising its efficient delivery.

1.1.15 OCIP

An approach has been developed to enable selection of a preferred bidder for OCIP based on the application of tendered unit rates for the key elements of the cover. This avoids the need to release confidential Infraco and Tramco cost information at this sensitive stage. A recommendation paper to approve selection of a preferred OCIP provider will be brought to the June TPB Procurement Sub Committee.

1.1.16 Value Engineering

Value Engineering schemes have been identified with a majority now evaluated. A recommendation for implementation of selected items is being prepared for review and approval at the TPB Procurement sub-committee.

Finance and Business Case

1.1.17 Business Case

Comments were received from Transport Scotland on the DFBC and a joint response with CEC was prepared to outline the proposed governance, activities and timetable for the preparation of the FBC.

1.2 Key Issues for forthcoming period

Delivery

1.2.1 MUDFA

A proposal to carry out some additional trial work outside Ocean Terminal has been agreed and work will start on 28/05 for around 9 weeks. Traffic management has been approved and an agreement has been reached with Forth Ports. The agreed Rev 5 of the programme sees full programme commencement from July.

1.2.3 Advance Works

Depot

Main spoil removal work planned to commence following the delivery of wheel washes and installation of required access roads.

Invasive species

The programme of works for phase 2 will be confirmed during this period. Details of the programme depends on licences for access being agreed.

Badgers

Construction of new sett planned to take place from 14th – 25th May

1.2.4 Land & Property

Date for the issue of second tranche GVD notices is to be agreed with CEC.

Asset management arrangements for land now in CEC ownership require to be agreed.

1.2.5 IPR Temporary

Tenders are being sought from 6 contractors. Tender documentation is to be released on 9th May with response due back by 18th May to allow commencement on site early June.

1.2.6 IPR2

A new Project Manager, David Burns will take over from Lindsay Murphy during May. Detailed design is planned to be completed during the period.

1.2.7 Traffic Management

A resource allocation plan is due to be drawn up for the work necessary from tie, SDS and third parties in order to design and deliver the TROs.

Engineering, Approvals & Assurance

1.2.8 Critical issues resolution.

The critical issues “clearing house” will continue until complete closure of all matters, including emerging issues.

1.2.9 Programme

Planned roll-out of the schedule for SDS deliverables based revised programme.

1.2.10 Design Review.

The process is to become fully operational during May.

1.2.11 Other activities

Plan to appoint the Competent Person as required by ROGS by the end of May. Scott Wilson have been charged with sourcing the role.

Final resolution of Balgreen Road alignment with Network Rail. This requires formal confirmation from Network Rail of the agreed solution.

Commercial & Procurement

1.2.12 Programme

The new schedule baseline for the procurement phase will be confirmed at the project Board for approval on 17th May. This will follow

separate consultations with key stakeholders. Implementation of the recommendations will follow during May.

1.2.13 Infraco

Commence evaluation of the Consolidated Proposals.

1.2.14 Tramco

No major milestones planned for the Period.

1.2.15 MUDFA

Formalise clarification of the remeasurement and valuation of work and amended value engineering mechanisms.

1.2.16 Advance Works

Finalisation of procurement plan for the remainder of the Advance Works.

1.2.17 Value Engineering

Recommendations for the implementation of Value Engineering initiatives will be presented and discussed at a special Procurement Sub Committee on 10th May – scheduled in advance of the TPB on 17th May where VE proposals and decisions will be ratified.

Commencement of the review of Infraco bidders Value Engineering proposals returned with consolidated proposals.

1.3 **Cost**

	COWD Period	-	COWD (YTD)	COWD YTD + f/cast to year end	AFC
Phase 1a	£12.8m		£12.8m	£118.2m	£501.8m
Phase 1b	-		-	-	£ 92.0m
Phase 1a+1b	£12.8m		£12.8m	£118.2m	£593.8m

- The spend in the period includes £7.7m in relation of Land acquisitions.
- The forecast COWD for the year includes a total of £20m in relation to land costs, including £7.3m for CEC /s75 issue land.
- The AFC does not yet include certain anticipated changes which have previously been discussed at the Tram Project Board (other than formally approved changes). Given the tight probity requirements in respect of the current major procurements, any changes to the AFC are reported against

the AFC as detailed in the DFBC. The AFC will be updated and advised to the Board Procurement sub-committee with the emerging evaluation and negotiation programme.

- The delivery of the AFC for Phase 1a within the current forecast is contingent on achieving negotiation and value engineering savings.

1.4 Health, Safety, Environment, Quality & Resources

Safety

There have been **zero** accidents in the period.

Two safety tours of the MUDFA trial site were undertaken in the period. No issues were raised.

Quality

1 audit was undertaken in the period of the structures design. No NCR's and 3 observations raised.

1 NCR was raised in the period on the MUDFA trial site works regarding the treatment of unidentified services. The AMIS procedure is being amended.

Environment

There were no environmental incidents in the period.

There are no other environmental issues to report.

1.5 Stakeholder and Communication

Communication and Stakeholder work effectively halted during the pre-election period.

1.6 Approvals / Support required

Decisions Required

TPB Procurement Sub Committee

- Endorsement of Programme Review recommendations at TPB
- Approval of the recommendations of the Value Engineering Recommendation
- Approval of the proposals for the process for settling the historic SDS commercial issues

Decisions/support required from TS

- Letter of comfort for Infracore bidders.
- Clarification of funding / process to achieve for funding for whole of 07/08
- Confirmation of funding draw-down to permit confirmation of payment arrangements to bidders
- Resolution of the TS/CEC funding and risk sharing agreements

Decisions/ support required from CEC

- Resolution of the TS/CEC funding and risk sharing agreements

Decisions / support required from others

n/a

2.0 Progress

2.1 General/Overall Phase

2.1.1 Land & Property

District Valuer determining land values for phase 1a - tranche 1: Following taking title to the land in tranche 1, the DV has determined the current land value as basis for the compensation process. 90% of the compensation payment will be physically paid to land owners in Q3/Q4 with the remaining 10% negotiated over a period of time.

The GVD for the 2nd tranche of land acquisitions will be issued early May, providing the project with approx. 80-90% of the land take required along the tram route.

Taking title also enables the project to commence the eradication of invasive weeds.

2.1.2 Next Period

- Agree Lease Heads of Terms with Network Rail
- Transfer Title by Agreement with Forth Ports
- Agree Lease Terms with BAA

2.1.3 Network Rail

Discussions proceeding with NR with regard to Immunisation programme dates. Possession dates that are already booked have been shared with the Infraco bidders. Submissions for 2009 are due in June 2007. Requirements will be updated following return of Infraco consolidated bids on 8th May 2007.

2.1.4 OCIP (Owner Controlled Insurance Policy)

During Period 1 the O.C.I.P. Team have achieved the following milestones

- Negotiation and clarification with O.C.I.P. candidates
- Updated O.C.I.P Evaluation report on Policy Wording & Terms
- Timetable prepared for information release to Insurers candidates

2.1.5 Work will continue on the following matters through period 2

- Review of Amis capacity for £200m PPL for EAL Works
- Ongoing support to Infraco, Tramco, DPOFA and MUDFA contracts
- Finalisation of Insurance terms for City Point 2nd Floor

2.2 Procurement Consultant Phase

2.2.1 General Management and Services (i.e. people) during preparation and negotiated discussions leading to contract awards.

- Ongoing negotiations continue with both Infraco bidders through Technical/Programme and Commercial meetings.
- Discussions with both bidders specifically regarding Network Rail possessions.

2.2.3 Next Period

- Infraco/Tramco consolidated bids due back to inform DFBC and programme.

2.3 **Design Phase**

2.3.1 System Design Services (All Preliminary and Detailed Design Informing Programme and Costs)

- Parsons Brinckerhoff submitted version 14 of the Design schedule on 26th April 2007 progressed to a Data date of 09 Apr 2007. This enables the Tram Master Programme to be updated with achieved progress and / or slippage.
- Ongoing delivery of "Issue to SUC" packages for Utilities.

2.4 **Financial/Funding/Procurement Strategy Phase**

Work has commenced to develop programme, governance and time schedule for the preparation of the FBC.

2.5 **Parliamentary Process/Approvals Phase**

This phase is now complete.

2.6 **Procurement Construction Works Phase**

2.6.1 Negotiations and Award of Contracts

- Tramco – Continues, contract is now down to two approved bidders. Await return of consolidated proposals in early May to inform Infraco contract.
- Infraco - Ongoing reviews with Infraco bidders. Consolidated bids due back early May

2.6.2 Next Period

- Review and report on Infraco/Tramco consolidated bids
- Finalise Invasive Species tender report and award contract
- Award Badger resettlement contract

2.7 **Construction Works Phase**

Construction Schedules for Advance Works, Utility Diversions, Main Infrastructure Works and Tram Vehicle Manufacture and Delivery.

2.7.1 Advanced Works (Non-Depot)

- Invasive species finalised revised tender received 20 April 2007

- Invasive Species Land Access meetings held
 - Contractors' prices received for Badger/Otter resettlement.
- 2.7.2 Next Period
- Finalise Invasive Species tender report and award contract
 - Progress Land Purchase/Leases's/Licences for Invasive Species
 - Set-out LOD for Invasive Species.
 - Award Badger resettlement contract and commence works.
 - IPRPh.2 tender queries and clarifications during May
 - IPRPh.2 – completion of informal consultation process for TRO's and commencement of formal consultation.
- 2.7.3 Advance Works (Depot)
- Issue change order to Amis for Advance Works
 - Vegetation clearance, installation of Heras fencing and installation of access/egress slabbing all completed.
- 2.7.4 Next Period
- Prepare scope for Phase 2 works
 - Commence haul road preparation, Install wheel wash units and commence Phase 1 Earthworks – Bund Removal.
- 2.7.5 Utility Diversions
- MUDFA (Utilities) construction schedule Rev.05 reviewed and agreed with Amis and Major Stakeholders and replicated in Tram Master Programme.
 - Trial site excavation re-commenced
- 2.7.6 Next Period
- Continuation of preparation for WS2 Newhaven Road – Ocean Drive in July.

2.8 Testing & Commissioning Phase

This phase has not yet commenced

2.9 Handing Over and Service Operations Phase

This phase has not yet commenced

2.10 Network Output Programme Interface Phase (with Transport Scotland)

This phase has not yet commenced

2.11 Interface with other Projects Phase

- Discussions continue with EARL, SGN and Network Rail.

3.0 Headline Cost Report

3.1 Current Financial Year

	COWD (YTD)	COWD YTD + f/cast to year end	Funding TS Authorised Current year
Phase 1a	£12.8m	£118.2m	£60.7m
Phase 1b	-	-	-
Phase 1a+1b	£12.8m	£118.2m	£60.7m

- The COWD YTD includes £7.7m in relation to land purchases. Following taking title to the land, a review of the land cost estimate is being performed by the District Valuer to provide a firm baseline for the compensation process. The total anticipated cost for land acquisitions is £20m, which includes £7.3m for land provided by CEC / s75.
- The current year financial forecast is sensitive to the current programme review. In particular, the progress of the Infraco and Tramco procurements and hence the start date for Infraco physical works will have a direct impact on the forecasted cost profile for the project. For example, a delay in the award of Infraco by say 4 months would reduce the forecasted costs for the year by approximately £6.7m. This does not, however, represent an overall cost reduction.
- The forecast cost for the year will also be sensitive to the extent of Advance Works undertaken prior award of Infraco. The programme for advance works will, to some extent, provide mitigation for the impact of any programme delays to the award of the Infraco contract.
- As part of the review of programme and prior to presentation to the Tram Project Board, the relevant risk quantification will be reviewed to establish appropriate risk time and cost risk allocation.

3.2 Next Financial Year

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total FYF
Phase 1a	£23.3m	£33.6m	£25.0m	£48.7m	£130.6m
Phase 1b	£0m	£0m	£0m	£0m	£0m
Phase 1a+1b	£23.3m	£33.6m	£25.0m	£48.7m	£130.6m

The forecast for 08/09 is sensitive to the current programme review and especially the commencement of Infracore physical works. Following approval of the revised programme by the Tram Project Board, an update profile for 08/09 will be provided.

3.3 Total Project Anticipated Outturn versus Total Project Funding

	FUNDING (total project)			Total COST (To Funders)
	TS	Other	Total	Promoter TOTAL AFC
Phase 1a	£500m	£45m ¹	£545m	£501.8m
Phase 1b	£0m	£3.3m ²	£3.3m	£ 92.0m ³
Phase 1a + 1b	£500m	£48.3m	£548.3m	£ 593.8m

1. Includes £7.3m of CEC/ s75 free issue land
2. Represents £3.3m for CEC / s75 free issue land
3. Includes £2.5m of design costs for Phase 1b, to be expended against Phase 1a funding.

The increase of the Phase 1a AFC to the DFBC baseline is due to two authorised change orders:

- CEC resource allocation to the Tram Project - £0.8m
- Additional JRC modelling requirement to address wide area impacts - £0.2m

3.4 Change Control

The current change control position is summarised in the table below.

	Phase 1a £m	Phase 1b £m	Phase 1a + 1b £m
Project Baseline (DFBC)	500.8	92.0	592.8
Authorised Changes	1.0	-	1.0
Current AFC	501.8	92.0	593.8
Anticipated Changes	4.7	-	4.7
Potential AFC	506.5	92.0	598.5

Certain Anticipated Changes relate to items previously discussed at the Tram Project Board and formal change notices are yet to be raised. These changes include:

- Citypoint II: Fit out and costs of leasing additional office space
- Costs of eradication of invasive species
- Additional costs arising from the delay to commencement of main MUDFA works to June

A number of Anticipated Changes relate to items excluded from the Preliminary Design Stage Project Estimate Update following a review undertaken at that time, for example the provision of a tram vehicle mock up.

Certain Anticipated Changes are directly related to engineering solutions, it is proposed that these items are reviewed in conjunction with the forthcoming recommendation for Value Engineering Package 1 savings.

Acceptance and inclusion of these items in the scheme will, all other things being equal, result in an increase in the AFC requiring either additional funding or increased savings through value engineering to maintain affordability.

Summary Breakdown

Original Estimate (including escalation)

	Base Cost	Risk	Opportunity	OB	(or)Contingency	Total
Phase 1a	£449.1m	£51.4m	£0 ¹	£0 ²	£0 ³	£500.5m
Phase 1b	£80.5m	£11.5m	£0 ¹	£0 ²	£0 ³	£ 92.0m
Phase 1a + 1b	£529.6m	£62.9m	£0 ¹	£0 ²	£0 ³	£592.5m

Latest Estimate/AFC (including escalation)

	Base Cost	Risk	Opportunity	OB	(or)Contingency	Total
Phase 1a	£450.4m	£51.4m	£0 ⁴	£0 ²	£0 ³	£501.8m ⁵
Phase 1b	£80.5m	£11.5m	£0 ⁴	£0 ²	£0 ³	£ 92.0m
Phase 1a + 1b	£530.9m	£62.9m	£0 ⁴	£0 ²	£0 ³	£593.8m ⁵

Notes:-

1. Opportunities identified at DFBC stage were taken into the DFBC estimate.
2. OB included in Risk (QRA at P90 confidence level) as agreed with TS
3. Contingency included as part of Risk at present
4. Opportunities in Latest Estimate /AFC – Savings targeted through the current value engineering exercise and negotiation strategy to maintain affordability.
5. Includes Authorised Changes

4.0 Time Schedule Report

4.1 Report against Key Milestones

Key Milestone	No.	Baseline Date	Act/Fcast Date
Milestones	1	31/01/07	7/2/07
Approval of Draft Final Business Case by CEC		21 Dec 06A ✓	21 Dec 06A ✓
Approval of Draft Final Business Case by Transport Minister – approval and funding for utility diversions		15 Feb 06	16 Mar 07A
TRO process commences		13 March 07	17 Jul 07
Tramco - complete initial evaluation/negotiation		19 Mar 07	09 Mar 07A
MUDFA - completion of pre-construction period of MUDFA contract		02 Apr 07	30 Mar 07A
MUDFA - commencement of utility diversions		02 Apr 07A	02 Apr 07A
Infraco – return of stage 2 bids		05 April 07	08 May 07
Tramco - appointment of Preferred Bidder		10 May 07	T B A
Infraco - completion of evaluation/negotiation of bid		10 May 07	◆TBA
Infraco - appointment of Preferred Bidder.		10 May 07	◆TBA
Tramco/Infraco - facilitation of novation negotiation complete		07 Jun 07	◆TBA
Tramco/Infraco - final negotiation and appointment		19 Jul 07	◆TBA
Infraco - negotiation of Phase 1b complete.		12 Nov 07	T.B.A.
Approval of Final Business Case by CEC and Transport Scotland – approval and funding for Infraco / Tramco		27 Sep 07	◆TBA
Tramco/Infraco - award following CEC/TS approval & cooling off period.		11 Oct 07	◆TBA
Construction commences on Phase 1a		07 Dec 07	◆TBA
TRO process complete		17 July 08	28 Oct 08
Construction commences on Phase 1b		29 Jun 09 ✓	◆ 29 Jun 09 ✓
Construction complete Phase 1a		26 Aug	◆ 26 Aug

		✓	✓
Operations commence Phase 1a		Mar 11 ✓	◆ Mar 11 ✓
Construction complete Phase 1b		Jun 11 ✓	◆ Jun 11 ✓
Operations commence Phase 1b		Dec 11 ✓	Dec 11 ✓

Guidance for Completion:

Legend for colouring of Act/Fcast date text

Green: Act/Fcast date is ahead or in line with baseline
Yellow: Slight slippage – readily recoverable with action.
Red: Notable/significant slippage – difficult to recover, even with action.

◆Note that these dates will be subject to change following the programme re-prioritisation and reviews of bidders programmes are complete.

4.2 Key issues affecting schedule

- Delivery of Design programme. Design programme is currently being reviewed and agreed concurrent with the programme review. It is critical that all parties supporting or interfacing with the design programme meet the deliverable and approval dates to avoid delay to the procurement and construction programme.
- Commencement of Invasive Species Treatment – required to commence now to meet seasonality constraints
- TRO Statutory Process potentially impacting Infraco on-street commencement. This will be mitigated by undertaking on street work under TTROs, at least initially.
- Network Rail Immunisation – These works must be completed before the commencement of tram testing and commissioning.
- Network Rail Possessions – These must be booked at the beginning of June to secure dates from Network Rail. These dates will be settled with the Infraco bidders on receipt of updated bids.
- Award of Infraco/Tramco contracts. The requirement to achieve trams operating on the network before May 2011 is contingent on the award of contracts by end of first quarter 08.

4.3 12 week look ahead

- Commencement of Invasive Species Treatment
- Commencement of main MUDFA programme
- O.C.I.P – 1st payments due
- Badger Sett relocation
- 2nd Tranche of GVD notices to be issued.
- Contract award for Ingliston Park & Ride Phase 2
- Completion of Draft Final evaluation report on preferred Infraco contractor.
- Gateway 3 review – at appointment of Preferred Bidder
- Commencement of Facilitated negotiations between preferred Candidates for Tramco/Infraco.
- Award of Gogar Earthworks Phase 2
- Delivery of Detailed Design packages
- Network Rail relocation of diesel tanks at Haymarket Depot yard.

5.0 Risk and Opportunities

5.1 Review Project Risk Register

5.1.2 The principal changes in the risk position since last Period are:-

- | | |
|---|---|
| ▪ Risks closed
(946, 947, 273) | 3 |
| ▪ Risks added
(Risks 52, 952) | 2 |
| ▪ Red status risk treatment dates slipped
(Risk 917) | 0 |

5.1.2 Risks 52 and 952 are new to the Primary Risk Register.

Risk 52 (Amendments to design scope from current baseline) has been contained in the Project Risk Register since April 2006. It was closed because scope creep is controlled through the change process and cost impacts are accounted for here. However, the magnitude of change being requested over and above baseline has reached the level where the project is at risk of becoming unaffordable and therefore, it was decided that this risk should be re-opened and placed in first place on the Primary Risk Register.

Risk 952 is closely related to Risk 270 and has been defined from a Modelling and Traffic Project Management point of view. Risk 270 has been defined from a funding point of view. The capex impact associated with both these risks is the same and therefore, this impact has been applied to Risk 952 in analysis.

5.1.3 The following risks were removed from the Primary Risk Register:-

Risk 284 (Requirement for early commencement of depot works is not able to be met) has a successful ongoing treatment plan lowering both probability of the event occurring and impact. As a result the significance score of this risk has dropped to 14 and the risk is not high enough to appear on the Primary Risk Register. It will continue to be managed through the ARM Project Risk Register.

Risk 946 (Vegetation clearance at Gogar Depot not achieved on time) has been closed due to successful treatment.

Risk 947 (Delay to start of Phase One Advance Works at Gogar Depot) has been closed due to successful treatment. The Phase One works are ongoing.

Risk 273 (Business case is not approved during February 2007) has been closed as Draft FBC approval was achieved.

Risk 938 (Immunisation Project not adequately managed or controlled by Client i.e. Transport Scotland) and Risk 936 (Information not accurately and/or timeously passed between tie and Network Rail for Immunisation Works Project) have been removed from the Primary Risk Register. This is because they are of relatively low significance and their management is ongoing within the ARM Project Risk Register. They were placed on last month's Primary Risk Register as actions relating to the Immunisation Works Project were critical at that time.

Other key considerations

Risk 164 (Unknown or abandoned assets or unforeseen/contaminated ground conditions affect scope of MUDFA work) has increased probability from 80% to 95% with a consequent significance score increase from 24 to 25.

The magnitude of the capex impacts of Risk 139 (Uncertainty of utilities location and consequently required diversion work/ unforeseen utility services within LoD) has increased significantly from Min £2m; Most Likely £5m; Max £8.5m to Min £5m; Most Likely £10m; Max £14m as a result of receiving provision estimate information from AMIS.

5.2.11 For Risk 911 (Presence of Scottish Power tunnel in Leith Walk requires radical solution) the Scottish Power feasibility study is now behind programme because they require further information relating to the design.

Risk Treatment Status

5.2.12 The treatment status of the active actions of the risk treatment plans has changed little since last period, although there are 22 treatment actions that are currently behind programme. These are noted as behind programme either because they were not completed by the due date or because it is thought that they are unlikely to be completed by the stated due date.

5.2.13 New treatment actions have been identified for Risks 281, 268, 353, 280 and 952.

5.3 Cost Quantitative Risk Analysis

Note:- QRA updated each Period. Details are available for inspection on request.

5.4 Schedule Quantitative Risk Analysis

Note:- To be provided for future reports.

5.5 Review Project Opportunity Register

Opportunities to achieve savings have been identified from the Value Engineering Programme – Package 1. As agreed at the Tram Project Board, details of the individual items will be reviewed separately at the Board Procurement sub-committee meetings but will not be enclosed with Reports.

5.6 Opportunity Action Plan for next period

It is proposed that following conclusion of the evaluation of the impacts on DFBC of each group of savings items a recommendation will be provided for consideration agreement with the Tram Project Board.

5.7 Optimism Bias (and/or Contingency)

Note:- Optimism Bias included in Risk.

6.0 Health, Safety, Environment, Quality & Resources

6.1 *H&S Accidents and Incidents, Near Misses, Other or Initiatives*

No accidents and incidents to report this period.

There have been no RIDDOR incidents to date. The AFR for the project is 0.

Two safety tours of the MUDFA trial site were undertaken in the period. No issues raised.

6.2 *Environment*

Nothing to report this period.

6.3 *Quality*

One audit undertaken in the period of Structures Design. No NCR's and three observations raised.

One NCR raised in the period on the MUDFA trial site works regarding the treatment of unidentified services. The AMIS procedure is being amended.

6.4 *Resource Management*

Gary Harsant has joined the HSQE team as HSQE Advisor for Advance works and Infracore works.

7.0 Stakeholder and Communication

7.1 *Stakeholder Strategy/Plan*

The communication strategy documented in the draft Final Business Case continues to be delivered.

A stakeholder workshop was held on the 22nd January '07 and the outcomes of this workshop are being developed. These outcomes will be reported back and discussed at a stakeholder away day in May. This will be supported by the fact that a full stakeholder relations team will be in place by the end of April.

7.2 *Communication Strategy/Plan*

The communication strategy documented in the draft Final Business Case continues to be delivered.

Whilst detail of approach and messaging is reviewed on an ongoing day to day basis the strategy will be reviewed each quarter, with the next review due in June. Review of the strategy will take place at the monthly Communications meeting which is attended by CEC, TS, TEL, tie, Media House and Weber Shandwick.

It is, at the time of writing, the pre election period therefore works on communication and pr activity is effectively halted. Planning for delivery in May is underway.

7.3 *Communication & Stakeholder matters arising from previous period*

7.3.1 MUDFA trial site:

The resident and business packs were issued by the tram helper on 27th March. 150 packs in total were issued. The approach to the trial site will be minimal and low key, with signage only at the site itself providing the customer helpline number and web address. As the trial is taking place through the pre election period there are set guidelines on what can and can't be said. The Communications, Stakeholder and AMIS teams are aware of the guidelines and are prepared should they be approached or asked questions by anyone.

7.3.2 Resource:

Steve Gorry started with **tie** on 19 March. Steve will deliver the Customer interfaces, kpi's, protocol and journeys for **tie** and our partners and is currently meeting everyone involved. Additionally Mike Connelly has been successful in recruiting two new members of staff for the stakeholder team; concentrating on business and community stakeholders the new staff members are due to start work in April.

7.3.3 Correspondence flow

A paper was sent to partner organisations in March highlighting key decisions that needed to be made on the approach to customer care preferred by each organisation. Response has now been received, with decisions made, Steve Gorry will now work with the organisations to deliver the customer care package. A detailed report on the customer flow and kpi's will be included in next month's paper.

7.3.4 Customer Interaction Cycle

The four week stakeholder packs including documentation and language panels have been received. The letters that go with the packs will be printed separately with site specific information. We still await the proof of the 8 week newsletter which will be issued for comment and approval before going to print.

7.3.5 Helpline number

The tram helpline number is 0131 623 8726. The system is now in operation.

7.3.6 Mobile Information Centre

The Tram/Bus remains in the wings and will be launched at the same time as the MUDFA programme and the customer support, following the trial site.

7.3.7 Site information

AMIS has informed us that they will not use debris netting at each site due to wind hazards. Based on this decision we will revert to the signs showing the trams for Edinburgh logo, phone number and web address which will be erected in multiple positions at each site.

7.4 *Communication & Stakeholder action plan for next period*

Communication:

The four week tram action plan is attached. Specifics include:

7.4.1 Wider area signage and communications

Whilst formulating the traffic management plans for MUDFA we have had to consider wider area signage and wider area communications.

In order to continue with the open and clear communication methods which have been a symbol of the tram project, it is recommended that the wider area signage is branded clearly with the Trams for Edinburgh brand. The exact design of these signs will be the subject of discussion and approval of the partners; however it will almost certainly be a monotone version of the Trams for Edinburgh logo.

Again, during the tram project, we have tried to communicate openly with all stakeholders, and this attitude should be continued with regard to contact with the frontagers on major diversion routes. These

businesses and residents will need to be informed that there street will be a diversion route for a temporary period, and the effect this will have on them. It is recommended that a specific leaflet is produced for these areas, giving clear information on the changes and where more information can be obtained. This will also be discussed with and approved by partners.

7.4.2 Incident Management Response – Comms/Stakeholder

As part of the overall HSQE actions an incident management response plan has been developed. Communications and Stakeholder incident management response is also documented and the on call function is now in place. Approach to incidents, should they occur, will be approached on an incident by incident basis under the following headings:

- Self-contained, i.e. something which affects the tram scheme but has little or no impact on the general public.
- External Impact which do impact the general public, usually immediately.

Appendix 'A'
Detailed Cost Report

See attached file

Appendix 'B'

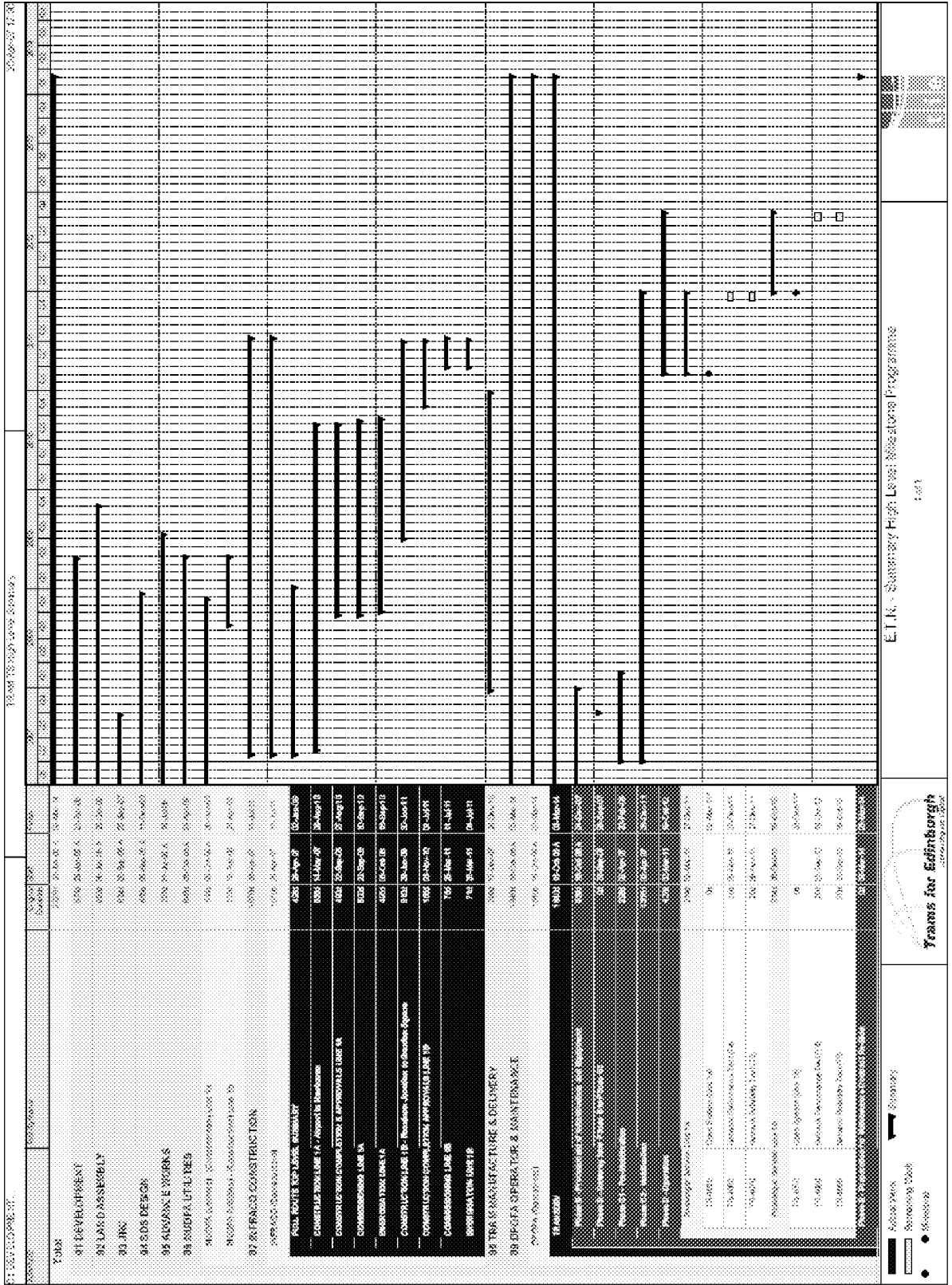
Change Control Register

(Other information as volunteered/requested from Promoter)

See attached file

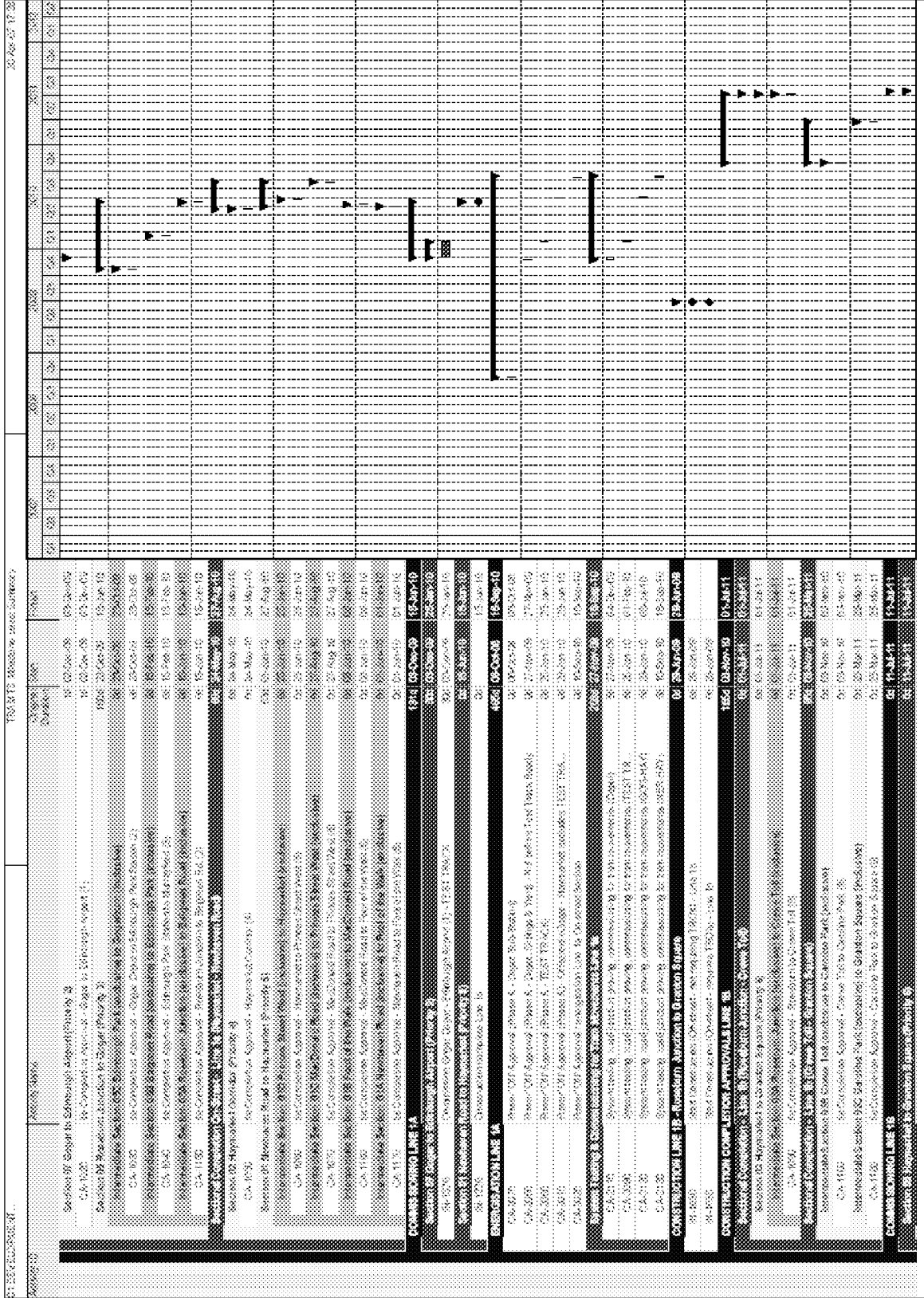
Appendix 'C'

Milestone Schedule Summary (progress against baseline)



Appendix 'D'

Full Detailed Time Schedule (progress against baseline)



Appendix 'E'

Critical Path

Appendix 'F'

12 Week Look Ahead Extract from Schedule

Appendix 'G'

Risk (Register, tornado, model etc.)

See attached file

Appendix 'H'

Opportunity (Register etc.)