

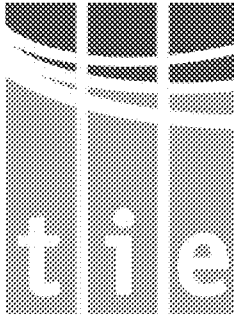
tie Limited
DPD Sub-committee
January Report
Papers for Meeting
13th February

09:30am – 12:30pm

Distribution:-

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

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



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- 6. Railways and Other Guided Transport Systems (ROGS)**
- 7. Network Rail – Immunisation Strategy Update**
- 8. Tram / EARL Utilities and Advanced Works Strategy**
- 9. Ingliston Park and Ride Projects**

Agenda

Design, Procurement and Delivery Sub-Committee

tie Boardroom

13 February 2006 – 9.30am to 12.30pm

Attendees:

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

Alastair Richards
Geoff Gilbert
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Jim Harries
James Papps
Miriam Thorne
Keith Rimmer

Agenda Items

- 1 Actions from Previous Meeting
- 2 Project Director's Monthly Progress Report for January
 - a) Programme & Progress
 - b) Feedback from TPB
 - c) Key issues & concerns
 - d) Safety Report
 - e) Risk and Opportunities
 - f) Financial and Change control
 - g) Matters for Approval or Support
- 3 Update on Infraco initial tender return
- 4 VE process – update
- 5 Project Delivery Strategy
 - Organisation and Culture
 - Design focus and prioritisation
 - Review and approvals
 - Critical Issues resolution
- 6 Foot of Leith Walk issue – Progress update
- 7 Board meetings required for Infraco approval process
- 8 Depot Advance Works Scope
- 9 Railways and Other Guided Transport Systems (ROGS)
- 10 Network Rail – Immunisation strategy update
- 11 Tram / EARL Utilities and Advance Works strategy
- 12 Ingliston Park & Ride Projects

Edinburgh Tram Network

Minutes

Design, Procurement and Delivery Sub-Committee

16 January 2007

tie offices - Verity House, Boardroom

Directors Present:	In Attendance:
Willie Gallagher (DPD Chair) – WG Neil Renilson – NR (partial) Bill Campbell – BC	Matthew Crosse – MC Stewart McGarrity - SMcG Graeme Bissett –GB Steven Bell – SB (partial) Duncan Fraser – DF Alastair Richards – AR Trudi Craggs – TC Susan Clark – SC Roger Jones – RJ James Papps – JP Miriam Thorne – MT Damian Sharp – DS

Apologies: Geoff Gilbert, Jim Harries, Mark Bourke

Agenda items:

1.0	ACTIONS FROM PREVIOUS MEETING	Action
1.1	The actions of the previous meeting were reviewed and outstanding items discussed. Outstanding actions are noted below.	
1.2	Infraco – an email confirmation had been received from AMEC confirming their withdrawal from the bid-process; this is to be followed up with a formal letter from AMEC	GG
1.3	Infraco – following the approval of the evaluation methodology, DF raised the question how dispute resolution would be handled. Details of the processes established for view to DF	GG <i>- done</i>
1.4	Infraco – DS stated that the bidders' request for an indemnity letter from TS cannot be provided without ministerial approval to 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 in February 07. The letter will be provided	DS
1.5	Infraco – WG offered to provide a detailed presentation on the Business case to the bidders sometime before end of February to provide them with re-assurance and an insight into the processes which are underway to obtain funding.	GG <i>Actioned – presentations ongoing</i>

1.6	SDS/ TSS contracts - The alignment review of the SDS/TSS contracts is ongoing and an update will be provided at the February DPD.	<i>GG to provide verbal update</i>
1.7	TRO process - A meeting is to be arranged by TC to brief Transport Scotland on the necessary legislative changes in relation to TRO's.	<i>TC – agreed to be arranged as & when required</i>
1.8	MUDFA - A meeting with major transport operators in Edinburgh is planned for 22 Jan 07 where an update on the MUDFA programme and processes will be provided	<i>SC / BC – now complete</i>
1.9	Business Case – it was agreed to include this as a standing item on the TPB agenda to ensure appropriate focus, particularly in the lead up to Financial Close	<i>SMcG done</i>
1.10	Resourcing – it was agreed that the next update on requirements and recruitment plan will be provided at the March DPD	<i>MC / SC – for Mar DPD</i>
1.11	Scottish Gateway 2 – Final report had not yet been received by tie , DS to follow up for the record	<i>DS DGM received & distributed</i>
1.12	Funding – the grant letter for funding to Mar07. had been received by tie . DS acknowledged that detail of funding requirements to Financial Close had been received by TS and is to be reviewed. The question whether the funding should be to Financial Close (estimated at £60m) or to Mar 08 is to be resolved – DS and SMcG to discuss	<i>DS / SMcG - done</i>
2.0	Project Director Monthly Progress Report	
2.1	The Project Director's monthly progress report was reviewed in detail and the results of discussions and actions are outlined below.	
2.2	Safety – sub-committee noted higher standard of safety report as evidenced by reporting of minor incidents. SB/ Tom Condie to be informed of any safety incidents & issue internal alerts.	<i>SB arrangements in place</i>
2.3	Funding	
2.3.1	Funding approval – Following the initial returns from the Infracore bidders, feedback will be provided on 26 th Jan. on request by TS. TS stated they would not require a further review of the initial bids but will accept tie 's report and the independent review report provided by TSS as sufficient basis to brief the Transport Minister. The TSS report is expected by 30 th Jan. and expected to confirm that tie 's updated cost estimate provides a solid and fair representation of the cost estimates as informed by the bidders' initial returns.	
2.3.2	Funding approval timescales – DS commented that approval is expected 2-3 weeks of the update being received, thus a decision on funding for the required £60m to Financial Close should be available by 14-21 Feb.	
2.3.3	Funding approval communications – WG raised concern on timescales to approve funding as this may impact on the required timescales for communications in relation of MUDFA and issue of GVD notices. DS stated that these must be aligned with the ministerial approval process but is keen to ensure that GVD's can be issued in time for inclusions in 06/07 spend. Details of latest date for GVD issue	<i>TC – verbal update to be provided</i>

	to achieve this to be provided to DS.	
2.3.4	Value Engineering (VE) – exercise commenced at systems and geographical level. Outputs of the exercise will formally feed into Opportunities section of PD’s monthly report	MC – ongoing process, paper to DPD
2.4	Design	
2.4.1	SDS programme – tie continues to provide high level management and detailed monitoring support. Key issues continue to relate to programme and deliverables: after accepting Pe3 version 9 in December, a number of key milestones were missed and SDS now rolled out Pe3 version 10 with revised delivery dates. The revision lacks detailed comment and a meeting was to be held between tie and SDS to consider.	TC – done, covered in SDS paper
2.4.2	SDS progress – Concerns were raised about the practicalities of expectations and the changing priorities by different stakeholders on the delivery of SDS milestones. Late inputs from tie and CEC into the design process further aggravated the situation and MC raised concerns on the complexity of the SDS internal set up where information takes significant time to be updated.	
2.4.3	SDS – Infraco interface – JP raised the question how the risks regarding design and deliverables from SDS will be viewed by the Infraco bidders. MC explained that all bidders had previous experience with SDS provider and although they will require due diligence on dates and design, he expressed confidence that the bidders will be able to manage these risks.	
2.4.4	SDS update - MC is to provide an “Improvement” plan for SDS, taking into account above concerns, for discussion at Feb DPD	MC – paper to Feb DPD
2.4.5	Scottish Power – previous raised issues for feasibility studies in 5 additional areas. Proposals have been put forward to engineer out the requirement and feedback on acceptability of the engineering proposal by end of Jan 07.	SC –ongoing, 4 out of 5 sites closed out
2.4.6	Charetted Structures and Foot of Leith Walk – no feedback had been received from CEC on question raised. SDS is now progressing to detailed design for these structures as per the assumptions outlined in the preliminary design. DF will discuss this matter with Andrew Holmes and provide paper on any issues / concerns and how to resolve these to Feb DPD. – see action 2.9.1	DF - TC preparing workshop for 7 th Feb.
2.5	Other items	
2.5.1	Invasive species – issue on funding by CEC for the eradication / treatment of invasive species on CEC land is still outstanding. DF to progress & feed back to Feb DPD.	DF – on hold, awaiting tie cost revision
2.6	Tramco – It was highlighted that the mock-up previously removed from business case should be re-instated to assist in mitigating design risk.	
2.7	Ingliston Park & Ride – it was confirmed that a cost estimate had been provided and was being reviewed. Work would complete prior to any significant on-street work under MUDFA in that area.	
2.8	Land assembly – it was highlighted that the current compensation estimates may be subject to challenge by landowners, particularly if a different value under alternative development approvals can be established. DF advised that CEC has established an internal process	DF – weekly interface meetings ongoing

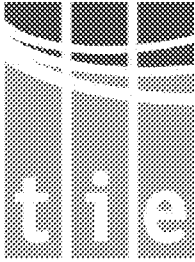
	to advise and liaise with CEC planning; any issues identified are to be brought to the attention of the DPD.	
2.9	Project Risk Register	
2.9.1	Risk 267 – Foot of Leith Walk: Concerns were raised as no design is as yet available for this essential interchange. A concept drawing was issued, however discussions are on-going in terms of practicality of the design. The solution is constrained by the limited space availability and the need for effective bus/tram interchanging at this location. TEL will work closely with tie and SDS to ensure resolution of this matter is given highest priority. Confirmation is required from CEC that a design which impacts on public realm space is acceptable – DF to discuss with Andrew Holmes. A 1-page recommendation for solution is to be presented to Feb DPD.	NR / BC MC / SC DF TC- paper to be tabled
2.9.2	Risk 269 – Agreement on Financial over-run risk sharing: DS noted that no agreement had been reached as yet between TS and CEC on sharing of cost overruns – the current agreement only relates to the split of agreed funding. The risk is therefore kept open.	MB / (Nina Cuckow) – done
2.9.3	Risk 270 – Wider Area Modelling: it was agreed that further work is required to ensure the current traffic model is fit for purpose – Keith Rimmer is to make this a priority. Risk is to remain open for the present.	KR - done
2.9.4	Risk 282 – Lack of market interest in Infraco due to high risk transfer: it was agreed that although the risk as it is presented is now closed, the inherent issue of market reluctance to accept suitable risk transfer remains open. Risk to be updated to reflect wider risk & is to be kept open.	MB / (Nina Cuckow) done
2.9.5	Risk 1 – Change in anticipated inflation rate: NR raised question of current status of this risk and whether greater focus is required. SMcG explained that inflation rates are under continuous review, particularly in line with the on-going analysis of initial tender returns.	
2.9.6	Milestone schedule and Budget report were accepted as read.	
3.0	PROJECT DEVELOPMENT AND APPROVALS	
3.1	Traffic Management Update	
3.1.1	TRO / TTRO paper: TC provided an update to the previously issued paper which included further details on QC advice received. In summary, the current timings, although tight, are on target for the construction programme. QC advice also indicated that progression of work may be possible under TTRO in cases where the final TRO are not in place.	
3.1.2	TRO process – DS confirmed that TS is supportive of pursuing the opportunity to change legislation on mandatory hearings for TRO's for major projects as this would significantly reduce time and risk for the project. CEC requires greater understanding of the impact – Keith Rimmer to arrange a briefing meeting	TC / KR – meeting held, KR to provide verbal update
3.1.3	Traffic Management – WG expressed strong desire to establish a positive public image for all TRO-related matters, & permit discussion and create credibility with Stakeholders. Therefore, as far as possible, on-street works should commence under final TRO's unless significant financial opportunities can be identified.	
3.1.4	TTRO – A summary paper was tabled by DF outlining processes and	DF - done

	responsibilities. SB questioned how non-MUDFA utilities works are incorporated into the process. DF confirmed these are included in the process. NR requested minor changes to the paper that it could be shared with major operators. DF to prepare minor tweaks by 19 th Jan.	
3.1.5	Sub-committee – In order to supervise all related matters, WG proposes the establishment of traffic management group reporting to the DPD. The detailed remit and reporting of this group is yet to be finalised.	
3.2	Network Rail	
3.2.1	DS raised concerns on the paper presented to the DPD for recommendation to the TPB to approve the proposed strategy. He expressed understanding for tie 's desire to retain control over practical details and visibility of the programme as network immunisation is currently on the critical path for the programme. However, a number of disadvantages arising from an agreement between tie and NR would outweigh these benefits, thus he favoured an approach where TS acted directly with NR. Key concerns related to leverage power to ensure completion of works in line with expectations, acceptability of the safety case, and the implications for other tie contracts, were tie to enter into a commercial arrangement with NR. The issue is to be discussed in a separate meeting between tie , TS and NR, the outcome of which will be reported to the next DPD and a formal paper is to be presented to the Feb TPB.	DS / SB – <i>Meeting held, paper to DPD</i>
3.3	CEC Resources	
3.3.1	An updated paper on the proposed CEC resourcing levels was tabled by DF. The paper seeks TPB approval for funding of 14.5 FTE additional resources required by CEC to support Project Development and Approvals processes. DF confirmed the request had received CEC internal approval.	
3.3.2	Concerns were raised about the availability of resources – DF confirmed that a framework agreement had been reached with Halcrow which allowed call off of resources as required. Further, only resources actually used would be charged to the project.	
3.3.3	SMcG confirmed that no sums were allowed in the 07/08 budget, therefore the request would have to be presented as formal change request to the TPB – DF to progress	DF – <i>paper updated & presented to TPB</i>
4.0	DELIVERY	
4.1	MUDFA	
4.1.1	The updated MUDFA construction programme was presented to the DPD. SC confirmed that input from CEC / TEL / SDS and AMIS had been incorporated into the programme.	
4.1.2	SC confirmed that it is a key assumption in the MUDFA programme to commence work on Phase 1b concurrently with Phase 1a. DS stated that no commitment to funding for works on 1b could be given at this stage. However, WG confirmed an agreement with Tavish Scott at his December visit where a paper outlining the impact of delaying MUDFA works on 1b should go to the TPB to allow Bill Reeve to formally seek guidance from TS. The agreed way forward is therefore to update the current paper to include the anticipated spend by July 07 on 1b and	SC – <i>paper updated & presented to TPB</i>

	submit to Jan TPB.	
4.1.3	AR requested that traffic management dates are included in the updated paper to ensure full alignment of key programme dates.	SC – <i>paper updated & presented to TPB</i>
4.2	Advance Works strategy	
4.2.1	SC presented a paper outlining the programme, scope, benefits and key activities for advance works. SC confirmed that input had been received from TS / CEC and specific hold points had been incorporated into the programme	
4.2.2	DS confirmed TS support to the principle of but requested greater visibility on the required budget for Mar 07- Financial Close to be included in the paper before it is presented to the TPB. Further, TS will require an indication of the costs of abortive works for commitments on long-lead items arising from this strategy	SC - <i>done</i>
4.2.3	SMcG confirmed that funding request of £60m to Oct 07 includes allowances for advance works.	
4.2.4	SC explained that the current strategy only requests board approval to commence planning for advance work. Based on this proposal it was agreed to recommend the paper to the TPB for approval and provide further updates at Mar DPD	
5.0	COMMERCIAL	
5.1	Change Requests	
5.1.1	The updated change request summary paper was presented to the DPD. Purpose of this paper is to gain Board approval to the changes and enable the PD to issue formal change request. A covering paragraph to this effect is to be included with the paper.	SC <i>paper updated & presented to TPB</i>
6.0	AOB	
6.1	A paper covering the proposed tender evaluation methodology for the Tram OCIP procurement was tabled for comments to be fed back directly to Mark Bourke. DS confirmed that TS would have no comments on the paper.	All – <i>done, no issues note</i>
6.2	A paper concerning Developers’ contributions was tabled by DF for discussion – it was agreed to provide comments before the Feb DPD.	All – <i>GB taking forward</i>
6.3	In light of the number of papers tabled at this DPD, SC highlighted the need for timely submission of papers to allow informed discussion of issues arising.	All

Prepared by: Miriam Thorne

Date: 22 Jan 07



DRAFT

EDINBURGH TRAM PROJECT MONTHLY PROGRESS REPORT – DECEMBER 2006

1.0 Programme and Progress

1.1 Achievements in previous period

- Infraco bidders' first proposals received on time 12 Jan. Initial review performed and a summary project estimate update was provided to TS together with an independent review by Scott Wilson of the initial tender analysis.
- Traffic Management committee established.
- MUDFA sub-committee established.
- MUDFA Construction Programme (excluding agreement on Phase 1b) was agreed with CEC and TEL. Trial dig scheduled for 19 March at Casino Square – Ocean Drive.
- Value engineering process continued and a paper outlining opportunities has been prepared – separate paper tabled.

1.2 Update on key milestones outstanding

- Milestones outstanding in relation to SDS and areas affected by design are being addressed in the SDS paper – see Agenda Item 5: Project Delivery Strategy (*paper to be tabled*).

1.3 Future key milestones – next period

BUSINESS CASE

- 14 Feb 2007 - TS approval of DFBC - Stage 2 (Cabinet Meeting)

DESIGN

- 20 FEB Final Draft TRO's to be Submitted to CEC For Members Approval

LAND & PROPERTY

- 28 FEB 2007 - Prepare second GVD notice for 1a

ADVANCE WORKS

- Still issues with land acquisition at Turnhouse – SGN negotiating land purchase with Lord Rosebery (outwith tie control)
- 5 FEB 2007 - Issue ITT for Badger relocation

TRAMCO

- 2 FEB 2007 - Return of SIR responses
- 16 FEB 2007 - Potential selection of 2 candidates to proceed to phased dialogue & negotiations period (Selected Candidates 4-2)

1.4 Future key milestones – 3 month look ahead

DESIGN

- 20 MAR 2007 – Issue Approved for Construction drawings for Depot Utilities
- 22 MAR 2007 – Issue Approved for Construction drawings for Section 1A (excluding Constitution Street)
- 14 FEB 2007 – Issue Traction Power Equipment and Sub-station Equipment Specification
- 12 MAR 2007 – Issue Depot Earthworks Detailed Design
- 19 MAR 2007 – Formal Issue of Detailed Design Phase (Traction Power System) to tie

MUDFA

- 19 MAR 2007 – Trial Dig for Utilities at Casino Square (Ocean Drive)

INFRACO

- 16 APR 2007 - Receipt of Consolidated Proposals from Candidates (Phase 1a - firm bid)
- MAY - Selection of preferred bidders for Infraco and Tramco

ADVANCE WORKS

- 6 MAR 2007 - Award Badger relocation contract
- 20 APR 2007 – Award contract for spoil disposal

O.C.I.P.

- 22 MAR 2007 First Premium Paid

1.5 **Other activities**

- A review of the working relationship with SDS is being performed and recommendations for improvements is being presented to the FEB DPD and TPB – see Agenda Item 5
- Tram Team event planned for 15 Feb 07 to reflect Project Delivery Strategy for current project phase
- Budget refresh for the year end 06/07 continues to be performed to ensure anticipated spend is achieved
- Commencement of Infraco evaluation process
- Continuation of Tramco evaluation process
- Commencement of OCIP tender evaluation process and contract award

2.0 **TPB feedback**

2.1 Papers approved

The recommendations of the following papers were formally approved by the TPB:

- Update on the TTRO and TRO processes
- Advance Works strategy paper
- Tram Project changes – summary paper

2.2 Actions arising from the board

- CEC resourcing paper: The board requested the paper to be updated to provide greater clarity on the composition and deliverables for CEC resources allocated to the Tram Project. The updated paper is to be presented as a change request to the FEB TPB.
- MUDFA Construction Programme: the board agreed that given the timing of the ministerial approval for funding and that feedback on the initial Infraco bid prices were pending, the programme would be noted but not approval would be sought from the board at that time.

3.0 Key issues & concerns

3.1 Design

- SDS - General: issues around programme, deliverables, costs and working relationship are being addressed in the SDS improvement plan – see Agenda Item 5.
- Design Charrettes: CEC planning indicated the desire to revisit the outcomes of the Structure Charettes which had previously been timed out for comments in Dec 06. Meetings are being held between tie / SDS / CEC to address key concerns and achieve a resolution. Most recent meeting was held on 7 Feb, recommendation paper updating on progress and proposing way forward to be tabled at Feb. DPD.

3.2 Land & Property

- Network Rail Land: current discussions underway to request NR's permission for access to NR land. Options considered are a CPO approach or a lease agreement for the necessary lands. No response has been received to date from NR on the lease option – issue to be escalated if the lease option is to be kept open.
- Budget - other: depends on the District Valuers (DV) estimate at the time of 2nd GVD issue. The final property costs may be impacted by any application for certificates of appropriate alternative development or other contest to the DV valuation. A series of discussions with critical land owners will be undertaken during February and the DV will refresh their valuation to further firm up estimates to reflect these discussions.
- GVD notice: timing for GVD notices remains critical to take title to lands in 06/07 – the very latest date for issue of 2nd GVD is 02 Mar.07, however current programme date is 28 Feb.

3.3 Advance works:

- Scottish Power had requested 5 additional feasibility studies. Adjustments to the infrastructure design will avoid the need for 4 of the previously identified 5 areas.
- Invasive species: cost for the eradication / treatment of invasive species is not covered in the baseline budget. For CEC owned land, key concerns are around cost absorption and the ability to deliver treatment within the timeframes required by the programme (first treatment due in Apr 07).

3.4 Network Rail

- Enabling works: series of missed dates for method statement submission and or poor quality of the submissions resulted in cancelling of a number of possessions booked with NR. This means that contingency possessions are now used up with only 25% of enabling works actually performed. Information has been requested from SDS to assess the impact on their design of not carrying out certain enabling works and whether further possessions are required. This may have programme and /or cost implications.
- Immunisation: Approach revised to recommend direct contractual arrangement between TS and NR – see Agenda item 10 – paper to be distributed by 9 Feb 07.

3.5 Traffic Management:

- JRC: currently undertaking re-calibration and update of the transport model suite, this activity being covered under existing contractual arrangements. This exercise is intended to refine the JRC models to the required level of detail to support detail design, and inform the TRO process. It is expected that this model update will be completed by the end of March 2007. This process is being carried out in conjunction with CEC and their advisors, SDS (internal) and the TSS team who carried out the Due Diligence required for the DFBC. A paper outlining budget and programme implications will be presented to the Feb TPB.

- TTRO and TRO: the TRO process is currently on the Programme critical path. A strategy to increase programme flexibility and remove the TRO process from the critical path is being investigated. This includes commencing the INFRACO works under a TTRO before the TRO is in place. Senior Council initial opinion expected mid-Feb and CEC agreement is being actively sought through consultation meetings – see appendix D

3.6 Office accommodation:

- Providing additional office capacity has been identified as essential to support current project requirements and enable planned co-location with contractors and stakeholders. A paper outlining potential opportunities went to the JAN TPB however approval has not yet been received to proceed. Achieving approval is time-critical as the opportunity to take additional space at Citypoint may pass at any time.

3.7 Ingliston Park & Ride Phase 2:

- Proposal received from TSS for carrying detailed design works and contract support for the expansion. This appears to offer better value for money than the previous SDS proposal. Concerns relate to the required interface risks between TSS as designers and SDS. See Agenda Item 12 – paper attached

4.0 Safety Report

- No issues to note – see appendix A

5.0 Risks & Opportunities

5.1 Risk Management Register

- The Primary Risk Register is actively being updated. Active Risk Management (ARM) is now in use by all Project Managers and those who are termed risk Owners. Mitigation actions are being developed by risk owners, an update will be provided at the next DPD.
- Risk Register – see appendix B

5.2 Principal opportunities & output from VE exercise

- A number of strands to identify and develop key opportunities for the project are being pursued. These include evaluation of Value Engineering suggestions by the Infraco bidder, outputs from the formal Value Engineering exercise and opportunities developed within the project team. The paper to TS will baseline the current thinking on principal opportunities – see Agenda Item 4, paper to be tabled.

6.0 Financial and Change Control

6.1 Financial status

- The current financial year end VOWD forecast is maintained at £44.04m
- The current AFC for the scheme is £592.4m as detailed in the Draft Final Business Case (DFBC). The project is currently updating its view of the Project AFC based on the return of the initial proposals from the Infraco bidders
- The VOWD to the end of January is £190k lower than the corresponding forecast last month. The reason for the variance is contained in the attached appendix C.

Current Year position

VOWD in current month 06/07				
Month £k (Incremental)	Current Actual £k (Cumulative)	Previous Forecast £k (Cumulative)	Variance £k (Current minus previous)	Comment
£2,186	£24,976	£25,166	(£190)	See appendix x
AFC – Current Financial year position to Mar 07				
Approved Budget £k	Current Forecast £k	Previous Forecast £k	Variance £k (Current minus previous)	Comment
£44,041	£44,041	£44,041	0	See appendix x
AFC – Anticipated Final Cost				
Budget £k	Current Forecast £k	Previous Forecast £k	Variance £k (Current minus previous)	Comment
£545,000	£592,400	£592,400	0	As approved Preliminary Design Stage Project Estimate

*Approved Budget to end Mar 07, reflecting new Approved Funding Paper (Nov06)

6.2 Early Warnings of claims

- None received during the period

6.3 Change Control Summary

- The following change requests were received during the period:

Change Request	Title	Change Type	Schedule Impact	Cost Impact	Other Impact
CRB018	Update of the Operations and Performance Spec. in accordance with Employers Requirements and SDS Stage 3 Runtime Report	Request Raised but it is anticipated to be subsumed within an SDS Change Order			
CRB019	Addition of Crew Relief Facilities beneath Haymarket Tramstop structure – resulting rostering efficiencies will improve operating staff costs.	Increase in Scope Change Increase in Efficiency Change	N/A	Anticipated to be marginal	Provide alignment between SDS specifications, design and Employers Req.s for Infraco re: Haymarket Tramstop
CRB020	Granton Square bus and tram Interchange - Requirement to provide a good quality interchange between bus and tram at terminus of Phase 1b. To facilitate such, the road to the West side of the square will become bi-directional bus only with bi-directional general traffic being accommodated on the East side of the square.	Increase in Scope Change	No Impact on overall project/ Delay in DD Roads drawing for Granton Square TramStop	Minor element of additional design - not in excess of £45,000 for SDS	Improvement in road safety for car users & pedestrians/ Functional improvement for passengers interchanging between bus & tram at this location

7.0 Matters for Approval or Support

7.1 Items for information

- Board meetings required to support procurement process
- EARL / Tram Utilities Advanced Works strategy
- Clarification of Ingliston Park & Ride – temporary construction funding

7.2 Decisions required from TPB

- Approval for commencement of GOGAR Depot Advance Works Programme - Stage 1
- Recommendations of Changes to Safety Approval Process (ROGS)
- Network Rail Immunisation Strategy – *paper to be provided by 9 Feb 07.*

7.3 Decisions/ support required from TS

7.4 Decisions/ support required from CEC

7.5 Decisions / support required from others

Submitted by:- Matthew Crosse
Project Director

Date:- 07 Feb 07

**DRAFT
Edinburgh TRAM Project**

Appendix A

Paper to : **DPD**
Subject : **HSQE Performance Report for Period 11**
Date : **6th February 2007**

For Information

1.0 Safety

- 1.1 There have been **zero** accidents/incidents reported this period. The Accident Frequency rate (AFR) for the project is **zero**.
- 1.2 There are two late reported **minor** accidents from SDS which occurred in the Citypoint office. There was no time lost.
- 1.3 There were two Safety Tours recorded for the period. A joint Safety Tour of Citypoint office highlighted seven unsafe conditions which need to be addressed.
- 1.4 Safety Alert 2007-01 was issued highlighting the details of the accident occurred in the previous period, the cause and the actions taken.
- 1.5 A meeting with the HSE Inspector allocated to the Tram project took place. The programme of the MUDFA works was discussed and it was agreed to hold regular meetings with the HSE Inspector.

2.0 Quality

- 2.1 No quality system audits were planned for this period. A draft audit schedule has been prepared and is being reviewed. This will be implemented from the next period.
- 2.2 No non-conformance reports (NCRs) were raised in the period and there are no outstanding NCRs.
- 2.3 The project management plans and procedures continue to be developed. An external audit is planned on the 5th March and all plans and procedures are to be in place prior to this.

3.0 Environment








- 3.1 There were no environmental incidents in the period.
- 3.2 There are no other environmental issues to report.

Proposed Tom Condie Date 06/02/07
HSQE Manager - Tram

Recommended Susan Clark Date 06/02/07
Delivery Director

Approved Date: -
David Mackay on behalf of the Tram Project Board

PRIMARY RISK STATUS SUMMARY					
Risk Significance (No of Risks)			Treatment Status (No of Treatments)		
	December	January		December	January
Black	4		-	-	
Red	15		Red	7	
Amber	1		Amber	25	
Green	0		Green	21	
Risks Added	0		Treatments Added	2 for existing risks (1 red, 1 amber)	
TOTAL	20		TOTAL	55	
Risks Removed and No Longer on Register	8 (2 black; 5 red; 1 amber)		Treatments Removed and No Longer on Register	4 from active risks 23 from closed risks	
			N/A as risk closing or treatment no longer appropriate	2	

RISK SIGNIFICANCE	TREATMENT STATUS
 BLACK – SHOWSTOPPER; difficult to quantify impacts  RED – High Risk  AMBER – Medium Risk  GREEN – Low Risk	 RED – Treatment Strategy behind programme  AMBER – Treatment Strategy on programme  GREEN – Treatment Strategy ahead of programme or complete

Tram – Stakeholder Risks

Master Risk ID	Risk Description	Effect(s)	Risk Sig	Treatment Strategy	Treatment		Due Date	Risk Owner*				
					end Dec	end Jan						
264	Long term political risk to continued commitment of TS/CEC support for the Tram scheme	<ul style="list-style-type: none"> Protracted decision making and unnecessary debate during consideration of Business Case Project becomes key political issue during election campaign Reversal of decisions by incoming administrations in either or both of CEC and Holyrood 		Monitor likely outcomes and do our best to brief all relevant parties about the project in a balanced way			21 Dec 06	Willie Gallagher A				
				'Hearts and minds' campaign including Senior Executive Officer meetings with Councillors and MSPs and utilising the tram sounding board meeting with CEC and selected elected transport leads								
				Regular briefings and discussions with senior CEC and TS officers particularly in relation to Full Council presentations								
								Provide confidence on Infracost costs in Business Case ensuring that 70% costs are firm			Feb 07	
								Make contact and engage with Senior SNP Leaders (effect 2)			Dec 07 – May 07	
								Continue to provide accurate information on status of project (effect 3)			From May 07	
268	Funding not secured or agreements not finalised regarding the total aggregate funding including £45m CEC contribution; developer contributions; cashflow/funding profile; financial covenant; and public sector risk allocation e.g. inflation. RISK IS SUB-RISK OF BUSINESS CASE APPROVAL.	<ul style="list-style-type: none"> Possible showstopper. Delays and increase in out-turn cost may affect affordability. 		Ensure close and continual interactions with TS and CEC to establish funding delivery confidence and agreement.			Sep 07	Graeme Bissett A				
				Develop and implement strategy for additional contributions								

*Note: A – Stakeholder Risk Owner; B – Project Support to Stakeholder Risk Owner

Master Risk ID	Risk Description	Effect(s)	Risk Sig	Treatment Strategy	Treatment		Due Date	Risk Owner*
					end Dec	end Jan		
269	Agreement on financial <u>over-run</u> risks sharing has not been reached between CEC and TS due to doubts over costs staying in budget.	<ul style="list-style-type: none"> Potential showstopper to project if agreement is not reached. 		Hold discussions with CEC & TS to ensure adequate release of funds at appropriate periods of time.			Dec 06	John Ramsay (TS) A
				Understand commitments by TS and CEC re: 1A and 1B				
				Facilitate agreement between CEC and TS.				
270	Uncertainty about requirements for wider area modelling and need and extent of construction works required on road network	<ul style="list-style-type: none"> Increased construction cost. Delay while additional funding is found. 		Clarify and agree boundaries of scope and funding provision between TS and CEC			Feb 07	Willie Gallagher A
				Provision of £500k in Draft Final Business Case estimate to deal with WAM requirements				
				Employ further Traffic Management expertise				
273	Business case is not approved during February 2007 due to Infraco tender returns not adequately informing the business case.	<ul style="list-style-type: none"> Delay until Summer 2007 due to lack of political commitment due to impending elections. Resultant cost impacts (inflation) on total cost. Political support may evaporate. Leads to Risk 264 		Maintain procurement programme to deliver critical business case inputs PRCUREMENT PROGRAMME MAINTAINED. REPORT PREPARED. ESTIMATE REVIEWED AND AWAITING APPROVAL FROM TRANSPORT SCOTLAND.			Jan 07	Stewart McGarrity A Bob Dawson B
				Managing expectations on the part of TS and CEC as to the certainty with respect to costs which are reflected in the business case.				
				Ongoing fortnightly reviews with bidders and mid term contractual mark up to inform above treatment				

*Note: A – Stakeholder Risk Owner; B – Project Support to Stakeholder Risk Owner

Master Risk ID	Risk Description	Effect(s)	Risk Sig	Treatment Strategy	Treatment		Due Date	Risk Owner*
					end Dec	end Jan		
274	Failure to engage with Transdev in order to adjust DPOFA in line with the development of the Infraco and Tramco procurements. This includes negotiation to secure Transdev acceptance of a subcontract to support system commissioning responsibilities. EXPECT CLOSE NEXT MONTH.	<ul style="list-style-type: none"> Failure to achieve most effective commercial solution Delay in resolution of Agreements 		Engage with Transdev to ensure adjustment to DPOFA and negotiate requirements. [PRINCIPLES AGREED WITH DETAILED DRAFTED OF LEGAL AGREEMENT ONGOING – AS A RESULT OF ACTION RISK PROBABILITY HAS REDUCED SIGNIFICANTLY].			Feb 07	Alasdair Richards A & B
NEW To be added to ARM	Transdev Edinburgh Tram is a company limited by guarantee with negligible assets and capital. In the event of liabilities arising under DPOFA, tie has no ability gain recourse.	<ul style="list-style-type: none"> DPOFA liabilities are uncapped but tie has no ability to pursue parent company at present. £5m Performance Bond will be in place from commencement of operations but not considered enough – potential exposure £5m. 		Negotiate bond to £10m and to start June 2009.	NEW		Feb 07	Alasdair Richards A&B

*Note: A – Stakeholder Risk Owner; B – Project Support to Stakeholder Risk Owner

Tram – Project Risks

Master Risk ID	Risk Description	Effect(s)	Risk Sig	Treatment Strategy	Treatment			Risk Owner
					end Dec	end Jan	Due Date	
278	Infraco tenderers seek extensions of time during tender period CLOSE – REMOVE FROM PRIMARY REGISTER	<ul style="list-style-type: none"> Delay to market pricing and confirmation of business case capex requirements 		Agree bid programme with bidders – programme has been agreed		N/A	Aug-Sep 06	Bob Dawson
				Manage bid process to ensure bidders deliver to agreed dates		N/A	12 Jan 07	
279	Third party consents including Network Rail, CEC Planning, CEC Roads Department, Historic Scotland, Building Fixing owner consent is denied or delayed. SUMMARY RISK – RISK TO BE SPLIT TO DETAIL LEVEL	<ul style="list-style-type: none"> Delay to programme. Risk transfer response by bidders is to return risk to tie Increased out-turn cost if transferred and also as a result of any delay due to inflation 		Engagement with third parties to discuss and obtain prior approvals to traffic management plans, landscape and habitat plans, TTROs, TROs and construction methodologies in relation to archaeological and ancient monuments			Aug 07	Trudi Craggs
				Identify fallback options				
				CEC Planning – Mock application by SDS [APPLICATION SUBMITTED; APPROVAL NOT YET ACHIEVED]			Jan 07	
280	SDS critical deliverables are considered to be below quality levels required or late in production SUMMARY RISK – RISK TO BE SPLIT TO DETAIL LEVEL	<ul style="list-style-type: none"> Delay in submission of information to Infraco Delay in achieving consents and approvals Dilution of effort to de-risk Infraco pricing 		Identification of key areas requiring SDS attention. Re-focus SDS effort.			Jul 07	Geoff Gilbert
				Apply micromanagement to SDS delivery. Weekly reviews to press for deliverables. [ACTION IDENTIFIED IN MAIN REPORT. PROBLEMS REMAIN WITH SDS PERFORMANCE AND THIS HAS REQUIRED A REFOCUS ON MICROMANAGEMENT HENCE RED STATUS]		See MC		
281	Insufficient planning of procurements and controls on management and contract costs.	<ul style="list-style-type: none"> Weak procurement plan Scope/cost creep Damage to reputation 		Improve robustness of procurement plan.			Dec 06	Geoff Gilbert
				Finalise project estimate and functional specification and apply change control.			Dec 06	
				Undertake further Value Engineering			Mar 07	
282	Procurement strategy has high level of risk transfer to	<ul style="list-style-type: none"> Increased price of bids 		Identify feasible alternatives to risk allocation and allow negotiation of risk allocation			Oct 07	Bob Dawson

*Note: A – Stakeholder Risk Owner; B – Project Support to Stakeholder Risk Owner

31 January 2007

Master Risk ID	Risk Description	Effect(s)	Risk Sig	Treatment Strategy	Treatment		Due Date	Risk Owner
					end Dec	end Jan		
	contractors which results in a failure to sustain suitable interest from the market throughout bid process.	<ul style="list-style-type: none"> Withdrawal of bidders during bid process 		Review contract mark-ups and draft amendments				
283	Infraco tender returns are outside forecast estimates and business case capex limit	<ul style="list-style-type: none"> Draft Final Business Case requires major change and update Business case not sustainable Confidence is lost by Funders and politicians 		Identify feasible options to enable scheme to proceed Conduct review of scenarios and approach to be taken for business case Discuss contingency options with Funders and politicians			Oct 06- Jan 07	Stewart McGarrity
284	If programme requires to be accelerated, early commencement of depot works is required (current programme has no contingency and shows depot works commencement Nov 07)	<ul style="list-style-type: none"> Potential critical delay and increased cost should longer timescale be required 		Develop procurement strategy to obtain funding [STRATEGY DEVELOPED AND TO BE PRESENTED TO DPD THIS MONTH]. Gain TS agreement for early commencement of works including earthworks. [TREATMENT STATUS RED BECAUSE ACTION IS BEHIND PROGRAMME – EXPECT COMPLETION END JAN]			End Dec 06	Susan Clark
286	Infraco refuses to accept or fully engage in novation of SDS and as a consequence award is successfully challenged	<ul style="list-style-type: none"> Significant delay to delivery of Tram Loss of Reputation Significant extra costs 		Consult with legal on options relating to due diligence to be carried out on design and, availability of consents (esp building fixings) Introduce and engage Infraco bidders to SDS as early as possible Complete designs and allow due diligence to be undertaken by bidders			May 07	Bob Dawson
344	Withdrawal of bidders or submission of non-compliant bids due to non-project related issues	<ul style="list-style-type: none"> Less than 2 Infraco bids are submitted Less than 2 compliant 		Develop approach to maintain confidence in delivery of value two-way procurement Ongoing liaison with bidders to maintain engagement		N/A	Jan 07	Bob Dawson

*Note: A – Stakeholder Risk Owner; B – Project Support to Stakeholder Risk Owner

31 January 2007

Master Risk ID	Risk Description	Effect(s)	Risk Sig	Treatment Strategy	Treatment			Risk Owner
					end Dec	end Jan	Due Date	
	RISK CLOSED – REMOVE FROM RISK REGISTER	<ul style="list-style-type: none"> Infraco bids are submitted Public sector procurement guidelines are not met resulting in significant delay 		Develop Fallback Plan to cover the eventuality of only one bid being returned [ACTION NOT NECESSARY AS HAS BEEN CONFIRMED THAT 2 BIDS WILL BE RECEIVED ON 12 JAN]		N/A	Dec 06	
139 & 164	Uncertainty of Utilities location and consequently required diversion work/ unforeseen utility services	<ul style="list-style-type: none"> Increase in MUDFA costs or delays as a result of carrying out more diversions that estimated Re-design and delay to Infraco works 		Ground Penetration Radar surveys to confirm location of Utilities under Tramway. To be plotted onto drawings by SDS. [ACTION COMPLETE]			End Nov 06	Susan Clark
				In conjunction with MUDFA, create and implement schedule of trial excavations to confirm locations of Utilities [ACTION COMPLETE]			Mid Dec 06	
				In conjunction with MUDFA, undertake trial excavations to confirm locations of Utilities.			Mid Feb 07	
				Review design information and re-measure during design workshops with Utility Companies and MUDFA. Develop PC Sums into quantified estimates. [DESIGN NOT YET MATURE ENOUGH TO ACHIEVE ACTION]			End Nov 06	
				Identify increase in services diversions. MUDFA to resource/re-programme to meet required timescales			Dec 06-Aug 07	
1	Change in anticipated inflation rate from 5% (included in base estimate) RISK CLOSED – ALL BIDS OFFER FIXED INFLATION RATE, REMOVE FROM REGISTER	<ul style="list-style-type: none"> Out-turn cost higher than reported 		Update project estimate inflation allowance using TS methodology.		N/A	Jun 07	Geoff Gilbert
				Monitor market and inflation indexes such as BCIS to ensure early identification and that correct adjustment is applied and further updated to project estimate and update project funder at regular intervals		N/A		
349	Diversion of gas main at Gogar Depot depends on construction of Turnhouse Pressure Reducing Station – land is not in LoD and there are no	<ul style="list-style-type: none"> Turnhouse PRS not constructed or not completed on time resulting in critical delay 		Ensure Scottish Gas Networks understand the criticality of diversion programme			Jan 07	Phil Douglas
				Monitor SGN progress with regard to land acquisition and adjust Tram programme accordingly				

*Note: A – Stakeholder Risk Owner; B – Project Support to Stakeholder Risk Owner

31 January 2007

Master Risk ID	Risk Description	Effect(s)	Risk Sig	Treatment Strategy	Treatment			Risk Owner
					end Dec	end Jan	Due Date	
	alternatives	<ul style="list-style-type: none"> to construction of depot Land purchase cost may be above face value 		Ensure Tram Project remains in background in order to prevent escalation of land price Develop strategy to allow commencement of Depot earthworks without prior diversion of Gas Main [ACTION COMPLETE]			Dec 06	
				Develop additional strategy to account for other Utilities encountered. This relies on receipt of SDS design. [ACTION STATUS RED AS CURRENT PROGRESS DOES NOT INDICATE THAT ACTION WILL BE COMPLETE BY REQUIRED END DATE]	NEW		Jan 07	See Jim Johnson
271	Failure to reach a suitable agreement with CEC regarding: <ol style="list-style-type: none"> Roads maintenance responsibility where the tram has been installed in CEC maintained roads; What is and is not realistically within the scope of the tram infrastructure delivery contract; The way in which tram UTC priorities are handled at key junctions. SUMMARY RISK – TO BE SPLIT TO DETAIL LEVEL.	<ul style="list-style-type: none"> Delay to project while agreement with CEC is reached. Sacrifices being made to ensure agreement is concluded. 		Final agreement to be approved by Roads Authority, CEC Promoter, CEC in-house legal and tie Final alignments in place [CEC DISAGREES WITH FINAL ALIGNMENT] [TREATMENT STATUS RED AS CURRENT PREDICTIONS DO NOT EXPECT TREATMENT TO ACHIEVE REQUIRED END DATE]			Feb 07	Trudi Craggs
172	Area immediately west of Gogarburn of possible contamination has been highlighted during desk study as unlicensed tip. Special foundation may be required to cope with unstable ground.	<ul style="list-style-type: none"> Increase in costs over base estimate to provide special foundation solution 		Obtain ground investigation information, design accordingly and include costs in base estimate. DETAILED SI REPORT AVAILABLE W/E 9 FEBRUARY – DESIGN AND ASSESSMENTS WILL BE AVAILABLE AFTER PUBLICATION.	NEW		Feb 07	SDS – Ailsa McGregor (for tie)

*Note: A – Stakeholder Risk Owner; B – Project Support to Stakeholder Risk Owner

Appendix B - Edinburgh Tram Network - DRAFT
 PRIMARY RISK REGISTER

Master Risk ID	Risk Description	Effect(s)	Risk Sig	Treatment Strategy	Treatment			Risk Owner
					end Dec	end Jan	Due Date	
352	Some high risk properties may result in higher compensation claims than anticipated.	<ul style="list-style-type: none"> Additional uplift on compensation claims 		To be advised.	NEW			Geoff Duke

Notes

A new risk (Risk 870) with the event "Infracore does not have detail to achieve contract close" has been added to ARM with Trudi Craggs assigned as Owner. This risk has been assigned a black flag as well as showing "frequent" probability and "major" programme impact thus raising a significance level high enough to feature on the Primary Risk Register. Risk is not yet validated and will be placed on primary register if appropriate after validation process.

*Note: A – Stakeholder Risk Owner; B – Project Support to Stakeholder Risk Owner

tie Limited
 ETN PROJECT PROGRESS REPORT FOR DEC 06 - PROJECT SPEND TO MAR 2007
 PHASING OF VALUE OF WORK DONE
 Date:- 31.01.07

Cumulative Approved Budget
 Cumulative Current Forecast Value to spend Budget

Figures in '000s	Approved Budget Apr 06 - Mar 07	Cumulative Approved Budget vs Forecast				Value of Work Done (VOWD) Review			Apr - Mar 07 Review		
		Spend Bud to date (Jan)	Feb-07	Mar-07	07.06	Previous	Variance (current minus previous)	Comment	Previous	Variance (current minus previous)	Comment
IMPLEMENTATION											
1 tie RESOURCES	5,700	4,898	5,155	5,706	4,768	21		5,909	24		
2 DPOF	389	328	358	389	328			389			
3 LEGALS	2,634	2,160	2,416	2,634	1,979	(172)	Property work down on forecast. This work shall ramp up Feb/Mar to meet land take commitments for 1a.	2,453	(117)	Effect of Property re- forecast (see vovd comment) and reduction in Feb/Mar for general adive.	
4 SDS	13,002	10,402	11,702	13,002	10,402			13,002		Year end forecast under review. No change to date	
5 JRC	902	672	702	902							
6 TSS	4,296	4,353	4,653	4,296	803	32		1,003		Further scope change under review for additional TRO & wider area impacts modelling work to inform business case. Confirmation of additional cost and 17 programme validation by end Feb.	
7 UTILITIES					3,492	(30)		4,358			
8 DESIGN SUPPORT											
9 3RD PARTY NEGOT	280	232	255	280							
10 LAND & PROP	10,713	128	185	156	136	(8)		280		Network Rail legal funding pushed out to 07/08 to support approval process of (124) the APA.	
11 TROs		27	32	10,713	18	(3)		10,704			
12 COMMS / MKTG	638	568	609	638	568	(11)		640			
13 TEL	620	520	570	620	520			620			
14 SERV INTEG PLANNING	58	58	58	58	58			58			
15 PUK	80	68	74	80	68			80			
16 FINANCIAL ADVISORS	38	38	38	38	38			38			
17 INSURANCE	1,024	1,015	1,021	1,024	49			1,008			
18 CONSTRUCTION Utilities incl MUDFA	3,235	1,550	1,850	3,235	1,793			3,273			
19 Infraco	282	41	267	282	21		(21) refer to Apr-Mar 07 Review comment	82		(62) Forecasted spend on badger works for 1a revised and re-programmed for Mar07	
20 Tramco											
99 OTHER	145	125	135	145	125			144		(9)	
SPECIFIED CONTINGENCY			0	285						Forecasted surplus for 06/07 derived from current Approved Funding less latest 285 VOWD to year end.	
BUDGET TOTAL	44,041	25,977	29,120	44,326							
CURRENT FORECAST		24,476	27,417	42,735	25,166	(190)		39,844	(1)		

Note - Budget lines reflect November 2006 Transport Scotland Approval of £44m for the current financial year 2006/07.

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Edinburgh TRAM Project

Appendix D

Paper to : **DPD**
Subject : **Traffic Regulation Orders (TRO)**
Date : **7th February 2007**

For Information

- 1.0 The current project programme is based on the presumption that the TRO for the Tram must be in place before construction of INFRACO commences on street. In view of the slippages which have occurred to the SDS design outputs this original assumption will, if left unmodified, have an adverse impact on the Tram Project Programme.
- 2.0 It is now therefore an inflexible and undesirable constraint within the Programme and a new strategy is required to de-risk the Programme and regain more strategic flexibility in the delivery of the project. There is also a need to recognise that there are too many indeterminate aspects (e.g. scale of objections) and blocks of statutorily required time which cannot be reduced that make it essential to create flexibility around the date for determining the TRO.
- 3.0 A more practical and preferred approach which removes the TRO process from the Programme critical path is to commence the INFRACO works under a TTRO before the TRO is in place.
- 4.0 This approach has in the past not been favoured because of the potential legal problem of the TTRO remaining in place after construction of a works section and thereby “mirroring” subsequent permanent features of the TRO. This could be challenged as a pre-emption of due statutory process. A memorial has therefore been prepared for the opinion of Senior Counsel on whether it is valid to commence the INFRACO works under a TTRO if the Council has not yet made the TRO. To aid Senior Counsel in reaching his opinion a consultation was held attended by tie and CEC at which SDS presented some preliminary road layouts giving a reasonable indication of the nature and scale of the “mirrored” measures.
- 5.0 The preliminary indications are that there is potential for adopting the revised strategy without necessarily falling foul of the conventional legal protocols in respect of the “mirroring” issue. For example, it would be practical in many cases to proceed initially with only the partial construction of physical street features which would normally have been constructed in one pass but, which would not be required until a tram became operational.
- 6.0 By deferring appropriate features the use of the road can be made consistent with extant TRO measures during the post construction/pre-tram operational period and can therefore be completed once the TRO has been made. These features are minor in relation to the mainstream INFRACO works.

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Appendix D

Edinburgh TRAM Project

- 7.0 There are also parallel possibilities to consider fast tracking certain TRO features which do not in themselves trigger a mandatory Public Hearing. These options require further development following the receipt of Senior Counsel's opinion and the agreement of CEC as the Roads Authority.

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Paper to : **DPD**
Subject : **Additional TPB meetings support procurement process**
Date : **13 Feb 2007**

For Information

- 1.0** Given the programme for conducting the Infraco and Tramco bid evaluation and negotiations, we are unable to align the requirements of our programme to current dates for TPB.
- 2.0** Based on current timescales, 2 additional TPBs will be required. The table below outlines current DPD and TPB meetings schedule and when additional TPB meetings will be required.

DPD	TPB	Additional TPB	Purpose
13-Feb	20-Feb		
		9-Mar	Draft Final Evaluation Report for Infraco & Tramco – confirming approval to proceed to the next stage
13-Mar	20-Mar		
12-Apr	19-Apr		
10-May	17-May		
07-Jun	14-Jun		
05-Jul	12-Jul		
		19-Jul	Approval of recommendations in Final Evaluation Report on Infraco and Tramco
02-Aug	09-Aug		
30-Sep	06-Sep		
27-Sep	04-Oct		
25-Oct	01-Nov		
22-Nov	28-Nov		
18-Dec	20-Dec		

- 3.0** Depending on the issues arising from the evaluation process, further TPB meetings may be required or authority for delegation be give to a sub-set of the board.

Proposed Geoff Gilbert Date:- 06/02/07
Project Commercial Director

Recommended Matthew Crosse Date:- 06/02/07
Project Director

Approved Date:-
David Mackay on behalf of the Tram Project Board

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Edinburgh TRAM Project

Paper to : **DPD**
Subject : **GOGAR Depot Advanced Ground Excavation Stage One**
Date : **7th February 2007**

DPD to Recommend to TPB Commencement of GOGAR Depot Advanced Works Programme Stage One

1.0 Background

- 1.1 There is a requirement to build a Tram Depot at Gogar as part of the Edinburgh Tram network Installation. It has been identified that there will be a substantial programme advantage by carrying out Mass Excavations in two stages. Stage One prior to MUDFA Utility diversions (with the exception of the High Pressure Gas Pipe removal that is programmed to be removed under Infracore) followed by Stage Two excavations prior to Infracore works.
- 1.2 This paper is in relation to Stage One works only, a further paper will follow for Stage Two works.
- 1.3 A Design Assumption review was carried out on 12th December 06 followed by a Depot Feasibility Report on 12th January 07. Further to these studies and meeting's it has been identified that by carrying out the Advanced works a more robust and cost efficient programme can be delivered.

2.0 Workscope

- 2.1 The programmed works for Stage One excavations are the removal of the surface bunds and excavating the Depot to a level approximately 1 metre above the Utilities that are to be diverted.
- 2.2 A three metre exclusion zone on both sides of the Gas pipe will be set up.

3.0 Programme

- 3.1 The Programme for Stage One Advanced works is as follows.
- 3.2 The Procurement Process has been programmed to start on 20th Feb leading up to a Contract Award on 2nd April 07.
- 3.3 Following the Contract Award Site works will start on 3rd April 07 with a Programmed completion date of 28th April 07.
- 3.4 The MUDFA Utility Diversions will take place directly after the completion of Stage One excavation works starting on 28th April 07 to completion on 30th June 07.

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- 3.5 The Stage Two Excavation works are programmed to follow on from the Utility Diversions however they will be the subject of a separate paper.

4.0 Advanced Works Benefits / Opportunities

- 4.1 The advanced works programme provides a streamlined flow of works leading up to the start of the Infraco Construction phase.
- 4.2 The proposed programme milestones clearly define the individual Contractors progress and delivery requirements in relation to the advancement of the programme.
- 4.3 The Site will be well established before the Main Construction phase starts with access arrangements in place, temporary utility supply's connected accommodation / offices & security in place. A simple transfer of lease between contractors will negate the need to re-establish site facilities between different contractors on separate phases of the works.
- 4.3 The early completion of the excavations will allow the first stages of the Infraco to start on programme.
- 4.5 Any Groundwork and or Utility issues will be identified and acted on at an early stage.
- 4.6 TIE Ltd are currently in negotiation with several companies with a view to an alternative arrangement for the spoil disposal. This could provide a substantial saving on the cost figures below.
- 4.7 The progression of advanced works can lead to the early installation of the Test Track resulting in quicker delivery of the first Trams.

5.0 Risk

- 5.1 Utility diversions may be delayed due to problems that may be encountered while they are being worked on, damage to electricity supply cables, communications cables, water mains, sewerage pipes, gas pipes and or drains. **(Low Risk)**
- 5.2 Excavations may be delayed due to accidental damage that may be caused to electricity supply cables, communications cables, water mains, sewerage pipes, gas pipes and or drains while excavating. **(Low Risk)**
- 5.3 Late delivery of Stage One excavations delaying MUDFA Utility diversions. **(Low Risk)**
- 5.4 Breakdown of wheel wash plant delaying spoil transportation. **(Low Risk)**

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- 5.5 Traffic Jam causing delays to transportation of spoil from site. **(Low Risk)**
- 5.6 Discovery of contaminated materials during excavation. **(Low risk)**
- 5.7 Breakdown of excavating equipment. **(Low Risk)**
- 5.8 Power or water supply failure. **(Low Risk)**

Costs

- 6.1 Preparatory works estimated costs are £257,177. This includes the initial site set up, welfare facilities, security, wheel wash facilities, de-watering facilities construction of haul roads. This can be divided between Stage One & Two Advanced works.

A sum of £128,588.5 for Stage One.

- 6.2 Excavation & Disposal of Spoil –
Minimum of 122,000 m³ – maximum of 250,190m³. (Cubic Metres)
Minimum of £2,818,956 - maximum cost £5,780, 939 for both Stage One & Two Advanced works.

A minimum cost £1,409,478 – maximum cost £2,890,469.5 for Stage One.

- 6.3 As stated in item 5.6 above, there may well be considerable saving with regard to spoil disposal.

7.0 Stakeholders

- 7.1 The immediate requirement following this is to gain sign off by CEC, TEL and other operators via TEL to this programme.

8.0 Recommendations

DPD is requested to:

- Note the contents of this paper
- Endorse the work being done to finalise the programme and obtain approval from the key stakeholders
- Recommend that this paper be presented to TPB for approval

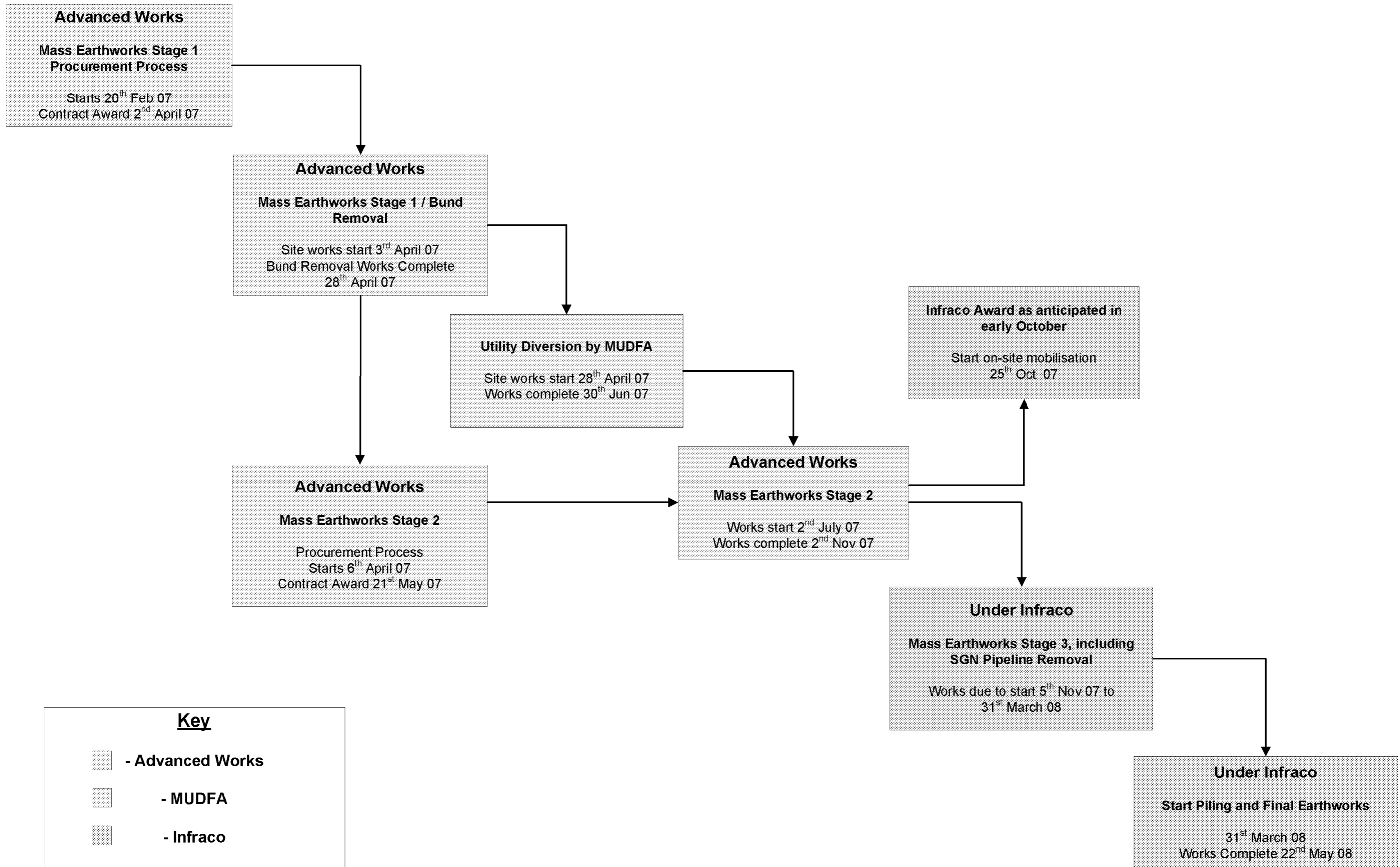
Proposed James Buchanan Date 07/02/07
 Depot project Manager

Recommended Susan Clark Date 07/02/07
 Delivery Director

Approved Date: -
 David Mackay on behalf of the Tram Project Board

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Gogar Depot Advanced Works



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Edinburgh TRAM Project

Paper to : **DPD**
Subject : **Railways and Other Guided Transport Systems (ROGS)**
Date : **7th February 2007**

For recommendation to the TPB to achieve approval of:

- **acceptance of ROGS approval process for the project**
 - **appointment of a Competent Person**
 - **formal notification to HMRI of changes in Safety Approval process adopted**
-

1.0 Background

- 1.1 The Edinburgh Tram system requires Safety Approval prior to opening to passengers. When the Edinburgh Tram Project was conceived it fell within the scope of the Railways and Other Transport Systems (Approval of works, plant and equipment) Regulations 1994, commonly referred to as ROTS.
- 1.2 In April 2006, subject to transitional provisions over six months, ROTS was replaced by the Railways and Other Guided Transport Systems (Safety) Regulations 2006, commonly referred to as ROGS.
- 1.3 Regular interface meetings with Her Majesty's Railway Inspectorate (HMRI) have been held since October 2006.
- 1.4 The impact of the ROGS safety approval regime are;
 - There is no requirement for the HMRI to give prior consent or approve a written safety verification scheme.
 - A competent person has to be appointed to provide an independent safety verification of the project.
 - The Safety Case is replaced by a Safety Management System.

2.0 Safety Approval Key Dates

- 2.1 The introduction of the ROGS Regulations allows for transport systems which were already under development to continue.
- 2.2 There is a transition phase for tram systems between October 2006 and October 2010.
- 2.3 Tram systems which will be open to public service before 1st October 2010 can continue through ROTS approval.
- 2.4 Tram systems which open to public service after 1st October 2010 must seek approval through ROGS.
- 2.5 Due to the projected date for public service for the Edinburgh Tram being December 2010 it is clear that we must follow the ROGS safety approval regime.

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3.0 ROGS Approval

3.1 Safety Management System

3.1.1 Schedule 1 of ROGS gives guidance on the requirements and the basic elements of a safety management system.

3.1.2 All parts of the safety management system must be documented.

3.2 Written Safety Verification Scheme

3.2.1 To comply with the requirements of ROGS, Reg. 6(4)(a), a written safety verification has to be established and meet the requirements set out in Schedule 4 of the regulations.

3.2.2 The 'responsible person', **tie** Limited, must write the safety verification scheme in conjunction with the competent person.

3.3 Competent Person

3.3.1 To comply with the requirements of ROGS, Reg. 6(4)(b), a competent person needs to be appointed by **tie** Limited to undertake the safety verification of any new or altered vehicle or infrastructure'.

3.3.2 The competent person should be appointed early enough to enable any safety matters they raise to be taken into account before the design and construction is completed or selected.

3.3.3 The competent person will assist in devising the written safety verification scheme. They will then audit and inspect against an agreed plan, the project methodology and the actual project design, installation and testing arrangements.

3.3.4 Any design work completed or selected to date which has a 'letter of no objection' from the HMRI can be provided to the competent person to assist the verification process.

3.3.5 An organisation that appoints a competent person will need to provide them with any information and resources they may reasonably require.

3.3.6 **tie** have requested that TSS provide a proposal and cost for the competent person role.

4.0 HMRI

4.1 The HMRI will not approve or authorise any of the works undertaken through the ROGS safety approval regime for a tramway. The independent competent person in their safety verification role will provide this role.

4.2 ROGS does not provide for the HMRI to be involved in drawing up or approval of safety verification schemes or to be involved in the detailed aspects of the design or specification of design.

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Paper to : **DPD**
Subject : **Earl / Tram Utilities and Advanced Works strategy**
Date : **7th February 2007**

For information

1. Introduction

- 1.1 Reports to the EARL Project Board on 18th January and 22nd February 2006 presented the project Utility Management Strategy. This proposes that **tie** will undertake the design and deliver all physical works for diversions and protection works. Each utility company will approve the **tie** design and commission the physical works delivered by **tie**.
- 1.2 This approach provides **tie** with economies of scale for both the design and physical works. Furthermore it allows control of the programme and costs to remain with the project team rather than with a number of external bodies.
- 1.3 In particular it provides the EARL project with the opportunity to utilise the Multi Utility Diversion Framework Agreement (MUDFA) Contractor appointed by the Tram project.
- 1.4 After endorsement by the EARL Project Board, a variation clause was inserted into the MUDFA contract to facilitate delivery of any works required by EARL.

2.0 Utility Management Strategy

- 2.1 The Utility Management Strategy recommended the EARL project should procure advanced utility diversionary works in the Airport area for the following reasons:
- Experience gained in delivery of works in the Airport prior to appointment of the EARL Rail Infrastructure Contractor;
 - Opportunity to reflect this knowledge in the EARL Rail Infrastructure Contractor procurement process and allocate risk to most appropriate party;
 - Opportunity to provide the EARL Rail Infrastructure Contractor with a worksite clear of utilities, allowing concentration on the programme critical path activities; and
 - Maintenance of project profile through a staged delivery of physical works.
- 2.2 The Utility Management Strategy also proposed an integrated approach between the EARL and Tram project teams in the Gogar to Airport corridor.

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3.0 Utility Management Plan

- 3.1 The work detailed below has been undertaken following authorisation of the Utility Management Plan by the EARL Project Board in February 2006:
- 3.2 SDS (the Tram designer) was requested to provide a cost estimate to develop the detailed design for EARL utility diversions in the Gogar to Airport corridor. They reverted with a quote of £360k. This variation was not taken up because of the risk of worsening design performance on the core Tram works.
- 3.3 The TSDS contract was awarded with the option to deliver utility design and management of the physical works contractor. Following the decision not to use SDS to produce the EARL utilities design, the EARL project team held detailed planning discussions with TSDS on delivery of utilities design. After review of the problems faced by SDS in mobilising for utilities design on the tram project, it was agreed this work would have to be outsourced from the core TSDS team to a specialist utility design house. The EARL project team were not convinced during the review process that all the required interfaces (between the apparatus owners, the designer(s) and MUDFA) would be effectively managed by the TSDS management team. We therefore refrained from commencing the design works until all other viable options were explored.
- 3.4 The MUDFA contract was awarded with the ability to vary in works for the EARL project. A detailed scoping exercise is underway with AMIS at present and this has resulted in a request from them to be considered to produce the required design. This has the obvious advantage that an interface risk between designer and implementation contractor is removed from tie. The MUDFA contractor is programmed to commence utility diversion works at the airport for Tram in Q4 2007.
- 3.5 An integrated set of drawings were produced for the Gogar to Airport corridor showing topographical information, all known services and the swept paths for both Tram and EARL alignments. From these it was identified that all services in the Gogar area affected by EARL also required to be relocated to facilitate construction and operation of the Tram depot. Accordingly SDS has been instructed to produce a utilities design which accommodates the alignments of both projects. The EARL project will be issued with the design to review and approve prior to implementation works being delivered by the MUDFA contractor. Costs for the physical works will be shared proportionally between both projects.
- 3.6 BAA have explicitly advised that they require utility diversions in the airport required by Tram and EARL to take place at the same time. A desktop analysis of costs estimates that savings of at least 10% for both projects are achievable should implementation works be undertaken at the same time by the MUDFA contractor.
- 3.7 A new alignment to that contained in the EARL Bill for replacement of Eastfield Avenue Bridge at the airport has been agreed with BAA. The existing road bridge is the main conduit of services in the airport over the Gogar Burn. These services will therefore have to be diverted onto the new structure. It is also a requirement of the EARL Master Agreement with BAA that the new bridge is constructed before the existing one is removed. This is

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because the bridge provides the only east – west road access across the Gogar Burn in the landside area of the airport.

- 3.8 The replacement Eastfield Avenue Bridge crosses the Gogar Burn approximately 1.5m higher than the existing structure in order to accommodate EARL and its required flood defences. Liaison between EARL and Tram has ensured that the SDS design is being progressed with these levels as a constraint. A number of planning workshops have been undertaken to understand the interfaces between EARL and Tram construction works in the period 2008 – 2010. Tram construction works are scheduled to commence in the airport area in Q2 2008. In order to avoid disruption to the operational Tram services and / or abortive works, the new Eastfield Avenue road and bridge must be in place by the point tram construction works commence. If the new bridge is not in place at the point the MUDFA contractor diverts utilities in the airport area, a temporary services bridge over the Gogar Burn will have to be provided to accommodate the new routes.

4.0 TSDS review of EARL Utilities

- 4.1 A detailed review of EARL utilities by TSDS has identified little or no advantage in advanced delivery of any diversions except the following:

- Those in the Airport area
- Those affected by the Gogar depot works for Tram
- The long lead High Pressure Gas Mains diversions being delivered by Scotland Gas Networks. (A feasibility study has been commenced by SGN to verify and cost the scope of these works. SGN has already advised they would not be in a position to undertake the physical works until summer 2009 due to long lead materials and their core renewals workload.)

- 4.2 The Tram and EARL projects continue to liaise to produce an integrated workplan for delivery of Utility diversions in the Gogar to Airport corridor.

5.0 Recommendations to the DPD

- 5.1 The EARL project team request the MUDFA contractor provide a cost for production of detailed design of Utility diversions in the Airport area. The SDS team will incorporate the diversions require for EARL in the Gogar Depot area in the Tram design. The TSDS consultant will deliver all other utilities design in conjunction with the Utility Companies.

- 5.2 The project team request permission to investigate delivery of the replacement Eastfield Avenue bridge as advanced works. The Reference design for this can be accelerated without impact on other TSDS deliverables and issued to BAA for approval in April 2007. In order to align timescales with the MUDFA programme of diversions, there would be two procurement options:

1. Use the MUDFA contractor to undertake the works.
2. Use BAA framework contractors to undertake the works.

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Paper to : **DPD**
Subject : **Ingliston Park and Ride Projects**
Date : **7th February 2007**

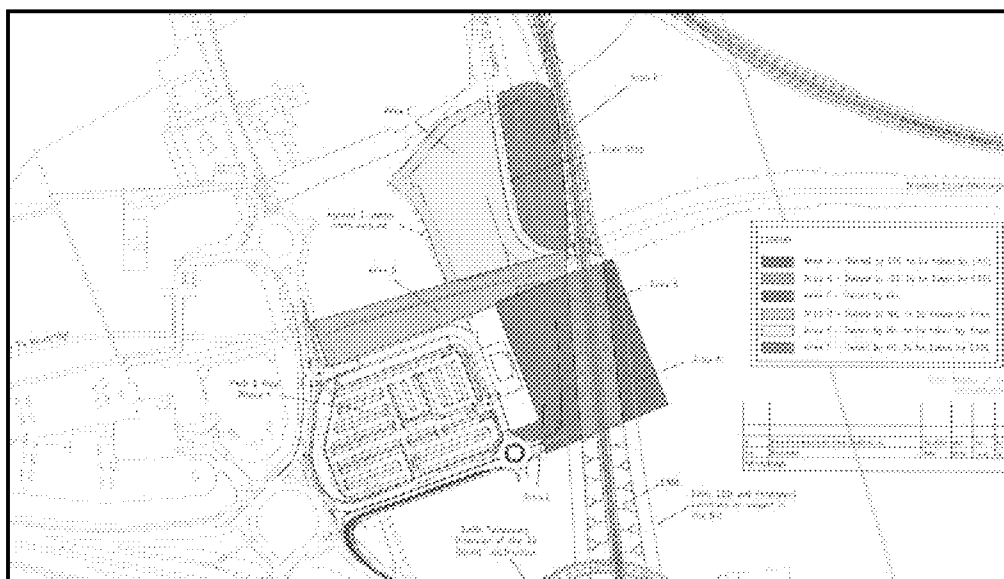
Position Statement - Clarification on approved budget for Temporary Works

1.0 Background

There are presently 3 projects active at Ingliston Park and Ride managed by tie;

- Phase1 (residual matters)
- Phase 2 (Areas C, D, E and F)
- Temporary Extension – (Areas A+B)

This paper has been prepared as a summary of the projects and their interfaces. The Location plan below shows Phase 1 and the proposed further development areas described as A to F.



2.0 Phase 1 (Residual Matters)

- Complete July 2005
- Opened in September 2005
- Capacity 535 spaces
- Average occupancy 350 spaces.
- tie stand alone project for CEC
- Halcrow group & Dundas and Wilson tie Advisors
- D&B Contractor – Border Construction
- Site owned and Parking operated by CEC
- Bus operation / building staffing and maintenance Lothian Buses

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- Not part of tram delivery remit will provide Tram patronage in future
- 2.1 Phase 1 has proved to be extremely popular and has had an early growth in patronage which is unprecedented for a new site in the UK.
- 2.2 There are issues with the contractor being managed by **tie** these include;
- failure of the canopy roof cladding- Contractor correcting at his cost
 - drainage issues in heavy rain - Contractor instructed to correct at his cost
 - potential adjudication regarding the final contract sum – preparation under way
- 3.0 Phase 2 (Areas C, D, E and F)**
- Funded by SEStran
 - Project Governance Ingliston Park and Ride Steering Group
 - Interface with Tram and EARL hence managed within Tram
 - Construction to be complete by 31st March 2008
 - Capacity approx 1000 spaces taking total to approx 1500
 - Separate contractor proposed
- 3.1 CEC secured funding from SEStran to develop and construct a bus based extension to the phase 1 site up to a value of £1.9M.
- 3.2 Early provision of the permanent extension to the site as a bus based facility will allow for advanced patronage to build up giving advantages to Tram. No allowance was made within the Tram business plan for construction costs relating to the extension.
- 3.3 It is now proposed that TSS carry out the design and support services element of the project. Originally it was envisaged that SDS would deliver the site design as outlined in their contract. Area F is not within Tram Limits of Deviation as it is to be provided by the EARL project as compensation for areas A and B so would have been outwith their scope.
- 3.4 SDS was asked to provide an estimate for provision of design services for Area F. An estimate was provided for Areas C to F followed by a further estimate deducting F. At this point SDS intimated that they consider that the whole parking element of the Park and Ride is extensively outwith their scope. This is not **tie**'s view as car parking is on the SDS contract deliverables list and provision of the site is described in the Tramline 2 Act.
- 3.5 Discussions with SDS on this issue have impacted on the programme for delivery of the Design and therefore the spend profile for the development works endangering the funding from SEStran. Further, there was concern about adding further strain to SDS resources impacting on their delivery on other parts of the Tram project. An alternative plan was required to ensure no further slippage in the programme.
- 3.6 Early in the process TSS had been asked to provide a proposal for carrying out detailed design and contract support. Comparison of the SDS and TSS proposals showed that TSS offered better value for money over the refused change request proposed by SDS. Deduction of provision of Car Park from the SDS scope will require commercial settlement.

