

Project Delivery Group

AGENDA

Date: 8 December 2011

Time: 9.00 am

Venue: Chief Executive's Board Room, Waverley Court

Expected Attendees:

Vic Emery (Chair)		vic.emery@
Dave Anderson	The City of Edinburgh Council (SRO)	Dave.anderson@edinburgh.gov.uk
Alan Coyle	The City of Edinburgh Council	Alan.coyle@edinburgh.gov.uk
Neil Gibson	Big Partnership	Neil.gibson@bigpartnership.co.uk
Gavin King	The City of Edinburgh Council	Gavin.king@edinburgh.gov.uk
Bob McCafferty	The City of Edinburgh Council	Bob.McCafferty@edinburgh.gov.uk
Graham Porteous	Transport Scotland	Graham.porteous@transportscotland.gsi.gov.uk
Kelly Murphy	The City of Edinburgh Council	kelly.murphy@edinburgh.gov.uk
Nick Smith	The City of Edinburgh Council	Nick.smith@edinburgh.gov.uk
Colin Smith	Hg Consulting	csmith@hg-group.co.uk
Julian Weatherley	Turner and Townsend	Julian.Weatherley@turntown.co.uk
Rob Leech	Turner and Townsend	Rob.Leech@turntown.co.uk
Alastair Richards	Turner and Townsend	Alastair.Richards@tie.ltd.uk
Andy Scott	Turner and Townsend	andy.scott@turntown.co.uk

- 1 Turner and Townsend Presentation on Utilities**
- 2 Previous Minute – 24 November 2011** – submitted for approval as a correct Record (circulated)
- 3 Actions from Previous Meeting** – (to follow)
- 4 Turner and Townsend Report** –Julian Weatherley to speak to this item (circulated)
- 5 Health and Safety Issues** - Julian Weatherley to speak to this item
- 6 Airport to Haymarket** – Andy Scott to speak to this item
 - 6.1 Progress to date
 - 6.2 Programme of Planned Works and Critical Path
 - 6.3 Red Flag Items (to follow)
 - 6.4 Financial Summary
 - 6.5 Risk and Opportunities Register

Project Delivery Group

AGENDA

Date: 8 December 2011

Time: 9.00 am

Venue: Chief Executive's Board Room, Waverley Court

7 Haymarket to St Andrew Square – Rob Leech to speak to this item

7.1 Progress to date

7.2 Programme of Planned Works and Critical Path

7.3 Red Flag Items (to follow)

7.4 Financial Summary

7.5 Risk and Opportunities Register

8 Trams – Alastair Richards to speak to this item

8.1 Current Progress

8.2 Commissioning and Integration

8.3 Other Items

9 Communications and Media

10 Matters for Escalation

11 AOCB

12 Date of Next Meeting

24 December 2011 at 9am in the Octagon Room, City Chambers

Project Delivery Group

Edinburgh, 24 November 2011

Attendees:

Vic Emery (Chair)	The City of Edinburgh Council	vicemery@[REDACTED]
Eleanor Walker	The City of Edinburgh Council	eleanorwalker@[REDACTED]
Colin Smith	Hg Consulting	csmith@hg-group.co.uk
Bob McCafferty	The City of Edinburgh Council	Bob.McCafferty@edinburgh.gov.uk
Alan Coyle	The City of Edinburgh Council	Alan.coyle@edinburgh.gov.uk
Kelly Murphy	The City of Edinburgh Council	kelly.murphy@edinburgh.gov.uk
Gavin King	The City of Edinburgh Council	Gavin.king@edinburgh.gov.uk
Scott Noble	Transport Scotland	scott.noble@transportscotland.gsi.gov.uk
Graham Porteous	Transport Scotland	graham.porteous@transportscotland.gsi.gov.uk
Lucy Adamson	Transport Scotland	Lucy.adamson@transportscotland.gsi.gov.uk
Gary Easton	Turner and Townsend	Gary.easton@turntown.co.uk
Julian Weatherley	Turner and Townsend	Julian.Weatherley@turntown.co.uk
Andy Scott	Turner and Townsend	andy.scott@turntown.co.uk
Rob Leech	Turner and Townsend	Rob.leech@turntown.co.uk
Alastair Richards	Turner and Townsend	Alastair.Richards@tie.ltd.uk

ACTION NOTE

	ITEM	ACTION OWNER	DEADLINE
1	<p>WELCOME AND INTRODUCTION</p> <p>Vic Emery welcomed all attendees to the inaugural meeting of the Project Delivery Group.</p> <p>No apologies were received.</p> <p>It was recognised that there may be some overlap with the other tram governance meetings that are ongoing and a decision will be taken at the end of January if the format or meeting needs to be re-structured.</p>		
2	<p>TURNER AND TOWNSEND PROGRESS REPORT</p> <p>Julian Weatherley highlighted that health and safety issues were not scrutinised by any of the suite of tram project governance meetings. It was agreed that Health and Safety was a crucial component of the Project and should be reflected in the PDG meeting agenda. Turner and Townsend agreed to provide the lagging and leading data/statistics in future PDG packs to facilitate meaningful dialogue.</p> <p>Julian Weatherley suggested that it would be beneficial to have a regular communication message or newsletter specific to project staff that detailed upcoming events, deadlines and good news/human interest stories. It was discussed and</p>	JW	

ITEM	ACTION OWNER	DEADLINE
agreed this would improve staff morale, build a positive message about the project and support a 'one team' culture. It was agreed that the newsletter would be framed as an update from the Project Manager (Bob McCafferty).	KM/BmC	
Vic Emery stated that he did not want duplication of effort or additional work to prepare specific papers for the PDG meetings. It was agreed that the papers presented at the Tram Briefing held prior to the PDG meetings would be the primary document for review. Julian Weatherly stated that he would reformat the Turner and Townsend report to provide some additional detail to allow for more detailed discussions.	JW	
Turner and Townsend agreed to circulate an example communications brief for comment.	JW	
It was agreed that the Joint Project Forum provided an avenue for BBS and CAF to raise issues and agree that the Project Delivery Group should not include any representatives from the contractor and that Colin Smith would advise the contractors.	Colin Smith	

3 AIRPORT TO HAYMARKET

Andy Scott gave a general progress update and the following issues were highlighted in discussion:

- The Mini Test Track was expected to be completed by 9 December 2011.
- Work on the retaining wall at the Airport and for the landfill at Gogar was progressing well.
- There needed to be agreement from Network Rail on a suite of construction documents before work at Murrayfield could be progressed.
- The design for the retaining wall for the Edinburgh Gateway needed to be agreed by mid January 2012 to avoid impacting on the programme.
- Graham Porteous and Scott Noble would be meeting Transport Scotland's Head of Rail Delivery and representatives from Network Rail on 25 November 2011 to discuss the estimate for the works and the overall cost of the Edinburgh Gateway.
- A decision was required from Transport Scotland first week in December Turner & Townsend to commence the enabling works.
- It was acknowledged by Transport Scotland that the enabling works would need to go ahead, as a minimum, to ensure the trams would continue to

GP/SN

GP/SN

ITEM	ACTION OWNER	DEADLINE
operate whilst the Gateway was being built.		
<ul style="list-style-type: none"> • Turner and Townsend agreed to provide a chart of decision points for the Gateway and ETC so everyone was equally informed. 	JW	
<ul style="list-style-type: none"> • Turner and Townsend advised that they were not receiving the required responses with respect to issues associated with the utilities work. It was agreed that Colin Smith would address this at the Controls Meeting. 	CS	
<ul style="list-style-type: none"> • Negotiations had stalled regarding the gas main design and construction and progress was not as expected. It was agreed that Colin Smith would address this issue as part of the Control Meeting and advise the PDG at the next meeting. 	CS	
<ul style="list-style-type: none"> • The risks outlined on the Dashboard report were confirmed as the top project risks, although the Network Rail permissions should be included and an additional column added that highlights the associated risk value. 	JW	
<ul style="list-style-type: none"> • In regard to Red Flag Item (1.1), BBS had requested that a sub-licence be formally issued to CAF regarding the depot building. The Council's legal team were currently investigating this issue. 	AC	
<ul style="list-style-type: none"> • It was agreed that the sub-licence for the depot building issue should be resolved by the next control meeting 		

4 HAYMARKET TO ST ANDREW SQUARE

Rob Leech gave a general progress update and the following issues were highlighted in discussion:

- Works at Haymarket 1 were set to cease on 8 December 2011 and re-start on 7 January 2011.
- From 14 January 2011 there would be works affecting traffic at Haymarket, Shandwick Place and St Andrew Square.
- There was confusion over the embargo dates and their communication. Colin Smith and Bob McCafferty agreed to address this through the Control Meetings and advise the interested parties that work could continue until 22 December.
- It was discussed that St Andrew Square had a significant number of utility clashes, with a limited window to complete them and a small area to work in. It was agreed that the issues need to be addressed and closed out before the infrastructure works began. Colin Smith agreed to pick this up at the Control Meetings

ITEM	ACTION OWNER	DEADLINE
and advise progress at the next PDG.		
• Although not on the Critical Path, York Place has been raised as a risk as Infraco had submitted the design for York Place late. Due to the tight programme of work and the risks associated, there was a risk that there would be a delay and dislocation in the works being started. Turner and Townsend were keeping a watching brief and would update at the next PDG.	JW	
• 28 trees were required to be removed before March 2012, with semi-mature trees re-planted on completion of the works at Shandwick Place. The current scope of work for tree removal lay with Infraco but their programme for removing the trees is during bird breeding season. It was agreed that a meeting with the Council's planning and parks services was required to investigate whether the removal and re-planting of trees at Shandwick Place could be taken out of the Infraco contract and performed by the Council.	BmC	
• In regard to Red Flag Item (1.3). Traffic modelling by BBS was continuing despite outputs now been determined, BBS continued to charge for this service. Turner and Townsend had recruited a new member of their team who was a traffic modeller and Alistair Sim would be utilised to assist in finalising the traffic modelling. It was agreed Colin Smith will advise that no further input was required from BBS.	CS	
• In regard to Red Flag Item (1.12). A number of planning consents were still awaiting approval from the Council including Dublin Street Steps. It was agreed that Colin Smith would address resolving the planning consent issues at the Controls Meetings and advise progress at next PDG.	CS	
• In regard to Red Flag Item (1.7). It was acknowledged that the original design for construction at St John's Church was gross incompetence that has resulted in a number of issues arising, which could cause further delay to the programme. There was confusion over who is liable for the design errors and who will pay for the design changes. T&T were working closely with BBS to find a suitable design solution. It was agreed that Alan Coyle would investigate the background and advise a potential financial and commercial solution. It was recognised that this issue may be used as a 'trade off' in future discussions.	AC	

ITEM	ACTION OWNER	DEADLINE
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5 TRAMS		
<p>4 trams had been delivered to date with the fifth due for delivery 24th November (today). The remaining trams were expected for delivery by February 2012. Dynamic testing was due to commence and current integration works had been progressing well.</p> <p>Alastair Richards explained that the mini test track was not set to be completed until 9 December 2011. This was a programme slippage from 2 December that may result in a claim to the project from CAF.</p> <p>It was acknowledged that 9 December was the drop-dead date to support the VIP event on 15 December as CAF would require a one-week window to conduct a series of tests to ensure the tram launch was successful.</p> <p>Alastair Richards confirmed that one tram was in a different livery to the other four trams and he was awaiting confirmation from Lothian Buses when it could be altered.</p>		
<hr/>		
6 COMMUNICATIONS AND MEDIA		
<p>Kelly Murphy highlighted that there would be significant interest in the first running tram and that the Council aimed to produce the first pictures of this event. It was agreed that a suitable 'media pack' be prepared in advance for distribution to the media.</p>	KM	
<p>It was agreed to advise the Communications team of the date expected for a moving tram.</p>	JW	
<hr/>		
7 AOB		
<p>Gary Easton raised concerns over pricing assumption variations and Infraco. Infraco were advising that they were only required to provide estimates up to the last period and were now refusing to assist or provide any further estimates. It was agreed that Alan Coyle and Colin Smith would raise this with Infraco and advise at the next PDG.</p>	CS/AC	

Edinburgh Tram ProjectPROJECT DELIVERY GROUP MEETINGROLLING ACTIONS LIST

Action ref No.	Actionee	Date Action Opened	Action	Expected Date of Closure	Date of Completion	Status	Comment/Commentary
Meeting held 24th November 2011							
241111-PDG-001	JW	24-Nov-11	T&T Progress Report Agreed that Health and Safety will be added to the agenda for future meetings. T&T to provide the lagging and leading data/statistics for HSE.	08-Dec-11		Open	
241111-PDG-002	KM/BMcC	24-Nov-11	Communication Brief KM/BMcC to consider options for publishing a regular communication message or newsletter specific to the ETP team which details upcoming events, deadlines and good news/human interest stories. It was discussed and agreed this would improve staff morale, build a positive message about the project and support a 'one team' culture.	08-Dec-11		Open	24/11: It was agreed that the newsletter would be framed as an update from the Project Manager (Bob McCafferty)
241111-PDG-003	JW	24-Nov-11	Communication Template T&T to circulate an example communications brief for comment to support action 241111-PDG-002.	08-Dec-11		Open	
241111-PDG-004	CS	24-Nov-11	BBS/CAF Attendance CS to advise BBS/CAF that their attendance is not required at PDG meetings.	08-Dec-11		Open	24/11: Agreed that the Joint Project Forum was the forum for BBS and CAF to raise issues. Agreed that the Project Delivery Group should not include any representatives from the contractor.

241111-PDG-005	GP/SN	24-Nov-11	Edinburgh Gateway Graham Porteous and Scott Noble meeting Transport Scotland's Head of Rail Delivery and representatives from Network Rail on 25/11/11 to discuss the estimate for the works and the overall cost of the Edinburgh Gateway. Update from that meeting to be provided at PDG meeting on 08/12/11.	08-Dec-11		Open	
241111-PDG-006	GP/SN	24-Nov-11	Edinburgh Gateway & Enabling Works Transport Scotland to advise T&T whether to commence enabling works in support of the Edinburgh Gateway project.	08-Dec-11		Open	24/11: It was acknowledged by Transport Scotland that the minimum enabling works would need to go ahead to ensure the trams continue to operate.
241111-PDG-007	JW	24-Nov-11	Edinburgh Gateway & Enabling Works T&T to provide a chart of decision points for the Gateway and ETC so everyone is equally informed.	08-Dec-11		Open	
241111-PDG-008	CS	24-Nov-11	Utilities Turner and Townsend advised that they were not receiving the required responses with respect to issues associated with the utilities work. Agreed that Colin Smith would address this at the Controls Meeting.	08-Dec-11		Open	
241111-PDG-009	CS	24-Nov-11	Gas Main Design and Construction Negotiations had stalled regarding the gas main design and construction and progress was not as expected. It was agreed that Colin Smith would address this issue as part of the Control Meeting and advise the PDG at the next meeting.	08-Dec-11		Open	
241111-PDG-010	JW	24-Nov-11	Risk Register It was confirmed that the risks outlined on the Dashboard report were the top project risks. T&T to include Network Rail permissions and add an additional column that highlights the associated risk value.	08-Dec-11		Open	
241111-PDG-011	AC	24-Nov-11	Red Flag Item (1.1) BBS had requested that a sub-licence be formally issued to CAF regarding the depot building. AC to investigate this issue and advise progress at next meeting.	08-Dec-11		Open	24/11: It was agreed that the sub-licence for the depot building issue should be resolved by the next control meeting

241111-PDG-012	CS/BMcC	24-Nov-11	Embargo Dates There was confusion over the embargo dates and their communication. Colin Smith and Bob McCafferty agreed to address this through the Control Meetings and advise the interested parties that work could continue until 22 December.	08-Dec-11		Open	
241111-PDG-013	CS	24-Nov-11	St Andrew Square Utilities A number of significant utility clashes and schedule implications have been flagged. CS to address this issue at the next Controls Meeting.	08-Dec-11		Open	It was agreed that the issues need to be addressed and closed out before the infrastructure works begin.
241111-PDG-014	JW	24-Nov-11	York Place Infraco has submitted the design for York Place late and due to the tight programme of work and the risks associated, there is a risk that there would be a delay and dislocation in the works being started. T&T keeping a watching brief and provide an update at the next PDG	08-Dec-11		Open	
241111-PDG-015	BMcC	24-Nov-11	Tree Removal Meeting to be held with the Council's Planning and Parks Services to investigate whether the removal and re-planting of trees at Shandwick Place could be taken out of the Infraco contract and performed by CEC.	08-Dec-11		Open	
241111-PDG-016	CS	24-Nov-11	Red Flag Item (1.3) CS to advise BBS that no further work and input is required with regards to traffic modeling.	08-Dec-11		Open	
241111-PDG-017	CS	24-Nov-11	Red Flag Item (1.12) A number of planning consents were still awaiting approval from the Council including Dublin Street Steps. It was agreed that Colin Smith would address resolving the planning consent issues at the Controls Meetings and advise progress at next PDG.	08-Dec-11		Open	

241111-PDG-018	AC	24-Nov-11	Red Flag Item (1.7) The original design for construction at St John's Church is recognized as gross incompetence that has resulted in a number of issues arising, which could cause further delay to the programme. There was confusion over who is liable for the design errors and who will pay for the design changes. T&T were working closely with BBS to find a suitable design solution. Alan Coyle would investigate the background and advise a potential financial and commercial solution. It was recognised that this issue may be used as a 'trade off' in future discussions	08-Dec-11		Open	
241111-PDG-019	KM	24-Nov-11	Communications & Media A suitable 'media pack' to be prepared in advance for distribution to the media for the first running of the tram.	08-Dec-11		Open	
241111-PDG-020	JW	24-Nov-11	Date for first running of Tram JW to advise the Communications team of the date for first running of the tram.	08-Dec-11		Open	
241111-PDG-021	CS/AC	24-Nov-11	Infraco Pricing Assumption, Variations Infraco were advising that they were only required to provide estimates up to the last period and were now refusing to assist or provide any further estimates. Alan Coyle and Colin Smith to raise this with Infraco and advise at the next PDG.	08-Dec-11		Open	

End.

Item 6.3 and 7.3

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EDINBURGH TRAM PROJECT CONSOLIDATION OF RED FLAG ITEMS - GOVERNANCE CONTROL MEETINGS MEETINGS HELD WEEK COMMENCING 28TH NOVEMBER 2011

DESIGN, CONSENTS & COMMERCIAL FORUM

1.1 Design & Consents Issues

Colin Smith advised the meeting that he would like a separate meeting to be set up to discuss TNCs, TCO's and to make sure T&T and BBS know what is happening and what is not happening.

T&T

York Place Cellars – Simon Nesbitt advised meeting that once the preliminary design has been signed off then works can then take place, this is likely to happen in January 2012.

Cathedral Lane - Gary Easton advised meeting that works will start on Monday 5th December. Alan Coyle stated that the cost for this work is 3rd Party. Alasdair Sim to provide an update at the next meeting.

AS

1.4 Edinburgh Gateway

Colin Smith advised meeting that after the meeting that took place on Wednesday 30th November T&T will be pulling a list of bullet points and actions from the outcome of the meeting.

T&T

1.15 Commercial Issues

Gary Easton confirmed that the Rev 3A to Rev 4 Programme on key-subcontractors is nearly complete. Gary Easton advised that he has a few queries on the programme due to BBS & T&T having different dates for a few items. Gary Easton, Tony Heuderbouck and David Gough are to have a final discussion on this and issue a position statement by 2nd December.

GE/TH/DG

1.17 Contract Administration

Gary Easton met with Kevin Russell and agreed that when issuing instructions for off street they will go under Clause 80 and on street will be issued under Schedule 45.

NOTE

1.18 Issues Tracker/Variations/Items of Change (Design & Commercial)

Gary Easton to provide dates of when all T&T's outstanding TCO's and TNC's will be issued to BBS and find out why there is a time delay with changes getting issued to BBS, Gary to provide update before the next meeting.

GE

TRAM INTEGRATION & COMMISSIONING

1.3 Matters affecting Bilfinger Berger

Rob Leech advised that the report from building control will be issued to BBS on Monday 5th December.

**EDINBURGH TRAM PROJECT
CONSOLIDATION OF RED FLAG ITEMS - GOVERNANCE CONTROL MEETINGS
MEETINGS HELD WEEK COMMENCING 28TH NOVEMBER 2011**

PROGRAMME, RISK & OPPORTUNITY FORUM

1.1 Programme

Tony Wager advised that the programme master schedule would be issued in time for briefing the Council on Thursday 8th December.

Tony Wager advised that Stephen Lewcock & McNicholas are in the process of reviewing the programme for Shandwick Place and this information should be available and a copy will be issued to everyone at the meeting this week. T&T

1.3 Risk

Peter Smith confirmed that he will issue a copy of the QSRA report to CEC by 30th December 2011. PS

1.4 Any Other Business

Colin Smith requested that the T&T overall programme be issued to CEC by 2nd December. T&T

UTILITIES, PRINCES STREET & CONSTRUCTION

1.1 Utilities Update

Bob McCafferty advised that all works prior to the Embargo need to be complete by COB Thursday 22nd December.

Andy Scott advised that there will be a meeting this Thursday 1st December with SGN to go through progress issues. Andy thinks they have a few new ideas to bring to the meeting. Once Andy has had this meeting he will then give Colin Smith an update on the outcome. AS

Martin Foerder advised the team that a regulated procedure needs to be implemented to make sure that written instructions are issued correctly. This needs to be improved and everyone needs to make sure they know who the correct people are and who should be kept in the loop when these are submitted.

1.2 Princes Street Update

Stephen Lewcock advised the meeting that there will be a meeting taking place the following day with the roads team on how construction will be instructed by T&T. Kevin Russell stated that procedures need to be in place for this and he would like a copy of this information when it becomes available. Stephen Lewcock advised that the forms and procedures that T&T anticipate to use will be issued next week. SL

1.7 Construction Update

Simon Nesbitt advised that 3 OLE's still need to be removed at St John Church. Simon is due to have a meeting with Historic Scotland regarding these works; Colin Smith requested to Simon that he would like to attend this meeting with Historic Scotland. SN/CS

Item 9

From: Clarke Elaine on behalf of Crawford Jim
Sent: 07 December 2009 18:13
To: DL-Global Thameslink Programme
Subject: Good Afternoon Thameslink

1. Weekend Update:

Railway Systems

Two years ago we committed to commissioning new OLE into use from Farringdon to City Thameslink in week 37 and secured the possession access on that basis. The last year has been quite an effort to coordinate the construction of the largest DC substation in Europe, the dual electrification of a physically constrained area of track, the interface with stations works and the signalling and telecoms alterations required to ensure that the system operates safely. This really is the last place you would want to install new OLE! Despite many late engineering challenges and the requirement to satisfy many stakeholders the new OLE was commissioned into service as planned on time and is testament to a lot of hard work by many over particularly the last four months.

The success of these works enables the Moorgate branch track to commence being removed tonight and enable the Farringdon team to achieve commencement of their piling works.

Many people were involved in making this a success so a collective thank you to all those involved for delivering on time and as planned despite all of the hurdles placed in the way.

Blackfriars

The project a critical milestone in its preparation for the Xmas works. Over the weekend a section of the north end of Platform 4 was demolished to make way for the bridge 410e slide and a temporary passenger foot bridge was installed in its place. Not only was the works successfully complete but the week end was also used has a trial for the planning and management for the Xmas works. Casting of bridge 410e deck is now complete and the concrete pouring of the north and south abutments is progressing to programme.

On the main bridge, pier demolition on piers 1&2 is underway and a scaffold cradle is now installed on Pier 3. Rib repairs are ongoing to spans 1, 4 & 5.

Preparation is now ongoing at the north station to remove the Vierendeel Beam which supported the roof of the LUL station.

Stations and Civils

This weekend was comparatively quiet on the work front for the teams. **City Thameslink** was able to return to the station scope, after successfully completing the earthing and bonding works, which contributed to the successful commissioning of the new OLE systems. Both **Borough Viaduct** and **Farringdon** teams progress their works generally through the weekend. **Farringdon** completed removal of scaffolding from the Butchers shop area of Charterhouse Street in preparation commencement of access ramp construction during the coming weekend. This will follow on from work this week in midweek nights by the **Track** team to remove a substantial length of track away from the Moorgate Branch junction.

2. **New Starters:**

Welcome to our new starters...

Jim Young	Outer Areas	Project Quality Surveyor
Eugene Jacob	Outer Areas	Senior Project Manager
Khadila Lovell	Outer Areas	Commercial Manager

3. **Safety**

Update:

"Road Safety in Great Suffolk Street" – a reminder!

The works associated with the development of the site adjacent to JFH are continuing to impact on the eastern pavement (JFH side) in Great Suffolk Street. If you need to go north (right) towards Southwark Street from JFH, you should take particular care. While the eastern pavement and safe walking route are closed, you should not walk in the road alongside. If it is reasonable to do so, e.g. to get to Waterloo, you should walk south and use Union Street. If you really have to go north on Great Suffolk Street, you should cross it and walk north on the western pavement. But, if you cannot see that the road is clear to your right, you should firstly walk south until you have adequate sighting before attempting to cross. It's not worth taking a chance.

It has been suggested by colleagues that we open the ramp at JFH as a regular pedestrian route. There are issues with the ramp's use in that way which means that is not the right solution at present."

4. **Accommodation Update:**

We have reviewed our accommodation requirements on the programme. The main changes are that the majority of the central programme functions will relocate from James Forbes House to Puddle Dock, and Key Output 2 will move to James Forbes House. This will be a phased move.

The 1st of these phases will take place this weekend, which involves the following teams moving to the 6th floor of Puddle Dock:

- Elaine and myself
- HR
- Central Finance
- Part of Central Programme Controls – Rob Doran and 9 of his team - including reporting function & oracle projects (Terry Biddle)
- Part of Central Commercial – Bill Meehan and 7 of his team (including his central procurement team).

As stated this is a phased approach with further moves going ahead in the New Year. More information about the accommodation moves will be cascaded to you at the briefings towards the end of this week.

Kind regards

Jim Crawford
Major Programme Director.

Progress Photos



South Station demolition progressing



1st section of roof spine beam installed



100T Barge Crane in position

Blackfriars Station

- Span 1 East 107lvl slab 100% complete.
- Pier 1 & 2 extensions completed and bearings installed.
- Off-site fabrication continuing for North NR Station steelwork.
- On-going demolition to the North Station entrance.
- Commenced Steelwork enabling works including bearing installation for the first phase of steelwork erection.

South Station

- Phase 2B demolition ongoing.
- Phase 2A RC works progressing.
- Phase 2A concreting to 410 abutment ongoing.

North Abutment

- Remedial actions (to 410E South Abutment) are underway by North Station team.

LU Station

- Bulk excavation ongoing within LU North and South boxes (22% complete).
- Works delayed to LU Escape Tunnel excavation due to archaeological finds under pier 3.
- Eastern prop over TPS removed to enable last 10 piles to be sunk.
- Capping beams to LU North and South Boxes on-going.

Span 5 Drop In

- Fabrication of track panel has commenced at Hoo Junction.
- ITI has been issued to maintenance.

Platforms & Roof

- First section of roof spine beam in Span 1 lifted into position.
- Spine Beam on site in Span 2, mounted onto temporary trestles on the Bridge Deck and welding ongoing.
- Trial mock up of Platform walls/slabs and PSR ducting and support framing is being prepared at James Forbes House.

Br410

- Span 2 snagging in preparation for roof spine beam erection.
- Span 2 eastern deck plate installation complete.
- Spans 3, 4 & 5 works continuing with deck plate removal and installation of deck plate and spandrel columns.
- Pier 1 concreted to final finished level.
- Rib strengthening in Span 5.

Lookahead (next 3 periods)

- Commence on-site steelwork frame erection operations for NR North Station.
- Complete installation of capping beam ties beneath Bridge House Trust building.
- NR Station Entrance Demolition continuing.
- Complete remaining 10 Bearing Piles outside the LU North and South boxes.
- Design and construction of temporary works to support Span 1 West 107 lvl slab.
- Undertake integrated QSRA for LU / NR possessions.
- Column and Spine beam erection in Span 1 & 2 into final position.
- Commence platform trestle walls for platforms 1 & 2.
- Initial span 5 drop in sections installed.
- Phase 2B RC works commenced.
- West Pier demolition underway.

Progress Photos



Platform 4 - New Hoarding installation



ITH east pile mat completed and piling rig/attendant crane tracked across RRAP



Turnmill Concourse formwork



Charterhouse St road makeup for ramp

Footbridge Remedial Works

Completed installation of AATi treads onto Stair S11

Commenced paint rectification works for the underside box section of the bridge concentrating on Network Rail Span

Survey of bespoke internal st/st panels (NW Span) and Arrow Head completed

Fitting of Glazing Trims to the North Span

Powerlink

No works undertaken

Platforms 1/4 & 2/3

Replaced existing manhole on platform 4

Removal of red fencing and brickwork wall along the north end of platform 4

Installation of "O" Rated ply hoarding along the north end of platform 4

Integrated Ticket Hall - East

Pile mat completed and piling rig/crane tracked into position ready to commence piling

Complete the hoarding over the fleet sewer adjacent to the NR track

Installation of Charterhouse Street Ramp and pre-cast deck sections

Piling to full depth after test pile passed

Osterberg Cell test to 81 MN - a UK record

Integrated Ticket Hall - West

Fleet Sewer MH3 to 4 pipe jacking completed and making connection to existing sewer. No adverse impact on Snowhill Sidings

Build RC protection slab over fleet sewer

Cowcross Street Bridge

Preparation for Eastern Pier foundation piling

Realign hoarding position over the bridge outside the station entrance

Turnmill Street

Concourse formwork, reinforcement and enabling works

RC Encasement of steel beams

South end ground levelling

CMS installation FER1&2

LU Building & Interim Station Facilities

Heritage Surveys

M&E snagging in the Interim Station Facilities (ISF)

Ongoing soft strip

Decommissioning of LU Building Chambers services

Surveys

Monitoring works in Smithfield sidings

Investigation of known services in CMS culvert

Activity Look-Ahead

- Integrated Ticket Hall**
- Drill ITH west piles full depth post O-cell test
- Decommission EDF Cardinal Tower substation
- Cowcross Street Bridge**
- Eastern Pier foundation piling
- Footbridge and Platform works**
- North Escape Stairs piling
- Platform 4 piling for NTSR foundations
- Re-supporting of cables beneath Platform 1
- Platform 4 Hoarding installation
- LU Building & ISF**
- Public toilet decommissioning
- LU Chambers soft strip
- ISCR relocation
- Turnmill Street**
- Stair S13 metsec and steelworks
- Concourse Slab pour
- IMR Steelwork installation
- Commission DNO Substation

Progress Photos



Steel Fixing to Wall B at Park St.



Rebar Installation to Column K in 3 Crown Sq



Ongoing Demolition of 3rd Floor to 11-15 BHS



Slab & Anchor Block Steelwork in RA Vault 8

Park St. / Hop Exchange Viaducts

Completed the 1st concrete pour at Pier J.
Continued with steel fixing at A2, B, H, H1 and J.
Continued with the excavation, pile-breakdown and blinding at pier D.
Commenced archaeology at arches 13 & 14 after skeletal remains were discovered during excavation for ground beams.
A watching brief is required as these are new finds.

Borough Market Viaduct

Continued with the steel fixing for the viaduct columns in 3 Crown Square.
Continued with the internal fit-out and underpinning works to No. 1 Bedale St. in readiness for property handback.
Planning application submitted for new style roller shutter.
Design received from the Cast Iron Co. for the refurbished cast iron element of the market roof.

Borough High St. Bridge

Completed roof level demolition of 11-15 BHS and commenced demolition of 3rd floor to programme, with construction of the temporary works steelwork tower ongoing.
Ground levels in Green Dragon Court reduced and enabling works on grid-line P commenced, having removed the piling rig from site.

Railway Approach Viaduct

Commenced break-out of slab in RA vault 5 (ground reduction) and ground beams poured in vaults 6-8.
Commenced access hatch and ladder installation for 3 Castles House.
Bb224 approved by LU, taking RA vaults 1-3 off LB station fire plan.
Received performance specification for LU escalator surveys to progress concession No. 2.

General Comments

SAV SI coring complete – awaiting results and TLL to inspect before reinstatement.
Technical Interface Register established for SAV & SAVEX and KO2 Engineering Review undertaken.
Awaiting CE to approve SAV & SAVEX PDS prior to gaining PAF approval.
Instruction issued to Skanska for the secondary glazing works at 4a & 4b Red Cross Way due to the NR framework expiring with Anglian.

Activity Look-Ahead

Park St. Viaduct
Complete wall at A2
Complete wall at B
Complete pile cap D

Hop Exchange Viaduct
Complete pier J
Complete pier H1
Complete new roof construction to Wheatsheaf

Borough Market Viaduct
Complete 1st stage underpinning at 1 & 2 Bedale St.
Complete reinforcement & concrete pour to column K
Complete reinforcement & concrete pour to column L
Complete reinforcement & concrete pour to column M

Borough High St. Bridge
Complete internal modifications to LB Tandoori
Complete demolition of 3rd floor to 11-15 BHS
Complete sewer maintenance works to 16-26 BHS
Complete breakout of basement slab to 16-26 BHS

Railway Approach Viaduct
Complete vault drainage works
Complete vault separation walls

Progress Photos



Completed Switches for SSI's

E&P DC works and core area

Blackfriars IRJ survey. Cannon Street DC cable route survey and hand back to the maintainer with zero defects.

ETE Controlled Track Isolator and ETE non intrusive surveys at Preston Park and continuing northwards.

New SSI's Installed and Commissioned at St Pancras with final Installation of Cable to new switches, earths for section proving section Insulators.



Auto Transformer lifted into position on plinth

E&P AC Outer Areas

ATF: Kentish Town Feeder Station – AC Switchgear Module and two Auto Transformers delivered and lifted into position on their plinths. 3 x Steel masts erected at Mill Hill. SPS (Small part steel) fitted to masts at 2 locations and materials delivered. Switching at 4 locations completed. Snagging troughing Elstree tunnel fast bore, including 3 posts and 15m GRP installed. Borehamwood Feeder Station – Pumping concrete into disconnecter base
25kV Cable Route: Duct installation at the junction of butterfly Lane and Aldenham Road Backfilling joint bay in arable land Cable pulling between joint bay 6 and 7



Leagrave—New OLE Gantry

Outer Areas

West Hampstead - Platform 1 extension and erection of scaffold, works under bridge36.

Luton - Platform 4 screeding complete. Foundations for platform stairs.

Leagrave - OLE Gantry installed. Access steps at the London End of Platform 2 / 3. 25KvA cable for OLE feeder cable installed.

West Hampstead - Platform 1 site clearance, snagging works on Platforms 2, 3 and 4.

Bedford - Depot initial walkout with Environment Specialists.

Flitwick - Scope walkout to confirm OLE design for Christmas works.

Harlington - Initial Signal Sighting undertaken



E&P Concrete pumping into Disconnecter base

E&P Disconnecter formwork filled with concrete



Track

Carried out Inspection of the Midland Road Scissors S&C layout at the Fabrication Yard in Beeston (Notts). The S&C will be dismantled and transported to Hoo Junction for storage.

Recovery of redundant P Way materials from the Blackfriars area, including maintenance scrap and the redundant 949pts, thus creating space for the future Union Street Ladder installation.

Inner Area Tunnels and Gantries

Route installation continues between Kentish Town and Farringdon.

Gantry 10 existing base breakout commenced in readiness for new base construction

Look-Ahead

- West Hampstead OLE works
- Midland Road commissioning section insulators
- 650v feeder commissioning at Bedford
- Luton Slow line OLE insulator relocations. Planks delivery for Platforms 1, 2 and 3.
- Gypsy Hill E&P works
- ATF Commissioning
- West Hampstead Atkins starting on site; including materials drop from Atkins.
- DNO upgrade at Elephant & Castle (points heating associated upgrade)
- Track renewal works at Herne Hill

Midland Road Scissors Fabrication Yard

