

## 6.0 PROGRESS PROGRAMME AND NEXT INITIATIVE

The following papers are attached:

- Notes of Planning and Programming meeting with Infraco, CAF and T&T
- Planning Options paper presented to the CEC Tram SMT
- Option York Place proposal

The notes from the Planning and Programme meeting reinforce the contract programme position. Notwithstanding this, since March 2011 the project team has worked together to merge the programme critical dates in order to secure agreement on the maximum advantage on dates possible. The Planning Options paper and the York Place proposal illustrate this driven approach.

The project composite programme to completion created and held by the Client will be ready for Board approval in September 2012. This programme will provide for Bilfinger Berger, Siemens, CAF and Lothian Buses' operations.

## Note of Meeting

---

# Planning and Programming

Edinburgh, 28 March 2012

**Present:-** Colin Smith (Chair), Alfred Brandenburger, James Cowie, Alan Coyle, Axel Eickhorn, Martin Foerder, Gavin King, Rob Leech, Pall Palsson, Graham Robertson, Paul Robinson, Kevin Russell, Patrick Scully, Steve Sharp and Julian Weatherley

## 1 Contract Programme and Preserving the Commercial Contractual Position

Colin Smith welcomed all parties to the meeting and indicated that it was to be run on the same principles as the cost engineering exercise. As a result, it was intended to explore all possible time beneficial opportunities but not ones that would put any other parties at a disadvantage, commercial or otherwise. Additionally, it was made clear that the contractual position had not changed and would not change. Initial views were requested on the suitability of the agenda headings that had been tabled.

It was agreed by all parties that these discussions would be "Without Prejudice"

Martin Foerder highlighted that the terminology seemed to be different from that previously discussed. There was a need for clarity on programme definitions. Also the agenda did not reflect the T&T Programme Challenge Report. Item 2 mentioned a Rev 5 Client Target Programme and the Rev 5c Programme was missing from agenda item 1.1. Martin Foerder asked that this be clarified.

Colin Smith noted that Rev 5c should be added to agenda item 1.1 and that the purpose of the exercise was to ensure clarity of definition. Each programme reference was clarified as follows:

- Rev 4 – Contractual Programme
- Rev 4c – To take into account cost engineering initiatives

- Rev 5 – Rev 4 revised contractual Programme including tie Change orders but excluding progress to date or any changes to On Street programming reflecting current knowledge.
- Rev 5c – Rev 5 programme and include the same logic etc for the cost engineering initiatives as per Rev 4c

Colin Smith stated that he had not peer reviewed the Turner and Townsend Programme Challenge Document. Colin Smith requested that the review sheet within the document be amended. Turner and Townsend had been asked to open up the debate so all parties can work to improve the Project. It would also test the Project and fulfil the Client's duty to ensure best value and best practice. This was the main purpose of the discussion document.

## **2 Opportunities and Approach to Creating a Client Target Programme – York Place and Pinch Points**

A meeting on the planning work at York Place had occurred earlier today. Rob Leech stated that the meeting investigated what could be accomplished, in York Place, in the period of time between now and October 2012. A variety of options had been discussed which would ultimately be presented to the Joint Project Forum and Principals meeting in April 2012. Colin Smith advised that the single lane option was the only viable option at York Place and would be the one taken forward. The initiatives discussed at the York Place Planning meeting had not identified any other viable option. Graham Robertson felt that it reflected well on the Project that planning for York Place was being undertaken months before construction commenced. The aim was for the utility issues to be removed before Infracore begun construction.

Colin Smith asked all parties to identify any other possible pinch points. Martin Foerder stated that he had been informed that the SGN and NIL wayleave had been signed but he expected there to be an impact on the completion date and possible delay to Section B Completion. Julian Weatherley agreed to investigate whether the delay in gaining this agreement would impact on the completion date of the SGN works.

### **Decision**

That Julian Weatherley investigates the current position for the work affected by the SGN and NIL wayleave, in particular, providing clarity on the completion date.

## **3 CAF**

Colin Smith explained that CAF had been invited to today's meeting but had been unable to attend. To assist Colin Smith would ask CAF if they

would accept assistance from Graham Robertson to create a programme. Alfred Brandenburger reminded the meeting that the testing and commissioning programme was still awaited.

#### **4 T&T Programme Challenge Report**

Martin Foerder asked for clarity on the objectives of Turner and Townsend's document. BBS felt that the tone and approach of the document was reminiscent of tie and he was concerned that Turner and Townsend appeared to be challenging the contractually accepted programme. There was a clear contractual baseline with regard to the programme that had been agreed following mediation.

Colin Smith explained that Turner and Townsend's document was a starter document to enable discussion and should be taken in that context. It did not aim to challenge the contractual programme but promote focussed discussion. Julian Weatherley and Paul Robinson added that their document was not intended to be controversial and was very much a starting exercise which put their initial thoughts on the table.

Julian Weatherley advised that the aim was to produce a Master Client Programme that took account of the construction so far, the current construction proposals and the cost engineering initiatives. Martin Foerder stated that the Rev 5 and 5c programme had to be finalised before a Master Client Programme could be prepared.

Discussion then focussed on the Programme Challenge Table from Turner and Townsend. Items were discussed one by one and the actions and comments were noted as attached.

#### **Decision**

To approve the decisions for each item as detailed in the appendix to this minute.

#### **5 AOB**

Colin Smith advised that it was not proposed to have another meeting of this group. However, the planning and programming issues that were being explored would be discussed at the Programme Control meeting. The Council would issue the draft minute for comments and following that, issue a final record of the meeting. Thereafter, Colin Smith and Graham Robertson would meet by agreement with project team members. This with a view to taking a Council report on programming and planning to the Joint Project Forum on 25 April 2012.

In response to a question, Colin Smith confirmed that the Council would consider a relaxation to the employer's requirements if it benefited the Project.

Planning and Programming Meeting  
28 March 2012

**Appendix – Planning and Programming Decisions**

Ref	Description	Decision
1	Include progress to date	Do not proceed
2	Included utilities durations – on street	Do not proceed
3	Incorporation of currently instructed client changes	Agreed to investigate only Off Street items further at programming meetings  Colin Smith commented that he would continue to review the entire project.
4	Test and Commission Off-Street in advance of On-Street	Agreed to investigate further once Rev 5 and Master Client Programme had been finalised. This would be a change to the contract.
5	Incorporate Rev 4c changes into the Master Client Programme	This process to be recognised when preparing the Rev 5 programme then on to form Master Client Programme
6	Remove resource levelling from off-street	Do not proceed
7	Challenge activity durations and sequencing	Do not proceed
8	Challenge Siemens delivery programme	Do not proceed
9	Remove constraints to off-street construction	Agreed to review further at programming meetings
10	Review resource levels/allocations in plan	Agreed to investigate further once Rev 5 and Master Client Programme had been finalised
11	Unused	n/a

Planning and Programming Meeting  
28 March 2012

12	3 <sup>rd</sup> party approval documentation to be planned, produced and submitted earlier	Do not proceed. To be investigated outside the planning and programming exercise
13	Challenge 3 <sup>rd</sup> party approval timescales	Do not proceed
14	Review current handover regime from Bilfinger Berger to Siemens	Do not proceed
15	Undertake drainage works in advance of Infracore possession of site  Current methodology is time consuming. Inefficient working practices between contractors  T&T/McNicholas to undertake works	Ongoing process. To be investigated outside the planning and programming exercise.  Post Meeting Note: BBS instigate CEC, T&T, BBS site meeting. Process agreed and recording system being agreed.
16	Early closure of York Place, following completion of Waverley Junction Phase 1	Do not proceed
17	Re-sequencing of Cathedral Lane Sub-Station  Currently starts at same time as Picardy Place Tram Stop (after RC Improvement Slab in YP Phase 1)  Is on the critical path for on-street, last item to be completed prior to T&C	Agreed to review further at programming meetings and in the light of progress reports from the York Place sub meeting.
18	Challenge durations for on-street activities  Actual durations are being shown to be shorter than planned  Excavations not as deep as programme assumes (rate reduction)	To monitor and to bring back issue if necessary. To be considered at programming meetings and Programme Control meetings.
19	Challenge current 16 week utilities duration for York Place	Ongoing process to be considered at Program Control meeting.
20	Revise York Place programme once design and scope of works are produced	Ongoing process. Review at York Place meetings and Programme Control meetings.

Planning and Programming Meeting  
28 March 2012

21	Re-sequencing and enabling works for AIR-SHP opening  If item 4 is implemented, some items will require to be completed before the advanced T&C can begin.	Agreed to investigate further once Rev 5 and Master Client Programme had been finalised. This would be a change to the contract.
22	Re-sequencing required to bring forward opening of 1km test track	Do not proceed
23	Incorporation of proposed construction methodology	Do not proceed
24	Technical requirements to run between AIR and Shandwick Place	Technical issue not a programme and planning issue
25	Include any missing activities and logic links	BBS agreed to check
26	Include current design completion dates	Update in Rev 5 Programme
27	Include statutory approvals	Repetition with earlier item. (see item 13).
28	Include current delays and mitigations (linked to item 1)	Do not proceed
29	Build all operational constraints into programme	CEC to investigate further



## APPROACH OPTIONS

### Option 1

Conclude unilateral review, examining durations and resource levelling.

Combine CAF and Infraco contract programme durations to the optimum concurrent completion date.

Completed review to be issued as an instruction to the Contractors.

**Not recommended**

### Option 2

Instruct Contractors to submit revised programmes to better the Rev 4 completion date.

**Not recommended**

### Option 3

Instigation from Principals' instruction of October 2011 of a collaborative approach by recognising Rev 4 contractual position and engaging with the following:

1. Identifying that the Client target programme could be delivered by 2014
2. Bringing PM programmer to acknowledge completion in Summer 2014
3. Analysing PM and Contractors' programmes utilising Primavera and Claim Digger, identifying durations, productivity levels (80%), resource levelling and logic links
4. Reach programmers' consensus, taking into account cost engineering, traffic management benefits, identified and agreed (22 weeks) Rev 4c\*
5. Request that PM Planner combines Infraco and CAF programmes based on cost engineering review
6. Carry out independent review of PM, Infraco and CAF programmes for CEC benefit and use

### Position as at 5<sup>th</sup> March 2012

7. Visit site at York Place and off street between Depot and Airport. Attend Contractor's look ahead weekly programme meeting
8. Issue PM programme per item (5) above to Infraco and CAF for comment week beginning 12<sup>th</sup> March
9. Invite project planners to CEC-led programme planning workshop week beginning 26<sup>th</sup> March
10. Agree delivery plan in the style of the previous cost engineering workshop

**Project:** Edinburgh Trams Project

**Date:** 5<sup>th</sup> March 2012

**Reference:** Project Planning & Programming

**Recommended**

## EDINBURGH TRAM PROJECT

**Project Proposal to Progress  
within the Contract Programme  
and Present Working  
Relationships and Behaviours**

**Programme Initiative – May 2012**

Confidential & Legally Privileged  
FOI(S)A Exempt

Prepared by:

Colin Smith FRICS MAPM  
The City of Edinburgh Council  
Waverley Court  
4 East Market Street  
Edinburgh  
EH8 8BG

Tel: 0131 [REDACTED]

Mobile: [REDACTED]

Email: [csmith@hg-group.co.uk](mailto:csmith@hg-group.co.uk)

## **CONTENTS**

- 1.0 Introduction**
- 2.0 Protocol Approach – Collaborative Working**
  - 2.1 Goals and Achievements**
- 3.0 Presentation of Proposal**
  - 3.1 Elected Members**
  - 3.2 Project Principals**
  - 3.3 City Stakeholders**
  - 3.4 Lothian Buses**
- 4.0 Implementation if Agreement and Approval Gained**

## **APPENDICES**

- (i) Contract Programme Dates**
- (ii) Stakeholder Commentary**
- (iii) Proposal to Re-Sequence to Create Optimised Programme**
- (iv) Traffic Management**

## 1.0 INTRODUCTION

This proposal to examine the sequence of working is part of an ongoing review of the works programme. This follows the approach to work with the Contractors to present the maximum work faces in the light of weather conditions and progress made to date.

This approach has helped achieve:

- (1) The Depot being completed on time;
- (2) Handover of The Mound four months ahead of schedule;
- (3) The test track being completed in time; and
- (4) Princes Street (mid section) being ahead of July 2012 hand back.

## 2.0 PROTOCOL APPROACH

During the mediation and subsequent negotiations to achieve the Settlement Agreement, the parties agreed to be transparent in their way of utilising the Contract Programme and, together with reasonable endeavours, to work on portions of the site while utilities, including Scottish Water, works were ongoing.

This approach has been of benefit to date in Shandwick Place and at Haymarket in aiding the time period to clear utilities out of the way of the track slab and OLE bases.

Further, the cost engineering initiative initiated by CEC in October 2011 captured a Contractor-lead proposal to create a “time bank” of 22 weeks that would act as a buffer in the programme in order to mitigate the delay effect to the commencement dates of Bilfinger Berger/Siemens works.

### 3.0 PRESENTATION OF PROPOSAL

This present proposal is an advancement of the protocol approach to working.

York Place is due to be handed to Bilfinger Berger and Siemens in October. Areas where tram works are to take place are to be utilities free at that time. The original traffic management proposal stemming from 2008 is not practical.

This proposal endeavours to advance utilities clearance work in the period from July to October 2012 and to provide the Contractor with a work area that offers a more efficient and practical site. This proposal has been assessed by the City of Edinburgh Council and the Client Target Programme indicates possible time benefits, provided that no other adverse factors affect the work stream. The proposal has been traffic modelled and found to be workable.

Stakeholder comments have been considered:

- Shortest time
- Advance notice to allow retailers time for advertising campaigns
- Festival
- "T in the Park" travellers coming through the Bus Station
- Staff resourcing for retailers
- Access systems – St James and NCP
- Consideration to bus routes
- Earliest time to re-open all of Princes Street
- Least number of Christmas trading years

#### 4.0 IMPLEMENTATION IF AGREEMENT AND APPROVAL GAINED

The approach to build up this proposal has been sequential in process. The Utilities Contractor and Turner & Townsend have been consulted to ensure that they could resource this "acceleration". They, together with Bilfinger Berger and Siemens, have confirmed that they can resource the proposal. Traffic modelling and the Council Roads team are engaged and satisfied that the proposal is workable. Meetings have been held with Stakeholders and their views have been considered.

The City of Edinburgh Council Tram SMT was given a draft proposal on 22<sup>nd</sup> May. A presentation is to be made to elected Council members on 28<sup>th</sup> May for their views to be sought.

The Principals (i.e. the senior directors of Bilfinger Berger, Siemens and CAF), will receive the presentation of this proposal on 30<sup>th</sup> May.

A communications process will be engaged upon to ensure that Lothian Buses and the bus operators are engaged with this plan prior to implementation.

A wider communications plan will also be put in place prior to July commencement.

The proposal as outlined is recommended to the project.



## Appendix I Contract Programme Dates

Activity	Rev 4	Rev 4c	Rev 5	Rev 5c
Test Track Available for Commissioning	25 <sup>th</sup> January 2013	5 <sup>th</sup> December 2012		
Track Finishes	8 <sup>th</sup> November 2013	16 <sup>th</sup> September 2013		
System Integration	February 2014	Sept – Oct 2013		
Test Running	February to March 2014	Nov to Dec 2013		
Approval of HMRI	April 2014	December 2013		
Shadow Running	April to July 2014	December 2013 to March 2014		
T3 Tests	April 2014	March 2014		
Revenue Running	Summer 2014	Summer 2014		

**Key Factors / Tasks Remaining that can Affect the Completion Date**

- BAM Track Laying
- RBS Tram Stop
- Airport Tram Stop
- Underpass
- Weather
- Network Rail

*Note: Rev 4c as progressed to 28 April 2012, no period for prior Utility diversions*

## Appendix II Stakeholder Commentary

**Overview of feedback from stakeholder engagement meetings – York Place programme  
May 2012**

**Summary**

Over the past month we have held a series of engagement events to socialise stakeholders in the East End with two possible scenarios for the extension of works onto York Place:

1. a partial closure of York Place which would see works in place over two Christmas periods
2. a full closure of York Place which would see works in place over a single Christmas

There has been overwhelming support for option 2 – a full closure of York Place with a shorter duration of works.

Stakeholders in this area appear pragmatic in their approach. The larger stores in particular recognise the benefits that the trams will bring to their operations and seem keen to support any measure which will hasten the arrival of the service and / or guard against any future delay.

The concerns raised by traders centre around logistical considerations – parking, signage, crossing points, appearance of sites etc. - which we believe we can mitigate against successfully as we have in other areas of the city with dedicated logistical and relationship management support.

Meetings have included:

1. Meeting for all traders in the East End – 2<sup>nd</sup> May
2. Meeting for traders in St James Centre, Multrees Walk area – 8<sup>th</sup> May
3. Meeting for traders in York Place – 14<sup>th</sup> May
4. Meeting with Tram Business Forum including representatives from business associations from across the city – 14<sup>th</sup> May

## Overview of feedback

### 1. Meeting for all traders in the East End – 2<sup>nd</sup> May 2012

Introductory engagement session to:

- establish relationships
- highlight start of works in East End
- promote further meetings were options would be discussed

Stakeholder	Primary aim - perceived sentiment	Secondary aim - mitigations
Nell Graham - Troon	N/A	Unmanned opening / no safe crossing / no loading bay / no disabled parking / drainage / rubbish collections/ no progress with Assessor this time around
Andrew Stewart - Royal British Hotel	N/A	Better signage for deliveries / site / road being used as turning circle / logistical help needed
Gill Hames – Neal's Yard	N/A	Location of bus station?
Neil from Place Hotel	N/A	How much Open for Business budget is left and how much will be used for the East End? Will there be night works in York Place?
Gordon Wilson, 28 York Place	N/A	Time scale for the case for the Assessor?
Charlie Galloway - Guildford Arms	N/A	Difficult to measure pubs for Assessor?
Ian Staples - Curious and Curiouser	N/A	Impact on Broughton Street. Concerns about lack of crossing points impeding footfall
Scott Girdwood - Balmoral Hotel	N/A	Concerned that traffic management plans aren't being followed or marshalled – e.g. taxi ranks that are marked for one taxi have nine in it
Derek Gordon - Eric Young & Co	N/A	Concerned about access to York Place / extent of the site
Hazel Tierney - John Lewis	N/A	Big anchor stores like Harvey Nichols, St James Centre and John Lewis need more than signs - it must be right from the beginning. If customers have a bad experience they won't come back.

**2. Meeting for traders in St James Centre, Multrees Walk area – 8<sup>th</sup> May**

Stakeholder	Primary aim – perceived sentiment	Secondary aim - mitigations
Rochelle Burgess – St James Centre and Multrees Walk	Option 2	Appearance of worksites and the area / desire for scrim on heras fencing and directional signage / bus routes / accessibility / car parking / marketing support / footfall
Gordon Drummond – Harvey Nichols	Option 2	When in December will St Andrews Square be cleared
Mark Lindsey - NCP	Option 2	
Hazel Tierney – John Lewis	Option 2	Road and pedestrian signage / access to click and collect service
Richard Corrigan – St James Centre and Multrees Walk	Option 2	Safe crossing points / operational access to car park

**3. Meeting for traders in York Place – 14<sup>th</sup> May**

Stakeholder	Primary aim - perceived sentiment	Secondary aim - mitigations
Alex Smyth - RBS	Option 2	Road safety / 800 visits per week down
Gordon Wilson – 28 York Place	Option 2	Loading at rear / residential area – full in August / could we vary working hours from 10am to 6pm rather than 8am to 4pm to allow guests to sleep
Neil Ellis – The Place	Option 2	Loading at rear / residential area [rents parking from Scottish Executive]
Ruth Milligan and committee - St Pauls and St George Church [individual meeting]	Option 2	Noise, litter, foundations, parking, disabled access, working hours
Pretti Majithia – Virgin Money [individual phone call]	Option 2	Car parking in North St Andrew's Lane / muster points / when are works coming off St Andrews Square

**4. Meeting with Tram Business Forum including representatives from business associations from across the city – 14<sup>th</sup> May**

Stakeholder	Primary aim - perceived sentiment	Secondary aim - mitigations
Gordon Drummond - Harvey Nichols Graham Birse - Edinburgh Chamber of Commerce Joshua Miller - Charlie Miller's Hairdressers + George Street Association Michael Apter - Paper Tiger + West End Traders Association Richard Corrigan - St James Centre and Multrees Walk Sharon Duffy - Marketing Edinburgh Andy Neal - Essential Edinburgh Kirsty Knust - John Lewis Ruth McKay- Federation of Small Businesses	Option 2	Clarity needed on when St Andrews Square to reopen – big difference between early and late December to traders in that area

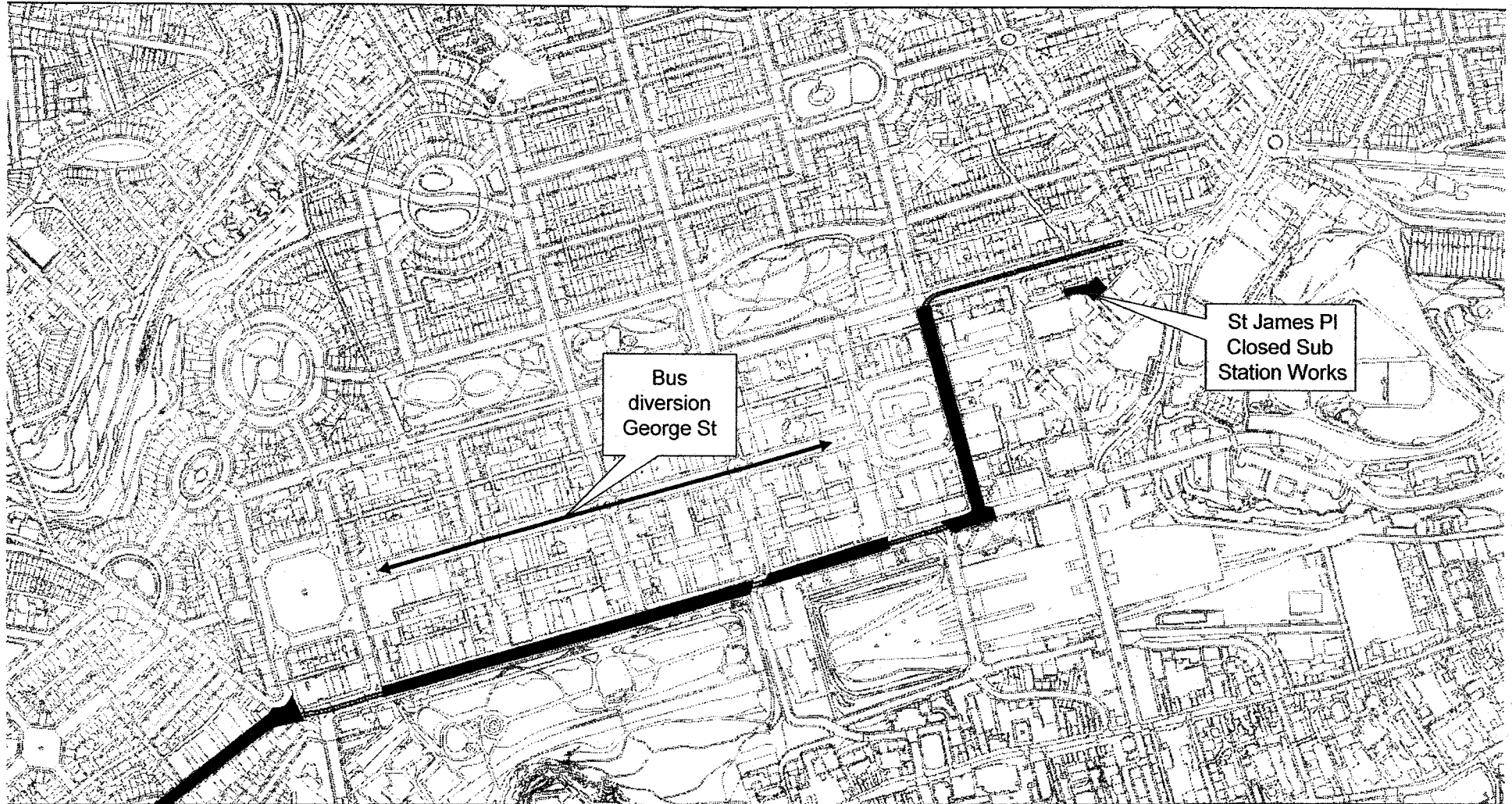
## Appendix III Proposal to Re-Sequence to Create Optimised Programme



TASK	TARGET DATE
<b>Information Briefing</b>	
Proposal to Tram SMT, including advice note from Council Officers on Optimum TM proposal	22 <sup>nd</sup> May 2012
Councillors Briefing and Project Review since Mediation	28 <sup>th</sup> May 2012
Presentation and Affirmation of Principals to Optimum TM Proposal	30 <sup>th</sup> May 2012
Bus Operator's Briefing	1 <sup>st</sup> June 2012
Briefing Note to Stakeholders	1 <sup>st</sup> June 2012
Follow up one to one meetings with Stakeholders	w/c 11 <sup>th</sup> June 2012
Depot Visit by Politicians and "One Year On" Update	To be advised
<b>Target Points of Project Delivery and Progression</b>	
CEC offer of weekend working on "the Plug" for period June to October 2012	2 <sup>nd</sup> /3 <sup>rd</sup> June
Broughton Street closure to accommodate BT Duct works	11 <sup>th</sup> June 2012 for 4 weeks
Princes Street hand back to City of Edinburgh	29 <sup>th</sup> June 2012
Princes Street available for buses running on mid section	30 <sup>th</sup> June 2012
Cathedral Lane demolition	Complete by 8 <sup>th</sup> July
Cathedral Lane Scottish Power duct work	Complete by 8 <sup>th</sup> July
Commencement of utilities clearance in York Place, 2 lanes only for Lothian Buses Traffic Management taking all other traffic off York Place	16 <sup>th</sup> July 2012

## Appendix IV Traffic Management

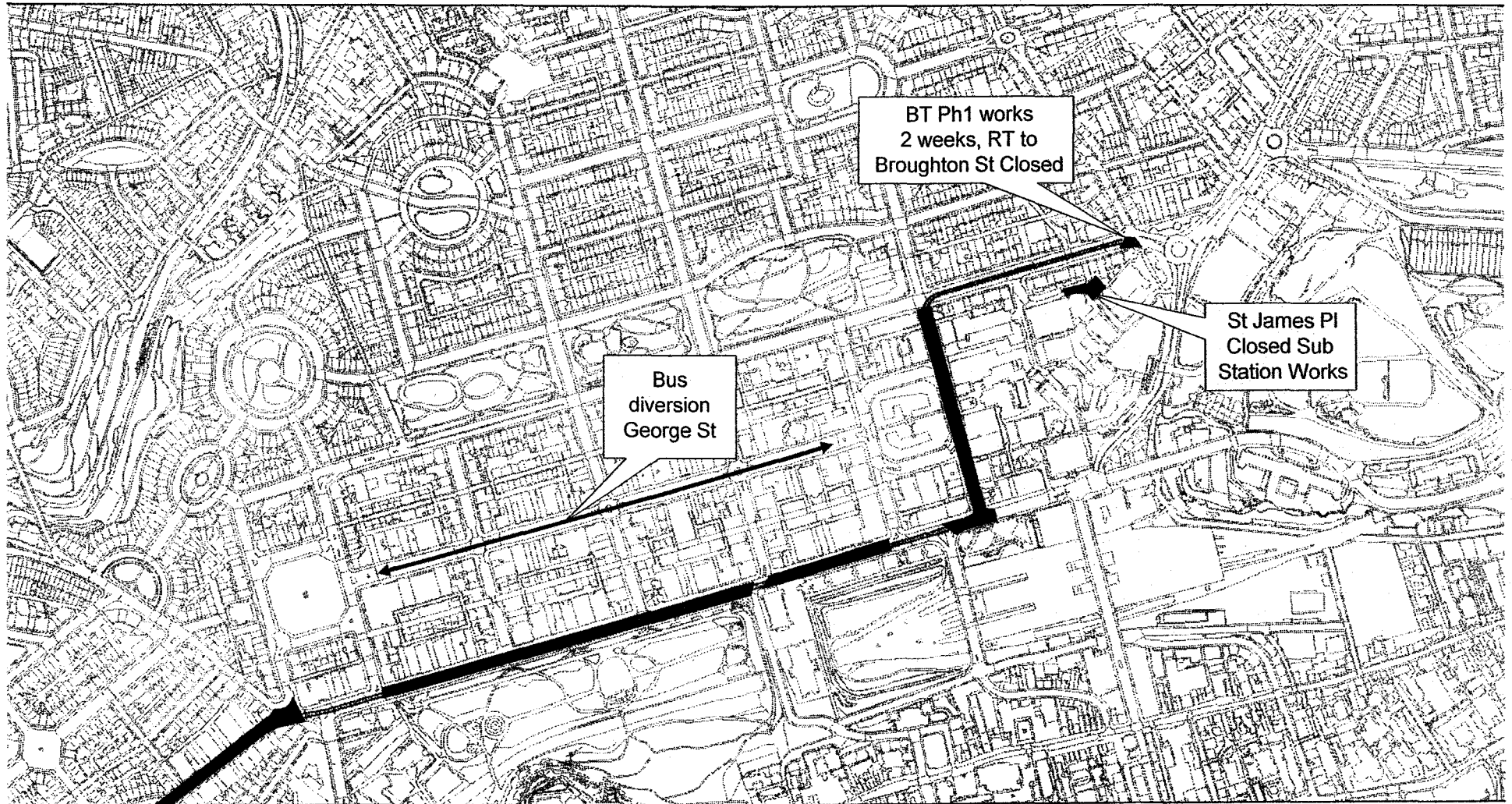
# Current City Centre Worksites



**Edinburgh  
Trams**

**DRAFT TBC**

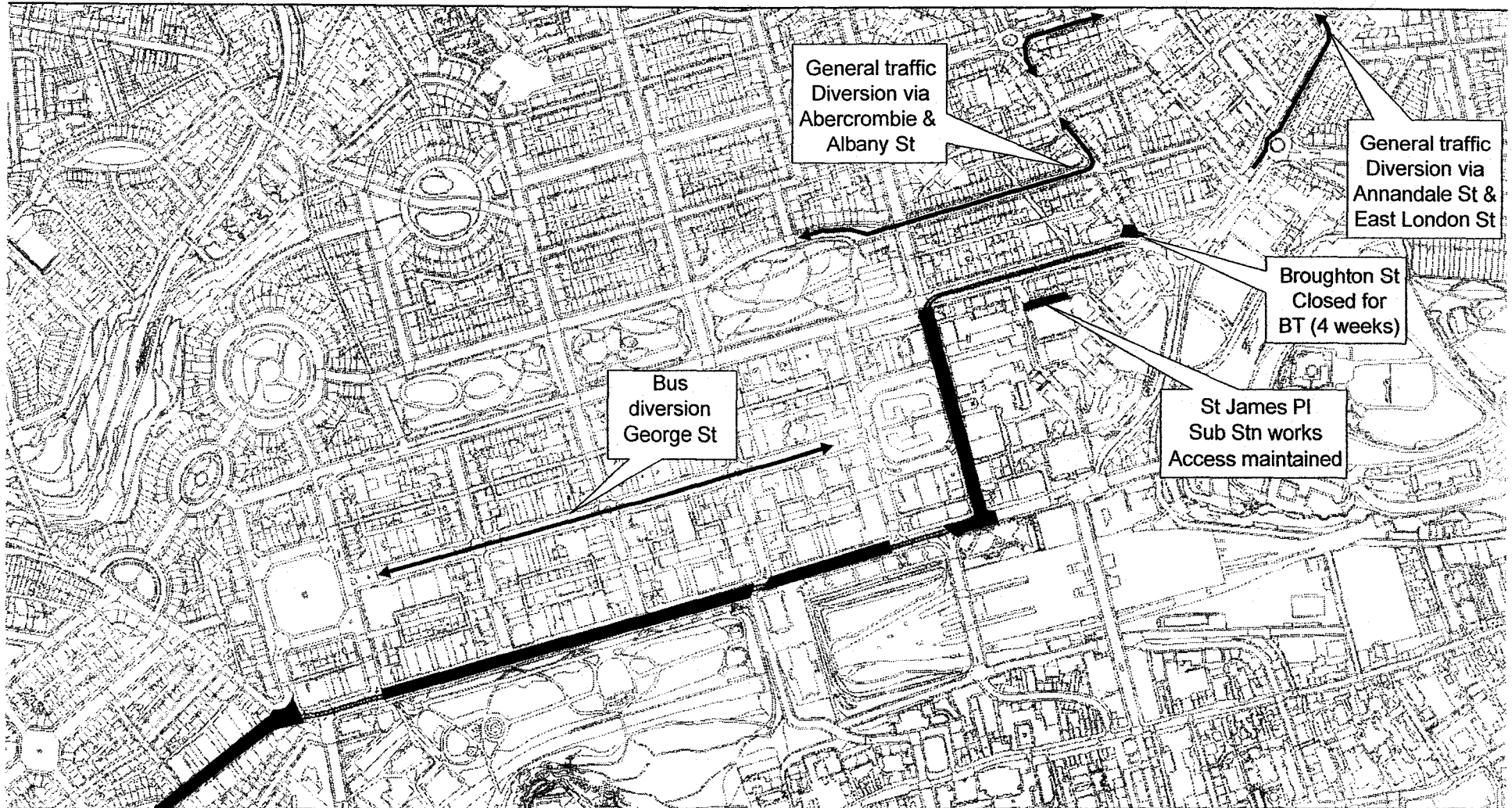
# City Centre Worksites from 11/6/12



**Edinburgh  
Trams**

**DRAFT TBC**

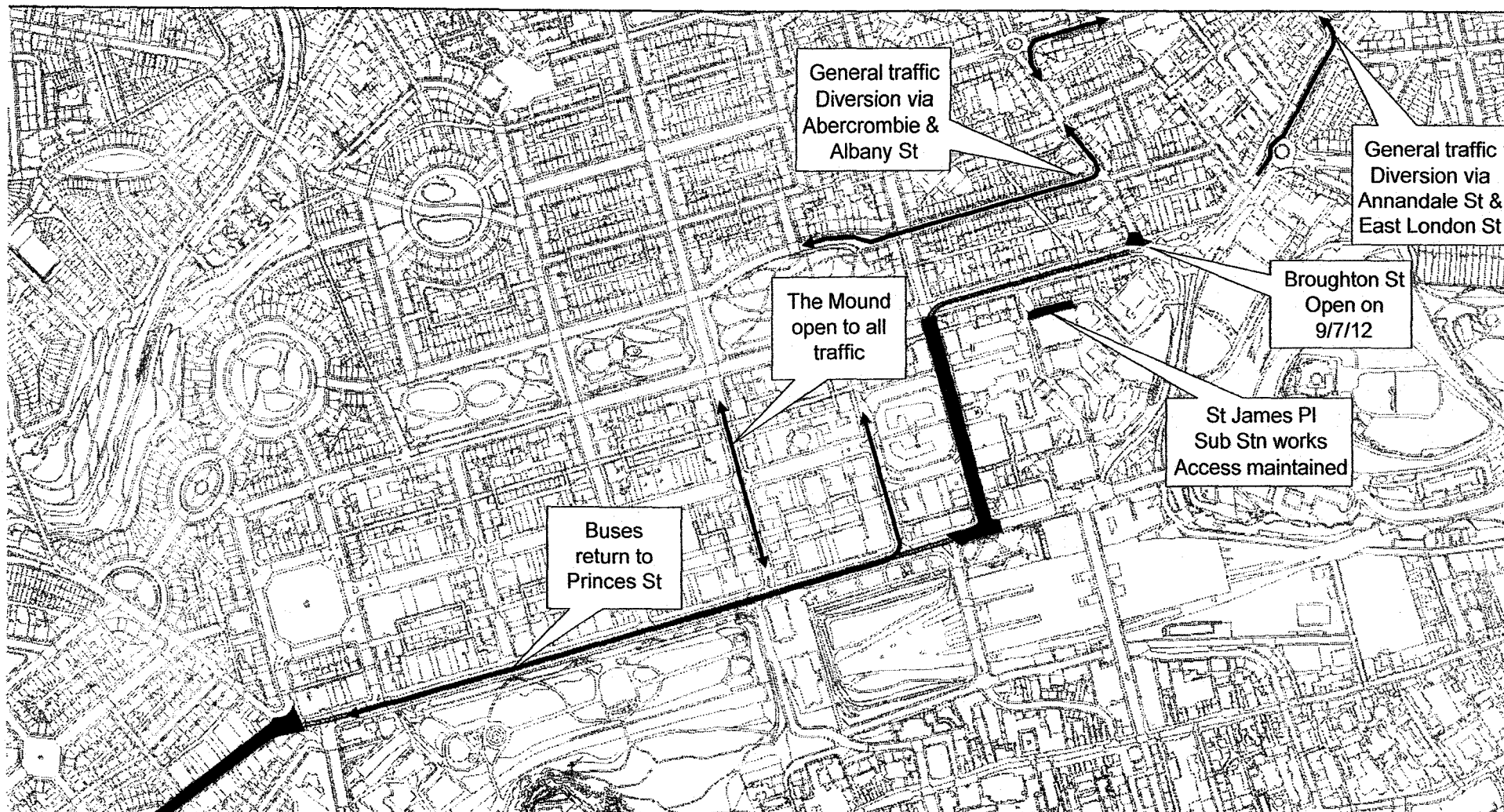
# City Centre Worksites from 25/6/12



**Edinburgh  
Trams**

**DRAFT TBC**

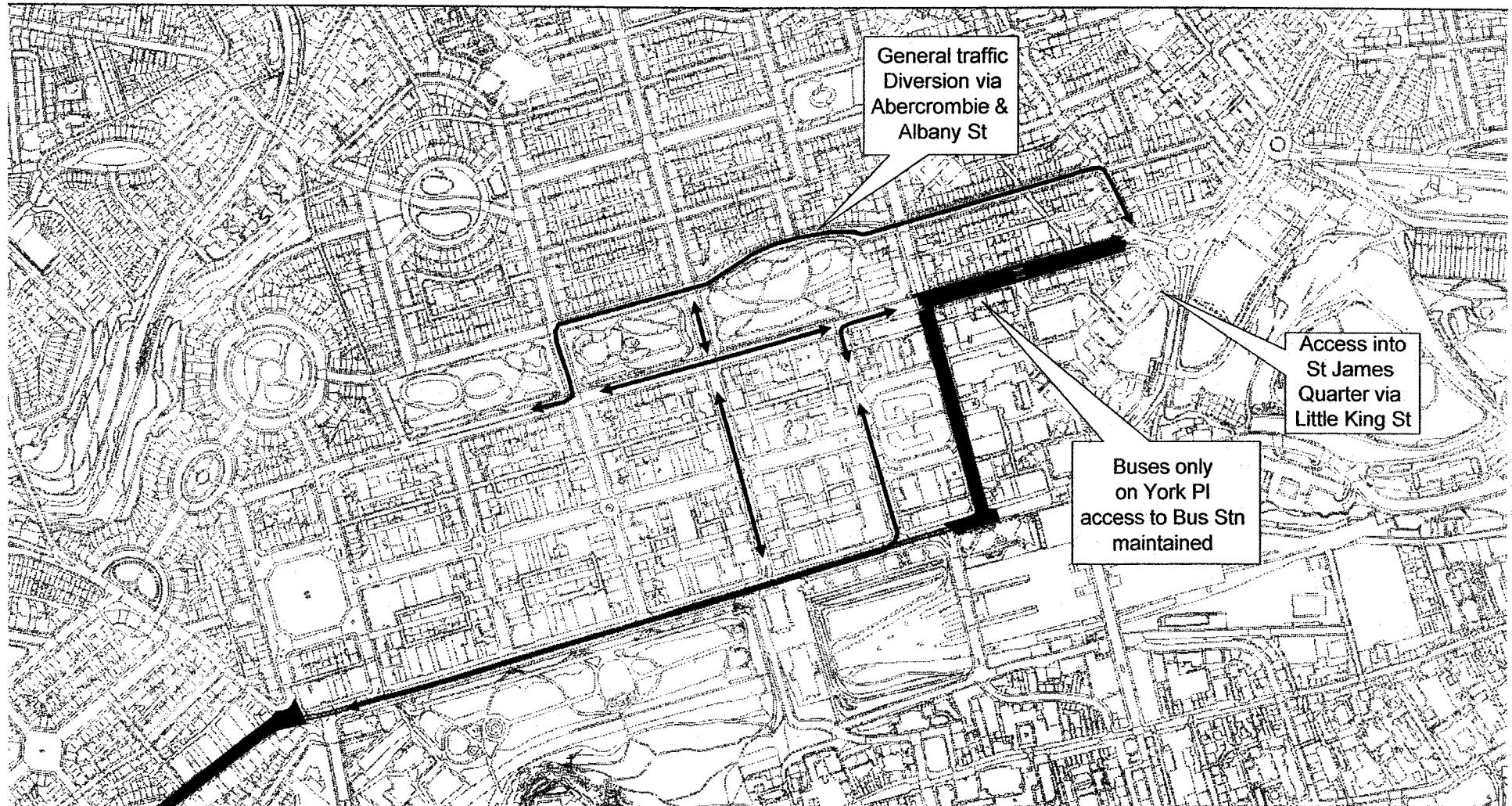
# City Centre Worksites from 29/6/12



**Edinburgh  
Trams**

**DRAFT TBC**

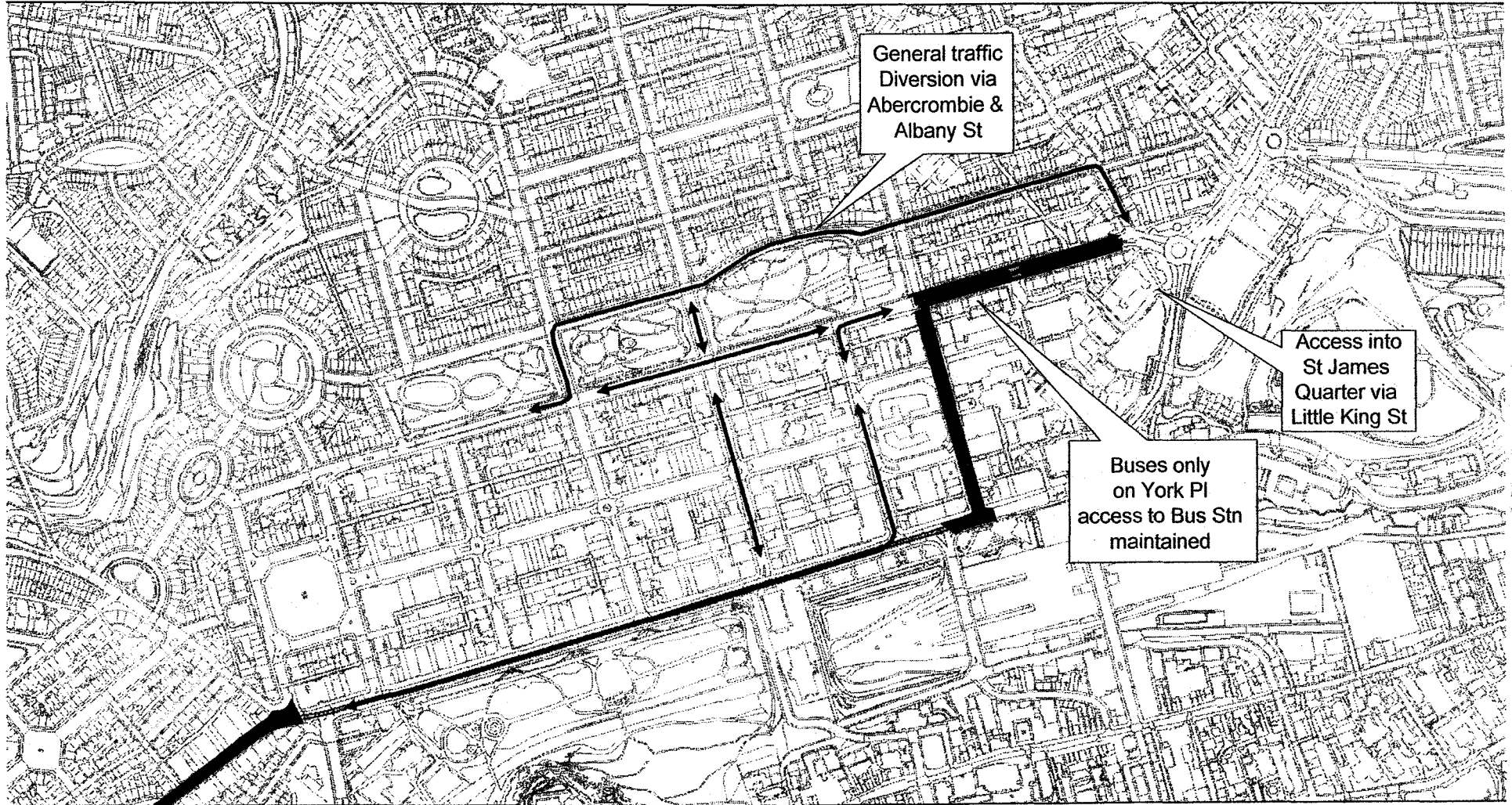
# City Centre Worksites from 16/7/12



**Edinburgh  
Trams**

**DRAFT TBC**

# City Centre Worksites from 16/7/12

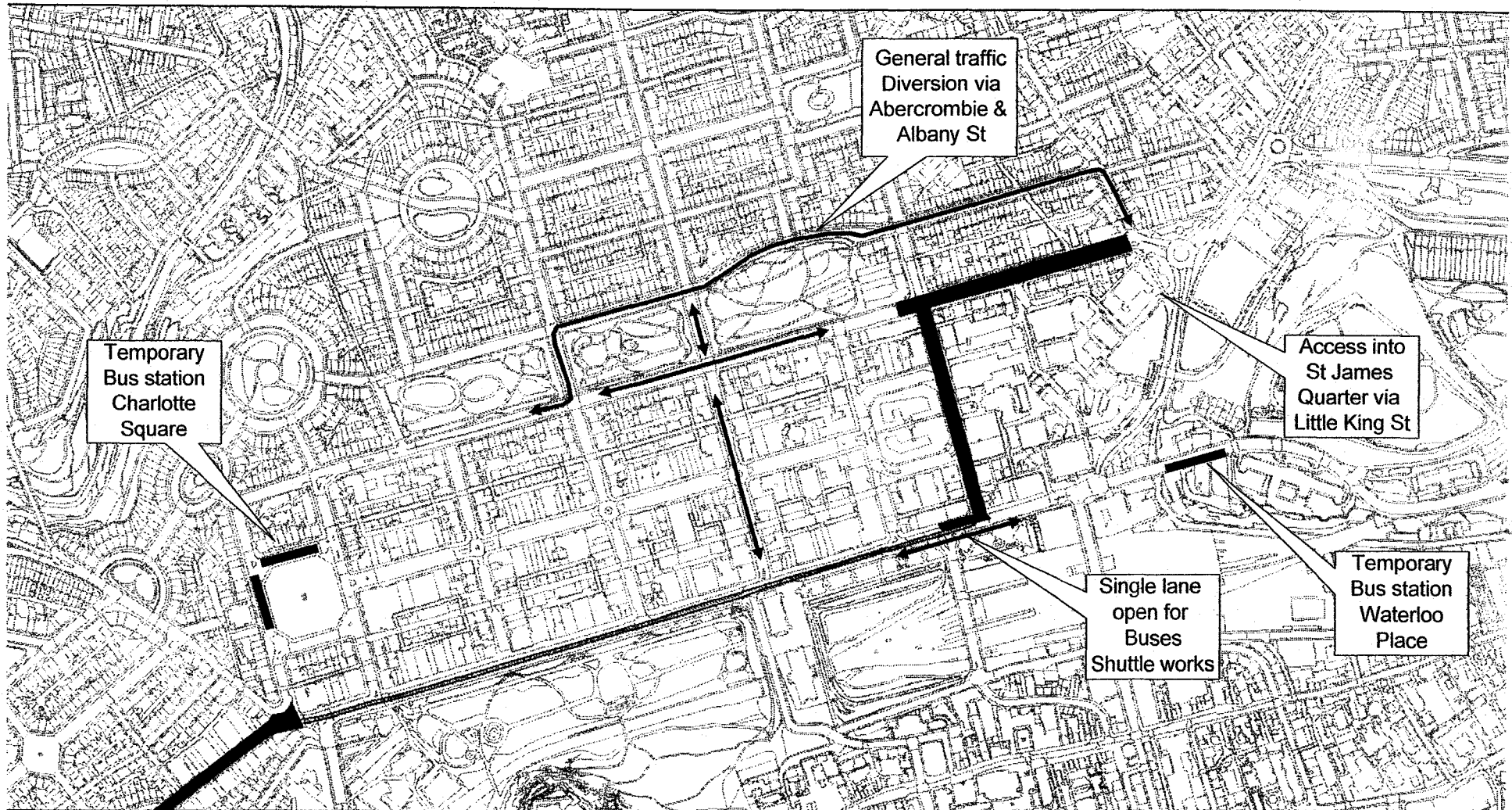


**Edinburgh  
Trams**

**DRAFT TBC**



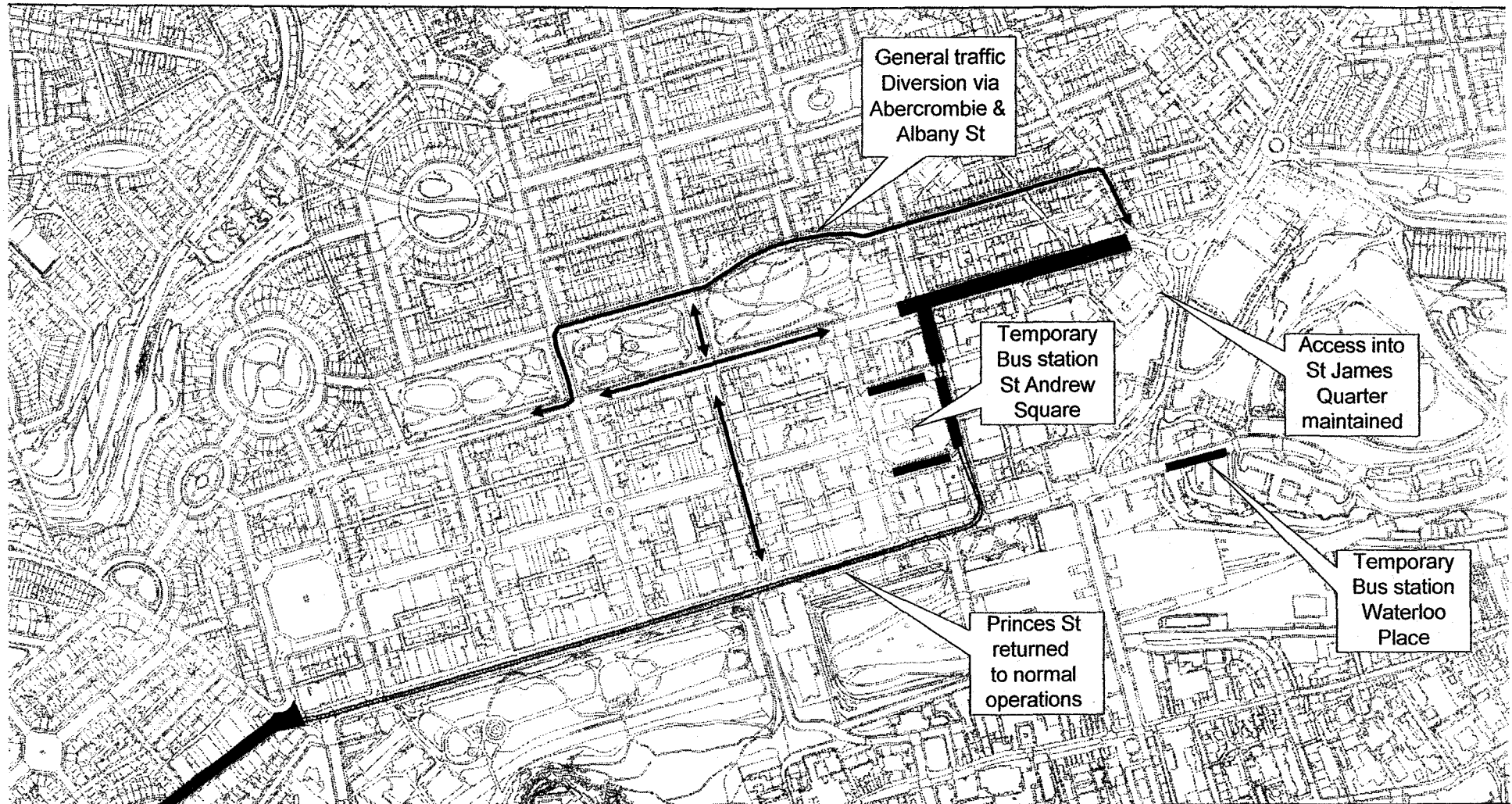
# City Centre Worksites from 27/8/12



**Edinburgh  
Trams**

**DRAFT TBC**

# City Centre Worksites from 01/11/12



**Edinburgh  
Trams**

**DRAFT TBC**