



## 4 Week Period Reporting Pack 08/09

**Project Title:**  
Edinburgh Tram Project

**Reporting Period:**  
Period 04 2008/09

**Transport Scotland Project Manager:**  
John Ramsay

**Progress Meeting Date:**

Report authorised by: **Steven Bell**

Signature: 

Date:.....25/7/08.....

For and on behalf of **tie Limited**

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| <b>Contents</b>                                | <b>Page</b> |
|--|-------------|
| 1 Executive Summary .....                      | 3           |
| 2 Progress .....                               | 7           |
| 3 Headline cost report.....                    | 10          |
| 4 Time schedule report .....                   | 13          |
| 5 Risk and opportunity .....                   | 15          |
| 6 Health, safety, quality and environment..... | 17          |
| 7 Stakeholder and communication.....           | 18          |
| Appendix 'A' Detailed cost report .....        | 20          |
| Appendix 'B' Change control register .....     | 23          |
| Appendix 'C' Programme information .....       | 24          |
| Appendix 'D' Primary risk register .....       | 24          |
| Appendix 'E' Resource information .....        | 30          |

# 1 Executive Summary

## 1.1 Key issues

### Health, safety, quality and environment

There were no RIDDOR incidents in the Period and the AFR for the project is now 0.11 with 98,000 hours worked in the period.

There were 27 incidents reported, one of which was categorised as serious, 25 as minor and 1 as very minor. There were also seven near misses.

The serious incident was a damaged water main which resulted in disruption to customers. An operative was breaking material with a hand held breaker and struck the main which was only at a depth of 300mm. The hole was plugged until a repair could be effected later in the day. Staff have been re-briefed on revised procedures and Carillion have issued an alert to all staff.

24 of the 34 incidents and near misses this period have been investigated, actions agreed and implemented and closed with 10 mitigations in progress. There are a further 35 open incidents which are awaiting investigation reports and closure. These are being progressed and there has been a significant reduction in the backlog in during the period.

Three audits were planned in the period but have been re-scheduled for Period 5 to ensure availability of all key staff. Three NCRs were raised in the period. One against the MUDFA contractor and two against Infraco. Corrective actions are being agreed. There are two outstanding NCRs from previous periods being closed out.

### Progress – Design

Prior approvals and structures approvals have progressed well in the period, with items generally being delivered on time or early. Roads Approvals have required more work to resolve outstanding issues with the submissions and CEC comments but this is now starting to unblock with concerted actions from **tie**, CEC and SDS. Generally the slippage against v31 has reduced in the period.

However, some IFC drawing delivery has been delayed in the period (particularly on Phase 1b items), however there is clear visibility of any such issues with the design and consents task force. Where necessary and appropriate actions and instructions are being implemented to mitigate any potential delay to the construction critical path. A separate issue with Scottish Water drainage outfall consents has been escalated and is now closed out successfully.

- To date 64 Prior Approvals have been submitted to CEC and 46 granted – 66% granted (compared with v31 plan of 68 and 53 – 76% granted);
- To date 78 Technical Approvals have been submitted to CEC and 49 granted – 53% granted (compared with v31 plan of 83 and 52 – 56% granted); and
- To date 36 Issue for Construction (IFC) drawings have been submitted to **tie** – 32% submitted (compared to v31 plan of 60 – 54% submitted).

### Progress – MUDFA

Utility diversions showed an improvement in production output during Period 4. Further improvement is still required to avoid material risk of impacting the Infraco construction and this is being progressed assertively at very senior levels with Carillion.

Close-out programmes pre the August city centre embargo (including St Andrews Square and Shandwick place) are on target and Haymarket enabling works will be completed to allow

commencement of the main diversion works as publicised on the 18<sup>th</sup> August. Leith Walk works north of McDonald Road and at Constitution Street are expected to be substantially completed by the end of August.

Work at Gogar depot and in Sectiond 5B and 5C (The Gyle and Edinburgh Park) is delaying telecom diversions and this is being managed with Infraco to mitigate any impact on the main construction programme.

#### Progress – Infraco (including Tramco)

The delay in closing the Infraco suite and its affects on mobilising Infraco's supply chain is impacting planned progress.

Whilst the demolition of the Caledonian Ale House is well underway and site clearance and roads survey coring and testing has progressed, concern remains at the slower than programmed progress with mobilisation. Infraco have significantly increased their direct staff numbers in the period and momentum is building.

However, it will take a number of periods to recover the slow initial progress. The plan to review this is outlined in the programme section below. Short-term targets to bring forward work including:

- Agreed with Infraco to bring forward to 15<sup>th</sup> August (Period 5) for building warrant approval for demolitions around Murrayfield area (requires SDS and CEC buy-in - v31 states 13<sup>th</sup> September); and
- Reviewed 12 week lookahead and further potential areas where works can commence by unblocking minor issues. Infraco are reviewing and agreement on short term opportunities is expected on by the end of July.

#### Infraco Proposals / SDS design alignment programme

A consolidated programme to complete this work, including the more significant elements of roads and OLE design is being validated during Period 5. The impact and opportunity of this work will be incorporated into the Period 6 report.

#### Progress – Other

Pollution Prevention Works at Scotrail Haymarket depot are reported to be on, or slightly ahead of their programme. This requires continued monitoring as ~~tie~~ continue to seek improvements in programme from Network Rail to avoid potential impact to the Infraco programme.

Compensation negotiations for Haymarket Carpark have been slowed as a result of little response from Network Rail. This issue is being escalated with Network Rail's Director. It is likely to be Period 6 before this is concluded. First Scotrail have engaged on this issue and this can be resolved subject to resolution of responsibility for the impact of Franchise Extension.

The repositioning of the BAA fence is now complete. All archaeological works programmed in Sections 5C and 7 have been concluded and GUARD have been demobilised. Invasive species 4<sup>th</sup> visit taking place in the weeks commencing 21 and 28 July and the Gogar Drain has been wired off to discourage any further Badger activity in the area.

The contract for relocation of Murrayfield training pitches has been awarded and works are programmed to commence on 28 July 2008. This is in line with Tram Project Programme requirements.

## Progress Overview

The management of the recovery of design delays and mitigation of any potential utility diversion conflicts via Revision 07 of the MUDFA programme and unlocking of Infraco more effectively is being addressed across the Project.

Full integration of the issues and the proposed solutions will be carried out during August and a more settled integrated programme, with attendant contingency recovery plan will be set out. It is expected to be developed for the Period 6 report, including cost implications.

## Cost

The AFC for Phase 1a of the project remains unchanged from last period at £512m, including a risk allowance of £30.3m. Funding available remains at £545m.

Cumulative expenditure to date (end of P4 08/09) on Phase 1a is £166.3m. COWD year to date, at £36.3m, is £5.2m lower than the 'budget' for the year to date. This is primarily due to delayed closure of the Infraco contract suite, temporary slippage in utilities diversion work and delayed completion of land acquisition costs.

The FY08/09 outturn forecast has been marginally reduced by £0.5m and now stands at £150.5m including a conservative risk allowance of £9.3m as before. This forecast anticipates that in the case of both Infraco and MUDFA, any current slippage is recovered by the end of the FY08/09.

The TS share of Phase 1a costs in FY08/09 at 91.7% (500/545) would be between £130m of Base Costs or £138m of the total costs including Risk Allowance. This is being kept under review in the context of a current cap on FY0809 funding from TS of £120m. The fall back position is that CEC would temporarily "fund" the shortfall of between £10m and £18m until the start of the FY09/10, although **tie**'s view is that at these levels the time lag between certification of work done and payment will ensure that CEC is unlikely to be required to find significant additional cash to meet a shortfall due to the current TS funding cap.

## Risk

A risk drawdown of £1.4m is anticipated in Period 5 to address the A8 Sewer diversion. Any risk associated with the programme recovery works identified will be addressed in Period 6.

## Programme

At this stage of the project the right amount of time must be invested to ensure full integration of all key workstreams in light of progress to date and issues arising from the finalisation of the contracts.

Infraco contract close programme was based on input from 2 key programme inputs – Design and Consents (v26) and MUDFA (v06). At contract close, there was a difference between the version of the design programme contained in the contract (v26) and the design progressed programme at the point of signing (v31). Some slippage in design had occurred during this period. This slippage, coupled with the slow mobilisation of Infraco has resulted a number of milestones being missed in the first 2 months of the contract. In addition, slippage in the MUDFA has a potential to impact on the overall programme delivery. **tie** has analysed the potential impact of this on the overall programme. The following table shows the contract programme key dates:



| Section   | Description                        | Contract      |
|-----------|------------------------------------|---------------|
| Section A | Depot completion                   | 25 March 2010 |
| Section B | Test track available               | 23 April 2010 |
| Section C | All Phase 1a construction complete | 17 Jan 2011   |
| Section D | Open for revenue service           | 16 July 2011  |

In general, the slippage if these were plugged in without any mitigation equates to a potential 8 week programme delay to the introduction of revenue services. However, over the past few weeks **tie** has been working with Infraco to mitigate the impact of this slippage with the aim of having a revised programme agreed which delivers the open for revenue service date of July 2011. **tie** is confident that this revised programme which maintains the contract end date can be achieved.

Work will proceed with Infraco during the next period with the aim of having a revised contract programme agreed by end of September. This may result in early milestones being re-sequenced with a view to catching up on overall programme. Specific initiatives and actions for programme improvements include use of additional track / OLE gangs, re-sequencing of activities to be more efficient and use of technology to improve productivity.

### Communications

The level of stakeholder issues currently being experienced will be reduced as MUDFA and Infraco start to deliver to the programme. The project is experiencing a small increase in activity of stakeholder hotspots as the level of activity in testing and commissioning of utilities increases. These include:

Leith Walk / Constitution Street – significant level of engagement with traders in this location who are concerned about traffic management including restrictions of parking and loading and the code of construction practice in general.

Landsdowne Crescent – concerns about tree pruning to allow traffic diversions to be put in place.

A number of actions have been taken to strengthen our management of stakeholders . A review of traffic management planning has been undertaken and a number of improvements are underway, including production of a traffic management lookahead and revised procedures. Additionally, a recent trip to Berlin included representation from the Federation of Small Businesses and Chamber of Commerce. During this trip the construction process was witnessed and ideas for improving communications with traders were explored as well as relationships built. Finally a new Customer Services Delivery Manager has been appointed and commences on 28<sup>th</sup> July.

## 2 Progress

### 2.1 General / overall

#### Land and Property

- NR – Aiming to conclude the Bridge Agreements drafting early in Period 5 and currently on target;
- Forth Ports – BBS have been instructed to prepare a change estimate for the Ocean Terminal redesign – the results from costing exercise are to be presented to FP for agreement.

#### Network Rail

- The scope and programme for the NR immunisation work is being developed with Infraco. Further NR immunisation verification will be provided by means of a detailed simulation study by Infraco;
- Infraco will be developing the full assurance case for NR acceptance. NR has now assigned their approvals specialist to assist us with their assurance case, which is expected to be completed by the end of July 2008;
- The lift and shift project is now complete with the exception of a Scottish Power cable and a Thales cable as well as an additional recently identified C&W cable at the Water of Leith bridge; and
- The pollution prevention project at Haymarket depot is now on its programme for completion in November 2008. This still remains a concern to **tie** and is being closely monitored due to the potential to impact on the main Infraco programme and has been escalated with Network Rail's director.

#### General

- Asbestos removal commenced early during Period 4 with demolition of the Caledonian Ale House commencing mid period and expected to be completed during Period 5.

### 2.2 Critical path

- The critical path has remained largely unchanged during the period;
- SDS, as part of the Infraco consortium, continue to work closely with BBS to mitigate any remaining design issues;
- There is growing concern that the roads design associated with section 1c (Foot of the Walk) may impact the on-street Infraco construction programme due to commence in this area during Period 6. The Prior Approval of Shandwick Place is affecting the roads design for section 1d. Both these items are being monitored closely;
- Off-street design issues include areas of concern at Murrayfield tramstop, South Gyle Access bridge, Roseburn viaduct and the Gogar depot;
- Revision 07 of the MUDFA Construction Programme is expected to be signed-off and issued during Period 5. This programme revision will take account of the more detailed information available from IFC designs, the traffic management / enabling works requirements and the potential interface with Infraco;
- MUDFA:
  - Work on Leith Walk is progressing to meet Infraco programme start dates;
  - Works at The Mound and St. Andrew Square have been adjusted to commence after the Edinburgh Festival City Centre embargo on 8<sup>th</sup> September 2008;
  - Works from West Maitland Street to Haymarket has been re-programmed to commence from 18<sup>th</sup> August 2008;
  - Section 5B – There is a major BT chamber to be constructed in the section between South Gyle Access and Edinburgh Park Station which will have to be programmed in detail with Infraco construction;
- Infraco areas showing critical are primarily affected by:
  - Those impacted by the design availability above;

- The slow mobilisation of Infraco package contractors and their direct teams (although that is now speeding up); and
- MUDFA completion; and
- There are other areas where some of the track and OHL works are showing as critical but this is due to a constraint on resource availability.

### **2.3 Procurement consultant**

- This phase is now complete.

### **2.4 Design**

- SDS are now novated into the Infraco consortium. During the period both V32 and V33 of the SDS Design programme have been issued to Infraco for incorporation into their programme. This has been communicated to **tie** in terms of period progress report by the Infraco contractor. V34 is expected to be issued early in Period 5.

### **2.5 Financial / funding / procurement strategy**

- This phase is now complete.

### **2.6 Parliamentary process / approvals**

- This phase is now complete.

### **2.7 Procurement construction works**

- This phase is now complete.

### **2.8 Construction works**

#### MUDFA

- Utility diversions showed further increased recovery in productivity during Period 4, although still adrift of Revision 06 programme;
- Revision 07 of the MUDFA programme will be fully integrated and prioritised to match Infraco construction programme priorities;
- The 800mm water main diversion at Gogar started on 5<sup>th</sup> May 2008 and is now forecast to complete by 12<sup>th</sup> September 2008;
- Close-out programmes for London Road, St Andrew Square, Princes Street, Shandwick Place and enabling works are being worked through to meet the Festival embargo date at the end of July; and
- Works in Leith Walk are continuing and are expected to be substantially complete in Period 5.

#### Infraco

- Demolition of the Caledonian Ale house was commenced and is expected to be substantially progressed during Period 5;
- Road surveys have commenced with respect to Infracos proposals for roads and drainage at Princess and Shandwick Place; and
- Work commenced to prepare the site for the construction office complex at Edinburgh Park.

#### Advanced works

- The repositioning of the BAA fence is now complete. Preparation for the removal of remaining 50,000m<sup>3</sup> of earthworks is now underway;



- All Archaeological works programmed in Sections 5C and 7 have been concluded and GUARD have been demobilised;
- Invasive species 4<sup>th</sup> visit taking place in the weeks commencing 21 and 28 July; and
- The Gogar Drain has been wired off to discourage any further Badger activity in the area.

### **2.9 Testing and commissioning**

- This phase has not yet commenced

### **2.10 Hand over and service operations**

- This phase has not yet commenced

### **2.11 Network output programme interface (with Transport Scotland)**

- N/A

### **2.12 Interface with other projects**

A matrix of the risks associated with the interface with other projects is underway to mitigate any impacts on the tram delivery programme.

- BAA re-positioning of airport fence line now complete.
- CEC St. Andrew Square Streetscape works – Integrated with MUDFA and enabling works;
- Invasive species eradication programme – Integrated with Infraco;
- Airdrie to Bathgate – Integrated with Infraco for disruptive possessions;
- NR PP works – Interfaces with Infraco works at Murrayfield and particularly S21A Roseburn St viaduct;
- St James centre development – to be reviewed with CEC;
- Waverly re-roofing programme – to be reviewed with Transport Scotland;
- Waverley steps programme – to be reviewed with Transport Scotland;
- Gogar Surface station programme – to be reviewed with Transport Scotland; and
- Murrayfield pitches relocation – programme available and to be incorporated into Master Tram Project programme during Period 5.

### 3 Headline cost report

#### 3.1 Current financial year

- Year to date COWD is £5.2m (Period 3 £5.7m) lower than 'budget' due to:
  - Delayed award of Infraco and Tramco - £2.9m (Period 3 £2.5m) – note that although the contracts were awarded 4 weeks later than was anticipated at the time the 'budget' profile was established, the key milestones in the contractual programme including the commencement of revenue service in July 2011 were unaffected.
  - Slippage in utility diversions £0.6m (Period 3 £1.8m); - and
  - Other timing differences £1.7 (Period 3 £1.4m) most significantly completion of land acquisition costs which are now anticipated in Period 5 and have no consequential impact on any other element of the programme;
- Effective mitigation of programme slippages are being developed and agreed with both the MUDFA and Infraco contractors with a view to ensuring there are no conflicts between the utilities and infrastructure programmes and the scheduled opening date of the tram in July 2011 is not delayed; and
- The Full year FY08/09 expenditure has reduced by £0.5m to £150.5m, as profiled in the table below – this includes what *tie* considers to be a very conservative allocation of the risk allowance for the FY08/09 year of £9.3m; and
- The profiling remains consistent with the contractual programme and milestone payment schedules agreed with the Infraco and Tramco contractors. The reforecast profile below therefore does not reflect changes (if any) we may agree with Infraco as a consequence of their slower than anticipated mobilisation other than to assume activities not completed to date will be undertaken in periods 5 and 6. The profile anticipates that in the case of both Infraco and MUDFA, any current slippage is recovered by the end of the FY08/09. Payment applications submitted by CEC to TS will be adjusted to reflect the cumulative cash requirements of this updated profile.

#### Reforecast profile for FY08/09

| £m                          | YTD         | P5-6        | P7-9        | P10-13      | Total FY08/09 |
|-----------------------------|-------------|-------------|-------------|-------------|---------------|
| Infrastructure and vehicles | 11.0        | 9.1         | 35.9        | 32.5        | 88.4          |
| Utilities diversions        | 17.0        | 9.1         | 4.5         | 2.5         | 30.2          |
| Design                      | 2.2         | 6.2         | 0.4         | 0.2         | 3.9           |
| Land and compensation       | 0.8         | 1.0         | 0.0         | 0.4         | 3.7           |
| Resources and insurance     | 5.3         | 2.5         | 3.3         | 4.0         | 14.9          |
| <b>Base costs</b>           | <b>36.3</b> | <b>21.2</b> | <b>44.1</b> | <b>39.6</b> | <b>141.2</b>  |
| Risk allowance              | 0.0         | 0.0*        | 4.5*        | 4.9*        | 9.3           |
| <b>Total Phase 1a</b>       | <b>36.3</b> | <b>21.2</b> | <b>48.6</b> | <b>44.5</b> | <b>150.5</b>  |
| Phase 1b                    | 0.0         | 0.0         | 0.0         | 3.7         | 3.7           |

\*It is likely that an element of the £1.4m we anticipate will be drawn down in Period 5 for the diversion of the 1,500mm sewer at the A8 will be recorded as COWD before the end of P6.

- The Phase1b costs are provided for information only and reflect the commencement of Phase 1b utility diversions in late 2008 if there is a resolution to the additional funding requirements for Phase 1b to the satisfaction of CEC and Transport Scotland at that time;
- The profile above will not now materially change except to the extent changes are initiated by *tie*, stakeholders or the contractors, or there are changes to the Infraco works by way of significant variations;

- The proportion of the overall risk allowance allocated to the year, proportionate to the level of forecast base costs, is £9.3m, which is considered conservative;
- The TS share of Phase 1a costs in FY08/09 at 91.7% (500/545) would be between £130m of Base Costs or £138m of the total costs including Risk Allowance. This is being kept under review in the context of a current cap on FY08/09 funding from TS of £120m. The fall back position is that CEC would temporarily “fund” the shortfall of between £10m and £18m until the start of the FY09/10, although tie’s view is that at these levels the time lag between certification of work done and payment will ensure that CEC is unlikely to be required to find significant additional cash to meet a shortfall due to the current TS funding cap;
- The implication of the current TS funding cap will be kept under close review as FY08/09 progresses in the context of periodic reforecast of outturn expenditure and dialogue with TS officials; and
- As previously reported and agreed with CEC and TS, initial milestones under the Infraco and Tramco contracts, in respect of advance material purchases, will be classified as prepayments. The aggregate amount of these payments for advance material purchases is £24.2m. These prepayments will be reclassified as expenditure against funding in the periods in future years when the related materials are delivered to site and incorporated in the works.

### 3.2 Next financial year

- The forecast COWD for FY09/10 is shown in the table at 3.3 below. The sensitivities of this amount are the same as for FY08/09 above; changes to the programme, significant variations to the works and the extent to which there will be call on the risk allowance profiled to that year of £13.2m. Note that all utility diversions and land compensation costs are anticipated to be spent by the end of FY08/09.

### 3.3 Total project anticipated forecast cost

#### Phase 1a AFC and profiling

| £m                          | Cum<br>FY0708 | FY0809       | FY0910       | Balance     | AFC          |
|-----------------------------|---------------|--------------|--------------|-------------|--------------|
| Infrastructure and vehicles | 30.7          | 88.4         | 116.9        | 68.9        | 304.9        |
| Utilities diversions        | 18.4          | 30.2         | 0            | 0           | 48.5         |
| Design                      | 21.4          | 3.9          | 0.7          | 0.7         | 26.8         |
| Land and compensation       | 16.8          | 3.7          | 0.0          | 0           | 20.6         |
| Resources and insurance     | 42.7          | 14.9         | 10.2         | 13.0        | 80.8         |
| <b>Base costs</b>           | <b>130.0</b>  | <b>141.2</b> | <b>127.9</b> | <b>82.6</b> | <b>481.7</b> |
| Risk Allowance              | -             | 9.3          | 12.7         | 8.3         | 30.3         |
| <b>Total Phase 1a</b>       | <b>130.0</b>  | <b>150.5</b> | <b>140.6</b> | <b>90.9</b> | <b>512.0</b> |
| Phase 1b                    | 3.0           | 3.7          | 29.3         | 51.3        | 87.3         |

- As previously agreed, cumulative costs incurred to the end of FY07/08 also include £3m incurred on Phase 1b design, meaning that total costs to the end of FY07/08 were £133m; and
- The estimate for Phase1b is based upon unit costs in the Infraco and Tramco contracts and is subject to finalisation in accordance with a value engineered and approved / consented design and programme. The finalised price will be valid if an option under the Infraco contract is exercised in sufficient time to allow construction of Phase 1b to commence in July 2009.

### 3.4 Change control

- The current change control position is summarised in the table below:

|  |               |              |               |
|--|---------------|--------------|---------------|
| <b>BASE ESTIMATE</b>                           | 498.10        | 87.30        | 585.40        |
| <b>APPROVED CHANGES - to Financial Close</b>   | 13.91         | 0.00         | 13.91         |
| <b>CONTROL BUDGET - Baseline</b>               | <b>512.02</b> | <b>87.30</b> | <b>599.32</b> |
| <b>APPROVED CHANGES - post Financial Close</b> | 0.00          | 0.00         | 0.00          |
| <b>REVISED CONTROL BUDGET</b>                  | <b>512.02</b> | <b>87.30</b> | <b>599.32</b> |
| <b>ANTICIPATED CHANGES</b>                     | 0.00          | 0.00         | 0.00          |
| <b>CURRENT AFC</b>                             | <b>512.02</b> | <b>87.30</b> | <b>599.32</b> |
| <b>PREVIOUS AFC</b>                            | <b>512.02</b> | <b>87.30</b> | <b>599.32</b> |

- Base estimate – The position at Final Business Case (Oct 2007);
- Approved changes to Financial Close – The financial impact of the project control budget having been reset to reflect final Infraco and Tramco Contract Award levels and a consequential reappraisal of the risk allowance. This was approved at the Tram Project Board on 4<sup>th</sup> June;
- Control budget baseline (New Project Control Budget) – The baseline within which all future project change control will be reported against;
- Approved Changes post Financial Close – Tram Project Board approved changes from this point on. There are none to report at this point; and
- Anticipated Changes – Future potential changes that are work in progress prior to formal approval. There are none to report at this point.



## 4 Time schedule report

### 4.1 Report against key milestones

The agreed baseline programme reference for this project is that at Financial Close leading to revenue service in July 2011.

| Milestones  | Date       | Actual / Forecast |
|---|------------|-------------------|
| Approval of DFBC by CEC   | 21 Dec 06A | 21 Dec 06A        |
| TRO process commences   | 14Dec07    |                   |
| MUDFA – commencement of utility diversions  | 02 Apr 07A | 02 Apr 07A        |
| Approval of FBC by TS – approval and funding for Infraco / Tramco                             | 09 Jan 08  | Dec 07            |
| Tramco / Infraco – award following CEC / TS approval and cooling off period and SDS novation. | 28 Jan 08  | 14 May 08A        |
| Construction commences  | 14-Apr-08  | 14-May-08A        |
| Haymarket viaduct commences   | 08-May-08  | 8-Aug-08          |
| Edinburgh Park viaduct commences  | 06-Aug-08  | 06-Aug-08         |
| A8 underpass commences  | 08-Aug-08  | 28-Aug-08         |
| Carricknowe Bridge commences  | 21-Aug-08  | 21-Aug-08         |
| All demolition work complete  | 22-Aug-08  | 25-Nov-08         |
| Tram mock-up delivered  | Oct 2008   | Oct 2008          |
| First track installation commences – on street  | 03-Nov-08  | 03-Nov-08         |
| MUDFA works complete  | Nov 2008   | Feb 2009          |
| Haymarket viaduct complete  | 08-Dec-08  | 23-Mar-09         |
| Roseburn viaduct commences  | 20-Jan-09  | 20-Jan-09         |
| Design assurance complete   | 20-Jan-09  | 20-Jan-09         |
| All Issue for Construction (IFC) drawings delivered   | 21-Jan-09  | 21-Jan-09         |
| Princes Street closed   | 03-Feb-09  | 03-Feb-09         |
| Roseburn viaduct complete   | 20-Apr-10  | 20-Apr-10         |
| Carricknowe Bridge complete   | 11-May-09  | 11-May-09         |
| All consents and approvals granted  | 18-May-09  | 18-May-09         |
| Edinburgh Park viaduct complete   | 24-May-09  | 24-May-09         |
| A8 underpass complete   | 14-Jul-09  | 04-Aug-09         |
| Princes Street re-opened  | 01-Aug-09  | 01-Aug-09         |
| NR immunisation complete  | Nov 2009   | Nov 2009          |
| TRO process complete  | 01-Dec-09  | 01-Dec-09         |
| 1 <sup>st</sup> OHL installed   | 11-Dec-09  | 11-Dec-09         |
| Commission Section 2 (Haymarket to Roseburn Junction)   | 11-Jan-10  | 11-Jan-10         |
| Commission Section 6 (Depot)  | 25-Mar-10  | 25-Mar-10         |
| 1 <sup>st</sup> Tram delivered  | 09-Apr-10  | 09-Apr-10         |
| Test track complete   | 23-Apr-10  | 23-Apr-10         |
| 1 <sup>st</sup> section (other than Depot) complete ready for energisation                    | 25-June-10 | 25-June-10        |
| Commission Section 7 (Gogar to Edinburgh Airport)   | 25-June-10 | 25-June-10        |
| Driver recruitment commences  | July 2010  | July 2010         |
| Commission Section 5 (Roseburn Junction to Gogar)   | 09-Nov-10  | 09-Nov-10         |
| Driver training commences   | Nov 2010   | Nov 2010          |
| System testing complete off street  | 09-Dec-10  | 09-Dec-10         |
| Final tram delivered  | 17-Jan-11  | 17-Jan-11         |
| Construction Line 1a complete   | 17-Jan-11  | 17-Jan-11         |
| System testing complete on street   | 16-Feb-11  | 16-Feb-11         |
| Commission Section 1 (Newhaven to Haymarket)  | 11-Mar-11  | 11-Mar-11         |
| Letter of “no objection” from Independent Competent Person to commence tram running           | 17-Apr-11  | 17-Apr-11         |
| Shadow running starts   | 18-Apr-11  | 18-Apr-11         |
| Shadow running complete   | July 2011  | July 2011         |

|  |           |           |
|--|-----------|-----------|
| Letter of "no objection" from Independent Competent Person to commence revenue service | July 2011 | July 2011 |
| Open for revenue service   | July 2011 | July 2011 |

Guidance for Completion:

Legend for colouring of Act/Fcast date text

Green:

Act/Fcast date is ahead or in line with baseline

Yellow:

Slight slippage – readily recoverable with action.

Red:

Notable/significant slippage – difficult to recover, even with action.

**4.2 Key issues affecting schedule**

Mitigation for the issues noted below is underway to maintain the contract programme.

General

- The BT Openreach and other service providers programme impact on Infraco construction programme continues to be monitored with emphasis in the following areas
  - BT cabling and chamber at Foot of the Walk;
  - BT and Easynet cabling adjacent South Gyle Tramstop RW;
  - BT and Easynet cabling at Bankhead Drive RW; and
  - BT cabling at South Gyle Access bridge.

Design

- Russell Road bridge design for wingwall to be modified to avoid clash with existing sewer;
- South Gyle Access bridge design for West abutment to be modified to avoid clash with existing sewer;
- Design for thrust blocks for Scottish Water 800mm main;
- Section 7B utility design and build programme is included within Revision 07; and
- On-street roads design.

MUDFA

- Construction progress at Foot of the Walk is being monitored to ensure that programme remains ahead of required Infraco start;
- Scope that has been transferred from sections 5B and 5C to Infraco has still to be realised in the Infraco construction programme and any resultant impact agreed; and
- Existing Scottish Power 11kv cable in location of Carricknowe bridge north abutment.

INFRACO

- Slow mobilisation of Infraco package contractors
- Installation of bridge beams at Edinburgh Park viaduct and Carricknowe dependant of pre-booked disruptive possessions

**4.3 12 week look ahead**

Will be included as a separate file via CD.

## 5 Risk and opportunity

### 5.1 Review project risk register

#### Top risks

The top risks in the Primary Risk Register are:

- **Risk Id 918:** *CEC are unable to honour their funding commitments:*
  - Two of the mitigating actions are complete and one will be ongoing as the project progresses;
- **Risk Id 139:** *Uncertainty of utilities location and consequent required diversion work / unforeseen utility services within LoD, and Risk Id 164:* *Unknown or abandoned assets or unforeseen / contaminated ground conditions affect scope of MUDFA work:*
  - These risks pertain to the MUDFA contract and are being mitigated by trial excavations in order to confirm the location of utilities. This information is then passed to the designer. This process will continue until the design is complete;
- **Risk Id 6:** *SDS have not provided the required loadings for the Electrical Network.*
  - The consequence of this risk is that, without the required information, Siemens would need to estimate the required loadings and this may result in insufficient power being available.
- **Risk Id 31:** Bankhead Drive Retaining Wall: BT and Easynet diversion work not due to be completed till the end of January 2009 however work on the structure was due to start mid-June 2008, and **Risk Id 30:** South Gyle Access Bridge: BT diversion work not due to be completed till the end of September 2008 however work on the bridge was due to start mid-June 2008.
  - Both risks 30 and 31 are caused by a delay in the MUDFA diversion works. The Infraco and MUDFA project managers are planning a site visit and co-working to assess any interface issues between services and the construction of the structures with a view to commencing construction as soon as possible.
- **Risk Id 1033:** *Failure of Infraco to mobilise in time to commence work in line with programme.*
  - This risk was added in Period 3 to reflect **tie**'s concern at Infraco's slow mobilisation.

#### Risk reviews

- There were no risks closed in the period;
- As the Infraco Project Management team joined in recent weeks, there have been a number of Infraco risk workshops and meetings held in the period with the new team. Periodic risk reviews will be held with each Project Manager. The categories against which risks were identified are Overhead Line Electrification (OLE), Power, Network Rail, Structures, Section 7 (which includes from the depot to Edinburgh Airport) and the depot; Some of these risks have been incorporated into the Primary Risk Register and are referred to above. Treatment plans have been identified and will continue to be developed during Period 5 and as the contract progresses;
- The QRA has been assessed as adequately reflecting the negotiated Infraco contract suite and other risks during the construction phase of the project; and
- One risk on the MUDFA risk register has been realised and will require funding. This is Risk Id 342 "1,500mm sewer requires to be diverted". A paper proposing risk drawdown has been presented to the TPB and **tie** expect the final cost for this work to be received during Period 5.

### 5.2 Risk action plan for next period

All risk mitigations are identified in the Primary Risk Register.

### **5.3 *Review project opportunity register***

On Contract Award, a number of value engineering initiatives were instructed and will be progress in line with the contract. Future VE opportunities have been identified and a team is being set up to specifically target realisation of such initiatives.



## 6 Health, safety, quality and environment

### 6.1 H&S accidents and incidents, near misses, other or initiatives

- There were nil RIDDOR incidents in the Period;
- The AFR for the project is now 0.11 (98,000 hours in the period);
- There were 27 incidents reported, 1 of which were categorised as serious, 25 as minor and 1 as very minor:
  - The serious incident was a damaged water main which resulted in disruption to customers. An operative was breaking material with a hand held breaker and struck the main which was only at a depth of 300mm. The hole was plugged until a repair could be effected later in the day. Staff have been re-briefed regarding being aware that services could be at a shallower depth than usually expected and Carillion have issued an alert;
- There were 7 near misses reported in the period;
- 24 of the 34 incidents and near misses this period have been investigated, actions agreed and implemented and closed;
- There are a further 35 open incidents which are awaiting investigation reports and closure. These are being progressed and there has been a significant reduction in the backlog in during the period; and
- The RIDDOR Investigation report has been revised and re-submitted to **tie**. This is now being verified. Eight out of 10 recommendations are now closed.

### 6.2 Environment

- There were 0 environmental incidents reported in the period.

### 6.3 Quality

- Three audits were planned in the period. Nil were completed due to annual leave overlaps between auditors and auditees. These have all been re-scheduled for Period 5;
- Three NCRs were raised in the period. One against the MUDFA contractor and two against Infracore. Corrective actions are being agreed; and
- There are two outstanding NCRs from previous periods:
  - NCR 010 is being progressed by Carillion with BT. A derogation has been requested with regards to the concrete test failure of a chamber; and
  - NCR029 is being progressed by **tie** with Carillion. A report is expected during Period 5 to close this NCR.

## **7 Stakeholder and communication**

### **7.1 Stakeholder / communication strategy / plan**

The Communications and Stakeholder strategy will be reviewed by September so it is refreshed for the next stage of the project. This revision will include members of the **tie** Communications and Stakeholder team and key members of the CEC's communications team.

### **7.2 Communication and stakeholder outcomes from previous period**

The level of stakeholder issues currently being experienced will be reduced as MUDFA and Infraco start to deliver to the programme.

A key activity this period has been creating a greater understanding amongst traders about **tie**'s responsibilities, along with its contractors, as part of the Edinburgh Tram Code of Construction Practice (CoCP). This has included a briefing session with the Leith Traders Association. Plans are in place to put a monitoring system in place for reviewing the CoCP during construction works.

As part of the media strategy a news release on the upcoming Gogar roundabout MUDFA works was distributed to local and national media. Other media enquiries included tree trimming on Lansdowne Crescent, tree removal on Atholl Crescent and business support.

To ensure our local audience (community, business, councillors and MSPs) are fully briefed and engaged we have updated the tram information boards, produced the July Tram Project fact sheet, plus ongoing construction updates on the Edinburgh Trams website. The profile of the project was also raised at the Business Audience Event, which was promoting the Edinburgh Festival.

The Open for Business marketing programme (led by Burt Greener Communications) is ongoing, with the Spa in the City event taking place on Sunday, 29 June. This event generated press coverage and radio promotions.

Finally, as part of the project's commitment to Business Support, over £1.4 million has been paid out to local businesses.

### **7.3 Communication and stakeholder action plan for next period**

The commencement of the Gogar roundabout MUDFA works at the end of July will require communications and stakeholder support once they start. A media briefing will be held in advance of the A8 underpass Infraco works, which are due to start at the end of August. Notifications and stakeholder engagement will also take place to support this.

We will continue over the coming months, to engage with the community (residents and businesses) at a local and high level regarding relevant information concerning both the MUDFA and Infraco works.

Next period a review of the Small Business Support Scheme will commence in the lead-up to the closure of the scheme at the end of August. During this period we will be seeking the views of the business community and CEC as to how best deploy the remaining resources available to support the business community.

Also working with CEC, we will be reviewing the customer complaints procedure. This will help us to improve on what already exists, leading up to the commencement of Infraco.

The stakeholder team is being reinforced by a Customer Services Manager with 30 years of customer services experience. His primary focus will be on ensuring we deliver the customer face of the project and our commitments as outlined within the CoCP.

## Appendix 'A' Detailed cost report



# FY 08/09: Demand on TS 120.000

**1: HEADLINE FINANCIAL COMMENTARY**

**PERIOD RESULTS:**

Period is for Phase 1a only

**YTD RESULTS:**

YTD is for Phase 1a only

**FULL YEAR FORECAST:**

FY 0809 is for Phase 1a only

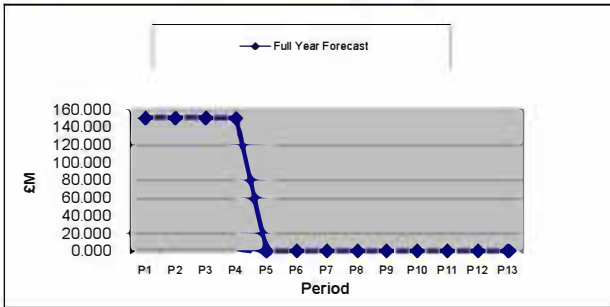
**AFC:**

AFC is for Phase 1a only

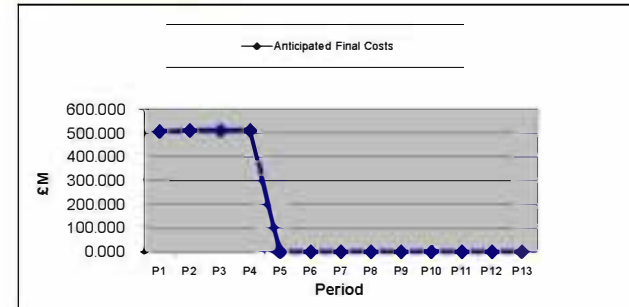
**2: SUMMARY**

|                    | FY 08/09<br>COWD Period |              |              | FY 08/09<br>COWD Year To Date |               |               | FY 08/09<br>COWD Full Year Forecast |                |              | COWD<br>To Date<br>Actual | Costs<br>To Go<br>Forecast | Total<br>AFC<br>Forecast |
|--------------------|-------------------------|--------------|--------------|-------------------------------|---------------|---------------|-------------------------------------|----------------|--------------|---------------------------|----------------------------|--------------------------|
|                    | Actual                  | Budget       | Variance     | Actual                        | Budget        | Variance      | Forecast                            | Budget         | Variance     |                           |                            |                          |
| Total Project COWD | 8.162                   | 7.667        | 0.495        | 36.267                        | 41.475        | -5.208        | 150.537                             | 150.851        | -0.314       | 166.307                   | 345.710                    | 512.017                  |
| Other Funding      | 0.674                   | 0.633        | 0.041        | 2.426                         | 2.856         | -0.430        | 30.538                              | 30.852         | -0.314       | 13.731                    | 25.783                     | 39.515                   |
| Demand on TS       | <b>7.488</b>            | <b>7.034</b> | <b>0.454</b> | <b>33.841</b>                 | <b>38.619</b> | <b>-4.778</b> | <b>120.000</b>                      | <b>120.000</b> | <b>0.000</b> | <b>162.576</b>            | <b>319.927</b>             | <b>472.503</b>           |

GRAPH 1 - Period Trend of Full Year Forecast (FY 08/09)



GRAPH 2 - Period Trend of AFC



**3: RISK AND OPPORTUNITIES TO:**

**FULL YEAR FORECAST:**

**AFC:**

**4: ACCRUALS COMMENTARY**

**5: TOTAL PROJECT ELEMENT SPEND BREAKDOWN (TS & 3rd Party Costs)**

**PLANNED/EMERGING/FORECAST**

Allocated in accordance with standard WBS. Values relevant to

business case or other agreed baseline date to be known as original estimate

Relevant Baseline date **FBC 20/12/2007**

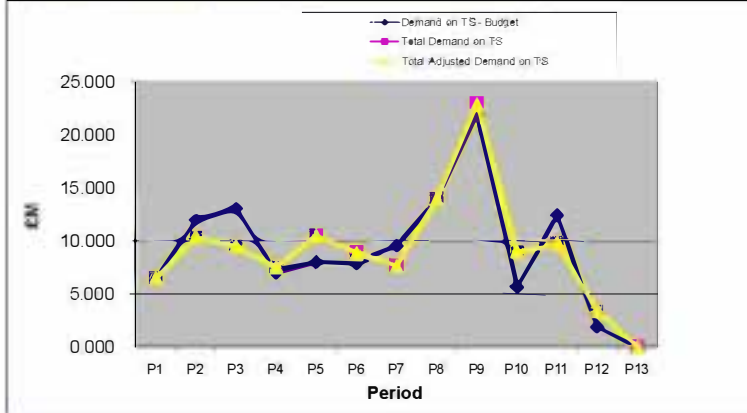
|   | Estimated Cost       |                                   |                                 | Actual Cost/Forecast           |                              |                                     | Variance<br>AFC v<br>ELE |
|---|----------------------|-----------------------------------|---------------------------------|--------------------------------|------------------------------|-------------------------------------|--------------------------|
|   | Original<br>Estimate | Escalated<br>Original<br>Estimate | Escalated<br>Latest<br>Estimate | Cost Of<br>Work Done<br>(COWD) | Forecast<br>to<br>Completion | Anticipated<br>Final<br>Costs (AFC) |                          |
| General Overall                               | 28.233               | 28.233                            | 28.847                          | 22.022                         | 6.826                        | 28.847                              | 0.000                    |
| Procurement Consultant                        | 68.126               | 68.126                            | 69.636                          | 41.229                         | 28.406                       | 69.636                              | 0.000                    |
| Design  | 23.683               | 23.683                            | 26.828                          | 23.682                         | 3.146                        | 26.828                              | 0.000                    |
| Financial Issues/Funding/Procurement Strategy | 2.258                | 2.258                             | 2.628                           | 2.092                          | 0.536                        | 2.628                               | 0.000                    |
| Parliamentary Process/Approvals               | 0.329                | 0.329                             | 0.319                           | 0.319                          | 0.000                        | 0.319                               | 0.000                    |
| Procurement Construction Works                | 0.000                | 0.000                             | 0.000                           | 0.000                          | 0.000                        | 0.000                               | 0.000                    |
| Construction Works                            | 273.102              | 273.102                           | 295.279                         | 74.580                         | 220.698                      | 295.279                             | 0.000                    |
| Testing & Commissioning                       | 1.984                | 1.984                             | 0.000                           | 0.000                          | 0.000                        | 0.000                               | 0.000                    |
| Handing Over & Service Operations             | 0.000                | 0.000                             | 0.000                           | 0.000                          | 0.000                        | 0.000                               | 0.000                    |
| NOP/Rail Projects Interface (Promoters View)  | 0.000                | 0.000                             | 0.000                           | 0.000                          | 0.000                        | 0.000                               | 0.000                    |
| Interfacing Developments                      | 0.000                | 0.000                             | 0.000                           | 0.000                          | 0.000                        | 0.000                               | 0.000                    |
| TRAMS, Vehicles (Edinburgh TRAMS Use Only)    | 51.370               | 51.370                            | 58.145                          | 2.383                          | 55.762                       | 58.145                              | 0.000                    |
| Risk  | 48.974               | 48.974                            | 30.336                          | 0.000                          | 30.336                       | 30.336                              | 0.000                    |
| Opportunity (Negative Value)                  | 0.000                | 0.000                             | 0.000                           | 0.000                          | 0.000                        | 0.000                               | 0.000                    |
| OB/Contingency                                | 0.000                | 0.000                             | 0.000                           | 0.000                          | 0.000                        | 0.000                               | 0.000                    |
| <b>Total</b>                                  | <b>498.060</b>       | <b>498.060</b>                    | <b>512.017</b>                  | <b>166.307</b>                 | <b>345.710</b>               | <b>512.017</b>                      | <b>0.000</b>             |

| 6: Current Year 08/09 - Baseline Budget            |  | P1     | P2     | P3     | P4    | P5     | P6    | P7     | P8     | P9     | P10   | P11    | P12    | P13    | Total   |
|--|--|--------|--------|--------|-------|--------|-------|--------|--------|--------|-------|--------|--------|--------|---------|
| 1  | Total Project COWD - Budget                              | 6.457  | 13.085 | 14.265 | 7.667 | 8.688  | 8.763 | 10.395 | 15.222 | 23.863 | 6.198 | 13.563 | 12.195 | 10.490 | 150.851 |
| 2  | Other Funding - Budget                                   | -0.036 | 1.080  | 1.178  | 0.633 | 0.717  | 0.724 | 0.858  | 1.257  | 1.970  | 0.512 | 1.120  | 10.348 | 10.490 | 30.852  |
| 3  | Demand on TS - Budget                                    | 6.493  | 12.005 | 13.088 | 7.034 | 7.971  | 8.039 | 9.537  | 13.965 | 21.893 | 5.686 | 12.443 | 1.847  | 0.000  | 120.000 |
| 7: Current Year 08/09 - Actuals (Updated 4 weekly) |  | P1     | P2     | P3     | P4    | P5     | P6    | P7     | P8     | P9     | P10   | P11    | P12    | P13    | Total   |
| 4  | Total Project COWD + Revised Forecast                    | 6.457  | 11.287 | 10.360 | 8.162 | 11.465 | 9.711 | 8.355  | 15.228 | 25.014 | 9.745 | 10.722 | 11.829 | 12.201 | 150.537 |
| 7  | Other Funding + Revised Forecast                         | -0.036 | 0.932  | 0.855  | 0.674 | 0.947  | 0.802 | 0.690  | 1.257  | 2.065  | 0.805 | 0.885  | 8.460  | 12.201 | 30.538  |
| 10   | Total Demand on TS                                       | 6.493  | 10.355 | 9.505  | 7.488 | 10.519 | 8.909 | 7.665  | 13.970 | 22.948 | 8.941 | 9.837  | 3.370  | 0.000  | 120.000 |
| 8: Variance tracker                                |  | P1     | P2     | P3     | P4    | P5     | P6    | P7     | P8     | P9     | P10   | P11    | P12    | P13    | Total   |
| 12   | Variance Line 1 to Line 4 - Project Actual vs Budget     | 0.000  | -1.798 | -3.905 | 0.495 | 2.777  | 0.948 | -2.040 | 0.006  | 1.150  | 3.548 | -2.841 | -0.366 | 1.712  | -0.314  |
| 13   | Variance Line 2 to Line 7 - Oth Funding Actual vs Budget | 0.000  | -0.148 | -0.322 | 0.041 | 0.229  | 0.078 | -0.168 | 0.000  | 0.095  | 0.293 | -0.235 | -1.888 | 1.712  | -0.314  |
| 14   | Variance Line 3 to Line 10 - Demand on TS vs Budget      | 0.000  | -1.650 | -3.583 | 0.454 | 2.548  | 0.870 | -1.872 | 0.005  | 1.055  | 3.255 | -2.606 | 1.523  | 0.000  | -0.000  |

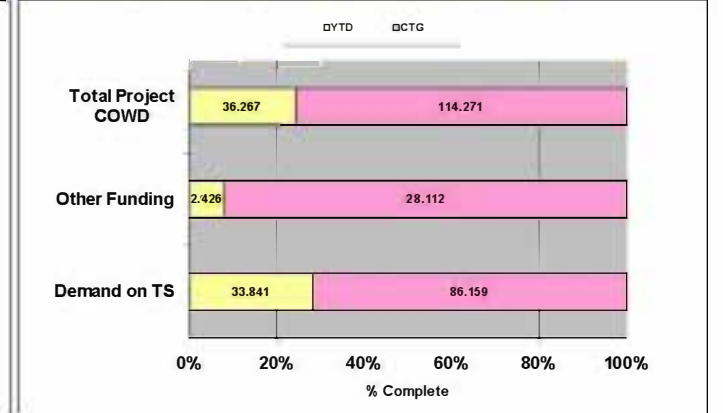
| 9: Next Year 09/10 - Forecast (Updated 4 weekly) |                    | Q1      | Q2     | Q3     | Q4     | Total   | Financial Commentary - FY 09/10 Onwards |  |  |  |  |  |  |  |  |
|--|--------------------|---------|--------|--------|--------|---------|---|--|--|--|--|--|--|--|--|
| 16   | Total Project COWD | 26.836  | 26.869 | 37.428 | 49.431 | 140.563 | All costs are for Phase 1a only         |  |  |  |  |  |  |  |  |
| 19   | Other Funding      | -19.223 | 2.219  | 3.090  | 4.081  | -9.832  |   |  |  |  |  |  |  |  |  |
| 22   | Total Demand on TS | 46.059  | 24.650 | 34.337 | 45.349 | 150.395 |   |  |  |  |  |  |  |  |  |

| 10: All Years (Escalated) (Updated 4 weekly) |                    | FY 03/04 | FY 04/05 | FY 05/06 | FY 06/07 | FY 07/08 | FY 08/09 | FY 09/10 | FY 10/11 | FY 11/12 | FY 12/13 | FY 13/14 | FY 14/15 | FUTURE | TOTAL   |
|--|--------------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|--------|---------|
| 24   | Total Project COWD | 0.000    | 3.093    | 10.664   | 30.431   | 85.852   | 150.537  | 140.563  | 77.341   | 13.535   | 0.000    | 0.000    |          |        | 512.017 |
| 27   | Other Funding      | 0.000    | 0.000    | 1.000    | 0.019    | 10.287   | 30.538   | -9.832   | 6.386    | 1.118    | 0.000    | 0.000    |          |        | 39.515  |
| 30   | Total Demand on TS | 0.000    | 3.093    | 9.664    | 30.412   | 75.565   | 120.000  | 150.395  | 70.955   | 12.418   | 0.000    | 0.000    | 0.000    | 0.000  | 472.503 |

GRAPH 3 - Demand on TS: Actual/Budget Run Rate - Current Year FY 08/09



GRAPH 4 - Year To Date/ Costs To Go - % Complete - Current Year FY 08/09



| 11: Other Funding                  |                                   | P1     | P2    | P3    | P4    | P5    | P6    | P7    | P8    | P9    | P10   | P11   | P12    | P13    | Total  |
|------------------------------------|-----------------------------------|--------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|--------|--------|
| <b>Budget (Current Year 08/09)</b> |                                   | -0.036 | 1.080 | 1.178 | 0.633 | 0.717 | 0.724 | 0.858 | 1.257 | 1.970 | 0.512 | 1.120 | 10.348 | 10.490 | 30.852 |
|                                    | CEC                               | -0.036 | 1.080 | 1.178 | 0.633 | 0.717 | 0.724 | 0.858 | 1.257 | 1.970 | 0.512 | 1.120 | 10.348 | 10.490 | 30.852 |
|                                    | Other Funding Stream              |        |       |       |       |       |       |       |       |       |       |       |        |        | 0.000  |
|                                    | Other Funding Stream              |        |       |       |       |       |       |       |       |       |       |       |        |        | 0.000  |
|                                    | Other Funding Stream              |        |       |       |       |       |       |       |       |       |       |       |        |        | 0.000  |
|                                    | Other Funding Stream              |        |       |       |       |       |       |       |       |       |       |       |        |        | 0.000  |
|                                    | <b>Total Budget Other Funding</b> | -0.036 | 1.080 | 1.178 | 0.633 | 0.717 | 0.724 | 0.858 | 1.257 | 1.970 | 0.512 | 1.120 | 10.348 | 10.490 | 30.852 |
| <b>Actual (Current Year 08/09)</b> |                                   | -0.036 | 0.932 | 0.855 | 0.674 | 0.947 | 0.802 | 0.690 | 1.257 | 2.065 | 0.805 | 0.885 | 8.460  | 12.201 | 30.538 |
|                                    | CEC                               | -0.036 | 0.932 | 0.855 | 0.674 | 0.947 | 0.802 | 0.690 | 1.257 | 2.065 | 0.805 | 0.885 | 8.460  | 12.201 | 30.538 |
|                                    | Other Funding Stream              |        |       |       |       |       |       |       |       |       |       |       |        |        | 0.000  |
|                                    | Other Funding Stream              |        |       |       |       |       |       |       |       |       |       |       |        |        | 0.000  |
|                                    | Other Funding Stream              |        |       |       |       |       |       |       |       |       |       |       |        |        | 0.000  |
|                                    | Other Funding Stream              |        |       |       |       |       |       |       |       |       |       |       |        |        | 0.000  |
|                                    | <b>Total Actual Other Funding</b> | -0.036 | 0.932 | 0.855 | 0.674 | 0.947 | 0.802 | 0.690 | 1.257 | 2.065 | 0.805 | 0.885 | 8.460  | 12.201 | 30.538 |

| 12: Promoter Full Year Forecast Run Rate                |                    | P1      | P2      | P3      | P4      | P5 | P6 | P7 | P8 | P9 | P10 | P11 | P12 | P13 |
|---|--------------------|---------|---------|---------|---------|----|----|----|----|----|-----|-----|-----|-----|
| Period Trend of Full Year Forecast (Current Year 08/09) | Full Year Forecast | 150.851 | 150.851 | 150.984 | 150.537 |    |    |    |    |    |     |     |     |     |

| 13: Promoter AFC Run Rate |                        | P1      | P2      | P3      | P4      | P5 | P6 | P7 | P8 | P9 | P10 | P11 | P12 | P13 |
|---------------------------|------------------------|---------|---------|---------|---------|----|----|----|----|----|-----|-----|-----|-----|
| Period Trend of AFC       | Anticipated Final Cost | 508.017 | 512.017 | 512.017 | 512.017 |    |    |    |    |    |     |     |     |     |

## **Appendix 'B' Change control register**

**(Register and other information as volunteered or requested from delivery organisation / promoter – There are none to report on at this point)**

## Appendix 'C' Programme information

To be sent separately by CD:

- **Milestone Schedule Summary (progress against baseline)**
- **Full Detailed Time Schedule (progress against baseline)**
- **Critical Path**
- **12 Week Look Ahead Extract from Schedule**

## Appendix 'D' Primary risk register



Period 4 - 2008/09 Primary Risk Register

| ARM Risk ID | Risk Description  |  |  | Risk Owner  | Significance | Black Flag | Treatment Strategy   | Previous Status | Current Status | Due Date  | Action Owner |
|-------------|---|--|--|-------------|--------------|------------|--|-----------------|----------------|-----------|--------------|
|             | Cause   | Event  | Effect   |             |              |            |  |                 |                |           |              |
| 916         | CEC do not achieve capability to deliver  | CEC are unable to honour their funding commitment  | Potential showstopper to project if contribution not reached; Line 1B may depend on incremental funding from CEC                   | S McGarrity |              | Project    | CEC has formed a multi discipline Tram Contributions Group to monitor identified sources of £45m contribution including critically developers contributions. tie are invited to that group. (see add info) | Complete        | Complete       | 28-Sep-07 | CEC          |
|             |   |  |  |             |              |            | CEC to deliver necessary contributions for 1a  | Complete        | Complete       | 28-Aug-07 | CEC          |
|             |   |  |  |             |              |            | Tram Project Board to monitor progress towards gaining contributions   | Ongoing         | Ongoing        | Ongoing   | D Mackay     |
| 139         | Utilities diversion outline specification only from plans   | Uncertainty of Utilities location and consequently required diversion work/ unforeseen utility services within LoD | Increase in MUDFA costs or delays as a result of carrying out more diversions than estimated                                       | G Barclay   | High         |            | Carry out GPR Adien survey   | Complete        | Complete       | 31-Oct-07 | J Casserly   |
|             |   |  |  |             |              |            | Identify increase in services diversions. MUDFA to resource/re-programme to meet required timescales.  | Complete        | Complete       | 23-Nov-07 | J McAloon    |
|             |   |  |  |             |              |            | In conjunction with MUDFA, undertake trial excavations to confirm locations of Utilities and inform designer   | On Programme    | On Programme   | Ongoing   | A Hill       |
| 164         | Utilities assets uncovered during construction that were not previously accounted for; unidentified abandoned utilities assets; asbestos found in excavation for utilities diversion; unknown cellars and basements intrude into works area; other physical obstructions; other contaminated land | Unknown or abandoned assets or unforeseen/contaminated ground conditions affect scope of MUDFA work.               | Re-design and delay as investigation takes place and solution implemented; Increase in Capex cost as a result of additional works. | I Clark     | High         |            | Carry out GPR Adien survey   | Complete        | Complete       | 31-Oct-07 | J Casserly   |
|             |   |  |  |             |              |            | Identify increase in services diversions. MUDFA to resource/re-programme to meet required timescales.  | Complete        | Complete       | 23-Nov-07 | J McAloon    |
|             |   |  |  |             |              |            | In conjunction with MUDFA, undertake trial excavations to confirm locations of Utilities and inform designer   | On Programme    | On Programme   | Ongoing   | A Hill       |

| ARM Risk ID | Risk Description  |   |   | Risk Owner | Significance | Black Flag | Treatment Strategy  | Previous Status | Current Status | Due Date  | Action Owner |
|-------------|---|---|---|------------|--------------|------------|---|-----------------|----------------|-----------|--------------|
|             | Cause   | Event   | Effect  |            |              |            |   |                 |                |           |              |
| 6           | SDS non performance and lack of interface between SDS and Siemens | SDS have not provided loadings for Electrical Network   | Delay to procurement of supplies. Siemens need to determine loadings based on information at hand and if this is incorrect then potentially insufficient power available. | J Monk     | High - 25 00 |            | tie to push SDS to ensure they provide information to SP  |                 | On Programme   | 01-Sep-08 | J Monk       |
| 31          | Mudfa delay in diversion works due to lack of BT resources        | Bankhead Drive Retaining Wall: BT and Easynet diversion work not completed till end Jan 09 - work was due to start mid-June 08      | Delay and disruption to programme.  | T Cotter   | High - 25 00 |            | Site visit with Infraco PMs and Mudfa to assess interface issues between services and structure   |                 | On Programme   | 01-Aug-08 | T Cotter     |
| 30          | Mudfa delay in diversion works due to lack of BT resources        | South Gyle Access Bridge: BT diversion work not completed till end Sept 08 - work was due to start mid-June 08                      | Delay and disruption to programme.  | T Cotter   | High - 25 00 |            | Site visit with Infraco PMs and Mudfa to assess interface issues between services and structure   |                 | On Programme   | 01-Aug-08 | T Cotter     |
| 173         | Uncertainty over extent of contaminated land on route             | Tramway runs through area of previously unidentified contamination and material requires to be removed and replaced (dig and dump). | Increase in costs to remove material to special and other tip.  | B Bell     | High - 25 00 |            | Issue contamination and geotechnical report to Infraco bidders<br><br>tie to obtain ground investigation and contamination reports from SDS | Complete        | Complete       | 2-Mar-07  | B Dawson     |
|             |   |   |   |            |              |            |   | Complete        | Complete       | 30-Mar-07 | A McGregor   |

| ARM Risk ID | Risk Description  |                                       |   | Risk Owner | Significance | Black Flag | Treatment Strategy   | Previous Status | Current Status | Due Date  | Action Owner |
|-------------|---|---------------------------------------|---|------------|--------------|------------|--|-----------------|----------------|-----------|--------------|
|             | Cause   | Event                                 | Effect  |            |              |            |  |                 |                |           |              |
| 44          | SDS contractor does not deliver the required prior approval consents in line with SDS v31 | Late prior approval consents          | Delay to programme with additional resource costs and delay to infraco. Impact upon risk balance.   | D Sharp    | High - 23.00 |            | Evaluation of prior approval programme   | On Programme    | On Programme   | 31-Oct-08 | D Sharp      |
|             |   |                                       |   |            |              |            | Hold fortnightly Roads Design Group  | On Programme    | On Programme   | Ongoing   | T Glazebrook |
|             |   |                                       |   |            |              |            | Twice-weekly meetings of Approvals Task Force  | On Programme    | On Programme   | 31-Oct-08 | D Sharp      |
|             |   |                                       |   |            |              |            | Informal consultation prior to statutory consultation  | On Programme    | On Programme   | 31-Jul-08 | T Glazebrook |
|             |   |                                       |   |            |              |            | Integrate CEC into tie organisation/accommodation (office move)  | Complete        | Complete       | 4-Jun-07  | T Glazebrook |
| 13          | Possession cancelled or tie stop being possession owner                                   | Loss of disruptive or RotR possession | Could prevent critical work being completed, i.e. a bridge installation. For RotR possession there would be a delay in completing the works | W Biggins  | High - 22.00 |            | tie needs to identify critical possessions tied into Infraco's programme and then highlight them to NR |                 | On Programme   | 01-Sep-08 | W Biggins    |
| 928         | Major single safety incident (including a dangerous occurrence) during construction       | Safety incident during construction   | Delay (potentially critical) due to HSE investigation and rework. PR risk to tie and stakeholders.  | F McFadden | High - 21.00 |            | All Site Staff to get CSCS or equivalent   | On Programme    | On Programme   | Ongoing   | C McLauchlan |
|             |   |                                       |   |            |              |            | Develop and Implement Incident Management Processes  | Complete        | Complete       | 27-Apr-07 | T Condie     |
|             |   |                                       |   |            |              |            | HSQE Audits, site inspections and Management Safety Tours to be carried out                            | On Programme    | On Programme   | 31-Dec-10 | T Condie     |
|             |   |                                       |   |            |              |            | Safety Induction to be carried out for all site staff  | On Programme    | On Programme   | 31-Dec-10 | T Condie     |
|             |   |                                       |   |            |              |            | Site Supervisors to be appointed by tie  | Complete        | Complete       | 28-Feb-07 | S Clark      |

| ARM Risk ID | Risk Description |   |  | Risk Owner | Significance | Black Flag | Treatment Strategy   | Previous Status | Current Status | Due Date | Action Owner |
|-------------|------------------|---|--|------------|--------------|------------|--|-----------------|----------------|----------|--------------|
|             | Cause            | Event   | Effect   |            |              |            |  |                 |                |          |              |
| 1033        |                  | Failure of Infraco to mobilise in time to commence work in line with programme. | Delay to programme. Cost overruns. Negative publicity. Criticism from stakeholders | S Bell     | High - 19.00 |            | Continued focus at Infraco progress meetings as well as programme workshops to mitigate the impacts of any delay | N/A             | On Programme   | 1-Oct-08 | S Bell       |
|             |                  |   |  |            |              |            | Implementation of Advanced Works programme in order to mitigate potential future issues during construction      | N/A             | On Programme   | 1-Aug-08 | R Bell       |
|             |                  |   |  |            |              |            | Infraco given instructions to proceed at risk  | N/A             | On Programme   | 1-Aug-08 | R Bell       |
|             |                  |   |  |            |              |            | Pressure from Approvals Task Force to ensure Technical and Prior Approvals are delivered                         | N/A             | On Programme   | 1-Oct-08 | D Sharp      |

## **Appendix 'E' Resource information**

**(Updated Organisation Charts, Notifying Changes of Key Personnel – N/A)**