

## EDINBURGH TRAM PROJECT

### DELIVERY PLAN FOR 2014

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## **1.0 INTRODUCTION**

This report builds on the SRO Project Delivery Plans for 2011, 2012, 2013 and June to December 2013.

This document is written as the final Delivery Plan of the series within the project.

## **2.0 PRÉCIS OF PROGRESS TO DATE**

With the benefit of cooperation and agreement between the Contractors and CEC, the project overall is ahead of the Contract Programme, with the inclusion of a new beneficial work section that was handed over to the Client on 20<sup>th</sup> December 2013, Section B1.

Trams have been gauge tested between the Airport and York Place; this testing having commenced on 4<sup>th</sup> December 2013.

Notional Final Accounts have been agreed through Infracore with their main sub contractors, Crummock and Lagan. The main utilities contractor final account is also agreed.

2013 called for a team structure change on two occasions to man mark and resource the project requirements. This led to the introduction of a Tram Transition Board, which includes CEC and Edinburgh Trams representation. As proposed in the 2013 Delivery Plan, this replaced the weekly Tram meeting at 8.00am on Thursdays.

Again per the 2013 Delivery Plan, the Ready for Operations forum changed format, with concentration on technical matters reducing the need for the level of Lothian Buses attendance.

Elsewhere, in order to meet the Client Target Programme of having a "ROGs Keeper" by September 2013, a Lothian Buses, Edinburgh Trams, CEC Operating Contract workstream was initiated. The Operating Contract workstream delivered the report to Council by August 2013 in time for Keeper designation in September 2013.

A Testing and Commissioning control meeting was formed and in particular the interdependencies were highlighted at a "fear and failures" meeting chaired by CEC.

The project instigated "blue light" liaison meetings in 2013, which will run until the trams are operational.

Demobilisation continues with a further push to reduce costs on all fronts during the first quarter of 2014.

The importance of the Edinburgh Trams staff resource and competent safety management plans were progress chased with support from Edinburgh Trams and this aspect will become even more important in the lead up to revenue service in Spring 2014.

To protect the CEC tram asset and ensure safe trackside working, the CEC tram unit has been formed, led by Bob McCafferty.

The 22 week time bank was expended, delivering protection for the Client from prolongation cost.

To meet the challenges of the next five months, the Delivery Plan key recommendations for 2014 include:

- Further revision of the governance structure and meeting cycle;
- Maintenance of a single voice and control of the Tram technical and performance message from the Tram SMT;
- Continuing support to Edinburgh Trams and meshing of requirements between Infracore, CAF and Edinburgh Trams, while coupling with CEC and TFE directives;
- Driving demobilisation of construction team; and
- Legacy file and handover of as built information.

### **3.0 COMMUNICATION AND MEDIA**

Progress has been made in the following areas:

- Management of emerging issues and engaging partners appropriately;
- Ensuring that important information is released in advance of key events;
- Engaging both the Transport Convener and Transport Minister appropriately in media announcements/events;
- Improved working arrangements with Edinburgh Trams and Lothian Buses;
- Maintaining working arrangements with contractors; and
- Improved presentation of information on the website.

The Comms team continue to uphold the governance communications control meeting and project communications protocols agreed at mediation. It is important that this is maintained.

The stakeholder and communications teams have been reduced in size since the project became "street clear" in October 2013. Likewise the logistics support was stood down at that time.

Enquiries and Complaints – A single portal manages all enquiries, including FOI requests, telephone calls and emails. All enquiries are logged and retained in a single library, maintained by Comms. FOI requests continue to be signed off by the SRO.

### **3.0 COMMUNICATION AND MEDIA CONT'D**

Looking ahead to Spring 2014, a closely controlled message requires to be fashioned to ensure clarity of understanding regarding the completion of testing and commissioning, commencement of shadow running and the launch of revenue service after receipt of the "letter of no objection" declaring the competency of the infrastructure and that of the Operator, NB. these are two separate achievements.

In 2014 it is essential that an emphasis towards the benefits of the tram system is developed, aimed at turning short term concerns to mid to long term enhancement for the city and those who live, work and visit Edinburgh. The Comms Engagement team will lead on and support this change of emphasis.

Links with relevant Community Councils have been maintained to provide updated progress information and to work on a specific agenda agreed with each group.

### **4.0 PROGRAMME**

2014 will bring a continuation of working with Infraco in order to understand the emerging issues that may affect the contract programme.

In addition, the composite project programme, i.e. "the Client Target Programme" (see Appendix I), continues to be managed by CEC with support from Edinburgh Trams, CAF and Infraco.

The Client Target Programme is composed of the contract programme, CAF's programme and Edinburgh Trams' ready for operations programme.

In November 2012 the signing of a confidentiality agreement with Infraco permitted the creation of a CEC/Infraco programme forum.

Opportunities will continue to be sought within the CEC Infraco Programme Forum to bring forward the end dates for Infraco, CAF and Edinburgh Trams as far as practical and safe.

### **5.0 GO LIVE DATE - FACTORS FOR CONSIDERATION**

Factors to be considered in arriving at a go live date are as follows:

- Have Operator ready in advance of potential go live date and signed off by the ICP as competent and create contingency for any further ICP requirements
- Emergency Services – Trained and coordinated
- Emergency Planning exercises completed
- Trams de-bugged and ready for services in advance of potential go live date
- Controls, infrastructure and track snag free and signed off the by ICP

## **5.0 GO LIVE DATE - FACTORS FOR CONSIDERATION CONT'D**

- Advance warning to the Public and confirmation of commercial readiness by Transport for Edinburgh (i.e. fares agreed, launch/media event).

## **6.0 DEMOBILISATION AND RESOURCE PROFILE**

The project passed its peak point in resources in late 2012.

2012 saw the last major utilities being cleared with track and structures complete in 2013.

In order to secure best value, the project resources should be kept to only those required at any given time.

The Torphichen Street offices are cleared, with the exception of two rooms used by Siemens and the site establishment at Lochside is targeted for disposal to CEC for £1 in Summer 2014.

Turner & Townsend is being further stood down by 17<sup>th</sup> January and targeted to be a two person handover team by the end of February 2014.

## **7.0 SURPLUS TRAMS**

To ensure maximum value and use, all 27 trams should be utilised in rotation following industry best practice.

Notwithstanding, any opportunity to dispose of surplus trams continues to be examined.

## **8.0 THIRD PARTY AGREEMENTS**

A copy of the Third Party Agreements position as at 3<sup>rd</sup> December 2012 is attached (see Appendix II).

A target for this work to be complete by 31<sup>st</sup> March 2013 was set in December 2012; this has not been achieved. To that end, a more detailed tracker has been prepared and direct management of the file has been passed to the project SRO. Additional resource was requested and is being provided by CEC legal to initiate a legal chaser.

A weekly progress meeting will be instigated with effect from January 2014 and a tracker formed to manage the process. A copy of the issues as reported in December 2013 is attached.

Agreements have been reached with Scottish Water and are progressing to Legal Agreements. Similarly with Network Rail.

## 9.0 CONTROL MEETINGS

Since mediation in March 2011, the use of the agreed governance structure and the use of control meetings have ensured that the project owner, the CEC Chief Executive, has been able to direct the client side to match commitments made to Infracore and CAF at mediation.

It is recommended that the platform of control remains, albeit in a further revision to suit this stage of the project. The proposed revision for 2014 takes cognisance of the input from Transport for Edinburgh and Edinburgh Trams.

As before, the Project SRO will continue to attend all control and valuation meetings as noted overleaf, reporting back to the CEC Chief Executive.

Reports to the Governance, Risk and Best Value, the All Party Oversight Group and the Transport Convener will continue as before.

A fundamental revision proposed in the forthcoming period is to revisit the purpose, attendees and reporting to the Tuesday Tram SMT and the Thursday Tram SMT (Transition Board) – see Appendix III.

It is proposed that the attendees at a now fortnightly Tuesday Tram SMT (Owners meeting) will be Sue Bruce (Chair), Ian Craig, Mark Turley, Tom Norris, Alan Coyle, Colin Smith and Ainslie McLaughlin. The minute of that meeting will be issued to the Transport Convener as a joint briefing note from CEC, TFE and ET. The agenda will be set to cover high level discussion on project threats, communications, finance, programme opportunities and the revenue commencement date.

The Thursday Tram SMT (Transition Board meeting) will remain weekly with attendees being Mark Turley (Chair), John Bury (Vice Chair), Tom Norris, Bob McCafferty, Alan Coyle, Gareth Jones, Alasdair Sim and Colin Smith. The minutes of this meeting will be circulated to the Owners meeting attendees and will cover:

- (1) Health and Safety
- (2) SRO's report, which will include as before (a) Testing and Commissioning, (b) Client Target Programme (see attached), (c) the Independent Competent Person's key concerns, (d) Risk (see attached), (e) Section C completion issues, (f) Requests for Information reporting, etc. from other CEC departments or agencies, (g) Third Party Agreements, and (h) AOB. (see Appendix IV)
- (3) General Manager's Report covering (a) Procedure Development Plan (see attached), (b) Resources, (c) Risk, (d) Items of non acceptance of use and (e) R&T SPI TP schedule (see attached - Appendix V).
- (4) CEC Tram Unit Manager's Report, ID 38 Top 40 checklist (see attached – Appendix VI).

In addition, Ian Craig, Tom Norris and Colin Smith are to have a fortnightly liaison meeting prior to the CICM in the intervening week between the Tuesday Tram SMT (Owners meeting) with Tom Norris and Colin Smith meeting weekly prior to the CICM meeting.

## **10.0 FUTURE DEVELOPMENTS**

This section was first reported in December 2012, remains valid and is re-presented.

The tram line when operating will increase footfall on its line boundary, this will have a positive effect on values and opportunities.

Consideration should be given to a strategic property/site development strategy in order to stimulate and lever value for CEC adjacent assets.

The view of strategic partners such as Forth Ports and Edinburgh Airport should be sought.

In addition, the tram corridor should be protected through Planning, Building Control and Roads to ensure no future overbuild to protect the Tram Act Red Line boundary.

## **11.0 KNOWLEDGE LEGACY**

This section was first reported in December 2012, remains valid and is re-presented.

As the project heads to completion, consideration should be given to retention and redeployment of knowledge rich personnel who have worked on the tram project, e.g. the CEC Tram Unit.

As personnel leave confidentiality agreements should be enacted to protect the integrity of any future public inquiry.

Preparation of a lessons learned ledger, to be retained by the Council, should be initiated.

## **12.0 FORENSIC FILE**

This section was first reported in December 2012, remains valid and is re-presented.

Confirmation should be given that a full library has been retained by way of a forensic file that may be used should a public inquiry be called.



## **13.0 OPPORTUNITIES**

### **13.1 Wi-Fi on Trams**

The Project is now moving through OJEU procurement and tender process, having received initial funding board approval.

### **13.2 Edinburgh Airport**

A Lothian Buses, CEC, Edinburgh Trams team of Bill Campbell, Tom Norris and Colin Smith is negotiating media and car park opportunities, as per the Council report attached (see Appendix VII).

### **13.3 Freight Tram**

Atkins report is due to be received in January 2014.

### **13.4 E-Commerce**

To be instigated and briefed by the Tram SMT (Owners meeting).

Appendix I  
Client Target Programme – Top 40 Actions

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Task	Inactive Task	Manual Summary Rollup	External Milestone	Progress
Split	Inactive Milestone	Manual Summary	Deadline	Manual Progress
Milestone	Inactive Summary	Start-only	Path Predecessor Milestone Task	
Summary	Manual Task	Finish-only	Path Predecessor Summary Task	
Project Summary	Duration-only	External Tasks	Path Predecessor Normal Task	

### Top 40 Actions

## Appendix II Third Party Agreements Schedule

**3rd PARTY AGREEMENTS/CONSENTS (POSITION @ 03/12/12)**

Agreement/Document	Area of Interest	Items to be addressed in Document	Current Status	Current Activities Plan	Risks if not resolved	Target Date to Close Out
Network Rail - Asset Protection Agreement	Construction	This document governs the design approvals and permits to work consents along the Railway Corridor between Haymarket and Edinburgh Park	Document is agreed. Engrossment issued to NR for signing	Awaiting signature	Construction underway on NR Corridor, and NR approvals/sign off for WPPs also underway. Works proceeding in accordance with the existing APW terms. Limited risk to the project.	As soon as engrossment is released
Network Rail - Bridge Agreement	Operations	Agreement to define responsibilities in relation to the Carriek Knowe and Edinburgh Park Bridges	This agreement is currently on hold. CEC have concerns in regard to an unlimited indemnities which are implied within the current drafting. CEC have considered progressing communication with ORR to seek advice in this regard. CEC met with NR in October and are now reviewing the indemnities obligations internally.	Mike Fitzgerald drafting an indemnities paper for CEC legal review. Target to issue first week in December 2012.	Cannot operate passenger services without executed Bridge Agreements (Carriek Knowe and Edinburgh Park)	Aim to move negotiations forward during Q4 - 2012.
Network Rail - Operating Agreement	Operations	An agreement setting out key lines of communication and responsibilities between the tram operations and the national rail network	This agreement is currently on hold. CEC have concerns in regard to an unlimited indemnities which are implied within the current drafting. Same issue as above.	Action on CEC to re-engage with NR.	Cannot operate passenger services without an executed operating agreement	Aim to move negotiations forward during Q4 - 2012.
Ventry House Trustees Side Agreement with CEC	Construction	The current layout of the unapproved Ventry House Access Road does not meet with the agreement obligation to allow for a 2m clear maintenance strip adjacent to the building. When the road was constructed, the NR fence line encroached onto CEC land.	T&P meeting with NR and Morgan Sindall to develop a plan to resolve the road alignment in view of the fact that the Platform Zero fence line has been relocated to its correct position by NR.	Working with NR to develop a workable solution, with NR to undertake the works on CEC's behalf.	Risk to CEC of breach of the agreement and subsequent litigation.	At the end of the Station Upgrade Project (mid 2013)
First Scotrail Car Park Compensation Agreements	Compensation	Payment to indemnify FSR against loss of car parking at Haymarket Station Car Park	Within available budget allowances. No of parking spaces affected is agreed with FSR.	AS to open discussions with First Scotrail regarding settlement of the outstanding compensation for losses suffered during construction, (parking revenues, advertising hoardings and taxi permits)	No construction risk as this is a compensation matter.	BBS move of site in June 2012, this will set a timeframe to close out compensation with FSR.
Network Rail - Servitudes	Land	Various servitude arrangements to be entered into between CEC and NR. These are all agreed and set out in the Framework Agreement	HBJ-GW appointed, work can get underway in registering these servitudes	HBJ-GW are ready to submit documents to NR - awaiting Robert Little to confirm NR legal advisor	HBJ-GW have forwarded servitude documents to NR's legal advisor	Q4 - 2012
Substation Wayleaves - Haymarket	Construction	Substation lease agreement between CEC and leaseholder of NR owned land	Documents agreed with NR and SPD. Queries raised by SPD regarding the plans to be submitted with the head and substation leases.	SPD have not yet agreed proposed head lease plan. Change in personnel at SPD Legal has led to a delay in resolving this point. AS has contacted new In-house Solicitor to confirm revised plans and has received a verbal confirmation that the plans are acceptable. Action with SPD advisor to confirm to CEC.	Construction underway, but energisation at risk if agreements are not concluded.	Close out by end of 2012
Substation Wayleaves - Cathedral Lane	Construction	Standard substation lease agreement	Offer has been sent to SPD. SPD confirming title, no issues envisaged.	Continue to chase SPD's legal advisor to conclude the documentation. See above regarding changes in SPD Legal personnel.	Construction delay risk if not resolved	Close out by end Dec 2012
Section 21 Buildover Agreement with Scottish Water at Haymarket Viaduct	Construction	Sewer Buildover Agreement	Drafting has been exchanged between SW and NR. Agreement on access protocols to be attained (see above) and confirmation from NR required that an access hatch will be formed as part of the Station redevelopment	All documentation sitting with SW Legal at present	Construction risk for damage to the sewer (deep level) resides with CEC until the S21 Agreement is executed.	Close out by Q4 - 2012.
Section 21 Buildover Agreement with Scottish Water Edinburgh Gateway	Construction	Sewer Buildover Agreement	Final drafts targeted for confirmation and agreement by 21 Nov 2012	No issues envisaged. Expect to be able to issue engrossments after 21/11/12	Construction delay risk if not resolved	Close out by end Nov 2012
Section 21 Buildover Agreement with Scottish Water Various	Construction	Sewer Buildover Agreement	SW have provided a list of locations for both on and off street sections. CEC have queried the requirement for on street buildovers and have asked SW to justify this position. SW consider the track formation to constitute a 'structure' CEC do not agree with this position. This point to be resolved at MMWCS meeting on 21/11/12. This could significantly increase the no. of buildovers required.	Standard agreed wording will form the basis of these agreements between CEC and SW	Construction delay risk if not resolved	Close out by end Nov 2012
3 No. Building Fixing Agreements Outstanding	Construction	Modified building fixings agreements for 76 Princes St, 78 Princes St and House of Fraser.	CIF Agreement signed with CEC for signing Bosley (USF) agreed with owner, await final tenant confirmation. USS - final draft with USS agent imminent agreement anticipated.	Letter has been written to USS agent regarding tenant confirmation CS to discuss the CIF Agreement with House of Fraser to remove current stalemate	If not resolved, CEC will seek a Sheriff Court decision.	Still unclear - daily chasers being made
North Leith Storage Site Lease Extension	Construction	Storage area in Leith Docks for rail site currently occupied by Siemens	Lease has expired, and CEC seeking extension to end 2013. CEC legal and owner's agent exchanging drafting	Document is ready for execution	Little risk as site is already occupied, therefore tacit rights in place	Execute document by end Nov 2012
Site Sharing Licence at Edinburgh Castle	Operations	This agreement is for a licence to permit the installation of radio equipment on Edinburgh Castle (required by Siemens)	Document is now agreed with CEC legal	Bridge Systems to send out document for execution.	Risk of delay to Siemens if not resolved.	Execute document by end Nov 2012
	Not critical for construction between Airport and Haymarket, but requires to be resolved before operations					
	Critical for construction between Airport and Haymarket					
	Not critical for construction or commencement of operations					

### Edinburgh Trams – Third Party Agreements Summary Position @ December 2013

The following sets out the current Third Party Agreement status as at December 2013, and covers off those obligations on CEC and/or the tram project that must be completed prior to commencement of tram passenger operations.

Third Party	Issue	Action & Date to Close Out
Tunes Hotel, Rosebery House and Institute of Chartered Accountants of Scotland	Before & After Noise and Vibration surveys to demonstrate that tram does not increase local noise by more than 3dBA. If so, remedial action on building to be discussed with the parties.	Surveys have yet to be undertaken and the requirement is to redo these surveys no less than 6 months after tram operations.
Verity House Trustees	The new road constructed at the rear of Verity House to include an unobstructed 2m maintenance strip adjacent to the building. There is insufficient land in CEC ownership to achieve this over the full extent of the building.  The road has not been constructed to the IFC specification.	CEC to meet the owners of the property and seek to agree an appropriate level of recompense. It is estimated that up to £75K could be required to maximise the road width (but a full 2m clearance is still not possible).  Target to close out the in early 2014, when the NR station contractor removes from site.
BAM Properties Limited	Land in Haymarket Yards was secured by CPO in 2007. The former owner lodged a CAAD claim regarding this site which CEC later lost. The reporter concluding that in the absence of the tram scheme this land could be used for commercial car parking. An allowance of up to £1.2m has been included within the existing tram budget, but third party is seeking compensation of £1.8m.	CEC and their advisors are considering referring the matter to the lands tribunal.  The risk here is that if a successful outcome is attained, the settlement could be in the region of £900K, but if unsuccessful, this settlement could be as high as £2m (which would include the other party's costs at the tribunal).  CS has been dealing with this matter directly.
Scottish Rugby Union	As part of the hand back of the site following tram works completion, the land handed back must meet SRU's pre-works requirements. T&T to use dilapidation survey photographs in this process.	Site has been handed back. No further representations from SRU regarding remedial works.

Third Party	Issue	Action & Date to Close Out
Network Rail	<p>Bridge Agreement to be executed prior to passenger services. No issues expected in completing the agreement.</p> <p>Operating Agreement to be executed prior to passenger services. No issues expected in completing the agreement.</p> <p>Site handover in accordance with Asset Protection Agreement.</p> <p>Defects survey to be repeated within 2 years following passenger operations.</p> <p>Various land transfer and servitude arrangements to be closed out.</p>	<p>Bridge agreement discussed with NR on 10/12/13. CEC to consider agreeing to clause 12.2 as NR unable to move their position. With this agreed, document becomes a conveyance process.</p> <p>Operating agreement draft returned to CEC on 11/12/13. CEC seeking to return by 20/12/13</p> <p>Part of T&amp;T deliverables with Infracore. NOTE. NR suggesting that snagging items identified need to be agreed before sectional completion. CS to advise.</p> <p>Allowance to be made in post operations CEC budget.</p> <p>Process agreed to conclude with NR on 10/12/13.</p>
William Ewart Properties (Owners of The Gyle Centre)	Return on non-operational land to The Gyle. Compensation for the balance of land required by CEC to be paid.	District Valuer has offered £20K settlement. Chasing response from William Ewart Properties Ltd
West Craigs Limited	Temp occupied land adjacent to the A8 at Gogarburn has become overgrown with weeds. Obligation to return land to pre-occupation condition. This was for crop/farming use.	AS Meeting with West Craigs on 12/12/13 to close the matter out. Aiming for no action on land.
New Ingliston Limited	CEC acquired 22 acres of land from NIL using the CPO powers. 2005 NIL/CEC agreement requires CEC to return surplus land back to NIL. This surplus land was estimated (based upon the design drawings) at 13.65 acres. CEC to retain the balance of 8.56 acres & compensation was agreed and paid at £2.6m (in Aug	<p>CEC have met with NIL and do not believe their position to be fair and reasonable, given that this strip of land is undevelopable in the context of the existing tramway.</p> <p>Further negotiations are required to settle the matter.</p>

Third Party	Issue	Action & Date to Close Out
	<p>2011). It has since transpired that a strip of 1.5-2m of land along the boundary of the tramway contains tram related drainage. NIL are unwilling to accept this land back, and are seeking further compensation on a pro rata basis (circa 2 acres at £300k/acre).</p>	<p>CS to Update</p>
<p>Roseburn Garage</p>	<p>Under terms of a licence CEC is obliged to reinstate a building partially demolished by Infraco to create construction space.</p> <p>A further disturbance and storage costs claim is anticipated from Roseburn Garage.</p>	<p>CEC has made a verbal offer of £105K for full and final settlement. Initially rejected by Roseburn Garage.</p> <p>CEC has two alternatives; (1) reach a cash settlement for the building reinstatement and all other justifiable compensation claims; and</p> <p>(2) Reinstate the building under a separate contract and the settle on the other justifiable compensation claim points.</p>
<p>BT, Scottish Water, Transco and Cable &amp; Wireless</p>	<p>CEC is obliged to deal with any stray current issues to the respective SUC's apparatus in the event that stray current degradation is evident as a result of the tram system.</p>	<p>The stray current measures incorporated within the system design should address the SUC's concerns, but this will only be evidenced after the tram starts operating over the full route.</p> <p>Target to close out by end Feb 2014.</p>
<p>BT</p>	<p>CEC to provide a 10 year warranty in respect of the structure of joint chambers, and a 5 year warranty for duct works undertaken as part of the advance diversion (MUDFA) works.</p>	<p>No issues in respect of BT works have arisen to date.</p> <p>CEC to retain a watching brief and make appropriate allowances within post tram budgets.</p>
<p>SW Agreement</p>		
<p>Land Prop Compensation</p>	<p>Various GVD settlements in progress and included in current budgets.</p>	



Appendix III  
Proposed Meeting Schedule for 2014

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# Edinburgh Trams - Proposed Meeting Schedule

## Schedule of Meetings to be included in SRO Delivery Plan 2014

Meeting Title	Frequency
Project Directors weekly Progress Review	4.00pm Mondays
CICM – CEC, Edinburgh Trams, T&T – Weekly	2.00pm Mondays
Payment Application Meetings for CAF and Infraco	Monthly
Ready for Operations – CEC, Edinburgh Trams, T&T	Fortnightly
CEC Tram SMT	Fortnightly
Tram Transition Board – CEC, Edinburgh Trams	Weekly
Transport for Edinburgh and Councillor Briefing – CEC, ET, LB	Three weekly
All Party Oversight Group	Monthly
Testing & Commissioning Control Meeting – CEC, ET, Infraco, CAF, T&T	Fortnightly
Testing & Commissioning Progress Meeting - CEC, ET, Infraco, CAF, T&T	Weekly
Emergency Services Liaison	Monthly
Joint Project Principals Forum – CEC, ET, Infraco, Lothian Buses	Monthly
Daily Operations Meeting – CAF, Edinburgh Trams	Daily 8.00am to 8.15am





MEETING/DATE/TIME	DATES AND TIMES - NON-MOVEABLE													DATES/TIMES FLEXIBLE	
	CICM	DIRECTORS MEETING	TRAM SMT	T&C PROGRESS	T&C CONTROL	TRAM TRANSITION	READY FOR	COMMS	EMERGENCY SERVICES	INFRACO VALUATION	CAF VALUATION	ALL PARTY OVERSIGHT	GRBV COMMITTEE	JOINT PROJECT FORUM	T&T REPORT DATE
JANUARY TO JUNE 2014	DEPOT	MEETING RM 2	WAV COURT	DEPOT	TRAINING RM	WAV COURT	DEPOT	TRAINING RM	WAV COURT	MEETING RM 2	CEC MTG RM	CITY CHAM	CITY CHAM	CEC	CEC
W/C 6 JANUARY		6 JAN 14 4-5 PM		8 JAN 14 9AM - WEDS	8 JAN 14 10AM	9 JAN 14 8AM - THURS	9 JAN 14 1-2.30PM								
W/C 13 JANUARY	13 JAN 14 2-4 PM	13 JAN 14 4-5 PM	14 JAN 14 8-9AM TUESDAY	15 JAN 14 9AM - WEDS		16 JAN 14 8AM - THURS								15 JAN 14 11.30-1.30 WEDNESDAY	
W/C 20 JANUARY	20 JAN 14 2-4 PM	20 JAN 14 4-5 PM		22 JAN 14 9AM - WEDS	22 JAN 14 10AM WEDNESDAY	23 JAN 14 8AM - THURS	23 JAN 14 1-2.30PM THURSDAY	23 JAN 14 3PM THURSDAY		22 JAN 14 1-3 PM WEDNESDAY	22 JAN 14 12 NOON WEDNESDAY	21 JAN 14 4PM TUESDAY			
W/C 27 JANUARY	27 JAN 14 2-4 PM	27 JAN 14 4-5 PM	28 JAN 14 8-9AM TUESDAY	29 JAN 14 9AM - WEDS		30 JAN 14 8AM - THURS							30 JAN 14 10AM THURSDAY		
W/C 3 FEBRUARY	3 FEB 14 2-4 PM	3 FEB 14 4-5 PM		5 FEB 14 9AM - WEDS	5 FEB 14 10AM WEDNESDAY	6 FEB 14 8AM - THURS	6 FEB 14 1-2.30PM THURSDAY	6 FEB 14 3PM THURSDAY							
W/C 10 FEBRUARY	10 FEB 14 2-4 PM	10 FEB 14 4-5 PM	11 FEB 14 8-9AM TUESDAY	12 FEB 14 9AM - WEDS		13 FEB 14 8AM - THURS								12 FEB 14 11.30-1.30 WEDNESDAY	
W/C 17 FEBRUARY	17 FEB 14 2-4 PM	17 FEB 14 4-5 PM		19 FEB 14 9AM - WEDS	19 FEB 14 10AM WEDNESDAY	20 FEB 14 8AM - THURS	20 FEB 14 1-2.30PM THURSDAY	20 FEB 14 3PM THURSDAY		19 FEB 14 1-3 PM WEDNESDAY	19 FEB 14 12 NOON WEDNESDAY				
W/C 24 FEBRUARY	24 FEB 14 2-4 PM	24 FEB 14 4-5 PM	25 FEB 14 8-9AM TUESDAY	26 FEB 14 9AM - WEDS		27 FEB 14 8AM - THURS						25 FEB 14 4PM TUESDAY			
W/C 3 MARCH	3 MAR 14 2-4 PM	3 MAR 14 4-5 PM		5 MAR 14 9AM - WEDS	5 MAR 14 10AM WEDNESDAY	6 MAR 14 8AM - THURS	6 MAR 14 1-2.30PM THURSDAY	6 MAR 14 3PM THURSDAY					6 MAR 14 10AM THURSDAY		
W/C 10 MARCH	10 MAR 14 2-4 PM	10 MAR 14 4-5 PM	11 MAR 14 8-9AM TUESDAY	12 MAR 14 9AM - WEDS		13 MAR 14 8AM - THURS								12 MAR 14 11.30-1.30 WEDNESDAY	
W/C 17 MARCH	17 MAR 14 2-4 PM	17 MAR 14 4-5 PM		19 MAR 14 9AM - WEDS	19 MAR 14 10AM WEDNESDAY	20 MAR 14 8AM - THURS	20 MAR 14 1-2.30PM THURSDAY	20 MAR 14 3PM THURSDAY		19 MAR 14 1-3 PM WEDNESDAY	19 MAR 14 12 NOON WEDNESDAY				
W/C 24 MARCH	24 MAR 14 2-4 PM	24 MAR 14 4-5 PM	25 MAR 14 8-9AM TUESDAY	26 MAR 14 9AM - WEDS		27 MAR 14 8AM - THURS						25 MAR 14 4PM TUESDAY			
W/C 31 MARCH	31 MAR 14 2-4 PM	31 MAR 14 4-5 PM		2 APR 14 9AM - WEDS	2 APR 14 10AM WEDNESDAY	3 APR 14 8AM - THURS	3 APR 14 1-2.30PM THURSDAY	3 APR 14 3PM THURSDAY					3 APR 14 10AM THURSDAY		
W/C 7 APRIL	7 APR 14 2-4 PM	7 APR 14 4-5 PM	8 APR 14 8-9AM TUESDAY	9 APR 14 9AM - WEDS		10 APR 14 8AM - THURS									
W/C 14 APRIL	14 APR 14 2-4 PM	14 APR 14 4-5 PM		16 APR 14 9AM - WEDS	16 APR 14 10AM WEDNESDAY	17 APR 14 8AM - THURS	17 APR 14 1-2.30PM THURSDAY	17 APR 14 3PM THURSDAY		16 APR 14 1-3 PM WEDNESDAY	16 APR 14 12 NOON WEDNESDAY	15 APR 14 4PM TUESDAY		16 APR 14 11.30-1.30 WEDNESDAY	
W/C 21 APRIL	21 APR 14 2-4 PM	21 APR 14 4-5 PM	22 APR 14 8-9AM TUESDAY	23 APR 14 9AM - WEDS		24 APR 14 8AM - THURS									
W/C 28 APRIL	28 APR 14 2-4 PM	28 APR 14 4-5 PM		30 APR 14 9AM - WEDS	30 APR 14 10AM WEDNESDAY	1 MAY 14 8AM - THURS	1 MAY 14 1-2.30PM THURSDAY	1 MAY 14 3PM THURSDAY							
W/C 5 MAY	5 MAY 14 2-4 PM	5 MAY 14 4-5 PM	6 MAY 13 8-9AM TUESDAY	7 MAY 14 9AM - WEDS		8 MAY 14 8AM - THURS									
W/C 12 MAY	12 MAY 14 2-4 PM	12 MAY 14 4-5 PM		14 MAY 14 9AM - WEDS	14 MAY 14 10AM WEDNESDAY	15 MAY 14 8AM - THURS	15 MAY 14 1-2.30PM THURSDAY	15 MAY 14 3PM THURSDAY		14 MAY 14 1-3 PM WEDNESDAY	14 MAY 14 12 NOON WEDNESDAY			14 MAY 14 11.30-1.30 WEDNESDAY	
W/C 19 MAY	19 MAY 14 2-4 PM	19 MAY 14 4-5 PM	20 MAY 14 8-9AM TUESDAY	21 MAY 14 9AM - WEDS		22 MAY 14 8AM - THURS						20 MAY 14 4PM TUESDAY	22 MAY 14 10AM THURSDAY		
W/C 26 MAY	26 MAY 14 2-4 PM	26 MAY 14 4-5 PM		28 MAY 14 9AM - WEDS	28 MAY 14 10AM WEDNESDAY										
W/C 2 JUNE	2 JUN 14 2-4 PM	2 JUN 14 4-5 PM		4 JUN 14 9AM - WEDS		5 JUN 14 8AM - THURS	29 MAY 14 1-2.30PM THURSDAY	29 MAY 14 3PM THURSDAY							











Appendix IV  
SRO's Report - Top Ten Risks Schedule

DRAFT

# Edinburgh Tram Project – Top Ten Risks

Update as at 6<sup>th</sup> January 2014

Decreasing Risk 	Top Ten Risk but steady 	Rising Risk 
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Description	Status	Owner
1. Lack of information ready in time for programme		ET/Infraco
2. Delay due to third party testing, Network Rail and emergency services		SRO
3. Ticketing - Parkeon		SRO
4. Inflexibility within the Infraco programme to meet the Client Target Programme		Infraco
5. Recruitment of key resources within Edinburgh Trams		ET
6. Recruitment of key resources within the Maintainer's		SRO/ Infraco/CAF
7. Sufficient funding		CEC
8. Reliability of infrastructure – re-test requirements		SRO/Infraco
9. Tram availability, reliability and sufficient numbers		CAF
10. Inclement weather		



Appendix V  
General Manager's Report  
– Procedures Development Plan / Fortnightly Progress Update







**Edinburgh Trams Ltd**  
**Health & Safety Management System**  
**Procedures Development Plan**  
**Version: 006**  
**Date: 16/12/2013**

Ref No.	Title of Document	Manual	Author	Owner	Review Group	Status	Stage 1: Working Draft					Stage 2: Final Issue					Comments	
							Draft 1	Review	Draft 2	Test	MSD#	Issue Working Draft	Training	Exercise (if necessary)	Finalise	MSD#		Issue
ET/HRM/5.6	Second Job Policy	Human Resources	HR Advisor	HR Manager	A + B	Working Draft Issued	Complete	Complete	Complete	N/A	03/12/2013	06/12/2013						
ET/HRM/5.7	Smoke Free Policy	Human Resources	HR Advisor	HR Manager	A + B	Working Draft Issued	Complete	Complete	Complete	N/A	03/12/2013	06/12/2013						
ET/HRM/5.8	Company Vehicle Policy	Human Resources	HR Advisor	HR Manager	A + B	Working Draft Issued	Complete	Complete	Complete	N/A	03/12/2013	06/12/2013						
ET/HRM/5.9	Criminal Offences Policy	Human Resources	HR Advisor	HR Manager	A + B	Working Draft Issued	Complete	Complete	Complete	N/A	03/12/2013	06/12/2013						
ET/HRM/5.10	Inappropriate Behaviour Policy	Human Resources	HR Advisor	HR Manager	A + B	Working Draft Issued	Complete	Complete	Complete	N/A	03/12/2013	06/12/2013						
ET/HRM/5.11	Social Media Policy	Human Resources	HR Advisor	HR Manager	A + B	Working Draft Issued	Complete	Complete	Complete	N/A	03/12/2013	06/12/2013						
ET/HRM/5.12	Whistleblowing Policy	Human Resources	HR Advisor	HR Manager	A + B	Working Draft Issued	Complete	Complete	Complete	N/A	03/12/2013	06/12/2013						
ET/HRM/5.13	Employment of Employees with Close Personal Relationships	Human Resources	HR Advisor	HR Manager	A + B	Working Draft Issued	Complete	Complete	Complete	N/A	03/12/2013	06/12/2013						

**Review Groups**

<b>Group A</b> Service Delivery Manager Safety & Standards Manager Duty Manager Customer Service & Revenue Protection Manager Engineering Manager Assistant Engineering Manager	<b>Group B</b> Human Resources Manager	<b>Group C</b> Safety Verification Team	<b>Group D</b> Bilfinger CAF Siemens	<b>Group E</b> Lothian Buses Edinburgh Airport First Scotrail Network Rail	<b>Group F</b> Police Fire Service Ambulance Service
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**Management Systems Development Group**

2013	2014
Tuesday 5th November 2013	Tuesday 7th January 2014
Monday 18th November 2013	Tuesday 21st January 2014
Tuesday 3rd December 2013	Further Dates TBC...
Tuesday 17th December 2013	

# Tram Transition Board – Fortnightly Report

Update as at [date]

<b>1.</b>	<b>Recruitment and Training against Target</b>	<b>% Against Target</b>	<b>Comment</b>
	Drivers		
	Controllers		
	Ticketing Assistants		
	Management and Support		
<b>2.</b>	<b>Safety Performance Indicators</b>	<b>Period Max</b>	<b>Actual</b>
	Workforce		
	Contractor Events		
	Operational Incidents		
	Road Crossing		
	Fires		
<b>3.</b>	<b>Training Plan – 100% Dependency on Infrastructure</b>	<b>% Target as at</b>	<b>% Actual as at</b>
	Appendix 4 – Training Plan Summary		
	Appendix 2 – Modification Plan		
	Kilometrage of Trams		



Appendix VI  
CEC Tram Unit Manager's Report – ID 38 Top 40 Checklist

Action	Target Date	Actual Date	
1. Legal consents in place for Operator	31/05/2014		Includes ICP letter of no objection
2. Legal consents in place for traffic orders and road signing	31/01/2014		
3. CEC IT platform in place at depot	01/12/2013		
4. Project file in place for CEC	31/05/2014		
5. Experience of other Tram systems in place	30/11/2013		
6. Maintenance agreements in place	30/11/2013		
7. CEC Maintenance liability finalised	30/11/2013		
8. CEC Maintenance liability communicated to Service departments	30/11/2013		
9. Tram Byelaws in place	01/11/2013	15/11/2013	
10. 1978 and 1990 regulations in place	01/01/2013	01/12/2013	
11. Interim services Agreement in place with Operator	31/07/2013	31/07/2013	
12. Interim Services funding in place for Operator	31/07/2013	31/07/2013	
13. Year Zero funding in place for Operator	13/02/2014		Agreed in principle pending Council approval of 2014/15 budget due Feb 2014
14. Operating Agreement in place	28/10/2013	28/10/2013	
15. Operator funding in place 2014/15	13/02/2014		Agreed in principle pending Council approval of 2014/15 budget due Feb 2014
16. Tram Governance in place	End Feb 2014?		
17. CEC Tram team appointed	31/08/2013	31/08/2013	Temporary secondment
18. CEC Tram team in place at depot	01/12/2013	13/12/2013	
19. CEC team funding in place 2013/14	Unbudgeted pressure in SFC		
20. CEC team funding in place 2014/15	13/02/2014		Included in SFC submissions pending Council approval of 2014/15 budget due Feb 2014
21. CEC team third party funding in place 2014/15	13/02/2014		Included in SFC submissions pending Council approval of 2014/15 budget due Feb 2014
22. Working Next to Tram Guidance in place	19/11/2013	15/11/2013	
23. Emergency Services awareness of dangers in place	25/10/2013	25/10/2013	
24. Emergency Services training on working next to live power lines in place	Sept 2013 (F&RS)		
25. CEC services awareness of dangers in place – General Workshop	Oct 2013	Oct 2013	
26. CEC services awareness of process for authorisation to work next to tram in place – General Workshop	Oct 2013	Oct 2013	
27. CEC services awareness of dangers in place SMT level	Oct 2013		
28. CEC services awareness of process for authorisation to work next to tram in place	Oct 2013		
29. CEC service awareness of dangers in place frontline level	Nov-Dec 2013		
30. CEC service department risk assessments in place	Jan 2014		
31. CEC service department method of working agreed with tram operator where necessary	Jan 2014		
32. Public utility awareness of dangers in place	Oct 2013	Oct 2013	
33. Public utility awareness of process for authorisation to work next to tram in place	Oct 2013	Oct 2013	
34. Frontages awareness of dangers of tram line in place	28/10/2013	19/10/2013	
35. Frontages awareness of process for authorisation to work next to tram in place	28/10/2013	19/10/2013	
36. General public awareness of dangers in place	28/10/2013	19/10/2013	
37. School specific awareness of dangers of tram line in place	29/11/2013	29/11/2013	
38. Communications protocol between CEC/ET in place	Ongoing		
39. Final Settlement with third parties in place	End Feb 2014		
40. KPI's in place	End Feb 2014		

Appendix VII  
Report to Council - Bus & Tram Operations at Edinburgh Airport

# The City of Edinburgh Council

10.00am, Thursday 12 December 2013

## Bus & Tram Operations at Edinburgh Airport

Item number

Report number

Wards

All

### Links

Coalition pledges

Council outcomes

[CO7, CO8, CO22](#)

Single Outcome Agreement

[SO1](#)

### Sue Bruce

Chief Executive

Contact: Colin Smith, Senior Responsible Officer, Edinburgh Trams

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# Executive summary

## Bus & Tram Operations at Edinburgh Airport

### Summary

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The purpose of this report is to advise on proposed arrangements in order to offer travellers to and from the city of Edinburgh the opportunity to utilise coordinated modes of public transport to Edinburgh Airport.

This report recommends procuring a bus stance at Edinburgh Airport until 2018 for use by Lothian Buses as part of the Transport for Edinburgh model.

### Recommendations

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1. Approval from Council to commit the City of Edinburgh Council to the Bus Stance and Tram Operations Agreement and to grant the Director of Corporate Governance the necessary authority to sign this Agreement.
2. To delegate authority to the Director of Services for Communities to agree terms with Lothian Buses to operate the Airport Bus Stance.
3. To delegate authority to the Director of Services for Communities to define the design brief of the Tram/Bus interface with the Airport building extension; this is to be done in consultation with the Convener and Vice Convener. A report is to be made to Council in February 2014.
4. To delegate authority to the Director of Services for Communities to engage in discussions with Edinburgh Airport to explore further opportunities; this is to be done in consultation with the Convener and Vice Convener. A report is to be made to Council in February 2014.

### Measures of success

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A successful, customer focussed integrated travel experience on plane, bus and tram from Edinburgh Airport to and through the city of Edinburgh

### Financial impact

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The financial implications of this report will be reported in full to Elected Members in the form of a confidential data room. All elements of this report are critical to ensuring a sustainable integrated transport offering for the city.

## **Equalities impact**

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There is an ongoing full equalities impact assessment being undertaken in relation to the Edinburgh Tram project to ensure that as implementation progresses the equalities impact assessment is maintained.

## **Sustainability impact**

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As part of a broader sustainable transport strategy within the city, it is anticipated that the tram will make a positive overall contribution to the environment by encouraging modal shift from private vehicles to public transport and mitigating the impacts of population growth and commuter and visitor generated traffic.

## **Consultation and engagement**

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High level consultation has taken place with Lothian Buses on the agreement proposed in the report.



## Bus & Tram Operations at Edinburgh Airport

### 1. Background

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- 1.1 The City of Edinburgh Council (“CEC”) and Edinburgh Airport Limited (“EAL”) wish to enter into arrangements relating to Tram and Bus operations. The intention is to coordinate through Transport for Edinburgh and Edinburgh Airport, a travel experience on plane, bus and tram in order to maximise efficiency of transport modes from Edinburgh Airport to and through the city of Edinburgh.
- 1.2 Lothian Buses have operated a bus stance at the Airport formally for eight years. The terms of this arrangement have reached expiry. This report seeks to ensure that the existing access arrangement is maintained until 2018.
- 1.3 The Tram project has had an interface with the Airport management team over recent years, dealing with pre-construction arrangements and the coordination of construction works and consents in and around the Airport campus. This report seeks to advance and progress future mutual opportunities in a coordinated way for Transport for Edinburgh and Edinburgh Airport.

### 2. Main report

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#### Bus Stance and Tram Operations

- 2.1 Lothian Buses has operated a bus stance at Edinburgh Airport since 2005. The proposal before Council is to bring in 2014, for the first time, a consolidated offer of Lothian Buses and Edinburgh Trams transportation to and from Edinburgh Airport.
- 2.2 Securing this agreement would provide a connection between Edinburgh Airport and Transport for Edinburgh, to ensure that the arrival and user experience to and from Edinburgh Airport by land is well managed and efficient and that matters of cleanliness, services, way signage, ease of information and ticket sales meet the highest standards. These standards will be reviewed and monitored in the first instance jointly by Edinburgh Airport and the Council. Thereafter, any recommendations arising will be reported to Transport for Edinburgh and the Airport’s senior management team.
- 2.3 The bus stance agreement runs from December 2013 until November 2018.
- 2.4 The Council will enter into an agreement with Lothian Buses to operate the bus stance.

## Tram/Bus Interface with New Extension to Airport

- 2.5 The existing design of the Airport tram stop provides for the Tram stop as built, together with an open, hard standing area that will accommodate ticket vending machines and passenger information display pods.
- 2.6 In consideration of the new extension to the Airport, discussion with the Airport has commenced and is ongoing to ensure that a coordinated approach to design is maintained to achieve visibility of tram and bus operations, thereby wayfinding and interfacing the two site boundaries and uses.

### 3. Recommendations

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- 3.1 Approval from Council to commit the City of Edinburgh Council to the Bus Stance and Tram Operations Agreement and to grant the Director of Corporate Governance the necessary authority to sign this Agreement.
- 3.2 To delegate authority to the Director of Services for Communities to agree terms with Lothian Buses to operate the Airport Bus Stance.
- 3.3 To delegate authority to the Director of Services for Communities to define the design brief of the Tram/Bus interface with the Airport building extension; this is to be done in consultation with the Convener and Vice Convener. A report is to be made to Council in February 2014.
- 3.4 To delegate authority to the Director of Services for Communities to engage in discussions with Edinburgh Airport to explore further opportunities; this is to be done in consultation with the Convener and Vice Convener. A report is to be made to Council in February 2014.

### Sue Bruce

Chief Executive

Contact: Colin Smith, Senior Responsible Officer, Edinburgh Trams

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## Links

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### Coalition pledges

**Council outcomes** [CO7](#) - Edinburgh draws new investment in development and regeneration  
[CO8](#) - Edinburgh's economy creates and sustains job opportunities  
[CO22](#)- Moving efficiently – Edinburgh has a transport system that improves connectivity and is green, healthy and accessible

**Single Outcome Agreement** [SO1](#) - Edinburgh's Economy Delivers increased investment, jobs and opportunities for all