

Chairman and Members of the Light Rail Advisory & Action Group

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Members: Andrew Cullen, Department of Public Enterprise
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ROLE OF THE LIGHT RAIL ADVISORY & ACTION GROUP

The Light Rail Advisory & Action Group was established by the Minister for Public Enterprise in November 1998. The mandate of the Group, since that time, has been to oversee the planning and implementation of the light rail network as decided by the Government in May 1998. This network comprised five light rail lines and broadly envisaged two major routes, from Tallaght to Connolly Station and from Sandyford Industrial Estate to the Airport via an underground section in the City Centre. The Advisory and Action Group's particular focus has been on adherence to the indicative timetable, published by the Minister, for implementation of that network.

In January 2001, the Minister adjusted the mandate of the Group, in order to accommodate new proposals for an expanded Dublin light rail network as outlined in the Dublin Transportation Office's recently published strategy, "A Platform for Change." The change in mandate also reflected the Government decision of July 2000 to develop a metro system for Dublin, which would include, at a later date, the upgraded light rail Line B from Sandyford to St. Stephen's Green and an extension of this line south to Shanganagh, near Bray, and north to Swords via the City Centre and Dublin Airport.

Accordingly, the Minister confirmed the Group's continuing terms of reference in

relation to the Tallaght to Connolly Station line and the Sandyford to St. Stephen's Green line (Lines A, B and C), and to the indicative timetable for completion of construction of these lines as set down by Government in May 1998. The Minister also extended the Group's mandate to include specifically monitoring of the arrangements for communication with the public during the construction phase of Lines A (Tallaght to Abbey Street), B (Sandyford to St. Stephen's Green) and C (Abbey Street to Connolly Station). In January 2001, she also indicated that the Group would have a further role to play in relation to future metro or LUAS lines, when detailed implementation plans for the DTO's proposals have been considered.

(See Terms of Reference for the Group at Annex A).

The Advisory & Action Group's core role is to advise the Minister as to whether the project is on schedule or deviating from schedule. It can also raise early warning flags if it sees problems emerging. It will also review and make recommendations in relation to effective communications with the public and with those directly affected by the construction works. The Group is an advisory group only – it does not have executive responsibility for implementation. It is an action group only insofar as its deliberations influence others or its advice to the Minister highlights the need for action to keep the light rail and metro projects on schedule.

“ The complex works along the LUAS lines are increasingly obvious to commuters ”



INTRODUCTION BY THE CHAIRMAN

This is the sixth and final report of the LUAS Advisory Group. Our reports every six months have spanned the three year period in the life of the LUAS light rail development from January 1999 to December 2001. Our mandate from Minister Mary O'Rourke was essentially to report on the adherence or otherwise of the construction of the LUAS lines from Tallaght and Sandyford to the indicative timetable set down by the Government in May 1998. The indicative timetable called for completion of construction in the course of the year 2003.

We have reported in detail over the past three years on the progress and the problems.

The topline assessment is that the timetable has been substantially achieved, that the Tallaght and Sandyford lines can be completed and Dubliners experiencing their first LUAS journeys before the end of next year.

The complex works along the LUAS lines are increasingly obvious to commuters: for example, the tall plinth for the rail bridge over Taney Road at Dundrum on the Sandyford Line, or the new bridge for the Tallaght LUAS line over the M 50 at the Red Cow.

There is public scepticism that promises

for the delivery of new public transport will be kept due to a long pattern of failures to meet declared plans. In our earlier reports, we commented on the persistence of this scepticism about the LUAS even when the construction was on schedule. There are recent indications that public awareness, interest and knowledge of LUAS progress is increasing in an encouraging way: some 38,000 people visited the first LUAS tram when it was open to the public for three days in November; a recent survey indicated an awareness level in excess of 80% and an interest in using LUAS by three quarters of those surveyed.

The light rail system which the city will have from next year will introduce an entirely new type of travel experience for Dublin commuters which they may have seen or sampled in other countries. The bright and accessible trams and five minute frequencies at peak times should prove popular with the commuting public.

This final report does refer to the many elements of construction, commissioning of trams and safety approvals which have still to be successfully completed before the passengers go on that first journey. They are all "do-able" but will require a continued focus and co-operation from all concerned.



INTRODUCTION BY THE CHAIRMAN

INTRODUCTION BY THE CHAIRMAN

The new Railway Procurement Agency (RPA) was established on December 28th last following enactment of the enabling legislation on 23rd December. The new Agency will be responsible for the delivery of the LUAS system and will be reporting as a State agency on its progress.

I have the honour of being appointed Chairman of the new Agency by Minister Mary O'Rourke and am joined on the Board by Tom Wall who is also a member of the LUAS Advisory & Action Group. Both of us will continue our engagement in the LUAS project through the new Agency. Donal Mangan, who has been the Light Rail Office Director and a member of the LUAS Advisory Group, has been appointed acting Chief Executive of the RPA.

Finally, I wish to thank the other members of the Light Rail Advisory and Action Group for their support and commitment over the three years of the Group's existence. On behalf of the Advisory Group, I also wish to thank the co-ordinator of the Group Monica Wallace for her most efficient service and support of our work.

Padraic A White

February 2002



“ The light rail system will introduce an entirely new type of travel experience for Dublin commuters which they may have seen or sampled in other countries ”

RAILWAY PROCUREMENT AGENCY (RPA)

New Agency with responsibility for Luas

To date, the design, planning and construction of the Luas system has been the responsibility of the Light Rail Project Office of C.I.E. Responsibility for completion of the project is now transferred to the Railway Procurement Agency (RPA), which was established on 28 December 2001, further to the enactment of the Transport (Railway Infrastructure) Act, 2001. The RPA is an independent statutory public body with responsibility for procuring new metro and light rail infrastructure through public private partnerships, joint ventures or other means, as determined by the Minister for Public Enterprise.

The Light Rail Project office of CIE, suitably expanded and restructured, forms the starting point for the new Agency. One of the first steps to be taken by the Agency will be to sign the light rail operations contract at the end of February 2002.

The members of the RPA Board are:-

Mr Padraic A. White, Chairman and currently Chairman of the Light Rail Advisory and Action Group,

Mr. Colin Hunt, Chief Economist with Goodbody Stockbrokers,

Dr. Finola Kennedy, Economist and Lecturer in IPA.

Mr. David Manley, Accountant and former President of the Dublin Chamber of Commerce

Dr. Margaret O'Mahony, Transport Engineer and Senior Lecturer in the Engineering Department of TCD, and

Mr. Tom Wall, Assistant General Secretary of ICTU who is a member of the Light Rail Advisory & Action Group

Prior to the establishment of the Railway Procurement Agency the Minister appointed the members of the Board on an interim basis, on 12 July 2001, to assist the transfer of responsibilities from the Light Rail Project office to the RPA and to advance the project generally.

In consultation with the Advisory Group, the Minister considered that the Advisory Group, in its three years of monitoring and reporting on the timetable for implementation of the project, had fulfilled its function and that responsibility for reporting progress should now pass to the new Agency.



OVERVIEW OF PROGRESS

In the Group's last report (July 2001), we indicated that construction of both lines was due to be completed in 2003; the Tallaght line to be completed in October and the Sandyford line in December 2003. Passenger services are due to be introduced at, or very shortly after, the completion of construction.

We have also previously indicated that two other, additional elements must also be in place for passenger services to operate and be authorised. Firstly, the franchise operator must be mobilised, have all preparations made and be ready to operate the service and, secondly, the commissioning of the vehicles and the entire system must be completed and approved by the Railway Inspecting Officer of the Department of Public Enterprise. (These duties and responsibilities are to be subsumed into a Railway Safety Commission provided for under the recently published Railway Safety Bill, 2001).

In general, good progress has been made in the past six months in diverting utilities such as gas, water, electricity and telephones from the path of the rail track. The consortium appointed to lay the track and install the electrical power system has commenced their work; the depot at Red Cow on the Tallaght line was completed

and the work started on the Sandyford depot; works on the bridges over the M50, Rialto and Heuston on the Tallaght line all progressed well. The northern pier of the fly-over bridge at Taney Road at Dundrum became a highly visible part of the Sandyford line. The new trams began to arrive and by the end of the year, 5 trams had been delivered. The first tram was put on display in Merrion Square for three days in November 2001. It was visited by an estimated 38,000 people and the reaction to the new trams was overwhelmingly positive and enthusiastic. Further details of developments are described under the individual reports on each line.

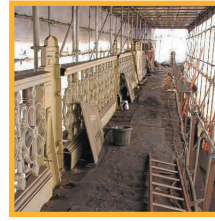
The Advisory Group is aware that consideration is being given to an extension of the LUAS line to the Dublin Docklands area – such an extension is incorporated in the strategy to 2016 of the Dublin Transportation Office. It is too early to conclude if such an extension would affect the construction of the approved alignment between Store Street and Connolly station. As of now, the Abbey Street to Connolly Station segment can be completed by December 2003.

The selection of the franchise operator is nearing completion and the early award of the contract will permit the operator's

“...the reaction to the new trams was overwhelmingly positive and enthusiastic”



FINDINGS OF THE LIGHT RAIL ADVISORY & ACTION GROUP



DETAIL AND CONSTRUCTION AT HUESTON BRIDGE

timely involvement in the commissioning programme. The Group has been advised that the necessary staff and budget resources for the Railway Safety Commission will be available, to enable the Commission to fulfill its functions throughout the commissioning and safety approval process. Pending the passing of the legislation, we understand that the Railway Inspectorate in the Department of Public Enterprise will be in a position to address the safety validation of LUAS. However, it is the responsibility of the project promoter to ensure that the Inspectorate receives timely and adequate information and documentation.

While progress overall in the provision of the LUAS lines is good, the Group also stresses that achievement of the 2003 completion target remains dependant on success in a number of key areas:

- Progress of critical construction projects, being carried out in parallel to the main construction works, such as the Taney Bridge, Dundrum, and some of the critical utility diversion contracts;
- Ongoing interagency co-operation with key players such as the relevant local authorities whose plans for roads, junctions and bridges may need to be synchronized with LUAS works;
- A synchronized approach between

construction, operations franchise, commissioning of the LUAS trams and lines and safety approval so that all have been successfully achieved by the target date for passenger services.

Mindful of these pressures, the Group considers it appropriate to highlight in this, our final report, the critical milestones for the project to the target construction completion times during 2003.

CONSTRUCTION AND VEHICLE DELIVERY PROGRAMME

The construction contractors are now fully mobilised and work is underway on both lines. The contractors are also involved, on an ongoing basis, in preparing detailed design proposals for various aspects of the development. The first Luas tram was delivered to Dublin during the first week of November and was put on public display for three days on Merrion Square. A further 4 trams have been delivered to Dublin since that time and they are all currently secured in the newly completed stabling area at the Red Cow Depot, where they will shortly undergo initial testing.

The depot itself was completed, on schedule, in August 2001 and 1km of internal trackwork has since been laid.



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The test track, from the depot to Kingswood, is currently under construction and this is due to be finalised and energised in April 2002, at which time the commissioning process will begin. Other significant works on the Tallaght line, such as the M50 Bridge and demolition work in St. Mary's Abbey area are proceeding on schedule. However, delays on a number of the remaining utility diversion contracts have the potential to delay handover of work areas to the main construction contractor. The Group advises that every effort should be made to mitigate the effects of such delays where possible.

On the Sandyford line, timely progress of the Taney Bridge is a vital prerequisite for adherence to the main contractor's programme. The northside piling work for the bridge has been completed on schedule but progress on the southern foundations could be affected by a 2–3 month delay in parallel roadworks being carried out by Dun Laoghaire Rathdown County Council. In the original build-schedule, the roadworks were to have incorporated a traffic island to be made available for construction of the southern foundation works. This accommodation will not now be possible due to the roadworks delay. Another solution, involving modified traffic flows to accommodate the construction, has now been agreed with Dun Laoghaire Rathdown County Council, but this situation needs to be monitored on an ongoing basis.

The Group has highlighted the importance of effective inter-agency co-

ordination in previous reports and has noted the Light Rail Project Office's proactive handling of such issues in a number of key areas. However, we wish to stress the urgency of resolving inter-agency issues which may emerge, including that of the Taney Bridge works. The ability to do so is critical to the timely achievement of the construction programme.

The Group welcomes the fact that programming of work by ESB to divert a 220kV electricity cable in Harcourt Street has been brought forward by some months to May 2002. The diversion works are now to be completed by August 2002. This is a very positive development which allows a comfortable time-margin for the completion of that area of the Sandyford line.

OPERATING FRANCHISE PROGRAMME

In 2000, the Government decided to award a franchise, following a competitive tendering procedure, for the operations of the Tallaght and Sandyford lines. Consultants Booz Allen Hamilton, Masons Solicitors and Babbie Group Ltd. were selected to design and conduct the competition in accordance with EU procurement rules. Having accepted the consultants' recommendations regarding the scope of the operator's contract and how the competition should be conducted, the Minister for Public Enterprise launched the competition in December 2000. The competition has progressed as planned, with completion of the contract award

“ The contracting authority for the operations franchise will be the Railway Procurement Agency ”



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process scheduled for end-February 2002.

The contracting authority for the operations franchise will be the Railway Procurement Agency, established on 28 December 2001 following enactment of the Transport (Railway Infrastructure) Act 2001.

The operator, when in place, will immediately become involved in the project, by contributing to the construction contractor's detailed designs, the immediate recruitment of drivers to provide

for the testing of the track and vehicles, and by preparing for all the requirements of the operating period. Furthermore, the Group notes that the operator's activities during the development period, as specified in the operations contract, are aligned with the target dates for completion of construction and the milestone dates for the commissioning programme. This mechanism in the operations contract should minimise the potential for any delays arising from lack of co-ordination.

TRACKS LAID AT THE RED COW DEPOT



THE TRAM
INSIDE THE DEPOT



THE DEPOT AT THE RED COW



COMMISSIONING PROGRAMME AND SAFETY APPROVAL

In our last report, the Group referred to the detailed acceptance process which the system has to undergo, culminating in acceptance of the safety case and consent to open the entire system.

Regulatory responsibility for railway safety is currently vested in the Railway Inspectorate of the Department of Public Enterprise, but will be taken over by the Railway Safety Commission when established under the Railway Safety Bill 2001. Enactment of that legislation and establishment of the Railway Safety Commission is hoped for in the Spring 2002 Oireachtas session, further to publication of the Bill on 21 December 2001. The Department of Finance has approved the staffing and financial resource requirements of the new office in advance of the enactment of legislation. The Group understands that the recruitment of the appropriate staff, including two Principal Inspectors and other technical and administrative staff to complement the existing resources of the departmental Railway Inspectorate, will commence shortly. In any event, the Railway Inspectorate will be in a position to address the safety validation of LUAS on the understanding that the project promoter provides timely and adequate information and documentation.

The individual elements of the system – such as track, vehicles, control systems, signalling and electrification – will be tested

individually and in different operating environments. Responsibility for testing and the various certifications in this context will rest with the relevant contractors and an independent auditor will be required to give assurances as to the safety of these various elements. However, the franchise operator is to have responsibility for submitting and obtaining regulatory acceptance of the safety case for the entire system, i.e. that satisfying the Railway Inspectorate/Railway Safety Commission that the whole system is safe. The operator will need to be involved in the commissioning process from the beginning, particularly in having drivers available for the testing period and in preparing the Testing and Trial Running Plan.

Five trams have already been delivered to Dublin and they will shortly undergo initial testing (by the vehicle manufacturer) in the newly completed stabling area at the Red Cow Depot. The process of independently verifying the trams has also commenced.

The Group has discussed the organisation of the construction programme with the project manager for the main construction contract, and has noted the plan to work along three adjacent workfronts on the Tallaght line and two adjacent workfronts on the Sandyford line. The various aspects of the construction works – such as excavation, concreting, track-laying, installation of catenary poles and cable installation – will be carefully staged within these workfronts so as to minimise disruption and allow for the parallel progression of the testing and

“ The trams are to move onto the test track when it is completed and energised in April 2002 ”



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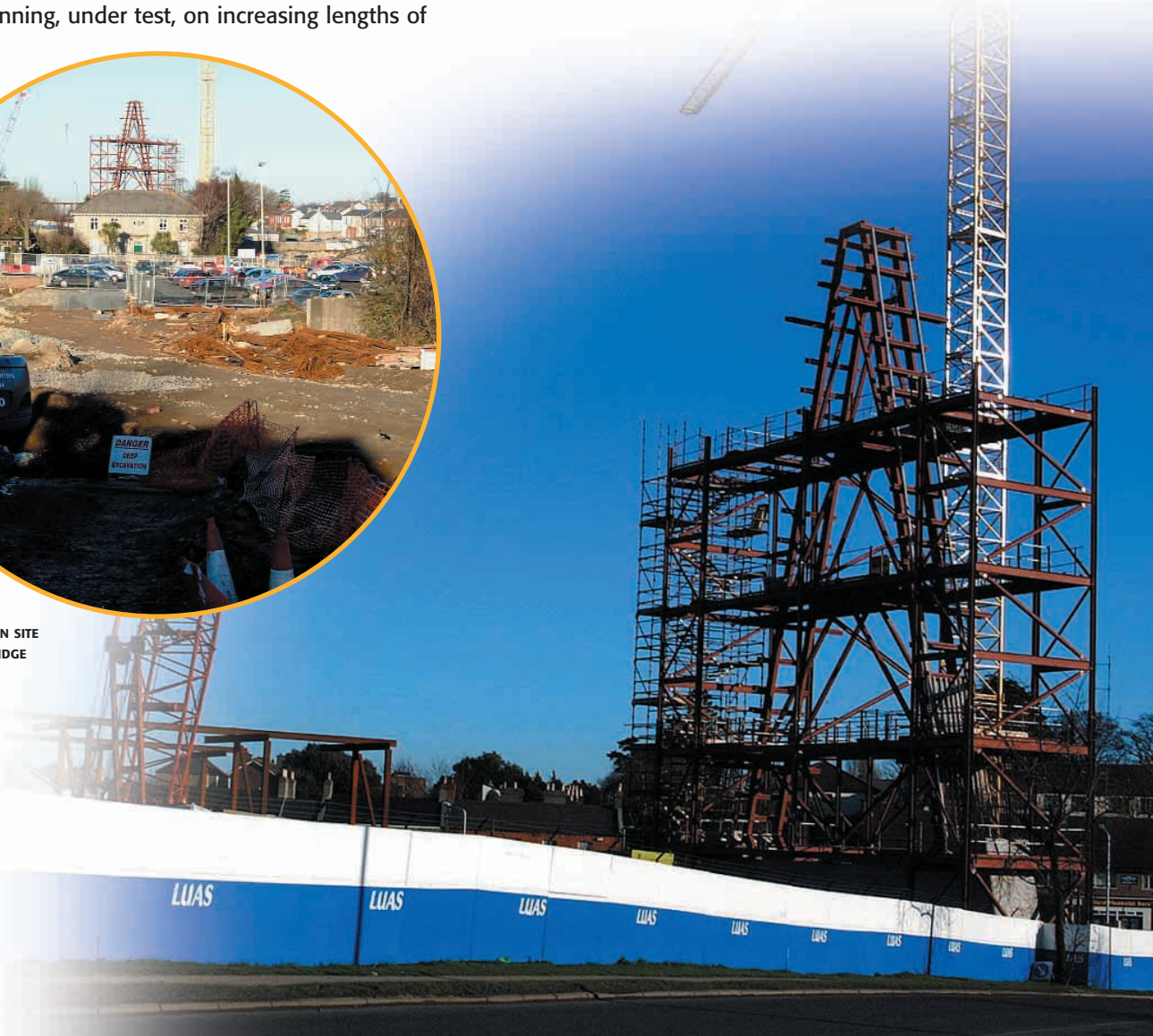
commissioning programme.

The trams are to move onto the test track when it is completed and energised in April 2002. This part of the line, which is to be used for testing purposes, consists of some 2km of the track running south from Red Cow, adjacent to the M50 and Embankment Road, to Kingswood. From that point on, Dubliners will become familiar with the sight of Luas trams running, under test, on increasing lengths of

track as and when they are completed. In this respect, adherence to the construction programme continues to be the most vital aspect of the project. The Group recommends that the key interfaces between the construction programme and the commissioning programme be identified as soon as possible and that a mechanism be established to monitor and ensure their close alignment.



CONSTRUCTION SITE
AT TANEY BRIDGE



FINDINGS OF THE LIGHT RAIL ADVISORY & ACTION GROUP

Key Milestone Dates for Development of Luas up to Target Opening Date

Milestone Event	Target Date	Implications
Award of the Operations Contract	End - February 2002	Operator needs to become involved immediately in the construction contractor's detailed designs, to recruit and train drivers for testing, inputting to testing and commissioning process and preparing for commencement of operations generally.
TALLAGHT LINE		
Completion of test-track	April 2002	Necessary for timely commencement of testing and commissioning programme.
M50 Bridge completion	February 2002	Early completion will facilitate progress of initial track-laying/cabling works.
Completion of all Tallaght line utility works	December 2002	There is no float available in the construction programme for city-centre area – carry-over of utility works into 2003 will result in extension of target completion date.
Delivery of all 26 trams for line A	August 2002	Necessary for timely progress of trial running and passenger approval stage.
SANDYFORD LINE		
Completion of Taney Bridge	December 2002	Critical to effective management and timely progress of the track-laying/cabling contract on this line
Completion of Charlemont Bridge	June 2003	Critical to effective management and timely progress of the track-laying/cabling contract on this line.
Completion of all Sandyford line utility works	November 2002	Necessary for timely progress of the track-laying/cabling contract on this line.
Completion of Sandyford Depot	January 2003	Required for delivery of first Sandyford tram – February 2003
Completion of Sandyford test-track	February 2003	Necessary for commencement of Sandyford testing and commissioning process.
Delivery of all Sandyford trams	March 2003	Necessary for timely progress of trial running and passenger approval stage.



TALLAGHT – CONNOLLY STATION ROUTE

(Lines A/C)

Work is well underway on all areas of the Tallaght line, including the city centre section as far as Lower Abbey Street. The first of the 30 metre trams for the Tallaght line was delivered to Dublin during the first week of November and was put on public display for three days on Merrion Square. A further 4 trams have been delivered to Dublin since that time and they will shortly undergo initial testing in the newly completed stabling area at the Red Cow Depot.

The depot itself was completed, on schedule, in August 2001, and the stabling yard, the Central Control Room and part of the depot workshop have now been handed over to the main construction contractor for snagging works and installation of control room and maintenance equipment. The test track at the depot is currently under construction and this is due to be finalised and energised in April 2002, slightly behind schedule, but still within an acceptable timeframe for the commencement of the commissioning process. Further trackwork from Red Cow to Tallaght commenced just before Christmas.

The preparatory work for this route is progressing well and is ahead of schedule in some areas. All utility work has been

completed in the Tallaght to Red Cow area. On the M50 bridge, which will carry Luas trams over the M50 motorway at the Red Cow roundabout, all the bridge beams are now in place and the bridge is due for completion in February 2002, one month earlier than indicated in the Group's last report. This early completion will facilitate progress in the initial stages of the track-laying and cabling contract. Works on the Rialto bridge are also well advanced.

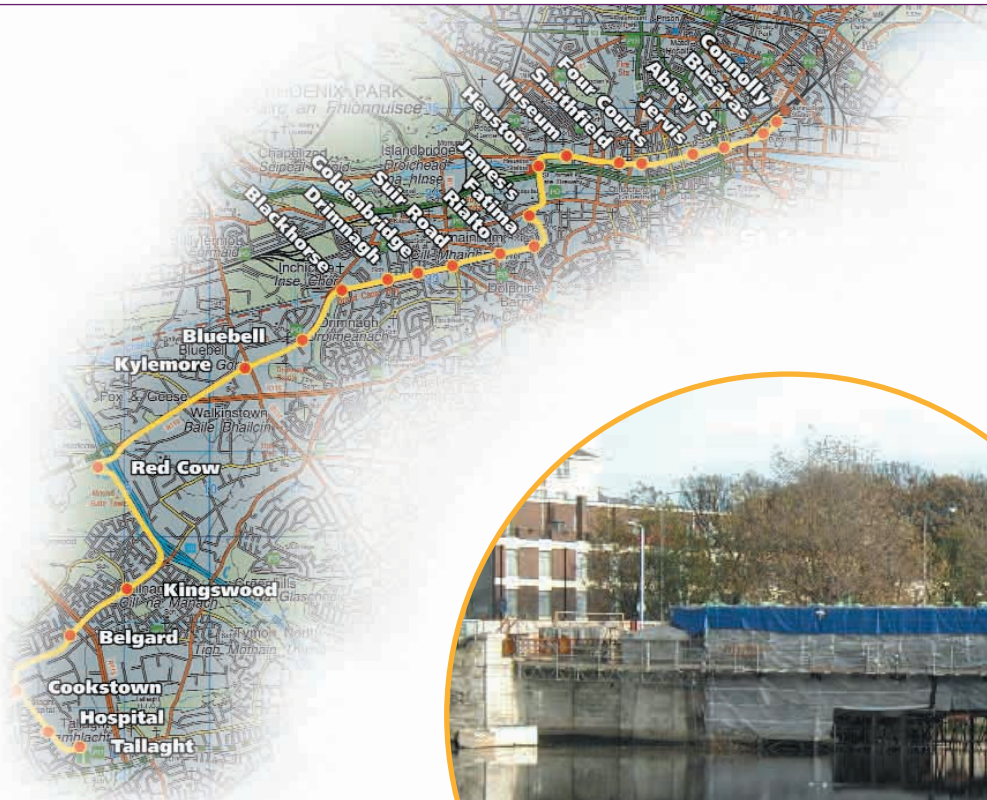
Utility diversion work is drawing to a close in the Naas Road area and, on Davitt Road, all new water mains have recently been laid. The utility diversion works from James' Street to Smithfield, involving significant demolition work, are due for completion shortly. On Heuston Bridge, which is to be restored to its original state and will carry Luas passengers over the Liffey from Heuston Station, grit blasting and painting is progressing on schedule. The steel fabrication for the restored bridge is currently being manufactured and prepared off site and will be installed shortly. A contract for public lighting along the Tallaght route is also progressing well and recently commenced in the O'Connell Street area.

However, delays on a number of the remaining utility diversion contracts have

“ The preparatory work for this route is progressing well and is ahead of schedule in some areas ”



FINDINGS OF THE LIGHT RAIL ADVISORY & ACTION GROUP



WORK ON THE SEAN HEUSTON BRIDGE NEARING COMPLETION



M50 BRIDGE



RED COW DEPOT



CONSTRUCTION WORK AT RIALTO



TALLAGHT – CONNOLLY STATION ROUTE (Lines A/C) (continued)

the potential to delay handover of some work areas to the main construction contractor. The problems are in relation to the co-ordination of underground services in a number of areas. Progress has also been made more difficult by the delay in completion of works related to BGE's diversion of the main gas transmission pipeline on Davitt Road. This delay means that the outstanding, follow-on diversionary works – such as the Suir Road bridge – are on the critical path for completion, in order to clear the path for the main contractor. In this regard, the Group

reiterates our earlier advice that the continued co-operation of the utility companies is critical to the heavy construction phase of the project.

In relation to the Abbey Street to Connolly Station section of this route, basement reinforcement works for this area commenced in October 2001 and are due for completion shortly. A contract for utilities diversion for this section of the route as far as the VHI offices on Lower Abbey Street was also awarded in October 2001 and this work is now progressing.



TRAM BATH AT THE RED COW DEPOT

SANDYFORD - ST. STEPHEN'S GREEN ROUTE

(Line B)

The target date for completion of construction of the Sandyford line is December 2003. The construction programme is organised in such a way that enables works to proceed on both lines simultaneously. While work on the Sandyford line is not yet as advanced as that on the Tallaght line, this work is expected to present fewer difficulties, involving construction, for the most part, on the disused railway alignment. In addition, work by the ESB to divert the 220kV cable in Harcourt Street, previously scheduled for November 2002, has now been brought forward to Summer 2002. This development re-introduces some scope into the construction programme for the Sandyford line and the Group is satisfied that the target date for completion of construction is a realisable one.

A number of the important property deals have been concluded in respect of land required for the development of the Sandyford line and, while some of the required properties are still in arbitration, these cases are expected to be resolved in the near future. This issue is not a matter of concern for the timetable for construction contractors.

Initial works have commenced on the Sandyford depot site, including ongoing utility diversion works. The site has been

cleared – the sod turning ceremony having taken place on 15 October 2001 – and construction will begin shortly. A contract for enabling works, including utility diversions, from St. Stephen's Green to Charlemont will be let very shortly. Meanwhile, other utility diversion works along the old railway alignment are nearing completion. Work on reinforcement of the old railway structures is also ongoing; the co-operation of the many local residents who, for this purpose, have granted access to the contractors through their property is very much appreciated in this regard.

The northside foundation work for the Taney Bridge is now completed. However, progress on the southern foundations (Dundrum Village side) could be affected by a 2-3 month delay in the Dun Laoghaire Rathdown County Council works for the Dundrum by-pass. In the original build schedule, the by-pass works were to have incorporated a traffic island to be made available for the southern foundation works, but this accommodation will not now be possible. While agreement has been reached with Dun Laoghaire Rathdown County Council regarding an alternative solution, this situation needs to be monitored closely. The Group acknowledges the efforts being made to accelerate the road works in order to



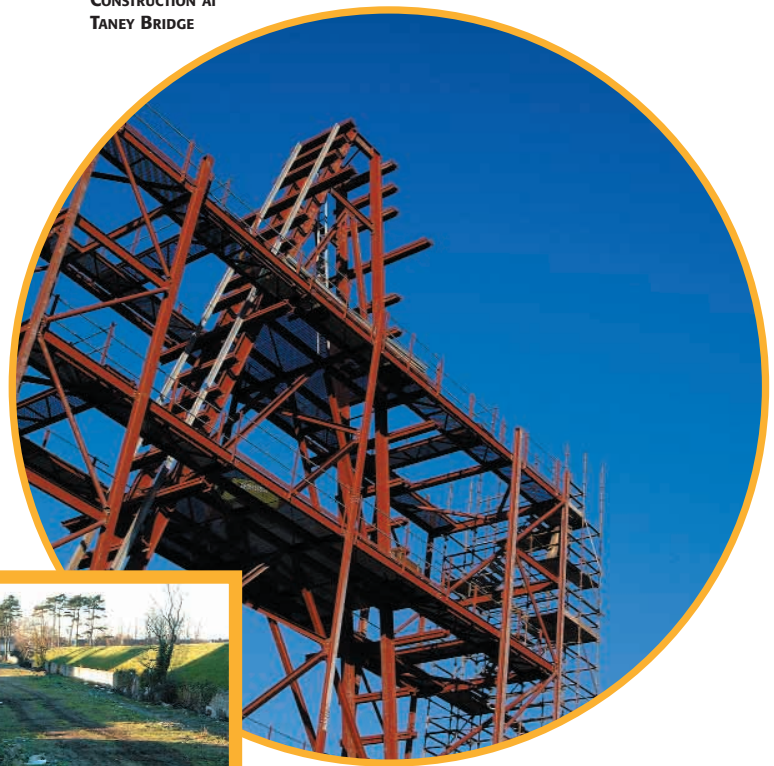
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facilitate the Luas programme, but notes that this is a further example of difficulties in interagency co-ordination impacting on the Luas schedule. The timely completion of the Taney Bridge (December 2002) is critical to the effective management and progress of the track-laying and cabling contract for the Sandyford line, and early resolution of this difficulty – either through roadworks acceleration or finding an alternative way to proceed with the southern foundations – is strongly advised. On the positive side, the Group notes that the contract for the construction of the Taney Bridge itself has been awarded and that the contractor has commenced detailed design work and mobilised to the northern abutment site.

The other major structure on the Sandyford line is to be the Charlemont canal bridge. Construction of this bridge, on which the Charlemont stop will be situated and which passengers will access by lift and stairs, is now scheduled to

begin in Spring 2002, some months in advance of the originally anticipated commencement date. The Group welcomes this development in that the timely completion of this bridge is also critical to the main construction contractor's programme.

CONSTRUCTION AT
TANEY BRIDGE



THE SITE OF THE DEPOT AT SANDYFORD.

“ Initial works have commenced on the Sandyford depot site, including ongoing utility diversion works ”



FINDINGS OF THE LIGHT RAIL ADVISORY & ACTION GROUP



TRAM LEAVING STILLORGAN



PUBLIC COMMUNICATIONS

In January 2001, the Minister for Public Enterprise extended the Group's mandate to include specifically monitoring of the arrangements for communication with the public during the construction phase of the project. In this context, the Group has reviewed the communications strategy of the Light Rail Project Office and considered how this can be developed in order to broaden and deepen the impact of the strategy in practice. Among the initiatives suggested by the Group was the commissioning of a Public Awareness Study to identify the level of confidence among the public that Luas will commence and the perceived benefits of Luas to the city. The study was also to identify the ways in which people learn about Luas and which mechanisms are most effective in promoting the project. Early results point to a high level of awareness about Luas among a random sample of interviewees in the greater Dublin area (87% of interviewees were aware of the proposed system) and an indication that usage of the system will be high (73% of interviewees say they will use Luas). Full results of the study will be available in the coming weeks and the Railway Procurement Agency will use these results in developing their public communications strategy for the remainder of the development programme.

The last six months have seen a huge increase in the level of physical works taking place for the development of the system, particularly on the Tallaght line. Managing that process, particularly in terms of providing up-to-date information on construction, traffic diversions and disruption to residents and businesses, has been a major task for the Light Rail Project Office. As well as responding to an average of thirty to forty calls to the freephone number every day and a further 15 letters, faxes and emails, the Light Rail Project Office has also been proactively managing the information dissemination requirement through a billboard advertising campaign, radio traffic bulletins, construction updates sent to all residents and businesses on the route alignments, information packs issued to 2,500 homes along the Sandyford route and, more recently, the launch of an improved web-site offering substantially more detailed and immediate information regarding route details, construction works and traffic diversions.

As well as managing these immediate information needs, the Group has also encouraged the broadening of the scope of the communications strategy to reach a wider audience than those directly affected by the construction works. Since

“ The Light Rail Project Office has also been proactively managing the information dissemination requirement ”



FINDINGS OF THE LIGHT RAIL ADVISORY & ACTION GROUP

publication of our last report, another substantial newspaper supplement was produced and distributed to homes all over Ireland. In addition, the communications department of the Light Rail Project Office has worked closely with the print and broadcast media to encourage widespread commentary on the progress of the project and on the benefits that Luas will bring.

The major event to receive widespread media attention was the delivery of the first Luas tram to Dublin during the first week of November. After being launched by the Minister for Public Enterprise, the tram was put on public display for three days on Merrion Square. An estimated 38,000 people took the opportunity to visit the tram during the period of public display and the response was very positive.



THE LAUNCH OF THE TRAM AT MERRION SQUARE



THE NEW LUAS WEBSITE.



TERMS OF REFERENCE FOR THE LIGHT RAIL ADVISORY & ACTION GROUP

UPDATED JANUARY 2001

1. The Light Rail Advisory / Action Group will oversee the planning and implementation, of the light rail lines approved by statute, as follows:

- a line from Tallaght to Abbey Street, as approved by the Dublin Light Rail – (*Line A – Tallaght to Abbey Street*) Order 1999, and an extension of that line from Abbey Street to Connolly Station, as approved by the Dublin Light Rail – (*Line C – Abbey Street to Store Street*) Order 2000 and by the Dublin Light Rail – (*Line C(S) – Store Street to Connolly Station*) Order 2000.

- a line from Sandyford Industrial Estate to St. Stephen's Green, as approved by the Dublin Light Rail – (*Line B – Sandyford Industrial Estate to St. Stephen's Green*) Order 1999.

It will also monitor the arrangements for communication with the public during the construction of the above light rail lines, with an emphasis on effective communications with residents, businesses and the general public as an important factor in the delivery of the project.

2. In carrying out its functions under paragraph 1, the Group will have regard to the indicative timetable announced by the Minister for Public Enterprise in Dáil Eireann on 12 May, 1998.

3. The group will be chaired by Padraic White, former Managing Director of the IDA and a director of a number of leading Irish and International companies. The other members are: Donal Mangan, the Light Rail Project Director; Andrew Cullen, Assistant Secretary, Department of Public Enterprise; Tom Wall, Assistant General Secretary, ICTU; Gerry Duggan, Manager of Strategic Consultancy Group, ESB International; Caroline Gill, Insurance Ombudsman; Oliver O'Connor, Special Adviser to the Tánaiste.

4. The Group will report directly to the Minister for Public Enterprise and its reports will be published.

5. The Group is authorised to retain consultants to advise and assist it in the performance of its functions. The Department of Public Enterprise will act as client for any consultancy contract. The consultants will participate, as required, in meetings of the Group.

6. The functions of the Group do not, and are not intended to, prejudice the statutory responsibilities of Coras Iompair Eireann (C.I.E.) under the Transport (Dublin Light Rail) Act, 1996. It is clearly understood that C.I.E. is responsible for the planning and implementation of the light rail project and that the role of the Group is confined to overseeing their work.

(see overview of new implementation and monitoring structure at Annex C)



OPERATIONAL GUIDELINES FOR THE LIGHT RAIL ADVISORY & ACTION GROUP

1. OVERALL MISSION

To oversee the planning and implementation of the Dublin LRT project as approved by statute.

It is an Advisory group to the Minister. It does not have a "line" or "executive" function .

There is an existing implementation structure – the Department of Public Enterprise; LRT Monitoring Group; CIE LRT project office; Joint Utilities Group.

The Advisory Group will not substitute for or diminish the statutory responsibilities of the Departments and agencies responsible for planning, funding & implementation of the LRT and which are part of the implementation structure.

2. TWIN OBJECTIVES KEY TO THE OVERALL MISSION

There are twin and parallel objectives which the Advisory Group will regard as paramount to its overall mission.

The first objective is timeliness of implementation of the LRT – in the words of Minister O'Rourke, the Advisory Group will
"assist in keeping up the momentum so that Dublin will have a light rail network

within the shortest possible time".

The Group regards the Indicative Timetable, announced by the Minister for Public Enterprise in Dail Eireann on 12 May 1998, as the minimum acceptable time scale.

The Group will continuously seek to identify and advise the Minister on ways in which the Indicative Timetable can be improved on in the interests of ameliorating the traffic congestion in Dublin and enabling citizens to avail of the benefits of the LRT at the earliest possible opportunity.

The second objective is the maximum practical adherence to the light rail project as approved by Government on 5 May 1998. The Government decision is incorporated in a statement of the planned network and the map of the network produced at the time.

The Advisory Group, in overseeing the planning and implementation of the project will use, as its reference point, the content and intent of the Government decision of 5 May 1998 and any relevant subsequent statements by the Minister, while recognising that some deviations may prove unavoidable for geological, community or other valid reasons.



3. AREAS OF PARTICULAR FOCUS IN MEETING ITS TWIN OBJECTIVES

The Advisory Group will focus on a small number of areas of interest which it considers critical to meeting the twin objectives of timeliness and adherence to the Government network decision and which are consistent with its overseeing role .

The relevant areas of interest are those which can reasonably be anticipated as sources of delay or where , on the other hand, initiatives can be taken to speed up the implementation . The areas of interest include :

- a) Timely availability of funding ;
- b) The implications of any planned public-private sector participation (PPP) for the timetable ;
- c) Adequacy of Staffing and expertise available to the implementation organisations ;
- d) Adequacy and speed of decision making processes and execution in the various implementation organisations;
- e) Effectiveness of institutional relationships and co-operation between the implementation organisations .

4. USE OF CONSULTANTS

The Advisory Group can avail of consultants to assist in its work.

5. REPORTING TO THE MINISTER FOR PUBLIC ENTERPRISE

The Group will report directly to the Minister and its reports will be published. The intention is to report initially every 6 months .

The Group can convey its views and advice to the Minister on important matters within its remit at any time.

6. OTHER ASPECTS

The Group, at its discretion, may wish to convey its views to the Minister on proposals for extension or modifications of the Dublin Light Rail network and the implications for the indicative timetable and funding of the network as approved by Government on 5th May 1998 .

Note: These guidelines were adopted in December 1998 and will be reviewed by the Advisory Group from time to time.



OVERVIEW OF IMPLEMENTATION AND MONITORING STRUCTURE

(from January 2002)

