

## Edinburgh Tram Programme – Readiness Review

### **Terms of Reference**

#### Purpose

To provide an independent assessment of:

1. The procurement and contractual strategy in the light of market feedback;
2. Whether the Vehicles ITN is sufficiently developed to be released to bidders in the light of the above;
3. Whether the tie project team (including Transdev and advisers) are ready to manage the processes which follow from release of the Vehicles ITN and which lead up to the release of the Infraco ITN;
4. The programmes to deliver the project, including Infraco ITN documentation, the TEL Business Plan and draft Tram Final Business Case; and
5. The extent to which the Programme satisfies relevant criteria which are similar to those that would be assessed as part of an OGC Gateway 2 review.

#### Approach

The review will be undertaken by a small team led by Malcolm Hutchison and including Mike Heath, Willie Gillan (Transport Scotland nomination), and Sian Dunstan. CVs of all the team members have been provided to tie and TEL.

The review will be high level and strategic and will not be concerned with contract drafting or detailed provisions of the ITN documentation and schedules, nor with the economic case for the project, but will focus on key issues which underpin successful procurements and will take 4 full days.

The review team will have access to the OBC, draft Infraco ITN documentation, Vehicles ITN documentation and other key documentation on request but will rely principally on interview with members of the tie project team, advisers (financial, legal, TSDS), JRC, SDS, Transdev and representatives of TEL, CEC and Transport Scotland. The output from the review will be a short report addressed to the tie board.

#### Scope

- Procurement
  - Bidder interest (derived from completed pre-qualification process and evidence from interviewees)
  - Procurement model in light of market feedback
  - Contractual model in light of market feedback
  - Negotiating strategy
  - Bid evaluation model and planned management
  - Vehicles documentation set readiness for release
- Programme
  - Overall project programme and current view of critical path factors and construction programme issues
  - Programme to finalise ITN for Infraco
  - Programme to deliver TEL Business Plan

- Programme to deliver draft Tram Final Business Case
- Affordability and funding
- Specification of the project's expected outputs and outcomes
- Business Change Plan
- Governance and related matters
  - Corporate governance model and strategy
  - Project management, structure and resources
  - Risk management plans and risk registers
  - Current and planned business/technical policies, strategies and constraints (e.g. health and safety plan, information security plan)