

Notice of meeting and agenda


Joint Project Forum and Principals Quarterly Meeting

Wednesday 27 March 2013

Chief Executive's Board Room, Waverley Court, Edinburgh

Contact

If you have any questions about the agenda or meeting arrangements, please contact:

Gavin King | Committee Manager | Governance Service - Committee Services | Legal, Risk & Compliance | Corporate Governance Directorate | City of Edinburgh Council | Waverley Court, Business Centre 2.1, Edinburgh |  e-mail Gavin.King@edinburgh.gov.uk



CEC01891096_0001

9.30am to 11.00am:

CAF / CEC / Infraco / Transport Scotland Attendees Only

1.0 Previous Minutes

- 1.1 Principals Meeting of 21 November 2012 - Submitted for Approval as a correct record
- 1.2 Joint Project Forum Meeting of 27 February - Submitted for Information

2.0 Health & Safety

- 2.1 Update

3.0 Key Points of Progress

- 3.1 Commissioning & Integration of Trams
- 3.2 Section B Handover – Lessons Learnt
- 3.3 Third Party Consents and Approvals
 - 3.3.1 Wall fixings
 - 3.3.2 Others on critical path
- 3.4 Network Rail
 - 3.4.1 ScotRail
- 3.5 Scottish Water

4.0 Governance

- 4.1 Personnel Changes
- 4.2 Meeting Cycles
- 4.3 Project Team Payment Applications
- 4.4 Instructions Outstanding
- 4.5 Items of Dispute

5.0 Edinburgh Gateway

5.1 Programme

6.0 Project Threats and Opportunities

6.1 Baird Drive

6.2 Final Accounts

6.3 As Built and Assurance Documentation

7.0 Cost Engineering

7.1 Update on Reviews

8.0 Programme

8.1 Infraco / CEC Programme Forum

9.0 AOB

9.1 Note of Next Quarterly Forum Meeting Date – 12 June 2013 at 9.30am

INTERVAL

11.15am to 12.30pm:

CEC / Edinburgh Trams / Lothian Buses / Transport Scotland

Attendees Only

10.0 Previous Minutes

10.1 Principals Meeting of 21 November 2012 - Submitted for Approval as a correct record

10.2 Joint Project Forum Meeting of 27 February - Submitted for Information

11.0 Operating Agreement

12.0 Ticketing

13.0 Communications / Site Visits

14.0 Staffing / Training

15.0 Airport Working Party

16.0 AOB

Joint Project Forum and Principals Quarterly Meeting

Edinburgh, 21 November 2012

Attendees:

Sue Bruce (Chair)	The City of Edinburgh Council	Sue.Bruce@edinburgh.gov.uk
Vic Emery	The City of Edinburgh Council	vicemery.██████████
Colin Smith	The City of Edinburgh Council	Colin.Smith@edinburghtrams.com
Alastair Maclean (First Part Only)	The City of Edinburgh Council	Alastair.Maclean@edinburgh.gov.uk
Mark Turley (First Part Only)	The City of Edinburgh Council	Mark.Turley@edinburgh.gov.uk
Alan Coyle	The City of Edinburgh Council	Alan.Coyle@edinburghtrams.com
Chris Walton	Lothian Buses	cwalton@lothianbuses.com
Ian Craig	Lothian Buses	icraig@lothianbuses.com
Ainslie McLaughlin	Transport Scotland	Ainslie.McLaughlin@transportscotland.gsi.gov.uk
Graham Porteous (First Part Only)	Transport Scotland	Graham.Porteous@transportscotland.gsi.gov.uk
Martin Foerder	Bilfinger	Martin.Foerder@bilfinger.co.uk
Dr Keysberg	Bilfinger	Jochen.Keysberg@bilfinger.com
Alfred Brandenburger	Siemens	Alfred.Brandenburger@siemens.com
Dr Schneppendahl	Siemens	Joerg.Schneppendahl@siemens.com
Antonio Campos	CAF	acampos@caf.net

ACTION NOTE

Item No	Subject	Action Owner
<hr/>		
9.00am to 10.30am:		
CEC / Lothian Buses / Transport Scotland Attendees Only		
<hr/>		
1	Previous Minute – 22 August 2012	
	Decision	
	To approve the minute of 22 August 2012 as a correct record.	
<hr/>		
2	Operating Agreement	
	Colin Smith reported that Lothian Buses and CEC were working to a target deadline of 31 January 2013 for a Heads of Terms on the Operating Agreement.	
	CAF had been asked to revise their Tram Maintenance Agreement to consider it being operational with only 14 trams.	
	Lothian Buses are to explore by mid-January 2013 the likely costs to maintain the Tram fleet if work were to be carried out in house.	

Item No	Subject	Action Owner
3	Ticketing	
	<p>Competent quotations and contract terms have now been received from Parkeon.</p>	
	<p>Vic Emery enquired as to how easy it would be to install additional TVMs. Ian Craig stated that TVMs were not the best value solution; rather the future was with mobile technology.</p>	
4	Communications / Site Visits	
	<p>Colin Smith requested that the project was given a quiet period between January and June 2013 in order to iron out any commissioning issues.</p>	
	<p>Ian Craig raised the issue of an article in an evening newspaper regarding Tram by-laws. Sue Bruce advised that this was not an official statement and that the source was being sought.</p>	
5	Staffing / Training	
	<p>Ian Craig detailed the personnel programme. The meeting was told that a full driving staff complement was 44 members of staff.</p>	
	<p>Vic Emery enquired when the warranties commenced. The meeting was advised that commencement was on entering service. The trams would be tested rigorously before becoming operational.</p>	
6	Airport Working Party	
	<p>Emanating from the photo call on 14 November, Gordon Dewar (EAL), Councillor Hinds and the Minister had commented on the benefits of an integrated gateway building between the Airport terminus and the tram stop.</p>	
	<p>Colin Smith was to engage in development scenario discussions with Edinburgh Airport.</p>	
7	AOCB - Snagging	
	<p>The tram door / drain at the Depot were discussed; reference to a solution at London Docklands was held up for debate. It was noted that Julian Weatherley was drawing up a sketch detail by 22 November 2012.</p>	
	<p>(End 10.18am)</p>	

Item No	Subject	Action Owner
<hr/> Interval – Meeting with Keith Brown MSP, Scottish Parliament <hr/>		
12.00pm to 12.30pm:		
CAF / CEC / Infraco / Transport Scotland Attendees Only <hr/>		
8	Previous Minute 22 August 2012	
	Decision	
	To approve the minute of 22 August 2012 as a correct record. <hr/>	
9	Health & Safety	
	No issues to report. <hr/>	
10	Key Points of Progress	
10.1	Commissioning & Integration of Trams	
	No issues to report.	
10.2	Third Party Consents / CEC Approvals	
10.2.1	Wall fixings	
	It was noted that one remaining tenant was not cooperating.	
	Action: Colin Smith is to intervene.	
10.2.2	Others on Critical Path	
	No items or instructions were raised by the forum.	
10.2.3	Sectional Handover	
	It was reported that Bob McCafferty and Kevin Russell were working on a partial handover protocol that was to be utilised over 2013. Martin Foerder noted the importance of this work and welcomed it taking place.	
	Colin Smith said that this type of approach was key to the outputs of his delivery plan for 2013. This plan would be ready for circulation in December 2012.	
10.3	Network Rail	
10.3.1	Work Package Plans	
	Colin Smith advised that he has asked Network Rail to prepare a demobilisation plan. Network Rail is currently working on this in relation	

Item No	Subject	Action Owner
	to resources and duration.	
10.3.2	Gateway and EGIP	
	Colin Smith advised that Turner and Townsend have confirmed there is no programme conflict in relation to the crossover with Gateway. Dominic Murphy is to facilitate a wider discussion with Network Rail and Scottish Water to ensure there are no misunderstandings with these groups.	
10.4	Scottish Water	
10.4.1	Murrayfield	
	It was noted that a number of issues had occurred to provide for a complex problem at Murrayfield involving MUDFA works, temporary works and permanent works.	
	To ensure a swift solution that all parties could identify, Colin Smith had called a weekly meeting with Mark McEwen and John Flett of Scottish Water, together with Andy Scott (T&T) and Alasdair Sim. Colin Smith is to chair this meeting, together with the fortnightly progress meeting.	
	A solution and process as a result of this control was emerging.	
10.4.2	Weekly CEC, Scottish Water, T&T Meeting	
	It was confirmed that works on Leith Walk would commence at the end of January 2013 to ensure the work ties in with other CEC programmes taking place in the area and to minimise disruption to traders.	
10.5	ScotRail	
	Colin Smith reported that CEC is monitoring the access ramp slab at the Scotrail depot. No further movement in the cracks had been reported.	
10.6	Edinburgh Airport	
10.6.1	Eastfield Avenue	
	Two issues were discussed: <ul style="list-style-type: none">○ Pedestrian access – this had been resolved and was now in place.○ Road crossing – a number of solutions have been discussed, with the main solution passed to the Airport for comment. Due to the trading pattern of the airport, work was not expected to be completed until October 2013.	

Item No	Subject	Action Owner
11	Governance	
11.1	Project Team Payment Application meetings	
	<p>Colin Smith advised that a request has been made for application meetings to be minuted.</p> <p>Tom Harrison, the Chief Operating Officer of T&T had been invited to meet with CEC and, as a result of the meeting, a seven-point-plan has been received from T&T. The seven-point-plan articulates the need for a different approach when interpreting the contract.</p> <p>Martin Foerder agreed that the meeting had provided an insight into how T&T work and advised he would be interested in seeing the plan.</p>	
12	Edinburgh Gateway	
12.1	Programme	
	<p>Colin Smith stated that this element of the work was running well and meeting the programme.</p>	
13	Project Threats and Opportunities.	
13.1	Baird Drive	
	<p>Colin Smith advised that it was appropriate to move the material to Avondale to ensure the works remained on programme.</p>	
14	Cost Engineering	
	<p>Colin Smith advised the previous cost engineering issues had now been dealt with and that the next cost engineering session would be held in January 2013.</p> <p>It was stated that, in terms of results, the cost engineering exercise had exhausted most savings possibilities. It would be worthwhile, however, for the exercise to continue.</p>	
15	Programme	
15.1	Infraco/CEC Programme Forum	
	<p>No issues were raised.</p>	
16	AOB	
	<p>Alfred Brandenburger enquired upon whether any issues had arisen from the most recent Council meeting. Alan Coyle confirmed that a further report had been taken to the Governance, Risk and Best Value</p>	

Item No	Subject	Action Owner
	<p>Committee and reported that a further report would be taken on the 24 January 2013.</p> <p>Colin Smith enquired about resourcing at CAF and Siemens and asked if the level of staffing was sufficient. It was confirmed that there was sufficient resource in place.</p>	
16.1	Date of next meeting	
	<p>The next Joint Project Forum meeting was due to take place at 11.00am on Wednesday 30 January 2013 and the next meeting involving the project Principals was scheduled for 9.30am on Wednesday 27 March 2013.</p>	

Joint Project Forum

Edinburgh, 27 February 2013

Attendees:

Vic Emery (Chair)	The City of Edinburgh Council	vicemery@edinburghtrams.com
Colin Smith	The City of Edinburgh Council	Colin.Smith@edinburghtrams.com
Mark Turley	The City of Edinburgh Council	Mark.turley@edinburgh.gov.uk
Alan Coyle	The City of Edinburgh Council	Alan.Coyle@edinburghtrams.com
Ainslie McLaughlin	Transport Scotland	ainslie.mclaughlin@transportscotland.gsi.gov.uk
Martin Foerder	Bilfinger	Martin.Foerder@bilfinger.co.uk
Simon Nesbitt	Bilfinger	Simon.nesbitt@bilfinger.co.uk
Simon Linnemans	Siemens	simon.linnemans@siemens.com
David Steele	CAF	dsteeler@caf.net
Chris Walton	Lothian Buses	cwalton@lothianbuses.com
Ian Craig	Lothian Buses	icraig@lothianbuses.com
Tom Norris	Edinburgh Trams	Tom.norris@edinburghtrams.com

Item No	Subject	Action Owner
1	<p>Previous Minute – 30 January 2013</p> <p>Martin Foerder introduced Simon Nesbitt from Bilfinger who would be representing Bilfinger at the next Joint Project Forum meeting.</p> <p>Colin Smith advised that the build over agreement with Scottish Water at the Edinburgh Gateway had been signed and circulated.</p> <p>Decision</p> <p>To approve the minute of 30 January 2013 as a correct record.</p>	
2	<p>Health and Safety Update</p> <p>Colin Smith explained that a report had been received from Stewart Parsons regarding the track/vehicle incident. This had received contributions from all parties and was currently being peer reviewed by Bob McCafferty and Turner and Townsend. It was expected that the finalised report should be ready by 8 March 2013. Colin Smith highlighted the good work by Stewart Parsons in pulling this report together.</p>	

Item No	Subject	Action Owner
<p>3</p> <p>3.1</p>	<p>Key Points of Progress –</p> <p>Commissioning and Integration Of Trams - 2013</p> <p>Colin Smith stated that the ICP had provided very positive feedback on the testing and commissioning structure. This structure was now fully in place with full participation from Edinburgh Trams, who were working closely with Siemens and CAF. There was a control meeting every two weeks and if any issues required to be escalated these would go to the Ready for Operations meeting.</p> <p>All parties agreed that this process was working well.</p>	
<p>3.2</p> <p>3.2.1</p> <p>3.2.2</p> <p>3.2.3</p>	<p>Third Party Consents / CEC Approvals</p> <p>Wall Fixings</p> <p>Colin Smith advised that all wall fixings had now been agreed with the House of Fraser wall fixing being agreed following a phone conference involving Colin Smith, Patrick Sculley and House of Fraser. This agreement was expected to be signed by 8 March 2013. Colin Smith thanked Siemens for Patrick's input.</p> <p>Others on Critical Path</p> <p>An additional light fixing required to be installed onto the Harvey Nichols building. However, this had been discussed with Gordon Drummond and it was agreed that the alarm would be switched off for a short period of time while the light was installed. The previous response from Infracore to the wall fixing when the alarm had been set off had actually engendered good will from Harvey Nichols.</p> <p>Sectional Handover</p> <p>Colin Smith highlighted that the Project was on target to meet the Section B handover date of 8 March 2013. The successful format and practice utilised for Section A handover had been followed.</p> <p>Vic Emery enquired if Edinburgh Trams were ready for Section B handover. Ian Craig advised that there was a significant amount of work to be completed prior to handover but there was reasonable comfort that 8 March would be met.</p>	

Item No	Subject	Action Owner
<p>3.3</p> <p>3.3.1</p>	<p>Network Rail</p> <p>Work Package Plans</p> <p>Colin Smith advised that Network Rail's involvement and resource was steadily decreasing although the current work demanded of them was still being completed in good time.</p>	
<p>3.4</p> <p>3.4.1</p> <p>3.4.2</p>	<p>Scottish Water</p> <p>Leith</p> <p>Colin Smith confirmed that the work in Leith had now been separated from the Tram Project and had its own separate control meeting rather than being a part of the Tram Project governance structure.</p> <p>Vic Emery enquired as to the status of the manholes in Princes Street. Colin Smith explained that the manholes were being tracked at the fortnightly Thursday control meeting but Scottish Water had been advised that the Project would not be digging up the road in Princes Street again.</p> <p>Fortnightly CEC, Scottish Water, T&T Meeting</p> <p>The fortnightly meeting captured the technical detail on Scottish Water issues but there were still commercial issues to be discussed. Colin Smith advised that there had been an acknowledgement from Scottish Water that they would not pursue £3m for works in Leith but the works would be for a sum of £450k. However, there had been a question over the betterment that Scottish Water had received. The Project was due money where betterment was received from Scottish Water on their infrastructure on a road. This was estimated at £1.8m but Scottish Water was challenging this as they believed that the betterment had taken place on a railtrack rather than a road due to the tram track construction, therefore different valuation rules would apply. Martin Foerder added that there was a distinction between a rail and tram track. Colin Smith confirmed they would be raising this with the senior management of Scottish Water.</p>	

Item No	Subject	Action Owner
3.5	<p>ScotRail</p> <p>Colin Smith advised that ScotRail were working closely with Network Rail on issues and were influencing their approach. Martin Foerder stated that they had numerous interfaces with ScotRail including access issues and a significant issue which was on the critical path. This was regarding support works required to a Network Rail asset within the tram earthworks zone. Following a site visit Network Rail had rejected the proposed gabion solution. A revised mass concrete block solution was proposed and this appeared to have been accepted, however, but if they insisted on a sheet piling solution then there would be an impact on Siemens' works. These works should have already commenced and the concern was that there would be further delays.</p> <p>Colin Smith explained that it all of the ScotRail and Network Rail issues had been consolidated onto a single tracker. There was also a meeting with Network Rail in early March to discuss these issues and other commercial issues such as car parking. Colin Smith confirmed that he and Turner & Townsend were leading on this with Simon Nesbitt supporting when necessary</p>	CS/SN
3.6	<p>Edinburgh Airport – Eastfield Avenue</p> <p>Colin Smith advised that the anti-skid at Eastfield Avenue had been installed as had the amended strail units at the pedestrian crossing. The lights were the only remaining issue to complete. Simon Linnemans added that this should be completed by the end of the week. Colin Smith stated that there was a potential problem with the under frame box (i.e the black connection box) and the strail clashing when the tram would be fully loaded. Discussions were ongoing with Siemens and CAF.</p> <p>Colin Smith explained that the proposed road crossing amendments (special strail panels) had not yet been instructed.</p>	

Item No	Subject	Action Owner
<p>4</p> <p>4.1</p>	<p>Governance</p> <p>Project Team Payment Application Meetings</p> <p>Colin Smith stated that the procedure agreed for payment application meetings had worked so far. The previous meeting was straightforward and a good dialogue had taken place between the parties involved. All parties agreed with this account.</p> <p>Colin Smith confirmed that he had asked Turner and Townsend to ensure by June 2013 that they had a clear understanding on commercial issues so CEC can take the final account discussions forward.</p>	
<p>4.2</p>	<p>Certification, Working Decisions and Agreements</p> <p>No issues were raised.</p>	
<p>4.3</p>	<p>Items of Dispute</p> <p>No issues were raised.</p>	
<p>5</p> <p>5.1</p>	<p>Edinburgh Gateway</p> <p>Programme</p> <p>Colin Smith stated that work was progressing well but was been continually monitored.</p>	
<p>6</p> <p>6.1</p> <p>6.2</p> <p>6.3</p>	<p>Project Threats and Opportunities</p> <p>Network Rail Immunisation</p> <p>Colin Smith explained that Infraco had advised that a sum of money was put aside at Mar Hall for immunisation. Following on from this, Turner and Townsend were asked to validate the sum of money so this could be utilised for discussions with Network Rail.</p> <p>Scotrail Corridor</p> <p>Discussed in 3.5</p> <p>Emerging issues</p> <p>Colin Smith explained that a new threat had recently remerged. SEPA had received a FOI request and had passed this over to the Project. The cost of answering</p>	

Item No	Subject	Action Owner
	the request would be in the hundreds of pounds. It was agreed that Colin Smith and if available, Graham Porteous would discuss this issue with SEPA and their FOI officer.	CS
7	<p>Cost Engineering – Next Review</p> <p>Colin Smith confirmed that cost engineering was an ever diminishing return but there were small items being pursued.</p>	
8	<p>Programme – Infraco/CEC Programme Forum</p> <p>The Programme Forum had identified key way points and there was a clear understanding of the needs of the Project and a commitment to deliver the targeted dates.</p>	
9	<p>AOCB</p> <p>Colin Smith advised that the Section B handover media event was due to take place as planned on 8 March 2013.</p> <p>Colin Smith explained that the Project had received an offer from CAF regarding the disposal of the ten surplus trams. It was agreed that this would be passed to CEC's Legal team. Any developments would be discussed with Transport Scotland.</p> <p>The Independent Competent Person (ICP) had been in Edinburgh the previous week. He had indicated that he would like to see drivers being provided with as much mileage in their training as possible as well as exposure to different circumstances.</p> <p>Colin Smith advised that the surplus trams would undertake 20,000 KM per annum which would protect their value prior to disposal.</p> <p>Colin Smith confirmed that he and Gavin King would discuss the governance arrangements in the near future. This would involve a change to the Project Delivery Group and the regularity of meetings adjusted in line with the current state of the Project. It was agreed that the Communications tram meeting taking place on a Tuesday would be fortnightly rather than</p>	<p>CS</p> <p>CS/GK</p>

Joint Project Forum
27 February 2013

Item No	Subject	Action Owner
	weekly. The date of the next meeting was 27 March 2013.	

Item No	Subject	Action Owner
	Part Two - CEC/ Transport Scotland/ Lothian Buses/ Edinburgh Trams	
10	Previous Minute – 30 January 2013 Decision taken at item 1.	
11 11.1	<p>Operating Agreement(s)</p> <p>Funding</p> <p>Colin Smith confirmed that the interim operating agreement had expired but CEC and Lothian Buses remained to operate under its auspices.</p> <p>Colin Smith advised that discussions in the previous week had clarified the financial element further and further discussions would take place around the maintenance agreement.</p> <p>Chris Walton advised that an agreement was likely to be signed within days. This would be substantially the same as the existing agreement. A request had been made for a formal data room that would be established and provide a location where the respective legal advisers could be given access to. There would also be a weekly meeting between CEC and Lothian Buses where the representatives from Lothian Buses would be intentionally not either Chris Walton or Ian Craig. This would allow a destination for any escalation of issues. Colin Smith added that the meeting should have a tracker and agreed milestones that should be targeted.</p> <p>Chris Walton explained that the intention, although there would be three entities Lothian Buses, Edinburgh Trams and Topco, was to have the management working as a Lothian Group.</p> <p>Ian Craig stated that the principals for revenue had been largely completed but did need to be refined and this would be discussed with Alan Coyle.</p>	
12	<p>Ticketing</p> <p>Colin Smith stated that the Ticket Vending Machines (TVMs) stream of the Project was running behind but</p>	

Item No	Subject	Action Owner
	<p>Parkeon had been making this time up. The only issue was the total number of TVMs and whether they would be in the airport concourse or in other locations. Vic Emery highlighted that the new Haymarket Station should also be considered as a possible location for TVMs. Ian Craig stated that there needed to be further discussions on the location of TVMs. TVMs were expensive and difficult to install and wider access to ticketing had to be considered.</p>	
<p>13</p>	<p>Communications/Site Visits</p> <p>Colin Smith explained that the period to March had been relatively quiet in media terms.</p> <p>A submission for VIP and standard depot tour visits had recently been provided by the CEC communications team. This was still in draft form and the communications team would be discussing any tour itinerary and frequency with Edinburgh Trams so as to ensure training and testing and commissioning took precedent.</p>	
<p>14</p>	<p>Staffing/Training</p> <p>Colin Smith advised that Edinburgh Trams were liaising with Graham Robertson to ensure that the training programme for drivers tied in with the actual progress made with the Project.</p> <p>Vic Emery enquired if there was specific on-street training for drivers. Tom Norris confirmed that there was an initial four week training and then continual assessment specifically for on-street. It was the main priority to ensure the drivers were sufficiently experienced and safe.</p> <p>Vic Emery enquired if there was training for bus drivers on sharing the road with a tram. Ian Craig explained that Princes Street was capable of accommodating more buses than was currently utilised but there would be training provided for 1500 staff on interacting with the tram.</p>	
<p>15</p>	<p>Airport Working Party</p> <p>Colin Smith advised that a Heads of Terms had been received from the airport and was with the CEC legal</p>	

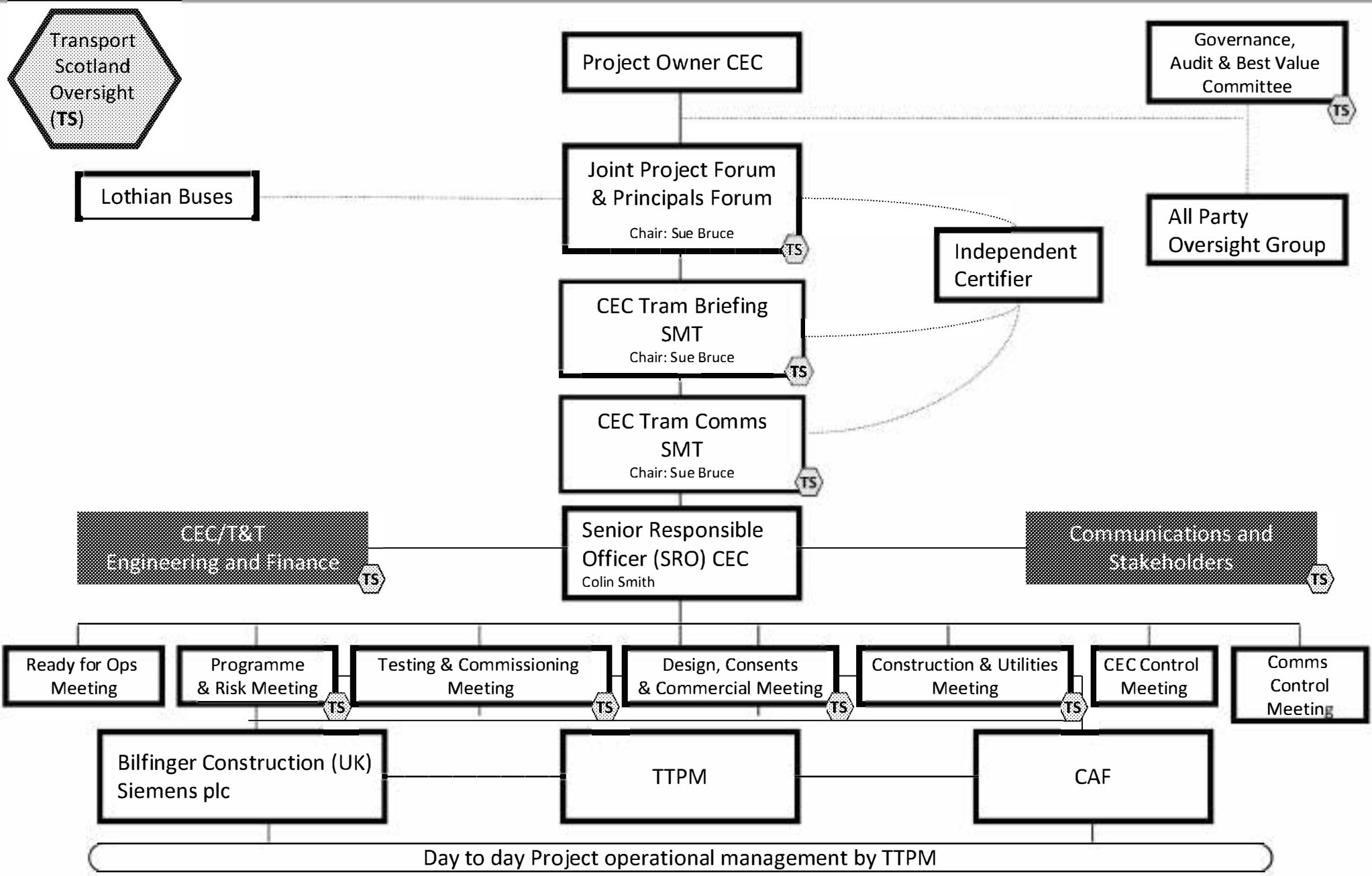
Item No	Subject	Action Owner
	team. A meeting would be arranged with Gordon Dewar within two weeks and a representative from Lothian Buses was needed.	
16	AOCB Colin Smith advised that the Project Team were pursuing the naming rights for the tram stops and the tram line. This work stream was fairly advanced but a tender process would have to be undertaken. There was a need to support Edinburgh Trams on the livery of the trams. This was highlighted as an 'amber flag' as the advanced state of the Project meant there was less time for this to be completed.	

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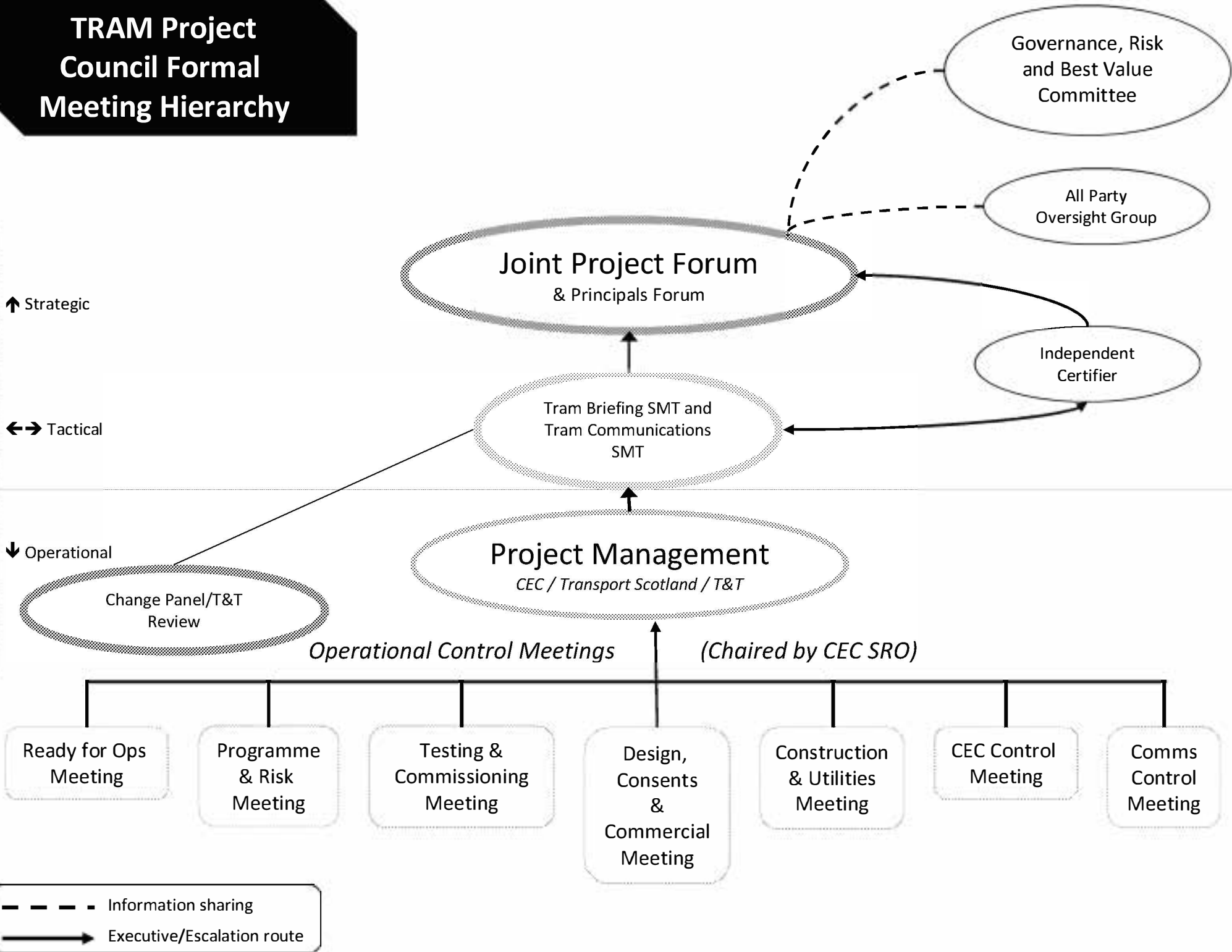
TRAM

Governance Structures

Governance Structure

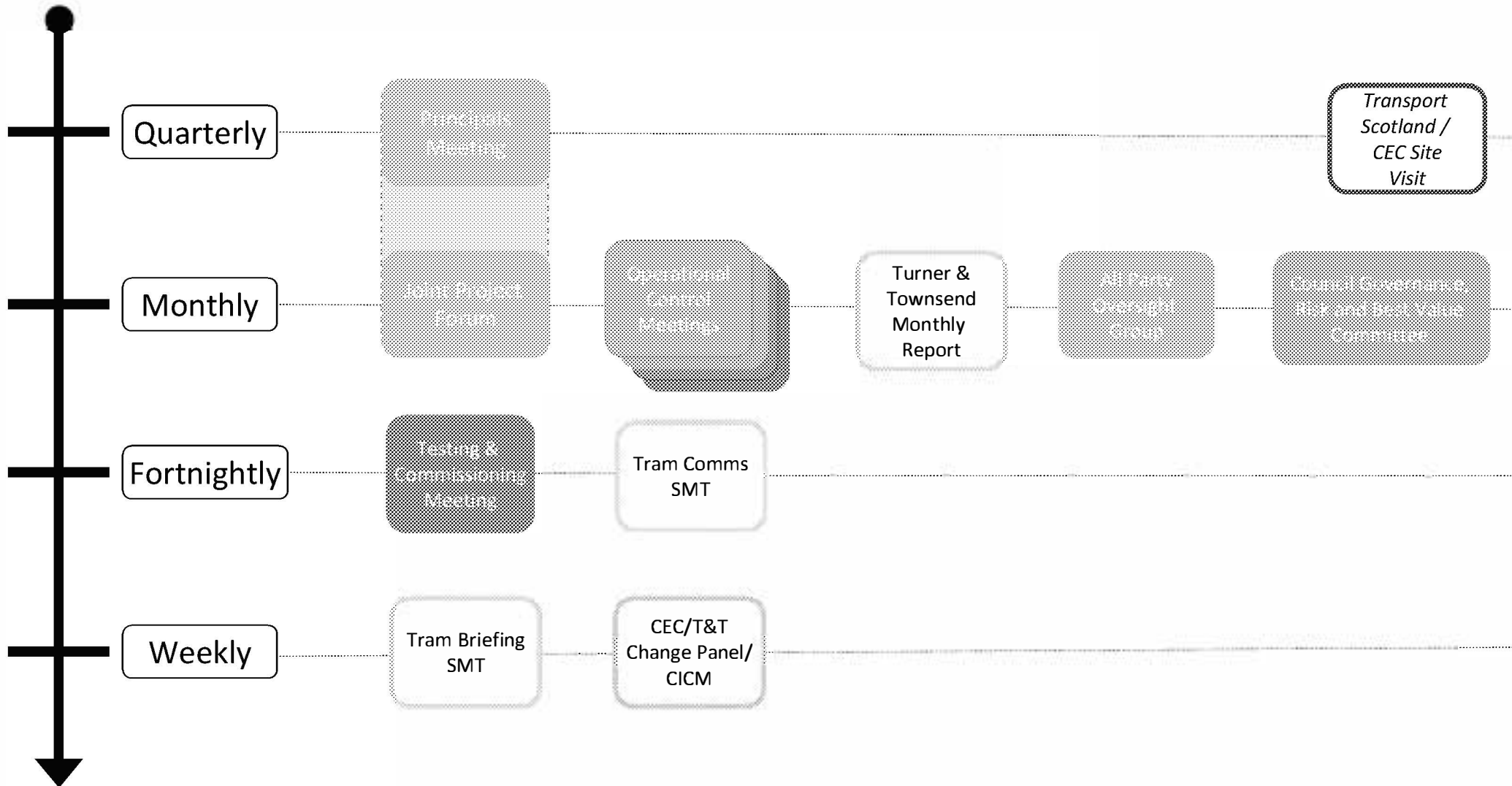


TRAM Project Council Formal Meeting Hierarchy



Governance Meeting Diary

TRAM Project Initial Meeting Frequencies



Governance Meeting Descriptors

TRAM Project Meeting Descriptor

Meeting title: Joint Project Forum & *Principals Forum*

Chairmanship:	Sue Bruce
Vice Chairmanship:	Mark Turley
Location for meeting:	Waverley Court
Day held:	Wednesday
Frequency:	Monthly/ <i>Quarterly</i>
Duration:	1 hour 30 minutes
Meeting Purpose:	To provide clear strategic leadership and direction to the project
Decisions expected:	<ul style="list-style-type: none">• Confirmation of project progress• Resolution of escalated issues
Escalation:	N/A
Reporting Route:	<ol style="list-style-type: none">1. Council and its committees2. Scottish Ministers
Agenda Issued:	Three days in advance

Membership

Sue Bruce
Mark Turley
Alastair Maclean
Colin Smith
Martin Foerder
Simon Linnemans
Richard Garner / David Steele
Ainslie McLaughlin / Graham Porteous
Chris Walton / Ian Craig
Tom Norris
Alan Coyle

Principals Invited Quarterly

Dr Keysberg
Dr Schnependahl
Antonio Campos

Agenda titles will alter in line with the Project

TRAM Project Meeting Descriptor

Meeting title: Tram Briefing SMT

Chairmanship:

Vice Chair:

Location for meeting:

Days held:

Frequency:

Duration:

Meeting Purpose:

Decisions expected:

Escalation:

Reporting Route:

Sue Bruce

Mark Turley

Waverley Court

Thursday

Weekly

1 hour 30 minutes

To provide clear operational oversight of all areas of the Project as client, to provide challenge to issues and change requests and to be the client sign off point for change requests.

- Identification of issues for escalation.
- Confirmation of potential changes to be actioned through formal change process
- Client agreement of Change request applications

N/A

1. Joint Project Forum

Membership

Sue Bruce

Mark Turley

Alastair Maclean

Ainslie McLaughlin (or TS Nominee)

Colin Smith

Alan Coyle

**T & T Representation
(Monthly)**

Rob Leech

Gary Easton

Standard Agenda Items

1. SRO's Update
2. Operational Update
3. Financial Update

TRAM Project Meeting Descriptor

Meeting title: Tram Communications SMT

Chairmanship:

Sue Bruce

Vice Chair:

Mark Turley

Location for meeting:

Waverley Court

Day held:

Tuesday

Frequency:

Fortnightly

Duration:

1 hour

Meeting Purpose:

To provide oversight of the communication and stakeholder issues connected to the Project.

Decisions expected:

- Project communications strategy
- Publication of information/progress

Escalation:

Joint Project Forum

Reporting Route:

1. Joint Project Forum

Membership

Sue Bruce

Mark Turley

Alastair Maclean

Colin Smith

Alan Coyle

Bob McCafferty

Alasdair Sim

Gareth Jones

Ainslie McLaughlin (or TS Nominee)

Standard Agenda Items

1. Review of Impact on stakeholders
2. Stakeholder Update
3. Enquiries Update
4. Media Update

TRAM Project Meeting Descriptor

Meeting title: Programme & Risk Meeting

Chairmanship:
Vice Chair:

Colin Smith
Bob McCafferty

Location for meeting:

Lochside

Day held:

Tuesdays

Frequency:

Monthly

Duration:

1 hour

Meeting Purpose:

To ensure compliance with the contract programme and to mitigate and manage risk.

Decisions expected:

- Confirmation of programme compliance
- Escalation of non compliance
- Management actions to control risk
- Escalation of risks that are manifesting themselves
- Agreement on Time Bank

Escalation:

Tram Briefing SMT

Reporting Route:

1. CEC Internal Weekly Review Meeting
2. Tram Briefing SMT

Standard Attendee List

Colin Smith
Martin Foerder
Simon Linnemans
James Cowie
Steve Sharp
Peter Widdowson
Rob Leech
Craig Forson
Gordon Smith
Bob McCafferty
Graham Robertson
Colin Broadwood

Standard Agenda Items

1. Programme Review
2. Risk Register Review
3. New Risks

TRAM Project Meeting Descriptor

Meeting title: Testing & Commissioning Meeting

Chairmanship:

Colin Smith

Vice Chair:

Bob McCafferty

Location for meeting:

Lochside

Day held:

Wednesday

Frequency:

Fortnightly

Duration:

1 hour 30 minutes

Meeting Purpose:

To ensure efficient delivery, commissioning and integration of the total tram system to an operational state.

Decisions expected:

- Acceptance of handover criteria.
- Compliance with ROGs
- Compliance with commissioning programme
- Health and Safety compliance of system

Escalation:

Tram Briefing SMT

Reporting Route:

1. CEC Internal Weekly Review Meeting
2. Tram Briefing SMT

Standard Attendee List

Colin Smith

Simon Linnemans

Pall Palsson

Stefan Rotthaus

Michael Wilken

Mikel Irizar

David Steele

Bob McCafferty

Cath Leech

Colin Kerr

Tom Norris

Willie Delaney

Standard Agenda Items

1. H&S/Site Access/Permit to Work
2. Programme Review
3. Technical Matters
4. IT
5. Branding
6. Change Control
7. Project Handover and Possessions
8. Snagging (incorporating matters concerning the ICP)
9. Communications Issues
10. Emerging Issues/Conflicts/Concerns

TRAM Project Meeting Descriptor

Meeting title: Design, Consents & Commercial Meeting

Chairmanship:	Colin Smith
Vice Chair:	Bob McCafferty
Location for meeting:	Lochside
Day held:	Tuesday
Frequency:	Monthly
Duration:	2 hours
Meeting Purpose:	To ensure capture any potential requirement for design change; To develop the scope of any change orders that arise; To monitor the progress of any change orders issued; To agree the originator of the change and the value/cost of the change; To review resource allocation and records reconciliation; To confirm Valuation and Certifiers Review (Every other Meeting)
Decisions expected:	All draft and agreed change orders and their cost consequences are recorded and reported to the client and the contractor.
Escalation:	Tram Briefing SMT
Reporting Route:	1. CEC Internal Weekly Review Meeting 2. Tram Briefing SMT

Standard Attendee List

Colin Smith	Rob Leech
Martin Foerder	Gary Easton
Mark Miller	Andy Scott
Simon Nesbitt	Colin Broadwood
Peter Widdowson	
Simon Linnemans	
Shabu Dedhar	
Axel Eickhorn	
Michael Wilken	
Clive Arbuckle	
Alasdair Sim	
Bob McCafferty	

Standard Agenda Items

- | | |
|-------------------------------------|---------------------------|
| 1. Scottish Water Update | 4. Issues Tracker |
| 2. Review of Design Consents Report | 5. Commercial Matters |
| 3. Key Design Items | 6. Network Rail Approvals |

TRAM Project Meeting Descriptor

Meeting title: Construction & Utilities Meeting

Chairmanship:

Colin Smith

Vice Chair:

Bob McCafferty

Location:

Lochside

Day held:

Thursday

Frequency:

Monthly

Duration:

2 hours

Meeting Purpose:

To ensure coordination of approach between the contractor, utilities contractors and design solutions; To ensure that there is efficient working while interfacing with city requirements; To ensure that communication with stakeholders is maintained; To clear construction blockers and to ensure the quality systems, health and safety and NCR reporting is compliant with employer's requirements.

Decisions expected:

Confirmation of coordination of utilities works; Escalation of non-conformity of utilities works; Confirmation of efficient management of construction work; Confirmation of any specific communication issues for stakeholders.; Confirmation that construction activity is meeting employer's requirements.

Escalation:

Tram Briefing SMT

Reporting Route:

1. CEC Internal Weekly Review Meeting
2. Tram Briefing SMT

Standard Attendee List:

Colin Smith

Martin Foerder

Jim Donaldson

Simon Nesbitt

Peter Widdowson

Simon Linnemans

Alasdair Sim

Bob McCafferty

Colin Broadwood

Rob Leech

Andy Scott

Standard Agenda Items

1. Network Rail Update
2. Review of NWR Issues
3. Utilities Update (by area)
4. Construction Update (by area)
5. Snagging

TRAM Project Meeting Descriptor

Meeting title: Communications Control Meeting

Chairmanship:

Colin Smith

Vice Chair:

Bob McCafferty

Location for meeting:

Lochside

Day held:

Thursday

Frequency:

Monthly

Duration:

1 hour

Meeting Purpose:

To examine and control the three month comms look ahead

Decisions expected:

- Project support and approval of the three month comms look ahead

Escalation:

Tram Communications SMT

Reporting Route:

1. CEC Internal Weekly Review Meeting

Standard Attendee List

Colin Smith	Shaun Burnett
Axel Eickhorn	Stewart Hardy
Peter Widdowson	Danny Chalmers
David Steele	Colin Broadwood
Gareth Jones	Rob Leech
Bob McCafferty	
Alasdair Sim	

Standard Agenda Items

1. Construction Meeting Actions
2. Project Progress / Upcoming Milestones
3. Current Issues
4. Stakeholder Programme Update
5. Media Programme Update
6. Enquiries Update

TRAM Project Meeting Descriptor

Meeting title: Ready for Operations

Chairmanship:
Vice Chair:

Colin Smith
Ian Craig

Location for meeting:

Gogar Depot

Day held:

Thursday

Frequency:

Monthly

Duration:

1 hour 30 minutes

Meeting Purpose:

To ensure smooth transition from construction to operations.

Decisions expected:

- Identification of issues for escalation.
- Issues requiring liaison and instruction to contractors .
- Interface with Tram and CEC control meetings

Escalation:

Tram Briefing SMT/Joint Project Forum

Reporting Route:

1. CEC Internal Weekly Review Meeting

Standard Attendee List

Colin Smith	Marie Hernandez
Alan Coyle	Colin Kerr
Bob McCafferty	Cath Leech
Ian Craig	Roxanne Nicol
Bill Campbell	Stuart Parsons
Bill Devlin	Rob Leech
Guy Hughes	Willie Delaney
Julie Smith	
Norman Strachan	
Tom Norris	

Standard Agenda Items

1. Health & Safety
2. Programme
3. Technical Matters
4. Site Access
5. IT
6. Branding
7. Finance
8. Project Assurance
9. Matters Concerning ICP
10. Comms Issues

TRAM Project Meeting Descriptor

Meeting title: CEC/T&T Client Instruction & Control

Chairmanship:

Vice Chair:

Location for meeting:

Day held:

Frequency:

Duration:

Colin Smith
Alan Coyle / Bob McCafferty

Lochside

Monday

Weekly

2 hours

Meeting Purpose:

To challenge and administer change. To ensure the client is aware of all relevant project matters. To issue client instruction to TTPM.

Decisions expected:

- Change Approval
- Client Instruction

Escalation:

Tram Briefing SMT

Reporting Route:

1. CEC Internal Weekly Review Meeting

Membership

Colin Smith
Alan Coyle
Bob McCafferty
Alasdair Sim
Clive Arbuckle
Rob Leech
Gary Easton
Rob Leech
Andy Scott
Colin Broadwood

Standard Agenda Items

1. Presentation and Request of Change Control Sign Off
2. Programme
3. Control Meetings
4. Demobilisation
5. Cost Engineering
6. Third Party Arrangements
7. Risk

Other Meeting Descriptors

TRAM Project Meeting Descriptor

Meeting title: All Party Oversight Group

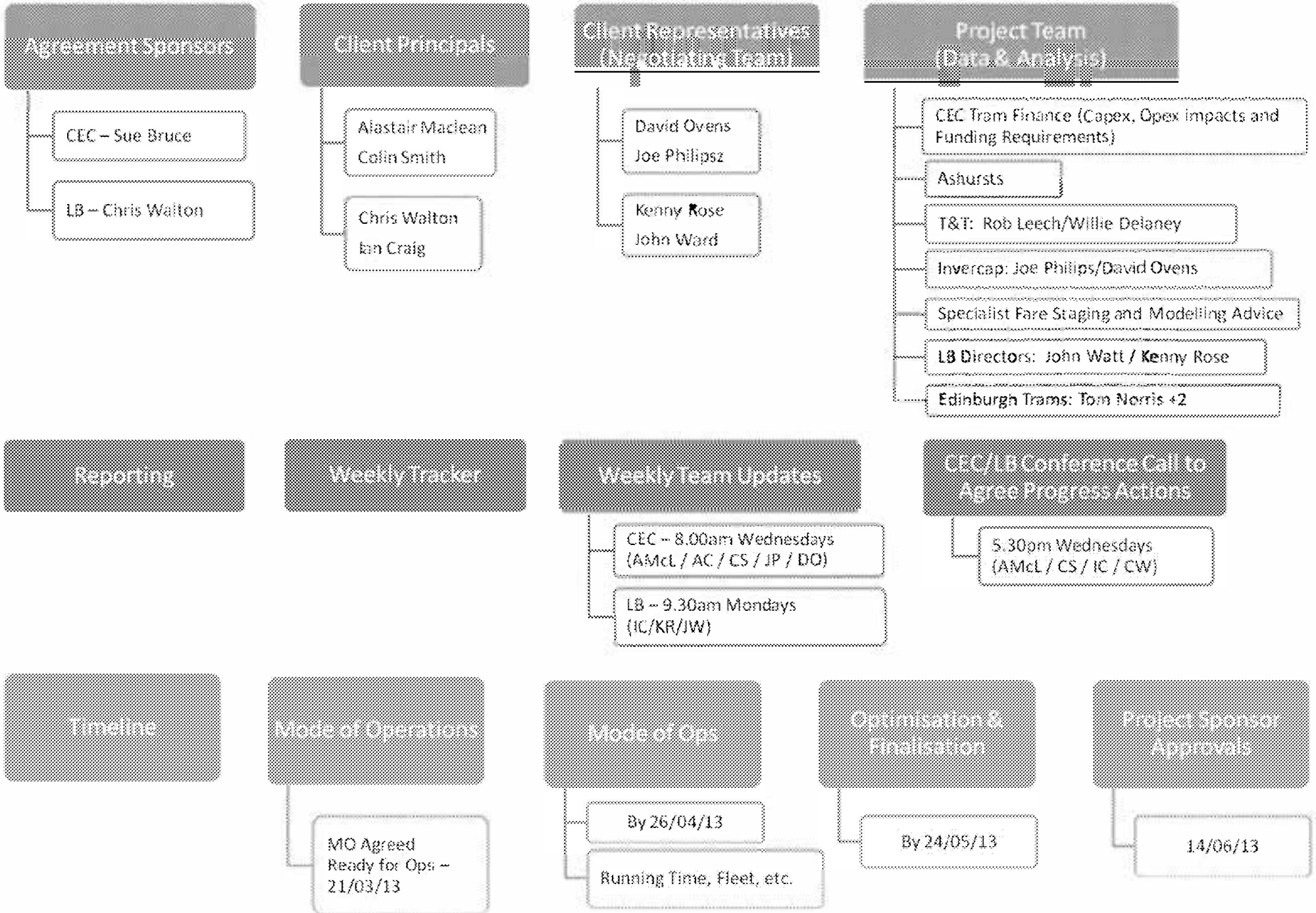
Chairmanship:	Council Leader
Location for meeting:	City Chambers
Day held:	Wednesday / Tuesday
Frequency:	Monthly
Duration:	1 hour
Meeting Purpose:	To provide updates on Tram project progress and current issues
Decisions expected:	None – Forum is purely advisory
Escalation:	N/A

Membership

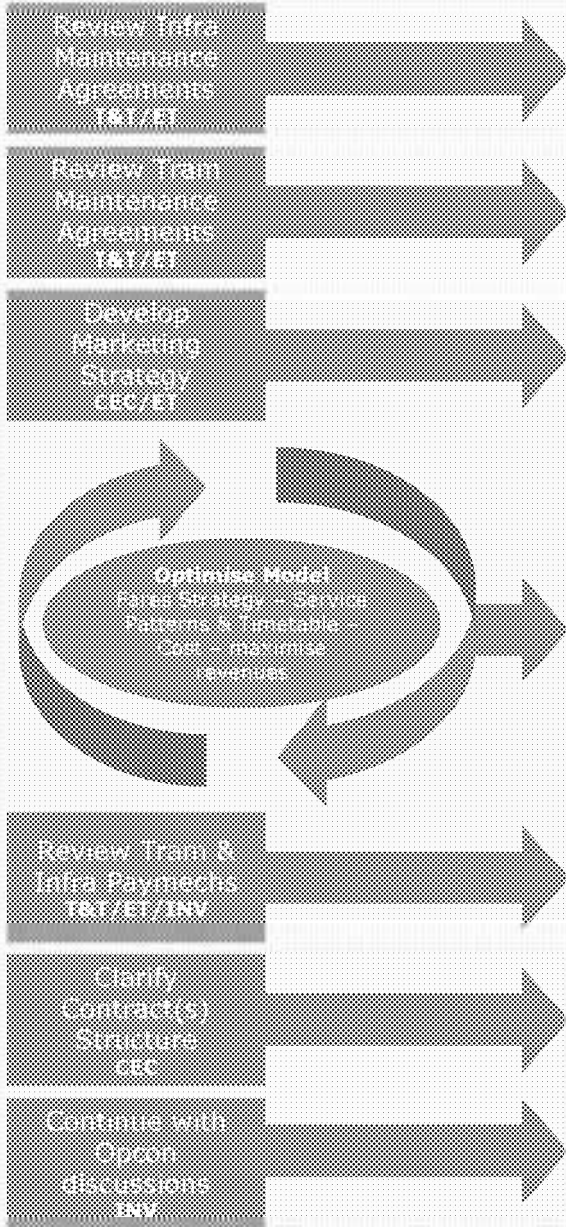
Leader of the Council
Deputy Leader of the Council
Convener and Vice-Convener of the Transport and Environment Committee (or equivalent)
Opposition Group Leaders
Opposition Transport Spokespersons

Agenda titles will alter in line with the project

Management Plan for Information Gathering and Agreeing Operational Agreement

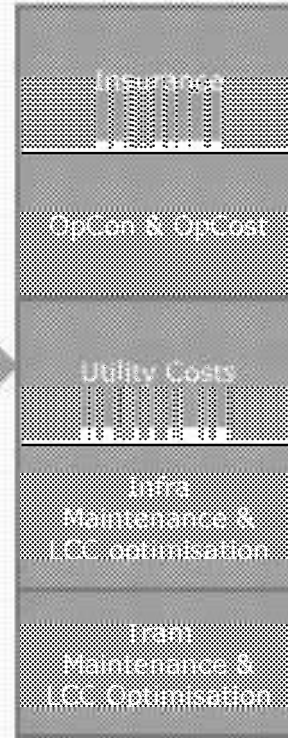


Stage 1

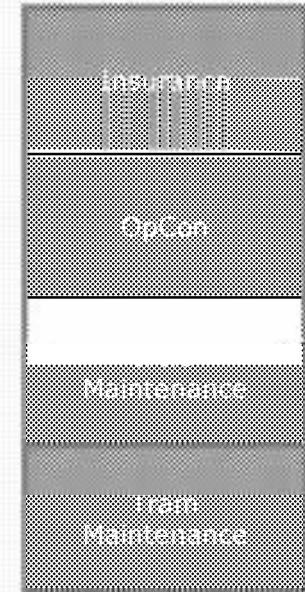


Establish Baseline & agree optimal tram usage

Stage 2 Optimisation & Finalisation



Stage 3 Close Out



Principals Approvals

