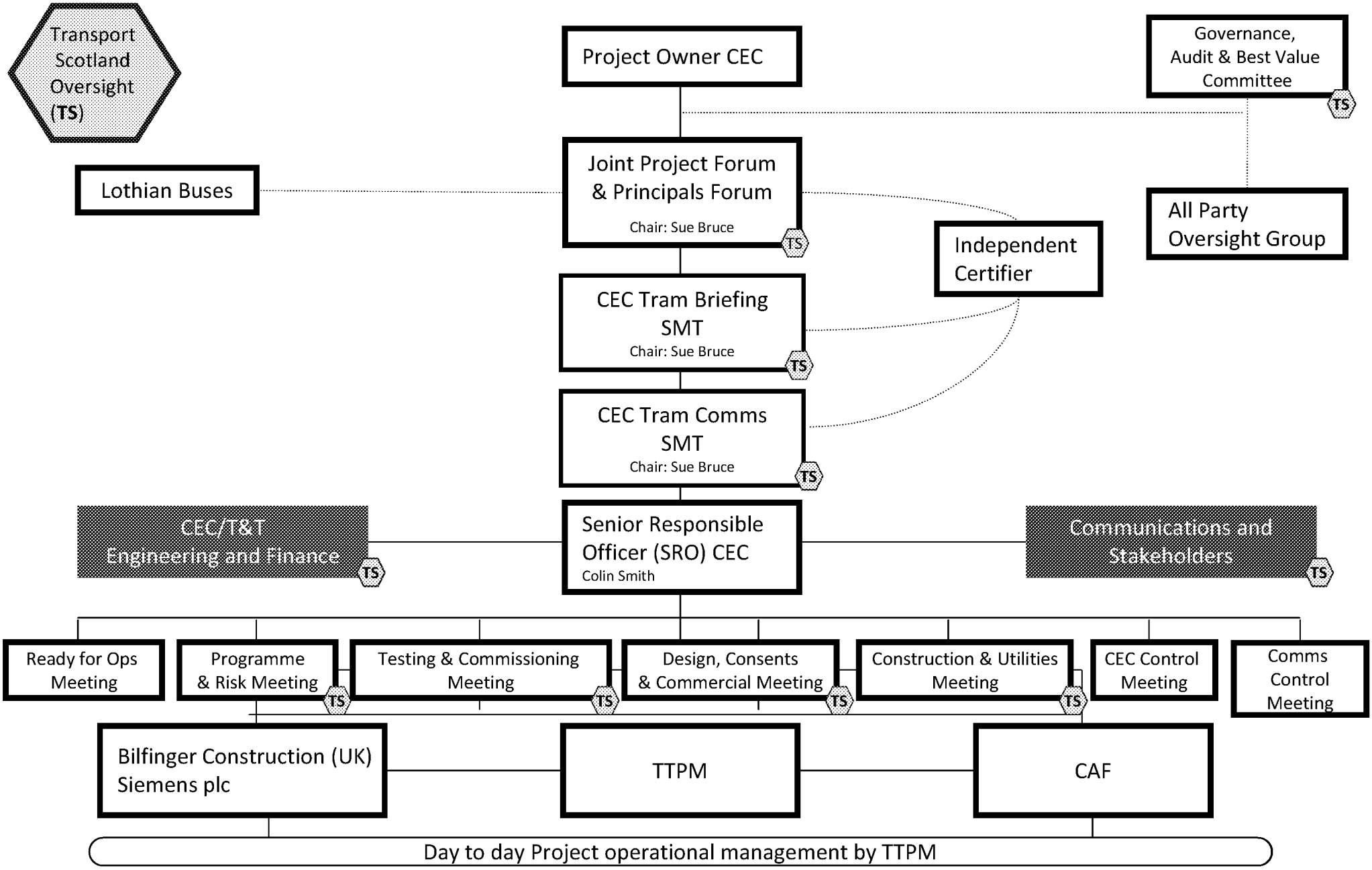


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v14.2

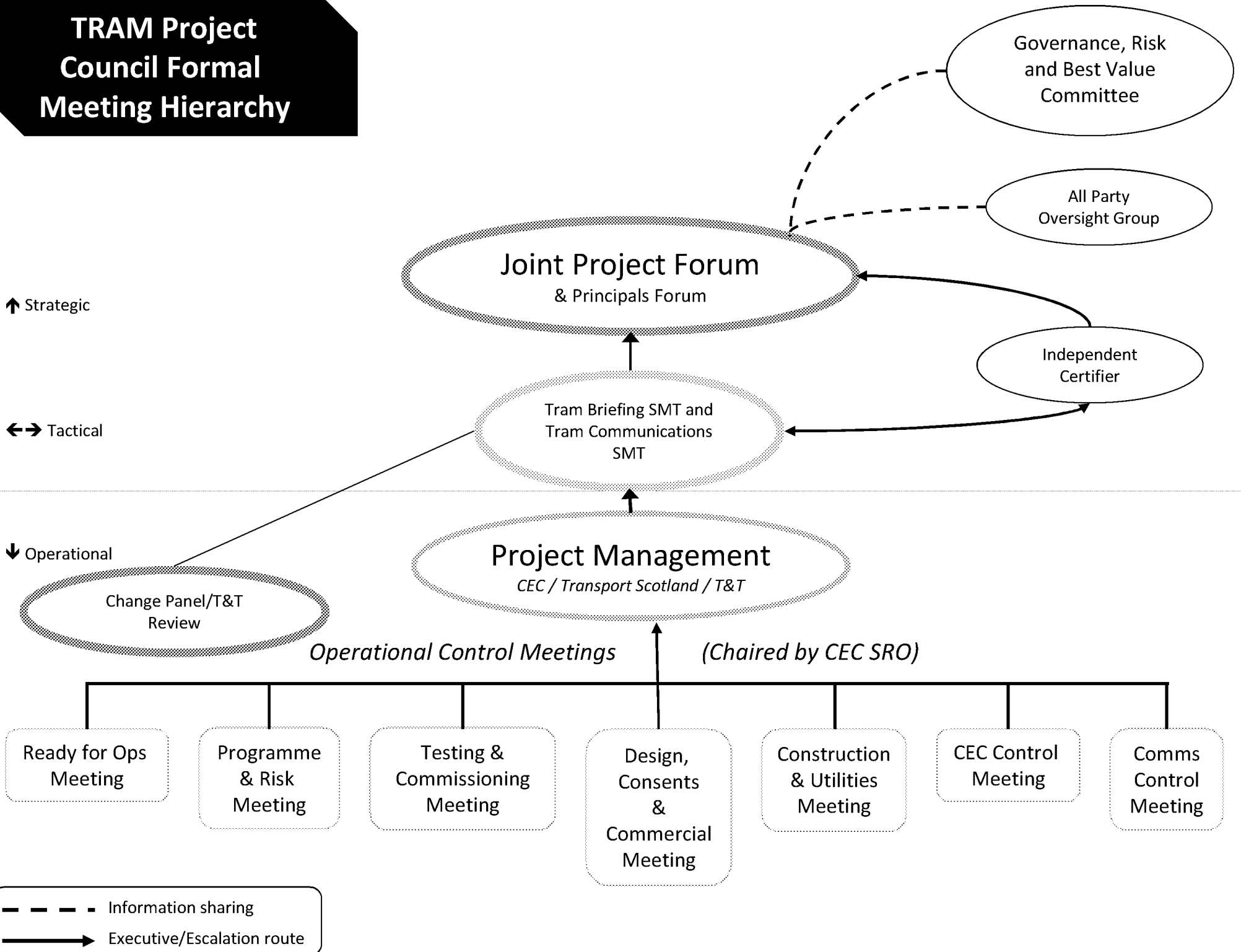
# TRAM

## Governance Structures

# Governance Structure

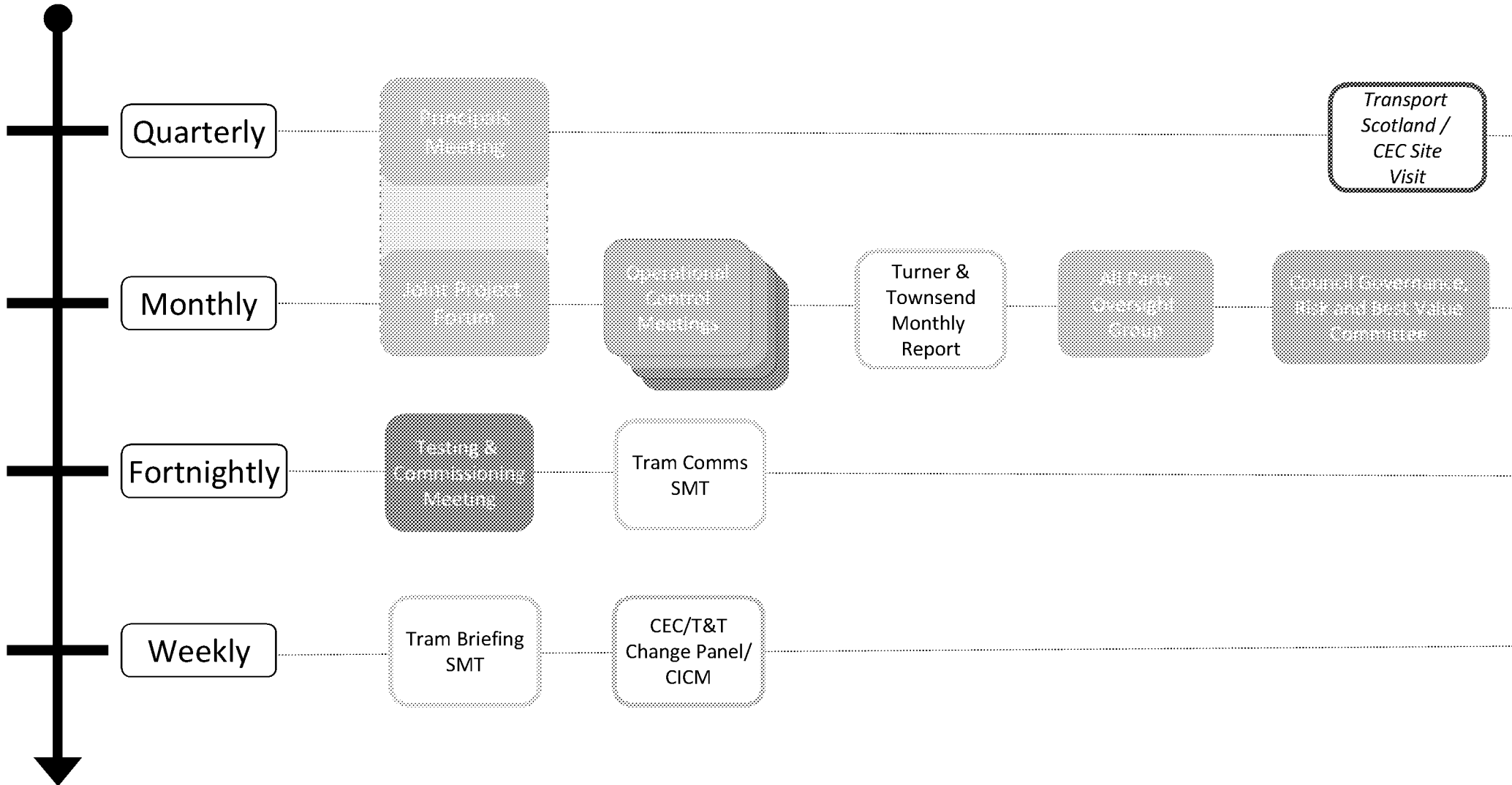


# TRAM Project Council Formal Meeting Hierarchy



# Governance Meeting Diary

# TRAM Project Initial Meeting Frequencies



# Governance Meeting Descriptors

# TRAM Project Meeting Descriptor

Meeting title: Joint Project Forum & *Principals Forum*

<b>Chairmanship:</b>	Sue Bruce
<b>Vice Chairmanship:</b>	Mark Turley
<b>Location for meeting:</b>	Waverley Court
<b>Day held:</b>	Wednesday
<b>Frequency:</b>	Monthly/ <i>Quarterly</i>
<b>Duration:</b>	1 hour 30 minutes
<b>Meeting Purpose:</b>	To provide clear strategic leadership and direction to the project
<b>Decisions expected:</b>	<ul style="list-style-type: none"><li>• Confirmation of project progress</li><li>• Resolution of escalated issues</li></ul>
<b>Escalation:</b>	N/A
<b>Reporting Route:</b>	<ol style="list-style-type: none"><li>1. Council and its committees</li><li>2. Scottish Ministers</li></ol>
<b>Agenda Issued:</b>	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:**

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.

**Decisions expected:**

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

**Escalation:**

N/A

**Reporting Route:**

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:**

Colin Smith

**Vice Chair:**

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

<b>Chairmanship:</b>	Colin Smith
<b>Vice Chair:</b>	Bob McCafferty
<b>Location for meeting:</b>	Lochside
<b>Day held:</b>	Tuesday
<b>Frequency:</b>	Monthly
<b>Duration:</b>	2 hours
<b>Meeting Purpose:</b>	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)
<b>Decisions expected:</b>	All draft and agreed change orders and their cost consequences are recorded and reported to the client and the contractor.
<b>Escalation:</b>	Tram Briefing SMT
<b>Reporting Route:</b>	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
2. Review of Design Consents Report
3. Key Design Items
4. Issues Tracker
5. Commercial Matters
6. Network Rail Approvals

# TRAM Project Meeting Descriptor

Meeting title: Construction & Utilities Meeting

<b>Chairmanship:</b>	Colin Smith
<b>Vice Chair:</b>	Bob McCafferty
<b>Location:</b>	Lochside
<b>Day held:</b>	Thursday
<b>Frequency:</b>	Monthly
<b>Duration:</b>	2 hours
<b>Meeting Purpose:</b>	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.
<b>Decisions expected:</b>	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.
<b>Escalation:</b>	Tram Briefing SMT
<b>Reporting Route:</b>	<ol style="list-style-type: none"><li>1. CEC Internal Weekly Review Meeting</li><li>2. Tram Briefing SMT</li></ol>

## 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:**

Colin Smith

**Vice Chair:**

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

# TRAM Project Meeting Descriptor

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

**Chairmanship:**

Colin Smith

**Vice Chair:**

Alan Coyle / Bob McCafferty

**Location for meeting:**

Lochside

**Day held:**

Monday

**Frequency:**

Weekly

**Duration:**

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

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

