
From: Sharp DP (Damian)
Sent: 19 September 2005 14:51
To: 'Clare Norman'; 'andrew.holmes@edinburgh.gov.uk'; 'Ian Kendall'; 'Michael Howell'; 'nrenilson@lothianbuses.co.uk'; 'james.papps@partnershipsuk.org.uk'; 'Andy Wood (Transdev)'; 'Graeme Bissett'; 'keith.rimmer@edinburgh.gov.uk'
Cc: 'Stewart McGarrity'; 'Barry Cross'; 'Suzanne Waugh'; 'Willie Fraser'; 'Jim Harries (Transdev)'; 'john.burns@edinburgh.gov.uk'; Ramsay J (John)
Subject: RE: PAPERS FOR THE TRAM PROJECT BOARD - 20TH SEPTEMBER 2005

Tracking:	Recipient	Read
	'Clare Norman'	
	'andrew.holmes@edinburgh.gov.uk'	
	'Ian Kendall'	
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	'james.papps@partnershipsuk.org.uk'	
	'Andy Wood (Transdev)'	
	'Graeme Bissett'	
	'keith.rimmer@edinburgh.gov.uk'	
	'Stewart McGarrity'	
	'Barry Cross'	
	'Suzanne Waugh'	
	'Willie Fraser'	
	'Jim Harries (Transdev)'	
	'john.burns@edinburgh.gov.uk'	
	Ramsay J (John)	Read: 20/09/2005 08:48

Michael

Unfortunately it has not proved possible to arrange for John Ewing to attend as he has had to go to London instead. Fiona Spencer, whom I would otherwise have fielded with suitable authority has had to take time off due to a close family bereavement so we cannot be represented tomorrow morning.

I have, however, reviewed the papers and offer the following comments to try to enable you to transact as much business as possible tomorrow.

Minutes of previous meeting

I am content.

TPB remit

This is generally strong but I like to see some changes agreed at tomorrow's meeting before it is signed off. I believe these are areas where greater clarity is required rather than fundamental changes to the remit. I hope that the TPB can agree the principles and that a revised version reflecting the principles can be issued soon thereafter. Of the issues below, the one where I am most concerned to see things spelled out in more detail is the issue of change control and clarifying the Executive's role in that process.

Membership – longer-term Scottish Executive membership will be Head of Major Projects (me) with the Deputy Head of Major Projects responsible for Edinburgh Trams as my deputy when I cannot attend once

that appointment is made. We need to sort out the proper forum for John Ramsay to engage with your team on a more frequent basis.

I agree that specialists should be present for appropriate agenda items but that we resist growth in TPB membership. It would therefore seem sensible to limit attendance of specialists to the relevant agenda items. In turn this would point to holding meetings at Verity House where people are on hand more quickly, if required.

Frequency – I am happy that the Chairperson could agree to meet more frequently but would be concerned if the Chairperson could vary the frequency to meet less frequently without agreement of key parties including the Scottish Executive.

The frequency of meeting point also raises an issue for me in which business might exceptionally be transacted by e-mail between meetings (eg to close off an issue where there was a discussion at the previous TPB but more work was requested). If all parties were content with the proposed action then that would allow a decision without either a specially-convened meeting or the delay of waiting until the next meeting.

Roles of organisations – I think the statement of the role and responsibilities of the Scottish Executive could usefully be phrased more positively with a greater emphasis on our participation. This ties in with my wish to put more structure on discussions between my team and yours at all levels without inhibiting useful dialogue on key issues between TPB meetings.

I suggest something along the following lines for the Scottish Executive.

“As principal funder of the Edinburgh Tram Network, the Scottish Executive will participate fully in the Tram Project Board. It will play its part in bringing issues to the TPB for consideration and will work with the other members of the TPB to resolve issues brought to the TPB. In particular, the Scottish Executive will expect the TPB to be the forum in which issues relating to the business case, scope and cost of the Tram Network will be discussed and, wherever possible, resolved. The Scottish Executive will continue to have wider discussions with tie ltd, CEC and other parties about the Tram network but will keep the TPB informed of progress with discussions.”

Change Control Process

The Change Control process also needs to cover items that require the approval of the Scottish Executive and we need to put together something to reflect that. This needs to give you sufficient freedom to get on with managing the day-to-day running of the project without having to refer all decisions to the TPB. However, there are certain items such as anything which impacts materially on cost, quality or output which need to be approved by the Scottish Executive.

“Day-to-day” liaison

The TPB remit includes receiving reports from the Tram Project Director. I think it would be helpful if a list of workstreams or key working groups was appended to the remit (which would be varied as needed) and that the Tram Project Director would include information on these workstreams in his or her report.

This would help the TPB to be clear about things it should be leaving to other groups to resolve and help us to resist upward drift in decision making. It would also help me to focus my team’s support for and constructive challenge of the more detailed aspects of scheme development so that we concentrate on the issues that are most likely to come to TPB for approval/resolution.

Delegated Authority Rules

I am generally content with these but would offer the following comments which I would prefer to see incorporated in the final version.

Key milestones – there are other key milestones and one which has particular significance for Ministers is the start of physical works on the preparatory works (probably utility diversions) and the main physical infrastructure works. These should get similar prominence as the 2 key milestones presented in the draft.

Business case model – I am content that the business case model should be for 30 years. However, we do need to calculate the Net Present Value of the scheme over 60 years or the useful lifetime of the asset (without major renewal), whichever is the shorter.

Financial values for delegations – firstly, these should be clear about whether the figures referred to are individual changes or cumulative. They appear to be individual changes and if that is correct I would expect to see a cumulative figure as well as an individual one. The figures appear to be sensible to me but, in line with all other projects, I would expect to see some justification for the figures in terms of the level of working flexibility required. This is particularly important for the flexibility to be granted to the Tram Project Director. I would be content for the DARs to be signed off now as long as there was scope for review of the financial values in the light of the justification, ie I would not wish this issue to hold up getting on with delivery. I would expect it to be closed out at the next TPB.

Damian
[REDACTED]

PS I am available on my mobile for much of the rest of today and until 0855 tomorrow.

-----Original Message-----

From: Clare Norman [mailto:Clare.Norman@tie.ltd.uk]

Sent: 15 September 2005 14:48

To: andrew.holmes@edinburgh.gov.uk; Sharp DP (Damian); Ian Kendall; Michael Howell; nrenilson@lothianbuses.co.uk; james.papps@partnershipsuk.org.uk; Andy Wood (Transdev); Graeme Bissett; keith.rimmer@edinburgh.gov.uk

Cc: Stewart McGarrity; Barry Cross; Suzanne Waugh; Willie Fraser; Jim Harries (Transdev); john.burns@edinburgh.gov.uk; Ramsay J (John)

Subject: PAPERS FOR THE TRAM PROJECT BOARD - 20TH SEPTEMBER 2005

This email has been received from an external party and has been swept for the presence of computer viruses.

Dear All

Attached is the relevant information needed for Tuesday 20th September Tram Project Board meeting, which is being held at tie's offices between 10-12.

Any Problems please do not hesitate to contact me on [REDACTED]

Thank you

Clare Norman
Tram Project Administrator

To those included on CC: These papers are for informational purposes only.

Damian – I know that you are unable to attend Tuesday's meeting but don't know who you are sending in your place. I thought I had better send the papers to yourself so that you could forward to the relevant party or inform me of whom I could send them on to.

PLEASE NOTE: THE ABOVE MESSAGE WAS RECEIVED FROM THE INTERNET.

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