
From: Jim McEwan
Sent: 04 September 2007 17:00
To: David Crawley; Steven Bell; Andy Steel - TSS
Subject: FW: Tram project
Attachments: Tram_Copy of FBC - CEC Requirements.xls

Guys

See the attached note from Jim Grieve of CEC practically begging us to be involved and help move forward the structures issues. Dave can you pick this up with him urgently, there's an open door here and I can't think why we don't use it.

j

From: Miriam Thorne
Sent: 04 September 2007 16:53
To: Jim McEwan
Subject: FW: Tram project

As discussed

Miriam Thorne

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From: Jim Grieve [mailto:Jim.Grieve@edinburgh.gov.uk]
Sent: 04 September 2007 15:52
To: Miriam Thorne
Subject: RE: Tram project

Miriam, Sorry that I've taken some time to come back. Attached is some notes which Rebecca put together following a discussion we had (last week) in response, in particular, to your first two bullet points - which I hope are helpful. I have also had a number of further discussions which I hope have been effective in pushing things forward. A meeting we had yesterday, I think, will have moved the Demarcation Agreement issue substantially forward. I also think the contract review issue has been moved on but I have not been directly involved. One point that has been made to me, very clearly, is our inability, despite a number of requests, to get involved at an early stage in the value engineering process. I was advised at the tie Board meeting that tie have prepared a report detailing a possible £15m worth of savings on structures. To my knowledge, we have not had sight of the report even at this late stage. I have to say with Duncan and his team resident in City Point the facility is there for an open and integrated approach! Happy to discuss further. jim

From: Miriam Thorne [mailto:Miriam.Thorne@tie.ltd.uk]
Sent: 28 August 2007 09:54
To: Jim Grieve
Cc: Willie Gallagher; david_mackay@
Subject: Tram project

Jim
Thank you for your time last Tuesday. Based on our discussion, please find below a bullet point list of items which give us concern in terms of focus and progress of decision making and where we feel that additional support to the CEC/project interfaces would be useful.

- The overriding aim of this approach is to ensure that we balance the needs of
- a) CEC to be comfortable with the proposals put forward in the September documents which comprise the Final Business Case (version 1 - a number of items will be subject to confirmation in the December update) & the recommendation for preferred bidder, and therefore recommend approval of these documents.
 - b) Achieve an affordable and construct-able scheme which can be delivered to the set timescales.

Areas of concern

- ➔ Lack of clarity on requirements to be able to approve FBC and support preferred bidder recommendation
I have requested feedback on this a number of times but only got verbal / ad-hoc comments which lack a cohesive approach.
- ➔ Risk allocation – no co-ordinated / cohesive approach to satisfy the very important concerns by the CEC team. I am preparing another proposal but without clarity as to the information requirements, it is difficult to assess if this can hit the mark.
- ➔ Lack of a single point of contact within CEC with responsibility to ensure progress takes place and decisions are made when issues cut across several departments. Examples relate to issues surrounding the Roads Demarcation Agreement. Bus / tram integration within wider road network and work constraints for Infracore and Tramco.
- ➔ Contract review: CEC legal have been provided with drafts of the main contracts for review & meetings have been set up for next week to discuss risk allocation contained in these. No feedback / questions or comments have been received from CEC legal, therefore it is difficult to assess whether further work is needed to satisfy their requirements
- ➔ Uncertainty that CEC departments understand that additional scope for the project or inability to agree value engineering proposals will result in additional funding requirements from CEC.
- ➔ Period reporting: CEC is required (as are all Project Managers) to report on 4 weekly basis on actual costs incurred, forecasts for future periods, activities undertaken in the period, activities planned for future activities, risks and change controls. We have a continued problem that CEC staff do not feel it is within their remit to provide detail of what work is undertaken by staff who are charged to the project. We were told as CEC is the promoter, there was no need to provide this information.

The above cover a wide range of issues. We are keen to tease out major issues, but clarity is required which are absolute show-stoppers and which are difficult but can be worked through. With the very tight timescales, we have to ensure we are as efficient in identifying and addressing the issues – and given the very pressured environment of bid negotiations, we cannot afford the teams to be distracted too much.

Therefore any suggestions and support to how to achieve the above would be welcomed.

Kind regards
Miriam

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