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Subject:	Bi-Weekly Team Briefing
Author:	Miguel Berrozpe
Distribution Date:	22 May 2009
Date of Meeting:	20 May 2009
Time:	18:00-19:20
Location:	Oval Office

Participants		
Name / Abbrev.	Name / Abbrev.	Name / Abbrev.
Miguel Berrozpe	Henry Norton	
Gary Bromley	Frank Wenzel	
Mathias Hecht	Michael Wilken	Reinhold Schaefer
Susanne Fersch	Wolfram Zierbock	Klaus Dieker
Thomas Schwanse		

Agenda	
• Office Administration, IT matters	• HSQE
• Document Control, QA matters	• TRW
• Site Management, Logistics	• REL
• Schedule and Contract Management	• SIG, COM, SCA
• Integration and General	• TLC

Item	Issue
1.	Office Administration, IT matters – Frank Wenzel
1.1	Local project Server
	FWE is pursuing a quotation for a local project server at a total operating cost of 1000 GBP per month (plus one time purchase of the hardware) which is much more attractive than the standard Siemens GSS offer. Once implemented it would bring a significant advantage of speed and productivity for the users of the local project office. Users of other sites having a very rapid connection to the Berlin servers might, however, perceive a slower connection.
1.2	Contract Analysis Forum
	FWE confirms the Forum tool is already working on the Siemens intranet. FWE has started populating it with initial contents, and will issue invitation and instruction for use to all Siemens team members, in the next days.
1.3	"Do not disturb" rule
	Various team members have complained about the level of noise, especially in the wide office area, from crossed conversations, people chatting around, etc. Fenella shall issue an e-mail memo to all team members to avoid such unnecessary noise, and, shall post some posters reminding this. Side or group conversations are to be held in meetings, in the kitchenette, in a closed office, or outside.
2.	Document Control, QA Matters, Change Management –Frank Wenzel

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2.1	BIW workflows
	Implementation of BIW workflows seems not immediate, technically complex and with certain limitations. FWE is preparing some possible intermediate workarounds and will report at successive meetings.
2.2	Change Management Database
	Next week, FWE will have concluded deployment of an MS Access change management database that was successfully used in other projects (JJ). Allows more control and analysis. Will be used only for the Siemens claims, at least in the first place.
2.3	Money loaded claim histograms of the line
	MBE, FWE and one of the students (Jonas) are concluding an Excel model that will show graphically the amount of claims (particularly BB claims) outstanding along the alignment. The purpose is to have a management tool to put pressure on BB to proceed with work in potentially long sections with very limited amount of claims, while they may continue holding up work where their amount of claims is reasonably high enough to not proceed at risk.
3	Site Management, Logistics – Reinhold Schaefer, Susanne Fersch
3.1	Farewell (temporary) of Reinhold Schaefer
	<p>MBE explains to the Team that, due to the very slow or nearly zero progress of our installation, and the low probabilities of our “full production” of site works being at speed in the next 10 to 12 months, it has been agreed with TK top management to temporarily put on hold the position of Overall Installation Manager, currently held by Reinhold Schaefer. It has been agreed with Reinhold that he will still be in Edinburgh until June 30th, and then he will be repatriated to Germany for other projects.</p> <p>We congratulate Reinhold for his contribution to the team effort so far, and, hope to have him again soon during 2010. A contact to reassess the situation will be done before the end of 2009.</p> <p>In the interim, the individual lots will appoint their site supervisors and we will not have yet a central Site Manager.</p>
3.2	Warehouse Equipment and provisional containers
	<p>Susanne and Reinhold are pre-selecting characteristics of specific shelves and auxiliary equipment that will facilitate operations in the future warehouse and reduce overall storage space and cost.</p> <p>Also, Susanne is looking for quotations for one or two used containers to be procured ASAP as a workaround for the first few urgent deliveries of indoor equipment, as long as quantity can be kept reasonably low (a few pallets). The containers would be placed at the yard currently used by BAM for outdoor storage. The principle is already agreed with BAM.</p>
3.3	Pre-construction meeting for Princes St, next week
	BB will confirm an exact day next week for a BB/Siemens/BAM Pre-Construction meeting for Princes St. The purpose is for the construction managers to coordinate details in HSQE, site logistics and working areas, particular details of any work sequences, etc. Minimum attendance from Siemens: Reinhold, Susanne, Klaus, and the construction managers of BAM.
4	Schedule and Contract Management – Mathias Hecht, Henry Norton
4.1	Entitlement Programme, and, Rev 2 Programme
	<p>Two different Programmes are being submitted to tie to substantiate the current project delay, and the basis for a possible EoT2 claim:</p> <ul style="list-style-type: none"> - “Entitlement Programme” is a worst case scenario, not applying all possible mitigation, but maximizing our entitlement. It projects a completion date in Jan 2013. Was submitted to tie last Wednesday.

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	<ul style="list-style-type: none"> - "Rev 2" Programme includes mitigation efforts and reduces delay to Oct 2012. Will be submitted to tie on Fri May 22nd Was submitted on Thu 21st May.
4.2	Detailed Programmes
	<p>Princes St detailed programme has been discussed at length with BB and tie. Revision D will be issued this week, showing completion is possible just before the end of Nov 2009 (as expected by Stakeholders) for trackwork and roadworks. We are not committed to OLE poles and their cantilevers, but might give it a try (REL to decide it later, during the summer).</p> <p>Leith Walk (1,5 km length) detailed-draft programme: is being submitted on Thu 21st May. Shows a shortening of <u>overall</u> construction times with regards to earlier versions.</p>
4.3	Traffic Management
	<p>MBe, the TRW group, and BAM, agree on the utmost importance that trackwork construction in curves CANNOT be interrupted "in sections" by Traffic Management temporary constraints. The risk is too high, in curves, of creating unevenness in the trackwork, which later cannot be corrected in a lifetime, and generate extra noise, vibration, and maintenance costs.</p> <p>MHe, as representative of Siemens in the Traffic Management workforce, will state these requirements and try to renegotiate the TMP plans to adapt to the above. Single cases of major conflicts with temporary traffic flows will be escalated and decided on a case by case basis. However, interrupting the trackwork process in a curve must be a clear exception, not the rule.</p>
4.4	Design Programme
	Finally, submission to tie is expected by the end of the present week.
4.5	Contract Management – Princes St Supplement Agreement
	After almost one month of discussions with CAF who requests a backup guarantee from the Consortium that CAF will be kept free of consequential damage (mostly delay), it seems that the format and text of such a document will be finally agreed upon, and signed, together with the Princes St Supplement Agreement. tie is putting pressure on the Consortium on that topic, given that the whole controversy raised by CAF request is just our internal "family business".
4.6	Contract Management – Claim Strategy of the Consortium, disagreement with some aspects of the BB strategy
	<p>MBe confirms that there is a clear disagreement, confirmed by TK management, with certain aspects of the claim strategy as driven by BB. While BB seems very confident of the strength of all their arguments, Siemens considers that some of them are putting the Consortium at undue risk of concurrent delay and other similar factors. This could significantly diminish our chances of recovery from EoT claims, which are likely to be the highest financial risk of Siemens in the whole project.</p> <p>It has been agreed that the message above shall be clearly passed to BB both at the level of our Project Direction, as well as at TK Senior Management levels above.</p> <p>A first BB/Siemens internal workshop to analyze possible weaknesses of the claim strategy as led so far by BB is scheduled for May 26th.</p>
4.7	Contract Management – new subcontracting template
	HNO confirms that a new subcontracting template (based on a model called NEC) is being finalized and will be distributed soon to the Lots. It shall be hereafter the model preferably used for Siemens subcontracting future works in the ETN project.
5	Integration and General Technical

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5.1	Need to change Siemens review workflow of SDS Design – risk of Siemens being guilty of delay
	<p>MBe expresses his concern from several BB letters documenting that Siemens is late in our review of SDS Design (from the viewpoint of our critical interfaces). This is an interface check which, until now, was agreed upon to be performed by Siemens BEFORE the SDS Design is officially submitted to tie. This automatically makes Siemens responsible for any delay in our review, because BB is, effectively, not submitting the SDS Design until first reviewed by Siemens.</p> <p>MBe considers there is no need for that time constraint, nor risk of Siemens being blamed for any such delay. Fortunately, clauses 6.2 and 18 of the SDS Agreement as novated to Infracore authorize us, at ANY point of time, to reasonably object to any errors in SDS Design (with regards to requirements previously given to them), and force SDS to correct at their cost.</p> <p>Accordingly MBe proposes to immediately establish, at Consortium level, that SDS Design shall be submitted to tie as soon as ready, and in PARALLEL (not in sequence), to Siemens. Our experts shall apply the best diligence in reviewing any interface aspects. However, there is no obligation to check this BEFORE the SDS Design is submitted to tie. Even if tie would have given Level A approval, if Siemens finds interfacing errors, SDS still has the obligation to correct at SDS cost. We can then negotiate with tie, if changes are minor, the "Minor Changes" mechanism established in the Design Management Plan, that does NOT require to pass again the full formal tie review.</p>
5.2	SDS Management, General
	<p>MBe reports that some progress appears to be happening in the SDS Management Meetings, in the sense that our analysis of SDS obligations start getting SDS to reconsider some previously rigid positions (e.g. as to some works being their normal scope and not extra works).</p> <p>The team is encouraged to continue building on the knowledge of the recently performed "SDS Management Workshop" and the resulting contract analysis, published in our Contract Forum.</p>
5.3	Integration: urgent need for a solution of embedded boxes and their conduits in the Princes St trackform
	<p>While preparing Princes St site works, it has come to our attention that there is no design existing as regards the installation details, and the cable conduits, for certain SIG equipment between or at the rails. Some simple solutions can be rapidly drafted. Reinhold is working on this detail and will coordinate with BB, who then has the obligation to implement the ductwork.</p> <p>Also, SIG has to urgently confirm their method for holding the IMU boxes in place while building the asphalt layer. Also, SIG will urgently deliver the first lot of IMU encapsulating boxes to an intermediate Siemens warehouse in York and bring them JIT to Edinburgh.</p>
5.4	Possible alternatives to SDS for simple design services
	<p>MBe explains having started the evaluation of a small design services company which is interested in offering supporting services. The idea is to have alternatives to SDS Design.</p> <p>This strategy would only be used for MINOR design details (foundation of cabinets, details in conduit work, etc.). Major design works, especially with high structural relevance, is to be kept by SDS because of liability risk, PI insurance, etc.</p>
6	HSQE
	<p>Gary Roper shall rapidly be involved in the pre-construction coordination for Princes St. We need to have a "clean slate" in HSQE. It is noted that recently tie has issued various Stop Work orders to BB for HSQE violations.</p>
7	TRW
7.1	Trackwork Princes St, and, vibration issues

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	<p>Trackwork construction is planned to start in Princes St by mid June and concluded by Oct 2009. Two particular short sections are still at risk of vibration. We cannot ascertain exactly because the earlier vibration studies by tie/SDS are too generic, and not based on accurate field data.</p> <p>To mitigate such risk, which would be unacceptable in the medium/long term (possible lawsuits etc.), Siemens has just commissioned a specialized vibration study by a specialized Belgian company, D2S. Field data was already gathered in the present week. D2S finite elements simulation and interpretative analysis is expected for June 3rd and will validate whether a special solution of "floating slab" (Getzner mat) will be needed, or not, at each of these two locations. If needed, it would be a tie Change; that is a clear assumption in Schedule Part 4 of the Contract.</p> <p>To avoid Programme impact of the issue above, the design of a Getzner mat variant (which we will anyway need in other portions of the alignment) is already being accelerated by BAM, as well as, the procurement of a few hundred meters initial stock of the Getzner mat.</p>
7.2	Guided Busway
	<p>Original proposal was too expensive, rejected by tie. Consortium has already agreed to keep BB out of this Change (their price is too high, but they will not negotiate it down because it is based on established rates that BB does not want challenged). BAM is finalizing an offer "in one hand" that would allow to fall into tie's budget, or, very close to it. As a risk management decision and in order to allow work to start there, Siemens would settle at tie's stated budget, even if the Siemens markup for this particular claim has to be reduced.</p>
7.3	Survey grids
	<p>Today, surveyors of BB and BAM have finally agreed that BB's survey grid can indeed be used for trackwork construction. Still unclear, however, whether it would have an offset to the original grid that SDS took as reference system for their design. If offset would be too high, there could be a significant risk, especially on anything related to the alignment geometry in the context of the surrounding elements of the city. Responsibility BB/SDS.</p>
8	OLE design
	<p>Discussions ongoing with tie, BB, and SDS, as to everybody finding SDS's proposed scope and price for misalignment as excessively high. Matter is, however, progressing (cost is being reduced).</p> <p>Siemens position shall be that SDS does not need to fully retrofit our OLE design into their former SDS Design. OLE Design is clearly by Siemens. What is expected from SDS is that they take over, and review/comment, our pole locations, where the interface to their Design is.</p>
9	SIG, COM, SCA, TLC – no update
10	RAMS, Immunisation
	<p>John Riley explained having recently proven incomplete work by SDS in earlier RAMS/safety documentation. This will be a good example where we will apply the SDS Warranties and ask them to remedy, at their cost.</p> <p>Immunisation track circuits in NR corridor: there is a provisional sum in the contract. So far it is already agreed with tie and NR that we first shall use it to subcontract a design (only) for possible refurbishment of the affected track circuits, if any. Then specific field measurements will be conducted later to confirm whether their change will really be necessary, or, can be avoided. Current discussion with NR is as to the correct evaluation model for that decision. NR disagrees with the predictions/models proposed by Siemens.</p>
11	All lots – procurement strategy, mitigate impact from too early purchasing
	<p>MBe gives advance notice that, in view of the very significant project delay, TK (incl REL) senior management has indicated preferring to mitigate time related extra costs from too early procurement, rather than, procure early to generate PoC turnover. Still to check RA position.</p>

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	After return of ABr next week, a consolidated strategy shall be discussed and agreed upon with all lots, and a revised procurement programme shall be updated.