

**FINAL  
DRAFT v8**

Final draft v8

# TRAM

## Governance Structures

Version v3: revised to add diaries.

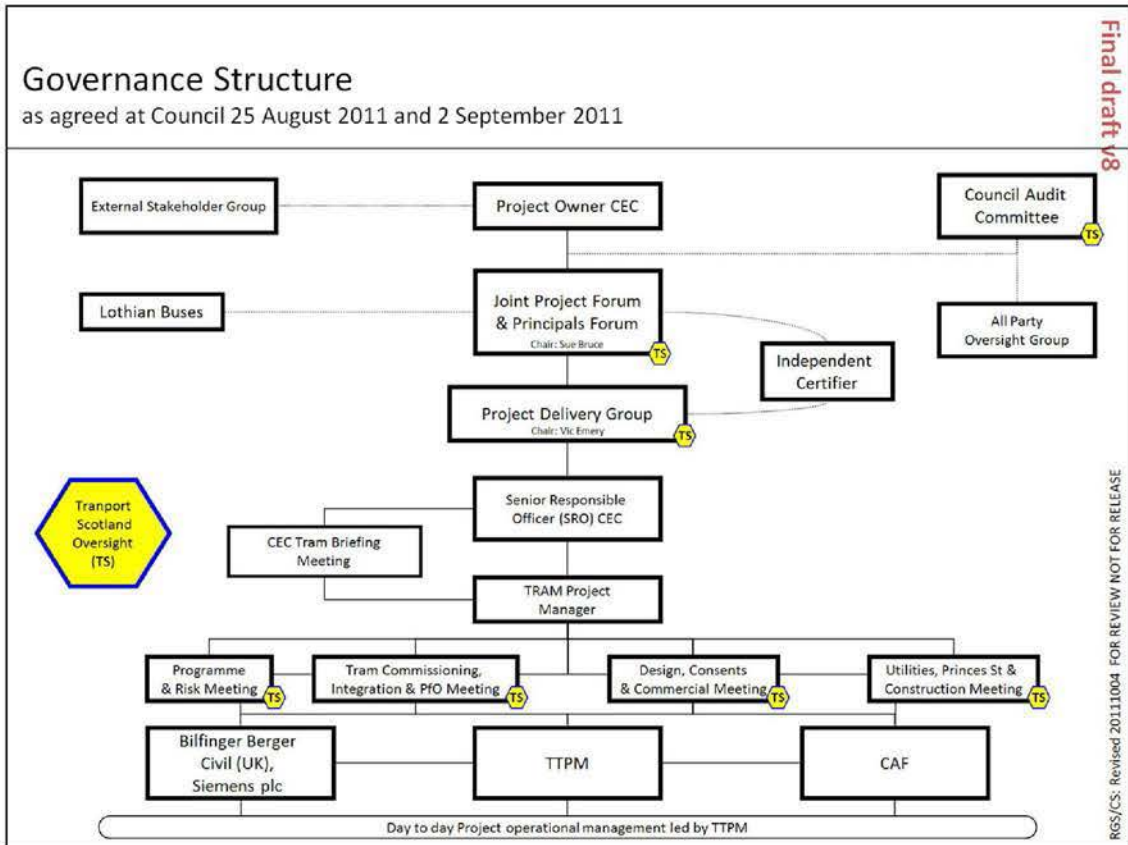
Version v4: revised to alter slides 14 and 17 *06/10/2011*

Version v5: revised to alter slides 20 and 21 *11/10/2011*

Version v6: revised to alter slide 11 *11/10/2011*

*Version v7: revised to alter slides 7,8 & 9 12/10/2011*

*Version v8: revised to alter slides 3 & 14 14/10/2011*

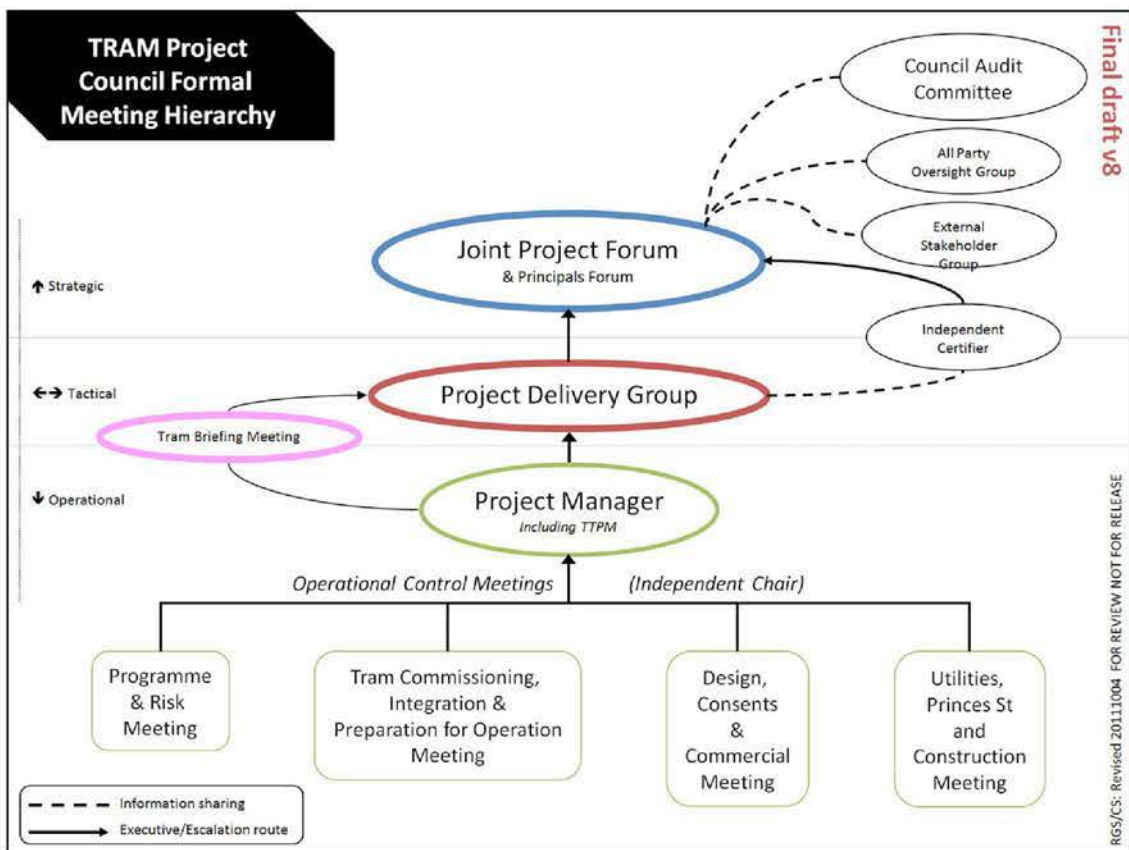


29/09/2011: Changes to the titles of the two executive Forums.

29/09/2011: Change to how Turner and Townsend abbreviation (to TTPM) and final statement amended as follows “Day to day Project operational management **led by TTPM**”

29/09/2011: Change to include the CEC Internal Review / Change Forum Meeting (Client Meeting)

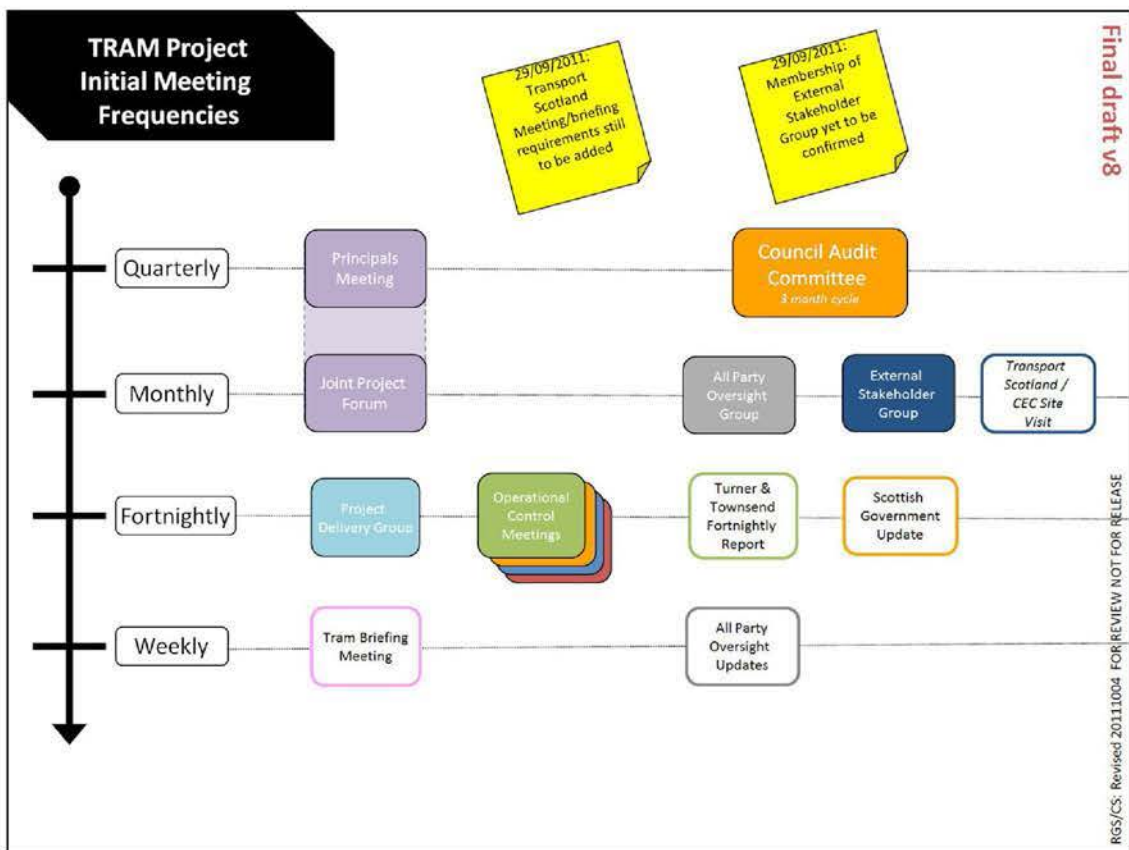
04/10/2011: Transport Scotland involvement highlighted more clearly



29/09/2011: Name of Forum and Delivery Group amended for consistency

29/09/2011: Name of Oversight Group adjusted for consistency

04/10/2011: Escalation arrows added and name of Forum amended to reflect dual entity



29/09/2011: Colours adjusted to reflect the colours used in the Meeting Descriptors.

29/09/2011: Two 'stickies' left to indicate the additional information required in relation to Transport Scotland meeting schedules and External Stakeholder Group membership

04/10/2011: adjusted to reflect revised meeting titles and revised frequencies.

# Governance Meeting Descriptors

TRAM Project Meeting Descriptor		Meeting title: Joint Project Forum & <i>Principals Forum</i>	
<b>Chairmanship:</b>	Council Chief Executive	<b>Standard Attendee List</b> Sue Bruce Vic Emery Alastair Maclean Dave Anderson Colin Smith Martin Foerder Alfred Brandenburger Richard Garner Ainslie McLaughlin Chris Walton Lucy Adamson	<b>Principals Invited Quarterly</b> <i>Dr Keysberg</i> <i>Dr Schneppendahl</i> <b>Antonio Campos</b>
<b>Vice Chairmanship:</b>	Vic Emery		
<b>Location for meeting:</b>	Waverley Court		
<b>Day held</b>	Wednesday (18/10/2011)		
<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>Council Audit Committee</li> <li>Scottish Ministers</li> </ol>		
<b>Agenda Issued</b>	Three days in advance	<b>Standard Agenda Items</b> <ol style="list-style-type: none"> <li>Consolidated Project Update Highlight Report</li> <li>Escalated Issues</li> <li>Key Milestones due in next quarter</li> <li>Communications</li> </ol>	

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RGS/CS: Revised 20111014 FOR REVIEW NOT FOR RELEASE

Change on 27/09/2011: Meeting title revised.

Change on 29/09/2011: Meeting title revised and agenda schedule added and attendee list updated.

04/10/2011: Adjusted to include vice chair

04/10/2011: Adjusted to make distinction between monthly and quarterly meetings. Principals meeting elements shown in **bold** and *italics*.

04/10/2011: Frequency amended to Fortnightly

14/10/2011: Control copy requirement confirmed.



TRAM Project Meeting Descriptor		Meeting title: Project Delivery Group	
<b>Chairmanship:</b>	Vice Chair Joint Project Forum	<b>Standard Attendee List</b>	
<b>Vice Chair:</b>	Senior Responsible Officer	Vic Emery	Alan Coyle
<b>Location for meeting:</b>	Lochside	Dave Anderson	Lynn McMath
<b>Day held</b>	tbc	Colin Smith	Lucy Adamson
<b>Frequency</b>	<b>Fortnightly</b>	Bob McCafferty	Andy Conway
<b>Duration</b>	2 hours	<b>BBS reps [tbc]</b>	
<b>Meeting Purpose</b>	To manage the operational delivery of the project and report on progress against programme and budget.	Richard Garner	
<b>Decisions expected</b>	<ul style="list-style-type: none"> <li>Confirmation of project programme progress</li> <li>Confirmation of project budget progress</li> <li>Identification of issues for Escalation.</li> </ul>	Graham Porteous (TS)	
<b>Escalation</b>	Joint Project Forum	Ian Craig/Bill Campbell	
<b>Reporting Route</b>	1. Joint Project Forum	Julian Weatherley (T&T)	
		Nick Smith	
		<b>Standard Agenda Items</b>	
		1. Project Update Highlight Reports	
		a. Programme	
		b. Budget	
		2. Issues for Escalation	
		3. Communications	

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RGS/CS: Revised 20111014 FOR REVIEW NOT FOR RELEASE

Change on 29/09/2011: Meeting title further revised to remove “Joint and rename it as a Group”, attendee list updated, frequency amended to monthly

04/10/2011: Adjusted to include vice chair

04/10/2011: Frequency amended to Fortnightly

11/10/2011: Martin Foerder and Alfred Brandenburger removed from attendee list.

14/10/2011: Control copy requirement confirmed.

TRAM Project Meeting Descriptor		Meeting title: Programme & Risk Meeting	
<b>Chairmanship:</b>	Independent Certifier	<b>Standard Attendee List</b>	<b>Distribution</b>
<b>Vice Chair:</b>	Alan Coyle		
<b>Location for meeting:</b>	Lochside	Colin Smith	Kevin Russell
<b>Day held</b>	Tuesdays (4/10/2011)	James Cowie	Neil Hibbert
<b>Frequency</b>	Fortnightly	Martin Foerder	Bob McCafferty
<b>Duration</b>	1 hour	Jim Donaldson	Dave Anderson
<b>Meeting Purpose</b>	To ensure compliance with the contract programme and to mitigate and manage risk.	Martin Hutchinson	Marshall Poulton
<b>Decisions expected</b>	<ul style="list-style-type: none"> <li>Confirmation of compliance</li> <li>Escalation of non compliance</li> <li>Management actions to control risk</li> <li>Escalation of risks that are manifesting themselves.</li> </ul>	Steve Sharp	Alan Coyle
<b>Escalation</b>	Project Delivery Group	David Steele	Graham Robertson
<b>Reporting Route</b>	<ol style="list-style-type: none"> <li>CEC Internal Weekly Review Meeting</li> <li>Project Delivery Group</li> </ol>	Alfred Brandenburger	John McLaughlin
		Julian Weatherley	TS Rep TBC
		Dennis Murray	
		Alan Coyle	
		Bob McCafferty	
		<b>Standard Agenda Items</b>	
		1. Items Programme Review	
		2. Risk Register Review	
		3. New Risks	

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29/09/2011: Attendee List updated.

04/10/2011: Adjusted to include vice chair role. Name yet to be confirmed

05/10/2011: Vice Chair confirmed.

14/10/2011: Bob McCafferty added to the attendee list

14/10/2011: Control copy requirement confirmed.



TRAM Project Meeting Descriptor		Meeting title: Tram Commissioning, Integration & Preparation for Operation Meeting		
<b>Chairmanship:</b>	Independent Certifier			
<b>Vice Chair:</b>	Alan Coyle			
<b>Location for meeting:</b>	Lochside			
<b>Day held</b>	Wednesday (5/10/2011)			
<b>Frequency</b>	Fortnightly			
<b>Duration</b>	1 hour			
<b>Meeting Purpose</b>	To ensure efficient delivery, commissioning and integration of the total tram system to an operational state.			
<b>Decisions expected</b>	<ul style="list-style-type: none"> <li>• Acceptance of handover criteria.</li> <li>• Compliance with ROGs</li> <li>• Compliance with commissioning Programme</li> <li>• Health and Safety compliance of system</li> </ul>			
<b>Escalation</b>	Project Delivery Group			
<b>Reporting Route</b>	<ol style="list-style-type: none"> <li>1. CEC Internal Weekly Review Meeting</li> <li>2. Project Delivery Group</li> </ol>			
		<b>Standard Attendee List</b>	<b>Distribution</b>	
		Colin Smith	Steve Westwood	Dave Anderson
		Martin Foerder	Michael Wilken	Marshall Poulton
		Stefan Rothaus	Martyn Ayres	Kevin Russell
		Jim Donaldson	Bill Campbell/Ian Craig	Eddie Inglis
		David Steele	Transport Scotland Rep TBC	Patrick Scully
		Alastair Richards		
		Alfred Brandenburger		
		Julian Weatherley		
		Pall Palsson		
		<b>Standard Agenda Items</b>		
		<ol style="list-style-type: none"> <li>1. Acceptance Criteria</li> <li>2. Commission Progress</li> <li>3. System Testing</li> <li>4. Programme</li> <li>5. Health and Safety</li> </ol>		

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29/09/2011: Attendee List updated.

04/10/2011: Adjusted to include vice chair role. Name yet to be confirmed

05/10/2011: Vice Chair confirmed.

06/10/2011: Bill Campbell/Ian Craig added to Attendee list

14/10/2011: Control copy requirement confirmed.

**TRAM Project Meeting Descriptor**

Meeting title: Design, Consents & Commercial Meeting

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<b>Chairmanship:</b>	Independent Certifier
<b>Vice Chair:</b>	<i>Alan Coyle or senior representative of Hg Consulting for Valuation and Certifiers Review meetings</i>
<b>Location for meeting:</b>	Lochside
<b>Day held</b>	Wednesday (5/10/2011)
<b>Frequency</b>	Fortnightly
<b>Duration</b>	1 hour
<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>	Project Delivery Group
<b>Reporting Route</b>	1. CEC Internal Weekly Review Meeting 2. Project Delivery Group

**Standard Attendee List**

Colin Smith	Alan Coyle
Simon Nesbitt	Julian Weatherley
Martin Foerder	Gary Easton
David Gough	
David Steele	
Alfred Brandenburger	
Axel Eichhorn	
Bob McCafferty	
Andy Conway	
Dennis Murray	
Alan Bowen	
Michael Wilken	
Shabu Dedhar	

**Distribution**

Jason Chandler
Dave Anderson
Marshall Poulton
Kevin Russell
Patrick Scully

**Standard Agenda Items**

1. Review of design consents Report
2. Commercial Consequences of Change and liability identification
3. Monthly Valuation and Certifiers Review

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29/09/2011: Attendee List updated.

04/10/2011: Adjusted to include vice chair role.

05/10/2011: Vice Chair confirmed.

14/10/2011: Control copy requirement confirmed.

TRAM Project Meeting Descriptor		Meeting title: Utilities, Princes St and Construction Meeting		
<b>Chairmanship:</b>	Independent Certifier			
<b>Vice Chair:</b>	Alan Coyle			
<b>Location:</b>	Lochside			
<b>Day held</b>	Tuesday (4/10/2011)			
<b>Frequency</b>	Fortnightly			
<b>Duration</b>	1 hour			
<b>Meeting Purpose</b>	To ensure coordination of approach between the contractor, utilities contractors and design solutions; To ensure that there is efficient working on Princes Street 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>	Project Delivery Group			
<b>Reporting Route</b>	<ol style="list-style-type: none"> <li>CEC Internal Weekly Review Meeting</li> <li>Project Delivery Group</li> </ol>			
		<b>Standard Attendee List</b>	<b>Distribution</b>	
		Colin Smith	Jim Cowie	Kevin Russell
		Jim Donaldson	Andrew Renwick	Dave Anderson
		Martin Foerder	Peter Widdowson	Steve Westwood
		David Gough	Stefan Rotthaus	Graham Robertson
		Andy Conway	Michael Blake	Steve Westwood
		David Steele	Fiona Dunn	Klaus Dieker
		Alfred Brandenburger	Bob McCafferty	Lynn McMath
		Klaus Dieker		Marshall Poulton
		Julian Weatherley		Dennis Murray
		Steven Lewcock		
		<b>Standard Agenda Items</b>		
		<ol style="list-style-type: none"> <li>Identification of utilities clashes</li> <li>Solution coordination</li> <li>Traffic management</li> <li>Stakeholder requirements</li> <li>Resolution of Construction Blockers</li> <li>Review of NCR Register</li> </ol>		
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29/09/2011: Attendee List updated.

04/10/2011: Adjusted to include vice chair role. Name yet to be confirmed

05/10/2011: Vice Chair confirmed.

14/10/2011: Control copy requirement confirmed.

TRAM Project Meeting Descriptor		Meeting title: Tram Briefing Meeting	
<b>Chairmanship:</b>	Council Chief Executive	<b>Standard Attendee List</b>	<b>Alternate Meeting Attendee List</b>
<b>Vice Chair:</b>	Vic Emery		
<b>Location for meeting:</b>	Waverley Court	Sue Bruce	<i>To also include:</i>
<b>Day held</b>	Thursdays (06/10/2011)	Vic Emery	Ainslie McLaughlin
<b>Frequency</b>	Weekly	Alastair Maclean	Julian Weatherley
<b>Duration</b>	1 hour	Dave Anderson	Gary Easton
<b>Meeting Purpose</b>	To provide clear operational oversight as client, to provide challenge to issues and change requests and to be the client sign off point for change requests.	Colin Smith	Others as required
<b>Decisions expected</b>	<ul style="list-style-type: none"> <li>• Identification of issues for escalation.</li> <li>• Confirmation of potential changes to be actioned through formal change process</li> <li>• Client agreement of Change request applications</li> </ul>	Alan Coyle	
<b>Escalation</b>	N/A	Bob McCafferty	
<b>Reporting Route</b>	1. Project Delivery Group	Andy Conway	
		Nick Smith	
		Lynn McMath	
		<i>Secretarial support</i>	
		<b>Standard Agenda Items</b>	<b>Alternate Week Agenda Items</b>
		1. Governance	1. Turner & Townsend Report
		2. Project Management	<i>Client only</i>
		3. Operational Issues	1. Client Instructions
		4. Communications	2. Finance
			3. Consents and Approvals
			4. Communications
			5. Political Feedback & Updates

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RGS/CS: Revised 20111014 FOR REVIEW NOT FOR RELEASE

29/09/11: New template new details

04/10/2011: Meeting Title amended.

04/10/2011: Adjusted to include vice chair role.

04/10/2011: Adjusted to include Ainslie McLaughlin.

06/10/2011: Adjusted to include alternate week Agenda items for T&T Report

06/10/2011: Adjusted to include alternate attendance of Julian Weatherley (T&T)

06/10/2011: Option of Lothian Buses attendance at this meeting added

11/10/2011: Option of Lothian Buses attendance at this meeting removed

14/10/2011: Control copy requirement confirmed.