

## Agenda

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### Joint Project Forum

Thursday 17 November 2011 at 2pm  
in the Chief Executive's Board Room, Waverley Court, Edinburgh

- 1 **Previous Minute 18 October 2011** – submitted for approval as a correct record (circulated)
- 2 **Consolidated Project Update Highlight Report – Key points of Progress**
  - 2.1 Commissioning and Integration of Trams
  - 2.2 Third Party Consents and Approvals
  - 2.3 Utilities Approvals
  - 2.4 CEC Approvals
- 3 **Governance – Project Team Structure, Resourcing and Behaviours**
  - 3.1 Certification, Working Decisions and Agreements
  - 3.2 Decisions/Instructions Awaited
- 4 **Utilities**
  - 4.1 Recording and Measurement
  - 4.2 Change in Approach to Excavation Depth
  - 4.3 Certifier's Assessment regarding Change Order – On Street
- 5 **Cost Engineering De-Clutter** – review of tracker (to follow)
- 6 **Programme**
- 7 **Matters Requiring Escalation**



- 8 Pending Milestones / Project Concerns / Threats
  - 9 Communications
  - 10 AOB
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**Notes:** If you have any questions about the agenda or meeting arrangements, please contact Gavin King, Committee Services, City of Edinburgh Council, City Chambers, High Street, Edinburgh, EH1 1YJ; ☎ 0131 [REDACTED] e-mail [gavin.king@edinburgh.gov.uk](mailto:gavin.king@edinburgh.gov.uk)



**Note of Meeting**

**Joint Project Forum and Principals' Quarterly Meeting**

**Edinburgh, 18 October 2011**

**Present:-** Sue Bruce (in the Chair), Lucy Adamson (Transport Scotland), Dave Anderson (CEC), Alan Coyle (CEC), Ian Craig (Lothian Buses), Martin Foerder (Project Director), Dr Jochen Keysberg (Bilfinger Berger) Alastair Maclean (CEC), Ainslie McLaughlin (Transport Scotland), Julie Owen (Siemens UK), Dr Joerg Schnependahl (Siemens), Colin Smith (Independent Certifier), David Lowe (CAF) and Axel Eickhorn (Siemens)

**Also Present:-** Gavin King (CEC).

Item No	Subject	Action
1	<p><b>Key Points of Progress – August – October 2011</b></p> <p>Colin Smith indicated that this meeting was an opportunity for members to raise issues and concerns. He gave details of the Project's progress between August and October 2011, including the following:</p> <ul style="list-style-type: none"> <li>• Up to 30 September 2011 there had been no additional delays and the project was on target</li> <li>• Progress on the design was on target although there was a need for some changes in regard to Lindsay Road and Turner Place Bridge</li> <li>• Barr Construction had handed over the depot to Bilfinger Berger</li> <li>• The first tram had arrived at the depot successfully on 17 October 2011</li> <li>• The accommodation at Lochside should be ready for all staff to occupy by 14 November 2011</li> <li>• The mini test track would be ready for 2 December 2011</li> <li>• Turner and Townsend's team was examining cost reimbursement for the on street works</li> </ul>	



Joint Project Forum and Principals' Quarterly Meeting  
18 October 2011

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	<p>Martin Foerder confirmed that his team were content with the progress and co-operation they had been receiving.</p> <p><b>Decision</b></p> <p>To note that the utilities team currently located in City Point would be better located in the City Centre rather than Lochside.</p>	
2	<p><b>Contract Settlement Agreement</b></p> <p>Sue Bruce paid tribute to all involved who had worked hard to achieve the present contract settlement and highlighted that the Leader of the Council was grateful for the work undertaken to reach an agreement.</p> <p>Ainslie McLaughlin stated that the Cabinet Secretary for Infrastructure and Capital Investment was pleased to see the contract agreed.</p>	
3	<p><b>Commissioning and Integration of Trams</b></p> <p>The new integration process included daily communication and the correct level of communication meant the 3 key parties were able to make decisions on site without going back unnecessarily to their respective head offices.</p> <p>David Lowe indicated that the integration process was working effectively which meant issues were dealt with more efficiently and quickly.</p> <p>Axel Eickhorn explained that the appointment of Iñaki Garin Barrio to the role of Testing and Commissioning Manger was beneficial as he was able to deal effectively with issues on a daily basis.</p> <p>Martin Foerder highlighted that there was still work to do but that this was a good approach and there was a positive outlook on integration.</p>	



Joint Project Forum and Principals' Quarterly Meeting  
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	<p><b>Decision</b></p> <p>To note that Lothian Buses could change the livery of the tram in Broxburn on site if permission was given by the contractors for the livery team to gain access.</p> <p>To agree to have a presentation from Iñaki Garin Barrio</p>	<p><b>A Richards</b></p> <p><b>Colin Smith</b></p>
4	<p><b>Third Part Consents and Approvals</b></p> <p>Colin Smith highlighted the need to maintain vigilance over third party consents and approvals so as to avoid issues around Network Rail and Forth Ports impacting on the Project's Programme.</p> <p>Martin Foerder explained that the third party consents were a concern. There were traffic management issues affecting Forth Ports that created unnecessary monthly costs and there was a need for the Council to make a decision on the design of the public realm.</p> <p>Dave Anderson indicated that any issues regarding the Airport had been largely resolved but there were issues involving Network Rail which would have to be managed sensitively. Transport Scotland though had extensive experience of working with Network Rail.</p> <p><b>Decision</b></p> <p>To investigate removing the public realm works from the Tram Project and run it as a separate project managed by CEC.</p>	<p><b>Dave Anderson</b></p>
5	<p><b>Governance</b></p> <p><b>5.1 Project Team Structures and Behaviours</b></p> <p>Details were provided of the Governance structure for the Tram Project including the types of meeting and their frequency.</p> <p>Sue Bruce explained that there was a high frequency of meetings with the Joint Project Forum meeting monthly and the Principals meeting quarterly. This would be beneficial in the beginning as the new arrangements bedded in.</p>	



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5.2	<p>However, these arrangements could be reviewed in the new year so as not to create unnecessary meetings.</p> <p>Ian Craig indicated that it was early days for Lothian Buses involvement in the Project but that they would play a more visible role in the future.</p> <p>Martin Foerder raised concerns over the need for the Project Delivery Group and whether it would simply be a repeat of the Joint Project Forum meeting. The Forum discussed the need for this meeting and it was agreed to continue with the formal arrangements but to review the frequency at a later date.</p> <p><b>Certification, Working Decisions and Agreements</b></p> <p>A chart produced by Turner and Townsend detailing the proposed project management organisation was submitted.</p> <p>In discussion the Forum indicated that the proposed organisation did not look lean and it was imperative that the project management had just the right amount of people to ensure a successful project but keep costs as low as possible.</p> <p>Martin Foerder raised concerns that there was a need for Turner and Townsend to establish a direct counterpart at site level and a deputy to Julian Weatherley (Director of Project Delivery).</p> <p><b>Decision</b></p> <p>To alter the title of Tram Project Manager (Bob McCafferty), in the governance structure, to Tram Programme Manager.</p> <p>To move Turner and Townsend to the same level of the structure as the Tram Programme Manger.</p> <p>To note that there was no need for additional meetings/briefings involving Transport Scotland.</p> <p>To note that the frequency of meetings and the need for specific meetings would be reviewed in the new year.</p> <p>To identify and outline the total number of staff and man hours in the project management organisation.</p>	<p style="text-align: center;"><b>Colin Smith/Dave Anderson</b></p>



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Item No	Subject	Action
	<p>To request that Turner and Townsend review the project management organisation taking into account the need to maintain a streamlined team, the need for a direct counterpart to the Contractors' team on site and the desire for there to be one person at the top of the structure.</p>	
<p><b>6</b></p> <p><b>6.1</b></p> <p><b>6.2</b></p>	<p><b>Utilities</b></p> <p><b>Recording and Measurement</b></p> <p>The approach on cost reimbursement was currently being produced and was expected to be in place by Monday 24 October 2011.</p> <p><b>Change in Approach to Excavation Depth</b></p> <p>Colin Smith explained that the project team had investigated a new approach that would reduce the excavation depth when working on roads.</p> <p>The new approach would be not be used in all locations but would be considered when appropriate. It would be more economical, potentially delivering cost and time savings. It was also an example of a positive approach to construction with the Project Team examining methods and ideas to improve efficiency.</p> <p>It was highlighted that the test trenches had identified an increase from 550 to 895 potential utility clashes.</p>	
<p><b>7</b></p>	<p><b>Programme</b></p> <p>Axel Eickhorn confirmed that when testing the track on Princes Street the measurements had been satisfactory and compliant with Employer's Requirements, which would mean it would be much easier to reconstruct the road. This could mean an earlier finish on Princes Street than scheduled. However, the Forum discussed the possibility of poor winter weather and the programme losing its time gains.</p> <p>Colin Smith stated that Turner and Townsend had created a list of top 10 key risks with number 4 being the programme and understanding the programme.</p> <p>Dr Jochen Keysberg highlighted the importance of the risks being circulated throughout the Project Team.</p>	



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	<p><b>Decision</b></p> <p>To consider publicising any improvement on the schedule of works on Princes Street in Spring 2012.</p> <p>To share the appropriate sections of the list of risks with the Contractors.</p> <p>To note that the possibility of opening the Airport to Haymarket earlier than other sections for demonstrations and driver training would be investigated.</p>	<p><b>Alastair Maclean</b></p> <p><b>Colin Smith</b></p> <p><b>Colin Smith</b></p>
8	<p><b>Project Opportunities through Continuing Improvement of the Project Delivery Mechanism</b></p> <p>Sue Bruce stated that the new approach to depth excavation was an example of continuous improvement through working creatively together and there could be further opportunities to improve efficiency if this approach was rolled out across the Project.</p> <p><b>Decision</b></p> <p>To agree to look at appropriate opportunities for improving the delivery of the Project.</p> <p>To note the need for documenting and recording these ideas to inform any subsequent public inquiry.</p>	<p><b>All</b></p> <p><b>All</b></p>
9	<p><b>Communications</b></p> <p>Alastair Maclean explained that there was still a significant media interest in the Project and the Council was working closely with Transport Scotland on this issue.</p> <p>Appropriate, non-commercially sensitive information on the Project would also be posted online so as to pre-empt Freedom of Information requests. The contractors would be consulted first in regard to important issues.</p> <p>The Council was also attempting to improve its relationship with journalists in regard to the Tram Project, encouraging them to ask for information they required.</p>	



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	<p>Dr Jochen Keysberg indicated that the contractors were willing to support and co-operate with CEC on media briefings/events.</p> <p><b>Decision</b></p> <p>To note the update.</p>	
<b>10</b>	<p><b>Project Concerns or Threats</b></p> <p>The forum discussed a range of concerns and threats including the following:</p> <ul style="list-style-type: none"> <li>• Other construction within the City and the pressures it puts on construction materials such as cranes</li> <li>• Media interest on the make up and cost of Project Team</li> <li>• Traffic modelling including in the Moray Feu's area</li> <li>• Traffic modelling and creep of scope</li> <li>• Winter weather</li> <li>• Third parties consents, such as Historic Scotland and Forth Ports</li> </ul> <p><b>Decision</b></p> <p>To resolve the increase in scope of the traffic modelling and agree on an appropriate limit.</p>	<b>Dave Anderson</b>
<b>11</b>	<p><b>Future Dates</b></p> <p><b>Decision</b></p> <ul style="list-style-type: none"> <li>• Thursday 17 November at 2.00 pm</li> <li>• Monday 12 December at 1.30 pm (new venue - City Chambers, High Street)</li> <li>• Wednesday 25 January at 11.00 am</li> <li>• Wednesday 22 February at 11.30 am (and Principals)</li> <li>• Wednesday 21 March at 9.00 am</li> <li>• Wednesday 25 April at 10.30 am</li> </ul>	



**Edinburgh Tram Project  
Cost Engineering Meeting – 9<sup>th</sup> November 2011  
Action Sheet and CEC Tracker**

No.	Proposer	Proposal	Issues Raised	Action by:	Update as at 16/11/11	Target to Present Proposal
1	Bilfinger Berger	Relaxation of traffic management and embargoes	<ul style="list-style-type: none"> <li>• Need for CEC to be comfortable with traffic diversions/flow</li> <li>• Stakeholder opinion</li> <li>• Bus Station and St James Centre Car Park access</li> </ul>	BBS to draft a proposed traffic management plan for discussion	Proposal to be ready for discussion w/c 12/12/2011	24/11/11
2	T&T / TS	OLE Foundations	<ul style="list-style-type: none"> <li>• Design requirements</li> <li>• Possible use of mini piling</li> <li>• Time required for design changes</li> <li>• Staff resources being taken up</li> </ul>	T&T to lead a team investigating design of OLE bases	Dedicated resource required, to be agreed with CEC prior to implementation. Target for agreement 18/11/11	24/11/11
3	Bilfinger Berger	Edinburgh Gateway Retaining Wall	<ul style="list-style-type: none"> <li>• Programme critical in Jan 2012</li> <li>• Possible impact on enabling works</li> <li>• Possibility of minimising work under the tram contract</li> </ul>	T&T to define red line boundary and report on options next week	Draft options report on way forward will be prepared for 18/11/11. Meeting with TS and NwR to review requirements of interchange 18/11/11. Final report (following TS meeting) to be issued w/c 21/11/11	24/11/11



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No.	Proposer	Proposal	Issues Raised	Action by:	Update as at 16/11/11	Target to Present Proposal
4	TS	Track Slab	<ul style="list-style-type: none"> <li>Performance specifications do not allow for re-design</li> <li>Specifications are minimum requirements for health and safety</li> </ul>	T&T to check applied load factors	Dedicated resource required, to be agreed with CEC prior to implementation. Target for agreement 18/11/11	24/11/11
5	Bilfinger	Non-use of Setts	<ul style="list-style-type: none"> <li>Visual Impact</li> <li>Suitable alternatives</li> <li>Delineation requirements</li> <li>Planning/Historic Scotland requirements</li> <li>Possible £1m saving</li> </ul>	CEC (Bob McCafferty) to investigate alternatives to setts for delineation purposes with Planning and Historic Scotland		24/11/11
6	Bilfinger	Public Realm Works	<ul style="list-style-type: none"> <li>Planning requirements</li> </ul>	T&T to review design of street furniture	Dedicated resource required, to be agreed with CEC prior to implementation. Target for agreement 18/11/11	24/11/11
7	CEC	Third Party Relationships	<ul style="list-style-type: none"> <li>Time taken to gain third party agreements</li> </ul>	CEC (Alan Coyle) to look at financial opportunities		24/11/11
7a	CEC	Forth Ports		CEC (Colin Smith) to finalise Minute of Understanding	Points agreed in principle, with the exception of one item, which is under a fresh proposal, exchanged on 16/11/11	24/11/11



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No.	Proposer	Proposal	Issues Raised	Action by:	Update as at 16/11/11	Target to Present Proposal
7b	Bilfinger	Tram kiosk at airport	<ul style="list-style-type: none"> <li>Possible requirement of BAA</li> </ul>	CEC (Bob McCafferty/ Alistair Sim) to check if kiosk arises from third party agreement		24/11/11
8	Bilfinger	Need for tram stop at York Place	<ul style="list-style-type: none"> <li>Revenue impact</li> <li>Number of stops</li> </ul>	CEC (Alan Coyle) to investigate revenue benefits of stop		24/11/11
9	Bilfinger/ CEC	Sale of surplus trams		CEC (Alan Coyle/ Colin Smith) to investigate the market for any possible sale	Contact made with possible provider of opportunity leads.	24/11/11
10	Bilfinger/ CEC	Cost Transfers	<ul style="list-style-type: none"> <li>Agreements already in place</li> </ul>	<p>David Gough to provide cost estimate for RBS Gogarburn stop.</p> <p>CEC (Alan Coyle) to investigate possible commercial aspects of tram works</p> <p>CEC (Alistair Sim) to check on possible cost transfer involving Network Rail in regard to bridge deck at Balgreen</p>	Cost estimate will be provided w/c 28/12/2011	24/11/11



**Edinburgh Tram Project  
Cost Engineering Meeting – 9<sup>th</sup> November 2011  
Action Sheet and CEC Tracker**

No.	Proposer	Proposal	Issues Raised	Action by:	Update as at 16/11/11	Target to Present Proposal
11	Bilfinger	Historic Wall – Shandwick Place		T&T to investigate design as part of street furniture review	Dedicated resource required, to be agreed with CEC prior to implementation. Target for agreement 18/11/11	24/11/11
12	CEC	Track (Materials)	<ul style="list-style-type: none"> <li>Storage costs</li> <li>Cancellation costs</li> <li>Copper wire (security)</li> </ul>	Siemens to provide a proposal detailing options and costs to CEC		24/11/11
13	Siemens	Omit works at Tower Place and Victoria Docks Bridge	<ul style="list-style-type: none"> <li>Possible saving of £0.25m</li> </ul>	Siemens to provide proposal to CEC		24/11/11
14	CEC	Minimise Client Overhead costs as much as possible	None	All client team members manage overheads efficiently		24/11/11
15	Bilfinger	Use of recovery vehicle in city centre	<ul style="list-style-type: none"> <li>Possible saving of £0.6-0.7m</li> <li>Lothian Buses contract already in place</li> <li>Possibility of having vehicle on an 'on call' basis</li> </ul>	CEC (Alan Coyle) to investigate and discuss issue with Lothian Buses		24/11/11
16	T&T	Road Reconstruction		T&T to Extend and roll out to whole project with this specification approach	T&T internal review to take place this week. Initial feedback planned for w/c 21/11/11	24/11/11



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No.	Proposer	Proposal	Issues Raised	Action by:	Update as at 16/11/11	Target to Present Proposal
17	T&T	Re-use materials (setts and kerbs)	<ul style="list-style-type: none"> <li>Possible free issue from CEC</li> </ul>	CEC (Bob McCafferty) to check Council stocks of appropriate kerbs and setts		24/11/11
18	TS	Challenge design	<ul style="list-style-type: none"> <li>Any benefit to BBS</li> <li>Time for design changes passed</li> </ul>	All – T&T to organise design challenge session		24/11/11
19	CEC	Storage of Materials	<ul style="list-style-type: none"> <li>Broxburn contract recently extended for 2 years</li> <li>Broxburn facility used as a workshop</li> </ul>	<p>T&amp;T to review current storage usage compared to requirements</p> <p>CEC (Bob McCafferty to circulate tie report on storage)</p>	Draft summary report planned for w/c 21/11/11	24/11/11