

## Agenda

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### Joint Project Forum Meeting

Thursday 4 October 2012 at 11.30am  
in the Chief Executive's Board Room, Waverley Court, Edinburgh

#### All Attendees

- 1.0 **Previous Minute 22 August 2012** – submitted for approval as a correct record
- 2.0 **Health & Safety**
- 3.0 **Key Points of Progress**
  - 3.1 Commissioning & Integration of Trams
  - 3.2 Third Party Consents / CEC Approvals
    - 3.2.1 Wall fixings
    - 3.2.2 Dublin Street Steps
    - 3.2.3 Others on critical path
  - 3.3 Network Rail
    - 3.3.1 Work Package Plans
    - 3.3.2 Gateway and EGIP
  - 3.4 Scottish Water
    - 3.4.1 Consents and Approvals progress update
  - 3.5 Scottish Power
  - 3.6 ScotRail
  - 3.7 Edinburgh Airport
    - 3.7.1 Eastfield Avenue
    - 3.7.2 City Entrance Gateway

## **4.0 Governance**

### 4.1 Project Team Payment Application Meetings

#### 4.1.1 Review of Application Procedures

#### 4.1.2 Minutes of Application Meetings

### 4.2 Certification, Working Decisions and Agreements

### 4.3 "22 week Time Bank" TCO

### 4.4 Cost Engineering Time Bank Certification

#### 4.4.1 Certification as at 4<sup>th</sup> October 2012

## **5.0 Edinburgh Gateway**

### 5.1 Programme

### 5.2 Instructions

### 5.3 Access Arrangements

#### 5.3.1 Scottish Water

#### 5.3.2 Network Rail

## **6.0 Project Threats and Opportunities**

### 6.1 Baird Drive

## **7.0 Cost Engineering**

Next Cost Engineering session to be called only when all 2011 Cost Engineering matters have been issued with TCOs

## **8.0 Programme**

## **9.0 Report to Council October 2012**

## **10.0 AOB**

### 10.1 Date of Next Meeting

**INTERVAL**

## **Lothian Buses / CEC Attendees Only**

**11.0 Interim Operating Agreement**

**12.0 Ticket Vending Machines**

**13.0 Communications / Site Visits**

**14.0 Staffing / Training**

**15.0 Airport Working Party**

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**Notes:** If you have any questions about the agenda or meeting arrangements, please contact Gavin King, Chief Executive's Office, The City of Edinburgh Council, Waverley Court, Level 2:7, 4 East Market Street, Edinburgh, EH8 8BG; ☎ 0131 5 [REDACTED] e-mail [gavin.king@edinburgh.gov.uk](mailto:gavin.king@edinburgh.gov.uk)

**Note of Meeting**

**Joint Project Forum and Principals**

**Edinburgh, 22 August 2012**

**Present:-** Sue Bruce (in the Chair), Alfred Brandenburger (Siemens), Alan Coyle (CEC), Ian Craig (Lothian Buses), Vic Emery (CEC), Martin Foerder (Bilfinger Berger), Richard Garner (CAF), Dr Jochen Keysberg (Bilfinger Berger), Alastair Maclean (CEC), Ainslie McLaughlin (Transport Scotland), Julie Owen (Siemens), Graeme Porteous (Transport Scotland), Dr Joerg Schnependahl (Siemens), Colin Smith (CEC) and Mark Turley (CEC)

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

Item No	Subject	Action Owner
1	<p><b>Previous Minute – 25 July 2012</b></p> <p>Sue Bruce advised that recent meetings with the Airport had taken place to discuss mutual interests and how CEC and the Airport could work together for the good of the city.</p> <p><b>Decision</b></p> <p>To approve the minute of 25 July 2012 as a correct record.</p>	
2  2.1	<p><b>Health and Safety Update</b></p> <p><b>Cascade Audit</b></p> <p>Colin Smith advised and confirmed that the cascade audit was not an additional tier of health and safety. The Audit would monitor whether the existing health and safety procedures were being followed.</p>	

Item No	Subject	Action Owner
2.2	<p><b>Recommendation from Turner and Townsend to appoint Health and Safety Monitor</b></p> <p>Turner and Townsend had recommended that an external and independent monitor be employed in regard to health and safety. The individual would be employed by CEC and would help ensure that the client was fulfilling its CDM duties.</p>	
<p><b>3</b></p> <p><b>3.1</b></p> <p><b>3.1.1</b></p>	<p><b>Key Points of Progress –</b></p> <p><b>Commissioning and Integration Of Trams – Siemens/CAF - DAS</b></p> <p>Alfred Brandenburger advised that there would be one Design Assurance Statement (DAS) with contributions from both CAF and BBS.</p> <p><b>ICP/Rogs</b></p> <p>Alfred Brandenburger advised that the testing and commissioning plan for section B had been approved.</p>	
<p><b>3.2</b></p> <p><b>3.2.1</b></p> <p><b>3.2.2</b></p>	<p><b>Third Party Consents / CEC Approvals</b></p> <p><b>Building Fixings</b></p> <p>Colin Smith advised that there were three outstanding building fixings to be agreed. Dundas and Wilson were acting on CEC's behalf. Alfred Brandenburger advised that the wording of two Building Fixing agreements had been agreed but not yet signed and that Alasdair Sim had been very helpful in pursuing the agreements for the building fixings.</p> <p>Colin Smith advised that Dundas and Wilson be given further time to gain the owners' agreements before the issue was escalated. Alastair Maclean agreed with this approach.</p> <p><b>Dublin Street Steps</b></p> <p>Colin Smith advised that the design and detail for the works on Dublin Street steps had been produced by SDS and passed to the publican who owns the public house that is adjacent to the Dublin Street steps. Legal Services in CEC were handling the agreement and the progress would be monitored.</p>	

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3.2.3	<p><b>Others on Critical Path</b></p> <p>Colin Smith stated that the completion of Section B was fast approaching. Elements of work under client control, such as TVMs etc, would be deferred for handover. Martin Foerder and Alfred Brandenburger agreed that this was a sensible approach and the Forum concurred.</p>	
<p>3.3</p> <p>3.3.1</p> <p>3.3.2</p> <p>3.3.3.</p>	<p><b>Network Rail</b></p> <p><b>Work Package Plans</b></p> <p>The work package plans were still progressing well. Discussions would soon commence with Network Rail on the resources needed on the Project going forward. Although the balance between maintaining sufficient resource and keeping costs low would be considered. Martin Foerder stated that by October CEC should be able to downscale the Network Rail resource and avoid any unnecessary cost.</p> <p><b>Sheet Piling Opportunity</b></p> <p>The railway embankment in the Murrayfield Corridor was in a poor condition which had led to the idea that the sheet piling in the area could be retained.</p> <p>Retaining the sheet piling had been investigated and the costs were approximately £250k. Martin Foerder advised that alternatives had been explored such as using ballast. It had been agreed that the Project would re-ballast the live part of the shunt line at a cost of approximately £40k - £70k. This would de-risk the Project but was considerably cheaper than retaining the sheet piling. Martin Foerder raised the potential of Network Rail requesting that the non-live shunt line be re-ballasted.</p> <p><b>Gateway and EGIP</b></p> <p>Colin Smith advised that there had been a useful session with Transport Scotland on the Edinburgh Gateway. It was highlighted at the meeting that the Network Rail Gateway Project could easily in part morph into the Tram Project and it should be kept as a separate project. Graham Porteous supported this and stated that Transport Scotland had discussed with Network Rail the importance of the separation of the</p>	

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	projects.	
<p><b>3.4</b></p>	<p><b>Scottish Water</b></p> <p>Colin Smith advised that discussion at control meetings over the previous two months had highlighted instances where Scottish Water had re-opened issues they had recently agreed.</p> <p>Three weeks ago a meeting was arranged with Scottish Water and Turner and Townsend. The CEC Project Team attended to observe and monitor the behaviours exhibited. Following this meeting Scottish Water visited Lochside and an agreement was reached over issues in Murrayfield. Days later Scottish Water re-visited what they had just agreed. Martin Foerder added that Scottish Water's behaviour of continually moving the 'goalposts' was very frustrating and affected Turner and Townsend as well as BBS' works.</p> <p>Sue Bruce stated that this issue would be escalated and a meeting would be held with Scottish Water's senior management.</p> <p>Sue Bruce enquired whether the liability for the Grosvenor Street sewer collapse had been resolved. Colin Smith said he would provide an update at the Tram Briefing meeting on 28 August 2012.</p> <p><b>Decision</b></p> <p>That Colin Smith would provide an update on the liability for the Grosvenor Street sewer collapse at the Tram Briefing meeting on 28 August 2012.</p>	
<p><b>3.5</b></p>	<p><b>Scottish Power</b></p> <p>No issues were raised.</p>	
<p><b>3.6</b></p> <p><b>3.6.1</b></p>	<p><b>ScotRail</b></p> <p><b>Depot and Shunting Line</b></p> <p>Colin Smith explained that the Project Team were at a disadvantage due to the previous project managers not undertaking a pre-start survey. This had resulted in it being hard to defend instances where the Tram project had been blamed for damage to infrastructure. The cheapest option with the damage to the ScotRail depot</p>	

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	was to agree minimum repair works. This would be undertaken. Pre-start surveys were now carried out with photographic evidence on all works since March 2011.	
<b>3.6.2</b>	<p><b>Temporary and Permanent Access</b></p> <p>The temporary access issue at ScotRail had now been resolved. Martin Foerder agreed that this was the case but stated that in his opinion the delay in reaching agreement had meant four weeks were lost in that area of work.</p>	
<p><b>3.7</b></p> <p><b>3.7.1</b></p> <p><b>3.7.2</b></p> <p><b>3.7.3</b></p>	<p><b>Edinburgh Airport</b></p> <p><b>Eastfield Avenue</b></p> <p>A comprehensive solution to the issues in Eastfield Avenue had been provided by Infraco. On the critical path was the LV cable and duct; but agreement was hoped to be reached by Monday 27 August at the latest.</p> <p>Martin Foerder highlighted that the additional strail had not yet been ordered due to the Airport needing to accept the solution. Colin Smith advised that Kevan Jamieson had only indicated this acceptance of the pedestrian solution the previous day (21/08/12).</p> <p><b>City Entrance Gateway</b></p> <p>A meeting would be scheduled with the Airport and Lothian Buses to discuss the airport as a gateway to the city. A sketch of possible proposals had been received by the Airport.</p> <p><b>Consents and Communications Protocol</b></p> <p>Colin Smith confirmed that this was in place and previously agreed with him. Alasdair Sim was to update and revise this protocol.</p> <p><b>Decision</b></p> <p>That Alasdair Sim would update and revise the Consents and Communications protocol for the Airport.</p>	



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<p><b>4</b></p> <p><b>4.1</b></p>	<p><b>Governance</b></p> <p><b>Project Team Payment Application Meetings</b></p> <p>There had been instances where Turner and Townsend had revised the figures in a valuation make up after it had been agreed. A meeting was then called with CEC, BBS and Turner and Townsend to discuss this issue. Turner and Townsend prepared the minute for the meeting but it was not agreed by the attendees. Colin Smith had agreed to rationalise the minute and attach it as an appendix to his opinion on the points raised which should stop this behaviour being repeated.</p> <p>There had also been reluctance from Turner and Townsend to issue a TCO for the 22 week time bank for the cost engineering exercise. They had asked for an instruction from the client to issue the TCO when it was expected that they would provide their professional advice on the issue.</p> <p>Martin Foerder said the non-issue of the TCO was causing concern as the first meeting to discuss the issue of the TCO was mid June and it was now the end of August. BBS had co-operated in good faith and this needed urgent attention.</p> <p>Sue Bruce enquired whether a meeting should be held with Turner and Townsend to emphasise the culture of the Project and the need to act in good faith. Colin Smith confirmed that the meeting should be arranged and he would speak to Turner and Townsend in the first instance.</p> <p>It was confirmed that a TCO was to be issued by T&amp;T after discussion with Colin Smith by the end of the week.</p>	
<p><b>4.2</b></p>	<p><b>Certification, Working Decisions and Agreements</b></p> <p>No issues raised.</p>	
<p><b>4.3</b></p>	<p><b>Decisions/Instructions Awaited</b></p> <p>No decisions or instructions outstanding.</p>	

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4.4	<p><b>Cost Engineering 'Time Bank' Saving Certificate</b></p> <p>Colin Smith advised that the current position of the 'time bank' was 11 weeks. However, the next certificate would be issued soon and it was likely that this would be reduced to 8-9 weeks. Martin Foerder added that the changed approach taken of leaving the bus station open in York Place should create further drawdown of the time bank.</p>	
5	<p><b>Edinburgh Gateway</b></p> <p>Colin Smith advised that the tender for the Edinburgh Gateway had gone out and the CEC Project Team had been given sight of the tender when sent out.</p> <p>It was stressed that the programme for the Edinburgh Gateway would not affect the Tram Project programme. Three items had been brought forward by CEC with TS agreement for the Edinburgh Gateway works including the attenuation tank. This had been successful and had provided valuable "front end" time.</p>	
6	<p><b>Project Threats and Opportunities</b></p> <p><b>6.1 Communications/Media - Overview</b></p> <p>Colin Smith stated that the meeting earlier that day with Councillor Hinds and the transport journalists had gone well. Councillor Hinds had been resolute in her responses around the completion date and the communications team had done a good job in organising the meeting.</p> <p><b>6.2 Stakeholders Overview</b></p> <p>Sue Bruce advised that there had been an increased emphasis on stakeholder engagement recently to enable the Council to meet the expectations of the public. Jim Davidson had been brought into the Council and would lead three teams covering media, enquiries and stakeholder engagement. There would also be monthly tram surgeries where the public could ask questions.</p> <p>Colin Smith advised that he had stopped instances where contractors would attend public meetings to allow continued focus on the construction project and</p>	

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6.3	<p>to ensure a consistent, unified message from the project team through the comms and stakeholder process now in place.</p> <p><b>Baird Drive</b></p> <p>Martin Foerder advised that a report had been prepared, reviewed by EnviroCentre and sent to SEPA approximately two weeks ago. SEPA had received it but indicated that it was not a high priority for them. Infraco had discussed the issue and agreed to ask for an update in mid September if they had not been informed of any progress. Ainslie McLaughlin advised that Transport Scotland would discuss with SEPA the priority of their response.</p> <p><b>Decision</b></p> <p>That Transport Scotland would discuss with SEPA the priority of their response.</p>	
7	<p><b>Cost Engineering – Next Review</b></p> <p>Colin Smith confirmed that the next cost engineering session would only be called when the change order for the 2011 cost engineering 22 week time bank exercise had been issued.</p>	
8	<p><b>Programme</b></p> <p>A small working group would be established involving BBS and CEC that would look at planning rather than programming. Agreed outcomes would then be shared with CAF and Lothian Buses. Richard Garner and Ian Craig stated they would be happy to co-operate. Colin Smith advised that a clear audit trail could be shown of the programme revisions agreed to date. Further client requests for change to design and traffic management should be avoided to help maintain cost and programme.</p>	
9	<p><b>Report to Council October 2012</b></p> <p>Colin Smith stated that the intention was to take a full picture of the Project's progress to the Council in October 2012 and to have a meeting with Infraco and CAF at the end of September 2012. Any changes to the planning of the works agreed with the contractors</p>	

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	<p>would not be a change to the contract. Martin Foerder stated that it was about co-operative working. There was no wish to extend the Project works although some works would take time after the main civils works had been completed. The programme indicates that the works in Shandwick Place would be completed in December 2013. However, it was likely that by the end of December 2012 the track would be completed. If it was opened to pedestrians there would have to be an understanding that on occasions it may have to re-close for certain works.</p> <p><b>Decision</b></p> <p>To discuss the planning of the project works in a small working group bound by a signed confidentiality agreement.</p>	
10	<p><b>AOCB</b></p> <p>The date of the next joint Project Forum was 4 October 2012, with the next Principals meeting on 21 November 2012.</p>	

<p><b>11</b></p>	<p><b>Interval – Lothian Buses/CEC Attendees Only</b></p> <p><b>OPERATING AGREEMENT</b></p> <p>Colin Smith stated that a meeting was to take place next week looking at the structure and purpose of the operating agreement and to put it in a legal form. The principles for it had been identified but not yet agreed. The deadline for the agreement was the end of the year.</p>	
<p><b>12</b></p>	<p><b>TICKET VENDING MACHINES</b></p> <p>Alan Coyle advised that there had been a day session, chaired by Turner and Townsend on TVMs. In regard to procurement, Colin Smith was in discussions with Almex, who were the preferred bidder. There was an IPR issue which was imperative to being resolved before a solution could be implemented. The aim was to have the TVMs issue resolved as soon as possible.</p> <p>Vic Emery enquired if the principles of the TVMs had been agreed such as how many would be procured, if they were watertight and where they would be located. Alan Coyle stated that there were three options, which were the bare minimum, the recommended option which included being able to use ride-a-card, cash and card and an optimum solution.</p> <p>Alan Coyle highlighted that a ticketing strategy was a bigger debate but it was important to identify what the ambition was for the City. Alastair Maclean stated that it was essential that any decision taken on TVMs was taken with a clear view on what was wanted and whether the present plans would fulfil the necessary requirements. If the current solution did not meet these demands then cognisance would have to be given to how the correct solution could be implemented.</p> <p><b>Decision</b></p> <p>That Alan Coyle provides an update to the Project Delivery Group.</p>	<p><b>Alan Coyle</b></p>

<b>13</b>	<b>COMMUNICATIONS/SITE VISITS</b>  Colin Smith explained that there had been a number of visits to the depot, with the demand increasing. There was a balance to be had between accommodating visits and ensuring that the operational requirements were not impacted. Ian Craig added that Edinburgh Trams were happy to accommodate as many visits as they could.  Ian Craig advised that a member of Lothian Buses' communications team had been seconded over to the Tram Project at Lothian Buses' cost. The arrangement was for two months but could be extended if necessary.	
<b>14</b>	<b>STAFFING/TRAINING</b>  Ian Craig stated that he, Colin Smith, Alan Coyle and Bill Campbell were interviewing the final two candidates for the General Manager post later that day. Controllers had been appointed and would commence at the beginning of September 2012. The initial stages of recruitment had commenced for two batches of four drivers. All recruitment was on schedule.	
<b>15</b>	<b>AIRPORT WORKING PARTY</b>  Colin Smith advised that for all parties there was a common goal of what was best for the city. The aim was to continue to build the relationship and a truck trip on the tram route would be a first step to build this relationship.	