

## Edinburgh Tram Project Update – version 1.7

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### Audit Committee

26 January 2012

#### 1 Purpose of report

- 1.1 The purpose of this report is to update the Audit Committee on progress on the Edinburgh Tram Project following Council approval on 2 September 2011 to progress the scheme to York Place.

#### 2 Background

- 2.1 On 2 September 2011, the Council approved officers' recommendations to progress the Edinburgh Tram Project to York Place.
- 2.2 Revised governance arrangements for the project were implemented as part of this decision. The revised governance arrangements included a requirement that general performance of the project be reported to the Audit Committee.

#### 3 Main report

##### 3.1 Contractual framework

The Settlement Agreement for the project was signed on 15 September 2011. The main features of the contractual arrangements were set out in a confidential appendix to the 30 June 2011 Council report and included:

- a lump sum price for the off street section between the airport and Haymarket subject to certain exceptions; and
- a measurement contract basis for the on street section which included the Council carrying certain risks, including those risks associated with utility diversions.

##### 3.2 New governance arrangements

- 3.2.1 The revised governance arrangements as reported to the Council on 25 August 2011 are now in place.
- 3.2.2 Revised arrangements are set out in Appendix 1 of this report.
- 3.2.3 The key features of the revised arrangements include:

- a quarterly principals' meeting;
- a monthly Joint Project Forum;
- a fortnightly Project Delivery Group;
- a weekly tram briefing meeting;
- political oversight by means of a monthly All Party Oversight Group and a quarterly Audit Committee; and
- representation by Transport Scotland at all levels of the project.

3.2.4 Attendees to these meetings are set out in detail at Appendix 1.

3.2.5 This is the first meeting of the Audit Committee since the new governance arrangements were implemented. All the other meetings are now well established.

3.2.6 The Joint Project Forum, chaired by the Chief Executive, which includes attendance of the principals from the Infraco consortium and CAF, has met on five occasions since the signing of the Settlement Agreement. The tone and content of the meetings have been very productive with no areas of contention raised. These meetings have further solidified the relationships that have been developing over the months since mediation and to date the parties have been acting in the spirit of partnership working.

3.2.7 The All Party Oversight Group has met on two occasions. The meetings have taken the form of a presentation from officers covering programme, progress and finance related matters.

3.2.8 The revised arrangements also include the role of an independent certifier.

3.2.9 Since the signing of the Settlement Agreement, the independent certifier has ruled on [x] matters in relation to commercial valuations and contractual interpretation. These matters have been brought to the certifier for either opinion or assessment. There have been no challenges to any of these assessments which would otherwise have required in escalation to the Joint Project Forum.

3.2.10 Following the Chief Executive's report on service realignment to the Council on 22 December 2011 the new Senior Responsible Officer will be Colin Smith who has been seconded to the Council and who is also acting as independent certifier. [Are we wise to include this in a document that will get press attention if BBS and Senior Cllrs are already relaxed about it?]

### 3.3 **Transition from tie Ltd**

3.3.1 Following the decision of the Council to appoint Turner and Townsend as project managers, the process of winding down tie Ltd is underway.

3.3.2 As at the date of signing the settlement agreement tie Ltd employed 29 staff at a total cost of £1.9m. At that point, there had already been an initial phase of

voluntary redundancies which reduced the staffing compliment of tie Ltd from circa 60 staff to 29.

- 3.3.3 Since then 18 staff have accepted voluntary redundancy. The total cost of both phases of voluntary redundancy was £2.3m.
- 3.3.4 A small number of remaining tie Ltd employees have transferred to Turner and Townsend and the Council respectively.
- 3.3.5 The tie Ltd office at Citypoint is now vacant with arrangements currently being made to terminate the lease for the building.
- 3.3.6 Arrangements have been made either to terminate tie Ltd's contractual arrangements or transfer the remaining arrangements to the Council. The Infraco contract was assigned to the Council on the 12 December 2011.

### **3.4 Programme**

- 3.4.1 Since signing the Settlement Agreement, significant progress has been made across the full construction site.
- 3.4.2 A significant milestone for the project occurred on 16 December 2011, when the depot building was transferred to the ownership of the Council. In addition, on the 9 December 2011, testing of five tram vehicles commenced on the mini test track at the depot.
- 3.4.3 A high level master programme assessment has been conducted by Turner and Townsend. The result of this exercise is summarised in the key milestones schedule included in Appendix 2 of this report.
- 3.4.4 The impact of adverse weather and utility diversions require close management as these issues could impact on the overall client target programme.
- 3.4.5 Parties are continuing to work together to review and revise the programme for the betterment of the project, examining restraints and resources in the client target programme. Risks are being identified at the earliest possible time and managed to ensure the minimal effect on the overall project completion date.
- 3.4.6 Key programme and construction activities are summarised below:

#### **(a) Princes Street**

(i) The remedial works to the track and supporting slab resumed on 3 January 2012. The completion of the track between Waverley Bridge and South St David Street prior to the Christmas embargo in 2011 has allowed traffic to switch from South St Andrew Street to South St David Street to facilitate the start of works in early 2012.

(ii) In order to allow construction of the track from Waverley Bridge to St Andrew Square it has also been necessary locally to narrow Princes Street to one lane working under two-way traffic lights. This arrangement began on [7]

January 2012. Because of the limited space, only buses are permitted to use that section and taxis and general traffic are being diverted. These arrangements have been designed to accommodate the access requirements for the Waverley Steps project.

### **(b) St Andrew Square Works**

(i) Works on the east side of St Andrew Square commenced with a road closure on [7] January 2012 with traffic diverted via the west side of the square. Pedestrian crossing points have been created through the works at key points. Local access is permitted on adjoining streets for local businesses, with loading areas created adjacent to the works and logistical support provided to help local businesses with loading and unloading. A signage system was put in place to assist pedestrians in the area.

(ii) Initial works comprising of advanced utility diversion works have begun, with the main infrastructure works commencing in mid-February 2012. The construction works on the east side of St Andrew Square is planned to be complete by the end of 2012.

### **(c) Shandwick Place**

(i) Shandwick Place will require to be closed to all traffic between Manor Place and Lothian Road from 14 January 2012. Buses are diverted via the West Approach Road for those heading west and via Melville Street heading east. Eastbound general traffic is being diverted locally to Magdala Crescent, Palmerston Place and Melville Street, whilst westbound traffic being diverted via the West Approach Road and Morrison Link. A signage strategy will be in place to warn drivers of the changes well in advance.

(ii) The east side of the Charlotte Square has become two-way, with the west side being used for access only.

(iii) Local access arrangements have been maintained. In order to make provision for businesses, loading areas have been created adjacent to the works and logistical support will be provided to help local businesses with loading and unloading.

(iv) Pedestrians will be diverted locally around Atholl Crescent and Coates Crescent when works are being carried out on the gardens. Pedestrian crossing points will also be created at both ends of the site and in the vicinity of Stafford Street.

(v) Similar to St Andrew Square, to mitigate delays to the main infrastructure works, utility works are being carried out prior to main infrastructure works commencing in mid-March 2012.

### **3.5 Budget**

- 3.5.1 The budget approved by Council for the project was set at £776m. The budget allowance included a base budget of £742m and a risk allowance of £34m.
- 3.5.2 Expenditure to date is [£521m] and there has been approximately [£1m] drawn down against risk, leaving a balance of £33m in the risk allowance.
- 3.5.3 A full breakdown of the amount drawn down against risk is set out in Appendix 3. This is primarily attributed to finalisation of historic design items on the off street section that required valuation in the period from mediation to signing of the settlement agreement.
- 3.5.4 The project remains on budget but there is a forecast variance of £4.54m for which allowance has been made in the project risk allowance.
- 3.5.5 A detailed breakdown of that variance is shown at Appendix 4. Management action is being taken to reduce the potential impact of the forecasted cost increases. This will be reported to the next Audit Committee.
- 3.5.6 In addition there is a major work stream currently underway to examine cost engineering opportunities for the project, in accordance with the Council motion of 2 September 2011 which instructed the Chief Executive to pursue further mitigation of risk prior to settlement and beyond.
- 3.5.7 The extent of these opportunities are currently being quantified and due diligence being undertaken on the feasibility of a number of traffic management changes to allow programming efficiencies to be made.

### **3.6 Preparation for operations**

- 3.6.1 Lothian Buses are now fully engaged within the project governance structure. The Managing Director of Lothian Buses is an attendee at the Joint Project Forum and also attends, with the Operations Director of Lothian Buses, the relevant project control meetings.
- 3.6.2 Lothian Buses have seconded 5 staff for training, testing and commissioning and have indicated that they now have in place the structure and resource to take forward their role as the proposed operator of the tram network
- 3.6.3 Detailed terms of that role are presently being discussed with Lothian Buses. The outcome of these discussions will be reported to the next Audit Committee.

### **3.7 Moray Feu complaint to the Aarhus Convention Complaints Committee**

- 3.7.1 The Moray Feu Traffic Subcommittee lodged a complaint in 2010 with the United Nations on the grounds that the City of Edinburgh Council had contravened the Aarhus Convention. The convention seeks to ensure that ordinary people have “access to justice” especially in environmental issues. The Moray Feu’s primary concern was that they had been denied access to environmental data and thereby to justice.

3.7.2 The Aarhus Convention Compliance Committee considered written submissions from the Moray Feu and from the City of Edinburgh Council and called the hearing to seek clarification on a number of issues. The UK were represented by Defra on the day. The conclusion of the full-day hearing was that the Committee still had a number of questions which they require clarification on, we are awaiting contact. The Chair's intention was that they should receive responses by mid-January. The City of Edinburgh Council, Scottish Government and Defra will address the questions when received.

3.7.3 The ACCC have not advised when they will publish their findings

### **3.8 Open for business [DA to amend/redraft]**

3.8.1 Budget allowance of £355,000 was agreed by Council at the meeting of 2 September 2011, in addition to the £90,000 already committed to fund 3 Town Centre Coordinators (TCCs), through 2012/13. The Tram Animation Group, which is made up of key representatives of Council services and external stakeholders representing the business community then considered how this funding allocation could best be spent to maximise support for in particular, small and medium sized enterprises whilst encouraging footfall into the city centre during the construction period. A set of priorities were identified to ensure that these objectives are fulfilled.

## **4 Financial implications**

4.1 The budget for the completion of the project is £776m. To date expenditure is [£521m]. £1m has been drawn down against the project risk allowance.

4.2 Since approval of the project budget on September 2011, there are a number of items and issues that have resulted in a forecast variance totalling £4.54m. This is primarily attributable to the requirement for a revised programme following the Council decision making process in August/September 2011.

## **5 Environmental impact**

5.1 Reference is made to the council reports of 16 May, 30 June and 25 August 2011.

## **6 Conclusions**

6.1 Good progress has been made on the project since signing the Settlement Agreement. The new governance arrangements have been working well, building on the relationship developed between the Council and the contractors.

6.2 The project remains on budget and forecast variances and cost engineering proposals are being addressed/considered and will be reported to future meetings of the Audit Committee.

## 7 Recommendations

To note the report.

**Sue Bruce**  
Chief Executive

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Appendices

- 1 Revised governance structure
- 2 Key milestones
- 3 Amounts drawn down against risk
- 4 Financial Summary

Contact/tel/Email

Wards affected

Single Outcome  
Agreement

Background  
Papers

Appendix 1 – Project governance structure

**FINAL  
v9**

**TRAM  
governance structures**

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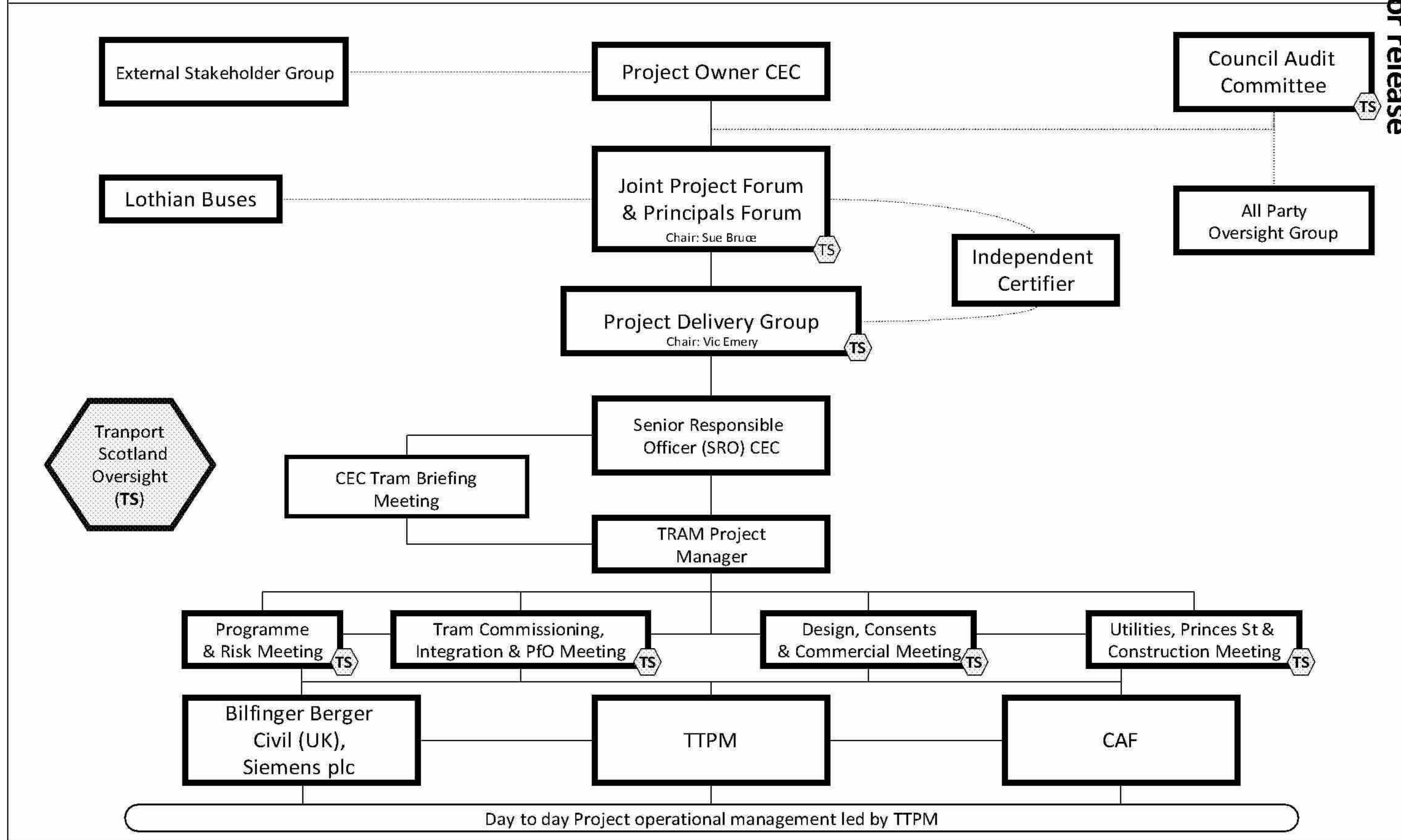


# Appendix 1 – Project governance structure

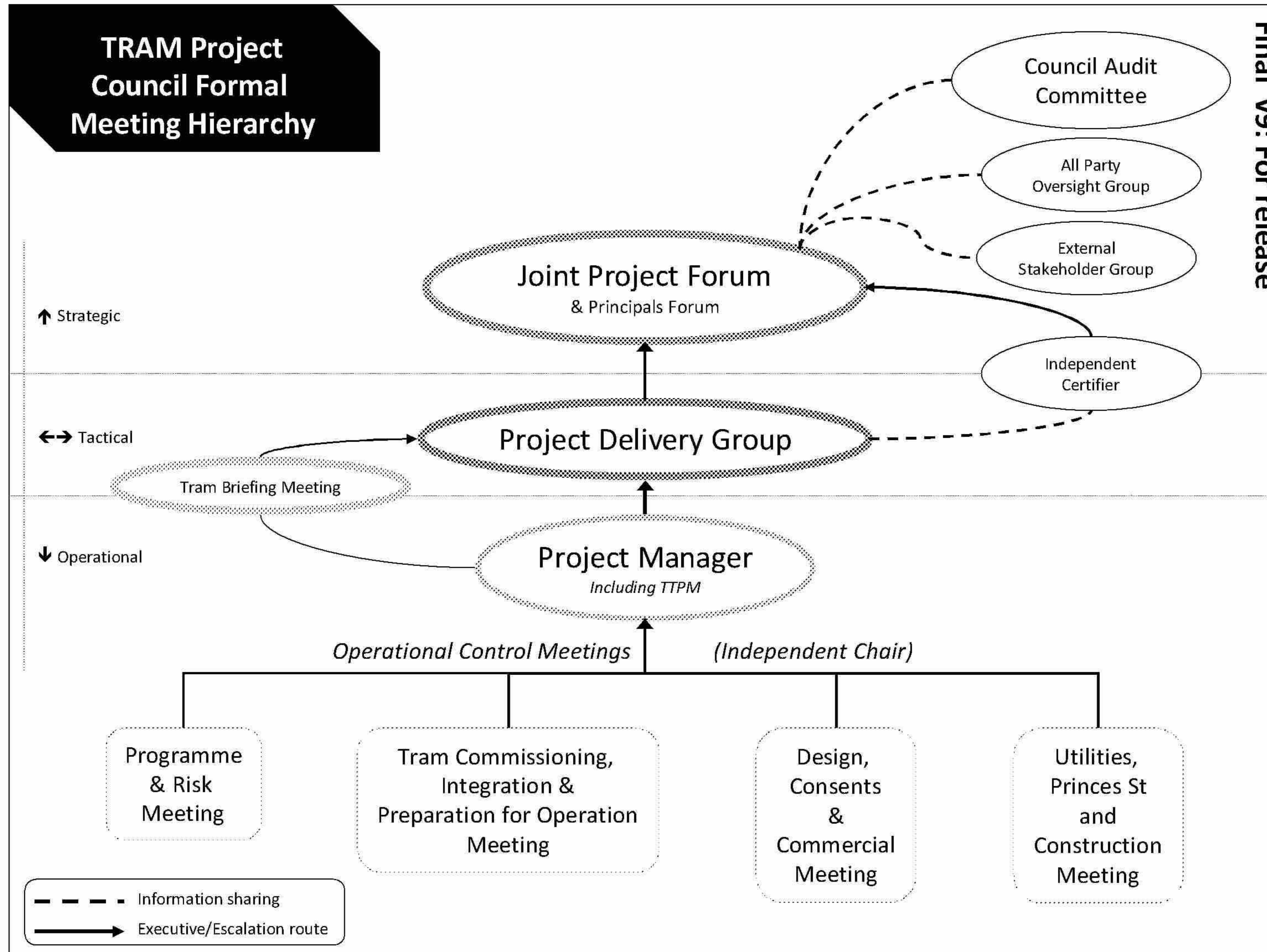
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## Governance Structure

as agreed at Council 25 August 2011 and 2 September 2011



# Appendix 1 – Project governance structure

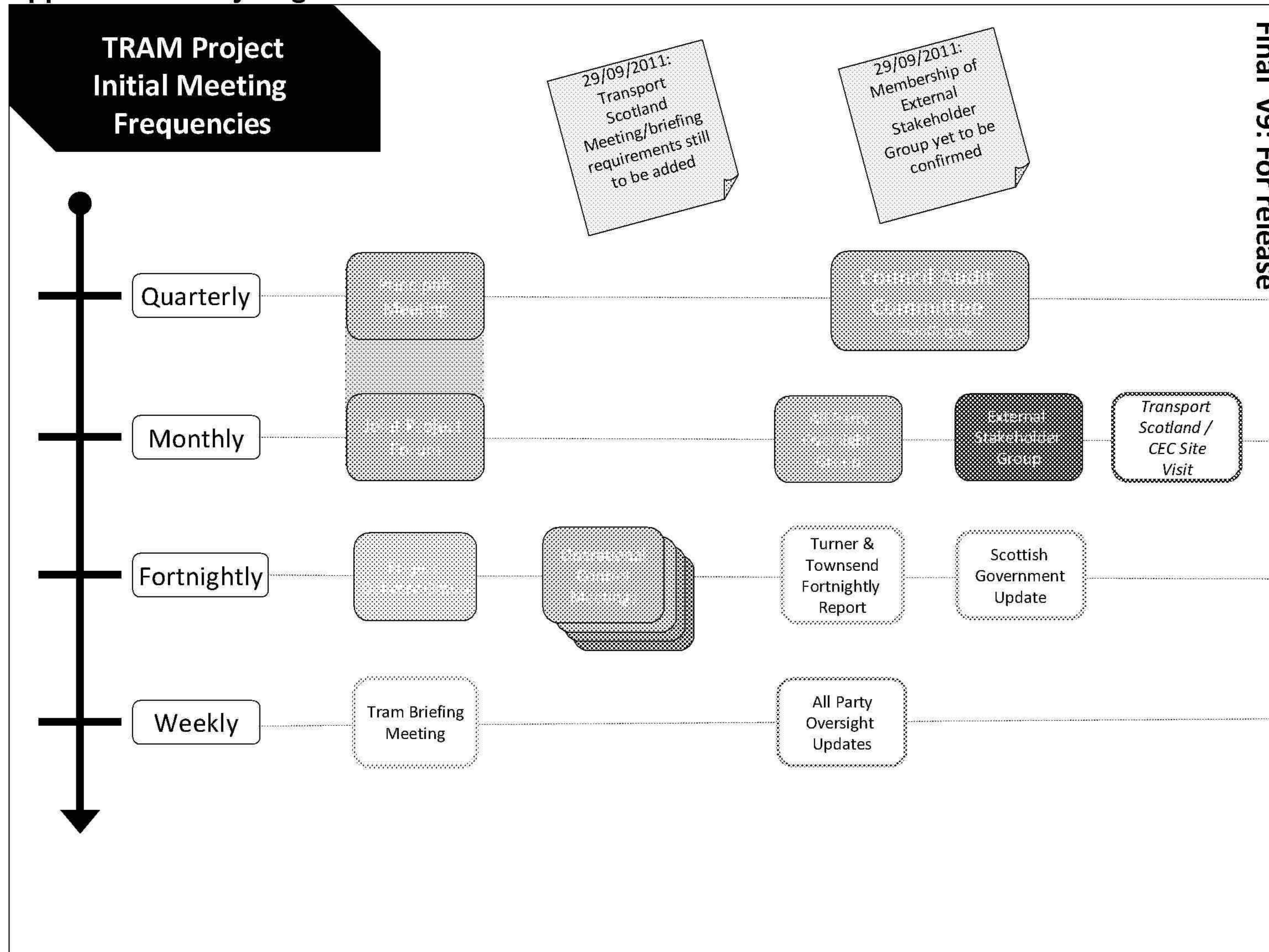


**Appendix 1 – Project governance structure**

**Final v9: For release**

# Governance meeting diary

Appendix 1 – Project governance structure



# Governance meeting terms of reference

**Appendix 1 – Project governance structure**

TRAM Project Meeting Descriptor		Meeting title: Joint Project Forum & <i>Principals Forum</i>	
<p><b>Chairmanship:</b></p> <p><b>Vice Chairmanship:</b></p> <p><b>Location for meeting:</b></p> <p><b>Day held</b></p> <p><b>Frequency</b></p> <p><b>Duration</b></p> <p><b>Meeting Purpose</b></p> <p><b>Decisions expected</b></p> <p><b>Escalation</b></p> <p><b>Reporting Route</b></p> <p><b>Agenda Issued</b></p>	<p>Council Chief Executive Vic Emery</p> <p>Waverley Court</p> <p>Wednesday (18/10/2011)</p> <p>Monthly/<i>Quarterly</i></p> <p>1 hour 30 minutes</p> <p>To provide clear strategic leadership and direction to the project</p> <ul style="list-style-type: none"> <li>• Confirmation of project progress</li> <li>• Resolution of escalated issues</li> </ul> <p>N/A</p> <ol style="list-style-type: none"> <li>1. Council Audit Committee</li> <li>2. Scottish Ministers</li> </ol> <p>Three days in advance</p>	<p><b>Standard Attendee List</b></p> <p>Sue Bruce</p> <p>Vic Emery</p> <p>Alastair Maclean</p> <p>Dave Anderson</p> <p>Colin Smith</p> <p>Martin Foerder</p> <p>Alfred Brandenburger</p> <p>Richard Garner</p> <p>Ainslie McLaughlin</p> <p>Chris Walton</p> <p>Lucy Adamson</p>	<p><b>Principals Invited Quarterly</b></p> <p><i>Dr Keysberg</i></p> <p><i>Dr Schneppendahl</i></p> <p><i>Antonio Campos</i></p>
		<p><b>Standard Agenda Items</b></p> <ol style="list-style-type: none"> <li>1. Consolidated Project Update Highlight Report</li> <li>2. Escalated Issues</li> <li>3. Key Milestones due in next quarter</li> <li>4. Communications</li> </ol>	
<p><b>Control copy of Agendas and Minutes &amp; Papers to be provided to Andy Conway</b></p>			

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## Appendix 1 – Project governance structure

TRAM Project Meeting Descriptor		Meeting title: Project Delivery Group									
<p><b>Chairmanship:</b> <b>Vice Chair:</b></p> <p><b>Location for meeting:</b></p> <p><b>Day held</b></p> <p><b>Frequency</b></p> <p><b>Duration</b></p> <p><b>Meeting Purpose</b></p> <p><b>Decisions expected</b></p> <p><b>Escalation</b></p> <p><b>Reporting Route</b></p>	<p>Vice Chair Joint <b>Project</b> Forum Senior Responsible Officer</p> <p>Lochside</p> <p>tbc</p> <p><b>Fortnightly</b></p> <p>2 hours</p> <p>To manage the operational delivery of the project and report on progress against programme and budget.</p> <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> <p>Joint <b>Project</b> Forum</p> <p>1. Joint <b>Project</b> Forum</p>	<p><b>Standard Attendee List</b></p> <table border="0"> <tr> <td>Vic Emery</td> <td>Alan Coyle</td> </tr> <tr> <td>Dave Anderson</td> <td>Lynn McMath</td> </tr> <tr> <td>Colin Smith</td> <td>Lucy Adamson</td> </tr> <tr> <td>Bob McCafferty</td> <td>Andy Conway</td> </tr> </table> <p><b>BBS reps [tbc]</b></p> <p>Richard Garner</p> <p>Graham Porteous (TS)</p> <p>Ian Craig/Bill Campbell</p> <p>Julian Weatherley (T&amp;T)</p> <p>Nick Smith</p>	Vic Emery	Alan Coyle	Dave Anderson	Lynn McMath	Colin Smith	Lucy Adamson	Bob McCafferty	Andy Conway	<p><b>Standard Agenda Items</b></p> <ol style="list-style-type: none"> <li>1. Project Update Highlight Reports               <ol style="list-style-type: none"> <li>a. Programme</li> <li>b. Budget</li> </ol> </li> <li>2. Issues for Escalation</li> <li>3. Communications</li> </ol>
Vic Emery	Alan Coyle										
Dave Anderson	Lynn McMath										
Colin Smith	Lucy Adamson										
Bob McCafferty	Andy Conway										
<p><b>Control copy of Agendas and Minutes &amp; Papers to be provided to Andy Conway</b></p>											

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## Appendix 1 – Project governance structure

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

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## Appendix 1 – Project governance structure

TRAM Project Meeting Descriptor		Meeting title: Tram Commissioning, Integration & Preparation for Operation Meeting																																
<p><b>Chairmanship:</b> <b>Vice Chair:</b></p> <p><b>Location for meeting:</b></p> <p><b>Day held</b></p> <p><b>Frequency</b></p> <p><b>Duration</b></p> <p><b>Meeting Purpose</b></p> <p><b>Decisions expected</b></p> <p><b>Escalation</b></p> <p><b>Reporting Route</b></p>	<p>Independent Certifier <i>Alan Coyle</i></p> <p>Lochside</p> <p>Wednesday (5/10/2011)</p> <p>Fortnightly</p> <p>1 hour</p> <p>To ensure efficient delivery, commissioning and integration of the total tram system to an operational state.</p> <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> <p>Project Delivery Group</p> <ol style="list-style-type: none"> <li>1. CEC Internal Weekly Review Meeting</li> <li>2. Project Delivery Group</li> </ol>	<table border="1"> <thead> <tr> <th colspan="2" style="text-align: left;">Standard Attendee List</th> <th style="text-align: left;">Distribution</th> </tr> </thead> <tbody> <tr> <td>Colin Smith</td> <td>Steve Westwood</td> <td>Dave Anderson</td> </tr> <tr> <td>Martin Foerder</td> <td>Michael Wilken</td> <td>Marshall Poulton</td> </tr> <tr> <td>Stefan Rotthaus</td> <td>Martyn Ayres</td> <td>Kevin Russell</td> </tr> <tr> <td>Jim Donaldson</td> <td><b>Bill Campbell/Ian Craig</b></td> <td>Eddie Inglis</td> </tr> <tr> <td>David Steele</td> <td>Transport Scotland Rep TBC</td> <td>Patrick Scully</td> </tr> <tr> <td>Alastair Richards</td> <td></td> <td></td> </tr> <tr> <td>Alfred Brandenburger</td> <td></td> <td></td> </tr> <tr> <td>Julian Weatherley</td> <td></td> <td></td> </tr> <tr> <td>Pall Palsson</td> <td></td> <td></td> </tr> </tbody> </table>			Standard Attendee List		Distribution	Colin Smith	Steve Westwood	Dave Anderson	Martin Foerder	Michael Wilken	Marshall Poulton	Stefan Rotthaus	Martyn Ayres	Kevin Russell	Jim Donaldson	<b>Bill Campbell/Ian Craig</b>	Eddie Inglis	David Steele	Transport Scotland Rep TBC	Patrick Scully	Alastair Richards			Alfred Brandenburger			Julian Weatherley			Pall Palsson		
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<p><b>Standard Agenda Items</b></p> <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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## Appendix 1 – Project governance structure

TRAM Project Meeting Descriptor		Meeting title: Design, Consents & Commercial Meeting	
<p><b>Chairmanship:</b> <b>Vice Chair:</b></p> <p><b>Location for meeting:</b></p> <p><b>Day held</b></p> <p><b>Frequency</b></p> <p><b>Duration</b></p> <p><b>Meeting Purpose</b></p> <p><b>Decisions expected</b></p> <p><b>Escalation</b></p> <p><b>Reporting Route</b></p>	<p>Independent Certifier <i>Alan Coyle or senior representative of Hg Consulting for Valuation and Certifiers Review meetings</i></p> <p>Lochside</p> <p>Wednesday (5/10/2011)</p> <p>Fortnightly</p> <p>1 hour</p> <p>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)</p> <p>All draft and agreed change orders and their cost consequences are recorded and reported to the client and the contractor.</p> <p>Project Delivery Group</p> <p>1. CEC Internal Weekly Review Meeting 2. Project Delivery Group</p>	<p><b>Standard Attendee List</b></p> <p>Colin Smith                      Alan Coyle</p> <p>Simon Nesbitt                      Julian Weatherley</p> <p>Martin Foerder                      Gary Easton</p> <p>David Gough</p> <p>David Steele</p> <p>Alfred Brandenburger</p> <p>Axel Eickhorn</p> <p>Bob McCafferty</p> <p>Andy Conway</p> <p>Dennis Murray</p> <p>Alan Bowen</p> <p>Michael Wilken</p> <p>Shabu Dedhar</p>	<p><b>Distribution</b></p> <p>Jason Chandler</p> <p>Dave Anderson</p> <p>Marshall Poulton</p> <p>Kevin Russell</p> <p>Patrick Scully</p>
<p><b>Standard Agenda Items</b></p> <p>1. Review of design consents Report</p> <p>2. Commercial Consequences of Change and liability identification</p> <p>3. Monthly Valuation and Certifiers Review</p>			
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## Appendix 1 – Project governance structure

TRAM Project Meeting Descriptor		Meeting title: Utilities, Princes St and Construction Meeting	
<b>Chairmanship:</b>	Independent Certifier	<b>Standard Attendee List</b>	
<b>Vice Chair:</b>	<i>Alan Coyle</i>		
<b>Location:</b>	Lochside	<b>Distribution</b>	
<b>Day held</b>	Tuesday (4/10/2011)		
<b>Frequency</b>	Fortnightly	<ul style="list-style-type: none"> <li>Kevin Russell</li> <li>Dave Anderson</li> <li>Steve Westwood</li> <li>Graham Robertson</li> <li>Steve Westwood</li> <li>Klaus Dieker</li> <li>Lynn McMath</li> <li>Marshall Poulton</li> <li>Dennis Murray</li> </ul>	
<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>Standard Agenda Items</b> <ol style="list-style-type: none"> <li>1. Identification of utilities clashes</li> <li>2. Solution coordination</li> <li>3. Traffic management</li> <li>4. Stakeholder requirements</li> <li>5. Resolution of Construction Blockers</li> <li>6. Review of NCR Register</li> </ol>	
<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>Control copy of Agendas and Minutes &amp; Papers to be provided to Andy Conway</b>	
<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>		

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## Appendix 1 – Project governance structure

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	Graham Porteous
<b>Duration</b>	1 hour	Dave Anderson	Julian Weatherley
<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	Gary Easton
<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	<i>Others as required</i>
<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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# Other meeting descriptors

## Appendix 1 – Project governance structure

TRAM Project Meeting Descriptor		Meeting title: All Party Oversight Group	
<b>Chairmanship:</b>	Council Leader	<b>Standard Attendee List</b> Councillor Dawe (LD) Sue Bruce Councillor Cardownie (SNP) Dave Anderson Councillor Burns (LAB) Alastair Maclean Councillor Balfour (CON) Karen Kelly Councillor Burgess (GR) Councillor Mackenzie (LD) Councillor Hinds (LAB) Councillor Jackson (CON) Councillor Johnstone (GR)	
<b>Vice Chair:</b>	Senior Responsible Officer		
<b>Location for meeting:</b>	City Chambers (room TBC)		
<b>Day held</b>	Monday 03/10/2011		
<b>Frequency</b>	Monthly		
<b>Duration</b>	1 hour		
<b>Meeting Purpose</b>	To provide updates on Tram project progress, current issues and the Open for Business activities		
<b>Decisions expected</b>	<ul style="list-style-type: none"> <li>• Confirmation of project progress</li> <li>• Identification of additional information required</li> <li>• Confirmation of Open for Business activities</li> </ul>		
<b>Escalation</b>	N/A		
<b>Additional Briefings</b>	1. Regular electronic briefing to be issued to elected members between meetings		
		<b>Standard Agenda Items</b> 1. Project Update Highlight Report 2. Current Issues 3. Open for Business Update	
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## Appendix 1 – Project governance structure

TRAM Project Meeting Descriptor		Meeting title: External Stakeholder Group																																					
<b>Chairmanship:</b>	Director of City Development	<b>Standard Attendee List</b> <table border="0"> <tr> <td>Andrew Coulton</td> <td>Brian Doneghan</td> <td>Jonathan Bowman</td> </tr> <tr> <td>Calum Mackinnon</td> <td>Anthony Jackson</td> <td>Gordon Drummond</td> </tr> <tr> <td>Brian Bell</td> <td>Michael Bulman</td> <td>Simon Newby</td> </tr> <tr> <td>Barry Matheson</td> <td>A Campbell</td> <td>Martin Dobson</td> </tr> <tr> <td>Denzil Skinner</td> <td>Robin Worsnup</td> <td>Serena King</td> </tr> <tr> <td>Gordon Henderson</td> <td>Louise Masson</td> <td>Paul White</td> </tr> <tr> <td>Graham Birse</td> <td>David Welch</td> <td>Paul Thomas</td> </tr> <tr> <td>James Fraser</td> <td>Ian Webster</td> <td>Faith Liddell</td> </tr> <tr> <td>Josh Miller</td> <td>Christine Gonsalves</td> <td></td> </tr> <tr> <td>Any Neal</td> <td>Lucy Bird</td> <td></td> </tr> <tr> <td>Malcolm Cannon</td> <td></td> <td></td> </tr> <tr> <td>Michael Apter</td> <td></td> <td></td> </tr> </table>		Andrew Coulton	Brian Doneghan	Jonathan Bowman	Calum Mackinnon	Anthony Jackson	Gordon Drummond	Brian Bell	Michael Bulman	Simon Newby	Barry Matheson	A Campbell	Martin Dobson	Denzil Skinner	Robin Worsnup	Serena King	Gordon Henderson	Louise Masson	Paul White	Graham Birse	David Welch	Paul Thomas	James Fraser	Ian Webster	Faith Liddell	Josh Miller	Christine Gonsalves		Any Neal	Lucy Bird		Malcolm Cannon			Michael Apter		
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Josh Miller	Christine Gonsalves																																						
Any Neal	Lucy Bird																																						
Malcolm Cannon																																							
Michael Apter																																							
<b>Location for meeting:</b>	Tbc																																						
<b>Day held</b>	Tbc																																						
<b>Frequency</b>	Monthly																																						
<b>Duration</b>	1 hour																																						
<b>Meeting Purpose</b>	To ensure key stakeholder groups across the city remain informed of progress on the Tram Project and to allow a formal channel through which key issues can be raised.																																						
<b>Decisions expected</b>	None																																						
<b>Escalation</b>	Tram Review Meeting																																						
<b>Reporting Route</b>	<ol style="list-style-type: none"> <li>1. Project Delivery Group</li> <li>2. Tram Review Meeting</li> </ol>																																						
		<b>Standard Agenda Items</b> <ol style="list-style-type: none"> <li>1. Programme Update</li> <li>2. Key Milestones due in next month</li> <li>3. Open for Business Programme</li> <li>4. Issues arising</li> </ol>																																					
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## Appendix 1 – Project governance structure

TRAM Project Meeting Descriptor		Meeting title: <b>City Centre elected Members Briefing</b>
<p><b>Chairmanship:</b> Director of City Development</p> <p><b>Location for meeting:</b> Tbc</p> <p><b>Day held</b> Tbc</p> <p><b>Frequency</b> Monthly</p> <p><b>Duration</b> 30 minutes</p> <p><b>Meeting Purpose</b> To ensure city centre elected Members remain informed of progress on the Tram Project and to allow a formal channel through which key issues can be raised.</p> <p><b>Decisions expected</b> None</p> <p><b>Escalation</b> Tram Briefing Meeting</p> <p><b>Reporting Route</b></p> <ol style="list-style-type: none"> <li>1. Project Delivery Group</li> <li>2. Tram Briefing Meeting</li> </ol>	<p><b>Standard Attendee List</b></p> <p>Joanna Mowat</p> <p>Charles Dundas</p> <p>Alastair Rankin</p> <p>Lynn McMath</p> <p>Dave Anderson</p>	
<p><b>Standard Agenda Items</b></p> <ol style="list-style-type: none"> <li>1. Programme Update</li> <li>2. Key Milestones due in next month</li> <li>3. Open for Business Programme</li> <li>4. Issues arising</li> </ol>		
<p><b>Control copy of Agendas and Minutes &amp; Papers to be provided to Andy Conway</b></p>		

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## Appendix 2 – Key milestone schedule

The Overall Client Target Programme covers the following key sections:

Location	Work	Start Date	Finish Date
<b>York Place</b>	<b>All</b>	<b>Q.3 2012</b>	<b>Q.1 2014</b>
	Traffic Management	Q.3 2012	Q.4 2013
	Road/Track Works	Q.3 2012	Q.4 2013
	Overhead lines and electrification works	Q.3 2013	Q.1 2014
<b>St Andrew Square</b>	<b>All</b>	<b>Q.1 2012</b>	<b>Q.1 2014</b>
	Road Closure	Q.1 2012	Q.4 2012
	Traffic Management	Q.1 2012	Q.4 2012
	Road/Track Works	Q.1 2012	Q.1 2014
	Overhead lines and electrification works	Q.3 2012	Q.1 2014
<b>Princes Street</b>	<b>All</b>	<b>Q.4 2011</b>	<b>Q.1 2014</b>
	Traffic Management	Q.4 2011	Q.3 2012
	Road/Track Works	Q.4 2011	Q.3 2012
	Overhead lines and electrification works	Q.4 2011	Q.1 2014
<b>Shandwick Place</b>	<b>All</b>	<b>Q.1 2012</b>	<b>Q.1 2014</b>
	Road Closure	Q.1 2012	Q.2 2013
	Traffic Management	Q.1 2012	Q.4 2013
	Road/Track Works	Q.1 2012	Q.4 2013
	Overhead lines and electrification works	Q.2 2013	Q.1 2014
<b>Haymarket Junction</b>	<b>All</b>	<b>Q.4 2011</b>	<b>Q.1 2014</b>
	Traffic Management	Q.4 2011	Q.3 2013
	Road/Track Works	Q.4 2011	Q.3 2013
	Overhead lines and electrification works	Q.2 2013	Q.1 2014

### Appendix 3 – Amounts drawn down against risk

#### Infraco Contract – Change Register

Location	Description	On Street / Off Street	Agreed Cost for Approved Contract Changes £
Hawthornevale Cycle Link	Change the design to widen the footway alongside the south side of Lindsay Road	Off Street	£20,020.51
Ocean Drive Footway	Amend the design of Ocean Drive to reinstate the footpath to the north of Ocean Drive	Off Street	£10,230.82
Depot Access Bridge	Amend the design of the OLE at the Depot Access Bridge to enable construction of the Depot	Off Street	£67,646.03
Blenheim Place	Review of the banned right turn into Blenheim Place as part of the design for Section 1C2 roads	Off Street	£46,247.09
York Place Terminal Point	Production of a feasibility report, initial feasibility design for option ii), run time modelling etc	Off Street	£228,652.80
The Mound	Design for providing a new cycleway from the Mound to Princes Street	Off Street	£9,436.93
St Andrew's Square	Provide a clarification report and completion of the St. Andrew's Square Public Realm design	Off Street	£133,075.48
Eastfield Avenue	Obtain EAL approval for the highways design drawings at Eastfield Avenue tram crossing	Off Street	£10,025.09
Cathedral Lane Substation	Design of Cathedral Lane Substation	Off Street	£233,595.67
Murrayfield	Murrayfield Accommodation Works		
Gogar Lane	Storm Water Connection from Gogar Lodge to the landowners new septic tank	Off Street	£5,750.46
Ocean Terminal	Re-design of Ocean Terminal Bypass Road	Off Street	£53,685.15
Airport to Gyle	Tram Delivery Temporary Works	Off Street	£6,878.44
Section 6 - Depot Access Road	Amend the design of the Depot Road turning head as per RDC191. Otion 2	Off Street	£27,000.00
Edinburgh Park	Extension to Edinburgh Park Office to accommodate CEC / Transport Scotland	Off Street	£159,900.00
<b>Total</b>			<b>£1,012,144.47</b>

## Appendix 4 – Financial summary

Edinburgh Trams - Base budget forecast as at January 2012

Area	Budget (2-9-11) £m	AFC £m	Variance £m	Notes
Infraco contract- off street	360.06	360.06	0.00	
Infraco contract- on street	38.80	40.40	1.60	The budget approved on 2 September 2011 was prepared on the basis of the Revision 3a programme. Following the Council's decision making process in August/September 2011, it was necessary for a new programme (revision 4) to be agreed. That resulted in a change to the anticipated cost and time for the project.
Tram vehicles	62.40	63.63	1.23	As above.
Project Management	112.00	114.00	2.3	Additional costs of tie VR included at £2.7m.
Preparing for Operations	12.07	12.07	0.00	-
Land and Property	23.23	23.50	0.27	Primarily the result of requirement to buy additional land at Roseburn viaduct.
Other project costs (eg historic utilities and design)	134.37	133.51	-0.86	Management action to negotiate down design costs.
<b>Base Cost</b>	<b>742.93</b>	<b>747.87</b>	<b>4.54</b>	