

Project Delivery Group

AGENDA

Date: 17 January 2013
Time: 8.00 am
Venue: Chief Executive's Board Room, Waverley Court

Attendees:

Vic Emery (Chair)	The City of Edinburgh Council	vicemery@edinburgh.gov.uk
Sue Bruce	The City of Edinburgh Council	Sue.bruce@edinburgh.gov.uk
Alastair Maclean	The City of Edinburgh Council	Alastair.maclean@edinburgh.gov.uk
Mark Turley	The City of Edinburgh Council	Mark.Turley@edinburgh.gov.uk
Colin Smith	The City of Edinburgh Council	Colin.smith@edinburghtrams.com
Ainslie McLaughlin	Transport Scotland	ainslie.mclaughlin@transportscotland.gsi.gov.uk
Bob McCafferty	The City of Edinburgh Council	Bob.mccafferty@edinburgh.gov.uk
Alan Coyle	The City of Edinburgh Council	alan.coyle@edinburgh.gov.uk
Graham Porteous	Transport Scotland	Graham.porteous@transportscotland.gsi.gov.uk

- 1 **Previous Minutes 10 January 2013 - Actions from Previous Meeting** - submitted for approval as a correct record (circulated)
- 2 **SRO's Report** – Colin Smith to speak to the item
 - 2.1 Strategy Timetable – Soft Handover
 - 2.2 Project Assurance (circulated)
 - 2.3 MUDFA - Follow Up to 20 December meeting
 - 2.4 Tram Maintenance Agreement
 - 2.5 Surplus Trams
 - 2.6 Snagging at Depot
 - 2.7 Leith Infrastructure and Apparatus Works
- 3 **Governance, Risk and Best Value Committee report** – Alan Coyle to speak to the item (circulated)
- 4 **All Party Oversight Group Presentation** – Bob McCafferty to speak to the item (circulated)
- 5 **Financial Update** - Alan Coyle to speak to the item
- 6 **AOCB**
- 7 **Date of Next Meeting**

PDG – 24 January 2013 at 8am in the Chief Executive's Board Room

Project Delivery Group

Edinburgh, 10 January 2013

Attendees:

Vic Emery (Chair)	The City of Edinburgh Council	vicemery@
Sue Bruce	The City of Edinburgh Council	Sue.bruce@edinburgh.gov.uk
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ACTION NOTE

	ITEM	ACTION OWNER	DEADLINE
1	PREVIOUS MINUTES 6 DECEMBER 2012 Decision To approve the minute of 6 December 2012 as a correct record.		
2	SRO's REPORT Colin Smith advised that a meeting had been held with Carillion to discuss the quality of works in respect to the Mudfa contract. Carillion had agreed to review the information and Colin Smith would re-engage with Carillion to undertake the next step. Vic Emery enquired whether similar discussions would be required with other contractors to discuss their involvement. Colin Smith confirmed that there would be discussions with other contractors. It was noted that Transport Initiatives Edinburgh (<i>tie</i>) had previously agreed a final settlement with Carillion. For this reason it was unlikely that any settlement would involve a financial sum. Other forms of value from, say, set off should be considered. Details of the Birmingham enquiry involving the sale of tram vehicles had been received and these would be provided to the Chief Executive. Henderson Global Investors (HGI) had engaged with surveyors to explore in more detail the possibility of expanding the tram service along Leith Walk. Colin Smith and Alan Coyle would be meeting with HGI on 18 January 2013 in Glasgow to discuss Cathedral Lane substation and possible expansion plans. Sue Bruce asked that Peter Watton and a representative	CS CS	

ITEM	ACTION OWNER	DEADLINE
<hr/> <p>from Economic Development were also present. Colin Smith agreed to contact the relevant officers.</p>	CS	
<p>Vic Emery enquired as to how much of the project's stock remained in storage, the value of such stock and how this is calculated. There would be a need to assess accommodation and price taking into account the possible long term nature of storage. Colin Smith advised that Turner and Townsend had been asked for this information and details would be provided in a report released on 18 January 2013.</p>	CS	
<p>A strategy discussion report had been created to provide information for Councillor Hinds. After discussion it was agreed that mention of the Tram SMT would be removed from the chart but it would make clear that Alan Coyle would fulfil the role of Tram Project Liaison Officer for city centre groups. Further minor changes to the document were provided that Colin Smith would amend and circulate.</p>	CS	
<p>The programme for 2013 was presented to the group and it was advised that the focus should be on the Siemens aspects of works. A tamping machine was necessary for upcoming works and the expected date for its use would be later than programmed. It was advised that preliminary discussions had been made with regard to running trams from Edinburgh Airport to Edinburgh Park in October. This would be dependent on the date of tamper delivery.</p>		
<p>Marco Biagi MSP had requested a one-to-one brief on the tram project. It was agreed that Graeme Porteous and Transport Scotland would liaise with Marco Biagi MSP.</p>	GP	
<p>It was advised that the tram project would no longer require assistance from Mott Macdonald with the testing and commissioning process. Vic Emery requested what the Key Performance Indicator (KPI) targets of the tram testing and commissioning process would be. Colin Smith agreed to organise the approximately 800 different tests under headings addressing their KPI targets and report back.</p>	CS	
<p>Discussions had been held with Scottish Water regarding Leith Walk works. It was advised that final costs were yet to be agreed. The budget was £900k but the aim would be to see if £400-500k would cover</p> <hr/>		

ITEM	ACTION OWNER	DEADLINE
<p>the works. This would include a safe system but would not cover manhole reconstruction.</p> <p>Vic Emery enquired as to progress with works on the Murrayfield Corridor. Colin Smith advised that he had no major concerns and that Scottish Rugby Union (SRU) had given permission for construction works to take place on their land.</p> <p>It was advised that key elements had been lifted from the Project Delivery Plan and these had all been introduced to the agenda for regular Monday meetings held with Turner & Townsend (T&T).</p> <p>Vic Emery requested an update on the status of the defects at the Gogar depot and the manholes on Princes Street at the next Project Delivery Group meeting on 17 January 2013.</p>	CS	
<hr/> 3 OPERATING AGREEMENT – HEADS OF TERMS		
<p>Alan Coyle gave details on the Operating Agreement – Heads of Terms. Discussion focussed on the governance arrangements and the estimated financial costs to 2033. Alastair Maclean advised that it was essential that a deal with the airport was concluded alongside the Operating Agreement. It was advised that a report would be considered at the full council meeting on 31 January 2013.</p>		
<hr/> 4 GOVERNANCE, RISK AND BEST VALUE COMMITTEE DRAFT REPORT		
<p>Alan Coyle outlined the Tram Update report due to be considered at the Governance, Risk and Best Value committee (GRBV) on 24 January 2013. It was noted that there had been no significant change since consideration of the previous Tram Update on 6 November 2012 but that the financial information had been presented in accordance with the Committee decision in November.</p> <p>It was advised that draw down of risk was higher in the period due to utilities drawdown and the value engineering contribution.</p> <p>Sue Bruce advised that it should be ensured that the report contained no ambiguous terms that could be misinterpreted.</p>		

ITEM	ACTION OWNER	DEADLINE
Alastair Maclean highlighted that there could be questions on the cost of work done and the relative costs of on and off street works. Alan Coyle agreed to add a footnote detailing reasons why off-street works were significantly more expensive than on-street works.	AC	
5	AOCB	
Vic Emery requested that a run-down of pro-active safety arrangements being taken to address health and safety issues was delivered at every Project Delivery Group meeting starting 17 January 2013	CS/BMC	
6	DATE OF NEXT MEETING	
17 January 2013 at 8am in the Chief Executive's Board Room.		

SUMMARY OF ISSUES DISCUSSED WITH TOM NORRIS / MARIE HERNANDEZ - EDINBURGH TRAMS THURSDAY 10TH JANUARY 2013

Optimum Time Line for the Project - Key points:

- (1) **Timing of pulsing of trams (i.e. 6.5, 7.5, 8.5 minutes)**
From an operator's point of view 10 minutes is the most attractive. Financial information prepared to date relates to timings of around 7.5 minutes.
- (2) **Resources**
Without premium costs being incurred, in order to get a full resource for a 7.5 minute service to be ready for February 2014, the button would need to be pressed now to commit to February 2014.
- (3) **Weather**
These arguments and issues are already known.
- (4) **Tamper**
I will try and obtain this from Infracore for June and work double shifts.
- (5) **Grinding**
Again, I must try to get Infracore to grind the rails before tamping, rather than post.
- (6) **Murrayfield / Gateway Works**
That the Gateway works and Murrayfield corridor (i.e. OLEs, Scottish Water and Network Rail) stay on programme.
- (7) **ICP**
The ICP will request that operational experience is required from the Airport to Edinburgh Park at the earliest possible time.

"Soft" Opening Strategy

In my experience, to allow for good communications and for a de-bugging/float period, a "soft" opening of the service is required.

To that end, I have suggested that the following strategy is targeted, which has been wholeheartedly supported by Tom and Maria.

- (a) Aim to get Civils complete by July/August.
- (b) Tamper complete by June.
- (c) Have trams running from the Airport to Edinburgh Park by October 2013 on the basis of a limited passenger service (either free or revenue discounted), using trained drivers per the existing resource programme.

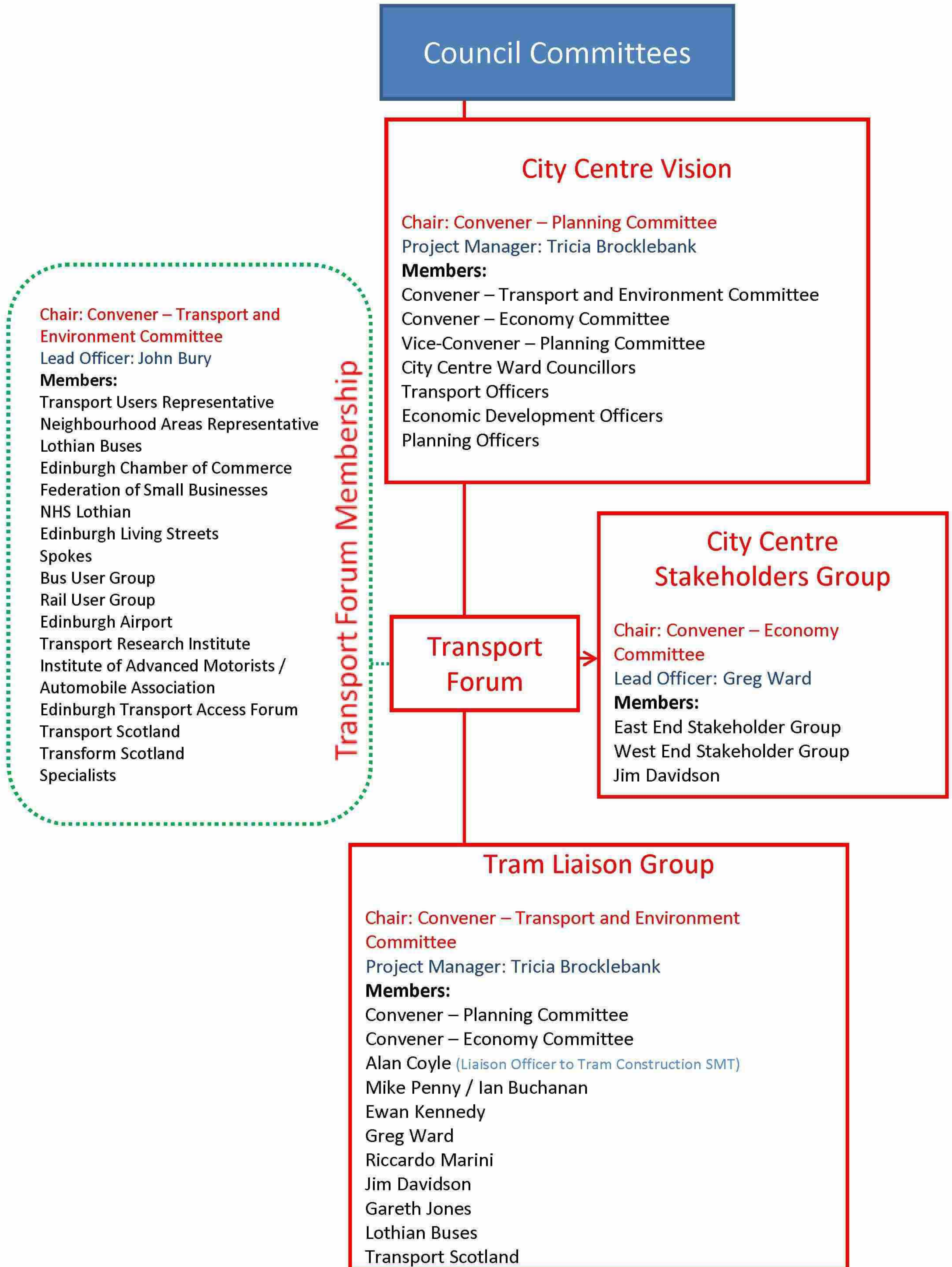
- (d) From December 2013 to February 2014 run a 10 minute service. This would run alongside drivers still being trained and during shadow running; again, this could be a free or revenue discounted service. Over this period we would expect commissioning issues, breakdowns and delays as systems bed in. During this time, subject to demand analysis, the service phasing could be set for 6.5, 7.5, 8.5 or 10 minutes.

My own thoughts would be that passenger services should be free during this “soft” opening period and that it should be explained that this is a “shadow running” phase, i.e. that services are not running to a timetable while systems are being “de-bugged”, as well as affording passengers the opportunity for a “taster”. Issues to be overcome include communications and the financial impact on bus revenue.

Before I start to direct the team in this direction, I would appreciate your thoughts and guidance.

Colin Smith
15th January 2013

Diagram 1 - City Centre Groups



Project Assurance Responsibilities

14th January 2013

Edinburgh Tram Responsibilities

- Safety Verification
- Technical Assurance
- Systems Acceptance (T1-T5)
- Manage Technical Library
- Requirement Management
- Maintenance pre-operations

CEC Responsibilities

- Environmental Assurance

Turner & Townsend Responsibilities

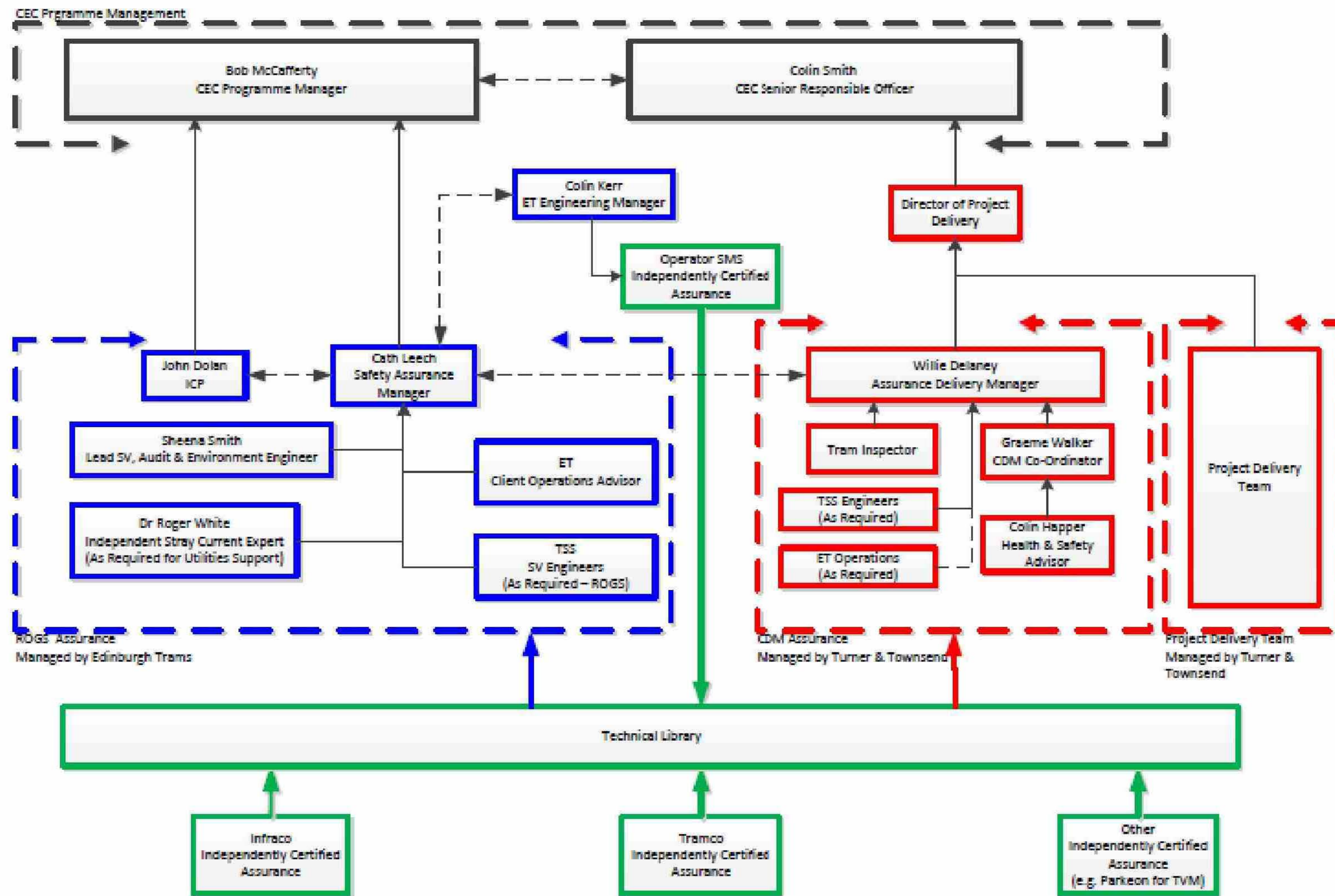
- Assurance Monitoring

Turner & Townsend Responsibilities

- Quality Assurance
- Health & Safety Assurance
- Project Insurance coordination (OCIP)
- CDM Coordinator
- Technical Assurance Trams
- Fare Collection System

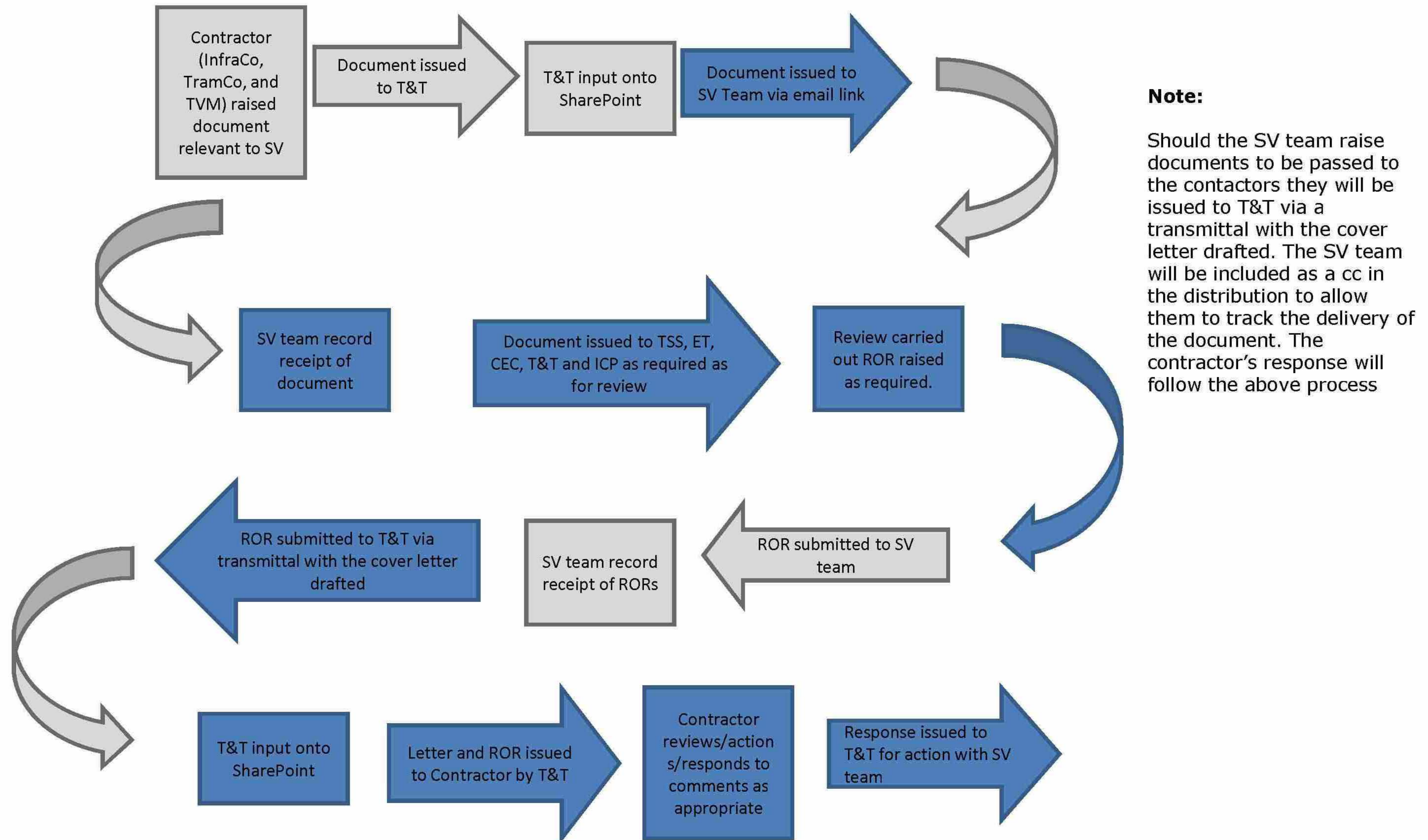
ET Responsibilities	Output From ET	Turner & Townsend Assurance Monitoring Outputs
Safety verification including ICP issues & Body of evidence	Deliver a Safe Tram Report	Key Issues as reported by ET Status of Body of Evidence File
Technical Assurance including T&C of Infrastructure & System Acceptance (T1-T5)	Deliver a Safe Tram Report	Key issues as reported by ET Agreed KPIs Issues identified by T&T
Requirements Management including managing the Technical Library	Deliver a Safe Tram Report	Key issues as reported by ET Agreed KPIs (inc Metrics) Issues identified by T&T
Maintenance pre-operation	Deliver a Safe Tram Report	Key issues reported by ET
CEC Responsibilities	Output from CEC	Turner & Townsend Assurance Monitoring Outputs
Environmental Assurance	Period Report (TBC)	Key issues as reported by CEC
Turner & Townsend Responsibilities	Output from Turner & Townsend	Turner & Townsend Reporting
Quality Assurance including auditing; NCRs & Metrics in process	Deliver the Tram Safely	Key Issues identified by T&T Agreed KPIs Actions taken and Commentary
H&S Assurance including Incident Reporting; Monitoring; Targeted initiatives; Leading Indicators; and Key Activities	Deliver the Tram Safely	Key Issues identified by T&T Agreed KPIs Actions taken and Commentary
Project Insurance Coordination (OCIP) – Period Reviews	Turner & Townsend Period Report	Key Issues and action taken
CDM Coordinator including Health & Safety File; and CDM arrangements	Deliver the Tram Safely	Key Issues identified by T&T Agreed KPIs Actions taken and Commentary
Tram Technical Assurance inc. Testing & Commissioning and Tram Inspector	Turner & Townsend Period Report	Key Issues identified by T&T Agreed KPIs Actions taken and Commentary
Fare Collection System	Turner & Townsend Period Report	Key Issues identified by T&T Agreed KPIs Actions taken and Commentary

Programme Management Structure



Safety Verification Communication Route

Due to the contractual relationships the communication route is defined as follows to enable the relevant actions to be taken by the relevant parties:



Meeting & Programme Schedule

Title of Meeting	Chair	Attendees	Informs	Minutes distribution
Daily Technical – As required	Infraco (Pall Palsson)	CAF/Infraco/ET	Weekly Technical	No minutes
Weekly technical – As required	Infraco (Pall Palsson)	CAF/Infraco/ET/CEC	Fortnightly control	CAF/Infraco/ET/CEC/T&T
Testing and Commissioning Governance	CEC (Colin Smith)	CAF/Infraco/ET/CEC/T&T	Monthly	CAF/Infraco/ET/CEC/T&T
Monthly Ready for Operations	CEC (Colin Smith)	CAF/Infraco/ET/CEC/T&T/LB	Project Board	CAF/Infraco/ET/CEC/T&T/LB
Monthly Infraco	T&T	Infraco/CEC/T&T	Project Board	Infraco/ CEC/T&T
Monthly CAF	T&T	CAF/CEC/T&T	Project Board	CAF/ CEC/T&T
Monthly Parkeon	T&T	Parkeon/CEC/T&T/ET	Project Board	Parkeon/ CEC/T&T/ET
PSCC	TBC	CAF/Infraco/ET/CEC/T&T/TSS/ICP	Project Board	CAF/Infraco/ET/CEC/T&T/TSS/ICP

Programme Title	Produced by	Updated	Distribution
Infraco Rev 5 Contractual Programme	Infraco	Monthly	T&T/CEC/ET
CAF Contractual Programmes	CAF	Monthly	T&T/CEC/ET
Testing and Commissioning Programme	Infraco	Monthly	T&T/CEC/ET/CAF/TSS
Operators Mobilization Programmes	ET	Monthly	CEC/TSS/T&T
Project Assurance Programme	ET		T&T/CEC/TSS
Project Master Schedule	T&T	Monthly	CEC

Note: It has been agreed that TSS will receive information and attend meetings as required to ensure full technical support to the project is maintained

Process/Procedure/Activity Title	Responsible Party	Input from	Reviewed By	Current Status
IDC Close out	Infraco	CAF/Parkeon	ET SV Team TSS	On going
Hazard Log close out	Infraco CAF Parkeon	CAF Infraco Infraco		On going
ER Compliance/Requirements management/Concession agreement	Infraco	CAF/Parkeon	ET SV Team TSS CEC	On going
Design Close Out	Infraco	CAF/Parkeon	ET SV Team TSS CEC	On going
Design Assurance Statement/Design Management Plan	Infraco	CAF/Parkeon	ET SV Team TSS CEC	On going
Technical Library compilation	Infraco CAF Parkeon		ET SV Team TSS CEC T&T	On going Documents have been received from Infraco & Tramco for Section A. The information is currently being transferred from the old TIE system to the new system with the correct metadata attached. The SV team understands that Infraco are not proposing to manage the provision of the technical library in its entirety i.e. they will not deliver information from the other contracts.
Witness Testing	Infraco CAF Parkeon	CAF/Parkeon Infraco Infraco		Open
Snagging	Infraco CAF Parkeon	T&T/CEC Tram Inspector T&T/ET	ET SV Team	Infraco Section A snagged with 1 item outstanding – depot doors drainage Infraco Section B snagging commenced Infraco Section C snagging commenced
Testing and Commissioning	Infraco CAF Parkeon	CAF Infraco Infraco	ET SV Team/TSS/T&T/ICP	Infraco Section A complete Infraco Section B commenced and to include a "T1 lite" test CAF first five trams complete
CDM Compliance	Infraco CAF Parkeon	CEC	T&T	On going
Safety Verification Audits	ET SV team	Infraco/CAF Parkeon	ET SV Team TSS	Existing schedule to be updated and auditing to recommence in line with the revised schedule.
Evidence Sampling	ET SV Team		ET SV Team TSS	The existing process is to be resumed
Metric Inspections	ET SV Team	Infraco/CAF/Parkeon	T&T	The existing process should be resumed. If the process is no resumed a narrative is to be provided to comment why it is no longer required.
Operator Safety Management System	ET	Infraco Maintenance/Tramco Maintenance	ET SV Team TSS	The SMS is currently being drafted. Completion programme to be agreed with the SV team. The Operator SMS will incorporate the Infraco and Tramco SMS
Deliverables Tracker	ET SV Team			The existing process is to be resumed
ICP Liaison	ET SV Team	Infraco/CAF/Parkeon/T&T/CEC		On going. ICP liaison meeting are held as required.
RAIB Tracker	ET		ET SV Team TSS	

UNDER REVIEW

Project Delivery Group

AGENDA

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- 7 **Date of Next Meeting**

PDG – 24 January 2013 at 8am in the Chief Executive's Board Room

All Party Oversight Group

23 January 2013

Confidential and Not for Publication



Agenda

- Progress
- Finance
- Look Forward
- Stakeholder Engagement Team
- Questions & Answers



Progress

- Snagging underway between Depot and Airport
- Overhead Line works between depot and Edinburgh Park
- Track laying Bankhead corridor



Progress (cont'd)

- Infraco work under way in York Place
- Bus out lanes on York Place
- Bus in lane via Little King Street from 11 January 2013
- Sett laying in St Andrew Street
- Broughton Street Manhole reconstruction completed
- Construction of Cathedral Lane Sub-station underway

Ingliston Tram Stop



Gogar Tramstop



Ingliston Tram Stop



Gyle Tram Stop



Bankhead



Murrayfield Tram Stop



Shandwick



South St Andrew Street





Finance

- On revised budget, as per report to Governance, Risk and Best Value Committee – January 2013

Look Forward

- Section B completion Depot to Airport March 2013
- OLE placement along railway corridor
- Track laying along railway corridor
- Re-opening of St Andrew Street



Look Forward cont'd

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Stakeholder Engagement Team



Questions

