

4.0 APPROACH TO BRING A MANAGEMENT STRUCTURE TO DEAL WITH THE PROJECT CIRCUMSTANCES

The following attachments define:

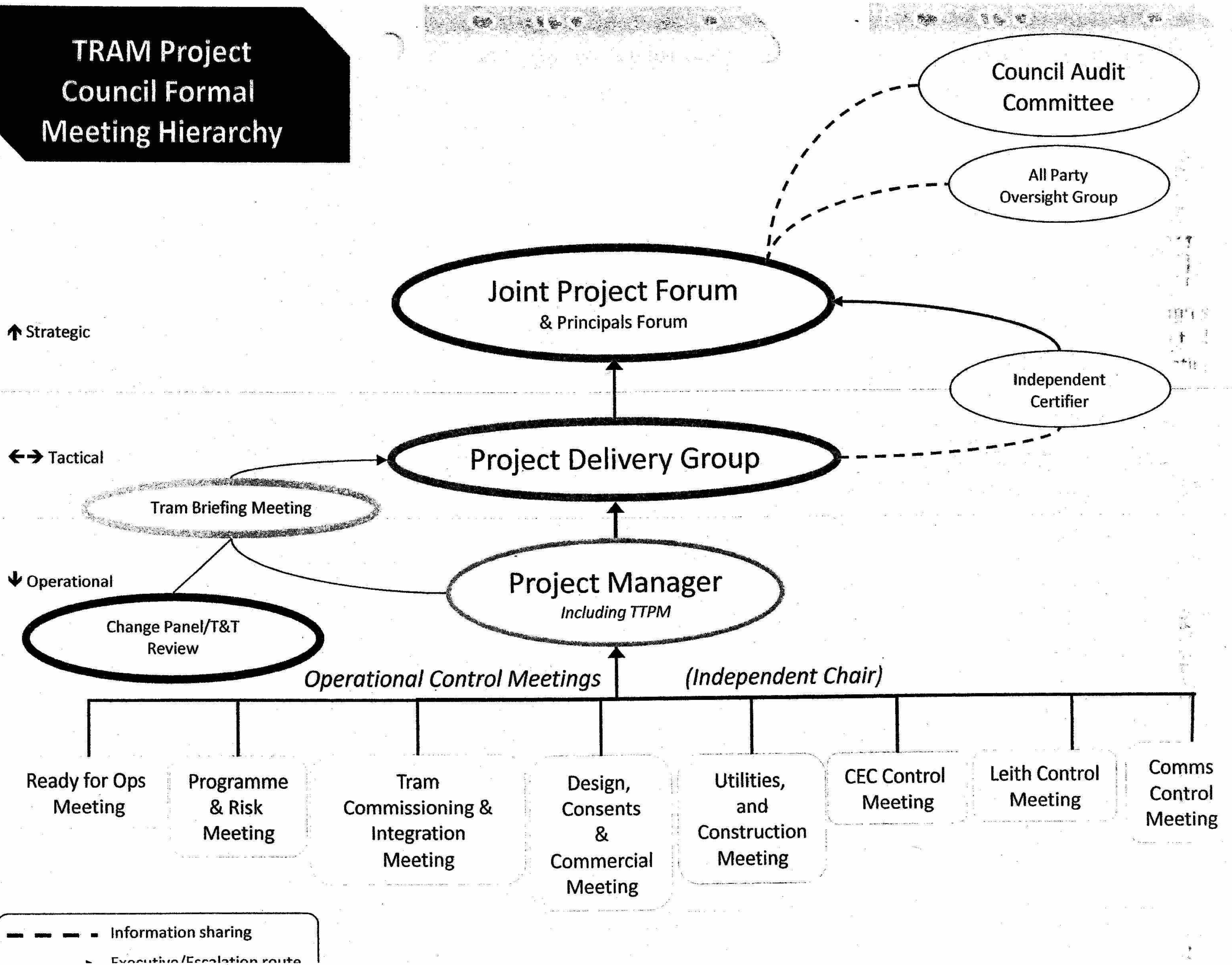
- Meeting Hierarchy
- Governance Meeting Diary
- Governance Meeting Descriptors:
 - Joint Project Forum and Principals Meeting
 - Project Delivery Group
 - Programme & Risk
 - Tram Commissioning & Integration
 - Design, Consents & Commercial
 - Utilities, Princes Street & Construction
 - CEC Control / Consents
 - Communications
 - Lothian Buses – Ready for Operations
 - CEC Tram Briefing (Tuesday / Thursday)
 - Leith Works
 - Client Instruction and Control (CEC/Turner & Townsend ("T&T"))
 - All Party Oversight Group
 - City Centre Elected Members

It was agreed at mediation that a consensual approach be adopted to manage the project. This called for tasks to be split into the component parts, with a facility for escalation to a more senior level within the project without causing either party to call for dispute resolution.

The role of the Independent Certifier was agreed by all the parties.

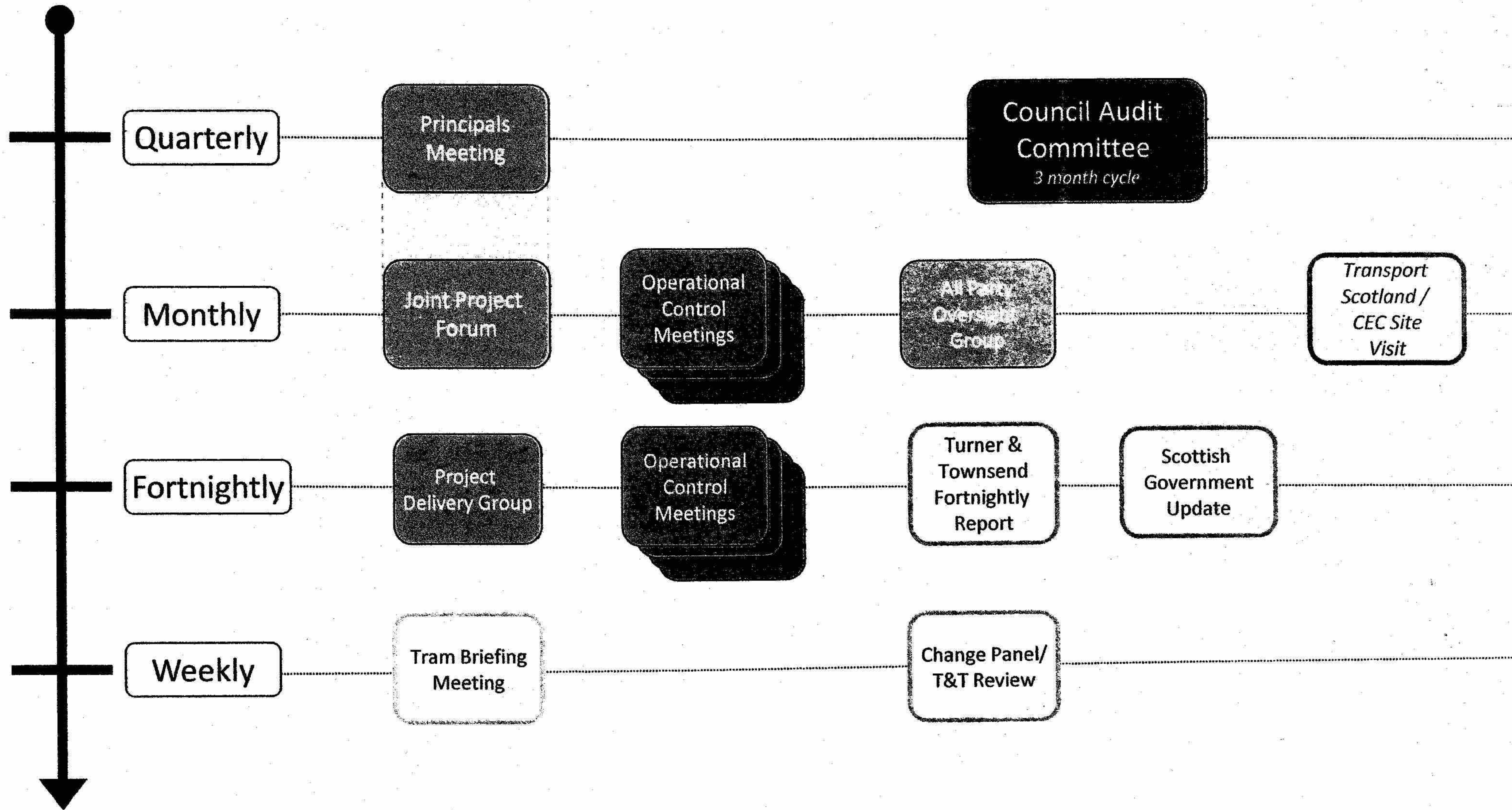
To date, the Certifier's opinion has been sought and given on five occasions. There have been no challenges to the opinions and there are no disputes.

TRAM Project Council Formal Meeting Hierarchy



Governance Meeting Diary

TRAM Project Initial Meeting Frequencies



Governance Meeting Descriptors

**TRAM Project
Meeting Descriptor**

Meeting title: Joint Project Forum & *Principals Forum*

Chairmanship:	Council Chief Executive
Vice Chairmanship:	Vic Emery
Location for meeting:	Waverley Court
Day held	Wednesday
Frequency	Monthly/ <i>Quarterly</i>
Duration	1 hour 30 minutes
Meeting Purpose	To provide clear strategic leadership and direction to the project
Decisions expected	<ul style="list-style-type: none"> • Confirmation of project progress • Resolution of escalated issues
Escalation	N/A
Reporting Route	<ol style="list-style-type: none"> 1. Council Audit Committee 2. Scottish Ministers
Agenda Issued	Three days in advance

Standard Attendee List

- Sue Bruce
- Vic Emery
- Alastair Maclean
- Mark Turley
- Dave Anderson
- Colin Smith
- Martin Foerder
- Alfred Brandenburger
- Richard Garner
- Ainslie McLaughlin
- Chris Walton/Ian Craig
- Alan Coyle
- Kelly Murphy/Lucy Adamson

Principals Invited Quarterly

- Dr Keysberg*
- Dr Schnependahl*
- Antonio Campos*

Standard Agenda Items

1. Consolidated Project Update Highlight Report
2. Escalated Issues
3. Key Milestones due in next quarter
4. Communications

TRAM Project Meeting Descriptor

Meeting title: Project Delivery Group

Chairmanship:

Vice Chair:

Location for meeting:

Day held

Frequency

Duration

Meeting Purpose

Decisions expected

Escalation

Reporting Route

Vice Chair Joint Project Forum
Senior Responsible Officer

Waverley Court

Thursday

Monthly

2 hours

To manage the operational delivery of the project and report on progress against programme and budget.

- Confirmation of project programme progress
- Confirmation of project budget progress
- Identification of issues for Escalation.

Joint **Project** Forum

1. Joint **Project** Forum

Standard Attendee List

Vic Emery

Colin Smith

Bob McCafferty

Graham Porteous (TS)

Ian Craig

Julian Weatherley (T&T)

Gary Easton (T&T)

Rob Leech (T&T)

Alan Coyle

Kelly Murphy

Lucy Adamson

Standard Agenda Items

1. Project Update Highlight Reports
 - a. Programme
 - b. Budget
2. Issues for Escalation
3. Communications

TRAM Project Meeting Descriptor

Meeting title: Programme & Risk Meeting

Chairmanship:

Vice Chair:

Location for meeting:

Day held

Frequency

Duration

Meeting Purpose

Decisions expected

Escalation

Reporting Route

Independent Certifier

Alan Coyle

Lochside

Tuesdays

Programme Fortnightly/
Risk Monthly

1 hour

To ensure compliance with
the contract programme and
to mitigate and manage risk.

- Confirmation of compliance
- Escalation of non compliance
- Management actions to control risk
- Escalation of risks that are manifesting themselves.

Project Delivery Group

1. CEC Internal Weekly Review Meeting
2. Project Delivery Group

Standard Attendee List and Distribution

Colin Smith

Martin Foerder

Kevin Russell

James Cowie

Steve Sharp

Alfred Brandenburger

Julian Weatherley

Gary Easton

Paul Robinson

Alan Coyle

Bob McCafferty

Graham Robertson

Dominic Murphy

Standard Agenda Items

1. Items Programme Review
2. Risk Register Review
3. New Risks

TRAM Project Meeting Descriptor

Meeting title: Tram Commissioning & Integration Meeting

Chairmanship:
Vice Chair:

Independent Certifier
Alan Coyle

Location for meeting:

Lochside

Day held

Wednesday / Thursday

Frequency

Monthly

Duration

1 hour

Meeting Purpose

To ensure efficient delivery, commissioning and integration of the total tram system to an operational state.

Decisions expected

- Acceptance of handover criteria.
- Compliance with ROGs
- Compliance with commissioning Programme
- Health and Safety compliance of system

Escalation

Project Delivery Group

Reporting Route

1. CEC Internal Weekly Review Meeting
2. Project Delivery Group

Standard Attendee List and Distribution

Colin Smith	Steve Westwood
Martin Foerder	Michael Wilken
Stefan Rotthaus	Patrick Scully
Jim Donaldson	Martyn Ayres
David Steele	William Delaney
Alfred Brandenburger	Eddie Inglis
Kevin Russell	John White
Julian Weatherley	Dominic Murphy
Pall Palsson	

Standard Agenda Items

1. Acceptance Criteria
2. Commission Progress
3. System Testing
4. Programme
5. Health and Safety

**TRAM Project
Meeting Descriptor**

Meeting title: Design, Consents & Commercial Meeting

Chairmanship:	Independent Certifier
Vice Chair:	<i>Alan Coyle</i>
Location for meeting:	Lochside
Day held	Tuesday/Wednesday/Thursday
Frequency	Fortnightly
Duration	1 hour
Meeting Purpose	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)
Decisions expected	All draft and agreed change orders and their cost consequences are recorded and reported to the client and the contractor.
Escalation	Project Delivery Group
Reporting Route	<ol style="list-style-type: none"> 1. CEC Internal Weekly Review Meeting 2. Project Delivery Group

Standard Attendee List and Distribution

Colin Smith	Alan Coyle
Simon Nesbitt	Julian Weatherley
Martin Foerder	Martyn Ayres
David Gough	Gary Easton
David Steele	Rob Leech
Kevin Russell	Shirley Mushet
Alfred Brandenburger	Dominic Murphy
Axel Eickhorn	Scottish Water (part)
Bob McCafferty	
Andy Conway	
Michael Wilken	
Shabu Dedhar	

- Standard Agenda Items**
1. Review of design consents Report
 2. Commercial Consequences of Change and liability identification
 3. Monthly Valuation and Certifiers Review

TRAM Project Meeting Descriptor

Meeting title: Utilities, Princes Street and Construction Meeting

Chairmanship:	Independent Certifier
Vice Chair:	Alan Coyle
Location:	Lochside
Day held	Tuesday
Frequency	Monthly
Duration	1 hour
Meeting Purpose	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.
Decisions expected	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.
Escalation	Project Delivery Group
Reporting Route	1. CEC Internal Weekly Review Meeting 2. Project Delive Group

Standard Attendee List and Distribution

Colin Smith	Graham Robertson
Jim Donaldson	Julian Weatherley
Martin Foerder	Gary Easton
Kevin Russell	Rob Leech
David Steele	Stephen Lewcock
Alfred Brandenburger	Shirley Mushet
Klaus Dieker	Network Rail (part)
Clive Arbuckle	
Andy Conway	
Alan Coyle	
Dominic Murphy	

Standard Agenda Items

1. Identification of utilities clashes
2. Solution coordination
3. Traffic management
4. Stakeholder requirements
5. Resolution of Construction Blockers
6. Review of NCR Register

TRAM Project Meeting Descriptor

Meeting title: CEC Control Meeting

Chairmanship:

Bob McCafferty

Vice Chair:

Colin Smith

Location for meeting:

Lochside

Day held

Thursday

Frequency

Monthly

Duration

1 hour

Meeting Purpose

To ensure all consents, approvals and tram ancillary issues are actioned timeously.

Decisions expected

- Identification of issues for escalation.
- Internal approval from within CEC.

Escalation

Tram Briefing

Reporting Route

1. CEC Internal Weekly Review Meeting

Standard Attendee List and Alternate Meeting Attendee List

Colin Smith

Alan Coyle

Bob McCafferty

Michelle Coyle

Andrew Renwick

Francis Newton

Secretarial support

Standard Agenda Items

1. TROs
2. Planning Approvals
3. Technical Approvals
4. Air Quality
5. Asset Demarcation and Hand back

TRAM Project Meeting Descriptor

Meeting title: **Communications Control Meeting**

Chairmanship:

Colin Smith

Vice Chair:

Alan Coyle

Location for meeting:

Lochside

Day held

Thursday

Frequency

Monthly

Duration

1 hour

Meeting Purpose

To examine and control the three month comms lookahead.

Decisions expected

- Project support and approval of the three month comms lookahead.

Escalation

Tram Briefing

Reporting Route

1. CEC Internal Weekly Review Meeting

Standard Attendee List and Alternate Meeting Attendee List

Colin Smith

Jim Donaldson

Kevin Russell

David Steele (DS)

Alan Coyle

Kelly Murphy

Caroline Trainer

Julie Smith

Lucy Adamson

Secretarial Support

Standard Agenda Items

1. Comms 3 month look ahead plan
2. Press enquires
3. Incident forum reports

TRAM Project Meeting Descriptor

Meeting title: LB Control Meeting
 – (Ready for Operations)

Chairmanship:
Vice Chair:

Alan Coyle
 Colin Smith

Location for meeting:

Gogar Depot

Day held

Thursday

Frequency

Monthly

Duration

1 hour

Meeting Purpose

To ensure smooth transition from construction to operations.

Decisions expected

- Identification of issues for escalation.
- Issues requiring liaison and instruction to contractors .
- Interface with Tram and CEC control meetings

Escalation

Tram Briefing
 Joint Project Delivery
 Group/Joint Project Forum

Reporting Route

1. CEC Internal Weekly Review Meeting

Standard Attendee List and Alternate Meeting Attendee List

Colin Smith

Alan Coyle

Ian Craig

Bill Campbell

Kelly Murphy

Bill Devlin

Julie Smith

Eddie Inglis

Norman Strachan

Liz Parkes

John White

Secretarial support

Standard Agenda Items

1. H&S
2. Snagging and Defects
3. Demarcation of site
4. Testing and commissioning
5. Security
6. Finance and Procurement
7. Visitor protocol and comms

**TRAM Project
Meeting Descriptor**

Meeting title: Tram Briefing Meeting

Chairmanship:

Vice Chair:

Location for meeting:

Days held

Frequency

Duration

Meeting Purpose

Decisions expected

Escalation

Reporting Route

Council Chief Executive
Vic Emery

Waverley Court

Tuesday and Thursday

Weekly

1 hour

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.

- Identification of issues for escalation.
- Confirmation of potential changes to be actioned through formal change process
- Client agreement of Change request applications

N/A

1. Project Delivery Group

Standard Attendee List and Alternate Meeting Attendee List

Tuesdays and Thursdays:

Alternate Thursdays only:

Sue Bruce

Graham Porteous

Vic Emery

Julian Weatherley

Ainslie McLaughlin

Gary Easton

Alastair Maclean

Rob Leech

Mark Turley

Dave Anderson

Colin Smith

Alan Coyle

Bob McCafferty

Lucy Adamson

Kelly Murphy

Standard Agenda Items

Alternate Week Agenda Items

1. Governance
2. Project Management
3. Operational Issues
4. Communications
5. Change & Finance Report

1. Turner & Townsend Report
Client only
1. Client Instructions
2. Finance
3. Consents and Approvals
4. Communications
5. Political Feedback & Updates

Meeting title: Leith Control Meeting

Chairmanship:

Alan Coyle

Vice Chair:

Colin Smith

Location for meeting:

Lochside

Day held

Thursday

Frequency

Monthly

Duration

1 hour

Meeting Purpose

To ensure all work packages are co-ordinated from a technical and comms perspective.

Decisions expected

- Identification of issues for escalation.

Escalation

Tram Briefing

Reporting Route

1. CEC Internal Weekly Review Meeting

Standard Attendee List and Alternate Meeting Attendee List

Colin Smith

Alan Coyle

Bob McCafferty

Rob Leech

Richie Hailes/Steve Jackson

Shane MacKenzie

Andy Conway

Andrew Easson

Andy Scott

Chris Wilson

Kelly Murphy

Secretarial support

Standard Agenda Items

1. Scope
2. Programme
3. Lindsay Road
4. Comms

TRAM Project Meeting Descriptor

Meeting title: CEC/T&T Client Instruction & Control

Chairmanship:

Colin Smith
(Control/Instruction)
Alan Coyle (Change)
Bob McCafferty (TT Report)

Location for meeting:

Lochside

Day held

Monday

Frequency

Weekly

Duration

1 hour

Meeting Purpose

To challenge and administer change. To ensure the client is aware of all relevant project matters. To issue client instruction to TTPM.

Decisions expected

- Change Approval
- Client Instruction

Escalation

Tram Briefing

Reporting Route

1. CEC Internal Weekly Review Meeting

Standard Attendee List and Alternate Meeting Attendee List

Colin Smith
Alan Coyle
Bob McCafferty
Julian Weatherley
Gary Easton
Rob Leech
Ed Foster
Dominic Murphy
Clive Arbuckle
Secretarial support

Standard Agenda Items

1. Approval of previous minutes
2. H&S
3. Change
4. Review of TT sub meetings
5. CEC Control Review/Client Instruction
6. Utilities
7. York Place

**TRAM Project
Meeting Descriptor**

Meeting title: All Party Oversight Group

Chairmanship:	Council Leader
Vice Chair:	Senior Responsible Officer
Location for meeting:	City Chambers (room TBC)
Day held	Monday
Frequency	Monthly
Duration	1 hour
Meeting Purpose	To provide updates on Tram project progress, current issues and the Open for Business activities
Decisions expected	<ul style="list-style-type: none"> • Confirmation of project progress • Identification of additional information required • Confirmation of Open for Business activities
Escalation	N/A
Additional Briefings	1. Regular electronic briefing to be issued to elected members between meetings

Standard Attendee List

Leader of the Council	Sue Bruce
Deputy Leader of the Council	Dave Anderson
Convener of the Transport, Infrastructure and Environment Committee (or equivalent)	Alastair Maclean
Opposition Group Leaders	Alan Coyle
Opposition Transport Spokespersons	Kelly Murphy
	Bob McCafferty
	Colin Smith
	Vic Emery

Standard Agenda Items

1. Project Update Highlight Report
2. Current Issues
3. Open for Business Update

TRAM Project Meeting Descriptor

Meeting title: **City Centre Elected Members Briefing**

Chairmanship:	Director of City Development
Location for meeting:	Tbc
Day held	Tbc
Frequency	Monthly
Duration	30 minutes
Meeting Purpose	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.
Decisions expected	None
Escalation	Tram Briefing Meeting
Reporting Route	<ol style="list-style-type: none">1. Project Delivery Group2. Tram Briefing Meeting

Standard Attendee List

Joanna Mowat
Karen Doran
Alastair Rankin
Kelly Murphy
Dave Anderson

Standard Agenda Items

1. Programme Update
2. Key Milestones due in next month
3. Open for Business Programme
4. Issues arising