

Mr Richard Jeffrey  
tie Limited  
City Point  
65 Haymarket Terrace  
EDINBURGH  
EH12 5HD

Date 1 April 2010  
Your ref  
Our ref DA/JAT

Dear Richard

### **TRAM MONITORING OFFICER**

As discussed at our weekly review meeting, I have asked Marshall Poulton, the Council's Tram Monitoring Officer, to work from City Point for 3 days per week from 20 April – 18 June to carry out a project assurance review on the technical and engineering elements of the programme for Tram Line 1a.

Marshall will look in detail at the programme for the project in the light of the significant delays and unsatisfactory productivity achieved to date by the consortium. He will also report on the adequacy of monitoring arrangements to provide the Council with assurance that the standard of completed engineering works is satisfactory.

I am content that the financial, commercial and legal aspects of the tram project are already well covered by the Project Pitchfork report and the work instigated by the FCL Committee. Marshall's professional engineering experience will enable the Council to get a first hand view on the efficiency of the contractor's performance and the adequacy of arrangements for project assurance, from a technical and engineering viewpoint. He will also address the quality of health and safety arrangements, in particular for on street works in areas of live traffic movements.

Finally, he will work with your team to assess the implications for the overall tram programme of delays experienced to date and report to me his best estimate on the timeline for completion of Line 1a that could be achieved if the contractor was delivering the rate of productivity that might reasonably be expected for a Civil Engineering project of this nature.

I/...

**Dave Anderson, Director, City Development**

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I suggest that we should hold a preliminary meeting involving Marshall and myself with yourself, Steven Bell and perhaps Susan Clark, so that we can agree the scope of Marshall's review and the practical arrangements for ensuring he receives the support he will need to complete this work.

Once you have had time to consider this perhaps Julie could contact Sheena to arrange this meeting at a suitable early date.

Best regards.

Yours sincerely

Dave Anderson  
Director of City Development