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**From:** Steve Renwick  
**Sent:** 28 July 2009 10:50  
**To:** Andy Conway; Alan Coyle  
**Subject:** FW: Tram Report  
**Attachments:** SGR170709a Draft new para for report.doc

**Importance:** High

Andy, Alan

In Jim's absence a copy of the revised trams report was handed to me for comment.

I'm very uncomfortable that of 19 observations made (see below) only 6 (emboldened) have been taken onboard and significant issues such as bonuses and Risk Allowances are not addressed. May I re-iterate that the comments made are not simply my own but reflect Jim's notes on the original draft too.

Happy to discuss

Steve

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**From:** Steve Renwick  
**Sent:** 21 July 2009 15:11  
**To:** Andy Conway; Alan Coyle  
**Cc:** Jim Inch  
**Subject:** RE: Tram Report  
**Importance:** High

Andy, Alan

Comments on "Edinburgh Tram Project - Status Report (DRAFT Private and Confidential)" targeted for the August Council are as follows:

1. **para 2.3 final sentence(s) should change to "Revised operating agreements have been prepared and are with the relevant Boards for consultation. These reflect the new governance arrangements..... etc"**
2. **para 2.5 delete "mitigation" from sentence one**
3. para 3.12 penultimate sentence starting "there are several" please delete "taken" and replace with "considered"
4. **para 3.21 can we clarify "facing some elements of challenge" ? What does this mean and what is the impact?**
5. **par 3.27 sentence 2, please swap "sought approval" for "gained approval"**
6. para 3.28 new para attached
7. para 3.29 please delete "as part of the first stage of the transfer of tie's shares from the Council to TEL" with under the revised agreements"
8. para 3.29 please replace " day to day" with "operational"

9. **para 3.30 bullet point 2 - suggest "the tie board will be reduced as and when tie Ltd Director's contracts come to an end; no further appointments will be made"**
10. para 3.30 final bullet point suggest we replace the first sentence with "New controls will be exercised over bonuses by the Council to reflect the achievement of approved project milestones." Also suggest an extra sentence/codicil at the end "and sufficient revenue funding can be identified."
11. para 3.31 could usefully be split to make it more digestible
12. para 3.31 Sentence beginning "However, the Council will need to retain - please replace "enough" with "sufficient" and at the end replace "budgets" with "expenditure"
13. para 3.31 Sentence beginning "It is proposed that TEL...." please split after "envelope" and add "This is" to the next new sentence.
14. para 3.31 suggest adding a clause after "sitting within an allocated risk budget" - "NB: Risk Allowances should be regarded as sums hypothecated against contingent events and not simply a further expenditure budget."
15. para 3.39 suggest adding a clause that alludes to the fact that under revised agreements, there would be no ongoing need for a tie Business Plan.
16. para 3.42 extra space at the start of the sentence and "aim" at the end of that sentence should be "aims" as tie is singular
17. **para 3.42 bullet point 1 - swap "Commencement" for Continuance" and delete the parenthesis**
18. para 3.43 "On-going" should be "Ongoing" and suggest a swap of "determine" for "codify"
19. para 3.45 "tie Ltd are" should of course be "tie Ltd is"

I trust that these comments are useful to you and contribute to a good report.

Kind regards

Steve

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**From:** Andy Conway  
**Sent:** 21 July 2009 10:04  
**To:** Steve Renwick  
**Cc:** Alan Coyle  
**Subject:** RE: Tram Report

Thanks Steve. I've sent you a separate email regarding my email to Jim.

With regard to the Committee Report, can you pass over the combined comments to both Alan Coyle and myself please? Thanks.

Regards

Andy Conway

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**From:** Steve Renwick  
**Sent:** 21 July 2009 09:45  
**To:** Andy Conway  
**Subject:** Tram Report

Andy

Jim is now on leave and I've been given a copy of your email to Jim dated 20 July seeking to expedite a Trams report.

Is this the "Edinburgh Tram Project - Status Report" heading for Council on 20 August?

If it is, I have Jim's hand written comments as well as my own which relate to the Governance paragraphs.

Please let me know if it is one in the same and I'll forward comments to you.

Kind Regards

Steve

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