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**From:** Alan Coyle  
**Sent:** 23 October 2008 17:41  
**To:** Dave Anderson; Donald McGougan; Gill Lindsay; Marshall Poulton  
**Cc:** Nick Smith; Andy Conway; Rebecca Andrew; Duncan Fraser; Colin MacKenzie  
**Subject:** Tram Governance  
**Attachments:** Tram Governance Report v1.0 23-10-08.pdf

Dear All,

Please find attached Tram Governance paper. This report is initially a discussion document which provides suggestions on the way forward in relation to governance issues.

The report draws on the CEC/tie Operating Agreement, the tie Financial Close Report, Transport Scotland Grant Award Letter, The Code of Construction Practice and other supporting documentation. I have not attached these documents as appendices due to volume, if you require a copy of any of the documents referenced please give me a call.

The objective of the report is to look at gaps between the suggested governance and what is actually happening in practice. As you will see in the actions some of these issues are easily addressed, some will require more work.

Can you please get back to me with comments, once you are happy with the shape of this report I suggest it goes to Graeme Bissett in tie.

Regards,

Alan

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