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**From:** Graeme Barclay  
**Sent:** 23 September 2008 19:29  
**To:** Robert Bell  
**Subject:** RE: Visit to Leith Walk

Bob, don't quite understand the purpose of the e-mail, other than to have a go at Carillion/MUDFA, whom as you are aware, are presently undergoing significant changes within their senior management structure. I can accept that there are areas where there needs to be improvements, but on the basis that we are/have addressed the core issues, we accept that the CUS management need time to 'bed in' the good practice ethos. This does not mean relaxing on the safety requirements, but being proactive and supportive to the needs of the project. Did not get that feeling from your e-mail. Not getting too excited by this, but I would suggest in future that you contact me in the first place with your concerns, so I may address them promptly, rather than reverting to e-mail, which as you may understand, find inappropriate on matters like this.

Graeme

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**From:** Robert Bell  
**Sent:** 19 September 2008 16:44  
**To:** Graeme Barclay  
**Cc:** Jim McEwan; Gordon Christie; Steven Bell; Phil Dobbin; Frank McFadden  
**Subject:** Visit to Leith Walk

Graeme,

As you know, we held a Surgery for Leith Walk residents last night and last week I met with the Leith Walk Traders Association.

Following feedback from the traders and residents I walked down LW today, looking from the outside in to the works as a general member of the public.

My first experience of Carillion was excellent. I witnessed an operative stopping and turning back to help an old lady cross the road where the works had impacted on the junction.

However from there, my opinion dived quickly. The sites are shambolic in places with lots of rubbish and broken ducts etc heaped all over the place. Lots of Carillion bodies on site but they only seem able to congregate in groups of five or six, with only one or two men doing productive work. The Heras fencing was laid out in a disgraceful

fashion and at places took little or no account of pedestrian needs. The fencing was buckled, protruding out to the area pedestrians have to use.

A number of Carillion vans were parked up in local parking bays and side streets , which was a particular complaint of both residents and traders. (I have given an undertaking that we will not allow Infracore to take up these parking areas!)

As a member of the public, I approached 3 well dressed Carillion chaps, with nice clean hats and hi-viz vests on, complete with clip boards and site books in hand.

They were staring in to the hole where the side entry manhole is being constructed at Cassellbank Street. I asked these "management looking" chaps when they thought this particular job would be complete. Their answer was that they didn't know. They pointed to a sign and suggested I phone a helpline for Information from **tie**. When I said that I thought the site was a Carrillion site, they agreed it was but that it was a different part of Carillion and nothing to do with them.

I asked them what they were dealing with. They advised they were looking after the works further up and across the road. I asked them to walk up and look at a few issues on that site with me. One chap did so, the others appeared very reluctant but followed. I asked them what they thought of the general appearance and tidiness of the site. They pointed to a sign and said that all complaints had to go to **tie** as they were responsible for the site. I told them about the problem with the fence, and they repeated that I needed to speak to **tie** as they were responsible for the site. I asked them if they thought it was appropriate that two Carrillion vans were taking up parking space in a lane, denying traders or residents access to these spaces. I asked if this was **tie's** responsibility also. They said that was nothing to do with them , that was "Operations". When I asked them what they were responsible for they all said they were QS's. When I asked again about their opinion of the site they repeated again that I had to phone the helpline as the site was **tie's** responsibility.

Graeme, you have my utmost sympathy. You have a contractor on board who appears by their actions, to be totally contemptuous of site tidiness and of the residents, members of the public and traders of LW. On top of that Carillion's management team are telling whoever asks, that all responsibility for the debacle is **tie's**. I accept a QS would not have all the answers a member of the public may seek, but if someone raises a query on the safety of a piece of fenceline 30 yards away from where they are standing, surely management level guys would think of the need for safe public access and their own company reputation and deal with the matter immediately rather than by referring people to a helpline. I left the 3 chaps at that point.

I spoke to an individual operative working on the site who agreed the fencing should be replaced and said he would see his supervisor when he returned to the job, but in fact the whole site needs cleaning up and tidying.

I am aware you have had a management change in Carillion recently. Feel free to pass this e-mail on if you think it will help raise their performance in terms of stakeholder and safety management. BSC will be moving in to the area and I have been given their assurance their sites will not degenerate to a similar condition. As you move around and see their sites develop, feel free to give feedback where you think it will help,

Bob.

