
From: Christie Graham [Graham.Christie@carillionplc.com]
Sent: 11 September 2008 05:59
To: Jim McEwan
Subject: RE: Dialogue

Jim,

As discussed with you yesterday, I have already spoken to Roddy and instructed him to cool down the emails and get his underlying message (which is usually valid) over in a more friendly and collaborative manner.

We will monitor the situation going forward and hopefully this will assist to wipe out the previously confrontational regime previously in place.

Regards

Graham

Graham Christie

**Managing Director
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From: Jim McEwan [mailto:Jim.McEwan@tie.ltd.uk]
Sent: 10 Sep 2008 09:49
To: Christie Graham
Subject: Dialogue

Graham

We have both agreed that the best way for us to proceed is to assure a climate which is non-adversarial and more team spirited, the continual torrent of emails, laden with invective, from the grammatically flawed Mr Aves is serving to undo our efforts in promoting a co-operative culture, can he not pick up the phone or have a meeting with the guys rather than his apparently maximum arse covering approach.

Let's discuss soonest.

jim

From: Jim McEwan
Sent: 08 September 2008 15:15
To: Christie Graham
Subject: FW: TRAM - MUDFA WORKS

Graham

As you are aware the issue of quality of reinstatement was one of the 2 major findings of the audit report, I think we have made substantial improvements on the other finding i.e. the management control position (with more to be done), but I was pressured by Steven Bell today to advise on what we are doing in relation to both improving the quality of the reinstatement process and also the remedial actions Carillion are proposing to assure that the previously flawed reinstatement is rectified, he was expecting a promised response from Carillion on this last Thursday.

The note from Duncan Fraser appended at the end of this message lays out in detail their concerns on the matter and they are applying significant pressure to tie, something which Willie Gallagher has become embroiled in and he is proposing to grill us on where we have got to tomorrow at 8am. You've supplied two forms related to the ongoing mutually signed off process, can we discuss when the complete process will be available.

In the interim can you give a response on the remedial actions for issues in the audit, Steven intends raising this with Steve Hudson on Wednesday unless I can get the position updated satisfactorily in advance of same.

Further I've asked that Steven convenes a meeting with the CEC, tie and Carillion to get to the bottom of the issues, there is undoubtedly another side to this coin, but equally as certain, is that there were substantial quality issues and we need to prepare something for tomorrow which will outline the remediation proposed and required. As you can see from the note appended, some of the reinstatement is being classified as 'unsafe', we must either disprove or rectify that urgently'.

As per our conversation earlier I'd be grateful for feedback on these matters by tomorrow.

Kind regards

Jim

From: Steven Bell
Sent: 05 September 2008 18:42
To: Jim McEwan; Graeme Barclay
Cc: Julie Smith; Tony Glazebrook; Frank McFadden
Subject: FW: TRAM - MUDFA WORKS

Jim / Graeme

I need to understand the Carillion proposals and how tie intend to address our enhanced assurance.

However, it is symptomatic of tie and CUS's failure to close out issues with CEC which now allows them to make statements like this.

I will arrange time on Monday with you both to agree our response.

Steven

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Sent from my mobile handset

From: Duncan Fraser <Duncan.Fraser@edinburgh.gov.uk>
Sent: 05 September 2008 17:20
To: Robert Bell <Robert.Bell@tie.ltd.uk>; Tony Glazebrook <Tony.Glazebrook@tie.ltd.uk>
Cc: Tom Clark - CEC <tom.clark@edinburgh.gov.uk>; Steven Bell <Steven.Bell@tie.ltd.uk>; Sheila Dove - CEC <sheila.dove@edinburgh.gov.uk>
Subject: FW: TRAM - MUDFA WORKS

This is not intended as a definitive list, more an indication of what our inspectors are picking up one a one off basis. The QMS will be the more definitive document with quality assured the works, non conformances and confirm corrective actions. To assist me assure SfC that corrective measures are going to be taken can you advise how you intend to proceed with Mudfa.

I understand that we are to meet next week to follow up on our Tuesday morning meeting- can I suggest Monday at 3pm or 3.30 on Tuesday

From: Sandy Wallace
Sent: 04 September 2008 15:55
To: Duncan Fraser
Cc: Tom Clark; Graeme Paget; Neil McFarlane; George Kennedy; Euan Kennedy
Subject: TRAM - MUDFA WORKS

Duncan -

SfC staff do not have a role in the inspection and supervision of the works but from time to time concerns are observed and passed on to **tie**. In matters relating to reinstatement works I regret there is no confidence these issues are being addressed or resolved.

A recent visit to Leith Walk has identified issues (see below) which almost certainly exist on the other streets on the route and are not isolated incidents but appear to represent the general (sub) standard condition of completed works. The Council must have the confidence that the project is being sufficiently managed, supervised and quality controlled by the project managers and contractors. I understand the contract requires reinstatement work is undertaken to the requirements of the "Specification for the Reinstatement of Openings in Roads" published in October 2003 by RAUC(S) and the Scottish Executive. The basis of this standard is the "Specification for Highway Works" published by the Highways Agency which gives comprehensive guidance to the construction requirements for carriageways and footways. These standards are NOT being applied in many of the individual work sites.

My view is that completed sites, particularly footways, are being opened for public use and are unsafe and likely to get worse. It is not clear who has the maintenance liability for these areas, and for how long. The demarcation on slabbed paths between MUDFA works and untouched slabs is not clear and future defects will be difficult to determine who is responsible.

The main concerns in Leith Walk are :-

- PC slabs not being laid to specification in terms of bedding and jointing and level tolerance
- New PC slabs have been broken
- Existing PC slabs have been broken during the construction works
- Road drainage gullies have been removed AND NOT REPLACED. This is a concern from a road maintenance perspective
- Road drainage gullies have been replaced to an unacceptable specification
- Road drainage gullies have been located at positions away from the kerb line, which is not acceptable
- There is a suggestion that gullies have been reconnected to the system using flexible pipes, which is not acceptable
- Stone kerbs have been replaced or moved without sufficient foundation, haunching or jointing

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