
From: Willie Gallagher
Sent: 03 June 2008 19:13
To: Graeme Bissett (external contact)
Cc: Jim McEwan; Stewart McGarrity; Steven Bell
Subject: RE: Introspection

Best

- . Recruited a capable & experienced in-house Management Team
- . Negotiated fiercely – particularly at the latter stages
- . Utilised all layers of available Management Pressure at critical times
- . Use of Procurement Sub-Committee to keep us legal, honest & decent
- . Separation of TramCo from InfraCo

Not so Good

- . SDS Cut-off point at wrong point, we should have recognized the additional premium we would have to pay due to nervousness of “not invented here”
- . Kept Tramlines in the game for longer to keep as much competitive pressure on BBS as possible & practical
- . Lack of tie firepower in the negotiations until the later stages
- . Contractual Arrangements extremely complex with too many players in the final solution.
- . Timescale to close contracts from selection of preferred bidder enabled BBS to gain advantage.

Hope this helps,

God Bless Steven, Big Jim, Stewart & denis!!

Wille.

From: Graeme Bissett [<mailto:graeme.bissett@>]
Sent: 30 May 2008 09:45
To: Willie Gallagher; Steven Bell; Jim McEwan; Stewart McGarrity; Colin McLauchlan; Susan Clark; Dennis Murray; Andrew Fitchie; Alastair Richards - TEL; david_mackay@ Neil Renilson (TEL)
Subject: Introspection

Willie has asked me to compile a Lessons Learned paper following the conclusion of the tram procurement. The exercise is part of the development of our corporate knowledge base and should help guide us in future light rail procurements as well as potentially having wider application. To make sure I

cover the ground, could you take a few minutes to record your comments in bullet form under the headings below.

- The 5 things that we did best, the good ideas or qualities we brought to the procurement, structural elements which enhanced the outcome, good quality processes etc
- Our 5 biggest mistakes or weaknesses even if they were overcome, what we would do better next time.

The paper will obviously delve a bit deeper into the history of the procurement and put flesh on the bones of the conclusions, but your guidance on the headlines will be very useful at this point. Please be as direct as you like.

Since you were all absorbed in the process, your immediate thoughts will be most valuable so don't take too long on this. There will be time for a more considered view when I've got a decent draft in circulation.

Would it be fair to ask for a response by cob Tuesday 4th June ?

Regards
Graeme

Graeme Bissett

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