

From: Susan Clark
Sent: 02 June 2008 09:48
To: Graeme Bissett (external contact)
Subject: RE: Introspection

Graeme

I've given you some feedback below and apologise for having more than 5 things where we could have done better but felt I needed to record them

Good	Could do better
Came together as a team towards the end	Procurement team changed too much during the entire process and was at times dominated by one individual which was probably not healthy. Think that we should maybe have had a separate procurement team from commercial as at times this meant the workload on one person was huge.
Tender process and evaluation documented	Market reaction to our procurement strategy was poor – perhaps we should have paid this more attention
Tramco process to preferred bidder seemed to go very well	Design not being complete before we were in tender process was a big problem for us
Utilities in advance was a good idea but led to us being held hostage to fortune	Engineering team wasn't in place to begin with and then wasn't strong enough to support technical evaluation
Focus on approvals became better as time progressed	Period of time where we excluded lawyers led to friction
	2 sets of lawyers for different agreements - bad
	Design up front – need to consider the merits of this in future

Susan

Susan Clark

Deputy Project Director - Tram

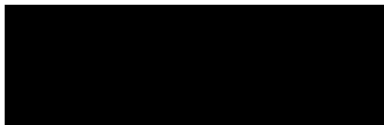
.....

tie limited

CityPoint

65 Haymarket Terr

Edinburgh EH12 5HD



[REDACTED]
Email: susan.clark@tie.ltd.uk

From: Graeme Bissett [[mailto:graeme.bissett@\[REDACTED\]](mailto:graeme.bissett@[REDACTED])]

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@\[REDACTED\]](mailto:david_mackay@[REDACTED]); 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
[REDACTED]