



Mr David R Leslie  
Development Management Manager  
The City of Edinburgh Council  
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Our Ref: WG/JPT

Your Ref: DRL/SMH/PLGPRJ/FM

10<sup>th</sup> April 2008

Dear David,

### **Tramway Prior Approvals and Quality Control Issues**

Thank you for your recent letters on the subject of Prior and Technical Approvals, which we have discussed. As you know, there are points in the letters which I am not in agreement with but I am in complete agreement as to the importance of getting our collective processes in this area to work as effectively as possible. We concluded that the best way forward would involve an agreed approach to the management of the design process in which all key parties are full participants. I attach a summary of the proposed approach, which again we have discussed

I appreciate your constructive response to these critical matters. In order to round off these exchanges, I would be grateful if you would confirm your approval to the approach we have agreed. I have copied this letter to Dave Anderson and Gill Lindsay because of the importance of the area under discussion in the context of the impending closure on the Infraco contract. If there are any other matters you or colleagues wish to discuss in this connection, please do not hesitate to contact Steven Bell or myself.

Yours sincerely

  
Willie Gallagher  
Executive Chairman

cc Dave Anderson, Director of City Development, City of Edinburgh Council  
Gill Lindsay, Council Solicitor, City of Edinburgh Council  
Steven Bell, Tram Project Director, tie

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## **DESIGN & APPROVALS – SUCCESSFUL DELIVERY IN COMPRESSED TIMESCALES**

**Shared purpose: the team to successfully deliver the approvals to the timescale & programme needed to avoid unnecessary delay & cost to the tram project**

3 phases of work to be concerned – not purely sequential but differing characteristics.

1. Design production by SDS
2. Consultation and feedback
3. Application preparation

Given where we are with design & approvals, all parties (tie, SDS, CEC, BBS) need to get it right first time to meet the construction programme.

### **Key Outcomes & Principles in each phase**

#### Design production

- Timely production of design to allow consultation/feedback
- Effective interdisciplinary discussion
- Visibility of progress
- Early warning of issues – especially with third parties
- Written justification of design approach, compliance with guidance & standards and any departures proposed

#### Consultation

- Realistic assessment of options
- Based on existing guidance – no moving the goalposts
- Pragmatic solutions found
- Need for departures identified & agreed / rejected

#### Application preparation

- Consistent designs
- Complete designs
- Clear expectations of quality & coverage
- Written justification of design approach, compliance with guidance & standards and any departures proposed
- Specific commentary on how comments have been incorporated or justification for not taking them on board

## PROCESS TO ACHIEVE THIS

SDS, tie, CEC all to appoint named individuals to lead their input to ensuring quality & timeliness – BBS to be invited to sign up to this also

**tie** input led by Damian Sharp supported by Gavin Murray and others in Engineering Team & Interface Director as necessary

SDS input led by Laurie Mentiplay supported by Gavin Clement and Section Design Managers as necessary

CEC input led by Stephen Hajducki (Prior Approvals) and Duncan Fraser (Technical Approvals) supported by planning and technical teams as necessary

BBS input led by [Daniel Gödecke] supported by construction team leaders as necessary.

### Key processes

Co-location of core team at Citypoint

Regular round table meetings to discuss – each one minuted to capture comments and ensure they are tracked

Single tracker for monitoring progress produced by SDS – structured progress meeting twice a week (Monday & Thursday). Any problems highlighted as soon as they happen – not waiting for a meeting to “bring out the dead”

Progress reported following Monday & Thursday meetings highlighting any issues that remain blocked and therefore need senior attention.

Escalation review held by Steven Bell (Edinburgh Tram Project Director) with S Reynolds / D Anderson / W Gallagher / Scott McFadzen by telephone if required each Monday / Thursday.

Specific review of quality of submissions involving tie, CEC, SDS and BBS – linked to IDC process, ensuring & demonstrating integration between design elements and explicitly addressing previous commentary from CEC.

Damian Sharp	tie
Laurie Mentiplay	SDS
Stephen Hajducki	CEC Planning
Duncan Fraser	CEC Technical
[Daniel Gödecke]	BBS