

---

**From:** Strachan Peter [Peter.Strachan@networkrail.co.uk]  
**Sent:** 01 October 2007 07:37  
**To:** Willie Gallagher; Kenneth.Hogg@scotland.gsi.gov.uk; Julie Thompson; Graeme Bissett  
**Cc:** carol.perkins@merseytravel.gov.uk; briancox@  
**Subject:** Re: Tram Governance paper

All

I agree with the principles of what we are trying to do here.

Some key thoughts:

- it is important to line up the decision making flow between the tram project board and the tie board (and vv). It did feel a bit odd and disengaged that the TPB makes as fundamental a decision for the project as the selection of the tramco preferred bidder without the tie Board being involved beforehand (not that its a bad decision!) Willie's proposal of having the tie Board just ahead of the TPB should prevent that and still allow the TPB the executive authority it needs.

- Migrating the tie Board NXDs to sit on the TEL Board is a sound proposal and will both strengthen TEL and prevent the parallel universe developing as we move into implementation - and will particularly help the benefit optimisation workstream.

I support the HSQE committee proposal (but you knew that!) - and whilst the sub committee structure of the TPB is rightly an executive domain it may be of benefit for each of the NXDs to have an alignment with a particular sub although not necessarily attending every time.

- and - supporting Willie's point on son of Earl - we should make sure that as the tie Board we keep our horizons wide enough to encompass any opportunities as they arise. There is just a risk that, moving to something that looks inextricably linked in function and cast list with the TPB and TEL Board, we look and feel like single focus "tram only" outfit. Whilst I agree with Kenneth that this should be our unwavering passion we should always give an impression that we stand ready to do more.

Peter

-----Original Message-----

From: Willie Gallagher <Willie.Gallagher@tie.ltd.uk>  
To: Kenneth.Hogg@scotland.gsi.gov.uk <Kenneth.Hogg@scotland.gsi.gov.uk>; Julie Thompson <Julie.Thompson@tie.ltd.uk>; Graeme Bissett <Graeme.Bissett@tie.ltd.uk>  
CC: Strachan Peter; carol.perkins@merseytravel.gov.uk <carol.perkins@merseytravel.gov.uk>; briancox@  
<briancox@>  
Sent: Fri Sep 28 15:43:33 2007  
Subject: RE: Tram Governance paper

Gents,

Thanks for your comments, I will wait and see what comes in from Peter and Neil, but don't think it will vary much from Brian & Kenneth's comments. My own views are developing, it helps if we think of our role as a Mott McDonald etc, what would the Board be involved in? - we should perhaps take our line from this question. Moreover, it is more likely than not that tie will get an expended remit in the "son of Earl", we must have our own internal Governance Clear.

From a practical point of view, I would like to see a start to differentiate the agenda's of tie

, TEL and TPB. I would like the tie Board to meet in advance of the TPB and in many ways approve our deliverables prior to the TPB. This then gives real teeth to our involvement in the various Committees proposed by Graeme.

I will discuss with Graeme, and perhaps schedule a telephone conference next week to discuss further.

Willie

---

From: Kenneth.Hogg@scotland.gsi.gov.uk [mailto:Kenneth.Hogg@scotland.gsi.gov.uk]  
Sent: 28 September 2007 14:30  
To: Julie Thompson; Willie Gallagher; Graeme Bissett  
Cc: Peter.Strachan@networkrail.co.uk; carol.perkins@merseytravel.gov.uk; briancox@  
Subject: RE: Tram Governance paper

My immediate reaction was that I understand the logic of what is proposed here, but wondered about where that left the tie Board, which isn't much mentioned.

Appendix 4 of the paper says the tie Board remit is

(1) Company stewardship

1. Matters relating to tie as a statutory entity, including Board membership, statutory reporting, maintenance of books of account and statutory records.
2. Matters arising from CEC / tie Operating Agreement
3. Matters relating to TEL employees including Health & safety

(2) Integrated Edinburgh Tram and Bus Network

1. Assurance that the tie Executive Chairman and management team continue to be kept under appropriate scrutiny, challenge and quality control
2. Assurance that tie Limited's contractual responsibilities are subject to proper stewardship

[Summary of tie Operating Agreement]

To my mind the tie Board should have a role in ensuring successful tramproject delivery. (I would actually think it should be its No 1 obsession.) I recognise that we must avoid having too many cooks, and avoid blurring lines of accountability. And perhaps this role is in fact implicit in point 2.1 above. But I'd like to see a slightly clearer articulation of the tie Board's role in governance terms.

Kenneth

-----Original Message-----

From: Julie Thompson [mailto:Julie.Thompson@tie.ltd.uk]

Sent: 28 September 2007 10:14  
To: Hogg KJ (Kenneth); Strachan Peter; Perkins, Carol; Brian Cox; Phil Wheeler ; Allan Jackson; Ricky Henderson; Gordon Mackenzie  
Subject: Tram Governance paper

\*\*\*\*\*

This email has been received from an external party and  
has been swept for the presence of computer viruses.

\*\*\*\*\*

Please find attached a section from the Tram Governance paper for your perusal. If you have any comments can you forward these to Graeme Bissett and Willie Gallagher as soon as possible.

Regards

Julie

Julie Thompson  
PA to Executive Chairman

tie Limited  
Citypoint  
65 Haymarket Terrace  
Edinburgh EH12 5HD

Direct line: [REDACTED]  
Fax: 0131 622 8301  
Email: [julie.thompson@tie.ltd.uk](mailto:julie.thompson@tie.ltd.uk)

[www.transforedinburgh.com](http://www.transforedinburgh.com)  
[www.tie.ltd](http://www.tie.ltd)

This email was received from the INTERNET and scanned by the Government Secure Intranet Anti-Virus service supplied by Cable&Wireless in partnership with MessageLabs. (CCTM Certificate Number 2006/04/0007.) In case of problems, please call your organisation's IT Helpdesk.  
Communications via the GSI may be automatically logged, monitored and/or recorded for legal purposes.

The information transmitted is intended only for the person to whom it is addressed and may contain confidential and/or privileged material. If you are not the intended recipient of this e-mail please notify the sender immediately at the email address above, and then delete it.

E-mails sent to and by our staff are monitored for operational and lawful business purposes including assessing compliance with our company rules and system performance. TIE reserves the right to monitor emails sent to or from addresses under its control.

No liability is accepted for any harm that may be caused to your systems or data by this e-mail. It is the recipient's responsibility to scan this e-mail and any attachments for computer viruses.

Senders and recipients of e-mail should be aware that under Scottish Freedom of Information legislation and the Data Protection legislation these contents may have to be disclosed to third parties in response to a request.

tie Limited registered in Scotland No. SC230949. Registered office - City Chambers, High Street, Edinburgh, EH1 1YT.

---

\*\*\*\*\*

This e-mail (and any files or other attachments transmitted with it) is intended solely for the attention of the addressee(s). Unauthorised use, disclosure, storage, copying or distribution of any part of this e-mail is not permitted. If you are not the intended recipient please destroy the email, remove any copies from your system and inform the sender immediately by return.

Communications with the Scottish Government may be monitored or recorded in order to secure the effective operation of the system and for other lawful purposes. The views or opinions contained within this e-mail may not necessarily reflect those of the Scottish Government.

\*\*\*\*\*

The original of this email was scanned for viruses by the Government Secure Intranet Anti-Virus service supplied by Cable&Wireless in partnership with MessageLabs. (CCTM Certificate Number 2006/04/0007.) On leaving the GSi this email was certified virus free. Communications via the GSi may be automatically logged, monitored and/or recorded for legal purposes.

\*\*\*\*\*

The content of this email (and any attachment) is confidential. It may also be legally privileged or otherwise protected from disclosure.

This email should not be used by anyone who is not an original intended recipient, nor may it be copied or disclosed to anyone who is

not an original intended recipient. If you have received this email by mistake please notify us by emailing the sender, and then

delete the email and any copies from your system.

Liability cannot be accepted for statements made which are clearly the senders own and not made on behalf of Network Rail.

Network Rail Infrastructure Limited registered in England and Wales No. 2904587,  
registered office 40 Melton Street London NW1 2EE

\*\*\*\*\*  
\*\*\*\*\*