
From: Graeme Bissett [graeme.bissett@██████████]
Sent: 15 January 2008 16:47
To: Steven Bell; Stewart McGarrity; Alasdair Sim; Matthew Crosse; Damian Sharp; Jim McEwan; Tracey Kinloch; Dennis Murray; Mark Hamill; Keith Rimmer
Cc: Susan Clark; Geoff Gilbert; 'Fitchie, Andrew'
Subject: RE: Contract Close

For those who have the task of drafting sections for the Close Report, here are a few thoughts which might help the process. The comments below are necessarily general and I'd ask you to apply them in common sense terms to your areas of responsibility.

The purpose of the Report is to provide a comprehensive view of all important aspects of the work done to support Financial Close. The recipients will be the Tram Project Board, TEL Board, tie Board and CEC officials (for use, as they wish, to support their own internal reporting). The drafting can assume prior knowledge of the subject matter to a reasonable degree – as a benchmark consider what would be known to members of the Boards who have regularly attended Board meetings over the last year or so. The underlying principles, objectives and history do not need to be spelled out in great detail. Brevity is our friend and guide here.

The focus is on the final / current position, but it is important that material changes from the position reached as of 20 December 2007 are explained and justified. Currently open areas must be clearly reflected with explanation of next steps to close such matters down, especially those needed to support Close ; these sections of the report will need continued refinement until we reach Close by which time the Report should reflect the final position.

We are aiming to have a comprehensive draft available by cob on Monday 21st for circulation to the Board members who will be convening on the 23rd and as support for a key internal Council meeting on the 24th. The primary purpose of this timetable is to enable the Boards to give conditional delegated authority for Willie to proceed to Close, with a clear statement of a (hopefully) limited number of factors which the Council's Chief Executive requires to see resolved in support of his clearance for Willie to sign.

The draft on the 21st will not reflect :

- Detailed input from the Infraco negotiating team – but it should summarise the main open areas within the Infraco suite
- Completed third party agreements – but it should set out the state of play and a clear view of what will be delivered by the time we send the Notification of Award notice (currently targeted at 25th, though see below)
- Final risk matrix and QRA positions – but again an up to date view should be visible
- Final positions on critical workstreams or construction readiness – but we should be able to demonstrate a level of confidence about these processes

To achieve the first draft on the 21st I will need to have your copy by cob Friday 18th. I'll circulate an omnibus copy first thing Monday 21st for review and comment before we issue it externally later that day.

We will undoubtedly need to resolve the open areas in w/b 21st and the extent of this task is substantially dependent on how successful the Infraco team are between now and then.

I hope that helps, especially the bit about brevity.

Regards
Graeme

Graeme Bissett

m : [REDACTED]

From: Susan Clark [mailto:Susan.Clark@tie.ltd.uk]

Sent: 15 January 2008 11:31

To: Steven Bell; Stewart McGarrity; Alasdair Sim; Fitchie, Andrew; Matthew Crosse; Geoff Gilbert; Damian Sharp; Graeme Barclay; Tom Hickman; Miriam Thorne; Jim McEwan; Tracey Kinloch; Dennis Murray; Mark Hamill; Keith Rimmer

Cc: Graeme Bissett

Subject: Contract Close

Dear All

As we approach financial close and start to prepare all the documentation, including required to close the final deal we need to ensure everyone understands what is required of them to ensure complete closure of all documents required by both tie, 3rd parties and CEC. You have been sent this e.mail as you are identified as either an owner for one of these deliverables or a deliverer and so have something to produce as part of the closure process. Attached are a number of documents as follows:

- 1) Close programme summary : summarising the approach to final close
- 2) Final deal roles and responsibilities matrix : identifies each deliverable with a tie owner and deliverer
- 3) Close report – skeleton : outlines the structure and key elements of the close report with responsibilities for drafting identified
- 4) Close report - detailed infraco section content : details the requirements for the close report Infraco section
- 5) CEC Contract approvals : gives background as to what CEC expect to see in the close paper or produced as additional documentary evidence.

I will aim to speak to you all to ensure you are clear on the process and your requirements. Please shout if anything is confusing!

Susan

Susan Clark

Deputy Project Director - Tram

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