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**From:** Reynolds, Steve [ReynoldsS@pbworld.com]  
**Sent:** 29 October 2007 14:17  
**To:** David Crawley; Susan Clark  
**Cc:** Geoff Gilbert; Valerie Clementson; Damian Sharp; Andy Steel - TSS; Chandler, Jason; Dolan, Alan; Ney, Scott  
**Subject:** RE: Edinburgh Tram, DD and VE

I too feel uncomfortable and certainly agree the need for a detailed agenda with a clear set of target objectives from this exercise. Without that I fear the process is in danger of being conducted in line with BBS's interests rather than tie's.

Whilst there will undoubtedly be benefits to be gained from convening any of the proposed meetings it may well be that in the limited time available between now and the end of the year there are higher priorities. A prioritised plan to end December is needed. The other concern I have in relation to these meetings, apart from them being proposed at very short notice, is that they will require the attendance of a number of specialists who are currently engaged 100% with the completion of the detailed design. The master programme was conceived on the basis that detailed design would be substantially complete prior to the negotiations with the Preferred Bidder and under that scenario the involvement of the design specialists would have been easy to achieve and less of their time would have been required. We are now attempting to conduct the Preferred Bidder meetings under very different conditions. I also fear that we are in danger of becoming bogged down in questions to do with the completion of the design rather than with "due diligence" as originally contemplated.

Clearly SDS is committed to supporting tie but I do believe that we need to address these issues and decide upon the optimum course of action in the circumstances. For the moment I am reviewing the availability of our key staff in line with the proposed schedule but it would-be helpful if we could arrange a separate meeting to agree agendas before we become locked in.

Regards - Steve

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**From:** David Crawley [mailto:David.Crawley@tie.ltd.uk]  
**Sent:** 29 October 2007 12:28  
**To:** Susan Clark; Reynolds, Steve  
**Cc:** Geoff Gilbert; Valerie Clementson; Damian Sharp; Andy Steel - TSS  
**Subject:** RE: Edinburgh Tram, DD and VE

Dear All,

Although this looks like the sort of agenda that should be followed it does beg the question - is it **tie's** agenda?

In terms of getting the best deal from BBS in due course I would certainly like to discuss what our approach is going to be and what issues need to be picked off in what order. If the strategic approach is to reduce perceived and actual risk as much as possible to reduce the price I think we need to ensure we are on the same page of how this objective is to be achieved.

I feel slightly uncomfortable in following a BBS agenda, especially in the early stages.

David

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**From:** Susan Clark  
**Sent:** Mon 29/10/2007 10:15  
**To:** Reynolds, Steve  
**Cc:** Geoff Gilbert; Valerie Clementson; Chandler, Jason; 'ney@pbworld.com'; David Crawley; Damian Sharp; Andy Steel - TSS  
**Subject:** FW: Edinburgh Tram, DD and VE

Steve

BBS have now provided us with a list of technical topics they wish to discuss in relation to due diligence. The immediate programme is;

- Structures - 30/10
- Geotechnical and groundworks - 31/10
- Roads - 1/11
- Trackform - 2/11
- Depot building - 5/11
- Tramstops - 6/11

Can you confirm that SDS can make the appropriate people available to attend these meetings please?

I also think it would be good to start the session on 31/10 off with the quality presentation – is this achievable?

Regards

Susan

**Susan Clark**  
**Deputy Project Director - Tram**

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**From:** Scott.McFadzen@bilfinger.co.uk [mailto:Scott.McFadzen@bilfinger.co.uk]  
**Sent:** 26 October 2007 18:57  
**To:** Bob Dawson; Susan Clark; Valerie Clementson; Jim McEwan  
**Cc:** ralf.honeck@bilfinger.de; stephen.wright@siemens.com; ssharp@programmingsolutions.co.uk; David.Taylor@bilfinger.co.uk; Tom.Murray@bilfinger.co.uk; juergen.frenzel@bilfinger.de; flynn.michael@siemens.com; Bernd.Kasueschke@bilfinger.de; thomas.gottweis@siemens.com; roland.brueckmann@siemens.com; Roland.Halliday@bilfinger.co.uk; Jim.Rice@bilfinger.co.uk; Alison.Young@bilfinger.co.uk; steve.reynolds@pbworld.com  
**Subject:** Edinburgh Tram, DD and VE

B,S,V and J

Please find attached our initial workshop schedule for DD workshops (in conjunction with VE). The priority is as shown on the schedule. Also enclosed is the DD VE schedule (as previously issued).

Scott

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