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**From:** Hudson, Steve [Steve.Hudson@alfredmcalpineplc.com]  
**Sent:** 19 February 2008 09:46  
**To:** Steven Bell  
**Cc:** Graeme Barclay; Malkin, Andrew; Brar-Orgill, Jag (PA)  
**Subject:** RE: Carillion Introduction and MUDFA Work Ordering

Dear All

From the dates proposed for 'key programme deliverables' the 25th looks best for me.

Pls let me know or we can discuss tomorrow.

**Regards**

**Steve Hudson**  
**Commercial Director**  
**Carillion Utility Services**

**Office telephone:** [REDACTED]  
**Facsimile:** [REDACTED]  
**Mobile:** [REDACTED]

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**From:** Steven Bell [mailto:Steven.Bell@tie.ltd.uk]  
**Sent:** Tuesday, February 19, 2008 7:33 AM  
**To:** Hudson, Steve  
**Cc:** Graeme Barclay; Malkin, Andrew  
**Subject:** FW: Carillion Introduction and MUDFA Work Ordering

Steve,

I agree that arguing the facts by email chain won't help Andy or Graeme deliver what we all need.

I will arrange for a focused countdown review of all sign offs required (including necessary instructions) as soon as practicable this week but I expect Graeme and Andy to come prepared with facts and figures to support works concluded and items still to complete.

I want to bottom out this Works Order Issue for Shandwick as an integral part of this because I am not prepared to start that work without appropriate instructions agreed between us.

I am arranging a separate session looking at Constitution Street on Wednesday with Graeme.

I will give you a call to discuss this morning.

Steven Bell  
Edinburgh Tram Project Director

**tie** Limited  
Citypoint  
65 Haymarket Terrace  
Edinburgh EH12 5HD

Tel: +44 (0) [REDACTED]  
Fax: +44 (0) [REDACTED]

Email: [steven.bell@tie.ltd.uk](mailto:steven.bell@tie.ltd.uk)

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

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**From:** Malkin, Andrew [mailto:Andrew.Malkin@alfredmcalpineplc.com]  
**Sent:** 19 February 2008 06:44  
**To:** Graeme Barclay; Steven Bell  
**Cc:** Cocliff, Steve; Hudson, Steve; Gourlay, Keith; Aves, Roddy  
**Subject:** Carillion Introduction and MUDFA Work Ordering

Gentlemen,

I see below a number of dates relating to drawings, etc and wish to remind all concerned that a few drawings being made available does not constitute a full work order package in anyway (Point 1 - Drawings were due 15th January **2007**). The Shandwick Place worksite required all drawings (22nd January 2008 delivery) and associated design/safety information (Still incomplete) to be made available to even contemplate a workable solution, and to enable detailed consideration to be given to the detailing and zoning of localised traffic management by Faber Maunsell (First pass signage drawings due today for checking and purchasing of local and site related signs). This was all completed at risk and in advance of IFC drawings.

The key point being made below as I see it relates to the work ordering process and compliance to the MUDFA requirements, including the management of multiple interfaces and stakeholders.

Graeme is correct in the drawing release dates, but has overlooked the other programme precursor activities that proceed the work ordering process for Shandwick Place. Since the beginning of December 2007 there has been a concerted effort to mastermind the traffic management phasing (Point 2 - SDS Provider and tie Limited responsibility with only staging plan provision by Carillion Utility Services - Not the total concept and master plan), which can only be implemented if all the other associated enabling works has been correctly specified, planned and documented (Point 3 - SDS Provider and tie Limited responsibility resulting from site specific traffic management). The majority of this process over the past two months has been developed and managed using CVI's as opposed to work orders and is currently running in the region of £1.4 Million (Uncapped). Furthermore the provision of logistics support as an integral part of the tie Limited Communication team support to local businesses has not been work ordered, and I have just completed the writing of CVI's for circa £175k. In addition the consultancy costs associated with the provision of traffic management by Faber Maunsell will be approaching £250k (Estimated), and due consideration will need to be given to the Seimens Traffic Signalling costings (£150k Estimated). Adding up the non work ordered values equates to approximately £1,975,000 , which excludes the actual Shandwick Place utility works estimated to be in the region of £2.2 to 2.4 Million. Carillion Utility Services assumes the emerging and developing cost of CVI's, etc has been assessed and is budget approved.

In summary, the work order for Shandwick Place will be finalised this week with specific and detailed consideration being given to the demarcation between parties, including other agents where detailed and time related action plans will be agreed and issued to support the 3rd March 2008 commencement (Count down actions). This is critical to Mr. Willie Gallagher and the board as opposed to email circulation on the subject of work ordering and drawing release dates at this stage.

For me the work ordering process represents just one element of the success equation, but the real question for senior management is who is responsible for the planning and coordination of the precursor activities to support

the MUDFA works on Revision 06. AMIS MUDFA has no control, authority or jurisdiction over SDS Provider, CEC, Faber Maunsell, Lothian Buses, SUC's, Network Rail and other parties, and resolution on this particular and key issue would significantly help Carillion Utility Services focus on the utility specific diversion works and greatly improve our production outputs. In closing a Cost + 15% solution as suggested previously may benefit all parties at this phase of the project.

Kindest Regards,

Andrew Malkin

Note - Whilst SDS Provider utility design information is forthcoming the quality of the design information is deteriorating, especially the configuration of the conflict registers, etc (Refer to Section 5B recently).

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**From:** Graeme Barclay [mailto:Graeme.Barclay@tie.ltd.uk]

**Sent:** Monday, February 18, 2008 3:32 PM

**To:** Brar-Orgill, Jag (PA); Steven Bell

**Cc:** Malkin, Andrew; Cocliff, Steve

**Subject:** RE: Carillion Introduction

**Importance:** High

Steve, note David Holmes visit next week and have put in diary. Also note dates to review key deliverables and can be fairly flexible on any of the dates – prefer if the meeting can be in the afternoon, most of the mornings are committed already.

Regarding the works order for Shandwick place, I agree that this is critical. However, please note that the IFC documentation for East half of Shandwick place (plates 49-51) were issued to AMIS on the 3<sup>rd</sup> December 2007 – we still await receipt of WO proposal despite numerous requests. Plates 52-56 (West end Shandwick) issued to AMIS 22<sup>nd</sup> January 2008. We still await receipt of WO proposal. As you quite rightly put it, we need to do this right and part of the process is to allow us time to progress and issue the WO once we have received it from yourselves. Appreciate the pressure everyone is under, but we need to get visibility of the proposals as a matter of urgency now to ensure the works proceed in the appropriate manner.

Please note, similar issue with IFC documentation for section 1C2 (plates 39-41) issued 11<sup>th</sup> January 2008 – no WO proposals received to date. This excludes the SGN gas main diversion which will form part of a separate order. BTO diversion carried out under RATs. 1C3, plate 44 issued 19<sup>th</sup> October 2007. Still await proposals for this section. If you need to discuss please give me a call.

Graeme

Graeme Barclay  
Construction Director - MUDFA

**tie** Limited  
MUDFA  
Western Harbour  
Leith Docks  
Edinburgh EH6 6QF

Tel: +44 (0) [REDACTED]  
Fax: +44 (0) [REDACTED]  
Mob: [REDACTED]  
Email: [graeme.barclay@tie.ltd.uk](mailto:graeme.barclay@tie.ltd.uk)

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

**From:** Brar-Orgill, Jag (PA) [mailto:Jag.Brar-Orgill@alfredmcalpineplc.com]  
**Sent:** 18 February 2008 14:57  
**To:** Steven Bell; Graeme Barclay  
**Cc:** Malkin, Andrew; Cocliff, Steve  
**Subject:** Carillion Introduction  
**Importance:** High

**EMAIL SENT ON BEHALF OF STEVE HUDSON**

Steven,

As discussed last week, we will be hosting a Carillion welcome presentation for our staff this Wed. 20th February at the MUDFA offices. This will provide an opportunity to sit down with yourself and Graeme for an informal get together with David Holmes, as soon as we arrive at the MUDFA office at approx 9.15am.

Please confirm whether you would like to take this opportunity as an introduction.


Regarding our proposed meeting to discuss key programme deliverables, I propose the following dates during w/c 25th February, Mon. 25/02, Tues 26/02 or Wed 27/02. In this respect, I note that we have not yet received a works order for Shandwick Place. Clearly, this is a critical section of works that we have to get right and it is imperative that we have clear definition, in advance of commencement.

Please liaise with my PA, Jag, to confirm which day would be convenient for you both.

Regards,

Steve Hudson

Jag Brar-Orgill  
PA to Steve Cocliff & Steve Hudson  
Carillion Utility Services  
office: 0161 8 [REDACTED]  
email: jag.brar-orgill@alfredmcalpineplc.com

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