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**From:** Duncan Fraser  
**Sent:** 07 November 2008 13:39  
**To:** Sheena Raeburn  
**Subject:** FW: Tram Issues

Could not get though to Dave's email- can you pass this on please

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**From:** Duncan Fraser  
**Sent:** 07 November 2008 13:36  
**To:** Dave Anderson  
**Cc:** Marshall Poulton  
**Subject:** Tram Issues

There are a number issues emerging that require consideration by the management team or require advice to the tram team to enable them to engage timely and more effectively with tie and their consultants and examples of these issues are as follows:-

1. The time scale for making changes for the tram design without significant cost, requires to be made is this month. Currently the design ethos from TEL has been to create a bus on steel wheels. The key difference between bus and trams is the modal shift from car to tram, hence the design must reflect that tram are trams and not buses. What is required is an dedicated and integrated team (tie/TEL/CEC/Transdev) with authority to make changes and I suggest that recent events can now make this co-operative approach more effective.

To illustrate this point examples of changes are highlighted:-

- o making the grab poles orange not white so that the background colour which is currently orange, becomes whisper blue, so that the conflict with the floor colours is avoided and the visual ambience is improved
- o the seat should have a car quality rather as the airport buses are therefore not tartan as in bus
- o the external appearance of the tram should be clean, with th exception of the rap-over adverted trams, this the diamonds and the tram logo requires revision or removal

The integration between bus and tram is important and should focus on interchanges, ticketing, passenger information etc. and hence these are the areas where integration and transparency are vital.

Decisions are required on internal design matters by the end of this month to resolve these issues as CAF are to order the interior panels in December.

2TEL engagement.

Decision making on trams generally are vital hence it would be useful to know who is to take over from Neil Renilson in the meantime. Can you advise so that we can engage with them to facilitate timely decisions

3. Site supervision

Site supervision requires to be controlled by tie. Currently the evidence from the self-policing system has demonstrated that the QMS process has not been as effective as required. The Council have been raising this matter with tie for some time and most recently has prepared a number of audit reports which demonstrate the need for retrospective remedial measures, of which tie were unaware and compounded by the lack of civil engineering expertise within tie. This is frustrating because the known opportunity to avoid problems has not been taken by tie and has resulted in some strain in the relations between the tram team and SfC. The way forward is simple and must apply to the rest of Mudfa works and now also Infraco that being a pro-active supervision process that ensure that the QMS system is operating and that non conformances are identified and corrected so as to assure that the adoption of the roads back to CEC will be acceptable and based on clear evidence of fit for purpose construction.

4. Programming

There is a need to have adequate lead times to plan the implementation of the works. The lack of this has resulted in poor PR and exemplified by the grid lock on 1 October and the event were a shop keepers painted out yellow lines in sheer frustration because the agreed work as per the TRO drawing was not implemented by Carillion! The lesson is "more haste less speed" and using lead time effectively where it is required. This process is further frustrated by last minute decision making because of the lack of detailed plans and thought through and achievable programmes. We are entering the next phase of Mudfa and Infraco works - hence the need for full integrated planning and programming. This is not transparent to the Council, yet from a PR perspective we are liable. The way forward must be more sharing of information, even in draft form to ensure that the implementation strategy is based on the best information and knowledge.

## 5. Disputes

I understand that the dispute resolution industry is being engaged by BB and that the scale of the claims based on change requests are substantial. This raises the question of how CEC are to address proposed settlements of claims and what requirements we may have for professional advisors.

Further to my confidential note to you in August I would suggest that relationship management is critical to ensure a corporative partnership approach to building the tram. If this is to be achieved a number of issues require consideration namely discussion with the board in Germany to build co-operation and create trust between partners and this will require the creation of a reality check in terms of programme and funding which I suggest is inhibiting effective progress and resulting in a claims based daily environment, which experience suggest will cost time and money and reflect poorly on PR. There is a positive and collaborative way forward that requires effective partnership however this working environment requires a step change if good co-operation is to be achieved more effectively, which requires intervention at the highest level.

***I would appreciate your support in empowering effective decision making so that the important details are managed at the lowest possible level while ensuring the critical out comes are approved at a senior level and your intervention to ensure that a collaborative/corporate partnership can be achieved.***