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**From:** Stewart McGarrity  
**Sent:** 04 June 2008 14:41  
**To:** Graeme Bissett  
**Subject:** FW: Introspection

Graeme,

More under the lessons learnt banner:

1. DLA developed the Tramco and Infraco documentation at different times and with different people (DLA in Leeds for Tramco, Edinburgh for Infraco). As a result there were misalignments real and imagined for BBS lawyers to have a field day on. Lesson learnt – have the contract suite developed up front in a synchronised fashion
2. We left a few open areas of leverage for 3<sup>rd</sup> parties in the deals done to remove their objections at Parliamentary Approval time and these were and may still be difficult in the procurement and implementation. We needed a full appraisal of the possible implementation impact of these deals before they were done.
3. How do you deal effectively and efficiently with Network Rail? Their paymasters in the Government need to get a grip but better me than me need to tackle this one
4. We in general have not got VfM out of the £8m we've spent on TSS (until Steven got them focussing on Design QA). They became an expensive bodyshop rather than delivering a defined scope of services. This happened at least partly due to an early days reluctance to pay Private Sector rates for staff and consultants (I observed IK was genuinely hamstrung in this regard). We have since put this right and pay market rates for our own people largely focussed on tie as their employer/client. In many ways you could argue that our bonuses etc have pushed up the other way?
5. Should there have been a plan b on funding in the event congestion charging failed to materialise?
6. Hiring WG and his ability to seriously press the flesh with stakeholders and politicians had an instant positive impact on everything
7. Plan all projects to start and finish in the 4 years between elections?

S

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**From:** Stewart McGarrity  
**Sent:** 04 June 2008 08:23  
**To:** Graeme Bissett (external contact)  
**Subject:** RE: Introspection

Graeme – some of my comments may be a bit more touchy feely than the obvious ones on procurement which will come back from others.

**Good**

1. The management team that finished the job off came together quite well. Need to make sure we all know what our jobs are going forward and don't inadvertently create friction as frankly there has been in the past.
2. Managed the Business case preparation ourselves (without external consultants)
3. Delivered a working Governance structure with tie, TEL, CEC (and TS while they were here) out of an extremely difficult and unworkable situation
4. Keeping the project and market interest in it hopping on one foot on more than one occasion whilst the stakeholders and politicians made up their minds
5. We are persistent, thick skinned and professional in the face of multi-stakeholder interests and downright troublemakers. This is often a job where the joy is the result and definitely not the process of getting there.
6. We seem to have got the best possible value in the Tramco procurement.
7. Bringing Andrew Fitchie closer to the broader team – I think he is a star personally.

**Bad**

1. Didn't get rid of Kendall soon enough (SDS may have been a different world if we'd managed it better at the start) and didn't talk Andy Harper into staying – people are paramount as we discussed last week and in retrospect the IK team was a very limited and dispirited bunch from the start. In fact I'd say that for an organisation whose asset is people our management of those people down the line is not good.
2. Didn't manage the Crosse / Gilbert show enough and demand to see progress and decision properly reported
3. All opinion points to upfront design being a bad idea – I was perhaps naïve in that I'd seen it work perfectly before (HK) and was not aware of how poor the delivery would be in the UK market
4. Managing interface between the various arms of the Council and SDS
5. Going to Preferred Bidder whilst we still had so much uncertainty on price, commercials and legals
6. The MUDFA team are basically allowed to operate as an independent party
7. Our awareness / culture re budgetary control is not universal – but is getting better all the time

I will come back to this later today.

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**From:** Graeme Bissett [mailto:graeme.bissett@[REDACTED]]  
**Sent:** 30 May 2008 09:45  
**To:** Willie Gallagher; Steven Bell; Jim McEwan; Stewart McGarrity; Colin McLauchlan; Susan Clark; Dennis Murray; Andrew Fitchie; Alastair Richards - TEL; david\_mackay@[REDACTED] Neil Renilson (TEL)  
**Subject:** Introspection

Willie has asked me to compile a Lessons Learned paper following the conclusion of the tram procurement. The exercise is part of the development of our corporate knowledge base and should help guide us in future light rail procurements as well as potentially having wider application. To make sure I cover the ground, could you take a few minutes to record your comments in bullet form under the headings below.

- The 5 things that we did best, the good ideas or qualities we brought to the procurement, structural elements which enhanced the outcome, good quality processes etc
- Our 5 biggest mistakes or weaknesses even if they were overcome, what we would do better next time.

The paper will obviously delve a bit deeper into the history of the procurement and put flesh on the bones of the conclusions, but your guidance on the headlines will be very useful at this point. Please be as direct as you like.

Since you were all absorbed in the process, your immediate thoughts will be most valuable so don't take too long on this. There will be time for a more considered view when I've got a decent draft in circulation.

Would it be fair to ask for a response by cob Tuesday 4<sup>th</sup> June ?

Regards  
Graeme

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