

**MUDFA – Proposed Action Plan for Achieving Contract Completion**

<b>Item</b>	<b>Description</b>	<b>Action</b>	<b>When</b>	<b>Who</b>	<b>Impact</b>
<b>1.0</b>	<b>Meetings &amp; Integrated Working Workshops</b>				
1.1	Short weekly review meetings to discuss progress, programme, information outstanding, key actions required by parties, health & safety & quality.	Meetings to be attended by tie Limited and CUS senior on-site management.	10:00AM every Friday, commencing 22 <sup>nd</sup> Aug. 08	<b>Graeme Barclay &amp; Dave Smith</b>	<b>HIGH</b>
1.2	Hold joint start-up meetings with all stakeholders prior to commencing a major section of works.	Set up joint meeting to discuss intended programme, risks and actions required.	3 weeks in advance of start on site date.	<b>tie / CUS</b>	<b>MEDIUM</b>
1.3	Monthly Progress Meetings to be reinstated.		Monthly	<b>tie</b>	<b>HIGH</b>
1.4	Joint weekly TQ meetings to assist in resolution of outstanding TQ's.	Agree status of outstanding TQ's and provide full comprehensive answers to TQ's.	Weekly	<b>tie / CUS</b>	<b>HIGH</b>
1.5	Joint weekly planning meetings to review progress and programme.		Weekly	<b>tie / CUS</b>	<b>HIGH</b>
1.6	Produce matrix of meetings to be held going forward.	Agree dates of future meetings, attendees & terms of reference.	22 <sup>nd</sup> Aug.08	<b>Graeme Barclay &amp; Dave Smith</b>	<b>LOW</b>
1.7	Joint workshops to explore contractual and other related obstructions / blockages to Work Order and Change Control processes working as anticipated under the Contract, in order to ensure schedule adherence.	Side Entry Sewer Manholes, Section 7B Design definition and demarcation, A8 Pipe Jacking Work Order & references to Rev.07 being "agreed" .	Initial meeting to be held and thereafter as required.	<b>tie</b>	<b>HIGH</b>
1.8	Joint integration meetings to be held tie Limited / CUS / INFRACO to reduce possible abortive works.	Value engineering / scope workshops to be held to give optimum solution for the overall tram project.	Monthly.	<b>tie</b>	<b>MEDIUM</b>
1.9	Lessons learned workshops to be held on completed worksites to spread best practice and aid continuous improvement.		Immediately.	<b>tie</b>	<b>MEDIUM</b>
1.10	Explore joint INFRACO / MUDFA working patterns to drive efficiencies & savings, i.e. suggest that footpaths are reinstated in blacktop rather than slabs if they are to be replaced by INFRACO in any event.	Cheaper option for the Client and improved Project and Programme Delivery.	Immediately	<b>tie</b>	<b>HIGH</b>
<b>2.0</b>	<b>Contract Culture</b>				
2.1	No blame, no fear culture to be introduced by all parties to introduce open, trusting relationships with everyone working towards common aligned objectives. Identify problems as early as possible and thereafter people to focus on solutions rather than problems.	Resolve commercial matters to enable focus on delivery. Follow the Contract procedures and resolve issues of a critical nature in a timely manner.	Within 2 weeks	<b>tie / CUS</b>	<b>HIGH</b>
2.2	Improve liaison / communication with stakeholders.	Stakeholder communication to continue throughout delivery process. Agreed statements of programme intent for each area to advise local stakeholders. Communications people to be site based.	Immediately.	<b>tie / CUS</b>	<b>MEDIUM</b>

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<b>3.0</b>	<b>Project Engineering &amp; Project Management</b>				
3.1	CUS will assist with early identification of street furniture to assist <b>tie</b> Limited to incorporate any necessary works into the design.	CUS will mobilise additional engineering staff to assist with this issue.	Within 2 weeks	<b>CUS</b>	<b>MEDIUM</b>
3.2	CUS will complete condition surveys of infrastructure prior to entering an area. Ideally, these surveys should be done jointly with <b>tie</b> Limited.	Information will be fed back to <b>tie</b> Limited to assist with any street furniture design issues and also incorporated into method statements.	Immediately.	<b>CUS</b>	<b>MEDIUM</b>
3.3	CUS Operations team suggesting and proposals relating to buildability improvements at design (IFI) stage.		Immediately.	<b>CUS</b>	<b>HIGH</b>
3.4	SDS to provide readily accessible empowered representatives to site to resolve design queries (TQ's).	Joint meetings to be held on site <b>tie</b> Limited / SDS / CUS to resolve TQ's with solution being signed.	Daily	<b>tie</b>	<b>HIGH</b>
3.5	SDS to bring CAD operators to site to update construction drawings to reflect TQ's and other changes.		Immediately.	<b>tie</b>	
3.6	Joint inspections to be held for signing off and handover of utilities items, e.g. BT chambers.	<b>tie</b> Limited / CUS / SUC representatives to meet on site and sign off works as part of handover process. Need greater involvement of SUC's on site.	Immediately.	<b>tie</b>	
3.7	Expedite issue of remaining Works Orders and IFC Design	Designs to be issued taking on board previous feedback from CUS and other parties in order to reduce the number of TQ's required. Circa 229 drawings remaining to be issued (i.e. around 25% outstanding) – excludes Sections 3 and Section 5.	Immediately	<b>tie</b>	
3.8	Both <b>tie</b> Limited and CUS to confirm their delegated authorities' matrix. Currently Graeme Barclay is the only authorised signature.	.	Immediately	<b>tie / CUS</b>	
3.9	Traffic Management and Enabling Works; Susan Clark's 15 weeks lead in time request; also see item 7 above.	Clear definition of roles and responsibilities of all parties and stakeholders; i.e. Work Site Phasing Plans, timings, lead in times et al.	Within 2 weeks.	<b>tie</b>	
<b>4.0</b>	<b>Organisational Structure and Staffing</b>				
4.1	CUS will mobilise additional engineering staff to ensure the records, etc are produced.	Handover meetings to be held to discuss and agree acceptability of CUS submissions.	To be advised.	<b>CUS</b>	<b>MEDIUM</b>
4.2	Introduce new Management Structure, engineering and technical support.		Immediately.	<b>CUS</b>	<b>HIGH</b>
4.3	Specialist Civil Engineering resource will be responsible for enabling, reinstatement and major excavation works.	Reinstatement teams will report into John Cassidy.	Immediately.	<b>CUS</b>	<b>MEDIUM</b>
4.4	Implement new organisational structure, in full.		Within 2 weeks.	<b>CUS</b>	
4.5	Fully integrated joint Project Team, eliminating 'man-marking' with a culture shift that will ensure a forward facing, solutions focussed approach.	Realigned contractual and commercial structure and approach.	To be reviewed.	<b>tie / CUS</b>	<b>HIGH</b>
<b>5.0</b>	<b>Programme</b>				
5.1	Issue fortnightly updates of design issue programme and works order programme to assist in efficient planning and programming of the Works.	Discuss at aforementioned weekly programme meeting.	Fortnightly	<b>tie</b>	<b>MEDIUM</b>

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5.2	Review and agree programme to give earliest possible completion date.	Rev. 07 requires further information from <b>tie</b> Limited. It would appear that Christmas 2008 finish is not possible. We are exploring working extended hours but due to the restraints of the working time directive and availability of skilled resources, there is only a limited amount of overtime which can be sensibly worked.	Within 2 weeks.	<b>tie / CUS</b>	<b>HIGH</b>
<b>6.0</b>	<b>Commercial</b>				
6.1	Resolve commercial issues.		Within 2 weeks.	<b>tie / CUS</b>	<b>HIGH</b>