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**From:** Willie Gallagher [Willie.Gallagher@tie.ltd.uk]  
**Sent:** 24 July 2007 20:17  
**To:** Matthew Crosse; Reynolds, Steve  
**Cc:** Graeme Barclay; Chandler, Jason; David Crawley; Ayres, Greg; Colin McLauchlan; David Mackay  
**Subject:** RE: MUDFA

I only became aware of this tonight after briefing the Press about the MUDFA Programme going forward. To say I was astonished that the IFC for Leith Walk (6<sup>th</sup> August) has not arrived is an understatement. Moreover, I am really worried – and I am seriously considering pulling the MUDFA Programme – we clearly would be exposed if we run into major issues and it is discovered that the IFC had not been delivered and analysed. The reputation of my Company and the Project is at stake, we just cannot continue like this.

Matthew – I would like to meet with you and Graeme tomorrow morning, Steve, can you please be on standby to join us. Colin – can you give some thought about how we will handle the PR

I will sleep on the issue.

Willie

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**From:** Matthew Crosse  
**Sent:** 24 July 2007 16:29  
**To:** Reynolds, Steve  
**Cc:** Graeme Barclay; Chandler, Jason; David Crawley; [AyresG@pbworld.com](mailto:AyresG@pbworld.com); Willie Gallagher  
**Subject:** RE: MUDFA

Steve

Needless to say I am very disappointed – particularly after the assurance that both you and Greg provided on the 27<sup>th</sup> June. I raised this milestone last Friday first thing with Jason at the Critical Issues Meeting where there was a Halcrow person present. Neither Jason nor Halcrow gave me any hint that the milestone would not be achieved. So much for micro-management of Halcrow.

When Steven Bell returns from his leave I want him to work with you, Jason and Alan so that these important dates are not missed in the future. I would ask that you, Dave Crawley and Steven make further strenuous efforts with Halcrow's top management to ensure adequate resourcing and management is provided immediately whether at Halcrow or PB's expense.

Additionally, in view of Halcrow's ongoing role on other Edinburgh Council projects, I am going to talk directly to senior council staff to notify them of this consistently poor performance.

Matthew

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Project Director - Tram

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**From:** Reynolds, Steve [<mailto:ReynoldsS@pbworld.com>]  
**Sent:** 24 July 2007 12:10  
**To:** Matthew Crosse  
**Cc:** Graeme Barclay; Chandler, Jason  
**Subject:** MUDFA

Matthew

I have just been told that the IFC drawings due to be delivered for Section 1B on 20 July were not delivered. I understand that there may still be some issues to be resolved re SUC input but the fact that Halcrow failed to alert us to the fact that this date would not be met is completely unacceptable. I have left a voicemail on Graham's phone and Jason is to meet with Graham this afternoon to review the detailed status of this issue and to agree forward plans. My message to Graham conveyed my sincere apologies that a date to which I had personally committed has been missed and I shall of course be taking this up with Halcrow at the highest level and in the strongest possible terms.

Regards - Steve

Stephen C Reynolds  
Director

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