
From: Reynolds, Steve
Sent: 20 March 2008 11:51
To: Gullick, David
Subject: RE: Edinburgh Tram

Much appreciated David. Thank-you very much for your support

Have a good Easter break too.

Steve

From: Gullick, David
Sent: 20 March 2008 09:52
To: Bayliss, Russell; Charlton, Mike; Collard, Steve; Denton, Steve; Hansford, Bill; Harris, Tony; Higgins, Terry; Kermani, Bahman; Porter, Andrew; Power, Kevin; Ralph, Tristan; Rees, Steve; Weedon, Mark
Subject: Edinburgh Tram

Gentlemen,

Firstly thanks for all of your efforts to date in trying to help in the delivery of Edinburgh Tram particularly Tristan and Andy who are bearing the brunt of the pressure in organising, managing and delivering. Now that we have committed to help it goes without saying that we have to deliver and I know that the pressure is on and the timescales are tight. This project has a very high priority in terms of PB. For those of you that are unaware, we are about to sign the novation contract where we will be novated to the contractor. To date PB has struggled with delivery and when the Client has been unhappy we have been told. The situation will now change following novation where non-delivery will result in significant liquidated damages to PB, something that must be avoided.

Although cost is an issue the cost of non-delivery is much greater and therefore non-delivery is not an option. This is going to be a very intense, high pressure period for the next 8-10 weeks and as such please take a few minutes to appraise your teams of the situation and ask them to commit to delivery with you. The group has done this well in the past and we have to do it again. If needs be please ask your teams to consider overtime and weekend working as there is no impediment to this being used to achieve delivery. They will reap the financial rewards of this also.

I accept that we all have other schemes and Clients but hopefully this will not be too difficult to manage knowing the current programme for delivery on some schemes. However, for clarity, Edinburgh Tram is the number one priority for PB.

I will be discussing the forward programme with Andy and Tristan this morning and exploring other ways in which we can facilitate delivery and improve the programme.

Thanks in advance but if anyone has any queries or concerns, please call me.

David Gullick

Structures Group Director

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