
From: Matthew Crosse
Sent: 04 January 2008 19:31
To: Willie Gallagher
Cc: Steven Bell; Geoff Gilbert; Damian Sharp; Graeme Bissett (external contact); Susan Clark; Stewart McGarrity; Jim McEwan
Subject: Absolute focus

Willie

To close by the 28th will be a stretch. It is not just about getting the timely cooperation of CAF, BBS SDS and CEC, it is all of the other management distractions we face. (We need all of the doers and deal makers locked away until the 28th !). This afternoon, in the light of Graemes memo, we discussed the tasks ahead and I would ask you to note the following six 'super-critical' areas:

- **Legal/commercial.** It is important that Geoff and Andrew Fitchie are solely dedicated to the tasks involved in contract close. At a practical level this means Geoff/Andrew not attending progress and reporting meetings. It might also be necessary for Geoff to be based at DLA to avoid day to day management distractions. Their focus is on the contract itself, the performance securities, the commercial (price) schedules and other critical legal agreements (CEC guarantee).
- **Novation.** Securing novation will require Damian Sharp to be totally focussed on gathering the data and closing out the many novation issues with CAF, BBS and SDS e.g work scope, carve outs, change notice status, consents and approvals clarity, contract valuation. Support may be needed to deal with some of the current sticking points.
- **ERs and Proposal Revision.** I will lead these two linked areas. Whilst BBS and CAF have completed their review, DLA are only 60% through and we are only just starting the real page turning with SDS on Monday. Until we are through with SDS, we won't know how much rework is needed as well as another pass through with BBS and CAF. BBS have committed to update their proposal by the 15th (it remains to be seen if this will happen).
- **Programme certainty.** The task of ensuring total programme alignment with v24 of SDS programme, BBS' current construction programme, MUDFA and CEC approval and 'on-street' constraints, together with the appropriate contract baseline wording (for the contract programme schedule) is being pursued by Steven. No doubt Tom and Susan will provide the necessary support.
- **Price and project budget.** We didn't discuss this in detail but I note a list of items which need finalisation before close, they include 1B, Depot Equipment, high value and new VE items, sundry adjustments (tapered poles, Picardy place etc). We need to agree with Geoff the best way to manage this - given his current priorities.
- **Chief Executive authorisation to sign.** Susan's paper sets the framework. Delivering it in the light of slow, recent progress will be a challenge, no doubt up until the eleventh hour. Getting the LAC to agree once and for all what exactly authorisation will involve is the first step.

Happy to discuss on Monday, but note I have a day's leave booked for Tuesday.

Matthew

Matthew Crosse
Project Director

tie Limited
Citypoint
65 Haymarket Terrace
Edinburgh EH12 5HD

Tel: +44 ([REDACTED])
Fax: +44 ([REDACTED])
Mob: +44 ([REDACTED])
Email: matthew.crosse@tie.ltd.uk

www.tramsforedinburgh.com

