
From: Tony Glazebrook
Sent: 03 December 2007 11:37
To: Steven Bell
Cc: David Crawley
Subject: RE: Critical issues

Hi Steven,

I shall be in Edinburgh on Tues, Weds, Thurs and will be very happy to discuss this all, et al in the office. Alternatively, since I am working at home today I am contactable on 07957 557 435 if you prefer to talk today.

The 4 weekly McAulay/Gallagher meeting is scheduled for tomorrow. Would you like me to attend? Not sure what the time and venue are - I know there was some talk last time of this one being at our offices in Edinburgh? Signing the DSA is still outstanding (I will later today email the outcome of my discussion this morning with Chris Horsley on NR's latest redraft), and this of course is a major issue for resolution.

I see also that there's a Tram Leadership meeting this week at 10:30 on Thursday 6th Dec. Julie Smith has asked for David or I to attend. I would very much like to be at this, and subsequent ones, in view of my continuing role on the project - if David and you agree?

Re: your email below:

Excellent news on R's & R's!

My Critical issues - I understand your points and am happy to discuss.

Doc control - yes, I have now resolved this satisfactorily with Geoff and Howard Elwyn-Jones.

All the very best,

Tony

From: Steven Bell
Sent: Mon 03/12/2007 07:47
To: Tony Glazebrook
Cc: David Crawley
Subject: RE: Critical issues

Tony,

Thank you for the email and attachment, happy to discuss the points and would like some time with you this week to talk through a number of issues.

Roles and Responsibilities

Regarding roles and responsibilities, I agree this needs to be addressed. After consultation with David, I have finalised a RACI chart with an update of individual roles and responsibilities for the whole team which will be briefed out over the following two weeks. This will build on the work you have already undertaken.

Critical Issues

With reference to your comments on Critical Issues meetings; I don't agree that it has run its course. This needs to continue, focusing on the necessary actions and progress with SDS.
In addition, I do agree that active project management and ramping up of work with the Preferred Bidder is essential and will take you through the existing and planned arrangements when I see you on Monday.

Document Control

I understand from your email later on Friday that you have resolved this with Geoff Gilbert. Is this correct?

Give me a call to discuss.

Steven

Steven Bell
Engineering and Procurement Director

tie Limited
Citypoint
65 Haymarket Terrace
Edinburgh EH12 5HD

Tel: +44 (0) 1 [REDACTED]
Fax: +44 (0) 131 622 8301

Email: steven.bell@tie.ltd.uk

www.tramsforedinburgh.com
www.tie.ltd.uk

From: Tony Glazebrook
Sent: 30 November 2007 10:54
To: Steven Bell
Cc: David Crawley
Subject: Critical issues

Hi Steven,

I have some critical issues:

1. The Friday critical issues meeting has run its course and needs immediate replacement by project management meetings.
2. There is widespread unclarity as to who does what in tie. I have issued a list (attached) of who does what in my team to help bring clarity to others. I need the same from the other teams in tie. The unclarity is manifest in every issue being dabbled with, often to no conclusion, and always to confusion by multiple people who do not communicate with each other and further complicate what should be more simply solved by a focused discussion between the right people who make decisions and communicate the results.
3. It has come to light that tie's Procurement team has been receiving documents direct from SDS which are not lodged within tie's document control system. The result is that I and my team, and doubtless others, are working on duff gen and making duff decisions. This is incredible.

Best regards,

Tony