

Document Management Sheet – Employer’s Requirements Development

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Version	Summary	Date	Modified	Checked	Approved

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Introduction

This document sets out a plan for the development of the Employer’s Requirements, recognising the fact that the currently issued version of the document contains a number of flaws.

Historical Context

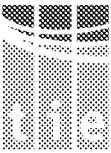
- The Employer’s Requirements (ERs) were created in the lead up to the issue of the Infraco tender documents at the beginning of October ‘06
- The ERs sit below the Functional Specification, which has been incorporated into the project’s Business Case. Consistency between the two documents will need to be maintained.
- The ERs were formed by fusing 20+ Parsons Brinckerhoff documents which represented the key outputs from the Preliminary Design phase
- Some aspects within the ERs clearly are tie’s requirements, other points within the document are technical detail representing the thinking at the time that the document was created.
- The document contains a mixture of “output” and “input” parameters.
- The document has subsequently been updated on a number of occasions – this has happened in a somewhat *ad hoc* manner.
- The last update of the document was undertaken in late March/early April and was undertaken by a group of the more experienced members of the project team drawn from tie, TEL, TSS, Transdev and PB. This process was successful in resolving a number of the issues within the document, however the group felt strongly that version 2.4 of the ERs was not the finished article and that further work would be required.

Current Status

There is a general concern about the status of the ERs within the project team. The status of the document is as follows:

- Latest version of ERs (2.4) has been sent to Infracos and Tramcos.
- Infraco bids received 8th May ‘07 should contain a detailed clause by clause commentary against this version of the ERs. This has been provided by one of the Infracos, but not by the other.
- A comprehensive clause by clause commentary against the PB documents which preceded the ERs has been provided by both Tramcos and has been used as the cornerstone of the technical evaluation of the proposals.
- The document has been given “unofficially” to SDS, however the latest instruction that SDS are working to relates to version 2.1 of the document. The differences between this version of the document and PB’s original instructions have been documented in detail and reviewed.
- Transdev have expressed concern about the latest version of the document. They have tabled a comprehensive commentary against Parts 1 and 2 of the document and expressed willingness to do the same for Part 3.
- TSS (Martin Donohoe) have expressed concern and have started to work on a commentary.

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- Susan Clark is preparing a commentary which will be available during May
- The owner of the document thus far (Douglas Leeming) has leaving the project. David Powell has been identified as the owner henceforth.

Where Are We Trying To Get To?

The Functional Specification and the ERs are the cornerstone of the project as they provide the following:

- A comprehensive definition of the scope of the Infraco works including Tramco and SDS
- An agreed basis on which Infraco will contract with tie which clearly sets out where responsibility between the two organisations lies
- A reference point against which designs can be benchmarked and judged for compliance
- A document which will form the basis of the novation of Tramco and SDS into Infraco

What Do We Need To Do?

This paper sets out a plan as to how the project team, led by tie will build on the collaborative work undertaken in preparing the latest version of the ERs and addressing the various concerns that have been expressed about the document. To summarise the work that is envisaged:

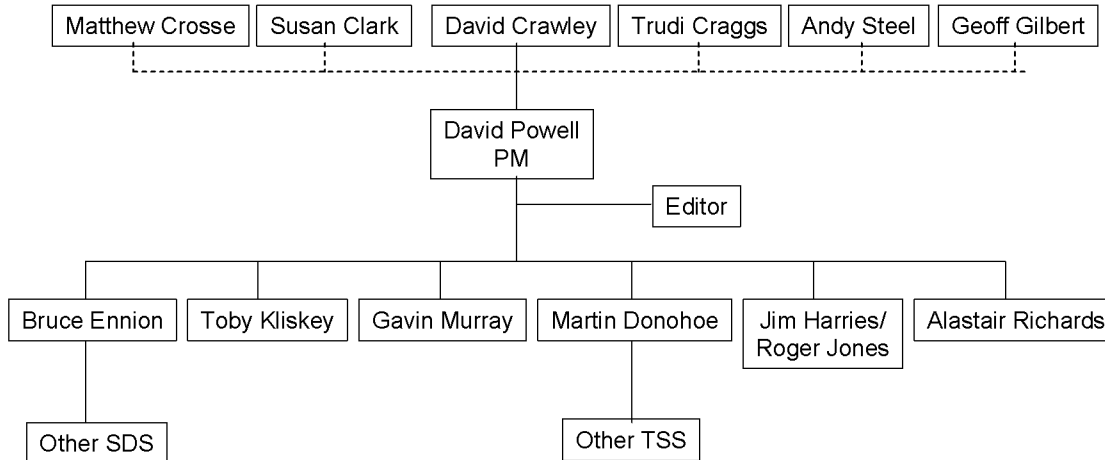
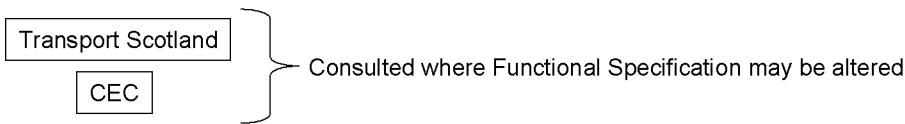
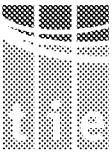
- A number of the top level parameters need to be more clearly defined
- The document needs to become more focused on defining the functionality of the works rather than describing the design.
- Internal consistency needs to be improved
- We need to get the entire team to be clearly working on an mutually agreed and understood version of the document
- Align SDS against the latest document (probably represents a number of changes)
- Ensure that subsequent modifications to the document are undertaken in a controlled manner
- In many areas the ERs need to be simplified and/or made less prescriptive – there will be significant sections of the document which may be removed.
- The Infraco bidder who has not yet provided a clause by clause commentary against the ERs needs to rectify this.

Consequently, it is proposed to form a team from the various organisations working on the project, generally engaging the more experienced team members.

The Team

To progress the ERs, it is proposed to create a team, drawn predominantly from existing experienced resources within the various parties within the project team. The proposed organisation is shown below:

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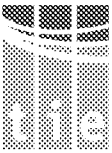
The various Parts of the document will be allocated to members of the team, wherever possible matching their areas of technical capability. Each Part of the ERs will be ascribed to a leader and at least one supporting team member. It will be the leader's responsibility to update that Part of the ERs and produce the necessary document control paperwork. The Editor will work with all team members throughout this process to ensure consistency of approach. Where appropriate, additional secretarial resources will be allocated to work with team members to minimise their typing workload.

David Powell and David Crawley will consult with the Project Director and the other immediate reports as issues arise in the revision of the documents. A comprehensive briefing will be provided before release of eh revised documents to the bidders.

A simple control procedure will be created to ensure comprehensive consideration of issues and provide traceability of evolution of the document. This will ensure that all changes to the document are undertaken only with consideration of the following having been taken:

- Impact on the Functional Specification
- Impact on capital budget
- Impact on operating budget
- Impact on operations and maintenance
- Impact on bidders (Infraco and Tramco)
- Impact on design and ongoing contract with SDS

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Timeframe

The target date for the production of the next version of the Functional Specification and the ERs is the 13th July, which will allow the documents to be incorporated into the Tramco BAFO package which will be released on that day.

The proposed timetable leading to this date is set out below:

Kick off meeting with all team members	w/c 4 th June
All to have provided their comments on current ERs & FS	11 th June
Chapter leaders and supporters meet to determine changes	11 th – 22 nd June
Editor produces revised draft of eh completed ERs and consolidated change control documentation	29 th June
Team meets to confirm changes and sign-off on the completed document	w/c 2 nd July
Modified documents presented to Project Director & team	w/c 9 th July
FS & ERs issued	13 th July

Conclusion

Although this report paints a somewhat gloomy picture, there is no need to panic! The Employer's Requirements are not fatally flawed, indeed in many areas they are an excellent document which provides the right basis on which to launch the Infraco and Tramco contracts. They are a work in progress which needs to be completed before Infraco/Tramco contract award. We have enough time, but a lot to do. We also have most of the resources required to do the job available within our various teams.

Accordingly, it is proposed that this plan be adopted and communicated to the relevant members of the project team.

David Powell
31st May 2007

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