
From: Chandler, Jason
Sent: 10 May 2007 09:44
To: Reynolds, Steve; Jenkins, Mike; Morris, John; Munday, Keith
Cc: Kennaugh, James; Jones, Carla
Subject: RE: TCR P6 07

All,

Prior to the conference call....

The e mail from Paul highlights the total misunderstanding and total lack of disrespect that DTLs (and some HODs) have for a project programme. Paul refers to this as an 'administrative procedure' and obviously does not understand the importance. The programme is not a nice to have and if people put more importance into it we perhaps would not have had some of the issues that we have had with spiralling costs, failure to deliver on time etc.

This is not just Paul. Paul actually makes a reasonable job of completing the TCRs, but it is just too late when we receive them due to their importance being ranked with completing expenses or other administrative paperwork.

We are currently going through a transition with tie whereby they are removing their approvals team and asking for self validation of our design. A fundamental part of this is us being able to produce a robust plan that we deliver to. First and foremost this is not just an administrative tool, it is a deliverable in its own right to a client who wants confidence that we can deliver on time and right first time.

I need some help here from the senior management team to raise the profile of this to level that it deserves.

As a consequence of not receiving TCRs from

Ian Brown
Paul McQuade
David Pluse
Farhad Janani/Tom Palfreyman
Paul Riley
Graham Evans

With the exception of Graham (who is normally outstanding) what a surprise, the same people every single month

We will not be completing the turn around of the plan by Wed 16 May to meet the PB reporting cycle.

I have to sense check the final plan and go through it with Halcrows so if we receive all responses by today it will be complete by next Thursday at the earliest. We WILL NOT be staying here until 9pm this month to update this plan as we normally do.

Regards

Jason

SDS Project Manager Edinburgh Tram

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From: McQuade, Paul
Sent: 09 May 2007 17:56
To: Chandler, Jason
Cc: Munday, Keith; Jenkins, Mike; Kennaugh, James; Reynolds, Steve; Morris, John
Subject: RE: TCR P6 07

Jason,

The job is not suffering because we are not doing TCR returns and to suggest so is laughable. As you point out we need to win new work and need to deploy our resources accordingly, and at times, priorities need to be made. I fail to see how not doing an administrative procedure jeopardises our relationship with **tie** - those problems run much deeper than that. On the structures as an example, we are now at hold points in our design due to awaiting information and decisions, both internal and external - it is this kind of issue which is stopping us delivering on Edinburgh Tram and not compliance with an internal administrative procedure which on this project has been set up extremely poorly.

To point out a couple of things in your email, in one of our many previous discussions I did say that we could radically reduce the number of activities in the structures programme without prejudicing the programme and which would at least give us a sporting chance of getting meaningful information back to you in the short timescales provided. No action was taken by the Project team in Edinburgh to address this.

As you note, in your last paragraph, this is the fundamental weakness in this process - it relies on the DTL's intimate knowledge of a job to update the plan and the cost to complete, and throwing resource after resource at this will make absolutely no difference. I welcome your comment that you will assist where possible, but as I have noted above, no action has been taken previously, so I am sure you can forgive my scepticism on this.

I agree we should talk, and as always, will do my utmost to assist.

Regards

Paul McQuade

Head of Rail Civils & Structures (*acting*)

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From: Chandler, Jason
Sent: 09 May 2007 17:31
To: McQuade, Paul
Cc: Munday, Keith; Jenkins, Mike; Kennaugh, James; Reynolds, Steve; Morris, John
Subject: FW: TCR P6 07

Paul,

This job is suffering and so is our reputation as a company who can deliver light rail jobs in the uk. If tie get wind that we are not delivering on this job because we are working on a bid for another job we will not be winning any other bids. We have to win new work, that goes without saying but we cannot let our existing commitments slip. Have you advised the people that are asking you to work on other bids work etc that you will not be delivering what you need for Edinburgh Tram?

All that said, this is not a one off and as you state we have this dialogue every month. It needs to be resolved. As HOD for structures I am struggling for a next port of call to drag in assistance for you. There must be a solution here that does not involve you working a 24 hour days. Can somebody do the leg work for you? You, for very good reasons, are just too busy to do this on your own. Can local planners assist? Can we logically reduce the number of activities that we can report against to make it simpler?

I am sorry to bang on but we are getting extreme pressure from both PB internally to report accurately and tie are expecting us to sign in blood against the latest update of the plan that relies upon your input, we are also attempting to resolve costs to complete that also relies on you.

Lets talk but we need a solution and if I can help I will.

Regards

Jason

SDS Project Manager Edinburgh Tram

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From: McQuade, Paul
Sent: 08 May 2007 18:11
To: Chandler, Jason
Cc: Kennaugh, James; Bristow, Sally; Jones, Carla; Dorrington, Kim (Edinburgh Tram); Morris, John
Subject: RE: TCR P6 07

Jason,

We have discussed this a number of times before and nothing has been done about it. Reading down the trail of emails I note Carla's comment that COP Wednesday is not unreasonable - at the risk of sounding like a broken record, it is not possible to do this in the timescales given due to the oversized nature of the programme which feeds into the TCR's.

Our resource is currently very stretched at the moment with Edinburgh, the Nottingham Tram bid which has been requested first pass by the end of this week, plus a number of ludicrous timescales on jobs out of the South West. Unfortunately these things happen from time to time whereby for a couple of weeks you get stretched, and the admin side suffers. This is one such occasion and unfortunately for you, the TCR's is currently a long way down the list of our priorities for work which needs to go out of the door.

You are correct - there is no point sending demanding emails because it will have no effect. I will get the return back as soon as it is humanly possible to, and I am afraid I cannot offer you anything better than that. Please feel free to call and discuss.

Regards

Paul

From: Chandler, Jason

Sent: 08 May 2007 17:53
To: McQuade, Paul
Cc: Kennaugh, James; Bristow, Sally; Jones, Carla; Dorrington, Kim (Edinburgh Tram)
Subject: RE: TCR P6 07

Paul,

Realise that you are busy. What can we do to sort this out? The client demand us to complete the update and we must have your information to complete it. Both tie and PB want the info and the project are put under a lot of pressure to produce on time. By the time we receive yours it is a week late and then we have to review the impact against the other disciplines aswell and the overall project implications

There is no point in just sending you demanding e mails...what can we do to get them back in the timescales that we need them? I would rather you tell me what you think.

Regards

Jason

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From: Jones, Carla
Sent: 08 May 2007 11:06
To: Chandler, Jason; Dorrington, Kim (Edinburgh Tram)
Cc: Kennaugh, James; Bristow, Sally
Subject: FW: TCR P6 07

Jason/Kim,

I know this is dull, but this is continually too late. These went out last Friday and we are giving DTLs until COP Wednesday. I don't think that's unreasonable. Can you help?

Thanks,
Carla

From: McQuade, Paul
Sent: 08 May 2007 09:31
To: Bristow, Sally; Jones, Carla
Cc: Bloe, Jonathan
Subject: RE: TCR P6 07

Sally, Carla

Due to pressure of work, it is unlikely I will be able to even begin this until next week at the earliest.

Regards
Paul

From: Bristow, Sally
Sent: 04 May 2007 17:10

To: Christoffersen, John; Firth, Richard; Kelland, Andrew; Park, Angus; Riley, Paul; McQuade, Paul; Jory, Anthony; Clarke, Bob; Pluse, David; Warren Murphy; Evans, Graeme (Manchester - Rail); Callander, Gordon; Whittingham, Nigel; Palfreyman, Tom; Dyson, Jonathan; Currie, Malcolm
Cc: Rickis, Vanessa; Lodhi, Ather; Brown, Ian; Price, Simon; Bloe, Jonathan; Jones, Carla; Klein, Beatrix; Kennaugh, James; Walton, Anne; Pilgrim, Russell
Subject: TCR P6 07
Importance: High

<< File: TCR P7 07.xls >>

Hi all,

Please find attached your TCR for Period 6 which is recording progress from Monday 9th April up to Monday 7th May. **This needs to be return to myself and Carla (cc'd to Jonathan Bloe) by close of play on Wednesday 9th May at the latest.**

Please can you ensure that **all the columns are completed** and that you do not over type the information already in the TCR. This is for information only, and comes directly from the programme.

Ian Brown - As Russell Pilgrim is no longer working on the Tram I assume that you will be helping with the Tramstop TCR as you did last month. However if this not the case or you have arranged for someone else to complete this, please let me know.
Nigel Whittingham and **Vanessa Rickis** - you have been sent this for completion on behalf of Ian Brown
Gordon Callander - you have been sent this for completion on behalf of Simon Price
Tom Palfreyman - you have been sent this for completion on behalf of Farhad Janani
Anne and Beatrix - the attached spreadsheet has all the TCR's you will not need all of these. I believe Carla was sending a spreadsheet with the DTL's that are in your offices. If you need more information, please let me know.

As with last month I have included the full Oracle Hours reports ("Actual Hours Analysis" at the end of the TCR spreadsheet) so that you can double check that all your hours have been transferred correctly and that I haven't missed any. There are hours in the Oracle report for Change Requests, most of which I have not transferred to your individual hours tabs, but if you could check whether these need to be included in your activities and make a note of them, that would be a great help to me. If you feel that activities need to be added to the programme to cover these Change Requests, then let me know, I will add them in this update cycle.

Any queries please get in touch with either myself or Carla.

Thank you

Sally

Sally Bristow

Project Controls Assistant
Edinburgh Tram

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