
From: McQuade, Paul
Sent: 11 May 2007 14:02
To: Chandler, Jason; Kennaugh, James
Cc: Jenkins, Mike; Reynolds, Steve; Munday, Keith; Morris, John; Jones, Carla
Subject: RE: TCR P6 07

Jason,

As I say then, this will continue to be a problem, as I see that you are going to continue to take no action to address it.

Regards
Paul

-----Original Message-----

From: Chandler, Jason
Sent: 11 May 2007 13:43
To: McQuade, Paul; Kennaugh, James
Cc: Jenkins, Mike; Reynolds, Steve; Munday, Keith; Morris, John; Jones, Carla
Subject: RE: TCR P6 07

Paul,

The project plan will not be amended in structure by anybody without the expressed permission of Carla or Sally. When we set the programme up and I you for advice on rationalising the structures activities to get commonality with Halcrows, you told me (personally) to use Halcrows structure and that you would fit in (I could have forced Halcrows to match yours if required as they are a subby to us) .If you want to change the structure of the plan please arrange to discuss with Carla.

The reason why you are into the next round of TCRs when you complete the first lot is that you are always late with the first lot. Do these on time and there will be a gap.

No we cannot miss the next report and this is NOT for James to decide anyway.

Regards

Jason

SDS Project Manager Edinburgh Tram

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-----Original Message-----

From: McQuade, Paul
Sent: 11 May 2007 09:48

To: Kennaugh, James
Cc: Jenkins, Mike; Reynolds, Steve; Chandler, Jason; Munday, Keith; Morris, John
Subject: RE: TCR P6 07

James,

As you are aware I was out of the office yesterday so you may have covered this in the conference call which I noted was set up yesterday. However, just to be crystal clear on this - the offer of assistance from Anne Walton is much appreciated, however it needs to be on the understanding that Anne can amend the relevant elements of the programme, such as rationalising activities and removing activities which are duplicated. If the intention is just for Anne to come and sit with me and just plug in info to the TCR sheet that I tell her while sat next to her, then that will be of no benefit whatsoever and will not resolve the problem. Can you please clarify on what basis Anne's involvement will be?

In addition, I was considering this problem yesterday and wondered if I could propose an idea? One of the issues I have observed with the programme team in Edinburgh is that almost as soon as they complete the programme update, they are virtually straight onto the next round of sending out TCR's and updating, therefore there does not appear to be any time for "maintenance" of the programme. Is there any mileage in discussing with them the possibility of "missing" the next update in order to free up some time for doing some work on the programme as I note above, eg rationalising and removing activities across all disciplines where the TCR return/programme size is an issue? Perhaps this could be proposed to them on the basis that doing this would benefit them and assist them also in reviewing the programme? This is just a suggestion, and I am aware that given the recent elections in Scotland there may be other considerations which impact on this.

Regards
Paul

-----Original Message-----

From: Kennaugh, James
Sent: 10 May 2007 08:15
To: Jenkins, Mike; Reynolds, Steve; McQuade, Paul; Chandler, Jason; Munday, Keith; Morris, John; Bain, Sarah
Subject: RE: TCR P6 07

Prior to the call I would like to point out that I spoke to Paul yesterday and suggested Anne Walton (planner for the North and Midlands) goes to Birmingham for the next ET TCR update to assist with their completion.

Regards,

James

James Kennaugh
Resource & Project Planning Manager - Rail

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-----Original Message-----

From: Jenkins, Mike
Sent: 10 May 2007 07:18
To: Reynolds, Steve; McQuade, Paul; Chandler, Jason; Munday, Keith; Kennaugh, James; Morris, John; Bain, Sarah
Subject: Re: TCR P6 07

Sarah,
Can you set up a call late afternoon. Pls include Bob Ducksbury if available.
Many thanks,
Mike

Sent from my BlackBerry Wireless Handheld

----- Original Message -----

From: Reynolds, Steve
To: McQuade, Paul; Chandler, Jason; Munday, Keith; Kennaugh, James; Morris, John
Cc: Jenkins, Mike
Sent: Thu May 10 07:16:03 2007
Subject: RE: TCR P6 07

Can I suggest we have a quick conference call on this to bring everyone up-to-date with recent developments here in Edinburgh and to agree priorities on the different challenges facing us. This afternoon would be good for me and Jason.

Steve

Stephen C Reynolds
Director

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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.

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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

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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

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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)

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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

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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 of Carla.

Thank you

Sally

Sally Bristow

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Edinburgh Tram

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