
From: Reynolds, Steve
Sent: 02 November 2007 12:54
To: Ducksbury, Bob
Cc: Chandler, Jason
Subject: FW: Civils Progress Edinburgh Tram

Bob

The key issue here is that we need to arrest slippage on Structures deliverables. This is now the most critical area of concern for completing the design programme. We need assurances and action from the Birmingham team

Steve

From: McQuade, Paul
Sent: 02 November 2007 09:26
To: Chandler, Jason
Cc: Reynolds, Steve; Ducksbury, Bob; Groves, Andrew
Subject: RE: Civils Progress Edinburgh Tram

Jason,

As you are aware and have alluded to below, there have been resource issues within the Birmingham Civils team particularly with respect to turnover of staff within the Geotechnical team which has contributed to the delays on some of the structures. As you are also aware from discussions previously, the design of the structures have also been affected by the knock-on effects of the Swindon team leaving and the Birmingham Civils team having to complete projects thereby taking key staff from Edinburgh Tram for an extended period of time.

Having said that, the reasons for delays are not solely down to this and there are a number of contributing factors which have affected this. As an example, Murrayfield Tramstop Retaining Wall has been delayed as it has just recently become apparent with an analysis of the ground conditions that significant redesign will be required to the wall. This has always been known as a risk in having to develop the design without ground investigation information in order to accord with the programme, and unfortunately we have been caught on this structure. We are currently preparing a Change Note to cover this as we consider this to be at least an Internal Change. Another example is Murrayfield Stadium Retaining Wall whereby Network Rail have demanded, only recently, that this structure has a Category III check rather than a Category II check - we cannot proceed on this until this issue is resolved. This has been communicated to the Project Team in Edinburgh and we are awaiting advice or instruction. In addition, as you will have noted, the alignment for the section through Balgreen Road to the Training Pitches was only received on 15 October, some 3 months after it was originally programmed, due mainly to the interface with Network Rail and their Airdrie-Bathgate scheme requirements. This affects the design of approx. 6 structures with a consequent delay. These are just a couple of examples and if you go through the route, there are some other issues which have contributed also.

Within the TCR I have attempted to reprogramme the affected structures as follows taking an overall finish date for the Balgreen area structures based on the v17 programme and making an allowance for the delay in provision of the alignment. The dates proposed are as follows:-

30 November Gogar Burn Bridge
31 December South Gyle Access Bridge & Bankhead Drive Wall, plus Murrayfield Stadium Wall (*assuming checking issue is resolved quickly*)
31 January A8 Underpass & Murrayfield Tramstop Retaining Wall
28 February Murrayfield Training Pitches Wall
31 March Balgreen Area Structures (*note 3 month delay in alignment provision, but only put finish date back 6 weeks approx. from v17 programme date*)

I obviously appreciate that this has a consequent impact on invoicing however I have tried to be realistic in what can be achieved going forward with the resource at my disposal. It should also be recognised that utilising other resource within the group would not improve on the dates above given the mobilisation they would have to go through to get up to speed on the project, and would then impact on the efficiency of the Birmingham team in assisting them to do this. Also, as I have consistently informed you, for Gogar Burn, S Gyle Access, Bankhead Wall, Stadium Wall and to a slightly lesser extent the A8 Underpass, these structures drawings are very advanced and could easily be provided for costing purposes. The difference in costs between pricing the structures drawings as they stand now, and pricing them when they are fully finished and signed off by all parties would be relatively minor.

I trust the above will assist you in forming a full appreciation of the situation, that while the resource issues we have encountered here in Birmingham have contributed to delays, they are not the sole reason. Over the last 3 or 4 periods I have been keeping you updated with the TCR returns on this, and as you know I have been actively seeking to address these issues, one of which has been to pass on the role of DTL to Andy.

I am not available to attend a meeting in Edinburgh on Thursday, although I would be available for a conference call at some time that day, but cannot confirm a time just yet. If you have any queries on the above or wish to discuss further in advance of next Thursday, please do not hesitate to contact me.

Regards

Paul McQuade

From: Chandler, Jason
Sent: 01 November 2007 17:27
To: McQuade, Paul; Groves, Andrew
Cc: Reynolds, Steve; Ducksbury, Bob
Subject: Civils Progress Edinburgh Tram

All,

Having reviewed the latest TCRs for structures it is obvious that we are falling behind on a period by period basis. The reasons on the TCRs state that this is quality and resource related, internal to the PB structures team i.e. nothing to do with tie delays etc. tie are now entering into the final push on price fixing with the Infracore and are waiting with baited breath for the structures designs in particular so we cannot afford to let this slide continue.

Bob, realising that you are in Edinburgh next Thursday, Steve has asked me to set up a meeting to get to the bottom of the issues with Paul and Andrew.

Paul and Andrew, can you please advise on your availability.





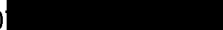

Regards

Jason

SDS Project Manager Edinburgh Tram

PB

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