
From: Gullick, David
Sent: 09 May 2008 12:45
To: Bayliss, Russell; Charlton, Mike; Kermani, Bahman; Ralph, Tristan; Rees, Steve; Groves, Andrew; Pluse, David; Bakir, Firas; Dolan, Alan
Cc: Cluett, Chris; Thompson, Brian; Skinner, Rachel; Chandler, Jason; Procter, Ian; Blyth, Richard; Reynolds, Steve
Subject: EDINBURGH TRAM URGENT NOTIFICATIONS REGARDING CHANGES TO MANAGEMENT REPORTING AND MONITORING FROM MONDAY

There has been a recognition from Senior Management that Edinburgh Tram needs to be better monitored going forwards, particularly as the cost to complete the current scope through novation is in excess of £1m. The purpose of this email is to inform you all of changes to the way in which the project will be reported, managed and monitored going forwards. Further emails from the project team will be issued in due course but this is to inform the Highways group of the changes and effects that will take place.

Greg Ayres has decided to adopt the following process going forwards

From Monday a new job will be set up on Oracle with cost budgets to track the project. **All** timesheets for anyone who is charging to Edinburgh Tram will be approved by Jason Chandler **irrespective of the fact that they will have time charged to other jobs on their timesheets**. This process will be in place for about 8 weeks and will then be reviewed depending on progress.

The existing project and sub-tasks will be closed down from Monday. Costs charged to the existing job number (for this week only) will be transferred to the new job. Although the project team (Steve Reynolds and Jason Chandler) will be monitoring progress and costs we will need to assist in terms of accurate assessment of the percentage complete of each task so that the project team and Chris Cluett (in terms of highways input) can have confidence regarding our performance. We need to be accurately assessing this weekly and reporting to Jason.

In a similar way in which the programme is fixed, the Cost to complete is fixed and we must therefore ensure we come on or under it. Chris Cluett has asked me to assist Highways in achieving this goal.

According to my understanding the Leaders for the design input for highways are as follows

Structures	Andy Groves (supported by Tristan Ralph, Bahman Kermani and Steve Rees)
Utilities (part only)	Dave Pluse feeding into Alan Dolan (Rail Deputy PM)
Transport Modelling	Firas Bakir

The existing cost to complete of £1.1m includes the recent inputs from Highways in terms of

Structures and Geotech	(445k)
Utilities (Highways Input only)	(approx 24k)
Modelling	(approx 90k)

Firstly it is important that we carry out a reality check on these costs as I am aware that they were put together quickly under pressure. However the reality check does not mean that the costs estimates can increase as that time is past. The check is to flag up any issues that need to be addressed to ensure that we come on or under the estimated cost. Can each of you, Andy Groves (assisted by Mike Charlton), Dave Pluse and Firas please carry out the realty check by close of play on Monday to ensure that we can sort out any issues that may arise quickly. My impression at this stage is that the cost estimates we have produced are robust.

We then need to ensure that we have a system for monitoring our costs and progress going forwards to report to Jason and a key aspect will be ensuring that we are in a position to accurately assess the physical percent complete each week. We also do not want to reinvent the wheel and Richard Blyth is discussing with Ian Procter the need for the new project to be set up in such a way as to ensure that we can track spend and progress against the new budgets and current programme at task level on the new project. This will minimise the input required each week to Jason, hopefully requiring a comparison of spend against a realistic physical percent complete of each task in line with the programme. This has to be the aim of the new job setup..

I suspect that Jason will be in touch with all of you in due course re the way ahead.

With regards to the new project setup and email will be issued in due course by someone from the project management team but please relay this information as best you can to your team members working on the project so that they are aware of it as soon as possible.

Please do this verbally in advance of the email.

If anyone has any queries, please call me.

Thanks
David Gullick

Structures Group Director

PB
29 Cathedral Road
Cardiff
Wales
CF11 9HA

Telephone +44 (0) [REDACTED]
Fax +44 (0) [REDACTED]
Mobile +44 (0) [REDACTED]