
From: Reynolds, Steve
Sent: 20 August 2007 18:04
To: 'WattersDAB@halcrow.com'; 'SimmonsD@halcrow.com'
Subject: Re: Utilities Design Meeting with SDS & tie on 14th August 2007

David

Thank you for your email. I am actually on leave at the moment and will be back at work on 03 Sep. Perhaps we could take this up then by which time I should also have the closing offer from tie Geoff Gilbert on our claim. I had some constructive sessions with Geoff last week and am hopeful that we may be able to reach resolution soon

Back to Bell. In my view he is completely out of his depth and in any event if he has performance issues he should be raising them through the contractual SDS route rather than direct with you.

Let's pick up on the 3rd although if you feel the need for a holding response before then to the effect that he shouldn't be attempting to deal direct with Halcrow I would have no objection

Regards. Steve

Sent from my BlackBerry Wireless Handheld

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

From: Watters, David <WattersDAB@halcrow.com>
To: Reynolds, Steve; Simmons, David <SimmonsD@halcrow.com>
Sent: Mon Aug 20 10:31:11 2007
Subject: RE: Utilities Design Meeting with SDS & tie on 14th August 2007

Stephen/David,

This is very disappointing but perhaps not a surprise. I/we will have to deal with this at both the SDS level and the Halcrow level. His interpretation of aspects of our discussion is disingenuous and I am concerned at the commercial emphasis. I am interested in your views of how to take this forward.

David

From: Steven Bell [mailto:Steven.Bell@tie.ltd.uk]
Sent: 20 August 2007 08:23
To: Watters, David
Cc: Steve Reynolds; David Crawley; Tony Glazebrook
Subject: Utilities Design Meeting with SDS & tie on 14th August 2007
Importance: High

Dear David,

Thank you for the discussion on Tuesday where we reviewed the particular issues associated with Halcrow underperformance on Utilities design.

I believe we had a productive discussion and one which clearly understood that the Edinburgh Tram Project will be subject to great scrutiny, particularly on early street works as potential detractors seek reasons for delay or deferment. We both understood that underperformance on Utilities design or construction would provide opponents of the Project with an invaluable opportunity to criticise.

You accepted that there has been issues of design quality and lack of delivery on time which has not been acceptable to tie. You identified two particular areas within your control which you believe contributed to these failures and outlined the actions that you have taken to address them. The key areas are:

1. Design Project Management and Co-ordination:

Diverse work not brought together on time to the required quality. This is being addressed by the appointment of Chris Reid as Project Manager for this work. Initial results are reported as encouraging. This needs to be driven forward very actively.

2. Multiple Offices utilised to produce Utilities designs, some of whom have lesser experience in Water design particularly.

You have focused the production of this work through your Crawley office that has extensive experience working with Thames Water. You believe that this will enhance the consistent quality of designs. I look forward to consistent deliverables backing up the action plan.

On the separate issue of the relationship with Scottish Water particularly, you asked for support to help ensure SW were clear and more familiar with the work process. I will ensure our team work closely with your designers and SW to enhance this.

I look forward to consistent high quality on time delivery for the remaining work packages and we shall be monitoring progress on a daily and weekly basis.

As we discussed, I need your personal commitment and attention to help ensure successful delivery and to identify and address any barriers or underperformance. Please highlight any key issues to me directly so that we have visibility of the issue and the correct solution (which may be led by Halcrow, PB, tie or the SUC). You can contact me on the numbers noted below or my mobile [REDACTED]

We agreed to meet w/c 3 September to review progress and to consider whether any further actions are required to address performance and progress. Can you please advise by return which dates are suitable for you. Currently I can manage the following:

Monday 3rd September (post 1500)

Tuesday 4th September (post 1030)

Wednesday 5th September (post 1300)

Thursday 6th September (Before 1400)

I look forward to your continued active effort to help the project achieve success.

Yours sincerely,

Steven Bell

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For more information on Transport Edinburgh go to:-www.transport-edinburgh.org.uk <<http://www.transport-edinburgh.org.uk/>>

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