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**From:** Jim Inch  
**Sent:** 26 January 2009 14:48  
**To:** Tom Aitchison  
**Subject:** PRIVATE & CONFIDENTIAL  
**Attachments:** Liddell Thomson.pdf

**Importance:** High

Tom

I have reviewed the Liddell Thomson (LT) paper TIE - a step change in communication which David Mackay passed to you.

It at face value presents an interesting opportunity resolve both **tie's** communication weakness and our own weakness as described by Verve and perceived by members. Having said that I have some reservations about how it would work in practice.

The role envisaged by LT effectively adds an executive tier to the Councils present organisational arrangements.

A new Director post reporting directly to yourself with overall responsibility for all communication people and activities within CEC and its subsidiaries with a remuneration package which reflects the status and significance of the role.

There are, of course, some attractions in this suggestion but it would require significant and difficult organisational adjustment.

It would also require absolute clarity around responsibilities, objectives, priorities etc. some of which at least in the short term could present conflicts of interest.

On balance, I think that the role should be limited to **tie** initially and perhaps limited to secure the desirable level of flexibility.

As you know our initial thought on addressing CEC's weakness is to buy in the appropriate expertise on a consultancy basis and or on a fixed term contract.

These two requirements (**tie** and CEC) demand their own dedicated and sharply focussed resource in the short term. While they do not conflict with each other they are certainly not as complimentary as might appear to be the case at first sight.

I believe, timing is particularly important here. The communication needs of **tie**, TEL and Lothian Buses will change rapidly over the next two years.

A longer term perspective would enable a broader view to be taken in what could be described as "a steady state".

In other words I would not rule out the possibility of a future joined up approach to communications but I cannot see how this can be referred to in any formal way at this time.

Happy to discuss.

Jim

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