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Mr Ewan Brown
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Edinburgh New Transport Initiative

I hope that you had a good Easter.

Thank you for bringing the above subject to my attention. Since we met last Thursday I have had a chance to do some research and thinking about the subject we discussed.

You gave me the Edinburgh City Council report dated 11th September 2001 entitled "New Transport Initiative: Next Steps" and the Scottish Executive News Release dated 5th March.

I have also accessed recent news articles and the Council's Local Transport Strategy document.

You mentioned the primary objective, which is the presentation of a single proposal to the Scottish Executive by the end of September. This proposal is to be assembled by ENTICO, the provisionally named procurement, project management and finance company to be set up by the Council.

You have accepted your nomination as Chairman of ENTICO, and you mentioned that Gavin Gemmell, John Richards and Jim Brown have agreed to become Directors.

You and the other directors, in consultation with Andrew Burns, Councillor for Transport, have agreed that it would be desirable for an interim part-time executive director to be appointed for the period until the end of September in order to assemble the single proposal.

This appointee will have the tasks of:

- developing and refining a timetable for the preparation and presentation of this proposal over the course of the summer;
- receiving and integrating the inputs of the consultants who are working on various aspects of the Initiative;
- working with Partnerships UK to develop practical financing approaches for the components of the emerging preferred proposal, taking account of anticipated charging structures and income expectations;
- keeping the board, City Council and Scottish Executive appropriately informed as the proposal emerges in order to ensure problems are identified and addressed on a manageable basis; and
- presenting the proposal to the Scottish Executive to the agreed timetable, backed by broad consensus between the principal interested parties.

You estimated that this should be achievable during 2-3 days per week and that a commercial per-diem rate would be paid to the successful appointee.

Assuming the above is broadly correct, my thoughts are:

- ENTICO's mission must be unambiguous and the freedom of action of ENTICO within the mandate set by the City Council and agreed by Scottish Executive and HM Treasury (i.e. Partnerships UK) must also be sufficient and precisely defined, and must be consistent with the mission.

More specifically:

- is ENTICO a sponsor (setting out the measures of success and managing deliverer(s) to achieve this) – or a deliverer (looked to by its own sponsor(s) to deliver to their own measures)?
- the relationship with Partnerships UK must be clear – you stated that PUK would be a co-sponsor. This can only be the case if ENTICO itself is a sponsor. Therefore PUK will presumably be neither an arm's-length supplier of financial expertise nor in some measure another controlling entity.
- the external interfaces of ENTICO must be defined – i.e. to the Scottish Executive, to the Press, to potential sub-contractors for the projects, to representatives of the public, and to other pressure groups and interested parties (e.g. trade unions) – and these interfaces must both allow ENTICO to deliver its mission of delivering a broadly agreed proposal, and yet reduce external distraction to the minimum.

Within this very tight timetable, it is to be expected that differences of opinion will arise between the various interested parties, and may become accentuated. It is therefore essential that the Board of ENTICO, led by yourself, can offer full support to the interim executive director in his role of driving through the necessary consensus.

To reach a view on my own interest in this position, I would like a further conversation with you on the above points. Thereafter, it would be logical that I should meet some of the key players as identified by yourself. My purpose would be to ensure that the objective of the position is consistent with the views of these influential stakeholders and is therefore achievable.

I would also need to understand, early on, the basis of compensation since I would be forfeiting the application of my time to other commercial activity. I also fear that need for the application of time would become more intense as the deadline approaches. This was certainly very visibly the case during the privatisation of Railtrack.

All of that said, I think my experience and background are unusually relevant to the needs of the position. I am looking for a challenging interim role, preferably located in Scotland. I have the experience of a multifaceted public/private interface that came with Railtrack's flotation. I have managed strategic and engineering consultants in all previous jobs since the early 1980s. I am personally committed to facilitating excellence in public transport, especially in the Edinburgh area, where I have now lived for 11 years. I am familiar with the technology of urban transport. I even prefer to use trains and buses when convenient!

With these thoughts, I can confirm that I am potentially available on the 18th April for a meeting with other members of the board when this matter could be progressed.

You could also advise what steps might be taken in the interim to address any of the points outlined above.