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**From:** Fitchie, Andrew [Andrew.Fitchie@dlapiper.com]  
**Sent:** 09 June 2010 18:12  
**To:** Richard Jeffrey  
**Subject:** Carlisle and others

**Private**

Richard

Typed this earlier today -somewhat overtaken now but completes my thoughts. On another subject - I have left further message for Nick Smith and will tackle this in the morning. I have also checked in with Steven about CEC getting the Carlisle docs. suite -having been asked for it, I would find it hard not to provide this with my CEC adviser hat on - **but perhaps with the strong recommendation that CEC Legal retain this under lock and key.**

Following our call this morning, I have reflected on what upset you. I can see how Tony having a 'wingman' antagonised you and I am sorry for it. There was a great deal of "Andrew and I" in Tony's presentation which surprised me a little. I have thought about the fact that this contributed to your impression of a rehearsed presentation and how I might have better intervened to dispel this. I am sorry for it that my reaction to what you said this morning was pretty stark but I too have been carrying around a responsibility to decide who to tell what I have been told.


I am taking instruction by Tony under his mandate to **tie** and from you as **tie** CEO. Staying with Tony (and contributing in a way which gains or forces acceptance) is demanding as the **tie** guys are finding; if, into the bargain, you are not seeing eye-to-eye about how to harness the combined Carlisle and **tie** resource, it cannot be my place to insist on how this is resolved but it roundly interferes with what I am able to do with confidence and best effect. Bluntly, it also eats up time that I can use for more relevant thinking and production on your behalf. Resolution of this on the eve of delivering the best product for **tie** on draft HoTs, QA on Tony's GMP Scope and Completion Dates was my only motive for being there at lunchtime yesterday. In **tie's** interests, in those of CEC and to ensure a fully functioning link with Tony and Carlisle, I cannot afford to be 'in a camp' on this matter - hence my reticence yesterday to comment overly.

I do not know if Tony would or would not have spoken to you on the subject at all, had it not been for part of a long call he and I had the day before yesterday. Since his e-mail to you asking for the meeting came soon after us finishing our call and him ringing me to discuss how he might word the request, is a connection - but I need to be honest and say that I had reached the point where I felt that Tony's views, however one-sided about **tie** project team, needed direct airing with you even with the risk that this would simply piss you off -which it did!. Obviously, I knew that there have been other discussions but in the lead up to finalising an opening set of papers for today's Norton House meetings, selfishly I needed a halt on the sideshow about who was worst at communicating/engaging. As I mentioned, there was a simple (hopefully spontaneously combustible) example of the unproductive tension this is creating when Stewart, Tony, Bill Mowatt and I met later in the afternoon and use of one word sparked a spat (not the word 'clean', I should add.!).

Stewart is now definitely bolted in, along with Dennis - who has been stalwart I think in working with the Carlisle guys. Tony and Steven must have independent lines of communication I would no expect to see this.

kind regards

**Andrew S. Fitchie**  
**Partner, Location Head Finance & Projects**  
DLA Piper Scotland LLP  
T: +44 (0) [REDACTED]  
M: +44 (0) [REDACTED]  
F: +44 (0) [REDACTED]

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