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**From:** Stewart McGarrity  
**Sent:** 29 June 2007 11:19  
**To:** Graeme Barclay  
**Cc:** Steven Bell; Jim McEwan; Willie Gallagher  
**Subject:** John Brown consultants

Email of 16th May.

**Stewart McGarrity**  
Finance & Performance Director  
TIE Limited  
[REDACTED]

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**From:** John McConnachie [<mailto:john.mcconnachie@johnbrownconsultants.com>]  
**Sent:** 16 May 2007 15:55  
**To:** Stewart McGarrity  
**Subject:** Stewart McGarrity

Stewart,

I had an interesting meeting with Andy Malkin yesterday May 15<sup>th</sup>, in the short time spent with him a number of key issues were raised, these are but a few.

- The budget could spiral significantly
- Poor decision making process
- Communication system is wholly inadequate, between Amis and SDS
- Lack of detail in drawings
- No common focus with contracts

These are but some of the negatives.

We discussed the opportunity to incentivise the contracts, I gave at length, various incentivisation that could be used and he was greatly enthused to see that TIE were thinking in this respect.

We also talked at length about cost reduction initiatives that could be raised, he assured me that Amis have a basket full of potential cost reduction initiatives, he also brought to my attention his clear understanding of the potential difficulties with 3<sup>rd</sup> party influencing organisations, eg buses etc, and how Amis may mitigate these problems and associated risks, however these may remain within the domain of Amis unless TIE are responsive.

IE Change must take place contractually re; margin and business process and expect the shortcomings.

Now Stewart these are but a few findings, what of SDS are they contractually more aggressive?  
Can you afford to wait? In my opinion definitely no!  
Amis advise if action can be taken now then the position can be rectified where everyone gains.

Finally Stewart, I would say don't wait for 2 weeks to reconvene our meeting, time is not on your side, please give me a call to discuss and finalise.

Best Regards

John

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