
From: Richard Jeffrey
Sent: 28 July 2009 07:52
To: Jim McEwan; Graeme Bissett; Stewart McGarrity; Susan Clark; Alastair Richards - TEL; David Mackay; Mandy Haeburn-Little
Subject: FW: August Report to Council (and other things)

All, please see attached.

We should be alive to these sensitivities and respond to them accordingly.

Jim could you brief me on the MUDFA sensitivities please.

Jim and Stewart, could you join me at 0800 on Wednesday (here) to meet with Dave and discuss his concerns, thanks

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From: Dave Anderson [mailto:Dave.Anderson@edinburgh.gov.uk]
Sent: 27 July 2009 19:03
To: Richard Jeffrey
Cc: Tom Aitchison; Gordon Mackenzie
Subject: RE: August Report to Council (and other things)

Richard Thanks I am two weeks back from holiday and it has been eventful on a number of fronts. I do recognise the sensitivities that the early circulation of the drafts has caused. Clearly there is a delicate balance that needs to be steered in providing accurate information about the progress of the programme to Council, whilst avoiding issues that could compromise or jeopardise commercial agreements.

The discontinuity arising from key staff absences over the past six weeks probably hasn't helped things given the dynamics of the issues we are dealing with. There are some specific concerns which have emerged about the further delays and costs on the Mudfa programme and there is no disguising that surprises such as this undermine trust and confidence to some degree.

Council officers have also been keen to secure reliable information to provide the update report and it may be that they have been expressing a degree of frustration in cases where this has not been forthcoming as quickly as they would wish.

However, please be assured that we are committed to working as 'one family' to help steer the project through the difficult challenges immediately ahead so let's use Wednesday morning to get any unresolved issues addressed so that we can continue to present a united front in delivering the best project we can in what are clearly very difficult circumstances. Best regards. Dave

From: Richard Jeffrey [mailto:Richard.Jeffrey@tie.ltd.uk]
Sent: 27 July 2009 12:56
To: Dave Anderson
Cc: Tom Aitchison; Gordon Mackenzie
Subject: August Report to Council (and other things)

Dave,

Hi, hope all is well with you.

I have just returned refreshed and determined from 2 weeks holiday to a pretty full agenda as you can imagine!

I am aware that we are meeting on Wednesday am, and of course we have a board meeting on Wednesday too. There are a couple of things I would like to flag up before Wednesday.

Firstly the draft report to council. I am very concerned about a couple of areas of the draft report, and am concerned about the process for producing this report. I believe the board on Wednesday would very much like to have the opportunity to influence both the tone and the content of the report, and think it would be helpful if the next draft could reflect the views of the board. I would also appreciate if you could let me know the process for producing such reports, as early drafts widely circulated can be damaging if they contain information that is not in the wider domain and or subsequently turns out not to be true.

I am happy to discuss my particular concerns on content on Wednesday morning in advance of raising them at the board.

The second area I would hope we can discuss on Wednesday is a little more sensitive. Some of the team are picking up 'bad vibes' from the council about TIE's handling of the project. It may be that this is just idle gossip and should be ignored, but if there are any concerns within the council over TIE's handling of this project please do let me know, it is always much better if these things are addressed in the open. This is not an easy project and it is important that the one-family approach holds together if we are to get the best possible result for Edinburgh.

I have been in post three months now, and that is generally the time any new CEO gets as a honeymoon. I intend to use the board meeting on Wednesday as a sort of review of my first three months, and the undoubtedly complex and important issues that the project faces. It is also reasonable for the board to expect me now to have a handle on the way forward on these issues and I will be seeking endorsement (building on the support of the last board meeting) for the proposed way forward. It is clearly important for me and the team here to know we have the full support of the board, and CEC, for the bumpy ride ahead. As I said at the last board meeting, I am not offering the board any easy routes forward. If you are aware of any issues that you think the board or CEC would be expecting me to address it would be best to know about these as soon as possible.

Look forward to seeing you Wednesday.

Regards

Richard

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