

30 April 2001

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Paul Grice, Esq  
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The Scottish Parliament  
Holyrood Road  
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Dear Paul,

**Scottish Parliament Building, Holyrood**

Thank you for your letter of 27th April; I also appreciated the constructive discussion we had on the telephone last Thursday.

As you know I will be attending the meeting scheduled for Tuesday afternoon and as you would expect I have been giving considerable thought to how EMBT/RMJM can most positively approach that discussion. I note what you say about candour and openness and I agree that it is important at this stage that we all share our concerns in the greater interests of the project as a whole. Nonetheless, I know that it is often easier to do this in theory than in reality and I thought you might find it helpful in chairing this meeting if I set out my own perspective in writing first of all.

This project has never been easy for us (RMJM), for reasons of which you are well aware. The Barcelona/Edinburgh interface has caused us difficulties – although I am happy to say that that relationship is working extremely well at present – and we have not always found the client easy to read. However, these are not the significant issues in relation to what I understand to be the current concerns.

It is news to no-one that we have struggled to engage DLE sufficiently in the design process and that the dialogue between the cost consultant and architect, the cost consultant and the construction manager has tended to be less than close. Nonetheless, however imperfect these relationships may have been in the past, they have in my view reached a perilous state as a result of the approach taken by Alan Ezzi in his role as Project Director. As far as we can tell, his technique appears to be concentrated on separating the members of the team just at the time when we should be pulling closer together; alienating the project QS from the design team when he is most needed in the detailed design process; taking over the business of cost reporting without any reference to the architect and failing to communicate with speed or accuracy the wishes of the client; a divide and rule approach. As I think I mentioned when we spoke last week, he has made little if any attempt to engage with me; indeed, our only face to face meeting in the 8 weeks, or so, has been at my instigation. At the moment it is essential that we bind the construction manager more into the process.

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I have behind me a considerable career of working on large projects and I think I know by now what is required in terms of leading and motivating a team such as ours. It requires communication, facilitation and a degree of understanding of the process which is apparently totally lacking from the current set-up. If the project is to be completed successfully, I would have to say that I do not see how things can be redeemed from where we are now to reach a position where we can go forward in the integrated and motivated way which we all need so badly if the project is to be completed.

You will appreciate why I thought I should set these thoughts out in writing in advance of Tuesday and I am happy to be guided by you as to how much of this I repeat at our meeting.

Yours sincerely,

A handwritten signature in dark ink, appearing to be 'TBS' with a flourish above it, followed by the initials 'PP' written below.

T Brian Stewart

Dictated by TBS and signed in his absence.