

28.4.1970

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Confidential letter to

April 28, 1970

W.G. "Geoff" Faithfull
with UNDP at The

CONFIDENTIAL

University of The Philippines,
Manila, establishing the
new School & Research Centre
for Urban & Regional Planning

Dear Geoff:

Welcome home! I feel for you having to suffer the old tin sheds at Mascot again. It is a pity the DCA has decided to wait until the Queen flies out next Sunday to open the new Sydney air terminal. I regret, too, that your return this morning coincides with a trip I have to make to Melbourne, Hobart and Launceston. I would not be back until Thursday night and we won't be able to meet until Friday morning.

Meanwhile, there are a couple of things I want you to be informed about.

You will have read in this morning's telegraph and Herald that we are being appointed by the Sydney City Council to prepare the Strategic Plan for the City of Sydney over a period of 36 weeks. The City Development Committee yesterday recommended us and our appointment now only awaits confirmation by the full Council next Monday afternoon. Until then, of course, we must lie low, because there is many 'a slip 'twixt the cup and the lip'. The Civic Reform majority, however, appear to be united on this issue and have the numbers.

There is a remote possibility that the opposition might lodge a recision motion, but this could only delay things by a further two weeks. Following Council's resolution, I dare say the Town Clerk will want to get some form of Agreement signed. This could delay things by another one or more weeks.

Following the signing of whatever Agreement is felt necessary, our 36 week contract period will commence. This will run into next January or February. Nevertheless, the bulk of the most important work will, of course, be done during 1970 before Christmas.

I personally feel rather awed by the responsibility and frankly even a little overcome by the difficulty and the gravity of the strategic decisions that we will have to make in such a short period. You will perhaps have noticed that everyone is

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'duck-shoving' the whole problem of plot ratios on to us. The job is going to make heavy demands upon the combined experience, wisdom and resourcefulness of all of us. It is the kind of job that will make or break us both personally and professionally. I regard it as the opportunity and challenge of a lifetime.

In this respect I would be most grateful for your aid, effort, support and collaboration if you could see your way clear to staying and working with us on this till Christmas.

However, in order to enable you to study the matter, I enclose a copy of our application to the City Council, in which you will find details of our team, our work and decision schedule and our project team organisation. The latter, Section E, nominates our key personnel who will personally work on the project. We did not nominate you as a person who would actually work on the project because we were not sure of what you wanted to do.

You should know that the selection process has been one involving an exhaustive and microscopic examination of our application, in comparison with each of the others. Every word and every detail of our application has been subject to the closest possible scrutiny and evaluation. n Andrew Briger has done a 25-page comparison of the relative merits of the five applicants who reached the final short list. The most important thing that the City Council placed greatest weight upon has been the calibre of the actual people who are nominated as key personnel. We won the job on our merits, entirely because of the names and the experience and the calibre of the actual people we nominated in the chart headed "Project Team Organisation and Key Personnel" in Section E of our application.

The Council sought the personal advice and reports of Denis Winston, Nigel Ashton, John Wickham, Peter Kacirek, Sir John Overall and Hans Westerman. The combined opinion of all of these people was that our personnel were the best for the job. The City Engineer, the Deputy Town Clerk and John Doran, acting Head of the City Council's Development Committee also recommended us on the basis of the personnel we had nominated to work on the job.

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You can appreciate that if we lose the services of any one of these people, we will have to replace him with a person of at least equal if not greater calibre.

When you first wrote some months ago and asked what was happening about Bruce, I casually raised the question with Bruce. He told me that when the firm sent him on this fullpaid holiday trip to the US and got him to call in on UN headquarters, Mr Khrustalev, after hearing from him about the capacities of our organisation, casually offered Bruce a job as one of the UN Project Managers in Karachi. Bruce shrugged this off at the time. It appears, however, that Khrustalev has followed through in a number of attempts to recruit Bruce. As far as I know, Bruce has done nothing in particular to encourage this.

While we were compiling the application to the City Council, I discussed with Bruce the role that he would play and he agreed to be nominated in the lynch-pin key position as Project Manager and coordinator. My understanding was that he accepted his nomination, allowed his name to be put forward in this vital role, and is morally committed to live up to this implicit agreement. He modestly says that he is not indispensable, but in our entire organisation and in our entire project team we simply don't have another man of the rock-like stability, professional maturity and technical capability of Bruce. The job of Project Manager and Coordinator will, of course, be the vital role since it will mean coordinating and directing the work of so many different specialists in so many different fields.

About ten days ago, Bruce received a letter from Khrustalev, inviting him to apply for the job of Project Manager in East Pakistan located in Dacca. The letter did not specifically offer him the job but implied that if Bruce applied he would be certain of appointment.

I have for some months recognised that Bruce deserves and will need a year off, doing something different. It was my realisation that Bruce was getting into a bit of a rut that led me to send him to the Regional Science Association Conference in Honolulu last August and led me to suggest that he go on, at the firm's expense, to spend 3 weeks in the USA.

Earlier this year I noticed that Bruce was ill and insisted that he take a week off and rest. You will remember that Bruce has

suffered from hepatitis and subsequently he seems to be a prey to a good number of virus infections. He has also had considerable trouble earlier this year, I believe, with something that could have been very serious and even malignant. I think that his health could be endangered by spending a year or more in Dacca. Anyway, I had recognised that Bruce needs special consideration in terms of sabbatical leave, overseas experience and a break from the routine of Australian practice. I have already proved my concern for him by suggesting a US trip and the special holiday earlier this year.

I have in mind that when we finish the City of Sydney job, we should arrange an extended 6 - 12 month leave for Bruce to travel overseas. I want to arrange that he spend time either first of all in travel, secondly in working overseas with a firm or on a job with which we or some of our friends are associated. We might get him to spend 6 - 12 months with either a British or French or Japanese firm with whom we are wishing to build up a relationship. It might be possible for him to have a visiting Fellowship at the Institute of Planning in Manila. A number of things like this are easily possible and any one of them, it seems to me, could be much better for Bruce's body, mind and spirit than this assignment in Dacca. Bruce has said quite clearly that he has no wish to leave the firm but that he believes that his having a year off working somewhere else would be of great benefit to the firm. I don't at all disagree with this and have it in mind to arrange something along these lines for 1971. However, I do believe that both he and we are committed to him being Project Manager of the City job and that, from his point of view, the Dacca assignment would be a very undesirable one. It seems to me that this job has gone begging for a number of years, that there is little hope for any real achievement in view of the political situation in East Pakistan and that Dacca could be injurious to his health as well as the job being injurious to his spirit.

I have invited Bruce and Shirley to dinner at our place on Sunday night and would be grateful if you and Elizabeth could come as well. I had in mind to have such a dinner party in any case to welcome you home but in the light of this current little episode it seems doubly appropriate. Bruce will be looking to you for advice and guidance and he has indicated that he will accept your advice. This seems to mean that you now hold the key to what is going to happen. It is because of this that I am taking

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the trouble to write you this letter so that you may study it before you are confronted directly with a request from Bruce for definitive advice.

Sincerely

(for George Clarke)

Two letters: The one
dated 28.4.1970 is
even more revealing.
(Cattachae)

noted @
23.1.1970

Personal/confidential
letter to my Associate, Geoff Faithfull
(my boss at the C.C.C. 1954-56)
who was (1970) UN Chief Technical Advisor
setting up a new School & Research Centre
in urban & regional planning
in Manila.
January 23, 1970

Mr W.G. Faithfull
P.O. Box 1864
MANILA THE PHILIPPINES

Dear Geoff:

Thank you for your letter of 16.1.70 and for the copy of the article from the Washington magazine. The article adds little to what I understand already. It does, however, put the problems of consultancy into a succinct and amusing form. I suppose that any social institution, such as the bureaucracy, the church, the military, the university, is made up of human beings and is therefore riddled through with stupidity and inefficiency. If we were to let this inescapable fact get us down, we would either go insane, as many people do, accept a quiet life as a junior employee or minor participant, or finally give up and go beachcombing. The third alternative appeals most to me.

However, rest assured that Australia still retains some of its traditional, sardonic realism and that I am not seriously worried about the Australian situation getting as bad as the American for another 20 years at least.

We have been under tremendous pressure here lately. The pressure to get jobs done continues. At the same time, we have been doing our best to get the new company structure under way. All the companies are now formed and we will be gradually revealing the change-over to our clients and to the world generally over the next three months. I enclose a copy of a memorandum that was circulated recently to all of our senior personnel. This explains, in general terms, the structure and purposes of the new organisation.

We did take serious note of your suggestions regarding various of the company names. However, since we have had no clear indication of your own desire to continue with us, we did not feel it practical, at this stage, to include the word "Faithfull" in any of the company

names. If you decide to re-join us, and if it seems sensible and proper that your name should be so recognised, then it can very easily be done either by a simple resolution to change the name of one of the existing companies, or by the setting up of a new one.

We also paid serious regard to your strictures on all such names, such as "Urban Systems Corporation. However, we were stumped to find anything that was, at the same time, expressive of the three main points we wanted to make and, at the same time, simpler or shorter than USC. You will appreciate that our aims were:-

1. To make it clear that our concern is with urban phenomena
2. That we wanted to adopt a systematic approach to the investigation, planning, design, development and management of urban environment, regardless of whether our systematic approach was merely a commonsense one or was based to a greater or lesser degree on some form of mathematics
3. We wanted to operate through a corporate form of organisation and management.

Individuals die but corporations have continuity. Firms dominated by individuals suffer from the cult of personality, whereas corporations are cooperative endeavours within which one can distinctly separate, as and when and if one wishes, the separate functions of ownership, control, administration, and productivity. Thus it seemed hard to beat the relative simplicity of USC when compared particularly with all of the other much more fancy names which are mentioned in the Washington magazine article.

We currently have about 75 personnel, distributed throughout five offices, the newest one of which is in Parramatta. This newest office is run by Bill Dale (ex Blacktown Town Clerk) and Frank Duffy (ex Penrith City Council Chief Planner). On March 16, it will be joined by Ken Short, an Economic Geographer, who comes to us from the Hunter Valley Research Foundation. This office is battling to do a detailed development control plan for the Blacktown Town Centre and is in the running to get a similar job for the Fairfield Town Centre. Bill Dale is doing good work on calling on local Councils throughout the Western suburbs and is particularly hopeful of getting a job from the Parramatta City Council.

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Our Sydney office currently contains 46 souls in about 4,600 sq. ft and so you can see we are desperately cramped as well as being split between two floors in Accountants House and another 1100 sq. ft down in the Ironworkers Building. We are finally fed up with this situation and over this weekend will probably be making a decision to sign a lease next week on either 6,500 or 8,000 sq. ft in one of two buildings at North Sydney. One is BP House at Milson's Point; the other is a spec office building at the corner of Arthur and Mount Streets, North Sydney, at the freeway interchange.

The important thing that is coming up is our submission to the Sydney City Council for appointment as Consultants to carry out a Strategic Master Planning process for the new City Council, covering the whole of the new area of the City of Sydney, which has now gone back to its 1948 boundaries. I enclose a copy of the advertisement and of the Consultants Brief. We actually have been working in close private relationships with Alderman Andrew Briger, the Chairman of the City Development Committee, and with Alderman Leo Port, the City Council's new representative on the SPA. We wrote Briger's reports to his Civic Reform caucus and we also wrote his Committee Chairman's Reports to his Committee. We also wrote the Consultants Brief and the advertisement that appeared in the newspaper. Politically, of course, it must be open slather for any consultant anywhere, particularly in view of the fact that the City Council has already commissioned us as Architects to design and implement the Martin Place Civic Square. A Labour Alderman was reported in the press as having said that CGP were the Civic Reform's own "pets". We are quite confident that we can handle the job with our own personnel and within our own resources. However, we know that other teams of consultants will be putting in terribly impressive looking consortia, including a galaxy of overseas talent. We will have to pad our submission in the same way lest we lose out on glamour. We are running scared on this one, because we know there is many a 'slip 'twixt the cup and the lip'. To this end, then, we have contacted Shankland Cox and Partners, the English Town Planners who are now doing so well in the West Indies and the Adriatic, and who incidentally already have one job in Malaysia. One of their partners is coming to see me next month. He is Charles Bosel, originally a Queenslander and a friend of Andy Stenders. I met him in Athens last April and offered him a job, which he declined after Shankland offered him a partnership.

We are also aware that one of the Civic Reform Aldermen is a great admirer of Isadore Candebub of Candebub and Fleissig, the big planning consultants of New York and New Jersey. This particular Alderman

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saw an article about Candeub's city planning philosophy in the magazine, Business Week, and was greatly impressed. It just so happens that Bruce Hyland worked for Candeub for a few years and is on good personal terms with him. Candeub and Fleissig have now cabled their happiness to participate. Naturally, we won't give these overseas chaps any rights or privileges or promises. We would be the prime consultants and anyone else at all would only be sub-consultants to us.

McConnel, Smith and Johnson have approached us with the idea that they join our team. They have no planning strength or experience but want to begin to build some up. Because they are pleasant, competent and honourable people, we have said that we would be happy to have them as sub-consultants and that they might get some of the detailed action planning that will flow from the Strategic Plan. They are taking a week or so to decide whether to accept our terms. They had visions of a great multi-firm consortium of equal partners. They could be useful because of Professor Peter Johnson's status as Dean of the Faculty of Architecture, because of Gus Thiess' status as an Alderman of Woollahra, and because they are personal friends of Leo Port's. Furthermore, of course, they do have chaps who can be trusted to go to meetings and behave with discretion and commonsense and they do have some good urban designers.

We have also invited Dr Brian Scott, of W.D. Scott and Associates, to join our team and ~~they~~ also extended an invitation to Pak-Poy. MS & J would bring with them the name of Lord Llewellyn Davies, who is due to visit Australia to speak at an AIUS Conference next August.

All this 'flim-flam' should protect us against the competitive 'flim-flam' put up by others, thus leaving the decision to be made on the basis of who has the biggest and best planning capability here on the spot in Sydney. On that score, we should win. Submissions are due in on March 2, and the decision could be expected in April.

I expect that you will be in Sydney some time in April and we would therefore look forward to using your name in our submission and to having you accompany us to the Selection Committee interview. Please advise.

Eva gave birth to a 7 lb 4½ oz son at 2.30 am on December 16, 1969. His name is Stephen George. He is absolutely normal and appears perfectly healthy and is, if anything, quieter and better behaved than the average baby. Eva is feeding him naturally and, apart from that, there is absolutely nothing further to say, except that Andrew and

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Rebecca are thrilled. They appreciated their Christmas card from you and your youngest. I took Andrew up to the Gold Coast for 10 days holiday, recently and we managed to establish some faint glimmerings of a father/son relationship. Andrew is now the proud owner of \$350 Manly Junior Sailing boat and this is his big thing this summer.

With love to Elizabeth and Susan and the baby,

Yours,

P.S.

Don, Paddy, and I are having 'family companies' set up, one for each of us. These 'family companies' will actually own any shares we have in USC. A 'family company' is basically a device to minimise taxation. Don's family company will be called Maredon Pty Ltd, Paddy's is Sary Pty Ltd (made up of Shirley and RY). My own is called Ekistics Pty Ltd. All we have to do is to supply the name. Tribe does all the rest. He prepared Memorandums and Articles of Association, the best that Australian ingenuity can devise. Features of the company are the male is the Governing shareholder and Director with absolute and unfettered control. One other voting share may be held by S. Laurence who, at the same time, signs a transfer of the share back to the male Governing Director, who may keep it and produce it at any time he wants to get rid of Laurence. Alternatively, of course, the process can be used by the executor of the male Governing Director.

Every individual member of the family and any other relative or dependant is issued with shares of a different alphabetical class. Children may be issued with redeemable preference shares or certain class of share may be allocated to a trust fund set up on behalf of the children. This enables the Governing Director to determine which member of his family is to receive any and/or how much income in any financial year. It also enables the Governing Director to exercise control over money allocated to his children. The male should then restrict his own income for

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tax purposes to his basic salary. Any shares or investments that he may hold should be held in the name of the family company. Thus, additional income from such shares or investments are not added to the taxable income of the Governing Director. This additional income is allocated on a paper for tax purposes to the other shareholders. Thus, considerable tax savings can result.

Such a family investment company can be very useful, not only to dispose of any substantial income that may in the future come from professional practice, but can also help to dispose of additional income from other shares and investments. It means also that the wives and children of the people like Don, myself, Paddy and yourself, don't have to have any formal or direct legal connection with the professional practice. The family company is the one that receives any dividends and the Governing Director of each family company is free to allocate it amongst members of his family as he deems fit. If you wish to have such a company formed for you, so that it can be signed, sealed and delivered before your return, then all you have to do is give us a list of acceptable company names. Tribe will then proceed to register the name and to incorporate the company with the same Memorandum and Articles as we are having. These give you complete flexibility.

Please advise.