
From: Nina Cuckow - TSS
Sent: 15 March 2007 15:31
To: Mark Bourke; Ailsa McGregor
Cc: Geoff Gilbert
Subject: FW: ETP Risk Management Plan
Attachments: ETP RMP v7.0 updated - MA 27 Dec 06 with Corrections .DOC

Mark, Ailsa

I have reviewed the SDS Risk Management Plan and, Mark, look forward to receiving your comments too. My comments are as follows:-

Overall

SDS have written this RMP in order to comply with their original remit of taking the role of overall Project Risk Manager. However, tie took the decision, in July 2006, to change the overall project risk management strategy to have tie manage overall project risk directly through myself. This change came about because SDS took the position that their risk management responsibility extended only to cover the Design aspects of the project and they had not delivered any of the requirements in their contract. Thus far, TSS had provided the services required of the Tram Project Risk Manager in order to fill the gap on behalf of tie and this situation remains in place today. In my opinion, since I have been involved in the project, SDS have delivered nothing to tie of an acceptable quality that meets the requirements of their original contract of September 2005. The documents they have delivered prior to present are the Risk Management Plan and a print out of the data sheets for their full risk register in June 2006, neither of which were of acceptable quality. This latest RMP does meet the original contractual requirements to an acceptable quality although I do have a few comments on the content of the plan.

In December 2006, SDS brought a new Risk Manager, Mark Alcock, to the project and his effort has been in attempting to bring SDS in line with their contract. However, this activity is no longer relevant because it directly mirrors tie/TSS activity under our current risk management strategy.

Mark (B), you have verbally detailed new requirements to Mark Alcock however, SDS are now in the position where these need to be put into writing so that they can effectively take on the role of Design Risk Manager (with subsequent novation to Infraco becoming the "Infraco/Tramco/SDS" Risk Manager) reporting Primary Risks and identified tie-owned risks to the Tram Project Risk Manager. Without instruction (and possible negative variation?), SDS will remain in a half-way house trying but unable to undertake their original role (because we won't let them) but also not effectively carrying out the Design Risk role (due to their attempts to undertake their original role).

I would point out, that although they still have not delivered any of the reports required in their 2005 contract to an acceptable quality, Mark Alcock has been very co-operative in producing information on risks from SDS's point of view when asked.

After we have issued the variation, SDS will need to re-write their RMP to comply with the "new" situation.

Specific Comments

Major 1: Section 9.2. SDS's Probability Impact Diagram is different to tie's. The significance distribution means that tie's and SDS's perception of risk is different. What tie would report as a high risk may not necessarily be reported as high by SDS. SDS may be limited by the ARM system and will no doubt stand by their own professional opinion on how risk significance should be distributed. There are two main actions we could take here. 1. Force SDS to comply with tie's PID which could be technically difficult for them and could effectively remove their responsibility for reporting highest risks as they see it. 2. Note to them that our PID is different, see what they do and remain aware of the

differences when scrutinising their reports. The second option keeps the professional responsibility with them but potentially creates additional work and "thought-process" for tie.

Major 2: Appendix C. We should ask PB to report in the same format as the tie Primary Risk Register.

Major 3: Appendix D. I would expect SDS to report the same impact categories as tie. As far as the ranges within each category is concerned, there are similar arguments to Major 1.

Minor 4: Section 1.1. The current version of AS/NZS 4360 is dated 2004 not 1999. While 1999 provides an acceptable standard for our purposes, we could be open to question if we don't at least mention it to SDS.

Minor 5: Section 4. OGC Management of Risk reference. A 2007 release of this document is imminent. The plan may have to be updated to reflect this.

Minor 6: Section 7.7. I would suggest that the list of Risk Workshops is removed. It is out-of-date and may be limiting.

I think we need further discussion as to who will and how we can take the issue of the SDS risk remit forward. Could you let me know your thoughts please.

Cheers
Nina

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From: Alcock, Mark [mailto:AlcockM@pbworld.com]
Sent: Wed 07/02/2007 15:44
To: Nina Cuckow - TSS
Cc: Dolan, Alan
Subject: ETP Risk Management Plan

Nina

We agreed that I would send you the revised Risk Management Plan for your initial perusal, after the end of January due to your commitments. I now attach the file.

<<ETP RMP v7.0 updated - MA 27 Dec 06 with Corrections .DOC>>

I understand from Alan Dolan that Alec's version was effectively agreed so I have not rewritten it! But I have tried to "beef it up" in a few places and reflect more accurately in process terms what is actually happening. This has meant that I have added in the Clear Expression of Risk Discipline and made the Risk review section more robust. The biggest change I made was to restructure the document, which I hope makes easier to follow and to find specifics.

Please note that I have left the Changes visible and those in RED are Alec Anderson's and those in BLUE are mine

Please let me know your comments, following which I will add the Header and Footers etc

Kind Regards

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