
From: Nina Cuckow - TSS
Sent: 17 October 2006 11:51
To: Mark Bourke; Fiona Duncan; Geoff Gilbert
Subject: FW: Risk Drawdown Meeting 25 October

I have received the e-mail below and sent the response immediately below to Mark Warner. Given that they do appear to have a position on this, Transport Scotland should really be advising us, and should have done this ages ago, about their risk and drawdown policy! We should however, develop at least an outline position on this matter before the meeting.

Cheers
Nina

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From: Nina Cuckow - TSS
Sent: Tue 17/10/2006 11:40
To: Mark.Warner@transportscotland.gsi.gov.uk
Subject: RE: Risk Drawdown Meeting 25 October

Mark

Thanks for your response on this. I will keep my diary free. Some comments as follows (my own opinions, not necessarily representative of ETN or tie!):-

In my experience, if a project funder has specific requirements as to how funds to cover materialised risks are applied for, we are advised by the funder of the process through which to do this. The level at which such a process kicks in also depends on funder policy. Below this level, the business unit or project is left to deal with risk internally which in this case would be a matter of tie or possibly ETN project policy and strategy. For vertical efficiency from the project point of view, it is helpful to be able to apply one process at two levels. For horizontal efficiency from the Scottish Public Sector point of view, I would imagine this process would be the same as applied on other Transport Scotland and indeed, other publicly funded projects. Obviously, the process has to be agreed by all funding parties, not forgetting that in this case CEC is approximately a 10% Funder.

Next Tuesday's meeting could perhaps be about Transport Scotland/CEC ensuring that the ETN project and tie understand the process requirements relating to risk drawdown and at what levels they kick in. The ETN Project can then procedurise the relevant internal processes to apply the requirements. I would be happy to state my opinion at the meeting particularly regarding process efficiency and the level of delegation but ultimately the decision is down to yourselves at Transport Scotland.

The project commenced development of a process because we recognise the need for responsible spending. However, in the absence of stated requirements from funders, this was ongoing on a "unilateral" basis but would have been presented to tie for approval. If we receive detailed requirements from yourselves, the approach can be on a more co-ordinated basis. Until the meeting,

I am going to lower the priority on this task because we could be going in different directions and I don't want to do potentially abortive work.

I look forward to hearing from you
Regards
Nina

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From: Mark.Warner@transportscotland.gsi.gov.uk [mailto:Mark.Warner@transportscotland.gsi.gov.uk]
Sent: Tue 17/10/2006 10:05
To: Nina Cuckow - TSS
Subject: [SPAM] RE: Risk Drawdown Meeting 25 October

Nina

I'll get back to you on this, it may be that we need to have the meeting to understand the assumptions that you are basing the strategy on which may be different from those we have made as the funder of the project.

Please leave the meeting in your diary until I've spoken to John Ramsay.

regards
Mark Warner

-----Original Message-----
From: Nina Cuckow - TSS [mailto:Nina.Cuckow@tie.ltd.uk]
Sent: 17 October 2006 09:39
To: Warner M (Mark); Davis L (Lorna)
Cc: Fiona Duncan; Geoff Gilbert; Mark Bourke
Subject: Risk Drawdown Meeting 25 October

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Mark, Lorna

Further to your e-mail to Mark Bourke, I will unfortunately have to defer the above meeting. When Lorna initially approached me about it, I understood that Transport Scotland Programme Managers were looking for help to develop a risk management and drawdown strategy for themselves and were looking to "pick our brains".

At present the Tram Risk Drawdown Strategy is being developed. This has yet to go through the Project/tie Approvals Process and is not yet ready to present to Transport Scotland. For

information and further to your e-mail however, a change process is already in place and although risk (associated with change) has an input to this, it will not be the process that controls risk drawdown.

I will keep you informed and let you know when we are in a position to have a meeting. This likely to be towards the end of November. If in the meantime you have any queries, please do not hesitate to contact me.

Regards
Nina

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