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**From:** Mark Bourke  
**Sent:** 19 October 2006 12:25  
**To:** Graham Nicol  
**Subject:** RE: Project Risk Management Plan

Trying to get Nina back on track. Point well made!

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-----Original Message-----

From: "Graham Nicol" <[Graham.Nicol@tie.ltd.uk](mailto:Graham.Nicol@tie.ltd.uk)>  
To: "Mark Bourke" <[Mark.Bourke@tie.ltd.uk](mailto:Mark.Bourke@tie.ltd.uk)>  
Sent: 19/10/06 11:37  
Subject: RE: Project Risk Management Plan

Take a holiday

Graham Nicol

Graduate Assistant Risk Manager

tie limited

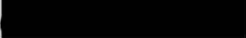
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For more information on Transport Edinburgh go to : [www.transport-edinburgh.org.uk](http://www.transport-edinburgh.org.uk)

delivering transport projects

From: Mark Bourke  
Sent: 19 October 2006 11:35  
To: Nina Cuckow - TSS  
Subject: RE: Project Risk Management Plan

Hi Nina

It is a great pity that you cannot make time to developing the draft Full Business Case Risk Management section. No FBC and no project - you probably appreciate where I think priorities should lie. I would appreciate if you could work additional hours to achieve this and look to areas where support is necessary to free you up from activities.

I have been asked to finalise the RMDP for the next DPD meeting (i.e. end of the month). Geoff Gilbert can give you an e-copy of the latest version with updated RACI. Early versions of the RMDP have been circulated to TS and CEC but since evolved further.

I think we need sub-plans from a number of the activities to help all. These will include RMP with ARM specifics and financial contingency drawdown arrangements.

I have not got this underway as yet as the DPD has yet to formally accept and then allow it tabled for Board approval. We therefore must proceed on the basis that roles and deliverables will be acceptable. I agree with your comments on content.

TS has been asking for change control procedure for some months now. I thought that it was working in principal although found to be slow in practice. It sounds like you and Fiona don't consider it fit for purpose. I think that you will agree that CC procedure is necessary to document access to contingency. I agree this whole are needs examination to develop Delegated Authorities. This area needs Stewart's input - unsure if he has commenced work on this. Glad to hear you and Fiona are working closely on this. However, would it not best come from John P (according to the RACI)/Fiona?

Speak to you on Monday.

Mark

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From: Nina Cuckow - TSS  
Sent: Wed 18/10/2006 13:22  
To: Mark Bourke  
Subject: Project Risk Management Plan

Mark

I know you are on holiday but please would you give me an answer on this one if you are picking up e-mails.

I see you have made yourself responsible in the Risk Management Development paper for the development of the Project Risk Management Plan. The development of this plan is now required urgently due to the meeting with Transport Scotland on Wednesday. This needs to include the Delegated Authority Matrix which Fiona Duncan and myself are developing and Risk Drawdown procedures. It does say in the Development Plan that Risk will be drawn using the Change Procedure but the current definition of change and the procedure itself are entirely unsuitable for this purpose (Fiona and I agree on this). I also think that the Plan needs to contain clear definition as to what is in the risk register, how it is costed, how delay is included etc etc. Also needs to cover use of ARM.

The Project appear to think that the Risk Management Development Paper is the Plan and while I agree that much can be directly pinched from here for the plan, it doesn't really constitute an RMP.

I also need this as requirements and understandings keep changing so I need a document that has been agreed and understood so that I can refer to it in light of change - particularly of definitions.

The Project, namely Geoff and Fiona, have asked me to start developing this and I need to know how far along you are with it and can I have a copy so that I can complete it. This and other project requested activities mean that it is unlikely that I will be able to look at the Business Case this week.

On that note, I think that the communication channels once again need to be sorted out, because I am finding myself with two masters with apparently different priorities! Also, we should discuss the RACI table that was submitted to the DPD because I don't believe it reflects reality or certainly what I am being asked to do. Hmmmm, perhaps I should try a "work to rule" around it! Let's have a chat about this when you get back from holiday.

Anyway, would appreciate an answer on the RMP just now.

Cheers

Nina

Nina Cuckow

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