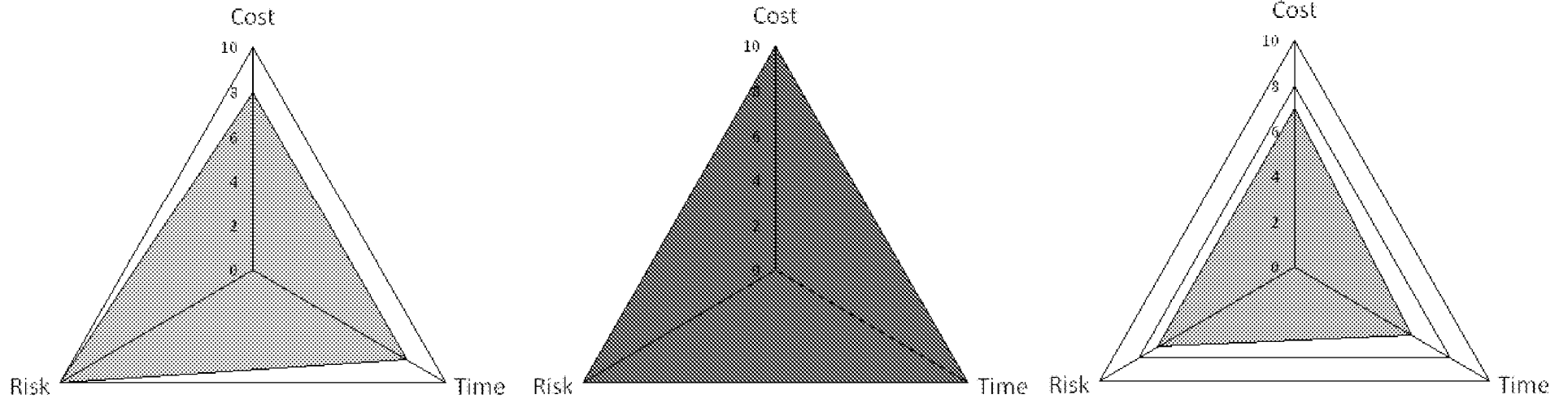


Decision Tree Factors

Category	Fundamentals	Others	Timing
Attrition to Newhaven	Circa £890M (£876.5M tabled)	Adverse project delays, court of session, no ability to force, no works on site	> 5 years
Hostile Termination	Range from £415M to £890M+	Project separation, poor right of recovery	>= 5 years
Agreed separation	Range from £624.1M - £740-£800M	Assumption that they make good works to date	12 to 18month delay
Agreed deal to St Andrews Square	£700M	Project Phoenix delivery, tipping point cost of airport to Haymarket £740M - £765M. Still cost to Newhaven to be considered.	12 month to recommencement on site.
Back Page	£18M	Just to run cost of project for 3 months	3 months

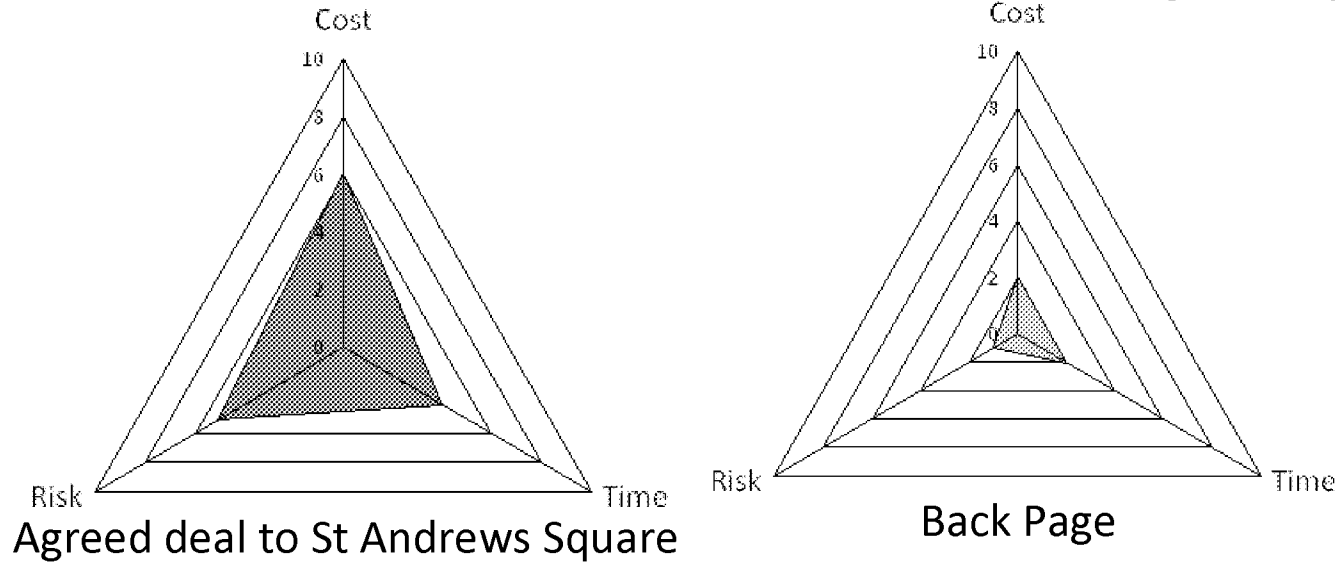
Factor analysis



Attrition to Newhaven

Hostile Termination

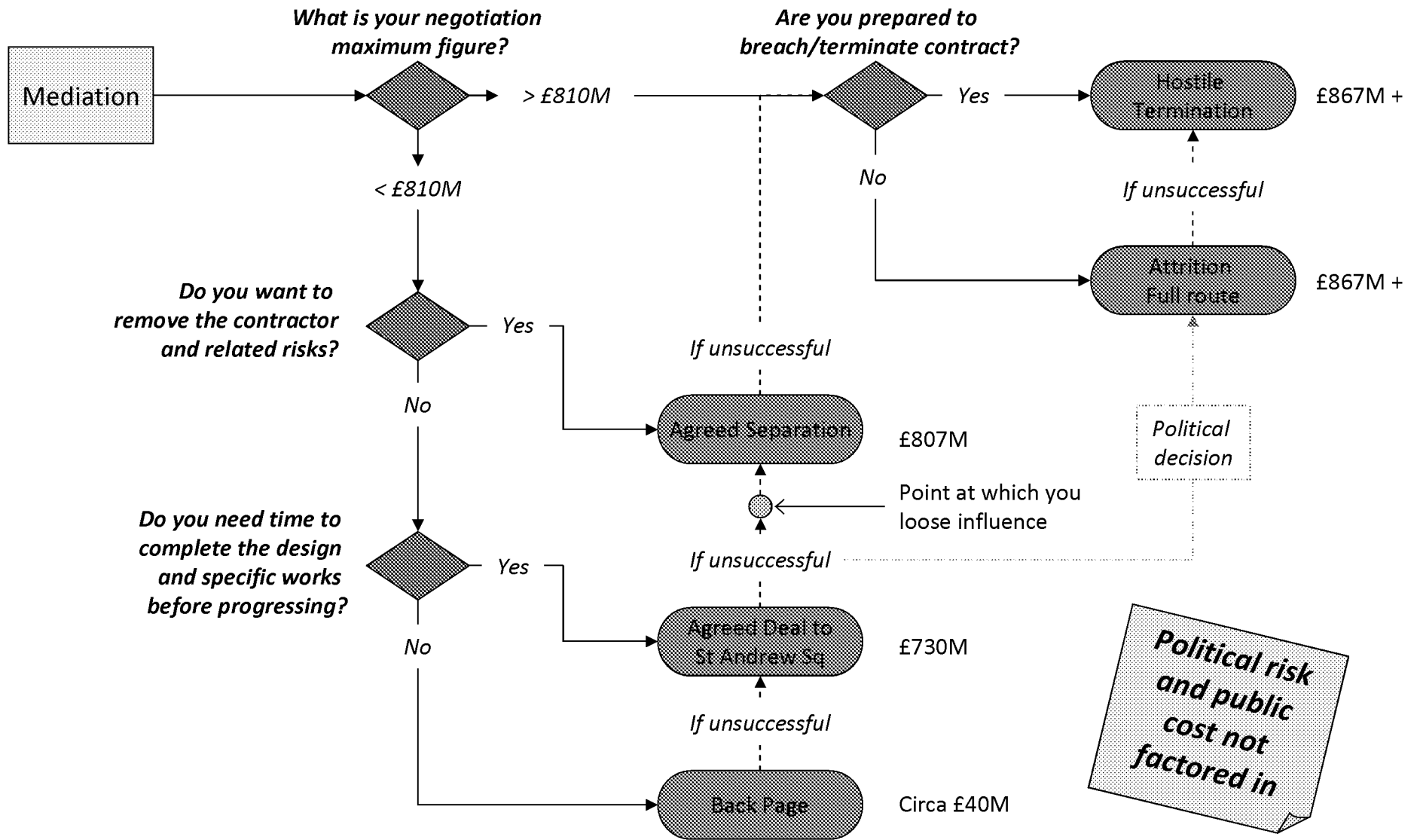
Agreed separation



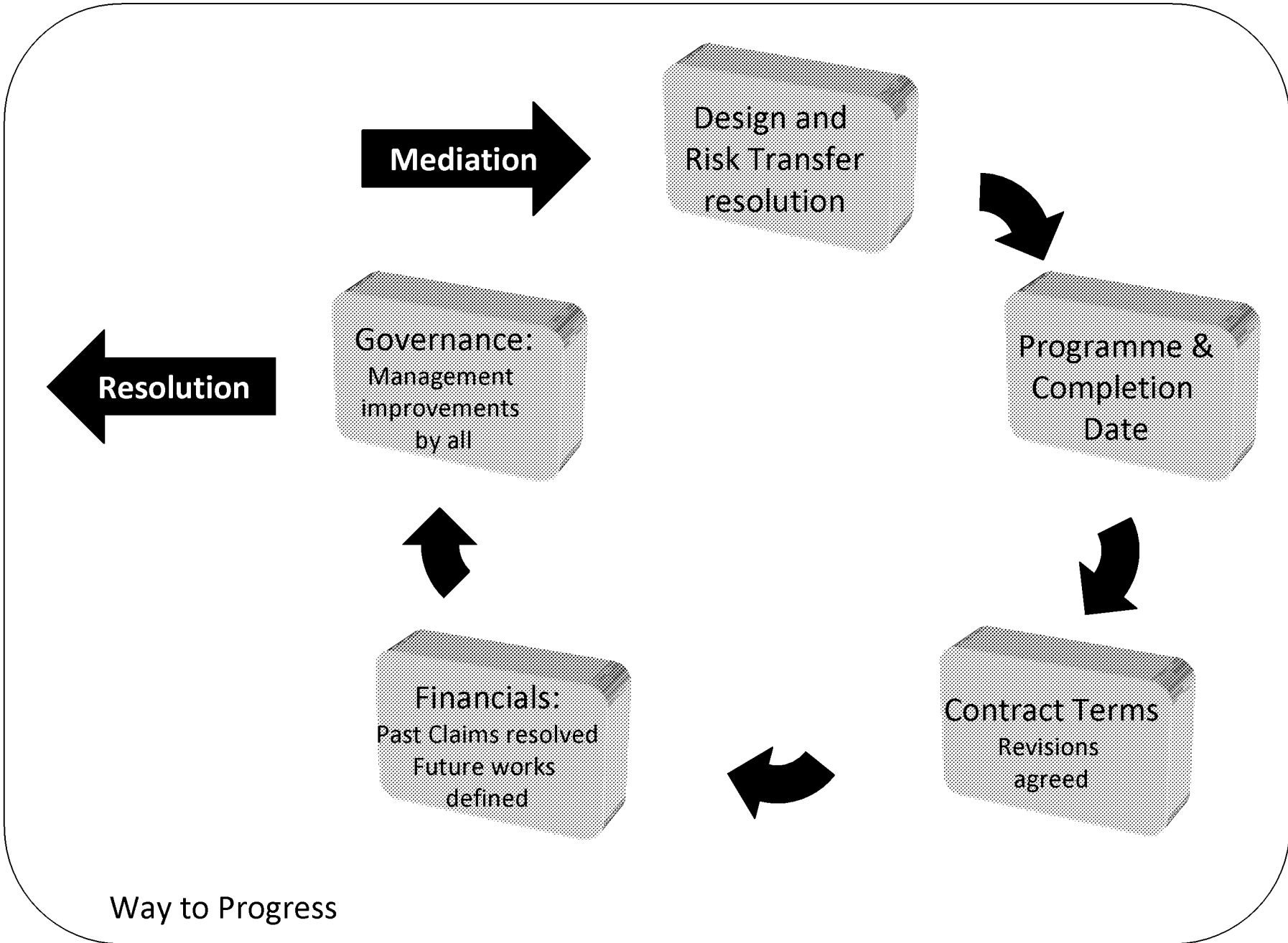
Agreed deal to St Andrews Square

Back Page

Decision Tree




All figures are indicative



Utilities

Value Engineering Process

	Budget	£ _____	Budget Management
	Risk Register	£ _____	
	Cost Report	£ _____	
	Final Account	£ _____	

Design

Preliminary Design



Design Approvals: DMRB, CEC.

a. _____

b. _____

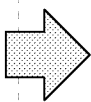
c. _____

d. _____

Final Design

Survey

Slab thickness, design options



Value engineered drawings



Survey of existing services



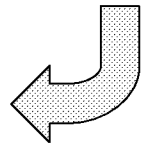
Agreed Services Integration Plan



Soft Ground/obstructions/voids



Other engineering issues



Final Approvals

Pricing (based on agreed market rates and quantities)

Starting cost

a. _____ £

b. _____ £

c. _____ £

d. _____ £

Final cost

Privileged in confidence**Strategic**

- Nature of Amended Contract 'Design and Build'
- Revised Scope, Programme, Price (VFM) & 'Incentives'
- EU Procurement Compliance
- High Level Governance
- Symbols of progress
- Stakeholder Management & Communications Protocols
- Future Risk Allocation / Management (Open Book [NOT COST PLUS], Value Engineering Principles)
- Partnering 'Behaviours'
- Impact on City and economy
- Pricing Assumptions
- Funding & Financing options
- Managing Overheads/Costs
- Settlement of Historic Claims (EOTS) & Compensation Arrangements
- Escalation procedures to Joint Project Forum
- Alignment of Third Party Approvals
- Princes Street

Management

- Utilities solution 'on street'
- Bonds and Warranties
- Residual risks: Design / Structures / Ground Conditions
- Estimates for outstanding INTCs
- Re-Mobilisation Plan
- Minute of Variation

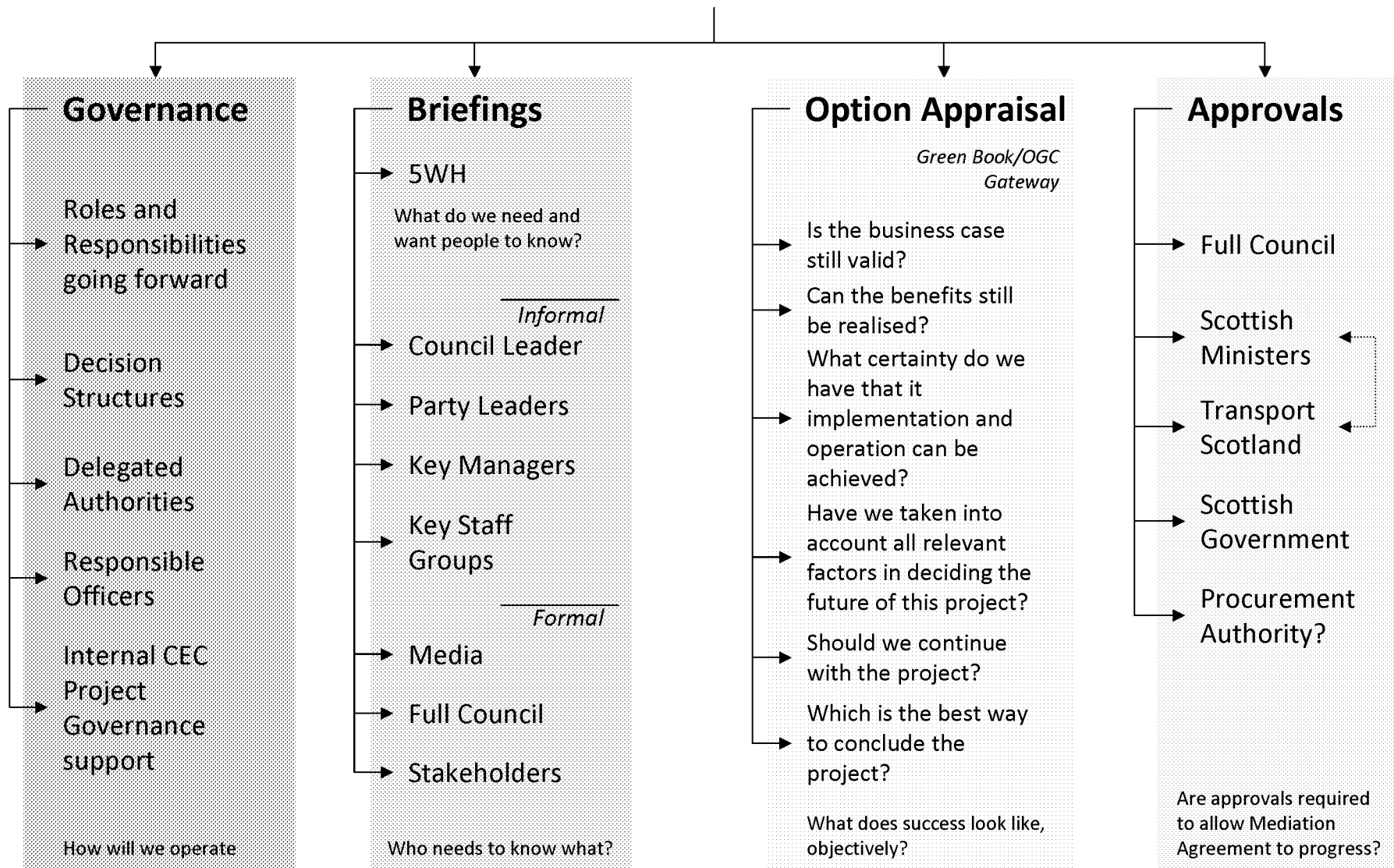
Operational

- Joint Working Arrangements
- Programme for closing out Design
- Change Procedures simplified and adhered to
- Key Relationship Management

Key Issues

Council Route Map, Post Mediation

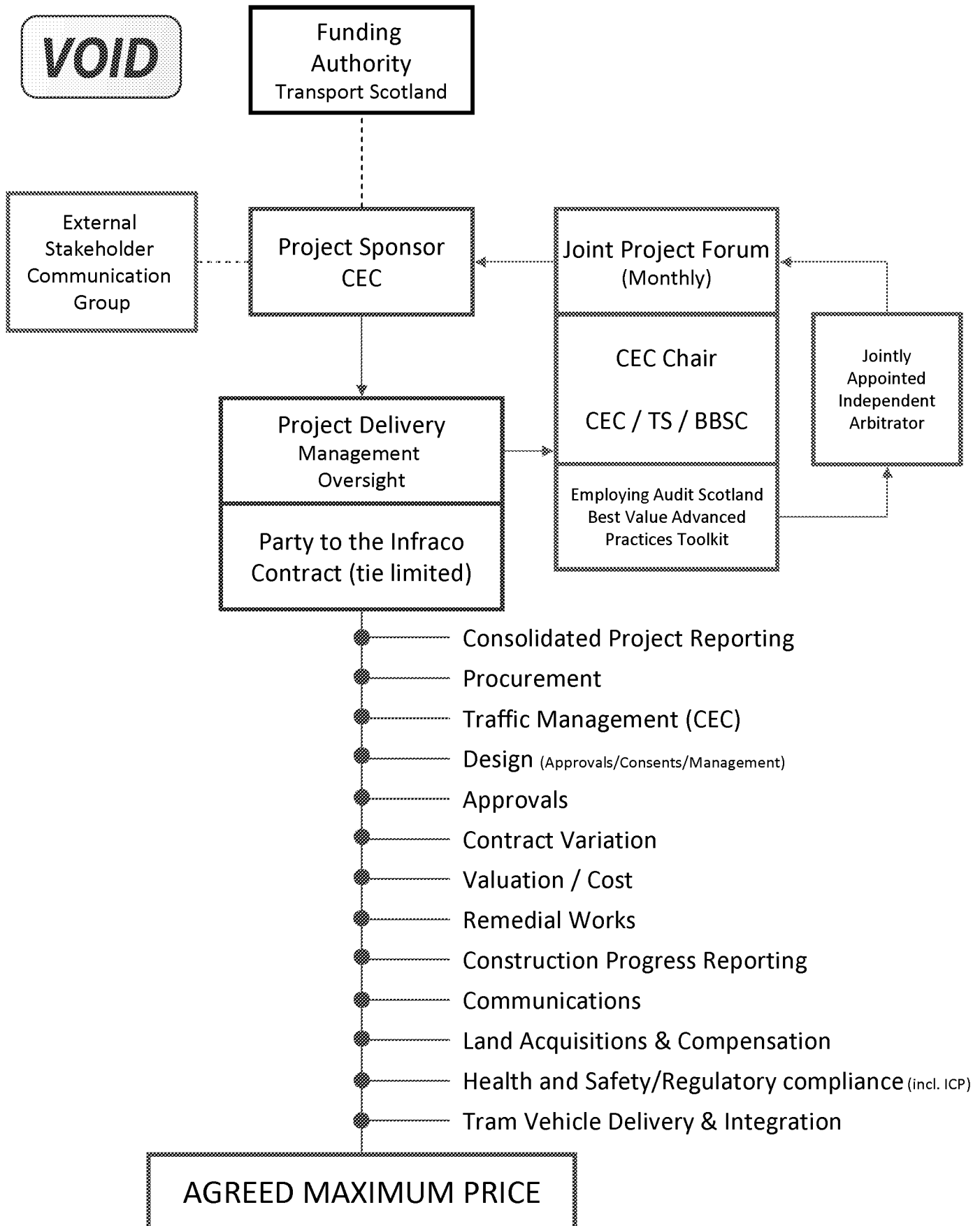
Mediation



Governance Structure: Airport to St Andrew Square

RGS/07.03.11

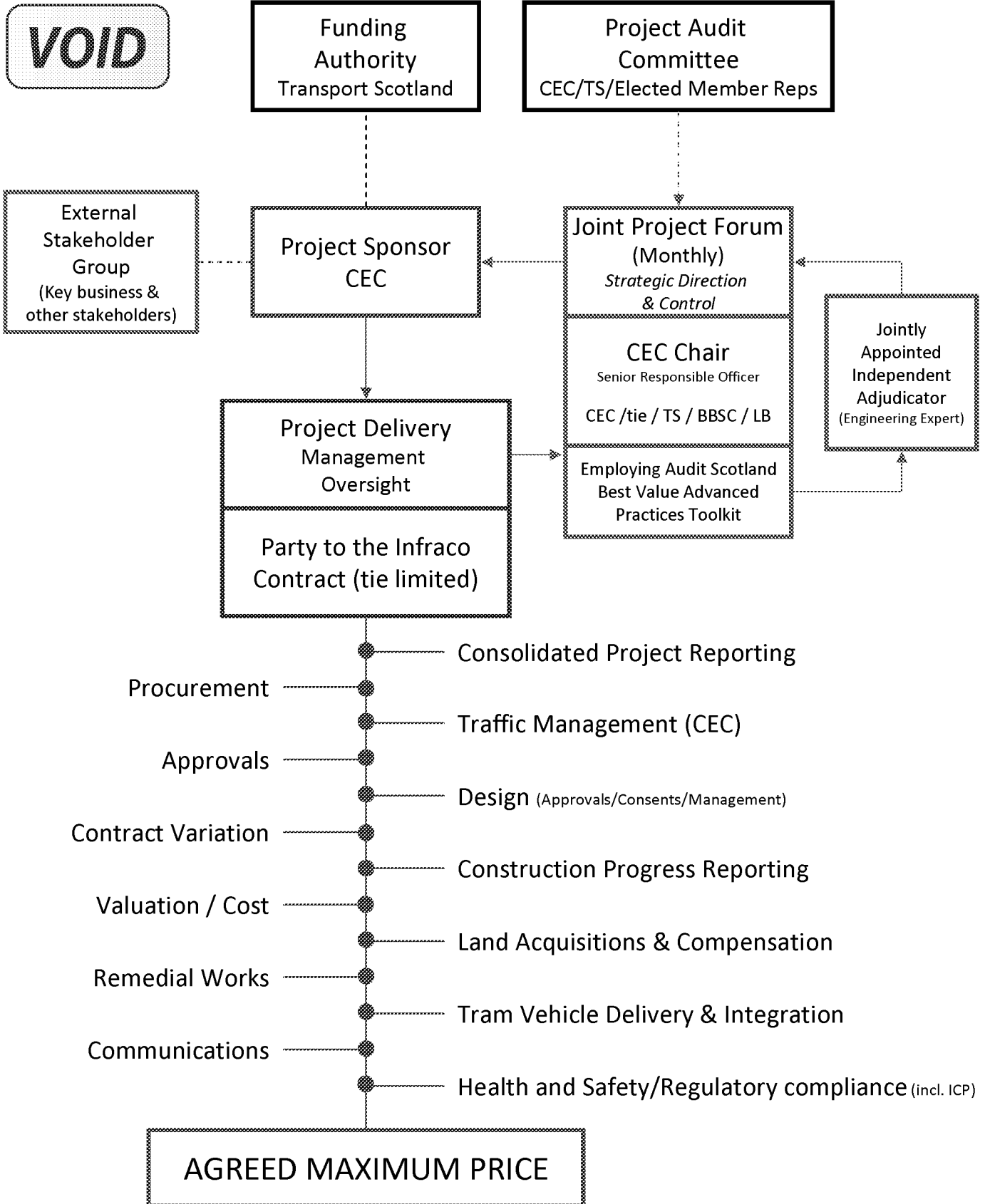
Based on Hg/CRS/04.03.11



Governance Structure: Airport to St Andrew Square

RGS/08.03.11/v2

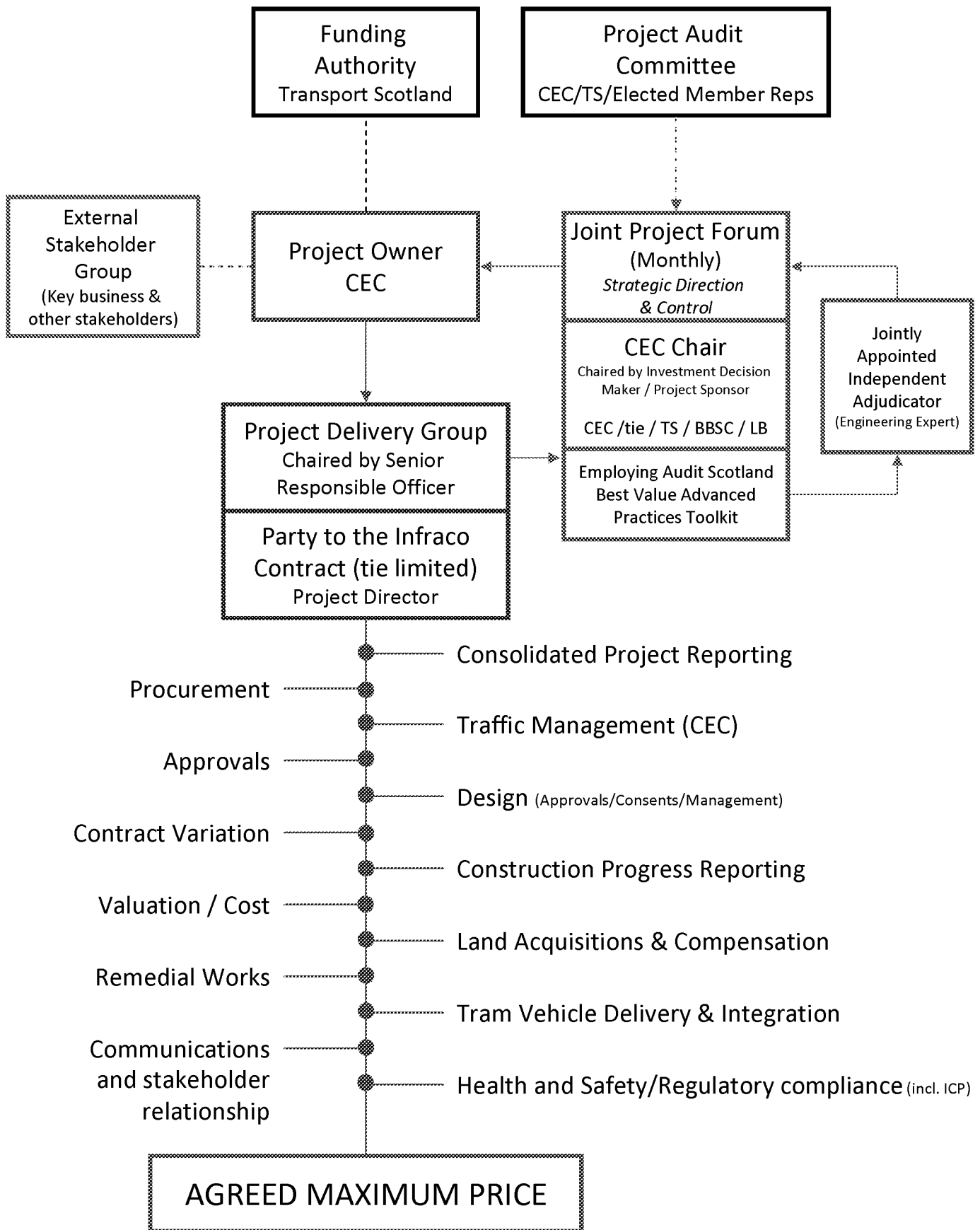
Based on Hg/CRS/04.03.11



Governance Structure: Airport to St Andrew Square

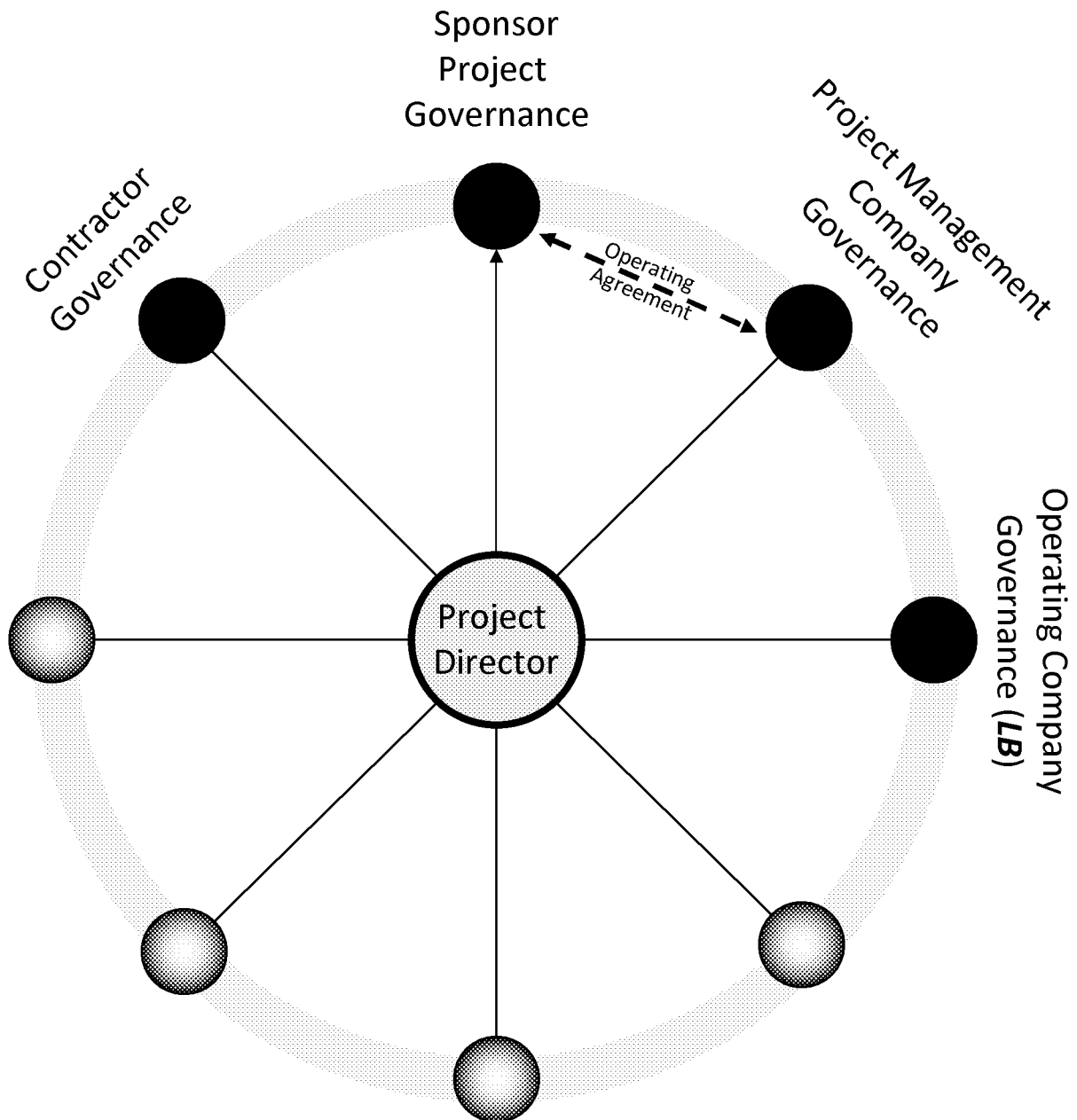
RGS/11.03.11/v3

Based on Hg/CRS/04.03.11



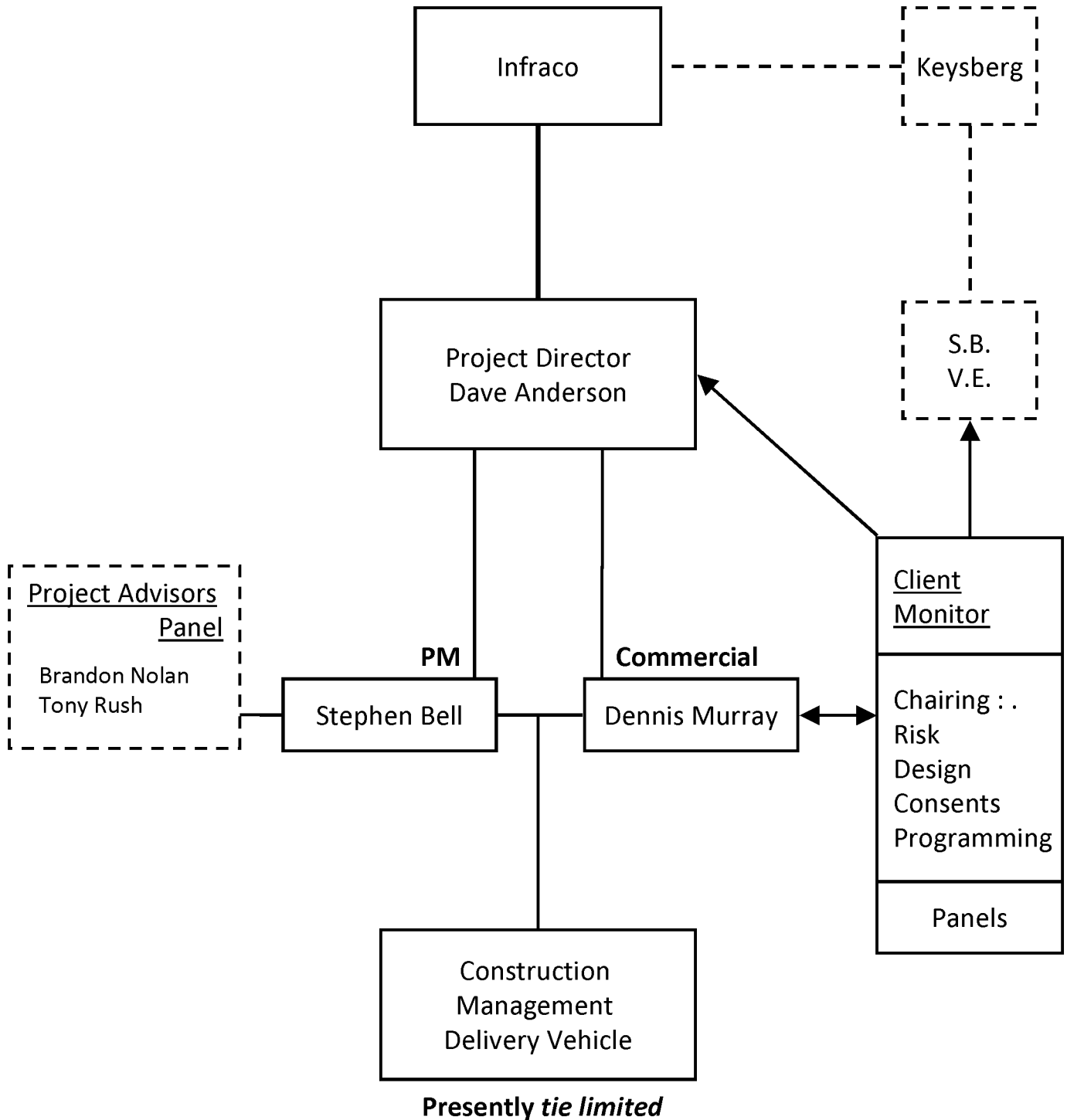
VOID

Project Governance Structure

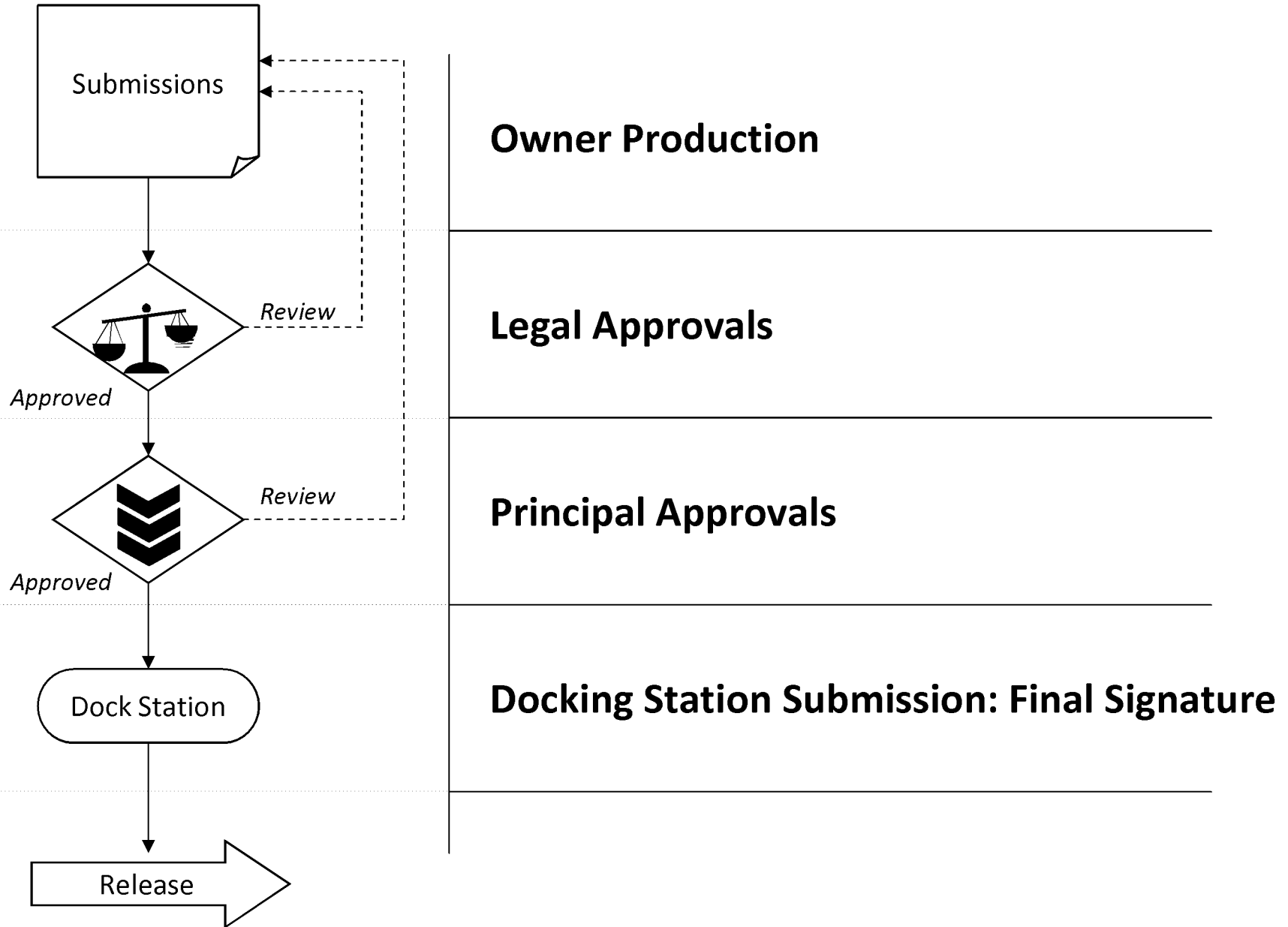


Who is the Contracting Party?

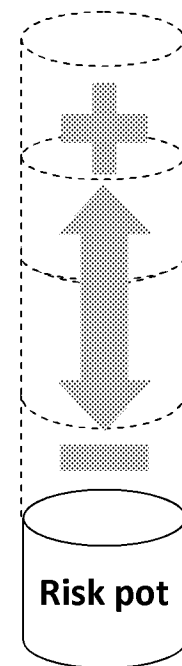
Governance Structure



Approvals Process



Steamline Management Systems											
Programme Management Systems				FAST Track Approvals Procedure				Risk Register Management Systems			
Owner	Action	Required by	Cleared by	Owner	Action	Required by	Cleared by	Owner	Action	Required by	Cleared by
	Meet with Contractor and agree Operation Phoenix Programme activities, nature and weighting				Copy full set application drawings presently awaiting approvals, for deposit at _____.				Met with Contractor and agree Risk Register Management process, format, systems, communication and control protocols.		
	Create Operation Phoenix Programme Activities owners, managers and weighting				Query sheet from Roads, Planning on drawings, as noted above				Clarify risk allocation and content of the risk register.		
	Weekly Programme Meetings: agreed time and location				Query sheet from other agencies, e.g. SEPA, Scottish Water on drawings, as noted above				Create risk register and agree Risk owners/managers and weighting/allocation.		
	Senior Reporting systems agreed and RED FLAG alert protocol.				Identify and expedite clearance of 3rd party objections, e.g. BAA				Agree weekly risk register meetings: times and location		
	Register of Programme impacts, mitigation and source				Issue query sheet confirmation points / meet with SDS.				Senior Reporting systems agreed and RED FLAG alert protocol implemented.		
					SDS / Dept Meeting to clear points				Register of Mitigation Actions and source		
					Response to points to be clear: move, by exception, to escalation where appropriate						



Resultant Costs (+/-)



Resultant Costs (+/-)



Resultant Costs (+/-)



Risk pot