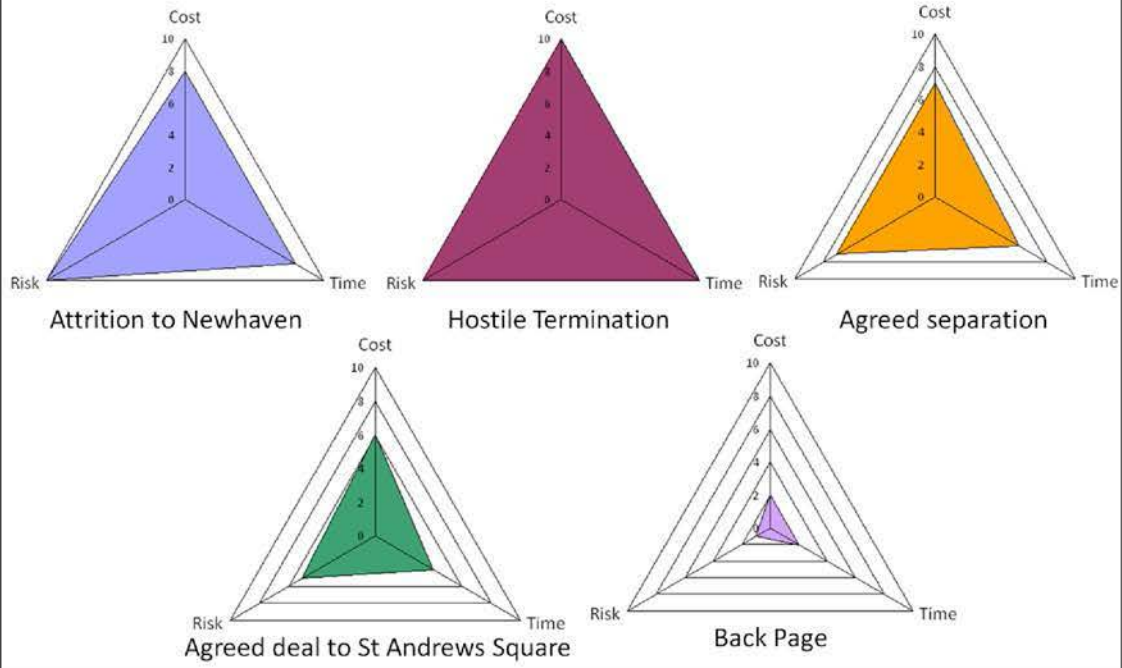


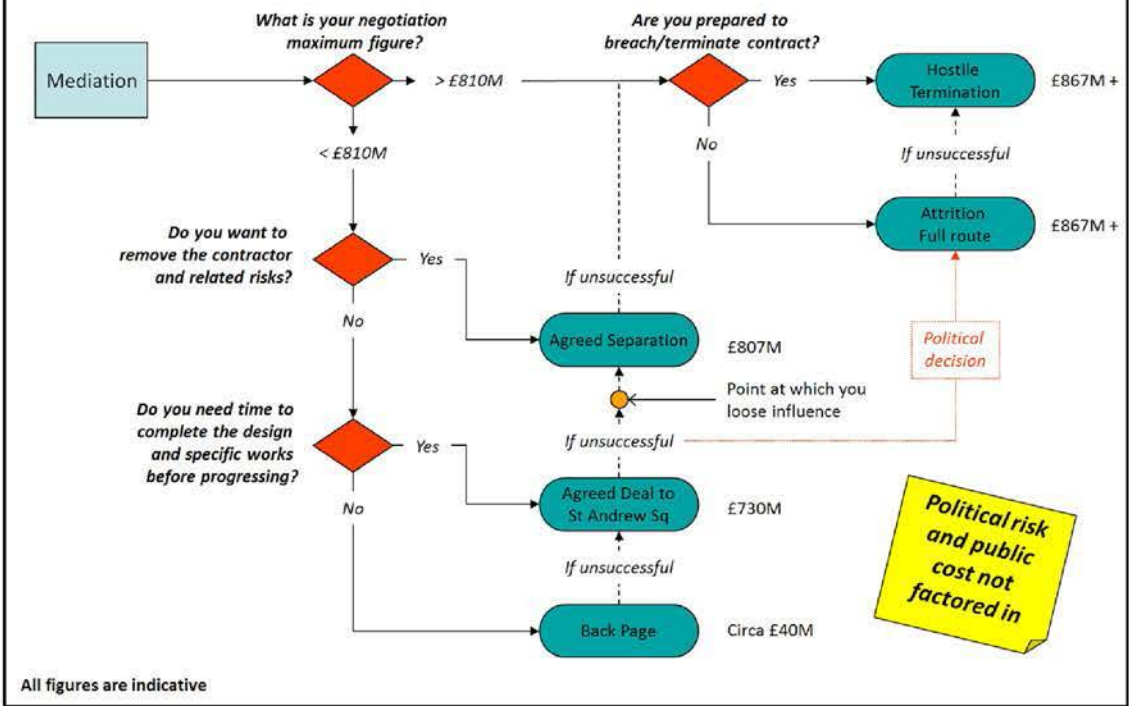
Decision Tree Factors

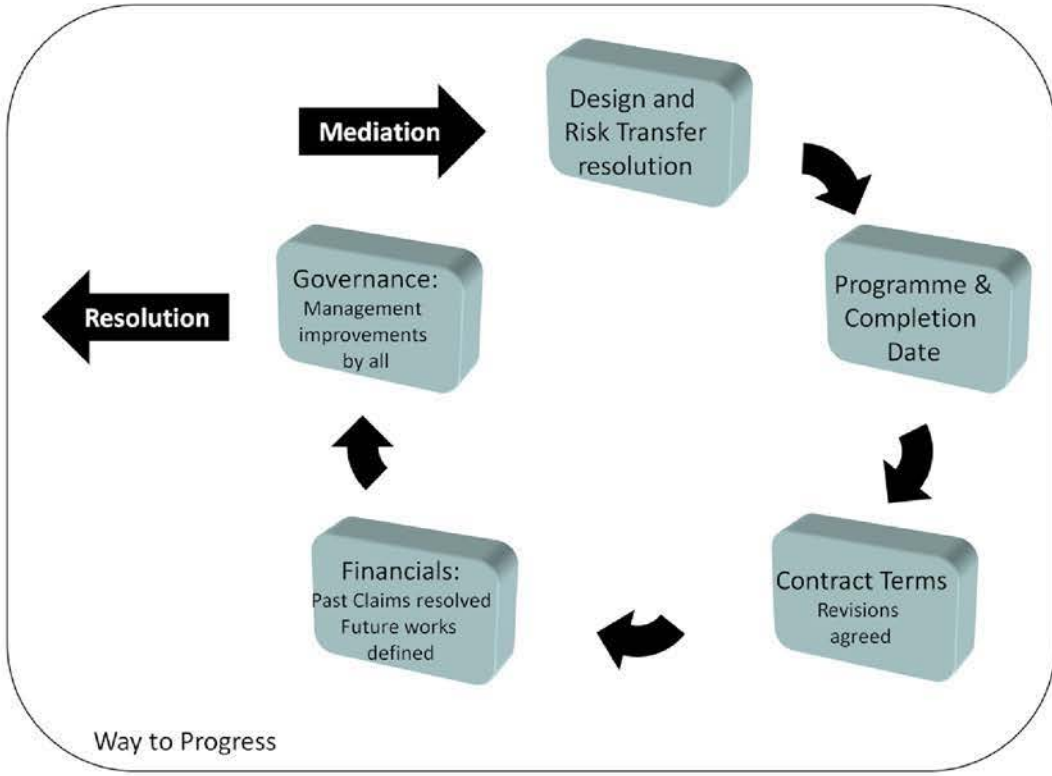
Category	Fundamentals	Others	Timing
Attrition to Newhaven	Circa £890M (£876.5M tabled)	Adverse project delays, court of session, no ability to force, no works on site	> 5 years
Hostile Termination	Range from £415M to £890M+	Project separation, poor right of recovery	>= 5 years
Agreed separation	Range 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

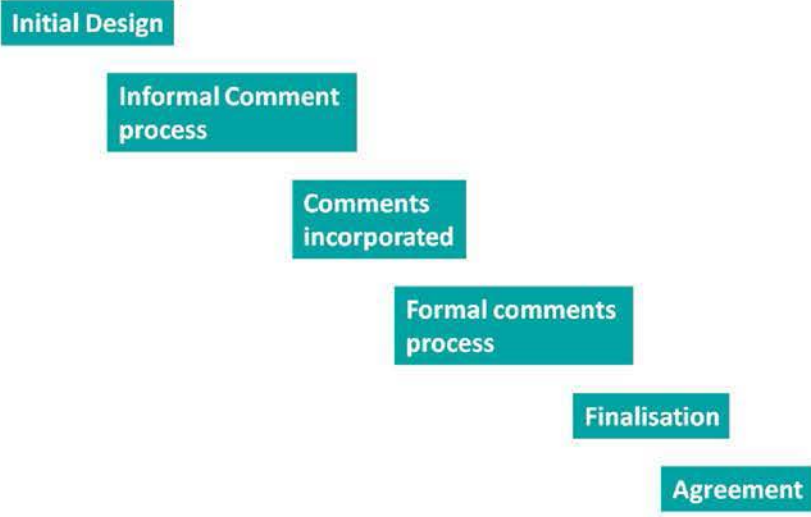


Decision Tree





Approval Process



Utilities Value Engineering Process

Budget Management

↓

Budget £ _____
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

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

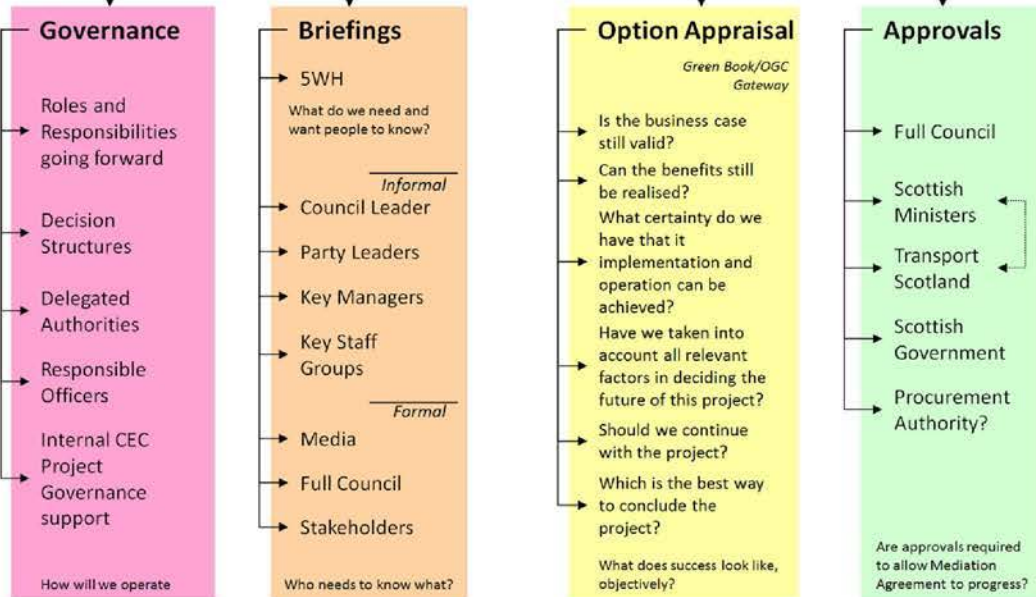
Key Issues

Council Route Map, Post Mediation

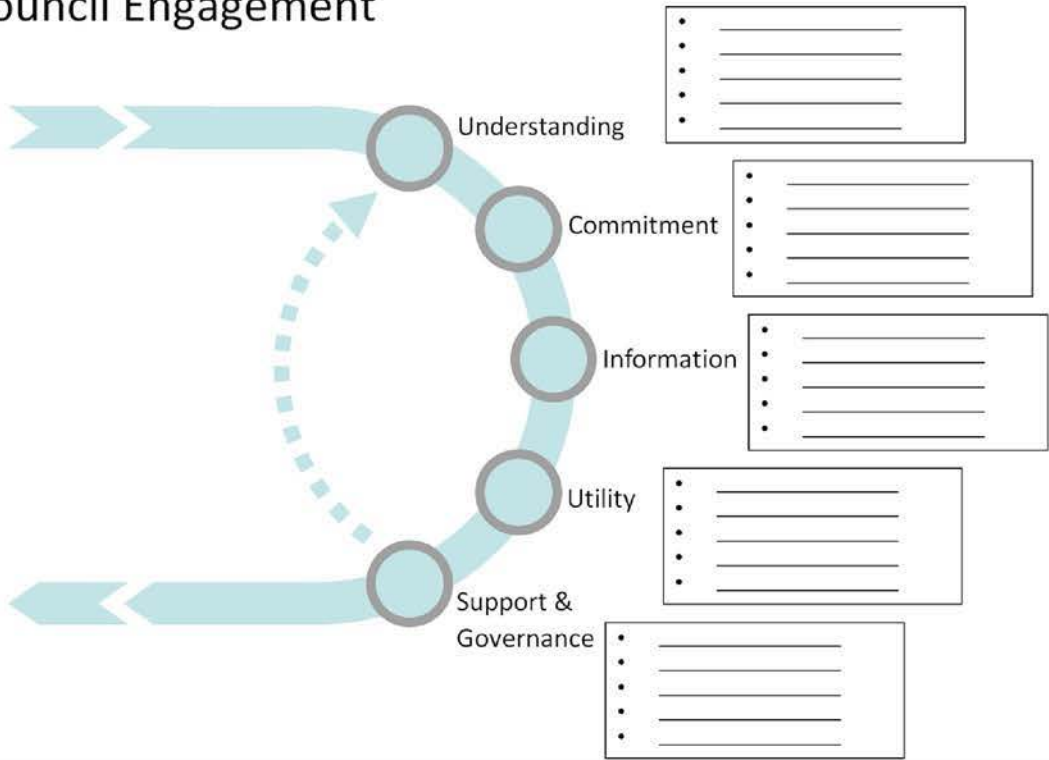
Governance: It is clear that there are real issues with the Governance of the project going forward, not least and this is the focus of this paper

Council Route Map, Post Mediation

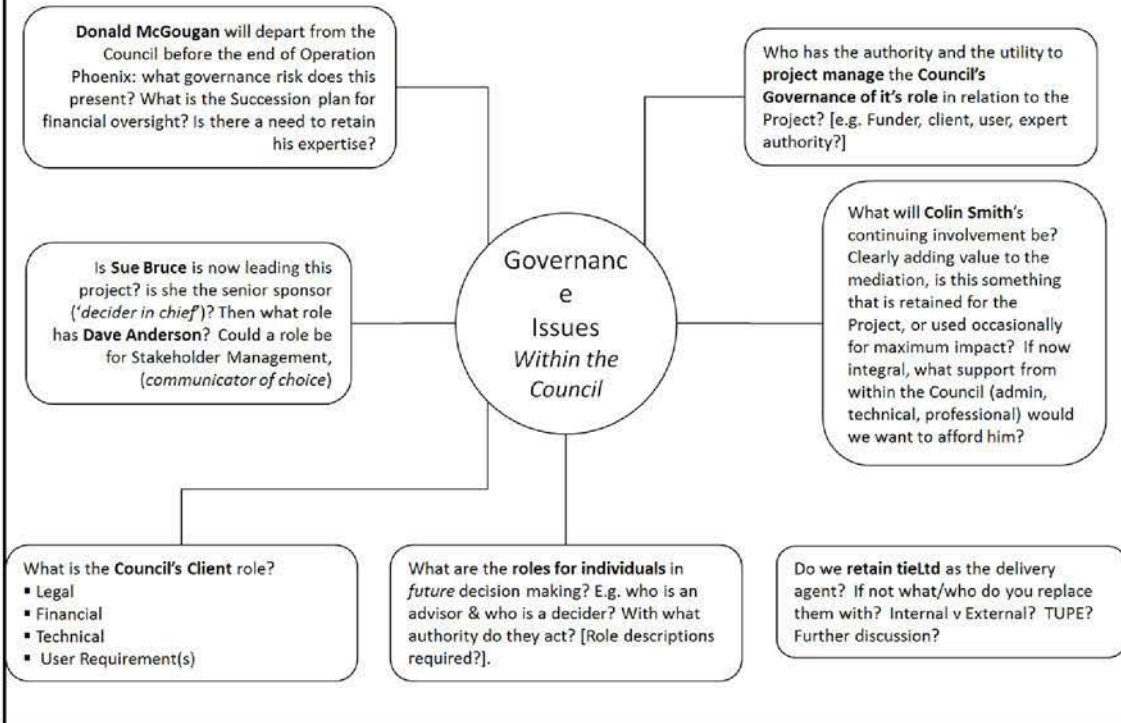
Mediation



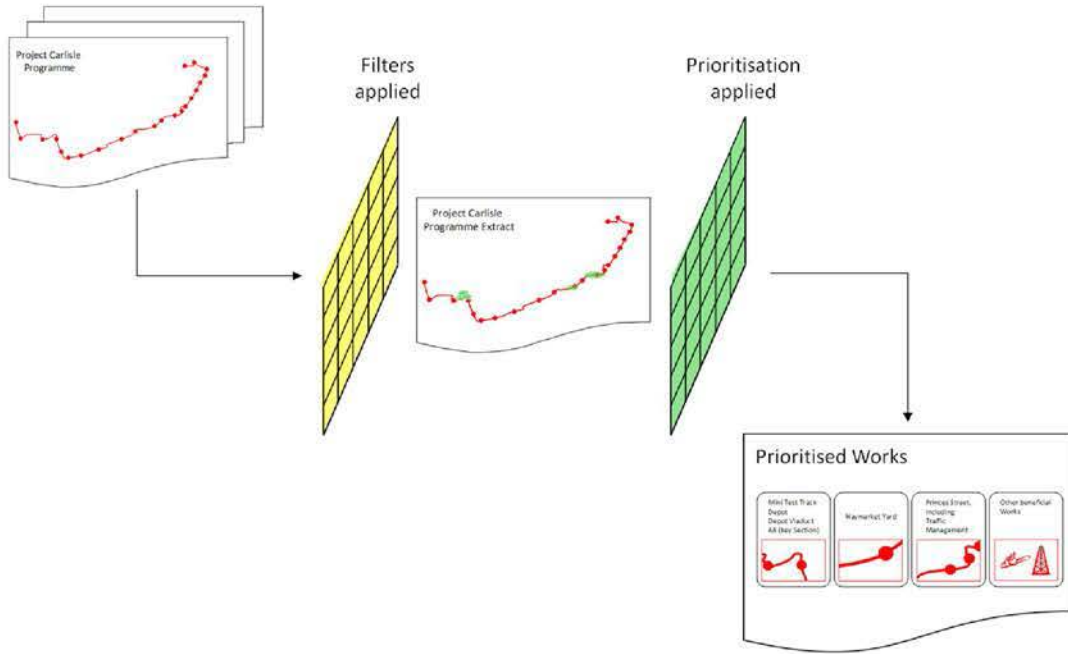
Council Engagement



Governance Issues Brainstorm



Programming



Programming

Prioritised Works

Mini Test Track
Depot
Depot Viaduct
A8 (key Section)



Haymarket Yard



Princes Street,
Including
Traffic
Management



Other beneficial
Works

