

	Key Issues	Way Forward?
Design	<ul style="list-style-type: none"> ○ Incomplete design ○ Poor management of SDS by BSC ○ Insufficient design detail for Roads and Planning Authorities to fulfil statutory duties ○ Poor integration within SDS and with BSC ○ Inadequate supervision by tie ○ Need for sufficient design details to close out remaining informatives for both prior approvals, and roads approvals. 	<ul style="list-style-type: none"> ○ Possible re-novation of SDS ○ Supervision by CEC ○ Time needed to close out design (6 months).
Scope	<ul style="list-style-type: none"> ○ BSC to Haymarket ○ Completion of depot plus power systems and kit ○ Resolution of ransom strips at depot ○ Completion of OLE, depot building and sub station ○ Re-novate CAF to tie ○ Procure Siemens systems and equipment to St Andrew Square. 	<ul style="list-style-type: none"> ○ Agree BSC to Haymarket, subject to price and changed behaviour ○ Procure Siemens Systems to St Andrew Square ○ Consider BSC to St Andrew Square subject to price, behaviour change and resolution of Princes Street defects.



	Key Issues	Way Forward?
Programme	<ul style="list-style-type: none"> ○ Time lag for Council and Parliamentary approvals (4 months?) ○ Re-mobilisation (Timeframe 6-8 weeks?) ○ Need for complete, integrated and assured design (6 months) ○ Need for future embargo periods? ○ Required productivity rate increase ○ Potential OJEU procurement for new Project Manager (4-6 months). 	<ul style="list-style-type: none"> ○ Allow a 6 month period of delay to close out approvals and complete design. ○ Slim down tie to core staff and transfer to new Project Manager under TS/CEC supervision. ○ Improved site supervision – to get things rights first time.
Risks	<ul style="list-style-type: none"> ○ Major Structures still outstanding <ul style="list-style-type: none"> - Gogar Underpass - Russell Road Bridge - Balgreen Road Bridge - South Gyle Access Bridge - Roseburn Street Bridge - Baird Drive (reinforced soil) ○ Airport Design ○ Limited site supervision/control ○ Ground conditions (on-street and off street) and subterranean structures ○ 90° turn at St Andrew Square <i>*</i> ○ Princes Street remedial work ○ Introduction of integration risks if broken up into different elements procured separately ○ Legal Agreements not yet finalised <ul style="list-style-type: none"> - Forth Ports (Network Rail) 	<ul style="list-style-type: none"> ○ Develop detailed Risk Register ○ Agree allocation of risks ○ Agree joint process for resolution of design and construction risks. ○ Increase site supervision staff ○ Minimise risk by ensuring all consents and agreements are in place prior to any further contractual commitments.

** unless standard place. "*

	Key Issues	Way Forward?
Princes Street	<ul style="list-style-type: none"> ○ Design (unfit for purpose?) ○ Rectification plan ○ Planning risk on proposed concrete solution ○ Ongoing warranties. 	<ul style="list-style-type: none"> ○ BSC accept responsibility for complete remediation at their cost. ○ BSC compensate or don't get paid for work done. ○ tie accept share of liability?
Change Process	<ul style="list-style-type: none"> ○ Detailed and bureaucratic (a war of attrition) ○ Escalating to DRPs ○ Lack of Empowerment/solutions orientation at frontline. 	<ul style="list-style-type: none"> ○ New change process with greater devolution to staff on ground ○ Clear, speedy escalation process to Joint Project Board.