

Issue	Recommendation/Consideration	Alternative
Continue Project	<ul style="list-style-type: none"> • Full Business Case Assumptions need to be examined in terms of breakeven costs between Capex and Revenue Impacts of financing costs. 	
Vehicles	<ul style="list-style-type: none"> • Take ownership of vehicles. They are a tradeable asset. This may also minimise the possibility of a dispute with CAF. • Can CAF be novated, need to establish the legalities and penalties of doing this. 	<ul style="list-style-type: none"> • Cancel CAF contract and face more expensive reprourement
Funding	<ul style="list-style-type: none"> • Cashflow and funding requirements must be established. • Accounting treatment must be thought through in relation to contingent liabilities etc. 	
Design	<ul style="list-style-type: none"> • Continue with SDS on an amended novated contract. 	<ul style="list-style-type: none"> • Alternative is to start again with the time consequences and the sunk cost of the SDS design of £32m
Reinstatement	<ul style="list-style-type: none"> • Part of the Leith Area would require full reinstatement • Haymarket Yards • Structures (Make safe) • Should the depot be finished • Assess impacts of side agreements 	
tie	<ul style="list-style-type: none"> • Continue with tie, resource planning must be established. • Could required tie staff be transferred to TEL given the damaged brand • Council team must be involved and show leadership 	<ul style="list-style-type: none"> • In house delivery, do we have the expertise • Transport Scotland with CEC interface
Scope/Objectives/Budget	<ul style="list-style-type: none"> • If we assume tie remain for the next 6 or so months the scope of works and objectives must be established 	

	<ul style="list-style-type: none"> • Along with the scope a budget must be established for that scope and tightly controlled and monitored. • If expenditure is not design critical it should not be approved (eg ticket machine procurement) • We need to establish the Council resource that is required and what the scope of the interface with tie is. 	
Governance	<ul style="list-style-type: none"> • More rigorous governance must be established. • Timescales must be established for next two months work • CEC should have an empowered clear leader established to make decisions on the project. • FCL committee should be properly formalised • High level Lessons Learned exercise must be established looking at each key part of the project. • Stage management of approvals in the lead up to December meeting must be established. • Speak to Transport Scotland on waiver of 30 day notification period. 	
Legal Advice	<ul style="list-style-type: none"> • Engagement of new lawyers must be established (requirement for next 6 months and beyond) • Use McGrigors for any litigation given knowledge 	