

EDINBURGH TRAM INTERNAL PLANNING GROUP

AGENDA

20 March 2007

- | | | |
|---|------------------------------|----|
| 1 | Apologies | - |
| 2 | Ministerial Decision Update | TA |
| 3 | Highlight Report | AH |
| 4 | Communications Plan - Update | LM |
| 5 | Legal Issues | GL |
| 6 | Resourcing | TA |
| 7 | Dates of further meetings | |
| 8 | AOB | |



**EDINBURGH TRAM
Highlight Report
to the
Internal Planning Group
20 March 2007**





1 Background

This report sets out the terms of reference of the tram approvals process and requires 'highlight reports' to keep the internal Planning Group informed about progress on this project, and any decisions required.

2 Ministerial Approval

At the end of February, the Minister of Transport, Tavish Scott was expected to give an announcement on his decision of the tram draft final business case, and the funding for next financial year. His decision follows the City of Edinburgh Council approval of the draft business case in December at the full Council meeting.

The Ministerial decision is still pending and anticipated shortly.

Following receipt of ministerial approval, two major workstreams will commence. They are as follows:

- the Directors of Finance and City Development have undertaken to formally instruct the issue of GVD notices by the Council (£34M).
- the (MUDFA) utility plant contract will commence.

3 A Review of *tie's* Delivery Strategy

The design for the tram route is continuing but progressing slowly. *tie* have committed to carrying out an organisation and culture review to improve its approach. The four areas to benefit from these changes are:

- Organisation and culture changes to deliver clarity, singleness of purpose and rapid decision making (under the *tie* together band).
- Engineering and design improvement initiatives to ensure smarter review processes, close out of critical issues and prioritisation of work programme & scope.
- Procurement and commercial to deliver strong competitive bids that are value engineered, de-risked, and capable of novation.
- Construction mobilisation and delivery that minimises disruption and maximises opportunities for efficiency and partnership working with our contractors.

The following diagram shows the strategic map proposed by *tie*. It illustrates the current initiatives for each of the principal project work streams and establishes the steps ahead.

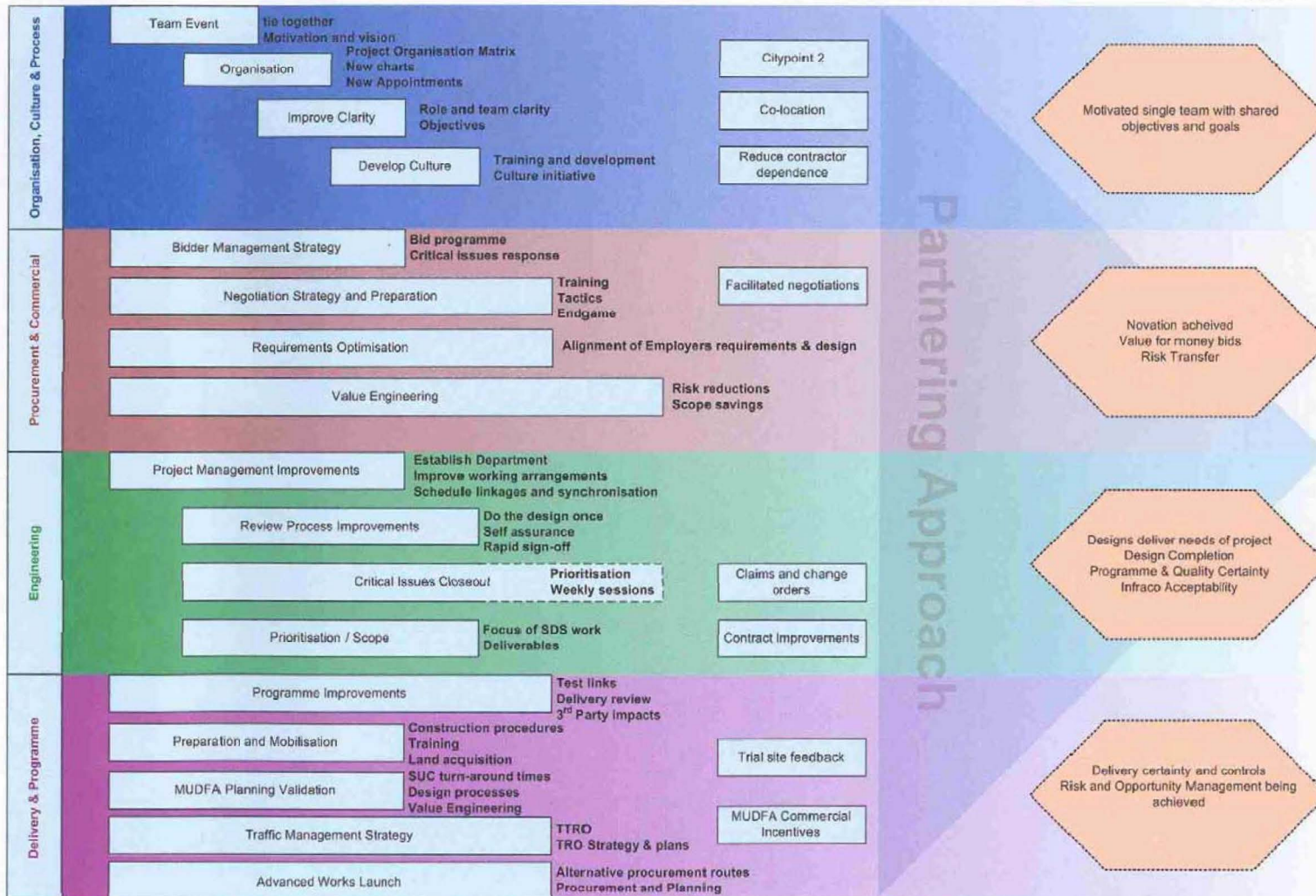
As part of that review six CEC staff will hot-desk at *tie's* office to assist with the approvals process.



2007 Project Delivery - Strategic Map

Version 1.0
08.03.2007

Current Initiatives → Strategic Aims



4 Update on Major Contracts

4.1 MUDFA

▪ TTRO

The TTRO, to enable temporary occupation of the public roads for the utility diversion works, was advertised on the 1 March 2007. It will come into effect on the 19 March 2007 and remain in place until no longer required.

• Programme

AMIS has been instructed to revise their programme to reflect the position that the proposed grant award for 07/08 by the Minister will likely be for phase 1a only (phase 1b will be reviewed in September along with the Final Business Case). The revision will also take account of the time required for SDS to provide AMIS with the details of works to be carried out. *tie* advised that the revised programme should be available within the next 2 weeks.

• Progress

The trial at Ocean Drive is planned to commence on 2 April. *tie* have now indicated that the main utility works would not progress until May at the earliest, after the election.

SDD are now working closely with AMIS to ensure that construction issues are taken into account before sending the submissions to the statutory undertakers for approval. This should help to speed up the design and approval process.

• Temporary Traffic Management Plans

The only drawings and information submitted to date are for the trial site at Ocean Drive. This is significantly behind programme.

• Traffic modelling

Steer Davies Gleave have provided the results of modelling two scenarios in accordance with a request from AMIS.

- Leith Walk reduced to one lane in each direction between London Road and Duke Street
- South Charlotte Street closed to general traffic. Access allowed for buses to South Charlotte Street and Princes Street.

The next stage is to analyse how the junctions will operate with the reconfigured flows.



- **Communications**

Tram packs for the area around the trial site at Ocean Drive are being held until the Minister makes his announcement. See section 5 for further information regarding the communications strategy.

- **Archaeology**

AMIS are developing an archaeological plan in conjunction with *tie* and the Council which sets out the sites where the works will require to be overseen by an archaeologist and what steps will have to be taken in the event that the works uncover features of archaeological interest.

4.2 TRAMCO

The tram vehicle contract (Tramco) negotiations and assessments are ongoing, with a preferred bidder to be selected in May 2007.

4.3 INFRACO

A review of the documentation and negotiations are ongoing. Two initial proposals from Infraco bidders have been received and *tie* is undertaking an analysis of them. *tie* has confirmed that those bids were consistent with the expectation of the draft final business base.

4.4 Key Milestone Events

Programme priorities and scope are currently under review by *tie* following the organisational review. These milestone dates are estimates based on *tie's* programme from November 2006. The TRO events are under review and are subject to change.

Scottish Executive Approval of DFBC	February 2007
Modelling outputs	March 2007
Temp Traffic Management & TTROs (18 months)	March 2007
Traffic Regulation Orders (TRO) process commences	March 2007
TRO – Consultation with statutory bodies	March 2007
Land acquisition process commences (9 months)	March 2007
MUDFA works trial	2 April 2007
MUDFA works commences	May 2007
INFRACO appointment of preferred bidder	May 2007





5 Public Relations Strategy

5.1 Tram Communication Plan Update

- General points**

An overall integrated communications plan between *tie*/Alfred McAlpin/CEC and Transport Scotland has been developed, with a separate communications plan prepared on the Ministerial announcement and the commencement of the Mudfa works.

- Ministerial announcement/Mudfa**

Three different press releases have been prepared in advance of the pending Ministerial announcement. Following that announcement, *tie* will be launching the tram information bus that will visit all the tram construction points and key city centre locations, including CEC offices.

Councillor and staff briefings are planned to inform of decision as well as general publicity (website, intranet, publications).

An eight week customer interaction cycle for each construction point has been developed. Appropriate Councillors and Clarence will be informed at 5 weeks prior to work. Specific area details will be sent to homes and businesses at 4 weeks, so CEC comms will have the information a week in advance so as to prepare and make necessary arrangements.

- Correspondence**

New tram information line in place 01522 631122 *tie* have drafted a customer relationship proposal to handle written and electronic enquiries. Internal consultation is currently being undertaken on this proposal. All appropriate CEC staff (including Clarence) are to be fully briefed.

- Open for Business Marketing Campaign**

tie have £60K per year for 3 years (total budget £180K). Campaign will target Edinburgh residents, commuters and visitors.

Key message is to let all of the above know that Edinburgh is still open for business during the construction period. Campaign includes a variety of promotional and informative ideas. The campaign proposal will be presented to the City Centre Retail Group which *tie* have created with representatives from various city centre businesses at their next meeting on the 15th of March.

Further detailed information regarding the Ministerial announcement and commencement of Mudfa is attached in Appendix 1.





6 Stakeholder Relations

- 6.1 Weekly meetings between CEC and TEL/Lothian Buses with regard to tram has improved the working relationship. This relationship will be further improved when the *tie* delivery strategy has been implemented (as noted in paragraph 3).

7 Miscellaneous

7.1 Decriminalisation of Greenways

The report seeking the decriminalisation of Greenways will be presented to the Council Executive on 27th March 2007. If the recommendation is approved then the matter will be placed before the Minister and parliament for the final decision.

7.2 Prior Approvals

Meetings are continuing with *tie* and SDS to bring forward 'Prior Approval' submissions. There are still many issues to be resolved although some submissions are nearing an acceptable standard. At the current time, there are still no submissions in the formal system although the first submission is expected soon. Planning have resourced extra staff to deal with the compressed programme.

7.3 Haymarket Improvements

Work is ongoing to determine the possibility of obtaining two plots of land at Haymarket to assist the Tram project and the future works that will develop from the Haymarket Study (including the railway station). Property and tenancy searches ongoing and are anticipated at the end of March/early April.

7.4 Vesting & Compulsory Purchase Process

The GVD process now requires notice 2s to be issued to all land owners on line 1a with the exception of CEC and Forth Ports. These will be issued once the Ministerial consent is given, assuming confirmation of the £10.6M roll-over of the 06/07 budget and additional budget provision for 07/08 for land acquisition is within the £60M grant offer.

7.5 TROs

Work is ongoing to remove the Traffic Regulation Order process from the critical path from the tram delivery. Senior Counsel advice has been sought by *tie* and will require the approval of the Council Solicitor.

7.6 CEC Resources

The organisation chart for CEC approvals is contained in Appendix 2.





Internal Resources

Existing CEC staff are carrying out the statutory approvals process and the related necessary administration for the tram project. These staff work in a variety of different sections and departments, but mostly focused in City Development, Legal Services and Services for Communities. Over fifty individual internal members of staff are directly involved in the tram project at this time, and the total amount of time records this financial year total 6951 man hours, which represents £170K. This cost is being borne by CEC and contained within existing budgets.

Additional Resources

To assist with the approvals process additional staff have been brought in to either carry out the necessary work directly or alternatively free-up existing resources to do that work and use the extra resources to cover that shortfall. A total of 18 additional people have been employed.

The total costs for the additional staff this financial year is £188,249 (projected to be £200K by the end of the financial year). This will be an underspend of £470K in *tie's* budget for 2006. This is due to the delay in the submissions to CEC.

The estimated costs for the additional resources for next financial year is £935K, which is contained within *tie's* business case.

8. CEC Financial Contribution

Contributions from developers are expected to provide approximately £25 million of the £45 million. A Tram Contribution Group has been established to assist in securing these contributions. The Council is exploring a mechanism for the continuing application of the Tram Developer Contributions beyond the commencement of the tram system. The Council has secured approximately £700K and a further £6 million (approx) of agreements is anticipated shortly.

Steps have now been taken to provide the policy basis in the emerging City of Edinburgh Local Plan, to seek developer contributions from development sites coming forward after the construction of the tram, to repay the capital borrowing incurred by the Council. The preferred timing for the approval of a revised Tram Developer Contribution Guideline would be to coincide with the approval of the Final Business Case. In order to formulate this approach and assess its viability, work will need to start immediately. A clear understanding of the increased financial target required from the Council to secure Transport Scotland funding for Phase 1B is required. The current assumption is an additional £10 million.

Funding Agreement Between CEC And Transport Scotland

A funding agreement will be required between CEC and Transport Scotland before the acceptance of tenders for TRAMCO or INFRACO. This agreement will be a binding document and will cover issues including risk allocation, cost overruns and the provision





of letters of covenant to contractors. A high-level meeting is being arranged to restart the process. Following on from this input from Finance, Legal and City Development will be required to produce a formal agreement which is acceptable to both parties.

9. CEC Risk Register

The current CEC Risk Register is attached in Appendix 3. This specifically details risks to CEC, not risks to the tram project.

The risk table has been sorted with the highest residual risks first.

Since the last report, seven risks have been updated, which comprise:

- 1 risk identified as with a higher residual risk (number 15)
- 3 risks altered with regard to their treatment, but with no changes to the residual risks (numbers 3, 23 and 37).
- 3 risks altered to become less critical (numbers 5, 6 and 8)



10. Recommendation & Key Points

10.1. Recommendations For Decisions

To approve the following:

- Tram Communication Plan update.
- CEC Financial Contribution
- The risk analysis update

10.2. Matters To Note

- That the Ministerial decision and funding for 07/08 is still pending and anticipated shortly.
- That a funding agreement will be required between CEC and Transport Scotland before the acceptance of the major contracts. This agreement will cover issues including risk allocation, cost overrun and the provision of letters of covenant to contractors.
- *tie's* delivery strategy review.
- The updated positions on the major contracts.
- The internal and external staff costs.





Ministerial announcement and commencement of Mudfa

CEC communication plan

Background information

At the end of February the Minister of Transport, Tavish Scott is expected to give an announcement on his decision of the tram draft final business case. His decision follows the City of Edinburgh Council (CEC) backing of the draft business case in December at the full Council meeting. It is anticipated that the Minister will give his approval to the business case and will confirm the Scottish Executive funding for the first stage in the construction process. This first stage, is the removal of utility and service provider cables, wires and pipes from beneath the road surface. These need to be removed prior to tram tracks being placed. CEC and *tie* have set up a Multi Utility Framework Agreement (MUDFA) with utility providers to move all the underground pipes and cables at the one time. The MUDFA agreement has been designed to minimise disruption by avoiding a situation where each utility company individually digs up the road to move their works. If a positive announcement is received utility diversions will start in April

Alfred McAlpines (AMIS) has been appointed as contractors for the MUDFA stage. AMIS and *tie* have both devised communication plans for MUDFA. The CEC communication plan is complementary to the overall plan which is being pulled together by *tie*. However there are specifics within the CEC plan which are targeted at CEC audiences such as councillors and staff. There may be some cross over with the former but it is not expected that either *tie* or AMIS will highlight communication actions for CEC staff and other stakeholders.

tie and AMIS have developed a Customer Interaction Cycle to ensure that residents and businesses are contacted throughout the eight weeks prior to work starting, throughout the period of the work and when the work is due to end. A new tram helpline, 0131 623 8726, has been created along with the launch of a tram information bus that will visit tram construction sites and key city locations. Tram helpers will also be appointed and then placed at every work site, their role being to work with businesses, commuters and residents as their point of contact for questions and any concerns.

Communication plan aims

- 1) To inform all councillors of Ministerial decision
- 2) To promote the benefits of the tram in light of the Minister's decision
- 3) To raise awareness of Mudfa and inform residents/business/local wards of the works
- 4) To raise awareness of traffic management arrangements





Target audiences

- 1) Councillors
- 2) CEC staff (all staff including, office based workers and manual workers without PC access)
- 3) Edinburgh public: residents and local businesses (where appropriate)
- 4) Media

Key messages

- 1) The positive Ministerial decision means that trams are coming!
- 2) There will be work going on around the city but disruption will be kept to a minimum
- 3) Tram and city benefits (specifically in the wider spectrum of improving the lives of Edinburgh residents)
- 4) Important information relevant to traffic management changes
- 5) Important information relating to specific areas in the city undergoing construction work

Key issues

- 1) The announcement/decision coming with clauses which were not previously expected and could delay the works
- 2) The announcement not confirming both 1A and 1B of the proposed tram route
- 3) The public annoyance to the disruption caused by MUDFA





Action plan

Prompt	Comms type	Activity details	Date(s) of action	Target audience(s)	Notes/questions
Minister announcement on draft final business case	Councillor briefings	Email briefing to all councillors advising of decision	TBC	All Councillors	Who should this come from?
"	"	Councillor one to one briefings (wards affected by 1B decision and transport spokespeople: Alan Jackson, Phil Wheeler, Ricky). Briefings either to be face to face or by telephone.	TBC	Selected councillors affected by 1B: 15 Murrayfield: Jeremy Balfour 8 Craighleith: Iain Whyte 7 Muirhouse: Lesley Hinds 9 Pilton: William Fitzpatrick 10 Granton: Elizabeth Maginnis	Andrew Holmes to conduct briefing. Comms to brief AH Comms to check AH's diary
"	Media relations	Press release – contribute CEC quote to <i>tie</i> /Transport Scotland press release	TBC	Councillors, CEC staff Edinburgh public	Quote from Ewan?
"	"	Media calls – CEC contacts asked for press interviews	Ongoing	Media and Edinburgh public	Prepare preparatory information and key points for interviews (Ricky and Ewan)
"	"	Opinion pieces in local media (Ricky, Ewan)	TBC	Media, Edinburgh public	Liaise with Media House
"	"	Prepare Ricky/Ewan for potential announcement photo call if combined TS/CEC/ <i>tie</i> announcement	TBC	Media, Edinburgh public	Minister may wish to do a combined announcement with photo call at tram bus.
"	CEC staff briefings/comms	All staff email from Chief Exec – informing of decision and tram route	TBC	CEC staff	Speak to Chris Highcock & Pamela
"	"	Team talk briefing	TBC	CEC staff	Contact Lesley Ellen to cascade information
Prompt	Comms type	Activity details	Date(s) of	Target audience(s)	Notes/questions





			action		
Minister announcement on draft final business case	CEC staff briefings/comms	Tram team, Andrew Holmes, Donald McGuigan, Rebecca Andrew, SFC director full briefing	TBC	CEC staff (specific to tram)	
"	"	CEC intranet - update with Minister's decision	W/C 26/02/07	CEC staff	
"	"	Duncan Fraser & Tom Clark meeting with Angela Leach	8 th March		
"	Edinburgh public comms	Transport Edinburgh website - update			
"	"	Leaders report – check submitted copy	TBC	Edinburgh public, CEC staff	Update with new info, liaise with Andy Nicol
"	"	CEC website – update with Minister's decision	TBC	All	
MUDFA/TTRO	Councillor comms	Councillor briefing/soundboard of Mudfa * possibly invite neighbourhood managers	Either Mon 19 th March or 23 rd March	All councillors	Check availability with business centre. Presentation to include: 1) Intro from Andrew Holmes 2) Details from Andrew Malkin Check AH diary, need to wait until Minister decision before advising of briefing details. Could include info in Minister decision email briefing.





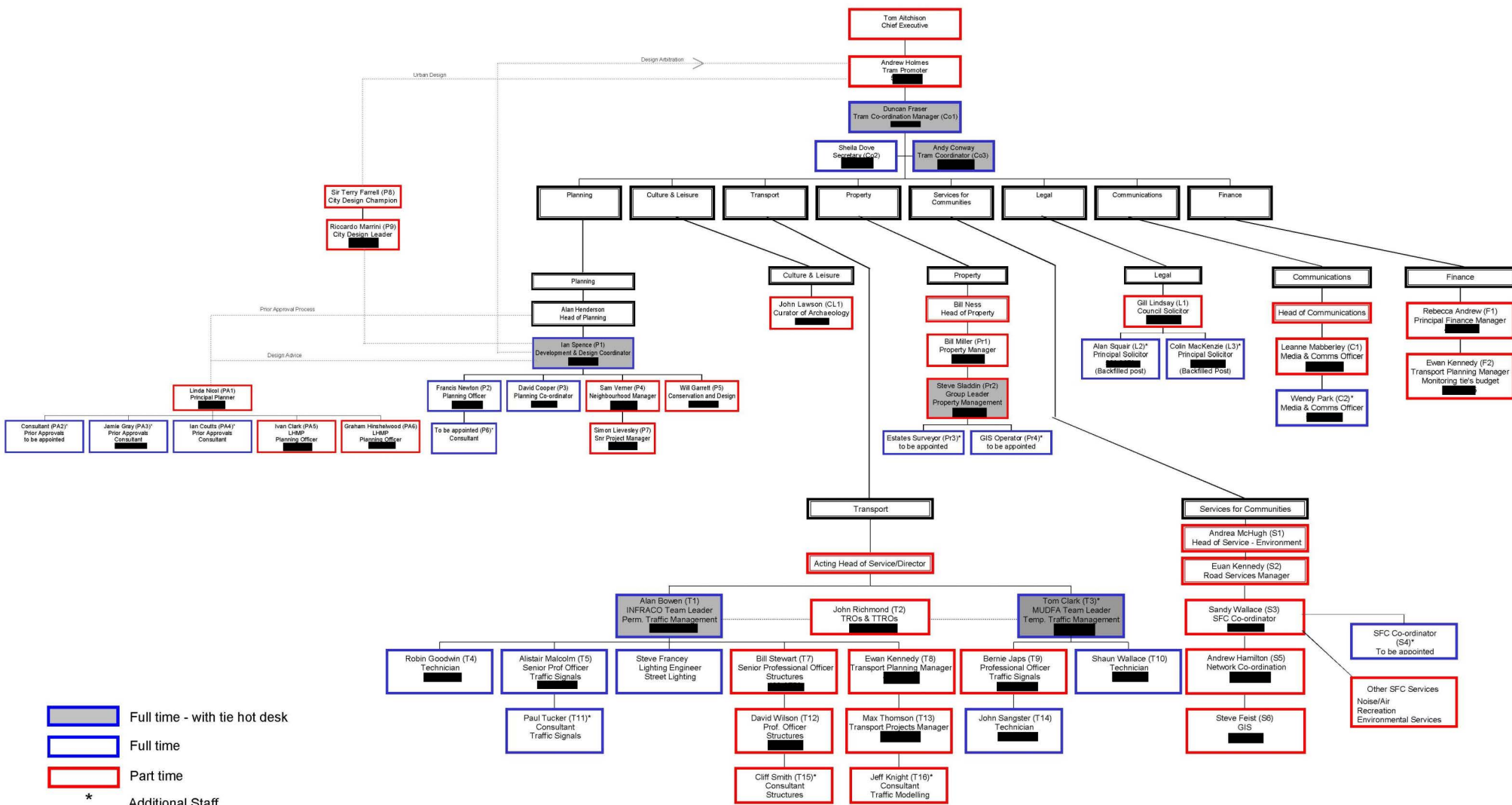
Prompt	Comms type	Activity details	Date(s) of action	Target audience(s)	Notes/questions
MUDFA/TTRO	Councillor comms	Ward briefing (area specific information) face to face discussion for councillors with Duncan Fraser and Tom Clark (Construction works 1) *NB check construction works 2 dates	TBC 4 wks prior to construction for each area/ward	Ward councillors: 21 Harbour: Gordon Munro 22 Lorne: Phil Attridge 37 Leith Links: Marjorie Thomas + neighbourhood managers	WP to contact each councillor to get appointments set up with DF and TC. NB* wait until TC confirms that this can proceed.
"	"	Ward briefing (area specific information) AMIS info packs (Construction works 1)	TBC 4 wks prior to construction for each area/ward	Ward councillors: 21 Harbour: Gordon Munro 22 Lorne: Phil Attridge 37 Leith Links: Marjorie Thomas + neighbourhood managers	AMIS to send information packs to CEC to distribute to relevant councillor Try to have these packs ready for discussion at the ward briefings
"	Media relations	Evening News briefing – CEC presence	TBC	Media and Edinburgh public	Check with Ricky or Ewan to see if they can be present at briefing
"	"	First hole dug photoshoot – CEC presence	TBC	Media and Edinburgh public	Check with Ewan or Ricky to see if they can attend.
"	"	TTRO news release	TBC	Media and Edinburgh public	
"	Staff briefings/comms	Staff briefing on correspondence scenarios	TBC	CEC staff (Clarence, reception staff and other staff in a public facing role)	





Prompt	Comms type	Activity details	Date(s) of action	Target audience(s)	Notes/questions
MUDFA/TTRO cont	Staff briefings/comms	CEC intranet – update	TBC	CEC staff	
		Screens at CEC reception	W/C 5 th March	CEC staff, Edinburgh public, Councillors	Check existing content and up date with relevant information
		Inform depot staff of work	TBC	CEC staff	Waiting for info from SFC
		Departmental staff briefings and presentations	TBC	CEC staff	Determine which depts, locations and time for events and who should present
		Council building promotion	W/C 5 th March	CEC staff, Edinburgh public	
		Tram bus at office locations	TBC	CEC staff	
		Pop-ups in canteens and high traffic areas in CEC buildings	TBC	CEC staff	
		Team talk	April	CEC staff	
		City News	April	CEC staff	
	Edinburgh public comms	Leaders Report (April issue)	W/C 12 th March	Edinburgh public, CEC staff	
		Outlook (Summer issue)	May	Edinburgh public	
		CEC website – update with info and link to trams for Edinburgh website.	TBC	All	





Date Added	ID	Risk Description	Effect on CEC	Risk			Treatment	Current			19Feb07			Date Reviewed	Due Date	Owner
				S	L	#		S	L	#	S	L	#			
08Jan07	1	Funding not identified for betterment to the council resulting in a shortfall of funding or not taking advantage of opportunity costs.	Delay to construction and additional funding required. Negative public view due to lack of continuity.	3	3	9	Determine scope of essential tram works and desirable additional works. CEC/SfC may need to provide additional funding for areas of betterment.	3	3	9	3	3	9	19Feb07	31May07	Sandy Wallace
08Jan07	2	Increase in costs over contract cap levels.	Additional funding may be required Need to reduce scope of works.	3	2	6	Identify scope of works with the INFRACO works and compare to emerging design. Review INFRACO tender costs. Tie to monitor / manage budget to stay within caps.	3	2	6	3	2	6	19Feb07	N/A	Alan Bowen
08Jan07	3	Risk of delays due to the Public hearing process for TROs. Statutory TRO process may take more time than in programme due to scale of objections.	Delay to INFRACO	3	2	6	Tie/DW to re-programme/re-resource to meet set timescales. QC advises on road works can progress without TRO subject to approval from Council Solicitor. This would allow progression of TRO in parallel with INFRACO works.	3	2	6	3	2	6	03Mar07	N/A	Duncan Fraser
08Jan07	4	Failure to form a demarcation agreement	Increased liability to CEC. Lack of clarity between CEC and TransDev, required for INFRACO contract.	3	2	6	CEC to engage with tie & TransDev to agree as many demarcations as possible. First time in use	3	2	6	3	2	6	19Feb07	31May07	Alan Bowen Sandy Wallace Tom Clark
08Jan07	7	Excessive delays and disruption to traffic post construction	Adverse PR/increased media costs. Additional design and construction work required.	2	3	6	CEC to review. Provision of additional funding for corrective actions.	2	3	6	2	3	6	19Feb07	Ongoing	Alan Bowen
14Feb07	9	Council delays or fails to make decisions.	Delay to programme. Increased Costs. Potential for abortive works.	3	2	6	Ensure necessary information available to make decisions.	3	2	6	3	2	6	19Feb07	Ongoing	Andrew Holmes
08Jan07	15	Inadequate time to consider approvals to meet tie's programme.	Delay to approval process Additional resources may be required Substantial additional costs required	2	3	6	tie to revise programme. Move back end date for Prior Approvals	2	3	6	2	2	4	19Feb07	Ongoing	Ian Spence Linda Nicol
08Jan07	5	Lack of progress on advanced works, such as removal of knot weed delaying access to the works.	Delay to programme	2	3	6	Scheme of works to be identified. Funding to be found and approved by board or provided by CEC. Tie have agreed to programme of spraying. Weeding liability to be handed over to INFRACO contractor subject to Variation order. tie board to approve change request for funding	2	2	4	2	3	6	03Mar07	30Jun07	Duncan Fraser
08Jan07	6	Failure for contractor to gain access to site causing delay to agreed programme. Delays to "GVD Notice 2" being issued.	Delay to INFRACO	2	3	6	Promoter/Director to give go ahead to allow issue of GVD notices. Closer liaison between tie and CEC required. No longer critical to funding for this financial year.	2	2	4	2	3	6	14Mar07	Ongoing	Stephen Sladdin
24Jan07	8	Council unable to provide full £45m contribution (Due to factors such as shortfall in capital receipts/developers contributions)	Additional funding required More capital receipts required	3	2	6	Finance to provide financial mechanism to balance £45m. Changing DC policy to allow for contributions after tram completion. Setting up section 75 Group. Monitoring Property/Legal WG & TPB.	2	2	4	3	2	6	09Mar07	Ongoing	Rebecca Andrew David Cooper

Date Added	ID	Risk Description	Effect on CEC	Risk			Treatment	Current			19Feb07			Date Reviewed	Due Date	Owner
				S	L	#		S	L	#	S	L	#			
08Jan07	12	Design not ready for formal submission to CEC for Statutory Approvals.	Delay to MUDFA Delay to INFRACO Additional internal resources required	2	3	6	Closer liaison with tie with CEC taking part in their document review process	2	2	4	2	2	4	19Feb07	Awaiting tie input	Duncan Fraser
08Jan07	13	Quality of submission not fit for purpose, as set out in the various protocols, delaying the approval processes.	Delay to approval process Additional resources required Substantial additional costs required	3	2	6	Closer liaison with tie with CEC taking part in their document review process	2	2	4	2	2	4	19Feb07	Awaiting tie input	Duncan Fraser
08Jan07	16	Traffic modelling results not acceptable to statutory body.	Delay to MUDFA Delay to INFRACO Delay to programme	3	2	6	Closer liaison with tie with CEC taking part in their document review process	2	2	4	2	2	4	19Feb07	Ongoing	Duncan Fraser
08Jan07	17	Poor project governance by tie.	Delay to programme Increased cost	3	2	6	Closer liaison with tie. CEC to take part in tie's document review process. Detailed feedback from DPD and tram project boards.	2	2	4	2	2	4	19Feb07	Ongoing	Andrew Holmes
08Jan07	18	Delay due to lack of co-ordination with CEC departments.	Delay to INFRACO Delay to MUDFA Negative public & Councillor view of project	3	2	6	Effective governance within CEC Effective management/co-ordination Support of Chief Executive	2	2	4	2	2	4	19Feb07	Ongoing	Andrew Holmes
08Jan07	24	Correspondence dealt with to CECs timescales	Adverse PR possible increased media costs, plus increase CEC staff costs to assist with the process.	2	3	6	Communications strategy to be developed further to recognise the extent of this work and procedures to be put in place by tie and Clarence.	2	2	4	2	2	4		Ongoing	Leanne Mabblerley
01Mar07	37	Adverse PR caused by lack of understanding of frontager requirements during construction works	Adverse PR and possible increase in MUDFA works costs. Delay to works while issues are resolved.	2	3	6	Provide effective comms strategy along with survey/meetings with frontages. Survey carried out by tie 1 year ago, details passed to AMIS, further survey required. Tram packs issued & tram helpers to visit individuals.	2	2	4	2	2	4	08Mar07	01Apr07	Tom Clark
08Jan07	10	Inadequate budgets within the Business Case to cover the full cost of area wide traffic impacts, before and after tram construction.	Delay to the promotion and implementation of the TROs. If the area wide effects are not managed correctly the public and press will criticise the scheme.	2	2	4	Identify scope and impacts utilising traffic model information. £0.5m already allocated in business plan.	2	2	4	2	2	4	19Feb07	Awaiting tie input	Alan Bowen
08Jan07	11	Inadequate budget to cover the necessary or desirable quality of structural elements to achieve an International Quality Design. May have been under estimated within the business case.	Delay to INFRACO design process. May require additional funding due to delay & increased construction costs. Delay to prior approval submission.	2	2	4	Review the design with SDS and tie to achieve a suitable design. Review budget for tram to identify if costs are an issue.	2	2	4	2	2	4	19Feb07	Awaiting tie input	Ian Spence
08Jan07	14	Statutory consent cannot be granted due to difference of opinion between tie and CEC.	Delay to programme	2	2	4	Design must be fit for purpose as directed by statutory body (CEC). Closer liaison between tie and CEC required.	2	2	4	2	2	4	19Feb07	Ongoing	Andrew Holmes
08Jan07	19	Lack of co-ordination on the road network with respect to SFC works	Delay to MUDFA Delay to INFRACO	2	2	4	Traffic Management Co-ordination Group - chaired by tie Internal CEC co-ordination also required	2	2	4	2	2	4	19Feb07	Ongoing	Sandy Wallace
08Jan07	20	Cost increases due to changes to the scope and design required by tie (effectively CEC)	Delay to programme. Increased Costs	2	2	4	Manage through change request process with time and costs approved by board.	2	2	4	2	2	4	19Feb07	Ongoing	Andrew Holmes
08Jan07	21	Increases in the cost, outside budgeted risk contingency, of utility diversions due to finalisation of or changes to the scope. The MUDFA contract is effectively a re-measurement contract.	Additional funding required above that identified in business case.	2	2	4	Careful management/monitoring by tie. Closer liaison required between CEC and tie	2	2	4	2	2	4	19Feb07	Ongoing	Tom Clark

Date Added	ID	Risk Description	Effect on CEC	Risk			Treatment	Current			19Feb07			Date Reviewed	Due Date	Owner
				S	L	#		S	L	#	S	L	#			
08Jan07	22	Risk of delay from utility providers due to necessary planned and emergency works	Delay to Programme	2	2	4	Tie to manage through effective project management techniques and to gain ownership over project. Reschedule INFRACO works.	2	2	4	2	2	4	19Feb07	Ongoing	Sandy Wallace
08Jan07	23	Delay by utility companies in carrying out agreed utility works as per the programme	Delay to MUDFA completion Consequential Delay to INFRACO	2	2	4	Tie to manage through effective project management techniques and to gain ownership over project. Willie Gallacher to contact Chief Execs of utility companies. Reschedule INFRACO works.	2	2	4	2	2	4	19Feb07	Ongoing	Tom Clark
08Jan07	26	Delay of MUDFA adversely impacting on INFRACO delivery	Delay to INFRACO	3	2	6	Tie to manage through effective project management techniques and to gain ownership over project. Reschedule INFRACO works.	3	1	3	3	1	3	19Feb07	Ongoing	Andrew Holmes
08Jan07	28	Delay to construction works caused by objection to abnormal working hours by public.	Delay to INFRACO	3	2	6	CoCP highlights planned works which includes a comprehensive communication strategy	3	1	3	3	1	3	19Feb07	Ongoing	Sandy Wallace
08Jan07	25	Act of God type events (contractually force majeure events)	Additional funding required Delay to MUDFA Delay to INFRACO	3	1	3	Board to approve all additional costs.	3	1	3	3	1	3	19Feb07	Ongoing	Andrew Holmes
08Jan07	27	Unforeseen physical conditions resulting in potential increased costs and time to the MUDFA contract	Delay to MUDFA completion Increased cost of MUDFA. Knock on delays to INFRACO	3	1	3	Effective management by tie. Change requests to be approved where needed	3	1	3	3	1	3	19Feb07	Ongoing	Tom Clark
08Jan07	29	Adverse PR caused by delays to public transport or the travelling public during the course of the works.	Adverse PR/increased media costs.	1	3	3	More effective engagement with media.	1	3	3	1	3	3	19Feb07	Ongoing	Leanne Mabblerley
08Jan07	30	Changes to junction priority that are specified to achieve the stipulated run time.	Adverse PR/increased media costs.	1	3	3	To be agreed with CEC	1	3	3	1	3	3	19Feb07	Ongoing	Alan Bowen
08Jan07	31	Lack of funding for part of the public realm works resulting in not providing a European quality tram	Loss of support from politicians and the public and the design criticised. Negative public view due to lack of continuity. Potential loss of tram revenue.	2	2	4	Appoint Urban Designs to investigate wider area public realm and identify essential works to be undertaken by making bids for additional funding from Scottish Exec Capital Growth Fund	2	1	2	2	1	2	19Feb07	Ongoing	Ian Spence David Cooper
08Jan07	32	Adverse PR caused by lack of adequate information on construction works and consequential impacts to public and hence local members	Adverse PR possible increased media costs.	1	2	2	Provided an effective communication strategy and adequate provision of support to members in addressing concerns of their constituents.	1	2	2	1	2	2	19Feb07	Ongoing	Leanne Mabblerley
08Jan07	33	Not fit for purpose reinstatements by AMIS requiring remedial works.	Delay to MUDFA completion Consequential Delay to INFRACO	1	2	2	Performance based design. Construction and testing period to be adopted by contractor.	1	2	2	1	2	2	19Feb07	Ongoing	Sandy Wallace

Management of Tram customer correspondence and telephone calls

Tram internal planning group

20 March 2007

Purpose of report

It is recognised by all parties involved in the tram project that clear communication channels are needed to support the work to deliver Edinburgh's Tram Network. This report suggests a Council approach for managing phone calls and correspondence (emails and letters) associated with the tram works.

Main report

1. Customer interaction cycle

In order to be proactive, a Customer Interaction Cycle has been developed to ensure that businesses and residents alongside the works and elected members and stakeholders receive a build up of information in the lead up to and as the work is delivered on site. This approach will be supported by wider community information by way of media, radio, advertising and information throughout the city. An 'Open for Business Campaign' will also run throughout the works. This is shown in the appendix.

2. Telephone contact

To support this approach a Tram telephone helpline has been put in place which will be widely advertised. This helpline will direct the correct questions to the appropriate partners such as emergency services, AMIS, **tie** and Clarence.

Despite the helpline being in place it is expected that telephone calls will naturally be received by other partners such as CEC and Transport Scotland.

Various approaches have been discussed and option 1 below is recommended.

1. Provide the caller with the tram helpline number. Also, supply Council staff likely to receive phone calls with an FAQ sheet so that, where possible, they can answer and 'close-off' customer calls. Where possible, automated message should be posted on appropriate council phone number referring customers to the tram helpline. **This option would be preferred by the Council as minimises the costs of managing calls.**
2. Identify and pay the IT costs to transfer CEC call centre queries to the tram helpline number. NB – the call centre does not currently have the technology to automatically transfer calls to an external number. **This option should be pursued for possible use in the longer-term.**
3. Take caller information and question and follow a process whereby tie received the information by email and provides a call back service within an appropriate timeframe. NB – this approach runs risks of calls not being effectively managed/responded to and customer feeling dissatisfied. **This is not considered appropriate.**
4. Take ownership of the call and provide the information if possible at source NB - this will have a financial impact if CEC Call Centre takes these calls, each call will be charged on a call by call basis and billed to the agreed organisation. **This is not considered appropriate.**

3. Category of questions

In order to make some sense of the categories of questions that could be answered the table below is an indication of where ownership could lie. This is shown below.

It is recommended that correspondence is forwarded to the relevant organisation/department based on the main content of the letter. It should be logged by the recipient to indicate this. Correspondence should be sent by fax or email to speed up the process.

If multi-topic correspondence is received, it is recommended that the recipient takes ownership of the letter. They should then liaise with other bodies to complete the response. Correspondence should be sent by fax or email to speed up the process.

If the same letter is copied to multiple organisations/contacts, this should be identified during either the forwarding or liaison process.

Owner	Category of questions
AMIS	Contracts/Operational Issues Frontagers to works Access/Uplift and parking when works outside their door Special needs and special need form completion Utility needs/issues Works coming or ending Claims Complaints

Tie	Contractor complaints Deisgn General tram enquiries Funding questions Detailed design Traffic management (Should this not be AMIS) Meeting requests Progress Programme and sequence of works CIC information what is this?
CEC City Development	Policy decisions on tram World heritage and planning questions Parking
CEC Services for Communities For SFC Roads: Co-ordination with other works and occupation of Road Road Network Management Road Maintenance	Claims? General questions – not about trams, this should be tie Transport policy – Should be City Development Waste management City wide questions – Should be City Development VIP response questions from Cllrs, Network and Neighbourhood managers?
Transport Scotland	Transport Scotland PQs

4. Correspondence protocol

A correspondence protocol will be put in place to ensure that customers receive the same experience across the board.

Currently the KPI time for correspondence at CEC is 10 working days for VIP and general correspondence. Delivery within target varies by department. Data management within each department also varies although the Call Centre has a clear cut recording and data management strategy.

It is recommended that the Council agrees that:

- 1) Each customer receives standard acknowledgement postcard/email within 10 days. This will be carefully worded and include references to phone line and website. This should be logged internally as soon as posted.**
- 2) Customer then receives comprehensive and appropriate response within 10 days from the postcard/email being sent.**

Note – it is expected that there will be an increase in correspondence to the Council and this could impact on some workloads. It is recommended that, in the short-term, this should be monitored to see if further resources are needed.

5. Data management strategy

tie will have a Stakeholder Database that records all customer contact and holds copies of all correspondence; this will also be utilised by AMIS, SDS and any future contractors.

The other organisations do not have access to this database and will not be able to feed into reporting as required on a four weekly basis.

Council staff will log all queries received (including queries forwarded on). The Council can then report four-weekly on performance. Those involved in responding to correspondence should meet periodically to review procedures.

Leanne Mabblerley
Senior Communications Officer

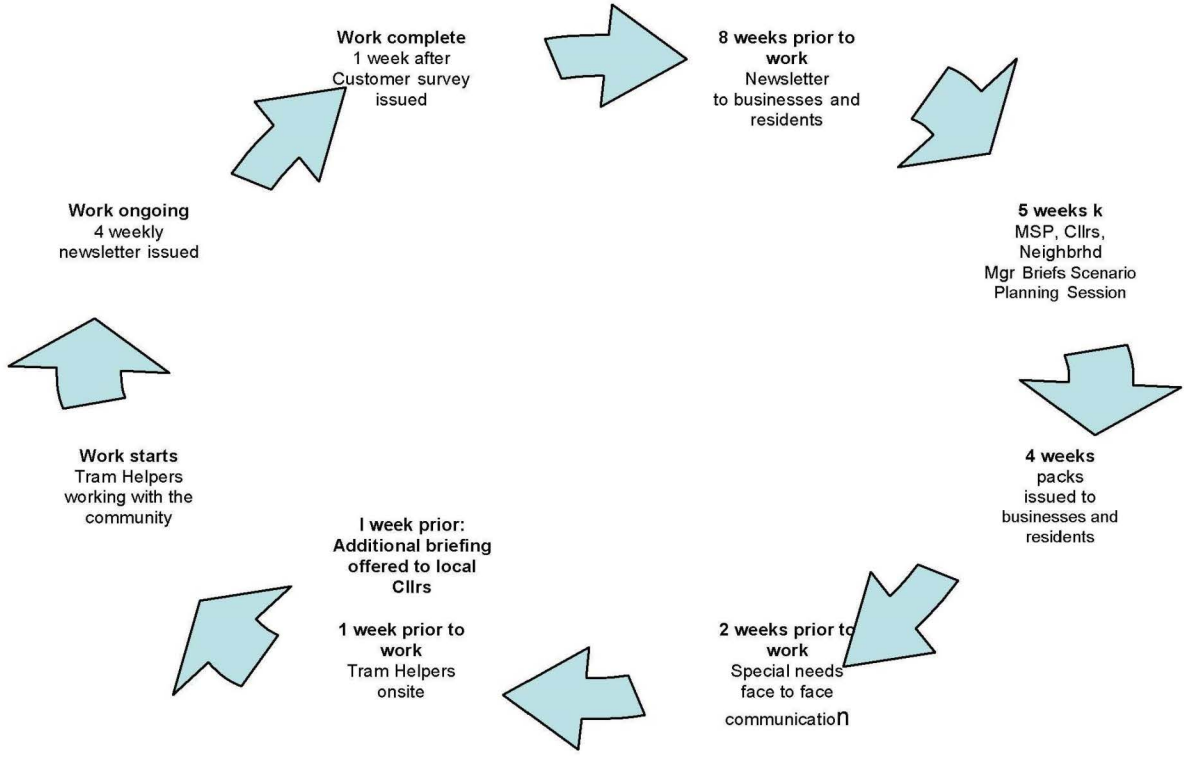
Appendices None

Contact/tel Leanne Mabblerley, Corporate Communications 013 [REDACTED]
e-mail leanne.mabblerley@edinburgh.gov.uk

Wards affected All wards

**Background
Papers** None

Appendix 1 – Customer interaction cycle



αβχδεφγηιφκλμ

Media and Communications Group

St Andrew's House
Regent Road
Edinburgh EH1 3DG

News Release

Telephone: 0131-244 1111

Friday, 16 March 2007

TRAMS ARE COMING TO EDINBURGH

Scottish Ministers' today gave approval for work to start on preparations for Edinburgh's new tram line, with the release of 60 million pounds of funding.

The funding will allow the MUDFA (Multi Utilities Diversion Framework Agreement) work of diverting and protecting utility pipes and cables to be carried out in preparation for phase 1a of the proposed tram network.

Transport Minister Tavish Scott said:

"A sustainable, integrated and effective transport network lies at the heart of our economic development.

"Trams will give passengers a safe, environmental travel choice, a choice which will see reduced congestion and reduced emissions.

"The utilities agreement that has been put in place is the right approach. Allowing a single contractor to do all the work will minimise disruption in the Capital, save money and ensure the delivery of the project. That is welcome news for Edinburgh."

Contact: Alison Shields : 0131 [REDACTED]
News Release: «NewsReleaseNo»
Internet: www.scotland.gov.uk

ᄅᄇᄈᄉᄊᄋ
together

ᄅᄇᄈ

ᄅ Making it **work**

EDINBURGH TRAM INTERNAL PLANNING GROUP

Action Note: 20 March 2007

Summary of Actions

Item		Note	Agreed outcome	Action required by
	Present	Tom Aitchison, Andrew Holmes, Jim Inch, Donald McGougan, Duncan Fraser, Colin MacKenzie, Leanne Maberley, Chris Highcock		
1	Apologies	<ul style="list-style-type: none">Gill Lindsay (Council Solicitor)	<ul style="list-style-type: none">Noted	
	Note of Previous Meeting and Matters Arising	<ul style="list-style-type: none">Note of previous meeting accepted as an accurate recordAll matters arising included in this agenda	<ul style="list-style-type: none">Noted	
2	Ministerial Decision	<ul style="list-style-type: none">Received on Friday 16 March, but didn't mention land. The note letter was therefore insufficient to allow GVD process to be initiated.	<ul style="list-style-type: none">New version was to be couriered from Glasgow this afternoon (20/3), with revised wording to allow GVD to be initiated.	<ul style="list-style-type: none">Colin MacKenzie to action as soon as letter received
3	Highlight Report	<ul style="list-style-type: none">Report previously circulated <p>Note</p>	<ul style="list-style-type: none">Report noted	

PRIVATE AND CONFIDENTIAL

Item		Note	Agreed outcome	Action required by
		<ul style="list-style-type: none"> • 4.2 – Tramco – bidders now down to 2 from initial 4; Evening News are to run this story tomorrow. All within budget at this point. • 5 Communications – there is to be no event on 2 April to mark the start of work . • Report on process for receiving correspondence / telephone calls has been drafted by LM • Note that there is to be substantial coverage of the Trams in the June Outlook • 6 Stakeholders – key relationship is now with Transport Scotland. Key issue is finalising finance and identifying and addressing risk • 7.5 – TROs – encouraging signals from the Scottish Exec that they may waive the mandatory hearing if satisfied with the scrutiny process in the council. 	<ul style="list-style-type: none"> • Noted • LM to ensure that the reasons for this are clearly communicated • LM to circulate for comment • Note • Note • Note 	<ul style="list-style-type: none"> • LM • LM All to comment to LM on receipt • All • All • All

PRIVATE AND CONFIDENTIAL

Item		Note	Agreed outcome	Action required by
		<ul style="list-style-type: none"> • 8 – CEC Finance – current focus is on the £45M, the £10M will be considered more closely after the election • Risk Register – key risk is probably 15 – with respect to prior approvals. Also note issue around invasive species and the need to eradicate the Japanese knotweed. 	<ul style="list-style-type: none"> • Note • Note 	<ul style="list-style-type: none"> • All • All
4	Communications Plan	<ul style="list-style-type: none"> • Discussed above 		
5	Legal Issues	<ul style="list-style-type: none"> • Main issue is GVD – Legal and D&W are ready to implement immediately they receive the letter with appropriate wording. Signed copy of acceptable letter is expected this afternoon (20/3) • Funding Agreement – legal consideration needed with respect to what action is needed , what is needed from TIE and what monitoring is needed. • Any issues with respect to draft final business case to be addressed in the final business case later in the year. 	<ul style="list-style-type: none"> • Note • Note 	<ul style="list-style-type: none"> • All • All

PRIVATE AND CONFIDENTIAL

Item		Note	Agreed outcome	Action required by
6	Resourcing Issues	<ul style="list-style-type: none"> • Legal – current satisfaction with resourcing • City Dev – all staff in place • SFC have recruited • Finance – 2 streams of work (1) addressing the £45 M and (2) work with Transport Scotland on the Funding Agreement. Rebecca is leading on both with support from Hugh Dunn for the £45 M and David Robertson for the funding agreement 	<ul style="list-style-type: none"> • Note large potential number of staff involved in the project, substantial number of person hours. • Note 	<ul style="list-style-type: none"> • All • All
7	Dates of further meetings	<ul style="list-style-type: none"> • One needed mid April, one mid May 	<ul style="list-style-type: none"> • To be arranged 	<ul style="list-style-type: none"> • CH
8	AOB	<ul style="list-style-type: none"> • Induction for new elected members • SFC Involvement – given all the road works associated with the project, it is appropriate for SFC to be 	<ul style="list-style-type: none"> • Tram work is a key issue • Need to be aware of the issue in any coalition agreement. • Mark Turley to identify member for this group 	<ul style="list-style-type: none"> • JI / John Sturt • Chief Exec

Next meeting: to be notified to group