



# Edinburgh Tram Project

## Communication Management Plan

February 2007  
40-92-PLA-002733



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Version/Status:

Issue Date:

Project Director:

Date	Version	Status	Comments	Issued by

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Edinburgh Trams Project  
City Point

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# Communication Management Plan



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# Workstream Communications Management Plan



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### 1. Purpose of Communication Management Plan

#### 1.1 Communication Management Plan Objectives

This Communication Management Plan (CMP) sets out the requirements for Communication throughout the life of the Edinburgh Tram Project (ETP). The Plan aims to

- Ensure that Communication is ingrained into the project.
- Ensure that Communication opportunities are identified.
- Ensure the Tram Project Board is confident that Communications are being managed appropriately.

This CMP is primarily the responsibility of tie's Head of Corporate Communications, who shall be supported by staff within the Comms Team along with our partner organisations in Transport Scotland, City Of Edinburgh Council, Transport Edinburgh Limited and any contractors as the project progresses. It forms part of the overall ETP documented management system, as indicated in section 1.3, and shall be reviewed bi-annually and updated accordingly.

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#### Scope of Plan

This CMP provides an overview and guidance on the Communication management function on ETP. Communication Management is a functional activity covering all parties involved with and all aspects of the project throughout its life, from conception to operation.

The Plan provides a framework to ensure the many aspects of the project are communicated to all relevant audiences be they internal or external.

The Plan recognises the inputs and work that will be delivered by our contractors including MUDFA, TramCo and InfraCo.

Given the size and complexity of the project, it follows that any Communication management process to be implemented must be suitably flexible to respond to any changes throughout the project lifecycle whilst maintaining core functionality, robustness and reasonable assessment of all identified project Communications.

It follows therefore that as the project progresses this Plan will be revised, where necessary, to reflect the present and future needs of the project at any particular time.

#### 1.2 Communication Management Objectives

The objective of the Communication management workstream is to facilitate management of all Communications to and opportunities for the Edinburgh Tram Project thus ensuring that a supported and fully functional operational service is delivered with budget and on time. In ETP, Communication management overlaps with all other activities. Additionally, the CMP recognises that Communication management is a fundamental part of this projects management.

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By Communication and opportunity, we mean the chance of something happening that will impact on the objectives of ETP and/or the corporate objectives of tie. This includes positive impacts that can be achieved by realising opportunities, as well as negative impacts from issues and negative activity that occur.

The CMP includes several aspects that are critical to the overall success of the Communication Strategy. Activities include Strategy development, Strategy development, management and implementation of the Communication Strategy, Communication Analyses and Reporting that are vital to the overarching objective of managing Communication appropriately within ETP.

The dynamic approach of this CMP works and incorporates with tie's sponsors, contractors, sub-contractors, insurers and regulators including reporting to Transport Scotland and the City of Edinburgh Council on Communication management approaches.

### 1.3 Documentation Structure

The following chart highlights where the Communication Management Plan sits in relation to the overarching Edinburgh Tram Project Management Plan and the various other workstream plans developed specifically for the Edinburgh Tram Project. The Communication Management Plan is viewed as a Level 3 Document within the Hierarchy, whereby any associated procedures and support documents will be referenced within it.

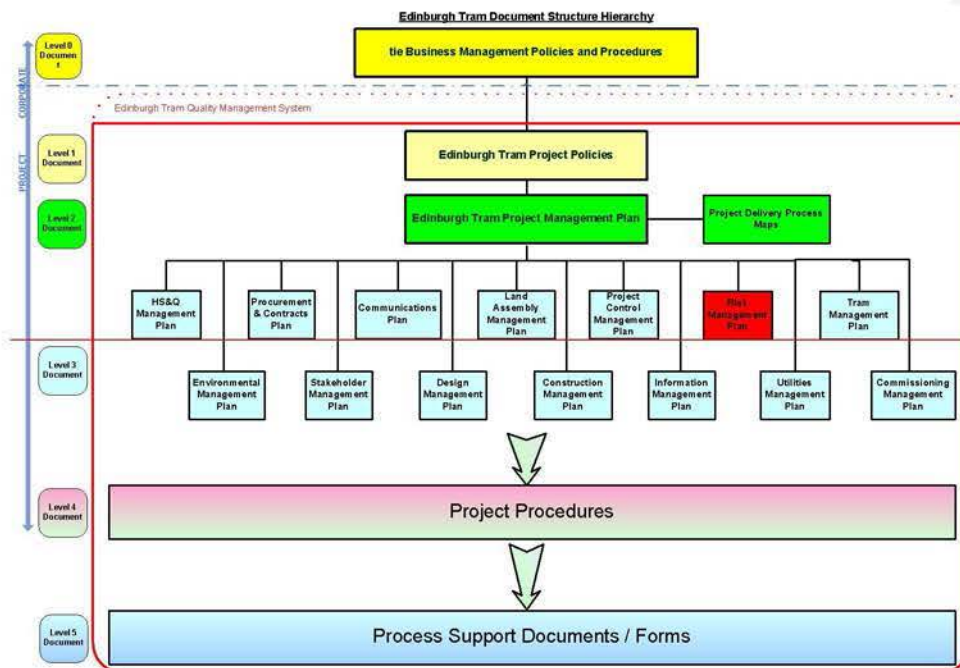
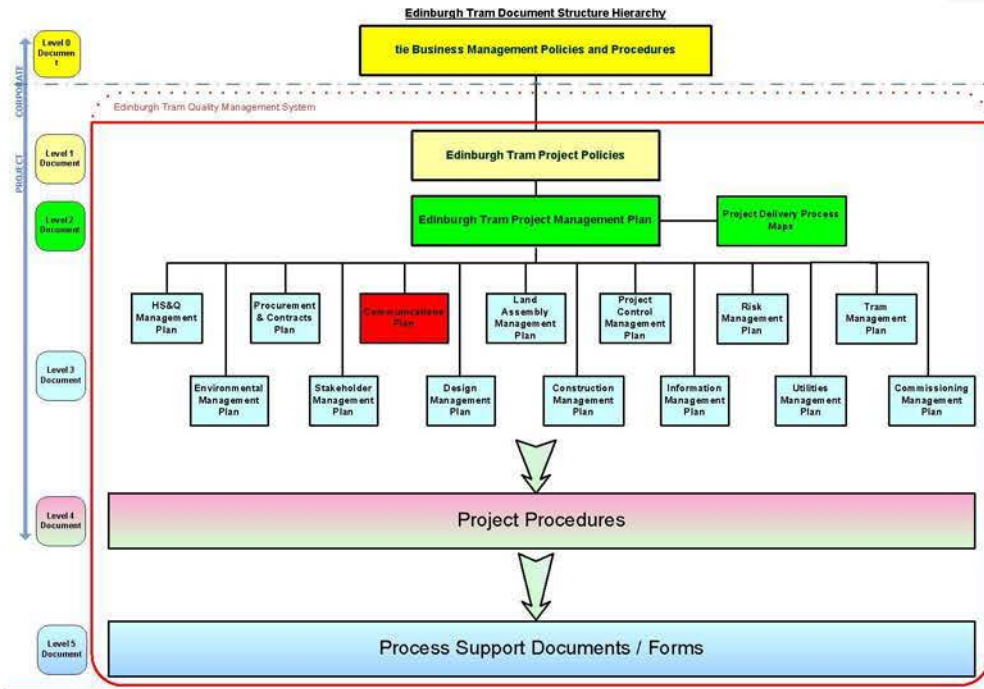


Figure 1.3: ETP Document Hierarchy Structure

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## 2. Communication Management Overview

### 2.1 Description of Communication Management

The process by which Communication shall be managed within ETP shall go through a typical Communication management cycle.

The Communication Management Activities essentially form the core process within the Communication Management workstream.

The core process includes an approach using the identification and assessment of Communications, opportunities and approached and then the manner in which they can be ~~delivered~~ delivered.

### 2.2 Key Responsibilities

The Key Responsibilities for the Edinburgh Tram Project related to Communication management are detailed below.

The **tie** Head of Corporate Communications is responsible for implementing the CMP. Ultimate accountability for the management of Communication exposures to the scheme resides with the Head of Corporate Communications. Management of the Communication Strategy and its deliverables requires co-ordination over a number of roles and partners. The **tie** Head of Corporate Communications is responsible for the development and

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delivery of the Communication Strategy and for review and improvement of the Communication Strategy and it's delivery throughout the project.

The Head of Corporate Communication is responsible for the facilitation and delivery of the Communication Strategy, working with our partners. Within this process, responsibility for specific tasks within this process has been given to various partners and contractors. The Head of Corporate ~~Communciation~~Communication also monitors progress in the delivery and success of Communication and provides reports accordingly. In consultation with the Commercial staff, the Head of Corporate Communications is responsible for allocating and sticking to the agreed Communication budgets.

All Project Managers, Functional Managers and Directors are responsible for the identification of Communication opportunities to the Head of Corporate Communications and bring this to the attention of the Head of Corporate Communications.

The Head of Corporate Communications shall be responsible for maintaining a 'live' four week look ahead of activity. The reporting process shall ~~be supported~~be supported through meetings and workshops. The Communication four week plan will be updated on a weekly basis. Finally, the Head of Corporate Communication will be responsible for the preparation and maintenance of the Communication Budgets.

- Treatment Plans

### 3. Key Activities of Communication Management

#### 3.1 Overview

There are various relationships that are necessary to allow the overall Communication Strategy to be delivered effectively. It should be noted that it is not just the Communication Management Function that is accountable and responsible for Communication. The individual Project Managers within the Tram Network all have significant responsibilities in the identification of Communication opportunities within the Project. These roles and responsibilities directly tie into the Key Deliverables which are described in Section 3.

The RACI Chart ~~below~~ (Responsible, Accountable, Consulted, Informed) details the main activities of the Communication management process and responsible persons for these activities. Please refer to Appendix 3 for the Communications Management RACI Chart.

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(Need to add my raci chart here but it'll be too big!

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*RACI is an abbreviation for:*

**R = Responsible** – owns the delivery of the Activity

**A = to whom "R" is Accountable** – must sign-off (approve) the output of the Activities

**C = to be Consulted** – has information or capability to contribute to the activity

**I = to be Informed** – must be notified of results

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3.2 Strategic Development

3.2.1 Description of Activities

Communication Strategy on ETP is developed by the Head of Corporate Communication.

3.2.2 Responsibilities

The Communication Management Plan is the responsibility of the tie Head of Corporate Communications who has responsibility to ensure the Strategy is delivered. Consistency of message and approach across all tie's partners is ensured by having the responsibility for the delivery of the strategy with all our partners.

The Head of Corporate Communications is responsible for the development and delivery of the Communication Strategy outlined in the plan.

3.2.3 Deliverables

The challenge faced by tie, and its key partners, is to generate a sense of excitement and anticipation for trams in Edinburgh. Crucially we need to ensure that the level of understanding and the high expectations of the people of Edinburgh are managed through proactive communication in the lead up to, during and after construction.

Communications will convey enthusiasm and excitement about the introduction of trams to Edinburgh. Communications will encourage residents and businesses to 'buy into' the concept and physically and mentally 'get on board'. This level of engagement will be maintained throughout the construction period.

A robust and comprehensive approach to media, stakeholders and public engagement will be deployed. tie, and its partners, will engage at every opportunity to inform and support the residents, businesses and visitors to Edinburgh through each phase of delivery. We will continue to promote the benefits that trams will bring to Edinburgh, ensuring that successful delivery is a key focus for everyone in the city.

The strategy provides a communications plan that:

- provides an approach to support and inform Edinburgh through each phase of construction and delivery
- promotes the benefits of trams
- mobilises support
- promotes the competence of those delivering the network
- breaks down each phase of delivery and details the activities and tactics that will be used.

Tactics have been tailored to the best channels to reach each specific audience. Traditional channels have been used however; we have added tactics that have delivered proven success on other tram projects and, in addition, some new tactics that will create new and often unusual connections with the Edinburgh public.

Our approach to each phase will provide a commitment to the people of Edinburgh. By documenting our approach and tactics, this will be a commitment that during delivery they

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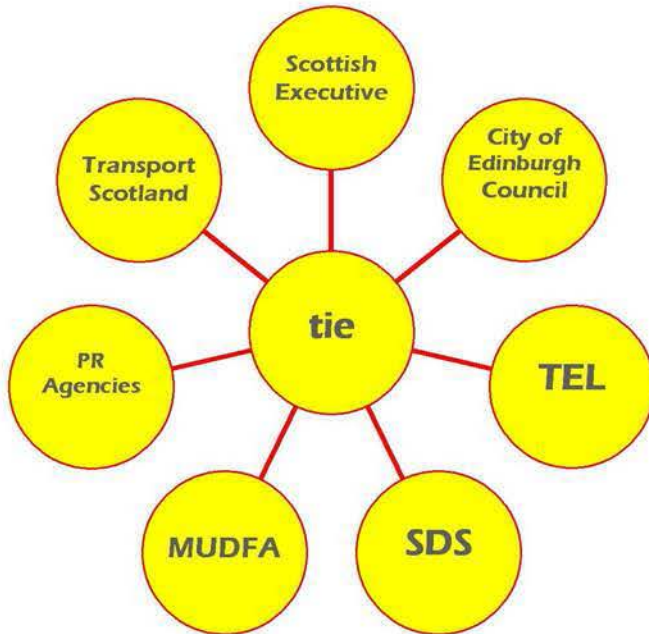
will rightly rely on. This strategy will be reviewed and its impact evaluated as we move into each phase...

### 3.3 Communication Management

#### 3.3.1 Description of Strategic approach

Communication with the media, stakeholders, and public will be driven with a singularity of voice and by a group of key messages. Passion and commitment will be injected into all communications, reflecting the belief in the benefits trams will bring and the excitement in bringing trams back to Edinburgh.

Through contracts and partnerships, there are now a number of parties involved in the communications programme. Working together all parties will be involved in the delivery of the strategy to operation.



### 3.4 Analysis

#### 3.4.1 Description of Activities

During and following, the execution of communication, marketing or stakeholder activity, the effectiveness of this activity will be assessed. Additionally, regular reviews will be undertaken to evaluate the success of the overall strategy in realising the anticipated benefits. A number of key performance indicators will be developed which will allow qualitative and quantitative appraisal of the results of these reviews. Data gathered will

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identify how far each stakeholder group has moved towards the desired objective, affirming the approach or enabling a rethink of how to better target the activities

#### 3.4.2 Responsibilities

The Head of Corporate Communication shall be responsible for undertaking the Communication analysis.

### 3.5 Administration

#### 3.5.1 Description of Activities

The Project Communication Strategy shall be updated as required. Updates may occur as a result of a number of activities, for example, Communication workshops, development or completion of Communication methods and additional Communication requirements.

#### 3.5.2 Responsibilities

The Head of Corporate Communications is responsible for producing figures to allow updates to the project control budget and workstream budgets within that. These shall be notified to the Commercial staff by the tie Communication Manager who provides approval of the outputs. Consequently, the Estimating Manager shall update the project control budget contained within the Project Estimate.

### 3.6 Project Control

#### 3.6.1 Description of Activities

#### 3.6.2 Tools

Communication Strategy, Project Managers Monthly Report, Functional Managers Monthly Report, four weekly look ahead.

#### 3.6.3 Deliverables

Deliverables of the Project Controls activity in the Communication Management Workstream are:-

- Budget allocated to and understood, with updates as required.
- Project Controls spend remaining within budget.

### 3.7 Review

#### 3.7.1 Description of Activities

Communication activity is reviewed through monitoring and reporting processes. Communication deliver is monitored, additionally, there is face-to-face communication between the Head of Corporate Communication and partner organisations. Communication budget spend is monitored through the Project Controls process.

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Monthly reporting by Project/Functional Managers includes a report on Communications and how effectively delivery is being managed. An overall picture of the Communication position on the project is delivered through the Functional Managers Monthly Report for Communication Management. Additionally, delivery of the strategy is reported to the Tram Project Board and the tie board.

On a half yearly basis, a review of the Communication Strategy will be undertaken in order to ascertain that it is delivering what is needed and that the Communication Management Systems, Plan and Procedures are still appropriate for the project.

#### 3.7.2 Responsibilities

It is the responsibility of the Head of Corporate Communication to monitor the progress made by partner organisations on the management of Communication and also to provide a Overview of Communication. A significant amount of face-to-face communication is utilised to achieve management and overview of delivery of the strategy. The partner organisations are responsible for reporting on their delivery with respect to Communication.

The Head of Corporate Communication is responsible for compiling the Communication Strategy and providing it to the Project Director for recommendation to the Tram Project Board.

The tie Head of Corporate Communications undertakes Quarterly and Milestone Communication Reviews and will develop and implement the required improvement plans.

### 4. Communications

#### 4.1 Meetings

The following key regular meetings take place in relation to Communication on ETP:-

Meeting	Associated Report	Timing	People Involved
Project Managers Meeting	Project Managers Report	Monthly	ETP Director, Project Managers
Functional Managers Meeting	Functional Managers Report	Monthly	ETP Directors, Functional Managers Tie, Partners, contractors
Monthly Comms Meeting	Four week look ahead	Monthly	
Development, Procurement, Design Sub Committee and Tram Project Board	Communication Management Paper if required	Monthly	Tram Project Board or DPD Sub Committee, ETP Directors
Quality and Communication Review	n/a	Monthly	tie Board and Senior Executive, ETP Directors
Communication Review	Communication Review Report	Half yearly	tie Communication Manager, Head of Corporate Communication, other ETP Directors and Managers as

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required

Meetings, generally on an ad hoc / as required basis, will take place between the Head of Corporate Communication and partner organisations in order to ensure that the Communication Strategy is being delivered.. Additionally, there will be Commercial Team meetings as and when updates to the Project Estimate or Project Controls Budget are required.

Meetings between the **tie** Head of Corporate Communications and partner organisations and the board take place as part of the process to gain confidence that Communications are being managed appropriately and to transmit any changes to policy of which the Communication Management workstream requires to be aware.

Other meetings will take place as necessary during the execution of activities in the Communication Management workstream.

### 4.2 Workshops

Workshops are required to aid the identification and appropriateness of Communication tools. The frequency of workshops shall depend greatly on areas of the Communication register which require further development and improvement. These areas will be the driver for the topic of the workshops e.g. workshops could focus on specific Tram Contracts (MUDFA; Infraco etc.) or could focus on certain aspects of the Project (Safety, Land and Property; Security etc).

### 4.3 Interfaces

The Head of Corporate Communication is the first point of contact for members of the Tram team regarding Communication management.

The **tie** Head of Corporate Communications shall provide the corporate interface for Communication to senior management, not only in the Tram Project, but also throughout **tie** relating to Tram Communications.

### 4.4 Reporting

Regular review and formal reporting is essential to guarantee that Communications and opportunities are being appropriately managed. It is also necessary to escalate the management of some Communications to ensure coherent action is being taken throughout ETP. Furthermore, reporting can help to assess any possible effects on wider tie activities. Reporting is also necessary to inform the Tram Project Board, **tie** Executive and Board that the Communications and possible opportunities are being managed accordingly and meet certain corporate governance standards.

There are certain different aspects of reporting of Communication that shall be required throughout the projects duration. These will be explained in detail below:-

- Project/Functional Managers Monthly Reports

These reports cover various aspects relating to the Project or Functional workstream. Project. This monthly report includes upcoming Communications and how they are being managed and delivered.

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- Functional Managers Monthly Report for Communication Management

As a Functional Manager within ETP, the Head of Corporate Communication is responsible for producing a report highlighting key activities for the month.

- Tram Project Board Reports

Communication delivery and issues shall be reported to the Tram Project Board every month.

- Half yearly Communication Review

Half yearly Communication Reviews shall be conducted by the tie Head of Corporate Communications. The review shall be limited to a half day. A report shall be produced with) and recommendations for improvement after assessment of delivery of the strategy and their effectiveness.-

In addition, comments shall be provided within the report on concerns, assumptions, Communications opportunities and issues.

The review shall include the Head of Corporate Communication and our partners and key Communication owners, action owners and those who have raised concerns. The Report shall be prepared within one week and discussed with the Project Director to highlight and agree areas that are recommended for overall development.

## Appendix 1- Communication Strategy

Edinburgh Tram Network  
PRIMARY RISK REGISTER

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### Tram - Project Risks

Master Risk ID	Risk Description	Effect(s)	Risk Sig	Treatment Strategy	Treatment		Due Date	Risk Owner
					end Oct	end Nov		
276	Unacceptable or inaccurate assumptions are used during JRC modelling and SDS design is based on the model.  TREATMENT COMPLETE – CLOSE RISK.	<ul style="list-style-type: none"> <li>Runtime performance requirements are not achieved.</li> <li>Business case is not approved due to doubts over model.</li> <li>Delay during remodelling and redesign resulting in cost and time impacts.</li> </ul>		Continually monitor JRC output through close interaction and progress meetings. <u>Assumptions Approvals process.</u>  Ensure regular interaction with stakeholders to keep them informed of progress and expected model results.			End Oct 06	Stewart McGarrity
278	Infraco tenders seek extensions of time during tender period	<ul style="list-style-type: none"> <li>Delay to market pricing and confirmation of business case capex requirements.</li> </ul>		Agree bid programme with bidders – programme has been agreed Manage bid process to ensure bidders deliver to agreed dates			Aug-Sep 06 9 Jan 07	Bob Dawson
279	Third party consents including Network Rail, CEC Planning, CEC Roads Department, Historic Scotland, Building Fixing owner consent is denied or delayed.  SUMMARY RISK – RISK TO BE SPLIT TO DETAIL LEVEL	<ul style="list-style-type: none"> <li>Delay to programme</li> <li>Risk transfer response by bidders is to return risk to tie</li> <li>Increased out-turn cost if transferred and also as a result of any delay due to inflation</li> </ul>		Engagement with third parties to discuss and obtain prior approvals to traffic management plans, landscape and habitat plans, TTROs, TROs and construction methodologies in relation to archaeological and ancient monuments  Identify fallback options			Dec 06  15 Nov 06	Trudi Craggs
280	SDS critical deliverables are considered to be below quality levels required or late in production  SUMMARY RISK – RISK TO BE SPLIT TO DETAIL LEVEL	<ul style="list-style-type: none"> <li>Delay in submission of information to infraco</li> <li>Delay in achieving consents and approvals</li> <li>Dilution of effort to de-risk Infraco pricing</li> </ul>		Identification of key areas requiring SDS attention. Re-focus SDS effort. Apply micromanagement to SDS delivery. Weekly reviews to press for deliverables.			Jul 07	Geoff Gilbert
281	Insufficient planning of procurements and controls on management and contract	<ul style="list-style-type: none"> <li>Weak procurement plan</li> <li>Scope/cost creep</li> </ul>		Improve robustness of procurement plan. Finalise project estimate and functional specification and apply change control.	NEW	NEW	Dec 06 Dec 06	Geoff Gilbert

\*Note: A – Stakeholder Risk Owner; B – Project Support to Stakeholder Risk Owner

30 November 2006

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Appendix 2-Example Communication approval processes

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Appendix 3 – RACI Chart

Comms – interactions

<u>Interaction Type</u>	<u>tie</u>	<u>PR Co's</u>	<u>CEC Comms</u>	<u>CEC</u>	<u>CEC Transpt Strg Group</u> Neil Renilson Cllr Anderson Cllr Burns tie Andrew Holmes CEC Corp Comms	<u>TS Comms</u>	<u>TS Trans. Dept</u>	<u>Minister Press Officer</u>	<u>TEL Chair/ CEO/ Board</u>	<u>tie Chair/ board</u>	<u>Trans dev</u>	<u>SDS</u>	<u>Other s</u>
	WG SW BC AH	Webers Media House	Leanne Mabberley Lynn McMath	Andrew Holmes Keith Rimmer Ewan Kennedy		Lucy Adamson	Lorna Davis/ John Ramsay Damian Sharp	Alison Shields	David Neil Bill Iain C	Willie SMcG	Jim/ Rodge r/ Keith	And y/Bo b Colin	SNH LBP NR BAA etc
Strategy	R	A	C	C	C	C	I	I	C	C	I	I	
Budget	R	A							I	I			
Quarterly public newsletter	R	A	C	I	I	I	I	I	I	I	I	I	I
Weekly Political E newsletter	R	A	C	I	I	C	I	C	I	I	I	I	
Weekly Stakeholder E newsletter	R	A	I	I	I	I	I	I	I	I	I	I	I
Press Release - proactive	R	A	C	C*	C*	C	C*	C	C	I	I	I	I
Press Comment - reactive	R	A	C	C*	C*	C	C*	C	I	I	I	I	I

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FOISA - proactive	R	A	I	I*	I*	I	I*	I*	I	I	I	I	I
Articles – pro/re active	R	A	I			I			I/C	I/C			
Advertising	R	A	C	C*	C	C	C*	C*	C	C	I	I	
Production items (pens to mobile comms centre etc)	R	A	C	I	C	I	I	I	C	C	I	I	
tie monthly internal newsletter	R		I	I*	I*	I	I*	I*	I	I	I	I	
Stakeholder plans	R	A	I	I*	I*	I			I	C			
Key messages	R	A	A	C*	C*	I	I*	I*	C	C	I	I	I
Naming competition	R	A	A	C*	C*	C	C	C	C	C	I	I	I
Livery – brand colours	A	I	C	A	A	C	A	C	R	A	I	I	I
Speaking opportunities	R	I	I	I	I	I	I	I	I	I	I	I	I
Comms Contract work MUDFA /INFRACO	R	I	I	C	C	I	C	I	C	C			
Rapid rebuttal letters – replies to press	R	A	C/R	C/I	I	C/R	C/I		C/I	C/I			
Letters – responding to public questions	R		I									I	
Letters –	R	I	I	I	I							I	

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proactive from tie for surveys etc													
Media briefings	R	A	A	C*	C*	C	C*	C*	C	C			
Political briefings	R	A	C	C*	C*	C	C*	C*	C	C			
Stakeholder briefings	R	A	C		I					I	I		
Party conferences	R	A	I							I	I		
Speaking opportunities	R	I	I							I	I		
Publicity stunts	R	A	C	C*	C*	C	C*	C*	C	C			
Outlook – CEC newsletter	R	A	C	C*	I	I							
Exhibitions	R	A	I						I	I			
Taxi/bus newsletters	R	A	C	C*	C*				I	I			
Group consultations and approach	R	I	I	C					I	I			
TTRO/TRO consultation													
24 hour working consultation													
Building fixing consultations													
Land acquisition approach to PR													
Frontager consultations for SDS design	A	I	I	I*	I*				I	I			R

DOCUMENT NAME/NUMBER	VERSION	STATUS	DATE	PROJECT	SHEET
TO BE COMPLETED 40-92-PLA-002733	TO BE COMPLETED 0.1	TO BE COMPLETED FOR	13/10/2016	EDINBURGH TRAM	20 of 22





Workstream Communications Management Plan



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Appendix ~~43~~- Contact Details

tie Head of Corporate Communications

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DOCUMENT NAME/NUMBER	VERSION	STATUS	DATE	PROJECT	SHEET
<del>TO BE COMPLETED</del> 40-92-PLA-002733	<del>TO BE COMPLETED</del> 0_1	<del>TO BE COMPLETED</del> FOR	13/10/2016	EDINBURGH TRAM	22 of 22