

Implementation

- 13.36 In addition to the system wide constraints and implementation plans described in sections 5 and 8 of this FBCv2, specific requirements for Phase 1b are outlined below:

Roads Authority Approvals

Temporary Traffic Regulation Orders

- 13.37 As stated in section 8, in respect of the TTROs, a strategy has been developed by **tie** to ensure that the necessary orders are in place for both the MUDFA and Infraco works. The strategy aims to maximise flexibility during the construction period and to minimise the risk of public confusion given the scale of the works.
- 13.38 Should the Phase 1b works immediately follow the 1a works, then these could continue under the measures already in place. However, if the diversion works for 1b were to be delayed, the appropriate TTROs would need to be raised.

Traffic Regulation Orders

- 13.39 Compared to the TROs required for Phase 1a, the TROs for 1b are less complex. However, as with the TTROs, if Phase 1b were to proceed concurrently or immediately after 1a, then the TROs required would be applied for at the same time as 1a. If 1b were to be completed at a later date, the appropriate TROs would need to be raised at that time.

Land assembly

Powers under the Acts

- 13.40 As stated in section 8, the Acts confer rights on CEC, as the authorised undertaker, to compulsorily acquire land and rights in land, both temporarily and permanently, as required for the construction and operation of the tram.
- 13.41 Notwithstanding the powers conferred by the Acts, Side Agreements have been entered into with various parties which limit these powers either in respect of the extent of the limits of deviation or the timing of the exercise of these powers or which impose additional obligations on CEC, particular in relation to temporary possession of land. There are also a number of undertakings which CEC have given to owners of land adjacent to the tramway in relation to construction related activities and hours of working as enshrined within the CoCP.

Key activities and assumptions

General

- 13.42 As with Phase 1a, the first set of GVD notices, which outline the intention to secure title under compulsory purchase powers, were sent out by the end of November 2006. Although it did not oblige CEC to purchase the land at that stage, it started the process which authorises the Statutory Undertaker (CEC) to proceed to the next stage in the GVD process, enabling the required rights and title to land to be acquired within 28 days of submission of a second GVD notice.

Landscape and Habitat Management Plan

- 13.43 A LHMP was developed during the Parliamentary process and this will continue to evolve as the project progresses. This relates to the Roseburn Railway Corridor only and was developed in recognition of the likely significant environmental impacts on the Roseburn Corridor and the change in its character.

- 13.44 The LHMP includes the following:
- Details of the trees to be removed and retained including any proposed pruning, lopping and topping of trees to be retained and the species, specification and location of any replacement trees;
 - Details of the proposed accesses and finishes to the accesses;
 - The locations of noise barriers, fences, lighting and other street furniture;
 - The location and species of existing planting to be retained;
 - Schedule and plans of proposed planting, including details of species, sizes, proposed numbers, planting density and location;
 - Proposals for maintaining the landscaping; and
 - A badger mitigation plan.
- 13.45 In addition the authorised undertaker is to employ all reasonably practicable means to ensure that not less than one tree is planted for each tree that is removed and that the track is constructed of a track form having a significant proportion of its surface finish in grass or similar.
- 13.46 The Act also prescribes who should be consulted during the evolution of the LHMP (see Section 68 of the Edinburgh Tram (Line One) Act 2006). These parties include local residents, emergency services and SNH.

Operational plan

- 13.47 Phase 1b would be a fully integrated part of the TEL transport network. As part of the strategic Business Plan prepared by TEL for the DFBC, service patterns and patronage, revenue and profit forecasts were developed for Phase 1. Based on the same operational strategies and assumptions, this work demonstrated that the patronage forecasts for 1b support TEL's overall profitability. The financial forecasts highlights are presented in table 13.3.

Table 13.3. TEL profitability with Phase 1 of tram (All £ figures inflated).

Tram in service	Pre-tram		Ph1a Only	Phase 1a plus 1b			
	n/a	n/a	6/12	6/12	8/16	8/16	8/16
Tram service pattern (see below for explanation)	2006	2010	2011	2012	2016	2021	2031
Patronage (Pax m)							
Bus	108	117	113	112	121	128	143
Tram	-	-	11	16	24	28	34
Total TEL Patronage	108	117	124	128	145	156	177
Revenues and costs (£m)							
TEL Revenues	88	109	119	128	168	216	357
TEL operating costs			120	127	157	195	312
Pre-tax operating profit/(loss)			(1)	1	11	21	45

Service Patterns

- 13.48 The planned service patterns for Phase 1a are outlined in section 5 of this FBCv2. The additional services provisions for 1b are 6tph in each direction between Granton Square and Leith via Haymarket. In conjunction with Phase 1a frequencies, this will provide 12tph in each direction between Leith and Haymarket (a tram every 5 minutes). This will be the case for Phase 1b if it is constructed concurrently with Phase 1a. However, if Phase 1b is delayed then the service pattern will align with that in existence with Phase 1a at the time (Figures 13.1 and 13.2).

Figure 13.1. 2011 tram services for Phase 1.

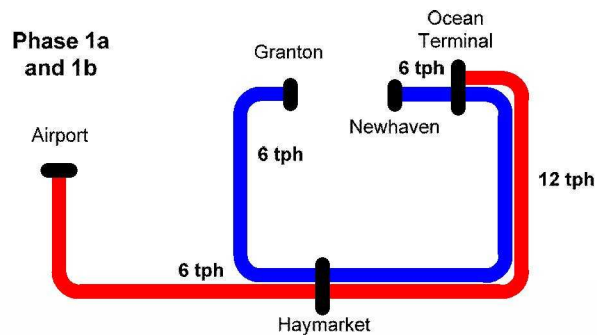
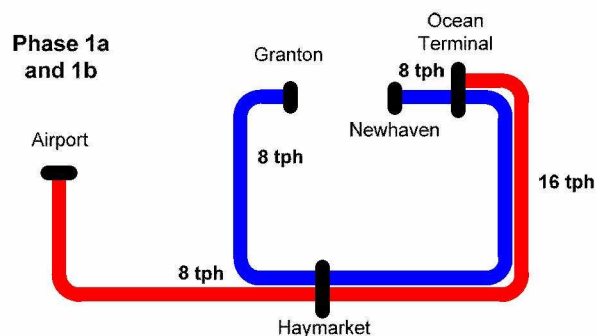


Figure 13.2. Tram services for Phase1 after initial 'build-up' period.



- 13.49 Phase 1b does not run parallel to any bus routes and is designed to cater for demand from future developments at Granton. Therefore, introducing tram here does not lead to reductions of current bus services or cost savings. During the parliamentary process a commitment was given to the effect that feeder buses would be provided linking Crewe Toll with the Western General Hospital and existing services to the area would be maintained.

Risks to patronage and revenues for Phase 1b

- 13.50 On Phase 1b, the opportunities to mitigate the impact of lower demand are lower than on Phase 1a, as a greater proportion of the patronage will be carried by the tram. Although patronage on Phase 1b amounts to approximately 30% of total tram passengers, nearly 70% of that demand will be directly dependent on the new development at Granton waterfront. However, in context, this represents a relatively small proportion of TEL's total revenue and opportunities will exist to reduce the planned level of tram services to mitigate the negative impact.

Financial analysis

- 13.51 The detailed review of the cost estimates undertaken in 2006 for the DFBC identified the capital costs for Phase 1b as £92m if constructed within a phased programme of work, the reasons for this approach and its associated risks and benefits are described in section 3.
- 13.52 The bids received from each of the Infracore and Tramco provide a contractually priced and committed option to proceed with the implementation of Phase 1b as well as for its maintenance, if approval was given by end 2008.
- 13.53 Based on these bids, the updated incremental cost of Phase 1b is £87m, these are subject to final negotiations, which will be completed prior to Contract Award.

Application of available funding

- 13.54 The principles for payments of the capital costs are set out section 7 and will be made in accordance with the contractual payment mechanism for the contracts. Table 13.4 below sets out the incremental impact on the payment profile for Phase 1b.

Table 13.4. Capital expenditure profile.

Payment profile	Phase 1a	Incremental Phase 1b*	Phase 1
Cumulative up to award of Tramco and Infraco	£103.1m	£2.4m	£105.5m
Year to March 2008	£137.2m	£3.1m	£140.3m
Year to March 2009	£161.6m	0 ¹	£161.6m
Year to March 2010	£160.6m	£33.1m	£193.7m
Year to March 2011	£35.0m	£46.0m	£81.0m
Year to March 2012	£3.6m	£5.2m	£8.8m
Total capital expenditure	£498.1	£87.3m	£585.3m

*This includes £9m for risk allowances specifically identified for Phase 1b.

¹this profile assumes no commitment to works are undertaken prior to end 2008 when a decision on Phase 1b is required to be made to achieve the proposed price of £87.3m.

- 13.55 In the context of the committed maximum funding package at £545m and based on cost estimates for Phase 1a at £498.1m, there is a funding shortfall of £40m in relation to Phase 1b. The revised funding arrangements set out by the Scottish Government as a condition of continued support require CEC to develop a different approach to funding their commitments, particularly for Phase 1b. Work is underway to investigate these opportunities and conclude on their realistic prospect in line with the planned duration of the period in which CEC can exercise its option under the contracts. Additional funding which requires borrowing (or equivalent mechanisms) will require careful cost:benefit evaluation.
- 13.56 Options under consideration are:
- CEC / TEL borrowing or leasing of assets;
 - Developer contributions and related assets sales;
 - TEL resources (other than borrowing);
 - Third party grants (e.g. SESTRAN); and
 - Tax shelter mechanisms.

Lifecycle costs and funding of major renewals

- 13.57 As for Phase 1a, TEL (and therefore CEC) will assume responsibility for paying for the regular heavy maintenance and renewals in respect of the tram vehicles and infrastructure for Phase 1b.

Summary

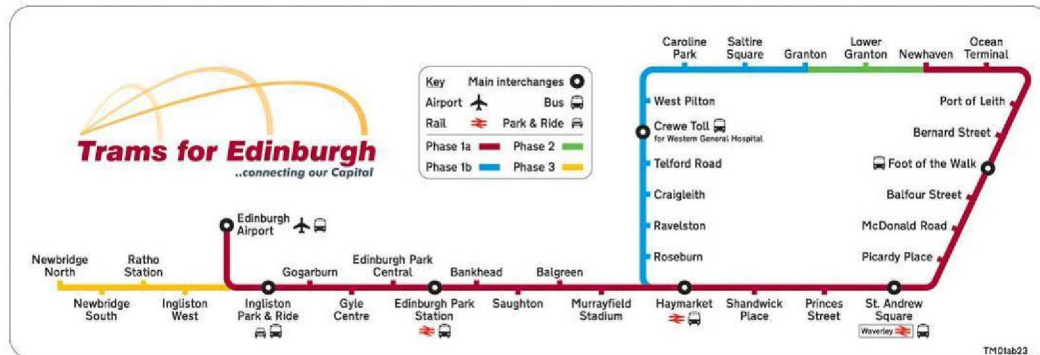
- 13.58 A decision on whether to go ahead with the construction of Phase 1b will be required by the end of 2008. This window of opportunity is defined by the proposed contract terms with the Infraco bidders, which provides for fixed terms and rates for Phase 1b. These terms are subject to final negotiations, but will be clarified prior to the contract award.
- 13.59 The decision on Phase 1b will be influenced by a number of factors. These will include an assessment of the actual pace of development in Granton, the opportunities to raise additional funding and the deliverability of the committed funding by CEC.
- 13.60 Making a decision in late 2008 / early 2009, will allow it to be informed by greater clarity, with respect of actual progress of construction on Phase 1a, particularly in relation of MUDFA works, and the relative usage of risk allowances included in the project estimate for Phase 1a.

14. Future phases

Project phasing

- 14.1 This FBCv2 sets out the strong business case for Phase 1 of the ETN with a primary focus on the implementation of Phase 1a. This would be followed, if sufficient funding can be agreed, by Phase 1b. This is in line with the preferred phased approach identified and approved in 2006. However, CEC remain committed to investigate opportunities to expand this core section to complete the full network of Lines 1 and 2 (Phases 2 and 3), as depicted in Figure 14.1 below.

Figure 14.1. Tram route for Phases 1, 2 and 3 (Lines 1 and 2).



Options for future expansion of the ETN

Heavy rail interchange at Gogar

- 14.2 As part of the announcement on the 27th September 2007 to cancel the provision of a heavy rail link to Edinburgh Airport (EARL), the Scottish Government suggested the option of creating a heavy rail station at Gogar that would connect with the tram to provide a rail link to the airport. This station would provide an opportunity for passengers from Fife and further north to access the airport with one interchange and the proposal may include the diversion of some Glasgow-Edinburgh trains to this station.
- 14.3 The impact of this new project in terms of costs, patronage and associated benefits will be subject to appropriate transport appraisal procedures and it will require to be funded separately from the tram project. Under the appraisal guidelines, the impacts of new projects on the existing transport infrastructure, in terms of costs and benefits, has to be taken into account in the assessment of the new project.

Further expansion opportunities

- 14.4 In addition to the construction of the core network (Lines 1 and 2) in phases, the Council remains committed to the construction of Line 3, for which much development work has been completed and the line of which is 'protected' by planning controls.
- 14.5 Line 3 would link the core network at Princes Street through the South Side to the key development area at Little France where a Bio-medical Research Park of international significance is being developed next to the Royal Infirmary and University campus. The line would then run through the regeneration area at Craigmillar to Fort Kinnaird and the existing park and ride and heavy rail station at Newcraighall. Like the core network, Line 3 could also be constructed in phases to reflect the availability of finance.
- 14.6 Beyond these firm proposals, previous work indicates that there are a number of further viable long-term extensions. These include the extension into northwest Edinburgh and extensions of Line 3 to Queen Margaret's University College, Musselburgh and East Lothian, and into the Midlothian towns not yet served by heavy rail.

- 14.7 Development beyond the initial core network will reflect circumstances and development patterns at the time. Appropriate powers will need to be secured.

Developments elsewhere

- 14.8 The plans and opportunities to secure additional funding for future expansions of the ETN should be considered, in the context of the success of tram schemes elsewhere. Currently there are 450 light rail systems operating in cities around the world. Closer to home, and more recently, Dublin's LUAS, Nottingham's Express transit scheme and Manchester's Metrolink have proven particularly successful. Patronage is increasing, revenues are in line with expectations and, overall, the new tram systems have been a success, evidenced by the current expansion proposals.

Dublin

- 14.9 LUAS currently encompasses two unconnected light rail lines in Dublin, measuring some 23km in length. As at November 2006, over 50m journeys have been made on the system.
- 14.10 The LUAS system is very popular with commuters, being seen as clean, dependable and reasonably good value. Patronage of the system has grown in popularity since its inception. 22m passengers were carried in 2005 and 26m passengers in 2006, working out at an average of 80,000 passengers travelling on the system every day.
- 14.11 There is currently 9km of construction underway on two extensions to the scheme and several other expansions are planned for the future, in part funded by a supplementary contribution scheme levied on both residential and commercial development within the catchment area. Two new metro lines are also planned, one from the airport to the city centre and a route in the west linking outlying towns to the city centre and airport.

Nottingham

- 14.12 Like Dublin, the Nottingham Express transit has appeared popular since it opened in March 2004, with patronage standing at 8.4m passengers in its first year of operation and attracting praise from passengers, the press and local and central government.
- 14.13 Integrated transport has been an objective from the start, with through ticketing and simple connections available to local buses and trains at several locations. There are also five park and ride sites, with free parking for tram passengers.
- 14.14 The system is a mixture of on-street running and reserved track. Line One is nine miles long, running from Station Street (next to Nottingham main line station) to Hucknall, just outside Greater Nottingham; there is also a short spur to Phoenix Park. Extensions are planned to the south and west of the existing scheme and a Statement of Case has been submitted (August 2007) by the joint promoters, Nottingham City Council and Nottinghamshire County Council, detailing their plans.

Manchester

- 14.15 Manchester Metrolink was a pioneering light rail system when it opened in 1992. It was the first in the UK to include on-street running, and has been a success in easing road congestion. In the year to March 2006, it carried 19.9m passengers.
- 14.16 After completing Phase 2 in 2002, and continued improvements to the existing system, a major new funding package was announced in 2006 to continue growing the Metrolink system. Together, the expansions Phases 3a and 3b will double the size of the current system from 38.4km to 76.8km. Following this, additional extensions are included in a bid for funding to the Government's Transport Innovative Fund, submitted in 2007.

Sheffield

- 14.17 Sheffield's Supertram opened in 1994 with three routes radiating from the city centre to Meadowhall, Halfway and Middlewood, giving a total length of 30km. The Supertram serves residential, industrial and leisure destinations as well as running through run-down residential areas earmarked for redevelopment. It has been highly successful in terms of opening up access to the Lower Don Valley and is now seen as one of the major successes in Sheffield.
- 14.18 In 2003 it carried twice as many passengers as the local rail network and in the year to March 2006, carried 13.1m passengers. A total of 48 stops are served, including two with National Rail interchange and four park and ride sites. Future extensions may take the tram to Rotherham in the north, Dore in the south, Ranmoor in the west and Hellaby in the east.

Midland Metro

- 14.19 The Midland Metro opened in 1999 and runs 20.1km between Birmingham and Wolverhampton. There are three stops with National Rail interchange and four park and ride sites. Over 5m passengers a year are attracted to the best performing public transport mode in the West Midlands and it consistently exceeds 98% reliability of service.
- 14.20 Extensions are planned, including a line from Wednesbury to Dudley and Brierley Hill, a line through the Birmingham city centre to Five Ways and a loop in the Wolverhampton city centre to bring the total network length to 41.5km. A further 60km of route has been approved for consultation and development. The Midland Metro extensions will provide a valuable new transport corridor through some of the most deprived areas of the West Midlands improving access to jobs and services for residents as well as attracting new business and developments to these areas.

Docklands Light Railway

- 14.21 The original 16.1km of DLR lines opened in 1987. The system was designed with expansion and extension in mind and has been extended four times and now totals 32.2km. Further extensions are both under construction and being planned. All of the original stations have been rebuilt to take longer trains.
- 14.22 The DLR has developed and grown with the area it serves. The network has played an important part of the redevelopment of the London Docklands which had become derelict, but now form London's second business and commercial centre. 52m passengers were carried in the year to March 2006.

Croydon Tramlink

- 14.23 Croydon Tramlink is a 29.8 km light rail network serving Croydon, a major population centre in the south of Greater London, and the surrounding areas. Tramlink opened in stages in 2000 and 22.5m passengers were carried in the year to March 2006. Following on from the success of the initial network, a number of proposals have been made for extensions throughout South London. The extension to Crystal Palace is the most likely to go forward and would make journeys quicker and easier as well as improving the local economy and environment as 11,000 more households would be close to this frequent, fast, affordable and accessible service.

Conclusion

- 14.24 It is clear from the available evidence there are many tram success stories throughout Europe and further afield. It has been proven that investment in a tram system reaps rewards and generated revenues are meeting expectations. Edinburgh will be no different. With a BCR of £1.77 for every £1 invested, the introduction of Phase 1a will result in significant tangible benefits - socially, economically and environmentally. The integration with buses through common ticketing and branding will create a seamless and cost-effective transport network and ultimately ease congestion.

- 14.25 With patronage levels increasing on other tram networks, expansions are either planned or already underway. Further expansion for Edinburgh Trams to other areas, such as Newbridge, the Royal Infirmary, Forth Crossing and West Edinburgh, for example, would provide social inclusion and offer accessibility to jobs, leisure facilities and other transport modes. Key areas are earmarked for business or will house Edinburgh's growing population and they need better transport choices to help residents and employees to be better connected with the wider city.
- 14.26 Whilst Scotland's Capital City is currently successful and dynamic, this cannot be taken for granted. It will be necessary for Edinburgh to find ways to maintain this growth to ensure the city continues to offer a good quality of life to residents. It is fundamental that all communities have access to the opportunities available and an integrated transport system is essential to achieve this goal.

GLOSSARY

ACMP	Approvals and Consents Management Plan
AMIS	Alfred McAlpine Infrastructure Services
APA	Asset Protection Agreement
AQAP	Air Quality Action Plan
AQMA	Air Quality Management Area
BCIS	Building Costs Information Services
BCR	Benefit to Cost Ratio
BPIC	Business Planning Integration Committee
CANHU	Countryside and Natural Heritage Unit
CCTV	Closed Circuit Television
CDA	Core Development Areas
CEC	The City of Edinburgh Council
CoCP	Code of Construction Practise
DFBC	Draft Final Business Case
DLR	Dockland's Light Railway
DPD	Design Procurement and Delivery
DMRB	Design Manual for Roads and Bridges
DPOFA	Development Partnering and Operating Franchise Agreement
DSA	Development Services Agreement
DV	District Valuer (Valuation Office Agency)
EALI	Economic Activity and Locational Impacts
EARL	Edinburgh Airport Rail Link
EIA	Environmental Impact Assessment
ER	Employers Requirements
ETN	Edinburgh Tram Network
ETP	Edinburgh Tram Project
FATS	Factory Acceptance Test
FBC	Final Business Case
FBCv1	Final Business Case Version 1
FBCv2	Final Business Case Version 2
GVD	General Vesting Declaration
H&S	Health and Safety
HMRI	Her Majesty's Rail Inspectorate
HR	Human Resources
ICP	Independent Competent Person
Infraco	Infrastructure Contract
ITI	Integrated Transport Initiative
ITN	Invitation to Negotiate
JRC	Joint Revenue Committee contractor
KPI	Key Performance Indicator
LAMP	Land Asset Management Plan
LB	Lothian Buses
LHMP	Landscape and Habitat Management Plan
LLAU	Limits of Land to be Acquired or Used
LOD	Limits of Deviation
LRT	Light Rapid Transit
LRV	Light Rail Vehicle
LTS	Local Transport Strategy
MRSG	Modelling Revenue Stakeholder Group
MUDFA	Multi Utilities Diversion Framework Agreement
NAO	National Audit Office
NPF	National Planning Framework
NPV	Net Present Value
NR	Network Rail
NTS	National Transport Strategy
OCIP	Owner Controlled Insurance Programme
OGC	Office of Government Commerce
OJEU	Official Journal of the European Union

OLE	Overhead Line Equipment
PFI	Private Finance Initiative
PIN	Preliminary Information Notice
PMP	Project Management Plan
PPP	Public Private Partnerships
QRA	Quantitative Risk Analysis
RBS	Royal Bank of Scotland
RIDDOR	Reporting of Injuries, Diseases and Dangerous Occurrences Regulations
ROGS	Railway and Other Guided Transport Systems (Safety) Regulations
RPI	Retail Price Index
RTS	Rapid Transit Solution
RTS	Regional Transport Strategy
RTU	Remote Terminal Unit
SATS	Site Acceptance Test
SCADA	Supervisory Control and Data Acquisition
SDS	Systems Design Services contractor
SE	Scottish Executive
SESTRAN	South East of Scotland Transport Partnership
SMS	Safety Management System
SNH	Scottish Natural Heritage
SPP	Scottish Planning Policy
SRO	Senior Responsible Owner
SRU	Scotland Rugby Union
STAG	Scottish Transport Appraisal Guidance
TEE	Transport Economic Efficiency
TEL	Transport Edinburgh Limited
The Acts	The Edinburgh Tram (Line One) Act, 2006 and the Edinburgh Tram (Line Two) Act, 2006
The Executive	Scottish Executive
tie	tie Limited
TPB	Tram Project Board
tph	Trams per hour
TRO	Traffic Regulation Order
TTRO	Temporary Traffic Regulation Order
Tramco	Tram Vehicle Supply and Maintenance Contract
TS	Transport Scotland
TSS	Technical Support Services contract
UTC	Urban Traffic Controls
VAT	Value Added Tax
VFM	Value For Money



**Edinburgh Tram Project
Communications and Stakeholder Strategy**

September 2007

DRAFT 4

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This document is derived from the tram project work plan, which is a working document updated on a regular basis.

1. Introduction

In June 2007 the Scottish Parliament gave approval for the first phase of the Edinburgh Tram Project (ETP) to proceed. Work has now begun to divert utilities away from the tram route and construction of the infrastructure will commence in early 2008.

Now that work has commenced on site, **tie** Limited (**tie**) aims to introduce a robust communications strategy in line with its policy of stakeholder consultation. This paper will outline a strong delivery programme for **tie** and its key partners.

The project has an agreed budget of £545 million and is to be funded by Transport Scotland (TS) and the City of Edinburgh Council (CEC). **tie** is the delivery agent for the project, CEC is the promoter and Transport Edinburgh Limited (TEL) has been created to manage Edinburgh's integrated bus and tram network.

The ETP involves building a tram system in Edinburgh. The first two phases are for a line from Edinburgh Airport to Newhaven (1b) and a line connecting Haymarket to Granton (1b).

The objectives of the project are to:

- Deliver the ETP on time;
- Deliver the ETP within the agreed budget;
- Construct the network with the least disruption possible;
- Keep Edinburgh informed and involved with the progress through each phase of the project; and
- Operate a profitable and successful integrated transport network through TEL.

NB: This Communications and Stakeholder Strategy supports the above objectives and is underpinned by the Stakeholder and Communications Project Management Plan.

2. Strategic goal of the Edinburgh Tram Project

The strategic goal of **tie** and its partners is:

“To successfully deliver, by 2011, a world class tram system in Edinburgh, the Capital of Scotland; safely - together - with commitment, professionalism and expertise.”

The essence of the Communications and Stakeholder Relations Strategy is to deliver three key goals:

- Raise awareness of the Tram Project across a wide audience
- Maximise involvement and success
- Gain commitment and engage

There is a requirement on **tie** to develop a communications and stakeholder relations strategy for the Trams for Edinburgh project.

This has been built around some ‘first principles’ which include:

- **Communicating a vision of the goal and a set of values:** as the project delivery goes through a step by step process there will be a requirement for the team to:
 - Be proactive;
 - Consult and listen;
 - Learn;
 - Be accurate; and
 - Ensure no surprises; and
- **Evidence and analysis:** gain an understanding of the current situation and existing perceptions based on a realistic evaluation so as to develop a strategy which informs, consults and develops wider engagement of all key stakeholders;
- **Stakeholder relations:** develop an understanding of peoples’ views, concerns and perspectives and a plan for how they should be involved in the development of the project as it progresses through each phase of delivery; and
- **Delivery capability:** ensure that the communications and stakeholder relations functions are fit for purpose and have the available resource mix of skills and capability to successfully deliver the Communications and Stakeholder Relations Strategy.

In order for the Communications and Stakeholder Relations team to contribute to the successful delivery of the strategic goal and reflecting functional stakeholder analysis the following key work streams have been identified:

Strategic goal continued

Work stream	Function
Co-ordination of community relationships	An analysis of the consequential impact of the design of the tram route, MUDFA and Infraco construction phases on the public. Implement a programme including a set of measures to inform, address and where possible mitigate this impact.
Co-ordination of Business Relationships	An analysis of the consequential impact of the design of the tram route, MUDFA and Infraco construction phases on the business community. Implement a programme including a set of measures to inform, address and where possible mitigate this impact.
Core Project Stakeholders	<p>Intrinsic to delivering a successful tram project is the ongoing relationship and protocols with key stakeholders. At present these include CEC TS, TEL and Lothian Buses (LB).</p> <p>Due to the nature of this Strategy, engagement with these core stakeholders will involve a changing audience determined by each phase of the project as it progresses.</p>
Co-ordination of Project Communication	As the Tram Project will be in the public spotlight for a significant time the effectiveness of this element of the strategy will be vital. This will inevitably involve embracing new and continuing relationships with key project delivery partners that contribute to the wider success of the project. Requirements will vary as the project progresses.
Co-ordination of Media and External Relations	It is intended that this will be all-embracing and will include a commitment to influence, persuade and change perceptions, attitudes and values through all the external channels; print, broadcast and electronic that will report on, be interested in, and need to know about, the Tram Project.
CEC	As enshrined in the governance arrangements agreed between tie and the CEC it is important that we give high regard and emphasis to the communication relationship between ourselves and that of CEC and the overall consequences of the policy of the Tram Project. It is our intention to foster a partnership relationship with a 'One Team – Many Skills, All Valued' approach.

3. Core Tram Project messages

Area	Core Message
The Tram Project	<ul style="list-style-type: none"> • Project funded by TS and CEC; • Agreed budget of £545 million; • tie delivering project and CEC promoting; • Building of tram route in phases; <ul style="list-style-type: none"> - Phase 1a Edinburgh Airport to Leith; and - Phase 1b Haymarket to Granton (potential); • World class tram system in Edinburgh, successfully delivered by 2011 on time and within budget; and • Complete integration with LB, managed by TEL.
The Tram Project programme	<ul style="list-style-type: none"> • Multi-Utility diversion work commenced in July 2007. Unique contract diverting all utilities at once; • Infraco and Tramco contracts awarded in Jan 08; • Infraco works start in February 2008; and • Commissioning 2010.
The Public	<ul style="list-style-type: none"> • Edinburgh will remain 'Open for Business' throughout construction; • The construction process will be manage to minimise disruption where possible; • Dedicated tram helpers, community and business liaison officers on the street; and • Dedicated helpline, website, newsletters, DVD and presentations.
The Social Benefits	<ul style="list-style-type: none"> • Social inclusion for local communities with better transport links for those living in the Waterfront and west of Edinburgh areas; • Access to shopping areas, jobs, tourist and leisure activities and other public transport; • Improvement to the urban environment; • Trams and tram stops will be DDA compliant for those with mobility problems ; • Permanent public transport solution; and • Trams have been shown to increase property prices in areas where they have been introduced.

Core messages continued

Area	Core Message
The Economic Benefits	<ul style="list-style-type: none"> • For every £1 invested, £1.77 will be generated for Phase 1a; • A world class tram system will show Edinburgh is modern, well-connected and forward thinking. This will help to attract inward investment and jobs, improve Edinburgh's image and assist regeneration; • More jobs will be created through construction and permanent jobs will result once operational; and • Small Business Opportunities.
The Benefits to Customers	<ul style="list-style-type: none"> • Trams are reliable and provide a smooth comfortable ride; • Trams can carry many passengers – at least 230, plus luggage space; • Improved accessibility through level boarding and a range of facilities for mobility, vision and hearing-impaired passengers; • Trams and LB will be a fully integrated transport network, which will include through ticketing, integrated fares and joint branding; and • Connectivity to other transport networks.
The Society and Environmental Benefits	<ul style="list-style-type: none"> • Trams are electrically powered, therefore, they produce no on-street emissions. This will improve Edinburgh's air quality; • Trams attract more people out of their cars than any other form of public transport, reducing emissions and congestion; • A tram design manual has been produced to ensure that the tram works well with the existing landscape of the city and maintain its heritage; and • Trams are generally quieter than other vehicles.

4. Communications and stakeholder delivery objectives

In support of the Tram Project, the development of key objectives is a requirement of the overall strategy. Successful delivery of the strategy needs a clear understanding of our:

- Communication channels;
- Customers; and
- Stakeholders.

(For further clarification on the above see sections 5 and 6.)

The following set of principles will form the framework for the delivery of our Communications and Stakeholder Relations Strategy:

- **Lead the way** – exploit opportunities to repeat the key messages, identify and promote examples of success;
- **Consult and listen** – develop implementation of the project by using continuous and innovative stakeholder consultation at all levels;
- **Learn and Act** – evaluate and evolve our Communications and Stakeholder Strategy;
- **Be accurate** – misunderstandings should be addressed with urgency – accurate line identified, disseminated and promoted; and
- **Ensure no surprises** – create a ‘no surprises’ culture where information is shared across the development of the Tram Project.

Work stream	Objectives
Community and Business	<ul style="list-style-type: none"> • Facilitate communication to ensure local businesses and residents and other affected parties are kept fully informed of the nature and timing of the works.
Project Stakeholders	<ul style="list-style-type: none"> • Commit to a one-message approach, owned by all key partners and stakeholders; • Generate support and endorsement as required from key audiences: local residents and businesses; commuters; political; media; travelling public; community; special interest groups and visitors to Edinburgh; and • Encourage a joined-up working approach between tie, CEC, LB and TEL.

Delivery objectives continued

Work stream	Objectives
Project Communication	<ul style="list-style-type: none"> • Implement a robust public information campaign during construction, throughout the following key stages: utilities diversion; final business case approval; contracts awarded for Tramco and Infraco; tram branding; final tram route design; tram commissioning and driver training; new tram timetable and tram operation by TEL; and • Ensure all tie and CEC management and operational staff are kept up to date and are fully briefed as appropriate.
Media and External Relations	<ul style="list-style-type: none"> • Generate positive media coverage for the tram project, tie, CEC and TEL, focusing on benefits for the travelling public and wider economy; • Harness political and public support and media commentary; and • Demonstrate competence and efficiency of delivery agent, promoter and funders.

5. Key communication channels

The tram project framework for delivery includes all core stakeholders and, therefore, a coherent set of key messages needs to be presented by all partners involved in the delivery. These will:

- Involve partnership working;
- Promote value, efficiency, delivery and success; and
- Deliver CECs strategy for the Tram Project.

These key messages will be delivered through the communication channels below:

Work stream	Communication channels
Community	<ul style="list-style-type: none"> • Customer Helpline – The ETP has a dedicated tram Helpline where all public enquiries are directed in the first instance; • Customer Interaction Cycle – To ensure that local residents and businesses are fully informed of upcoming works in their area. The successful delivery of the Tram Project will also inform the general development of the public into future positive customers of the integrated tram and bus network; • Newsletters – Construction newsletters are distributed to residents along the route and quarterly project newsletters are distributed to a wider audience, including local residents and businesses, MSPs, Councillors. Articles also appear in CEC’s Outlook publication, which is distributed to all residents in Edinburgh; • Community meetings – Local residents and businesses along the route are visited on a weekly basis. Other meetings include: design consultation, frontager and wider community meetings; and • Schools Programme – A programme will be introduced, in conjunction with the local authorities, to visit all local schools along the tram route. This will include providing updates on the project, safety briefings and joint initiatives.

Communication channels continued

Work stream	Communication channels
<p>Business</p>	<ul style="list-style-type: none"> • Newsletters – construction newsletters are distributed to businesses along the route and quarterly project newsletters are distributed to a wider audience, including local residents and businesses, MSPs, Councillors. Articles also appear in CEC’s Outlook publication, which is distributed to all residents in Edinburgh; • Business meetings - regular meetings and visits take place with key business stakeholders along the route. Workshops also take place to discuss the ‘Open for Business’ package; and • Conferences, business lunches and breakfasts – key project staff will attend appropriate conferences and business events in order to brief business influencers on the project and build on key relationships.
<p>Project Stakeholders</p>	<ul style="list-style-type: none"> • Regular presentations and workshops take place with consultees and interested third parties to ensure two-way communication is ongoing. These will include political and media briefings. Key stakeholders can be identified in Section 6; and • Conferences, business lunches and breakfasts – key project staff will attend appropriate conferences and business events in order to brief business influencers on the project and build on key relationships.
<p>Project Communications</p>	<ul style="list-style-type: none"> • Internal newsletters and briefings - project staff will be kept fully informed on the progress of the project through internal newsletters, team briefings, email bulletins and staff events; and • Trams for Edinburgh website – this will carry updated information on current and planned works, background information on the project, newsletters, event details and contact information.
<p>Media and External Relations</p>	<ul style="list-style-type: none"> • Ongoing proactive and reactive engagement with media including in-depth briefings on elements of the project of public interest. Other channels include: one to one briefings; exclusives; press releases; interviews with key spokespeople and site visits; and • There will also be intensive activity around key milestones.