

# EDINBURGH TRAM INTERNAL PLANNING GROUP

## AGENDA

17 April 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 next meeting:<br>14 May 8:30 - 9:30 Boardroom |    |
| 8 | AOB  |    |



**EDINBURGH TRAM  
Highlight Report  
to the  
Internal Planning Group  
17 April 2007**



Tram - 20070417 - Internal Planning Group Meeting, Last printed 12/04/2007 09:03:00

## 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 Update on Major Contracts

### 2.1 MUDFA

- **Programme**

Works commenced on the pilot site, under licence from Fort Ports, on Ocean Drive on 2 April 2007. Works then ceased after a few days until after Easter when the works will recommence, but only for a few weeks.

- **Progress**

The system designers (SDS) are having difficulty obtaining the necessary consents from the various utility companies with regard to the planned utility diversion designs. This delay, along with the constraints from Forth Ports, has meant that the main utility diversion work will not commence until July 2007.

Alfred McAlpine Infrastructure Services (AMIS) have provided a revised programme to *tie* that has the utility diversion works lasting until October 2008, which is 5 months beyond the original planned duration. If 1b utility works are required to be undertaken this will take a further 6 months (i.e. until April 09). This will be discussed at the next Tram Project Board, although it is recommended that *tie* also be asked to provide a paper on financial implications.

- **Temporary Traffic Management Plans**

The details of the temporary traffic management plans are significantly behind programme, AMIS have submitted traffic management plans for a section of 1a (from Constitution Street to Lindsay Road), however these has been rejected by CEC (as Roads Authority) and AMIS have been asked to review and resubmit them.

- **Traffic modelling**

Work is ongoing testing the two scenarios noted below, 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.







Further analysis is being undertaken how the junctions will operate with the reconfigured flows, and this will allow a decision on the final traffic management solution to be undertaken.

- **Communications**

The proposed eight-week communications cycle is critical to ensuring effective communications with local frontagers and Councillors. *tie* will need to confirm the acceptance of AMIS's programme before the next stage of communication packs can be issued.

- **Archaeology**

AMIS are continuing to develop 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. Should features be found, then there might be a delay to the works while they are investigated.

- **Betterment**

The issue of reinstatement betterment remains an outstanding issue.

This is particularly important with regard to the footways that may not be reconstructed as a result of the Mudfa or Infraco works. An example would be where Mudfa or Infraco works require, say 50% of the footway to be re-laid/resurfaced and it would be preferable to resurface the whole footway; rather than leave the remaining 50% unaltered, and potentially in poor condition. If unresolved, this could become a very negative public relations issue.

The extent of the Mudfa works is not known at this stage, and it is not possible to accurately determine amount of funding required. However, it is estimated that a 50% replacement of the footways would cost approximately £2.5M.

If this betterment were to be achieved, this funding would be required to be identified by CEC.

A further more detailed report will be prepared and brought forward to a future meeting on this once the extent of the Mudfa and Infraco works are known.

## 2.2 TRAMCO

The tram vehicle contract (Tramco) negotiations and assessments are ongoing, with a preferred bidder to be selected in May 2007. There has been no further development since the previous report.



## 2.3 INFRACO

A review of the documentation and negotiations are ongoing. A baseline report is being prepared by *tie* to allow the negotiations to be measured and this is anticipated by the end of April 2007.

It is still not clear from *tie*, how the wider area traffic management effects are to be dealt with and funded. These concerns have been raised with *tie* on several occasions but remain unresolved. It is recommended that this be brought up at the next Tram Project Board.

As the design emerges, it is becoming clear that the issue of betterment will again need to be addressed to ensure a consistent approach with regard to construction finishes. Similar to the Mudfa works, the extent of the Infraco works is not yet known, but this matter needs to be addressed.

## 2.4 Key Milestone Events

Programme priorities and scope are currently under review by *tie* following the organisational review. These milestone dates are therefore estimates.

<ul style="list-style-type: none"> <li>Commencement of MUDFA trial site</li> </ul>	2 April 2007
<ul style="list-style-type: none"> <li>Commencement of Advance Works at Gogar Depot site (site clearance and removal of earth berms /topsoil removal)</li> </ul>	10 April 2007
<ul style="list-style-type: none"> <li>Return of Infraco Stage 2 bids</li> </ul>	18 May 2007
<ul style="list-style-type: none"> <li>The main utility diversion works commence</li> </ul>	2 July 2007
<ul style="list-style-type: none"> <li>Commencing TRO Process</li> </ul>	17 July 2007 (date to be confirmed)
<ul style="list-style-type: none"> <li>Infraco and Tramco evaluation and negotiation.</li> </ul>	Ongoing over the next three months





### 3 Public Relations Strategy

#### 3.1 Tram Communication Plan Update

##### Introduction

CEC and *tie* have been working through their joint communication plan. It has been a very busy communication period recently due to the TTRO notice and the positive Ministerial Announcement to release the £60 million for the utility diversions. There was also the start of the utility diversion works at the pilot site in Leith.

The pre-election period has restricted what we can do and say about the tram. General tram promotion has to be put on hold until after the election. The main focus for the next few weeks is to develop a more detailed internal communication plan which concentrates on various staff briefings and updates. A post election communication plan that will brief new Councillors on the tram is also being prepared. The following are some key specifics from the last few weeks.

##### Media relations

Following the positive Ministerial Announcement CEC and *tie* issued a joint news release. Transport Scotland led the media management of the announcement. Some media outlets (Evening News and The Scotsman) picked up that coverage.

The commencement of the works at the pilot site has also raised some media interest. Councillor Ewan Aitken was interviewed by STV and the Evening News released an article about the start of works.

##### Stakeholder Communications

Stakeholder Communications have been ongoing, mainly led by Mike Connolly, Relationship Manager at *tie*. On Monday 2 April, representatives from CEC, *tie* and AMIS attended the West End Community Council (WECC) meeting. This was the last meeting for WECC before the election and thus the timing and message we put across was vital. The meeting went well, and we have securely engaged the group for future tram communications.

##### Correspondence

A paper has been drafted on tram correspondence and phone calls (see appendix 1). The paper outlines who is responsible for dealing with different types of enquiries and what the processes and KPIs should be for dealing with such enquiries.





For tram correspondence and phone calls received by CEC, it is recommended that:

- (a) In the first instance, CEC staff should be able to answer any set basic questions by callers on tram issues. Other customer calls into the Council on tram issues should be redirected to the *tie*-managed Tram Helpline on 0131 623 8726.
- (b) Written correspondence from customers into the Council is forwarded to the relevant organisation/department based on the main content of the letter. Where multi-topic correspondence is received, the recipient takes ownership of the letter.
- (c) Each customer will receive a standard acknowledgement postcard/email within 10 days. Customer then receives comprehensive and appropriate response within 10 days from the postcard/email being sent.
- (d) All queries will be logged and performance reported on a four weekly basis.

**Promotion**

A full page promoting the tram appeared in the Council Outlook publication. The article focused on the benefits that other tram cities have seen; namely Dublin.

A new tram page is also to be set up on the Inspiring Capital website (which is currently being revamped).

**Mudfa and traffic management**

The communication plan has an eight-week customer interaction cycle planned prior to the start of any work at any work site. Due to the lateness in receiving the Ministerial announcement and the delay in waiting for full approval to start work within Forth Ports land, the communication cycle was reduced to one week. However, every residential and business premises was visited by the newly appointed tram helper who distributed the works information pack.

The new tram information telephone number was also launched and is now receiving tram calls. To date, there has been six calls from residents who received the packs. All of these calls have been general tram enquiries. The processes are all in place to completely follow the customer interaction cycle for the start of the main works in the summer.

Officials also met with the three Councillors who have an interest to the geography of the trial site. These meetings all went really well and the Councillors concerned were pleased with the approach to brief them and requested future one to one briefings if more communications were required.





## Staff Communication

Following a meeting with internal communication staff a detailed staff communication plan is being prepared. This plan will break down several audiences within CEC and identify the key messages that need to be communicated to them and the most appropriate medium to use for this. In addition the following has happened recently:

- Brief article in City News
- New tram intranet page about to be launched
- Tram presentation on CEC reception screens
- Tram sandwich bags issued to all CEC staff canteens

## 4 Emerging Key Design Issues

### 4.1 Co-ordination with the Capital Streets project in St Andrew Square

The delay of the emerging INFRACO and MUDFA design is also delaying the commencement of the external public realm works being promoted by CEC and SEEL. This delay may require the external works to be delayed until after the Mudfa works, which may cause pressures on the funding from SEEL and the City Growth Fund. Discussions are ongoing with *tie* to agree the most appropriate way forward to programme all the works and the relevant TROs. Once that is agreed, a high-level meeting with SEEL may be required to agree the preferred funding arrangements.

The table below details the main emerging key design issues.

Location	General Issue	Detailed Points
Foot of the Walk	Key bus/tram interchange is required and the design is ongoing to develop these, in the wider context of urban design.	Ongoing design work has identified that to obtain a good interchange that this will have a significant impact on traffic capacity and that it will likely require works to be undertaken outwith the Limits of Deviation (LOD) to obtain a satisfactory solution.







# Trams for Edinburgh

..connecting our Capital

Location	General Issue	Detailed Points
Leith Walk	Banned right turns for traffic is required to comply with HMRI safety requirements. Many of these streets also have other direct access routes (except those highlighted with *).	<b>List of banned right turns (in and out):</b> Kirk Street* Casstlebank Street* Crown Place* Crown Street* Steads Place* Lorne Street Jameson Place* Balfour Street* Arthur Street Brunswick Street (emergency access required) Gayfield Square*
	New traffic signal controlled junctions will be created on Leith Walk at regular intervals to allow controlled right turns. (existing traffic signals are highlighted with *).	<b>List of signalised junctions, with pedestrian crossing facilities :</b> Foot of Leith Walk* Manderson Street Springfield Street Smith's Place Dalmeny Street Pilrig Street* Albert Street McDonald Road* Brunswick Road* Annandale Street* Montgomery Street*
	Initial design work undertaken has shown that there may be a need to make Iona Street one-way at its junction with Leith Walk (to ensure the Pilrig Street junction can accommodate tram priority). Further traffic modelling work is required to determine this.	This would restrict access into Iona Street to a left turn in only from Leith Walk. Vehicle access is available via Easter Road.
Leith Walk	Due to the severe width constraints on the bottom half of Leith Walk (from Pilrig to the Foot of the Walk) there will not be positive provision for cyclists, without removing the parking/loading. The footways cannot be narrowed further as they would not comply with current standards (minimum width 2m)	Cyclists would not be prohibited, but they would not enjoy the current provisions that the Greenways currently provide where the bus lane is wide enough for a bus to pass a cyclist safely. The current proposals from <i>tie</i> and SDS will provide for an advisory lane on adjacent streets (Easter Road and Bonnington Road). This is mainly an issue for cyclists travelling southbound up Leith Walk.



Location	General Issue	Detailed Points
<b>Shandwick Place</b>	The design is based upon banning general traffic from Shandwick Place, with the majority of traffic being diverted to the Western Approach Road via the Morrison Link. Traffic modelling is being undertaken to determine the wider area effects.	To divert general traffic away from the west end will also likely require works to be undertaken outwith the LOD to obtain a satisfactory solution.
<b>Picardy Place</b>	The ongoing design is attempting to achieve a developable site in the centre of Picardy Place with Planning leading on this. This will be closely linked to the bus/tram interchange whilst creating opportunities for public realm improvements.	-
<b>Constitution Street</b>	Due to the narrow width of Constitution Street it is not possible to introduce trams and maintain two way traffic with the safety clearances without removing all the parking and loading between Queen Charlotte Street and the Foot of Leith Walk. The design will require Constitution Street to become one-way southbound from Queen Charlotte Street and the Foot of Leith Walk.	The section of Constitution Street, between Laurie Street and the Foot of the Walk will be closed to all traffic, except trams (and potentially southbound buses). Laurie Street will likely become one-way from west to east.
<b>Fort Ports land Ocean Terminal Lindsay Road interface</b>	Forth Ports have suggested altering the design of the tram alignment in front of Ocean Terminal and along Lindsay Road. Planning has also made similar comments relating to the urban design of that space and discussions are ongoing with <i>tie</i> and Forth Ports to develop these.	Altering the alignment and roads will have a significant impact on the Mudfa programme.





Location	General Issue	Detailed Points
<b>St Andrew Square</b>	To accommodate bi-directional tram running on the west side St Andrew Square it will be necessary to close both ends of St Andrew Street only at its junctions with Queen Street and Princes Street (except for trams).	General traffic will be permitted to travel bi-directionally on the east side of the Square, with the Square remaining one-way clockwise (mainly for access traffic and buses). It is proposed that the tram proposals will be integrated into public realm improvements for the Capital Streets project for St Andrew Square.

## 5 Miscellaneous

### 5.1 Side Agreements

#### Network Rail

Negotiations with Network Rail (NR) appear to have reached stalemate. NR are insisting that there must be irritancy clauses in the lease. This is not acceptable to the Council as it could effectively enforce a physical break in the line in a worst case scenario. The brief history of this dispute is that the Parliamentary Committee urged the Council as Promoter to reach agreement with objectors, and remove them from the process. *tie* and Dundas & Wilson negotiated a side agreement with NR, agreeing in principle that a lease would be entered into; on the strength of that the Council undertook not to compulsorily acquire NR land. The objection was withdrawn. There appear to be two options, and maybe more. The first option is for the Council to depart from the side agreement (on the basis that they are not entering into the spirit of the agreement and that NR are being unreasonable) and serve a GVD on Network Rail to acquire the relevant land. Alternatively, the impasse could be raised with Transport Scotland, seeking assistance from them to have the irritancy clauses removed from the proposed lease.

#### BAA/Edinburgh Airport Limited

Negotiations with BAA are proceeding very slowly. BAA and their solicitors would appear to want to move this issue along in tandem with the EARL project. Such a timescale and linkage is not acceptable to the Council and the tram delivery programme. *tie*'s legal advisors, Dundas & Wilson, have suggested that Edinburgh Airport Limited be put on notice that they are in breach of the side agreement.



## 5.2 Council -v- Tie contracts with Third Parties

In a number of contractual arrangements it is clear that *tie* is contracting as principal rather than as agent for the Council. There is no clear explanation coming forward from *tie* as to the rationale behind these arrangements. Recently, it has come to light that some potential contracting partners (Tramco and Infraco) are indicating that they will not contract with *tie* unless the Council gives a guarantee or indemnity.

Similarly, Scottish Power have indicated they will only contract if the Council is a party to the agreement proposed by *tie*. A fundamental concern lies with the fact that neither City Development or Legal Services have been involved in the drafting or letting of these contracts.

The Council needs to be clear about the relationship with *tie*, and also on contractual relationships and obligations being set up by *tie*. At the present time, the Council has no information about the risk it may be asked to take on either as principal or guarantor in contracts ranging from tens of millions of pounds to hundreds of millions.

An operating agreement is being sought with *tie* to resolve these matters.

## 5.3 Decriminalisation of Greenways

The report seeking the decriminalisation of Greenways was approved at the Council Executive on 27th March 2007. A formal letter will shortly be drafted to the Scottish Ministers requesting the commencement of the statutory process.

## 5.4 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. *tie* and SDS have suggested that some of the prior approvals may slip into next year. A revised programme is awaited.

Transport's input into the Prior Approval process requires to be clarified.

## 5.5 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. Property and tenancy searches have been completed and Legal and Property Sections are to prepare a report that develops this further. Once this report is complete a summary will be presented at a future meeting.





## 5.6 Vesting & Compulsory Purchase Process

The first set of General Vesting Declarations (GVD) notice 2s were issued at the end of March acquiring that land required for the tram project between Haymarket and Roseburn; and between Gogar and the Airport. CEC will take ownership of the land acquired on 24 April 2007.

A programme is being sought from *tie* regarding the next set of GVD notices, however this is linked to the funding, and particularly the confirmation from the Scottish Executive that it is possible to carry over the £10.6M funding from last financial year.

## 5.7 TROs

Work is ongoing to remove the Traffic Regulation Order process from the critical path from the tram delivery. Senior Counsel advice was sought by *tie* and the Scottish Executive have agreed to commence the statutory process to remove the requirement for a hearing for 'core' Orders. *tie* and CEC (Legal Services and City Development) are developing a practical strategy for the promotion of the TROs. Once the draft strategy is complete the Council Solicitor will be required to sign off the strategy.

## 5.8 CEC Resources

### 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 recorded last financial year is 8052 staff hours, which represents £233K. 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 for last financial year is £208,493. This will be an underspend of £462K 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 this financial year is £935K, which is contained within *tie's* business case.



## 5.9 Roads Demarcation Agreement

There has been no further progress with *tie* on the development of the Roads Demarcation Agreement. The agreement is required to determine who will be responsible for the ownership and maintenance of the future infrastructure. Funding for the maintenance is also a major issue associated with the agreement.

## 6. 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.

The Property and Legal Working Group have responded to the draft paper from *tie*. It is understood but not stated that the objective is to maximise the section 75 contributions for the tram project. To facilitate this process further the Council proposes to:

- Review and modify the policy relating to tram contributions.
- Take account of QC advise and set up a borrowings mechanism so that contributions from developers can be legally binding after the completion of the tram.
- To accept *tie*'s offer of additional resources and to initial focus on the potential agreement with Forth Ports.

The Council is pursuing these matters. 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.

## 7. 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 was held on 19th March arranged to restart the process. Following this meeting a draft agreement for Phase 1a has been produced by Transport Scotland for review by all parties. The key outstanding issues to be resolved from the Council's perspective include:

- The apportionment of cost over-runs, savings and risks between the two funders. It has been proposed that this be shared in proportion with the total funding provided by each party - 91%(Scottish Executive) and 9%(CEC). This is acceptable to Transport Scotland officials, but will need to be approved by Scottish Ministers after next month's election.
- The funding for Phase 1b, and the conditions under which a decision can be taken to proceed with this phase.
- Agreement over the value of Transport Scotland's contribution.
- The Council requires Transport Scotland to commit to fund any costs incurred by CEC as a result of indemnities provided to contractors.

A further meeting is to be arranged to progress this agreement, which needs to be in place by early Summer. Transport Scotland have indicated that this agreement will not be applicable to the costs associated with the removal of the evasive weeds on the Roseburn Corridor (where the Scottish Executive have confirmed that CEC should fund the removal of the weeds).

## 8. CEC Risk Register

The current CEC Risk Register is attached in Appendix 2. 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:

- 2 risk identified as with a higher residual risk (numbers 8 and 15)
- 5 risks altered with regard to their treatment, but with no changes to the residual risks (numbers 6, 21, 23, 27, 37).



## 9. Recommendation & Key Points

### 9.1. Recommendations For Decisions

To approve the following:

- That *tie* be requested at the next project board meeting to provide an update on delay to the Mudfa works and the financial implications this may have.
- That funding be identified (approximately £2.5M over CEC existing contribution) to undertake 'betterment works' on the footways for Mudfa and Infraco.
- To note that it is still not clear from *tie* how the wider area traffic management effects are to be dealt with and funded. It is recommended that this be brought up at the next Tram Project Board.
- That the issues relating to the Network Rail and BAA/Edinburgh Airport Ltd are causing concern. It is recommended that this be brought up at the next Tram Project Board.
- The recommendations with correspondence paper (appendix 1) - to be considered by CMT later this month
- The CEC Financial Contribution
- To note the risk analysis update

### 9.2. Matters To Note

- The position with regard to the Mudfa and Infraco Works.
- 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.
- The emerging key design issues.
- That an operational agreement is being sought with *tie* and that further clarification is being sought with regard to their contracts with third parties.
- That further work is required by *tie* and CEC on the Roads Demarcation Agreement.
- The internal and external staff costs.





## Management of tram customer correspondence and telephone calls

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### Council Management Team

April 2007

#### 1. Purpose of report

- 1.1 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

#### 2. Customer interaction cycle

- 2.1 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.

#### 3. Telephone contact

- 3.1 To support this approach a tram telephone helpline (0131 623 8726) 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, the contractor Alfred McAlpine (AMIS), **tie** and Clarence.
- 3.2 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.

3.3 Various approaches have been discussed and option (a) is recommended.

- (a) Council staff to 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.
- (b) 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.
- (c) Take caller information and question and follow a process whereby they 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.
- (d) 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.

## 4. Category of questions

- 4.1 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.
- 4.2 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.
- 4.3 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.



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

<b>Owner</b>	<b>Category of questions</b>
AMIS	Contracts/Operational Issues Frontagers/ access issues Special needs Utility needs/issues Works programming Claims Complaints
<b>Tie</b>	Contractor complaints Design General tram enquiries Detailed design Traffic management Meeting requests Progress Programme and sequence of works
CEC City Development	Policy decisions on tram World heritage and planning Parking Transport Policy
CEC Services for Communities  For SFC Roads: Co-ordination with other works and occupation of Road Road Network Management Road Maintenance	Claims General questions Waste management VIP response questions from members Network and Neighbourhood issues
Transport Scotland	Major funding policy issues

## 5. Correspondence protocol

- 5.1 A correspondence protocol will be put in place to ensure that customers receive consistent service from all partners.
- 5.2 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.
- 5.3 It is recommended that:
  - (a) 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;
  - (b) each customer then receives comprehensive and appropriate response within 10 days from the postcard/email being sent.
- 5.4 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.

## 6. Data management strategy

- 6.1 The Council 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.
- 6.2 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.
- 6.3 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.



## 7. Recommendations

The Council management team agrees that:

- (a) In the first instance, Council staff should be able to answer any set basic questions by callers on tram issues. Other customer calls into the Council on tram issues should be redirected to the tie-run Tram Helpline on 0131 623 8726.
- (b) Written correspondence from customers into the Council is forwarded to the relevant organisation/department based on the main content of the letter. Where multi-topic correspondence is received, the recipient takes ownership of the letter.
- (c) Each customer will receive a standard acknowledgement postcard/email within 10 days. Customer then receives comprehensive and appropriate response within 10 days from the postcard/email being sent.
- (d) All queries will be logged and performance reported on a four weekly basis.

**Andrew Holmes**  
Director of City Development

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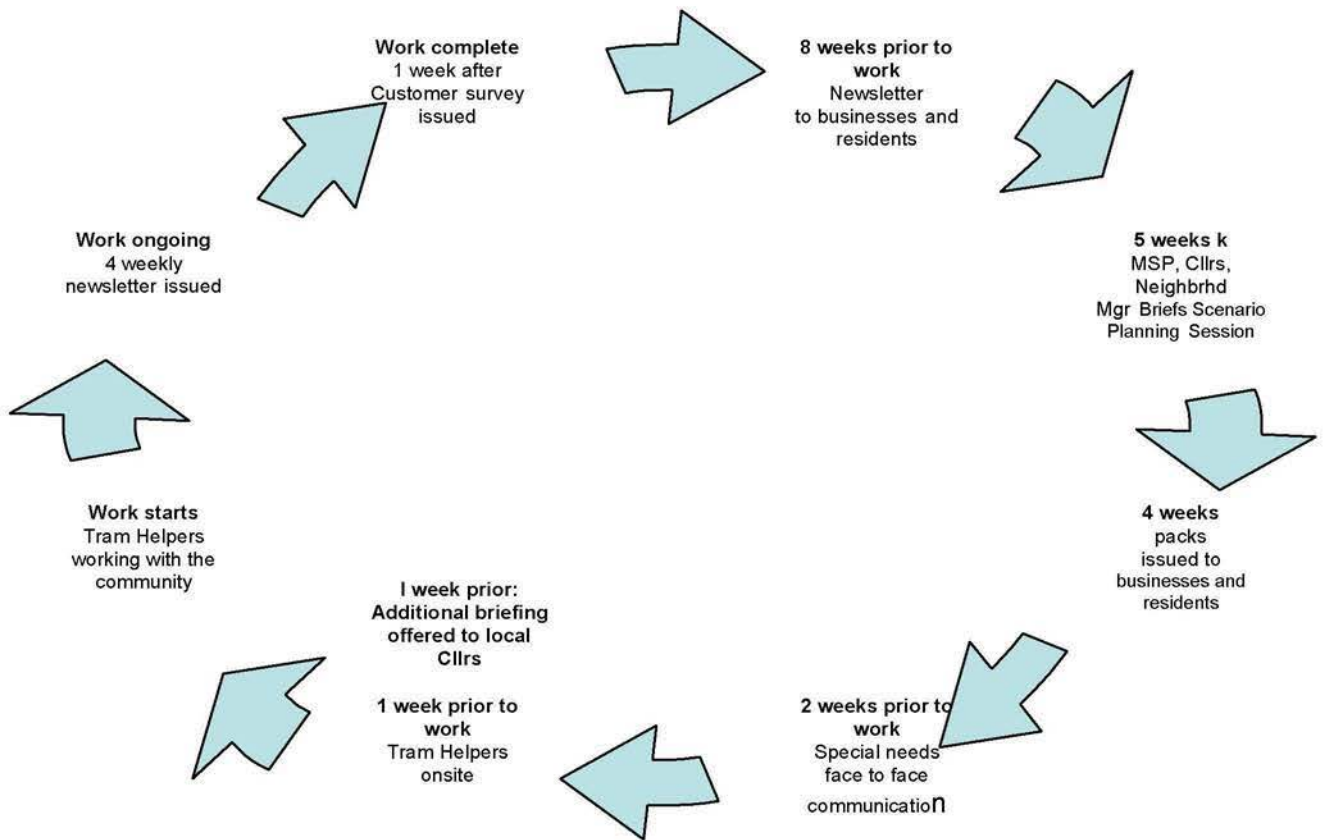
**Appendices**      Appendix 1 – Customer Interaction Cycle

Contact/tel      Leanne Mabberley, Corporate Communications 0131 [REDACTED]  
e-mail leanne.mabberley@edinburgh.gov.uk

Wards affected      All wards

**Background Papers**      None

Appendix 1 – Customer interaction cycle



Date Added	ID	Risk Description	Effect on CEC	Risk			Treatment	Current			08Mar07			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	3	6	10Apr07	Ongoing	Ian Spence Linda Nicol
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. If Phase 1b not progressed at this stage potential reduction of £3m of developer contributions available.	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. Council's Corporate Asset Planning Group to agree policy on allocating Capital receipts to Tram to meet balancing requirement.	3	2	6	2	2	4	10Apr07	Ongoing	Rebecca Andrew David Cooper Steve Sladdin
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	2	4	03Mar07	30Jun07	Duncan Fraser



Date Added		ID	Risk Description	Effect on CEC	Risk			Treatment	Current			08Mar07			Date Reviewed	Due Date	Owner
S	L				#	S	L		#	S	L	#	S	L	#		
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	First Tranche GVD issued - Land ownership taken from 24/04/07 Second Tranche extent and timing recommendation to be made by Tie. Subject to Tie calculation of grant funding for estimated financial liability. Tie to confirm revised Infraco start date to adjust timing of short term licences to former owners.	2	2	4	2	2	4	10Apr07	Ongoing	Stephen Sladdin	
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 Maberley	
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. Further frontager survey required. Tram packs issued & tram helpers on site at works.	2	2	4	2	2	4	10Apr07	Ongoing	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	

Date Added		Risk Description	Effect on CEC	Risk			Treatment	Current			08Mar07			Date Reviewed	Due Date	Owner
ID	S			L	#	S		L	#	S	L	#				
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	10Apr07	Ongoing	Tom Clark
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. Work packages being broken up into smaller units. Reschedule INFRACO works.	2	2	4	2	2	4	10Apr07	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	10Apr07	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 Maberley
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 Maberley
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



**EDINBURGH TRAM INTERNAL PLANNING GROUP**

**Action Note: 17 April 2007**

**Summary of Actions**

Item		Note	Agreed outcome	Action required by
	<b>Present</b>	Tom Aitchison, Andrew Holmes, Jim Inch, Donald McGougan, Mark Turley, Duncan Fraser, Colin MacKenzie, Leanne Maberley, Evelyn MacKenzie		
1	<b>APOLOGIES</b>	<ul style="list-style-type: none"> <li>• Gill Lindsay (Council Solicitor)</li> </ul>	<ul style="list-style-type: none"> <li>• Noted</li> </ul>	
2	<b>NOTE OF PREVIOUS MEETING OF 20 MARCH 2007 AND MATTERS ARISING</b>	<ul style="list-style-type: none"> <li>• Note of previous meeting accepted as an accurate record.</li> <li>• All matters arising included in this agenda.</li> </ul>	<ul style="list-style-type: none"> <li>• Noted</li> <li>• Noted</li> </ul>	
3	<b>MINISTERIAL DECISION</b>	<ul style="list-style-type: none"> <li>• Offer letter in respect of £60m funding package revised to include land acquisition costs.</li> <li>• Specific exclusion in relation to proposed Route 1(b).</li> <li>• Recognition of potential risks to project in event of policy changes following Scottish Parliament and local government elections.</li> </ul>	<ul style="list-style-type: none"> <li>• Noted</li> <li>• Noted</li> <li>• Noted</li> </ul>	<p>AH/DF/DMcG</p> <p>AH/DF/DMcG</p> <p>AH/All</p>



<p>4</p>	<p><b>HIGHLIGHT REPORT</b></p> <p><b>Multi Utilities Diversion Framework Agreement (MUDFA)</b></p> <p><b>Temporary Traffic Management Plans</b></p>	<ul style="list-style-type: none"> <li>• Report previously circulated. Update report tabled.</li> <li>• Ongoing discussions with Forth Ports in relation to timing of works and cost implications for Forth Ports.</li> <li>• Escalation procedures in place to address these issues if required.</li> <li>• Significant financial impact of current slippage in programme and discovery of unanticipated utilities and service requirements.</li> <li>• 40% contingency included in utilities contract.</li> <li>• These issues to be discussed further at meeting of Tram Project Board on 19 April 2007.</li> <li>• Programme significantly behind schedule in view of requirement by CEC for AMIS to review and resubmit temporary traffic management plans.</li> <li>• Improved coordination arrangements anticipated following changes to contract arrangements used by <b>tie</b>.</li> <li>• Good progress in discussions with Lothian Buses to ensure priority for buses during works.</li> </ul>	<ul style="list-style-type: none"> <li>• Noted</li> <li>• Noted</li> <li>• Noted</li> <li>• Noted</li> <li>• Noted</li> <li>• Noted</li> <li>• Noted</li> <li>• Noted</li> </ul>	<p>AH/DF</p> <p>AH/DF/DMcG</p> <p>AH/DF/DMcG</p> <p>AH/DF/DMcG</p> <p>AH</p> <p>DF</p> <p>DF</p> <p>DF</p>
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		<ul style="list-style-type: none"> <li>• Recognition of balance required between facilitating infrastructure works and maintaining traffic movements.</li> </ul>	<ul style="list-style-type: none"> <li>• Noted</li> </ul>	DF
<b>Betterment</b>		<ul style="list-style-type: none"> <li>• Importance of ensuring (i) effective project management arrangements in place within <b>tie</b> and (ii) internal communication arrangements and coordination within the Council.</li> <li>• Upgrading of full extent of footways affected by MUDFA works preferable in terms of public perception of project.</li> <li>• Implications of resultant cost implications for roadways/carriageway improvement budget for financial year 2007/8 and provisional programme for 2008/9 and 2009/10.</li> </ul>	<ul style="list-style-type: none"> <li>• Noted</li> <li>• Noted</li> <li>• Directors of City Development and Services for Communities to discuss further.</li> </ul>	AH/DF AH/MT AH/MT
<b>Tramco</b>		<ul style="list-style-type: none"> <li>• Project within budget and on schedule for selection of tenderer in May 2007.</li> <li>• To be discussed further at meeting of Tram Project Board on 19 April 2007.</li> </ul>	<ul style="list-style-type: none"> <li>• Noted</li> <li>• Noted</li> </ul>	AH AH

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	<b>Infraco</b>	<ul style="list-style-type: none"> <li>No existing provision for indirect consequences of Infraco works for which notional sum of £500,000 currently included in business case.</li> </ul>	<ul style="list-style-type: none"> <li>Noted</li> </ul>	AH/MT/DF/DMcG
	<b>General</b>	<ul style="list-style-type: none"> <li>Ongoing discussions with Transport Scotland on this issue.</li> <li>Containment of these costs required within overall Council budget.</li> <li>Further information required on this issue.</li> <li>Importance of identifying key roles and responsibilities - within Council, <b>tie</b> and other agencies - for various aspects of trams project.</li> </ul>	<ul style="list-style-type: none"> <li>Noted</li> <li>Noted</li> <li>Director of City Development to prepare briefing</li> <li>Director of City Development to coordinate preparation of reference paper.</li> </ul>	<p>AH/MT/DF/DMcG</p> <p>AH/MT/DF/DMcG</p> <p>AH (in advance of TEL board meeting.)</p> <p>AH</p>
	<b>Emerging Key Design Issues</b>	<ul style="list-style-type: none"> <li>Significant impact of design issues on public perception as visible manifestation of trams project.</li> <li>Challenges in reaching wide cross-section of public on impact and benefits of trams project.</li> </ul>	<ul style="list-style-type: none"> <li>Noted</li> <li>Noted</li> </ul>	<p>AH/DF/LM</p> <p>LM</p>
	<b>Network Rail/BAA</b>	<ul style="list-style-type: none"> <li>Potential impasse in discussions with Network Rail on land acquisition issues. Possible escalation to Transport Scotland required.</li> <li>Outstanding issues with BAA to be similarly escalated if required.</li> <li>To be discussed further at meeting of Tram Project Board on 19 April 2007.</li> </ul>	<ul style="list-style-type: none"> <li>Noted</li> <li>Noted</li> <li>Noted</li> </ul>	<p>AH/DF/CM</p> <p>AH/DF/CM</p> <p>AH/DF/CM</p>



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	<b>tie – Operating Agreement/Contracts with Third Parties</b>	<ul style="list-style-type: none"> <li>• Effective operating agreements required with <b>tie</b> and other parties in relation to any underwriting of funding by CEC.</li> <li>• Contract arrangements with <b>tie</b> in respect of operating agreement well advanced. Significant progress anticipated in next 3-4 weeks.</li> <li>• Legal Services to have early sight of funding agreement with Transport Scotland prior to engagement between legal representatives of agencies concerned. Further meeting scheduled for 30 April 2007.</li> </ul>	<ul style="list-style-type: none"> <li>• Noted</li> <li>• Noted</li> <li>• Noted</li> </ul>	<p>AH/DMcG/CM</p> <p>AH/DMcG/CM</p> <p>AH/DMcG/CM</p>
<b>5</b>	<b>LEGAL ISSUES</b>	<ul style="list-style-type: none"> <li>• Legal resources directed towards trams project to be reviewed in order to meet programme requirements and key timescales.</li> <li>• Effective coordination required between tram infrastructure works and major statutory repairs scheme in Shandwick Place.</li> </ul>	<ul style="list-style-type: none"> <li>• To be discussed further between Directors of Corporate Services, City Development and Council Solicitor.</li> <li>• Consultation arrangements to be reviewed,</li> </ul>	<p>JKI/AH/GL</p> <p>AH/DF/CM</p>

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<p>6</p>	<p><b>COMMUNICATIONS STRATEGY</b></p>	<ul style="list-style-type: none"> <li>• Limitations of purdah period. Preparations ongoing for post-election period.</li> <li>• Proposed protocols for management of tram customer correspondence and telephone calls. Previously circulated with papers for meeting.</li> <li>• Recognition of importance of effective public contact arrangements and plain English approach in relation to technical aspects of trams project.</li> <li>• Role of CEC in coordinating/redirecting enquiries to <b>tie</b> or other relevant agencies/contractors.</li> </ul>	<ul style="list-style-type: none"> <li>• Noted</li> <li>• To be reviewed to identify options and cost implications for dedicated contact unit of tram “specialists”.</li> <li>• Noted</li> <li>• Noted</li> </ul>	<p>LM</p> <p>LM/AH/MT</p> <p>LM/DF</p> <p>LM/AH/DF</p>
<p>7</p>	<p><b>RESOURCING AND RISK ISSUES</b></p>	<ul style="list-style-type: none"> <li>• Improved coordination between City Development and Services for Communities required at both strategic and operational level.</li> <li>• Effective response mechanisms required to deal with issues arising and public concerns.</li> <li>• CEC risk register identified as effective means by which to monitor and assess risks associated with project.</li> <li>• Risk to credibility of project from delays at initial stages of implementation phase.</li> </ul>	<ul style="list-style-type: none"> <li>• Directors of City Development and Services for Communities to discuss further.</li> <li>• Noted.</li> <li>• Noted.</li> <li>• Noted.</li> </ul>	<p>AH/DF/MT</p> <p>AH/DF/MT</p> <p>AH/DMcG/DF</p> <p>AH/DMcG/DF</p>

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8	NEXT MEETING	<ul style="list-style-type: none"><li>• Next meeting scheduled for Monday 14 May 2007 at 08.30.</li><li>• To include discussion of corporate capacity to deal with trams project.</li></ul>	<ul style="list-style-type: none"><li>• To be arranged.</li><li>• Noted</li></ul>	<ul style="list-style-type: none"><li>• CH</li><li>• AII/CH</li></ul>
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