6. Stakeholder segmentation

In creating widespread awareness and understanding of the Project, there are key stakeholders who are important drivers for the successful delivery of the Tram Project: internal; political; media; community, including businesses and local residents; and special interest groups.

These stakeholders are identified through the three key principles to our stakeholder engagement:
- **Principle One: Materiality** – we are required to know our stakeholders and their material concerns.
- **Principle Two: Completeness** – we understand stakeholder concerns: views, needs, expectations and perceptions.
- **Principle Three: Responsiveness** – we respond coherently to stakeholders and their material concerns.

To support this engagement, we have established a master database of named contacts based on the target audiences outlined below. These include:

Work stream	Stakeholder segmentation
Community and Business	- Local businesses; - Local residents; - Community Councils along the route and beyond; - Bus travellers; - Commuters; - Cyclists; - Air passengers; - Train passengers; - Car Drivers; - Organised groups of the business community; and - Other organised community groups.
Project Stakeholders	- Scottish Government / TS; - CEC; - CEC councillors and officials; - Members of the Scottish Parliament Scottish Government Ministers; - Members of Parliament; - TEL; and - LB.

Stakeholder segmentation continued

Work Stream	Stakeholder segmentation
Project Communications	**tie**, CEC and AMIS communications teams; **tie** and CEC spokesperson / s; - LB marketing team; **tie** staff; and - Contractors.
Media and External Relations	- Broadcast; - National; - Scottish national; - Scottish regional; - Edinburgh local; and - Trade.

7. Communication collateral

Effective communication is vital to us delivering our message and this will vary depending on prevailing circumstances, stakeholder issues, whether or not the communication is formal (consultative, requiring agreement, etc) or informal.

Below is a range of communication and media methodologies which will be used directly or indirectly to support the successful delivery of the project.

Work Stream	Collateral
Community and Business	- Contact database; - Bespoke presentations for briefings; - Exhibition and banner stands; - Construction Newsletters – local community; - Tramtime newsletter – wider community; - Fact Sheets and Concertinas; - Tram DVD; - Tram branding; - Tram models and simulations; and - Leaflets.
Project Stakeholders	- FAQs; - One to one briefings with partners and key stakeholders; and - Bespoke presentations for Cllr and MSP briefings.
Project Communication	- Q&As; - Key Messages / statements; - Key programme dates; and - Working action plan.
Media and External Relations	- Artist's impressions; - Stock photography; - Tram models and simulations; - Tram branding; - Tram DVD; - Programme maps with key dates; - Facts Sheets; - Q&As; - Key Messages / statements; and - Key programme dates.

8. Review and Evaluation

Regular reviews will be undertaken to evaluate the success of the communications strategy. The following methodologies will be carried out to achieve sound qualitative and quantitative results.

Work stream	Measure	Method
Community and Business	i. Local residents and businesses' perceptions; ii. Telephone helpline; iii. Response to all queries and complaints by email, telephone and written correspondence; and iv. Satisfaction with external newsletters.	i. Feedback forms available at events and one to one visits; ii. Analysis of calls to helpline – negative and positive comparison; iii. Analysis of response rate and number of complaints. Information is maintained on the stakeholder database from which reports can be produced; and iv. Feedback mechanism within each newsletter.
Project Stakeholders	i. Stakeholders feeling informed.	i. Consultation – surveys of key groups.
Project Communication	i. Trams for Edinburgh and **tie** websites; ii. Satisfaction with internal newsletters; and iii. Public understanding of Edinburgh Trams brand and integration with buses.	i. Analysis of hits and comment to gauge public perception; ii. Feedback mechanism within each internal newsletter; and iii. Public Opinion survey.
Media and External Relations	i. Positive coverage in the media.	i. Media Monitoring - keeping abreast of news on the Edinburgh Tram project, **tie**, TEL, contractors, suppliers and the industry as a whole. This will track public perception, balance and factual content of articles and enable us to respond accordingly.

9. Milestones

Communications and stakeholder relations activity is driven by key programme milestones which inform the successful status and progress of the project.

These key milestones will result in high level communication and stakeholder engagement.

July 2007	MUDFA commenced
September 2007	Tramco preferred bidder announced
October 2007	Infraco preferred bidder announced
October 2007	Final Business Case to CEC
January 2008	Tramco Contract awarded
January 2008	Infraco Contract awarded
January 2008	Contracts signed (Tramco and Infraco)
February 2008	Infraco work commences
2010	Commissioning commences
Quarter 1 2011	Passenger trams start running

To be confirmed:
TRO process
Final tram design

Appendix A

Branding and marketing

In order for tram and bus integration to succeed as one transport network, the family colours of LB and other key themes will be incorporated. A key element of the tram branding is that it will connect successfully with LB to create a positive, integrated image.

Effective communications and marketing of the new brand will have significant influence over the public's perception of the integrated tram and bus network. A positive image will assist in increasing patronage by targeting groups who do not currently use public transport and by opening up more transport options.

Discussions are already underway with design consultants to develop a brand and livery for when Edinburgh Trams are operational. This will be agreed by all key stakeholders. The agreed name and design will be built into the Tramco contract and this will be launched in advance of commissioning in 2010. Until then the 'Trams for Edinburgh' brand, livery and colour scheme will apply.

Appendix B

Special interest groups

Sector	Special interest groups
Transport	- LB; - Transform Scotland; - Transport 2000; - Scottish Association for Public Transport; - Capital Rail Action Group; - Sestrans; - Passenger Focus; - Spokes; - Scottish Taxi Federation; and - Freight Association.
Tourism and Business	- Edinburgh Chamber of Commerce; - Federation of Small Businesses; - Scottish Enterprise Edinburgh and Lothian; - CBI Scotland; - Scottish Tourism Forum; - Visit Scotland; - SCDI; and - Edinburgh City Centre Management.
Mobility	- Mobility and Access Committee for Scotland; - Disabled Persons Transport Advisory Committee; - Royal National Institute for the Blind; - Royal National Institute for the Deaf; - Help the Aged Scotland; - Age Concern Scotland; and - Capability Scotland.
Environment	- Friends of the Earth Scotland; - SEPA; - Sustainable Scotland Network; - Lothian & Edinburgh Environmental Partnership; - Scottish Environment Link; and - Scottish Natural Heritage.
Heritage	- Historic Scotland; - Cockburn Association; and - Edinburgh World Heritage Trust.

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Appendix C

Stakeholder and Communications potential issues

There are a few potential issues of which **tie** and its partners should be aware. Broadly, these concern the following:

Work Stream	Potential issues
Community	• Impact on other transport during construction; • Disgruntled commuters – car and bus; • Complaints about construction work noise / dust / vibration / worker's conduct; • Public criticism; • Project delays; and • Project over budget.
Business	• Temporary loss of trade for business along on the tram route; • Business community opposition; • Impact on businesses through delays to commuters and business travellers; • Loss of development opportunities; • Lack of advance information regarding traffic diversions; • Complaints about construction work noise / dust / vibration / worker's conduct; and • Project delays.
Project Stakeholders	• Political opposition; • Lack of political support; • Lack of partner support; and • Political indecision.
Project Communication	• Lack of two-way communication with internal staff / partners could compromise the successful delivery of the project; and • Construction incident / employee injury / member of public injured.
Media and External Relations	• Negative media campaign regarding community and business issues; • Inaccurate stories; and • Construction incident / employee injury / member of public injured.

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