

Manor Place to Haymarket and Princes Street bus lane diversion March 2012 – Draft Communications Plan, January 2012

As of 14 January 2012 all traffic has been diverted from Shandwick Place to allow tram infrastructure works to commence on the street. Traffic has also been diverted off South St. Andrew Street extending down onto Princes St. to the right as far as Waverley Bridge. These diversions were brought forward as a result of a combination of lessons learned on previous sites and to help mitigate against any delays that may be encountered due to bad weather or utilities issues.

Further to this, other work sequencing has also been reviewed and as a result work due to commence between Manor Place and Haymarket is also being brought forward and extended for similar reasons as above. In addition, the traffic that has been diverted off South St. Andrew Street extending down onto Princes St. to the right as far as Waverley Bridge will be extended to include the area where a single bus lane has been in operation on Princes Street. This increased construction site will allow the utilities clearance team to work alongside the contractor to maintain the Client Target Programme. In addition to these two significant changes which will be focused on here, further information regarding the relaxation of embargoes will also be made public, namely, the contractor will no longer be required to stop working on city centre sites during the festival period and in the run up to Christmas.

Further, the contractors are re-sequencing their activities to open up access for bus, taxi, cyclists and emergency services though The Mound and Hanover Street from March 3, 2012. In addition, it is anticipated that Princes Street remedial works will be completed in June 2012 in advance of the current completion date of July 2012.

The major rationale for producing this plan is to provide audiences with a clear understanding of what's happening and how they will be affected. The primary audiences are identified as local stakeholders (particularly businesses and retailers), residents, people working in the affected area, commuters, visitors and shoppers. Communications with Local Politicians and MSPs will also be considered as part of this plan.

Other, significant announcements surrounding the programme are likely to follow in the coming months, it is therefore important to emphasise we will be constantly reviewing the programme for the betterment of the project.

The announcements around these works are significant taking into consideration the recent announcements of other diversions which are now being altered somewhat as a result of this further review. The timing of implementing this plan is critical, and needs to coincide with the project governance meeting structure already in place. Following this it is proposed this information be shared with the Cross Party Briefing group before any public announcement. It is recommended that political, stakeholder and media briefings take place on the same day. Further engagement will take place after this time.

The communications plan will be implemented by a team lead by Tram Council Communications staff in conjunction with support from Transport Scotland, the Big Partnership, Bilfinger Berger/Siemens (BBS), CAF and Lothian Buses on behalf of bus operators.

High-level breakdown of changes;

- Closure of bus lane at the East End.
- Extension of worksites to include the space between Haymarket and Shandwick Place (Manor Place to Haymarket).
- Re-opening of The Mound for North/South for bus, taxi, cyclists and emergency services.
- No embargoes planned for 2012/13.
- Princes Street remedial works due to complete in June rather than July

Aim

To communicate the steps required at this point to deliver the project on time and on budget.

Key messages

- We are on schedule to deliver a tram service from the airport to York Place in July 2014. The latest diversions do not alter the overall timescale of the programme as outlined in December 2011 (with completion still due by Q3 2014).
- CEC, BBS, CAF and TS are constantly reviewing the programme to ensure works are carried out in the most efficient manner – a process that will continue in the months ahead.
- On-street sites in the West End and City Centre are being opened up to allow the utilities clearance team to work alongside the contractor, reducing the likelihood of delays and limiting the risk of increased cost.

- Centrally coordinated traffic management controls put in place in January 2012 have worked well thanks to the support of the public and these latest diversions should be no different.
- The council continues to work closely with businesses to minimise the impact on trade during the course of the tram works, we will be reviewing the OFB budget provided to support businesses in light of changes to the new work schedule.

Tactics

Changes are scheduled to come into effect from 3 March 2012, this will mean there is approximately four weeks between announcing these changes and delivering them. All residents and businesses in the vicinities should receive notification as soon as is possible once the start date has been confirmed.

It is envisaged an announcement will be made publicly to coincide with direct mailings being delivered to local businesses. All communications will carry key messages and detail the logistical issues regarding navigating the city during the timeframe of the works.

There are two elements to these communications, firstly the important issue of notifying the relevant audiences of the works, particularly the traffic diversions and work sites that may affect them. Much of this will take place as part of a major drive in advance of work starting and will continue as required whilst work is ongoing.

The second element is to communicate the important message on an ongoing basis that businesses surrounding worksites are operating as usual. This will be carried out in a number of ways with the support of the Town Centre Coordinators and budget support from the general tram communications budget as well as the Open for Business allocation.

Going forward it is key we involve stakeholders as much as possible in our progress. A commitment has been made to provide regular updates on construction works to stakeholders every 8 weeks following the publishing of the Overall Client Target Programme in December. The first edition of this is currently being compiled.

Alterations to programme and the extension of worksites will have a significant impact on stakeholders and traders in the city. A list of some of the potential communications opportunities and risks in relation to this are listed below;

Opportunities

- The project will be seen as moving ahead and making progress.
- Announcing the handover of the Depot to CEC and the completion of the Mini Test Track to allow dynamic testing of Trams on programme exemplifies good work achieved since work restarted on the project in September 2011.
- An increased work force during peak periods will emphasise the employment being created and the drive to complete on behalf of the contractor.
- Announcing the completion of Princes Street remedial works ahead of the programmed completion date of July 2012.
- Opening up of the Mound – bus companies, taxis, cycles and emergency services will see this as beneficial.

Risks

- A backlash from traders in the affected areas, complaints could make reference to;
 - short notice at which the plans are being implemented,
 - a lack of consultation on such plans,
 - the impact the closures will have on their trade and
 - a lack of monetary compensation for any losses they incur.

Action; follow plan as below, make sure extra resource deployed to meet with affected business and consider implications for OFB budget going forward.

- A negative response from stakeholders in general, complaints in addition to the above could include;
 - the negative image we are portraying of Edinburgh as one big worksite, essentially closed and
 - a lack of embargoes having a further negative impact on the affected areas.

Action; devise separate communications plan in conjunction with TAG and Dave Anderson to help mitigate impact on stakeholders.

- Demand outweighs resource, as per the below plan; not having enough resource to deliver on all items fully.

Action; Review staffing levels to reflect need in conjunction with Joint Comms Group

- OFB budget isn't increased to reflect further worksites and number of businesses affected.

Action; Consider communications needs going forward, how this will impact budget and work with DA to inform any revenue bids going forward.

Initial announcement activities

Activity	Actions	Owner
Notification	<ul style="list-style-type: none"> • Written notification to be sent to all local residents and businesses at the 	Kelly Murphy/Alf Orriell/Andy

	<p>very least 28 days before work starts, longer where possible</p> <ul style="list-style-type: none"> • This will outline when work will start, how long we expect it to take to complete, what the work will involve, traffic diversions, changes to parking and loading provisions and bus changes • Maps displaying the traffic diversion, new bus stops and parking availability will be included with notifications • Taxi working group to be notified as well as cycle lobby • Local Councillors, Community Councils and residents groups also to be notified • Bus companies & emergency services will also be notified. 	Conway
Logistics plan	<ul style="list-style-type: none"> • Logistics team to visit all businesses to be affected by 17 Feb 2012 • Plan of days and times deliveries currently made put together to see what adaptations may need to be made • Special waste uplift arrangements to be put in place • Diversion arrangements to be shared with all delivery/haulage companies 	Alf Orriell/Logistics team BBS
Face-to-face with Traders	<ul style="list-style-type: none"> • Team member to attend traders meetings to update and report back any issues or unanswered questions to KM • Coordinate with work of TCCs to support affected businesses and to feed in to city promotional activity while tram works ongoing in the local area 	Alf Orriell/Caroline Trainer tbc
Branding	<ul style="list-style-type: none"> • Use of West End Village brand to promote the area and drive footfall; this will happen in conjunction with the West End Village Association • Work with Multrees Walk and St.James' Centre in a similar fashion • West End street market, lighting proposal or gateway event – to be discussed with association 	Stewart Hardy/Graham Russell/Kelly Murphy
Advertising	<ul style="list-style-type: none"> • Undertake advertising for the West End Village/Shandwick Place/Manor 	Kelly Murphy

	Place/Haymarket area	
Media plan/social media – see separate announcement action plan doc	<ul style="list-style-type: none"> • Press release/briefing to be prepared to go out in conjunction with stakeholder comms • Edinburgh Trams website updated • Traffic diversion routes on local radio • Web updates on local pages • Regular twitter and facebook updates 	Michael Pinkerton/ Campbell Hart/Phil Addicott and Stewart Hardy
Political briefings	<ul style="list-style-type: none"> • Council Leader/Cllr Mackenzie briefing well in advance of public announcement • All party briefing group held in advance • Briefing for city centre Councillors (TBC) • Members brief to be sent out to all members advising of planned closure and details – to coincide with letter mail out. 	Kelly Murphy
Stakeholder briefings	<ul style="list-style-type: none"> • Drop in sessions to be organised for local businesses and residents for additional information – local community councils and residents groups also to be notified • Personal visits offered to discuss individual needs with a team member • Invitation, venue, time and presentation format to be considered • Regular stakeholder information to contain info on diversion • Ongoing discussions with local traders as to how best to help drive footfall to the area • Notify Essential Edinburgh as early as possible • Provide regular updates on works to the Tram Business Forum and the Tram Animation Group • Emergency services, bus companies, taxi groups, cycle lobby and hauliers 	Caroline Trainer / Alf Orriell

	associations to be notified.	
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Communications activities per stakeholder group post-announcement

Audience	Activities	Status	Responsible Person	Key Dates	Funding source (if required)
Key business stakeholders across the city	Team members to attend regular meetings with stakeholders on any issues and mitigation measures required	TAG & Tram Business Forum are established meetings which will continue. West End Traders association to be approached and offered presentation on new changes	DA/KM/AO/CT	Ongoing	CEC
	Stakeholder update to be issued regularly – will include info on diversions		CT	Ongoing	
	Implement a signage system and carry out advertising to promote the business in affected areas		KM/CT/SH		
	Create and distribute maps showing the diversion routes,		SH/CT	At start of diversion and as	

	new bus stops and the pay and display parking in the vicinity of the diversion			agreed intermittently thereafter(budget dependent)	
Businesses around worksite areas and diversion route	Letter drops with information on various work programmes	Will commence asap after announcement	AO	ASAP	CEC
	Business Support surveys – one-to-one with responsible person in each business including retail, office based, food outlets, hotels, venues (inc church) to determine requirements (delivery frequency/volume, required vehicle access, rubbish collections, etc)	Supplementary to these surveys are a series of meetings with service organisations to facilitate the business requirements. Road Haulage Associations/Royal Mail/Emergency Services	AO	ASAP	
	Appoint logistics contractor and develop logistics approach for going forward		BBS	Underway	BBS
	Meetings with trade and hotelier associations, traders associations e.g West End Association and Community Councils: Newtown, Broughton and West End	Requirement to focus heavily on areas such as the WE which will be further impacted by these changes – increase contact with local key stakeholders	DA/AO/KM	In advance of diversion and ongoing over the period	CEC

<p>Residents around the worksite area and diversion route</p>	<p>Residents will receive a letter drop which contains contact details of the diversion and contact details for further information/support</p> <p>Use website/social media to keep them updated on progress</p> <p>Drop-in sessions will be arranged in advance of the diversions. Residents will be notified individually but also through the media and local advertising.</p>	<p>Template in place</p> <p>St. George's Church West suitable venue. Bookings/advertising to be arranged asap.</p>	<p>AO</p> <p>MP/SH</p> <p>CT/AO (Attendance from BBS, T&T & LB)</p>	<p>On announcement</p> <p>Ongoing</p> <p>Wb 6 Feb</p>	<p>CEC</p>
<p>Politicians</p>	<p>Cross Party Oversight Group</p> <p>Briefing for all other Members</p> <p>All other Members Local Ward Members</p> <p>MSPs, MPs</p>	<p>A presentation will be given to the group on the new changes</p> <p>As above</p> <p>Members brief to be issued Regular follow-on from oversight group meeting</p> <p>Email correspondence around key decisions, Transport Scotland to liaise</p>	<p>Senior Officers</p> <p>DA/BMcC/KM</p> <p>KM DA/BMcC/KM</p> <p>LA</p>	<p>26 January am</p> <p>26 January</p> <p>26 January pm ASAP</p> <p>26 January</p>	

<p>Edinburgh Residents</p>	<p>Media/Social Media</p> <p>Council website, Edinburgh trams and Lothian Buses websites to be regularly updated and include information from leaflet</p> <p>Edinburgh Outlook (Council newspaper) information</p> <p>General information for Neighbourhood Partnerships/libraries</p>	<p>Press releases containing information, twitter and fb to coincide and continue with regular updates</p> <p>Info re diversion</p> <p>Distribution to every Edinburgh Household</p> <p>Marketing materials due to be reviewed and take into account new diversions – to be made available asap</p>	<p>MP/SH</p> <p>MP/SH/CT</p> <p>MP</p> <p>AO/CT</p>	<p>Copy for March edition and to be provided regularly</p> <p>ASAP</p>	<p>CEC</p>
<p>Commuters/public travelling into Edinburgh</p>	<p>Road: Use of Traffic Link bulletins to radio traffic updates, Twitter roads feed and Variable Messaging Signs</p> <p>Rail: Directional signage at Haymarket station</p>	<p>Information only (Marshall Poulton’s team to liaise with TS over variable messaging signs)</p> <p>New map system in place – this will take into account</p>	<p>MP</p> <p>SH</p>	<p>Start of Diversions and ongoing</p> <p>ASAP</p>	<p>CEC</p> <p>CEC</p>

	<p>Bus: Information on-board buses, at shelters, travel shops and at bus stops</p> <p>Pedestrian: Directional signage for routes through worksite, signage around worksite (with contact information) and side streets as required, map distribution at key locations</p> <p>All: Radio/newspaper/online advertising campaign</p>	<p>new diversions and signage will be erected with fencing on sites</p> <p>Leaflet with bus stop locations</p> <p>New signage system to be adapted to include new worksites. A booklet of maps to be agree once clear vision of future worksites is agreed. Continued messaging around encouraging footfall in affected areas</p> <p>Drop-in sessions or events to be advertised well in advance</p>	<p>Lothian Buses</p> <p>SH/KM</p> <p>CT</p>	<p>In advance of diversions</p> <p>Ongoing</p>	<p>LB</p> <p>CEC</p> <p>CEC</p> <p>CEC</p>
Shoppers and visitors	<p>Pedestrian signage system in place – booklet with maps to be agreed (for distribution in shops, on-street, at tills, at stations etc) and other key areas including libraries and neighbourhood offices</p>	<p>Booklet agreement tbc distribution list to be compiled in advance</p>	<p>KM/SH</p>	<p>Ongoing</p>	<p>CEC</p>

	Vinyls in shop windows and agreed sites through Authorised Advertising Project	Promotional opportunity – if a suitable site came up could be utilised	CT/SH	Underway	CEC
	Directional signage for affected businesses	Ongoing discussions with individual retailers	AO/SH		CEC
	Use of QR codes to provide updates – targeting luxury brand shops particularly	This is a longer term ambition to provide a signage system which would be acceptable in this market	KM/SH	TBC	TBC
	Work of Marketing Edinburgh	Tram team continues to work with ME to help promote the city and drive footfall	DA/KM liaison	Ongoing	OFB
Taxi-drivers	Briefings to Cab operators/Cycling lobby	Taxi reps to be notified. Cycling groups being informed through CEC Cycling Officer	AO/SW	ASAP	CEC
	Leaflet distribution		AO	ASAP	CEC
Bus companies	Direct contact made with relevant information	CEC Engineering team	BMcC	Directly following the announcement	
Emergency	Consultation already underway	CEC Engineering team	BMcC	Ongoing	

Services	- ongoing				
Internal audiences: Council staff	Internal Tram Staff Newsletter – Tramlines	1 st edition currently being compiled will include updates on key milestones and upcoming challenges as well as staff news	BMcC/KM	Underway – 1 st edition published date tbc	CEC
	CE update & Leaders Report Intranet updates Materials in public areas	Regularly to include high level info on diversions	MP/KM to liaise where necessary	Ongoing	
Tourists generally	Briefing for tour groups (email) and Visit Scotland	Receive stakeholder update but regular meetings will be offered to keep them up to speed	AO/SW	Ongoing	CEC
	Stakeholder update to Edinburgh Tourism Action Group		CT	Ongoing	
Media	Press briefings on the changes to be provided to individual journalists in addition to the general press release Ongoing engagement, feeding of positive news stories and reactive handling of media	Key transport writers to be invited in to view SCOOT room and understand the workings of putting on diversions	MP/DA	26 January TBC	CEC

	enquiries				
All	Q&A to be developed in relation to new changes	Will provide useful background for spokespeople and those in face-to-face roles could also be posted to the website	MP		
Other category – street clean up	Prior to the last diversion Services for Community undertook an intensive clean-up programme in the city centre	The benefit of this would be ensuring the city is starting works from the best possible position	AO	In advance of diversions	CEC
Contact Information	All communication materials and logistics will include contact information	The Customer contact number has been vital throughout the various work programmes to date – the number has been transferred over to CEC with an automated option for construction going to the contractor	CEC/contractor		CEC/BBS

KM – Kelly Murphy, Stakeholder Communications Manager
 MP – Mike Pinkerton, Press Officer
 SH – Stewart Hardy, Designer and Brand Manager
 AO – Alf Orriell, Logistics and Relationship Manager
 CT – Caroline Trainer, Communications Officer
 SW – Shaun Wallace, Engineering Team

BMcC – Bob McCafferty, Programme Manager
DA – Dave Anderson, Head of City Development
MP – Marshall Poulton, Head of Transport
LA – Lucy Adamson, Head of Communications, Transport Scotland
CEC – City of Edinburgh Council
BBS – Bilfinger Berger Siemens