

## Agenda

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### **Joint Project Forum and Principals Quarterly Meeting**

**Wednesday 22 February 2012 at 11.30am**

**in the Chief Executive's Board Room, Waverley Court, Edinburgh**

- 1.0 Previous Minute 25 January 2011** – submitted for approval as a correct record (circulated)
- 2.0 Key Points of Progress – October 2011 to February 2012**
  - 2.1 Progress Photographs  
(6 No. photographs of interest in total – to be presented on screen):  
Bilfinger Berger  
Siemens  
CAF
  - 2.2 Verbal reports from Martin Foerder, Axel Eickhorn, Antonio Campos and Colin Smith
    - 2.2.1 Commissioning & Integration of Trams
    - 2.2.2 Third Party Consents / CEC Approvals
    - 2.2.3 Network Rail
    - 2.2.4 Scottish Water
    - 2.2.5 Scottish Power
    - 2.2.6 ScotRail
- 3.0 Governance**
  - 3.1 Project Team Structures and Behaviours
  - 3.2 Certification, Working Decisions and Agreements

#### **4.0 Cost Engineering**

See extract from Joint Project Forum minutes of 25<sup>th</sup> January 2012, item 5.1

#### **5.0 Programme**

5.1 Utilities

5.2 Recording, Measurement and Sign off

5.3 Revision 4(c) and CEC Programme (Rev 4c\* - CEC revision Master programme)

#### **6.0 Lothian Buses**

#### **7.0 CEC / Turner & Townsend Blended Team (See attached Organisational Charts)**

7.1 Turner & Townsend Resource

7.2 CEC Resource

#### **8.0 Project Concerns or Threats**

8.1 Haymarket to Shandwick – Works Support Programme

#### **9.0 Edinburgh Gateway**

#### **10.0 Communications – Communications Strategy (circulated)**

10.1 Protocol

10.2 Opportunities

10.3 Media Planning

10.4 Open for Business

#### **11.0 AOB**

11.1 Date of Next Meeting

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**Notes:** If you have any questions about the agenda or meeting arrangements, please contact Gavin King, Committee Services, City of Edinburgh Council, City Chambers, High Street, Edinburgh, EH1 1YJ; ☎ 0131 [REDACTED] e-mail [gavin.king@edinburgh.gov.uk](mailto:gavin.king@edinburgh.gov.uk)

**Note of Meeting**

**Joint Project Forum**

**Edinburgh, 25 January 2012**

**Present:-** Sue Bruce (in the Chair), Lucy Adamson (Transport Scotland), Dave Anderson (CEC), Alfred Brandenburger (Siemens), Ian Craig (Lothian Buses), Vic Emery, Richard Garner (CAF), Alastair Maclean (CEC), Ainslie McLaughlin (Transport Scotland), Kelly Murphy (CEC), Kevin Russell (Bilfinger Berger), Colin Smith (CEC), David Steel (CAF) and Chris Walton (Lothian Buses)

**Also Present:-** Gavin King and Marshall Poulton (CEC).

Item No	Subject	Action Owner
1	<p><b>Previous Minute – 12 December 2011</b></p> <p>Sue Bruce highlighted that the Scottish Government was interested in quantifying the employment opportunities that the Tram Project provided in Scotland and had requested a report on the matter. Sue Bruce requested that all parties consider how feedback could be provided on the positive impact of the Project on local employment. The Council had a wealth of information on school leavers to graduates and if BBS/CAF or their sub-contractors needed any access to the local workforce then the Council could assist. Kevin Russell confirmed that Bilfinger Berger only had a few German staff and the remaining staff were from the local area as were all their sub-contractors.</p> <p>Kevin Russell advised that the traffic management in Haymarket Yards was due to be changed in the first week in February 2012.</p> <p>Colin Smith explained that Planning variations were in hand. Meetings had taken place with the Head of Planning and although the variations still needed to be approved the Planning staff were working with the Tram</p>	

Item No	Subject	Action Owner
	<p>Project staff. Kevin Russell and Alfred Brandendburger confirmed that they were content with the situation.</p> <p><b>Decision</b></p> <ol style="list-style-type: none"> <li>1) To note that BBS/CAF and Lothian Buses would be consulted with before the response to the Scottish Government was submitted.</li> <li>2) To approve the minute of 12 December 2011.</li> </ol>	<p><b>Sue Bruce</b></p>
<p><b>2</b></p> <p><b>2.1</b></p>	<p><b>Consolidated Project Update Highlight Report – Key Points of Progress</b></p> <p><b>Verbal Reports from Colin Smith, Kevin Russell, Alfred Brandenburger and Richard Garner</b></p> <p>Alfred Brandenburger confirmed that the depot and two mini test tracks had been completed. The documentation was provided in December 2011 and outstanding items were currently being completed.</p> <p>Kevin Russell confirmed that the track to the Airport would be completed by March 2013.</p> <p>Colin Smith highlighted that the conveyor belt system for Network Rail approvals had made good progress since it was implemented. The aim was now to investigate improving the efficiency of the process.</p> <p>Kevin Russell confirmed that the Edinburgh Gateway and the ongoing discussions were currently having no impact on the Programme. There had been a request from Transport Scotland to discuss the design further and that discussion was expected to occur tomorrow.</p> <p>Colin Smith explained that Andy Scott (Turner and Townsend) and Alasdair Sim (CEC) were now acting as account holders with Scottish Water to ensure that the good relationship and co-operation would continue and improve.</p> <p><b>Decision</b></p> <p>To invite Raymond Sheridan (Network Rail) to the Design, Consents and Commercial Control Meeting and request a short report on the conveyor belt system from a Network Rail perspective.</p>	<p><b>Colin Smith</b></p>

Item No	Subject	Action Owner
2.2	<p><b>Commissioning and Integration Of Trams</b></p> <p>Richard Garner confirmed that the Interface Manager had started work and positive progress was being made. Six trams had been delivered on programme and the seventh tram would arrive on 30 January 2012. Three trams had completed their dynamic testing and the remaining three should have finished testing by the end of the week. Ian Craig advised that the co-operation and efficiency of the team involved in the tram delivery process was high and he had no concerns in this area.</p> <p>Colin Smith advised of issues that had not been completed surrounding the Operating Agreement and confirmed they would be discussed at a control meeting next week. There were also plans to hold a workshop session in February on the Operational Agreement.</p> <p><b>Decision</b></p> <p>To note the update.</p>	
2.3	<p><b>Third Party Consents And Approvals</b></p> <p>Colin Smith advised that he had asked Turner and Townsend to outline all the third party consents and deadlines and to provide that information at a Tram Briefing meeting.</p> <p>Kevin Russell confirmed that BBS were content with the third party consent process. There was an issue with Scottish Gas at Ingilston that had to be resolved due to a difference in opinion over a construction duration. Alfred Brandendburger highlighted that building fixing agreements was an area that had to be resolved as gaining agreement could be time consuming. Approximately 200 building fixing agreements were required but a large amount had been agreed.</p> <p><b>Decision</b></p> <ol style="list-style-type: none"> <li>1) To provide the number of outstanding building fixing agreements to CEC.</li> <li>2) To investigate the building fixing agreements, including sourcing Gavin Murray's notes who dealt with third party consents at <i>tie</i>.</li> </ol>	<p><b>Alfred Brandendburger</b></p> <p><b>Colin Smith</b></p>

Item No	Subject	Action Owner
2.4	<p><b>Network Rail Decision</b></p> <p>To note that discussion on Network Rail was covered in 2.1</p>	
2.5	<p><b>CEC Approvals</b></p> <p>Colin Smith advised that discussions had taken place on providing a blended team of Turner and Townsend and CEC staff. This was to ensure that jobs were only completed once and there was a skill matching exercise between CEC and Turner and Townsend staff.</p> <p>Kevin Russell highlighted that a combined workforce should improve processes as BBS' concern was of gaining agreement from one party and then it being subsequently reviewed and revisited by another party.</p> <p><b>Decision</b></p> <p>To investigate how to ensure that decisions were not revisited by different members of the blended Turner and Townsend and CEC team.</p>	Colin Smith
3	<p><b>Governance – Project Team Structure, Resourcing and Behaviours</b></p> <p>3.1 <b>Certification, Working Decisions and Agreements</b></p> <p>Colin Smith confirmed that there were no outstanding matters.</p> <p><b>Decision</b></p> <p>To note the update.</p>	
3.2	<p><b>Decisions/Instructions Awaited</b></p> <p>Decisions and instructions had continued to be captured at control meetings.</p> <p><b>Decision</b></p> <p>To note the update.</p>	

Item No	Subject	Action Owner
<p><b>4</b></p> <p><b>4.1</b></p>	<p><b>Utilities</b></p> <p><b>Recording and Measurement and inspection Sign Off</b></p> <p>Colin Smith explained that utility conflicts were still a major threat to the Project. The procedure set by Turner and Townsend which managed utility conflicts was working well and ensured that the minimum amount of time was spent resolving utility conflicts.</p> <p>Colin Smith confirmed that it was essential for utility conflicts to be recorded. Kevin Russell confirmed that all of BBS' sub-contractors recorded all their data in a consistent manner in line with their procedure.</p> <p>Sue Bruce highlighted the difficulties facing businesses in the West End and the need to ensure that the maximum amount of assistance was provided. Kevin Russell confirmed that BBS were investigating whether further access could be provided across the site. However, it should be noted that Turner and Townsend were currently in control of the site.</p> <p>Colin Smith advised that a suggestion for the Tram information point had been the Lothian Buses shop in the West End but investigations were ongoing on the most appropriate location.</p> <p><b>Decision</b></p> <p>To agree that Colin Smith attend one of Infraco's weekly on-street site meetings.</p>	<p><b>Colin Smith</b></p>
<p><b>5</b></p>	<p><b>Cost Engineering Report</b></p>	
<p><b>5.1</b></p>	<p><b>Client Instruction</b></p> <p>Colin Smith provided details on a cost engineering report which identified Project opportunities which would help achieve maximum value for the public pound. These opportunities had been identified by adopting a collaborative approach involving Bilfinger Berger, Siemens, CAF, Transport Scotland, Turner and Townsend and the City of Edinburgh Council.</p> <p>The Forum discussed each Cost Engineering measure considering whether it was appropriate to implement and highlighted the following areas:</p>	



Item No	Subject	Action Owner
	<ul style="list-style-type: none"> <li>• It was usual in Continental Europe to have a public transport kiosk within the terminal building at an airport.</li> <li>• There could be considerable public criticism if thermoplastic setts were used in the World Heritage Site.</li> </ul> <p><b>Decision</b></p> <ol style="list-style-type: none"> <li>1) To investigate and discuss with Edinburgh Airport whether the sale of tram tickets could be located within the terminal building. It had been agreed with Lothian Buses that tram tickets could be sold in the airport bus ticket booth outside the airport building.</li> <li>2) To recommend to the All Party Oversight Group that granite setts were used in the World Heritage Site (St Andrew Square to Charlotte Square only) and delay decision till 26 January 2012.</li> <li>3) To note that discussions were still ongoing on the Edinburgh Gateway works.</li> <li>4) To note that the Shared Recovery Vehicle proposal was not being pursued.</li> <li>5) To pursue the following items from the Cost Engineering Workshops.               <ol style="list-style-type: none"> <li>a) Removal of embargoes and revised traffic management at Shandwick Place, Princes Street and York Place.</li> <li>b) De-scope of public realm at St Andrew Square with the works to be taken up by CEC.</li> <li>c) The financial recovery of money from third-party agreements.</li> <li>d) De-scope works around Forth Ports and making good works paid for from Forth Ports MoV.</li> </ol> </li> </ol>	<p><b>Dave Anderson/Ian Craig/Colin Smith</b></p> <p><b>Sue Bruce</b></p> <p><b>Colin Smith</b></p>



Item No	Subject	Action Owner
	<ul style="list-style-type: none"> <li>e) To re-scope to a minimum provision the tram stop in York Place.</li> <li>f) Re-deployment of trams subject to price and approval from the Scottish Government.</li> <li>g) Cancellation of advance order track materials. To be purchased when implemented.</li> <li>h) Omit Siemens work at Tower Place, Victoria Docks.</li> <li>l) A Turner and Townsend capped fee and a blended Turner and Townsend and CEC team.</li> <li>j) Road re-construction depth.</li> <li>k) Design freeze on detailing and further consents discussion progression from York Place to Newhaven.</li> <li>l) Reduce requirement for track material storage.</li> <li>m) Lay off traffic management at Forth Ports.</li> <li>n) Roseburn viaduct cladding.</li> </ul>	
6)	<p>To agree that the Project team reviewed the detailed project programmes and the sequencing. To explore, if possible, the planning of the whole project requirements to bring forward:</p> <ul style="list-style-type: none"> <li>a) Airport to Depot running.</li> <li>b) Airport to Shandwick Place (with non-paying passengers on board).</li> <li>c) Revenue Service to York Place.</li> </ul>	<b>Colin Smith</b>
7)	<p>That the programme review be brought back to the client group with its conclusions by April 2012.</p>	<b>Colin Smith</b>

Item No	Subject	Action Owner
	<p>8) That further rounds of project team cost engineering should be embarked upon throughout the project duration.</p> <p>9) To note the valuable and hard work from all parties, to embed cost engineering into the Project.</p>	<p><b>Colin Smith</b></p>
<p><b>5.2</b></p>	<p><b>Communications Report</b></p> <p>Kelly Murphy provided details on the draft communications plan and associated press statement for traffic management changes due to the cost engineering proposals. There would also be briefings for stakeholders and in particular businesses affected by the diversions.</p> <p>Kevin Russell raised concerns over the inference in the statement that Princes Street would be re-opened to buses in June. The remedial works were due to finish in June but there would be construction works still taking place on Princes Street subsequent to that. Clarification was also sought on what was being defined as Princes Street. There would still be an area on the east side of Princes Street that would be closed when construction work had been completed in the rest of the street.</p> <p><b>Decision</b></p> <p>1) To separate the good news story (the Mound re-opening early) from the traffic diversions information.</p> <p>2) To hold a further meeting at Lochside at 2.30pm to discuss the timetable for works in Princes Street and the forthcoming traffic diversions.</p> <p>3) To agree the communications report.</p>	<p><b>Kelly Murphy</b></p> <p><b>Colin Smith/Bob McCafferty/Dave Anderson/Marshall Poulton</b></p> <p><b>Kelly Murphy</b></p>
<p><b>6</b></p>	<p><b>Programme Decision</b></p> <p>To note that discussion on the programme had been covered in item 5.</p>	

Item No	Subject	Action Owner
7	<p><b>Matters Requiring Escalation</b></p> <p>There were no matter for escalation but Colin Smith highlighted areas that were being monitored closely:</p> <ul style="list-style-type: none"> <li>• Disagreement on responsibility for works around bus tracker.</li> <li>• There were two risk registers when ideally there should be only one.</li> </ul> <p><b>Decision</b></p> <p>To note the update.</p>	
8	<p><b>Pending Milestones/Project Concerns/Threats</b></p> <p>There were no new milestones/concerns or threats.</p> <p><b>Decision</b></p> <p>To note the update</p>	
9	<p><b>Communications Strategy for 2012</b></p> <p>Kelly Murphy advised that they were currently working on a communications strategy for 2012. The Communications Control Meetings were proving very useful and meant that all parties were kept up to date.</p> <p>The communication of cost engineering proposals at the Audit Committee should be headlines only.</p> <p><b>Decision</b></p> <p>To note the update.</p>	
10	<p><b>AOB</b></p> <p>Kevin Russell confirmed that BBS were working all steam ahead on all areas of the Project.</p> <p>Sue Bruce noted that all parties were looking to make the running of the Project from mediation an exemplar of good practice.</p> <p><b>Decision</b></p> <p>To note the update.</p>	

**Extract from Note of Meeting**

**Joint Project Forum**

**Edinburgh, 25 January 2012**

**Present:-** Sue Bruce (in the Chair), Lucy Adamson (Transport Scotland), Dave Anderson (CEC), Alfred Brandenburger (Siemens), Ian Craig (Lothian Buses), Vic Emery, Richard Garner (CAF), Alastair Maclean (CEC), Ainslie McLaughlin (Transport Scotland), Kelly Murphy (CEC), Kevin Russell (Bilfinger Berger), Colin Smith (CEC), David Steel (CAF) and Chris Walton (Lothian Buses)

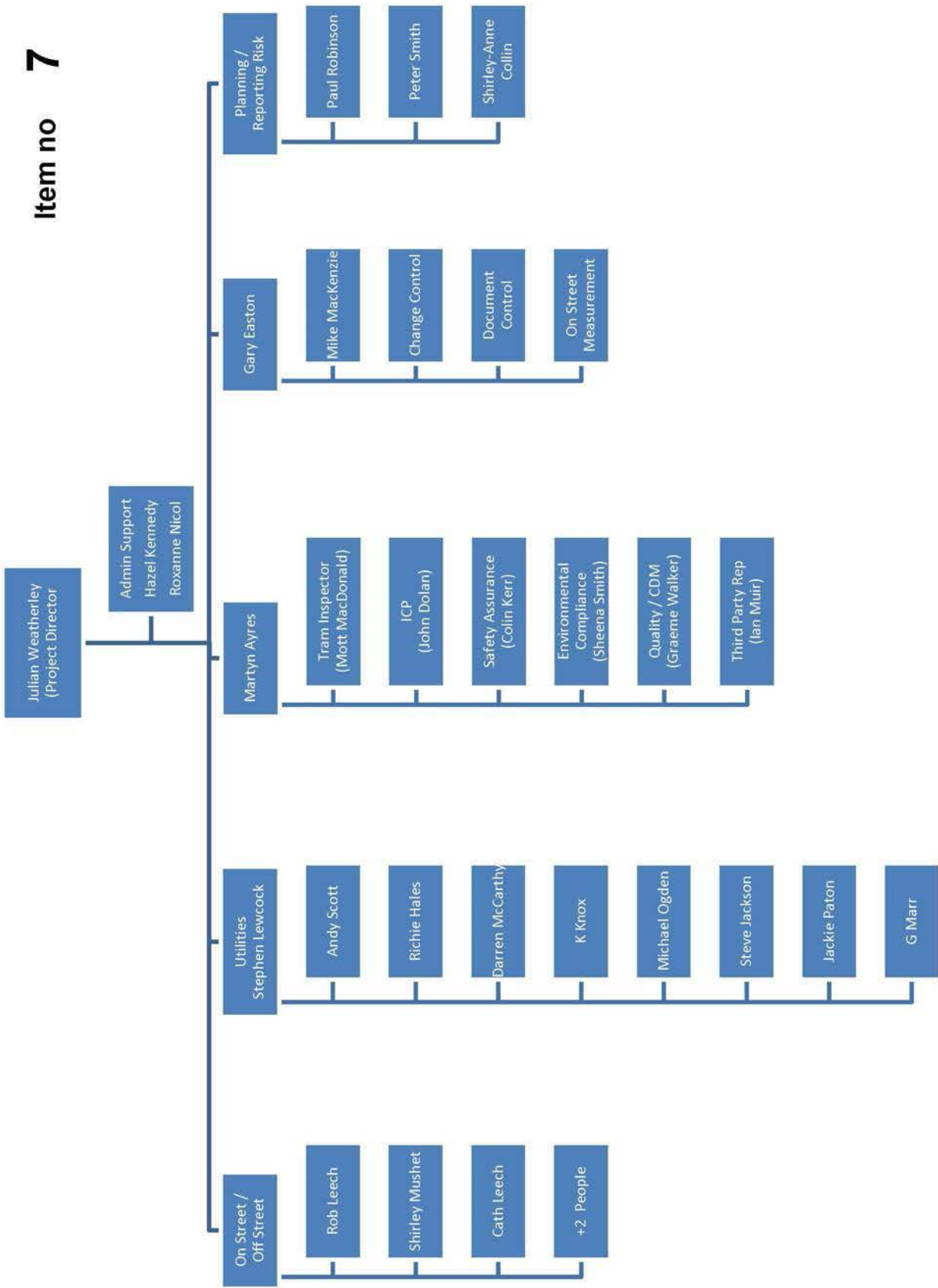
**Also Present:-** Gavin King and Marshall Poulton (CEC).

Item No	Subject	Action Owner
<b>5</b>	<b>Cost Engineering Report</b>	
5.1	<p><b>Client Instruction</b></p> <p>Colin Smith provided details on a cost engineering report which identified Project opportunities which would help achieve maximum value for the public pound. These opportunities had been identified by adopting a collaborative approach involving Bilfinger Berger, Siemens, CAF, Transport Scotland, Turner and Townsend and the City of Edinburgh Council.</p> <p>The Forum discussed each Cost Engineering measure considering whether it was appropriate to implement and highlighted the following areas:</p> <ul style="list-style-type: none"> <li>• It was usual in Continental Europe to have a public transport kiosk within the terminal building at an airport.</li> <li>• There could be considerable public criticism if thermoplastic setts were used in the World Heritage Site.</li> </ul>	

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# Item no 7

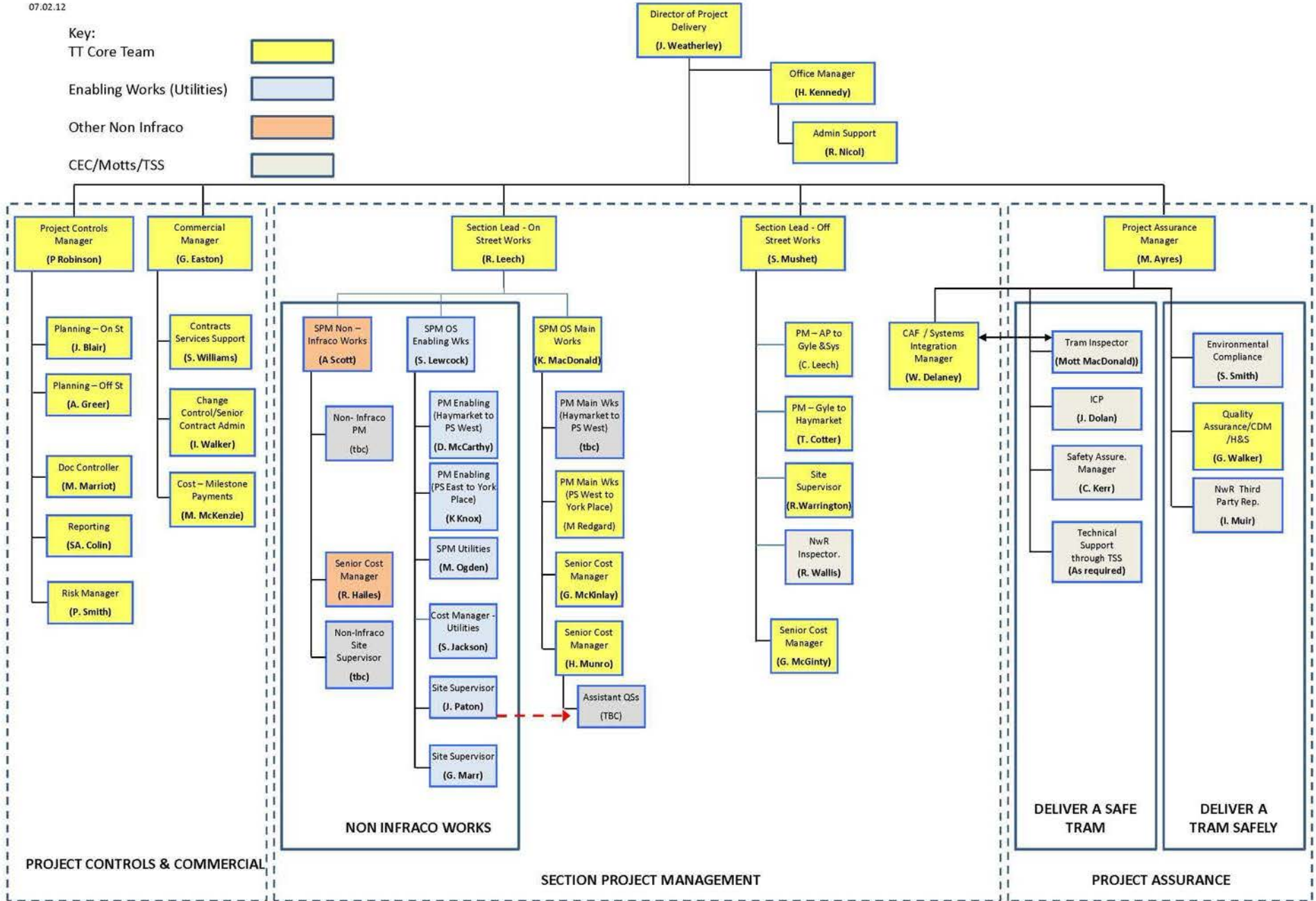


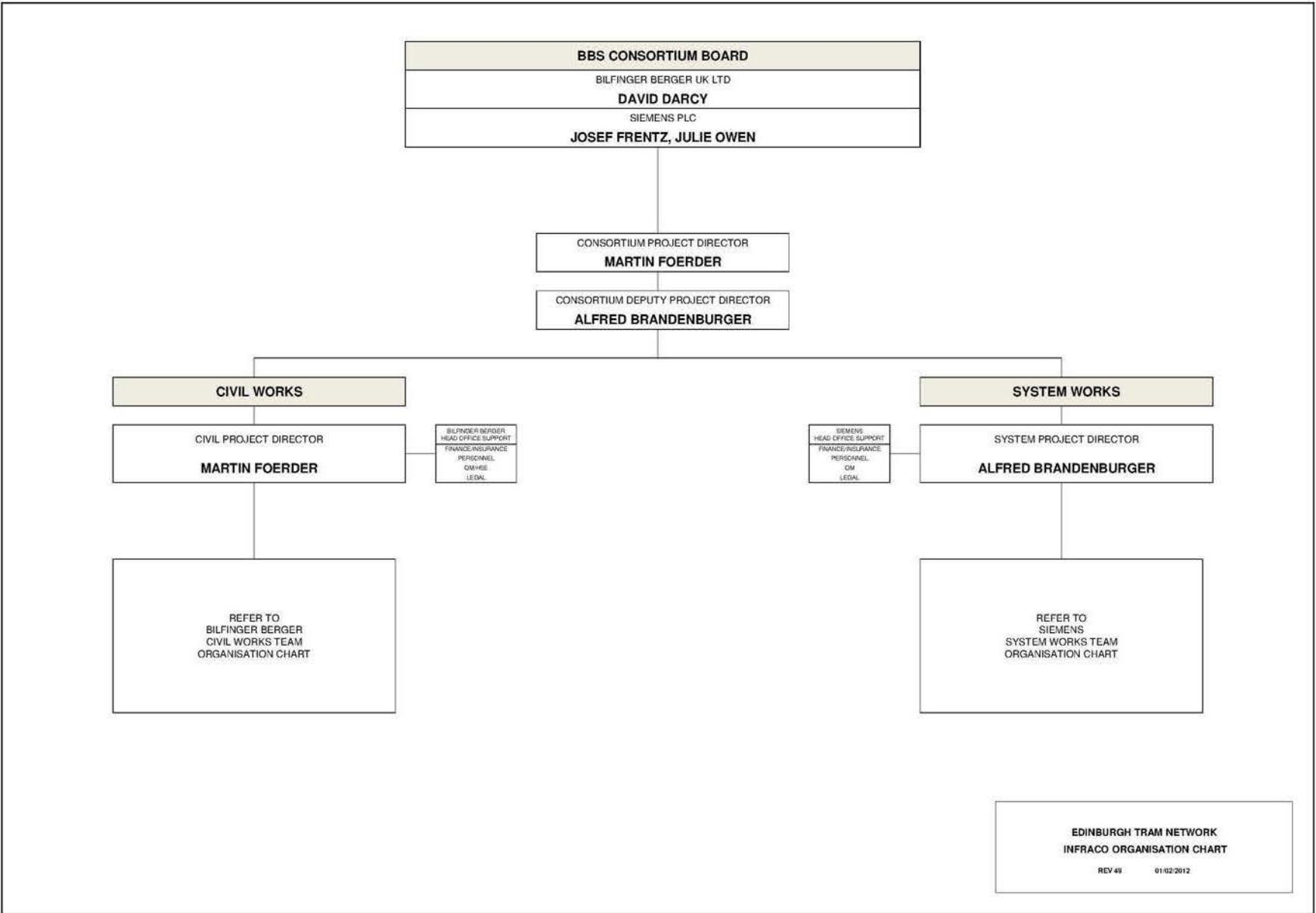


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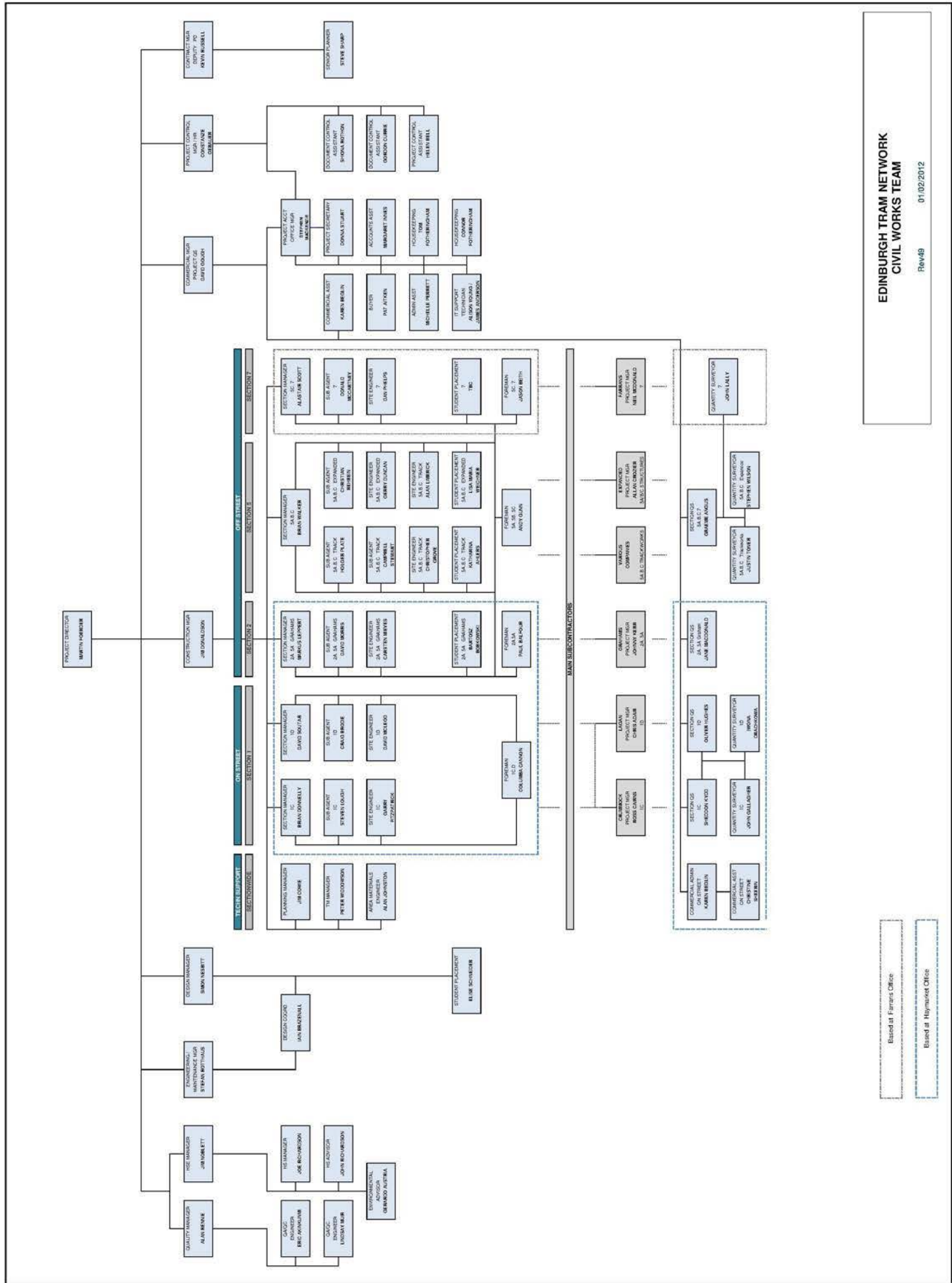
Key:

- TT Core Team
- Enabling Works (Utilities)
- Other Non Infraco
- CEC/Motts/TSS





EDINBURGH TRAM NETWORK  
INFRACO ORGANISATION CHART  
REV 49 01/02/2012



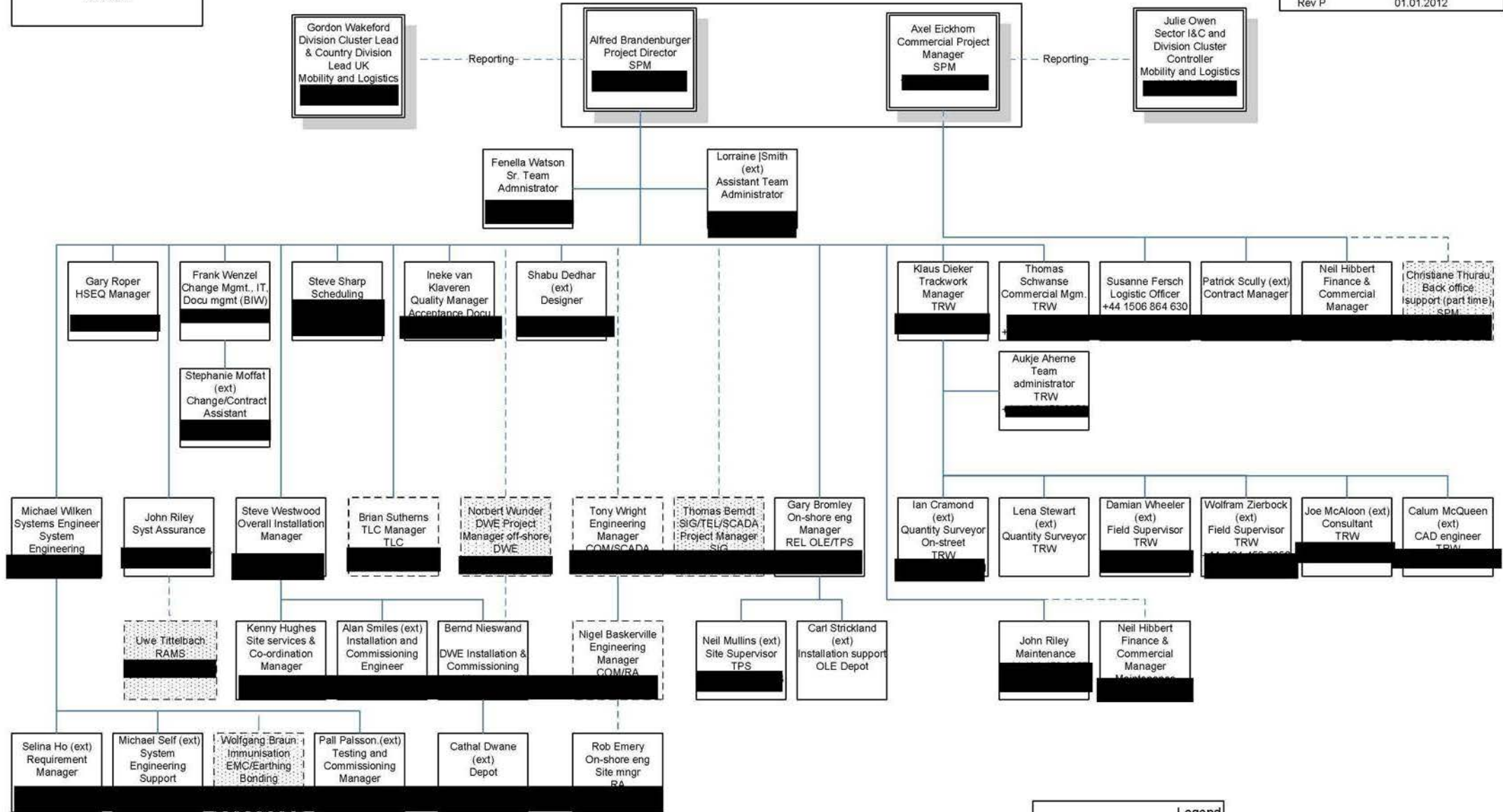
Edinburgh Tram Network  
Civil Works Team  
Rev49 01/02/2012

Based at Ferris Office  
Based at Haymarket Office

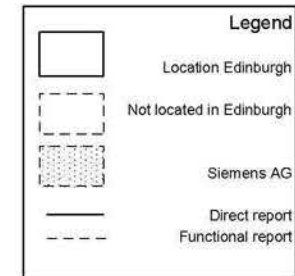
BBS Infracore Consortium Office  
9 Lochside Avenue  
Edinburgh  
EH12 9DJ

ETN – Edinburgh Tram Network

Working Chart  
Execution Phase  
SPM: Siemens Project Management  
ETN(SPMSMG&ABB#050486  
Rev P 01.01.2012



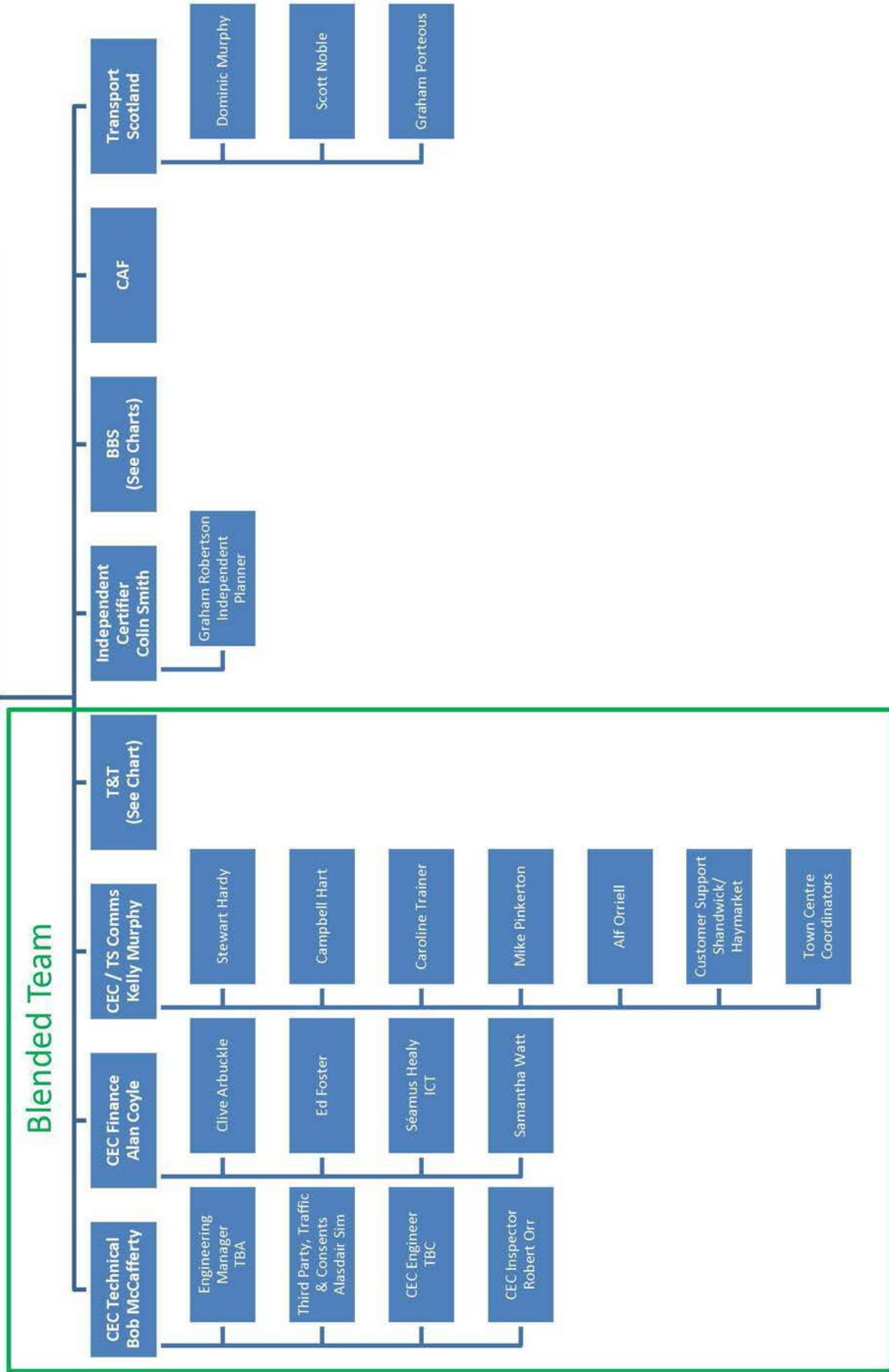
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Approved: Brandenburger  
Prepared: van Klaveren  
File: ETN(SPMSMG&ABB#050486\_P\_vsd  
Valid as of: 01.01.2012



# Joint Project Forum



# Edinburgh Trams

## Communications Strategy

February 2012

The  Partnership

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## Contents

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	B. Target Audience Communications Requirements	
	C. Tram Comms Team - Key Tasks and Tactics	
	D. Tram Comms Governance Consideration	
	E. Tram Comms Resource Considerations	



## 1. Introduction

The BIG Partnership was commissioned in November, 2011, by City of Edinburgh Council and Transport Scotland to develop recommendations on a communications strategy for the Edinburgh Tram project and also to provide interim communications support. Broadly, this work has entailed:

1. Media relations and stakeholder engagement support on an interim basis
2. Recommendations on developing a full communications strategy for the project for the medium term (up to end 2012)
3. Strategic communications support to the Tram project
4. A review of the communications structure, governance, roles and responsibilities on the project and make recommendations

This paper summarises our recommendations on finalising a robust communications strategy for 2012 and putting in place the resources required to deliver this.

### Overview:

While there has been more positive stakeholder feedback and media coverage in recent months (see separate Media Analysis report), there remains potential for negativity as impacts from current and proposed site programmes take effect. Given the previous history, there is always likely to be a residual negativity and for some audiences distrust that the project will be delivered on time and on budget.

Ultimately, the Tram Project Team will be judged against the **Overall Client Target Programme (published in December 2011)**. In short, are deadlines are being met and what are the individual programme impacts/mitigation of interest to specific audiences?

Communications is, therefore, driven by the needs of each work programme and associated traffic management. Detailed communications plans have already been produced or are required for each programme. There are nine remaining work packages detailed in the Target Programme **and additional sub plans will be developed as required** – e.g. diversions in March 2012, Leith Walk reinstatement and West End business support.

Given this requirement, communications depends on the availability and timing of detailed project information. Communications can only be effective if the project team provide timely information and effective mitigation measures are in place and maintained.

## 2. Communication objectives, strategy and tactics

The Edinburgh Tram's key communications objective can be expressed very simply:

***Update audiences regarding performance against the published programme deadlines and on major developments / milestones.***

Therefore the overriding key message to be communicated is that:

***The project is being delivered on time and on budget for completion in summer 2014.***

Supplementary messages are detailed in **Annex A** and key messages specific to work programmes are/will be included in the individual communication plans.

A more complex requirement is to ensure the specific information needs of all key audiences are met as each audience sub group has different communications needs. **See Annex B**

To meet these information needs, the Tram Comms Team undertakes numerous tasks. **See Annex C.**

A key role for the Tram Communications Team is to support the process for minimising impacts on audiences by listening and responding to feedback quickly; advising and working with the full project team to identify potential issues and develop solutions.

The communications strategy to deliver this objective is based on core tasks for the Communications Team:

- Continue to implement existing approved communication work programme action plans - continually review and update these, along with contingency plans, based on feedback.
- Develop tailored communications plans for the remaining work programmes in the same format as those completed to date – this requires the Project Team to clarify project plans/timelines/milestones (or dates when such project information will be available). Stakeholder mapping and key message workshops, informed by the Media Analysis (**see separate report**) should be organised to support this.
- Based on the completed individual plans an overall communications programme/work plan will be developed. NB a work plan based on known activities (i.e. plans developed and approved to date and known milestones) is in development.
- In developing and implementing these plans, address identified risks (See Section 3)

A range of established and proven tactics for communicating with these audiences has been developed (**see Annex C**) The most appropriate are/will be selected for each work programme and additional tactics considered.



### 3. Communication risks

There are a number of key risks that should be addressed to ensure effective communications planning and implementation:

#### **Risk 1 - Failure to meet published project deadlines**

The core requirement is to demonstrate that the project is being delivered on time and budget (based on the Overall Client Target Programme published in Dec). If there is slippage, there is a significant reputational risk to all project team members. There is, therefore, a requirement to be proactive in demonstrating when deadlines have been met and, if deadlines are not going to be met, explain the reasons why and the implications as soon as possible.

#### **Risk 2 - Insufficient advanced availability of detailed programme information**

Linked to Risk 1, there is the requirement to maximise planning and implementation time for communications activities. Since recommencement of works, the time between availability of information and implementation has been relatively short. This may continue to impact on the clarity and effectiveness of communications – for example, there is on-going negative feedback from business stakeholders that insufficient time is being provided for their business planning.

#### **Risk 3- Poor internal communications**

All members of the Trams Project Team deal with one or more key target audiences – therefore it is essential communications is co-ordinated and consistent. This requires effective internal communications by Project Team Members and across all council departments. A commitment to effective communication (i.e. meeting audience information needs and addressing related risks) is required from all team members.

#### **Risk 4 Communications Governance Procedures**

Communications governance procedures should be effective in order that communications can respond quickly to address audience feedback and do so in a co-ordinated and effective manner. The purpose and role of communications related groups needs to be clarified and recent feedback from senior business stakeholders has requested greater senior involvement in decision making at earlier stage to react to feedback and/or authorise support.

#### **Risk 5 - Insufficient communications resources**

Sufficient manpower and funding is required to undertake communications tasks. While there is a smaller communications team (compared to March 2011) the communication tasks have not reduced commensurately and important activities are being de-prioritised to focus on short-term requirements – e.g. resource available for reactive but limited proactive PR.

#### **Risk 6 - Transition to tram service operations**

The transition of communications to the tram operator must be planned and seamless – this includes clarifying branding and marketing communications responsibilities in conjunction with the operator.

## 4. Recommendations

- **Address strategic requirements** -i.e. core tasks for Tram Comms Team:
  - Continue to implement existing approved comms work programme action plans and develop communications plans for remaining work programmes and sub plans – organise stakeholder mapping and key message workshops to support this.
  - Based on outputs, Trams Comms Team should **finalise overarching plan for approval**. This will include a review and update of the current project website, supporting digital strategy, audience database and development of a proactive media plan as identified in the Media Analysis Report recommendations.
- **Monitor delivery against published dates:**- The Senior Project Team to ensure delivery against the published target dates is monitored and relevant timely information is made available to Comms Team – e.g. standing agenda item at Tram Briefing Meetings and Comms Control Meeting. (Address Risk 1)
- **Make detailed project information available earlier:** - Tram Comms Control Group to review and clarify if (detailed / timely) project information can be provided earlier to support communications planning and implementation – Tram Comms Team consider implications of outcome (Address Risk 2):
  - If, due to the nature of the project, this is not possible there may be an important educational role to explain this to audiences. This may also have greater resource implications.
  - If there is now greater potential for earlier notification, can a **general three month programme (or matrix)** be published and updated on a rolling basis (e.g. monthly)?
- **Effective internal communications:** -Tram Comms Team to ensure effective internal comms tactics are incorporated in project plans and overall plan – e.g. project newsletter (Address Risk 3).
  - Senior Project Team/Comms Control Team to obtain commitment/clarify protocols for all members to provide information required by key audiences – within timescales and to level of detail required.
- **Clarify governance:** -Tram Senior Project Team to review communications governance and clarify:
  - Communications Team structure, roles, line management, reporting and approvals process (See Annex D) to include
    - links/reporting with CEC Corporate Communications/Media Team
    - co-ordination between the two comms work streams currently reporting to Bob McCafferty – e.g. discuss reporting to comms manager, including clarifying procedure for managing complaints and FOI (Address Risk 4)



- The role/remit of existing comms related groups – in particular, Communications Control Group, Tram Business Forum and Tram Animation Group, and relationship to Tram Briefing Meeting
  - Senior responsibility for liaising with business stakeholders and reporting structure for Tram Communications Manager.
  - Tram Communications budget including future business support (e.g. Open for Business)
  - Tram Comms Manager to consider and propose for approval (subject to available resource) additional audit trail measures – e.g. updating stakeholder register (from meetings, correspondence), database/CRM management tool, Q&A notes from briefing meetings, communications element of risk register (in progress).
  - **Resources:** - Senior Project Team to review and clarify Tram Communications Team Manpower requirements (Address Risk 5):
    - Role/appointment of Tram Communications Manager
    - Increasing the communications resource to allow the team to deliver more consistent, better quality engagement across the diverse range of audiences simultaneously and manage the varying demands from stakeholder and the media (Additional manpower requirements are identified in **Annex E**):
      - Stakeholder Relationship Manager (fill vacancy)
      - Appoint full-time media relations executive to support proactive media relations activity - currently a temporary agency placement
      - (New post) Appoint a senior executive to work closely with Alf Orriell on stakeholder liaison, reporting to Tram Comms Manager e.g. peak workloads, holiday/sickness continuity)
      - Appoint full-time stakeholder executive to support Tram Communications Manager, ensure activities previously de-prioritised are progressed - currently a temporary agency placement
      - (New post) Appoint a full-time comms Exec to support team, admin and audit trail
    - Provide access to continued strategic comms support (TS role / agency support)
    - Ensure additional support can be accessed to draw down support as required during periods of peak workloads (council internal or agency).
    - Clarify role of the 3 Town Centre Co-ordinators in supporting this liaison process.
    - Senior Project Team to clarify budget resource – e.g. budget available for business support programmes (e.g. West End, York Place).
  - **Clarify communications handling with operator**- The Tram Comms Team and Senior Project Team to clarify communications handling and branding requirements with tram operator.(Address Risk 6)
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## Annex A. Key Messages

- The project is being delivered on time and on budget (for completion in summer 2014):
  - Works are being carried out in the most efficient manner to achieve best value
  - Target programme dates are subject to utility works and weather
  - Where possible, will seek to complete site work programmes ahead of schedule, remove equipment and restore sites as quickly as possible.
- Shops and businesses are open and operating as normal.
- All efforts are being made to minimise impacts – e.g. for businesses:
  - Programme updates are communicated as soon as possible to provide you with the maximum time to plan
  - £Xm (tbc) has been committed to a range of business support packages over the next year.
- Please contact the tram team/hotline (0800 328 3934) if you require further details or assistance.
- Thank you for your patience and support .
- Reinforce benefits of completed tram line - i.e. re-emphasise why doing this including economic benefits.

NB There are also key messages specific to audiences and work programmes – these are included in the individual communication plans.

## Annex B. Target audience communications requirements

Target audience	Profile	Communications requirement
<b>Public</b>		
General public (Edinburgh, outlying areas)	Interested in developments and value in spend.	Ensure aware of reasons for works and progress.
Residents	Immediate impact – living on or adjacent to tram route works or on diversion routes.	Communicate plans/impacts/solutions. Ensure and demonstrate effective mitigation (e.g. CoCP is not being breached)
Commuters	Those impacted by travelling arrangements – includes Edinburgh residents and people travelling to/working in the city.	Traffic management impacts changes, solutions, advice. Avoid putting off travelling to Edinburgh.
Representative groups	e.g. Community Councils, Resident Associations.	Briefings so that they can answer residents' questions
Special interest groups	e.g. Cycling groups (CEC Cycling Officer)	Details of impacts, changes, solutions, tailored to their information needs.
<b>Visitors</b>		
Day visitors/shoppers	Tourism and shopping (from Edinburgh and surrounding areas)	Reassure that Edinburgh is "open for business"/provides valued experience.
Tourists	Visitors – UK and international.	Explanation re why there are works sites and easily accessible advice (on arrival).
Tourism bodies/agencies	Representative groups (e.g. Tour Groups, VisitScotland, Edinburgh Tourism Action Group).	Briefing for so they can advise members/influence promotions.
<b>Business</b>		
Businesses Stakeholders	Retail, hotel, restaurant, entertainment venues impacted by tram works or traffic management. Includes national, independent and representative groups. Also their subcontractors – e.g. delivery/haulage,	Briefings re developments. Support to address potential decrease in footfall. Logistics plans required to consider deliveries and removals.
Businesses Stakeholders	Office-based businesses (i.e. where footfall is less of or not an issue).	Briefings re developments. Logistics support to address impacts on clients/customers and employees accessing properties.
Businesses Stakeholders	General representative organisations – e.g. Edinburgh	Briefings so they can advise membership.



	Chamber of Commerce, Federation of Small Businesses	
Businesses Stakeholders	Organisations with specific Third party Agreements – mainly “off-street” works running from Airport to Haymarket.	Briefing information. 1-to-1 liaison to ensure agreements are being met.
Businesses Stakeholders	Special interest groups – e.g. Taxi Working Group.	Details of impacts, changes, solutions tailored to their info needs.
<b>Other stakeholders</b>		
Political Stakeholders	Political – Ministers, MSPs, MPs, Councillors and officials. NB Often acting on behalf of/ following representation by other audiences, e.g. businesses and residents.	On-going briefings re developments (to enable response to constituents).
Marketing Stakeholders	Relevant agencies (with a stake in Edinburgh’s success) – e.g. Essential Edinburgh (BID) Marketing Edinburgh Ltd.	Work with agencies to maximise footfall in capital. Funding or supporting specific activities – e.g. events, Open for Business.
Service Provider Stakeholders	Lothian Buses Emergency services Royal Mail Network Rail	Ensure fully briefed in order to support delivery of their services – e.g. Lothian Buses requires briefings to its support staff (responding to traffic management measures) and as future operators of Trams service (e.g. addressing branding issues).
<b>Internal</b>		
Internal - Project	Project team (all members incl sub-contract staff)	Liaise to ensure appropriate input into/approval of communications plans and materials. Ensure consistency in communications.
Internal - Council	Council staff	Briefings – to help ensure consistency in communications.
<b>Media</b>		
Media – national, regional	Scotsman, Ev News and Herald BBC Scotland, STV - particular interest in the project (high profile).	Ongoing briefings and respond to enquiries.
Media – local and specialist	Other media – including local (newspaper/radio/online) and specialist.	Ongoing briefings and respond to enquiries.

## Annex C. Tram Comms Team - Key Tasks and Tactics

Role	Tasks	Examples/sample tactics
<b>Strategic / planning</b>		
Strategic comms advice	Attend relevant meetings. On-going comms advice to project team. Identify and address issues before they escalate.	Joint Project Forum (Monthly) Tram Briefing (2xWeekly) Comms Control Group (Fortnightly) Project Delivery Group (Fortnightly) Meetings/discussions as required on specific issues (ad hoc)
Comms planning - general	Attend relevant meetings. Plan, co-ordinate and prioritise comms activities. Co-ordinate, brief and monitor delivery. Ensure consistency of communications across various audience groups.	Joint Comms Meeting (Fortnightly) Comms Team Meet (Weekly)
Comms planning – milestone announcements	Developing co-ordinated comms plans for milestone announcements.	e.g. St Andrews Sq and Shandwick Place (Dec announcement) Diversions in March (Jan announcement).
Issues management	Respond to issues raised by key audiences (e.g. re meeting CoCP obligations). Provide feedback from key audiences to influence project planning.	Develop response tactics as appropriate – e.g. letter, face to face meetings etc
Traffic Management - Logistics	Attend relevant meetings. Consider implications of TM plans for target audiences and advise re phased plan to communicate. Feedback re logistics requirements. Develop logistics plans for each business.	Traffic Management Review Panel (Weekly) Business (logistics) surveys. Meet with businesses to develop logistics plans (input)
<b>Media relations</b>		
Media enquiries – reactive	Respond to media enquiries.	Frequent enquiries from key media. Liaise with CEC, partner and stakeholder media teams to ensure effective and consistent response.
Media activity - proactive	Developing and implementing plans for milestone events Developing and issuing regular	Draft, arrange approvals and issue media releases and Q&As Media photocalls/stakeholder



	“good news” stories and general updates. Media schedule.	events – e.g. Tram Depot handover (Dec).
Media monitoring	To inform strategic advice and reactive/proactive PR activities.	Review all media coverage. (supports benchmarking performance).
<b>Update/liaise with public</b>		
General/regular updates (proactive)	Update re progress - ensure general public aware of developments. In particular progress against 10 key work sites in Overall Client Target Programme.	Implement: Media relations; Social media - Twitter, Facebook; Advertising – e.g. press/radio to promote briefing events. Edinburgh Outlook (CEC newsletter); Libraries (literature).
Commuters/pedestrians	Ensure aware of latest impacts and travel solutions.	Implement: Update traffic link bulletins: Input to Twitter Roads feed and Traffic Scotland notifications; Directional signage; Literature (e.g. onboard buses, travel outlets, at bus stops)
Residents directly affected by tram works or traffic management (e.g. on or near route)	Support process linked to written notifications (min of 7 / 28 days in advance). Proactive communications (in addition to notification). Reactive communications based on response – e.g. communicate mitigation /traffic management measures and advise re response.	Implement: Letter drops/maps; Drop in sessions; 1 to 1 (other general activities to reinforce these communications – e.g. web updates, media relations)
Briefings (on-going)	On-going general briefings re works progress.	Attend Community Council Meetings/Resident Group (on request) NB Offer to attend made in on-going communication with such groups.
Reactive – respond to requests for information/complaints.	Respond based on requests for information or complaints.	Develop response tactics as appropriate – e.g. letter, face to face meetings etc. Support helpline in responding.
<b>Update/liaise with business</b>		
General/regular updates (proactive)	Update re progress - ensure general public aware of developments. In particular progress against 10 key live sections in Overall Client	Briefings – e.g. External Stakeholder Group Briefings (Monthly tbc) Briefings/updates against Overall Client Target Programme (Bi-

	Target Programme (NB are deadlines for each being met).	monthly - tbc) Stakeholder update newsletter Letter drops (updates) Business support surveys
Businesses directly affected by tram works or traffic management (e.g. on or near route)	Support process linked to written notifications (min of 28 days in advance). Proactive communications (in addition to notification). Reactive communications based on response e.g. communicate mitigation /traffic management measures and advise re response.	Implement: Briefings; Letter drops/maps; Drop in sessions; Advertising/publicity (for briefing events) 1 to 1 meetings. (other general activities to reinforce these communications – e.g. web updates, media relations)
Business support activities (i.e. drive footfall)	Develop and co-ordinate (Open for Business type) activities to drive footfall – implement direct or by working with other bodies (e.g. Marketing Edinburgh/ Essential Edinburgh). Also feed into their planned activities. Obtain business input and ensure most effective use of available budget – advise business requests and budget implications. Work with relevant groups/bodies to address identified issues.	Attend relevant meetings – e.g. Tram Animation Group (monthly). Develop specific recommendations based on budget available. Support and/or implement: Events programme; Advertising/publicity (for events); On street materials – e.g. directional signage, orientation maps for shoppers/visitors. Literature – e.g. booklets/ flyers/ maps for shoppers/visitors and arrange distribution.
Briefing business representative groups (on-going)	On-going general briefings re works progress.	Attend: Tram Business Forum (monthly) Edinburgh Chamber of Commerce Transport Group(Monthly) Others on request
Political stakeholder liaison		
MSP/Cllrs Briefings	Ensure elected representatives are briefed – support briefing process. Attend relevant meetings. Input into/draft briefing materials.	Tram All Party Oversight Group (Monthly); City Centre Elected Members Briefing (Monthly); 1 to 1 (as required); Members briefing document.
General communications		
Site visits/tours/events	Organise, co-ordinate and/or input into site visits by key audiences.	Depot opening (Dec)
Briefing materials	Production of regular information for stakeholders. Production of adhoc information (as required) Both require adapting technical	Stakeholder Newsletter (Fortnightly) Literature (e.g. flyers, posters)

	project information into plain English for target audiences.	
<b>Brand management</b>	Ensure consistency across all materials/collateral produced for Trams related communications. Undertake design/arrange production of materials as required. Liaison with Lothian Buses to agree future brand management strategy.	Brand guidelines; Signage; Literature; Online.
<b>Online content management</b>	Ensure online information is updated to meet deadlines.	Including: Edinburgh Tram website; Council website (Tram information); Stakeholder websites, e.g. Lothian Buses, Essential Edinburgh, Traffic Scotland. Third party websites e.g. media. Existing Social media feeds – Twitter and Facebook. E-newsletter linked to web (to be introduced).
<b>Complaints and FOI procedures</b>	Input as required to respond formal complaints and FOI requests. Feedback issues raised by key audiences.	Letters/correspondence 1 to 1
<b>Internal communications</b>		
<b>Town Centre Co-ordinators</b>	Ensure fully briefed. Co-ordinate their support in tram communications – includes reviewing budget allocation/spend provided by Trams – e.g. liaise re support for footfall initiatives, local signage.	TCCs Tram Update Meeting (fortnightly) Liaise with line manager (ongoing).