

Edinburgh Tram – Princes Street Roadworks Embargo

Policy and Strategy Committee

9 June 2009

1 Purpose of report

- 1.1 To consider the detailed proposals for mitigation measures and a communications plan around Tram construction works in Princes Street during the period leading up to Christmas 2009.
- 1.2 To consider the outcome of a consultation exercise being undertaken by **tie ltd** to establish whether local stakeholders would support the lifting of the August roadworks embargo to facilitate continuous construction work in the Haymarket area.

2 Main report

- 2.1 At its meeting on 12 May, 2009 Committee agreed:
 - to cancel the roadworks embargo in Princes Street to allow tram related construction work to continue through August to maximise the opportunity for the work being complete before the critical Christmas period,
 - to instruct the Director of City Development to work with **tie Ltd** to consult with local stakeholders on the possibility of maintaining work in the Haymarket area during August and,
 - to instruct the Director of City Development to report to the Policy and Strategy Committee on 9 June:
 - (i) the outcome of the Haymarket consultation and
 - (ii) the proposed communications plan and mitigation measures around the construction works and the needs of the Festival and other events.

Princes Street

- 2.2 On 29 May 2009, a stakeholder workshop was held to consider and develop a package of measures to mitigate the effects of continued Tram related work through the busy summer period. A list of the invited stakeholders is included in Appendix 1. It was recognised that the main impact would be felt by:
 - Princes Street retailers, hoteliers and their customers;

- Participants, promoters, venue operators and customers of the festivals and other events normally held in or around Princes Street;
- staff and customers of the National Galleries complex at The Mound; and
- tourists and other visitors to central Edinburgh including users of Princes Street Gardens.

It was also recognised that the effects of the tram work would continue to be felt during the Festival and beyond by commuters, and occasional local and regional visitors to the city.

2.3 The workshop was hosted by Apex Hotels Ltd and facilitated by the Council. The attending stakeholders represented the Council, major traders on each block of Princes Street, the National Galleries of Scotland, Essential Edinburgh, **tie**, festivals edinburgh and other organisations as detailed in Appendix 1.

2.4 It was agreed that mitigation measures required fell into four categories. There is considerable overlap between categories, but they comprise:

- Space Management
- Direction
- Information
- Promotion

Space Management

2.5 It is not yet possible to give a clear indication of how much of, and by when, the west end of Princes Street will be made available for pedestrian use. **tie** has undertaken to issue weekly progress reports (instead of monthly) in order to aid space management planning. Stakeholders are anxious for clarity regarding this issue.

2.6 The strategic importance of the north/south and east/west crossings at the junction of Hanover Street with the Mound was highlighted at the workshop. As well as containing the National Gallery complex, the Mound precinct is heavily used by Fringe acts and market stalls, and lies between the Princes Street Gardens pedestrian routes. The Playfair Steps form part of a convenient, pedestrian-friendly route between the High Street and the George Street venues. It is essential, therefore, that the work at the Mound / Hanover Street junction is reduced to a minimum (with at least 10 metres width required for pedestrians) and that there is appropriate on-street dressing to reduce the visual impact of the work.

2.7 Negotiations are underway with festivals edinburgh for the management of the Mound precinct area, but the Council and **tie** will be proactive in providing the best space possible.

2.8 It is estimated that the Mound MUDFA work will be completed by mid July, thus freeing up considerable space at the south end of Hanover Street and the north end of the Mound. Space from South Charlotte Street to east of Frederick Street should be released progressively by **tie** and the contractor over the coming months, and **tie** will keep the Council advised of all developments.

2.9 Stakeholders at the workshop underlined the importance of de-cluttering the city centre, for both aesthetic and health and safety reasons. The work sites must be kept as tidy as possible, with materials and tools kept, where possible, out of public view.

Street furniture should also be reduced to a minimum. **tie** have been advised of the importance of this. Operators of other construction sites in the area are also being encouraged to maintain tidy working conditions.

- 2.10 It was also agreed that the Council's cleaning regime, including the graffiti-removal programme, should be enhanced immediately before and during the festival.
- 2.11 Contingency planning will be considered as part of the site management and event planning prior to the beginning of the Festival.

Direction

- 2.12 Drivers will be directed into the city using the standard directional signs that are already in place on each of the main arterial routes. When approaching the city centre, further signage is also provided which directs drivers to specific locations of interest and off street car parks within the city centre. The car park signs also specify the number of available parking spaces within the relevant car parks.
- 2.13 Although it is not intended to provide any additional permanent directional signage for vehicles, there are variable message signs already in place along the arterial routes due to the ongoing tram works. These signs will continue to be used to convey the message that Edinburgh is open for business and leisure with the outer signs also directing drivers to use park and ride car parks before they enter the city.
- 2.14 There is also an opportunity to use the variable message signs closer to the city centre to convey specific information about the availability of on-street parking in particular key streets or areas. There are constraints on the number of characters that can be used but it should be possible to reference two or three streets or areas on each sign.
- 2.15 **tie** already has a pedestrian signing strategy in place around the tram works on Princes Street. This needs to be refreshed and replaced with additional Festival related signage at key junctions and nodes in the city centre to direct pedestrians to shops, events and attractions on and around Princes Street during the Festival. In the design process, consideration will be given to the continued use of the additional signs after the festival period and their re-use in future years.
- 2.16 It is important, however, to recognise that these additional signs may only be required in certain specific areas which are badly affected by road works, such as Princes Street. Festival goers have managed to navigate their way around Edinburgh without problems in previous years.
- 2.17 As mentioned above, the National Gallery complex is a major attraction throughout the year and it is particularly important that temporary signing arrangements recognise the variety of pedestrian access routes available.
- 2.18 A colour coding strategy was discussed in the workshops, where the 'key festival areas' would be allocated a particular colour. It was felt that this strategy will be of benefit to international visitors to the city (and negate the need for multiple languages on signs). The colour coding could also be included on any city dressing that was used in the 'key festival areas'.
- 2.19 However, any colour coding of locations would depend heavily on promotional and informative literature providing consistent and more detailed information on each area.

Information & City Promotion

- 2.20 Stakeholders have emphasised the need for a strong positive message that welcomes visitors to the city and reinforces Edinburgh's reputation as an attractive, vibrant city. *Edinburgh, City of Festivals* was a "strap line" suggested by some of the stakeholders to convey this message. *Investing in the Future* was also suggested as a message by which the tram could be unapologetically placed within the context of celebrating the city.
- 2.21 The importance of an over-arching, cohesive promotional campaign was highlighted. All the significant stakeholders should work together to provide a unified and co-ordinated message to every market audience.
- 2.22 Existing communication channels used for Festival marketing – e.g., box offices, leaflets, etc - can be shared by the City of Edinburgh Council and **tie ltd** to promote the city centre and provide navigational information. There are currently up to 250 Festival outlets that could potentially be used. *festivals edinburgh* also produces a Daily Guide, which can be used to provide up-to-date information about Tram work progress, as well as navigational information.
- 2.23 It is also intended to use the Festival Map as base map. The relevant navigational information will be added to this map, and the usual distribution outlets can be harnessed. The map will be available in a variety of formats, including an on-line version, and in a handy, pocket-sized version. Where maps in existing publications can be amended before going to print, navigational information will be added. Other formats, including a double-sided map, with one side showing detailed city centre information, and the other showing more city-wide travel routes, will be explored.
- 2.24 It was agreed at the workshop that face-to-face contact is one of the best ways of providing a first class customer experience enabling access to specific local information while presenting the city as a friendly, welcoming place. It is considered vital there be sufficient on-street and front line ambassadors available within the city to deal with the multitude of various queries that can be asked by festival goers. These ambassadors have to be adequately trained and furnished with the appropriate literature and information so they can pass information onto the public. It was also agreed that all ambassadors should be presentable, articulate, courteous and friendly.
- 2.25 In this regard, several potential sources have been identified:
- Parking Attendants
 - Environmental Wardens
 - Essential Edinburgh Staff
 - Front Liners (e.g. concierge & taxi drivers)
 - Festival Staff
- 2.26 The possibility of employing additional temporary staff was also considered, resources allowing.
- 2.27 It was agreed that ambassadors and frontline workers need to have confidence that the information they are given is accurate, clear and up-to-date. The Council should actively engage with all key city workers to ensure that they feel fully prepared to provide information when required.

- 2.28 Stakeholders also strongly favour an information toolkit: a regularly updated package of information in different media to be made available to the tourism and travel trades, and relevant service industries. This would enable the accommodation sector and other tourist outlets confidently to advise visitors, Festival-goers, etc, as to the easiest and most comfortable way to travel around the city centre.
- 2.29 This toolkit would include the Festival map, a website with navigational information, and a regular e-bulletin advising of progressive changes to Princes Street. Other electronic media are also being considered.
- 2.30 Options for using the Tram mock-up as a promotional and informational hub at one of the cleared areas of Princes Street will form part of the ongoing discussions with **tie**.
- 2.31 It was agreed that the travelling audience for information might best be accessed through transport gateways including Edinburgh Airport, Waverley, and Haymarket Stations, Edinburgh Bus Station, and the ferry terminal at Rosyth. Additional advertising to visitors travelling by train is also being investigated.

Haymarket

- 2.32 **tie Ltd** have undertaken a consultation exercise with local stakeholders concerning the proposal to suspend the August roadworks embargo in the Haymarket area. This would enable Tram-related work to continue, thereby substantially reducing the length of the construction programme.
- 2.33 There is a strong consensus that the work should be completed as quickly as possible and that a similar package of mitigation measures around Haymarket will be needed.

Events

- 2.34 The impact on events in and around Princes Street was carefully considered at the workshop. The impact on the Festival Cavalcade and the Bank of Scotland Fireworks Concert had already been recognised as “High” by the Committee at the meeting on 12 May.
- 2.35 Alternative measures for these two events have been considered. The Director of the Festival Cavalcade, in discussion with Historic Scotland and the Council, has agreed that Holyrood Park is the best of the four options examined. The event will be contained within Holyrood Park in its entirety, thus avoiding any disruption to regular traffic flow or the existing tram diversions. The Director of the Festival Cavalcade is now progressing the event through the usual Events Planning and Operations Group process, in consultation with the Council and Historic Scotland.
- 2.36 Discussions with **tie** and the contractor are still ongoing as to the extent of the disruption to the Bank of Scotland Fireworks Concert. The ticketed element of the event will be held at the Ross Bandstand and in the Gardens as usual, but it will only become clear in the latter half of June whether spectators will be able to use Princes Street. The Council will investigate other alternatives if need be, although it has already been decided to market Inverleith Park as the major free venue for families.

Timing

- 2.37 Discussions with the principal stakeholders have allowed development of the mitigation measures to begin already, and this work will continue until the start of the

Festival, though some measures will be in place much earlier. It has been agreed with **tie** that temporary signing should be in place by the end of July. It was agreed at the workshop that the temporary signs should remain on site until Tram-related construction work in Princes Street and at Haymarket is complete.

3 Financial Implications

- 3.1 Allowing the tram construction work to continue during the proposed August embargo has created opportunities to reduce the overall project costs.
- 3.2 The total cost of the measures will be contained within the Council's revenue budget, within those of key stakeholders and, where appropriate, contributions in kind.

4 Environmental Impact

- 4.1 There are no adverse environmental impacts arising from the report.

5 Equalities

- 5.1 There are no adverse equalities impacts arising from this report. The proposed mitigation measures will recognise the requirements of people with disabilities.

6 Recommendations

- 6.1 It is recommended that Committee:
 - a) agrees the principle of the package of mitigation measures and the associated draft communications plan outlined in this report;
 - b) recommends that the roadworks embargo for Haymarket be cancelled to allow tram related construction work to continue through August to maximise the opportunity for the work being complete before the critical Christmas period;
 - c) instructs the Director of City Development to report to future meetings of the Tram Sub-Committee with a 'lessons learned' exercise, details about the progress of tram construction work and the financial implications of the mitigation measures.



Dave Anderson
Director of City Development

Appendices	Appendix 1: List of stakeholders invited to the 29 May workshop Appendix 2: Draft communications plan
Contact/tel/e-mail	Lynda Haughney Tel: [REDACTED] lynda.haughney@edinburgh.gov.uk
Wards affected	Ward 11 – City Centre
Single Outcome Agreement	Supports National Outcome 1 – ‘We live in a Scotland that is the most attractive place for doing business in Europe’.
Background Papers	None

Appendix 1 – List of Invitee Stakeholders, by workshop category.

Tram Mitigation Workshop
Friday 29 May 2009, 8:30 to 12:00
Euro Suite, APEX European, Haymarket, Edinburgh

Information Sub Group

Lynn McMath	Communications Officer	City of Edinburgh Council
Ian Campbell	Customer Service Manager	John Lewis
Gordon Christie		Tie Ltd
James Fraser	General Manager	Mount Royal Hotel
Lynda Haughney	Professional Officer	Transport
Faith Liddell	Director	festivals edinburgh
Robert Winter	Centre Manager	Princes Mall, Edinburgh

Promotion Sub Group

Greg Ward	Head of Service (Economic Development)	City of Edinburgh Council
Sara Dunbar	Communications Officer	Corporate Services – Communications
Richard Jeffrey	Chief Executive	Tie Ltd
Matt Norbury	Consultant	Essential Edinburgh
or Lisa Dransfield	Head of Communications	Essential Edinburgh
Martin Reynolds,	Marketing Manager	festivals edinburgh
Graeme Russell	Business Co-ordinator	Leith Walk & West End
Norman Springford	Chief Executive	Apex Hotels
Lyndsey Robertson	Arts Manager (Culture & Sport)	City of Edinburgh Council
Jackie Westbrook	Marketing & Communications Director	Edinburgh International Festival

Space Management Sub Group

Marshall Poulton	Head of Service (Transport)	City of Edinburgh Council
Tom Campbell	Chief Executive	Essential Edinburgh
Michael Clarke	Director	National Gallery of Scotland
Ian Elder	Manager	Frasers (West End)
Kath Mainland	CEO	Edinburgh Fringe
John McNeill	Senior Building Standards Surveyor	City Development – Contingency Planning
Pippa Milne	Head of Service (Waste Services)	City of Edinburgh Council
Colin Neil		Tie Ltd
Paula Sharp	Store Manager	Marks & Spencer

Direction Sub Group

Isabell Reid	Head of Service (Communications)	City of Edinburgh Council
Andrew Coulton	Administrative Director	Edinburgh International Book Festival
Robert Galbraith	Head of Estates	National Gallery of Scotland
Gavin Graham	Parking Contract Manager	City of Edinburgh Council
Karl Ivanov	Professional Officer (Transport)	City of Edinburgh Council
Ross Lockhart	Store Manager	Debenhams
Joshua Miller	Director	Charlie Miller Hairdressing Ltd
Mike Penny	Neighbourhood Mgr. (City Centre)	City of Edinburgh Council

Floating Facilitators

Ritchie Somerville	Projects Manager	City of Edinburgh Council
John Jenkins	Business Manager	City of Edinburgh Council

Appendix 2: Draft communications plan

Background

This spring a communications campaign was carried out to inform residents and visitors that traffic was being diverted from Princes Street until November while tram tracks are laid on Princes Street. The aim of the campaign was to ensure that traffic flowed smoothly when the diversions were put in place and that people were able to find the new bus stops on George Street with ease. The campaign also sent out a strong message encouraging people to come and shop, eat, drink and visit the attractions in the city centre.

The tagline for the campaign was 'Get into Edinburgh during the tram works'. The proposal is to revamp this campaign and target it at visitors to Edinburgh's Festivals during August and September.

The Summer Festivals are best placed to help communicate with their vast audience; and offer cost effective mechanisms to disseminate navigation information and key messages about the project. The City of Edinburgh Council and Festivals Edinburgh have worked together to produce this proposed communications plan, which suggests using existing mechanisms where appropriate.

Target market

The main target market would be pedestrians in the city centre but we would also aim to target those people travelling by road, air, sea, rail and by bus into the city.

Key messages

The proposed tagline for the campaign is 'Enjoy the Festivals during the tram works'. The proposed focus is to ensure that visitors and residents are very clear about how to navigate their way around the tram works. It is essential that visitors and residents have a pleasurable experience while shopping, going to festival venues and other visitor attractions, regardless of the ongoing tram works this summer.

This document set out a proposed communications plan.

Festivals map and Daily Guide

- The Official Edinburgh Festivals Map (current print run 150k) should be redesigned to incorporate notice of road closures, navigation advice, and key project messages. Two versions could be printed (one mid-July, one mid-August) to accommodate last-minute changes to tram works. The print run and distribution would be significantly increased to ensure saturation. The goal would be to distribute it with every ticket posted; and at every venue.

- The Official Edinburgh Festivals Daily Guide is the only official listings supplement and distributed at all major Festival venues. It is also the only printed vehicle that could accommodate daily updates on tram work effects.

Advertising campaign

- A local/point of entry marketing plan to ensure that the city is positively promoted yet practical issues/measures are effectively communicated. This would include racking or hand-to-hand distribution of the above at key outlets. An advertising schedule would also be produced to communicate messages in the city centre and major transport hubs such as Edinburgh Airport, Waverley Station and the bus station. The Edinburgh Trams project is currently investigating taking a permanent stand/presence at Edinburgh Airport to promote the tram brand which could be utilised. Advertising would also be placed on trains which use major routes coming into Edinburgh
- The Inspiring Capital Team is looking to run a Bluetooth technology pilot with a company called Optima Value. This will involve locating around 12 boxes in key locations around the city including Edinburgh Airport, Waverley, Haymarket, bus station etc. They would also be located in the city centre, Princes St, George St and the Royal Mile. There is potential for this campaign to become a partner in the pilot to send key messages to the public via text messaging.

Tram mock-up

- Situated on Princes Street and could be used as an information centre to distribute marketing and information materials containing key navigational and promotional information. Staff also fully briefed to offer advice to visitors on finding their way around the city centre.

Media Relations

- Propose a corporate communications group (Festivals, tie Ltd and the Council/DEMA) to meet regularly in the run up to August to agree messages and reputation management. A coordinated approach required to ensure the tram project does not become a major Festival story for visiting media.
- Media briefing/news release to be issued jointly at the start of the Festival giving positive key messages about measures put in place to ensure people enjoy the Festivals.
- Include tram project briefing notes and releases in all Festival press packs.

Promotional events

- Opportunity to speak at the Joint Festivals Frontliners Familiarisation Event (for hoteliers, B&B owners, taxi drivers). Opportunity to address public facing people who will play a major role in reputation management with summer visitors.

Websites

- Important public notice information about navigating in the city as well as promotional key messages would be posted the Council and Edinburgh Trams websites. The Joint Festival website and each of the individual festival websites would also host this information (2 million visits across the websites every August).

Stakeholder communications

- An email would be sent out to stakeholders to inform them of the measures we are taking to mitigate against the tram works during the festivals.

Internal Communications

- Use the Orb and Magnet extra etc to ensure staff are fully informed of navigational information and promotional key messages.

Signage

- Promotional and navigational signage should be high quality to ensure we give the right image to visitors.
- VMS signs used for key messages

Other communications

- Depending on what measures we decide to implement there may be other communications required to reinforce our message.