

Minutes of the Community Councils Together on Trams/Trams Team meeting, held at 200 Bonnington Road on Thursday 1st August 2019 at 5:30pm

Actions and decisions are RED ITALIC UNDERLINED SMALLCAPS.

1 Abbreviations

CCTT	Community Councils Together on Trams	LW	Leith Walk
CEC	City of Edinburgh Council	NTBCC	New Town & Broughton CC
CPZ	controlled parking zone	SFN	Sacyr Farrans Neopul
CS	Constitution St	SPC	swept-path contract
ECI	early contractor involvement	LLCC	Leith Links Community Council
ISC	infrastructure and systems contract	TAPOG*	CEC's tram all-party oversight group
LCCC	Leith Central CC	TN	Trams to Newhaven
LHNCC	Leith Harbour & Newhaven CC	TTRO	temporary traffic regulation order
LLCC	Leith Links CC	TT	trams team

*TAPOG is CEC's leader and vice-leader, CEC's transport convenor and vice-convenor, and transport spokespersons from each party represented on CEC

Other abbreviations are attendees' initials.

2 Welcome, introductions

2.a Attendance

Angus Hardie	CCTT/LL CC	Harald Tobermann	CCTT/LCCC
Jennifer Marlborough	CCTT/LHNCC	Bruce Ryan	CCTT minutes secretary
Andrew Mackenzie	CCTT/LLCC	Chris Wilson	CEC
Alan McIntosh	Broughton Spurtle		

2.b Apologies

Rob Leech TT/TN project | Darren Wraight TT/CEC

3 Branding presentation

C Wilson reiterated how TT developed its corporate branding, specifically the Trams to Newhaven (TN) logo:



See previous meeting's minutes for details of the thoughts behind this. CW also showed relevant variants, e.g. a version for use on dark backgrounds. He also noted that branding would also always include Edinburgh Council's logo, and the contractors' logos.

CW noted that this branding will be used during construction. When operating, trams will have Edinburgh Trams branding.

H Tobermann noted his approval of this branding. He asked whether this branding would be on all tram work-sites, including those away from the main route. He stated that this is necessary so people can easily understand whether a site is connected with TN, and hence where to target complaints and queries. CW confirmed that this TN branding will be used wherever TN work takes place.

3.a Campaign element that looks to reflect Leith

CW showed various potential design ideas for the campaign element. The aim is to recognise the special nature, local pride artistic and cultural and diversity of Leith. He noted his experience of these since moving to Leith, and how these are reflected in the styles used by businesses and organisations in Leith.

3.b CCTT feedback

This included

- The lines on the TN logo might be seen as a cardiogram trace.
- A cartoon of a person in a wheelchair off the tram might implied that disabled people are not welcome on trams.
- A cartoon of cyclist cycling towards an tram might have similar implications.
- There were concerns about use of 'sunshine on Leith' and 'Persevere', such as the latter being possibly cultural appropriation, and the former being hackneyed.
- Local artists and school-children could be invited to comment.
- The route passes through NTBCC and LCCC's areas. All of NTBCC's area is outwith Leith, and half of LCCC's area is outwith Leith. Hence focussing on Leith may well be been seen as inappropriate by residents and businesses in these areas. The same may be true of Newhaven.
- Cartoons, humour and entertainment are inappropriate. TN should concentrate on clear communication of information, and hence on legibility and clarity. This should also be reflected in the choice of fonts: handwriting fonts are hard to read at distances; use of ALL-CAPS is questionable.
- There should be clarity around which materials these design ideas are used.

- It is difficult to mentally parse the domain-name *tramstonewhaven* as meaning *trams to Newhaven*. Use of underscores may help, e.g. *trams_to_newhaven*. However, this may be obscured by underlines, e.g. [trams to newhaven.com](https://trams.to.newhaven.com).
- Pictograms to communicate facts do work, and will be helpful for people who do not speak English.
- When is the message 'come to Leith'? This implies that the point of the trams is to take people to Leith, not take people in other directions. Instead the message should be 'here is the new, improved transport system' or that such a thing is on the way.
 - CW responded that part of the point is to say that Leith is still open for business during construction, so people can come to Leith, and that businesses had requested communication that they remain open while LW is closed.
 - However, CCTT responded that apart from a very few shops, footfall in Leith is predominantly from Leithers. (This is not necessarily true of bars and restaurants.
- Given that the aim is to communicate that businesses are open, why not repeat their logos and branding on fencing to show that 'business X is still open, right here'?
- Alternatively, if individual signs are impractical, why not use maps for each stretch, as is done on Rose St.
 - These would also use business' branding, so long as this remains legible.
- Diversity of fonts cannot be taken to mean diversity of businesses or people – instead it could easily be just a visual mess. Hence why not simply use the fonts on the logo?
- What is the audience? Is it people who are already in the area, or people who live elsewhere, to attract these to Leith?
- Could signage be used to present the idea that a whole route is being constructed? (People will just see a 'mess' of things happening where they are.
- There should be maps at regular intervals, showing the whole route and 'you are here'.
- Is the communication with pedestrians or with drivers? If the former, how are the latter catered for?
- There should also be communication of what is happening when at regular intervals.

4 Channels to communicate any changes to the published plans

4.a Resources

CW noted that the project's charter – signed by the senior management – talks about its scope, health and safety, pride in the project, transparency and accountability. This calls for communication that reflects the project charter, is open and transparent, is targeted, is timely, is consistent and accurate, is two-way and based on a 'one-team' approach.

Hence there will be

- face-to-face communication, via logistics hubs with very well trained staff on the street
 - This adds to local employment opportunities.
 - It was suggested that such people are clearly 'labelled' as being 'here to help'.
- meet the team events
- tram information-points
- direct mail
- a contact centre, contactable via phone and social media (8am to 8pm, 7 days per week)
 - probably Twitter and Instagram
- use of email/newsletter
- website
 - It was suggested that the TN website has contact details for senior staff.
 - CW responded that having a single email address for the project means that all incoming emails will go into the triage system.
 - CCTT suggested that the website should state who the senior team-members are.
 - The TN website will be part of the new CEC website. (CCTT is concerned that this will lead to lapses, and hence the TN website should be hosted elsewhere.)
- construction site hoardings
- adverts
- press and media-handling.

The resources to deliver the above are

- a dedicated stakeholder team comprising CEC and contractor staff (CW [manager], two staff from SFN, one from Morrisons, one from Turner Townsend and one from Anturas)
- centralised CEC support
- a contact centre
- logistic hubs and on-street support
- TN's website

It was suggested that communications should be in the languages used by people on the route. Even though CEC has a 'happy to translate' policy, how can people who cannot read English know offers these services?

CCTT generally approved of the above, but were concerned about how well it would work. CCTT noted a scenario that would test the systems, and hence needed the systems to be ready for it at all times:

- If the construction period needed to be extended significantly.
 - CW responded that thanks to co-location of TN staff, and lessons learnt from the original trams project, they would be ready. Such communication would be timely, clear, explanatory, and be appropriately contrite.

CCTT stated that facts should never be hidden due to commercial confidentiality. Instead, communications should clearly state why undesirable things, e.g. extended construction period or significantly increased costs, were necessary. Fine detail of extra costs would not be necessary in these circumstances. See also section 4b below

Training of staff for face-to-face communication will focus on staff being courteous ambassadors for the project, following the lead in the project charter. There will be a clear recruitment process, and clear guidance on where to get information to answer public queries.

- It was suggested that TN builds on the professionalism of the current tram staff, which had made a 'huge difference' to how the trams are perceived.
 - CW responded that Edinburgh Trams will be part of the training process.
 - The staff will be in post in advance of the start of construction: the exact date will be determined as part of the ECI process. Details should be available by the time of the next CCTT/TT meeting.
 - There was discussion of the St James/Picardy Place work.

4.b Triage/feedback/progress mechanisms

Concerning communication, it was noted that the *Spurtle* has a very responsive, focussed team and website. The *Spurtle* and its readers would be interested in news about small areas that other media might not at short notice.

ACTION: CW AND THE SPURTLE TO MEET SEPARATELY ABOUT COMMUNICATIONS

It was noted that NTBCC, LCCC and LHNCC have website maintained by B Ryan. He stated that the best way to get news on these websites was for TT to send a paragraph outlining each news item, containing a link to the full detail on the TN website, and specifying which CC website(s) these were to go on.

ACTION: BR TO SUPPLY CW WITH HIS CC EMAIL ADDRESSES.

ACTION: CW TO BUILD SUCH COMMS INTO HIS WORKING METHODS.

There was discussion of CW's role as TN proceeds: he is attending more and more meetings to learn what needs to be communicated.

There was discussion of the need for Lothian Buses to communicate TN-related route changes (currently hidden behind 'commercial confidentiality') to the public and to its drivers, so there is consistency between what is on LB's website and Twitter feed, and what drivers tell the public.

ACTION: CW TO PASS THIS ON TO LB

There was discussion of how queries related to TN would be handled, e.g. bins not being emptied because TN work hindered access.

- CCTT emphasised that bin-concerns need to be handled very well, suggesting from experience of the original tram project that these are very likely, and that queries about them had disappeared into a 'black hole'. CCTT noted examples of lapses in waste-collection that are already occurring.
 - CW responded that TN's 'eyes and ears' will be primed to notice and handle such situations. TN is currently planning exactly how such queries will be handled, but TN's expectation is that its contact centre will triage such queries so that they go to the right destination, and are handled appropriately and in a timely manner. (This will also apply to TN-related queries arriving at the normal CEC contact centre.)
 - CW confirmed that the stakeholder team outlined previously is responsible for communications with the many thousands of people living along the route, but added that other TN staff would also have very important comms roles.
 - Hence TN 'street-staff' will receive daily briefings, building on SFN's experience of such comms.
 - CW outlined how concerns arriving via <https://www.fixmystreet.com> are handled by CEC. Currently this involves manual triage of such queries, but CW is exploring how this can be improved.
 - CCTT noted that FixMyStreet provides feedback, and suggested that CEC/TN implements such a system.
 - BR noted that Edinburgh Napier University has students who might be able to contribute to development of this.

ACTION: BR TO PASS ON RELEVANT CONTACT DETAILS TO CW

5 Information-share

CW noted that there was a 'meet the buyer event' on 30 July, attended by 150 people.

CW noted that analysis of 227 responses to the trader survey is in progress.

CW noted that that TN is applying to the Sheriff Court for permission to exhume bodies as part of construction work that involves South Leith Parish Church's graveyard wall. This information will go on TN's website and be sent to its mailing list next week.

- BR noted that the information CW presented was precisely the sort of news that should be disseminated via the *Spurtle* and CC websites: short informative paragraphs, including a contact email address.