

# Transport and Environment Committee

10.00am, Thursday, 12 October 2023

## St James Quarter – Introduction of an Experimental Traffic Regulation Order

Executive/routine  
Wards

Executive  
11 – City Centre

### 1. Recommendations

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- 1.1 It is recommended that Transport and Environment Committee approve the commencement of the statutory procedures for an Experimental Traffic Regulation Order (ETRO) as detailed in Appendix 3.

**Paul Lawrence**

Executive Director of Place

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## St James Quarter – Introduction of an Experimental Traffic Regulation Order

### 2. Executive Summary

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- 2.1 This report seeks approval to commence the statutory procedures to make an Experimental Traffic Regulation Order (ETRO), necessitated by the St James Quarter regeneration project as described in this report.

### 3. Background

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- 3.1 The road works in and around the St James Quarter that were funded by the Growth Accelerator Model (GAM) Agreement and delivered by the developer, Nuveen, were completed in June 2023. The development necessitated that these roads be re-aligned, reprofiled and resurfaced.
- 3.2 During the execution of the works there was a Temporary Traffic Regulation Order (TTRO) in place for the purpose of enabling construction work. The TTRO will end on completion of the fitting out of the W Hotel and residential units within the development.
- 3.3 The road works have all now been completed and the final section was handed over in June 2023.

### 4. Main report

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- 4.1 Following completion of the road works and in preparation for the completion of the W Hotel and residential units, there is a technical matter to resolve in terms of permitting vehicles to enter the Elder Street in order to gain access to St James Square without detrimentally impacting road safety and both pedestrian and cyclist enjoyment of the area of public realm (for further context please refer to Appendix 1).
- 4.2 The Council has been actively liaising with the developer to establish whether vehicles could be safely permitted in the Square, with access control required at the head of Elder Street to provide this safely.

## **Simulation Exercise**

- 4.3 The developer arranged a “simulation” drive through of the Square with both taxis and executive coaches with Council officers and advisors present. On conclusion of this, the Council highlighted that it was willing to consider controlled access to the Square, conditional on the developer satisfactorily addressing the observations arising from the simulation exercise. The observations being, that the square is designed primarily as a pedestrian environment and that there is limited room available for vehicular movements without giving rise to conflict with pedestrians and cyclists. The developer was advised that careful consideration needed to be given to the size of vehicles permitted to enter the square, the number of vehicles that could be in the square at any one time, and the arrangements that would need to be in place to safely manage the square in the interests of all users.
- 4.4 A proposal for a controlled entry point using mechanical bollards with a limit of two taxis in the Square at any one time or one executive coach has now been received. The bollards would be operated in line with an agreed Standard Operating Procedure (SOP) (Appendix 4). Council officers are supportive of this proposal subject to specific conditions being complied with.

## **Experimental Traffic Regulation Order (ETRO)**

- 4.5 To understand fully the effect of enabling vehicle access through Elder Street (South) to St James Square, it is proposed to promote an ETRO, covering Elder Street (South) (providing vehicular access to the new St James Square) to enable the developer and the Council to understand the impacts of this.
- 4.6 The SOP for managing and controlling vehicles into the Square has now been received. This, and the underpinning risk assessment, are considered by Council officers to be comprehensive.

## **5. Next Steps**

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- 5.1 If the recommendations are approved, the Council will commence the legal procedures required to make the ETRO and will endeavour to make this effective before the W Hotel opens in November 2023. It is accepted that this may not be practicable; and
- 5.2 The effectiveness of the ETRO will be monitored using the management suite in the St James Quarter, which includes multiple CCTV cameras specifically covering the Square. An initial review will take place two months after the W Hotel opens, followed by another review four months later (for details for the proposed monitoring please refer to Appendix 2).

## **6. Financial impact**

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- 6.1 The capital works have been funded through a GAM Agreement that enabled the St James Quarter regeneration. This includes the cost of preparing the necessary drawings to support the ETRO.
- 6.2 Typical costs associated with the statutory procedures to make the necessary orders are estimated at £12,000 to £15,000 per package.

## **7. Equality and Poverty Impact**

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- 7.1 Statutory consultation will be carried out as part of the legal ETRO process. This will give any interested parties the opportunity to submit formally any comments or objections to the promoted orders to the Council.
- 7.2 Extensive stakeholder engagement and public information events were held as part of the planning process for the St James Quarter, consequently there is an awareness of the planned changes which will assist in the statutory consultation.

## **8. Climate and Nature Emergency Implications**

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- 8.1 None.

## **9. Risk, policy, compliance, governance and community impact**

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- 9.1 Significant consultation was undertaken with the community around the changes to the Picardy Place junction and surrounding streets to inform the final design that has been implemented. Statutory consultation will be carried out as part of the ETRO procedures.
- 9.2 The developer has prepared a comprehensive risk assessment demonstrating that permitting vehicles to enter the Square would not result in a safety risk to pedestrians and cyclists.
- 9.3 The developer also provided a comprehensive SOP on 4 September 2023. If the Committee approves this report's recommendations, it may not be practicable to promote the ETRO and make the order before the W hotel opens. In this instance, the bollards at the head of Elder Street will remain in an 'up' position (except for access for maintenance and emergency vehicles) until such time that the ETRO is effective.

## **10. Background reading/external references**

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- 10.1 None

## 11. Appendices

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- 11.1 Appendix 1: Controlled vehicular access to service W Hotel.
- 11.2 Appendix 2: ETRO – monitoring the effectiveness of the Order.
- 11.3 Appendix 3: Proposed amendments to traffic and Redetermination Orders.
- 11.4 Appendix 4: Standard Operating Procedure.
- 11.5 Appendix 5: Drawings.

## **Appendix 1: Controlled vehicular access to service W Hotel**

The Developer is seeking the Council's endorsement to allow taxis and executive coaches ('permitted vehicles') into the Square to service patrons who are resident in the W Hotel, which main entrance fronts onto the Square. This provision is in addition to the access afforded from the St James Quarter's extensive underground car park.

The discussions over whether to allow permitted vehicles into the Square have been extensive, with the Council consistently maintaining the position that the Developer is required to demonstrate that it would be both safe and legally enforceable to control vehicular access to the Square.

The Developer in their submission on 21<sup>st</sup> December 2021 titled 'Access to SJS – Final' stated the following:

*'St James Square will be a lively space between Leith Street and Elder Street which will include the principal entrance to the new 5-star W Hotel, outside seating areas, the refurbished listed building at 27-31 James Craig Walk with hotel rooms on the upper levels and shops/restaurants on the lower levels, and the residential tenement building.*

*The square has been designed to be principally a pedestrian space and an area where people can sit and linger. There will be a pedestrian and cycle route between Leith St and Elder St, and it is also a designated route for emergency vehicles. The finishes are appropriate for a high-quality public area with granite paving throughout the square and roads.'*

The principal and consistent concern of the Council and of Jacobs was for the Developer to demonstrate that, in accepting that vehicles can enter the Square, this would not result in a safety risk to pedestrians and cyclists passing through or dwelling in the Square.

The onus rested with the Developer to produce the justification, which was proving difficult to do based on a desktop exercise alone. The Council and Developer agreed that the most practical way to overcome the impasse was to undertake a vehicle simulation in the Square.

Due to construction delays the Square was not sufficiently completed to allow the drive through simulation to occur until 28<sup>th</sup> July 2022, approximately one year after the St James Quarter opened for trading.

The outcome of the simulation exercise was that, subject to certain conditions being satisfactorily addressed, the Council officers were willing to support limited vehicular access to the Square. The requirements that the Developer was requested to satisfactorily address were notified to the Developer on 16 August 2022.

A workshop occurred on 19 January 2023, following which the Developer issued a qualified response to the queries raised in August 2022, and promoting the adoption of an Experimental Traffic Regulation Order (ETRO).

This response was reviewed by the Council and Jacobs, and further feedback was provided to the Developer. It was proposed to limit access to two taxis at any one time in the Square. If an executive coach requires access, there should be no other vehicles in the Square.

This was followed by various exchanges culminating in Council officers on 31 March 2023 authorising notifying the Developer that they would, in principle, support promoting an ETRO, subject to the Developer providing a detailed vehicle management plan (*which is subsequently referred to as a Standard Operating Procedure [‘SOP’]*) combined with a strict monitoring and review process in place.

It was made clear to the Developer that acceptance of their proposals was conditional on the Transport and Environment Committee’s endorsement, with the original intention being to take the matter to the 15 June 2023 Committee meeting.

The objective was to secure the Committee’s authorisation to commencing the statutory processes to allow all the traffic orders to be made and effective before the W Hotel opened in November 2023.

Unfortunately, an acceptable SOP was not available until 4 September 2023, and the earliest available Committee meeting was 12 October 2023.

If the proposals are agreed by Committee, the further challenge remains that processing the ETRO for access to the Square may not be made and effective before the W Hotel opens. In these circumstances, given the concerns over the potential conflict between pedestrians, cyclists, and vehicles, the proposed position is that until the ETRO is effective, vehicles requiring access to the W Hotel should not be permitted into the Square.

Prior to the ETRO coming into effect the Council and St James Quarter’s Centre Management Team will develop a detailed scope for the monitoring of the activities within the Square with a process for recording any ‘near misses’ etc. As part of this discussion, the parameters will be agreed as to determining the success or not of the ETRO.

A secondary but important issue is the escalation steps to be taken by the Centre Management Team should either a licensed taxi, private hire vehicle or executive coach fail to comply with the SOP requirements. Liaison will take place with the Council’s Licensing service to establish the measures that can be taken to sanction the offending driver and whether or their access to the Square can be banned.

#### Supplementary Information

Once the conveyancing process is completed the Council will take title to the Square (but not the buildings beneath it) with the area being long leased back to the Developer. The Council, as Landlord, has the right under the lease to approve activities that fall outside the Permitted Use, which is primarily for hosting events.

Based on external legal advice, vehicular access to the Square is not a Permitted Use, consequently the Developer, as Tenant, will need to seek the Council’s permission for this use. This consent will be granted on the condition of ongoing compliance with the SOP. As such, should the ETRO be agreed and the subsequently convert into a TRO, the Council (as Landlord) will retain a level of control over how the Square is managed.

In addition, the maintenance of the square will be the responsibility of the Developer and not at cost to the Council.

## **Appendix 2: ETRO – monitoring the effectiveness of the Order**

The St James Quarter is covered by an extensive number of cameras, with the CCTV installation recorded and monitored in their 24/7 Centre Management suite. The Developer have advised that there are 18 cameras covering the Square and its approach routes.

Prior to the W Hotel opening SWECO ('the Developer's Representative') and Jacobs, representing the Council, will agree a detailed methodology for measuring and assessing the effectiveness of the standard operating procedure ('SOP') to allow an opinion to be formed as to whether controlled access to the Square can be made permanent or not.

To remove subjectivity from determining whether the ETRO is deemed to be a success or not, the consultants, in consultation with both the Developer and the Council, will pre-agree the empirical thresholds on which the various measurements of success will be judged.

The anticipation is that monitoring will cover, but not limited to, the following factors:

1. Compliance with the numbers of vehicles in the Square at any one time (i.e., only two taxis or one executive coach).
2. Tracking of the permitted vehicles within the following the designated circulation route.
3. Manoeuvring of vehicles at the entrance to the W Hotel to ascertain whether there is any encroachment into the pedestrian desire lines for either entering or exiting the St James Quarter at both Level 3 and 4.
4. Recording pedestrian flows and headcounts, including identification of their desire lines both into and out of the mall and through the Square, including the approaches from James Craig Walk and Elder Street.
5. Review of the Centre Management Team's records of any recorded accidents and 'near misses' within the Square.
6. The extent of the vehicles queuing at the bollards at the head of Elder Street, assessing the effectiveness of the management of the vehicles' access into the Square.
7. The management of vehicles which have been denied access to the Square, assessing the effectiveness of the manoeuvre with specific reference any encroachment onto the pedestrian's and cyclists' routes.
8. Liaise with the local residents to seek their views on the impact of the taxis' operation to ascertain any specific impact on access to their properties.
9. If during the period of monitoring there is an event held in the Square, review the effectiveness of the W Hotel relying on the use of the underground car park only.

To achieve the above the following data will need to be recorded and reviewed:

- Number of vehicles entering the Square
- Number of rejected vehicles
- Queue lengths on Elder Street
- Pedestrian volumes in the Square
- Cycle volumes in the Square
- Record of any accidents or near misses

- Record of times/dates if the bollards fail
- Watch CCTV of how rejected vehicles are handled
- Watch CCTV of how vehicles traverse the Square), checking how close vehicles interact with stationary objects, pedestrians, and cyclists

With respect to the selection of the specific days and times when the CCTV recordings will be monitored, these will be randomly selected by the Council's representative thereby ensuring impartiality of the measurements.

In the case of recorded incidents within the Square, including near misses, whatever the cause these are to be forwarded to the Council's representative with 48 hours of the incident occurring.

It is proposed that two months following the ETRO becoming effective a detailed review of the Square's operation a joint review should be undertaken by the Developer's and Council's representatives to assess the effectiveness of the SOP. If there is a positive outcome to the review, with minor Council improvement notices being requested to the SOP, vehicular access should continue with a further review four months later.

If it becomes apparent that the findings of the monitoring demonstrate the pre-agreed empirical measurement thresholds are not being met, despite implementation of reasonable Council improvement notices, the ETRO should be suspended with the permitted vehicles being banned from the Square.

**[Note:** At the time of preparing the methodology and the resultant data collection, cognisance of the Data Protection Act 2018 will be taken to verify compliance with this legislation.]

### **Appendix 3: Proposed ETRO**

Elder Street (part only – southern section above the bus station entrance), St James Square, James Craig Walk, St James Place (part only – running from the tram electrical substation to the junction with Little King Street), Little King Street, and Cathedral Lane

#### **General**

To respond to the creation of St James Square ('the Square') at the head of Elder Street there will be a controlled motor vehicles access for taxis and private hire vehicles to service the W Hotel along with both emergency and maintenance vehicles requiring access to or through the Square.

As explained in the main report, Elder Street (South) the proposed changes to the existing traffic regulations will be affected by an Experimental Traffic Regulation Order (ETRO) which will convert to a permanent order in 18 months subject to the ongoing monitoring positively demonstrates that vehicles, pedestrians, and cyclists can safely share the space in the Square.

Cyclists will be permitted to cross the Square in both directions using a dedicated shared space for pedestrians, cyclists and emergency vehicles directly linking Elder Street and James Craig Walk.

There will be provision within the long lease of the Square for the Developer to hold events within the Square, subject to securing the necessary statutory consents and permits. When such events are held all but emergency vehicles those servicing the event will not be permitted into the Square. This vehicle prohibition will be affected by a Temporary Traffic Regulation Order (TTRO).

**St James Quarter**  
**Vehicular access St James Square**  
**(SOPVA - 001)**

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## Document Control Sheet

Vehicular access St James Square (SOPV - 001)		
<b>Client Name:</b> SJQ	<b>Name and Address:</b> St James Quarter, Edinburgh	
<b>Contract Start date:</b>	<b>Issue No:</b> <b>001</b>	<b>Date SOP review due:</b> <b>26/06/2023</b>

### Record of Revisions

Version No.	Date	Revised b	Description
1.0	26/05/2023	GR/JW/FB	Document Creation
1.1	9/06/2023	FB	Modification. Inclusion of vehicle as a weapon and streamlined per threat tier
1.3	16/06/2023	NH/AR/FB	Review of the draft. Comments regarding the ETRO, spelling typo corrections, conversations around signage, risk around the clearance of vehicles on the square as well as 3D item on the

			square to lead the vehicles and mitigate risks of conflict between pedestrian and vehicular access
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**Document Ownership**

If there are any amendments or suggested changes to this document, please contact the following personnel:

<b>Document Owner:</b>	Site Security Manager	Graham Roach
<b>Authorised By:</b>	Operations Director	Franck Bruyere

It is the responsibility of each Standard Operating Procedure owner to update their folder upon notification of any authorised plan change from the document owner.

Below highlight personnel where copies of the Standard Operating Procedure folder reside:

**Location of Document**

Location	Owner of Folder	Sign-Off
Main Control room	Graham Roach	
Management office	Franck Bruyère	

**SOP Summary**

Each Standard Operating Procedure (SOP) has a dedicated title and number that provides a process of information to all members of the SJQ team that will allow them during their operational duties to deal with an incident that is covered by that dedicated SOP.

**1. The Task**

Establishing the rules for vehicular access to St James Square and mitigate risk or harm to people and building/fabric.

**1.1 Purpose of the task**

Experimental Traffic Regulation Order (ETRO) to allow taxis access to St James Square to serve the new W Hotel. St James Square is private land with access required via Elder Street which is managed by CEC.

Mitigation of VBIEDs that can carry any quantity of explosives to a target and cause a great deal of damage. The device can be delivered at a time of the terrorist's choosing with reasonable precision (depending on defences). It can be detonated from a safe distance using a timer or remote control or can be detonated in situ by a suicide bomber.

Mitigation of any risk for a vehicle to be used as a weapon (HVM) onto any building surrounding the square as well as any pedestrian crowd formed onto the square.

Mitigation of any risk or harm to pedestrians/cyclists dwelling on the square at any given time.

Mitigation of any risk or harm during planned event on St James Square.

This document is to ensure that everyone involved in Security operations understands the strategy with managing the vehicular access to St James Square.

**St James Quarter Control Room Emergency Phone Number 0131 290 1111.**

## **1.2 Location of the task**

St James Square

## **1.3 Timings**

Can occur 24hrs per day, 7-day week and 365 days per year.

## **1.4 Safety**

- **It is important to remember that any decision will be dictated by the main principle of always keeping all persons safe and by extension ensuring that we always provide a safe environment.**

- Guest Safety Ambassador Control Room staff and Guest Ambassadors operating at SJQ are Security Industry Authority (SIA) licenced individuals and have undergone additional Counter Terrorism awareness (ACT) Training
- Additional National Protective Security Authority (NPSA) Responding to Terrorist Incidents Control Room Operators Course has been undertaken by Control Room Operators as well as the Service Yard Manager
- The banksman and doorman involved in the task will receive the necessary certification and appropriate training as part of the induction programme to fully deliver the tasks in a safe manner ahead of being tasked in location. The training will be required to be kept on file and subject to regular audits by the security team of SJQ
- All team members should remain calm when dealing with the situation and adhere to any additional instructions provided by the main control room or alternatively the Police Service.
- SJQ Control/W Hotel associates/Guest Safety Ambassadors are to refuse access to any vehicles that are not authorised to enter the area.
- The number of vehicles on the square at any given time will not exceed the following.

Either 2 x Taxi (or private hire vehicle) or 1 x Executive Minibus

- Identity of the driver must be checked before entry is permitted, upon the threat raising above substantial, Identification is to be confirmed via visual sight of officially recognised documents.

### **1.5 Supporting Documents and Equipment**

- Pocket notebook
- Incident report
- Eva
- BWC
- Radio and DOR log
- Hi-Viz Clothing
- Vehicle Search mirror
- Voyage Control
- Data station
- Permit system
- Control Room Log
- Assignment Instructions
- Emergency Response Manual
- SOP's linked by cause and effect
- Any other intelligence report provided by security partners and Police Scotland

## 1.6 Roles and responsibilities

- Senior duty manager: Centre management team, Director, or Manager
- Duty security manager: Security DM on the day
- Main control room coordinator: Security team member operating within the control room including control leader.
- Security: Croma Vigilant Guest Safety Ambassadors
- W hotel staff: Duty Manager/ Director/ Door person/Banksman

## 1.7 Responsibilities

- Manage and control the safe access of vehicles (Taxis only) onto St James Square whilst protecting pedestrian/cyclists for the purpose of the drop off at the entrance of the W Hotel.
- To ensure their own safety as well as the safety of others
- Ensure suitable LUX levels are maintained throughout to facilitate safe operation of entry, exit and movement within St James Square for all users. A LUX survey will be undertaken to demonstrate this, the result of which will be shared with City of Edinburgh Council.
- Proactive and regular engagement with all taxi operators who are expected to use St James Square, including but not restricted to black cabs, private hire, and Uber. The purpose of this is to educate drivers on the operating procedures for accessing St James Square. Any subsequent changes in operation will be conveyed as required.
- To ensure they comply with the escalation procedures stated in this SOP
- Completing reports: The team members must complete detailed reports of any incidents and provide statements to the Police on their request.
- Have knowledge of and understand Body Worn Camera (BWC) usage SOP
- Have knowledge of and understand Vehicle Borne Improvised Explosive Device (VBIED) – Recognising the Threat Standard Operating Procedure for St James Quarter (SOP-004)
- Have knowledge of and understand Vehicle Search Standard Operating Procedure for St James Quarter (SOP-007)
- Have knowledge of and understand Bomb Threat & Device Threat Internal Standard Operating Procedure for St James Quarter (SOP-001B)
- Have sight of Dealing with Threats Poster (Appendix A) located in back of house (BOH) areas
- Arrange formal reviews of the operation of St James Square at 2 and 6 months after opening of vehicle access, to be attended by W-Hotel, City of Edinburgh Council, Nuveen, and others from St James Quarter as required. Key issues for discussion are to be identified in advance, along with the provision of data capture to support any evaluation. Reviews should correlate with ETRO monitoring requirements.

## 1.8. Procedures

<b>Checklist</b>	<b>Standard Operating Procedures: Hostile Vehicle Mitigation Bollards</b>
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Generic Instruction	Local Instruction	Responsibility	✓
<p>1. The vehicular access strategy to St James Square will be handled by collaboratively by both W Hotel and SJQ Security Team</p>		All	
<p>2. Elder Street</p>	<ul style="list-style-type: none"> <li>• Signage to include restricted access to only authorised vehicles.</li> <li>• CCTV cameras monitoring Elder Street and entrance to St James Square</li> <li>• A Banksman schedule will be implemented initially at all times based on the festive season and expected highest footfall. Data collection and analysis will then follow for a review during the low season (January 2024) to refine the needs for permanent banksman versus operation from W hotel door person remotely. Some periods have already been identified are permanent such as check in times, evenings and tourist seasons, festival times.</li> <li>• Regular Guest Safety Ambassador patrols by SJQ wider strategy is extended to this area.</li> <li>• Hammerhead will be monitored and managed to allow denied access vehicles to turn around and drive off northbound of Elder Street</li> <li>• The waiting taxis will be monitored in location and ensured that taxis (or private hire vehicle) are not using the Elder street as a taxi rank blocking the access to booked vehicles or vehicles waiting to drop off guests arriving to the hotel. This will also be reviewed as part of the exercise in January 2024.</li> </ul>	SDM / DM/ W Hotel Door Person /Team Leader/CCTV Operator/Guest Safety Ambassador/ Banks person	
<p>3. Access monitoring and management.  SJQ is operating on the preventative strategy for U.K threat levels Low-Substantial, no</p>	<ul style="list-style-type: none"> <li>• No more than two taxis or one executive minibus will be permitted access into St James Square at any one time.</li> </ul>	SDM / DM/ W Hotel Door Person / W hotel Security team /	

known additional threat reported by the police.

- The W Hotel doorman will monitor what is happening in the Square and will have responsibility for calling upon the Banks person if required.
- Vehicles will not be permitted to encroach past the 3m wide 'pedestrian and cycle path' on the Western side of St James Square (demarcated by the slot drain). In the eventuality of a vehicle breaching such rule, the doorman or the banksman will be expected to immediately address the issue and resolve here and then. A verbal warning will be provided to the driver and incident log to be filled in for historical record. Escalation of reoccurring instances will be addressed directly with taxi management company and will be reported to the City Council. This could lead to refusal of access for the specific driver/vehicle after a repeated offense and formal letter will be issued as a record. These records will be kept electronically on the tool used by either the banksman or door person for immediate checkpoint and accurate response.
- In the case of a minibus no other access of vehicle will be allowed bollards will be raised and banksman will be required to safely direct the turning.
- Large coaches will not be permitted access into St James Square.
- In the case of a limousine no other access of vehicle will be allowed bollards will be raised and banksman will be required to safely direct the turning, similar to the requirements of executive minibus.
- All the above as well as pedestrian volumes, desire lines and interaction with taxis in St James Square will be monitored via constant communication between banksman, Doorman, Control room and W Hotel via radio to allow constant logging onto the DOR.

The two sets of bollards will be activated separately and should only be used for the purpose of either ingress or egress and according to actual need of vehicles coming to or egressing from St James Square. The bollards will be controlled so as not to allow vehicles to enter and exit the Square simultaneously. When safe to do so, priority will be given to vehicles looking to exit the Square. This will reduce the risk of conflict between vehicles, pedestrians, and cyclists in the bollard control area.

Team Leader/CCTV Operator/Guest Safety Ambassador/Banks person

	<ul style="list-style-type: none"> <li>• Control room of SJQ will be monitoring via CCTV the traffic onto the St James Square 24/7</li> <li>• If safety concerns are raised by any of the Bankman or Door Person or the Control room the consent to allow taxis in the Square should be postponed accordingly to the situation empowerment given to the Banksman to deny entry.</li> <li>• A minimum of 4 face to face checkpoints daily with the team on shift will be carried out by the security team leader or security duty manager on shift to ensure that the banksman and the door person are abiding to the rules above. The checkpoint should occur at the beginning of each shift or at any time of change of personnel (for break purposes for example) to ensure that the team members are fully briefed.</li> <li>• A constant monitoring from CCTV controller will be in place with a static image onto the CCTV wall.</li> <li>• Suspicious activities should be immediately reported to control, monitored, and acted upon immediately.</li> <li>• DM/SDM contacts the Police if concern is confirmed.</li> <li>• Hostile Vehicle Mitigation Bollards are by default in the up position and lowered down as required and for authorised access as per the above rules and reinstated in the up position immediately after the vehicle/s have been permitted access to avoid back tailing activity.</li> <li>• Any unauthorised vehicle must be directed away from the area with the assistance of a banksman if required using the Hammerhead for turn around. If a vehicle or vehicles are waiting behind the unauthorised vehicle, they will be asked to move back under the guidance of the banksman, to create space for the unauthorised vehicle to access the turning head.</li> </ul>		
<p>4. Access monitoring and management.</p> <p>SJQ is operating on the preventative strategy</p>	<ul style="list-style-type: none"> <li>• Same as above for threat level up to substantial with eh addition of the below:</li> </ul>	SDM / DM/ W Hotel Door Person / W hotel	

<p>for U.K threat level Severe, no known additional threat reported by the police.</p>	<ul style="list-style-type: none"> <li>• Daily brief between security team of SJQ / Reception or concierge team of W hotel to take place on the morning and reservation recap to be shared as well as any expected other authorised vehicles for the day.</li> <li>• The banks person will be required to be present 24/7 to monitor access of vehicles at all times and positioned at the bollards on top of Elder street and back and forth to the hammerhead when required.</li> <li>• The banks person will be equipped with a Body Worn Camera (BWC) and expected to activate it during each encounter.</li> <li>• Drivers Identification are confirmed via visual sight of officially recognised documentation by the banks' person.</li> </ul>	<p>Security team / Team Leader/CCTV Operator/Guest Safety Ambassador/ Banks person</p>	
<p>5. Access monitoring and management.</p> <p>SJQ is operating on the preventative strategy for U.K threat level Critical no known additional threat reported by the police.</p>	<ul style="list-style-type: none"> <li>• Same as above for threat level up to substantial with the addition of the below:</li> <li>• No more than one vehicle will be permitted access into St James Square at any one time.</li> <li>• The banks person will be equipped with a high viz vest.</li> <li>• Any access to the Square will require authentication and pre booked or of whether a pre booked taxi from the hotel concierge / reception team or after checking that a genuine reservation has been made to the hotel by the passengers. The banksman will be required to communicate with the doorperson to ensure that reservation is genuine and receive the green light to allow the vehicle to enter the square.</li> <li>• A guest safety ambassador in high viz will be dispatched in addition to the banks person to allow swifter operation and operation always delivered in pair for increased safety of all team members.</li> <li>• A visual search of the vehicle is carried out as well as a search underneath of the vehicle using the search mirror (SOP-007) by the banks person.</li> <li>• A log of all vehicles turned away will be established.</li> </ul>	<p>SDM / DM/ W Hotel Door Person / W hotel Security team / Team Leader/CCTV Operator/Guest Safety Ambassador/ Banks person</p>	

<p>6. Known additional threat reported by the police to SJQ.</p>	<ul style="list-style-type: none"> <li>• Advice will be taken from Police Scotland Counter Terrorism Security Advisors (CTSAs) on the strategy to be taken</li> <li>• Immediate communication will be activated with the senior management of the W hotel to agree steps to be activated collaboratively with the SJQ DM/SDM</li> </ul>	<p>SDM / DM/ W Hotel Door Person / W hotel Security team / Team Leader/CCT V Operator/G uest Safety Ambassado r/ Banks person</p>	
<p>7. Planned event taking place on St James Square</p>	<ul style="list-style-type: none"> <li>• The W hotel reception/concierge team or security team will be engaging with the security team of SJQ via email: <a href="mailto:dutymanagers@stjamesquarter.com">dutymanagers@stjamesquarter.com</a> to inform of the expected higher footfall on a specific date and times at least 10 working days in advance.</li> <li>• SJQ senior security team will be reviewing the requirements alongside the Operations services manager and Operations and Sustainability Director and will agree a suitable date to review in details the requirements of the events and any need for ceasing traffic or not.</li> <li>• Once reviewed any requirement to re direct traffic away from the square (if required) will activate a full contra flow procedure and a SOP will be agreed alongside resources to ensure that signage, vehicle movements, pedestrian traffic, cyclist traffic, alternative drop off areas, etc... are reviewed and organised in a safe manner during set up, event and de rig. An event management plan and associated SOP will be prepared and agreed with The City of Edinburgh Council will in advance of the event, identifying any requirement for a Temporary Traffic Regulation Order, along with associated content.</li> </ul>	<p>SDM / DM/ W Hotel Door Person / W hotel Security team / Team Leader/CCT V Operator/G uest Safety Ambassado r/ Banks person</p>	
<p>8. A package is found next to the bollards</p>	<ul style="list-style-type: none"> <li>• HOT protocol is carried out and Bomb Threat &amp; Device Threat Internal</li> <li>• Standard Operating Procedure (SOP-001B) is followed</li> </ul>	<p>SDM / DM/ W Hotel Door Person / W hotel Security team / Team Leader/CCT</p>	

		V Operator/G uest Safety Ambassado r/ Banks person	
9. Bollards fail to operate	<ul style="list-style-type: none"> <li>• If failure occurs, SJQ Technical Team is to be notified immediately and attend for repair.</li> <li>• If one set of bollards is still operating, a banksman will require to be dispatched until repair has been carried out and alternative way of traffic will be put in place with accurate signage. In this case, only one vehicle on the square at any given time will only be permitted.</li> <li>• If failure is when the bollards are in the down position, barriers are to be placed in the location of the bollards and they will be manned by a banks person and traffic regulated.</li> <li>• If failure is when the bollards are in the up position, a temporary drop off area will need to be organised on Elder street and traffic control to take place at the level of the streetlight on Elder Street at the level of the service yard to allow for vehicles to be filtered from this point or redirected to alternative location using the St James Place way.</li> <li>• Would the situation last longer than a day, a full contra flow system will be put in place to ensure that traffic is redirected, and all taxi companies known to be delivering guests will also be communicated to inform of the alternative route.</li> </ul>	SDM / DM/ W Hotel Door Person / W hotel Security team / Team Leader/CCT V Operator/G uest Safety Ambassado r/ Banks person	
10. Vehicle is abandoned next to bollards	<ul style="list-style-type: none"> <li>• Abandoned vehicle Standard Operating Procedure is to be followed</li> </ul>	SDM/DM/ /Team Leader/Gu est Safety Ambassado r	
11. ETRO related requirements	<ul style="list-style-type: none"> <li>• As this activity is related to an experimental set up the teams onsite will be collating data that will be relevant and useful for review after six months encompassing incidents risks, driver</li> </ul>	SJQ team / Swecco / W hotel team	

	<p>behaviours, conflicts between pedestrian and vehicular traffics, volume of traffic, etc...</p> <ul style="list-style-type: none"> <li>• A review date will be agreed amongst all parties to review the experimental set up to finalise the Sop for the foreseeable future.</li> <li>• A detailed programme will be developed and agreed with CEC to ensure enough time is allowed for the transition from ETRO to TRO. This programme needs to include key committee dates, monitoring/reporting requirements and agreed interim review meetings.</li> </ul>	/ CEC / Jacobs	
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## 2. SOP Approval

The SOP must be signed off by the Operations Director prior to being operationally implemented.

<b>Site Security Manager</b>	<b>Name:</b>	
	<b>Signature:</b>	
	<b>Date:</b>	
	<b>Time</b>	
<b>Operations Director or Technical Services Director</b>	<b>Name:</b>	
	<b>Signature</b>	
	<b>Date:</b>	
	<b>Time:</b>	
<b>W Hotel Security Manager</b>	<b>Name:</b>	
	<b>Signature</b>	
	<b>Date:</b>	
	<b>Time:</b>	

### 3. SJQ Staff / W Hotel Staff Sign Off Sheet

All SJQ management and service providers team require to sign to confirm they have read and understood the contents of the SOPVA – 001

All relevant W hotel and service partners involved in the task above are required to sign to confirm they have read and understood the contents of the SOPVA - 001

The following SJQ staff have signed to acknowledge that they are fully conversant and understand the above SOPVA-001 and agree to fully uphold the procedures within this SOPVA-001		
Number:	Name (Please Print):	Signature:
1		
2		
3		
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**Appendix A – threat levels and command hierarchy**

### Threat and Response Levels

UK Threat Level	SIQ Response Levels
<b>LOW</b> An Attack is unlikely	<b>NORMAL</b> Routine protective security measures appropriate to the business concerned
<b>MODERATE</b> An Attack is Possible but not likely	<b>HIGHTENED</b> Additional and sustainable protective security measures reflecting the broad nature of the threat combined with specific business and geographical vulnerabilities and judgments on acceptable risk
<b>SUBSTANTIAL</b> An Attack is Likely	<b>EXCEPTIONAL</b> Maximum protective security measures to meet specific threats and to minimise vulnerability and threat
<b>SEVERE</b> An Attack is Highly Likely	
<b>CRITICAL</b> An Attack is Highly Likely in the near Future	

### ST JAMES QUARTER RESPONSE LEVELS

NORMAL, HIGHTENED, EXCEPTIONAL

**HOSTILE RECONNAISSANCE** - is the team given to the information gathering phase by those individuals or groups with malicious intent.

Taking notes. Asking staff questions, attempting to gain access, using recording equipment, maps & notes

### RISK MODEL

INTENT + CAPABILITY OF ATTACKER = THREAT

ABILITY TO PREDICT + SECURITY OF AREA = VULNERABILITY

THREAT + VULNERABILITY = RISK

National Protective Security Authority (NPSA) 3Ds

DETER – stopping or displacing attack

DETECT – verify a threat

DELAY – maximising the time between detection

THREATS ARE ANYTHING THAT CAN CAUSE HARM

**HUMAN THREATS** - youth disorder, anti-social behaviour, theft, terrorism social media  
**NATURAL THREATS** - weather, flooding animal, environment  
**ACCIDENTAL THREATS** - fire, gas leak, chemical leak, power cut

The 4 Cs

CONFIRM – what have you seen?

CLEAR – the area.

COMMUNICATE – all relevant information to control

CONTROL – the area

HOT – suspicious item

HIDDEN – item

OBVIOUSLY SUSPICIOUS – wiring, smell

TYPICAL – far centre out of place

**Appendix B – Indicative marking of the traffic route for vehicles on St James Square**



# Appendix 5: Drawings

## Package 1: Elder Street (South) drawing no. ESJ – RD – 1000 – 1003

