

RESEARCH SUMMARY

Title	TfL Internal Communications to bus drivers		
Objectives	To understand how TfL communications to bus drivers reaches the intended target through audience and channel mapping. To understand the bus driver experience of internal communications from TfL and identify opportunities for improvement.		
Date	17 th June 2016	Agency	ORC
Methodology	Qualitative methodology was used across a number of audiences; <ul style="list-style-type: none">• 2 scoping workshops with TfL stakeholders and Operator Communications Managers• 8 depth interviews with TfL stakeholders• 17 depth interviews with Operator Communications Managers• 21 depth interviews with Garage Managers• 243 quantitative and qualitative interviews with Bus Drivers		

Abstract

The research identified that different areas of the Bus Directorate sent communications to bus drivers through a range of channels and Operator touchpoints and the communications were broadly categorised as Operational (e.g. NoEs, CentreComm) or Non-operational (e.g. bus driver behaviour communications). The challenges identified by TfL stakeholders and Central Communications in communicating with bus drivers were mirrored and reflected in discussions with Operators. Operator Communications Managers are utilising a broader range of communications channels than TfL communications are currently created for, presenting an opportunity to trial a multi-channel approach.

Communications channels in the garage environment are dominated by posters and noticeboards, however depth interviews with bus drivers revealed that less than half of the poster communications tested were impactful to Bus Drivers.

Key findings

The research identified several opportunities to increase the impact of TfL communications with bus drivers, particularly those focussed on influencing bus driver behaviour and engagement:

Bus driver communications principles

- Utilise multi-channel (where appropriate)
- Take a campaign-based approach
- Consider Driver voice and tone
- No 'one size fits all'
- Face to face is most effective
- Heightening of TfL context/narrative
- Create two-way engagement
- Tailored formats for different channels

TfL Role and Resources

- Develop TfL bus driver narrative and campaigns
- Map communications across Bus Directorate
- Build/utilise digital and planning skills at TfL for communications with bus drivers

Ways of working with Operators

- Evolve Communications Managers Forum
- Develop TfL/Operator Bus Driver communications strategy and planning process
- Leverage opportunities provided by Operators' communications plans, campaigns and channels

Content, Channels and Tools

- Explore TfL Bus Driver intranet
- Review TfL Roadshow programme feasibility
- Provide full campaign materials and tailored formats to support TfL communications to Operators

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