

TRANSPORT FOR LONDON

SAFETY, HEALTH AND ENVIRONMENT ASSURANCE COMMITTEE

SUBJECT: COMMUNICATING SAFETY AND ENVIRONMENT ISSUES

DATE: 7 OCTOBER 2010

1 PURPOSE AND DECISION REQUIRED

- 1.1 This paper responds to the Committee's request for further detail on how TfL's communications strategy takes account of key issues falling within the Committee's remit. This request was made following a paper on TfL's overall communications strategy considered by the Committee at its meeting on 12 March 2010.
- 1.2 The Committee is asked to note this paper.

2 BACKGROUND

- 2.1 TfL has in place a robust communications and customer engagement strategy. This supports the delivery of the Mayor's and TfL's Safety, Health and Environment policy objectives, alongside promoting the delivery of the Mayor's Transport Strategy (MTS), keeping customers informed and making a powerful case for continued investment in London's transport system.
- 2.2 Working in close collaboration with TfL colleagues, the Mayor's team and other partners, safety, health and sustainability communications reach out to a wide range of audiences. These include customers, including those with special interests; political stakeholders, such as the London Assembly and MPs; other points of public accountability such as London TravelWatch; businesses and their representatives; the media; and TfL's 28,000 employees and around 50,000 employees of our contractors.

3 COMMUNICATIONS STRATEGY

- 3.1 All communications activity is aligned to the MTS and TfL's Business Plan. As the earlier paper on wider strategy explained, the Mayor has defined six outcomes for the MTS and all communications are aligned to at least one of these. The remit of the Committee is directly reflected in these outcomes:
 - (a) Enhancing the quality of life for all Londoners;
 - (b) Improving the safety and security of all Londoners; and

- (c) Reducing transport's contribution to climate change and improving its resilience.
- 3.2 These individual policy outcomes are then worked into detailed communications 'themes', around which joined-up media, public affairs, marketing and customer service activities are planned and delivered. The themes of most recent relevance to the Committee include:
 - (a) Delivery of a revolution in cycling and walking;
 - (b) Industrial relations; and
 - (c) Improving customer information.
- 3.3 Communicating TfL's safety and sustainability record is an integral part of the day-to-day demands of a complex and highly visible integrated transport system. In addition to regular public reports at the Board and elsewhere, TfL responds to large numbers of individual enquiries from customers, the London Assembly, the media, London TravelWatch and business groups. These often cover specific questions about health, safety, environmental and resilience issues.
- 3.4 TfL's overall approach to communications is founded on its strong underlying delivery of services and infrastructure projects, and this applies in equal measure to performance on safety, health and environmental issues. Across all of its communications, TfL aims to be known for the effective delivery of:
 - (a) Value for money for fare and tax payers;
 - (b) Day-to-day transport services;
 - (c) Major capital programmes, in partnership with the private sector, on time and on budget;
 - (d) High standards of customer care; and
 - (e) Honesty, transparency and a preparedness to listen to those we serve.

4 COMMUNICATIONS DELIVERY

- 4.1 TfL's delivery is communicated as widely as possible, helping to reinforce our commitment to ensure the safety of customers and staff, the protection of the environment and delivery of sustainable transport options. As with all communications activity, this is carefully managed to ensure consistency with Mayoral objectives and value for money for fare and taxpayers.
- 4.2 Operating within tight financial constraints, TfL uses all relevant communication channels to reach its audiences, including passengers, politicians and others. This work has recently included work on passenger safety, climate change and walking and cycling. All proactive activity is anchored to the key outcomes the Mayor and TfL are seeking to deliver.

- 4.3 On a day-to-day level, all communications activity is planned around the TfL 'grid' of announcements, a diary of operational, political and other events. However, TfL must also be ready to respond quickly and effectively to specific safety or other incidents, both in 'real time' as they happen and then in response to subsequent scrutiny.
- 4.4 The recent incident involving the engineering train on the Northern line is a good example of the communications challenge surrounding an emerging safety issue. Working with London Underground's operational and safety colleagues, our communications ensured that information about the incident and the subsequent closure and investigation was accurate, published within a short period after the incident and relevant media and stakeholders briefed.
- 4.5 This material made clear the circumstances of the incident, the swift action taken by LU staff to mitigate it and the seriousness with which the incident would be investigated. This demonstrated that safety is LU's top priority, that urgent action had been taken to investigate the cause and a determination to learn lessons.
- 4.6 For larger scale proactive activity, an integrated communications team is formed covering media, stakeholder engagement, customer information/services and marketing. This allows the communications team to work from consistent key messages and use the most effective channels in a coordinated way, ensuring the best possible value for money.
- 4.7 A case study of such a campaign on teen road safety is set out in Appendix 1.

5 OUTCOMES

- 5.1 Safety, environmental and sustainability issues are a core part of the communications strategy since they are core elements in the MTS and TfL's day-to-day delivery. Among other things, this has been effective in supporting modal shift, bringing down the number of people killed or seriously injured on London's roads, reducing the fear of crime on the transport system and successfully launching the Barclays Cycle Hire Scheme. We carry out evaluations against the intended outcomes and learn lessons for future communications activity.

6 VALUE FOR MONEY

- 6.1 All communications work, including technical work such as developing the TfL website and design, is now managed in-house, removing the need for expensive external support or advice.
- 6.2 TfL is also examining how best to exploit further new technology and digital channels, especially in respect of customer information, which will lead to even more cost effective delivery of communications. A paper on this 'Digital Strategy' has been prepared for the Environment, Corporate and

7 RECOMMENDATION

7.1 The Committee is asked to NOTE this paper.

8 CONTACT

8.1 Contact: Vernon Everitt, Managing Director Group Marketing and
Communications
Number: 020 7126 4230
Email: VernonEveritt@tfl.gov.uk

Case study of a 'thematic' campaign

'Look out for your mates' teen road safety campaign

TfL is responsible for reducing collisions and casualties on London's roads. Its work delivers the MTS goal of 'improving the safety and security of all Londoners'. The challenge is to communicate important road safety messages throughout London's communities.

Analysis and research

Analysis of accident statistics showed 367 young people aged between 13 and 19 were killed or seriously injured in the Capital in 2008, with young teenagers more likely to be involved in a road collision than any other age group. Boys and young people from deprived backgrounds were found to be particularly vulnerable.

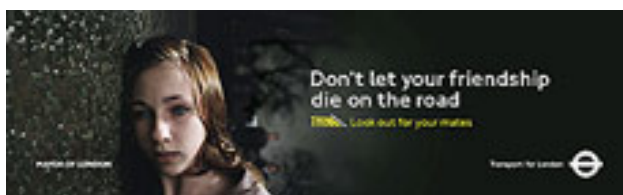
A campaign was devised targeting 11-15 year olds. The aim was to reduce collisions by encouraging young people to look out for their friends on the road.

Research showed that for most young people friendship is one of the most important things in their lives. This audience were more likely then to respond to messages that built on friendships and relationships with peers than directive messages about road safety. As a result, the message 'Look out for your mates' was developed and a powerful campaign implemented.

Planning

An integrated marketing and communications team ensured that all communications were consistent and joined-up. The team worked to a single and highly detailed delivery plan.

Delivery included a series of posters (see example below). These showed young people who appear to be leaning against a wall but a closer look reveals them to be lying on the road as the result of a collision.



A radio advertisement featured a teenager reading a eulogy for a best friend at their funeral. The hard hitting nature of this reinforced the 'Look out for your mates' message and supported the poster campaign.

A series of digital marketing sites using both and static animated versions of the posters was used. Road safety messages relevant to the 13-15 age group were integrated into social networking site Bebo's 'Sophia's Diary' series.

Media Launch

The campaign was launched in March 2009, timed when numbers of young people start to spend more time socialising with friends outdoors. Twenty young football stars from five top London Clubs lent their support using the idea that in a football match each player plays not just for themselves but for the whole team.

Players from Chelsea, Fulham, Queens Park Rangers, Tottenham Hotspur and AFC Wimbledon Academies reminded teenagers to 'Look out for your mates'.

Stakeholder Engagement

Our messages and materials were sent to stakeholders, targeting young people through youth organisations. Articles were included in the TfL Stakeholder newsletter, which is sent to around 1,700 charities and voluntary organisations across London and postcards sent to Youth groups.

The campaign was publicised internally on Source, TfL's intranet, and information about the campaign sent to political stakeholders. Material was included in relevant briefings for meetings and events attended by senior TfL officials.

At the launch of the TfL Youth Panel in September 2009, the campaign materials were discussed by the panel. They felt the messages and materials were effective and agreed to become advocates of the campaign. They also made suggestions about how best to take these messages directly to young people in future.

Research and Evaluation

Research found that those in the target audience who had seen the campaign were now more likely to look out for their friend's safety, were more likely to be more aware of their environment and potential hazards and appreciate how much their friends would miss them and how a friendship might be lost.

The casualty figures for 2009 showed that 18 per cent fewer teenagers had been killed or seriously injured, down to 301 from 367.

Follow up Activity

The campaign was re-run in summer 2010, using all existing materials to ensure value for money. While highlighting the progress made in reducing the number of teenagers involved in accidents, this reinforced the 'Look after your mates' message as the level of incidents is still too high.

At a follow up stakeholder event in April 2010 with Nutmeg, an organisation that works directly with the target audience of 13 – 14 year old BAME males, a series of workshops and discussions led to the campaign messages being received by around 700 young people. A supporting marketing campaign targeted the internet and places where young people congregate, such as public parks.