



The voice of transport users

London TravelWatch Communications Strategy

January 2014



London TravelWatch is the official body set up by Parliament to provide an independent voice for London's travelling public, including the users of all forms of public transport. We are funded by and accountable to the London Assembly.

Our role is to:

- speak up for transport users in discussions with policy-makers and the media
- consult with the transport industry, its regulators and funders on matters affecting users
- investigate complaints users have been unable to resolve with service providers
- monitor trends in service quality.

Our aim is to press in all that we do for a better travel experience for all those living, working or visiting London and its surrounding region.

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1 Introduction

Effective communication is at the heart of every successful organisation, therefore it is important to have a communications strategy which provides a link between business objectives and how the key messages from this are delivered. Given that London TravelWatch's core 'product' is knowledge and that the organisation achieves its objectives using its expertise and evidence base to support arguments for change, good communications is fundamental.

Essentially London TravelWatch's communications strategy is to use the various communications tools available to persuade decision makers and transport operators to adopt policies and practices that are of most benefit to London's transport users. To do this we have to influence the key people responsible for making policy or operational decisions and use our evidence base to best effect in order to present a strong case.

This document will ensure that, within existing resources, London TravelWatch makes best use of all available channels to communicate key messages about its work to a wide range of stakeholders.

It sets out:

- What we aim to achieve through our communications
- The principles which guide our communications
- Our key audiences
- The channels of communications which we currently use
- Plans to improve our communications

The document outlines the different ways in which we communicate both internally and externally and establishes a set of communications priorities. Key staff and Board members and representatives from Transport for London (TfL) and the Greater London Authority have been consulted in the course of producing this strategy.

2 Our communications aims

Effective communication will help London TravelWatch achieve the goals in its business plan, particularly priority 6 'An effective and responsive organisation'. This document provides a clear direction to staff and the Board on the way in which London TravelWatch should communicate both externally and internally with key opinion formers, transport operators, transport users, businesses, the media and other stakeholders to ensure it communicates with these different audiences in the most appropriate way and in a co-ordinated and consistent manner.

This will improve the ability of the organisation to influence transport policy, raise awareness of the work it does, improve understanding of its roles and responsibilities and promote an image which properly reflects the organisation's expertise.

Communications is a two way street; it is not just about getting our message across, it is also about listening and being aware of what is going on in the media and gathering intelligence from sources such as newsletters and user group minutes.

Using this strategy will help us to:

- identify how the organisation as a whole can improve its communications
- increase awareness of the work that London TravelWatch does and show the progress we have made in recent years
- identify ways in which the success of London TravelWatch's communications can be clearly measured in terms of specific outputs which collectively help us to achieve the outcomes we seek

An action plan will be produced each year as we develop the annual workplan, which will set out the key communications targets for the year ahead. This will be updated regularly through the year and the Governance Committee will be able to monitor progress on a quarterly basis as part of its regular monitoring of the organisation's progress in meeting business plan objectives.

3 Our brand

London TravelWatch is a small organisation employing fewer than 16 staff. However, it has much to offer in terms of its expertise and a knowledge base which stems from over 60 years of experience. As our ability to achieve our business plan aims relies on our expertise and knowledge, it is important that we communicate to a high standard, projecting a professional image which is coherent and consistent if we are to build on our past successes and continue to play an important part representing London's transport users. Our communications must be straightforward, conducted in plain, active English and respect our strategic objectives and values.

It is essential that we successfully communicate the results of our research to the people who can do something about it, whether that is operators who can, for example, make changes to ticket machines when we highlight problems or at a political level when we lobby MPs and Ministers on issues such as transport funding for London or further rail devolution.

We understand and are able to connect with the issues experienced daily by London's transport users in a way that organisations covering a wider geographical area cannot do. Collectively our staff and Board also use all of London's transport modes on a daily basis particularly during the peak. We supplement this by regular trips to see for ourselves issues about which the public are complaining either directly to us or via the media.

Staff and Board members should always be aware of the key messages which underpin our brand when representing the organisation and these should always be reflected in our imagery. A daily transport news email and a quarterly communications monitoring report helps keep them up to date with transport-related activity in the media. The organisation also needs to be seen as consistent by ensuring that everyone adheres to the corporate style guide.

4 Our key messages

There are three types of messages that London TravelWatch delivers through its communications. There is the organisation's unique selling point as a multi-modal, London-focused passenger watchdog, the perceptions of London TravelWatch and the work we do and there are also specific key messages arising from our current work.

As an independent body established by Parliament, our sole focus is on consumers and the consumer interest. London transport users often have a very different perspective from passengers elsewhere in the country as almost all journeys involve the use of two or more different means of travel. Our unique multi-modal approach allows us to continuously encourage the development of properly integrated transport networks, improving journeys for all.

Perceptions of London TravelWatch and the work that we do are very important. We have made many changes to our ways of working and prioritised the work that we do, becoming more strategic and working in a smarter way, but it is important that stakeholders appreciate this and this must be reflected in our communications efforts.

We also need to be able to articulate London TravelWatch's agreed perspective on key issues and to promote our latest work. When communicating specific messages which arise from our work we should seek to focus on three key points which are most relevant for the audience we are targeting.

All members and staff will be given a short briefing outlining key messages and this will be updated from time to time as appropriate. Senior staff and members will be given more detailed briefings on current issues.

5 Communicating our values

London TravelWatch aims to communicate clearly, fairly and consistently in a way that reflects the organisation's values and behaviours. We will communicate and promote the work that London TravelWatch does in a factual and accessible style, protecting the organisation's reputation by acting quickly and positively to correct any public misunderstandings.

We will ensure we communicate in accordance with London TravelWatch's values:

Independent - we are firmly on the side of the consumer and will not bow to outside pressure. This means:

- maintaining the organisation's independence from politicians and operators

Authoritative – our work will be evidence-based, rigorous and respected. This means:

- providing a consistent message
- understanding the key transport issues and drawing on our evidence base

Open – we will share information and accept new ideas. This means:

- communicating with openness, approachability and accessibility
- effective listening – as part of a two way process
- integrity and honesty – providing appropriate information whilst respecting confidentiality
- providing information that is relevant and accessible to the specific audience.

Collaborative – we will work with stakeholders

Inclusive – we will represent all transport users in our area. This means:

- demonstrating that the needs of passengers are at the heart of everything we do
- providing information that is relevant and accessible to the specific audience
- communicating with clarity and avoiding jargon

NB: Unfortunately, lack of resources means that we cannot routinely provide our publications in alternative formats or languages. However, we will remain alert to the needs of different groups and make special provision when necessary.

6 Our audiences

It is important for a successful organisation to be able to identify and develop an in depth understanding of the different audiences it serves, to enable it to communicate with them in the most appropriate way.

The various audiences for London TravelWatch to communicate with are:

External

- Opinion formers and decision-makers: Greater London Authority (GLA [particularly the London Assembly]), London MPs, Transport Select Committee, local authorities
- Transport operators – the various different operators across all modes of transport in London
- Businesses – influential groups such as London First, Chambers of Commerce, Business Improvement Districts, large employers
- Government/industry bodies: ORR, DfT, Network Rail, ATOC
- Transport users in and around London. In theory, this is an audience of 8m Londoners plus the millions of people who travel into London as commuters, visitors and tourists but within this there are specific groups with which we are more likely to communicate, including:
 - those who have complained to a transport operator but are not satisfied and wish to take their complaint further
 - those who want to campaign locally on the services in their area and need to know what we are saying
 - those who are generally interested in the work we do
- The media (print, TV and radio): londonwide, regional, national, trade and professional.
- User and community groups:
 - Local authority sponsored transport groups
 - Transport interest/specialist user groups

Internal

- Staff
- Board

Sound internal communication ensures that staff and board members are well informed and that messages given by the organisation are co-ordinated and coherent and lays the foundations for successful external communication.

We distribute a short newsletter 'Our News' to all staff and the Board every couple of weeks to ensure they are aware of key events and issues.

There is a monthly staff meeting which provides an informal opportunity for briefing and discussion. Board members attend these meetings in pairs every year.

The 'key activities' reports on all Board and Policy Committee agenda summarise the key topics discussed at meetings with external stakeholders to help maintain a general awareness of the work we are doing.

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7 Ways of communicating

The organisation currently communicates with its various audiences in a number of ways, all of which present opportunities to both give and receive messages:

- Telephone
- Emails and letters
- Media relations
- Publications (including key corporate publications such as the Annual Report, Annual Accounts, business plan, annual budget bid, twice yearly performance report to the London Assembly)
- Newsletters – internal 'Our News' and external stakeholder newsletter.
- Website
- Social media (Twitter and YouTube)
- Board and committee meetings
- Face to face (at meetings and events)
- Participation in consultation exercises, panels and representation committees

The London TravelWatch branding must be apparent in all the communication methods it uses. Maintaining the reputation of the organisation means protecting the brand against misuse.

Publications must be presented in a consistent and professional manner in accordance with the organisation's style guide.

All new staff and members will be provided with an introduction to the way in which London TravelWatch communicates and once approved, staff will be made aware of the new corporate style guide (see appendix C).

Managing and avoiding bad publicity

London TravelWatch aims to avoid bad publicity by being careful not to get embroiled in overtly political issues and by being able to provide an evidence base for everything it says.

Regular checks are made to ensure that descriptions of the organisation given by third parties are accurate and where necessary inaccuracies are corrected (for example the London TravelWatch Wikipedia page).

The organisation is alert to potentially damaging publicity and staff/board members who pick up potential issues should contact the Chief Executive and Chair who, with the Communications Officer, will agree a response from the organisation.

8 Approach to communications

We have clearly communicated well over the years to have made an impact, but in planning our communications for the next three years we need to recognise that we face new challenges and shrinking resources. It is therefore more important than ever that London TravelWatch has clear priorities for what it wants to achieve with its communications and that it focuses on areas where it can make an impact. Any changes in priorities must take into account the changes in the media landscape that have happened over the last few years, the views of the new Board with started in January 2013 and the views of the two external bodies with whom we communicate the most, the GLA and TfL.

To deliver this strategy, London TravelWatch aims to identify and utilise a range of media including new technology, to communicate with its different audiences, keeping up to date with new technology as it develops. The following section appraises the ways in which we currently communicate and suggests ways that these could be improved.

In line with the organisation's aim of working smarter as a whole it is necessary to be more targeted in our communications so that we achieve a balance between aiming to increase our profile and our influence. This will allow the organisation to concentrate its efforts on areas where it can make a difference by maximising its impact and influence on behalf of transport users, rather than seeking profile as an end in itself. Our priority is to use communications to influence but also recognise that if we can take opportunities that arise to build a higher profile, this will give us greater clout when we seek to lobby operators and key decision makers.

9 Print and broadcast media

Good media relations are important to promote a positive image of the organisation, to protect the reputation of the organisation and raise awareness of the work it does. We should still aim to be the first point of contact in London for media looking for a passengers' perspective as London's independent multi-modal public transport watchdog. We should aim to be a respected and trusted source of news and comment, offering a balanced view. However, we should not chase media coverage for its own sake and should only say something when we have something to say – timely interventions which are authoritative and targeted. We will continue to issue press releases on major pieces of work as this helps keep the website up to date and puts the London TravelWatch view on record. We will attempt to 'map out' forthcoming possible opportunities for coverage on a rolling basis so that planned announcements do not come as a surprise to us and we maintain an up to date list of key lines to take for regular and new activity.

Appearances on local radio or TV can help raise an organisation's profile but should only be taken if the organisation feels that it has something specific to add to the debate. It also needs to consider carefully if an interview is live or recorded, who the audience of a specific programme or news bulletin will be and which other organisations or individuals will be involved.

The launch of new local television channels may present a new opportunity for organisations to make the news but it remains to be seen whether the content will focus on entertainment or news.

Success should be measured in terms of the amount of quality coverage rather than the quantity of coverage. Pro-active publicity efforts should concentrate on targeted coverage in the Evening Standard, which has a daily circulation of 700,000 and daily readership of 1.7m or coverage on LBC radio or BBC London radio 94.9 FM which have around 900,000 and 400,000 listeners a week respectively. The various BBC London News programmes also have between 500,000 and 1m viewers every day. The Metro (daily circulation of 700,000), Time Out (weekly circulation of 300,000) and City Am (daily circulation of 120,000) will also be targeted. Where appropriate, we will continue to work with local media outlets such as the South London Press and the Croydon Advertiser to secure targeted coverage. The trade press can also provide an opportunity to gain more in depth coverage.

In line with a desire to focus on outcomes rather than outputs, the quarterly monitoring report to the Board will include more contextual information and will focus more on the impact of the communications work carried out by London TravelWatch.

Communication with the media takes place through the Communications Officer who is the central point of contact for media enquiries and is responsible for co-ordinating and delivering press releases, statements and arranging TV/radio interviews. In the Communications Officer's absence, the Corporate Support Officer takes over this role on a nine to five basis and the Chief Executive acts as the out of hours press contact.

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10 Website

London TravelWatch's website, www.londontravelwatch.org.uk launched in 2002 and was last refreshed in 2011. It currently has more than 1,500 pages and is maintained and hosted by Premier IT. It is updated by the Corporate Support Team and provides the ability to find out information and make an appeal 24 hours a day, seven days a week. Over the last 18 months, the number of unique website visitors has doubled from an average of 7,000 to 14,000 a month, underlining the importance of the London TravelWatch website as a key communications tool.

Copies of all press releases are posted in the news section, as well as meeting agendas and papers, publications, responses to consultations, consumer advice and sets of frequently asked questions about public transport in and around London. There is also a facility for people to sign up to receive alerts when new information such as vacancies, publications or meeting papers is posted. We can also roughly gauge public opinion on various issues with our quick poll.

However, the website is now looking a little dated and is in need of a refresh to make it more relevant and user friendly. Work is underway to improve the website in a two stage approach which will present new opportunities to improve the way we provide information for visitors to the site and enhance the user experience. The first phase is underway to upgrade the content management system to allow for a more flexible homepage layout which is less text heavy, with more photos. The second phase will involve 'responsive design work' to make the website suitable for viewing on devices other than a PC, recognising that the way people consume news has changed rapidly in recent years, with people increasingly accessing content 'on the move' on smartphones or tablets.

There is also a need to update and enhance the advice and information on the website, to use the new homepage to better explain our role as an appeals body and to ensure that all organisations that should link to London TravelWatch do so and vice versa. This would allow caseworkers to refer appellants to the website for 'further reading' whilst their case is being managed. We will add more sets of frequently asked questions as these have proved popular with the public and a set of professional profiles for senior staff will add further colour to the website in the same way that the Board profiles currently do. We will carry out a stocktake of the information held on London TravelWatch on various transport industry and consumer websites to ensure that the information held is correct and to see if it could be improved. There may also be an opportunity to raise our profile on other websites, commentating from a consumer point of view.

The website is also an important tool which can be used to manage demand. We continue to try and direct initial enquiries to our website, while our frequently asked questions are based on the concerns passengers raise with us and prove popular with visitors to the website. Similarly, we provide guidelines on how to complain effectively to stop passengers approaching us before they have been to

the operator, or have compiled the necessary background information we need in order to take up an appeal. We are also able to monitor how useful specific information is. The move to an improved website will also help us gather more intelligence about who is looking at our website, what sort of people contact us, who doesn't and why.

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11 Social media

Social media has developed rapidly over the past five years, changing the way that the world communicates and consumes news and reducing dependence on traditional media channels. It gives organisations greater scope to adjust or refocus communications quickly and can be used to swiftly counter inaccurate press coverage. It provides a cost effective way of communicating which allows small organisations to build critical mass and 'punch above their weight'. Social media uses web-based and mobile technologies to turn communication into an interactive dialogue as part of bite sized chunks of information. It takes on many forms including internet forums, blogs and micro blogs such as Twitter, podcasts, wikis, photo sharing through sites such as Flickr (where examples of our work are posted) and video sharing on sites such as YouTube. Social media can also complement an organisation's website as people change the way they get their news and increasingly use mobile devices on the move.

London TravelWatch have been using the micro blogging website, Twitter since September 2010. The site allows information to be shared quickly and succinctly (in under 140 characters as 'tweets') and as the number of followers increases it will become an even more valuable and influential form of media to use.

Although use of Twitter does not take up a great deal of officer time and in some cases it is just another way of promoting a message already being disseminated through other media, it does need to be monitored regularly if followers are to be kept interested. Tweeting is limited to two people to ensure a consistent message, except occasionally when other staff are needed to cover absence. The number of people following London TravelWatch is now being monitored, along with the number of 'retweets' so that trends can be captured and this activity is regularly reported.

The refreshed website will have a Twitter feed on the front page and we will also have the capacity to develop more detailed surveys which would provide another way of finding out about website visitors.

There are a number of ways in which online influence can be measured, most notably through services such as www.klout.com which are able to dig deep into social media to understand how people influence each other. Organisations' influence is ranked on an 100 point scale and London TravelWatch currently has a ranking of 46¹ (compared to an average of 40, with 95 per cent of users having a score below 63). The key to building influence online is having an interesting timeline on Twitter/Facebook as well as having influential followers. The more that others engage with your content by retweeting or mentioning it, the higher your score will be. We aim to increase our online influence by perhaps tweeting

¹ As at 4 October 2013.

more advice which could potentially be picked up by opinion formers as well as by continually refreshing our followers and seeking out new contacts.

As probably the most popular and talked about social media platform in the world, many public sector organisations assume that they need a presence on Facebook. However, while Twitter is relatively easy to manage and information can be posted very quickly, Facebook can be time consuming and create unrealistic expectations among website users. Some large local authorities with considerable resources have successfully made use of Facebook, but other smaller public sector organisations have deleted their Facebook presence, finding it too time consuming and difficult to police. One of the dangers of public sector organisations using Facebook is that they often appear to just be replicating the information that is on their own website and in doing so, they are driving website traffic away from the official website. The same is also true about Linked In, which is more of a professional development tool and if an organisation like ours was to have a presence, there is a danger that there could be conflict between personal and professional aims.

It is also important to realise that social media is more than just an opportunity for us to communicate (and converse) with people virtually; there are also potential benefits to be derived from improving our understanding of how people use social media to complain and to gather intelligence on the activities (and responses) of key stakeholders on this growing medium. For example, it is possible to build up lists of people in a specific postcode/place if you are looking to focus on people/organisations in a specific area for certain projects/pieces of work. A key objective in the 2014/15 business plan is to establish mechanisms to pick up information about consumer concerns from social media and/or other forms of wider feedback.

Videos and webcasting

London TravelWatch has investigated webcasting public meetings but found that this was not feasible as it posed too many logistical problems.

We currently upload short videos online on our YouTube channel but the refreshed website will allow us to embed YouTube videos on our site, meaning that visitors no longer have to visit another website to view content. There is scope to have a 'welcome' video with a message from the Chair/CEO embedded on the front page of the refreshed site. There will also be an opportunity to develop a series of monthly topics suitable for scripted YouTube videos which we will be able to embed on our upgraded site over the following year.

The format offers the potential to post short interviews with key staff/members online and to provide small chunks of footage from events such as transport user events, where there might be the opportunity to record some vox pops (providing they are of sufficient quality).

12 Extending our influence with key stakeholders

It has always been important for the organisation to engage with key stakeholders. However, in line with a shift in emphasis from profile to influence, central to this strategy is the need for a step change in the way we communicate, which recognises the importance of a more systematic and strategic approach to stakeholder engagement. This can be broken down into three strands:

1) *Stakeholder networks*

- We already have a well developed network (see Appendix A) but should make (more) use of our existing networks and networks that some of our stakeholders have and continue to offer briefings to key decision makers at both a local and Londonwide level.
- A stakeholder mapping exercise to determine who we should seek to develop relationships with, which relationships we should maintain and which we should not pursue, will help to guide our relationships with stakeholders, allowing us to move from being opportunistic to more proactive. This should include attempts to widen our sphere of interest to include liaison with business groups such as London First and business leaders and groups of people who have an inherent interest in transport such as trade unions and possibly universities and healthcare trusts.
- Sometimes it will also be in the organisation's interest to work with other bodies such as Passenger Focus or the GLA to organise events or supply quotes for press releases and there will be times when it might be in the organisation's interests if an issue we have campaigned on is taken up by another organisation in addition to our own efforts.

2) *Events and meetings attended by London TravelWatch staff/Board*

All staff and Board members represent London TravelWatch when attending meetings/events and when they travel around London. We should ensure that all staff and board members who are likely to be representing London TravelWatch at meetings and events are well informed about the work the organisation is involved in by producing a set of lines to take which summarises London TravelWatch's position on particular issues and key recent activities.

3) *Conferences, seminars and panel events*

It may be worth considering further the opportunities provided by attendance or speaking appearances at conferences, panel events and seminars such as the London Councils Transport Committee and the London Councils Summit,

would also help us to increase the influence we have amongst opinion formers. This would give us an opportunity to discuss issues where we have a distinct perspective to offer such as interchanges or value for money. However, this work would be time consuming and the organisation would have to be very clear who would attend and why.

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13 Engaging with transport users

As the London TravelWatch brand is built on knowledge and being authoritative, it is important that we keep in touch with the people that use public transport in London day in day out and that we are able to demonstrate this. London is not necessarily homogenous in terms of its transport provision and needs, and local variations in service provision or quality will have a disproportionate impact on transport users' experiences. Therefore it is important to be able to hear first hand about these variations. We can do this in several ways:

- 1) Local and community groups – In the past London TravelWatch staff and members regularly attended a wide range of meetings of local transport groups across London. These were mainly local authority led forums but also included specialist, regional and community groups of various kinds, for example the East London Line Group, SWELTRAC (a consortium of local authorities in South West London). Each Board member took a lead role in respect of two or three London boroughs and aimed to attend at least one meeting per borough each year, preferably with the political lead member for transport. Reductions in resources have meant that, in recent years, officers rarely attend local user group meetings, instead using an intelligence-led approach to pick up the key issues contained in newsletters and minutes from these groups, meeting only occasionally with groups when specific issues of strategic importance are being discussed, such as franchises.
- 2) Transport user events – Although collectively the Board and staff have a very good knowledge of London's transport networks there are inevitably areas with which we are unfamiliar. The geography of London is such that the experience of travel can vary markedly between different towns or neighbourhoods, especially in outer London. In recent years London TravelWatch has held a series of transport user engagement events at different locations across London which have provided a useful opportunity to learn more about the perspectives of local people. This also gives transport users an opportunity to engage with us and having had personal contact with staff and Board members, they are more likely to tell their friends or family about us than if they had read about us on a sign or website.

These events provide important 'temperature checking' opportunities to gauge the feelings of passengers in areas with particular transport issues such as poor bus services, lack of accessible access to transport and new franchise competitions. Just as politicians need to get out from behind the desk on a Saturday after a week in the office, these events allow staff to get a feel for what the situation is like on the ground and help them keep in touch with what is going on in specific areas. This is particularly true in outer London where the transport picture often differs considerably from the inner core.

These events are not designed to be strategic – the numbers are insignificant but the physical visibility of London TravelWatch is important. The events can also help us to find out things that we did not know and would not necessarily find out without them. Previous events have been successful but there is now an opportunity to make them more focused and, given that we already have much contact with commuters through our casework (and they are also targeted by operators at their ‘meet the manager’ sessions), we can use them to reach people travelling during the day with which we would not normally have as much contact. The local press and politicians are invited to our events and have attended on some occasions, helping to publicise the work that we do.

Over the past few years, we have experimented with various different formats and, whilst the actual approach used would vary according to the location and any specific local circumstances, we have now streamlined our preparation and significantly reduced the amount that each event costs.

- 3) Other events/meetings - There are also opportunities to exhibit at events organised by other organisations such as the London Pension Funds Authority annual member forum or events held by transport operators (such as South West Trains’ passenger events at Waterloo). Events such as these, which are likely to attract a large number of visitors, offer the opportunity to reach a wide, targeted audience with minimal demands on time and resources. They also assist in maintaining good relationships with other organisations although not the main rationale. We may also wish to consider attending forums for the general public such as People’s Question Time and other GLA forums if they were focused on a transport issue, but would not normally do so as the benefits are limited compared to the time involved.
- 4) Local issues database – We maintain a database of intelligence about local issues and key local stakeholders and this helps us to identify opportunities to influence and acts as a record of our previous involvement in specific issues and of the specific interests of local politicians whom we may seek to lobby in the future.

14 Statutory reporting and other communications opportunities

Statutory reporting

We have regular external statutory communications which we use to pull together key messages; the Annual Review, Annual Accounts, Business Plan, annual budget bid and twice yearly performance reports to the GLA. It is essential that we turn these into opportunities to promote our key messages.

Other opportunities

The telephone is still one of the main methods we use to communicate and is often the first means of contact that people have with us. It is therefore vital that we maintain a professional approach which backs up the London TravelWatch brand, and that calls are answered professionally, in a timely fashion, in line with our service standards.

Even a relatively small organisation such as London TravelWatch sends out a large number of emails every day and they could provide an opportunity to link to a particular piece of work that has just been produced or to push a particular key message under the signature. For example, we could currently include a message encouraging people to view our value for money research. However this would need to be managed carefully, to ensure that the messages remained up to date.

Inexpensive branded items such as pens and Oyster card holders (with an insert summarising the work we do) provide another low cost way of increasing awareness of the organisation and the work that it does, particularly at engagement events and enable us to steer people to the website.

15 Risks

Failure to communicate effectively exposes the organisation to a number of risks:

- Poor internal communications puts our ability to put across a coherent and co-ordinated message externally at risk and undermines work being done elsewhere in the organisation.
- Poor external communications means that we may fail to effectively represent the interests of passengers and they could miss out on improvements to services and find that their voice is not heard.
- Failure to make our voice heard on big issues could also see other organisations taking our place in the media
- Failure to project a professional image at meetings and events could damage the London TravelWatch brand and our ability to maximise our influence when working with stakeholders.
- Criticising another organisation without backing up the criticism with evidence could be a risk to London TravelWatch's credibility.
- It is important to keep up with the changes taking place in the media as at present, the new mediascape is still relatively new with many unanswered questions as newspapers with declining circulations look to find the best way of making money from their news, with some moving their content behind paywalls or introducing metered content as an alternative to completely free access, with adverts. Likewise, social media may be free to use at the moment but organisations like Twitter are still looking at ways of effectively making money out of their services and this needs to be borne in mind.

Appendix A: Stakeholder meetings

We currently have a number of high level meetings with our network of contacts:

The London TravelWatch Chair meets the Transport Committee Chair every two months.

The Chief Executive and Chair meet privately with The Transport Commissioner twice a year and the Chief Executive (and Chair when available) and key senior staff meet with TfL managing directors three or four times a year.

We provide briefings to the DfT, including to ministers and also to the London Assembly and members of the Transport Committee.

The Chief Executive and Director of Policy and Investigation (or appropriate policy officer) meet three or four times a year with managing directors of key London train operating companies; First Capital Connect, First Great Western, Greater Anglia, Southeastern, South West Trains, Southern, C2C and Chiltern. Less frequent meetings are held with other London operators; London Midland, East Coast, East Midland, Heathrow Express and Virgin (as well as open access operators), with the Chief Executive only involved when there are particular issues which need to be discussed. We also have a dialogue with Eurostar, meeting when appropriate.

The Chief Executive and Director of Policy and Investigation also have meetings with senior staff at Network Rail and the ORR three or four times a year.

The Chief Executive and Chair meet once or twice a year with the Chief Constable or Deputy Chief Constable of the British Transport Police.

Appendix B: Stakeholder mapping: Importance vs influence

The following chart maps the relationships London TravelWatch has with various stakeholders by their importance to our remit and their ability to exert influence. Whilst we aim to communicate with all these stakeholders, we will particularly target our proactive work on building relationships with, and influencing those in the top right hand quadrant.

Importance to our remit

Travelling public	Community transport, Transport for All Other groups for special interests	5	Individual MPs Individual TOCs London Councils Business Leaders (incl London First, CBI, London Chamber) Passenger Focus Local councils	Mayor's Office London Assembly TfL Rail Delivery Group Ministers DfT ORR Network Rail
		BTP LBC BBC Radio London	RAIB Evening Standard Metro BBC London Leading academics/think tanks (eg Tony Travers)	Shadow Ministers Key mayoral candidates
1	LA sponsored transport groups Community groups, transport interest/specialist user groups, local press	3		5
		Trade unions		
		1		

Ability to exert influence

Appendix C: Style guide

This guide will be extended to include guidance on Powerpoint presentations, letters, reports and other templates.

London TravelWatch style guidelines

Purpose: to ensure that all London TravelWatch written publications are presented in a consistent and professional manner in accordance with the organisation's style guidelines.

London TravelWatch publishes a small number of significant publications each year including research reports and the Annual Review. Users registered on our website also receive emails alerting them when we publish something on the site. We print a small number of these to send to key stakeholders on our database. In addition, we produce a 'transport users priorities' document every four years to coincide with the Mayoral elections which seeks to influence the main mayoral candidates but this is also something around which we can campaign and use to influence decision makers throughout the mayoral term.

In this style guide, the term 'publication' refers to any written work including research reports, committee reports, statutory reports, letters and emails, consultation responses, evidence provided to the Transport Committee/Transport Select Committee and Powerpoint presentations. A set of templates for staff to use is available on the shared drive.

Our publications should be professionally presented, with an executive summary, good quality photographs and supporting material, written in plain English and free from jargon. Research publications will be professionally published and copies will be sent to key stakeholders.

1. General good practice

- the font to use is Aerial 12 point
- block capitals and underlining should be avoided
- the background/paper should be white throughout
- black and white documents must be clear with proper contrast and if producing a colour document, shading should not be used
- use a non-justified right hand margin
- we should always be referred to as London TravelWatch, and not LTW.

2. Email signature and out of office guidelines

All staff should use the following email signature

Name

Job title

Follow us on [Twitter](#), [You Tube](#) and [Flickr](#)

London TravelWatch, Dexter House, 2 Royal Mint Court, London, EC3N 4QN

Tel: 020 3176 xxxx

Fax: 020 3176 5991

www.londontravelwatch.org.uk

London TravelWatch issues an e-newsletter, keeping you updated on our activities. If you would like to receive this on a regular basis, please register at <http://newsletter.londontravelwatch.org.uk/em-signup>

London TravelWatch is the operating name for the London Transport Users Committee

The information transmitted is intended only for the person or entity to which it is addressed and may contain confidential and/or privileged material. Any review, retransmission, dissemination or other use of, or taking of any action in reliance upon, this information by persons or entities other than the intended recipient is prohibited. If you received this in error, please contact the sender and delete the material from any computer. You are also warned that messages and any associated files sent from or received by London TravelWatch may be monitored or stored and may be subject to public disclosure under the Freedom of Information Act

Staff should use the following template when out of the office:

Thank you for your message. I will be out of the office on xx/between xx and xx. If you require urgent assistance please call xx on xx or email xx@londontravelwatch.org.uk. If your message is not urgent I will respond to you on my return.

Ensure there is no irrelevant text left anywhere in your out of office message eg Christmas opening hours details/change of office details.

3. Research publications

Research publications should be presented in the following way:

Front page

All documents (with the exception of the annual review, letterheads and compliments slips), must contain a logo with the strapline 'The voice of transport users'. This should be located in the top left corner, with an index tab saying 'a London TravelWatch report', 90° from the main writing on the right.

The publication title should be a third of the way down the page, in Aerial 36pt font in **London TravelWatch green***, with the month of publication below, emboldened in black Aerial 12pt. The titles should not be over-capitalised ie 'Passengers' ticket purchasing and journey experiences' rather than 'Passengers Ticket Purchasing And Journey Experiences'. The title should ideally describe

the publication but if necessary it could include a **London TravelWatch green** subheading in Aerial 20pt under the main title.

The front page should also include three photos at the bottom which represent the contents of the publication. These should be centred, in a rounded rectangle autoshape, 3.37cm high by 4.41 cm wide.

Back cover

Published reports (ie those with ISBN numbers, see section on ISBN numbers) must contain our contact details on the back cover along with the ISBN cover, with no logo.

If designed, the printer/designer's details can be displayed in the bottom left in black Aerial 10pt.

Inside cover

The inside cover should include an 'about us' paragraph (with TravelWatch in **London TravelWatch green**), contact details (no fax number) and the publication's ISBN number (as required by ISBN regulations), two thirds of the way down the page. No logo should be included on this page. This should be counted as page 1 with numbering on the outside edge of each page at the bottom next to a website address in **London TravelWatch green**. There should also be a tab at the top right of this page and in the same position on all following pages (except the back page), 90° from the main writing which should contain a short title of the publication.

If a map of the area covered by London TravelWatch is to be included (only because it is directly relevant to the subject matter) it should be in the main body of a publication.

There should be no emboldening of paragraphs.

Contents page

Main chapter headings should be in **London TravelWatch green**, with page numbers in green and no dots leading to them. Sub headings if necessary should also appear in green. There should be a one line space between each line of text.

Where sub heading numbers are included, these should display as the number of the main section with numbers 1-5 under this, rather than as 1.1 – 1.5.

Foreword

A research publication should normally include a foreword by the Chair (ideally one page) after the contents page which would provide an opportunity to

succinctly explain why we are doing the research and include a photo of the Chair on the top right of the page. There should be no emboldening of paragraphs.

Executive summary

There are two styles of executive summary; one for a research report and one for responses to consultations:

For consultations, use the format: 'We support', 'we welcome', 'we recommend', with bullet points under each.

Research publications should ideally have an executive summary of no more than a page, unless it is sufficiently complex as to require a longer executive summary (this might be the case when the publication is providing an update on previous work). In this case, you should number the points 1, 2, 3, rather than using bullet points.

Titles and text

Throughout the publication:

- text should be left aligned and not justified, with no underlining or unnecessary capital letters
- main titles should be in Aerial 16pt in **London TravelWatch green** with sub headings in Aerial 12pt in **London TravelWatch green**
- there should be double line spacing between main headings and text and after a paragraph which precedes a sub heading, with single line spacing between subsequent headings and paragraphs
- quotes should be in single inverted commas, with quotes inside quotes and quotes from focus group participants in double inverted commas.

Illustrations

Illustrations should give a general feel of what the publication is about and do not need a title but should be on the same page, as close to the relevant text as possible. Photos in the main publication should not have rounded edges. Photos/illustrations should appear on the right of text.

Use of bullet points

- If all bullets are sentences, each bullet should begin with a capital letter and end with a full stop.
- If all bullets are phrases or fragments, start them with a lower case letter, with no punctuation but put a full stop after the last bullet point.
- always use a lead-in sentence
- bullets should always make sense running on from the lead-in sentence

Publication order

The normal order for a publication will be:

Contents

Foreword

Executive summary (including key recommendations)

Introduction

Methods

Conclusion(s) – every report should have a conclusion which pulls it all together. A complex report may need to be summarised under a number of sub-headings

References and a list of figures (if required)

Appendix

Glossary

Use of quotes/references

Quotes from transport users or focus groups are a useful way to add colour and authenticity to a report but they must add value and not be included for the sake of it. They should be in italics and centred so that they are ideally set in from the left margin. The source of the quote should appear in square brackets and should start and end on the same line. Footnotes should be separated from the main text with a short line and should appear on the same page as the information they are referring to.

If a list of references is to be included, this should appear before the appendix. Names should be given in full with an abbreviation in brackets which should be used thereafter eg Transport for London (TfL). Acronyms are not necessary if they are not going to be used later again in the text. Abbreviations should not contain full stops eg: BBC, not B.B.C.

If another report/publication is mentioned, it should be put in italics, with no inverted commas.

Use of tables

There should be no shading used in tables apart from the first line, which should be shaded green, with text in white.

If there are more than 10 tables in a publication you should also include a separate list in the appendix for easy reference.

Tables, graphs, diagrams and maps should be referred to collectively as 'Figure 1, 2, 3' etc and given an appropriate title. They should be clearly delineated. Bars in graphs should be different shades of grey to give colour contrast and to ensure that are clear when printed in black and white.

All tables should be portrait in the main body of a report but they could be landscape in an appendix.

ISBN numbers

An ISBN is an International Standard Book Number used by publishers, booksellers and libraries for ordering, listing and stock control purposes. Up until the end of 2006 it was a 10 digit number, but from 1 January 2007 all ISBN numbers are now 13 digits long. The numbers that have been used by London TravelWatch are listed in a [spreadsheet](#) along with vacant numbers to be used for future publications. Further ISBN numbers can be bought in blocks of 10 and the current fee is £126.

Once an ISBN number is allocated, the publishers have a legal obligation to send one copy of each of their publications to the British Library Legal Deposit Office within one month of publication. The copy should be sent to the Legal Deposit Office, The British Library, Boston Spa, Wetherby, LS23 7BY. One copy should be deposited to the British Library and we also send the Agency for the Legal Deposit Libraries (161 Causewayside, Edinburgh, EH9 1PH) five copies for deposit at five other libraries: The Bodleian Library, Oxford; The University Library, Cambridge; The National Library of Scotland; The Library of Trinity College, Dublin and The National Library of Wales, Aberystwyth.

Further information about ISBN numbers information, including Important Information for Publishers can be found in the [ISBN folder on the S Drive](#).

Commissioning design publications

Once a publication has been completed and all changes from officers and the Board have been incorporated, The Director of Policy and Investigations/CEO will sign off the words in the document and the Communications Officer will ensure that it meets the internal style guide and sign it off for publication.

When our work is to be published, quotes should be obtained from prospective printers. Publications should be printed as an A4 booklet in portrait format using a digital print process. This means that the number of pages will be a multiple of four so there may be blank pages. These should be titled 'Notes' with a set of lines. The paper should be 150gsm Silk for the main body and 250gsm Silk for the cover. Hyperlinks should appear in full and should be underlined in blue to

show that they are links. In order to ensure a good quality crease publications should ideally be no more than 56 pages in total.

*To find this colour in Word, you need to choose 'more colours', then 'custom' with the following numbers:

Red – 57

Green – 182

Blue – 74

RF-C October 2013

DRAFT