

Road Danger Reduction Communications Strategy

**Produced by the City of London
Corporation on behalf of the Road
Danger Reduction Partnership**



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1. Key aims

- To help address the current red-risk, which is the perception that the City of London Corporation is not taking enough proactive, positive action to reduce road danger in the City. We will do this by raising the profile of Road Danger Reduction activities being carried out by the City Corporation among all stakeholders
- Encourage positive behavior change among all road users, prioritising those who pose the greatest risk, by raising awareness of risky behavior and what people can do to reduce risk
- Proactively engage businesses across the City to have a positive influence on employees and suppliers to raise awareness about road danger and encourage safe and respectful road behaviours
- Engage stakeholders from across the City, including road-user groups, businesses, and media to support and participate in the activities of the Road Danger Reduction Partnership

2. Key communications principals

- **Equal but different:** We treat all road users as having equal rights but different experiences and levels of responsibility. The larger your vehicle, the greater your responsibility to travel with care and look out for other road users
- **Safer and better:** Our priority is to reduce life changing injuries and deaths, but our ambition is to reduce harm at all levels and create a more pleasant street environment for all users.

- **We are all in this together:** We can't effectively engage all our road users directly, so we will prioritise encouraging and supporting stakeholders, particularly businesses, to communicate our messages to their audiences
- **Evidence-based:** All communications are based on a solid, robust evidence base. This base will include our own statistics and insights and be supplemented by learnings from other best practice road danger reduction initiatives from around the world
- **Raise awareness not fear:** The balance of our communications will encourage road users to change their behaviour to reduce risk without increasing their fears around safety or creating an inaccurate perception of danger

3. Communications challenges

3.1 Proactive, high-profile activities can bring criticism

In order to address the current red risk, we need to raise awareness among all stakeholders about the positive work the City Corporation is doing to reduce road danger. This will require proactive, high-profile campaigns and activities that are attention grabbing, interesting and memorable. Without proactive, high-profile activity we risk creating a communications vacuum that can be filled by negative voices.

Challenge: By putting our work in the spotlight, we open ourselves up to questions.

Solution: *Our strategy and thinking behind what we do needs to be sound and understood by the whole Road Danger Reduction Partnership and we need to have media-trained, confident spokespeople who can talk about this*

EXECUTIVE SUMMARY

Challenge: We will be open to criticism from those who disagree with our strategy.

Solution: *Because we are working in collaborative way with stakeholders from across the media, business and all road user groups, our critics will be in the minority, but vocal minorities can feel oppressive. We need to be ready with clear arguments in favour of our strategy and have a media-trained team ready to respond to any negative publicity.*

3.2 Behaviour change takes time

Communications alone cannot make people make long-term changes to their behaviour, but it is a crucial factor. The role of communications is usually to get people to 'Identify' the issue by raising awareness, and then to understand its relevance

to them and to 'Prepare' to change by seeking information. However a significant shift in even the first stage of 'Identification' of the problem can take years. We need to recognise that investment in behavior change campaigns needs to be integrated across all communications activities over a number of years, with regular evaluation to track change.

Challenge: unrealistic expectations from stakeholders about the level of behaviour change that can be achieved in a short time

Solution: *Set realistic goals with clear metrics around the level of change expected and plan activities that can be built on year-on-year to move audiences along the behaviour change journey.*

4. Target audiences

Figure 1



5. Implementation

- Use attention-grabbing, memorable and relevant communications to raise awareness of the issues and build profile for the City Corporation. Examples could include public-facing street events, media stunts and photo opportunities, refreshed business networks and targeted communications for specific road-user groups
- Engage stakeholders in the development and delivery of communications to both enhance behaviour change, by influencing their direct audience groups (e.g. club members, employees etc) and to build support for our activities and mitigate potential negative feedback.
- Create consensus and buy-in from the interest groups for all road users by promoting our principals and asking for sign-up and agreement of them from these groups
- Create a strong and recognisable brand for all communications campaigns, developing the current 'Safer in the City' brand for this purpose
- Develop and implement a series of campaigns to deliver against the twin aims of raised awareness and behaviour change amongst road users, and increased awareness and profile with stakeholder and broader public audiences
- Support partner initiatives with the Safer in City brand, such as promotion of new safer infrastructure developed by the City of London and partners such as TfL, promotion of enforcement campaigns by the City Police such as speed awareness (20mph), focus on new safer driving training by partners etc.
- Develop communications approaches specific to the target audience to meet the objectives in terms of behaviour change, using 'think, feel and do' methodology (see Appendix XX for detailed suggestions for each target audience)
- Track and evaluate all communications work. Metrics such as number of views, attendees at events and column inches in press will be outputs; analysis of change of attitudes will be assessed through surveys and the road casualty statistics will be gathered to show impacts on outcomes (see evaluation matrix on pages 22 to 24 for details)
- The communications plan for Road Danger Reduction will be implemented over a period of two years starting in April 2017 with annual reports submitted on progress to enable continuous shaping and improvement.

1

The context for this strategy

The City of London Corporation has a strong commitment to keeping all workers and residents safe while they are in the Square Mile. The Road Danger Reduction Plan was drafted and approved in 2013, with a target of reducing casualties with particular emphasis on Vulnerable Road Users (pedestrians and cyclists), who account for over 80% of casualties.

There has been some significant success since the publication of this plan. While the number of cyclists in the Square Mile has increased by 19% since 2014, the number of cyclists killed and seriously injured (KSI) dropped by over

half between 2014 and 2015. However, we cannot be complacent as the number of pedestrian casualties has risen, and cycling casualties could potentially increase again without continued focus (Table 1):

Table 1: KSI performance against target

Road user	2017 Target*	2016	2015	2014	2013
Cyclists	96 Casualties	145 Casualties	139 Casualties	138 Casualties	125 Casualties
	11 KSI	13 KSI	11 KSI	23KSI	20 KSI
Pedestrians	85 Casualties	109 Casualties	116 Casualties	117 Casualties	91 Casualties
	20 KSI	25 KSI	23 KSI	19 KSI	20 KSI

1.1 Building on the success of the current plan

The Road Danger Reduction Team has been working to deliver the current plan across a number of areas and this communications strategy builds on that work, taking learnings from the successful activity to date, the impact of which is summarised below:

Reaching road users by engaging city employers:

The Road Danger Reduction Team continues to prioritise business engagement. In 2016 the Road Danger Reduction Team delivered over 30 Road Shows, Road Safety Training and Road Safety Events and continued to build business relationships, exceeding targets compared to previous years.

“The event was incredibly well received, and feedback has been excellent. Your engagement with staff who posed questions and stopped by for a chat was brilliant. The services and resources you offer certainly attract in a large amount of staff, and I am sure that many of them went away with a safer mind-set with regards to moving around within the city.”

Peter Griffin, National Account Manager, Wilson James

To build on this work the Road Danger Reduction Team and has developed the Active City Network, with the aim to give employees the opportunity to provide input into the Road Danger Reduction Partnership and work together to reduce danger presented to their active travellers on the City streets.

* RORY – City Police have questioned the use of the word target here – obviously this a maximum acceptable, our real target would be zero. Please advise how best to express this.

Since the development of the Active City Network, the team has established a board of 12 founding members and has held two high profile events, hosted by international law firm Fieldfisher in September and Nomura Bank in November 2016, which attracted over 200 delegates representing over 80 organisations.

Working in partnership to change cyclist behaviour: Working with the City of London Police and City of London Corporation Communications team the 'Light Angels' Campaign to raise awareness of the need for cycle lights during winter has had an excellent level of engagement so far, with over 800 lights distributed to bike users over two evenings.

Partnering with schools to reach the next generation of road users: The Road Danger Reduction Team continue to work with all five City of London schools to implement pedestrian and cycling training for children.

Tackling Work Related Road Safety

Large Goods Vehicles (LGV's), Heavy Goods Vehicles (HGV's) and delivery vehicles (usually vans) have been disproportionately represented in KSI statistics for a number of years. In the City one of the biggest risks to Vulnerable Road Users comes from the construction and supply chain vehicles that support over 63 active development sites. As a result the Road Danger Reduction Team are piloting 'City Mark', an initiative which will support the existing Work Related Road Safety activities. This scheme is being delivered as part of the Considerate Contractors Scheme, of which all construction sites in the City are members.

1.2 The experience of road users

A busy and growing city

Roads in the Square Mile are as busy as ever. Congestion remains a challenge for the City of London Corporation due to the high number of developments taking place. Against this backdrop there has been a continued rise in the number of commuters entering the City, with a sharp rise in the number choosing to commute by bicycle.

To support smooth travel through periods of change, we need all road users to be fully present and aware of their surroundings and to be respectful of other road users. As a result the communications strategy should focus on supporting behaviour change amongst all road users, while acknowledging a hierarchy of communications which shapes different messages for those who present the most significant risk (i.e. large or fast vehicles) and those who are the most vulnerable (i.e. pedestrians).

Opportunities for communications around infrastructure change

Where infrastructure changes present specific new risks or opportunities, these can be highlighted to audiences through our communications. We will also work with businesses and local wards to ensure communications from all stakeholders in consistent and aligned.

Perception versus reality

In addition, constant change and a swelling road-user population can lead to a perception that our city roads are more dangerous than the reality. It can also contribute to stressful experiences, which, while not resulting in increased casualties, can make people feel unsafe and make use of our streets less pleasant than we would like. Our strategy therefore needs to address perceptions about road danger as well as the reality.

2

Strategy and communication goals

2.1 The overall strategy will help address the following aims:

a) Make our roads safer for all users by:

- Reducing the number of people injured in road traffic collisions
- Reducing the number of people killed and seriously injured, prioritising reducing deaths and life-changing injuries.

b) Improve awareness and understanding among all stakeholders

about effective strategies and work being delivered by the Road Danger Reduction Partnership to reduce road danger and increase positive road behaviour by all road users.

2.2 The specific communications goals that will support the Road Danger Reduction Partnership's core aims are:

a) Deliver campaigns and activities to support road danger reduction in the City by positively influencing the behavior of road users

b) Raise awareness about the work being done by the Road Danger Reduction Partnership and build a collaborative community of stakeholders working constructively together

c) Create a culture of respect and responsibility among all roads users and improve perceptions about safety when using streets in the City

d) Ensure communications delivered are best practice, grounded in evidence and developed in consultation with experts, stakeholders and interest groups

3

Strategic approach

3.1 Overview

This strategy aims to give all delivery teams and partners clear guidelines for developing communications activities around Road Danger Reduction. All activities planned should deliver against the two key areas for communications outlined in section 2.1:

- Adhering to our principles
- Using recognised models to develop ideas that either influence attitudes and behaviour or raise awareness to prompt a positive action
- Adhering to our brand hierarchy (see section 3, page 17)
- Using our evaluation model to track, measure and report on success (see section 4, page 22 to 24)
- Using the latest evidence and data reflecting the current reality of behaviours and risks to inform our planning and activity
- Generating increased awareness and engagement with stakeholder and public audiences through positive profile raising

By ensuring that all activities meet these key criteria, delivery will remain cohesive, consistent and true to our communications goals.

3.2 The Road Danger Reduction Partnership

The Road Danger Reduction Partnership is a working group of public sector organisations that has a vested interest improving road safety and reducing the number of road casualties in the City. The shared expertise, experience and resources allow for a Safe Systems Approach to reducing casualties; encouraging safer behaviour, enforcing the law and targeting the factors which cause collisions.

Our partners:

- City of London Department for the Built Environment
- City of London Police
- Greater London Authority
- London Fire Brigade
- Transport for London

3.3 Our communications principles

We have developed a set of principles to underpin all of the communications activity and ensure consistency in approach and message when communicating about all the road danger reduction initiatives. We believe these principles can help to maximise the impact and engagement we generate through activity and mitigate against any potential criticism of that activity by interest groups and influencers for different road user groups. Our principles are:

- **Equal but different:** We treat all road users as having equal rights but different experiences and levels of responsibility.
- **Safer and better:** Our priority is to reduce life changing injuries and deaths, but our ambition is to reduce harm at all levels and create a more pleasant street environment for all users.
- **We are all in this together:** We can't effectively engage all our road users directly, so we will prioritise encouraging and supporting stakeholders, particularly businesses, to communicate our messages to their audiences

The larger your vehicle, the greater your responsibility to travel with care and look out for other road users

- **Evidence-based:** All communications are based on a solid, robust evidence base. This base will include our own statistics and insights and be supplemented by learnings from other best practice road danger reduction initiatives from around the world
- **Raise awareness not fear:** The balance of our communications will encourage road users to change their behaviour to reduce risk without increasing their fears around safety or creating an inaccurate perception of danger

3.4 Behaviour change

The following models should be used to develop activities that aim to influence personal behaviour.

Factors that influence behaviour

Consider the following influences on audience behaviour and ensure your plan of activity covers each of these influence areas:

Figure 2



Relevance

- Personal identification
- Emotional association
- Understand competition for audience attention
- Insight and audience led

Ease

- Defaults (timely, easy access)
- Norms
- Identify and remove barriers (knowledge, skills, resources, tools)
- Incentives

Community

- Build active community participation
- Public commitment encourages consistency
- Prominent/visible
- People like me

Trust

- The right messenger (who and what?)
- Credible brand or voice
- Involving

Value

- Clear exchange
- Positive cost-benefit
- Rewards
- Feel better about self

The behaviour change journey

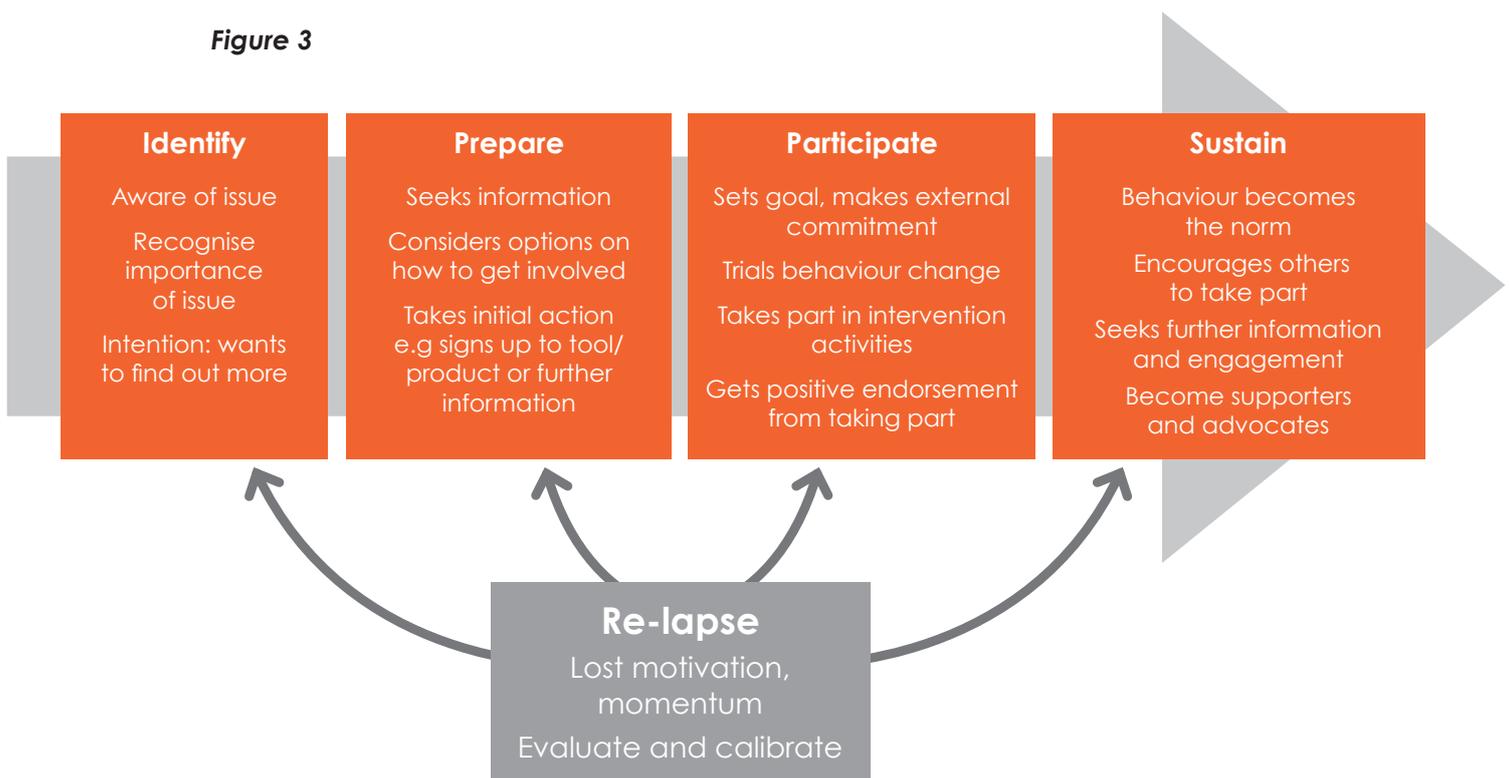
Creating long-term behaviour change among all road-users is central to our strategy. The City is investing in infrastructure change to reduce danger through practical measures, such as increased dedicated space for pedestrians and cyclists. But a real reduction in road danger will only happen if all road-users also behave in a safe and appropriate way.

Our initial focus will be on those road-users who present the most risk: motorists and especially those using large and fast vehicles.

We must also recognise that behaviour change takes time. It can take years for people to create a habit of safe behaviour. However, investment in behaviour change campaigns now means we start that journey.

We will be using the following model to develop our communications activities. Communications usually focuses primarily on the 'Identify' and 'Prepare' elements of the journey. Further practical interventions will help people to move towards the 'Participate' and 'Sustain' part of the behaviour change journey.

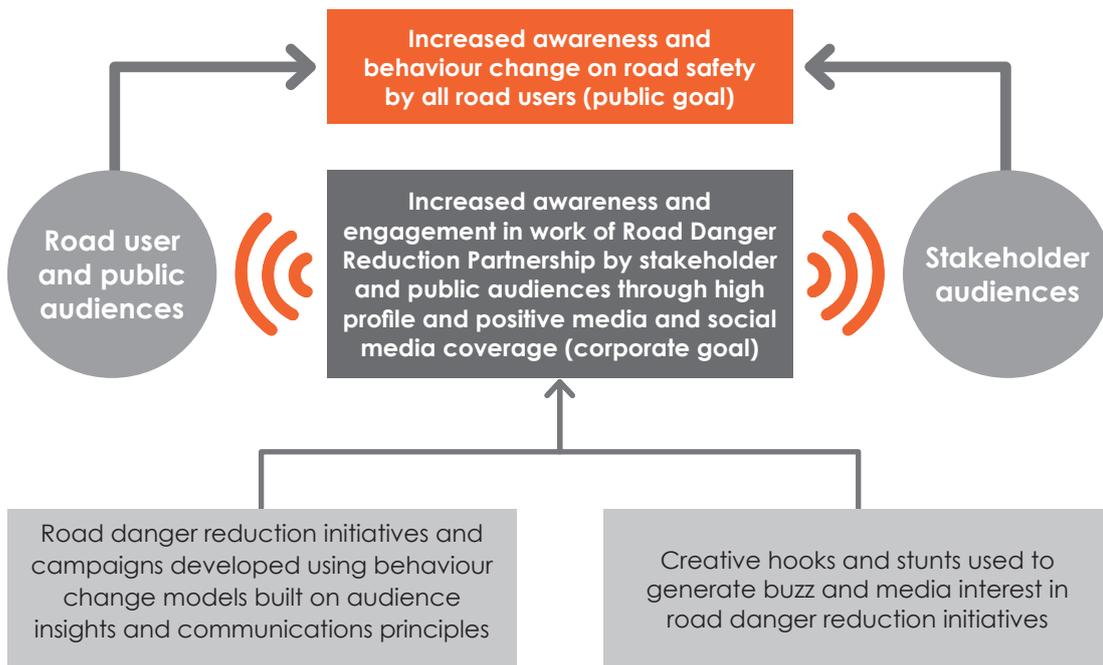
Figure 3



3.5 Suggested strategy framework

Building on the core communications principles and behaviour change models we have outlined, we will use the following strategic framework to support communications delivery.

Figure 4

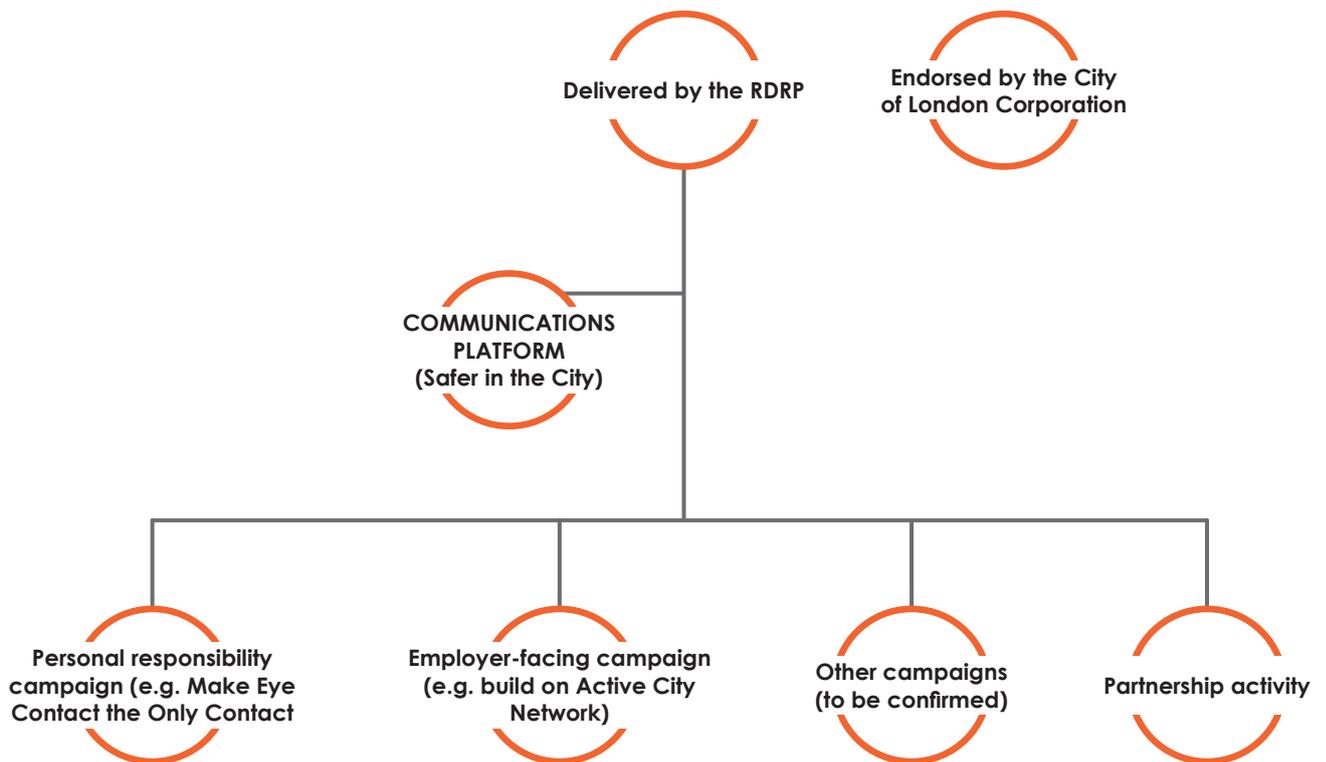


3.6 Brand approach

We will develop a clear brand model to ensure high visibility of the City of London Corporation and the Road Danger Reduction Partnership in all of our communications activities. This approach will also deliver a consistent message to all audiences and clear, cohesive approach that all delivery partners can use.

The model below shows how all communications campaigns from the Road Danger Reduction Partnership should come under a single public-facing brand platform, with an overarching, positive message. We recommend that this platform is a development of the current 'Safer in the City' brand. The overall brand style and tone will always begin with 'Safer in the City', but through the production of full brand guidance, we can offer flexibility for individual campaigns to work within.

Figure 5



Indicative costs for developing the 'Safer in the City' brand – £10k

3.7 Example activity

We recommend a campaign to launch Safer in the City to all stakeholders. This will have the dual purpose of:

- Highlighting the positive step forward the new Road Danger Reduction Partnership strategy represents, through its collaborative, cohesive approach
- Inviting both internal and external stakeholders to get involved and take part and find out how they can use Safer in the City through their campaigns and communications

We have carried out initial ideas development for an integrated behaviour change campaign, focusing on encouraging awareness and vigilance for all road users: Make Eye Contact the Only Contact.

Creative execution ideas

a) *“Their eyes met and....”*

Eye contact can be a very powerful moment as it humanises whoever we are making eye contact with. It is a cliché of a thousand trashy romantic novels and films to put huge significance on the first moment for the protagonists when their eyes meet. We can use that cliché as a light hearted way of encouraging all road users to seek out eye contact around the concept of “their eyes met and....”

For example, a series of spoof posters featuring, across the top half, a diverse range of road users featured in a faux romantic split screen image showing the moment their eyes met. This would be captioned with:

“Their eyes met and....”

This would be followed in the bottom half by another split screen image showing how it changed their behaviour in terms of road use, e.g. a car driver slowing down to allow pedestrians to cross, and a pedestrian pausing and looking both ways before crossing the road. This would be captioned with

“....they looked out for each other on their journey.

Make eye contact and help make our roads and pavements safer for all.”

This concept would be particularly effective for video, but it can be made to work across a range of media.

b) **Seeing eye to eye**

The City of London’s roads, like most of the roads in central London, can get very congested, especially during peak times, and this often creates conflict and resentment between people using different transport modes of transport – drivers, motorcyclists, pedestrians and cyclists. We can use the potential double meaning of the concept of “seeing eye to eye” to both highlight the safety benefits of making eye contact with other road users while encouraging all to look beyond the label of “cyclist”, “driver”, “motorcyclist” and “pedestrian” and see the person and create a stronger sense of empathy.

For example, we can develop a series of posters that show people using different modes of transport united by a series of shared interests, opinions or moods, for example:

“Tim’s a passionate West Ham fan, and so are Harry and Tabitha. We share a lot with the people we share our roads with – seeing eye to eye with other road users can help keep us all safer in the city.”

“Zeba is a Taurean, and so are Bill and Mo. We share a lot with the people we share our roads with – seeing eye to eye with other road users can help keep us all safer in the city.”

The final agreed creative route would be used to produce a piece of core collateral, such as film or impactful series of images, primarily aimed at helping to generate media coverage and sharing on social media.

Exposure – mainstream and social media campaigning

The RDRP will host a series of events to directly engage road users, disseminating relevant materials for each user group. Existing materials can be used for this.

There is potential to reach a greater number of people in our target audience through media and digital channels. That means we need to produce a piece of content that will grab the attention of the media and be striking enough to encourage people to share on social media. People tend to share two types of content when it comes to road safety – the very shocking and visceral, or the creative and thought-provoking. In the case of this campaign, we don't feel that shocking or visceral is a route to go down. Tonally, they can be difficult to get right and might lead to accusations of scare-mongering or victim blaming. As a result, we recommend looking at the creative or thought-provoking route. Shareable content of this type tends to come in two forms – a video clip or an impact fun image or series of images. The ideas outlined above are starting points for the direction of this content. A social media dissemination plan will be developed to maximise this content and ensure targeted audience reach.

We are also keen to explore how we can make the most of existing events that are planned, ensuring any events managed by RDRP members support and amplify the key messages we are looking to get across to our target audiences and also help us generate the right media coverage. The RDRP communications team will work collaboratively to develop the concept to work with existing event opportunities.

In terms of target media, we recommend focusing on reaching pedestrians and public transport users through commuter titles, which means aiming for the Evening Standard and City AM in particular. This would be supplemented by seeking coverage on drivetime radio slots for London stations, so we can hit drivers at the right time, and then looking at all digital London news channels and social media with digital coverage – including local papers in the main areas city of London workers commute in from.

We will need to consider how we can generate some news value, to increase our chances of getting coverage and increase the profile of the coverage we gain. We don't have provision in the budget for this but, as we have previously recommended in relation to video, it is definitely worth us spending time with the team developing some ideas and tactics. For example, we could do a survey via members to ask them to rate the importance of road safety in the city for their organisations.

As part of developing the media plan, we will develop a long list of both these ideas and recommendations for the launch events, so they work together to help us increase the reach and impact of the campaign and its message.

Table 4: Indicative costs for

Media launch (venue and visual stunt)	£5k to £10k
Stakeholder launch (venue and invites)	£5k to £10k
Launch materials, e.g. video / stakeholders packs	£15k

3.8 Planned activities for 2017

There are number of already scheduled events that will give us a good opportunity to promote our 'Safer in the City' messages to a range of audiences:

June 2017

- Initial launch of **Safer in the City** to stakeholder groups
- **Nocturne** www.londonnocturne.com
 - Family zone organised by the Road Danger Reduction Partnership provides an opportunity for public-facing, family friendly safety messages
- **Bike Week** <http://bikeweek.org.uk>
 - Quietways, working with Bike Week stakeholders is an opportunity to engage with the cycling community
 - Stakeholder networking event

September 2017

- **European mobility week:** This year European mobility week will be held under the banner of 'Smart and sustainable mobility', so is the perfect opportunity for cities like London to demonstrate the case for smart, sustainable transport solutions. The City of London Corporation can capitalise on this opportunity, with an integrated campaign developed by the Road Danger Reduction Partnership to raise awareness, provide a sense of pride for businesses, residents and workers and to encourage positive behaviour change.
 - Engagement with businesses (Specially developed materials to help businesses engage their employees and run events throughout the week; events for business leaders) – Public facing campaign (e.g. extended pedestrian and cycle zones; sustainable transport awareness learning opportunities)

November/ December 2017

- **Winter safety campaigns**
 - Targeted campaigns for different road users, highlighting the road risks that are enhanced during winter (e.g. bike lights and high-vis awareness for cyclists; visibility awareness and extra speed caution for motorists)
 - Winter safety packs for our employer networks

Costs for the development of each campaign phase will be confirmed in line with delivery outputs, but are likely to be similar to the costs outlined on the previous page.

4

Monitoring and evaluation

Communications will position the Road Danger Reduction Partnership and all of its stakeholders as proactively taking measures to reduce danger on the roads, working collaboratively with stakeholders across the City.

All communications will focus on the Road Danger Reduction Partnership's clear objectives (see section 2).

We recommend using the audience-based model of Think, Feel, Do to set targets, agree metrics and track success.

Examples of reach, engagement and action for each group have been given below. Suggested metrics for measurement are in italics.

This is an organic tool that will be expanded and adapted as specific communications campaigns and deliverables are finalised.

Table 5:

	REACH	ENGAGEMENT	ACTION
	What did the audience see?	How did the audience get involved?	What did the audience do?
Internal CoLC and RDRP delivery teams	Set-up new RDRP Steering Group <i>Group established formally</i>	Regular meeting of Steering Group <i>Minuted actions and responsibilities</i>	Data and information sharing across team <i>Evidence of sharing across intranet, notice boards etc</i> <i>Jointly organised events at Guildhall</i>
Road users (all – for specific suggestions see Communicating with target audiences)	Targeted campaigns for each user group: <ul style="list-style-type: none"> • Face-to-face contact via events. <i>Attendance numbers</i> • Social media content <i>Analytics data</i> • Traditional media-feature articles and news stories <i>Readership</i> • Information packs / advice <i>Number given out, e.g. at events, packs sent to employers</i> • Simple single-message awareness raising collateral (e.g. branded high-vis giveaways for cyclists) <i>Number of items given away</i> 	Attend information / training events (e.g. via existing events like Bike Week, employer events or via member group events). <i>Attendance numbers</i> Engaging with teams at events (e.g. collecting giveaways and chatting with staff) <i>Manually gathered numbers</i> Click throughs to information sections of websites / other online content <i>Analytics data</i> Sharing messages via social media <i>Analytics data: likes, engagements; re-tweets etc</i> Response to surveys <i>Response numbers</i>	Measured stated changes in: <ul style="list-style-type: none"> • Attitude • Knowledge • Behaviour <i>Measure via surveys/focus groups</i> Recorded reductions in injuries and incidents. <i>Collected data</i>

	REACH	ENGAGEMENT	ACTION
Employers	<ul style="list-style-type: none"> • Via Facilities / HR managers • Via CEO's / Senior management <i>Establish relationships; up to date contact database</i> <i>Attendance at events</i> Direct invitations to participate <i>Information disseminated</i> Active City Network Membership	Events and Roadshows (bespoke or part of larger events) <i>Attendance numbers</i> Dissemination of materials to employees <i>Requests for info</i> Active City Network <i>Attendance at events; engagement in communications, e.g. surveys responses, click-through from e-updates etc</i> Events and Roadshows (bespoke or part of larger events) <i>Attendance numbers</i> <i>Active participation (e.g. case study sharing / presentation etc)</i>	Proactive action <ul style="list-style-type: none"> • Reported roll-out of info to employees • Evaluation of impact on employees • Policy change <i>Data recorded and shared by employer</i> <i>Response to surveys from RDRP</i>
Associations / Member Groups / Regulatory bodies	Direct invitations to participate <i>Information disseminated</i> Features, news articles and information to share with members <i>Information disseminated</i>	Events and Roadshows (bespoke or part of larger events) <i>Attendance numbers</i> Development of supporting materials <i>Requests for support</i> <i>Take-up of proactively offered support</i> Features, news articles and information to share with members <i>Information published / shared via member networks</i>	Proactive action <ul style="list-style-type: none"> • Reported roll-out to members / stakeholders • Evaluation of impact on members / stakeholders <i>Data recorded and shared by organisation</i> <i>Response to surveys from RDRP</i> Statement of support for RDRP principals and strategy <i>Published statement of support</i>

	REACH	ENGAGEMENT	ACTION
Media	<p>Press releases <i>Number disseminated</i></p> <p>Events / photo opps etc <i>Information disseminated</i></p> <p>Advertorials / sponsored content <i>Number placed</i></p>	<p>Planned articles and features; by-lines <i>Number agreed; content reflecting our goals</i></p> <p>Relationships with journalists <i>Up to date contact database</i> <i>Number of contact meetings</i></p> <p>Events / photo opps etc <i>Attendance numbers</i></p> <p>Spokes people <i>Number of interviews</i></p>	<p>Placement of content <i>To be measured by:</i></p> <ul style="list-style-type: none"> • Relevance • Positive story • Accurate quotes / info • Use of spokes people • Use of approved images / film etc • Length of story • Prominence of story <p><i>Literal column inches are not a recommended measure of success</i></p> <p>Proactive contacts/ requests for relevant info from journalists <i>Number of contacts</i></p> <p>Better deals for advertorials / sponsored content <i>£ saved</i></p>
Members, Councillors, Executives	<ul style="list-style-type: none"> • Updates of activity • Invitations to events <p><i>Information disseminated</i></p>	<p>Responses to information <i>Attendance at events</i></p>	<p>Accurate dissemination of messages at ward level <i>Messages recorded in ward communications / info</i></p> <p>Active participation in events <i>Presentations, speeches etc</i></p>
Residents	<p>Neighbourhood Partnerships</p> <ul style="list-style-type: none"> • <i>Direct invitation to participate</i> • <i>Information disseminated</i> <p>City Resident magazine / ward-level comms <i>Information disseminated</i> <i>Pieces placed</i></p> <p>London City events <i>Attendance by RDRP teams</i></p>	<p>Neighbourhood Partnerships</p> <ul style="list-style-type: none"> • <i>Relationships established</i> • <i>Contact database</i> • <i>Participation in residents meetings</i> <p>London City events</p> <ul style="list-style-type: none"> • <i>Prominent position available for RDRP / involvement in event organisation</i> • <i>Direct contact with residents</i> 	<p>Measured stated changes in:</p> <ul style="list-style-type: none"> • Attitude • Knowledge • Behaviour <p><i>Measure via surveys / focus groups</i></p> <p>Recorded reductions in injuries and incidents. <i>Collected data</i></p>

5

Communicating with target audiences

4.1 Delivery of campaigns and activities to improve road safety

Different communications methods will be used to reach different groups. In each case, campaigns should consider what it wants its target audiences to **think, feel and do**.

The table below considers 'think, feel and do' for each audience groups, along with suggested channels and tactics that could be used to communicate with these audiences.

Table 6: Road user audiences

Audience group	Think...	Feel...	Do...	Channels and tactics
Internal CoLC teams	<p>The RDR strategy is a priority to deliver.</p> <p>I clearly understand the aims of the strategy and my role on delivering on them.</p>	<p>Passionate about keeping all roads users in the city safe.</p> <p>Confident that all road users and other stakeholders can change their behavior and take action to reduce road danger.</p> <p>Confident that the strategic approach will have an impact on RDR.</p>	<p>Consider opportunities to include RDRP in planned activities.</p> <p>Use the strategy to plan any activity for RDR (use the specific models for planning and evaluation provided).</p> <p>Use the brand approach outlined, to ensure consistency of message.</p> <p>Include RDR Partners in activity for consultation, delivery support and evaluation, as appropriate.</p>	<p>New Steering group to be established with reps from across all RDR delivery and comms to share information, updates and ideas.</p> <p>Core data and information will be available on shared servers where possible. Furthermore campaigns and events can be shared via City of London Intranet, notice boards and events held at guildhall.</p>
RDRP delivery teams	<p>The RDR strategy is a priority to deliver.</p> <p>I clearly understand the aims of the strategy and my role on delivering on them.</p>	<p>Passionate about keeping all roads users in the city safe.</p> <p>Confident that all road users and other stakeholders can change their behavior and take action to reduce road danger.</p> <p>Confident that the strategic approach will have an impact on RDR.</p>	<p>Be proactive in contributing ideas, feedback and resources to CoL team to help deliver the strategy.</p> <p>Use the strategy to plan any activity for RDR (use the specific models for planning and evaluation provided).</p> <p>Use the brand approach outlined, to ensure consistency of message.</p>	<p>New Steering group to be established with reps from across all RDR delivery and comms to share information, updates and ideas.</p> <p>Core data and information will be available on shared servers where possible.</p>

Audience group	Think...	Feel...	Do...	Channels and tactics
All road users	<p>I am responsible for my own safety and that of other road users.</p> <p>Roads are a shared space between all road users – no one has more or less right to use the road than another group.</p> <p>City roads are busy. I need to be fully aware of my surroundings and of other road users to stay safe.</p> <p>The laws of the road (e.g. keeping to speed limits, stopping at lights, respecting designated sections, such as bus and cycle lanes) are there to keep me and other road users safe.</p> <p>Respecting road etiquette (e.g. looking and making eye contact before I cross the road, make a turn) will help to keep me and other road users safe.</p>	<p>Safe when I am using the road in the city.</p> <p>Respectful of other road users – they have as much right to use the road as me.</p> <p>Confident that I understand road law and how it applies to my mode of transport.</p> <p>Calm when roads are busy and traffic is congested. I understand that the City is a busy place and I need to be patient / allow more time for my journey at busy time.</p>	<p>Avoid aggressive behavior and stay calm.</p> <p>Always be aware what's going on around me; looking carefully and making eye contact.</p>	<p>OOH materials: Bus stops. Bus dressing ads. Police / traffic officers on roadside. Giveaways – appropriate for mode of transport (e.g. umbrellas for pedestrians, bag covers for cyclists, car stickers for taxis). These act as reminders for the owner and as branded advertising for other road users. PR via London media. Social media. Employers (see below employer section).</p>
Pedestrians			<p>Looking carefully and making eye contact when crossing the road.</p> <p>Avoid using my phone / other devices that distract my vision and hearing when crossing the road.</p> <p>Use pedestrian and zebra crossings where possible.</p> <p>Avoid crossing between stationary or slow moving traffic.</p>	<p>'All road users' channels plus: Pedestrian groups, e.g. Living Streets. Free print media available at train / tube stations (PR and ad opportunities). Station and inside transport advertising (bus/train/tube). Info hubs / giveaways outside stations.</p>

Audience group	Think...	Feel...	Do...	Channels and tactics
Cyclists			<p>Looking carefully and making eye contact when changing lanes, turning, using junctions.</p> <p>Always signal clearly when manoeuvring.</p> <p>Slow down when approaching crossings or moving through slow-moving traffic.</p> <p>Adhere to road law (e.g. stopping at red lights and giving way).</p>	<p>'All road users' channels plus:</p> <p>Cycling groups (LCC, British Cycling, Cycling UK).</p> <p>Bus sides and backs.</p> <p>In-vehicle stickers (viewing not using).</p> <p>Cycling kit giveaways with key messages (high-vis vests, bag covers etc).</p>
Civilian motorists	<p>Pedestrians and cyclists are more vulnerable than me and more likely to be killed or seriously injured if there is a collision, so should take extra care to look out for them, even when I am keeping to the laws of the road.</p>		<p>Looking carefully and making eye contact when changing lanes, turning, using junctions.</p> <p>Slow down when approaching crossings.</p> <p>Adhere to road law (e.g. do not use cycle / bus lanes, enter box junctions).</p>	<p>Bus sides and backs.</p> <p>In-vehicle stickers.</p>
Motor-cyclists			<p>Looking carefully and making eye contact when changing lanes, turning, using junctions.</p> <p>Always signal clearly when manoeuvring.</p> <p>Slow down when approaching crossings or moving through slow-moving traffic.</p> <p>Adhere to road law (e.g. do not use cycle lanes / boxes).</p>	<p>Motorcycling groups</p> <p>Bus sides and backs</p> <p>MC kit giveaways (high-vis vests, bag covers etc)</p>

Audience group	Think...	Feel...	Do...	Channels and tactics
Black cabs			<p>Looking carefully and making eye contact when changing lanes, turning, using junctions.</p> <p>Slow down when approaching crossings.</p> <p>Adhere to road law (e.g. do not use cycle/ bus lanes, enter box junctions).</p>	<p>LTDA, LTCC and associated magazines; messages to new drivers through tests (examiners are message conduit).</p> <p>Bus sides and backs.</p> <p>In-vehicle stickers.</p>
Private hire taxis /delivery drivers				<p>Employers (e.g. training, info packs etc provided).</p> <p>Clients (noted some companies will have safety in their contractual agreements with private hire companies).</p> <p>Messages to new drivers through tests/ assessments for employment / inductions.</p> <p>Bus sides and backs.</p> <p>In-vehicle stickers.</p>
Bus drivers			<p>Looking carefully and making eye contact when changing lanes, turning, using junctions.</p> <p>Be conscious of cyclists / motorcyclists.</p> <p>Always signal clearly when manoeuvring.</p>	<p>Employers (e.g. training, info packs etc provided) – TfL, bus operators.</p> <p>At-station / depot posters (i.e. before you start your shift messaging).</p> <p>Bus sides and backs.</p> <p>In-vehicle stickers.</p>

Audience group	Think...	Feel...	Do...	Channels and tactics
HGV / Fleet drivers			<p>Looking carefully and making eye contact when changing lanes, turning, using junctions.</p> <p>Be conscious of cyclists / motorcyclists.</p> <p>Slow down when approaching crossings.</p> <p>Adhere to road law (e.g. do not use cycle / bus lanes, enter box junctions).</p>	<p>Employers (e.g. training, info packs etc provided).</p> <p>CLOCS and FORS, partnership with TfL and Secbe.</p> <p>At-depot posters (i.e. before you start your shift messaging).</p> <p>Bus sides and backs.</p> <p>In-vehicle stickers.</p> <p>City Mark pilot to be reviewed and action considered.</p>
Employers	<p>Communicating RDR campaigns to my employees is a priority.</p> <p>RDR campaigns align with my company's policies and help me run a safe and efficient business.</p> <p>It is my responsibility to make my employees aware of the RDR messages.</p>	<p>Confident about the role my company and employees play in the RDR strategy.</p> <p>Responsible for the behavior of my employees.</p> <p>Supported by the RDR to implement ideas and communicate messages to my employees – I have all the info and materials I need to do this.</p>	<p>Take up training programmes / attend events offered by the RDR.</p> <p>Disseminate employee-facing info and materials provided by the RDR.</p> <p>Implement a clear plan for ensuring all employees are aware, capable and motivated to behave safely.</p> <p>Make clear to employees that safety is sacrosanct (above productivity / margin etc).</p>	<p>Key to build relationships: Facilities Managers are a tried and tested audience; CEOs / Directors to be targeted via members/ Senior RDRP Partners.</p> <p>Events and Roadshows (either bespoke for larger orgs or in groups).</p> <p>Direct invitations to participate.</p> <p>Development of employee-facing supporting materials (Facilities Managers tried and tested point of contact).</p> <p>Review and refinement of Active City Network activity.</p>

Audience group	Think...	Feel...	Do...	Channels and tactics
<p>Associations / member groups</p>	<p>The RDRP wants to protect our members and respects their right to use the road safely.</p> <p>The RDRP wants to work with us and respects our view and that of our members.</p> <p>Communicating RDR campaigns will help keep our members safe.</p> <p>RDR campaigns align with our aims and we can achieve more by working together.</p>	<p>Confident about the role our organisation plays in the RDR strategy.</p> <p>Positive about the aims of the strategy and working with the RDR to achieve them.</p> <p>Supported by the RDR to implement ideas and communicate messages to our members.</p>	<p>Consult with the RDR to help develop communications for our members and other road users.</p> <p>Take up training programmes / attend events offered by the RDRP.</p> <p>Disseminate info and materials provided by the RDRP to members.</p>	<p>Key to positive, reciprocal build relationships.</p> <p>Events (transport mode specific or mixed with shared topic).</p> <p>Direct invitations to participate.</p> <p>Development of supporting materials.</p> <p>'Ready to go' news, articles and information to support PR.</p>
<p>Regulatory bodies</p>	<p>Communicating RDR campaigns to our stakeholders is a priority.</p> <p>RDR campaigns align with our strategy and help us meet our own goals.</p> <p>We benefit from partnership and collaboration with RDRP.</p>	<p>Confident about the role we play in the RDR strategy.</p> <p>Supported by the RDR to implement ideas and communicate messages to our stakeholders. I have all the info and materials I need to do this.</p>	<p>Attend events offered by the RDRP.</p> <p>Consult and collaborate on strategy development and activity.</p> <p>Disseminate info and materials provided by the RDRP.</p> <p>Build a positive relationship with the RDRP sharing information and best practice.</p>	<p>Key to positive, reciprocal build relationships.</p> <p>Events.</p> <p>Direct invitations to collaborate.</p> <p>Development of supporting materials.</p> <p>Regular sharing of information, evaluations and best practice.</p>

Audience group	Think...	Feel...	Do...	Channels and tactics
<p>Developers (63 major development sites)</p>	<p>My development affects safety on the road around the site. Communicating RDR campaigns to my employees and suppliers is a priority. RDR campaigns align with my company's policies and help me run a safe and efficient business. It is my responsibility to make all employees and suppliers aware of the RDR messages. It is my responsibility to take measures to protect public safety at my site.</p>	<p>Confident about the role my company and employees play in the RDR strategy. Responsible for the behavior of my employees and suppliers. Supported by the RDR to implement ideas and communicate messages to my employees and suppliers – I have all the info and materials I need to do this.</p>	<p>Take up training programmes / attend events offered by the RDRP. Disseminate employee and supplier facing info and materials provided by the RDRP. Implement a clear plan for ensuring all employees are aware, capable and motivated to behave safely. Make clear to employees that safety is sacrosanct (above productivity / margin etc).</p>	<p>Direct invitations to participate through Considerate Contractors Scheme (City Mark targets developer sites and working with the Considerate Contractors Scheme will have its own communications strategy, which will feed into the Road Danger Reduction Communications Plan. Events. Development supporting material / training.</p>
<p>Media</p>	<p>The RDRP is running positive campaigns and activities to make road users safe.</p>	<p>I want to cover positive stories about RDRP campaign, as these are good news for my audience. I have a positive relationship with RDR comms team and know I can rely on them to make statements and provide information for my story. I know who the key spokespeople are. I am confident I have the right contacts for all the RDRP Partner organisations for quotes / statements etc.</p>	<p>Cover positive stories about RDRP campaigns. Attend events and opportunities, such as campaign launches. Maintain positive relationships with the RDR Comms team and contact them for statements and info when preparing a story (especially in the case of a road collision / accident).</p>	<p>Press releases. Media friendly events (launches / photocalls etc). Building positive relationships with individual journalists. Features and by-lines. Advertising / sponsorship.</p>

Table 7: Stakeholder audiences

Audience group	Think...	Feel...	Do...	Channels
Media	<p>The City of London Corporation takes the safety of all road users extremely seriously and is prioritising reducing deaths and injuries on the road.</p> <p>The RDRP has a clear strategy in place to improve safety on roads in the Square Mile.</p> <p>The RDRP is working collaboratively together, and with other stakeholders to be effective.</p> <p>The number of serious injuries and deaths has not increased significantly since 2013, but we are aiming for zero.</p> <p>The RDRP is fully aware of how major developments and road infrastructure can affect safety and is prepared.</p> <p>The RDRP takes learnings from best practice from around the world to develop its strategy.</p>	<p>The RDRP have a clear safety strategy and this is positive story for London residents, workers and businesses.</p> <p>I have a positive relationship with RDR Comms team and know I can rely on them to make statements and provide information for my story. I know who the key spokespeople are.</p> <p>I am confident I have the right contacts for all the RDRP Partner organisations for quotes / statements etc.</p>	<p>Cover positive stories about RDRP campaigns.</p> <p>Attend events and opportunities, such as campaign launches.</p> <p>Maintain positive relationships with the RDR Comms team and contact them for statements and info when preparing a story (especially in the case of a road collision / accident).</p>	<p>Press briefings around launch of strategy and individual campaigns.</p> <p>Events / photo opps etc.</p> <p>Regular personal contacts with journalists to build relationships.</p> <p>Press releases and statements.</p> <p>Provide interesting content: Film, images, stats and info etc.</p> <p>Consider ad spend / opportunities for advertorials.</p> <p>Feature pieces / editorial / bylines – think beyond news.</p> <p>Develop and regularly update core media resources: latest facts and stats, info on key initiatives taking place, evidence of success, case studies, media trained spokespeople matrix.</p>

Audience group	Think...	Feel...	Do...	Channels
<p>City of London (internal) Members Councillors Executives</p>	<p>Road Danger Reduction is a priority for The City of London Corporation.</p> <p>The RDRP has a clear strategy in place to improve safety on roads in the Square Mile.</p> <p>The RDRP takes learnings from best practice from around the world to develop its strategy.</p> <p>The RDRP is working collaboratively together, and with other stakeholders to be effective.</p> <p>The RDRP has a clear crisis comms process to deal with incidents (such as a KSI).</p>	<p>Confident that the RDRP strategy is answering the needs and concerns of key city stakeholders.</p> <p>Proud of the initiatives delivered by the RDRP and happy to publicly support them.</p> <p>Confident that spokespeople for RDR are media trained and resources are available to support them as needed.</p> <p>Confident that initiatives are being evaluated effectively, so that I can trust the results and understand the ongoing decision-making process.</p>	<p>Support the RDRP strategy by raising awareness of the work being done to protect the City Community, raise awareness of the risks and how to minimise these with all road users.</p>	<p>Internal RDRP Comms Steering Group will be developed to share activity.</p> <p>Regular updates to members / invitations to events – can cascade info down at ward level.</p>
<p>Residents</p>	<p>RDRP taking positive action to keep the streets where I live safe – my safety is their priority.</p> <p>RDRP is aware of how changes in infrastructure could effect me and provide information about this.</p> <p>RDRP is working in partnership with other local stakeholders to make RDRP activities effective</p>	<p>RDRP cares about my experience and my view as a resident.</p> <p>I know where to go for information.</p> <p>I feel confident that when there are infrastructure changes, there will be safe measures in place.</p>	<p>Engage with information disseminated.</p> <p>Share experiences / provide feedback about street safety concerns via surveys events.</p>	<p>Work with local neighbourhood partnerships (e.g. currency working with low emissions neighbourhood).</p> <p>City Resident magazine and ward-level comms.</p> <p>Development companies' neighbourhood comms around infrastructure changes – partner to disseminate street safety info.</p> <p>Amplify our presence at key London an City events, e.g. Sky Ride, Ride London etc.</p>

Audience group	Think...	Feel...	Do...	Channels
<p>City Business Leaders</p>	<p>By supporting and collaborating with RDR I am showing leadership and best practice around employee engagement.</p> <p>RDR campaigns align with my company's policies and help me run a safe and efficient business.</p> <p>It is my responsibility to make my employees aware of the RDR messages.</p>	<p>Confident about the role my company can play in the RDR strategy.</p> <p>Responsible for the behavior of my employees and the reputation of my business through other factors, such as supply chain / contractors.</p> <p>Supported by the RDR to implement ideas and communicate messages to my employees – I have all the info and materials I need to do this.</p>	<p>Attend events offered by the RDR.</p> <p>Support RDRP activities by appointing champions within my company.</p> <p>Implement a clear plan for ensuring all employees are aware, capable and motivated to behave safely.</p> <p>Make clear to employees that safety is sacrosanct (above productivity / margin etc).</p>	<p>Cheapside Business Alliance, Active City Network and City Matters are all effective networks for companies that want to take part.</p> <p>Mobilise our members to communicate with Executives – clear and specific ask.</p> <p>Note: Current outreach work so far has seemed effective however there needs to be data present to challenge misconceptions.</p>

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Appendix