

Discussion Note

Project Title:	WestTrans
MVA Project Number:	C3473502
Subject:	Communication and Marketing
Note Number	1 Version 2
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Date:	04 June 2007

1 Introduction

Background

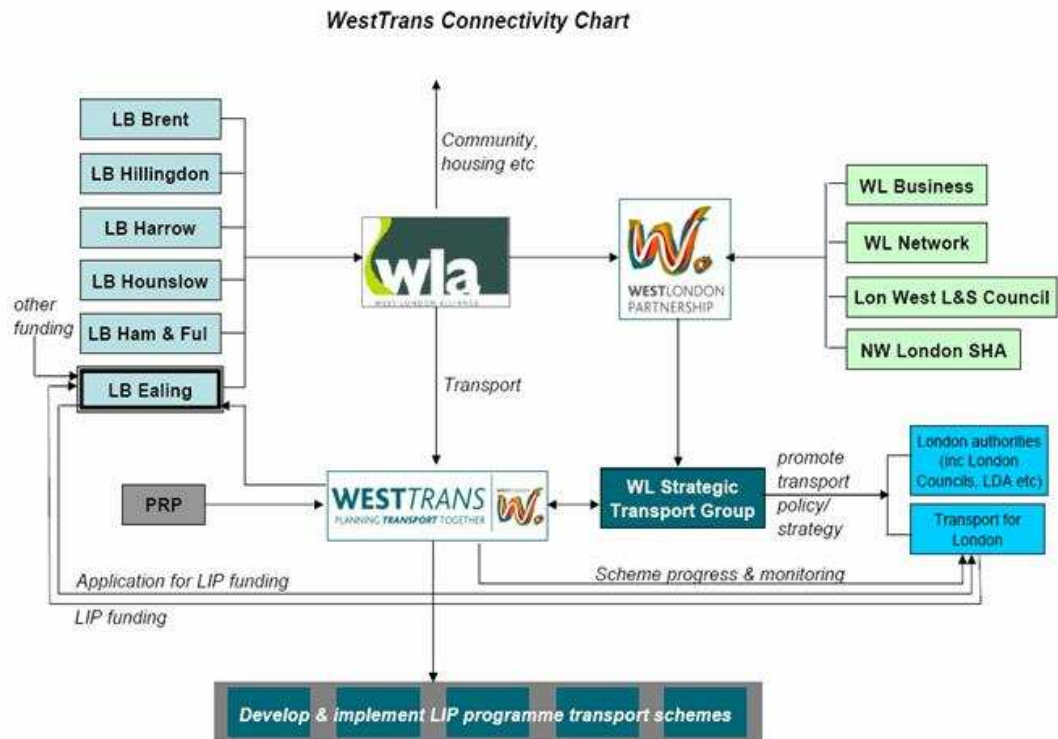
- 1.1 This discussion note sets out how the **WestTrans** Partnership may further develop in terms of communication internally between all parties, outwards to Transport for London and further to engage effectively London-wide and beyond. An earlier draft of this Note was discussed at the WestTrans implementation group meeting of 22 March 2007 and agreed as a suitable basis for proceeding subject to any further comments submitted prior to May 2007.

WestTrans, WLTS, and the West London Strategic Transport Group

- 1.2 In its early years as the **West London Transport Strategy (WLTS)** Partnership, the partnership's role included transport strategy development alongside scheme development and implementation. The advent of Transport for London in 2000 and the Mayor's Transport Strategy in 2001 diminished the scope and reach of the WestTrans Partnership for work related to transport strategy development.
- 1.3 In 2005, a fresh look at the need for transport policy development was taken and led to formation of the **West London Strategic Transport Group (WLSTG)**. The group was formed expressly to engage public and private stakeholders on transport matters relating to the sub-region and to give an active voice to transport issues in the subregion. The WLSTG brings together representatives from the WLA boroughs, businesses, the voluntary and community sector, transport operators, the health service and Transport for London (TfL).
- 1.4 The role of the WestTrans Partnership is now essentially to identify, develop and implement transport schemes, secure funding for those schemes, and contribute advice to the WLA leaders and WLP relating to the development of an appropriate transport strategy for West London.
- 1.5 The WestTrans and the WLSTG are entwined and complementary groups working towards a common goal under shared direction and funding but pursuing specific tasks. To date, identified and specific strategy development work has been resourced largely from funds secured for that

purpose from TfL. Complementary resources have been made available through the wider WestTrans support contract also funded by TfL, and through officer resources available through the WLA. Given the two groups shared core objective, issues and needs, 'Westtrans' is used as a collective term from hereon to describe a way forward for improving communications and marketing.

- 1.6 The chart below illustrates the working relationship between the various West London stakeholders, authorities and groups.



- 1.7 Liaison and co-ordination between WestTrans and the WLSTG is facilitated through attendance at scheduled WestTrans and WLSTG meetings and the specific liaison duties of the retained consultant WestTrans Services Manager and West London Strategy Champion. The performance of the Services Manager and Strategy Champion are both monitored by the WestTrans lead borough at regular service delivery review meetings.
- 1.8 In the spring of 2006, the scope of WestTrans and WLSTG support consultants MVA Consultancy was re-drafted to include measures to improve delivery of that service, with an emphasis on improving internal and external communication. In the time since then, there has been marked progress in communication as monitored through the regular service review meetings. But in pushing on from this point, it is recognised that the Partnership needs to further develop its effectiveness in going about the business of transport improvement in West London, lobbying for change, and communicating its message.

2 WestTrans Mission Statement and Objectives

Mission Statement

- 2.1 As a starting point, we begin by seeking to establish WestTrans precise purpose, or Mission. This is important as in order to engage stakeholders effectively, we must be in a position to clearly express why that engagement is important to them and WestTrans. The Partnership has accumulated a number of significant triumphs over the years in scheme delivery as well as providing an acknowledged and authoritative presence in London's planning arena. But those achievements have been limited in terms of recognition beyond the immediate stakeholder group.
- 2.2 In recognition of past achievements and looking towards current aspirations for WestTrans, we offer-up the following as WestTrans' Mission Statement for 2007 and beyond:

WestTrans Mission Statement

To work collaboratively across West London to promote an improvement in transport conditions for those living and working in the sub-region. WestTrans works to deliver sustainable transport schemes and initiatives addressing the key issues of congestion, public transport provision and convenient orbital movement.

- 2.3 We hope the above is a helpful start in developing a Mission Statement, but as with the supplementary statements below, further officer and stakeholder discussion is recommended.

WestTrans 'Boilerplate'

- 2.4 In support of the Mission Statement, a 'boilerplate' setting out the Partnership's core functions and identifying the participating partners:

WestTrans, is a partnership of the six West London boroughs of Brent, Hammersmith and Fulham, Harrow, Hillingdon, Hounslow led by Ealing Council, joined by the Park Royal Partnership. It works with Transport for London to identify, develop and implement transport projects to the benefit of the subregion. It contributes advice to West London leaders relating to the development of an appropriate transport strategy for West London through liaison with the West London Strategic Transport Group.

- 2.5 We suggest that the Mission Statement should be included prominently on WestTrans communications, for example on letter headings and as footers on WestTrans emails. Emphasising this message will raise WestTrans' profile in the minds of readers, add context to the communication, and help remind WestTrans participants of their driving purpose on a regular basis. The Mission Statement should feature in verbal communication too, reminding all of WestTrans' purpose and ambitions.
- 2.6 The Boilerplate may be used to inform/remind readers of WestTrans core functions and membership where required.

WestTrans Objectives

Establishing the Partnerships' objectives will add to the Partnership's context for action and promote a forward-looking approach to its work. Examples may include:

- To secure the added value of collaborative working;
- To provide professional advice and guidance to West London leaders and the West London Strategic Transport Group on transport strategy, policy and technical implementation;
- To assist in the identification of transport needs across the sub-region and develop appropriate transport responses to them;
- To deliver targeted, efficient, sustainable and practical transport schemes and initiatives helping to deliver the aims of the West London transport strategy;
- To work with partners organisations such as businesses through travel awareness and travel planning in the delivery of those schemes and projects;
- To secure resources from TfL and others to support the implementation of the plan.

WestTrans Actions

- 2.7 Finally, we propose a 'live' statement of WestTrans actions, ever open for review and always subject to performance monitoring. This statement will set out clearly defined transport actions for the Partnership to pursue. For example, these may include:
- Ongoing and formal engagement with the Olympic Delivery Authority;
 - To promote the establishment of a Freight consolidation centre for West London by 2012; and
 - To actively promote and assist in the establishment of the Fast Bus initiative between Wembley and Park Royal.
- 2.8 Wherever appropriate, actions should be 'SMART' (specific, measurable, achievable, realistic and time-related) in order that progress against them may be assessed.

3 Communication

Internal Communication

- 3.1 Great strides have been made recently in improving the flow of information between partner officers such that the business of the WestTrans Group is undertaken in an effective and efficient way. We do not propose to amend the present internal communication system in any fundamental way as in 2006, but rather to keep it under review for the coming year.
- 3.2 The only proposed change is to formally identify partner lead officers for contact between all partners and stakeholders. We believe this will contribute in enhancing awareness of WestTrans activity within the boroughs and indicate accountability within the boroughs to TfL and other external groups. It should also encourage ownership of WestTrans obligations at the personal level. The nominated person should be a senior officer/representative with all non-routine communication addressed/copied to that person as appropriate.

External Communication

- 3.3 There are two fields where WestTrans external communication may be improved, firstly with stakeholders, e.g. authorities; GLA, TfL, other London boroughs, sub-regional partnerships,

non-London authorities, transport operators, health authorities, Chambers of Commerce etc, transport lobby groups, and secondly with the public e.g. residents groups etc.

Stakeholders

3.4 At the outset, we must acknowledge that funding for such activities is limited and will constrain any such activity though this financial year (2007-08). During 2006-07 the Partnership benefited considerably from funding of £50,000 from TfL specifically for strategy development purposes. Clearly, a priority action is to pursue a similar sum for 2007-08. Likely ongoing funding uncertainty means that efforts to engage beyond the WestTrans Group and WLSTG must remain carefully prioritised and targeted for maximum effect. Efforts during 2006-07 have achieved the following:

- Meetings with key players for strategy development;
- Engagement with TfL on Network Plan;
- A successful West London Transport Conference;
- Response to TfL on T2025;
- Response to the GLA's London Plan;
- Attending/minuting WLSTG meetings; and
- WLFQP initiatives (inc breakfast seminars, response to Freight Plan).

3.5 Though a significant step forward for WestTrans in comparison to earlier years, there is still much more that could be done to reach out and engage with key players. This year we propose to target active and regular engagement as identified below and for the reasons outlined.

Table 3.1 Key Player Engagement 2007-08

Key Player	Purpose of Engagement	Priority
Ongoing liaison		
TfL	Data acquisition and exchange; strategy development with particular reference to 10 Point Plan and Mayor's Transport Strategy; development and implementation of WestTrans funded projects.	1
Other London Partnerships (e.g. SWELTRAC, NORP)	To explore opportunities for collaboration and exchange information on activities, strategies and best practice.	3
Businesses, including West London Business	To gain input and support for strategy development; practical initiatives including travel planning and Freight Quality Partnership activities.	2
BAA	To gain input and support; exchange of information on development of Heathrow and especially Travel Plan for Terminal 5.	2

Transport Operators	Understanding of issues and concerns of transport operators serving West London, including Community Transport services.	3
Public Sector Bodies, including NHS, Police, etc.	To gain input and support as major activity generators, and on issues such as health impact assessment, personal security and transport.	2
Voluntary Sector	To gain input and perspective on transport needs of local people and communities.	2
Future liaison		
SEERA, SEEDA, Thames Valley Economic Partnership	To develop better policy links on cross-boundary transport strategy matters.	3
Berkshire Transport Officers Group	Exchange of information and ideas, especially on cross-boundary issues.	3
Olympic Delivery Authority	To maintain effective liaison on strategic transport issues affecting West London.	3

3.6 Put broadly, our aim is that over the coming two years, those discussing transport action in West London, whether public or private sector, should be made aware of WestTrans and if appropriate, seek to involve the Strategy Champion in those discussions in the first instance. WestTrans, specifically through the work of WLSTG and the Strategy Champion in the first instance, will represent the view from West London, based on the conditions and context within each borough and the shared experience of all partners. We anticipate that it will neither contradict TfL views or obstruct their proposals, but provide a complementary, borough-based perspective on appropriate sub-regional action.

Community Contact

3.7 To date, apart from sporadic forays, little attempt has been made to engage with the wider public regarding (WLTS) WestTrans action. We do not envisage that this situation will change fundamentally in the foreseeable future given the lack of funds available for such activity and the undesirable likelihood of raising public expectation for demonstrable and substantial transport action in terms of services and facilities. All the Partnership's work to date has been predicated on the basis of support from duly elected local governments and members.

3.8 However, with the clear aim of developing the view from West London, it is appropriate that at some point the public are actively and personally engaged to discuss and develop the transport agenda. No such action is proposed for this year, but we recommend that this be reviewed in early 2008 for 2008-09.

3.9 We do though propose that a WestTrans web presence is initiated as a point of contact and reference for West London transport matters (see also 4.2). The WLFQP website is already

established and proving a valuable communication and awareness tool <http://www.westlondonfqp.com/>.

4 Marketing

4.1 Considerable progress has been made in this area of the Partnership's work too with 2006-07 seeing action on:

- Re-branding of WLTS to WestTrans;
- Submission of entries for the London Transport Awards;
- Establishing a web-based presence for WLFQP;
- WLFQP breakfast seminar;
- Securing further funding for strategy development; and
- Organising the West London Conference.

4.2 Now, with the WestTrans brand now launched, the ground has been prepared to undertake actions to further raise the profile of the Partnership. We propose the following be implemented:

- Web Site: develop a multi-page web site for WestTrans with:
 - mission, purpose and strategy statements
 - profile of partners with web links
 - description of transport initiatives undertaken and proposed
 - documents for download page
 - partners will be advised of updates to the site by email
- Email address; a WestTrans email address will be established clearly identifying the name in the title
- Branding; the Partnership shall re-double efforts to include WestTrans branding on all communications, letterheads, emails and website materials
- Maps and guides; prepare and issue a family of transport-based maps related to specific issues such as safe routes to schools, strategic transport interchanges, employment centres etc
- Articles; prepare articles for publication on transport issues in West London – aim for; Local Transport Today, local papers, borough newsletters etc
- Newsletter; prepare WestTrans newsletter for issue to key stakeholders in West London
- Affiliated Parties; interest groups and non-commercial organisations will be invited to be affiliated with WestTrans, being permitted to carry the logo for promotional purposes
- Initiatives; join with specific borough initiatives such as Bike Week etc
- WLFQP; much has been done to reach out to the business community; WestTrans should seek to join this initiative in supporting those links and offering new ones

- WestTrans briefings; the Strategy Champion and WestTrans partners will seek opportunities for appearance at relevant meetings in West London where a view on transport issues may usefully contribute to the debate
- Forum; seek to form a bi-annual WestTrans consultative forum to seek views of community on transport action in West London.