

REQUEST FOR DIRECTOR DECISION – DD1231

Title: Team London Marketing Campaign

Executive Summary:

Team London is the Mayor's action plan for volunteering. Under MD1341 the Mayor approved expenditure of up to £680,000 to support Team London's continued work to increase volunteering in London and delegated authority for expenditure of funds to the Executive Director of Communities and Intelligence.

In addition, the GLA was awarded £3m from the Technology Strategy Board (TSB) towards a Smart Cities Demonstrator Programme (MD1247), which includes £750,000 for the development and delivery of a Micro-Work and Volunteering platform. The online portal supports the Mayor's Volunteering Strategy and his vision for a *Smart London*; one that puts technological innovation at the heart of efforts to address challenges that global cities face. There are two strands to the online platform: the first is to give Londoners the flexibility to volunteer in ways that fit their busy lifestyles. The second is to connect young people to work experience – be it through volunteering or paid work.

The GLA has entered into a funding agreement with The Red Trust to deliver a micro-platform which will enable people (particularly the younger market) to engage in short-term volunteering opportunities and use these to gain short-term work. Team London wishes to use some of the TSB funding to support the launch of that platform with a marketing campaign to drive young people to use the platform.

This DD seeks approval for the expenditure of up to £115,000 on a marketing campaign which will engage students in volunteering as a route to develop the skills to gain work opportunities and direct them to the new Team London platform to enable them to do this.

Decision:

The Executive Director is requested to approve:

1. The expenditure of up to £115,000 on a marketing campaign to raise awareness of Team London's new micro-volunteering functionality and that volunteering can be a route to work for young Londoners. This will be funded through £65,000 of the TSB money under MD1247 and £50,000 of the Team London budget from MD1341.
2. The engagement of marketing's contracted or preferred suppliers from the TfL framework in delivering this campaign.

AUTHORISING DIRECTOR

I have reviewed the request and am satisfied it is correct and consistent with the Mayor's plans and priorities. It has my approval.

Name: Jeff Jacobs

Position: Director, Communities and Intelligence

Signature:

Date: 17 June 2014

PART I - NON-CONFIDENTIAL FACTS AND ADVICE

Decision required – supporting report

1. Introduction and background

Team London

Team London is the Mayor's initiative to promote volunteering across the capital and encourage Londoners to do something great for their city. Team London's focus is on the following objectives:

- 1) Making it easier to volunteer – raising the profile of volunteering, brokering between organisations looking for volunteering and individuals who are looking to give up their time to various causes and needs through Team London's website, as well the dispersal of grants for the voluntary sector to find innovative ways to increase volunteering.
- 2) Legacy Programmes – building on the successes of the 2012 London Olympic and Paralympic Games through the Visitor Welcome programme and supporting volunteers into major events such as UEFA Champion's League, the Chelsea Flower Show and Ride London.
- 3) Youth Programmes – to inspire young people to take social action about issues important to them in their communities. Team London also recognises volunteering as an important part of tackling youth unemployment as it enables young people to develop critical employability skills. These programmes aim to support young people on their path to employment.

In addition, the GLA was awarded £3m from the Technology Strategy Board (TSB) towards a Smart Cities Demonstrator Programme (MD1247), which includes £750, 000, awarded to Team London for the development and delivery of a Micro-Work and Volunteering platform.

Marketing Campaign 2014

Target audience: A total of 385,545 students were registered at Higher Education (HE) institutions in London, so this is the total population for the campaign. To maximise campaign budget, efficiency and impact, we will use qualitative focus groups to identify the most engaged and receptive group of students to target. To do this we will segment students as follows and assess each group's awareness and understanding of volunteering, their motivations, barriers and triggers for it.

1. Freshers/Yr. 1 students
2. Yr. 2 students
3. Final/Yr. 3 students
4. Students in their first year of graduation

Using the insights, the campaign will focus on the group most aware of volunteering, has best understanding of the benefits, and have the strongest desire to register with Team London to volunteer. This will make the budget work harder and focus activity on a smaller pool of students, as opposed to the entire London student market which would generate wastage.

The £115K investment for 2014 was calculated based on the 2013 Team London marketing campaign. In 2013 investment of £226,000, enabled the programme to reach 766,000 individuals. Therefore to reach a prospective student population of 385,500, approximately half of the number of individuals in 2013, we have assumed a cost to £115,000, approximately half of that in 2013.

2. Objectives and expected outcomes

- 1) Drive site traffic (as a precursor to registrations) – we currently estimate a target of 27,000 unique visits but will need to agree robust targets after research has been undertaken in consultation with experts.
- 2) Continue to build awareness of Team London, the Mayor’s volunteering programme, and the opportunities to use volunteering as a route to work through the micro-volunteering platform.

This will support the delivery of Team London’s overarching aims particularly the youth programme’s objectives as well as raising awareness of the new Team London micro-volunteering and work platform funded by the TSB. As such funding has been drawn from the Smart London Demonstrator Programme budget as well as Team London core budget.

We will achieve our objectives by:

- Engaging the GLA contracted media agency, MEC (reference MD 1296)
- Commissioning focus groups with a clear brief and reviewing the output
- Based on the focus groups creating a brief for the media agency and the GLA Design Team
- Developing campaign content
- Agreeing any incentives needed to support the campaign
- Testing the campaign content with the target audience
- Putting the campaign live in the Autumn to coincide with the launch of the new platform and the return of students (our target market) to London Universities.
- The channels will be agreed based on the output of the focus groups and the advice of the media agency as to the best channels to use for the budget

An indicative budget for the campaign is as follows:

Activity	Budget
MEC (media planning & buying)	£75,000
- Research (qualitative focus groups, creative testing and quantitative tracking)	£16,000
Production/print/distribution	£11,000
Content/videos/photography	£6,000
Incentive/prize	£2,000
Contingency	£3,000
Web/registration optimisation	£2,000

Our proposed outcome of 27,000 unique site visits has been determined by using our experience from the 2013 campaign. This campaign, in its first 6-weeks (30 May-mid July), generated c. 54,000 unique site visits and c. 4,011 registrations (with investment support of £226,000). Therefore, with half the investment and half the sample size of 2013, we could infer that the targets for 2014 would also halve. These are an estimate at this stage and would be properly refined based on the research we undertake.

3. Other considerations

Links to Mayoral Strategies and priorities

Team London is a cross-cutting initiative which links to a number of Mayoral Strategies and Priorities including:

- Investing in young Londoners
- Improving Londoners' quality of life
- Mayor's Vision 2020 (working with businesses to create/support work opportunities for young people and volunteering)

Impact Assessments and Consultations

Team London was originally informed by and Equalities Impact Assessment, and extensive engagement with volunteering organisations and volunteers.

Key risks and issues

	Risk Description	Mitigation/Risk Response	Current prob (1-4)	Current impact (1-4)	RAG	GLA risk owner
1	That younger people do not sign up or engage with Team London to the site	The marketing programme will specifically identify and target the students most likely to volunteer	2	3	A	Natalie Cramp/marketing team
2	There are not enough volunteering opportunities for younger people	Team London will launch a small grants fund designed to provide suitable opportunities and engage with businesses and volunteering organisations to provide opportunities	2	2	A	Dominic Bloomfield

4. Financial comments

- 4.1 Approval is being sought for the GLA to undertake a marketing campaign to raise awareness of Team London's new micro-volunteering functionality and that volunteering can be a route to work for young Londoners at a cost of up to £115,000.
- 4.2 The £115,000 estimated cost of this marketing campaign will be part funded from the 2014-15 Team London Programme budget as approved by MD1341 up to the value of £50,000, with the balance of £65,000 being funded via a budget transfer from the Smart London Demonstrator

Programme budget held within the Environment Unit and approved by MD1247 to the Team London budget in 2014-15.

- 4.3 Any changes to this proposal, including budgetary implications will be subject to further approval via the Authority's decision-making process. All appropriate budget adjustments will be made.
- 4.4 The Team London Unit within the Communities & Intelligence Directorate in liaison with the GLA's Marketing & Environment Teams will be responsible for managing this project and ensuring that all activities and project expenditure complies with the Authority's Financial Regulations, Contracts & Funding Code and Expenses & Benefits Framework.

5. Legal comments

Sections 1-3 of this report indicate that:

- 5.1.1 the decisions requested of the director fall within the GLA's statutory powers to do such things as maybe considered facilitative of or conducive to the promotion of the economic and social development of Greater London.
- 5.1.2 In formulating the proposals in respect of which a decision is sought officers have complied with the Authority's related statutory duties to:
- (a) pay due regard to the principle that there should be equality of opportunity for all people;
 - (b) consider how the proposals will promote the improvement of health of persons, health inequalities between persons and to contribute towards the achievement of sustainable development in the United Kingdom; and
 - (c) consult with appropriate bodies.
- 5.1.3 The services required must be procured by Transport for London Procurement who will determine the detail of the procurement strategy to be adopted in accordance with the GLA's Contracts and Funding Code.
- 5.1.4 Officers must ensure that appropriate contract documentation is put in place and executed by the successful bidder(s) and the GLA before the commencement of the services.

6. Planned delivery approach and next steps

Activity	Timeline
Commission focus groups with PO	July 2014
Focus groups debrief	July 2014
Write briefs for GLA Design and MEC	August 2014
Creative and media plan development	August 2014
Creative testing and media plan approvals	Sept 2014
Finalise design work and book media plan	Sept-Oct 2014
Campaign Live (to coincide with launch of micro-volunteering platform (Sept) and London Student Volunteering Fortnight (end Oct-early Nov)	Oct-Nov 2014

Appendices and supporting papers: MD1247, MD1296 and MD1341

Public access to information

Information in this form (Part 1) is subject to the Freedom of Information Act 2000 (FOI Act) and will be made available on the GLA website within one working day of approval.

If immediate publication risks compromising the implementation of the decision (for example, to complete a procurement process), it can be deferred until a specific date. Deferral periods should be kept to the shortest length strictly necessary.

Note: This form (Part 1) will either be published within one working day after approval or on the defer date.

Part 1 Deferral:**Is the publication of Part 1 of this approval to be deferred? NO**

If YES, for what reason:

Until what date: (a date is required if deferring)

Part 2 Confidentiality: Only the facts or advice considered to be exempt from disclosure under the FOI Act should be in the separate Part 2 form, together with the legal rationale for non-publication.

Is there a part 2 form – NO

ORIGINATING OFFICER DECLARATION:

Drafting officer to confirm the following (✓)

Drafting officer:

Eloise Spearman has drafted this report in accordance with GLA procedures and confirms that:

✓

Assistant Director/Head of Service:

Natalie Cramp has reviewed the documentation and is satisfied for it to be referred to the Sponsoring Director for approval.

✓

Financial and Legal advice:

The Finance and Legal teams have commented on this proposal, and this decision reflects their comments.

✓

EXECUTIVE DIRECTOR, RESOURCES:

I confirm that financial and legal implications have been appropriately considered in the preparation of this report.

Signature

Date