



HEATHROW
**COMMUNITY
ENGAGEMENT**
BOARD

INCREASING THE DEPTH AND DIVERSITY OF THE RESPONSE TO HEATHROW AIRPORT'S CONSULTATION ON ITS PROPOSED EXPANSION



Recommendations on how to improve the communications of the consultation process, by reaching the groups within the community that the airport currently risks not engaging with.







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INTRODUCTION FROM RACHEL CERFONTYNE

When the Heathrow Community Engagement Board (HCEB) was set up last year, one of my first priorities was to encourage more people to take an active interest in the future of Heathrow Airport and respond to its consultations. I am particularly keen that those who live in areas most affected by the airport are given every opportunity to get their voice heard.

I recognise that some people have in depth knowledge about the potential impact of Heathrow Airport's proposed expansion plans and some are also highly motivated to get their views aired. However, there is a significant proportion of the local community who have not been actively engaged over a long period of time and are therefore less likely to respond to the current expansion consultation.

I decided it was important to try and identify which groups of people within local communities are least likely to participate in Heathrow Airport's consultations, especially when the traditional generic approaches are used, so that I could make recommendations to the airport on how to best engage with them. It is important to emphasise that this work is not being done in isolation and the HCEB aims to increase engagement in the consultations with anyone impacted by the operations of the airport. The HCEB is also undertaking several initiatives to seek the views of young people, the BAME communities and local businesses, encouraging them to participate in the consultations and publishing the details thereafter.

We commissioned a company called STACK to help us with this work. They are a marketing agency with a specialism in gaining and retaining the attention of public and private sector groups. They use industry standard data analytics to identify the most relevant groups and the most effective methods of communication. Their experience includes working with government departments, not-for-profit organisations and private companies, across individuals and businesses.

Two broad groups emerged from the analysis, which are referred to as the 'Silent' and the 'Quiet'. These terms refer specifically and only to willingness to voice their views in this context, they may be noisy and outspoken in other aspects of their lives! The 'Silent' are currently unlikely to respond to any Heathrow Airport consultation and the 'Quiet' may respond, but only if they receive messages and communication relevant to them and their concerns.

In addition to the data analysis done by STACK, some of the recommendations in this report are based on the findings from two of our own surveys. The first, conducted in late 2018, asked respondents about their short and long-term priorities and we received over 2,500 responses. The second survey asked respondents to review their experience of Heathrow Airport's Airspace and Future Operations consultation which took place in January 2019. We had over 600 responses to this survey.

These engagement recommendations were shared with Heathrow Airport in April 2019 to ensure that they could be used during the planning stage of the airport Expansion Consultation. We will be reviewing the effectiveness of the consultation and Heathrow Airport's response to these recommendations later in 2019 and plan to publish our findings.

This is a detailed and lengthy report and so for ease, we have included the recommendations up front in the report.

Finally, I'd like to take this opportunity to thank everyone who has completed one of our surveys – the information you have provided has been invaluable in providing a strong evidence base to develop these recommendations – and to thank STACK for all their work on this interesting and thorough report.

Rachel Cerfontyne
Chair HCEB



ABOUT THE HEATHROW COMMUNITY ENGAGEMENT BOARD (HCEB)

The HCEB was set up to increase community and stakeholder participation in Heathrow Airport's planning and decision making processes.

We also work with local people to provide challenge to, and scrutiny of, the airport's day-to-day operations and expansion proposals.

The HCEB is completely independent from Heathrow Airport and Government, we have no affiliation with any campaigning groups and whilst we engage with people with strong views and interests relating to the airport, we are impartial and do not take sides.

For further information on our work, please go to our website: www.hceb.org.uk



A SUMMARY OF THE HCEB'S RECOMMENDATIONS TO HEATHROW AIRPORT

The HCEB has concerns that Heathrow Airport's expansion consultation (launched in June 2019) may not engage with a broad enough spectrum of the Heathrow community. This study has been undertaken to identify any gaps in engagement and decide the best means of communication to overcome them. It is important to emphasise that our work with STACK focused on groups within the community who have been identified as not engaged with the proposed plans for expansion. In the past six months we have also carried out two residents surveys – with the findings and recommendations in the report below.

THE INFORMATION DERIVED FROM THIS REPORT WILL BE SHARED WITH HEATHROW AIRPORT TO ENABLE THEM TO TAKE APPROPRIATE ACTION. A SUMMARY OF OUR RECOMMENDATIONS TO THE AIRPORT ARE AS FOLLOWS:

COMMUNITY RECOMMENDATIONS

- To facilitate Heathrow Airport's objective of increasing engagement in the consultation, HCEB's **broad community recommendations** are that activity needs to reach out to two community groups, *the Silent* and *the Quiet*, with messages created especially for them.
- Our **specific community recommendations** are that Heathrow Airport should reach out to the six sub-groups (three within *the Silent* and three within *the Quiet*) in order to increase engagement. Despite these groups being likely to either be interested in, or potentially be affected by aspects of the proposed expansion, Heathrow Airport is at risk of not engaging them. We recommend the airport targets these groups with communications in addition to any general communications planned for the 14 local authorities as a whole.
- The HCEB have made a number of **community messaging recommendations** as follows:
 - We have identified the topics that Heathrow Airport should prioritise when communicating with the six groups. To complement this, we recommend that any communication should include the other topics, as it is

highly likely that people perceive many of the topics to be intertwined. For example, air quality may be related to other concerns, such as noise and transport.

- The HCEB recommends that care needs to be taken so that messages are not alarmist and that statements do not over- or under-promise. To achieve best-in-class consultation, we recommend that the language used should demonstrate a willingness to reach out to the community and listen to their views. Equally, information should be able to be substantiated for a particular group, not just the local population in general. Finally, language should be clear, straightforward and be easily interpreted by a lay person.
- We advise that that there is opportunity to learn which messages work best in the first stages of the consultation process. Then take those learnings and apply them to messages in the following stages. This test-and-learn approach means the consultation process can be improved during its lifespan, incrementally delivering an improved consultation that increases both the depth and diversity of responses.

MEDIA RECOMMENDATIONS

- To encourage depth and diversity in the consultation HCEB's **media recommendations** to Heathrow Airport are to enhance any planned activity, ensuring it uses the precise media that reaches and engages the six groups. These specific media should carry only the relevant and nuanced messages for each group.

- We recommend this increased media activity is in addition to any broader plans Heathrow Airport has to reach as many members of the local community as possible.
- The HCEB's recommendation is to avoid taking a 'one size fits all' approach. We recommend that Heathrow Airport considers its various communication options to make sure that the six groups receive information in the particular media *they* are more likely to read, see or listen to. This will ensure that Heathrow Airport are able to increase the engagement of the community, putting them in an ideal position to create a best-in-class consultation.

RESIDENTS SURVEY RECOMMENDATIONS

The HCEB carried out a residents survey in December 2018, and an online survey in March 2019, following Heathrow Airport's consultation on Airspace and Future Operations.

- We recommend Heathrow Airport should acknowledge people will have over-riding concerns they want to discuss, irrespective of the particular topic they are being consulted on. We suggest:
 - Communications can lead on a particular issue, but this should be followed rapidly, within the same communication, by information about other impacts.
 - Communications should include clear timelines, so members of the community know when they will be consulted on the topic that matters most to them. Timelines can also be used to acknowledge the inter-relation between topics.
- The survey demonstrated that people want recognition that their views have been considered and in a good time frame. We recommend Heathrow Airport does its utmost to fulfil this fundamental element of consultation. We recommend that the airport lets people know when their views will be considered, reporting back to the community as soon as possible on findings from surveys, and is clear from the outset how the community's views will be acted on.

- In regard to the proposed expansion, the survey demonstrated that people saw compensations and minimal disruption as their main priorities. As part of the June 2019 consultation, we recommend that Heathrow Airport develops and maintains clear messaging around priority issues such as the compensation schemes. We also recommend that the airport are forthright in acknowledging and explaining the impact of disruption and how they intend to mitigate this.

A FINAL, ADDITIONAL RECOMMENDATION – CONTINUOUS IMPROVEMENT

The HCEB's *continuous improvement recommendation* is that Heathrow Airport should:

- Adopt a 'test-and-learn' approach to consultation
- Continuously improve the consultation process, adapting messages during each stage, to maximise engagement while each stage of the consultation is live
- Apply learnings from each stage to the next

In their endeavours to create a best-in-class consultation process, we recommend that Heathrow Airport take the opportunity to constantly improve the consultation process by testing and learning during the lifetime of the process, rather than wait until the end of the consultation to report on what worked.

STRUCTURE OF THIS REPORT

This is a report to Heathrow Airport and includes a set of recommendations for the airport on how to increase community engagement in order to add depth and diversity to consultation responses.

By 'depth' we mean Heathrow Airport should explain the consultation clearly so the public know what the airport is asking them and, as a result, the airport can act on the public's well-informed responses. By 'diversity' we mean reaching out to a range of different groups of people in the community. To be able to make recommendations to increase depth and diversity, and conduct a best-in-class consultation, we identified groups within the community which Heathrow Airport risks not engaging in the consultation. These groups are separate from our focus on wider engagement with BAME communities, young people and small businesses.

Collaborating closely with our partner agency STACK, we worked through three important stages to achieve this:

STAGE 1: GAINED A DEEP UNDERSTANDING OF THE COMMUNITY

We categorised the groups who may be affected by Heathrow Airport's proposed expansion plans. And we identified groups that Heathrow Airport *should reach out to, but not at the expense of others*, in the consultation. For example, young people and those for whom English is not their first language.

What was our methodology?

To remain objective, we used data from two of the largest anonymous consumer research panels in the UK: Target Group Index (TGI) and YouGov Profiles. The data in these surveys build a view of people's attitudes and behaviours, covering products and brand use, attitudes and motivations, interests and demographics (age, gender, socioeconomic group, geography). We also used data sets from the Office of National Statistics (ONS) and CACI (a company which holds anonymous data on the UK population) to link our findings on different types of people in the community to relevant postcodes. This allowed us to understand the attitudes of people within each local authority and identify their likelihood to engage in consultation.

We analysed the data to tell us about the different groups of people and then ranked them according to:

- a) likelihood to be *interested* in the various impacts of Heathrow Airport's proposed expansion plans
- b) likelihood to *engage in* consultation

What were our recommendations?

Our findings led to the identification of six groups who were most likely to be affected by the proposed expansion but least likely to be engaged by Heathrow Airport's consultation process. Targeting of these six groups forms the backbone of our recommendations to Heathrow Airport to maximise the depth and diversity of responses to the consultation and includes:

- ***broad recommendations for the groups identified***
- ***specific recommendations for each group***
- ***messaging recommendations for each group***

Find more detail on Stage 1 on pages 11-24

STAGE 2: IDENTIFIED THE BEST MEDIA TO USE TO ENGAGE THE SIX GROUPS

We identified the six groups' likelihood to engage with different media types, such as outdoor advertising, direct mail, online advertising, community discussion groups and social media. And determined which media types would best capture the attention of our six groups, make them feel Heathrow Airport understands their concerns, and encourage them to take part in the consultation.

What was our methodology?

We used YouGov Profiles to map media types against the six groups to:

- a) detect which types of media were most effective to meet their needs
- b) within this, establish a ranking to show which media Heathrow Airport needs to use to best reach out to each of the six groups

What were our recommendations?

Our **media recommendations** to Heathrow Airport match the six groups against a ranked list of preferred media choices, guiding the airport on which media to use in order to add depth and diversity to consultation responses.

Find more detail on Stage 2 on pages 25-28

STAGE 3: CONDUCTED A RESIDENTS SURVEY

In December 2018 we conducted a survey to raise awareness of the HCEB and ask residents for their views of which aspects of the proposed expansion plans mattered most to them. The survey findings will help the HCEB ensure residents' views are put to Heathrow Airport and advise the airport on how their approach to consultation affects people locally.

What was our methodology?

The survey was mailed to 253,041 residents in local areas that will be most affected by any expansion plans. The same survey was also available on the homepage of the HCEB website. We received a 0.8% response rate (2,065 replies), which allowed for robust analysis of the findings.

What were our recommendations?

We presented the initial findings and recommendations from the survey to a joint HCEB Board and Strategic Advisory Group meeting in April 2019 where the CEO of Heathrow Airport was present.

Our findings showed residents have over-riding concerns they want to make heard, irrespective of the particular subject they are being asked about. We also identified that the key aspect of consultation is recognition that residents' views have been considered. This led us to make **residents survey recommendations** to Heathrow Airport to guide them in increasing community engagement during public consultation.

Find more detail on Stage 3 on pages 29-33





STAGE 1:

GAINING A DEEP UNDERSTANDING OF THE COMMUNITY

STAGE 1: GAINING A DEEP UNDERSTANDING OF THE COMMUNITY

The HCEB's recommendations to Heathrow Airport identify specific groups who require the airport's particular attention when consulting on the proposed expansion plans. These are based on robust, factual information about the community. In particular, those who are likely to be affected but least likely to be engaged by the consultation.

Gaining this deep understanding of these groups incorporated three distinct phases and led to a suite of recommendations for Heathrow Airport:

- A:** Community profiling and ranking including demographics and attitudes – leading to **broad recommendations** for the groups identified
- B:** Detailed community findings – leading to **specific recommendations** for specific groups
- C:** Attribution of messaging to the groups – leading to **messaging recommendations** for each specific group

A: COMMUNITY PROFILING AND RANKING INCLUDING DEMOGRAPHICS AND ATTITUDES

COMMUNITY PROFILING

We know there are groups within the community who are very vocal on the potential impact of Heathrow Airport's proposed expansion plans and that these groups are highly likely to be well engaged in the airport's June 2019 consultation. However, there is a risk that there are other groups which Heathrow Airport may fail to engage. In order to add depth and diversity to consultation responses, we needed to understand who the other groups are and how best they might want to engage in the consultation. To identify these groups, we used robust data sources and a standard analytical approach based on postcodes.

Many of the datasets that are used for understanding community groups use postcodes, which are always anonymous. By using postcodes different data sets can be used and compared.

For example, one might conduct a research survey about attitudes to primary schools and, as part of the analysis, receive the postcodes of the people who answered the survey. One might also have access to another research survey, this time about attitudes to university, and again receive the postcodes of the people who answered the survey. By matching the postcodes from the two surveys one can build a picture of the same group's attitudes to different topics - primary schools and universities.

This was our approach for understanding the community groups for this project:

1. We used three robust data sources – ONS, TGI and CACI^[1]
2. We needed to make sure we had the correct postcodes for the local authorities affected by the proposed expansion. We used The Office of National Statistics to identify the correct postcodes in the 14 local authorities ^[2]
3. We then used TGI (Target Group Index) which is a set of anonymous data from a research panel (25,000 people and 400 questions), to understand how engaged people are, what to talk to them about and what types of people they are
4. We then used a postcode segmentation tool, CACI, which allowed us to bridge the insights from TGI and allocate them to households within each local authority affected

This allowed us to provide a segmented overview of the entire community across the 14 Local Authorities.

RANKING

We then used an Index to rank our findings.

The Index was used to measure how important subjects were to a particular community group compared to the rest of the community.

Topic with an Index of 100	The group finds a topic to be <i>as important</i> as the people in the rest of the community do
Topic with an Index of > 100	The group finds a topic to be <i>more important</i> than the people in the rest of the community do
Topic with an Index of < 100	The group finds a topic to be <i>less important</i> than the people in the rest of the community do

The Index measured:

- Their likelihood to engage in societal issues
- Their average level of interest in the five key topics of the proposed expansion which could impact the local community:
 - Environment
 - Transport
 - Housing stock
 - Employment
 - Social infrastructure
- Their specific level of interest in each of the above five topics

This allowed us to identify the likelihood of different groups to:

1. Engage in consultation - by ranking from 'most at risk' of Heathrow Airport not engaging them in the consultation to 'least at risk' of the airport not engaging them in consultation
2. To be interested in topics relevant to the proposed expansion of Heathrow Airport (e.g. housing stock, the environment, employment)

Using the rankings, we identified the broad groups which would be most likely to be affected by potential expansion of Heathrow Airport, along with their likelihood to engage in consultation.



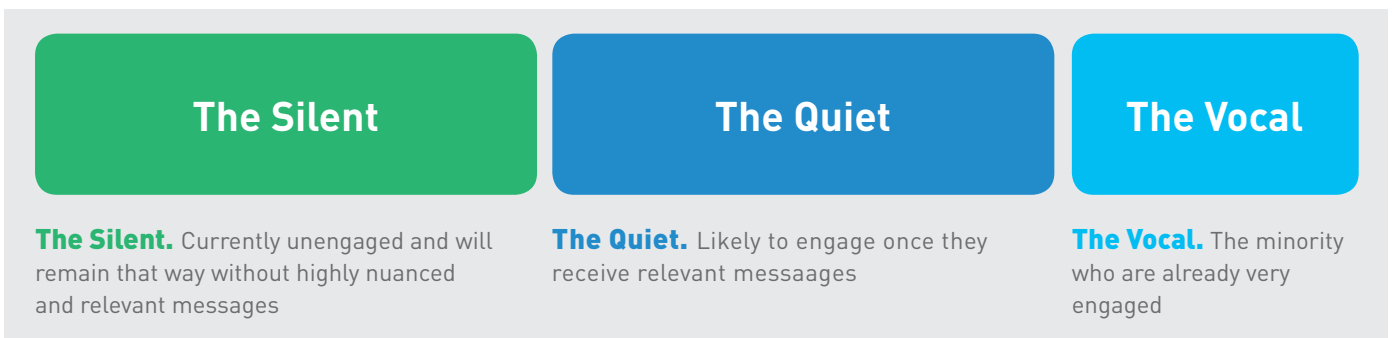
STAGE 1: GAINING A DEEP UNDERSTANDING OF THE COMMUNITY

TWO BROAD GROUPS

We identified two broad groups that we have referred to as the Silent and the Quiet.

The Silent - Currently they are likely to be unengaged in the consultation. And without highly nuanced and relevant messages, they are likely to remain this way. This group will require more time and effort to be invested in communications.

The Quiet - This group are more likely to engage in the consultation - once they receive relevant messages.



WHAT WE KNOW ABOUT THESE GROUPS

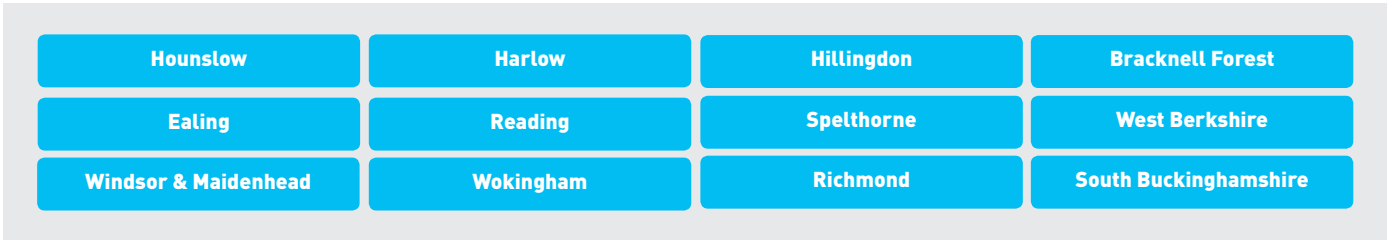
1. Their likelihood to engage in consultation

The data told us people's likelihood to engage in societal issues, based on a set of statements such as believing it is important to be well-informed about things and taking an interest in topics relating to society or citizenship. These statements created a 'proxy' for likelihood to engage in the Heathrow Airport consultation. They did this by indicating if certain groups of people were more or less likely to engage in societal issues in general, and therefore might be more or less likely to engage with the Heathrow Airport consultation in particular.



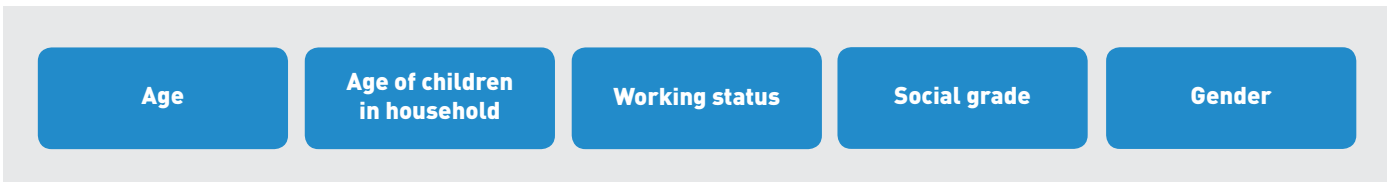
2. Where they live

Based on the Airport Commission's Business Case and Sustainability Assessment, we knew the 14 local authorities most likely to be impacted by the proposed expansion. The data helped us identify in which boroughs the Silent and the Quiet were most likely to live.



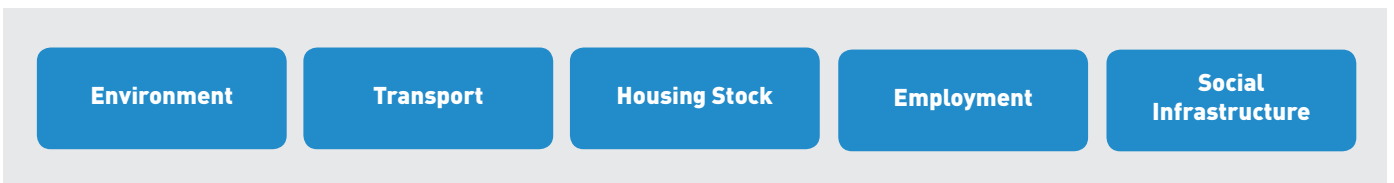
3. What types of people they are

The data also tells us what the Silent and Quiet are like. For example, their age, gender, working status and social grade.



4. What to talk to them about

The Airport Commission’s Business Case and Sustainability Assessment identifies five key aspects of the proposed expansion which could impact the local community. These are Transport, Environment, Housing Stock, Employment and Social Infrastructure (e.g. schools, GPs surgeries). Using the data, we identified statements which related to each of these topics, thereby indicating more specific issues concerning the Silent and Quiet.



CONCLUSIONS

COMMUNITY PROFILING AND RANKING

Our analysis identified two broad groups: Silent and Quiet. We unearthed detail on the types of people they were, what issues affected them, where they lived, and vitally their likelihood to get involved in consultations.

The HCEB’s broad recommendations:

To facilitate Heathrow Airport’s objective of increasing engagement in the consultations, activity needs to reach out to the Silent and Quiet groups, with messages created especially for them.

STAGE 1: GAINING A DEEP UNDERSTANDING OF THE COMMUNITY

B: DETAILED COMMUNITY FINDINGS

To fulfil our advisory role, we wanted to ensure that we provided Heathrow Airport with recommendations that were fully actionable and therefore help this be a best-in-class consultation. We therefore completed a second phase of data analysis that built on the community profiling and ranking already undertaken. This investigation led to more specific suggestions for Heathrow Airport, above and beyond the *broad recommendations* (two groups: Silent and Quiet), by identifying six sub-groups (three within the Silent and three within the Quiet).

This second phase provided detailed findings that highlighted all possible facets of the six groups, from their attitudes, to their location, to their demographics. These factors all contribute to how Heathrow Airport should engage with the six identified groups during the consultation and so form the basis of our *specific recommendations* for each group.

THE FINDINGS

We used the Index to look at the Silent and the Quiet in more detail, to gain a deeper understanding of the issues that were most important to them, and the topics that were likely to engage them.

This gave us six smaller groups, three from the Silent and three from the Quiet. These were the combination of most likely to be affected but least likely to engage in consultation.

The Silent:

1. Aged 15-44, unemployed and living in Hounslow
2. Social grade C2DE (skilled and manual workers) and English not their first language, living in Hillingdon
3. Aged 30-59, not working and with children, living in Bracknell Forest

The Quiet:

4. Aged 30-59 with children, working and living in South Buckinghamshire
5. Aged 15-29, not working and without children, living in Slough
6. Aged 15-29, not working and with children, living in Richmond

'Not working' may mean looking after family members and thus unavailable for paid work and 'unemployed' may mean searching for employment.



Once the Index was applied to each group, a traffic light system was deployed to clearly highlight where the priority areas of focus lay.

Demographic	Location	Index: likelihood to engage in the consultation	Index: overall interest in the consultation	Index: specific interest relevant to the consultation				
				Employment	Environment	Housing	Social infrastructure	Transport
Aged 15-44 and unemployed	Hounslow	70	132	162	39	14	117	132
Social grade C2DE (skilled and manual workers) and English not their first language	Hillingdon	51	122	138	19	13	135	163
Aged 30-59, not working and with children	Bracknell Forest	53	121	42	119	143	187	31

Demographic	Location	Index: likelihood to engage in the consultation	Index: overall interest in the consultation	Index: specific interest relevant to the consultation				
				Employment	Environment	Housing	Social infrastructure	Transport
Aged 30-59, with children and working	South Bucks	150	141	23	162	229	84	31
Aged 15-29, not working and without children	Slough	107	117	160	40	33	96	125
Aged 15-29, not working and with children	Richmond	159	111	128	122	95	73	129

THE SIX GROUPS IN MORE DETAIL

The Silent:

1. Aged 15 – 44, unemployed and living in Hounslow

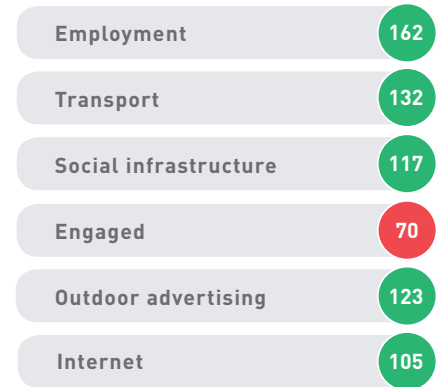
- They are interested in EMPLOYMENT AND TRANSPORT
- This is relevant as Heathrow Airport have strong employment links with Hounslow
- This group uses public transport to get about

Employment	162
Transport	132
Social infrastructure	117
Engaged	70
Outdoor advertising	123
Internet	105

STAGE 1: GAINING A DEEP UNDERSTANDING OF THE COMMUNITY

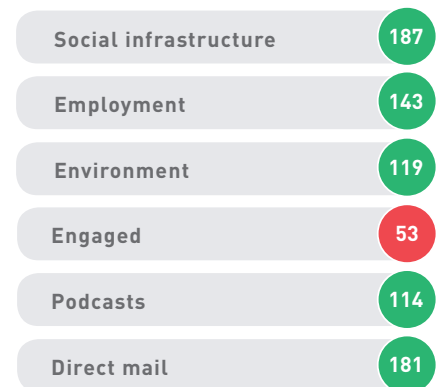
2. People in skilled and manual jobs (social grade C2DE) and English not their first language, living in Hillingdon

- Interested in TRANSPORT and EMPLOYMENT
 - They are likely to work in transport, distribution, tourism, leisure, storage or hospitality
 - All of which are jobs potentially associated with Heathrow Airport



3. Aged 30 – 59, with children, not working and living in Bracknell Forest

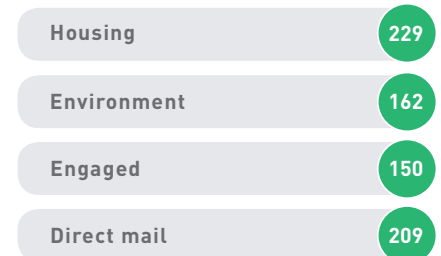
- Overall, this group are most likely to be not working. This is different from being unemployed or retired. For example, parents who are not working as they have young children. The Silent in Bracknell Forest are more likely to be aged 30-59 with children
- Interested in SOCIAL INFRASTRUCTURE
 - With children at home, any changes in schools will matter
 - We know this group are more likely to visit their GP frequently, so changes in health services may be highly relevant



The Quiet:

4. Aged 30-59, working and with children, living in South Buckinghamshire

- Interested in HOUSING and ENVIRONMENT
 - This group is likely to own their own property with a mortgage or own outright
 - They may be expecting to sell or purchase a property in the next 12 months
 - This group make an effort to recycle and are worried about pollution
 - They are likely to choose a car that has low emissions/is environmentally friendly



5. Aged 15-29, not working and without children, living in Slough

- Interested in EMPLOYMENT AND TRANSPORT
 - Slough has strong employment links with Heathrow Airport
 - This group are able to work but has chosen not to work, so could be a student interested in their future career prospects

Employment 160

Transport 125

Engaged 107

Internet 235

6. Aged 15-29, not working and with children, living in Richmond

- Interested in EMPLOYMENT AND TRANSPORT
 - This group may have young children so could have concerns surrounding how the expansion affects them getting their family from A to B. As with Slough, this group could be students thinking about their future career, so have an interest in the employment impact of the expansion
 - Because this group have children, concerns are relevant to their need to provide for their young families

Transport 129

Employment 128

Engaged 159

Outdoor advertising 111

CONCLUSIONS

DETAILED COMMUNITY FINDINGS

This second phase leads to a thorough and deep understanding of the six groups, not only regarding who and where they are, but what is valuable to them and how they may respond to certain topics. We have already made recommendations to Heathrow to encourage people to respond by focusing communications on the specific areas of the consultation that are most important to those people. These recommendations build on that by helping Heathrow identify which areas of the consultation are most important to each of the different groups.

The HCEB's *specific recommendations*:

Heathrow Airport should reach out to these six groups in order to increase engagement. Despite these groups being likely to either be interested in, or potentially be affected by aspects of the proposed expansion, Heathrow Airport is at risk of not engaging them. We recommend the airport targets these groups with communications in addition to any general communications planned for the 14 Local Authorities as a whole.

STAGE 1: GAINING A DEEP UNDERSTANDING OF THE COMMUNITY

C: ATTRIBUTION OF MESSAGING

CREATING RELEVANT MESSAGES

Our ***broad and specific recommendations*** give Heathrow Airport relevant insights about groups which Heathrow Airport risks not reaching. To give Heathrow Airport the practical means to communicate with these groups, we have created a framework of ***messaging recommendations*** that provide the best opportunity for reaching the six groups.

MESSAGING RECOMMENDATION FRAMEWORK

Use of language and tone

The knowledge we gained of the community groups and their needs leads us to provide guidance on the most appropriate language and tone to use to create effective communications. Choice of words for the messages will be incredibly important. The HCEB recommends that care needs to be taken that messages are not alarmist and that statements do not over- or under-promise. To achieve best-in-class consultation, we recommend that the language used should demonstrate a willingness to reach out to the community and listen to their views. Equally, information should be able to be substantiated for a particular group, not just the local population in general. Finally, language should be clear, straightforward and be easily interpreted by a lay person.

Test-and-learn

As the consultation process is long, we suggest that there is opportunity to learn which messages work best in the first stages of the consultation process. Then take those learnings and apply them to messages in the following stages. This test-and-learn approach means the consultation process can be improved during its lifespan, incrementally delivering an improved consultation that increases both the depth and diversity of responses.



What to say to our six groups

OVERALL THE SILENT ARE:

UNLIKELY TO ENGAGE IN CONSULTATION

Based on a set of statements such as believing it is important to be well-informed about things and taking an interest in topics relating to society or citizenship, this group are unlikely to engage in consultation. It could be they may be busy or have other more pressing matters in their daily lives.



WHICH MEANS:

From our findings, this group is unlikely to respond to messages such as 'Have your say' or 'Make your voice heard'. These messages appeal more to individuals who are innately interested in getting their point of view across.

Messages that pique their interest in matters closer to their daily lives may work better.

WHAT INTERESTS THE SILENT, BY LOCAL AUTHORITY:

HOUNSLOW

- While currently unemployed, they are interested in employment so they could be looking to return to work. They are more likely to be aged 15-44.
- Interested in EMPLOYMENT AND TRANSPORT
 - This is relevant as Hounslow has strong employment links with Heathrow Airport
 - This group use public transport to get around.



WHICH MEANS:

While Heathrow Airport has strong employment links with Hounslow, and it is possible the employers and employees will be in favour of expansion, there could be concern over public transport as construction begins.

Messages could lead on employment and transport benefits, as long as Heathrow Airport is able to substantiate any claims.

HILLINGDON

- They are more likely to be skilled or manual workers with English not their first language
- Interested in TRANSPORT AND EMPLOYMENT
 - They are likely to work in transport, distribution, tourism, leisure, storage or hospitality
 - All of which are jobs potentially associated with the airport.



WHICH MEANS:

Again, messages could lead on employment and transport.

Heathrow should consider translating messages into other languages, providing dual-language communications upfront (as opposed to 'translation available on request').

Infographics/decision trees should be considered.

STAGE 1: GAINING A DEEP UNDERSTANDING OF THE COMMUNITY

BRACKNELL FOREST

- They are likely to not be working. This is different from being unemployed or retired, for example, parents who are not working as they have young children (they are more likely to be aged 30-59 with children).
- Interested in SOCIAL INFRASTRUCTURE
 - With children at home, any changes in schools will matter
 - We know this group are more likely to visit their GP frequently, so changes in health services may be highly relevant.



WHICH MEANS:

Messages which lead on changes to social structure (e.g. schools) could be relevant.

It is important to handle topics relating to social infrastructure with care so as not to be alarmist.

OVERALL THE QUIET ARE:

More likely to engage in consultation

Using the same set of statements, such as believing it is important to be well-informed about things and taking an interest in topics relating to society or citizenship, we find this group are more likely to engage in consultation than the Silent.



WHICH MEANS:

Our findings indicate this group are interested in getting their opinion heard.
Will be likely to engage with messaging about the proposed expansion if combined with topics that pique their interest (e.g. the environment or transport).

WHAT INTERESTS THE QUIET, BY LOCAL AUTHORITY:

SOUTH BUCKINGHAMSHIRE

- Working, aged 30-59, children
- Interested in HOUSING and ENVIRONMENT
 - This group is likely to own their own property with a mortgage or own outright
 - They may be expecting to sell or purchase a property in the next 12 months
 - This group make an effort to recycle and are worried about pollution
- They are likely to choose a car that has low emissions/is environmentally friendly.



WHICH MEANS:

Because they are likely to have a young family and be on the property ladder, this group may have concerns about the impact on housing.

Living with young families may mean they could be reluctant to move because of the hassle. Being on the property ladder could indicate they are conscious of housing prices, which the expansion could influence.

Messages could lead on how the expansion could affect housing stock in this area.

Messages focusing on the environment may be a good way in for this group, although they might assume that the expansion will have a negative impact on the environment, so worth treading carefully.

SLOUGH

- Not working, aged 15-29, no children
- Interested in EMPLOYMENT and TRANSPORT
 - Slough has strong employment links with Heathrow Airport
 - This group are able to work but have chosen not to, so could be a student interested in their future career prospects
 - Or they could be a homemaker relying on one income for their household



WHICH MEANS:

Messages could lead on employment benefits of the expansion in order to pique this group's interest, as long as Heathrow Airport can substantiate any claims.

Messages could lead with the impact of the expansion on transport in this area.

As with Hounslow, this group may view the expansion positively due to the employment benefits it offers. However, the younger group may rely more on public transport so concerns around transport links could arise.

STAGE 1: GAINING A DEEP UNDERSTANDING OF THE COMMUNITY

RICHMOND

- Not working, aged 15-29, children
- Interested in EMPLOYMENT and TRANSPORT
 - This group may have young children so could have concerns surrounding how the expansion affects them getting their family from A to B
 - As with Slough, this group could be students thinking about their future career, so has an interest in the employment impact of the expansion
 - Because this group has children, employment and transport matter to them due to the need to provide for their young families.



WHICH MEANS:

Messages focusing on transport and employment are a good way in for this group.

Nuances in messaging towards parents/families could be considered. This group could be likely to respond to messaging that focuses on transport, given they rely on public transport for themselves and their young families.

CONCLUSIONS

MESSAGING

The messaging framework uses the potential interests of the six groups as a way of framing the consultation – to effectively engage and make messages more relevant.

The HCEB's messaging recommendations to Heathrow Airport are two-fold:

1. Areas of interest

These are not the only topics that our six groups are interested in. We recommend that any communication should include the other topics, as it is highly likely that people perceive many of the topics to be intertwined. For example, air quality may be related to other concerns, such as noise and transport. (See Stage 3: Residents Survey for further information)

2. Testing

For example, housing could be tested as the lead message for the Quiet in South Buckinghamshire, with environment, transport, employment and social infrastructure as secondary messages.

STAGE 2:

IDENTIFYING THE BEST MEDIA TO USE FOR ENGAGEMENT



STAGE 2: IDENTIFYING THE BEST MEDIA TO USE FOR ENGAGEMENT

THE BEST MEDIA TO ENGAGE THE SIX GROUPS

We have included **media recommendations** to Heathrow Airport on how to reach the six specific groups who may need particular attention regarding consultation. As part of the consultation process, the airport will undertake media activity to reach as much of the local community as possible.

The HCEB’s recommendation is for Heathrow Airport to continue to reach as much of the local community as possible but to avoid taking a ‘one size fits all’ approach. We recommend that Heathrow Airport considers its various communications options to make sure that the six groups receive information in the particular media they are more likely to read, see or listen to. This will ensure that Heathrow Airport are able to increase the engagement of the community, putting them in an ideal position to create a best-in-class consultation.

METHODOLOGY

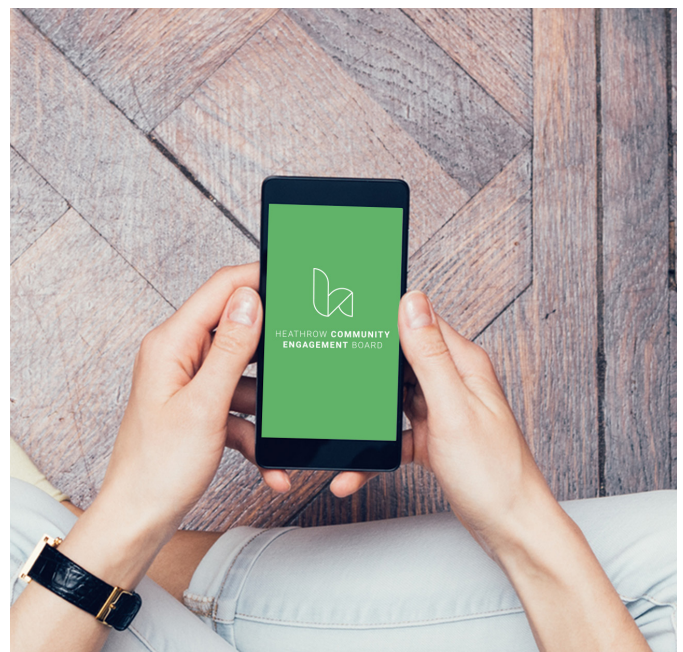
We took our data analysis of the six groups and ran it against a data set called YouGov Profiles. This is an industry standard media planning tool, used to understand which media best reaches particular groups of people. YouGov Profiles holds around 260,000 data variables. The data is collected anonymously from 300,000 people who take part in YouGov Profiles’ frequent surveys, making the tool robust and timely. YouGov Profiles asks people for the following:

- Their opinions, interests and attitudes on a range of topics such as brands, politics and lifestyle
- The type of media they use and enjoy, from TV through to posters, podcasts and social media
- The type of content they consume in each media channel

Using YouGov Profiles, we were able to pinpoint the media our six groups are most likely to engage with. The output is called a media plan: this shows the best combination of media to target each group and the most appropriate times to use these media to achieve the best response.

THE FINDINGS

We have summarised our findings in the chart opposite. It should be noted that the media plan is designed to reach and engage the six groups. It is in addition to any media activity (e.g. advertising or awareness raising) that Heathrow Airport might propose to reach the local community as a whole. It should also be noted that, if Heathrow Airport require it for their activities, we can provide further detail including media titles and media stations.



Community	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8
Hounslow/ Hillingdon	Geo-targeted social media							
	Billboard advertising		Billboard advertising			Billboard advertising		
	Podcast advertising							
Bracknell Forest	Direct mail / Door drop			Podcast advertising				
	Direct mail / Door drop			TV advertising				
Slough	Podcast advertising							
	Geo-targeted online advertising							
	Geo-targeted social media							
Richmond	Billboard advertising		Billboard advertising			Billboard advertising		
	Geo-targeted social media							
	Podcast advertising							
	Advertising across relevant blogs							
Always on (All groups)	Pay per click							
	Influencer strategy (religious leaders/community figures)							

The chart shows an example of how a media campaign, designed to engage the six groups, might work over an eight-week period, for example when announcing the next stage in the consultation.

The Silent in Hounslow and Hillingdon, although they are two types of people with different interests and need different messages, are engaged with similar types of media. Therefore, they are put together in the same set for media planning purposes. They may engage with the same media, but they should see different messages.

By way of contrast, direct mail and podcasts would be the most effective media to engage the Silent in Bracknell Forest.

In Richmond, the media changes again, with billboard advertising combined with advertising online (digital advertising, social media, podcasts and blogs) would be the most effective media to engage the Quiet.

The final box labelled 'Always on' refers to media highly likely to appeal to all six groups, and which should run continuously (hence 'Always On').

Moving on to the Quiet, we see marked contrasts between all three groups. In South Buckinghamshire direct mail and TV advertising (all traditional advertising media) are the media most likely to engage the Quiet, while in Slough the most engaging media are all online (podcasts, digital advertising and social media).

In Richmond, the media changes again, with billboard advertising combined with advertising online (digital advertising, social media, podcasts and blogs) would be the most effective media to engage the Quiet.

- PPC (Pay Per Click) is included as a recommendation for Always On, which is a form of online advertising using Search on Google and Bing. When someone searches for a certain term, such as Heathrow or expansion, they will be served an advert that links to a website, in this case the relevant section of Heathrow Airport's website
- While advertising can be highly targeted, there are additional ways to reach the six groups. We have therefore referenced the need for an Influencer Strategy. This involves Heathrow Airport contacting community figures to reach the six groups.

STAGE 2: IDENTIFYING THE BEST MEDIA TO USE FOR ENGAGEMENT

CONCLUSIONS

MEDIA

Our analysis indicates the media with which the six groups are most likely to engage. With the exception of Hounslow and Hillingdon, there are marked differences between the six groups in terms of the most engaging media.

The HCEB’s media recommendations to Heathrow Airport:

To encourage depth and diversity in the consultation, the airport should enhance any planned activity, ensuring it uses the precise media that reaches and engages the six groups. These specific media should carry only the relevant and nuanced messages for each group.

We recommend this increased media activity is in addition to any broader plans Heathrow Airport has to reach as many members of the local community as possible.

STAGE 3:

CONDUCTING A RESIDENTS SURVEY



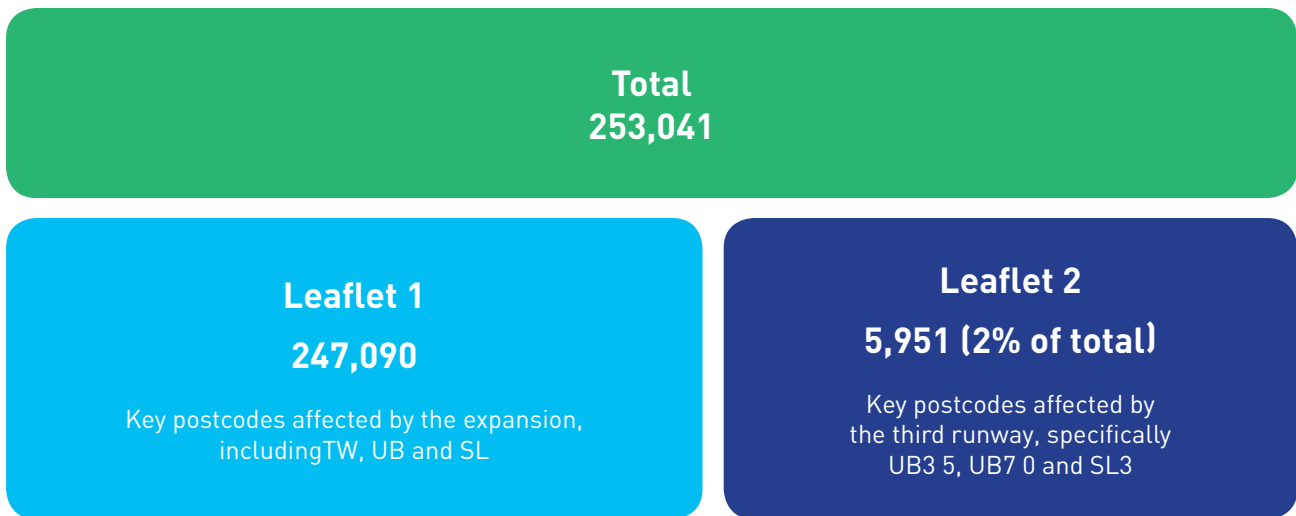
STAGE 3: CONDUCTING A RESIDENTS SURVEY

In December 2018 we wrote to 253,041 residents in local authorities that will be most affected by any plans for expansion. This communication had two aims:

1. To raise awareness of the HCEB and explain its role.
2. To ask residents for their views by completing an online or postal survey. We explained that the survey findings would help represent residents by ensuring that Heathrow Airport are listening and considering how their approach affects people locally.

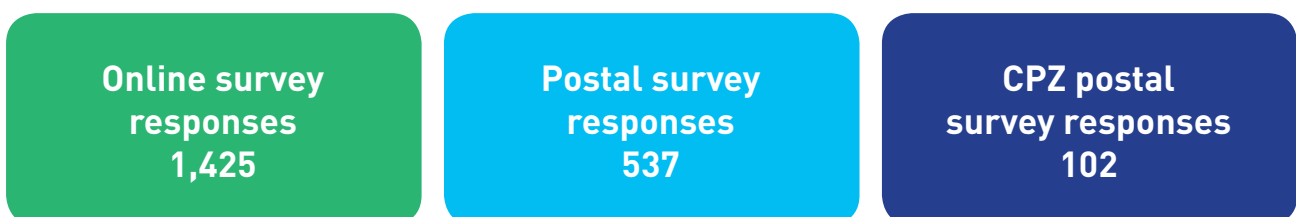
METHODOLOGY

1. **Postal Survey.** The survey targeted residents living in postcodes most affected by the Heathrow Airport expansion plan. We purchased 253,041 postcode data records from Royal Mail, including a selection of postcodes within the Compulsory Purchase Zone (CPZ) specifically affected by the third runway (5941 in total). The survey was delivered on the 12th December 2018.
2. **Online Survey.** The same survey was also available on the homepage of our website, closing in late February 2019.



RESULTS

The activity generated a 0.8% response rate with 2,065 responding to the survey, 95% of responders being residents. Whilst there were minor differences between the surveys, the answers followed a similar pattern.



DETAILED FINDINGS

What is most important in general?

The most important issues for responders were Air Quality and Noise, with 37% and 36% stating this was their *number one* priority. 37% ranked air quality as their number two priority. Air quality also came up as a key issue in the 12% of respondents who gave 'Other' comments.

When we look at the remaining options (those choices further down the rankings) Public Transport and Community were the fifth most important. Higher Education was the least important with the most significant numbers of respondents ranking it 9th or 10th: 51% included Environment in their top three choices. And 41% included Traffic in their top three choices.

What are the issues which matter most to you?
 (please rank them by order of priority, 1 being the most important. Don't feel that you have to rank all of the options)

<input type="checkbox"/>	Noise	<input type="checkbox"/>	Schools
<input type="checkbox"/>	Jobs & Employment	<input type="checkbox"/>	Higher Education
<input type="checkbox"/>	Public Transport	<input type="checkbox"/>	Community
<input type="checkbox"/>	Traffic	<input type="checkbox"/>	Environment
<input type="checkbox"/>	Housing	<input type="checkbox"/>	Air Quality
Other (please specify)			

What is most important in the short term, or if the airport doesn't expand?

When asked if the airport expansion doesn't go ahead 53% wanted fewer night flights as their *number one* priority, 28% said respite as their number two priority. Of the 17% who gave additional comments, fewer flights and quieter planes were mentioned.

51% wanted more investment in public transport across their number one and two priority.

More funding for communities ranked third and fourth with 54%. While skilled jobs and apprenticeships were lower priority if Heathrow does not expand.

In the short term, or if Heathrow Airport does not expand, what would be your top priority from the Airport? (please rank them by order of priority, 1 being the most important. Don't feel that you have to rank all of the options)

<input type="checkbox"/>	Fewer night flights
<input type="checkbox"/>	Investment in public transport
<input type="checkbox"/>	More funding for community projects
<input type="checkbox"/>	More skilled jobs
<input type="checkbox"/>	More apprenticeships
<input type="checkbox"/>	Freight parking around the airport
<input type="checkbox"/>	Other (please specify)
<div style="border: 1px solid black; height: 30px; width: 100%;"></div>	

STAGE 3: CONDUCTING A RESIDENTS SURVEY

What is most important if a third runway were built?

If the third runway was built 36% saw compensations as their number one priority, with 77% seeing minimal disruption as their second and third top priority. Respite, noise and pollution were mentioned among the 20% who made suggestions.

If Heathrow does get permission to build a third runway, what would be your top long-term priorities in addition to those above? (please rank them by order of priority, 1 being the most important. Don't feel that you have to rank all of the options)

	Compensation
	Minimal disruption
	Ability to get to work/school without delays
	Better access to the airport by car
	Better access to the airport by public transport
	Other (please specify)

LEVELS OF ENGAGEMENT IN THE SURVEY

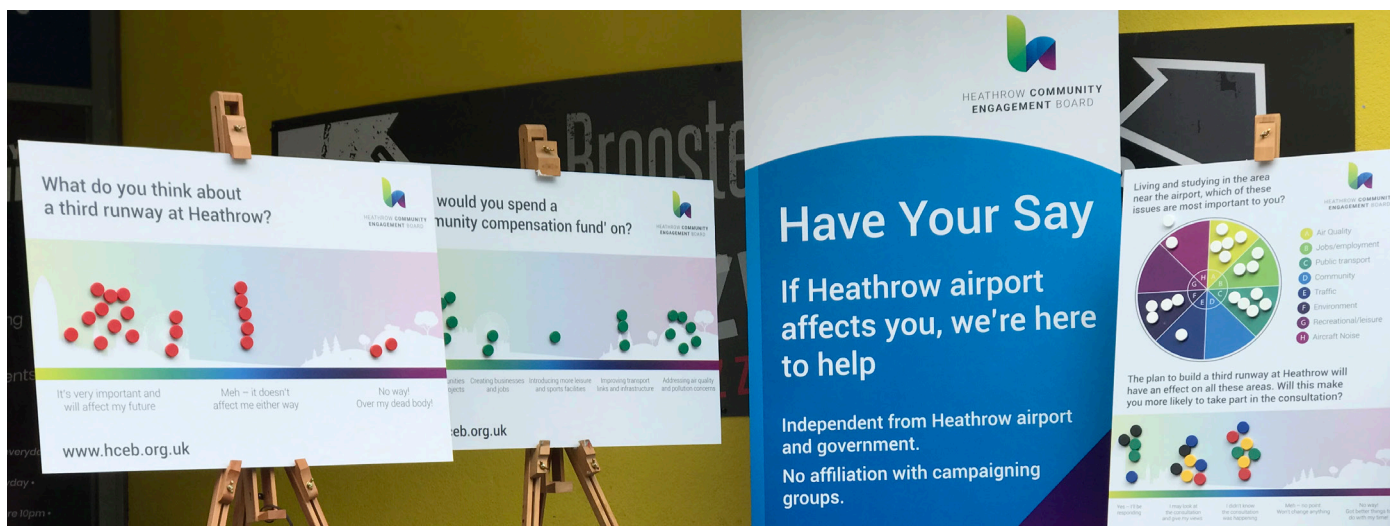
The survey identified that 45% had never responded to a Heathrow Airport consultation before. In how best to communicate to residents moving forwards, people who responded by post preferred postal surveys and public meetings. While online responders preferred online surveys and e-mail updates.

Residents were keen to be engaged and want more detail on the issues that affect them the most. Over 70% of all responders provided their contact details and chose post as their preferred contact option with email the second most popular.

HOW TO IMPROVE CONSULTATIONS

In the case of how consultations could be improved, most responders wanted communication earlier in the process and ahead of consultations, and recognition their views were being listened to. Others (particularly in the Compulsory Purchase Zones) wanted less jargon and technical language to make it easier for people to understand.

One of the most significant questions asked residents to submit a query to the CEO of Heathrow. 72% of all responders submitted a question as free text within the surveys.



CONCLUSIONS

RESIDENTS SURVEY

The open-ended design of the survey has shown that residents have over-riding concerns that they are passionate about, they want those concerns to be heard, irrespective of the actual topic under discussion.

Put another way, the *same* issues come up across *different* questions.

The level of passion in the free text answers provided shows that residents and those affected are looking for information on the topics affecting them. They also want to know how Heathrow Airport and the Government are going to address these concerns as the consultations and planning applications move forward over the next few years.

The HCEB's recommendations are three-fold:

1. **We recommend Heathrow Airport should acknowledge people will have over-riding concerns they want to discuss, irrespective of the particular topic they are being consulted on. We suggest:**
 - a. Communications can lead on a particular issue, but this should be followed rapidly, within the same communication, by information about other impacts. For example, if Heathrow Airport were to carry out similar surveys itself, these could focus on individual concerns, such as air quality, but include questions about air quality in relation to other concerns e.g. noise, compensation, fewer night flights, respite and transport.
 - b. Communications should include clear timelines, so members of the community know when they will be consulted on the topic that matters most to them. Timelines can also be used to acknowledge the inter-relation between topics e.g. air quality is also linked to environment, transport and respite.
2. The survey demonstrated that people want recognition that their views have been considered and in a good time frame. We recommend Heathrow Airport does its utmost to fulfil this fundamental element of consultation. **We recommend that the airport lets people know when their views will be considered, reporting back to the community as soon as possible on findings from surveys, and is clear from the outset how the community's views will be acted on.**
3. In regard to the proposed expansion, the survey demonstrated that people saw compensations and minimal disruption as their main priorities. As part of the June 2019 consultation, **we recommend that Heathrow Airport develops and maintains clear messaging around priority issues such as the compensation schemes. We also recommend that the airport are forthright in acknowledging and explaining the impact of disruption and how they intend to mitigate this.**

Question Time Event
Wednesday 23 January 2019

CONCLUSION



PLACEHOLDER

OUR COMMUNITY RECOMMENDATIONS – BROAD, SPECIFIC AND MESSAGING

The analysis led us to **broad recommendations** for the groups identified, **specific recommendations** for each group and **messaging recommendations**. Cumulatively, these showed that there are six groups within the community which Heathrow Airport risks not engaging with in the consultation.

To maximise engagement and involve these groups, our collective **community recommendations** are that Heathrow Airport should:

- *Take action* to reach the six groups. This is not at the expense of other groups, but in addition
- Ensure the six groups receive communications *in addition* to any general communications planned for the 14 local authorities as a whole
- Develop *relevant messages* that recognise the difference between the six groups and their likelihood to engage in consultation
- Create *specific and nuanced messages* for each of the six groups based on their likelihood to engage and their particular interests.

OUR MEDIA RECOMMENDATIONS

The analysis showed there are marked differences between the six groups in terms of the media with which they engage. To maximise engagement in the consultation we make the following **media recommendations**. Heathrow Airport should:

- *Increase* any planned media activity to ensure it includes the specific media for each of the six groups
- Use only the *relevant and nuanced messages* identified for each of the six groups in these specific media
- Plan and buy these *specific* media to coincide with other planned communications about the consultation process.

OUR RESIDENTS SURVEY RECOMMENDATIONS

The analysis of the survey showed that whatever the question that was being asked, residents have particular issues they wanted to bring up. They also feel the most important aspect of consultation is recognition that their views are being listened

to. To increase engagement in the consultation we make the following **residents survey recommendations**. Heathrow Airport should:

- Find ways to respond to people's concerns which lie outside any topic that is currently being discussed or consulted on
- Ensure residents receive recognition that their views are being listened to
- Develop clear communications in regard to the compensations schemes
- Be honest about the impact that disruption will have on communities should a third runway be built.

A FINAL, ADDITIONAL RECOMMENDATION – CONTINUOUS IMPROVEMENT

Finally, the public consultation on Heathrow's proposed expansion plans is arguably one of the most important public consultations of our time. The proposals for expansion will affect many members of the community, in many ways, over many years to come.

The consultation process is also long. There is the opportunity to learn which messages and media maximise engagement in the first stages of the consultation and apply these learnings to subsequent stages.

Our final **continuous improvement recommendation** is therefore that Heathrow Airport should:

- Adopt a 'test-and-learn' approach to consultation
- *Continuously improve* the consultation process, adapting messages during each stage, to maximise engagement while each stage of the consultation is live
- *Apply learnings* from each stage to the next.

In their endeavours to create a best-in-class consultation process, we recommend that Heathrow Airport take the opportunity to constantly improve the consultation process by testing and learning during the lifetime of the process, rather than wait until the end of the consultation to report on what worked.

APPENDIX

UNDERSTANDING THE COMMUNITY GROUPS IN ORDER TO ADVISE HEATHROW AIRPORT

TOPICS	RELEVANT TGI STATEMENT
Transport	<p>Employment information: How travel to Work: Bus/Tram</p> <p>Employment information: How travel to Work: Train</p> <p>Employment information: How travel to Work: Underground/Subway/Metro</p>
Environment	<p>I make a conscious effort to recycle</p> <p>I take positive steps to reduce the energy I use</p> <p>I am worried about pollution and congestion caused by cars</p> <p>I am prepared to make lifestyle compromises to benefit the environment</p> <p>I re-use items like empty bottles, tubs, jars, envelopes or paper</p> <p>I recycle items rather than throwing them away</p> <p>I make an effort to cut down on water usage at home</p> <p>I only buy products from a company with whose ethics I agree</p> <p>Criteria of choice: Main car. Environmentally friendly/low emissions</p>
Housing Stock	<p>Expect to in the next 12 months:</p> <ul style="list-style-type: none"> • Purchase first home • Purchase/sell as house or flat <p>Home ownership:</p> <ul style="list-style-type: none"> • Own - buying with a mortgage or loan • Own - outright
Employment	<p>Full time - 30+ hours a week</p> <p>Part time - 8-29 hours a week</p> <p>Part time - Less than 8 hours a week</p> <p>Not working - Unemployed, was working</p> <p>Not working - Unemployed, looking for first job, able to work but consciously chosen not to work (e.g. homemaker or student)</p> <p>Area of employment - Transport/Distribution/Storage/Hospitality/Tourism/Leisure/Manufacturing</p> <p>Position - Sales, Customer Service, Plant/Machine/Vehicle Operator, Other Manual, Admin/Secretarial/Other Clerical, Skilled Trade</p>

Social Infrastructure	Children under 16 in household Children go to private school: no Working status: long term illness/disabled Heavy or medium users of GP I have a periodical health check, even though I'm fine and have no serious ailments: yes
Likelihood to engage in consultation: Unlikely	<ul style="list-style-type: none"> • I don't want responsibility. I would rather be told what to do (agree) • I don't regularly search the internet for topics on politics (agree) • I don't think it's important to be well-informed about things (agree) • I don't regularly search the internet for topics on society (citizenship, security, employment) (agree) • I don't think it's important a company acts ethically (agree)
Likelihood to engage in consultation: Likely	<ul style="list-style-type: none"> • I don't want responsibility. I would rather be told what to do (don't agree) • I don't regularly search the internet for topics on politics (don't agree) • I don't think it's important to be well-informed about things (don't agree) • I don't regularly search the internet for topics on society (citizenship, security, employment) (don't agree) • I don't think it's important a company acts ethically (don't agree)

Sources: Published documents relating to the impact of the expansion e.g. employment, transport links, housing stock, social infrastructure and land use Airports Commission Business Case and Sustainability Assessment – Heathrow Airport Northwest Runway, July 2015 which looks at the predicted changes to five categories for concern within community life (employment, transport links, housing stock, social infrastructure and land use). ONS, Census data, CACI, TGI, Media planning tools with media partners within the MSQ group, direct and digital planning tools within the MSQ group.