



LONDON UNDERGROUND LIMITED AIMS PROJECT - COMMUNICATION

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“balanced the demands on [their] time”

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Situation:

London Underground Limited realised that their knowledge of their asset base was poor: much of it residing within individuals’ heads or more formally on many small uncoordinated systems. The effect on the business is that maintenance costs are too high and operations are not reliable enough.

Client requirement:

It was clear that this project would affect many people on the Underground system beyond those immediately involved with the maintenance operation. Everyone who would be touched by the effects of the project needed to be kept informed of progress. Also as the project required massive capital expenditure (£20m over 5 years) it was critical to gain the support of the most senior management within the company. LUL asked *The Solutions Organisation* to develop and implement a comprehensive employee communications strategy to support these requirements.

Solutions:

We worked with LUL to develop a strategy that would at once inform the whole organisation and engage the enthusiasm of senior managers. Our consultant ran a series of feedback workshops bringing nearly 200 managers into contact with the project. This was backed up by a *TSO* designed information pack as well as many less formal publications. Behind the scenes we worked to identify the individuals who would help and support the project and helped the project team take best advantage of this support. At the same time we worked to uncover any political blockages so that they could be addressed by the LUL project team. LUL were particularly pleased by the way that we “balanced the demands on [their] time” allowing their own staff to concentrate on taking the project forward.

Outcomes and Benefits:

The AIMS project successfully passed through the various committees of London Underground Limited including its board and was subsequently supported by the London Transport Board.

The information pack was in such demand that a second printing was required and most managers within the organisation now have a clear idea of the aims and objectives of the project.

When asked how we might improve our service LUL said “ [We’ve] tried very hard... and we can’t think of anything!”