

## Street to School

Aviva's global Street to School programme recognises that every child living or working on the street should have the right to fulfil their potential. Our aim by 2015 is to help 500,000 children living or working on the street get back into everyday life and achieve their hidden potential. In the UK, an estimated 100,000 young people run away every year, often ending up on our streets<sup>1</sup>. Through the Street to School programme in the UK, Aviva has partnered with the charity Railway Children which fights to help these vulnerable young people.

Since launching the UK partnership in 2010, both organisations have already seen the value of creating this integrated programme, which continues to grow and deliver mutual benefit over time. We have three core objectives which are: to raise awareness of the issue and charity (making a long-term sustainable difference); to drive positive brand differentiation; and to increase employee engagement. This is what we have delivered to date:

- **1,493** children at risk have been helped through the UK programme and a further **32,114** children and young people have been reached through runaway awareness and prevention education.
- **£1,125,370** has been given to Railway Children (cash and benefits in kind), including **£147,000** triggered through '£ per policy' and other customer incentives
- Over **£500,000** has been invested by Aviva in addition to this, for marketing and activation of the UK programme
- Over **6 million** UK consumers have been reached through direct/white space marketing, with a further **38.2 million** reached through campaign activity
- Prompted public awareness of Railway Children's brand has reached **6%** and Aviva's Street to School programme has reached **8%**
- **15%** of UK employees are actively involved through volunteering, fundraising or donating, raising over **£200,000** in donations

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<sup>1</sup> Source: Still Running II, The Children's Society 2005

# Street to School

## Introduction and background

Building on a long track record of community investment, Aviva's Street to School programme is a five-year global commitment to meeting the needs of children living or working on the streets, in the communities in which we live and work.

As Aviva's first cause-related marketing programme, we wanted to get behind something that has a genuine fit with our brand values. The research we carried out with consumers, employees and advisers indicated that the Street to School theme resonated strongly with people around the world.

Our customers buy insurance, savings and investments to look after themselves and their families. But sadly, many street children have no-one to protect and care for them. Aviva's Street to School programme makes a connection between our brand purpose of providing prosperity and peace of mind for our customers and the need to do the same for these vulnerable children.

In some countries around the world, street children's existence is so prevalent it has almost become 'normal'; in the UK, society often denies their existence and it remains a hidden issue. Our Street to School programme's UK partnership with Railway Children is a step towards recognising the unrecognised.

Railway Children is a charity that fights for vulnerable children who live alone and at risk on the streets, where they suffer abuse and exploitation. Their focus on the estimated 100,000<sup>2</sup> children who run away or are forced to leave home in the UK every year, provides us with the necessary expertise to support these young people in the most valuable way.

## Launch strategy and first steps:

Our partnership was officially launched in September 2010 following a nationwide 'Sleepout'<sup>3</sup> held by Aviva employees in May, raising £100,000 to kick-start Aviva's support of Railway Children. In June 2010, Aviva's intermediary teams also donated a percentage of that month's revenue to Railway Children, encouraging brokers to get involved with a wall of recognition, raising a further £110,000.

To mark the launch, we teamed up with *The Big Issue* to produce a one-off edition of the magazine called *The Little Issue?* With 50,000 copies distributed free inside *The Big Issue* across the UK, the magazine drew attention to the plight of young runaways. John Bird, founder and editor in chief of *The Big Issue*, said: "This a great project for us – most people know what we stand for in general terms but this represents an important opportunity for us to focus on one very specific area of life on the streets."

We also held two schools-based events, supported by the highly-acclaimed sports stars Dame Kelly Holmes and Darren Campbell MBE, allowing us to take the message directly to the age group most likely to be affected by the issues associated with running away.

The collaborative nature of our cause-related marketing strategy has allowed us to create an integrated programme of activity that delivers mutual benefit for both organisations. At the heart of this is our ability to embed the activity in the way we do business by communicating

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<sup>2</sup> Still Running II, Children's Society 2005

<sup>3</sup> More than 300 Aviva employees around the UK spent a night on the streets on 21 May 2010

with our customers, engaging our employees and building measurable outcomes for the cause. As such, our core objectives are based around these three goals: cause; employees and customer and brand.

Building on the success of the launch, with an estimated media reach of over 14 million, we invested time in exploring how we could make a long-term, sustainable difference to the cause. We recognised that, first and foremost, we needed to start raising awareness of the issue. Initial findings told us that only 12% of people perceived the issue to affect over 10,000 young people each year in the UK; with no-one recognising the true extent of the estimated 100,000 figure.<sup>4</sup>

An initial survey also demonstrated 0% spontaneous awareness and 5% prompted awareness of Railway Children's brand<sup>5</sup>; so in a climate where their counterparts such as NSPCC and Save the Children are reaching 42% and 25% spontaneous recognition respectively<sup>6</sup>, it was clear that we also needed to raise awareness of the charity itself.

By developing a joint-branded marketing toolkit of collateral, our first step was to encourage integration of Street to School messaging across our existing marketing propositions, including:

- inserts in policy mailings;
- banners on our websites;
- articles in our customer ezines;
- full-page ads in our sports sponsorship programmes;
- a video embedded in the ITV red button service<sup>7</sup>;
- content on our customer letters; and
- the creation of a dedicated micro-site where people could go to find out more<sup>8</sup>.

Collectively, this messaging reached over 1 million customers in 2010 and has since reached a further 4 million in 2011.

#### Impacts:

At the heart of our communications is the positive impact we aim to have on young people themselves. In response to findings from their research, 'Off the Radar', Railway Children developed an innovative best practice model called the Reach model that brings together key services as a safety net for children on the streets in the UK. We work closely with Railway Children to agree where to deploy funds to support this.

Since 2010, Aviva has funded:

- a worker at a refuge called Safe@Last in Sheffield, supporting some of the most vulnerable young people in South Yorkshire on a 1:1 basis;
- a Runaway Education Officer who works with local schools around South Yorkshire to educate young people in runaway awareness and prevention; and
- an Information and Learning Officer for Railway Children, to support our long-term aim of showing how the Reach model can be replicated across the UK.

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<sup>4</sup> ICM Omnibus Survey run in December 2010, in response to the question "Approximately how many children do you think run away from home every year in the UK?" Base=2010

<sup>5</sup> ICM Omnibus Survey run in July 2010, in response to the question "Which children's charities are you aware of?" Base=2014

<sup>6</sup> Based on data from an omnibus run in November 2011

<sup>7</sup> Through our ITV Drama Premieres sponsorship

<sup>8</sup> See [www.aviva.co.uk/street-to-school](http://www.aviva.co.uk/street-to-school)

Aviva has also invested in a further two of Railway Children's projects:

- Running Other Choices (ROC) - identified as an essential service providing Scotland's only refuge for young runaways under the age of 18 who feel unable to return home. Since 2011, Aviva's investment has supported the on-going operation of ROC (which was previously at risk of closing), offering a safe place to stay, advice and an essential prevention education programme in Central Scotland.
- a new project, launched in November 2011, as part of a collaboration between Railway Children and Barnardo's; extending the existing Barnardo's Miss U service in Camden and funding new services in Islington and Haringey to grow the network of on-the-ground support for young runaways across North London.

Through our partnership with Railway Children, we have reached 33,607 young people across the UK to date, ranging from direct intervention with those most at risk to runaway education awareness and prevention (RAP) lessons in schools.

#### Employee engagement:

Our employee volunteers have made a significant contribution to the programme to date, including the investment of over 650 hours in delivering RAP lessons to primary schools around the UK. We recognise that harnessing the power of our employee's support is vital and currently, 82% of our 17,000 employees are aware of the programme. Further to this, at the end of 2011, 15% of our employees were actively engaged with the programme, having raised over £200,000 for Railway Children to date.

We offer a number of ways for employees to get involved, with Railway Children as Aviva's charity of choice for our 'Pennies from Heaven' scheme; the option to select them as Payroll Giving beneficiaries and a '£Plus' scheme that matches fundraising of up to £100 per employee per year. We also held a second 'sleepout' event in 2011, where employees were sponsored to spend a night on the streets and almost 300 employees took part in our 'Back to School' challenge, encouraging people to raise as much as they could from a £10 note that arrived in a pencil case with stationery and a paying in slip. Most recently, we ran an integrated fund-raising and donating drive asking people to do 'Just one thing' to help make a difference.

Employee engagement with the programme has contributed to a rise in our internal 'Employee Promise Survey' scores that look at advocacy and loyalty to Aviva as an employer; in 2011, 78% of our people agreed that we do a good job of contributing to the communities in which we live and work (compared to a score of 60% in 2010) and 80% of our people feel Aviva's commitment to corporate responsibility is genuine (compared to 71% in 2010).

Employee engagement with the programme is also vital for interaction with our customers. To support this, we provided briefing packs to our frontline staff in case any questions were to arise during a customer call - which was particularly important as we began introducing donation incentives to a number of our products.

#### Engaging with consumers:

Our consumer research demonstrated an appetite to see Aviva making donations when customers bought or renewed a policy with us - but there was no fixed amount that people determined we should give. Therefore, in September 2010, we launched 11 test campaigns to trigger donations between £5 and £50 from Aviva to Railway Children at the point of sale/renewal. Through these we reached over 679,000 consumers and donated over

£77,000. The results indicated that there was a clear synergy between two products as we saw increased conversion rates at the point of sale. The offers on these two hero products<sup>9</sup> were rolled out in 2011 and have reached an additional 229,920 consumers to date, triggering a further £70,000. Building on this, the home insurance incentive has been embedded into our plans for 2012, with a goal of this continuing to expand across the business. One customer said "I think it's great that Aviva want to help these children, and it's particularly helpful if Aviva and Railway Children can persuade the Government to change their policy" whilst another commented "It's an encouragement to your customers to know what you are doing in the community."

To build on the awareness we had started to create with our customers, we also wanted to take the message to a wider audience. To do this, we knew we would need to create something that would stand out from the more traditional Aviva marketing and so we developed Street Dance for Change, a digital campaign that encouraged young people to help other young people. By sharing a dance video created by dance group Diversity<sup>10</sup>, we called upon young people to help us make a difference. The video contained messages about young runaways and asked people to upload their own freestyle dance to win Diversity tickets; Aviva donated £2 to Railway Children for every view of a competition entry and within 3 three days of the media launch, £100,000 had been reached. The campaign videos were viewed over 350,000 times on YouTube, 100,000 Facebook polls were answered on the issue of young runaways and the campaign received 82 pieces of media coverage – with over 38m impressions delivered. We paired this activity with some hard-hitting awareness ads aimed at an adult audience and as a result of this campaign, we saw a shift in Railway Children prompted awareness from 5% to 6%; a great step for a relatively unknown charity<sup>11</sup>.

The Street Dance for Change campaign was swiftly followed by the announcement of Railway Children's first celebrity ambassador, Alexandra Burke; a relationship brokered by Aviva and one which has since seen further coverage for Railway Children in the likes of the Huffington Post<sup>12</sup>. Alexandra celebrated the opening of our new project in London and then attended the Norwich City FC Community Match against Arsenal, at which we gave up our shirt sponsorship to Railway Children – with televised coverage reaching 203 countries, this was a huge opportunity for Railway Children's brand and collectively, this activity delivered a media reach of 221 million during 2011.

### Conclusion:

Bringing together the size and scale of Aviva's reach in the UK, with Railway Children's expertise, we have succeeded in starting to secure the attention of our customers, employees and the wider public – but we believe there is so much more to achieve. As a testament to this, we are delighted to have announced the extension of our partnership to the end of 2014.

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<sup>9</sup> Home insurance renewals and life insurance acquisitions

<sup>10</sup> See <http://www.youtube.com/streetdanceforchange>

<sup>11</sup> Based on the question "Which of these children's charities are you aware of?" Base n=2007

<sup>12</sup> [http://www.huffingtonpost.co.uk/alexandra-burke/alexandra-burke-charity-work\\_b\\_1257273.html](http://www.huffingtonpost.co.uk/alexandra-burke/alexandra-burke-charity-work_b_1257273.html)