

British Transport Police Authority



Consultation and Communication Strategy

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1. Introduction

- 1.1 One of the initial tasks of the Stakeholder Relations and Communication Strategy Committee was to put in place a set of communications activities, particularly focusing on PSA holders in relation to the annual budget. These were successful in their limited aim, but the Authority does not currently have a complete communications strategy.
- 1.2 The priorities for the Committee set out in the Authority's business plan are to:
- i. Define a communications strategy with the industry and stakeholders
 - ii. Establish ways to engage with other stakeholders to gain their views about policing the railways and to inform them about the Authority's priorities
 - iii. Raise the profile of the BTP and BTPA internally and externally
 - iv. Define and develop ways in which to secure effective engagement from members of the Authority
 - v. Develop the Authority's external focus in relation to diversity

Later in this document these priorities will be addressed and the aims of the strategy will tie into them.

- 1.3 The Authority has taken action against these priorities, for example creating and implementing a consultation strategy, interviewing senior directors of PSA companies and running two questions in the 2006 National Passenger Survey. These actions have been partly reviewed by the 2006 Matrix review of BTPA's PSA Communication Activities.
- 1.4 By using the APA Police Authority Assessment and Improvement Framework, the Authority has identified communications areas for improvements, especially under:

"The PA has a clear strategy providing a link between the police force and the communities it serves, which demonstrates how the communities influence is reflected in PA decision making, and is responsive to the concerns and issues expressed."

BTPA discharges its responsibilities under this guidance under business plan objectives i) and ii), above.

2. Objectives

In this section the priorities set out in the BTPA business plan are translated into the following communications objectives:

2.1 Improve consultation processes with the railway community (passengers, staff, TOCs, DfT, Scottish Ministers, National Assembly for Wales, Passenger Focus, etc.) as section 62 of the Railways and Transport Act 2003 in order to gain their views about policing the railways and to inform them about the Authority’s priorities.

This addresses the business plan priorities i and ii and reflects the APA guidance.

2.2 Raise the profile of the BTP and BTPA amongst key decision makers in the communities we serve and maintain it at an effective level.

This addressed business plan priorities i and iii and reflects the APA guidance.

2.3 Improve internal communications to raise the profile of the BTPA within BTP and secure effective engagement from Members of the Authority.

This addresses the business plan priorities iii and iv.

2.4 Ensure the Authority is inclusive, fulfils its duties under the Equality Schemes and develops its external focus in relation to diversity.

This addresses the business plan priority v.

2.5 Ensure the Authority has the resources it needs to deliver its communications.

3. Communication Plan

3.1 Objective 1

Improve the consultation process with the railway community as section 62 of the Railways and Transport Act 2003¹ in order to gain their views about policing the railways and to inform them about the Authority's priorities.

We have segmented “the railway community” into nine sectors:

- Passengers (e.g. via National Passenger Survey) and passenger representative groups (e.g. Passenger Focus)
- Passenger and freight train operating companies (TOC/FOCs) and the Association of Train Operating Companies
- Rail staff and rail unions
- Department for Transport (DfT)
- Scottish ministers
- National Assembly for Wales
- Organisations representing local authorities in England (Local Government Association, Association of London Councils, PTEs)
- Other statutory bodies (e.g. Office of Rail Regulation)
- Other persons with an interest in the railways whom the Authority thinks it appropriate to consult.

The present process by which BTPA gains stakeholder views about the overall policing of the railways, informs them about the Authority's priorities and gathers feedback is shown at Appendix 2. This plan has been refined each year as a result of feedback from stakeholders. In order to achieve the objective of improving the process, BTPA will again conduct a review, as under:

Activity	Owner	Timescale
Review effectiveness of 2007/8 consultation activity with stakeholders	Samantha Elvy	May 2008
Review and enhance where necessary the range of consultation activities, ensuring the process captures all key interactions	Richard Hemmings	May 2008
Agree how we will measure success	SRCS Committee	On going

¹ Reproduced at Appendix 1

3.2 Objective 2

Raise the profile of the BTP and BTPA amongst key decision makers in the communities we serve and maintain it at an effective level.

The actions suggested to address this objective are outlined below.

Activity	Owner	Timescale
Identify key decision makers to target	SRCS Committee	January 2008
Agree a method of measuring awareness and knowledge of BTPA amongst key decision makers (where not known) and set target levels.	Richard Hemmings/ Nicola Spicer	January 2008
Produce plan to deliver required levels of awareness and knowledge and recommendations to measure same.	Richard Hemmings/ Nicola Spicer	February 2008
Agree how we will measure success	SRCS Committee	On going

3.3 Objective 3

Improve internal communication to raise profile of BTPA within BTP and secure effective engagement from Members of the Authority as well as ensuring they are better informed on Authority issues

It is important that the Force is aware of the work that the Authority does and vice versa. Members also need to be well informed about the Authority and sufficiently briefed on what the Force is doing. This will facilitate effective working relationships and improve productivity.

Activity	Owner	Timescale
Agree what we want to achieve.	Richard Hemmings	January 2008
Review effectiveness of existing activities (e.g. supervisors' seminars, members' visits and members' bulletin).	Nicola Spicer/Sam Elvy	January 2008
Prepare recommendations on areas for improvements.	Nicola Spicer / Sam Elvy	January 2008
Agree how we will measure success	SRCS Committee	On going

3.4 Objective 4.

Ensure the Authority is inclusive, fulfils its duties under the Equality Schemes and develops its external focus in relation to diversity.

Activity	Owner	Timescale
Define actions to ensure the Authority is inclusive	Sam Elvy	April 2008
Review process for monitoring our duties under the Equality Schemes	Sam Elvy	April 2008
Agree what we want to achieve in terms of developing our external focus in relation to diversity, taking account of present activities	Richard Hemmings	April 2008
Publish our website in Welsh to comply with the Welsh Language Act	Nicola Spicer	January 2008
Agree how we will measure success	SRCS Committee	On going

3.5 Objective 5

Ensure the Authority has the resources it needs to deliver the communications function.

Until the arrival of Nicola Spicer in July 2007 on a year long contract, the Authority had hitherto lacked an individual with communications skills. Longer term this is being addressed through the process to recruit a new Deputy Clerk who will have communications as a key objective in his/her portfolio. At the moment there is a small budget for consultation, but no money is held for communication. This will be reviewed in relation to what needs to be achieved.

Activity	Owner	Timescale
Final approval of Communications Strategy	SRCS	February 2008
Produce Communications Plan for approval	Nicola Spicer / Richard Hemmings	April 2008 for next Committee meeting
Input communication tasks into the budget process and produce business cases	Richard Hemmings	March 2008
Budget agreed and plan finalised	SRCS	8 th April 2008
Review resource requirements	Richard Hemmings	October 2008

4. Evaluation

As shown above, each of the aims has their own “measure of success”. After one year each of these assessments will be pulled together and an overall evaluation of our communications will be undertaken. We will then determine whether it was

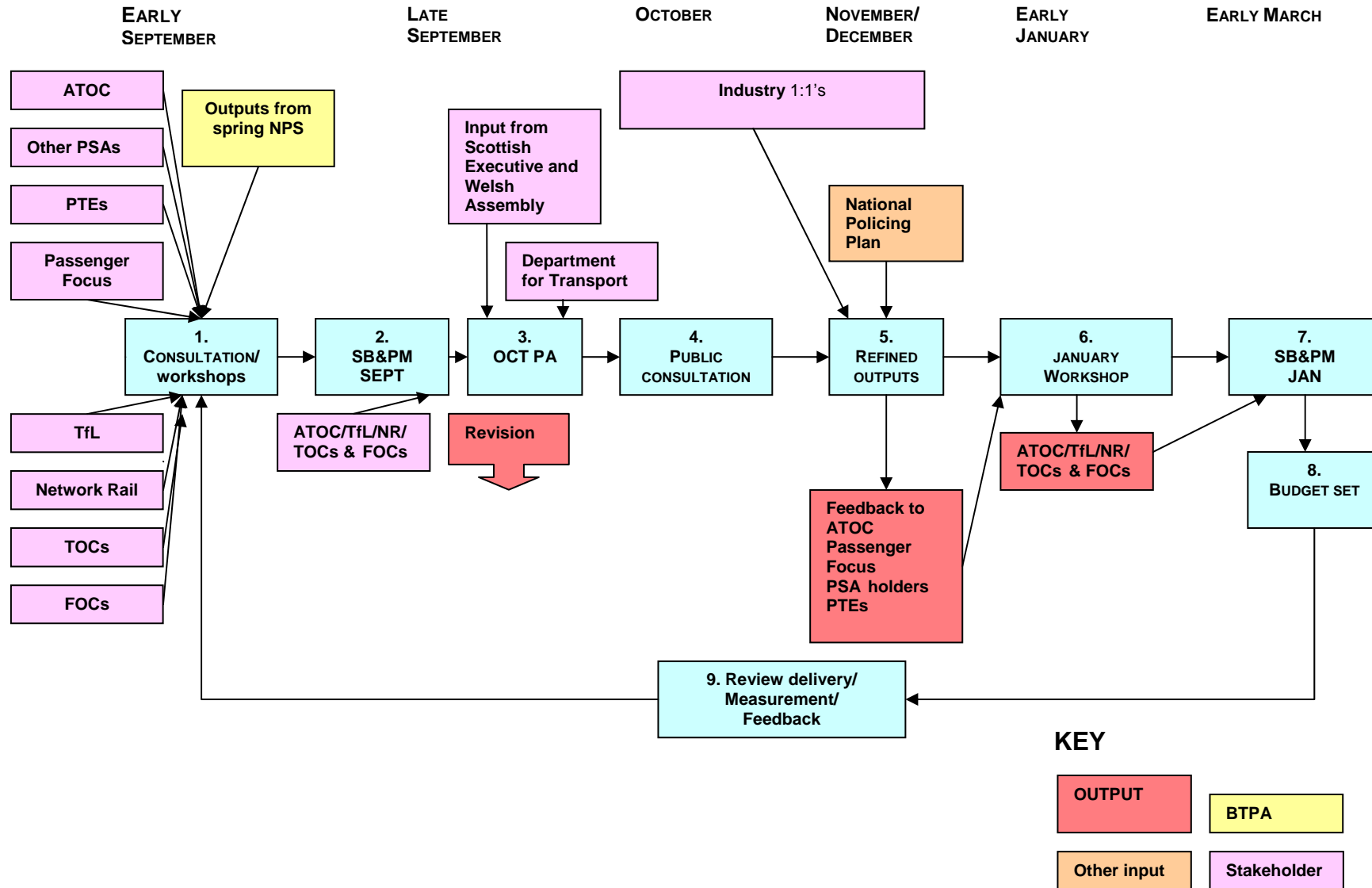
successful or not and what we can do in the next year to either enhance our success or improve our performance.

Appendix 1: Section 62 of the Railways and Transport Act 2003

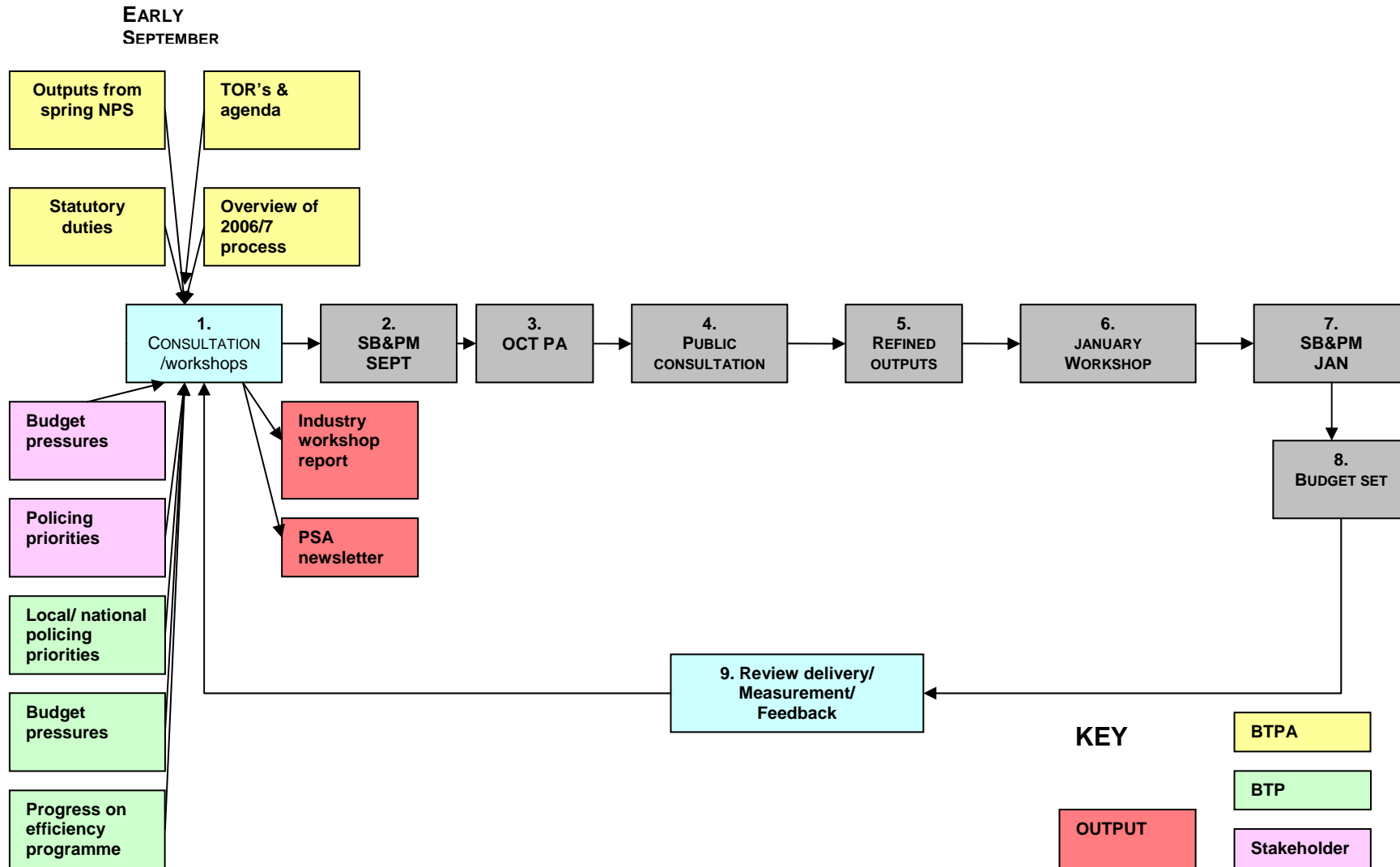
62 Public consultation

- (1) The Authority shall make, and review from time to time, arrangements to obtain the opinions about the policing of the railways of—
- (a) passengers on the railways,
 - (b) groups of persons representing passengers on the railways,
 - (c) persons providing railway services,
 - (d) organizations representing persons providing railway services,
 - (e) employees of persons providing railway services,
 - (f) organizations representing employees of persons providing railway services,
 - (g) the Scottish Ministers,
 - (h) the National Assembly for Wales,
 - (i) organizations representing local authorities in England,
 - (j) the Strategic Rail Authority (since replaced by Department for Transport),
 - (k) the Office of Rail Regulation,
 - (l) the Rail Accident Investigation Branch,
 - (m) the Health and Safety Commission,
 - (n) the Health and Safety Executive, and
 - (o) other persons with an interest in the railways whom the Authority thinks it appropriate to consult.
- (2) The Authority shall make, and review from time to time, arrangements to invite the co-operation of the persons listed in subsection (1) in preventing crime on the railways.
- (3) Before making or reviewing arrangements under this section the Authority shall—
- (a) consult the Chief Constable, and
 - (b) have regard to any guidance issued by the Secretary of State.
- (4) The Secretary of State may—
- (a) issue guidance about arrangements under this section;
 - (b) require the Authority to report to him on arrangements under this section;
 - (c) require the Authority to review arrangements under this section.

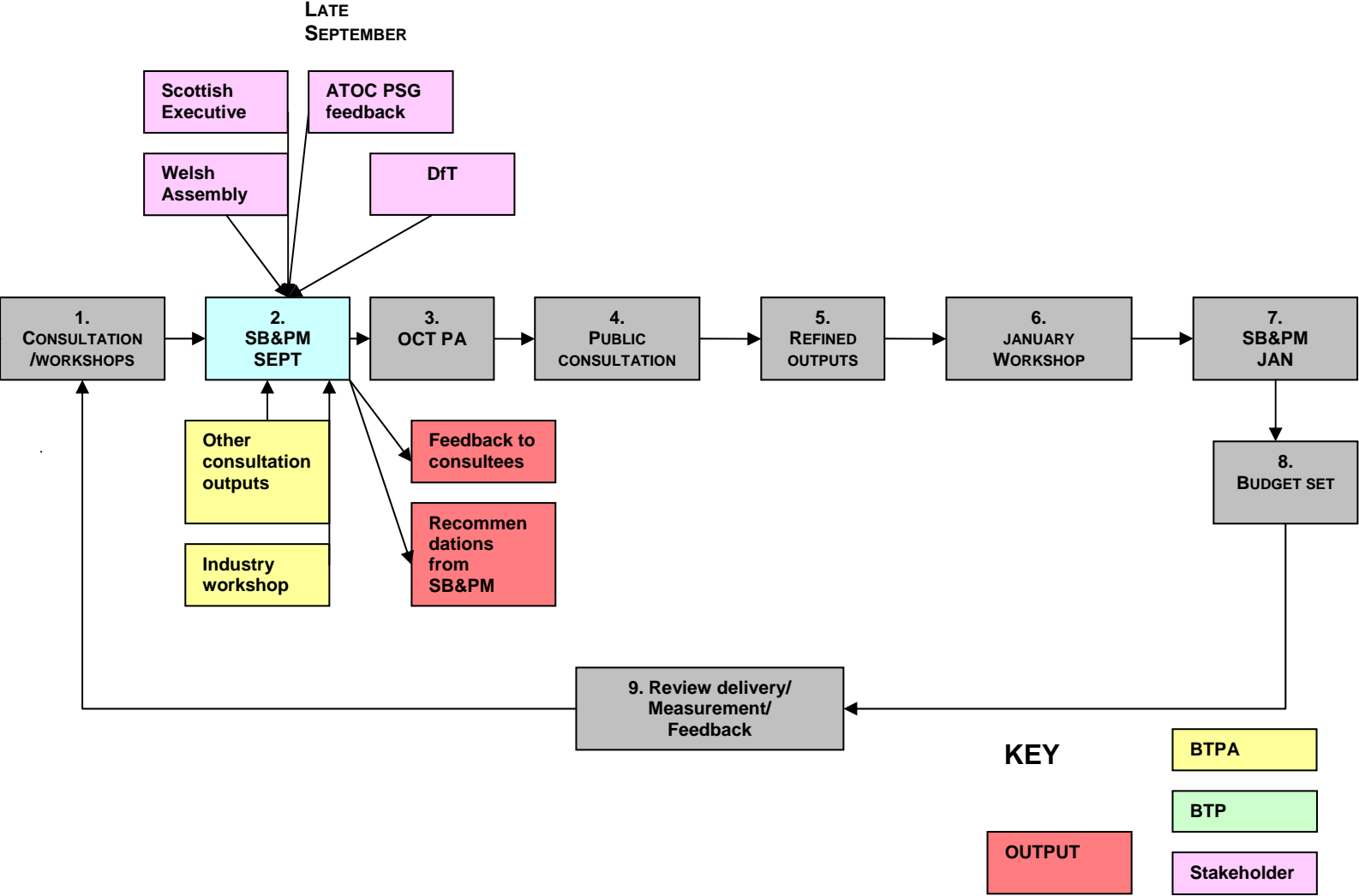
Appendix 2: Budget & Policing Plan Consultation Process 2007/8



STAGE 1: STAKEHOLDER WORKSHOPS

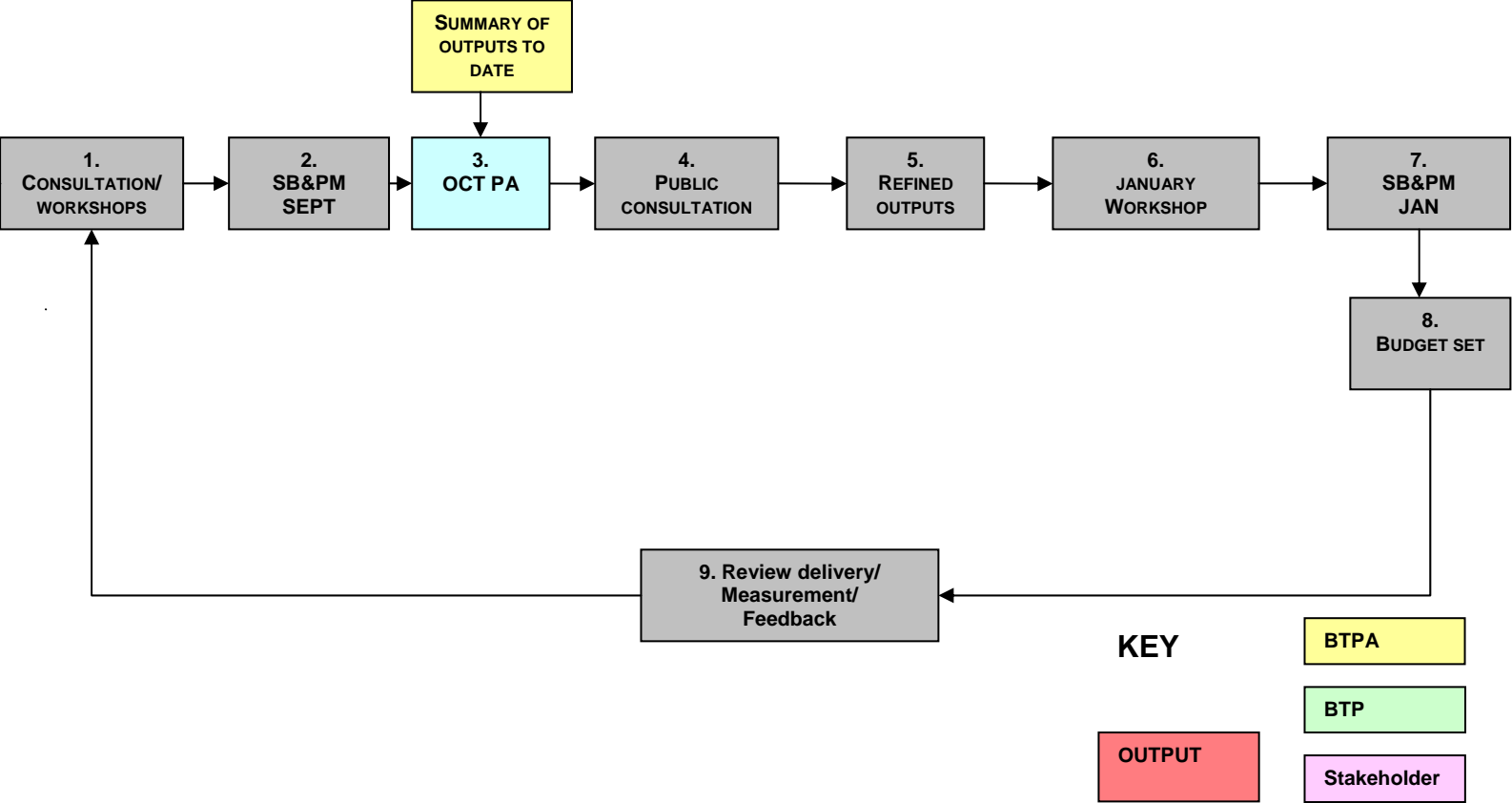


STAGE 2: SB&PM SEPTEMBER MEETING

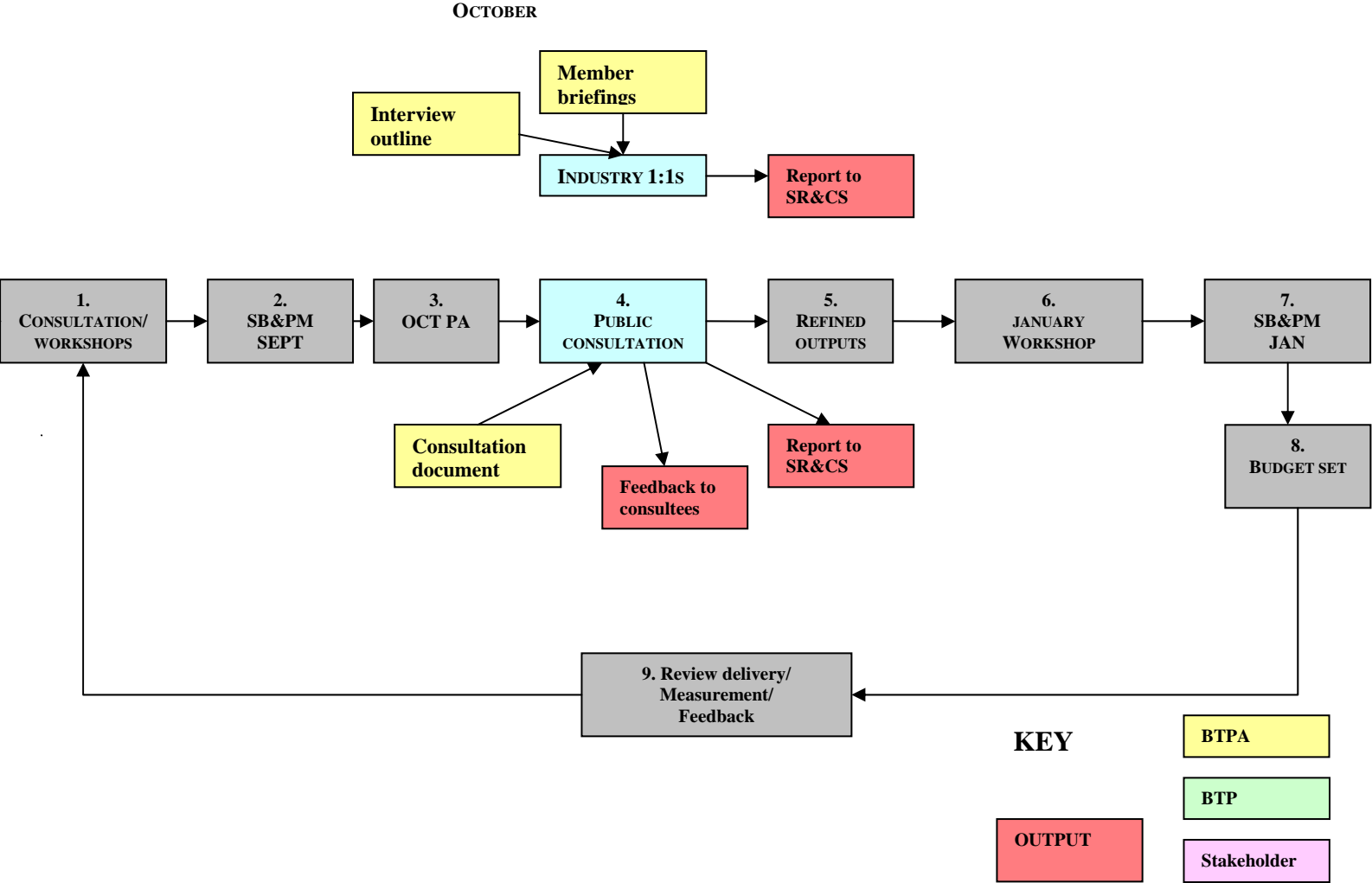


STAGE 3: OCTOBER PA MEETING

OCTOBER

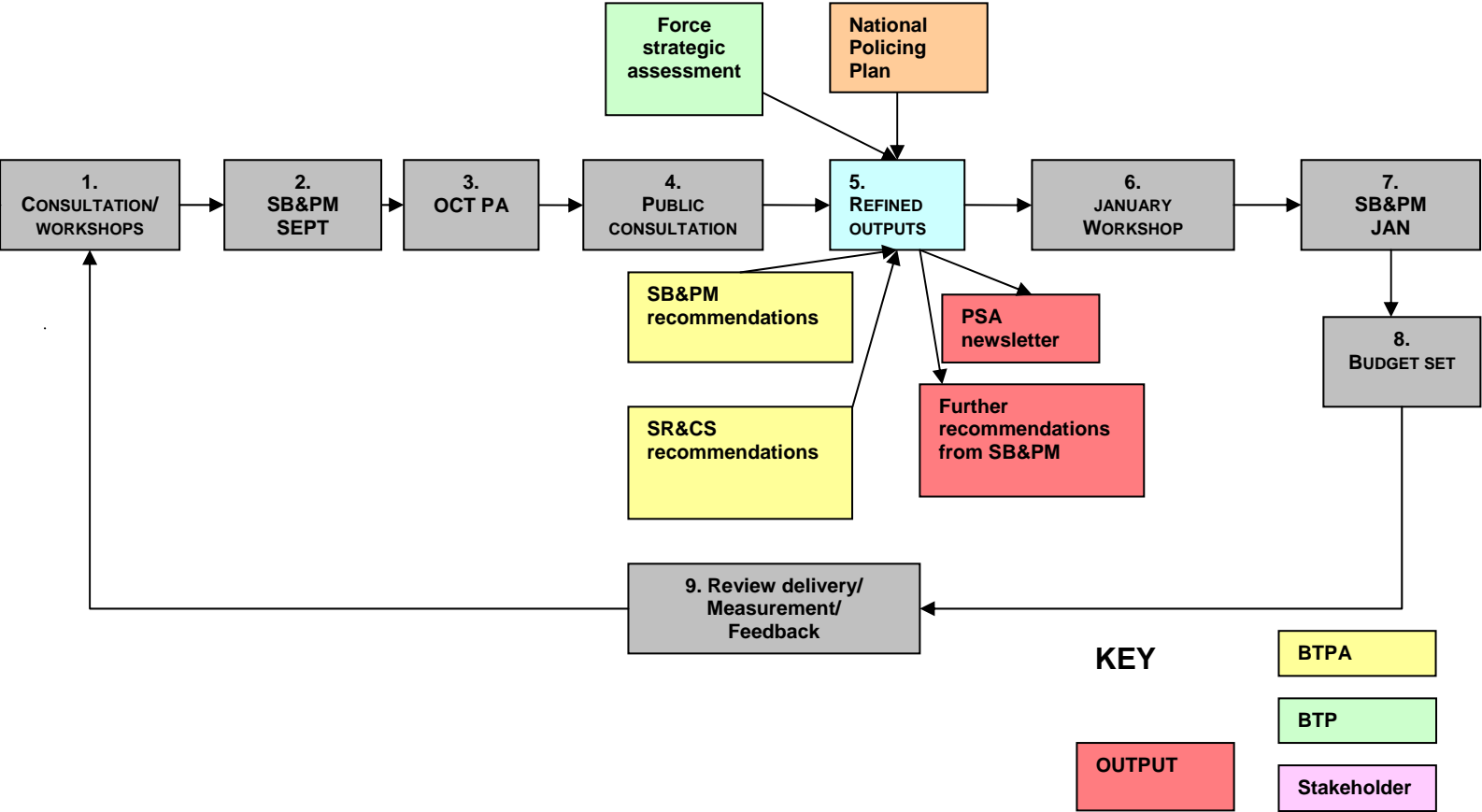


STAGE 4: PUBLIC CONSULTATION

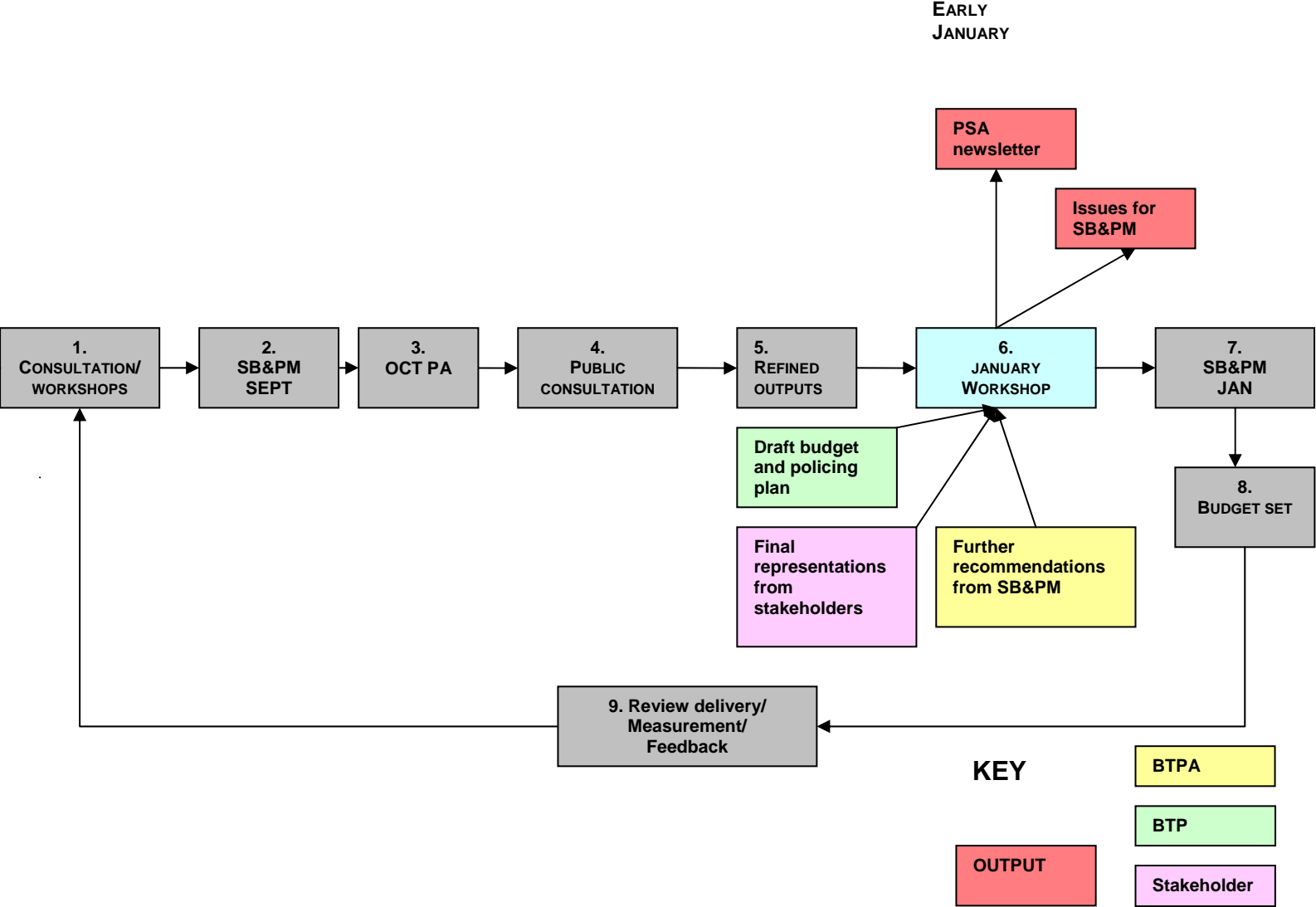


STAGE 5: REFINED OUTPUTS

NOVEMBER/
DECEMBER

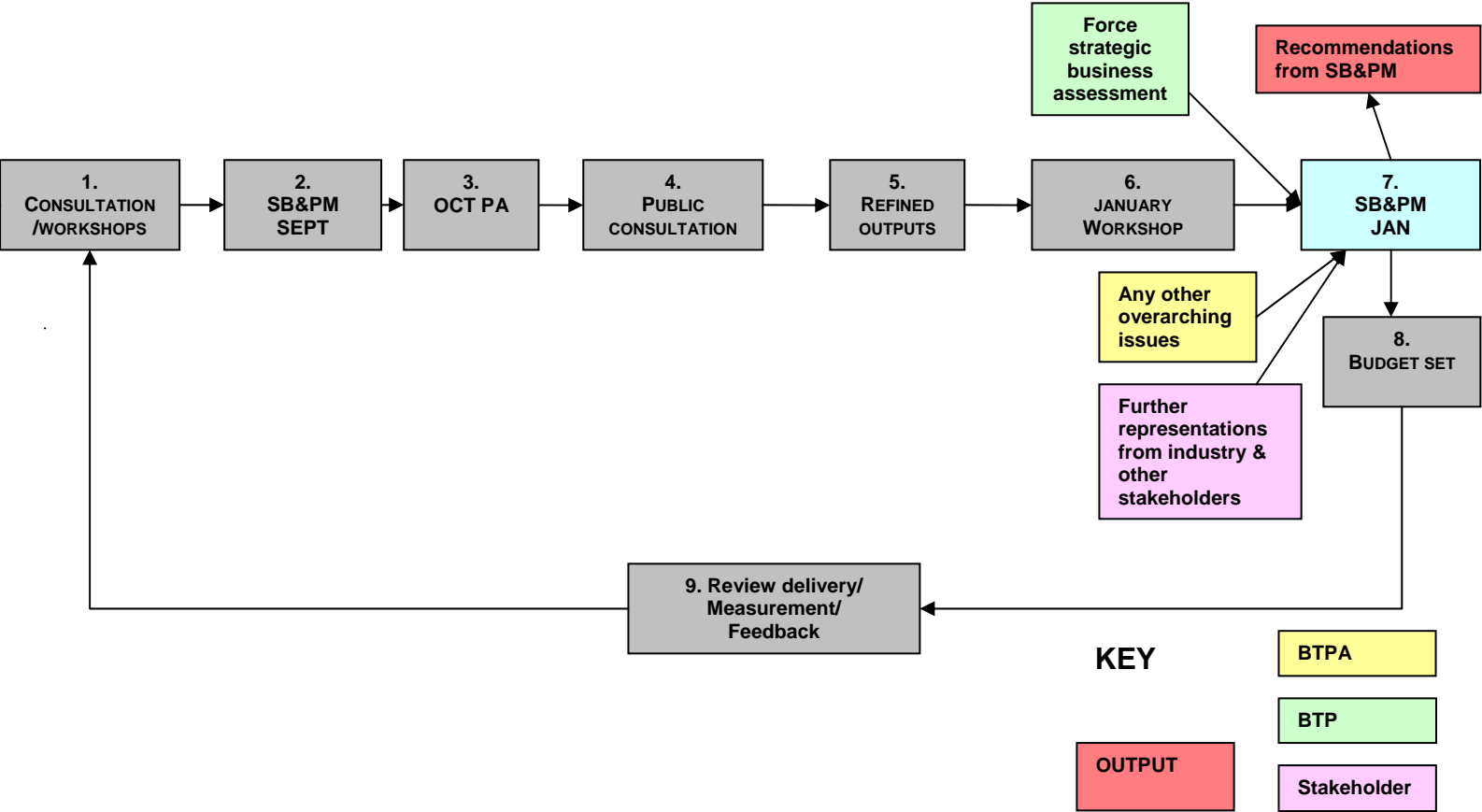


STAGE 6 : JANUARY AUTHORITY WORKSHOP



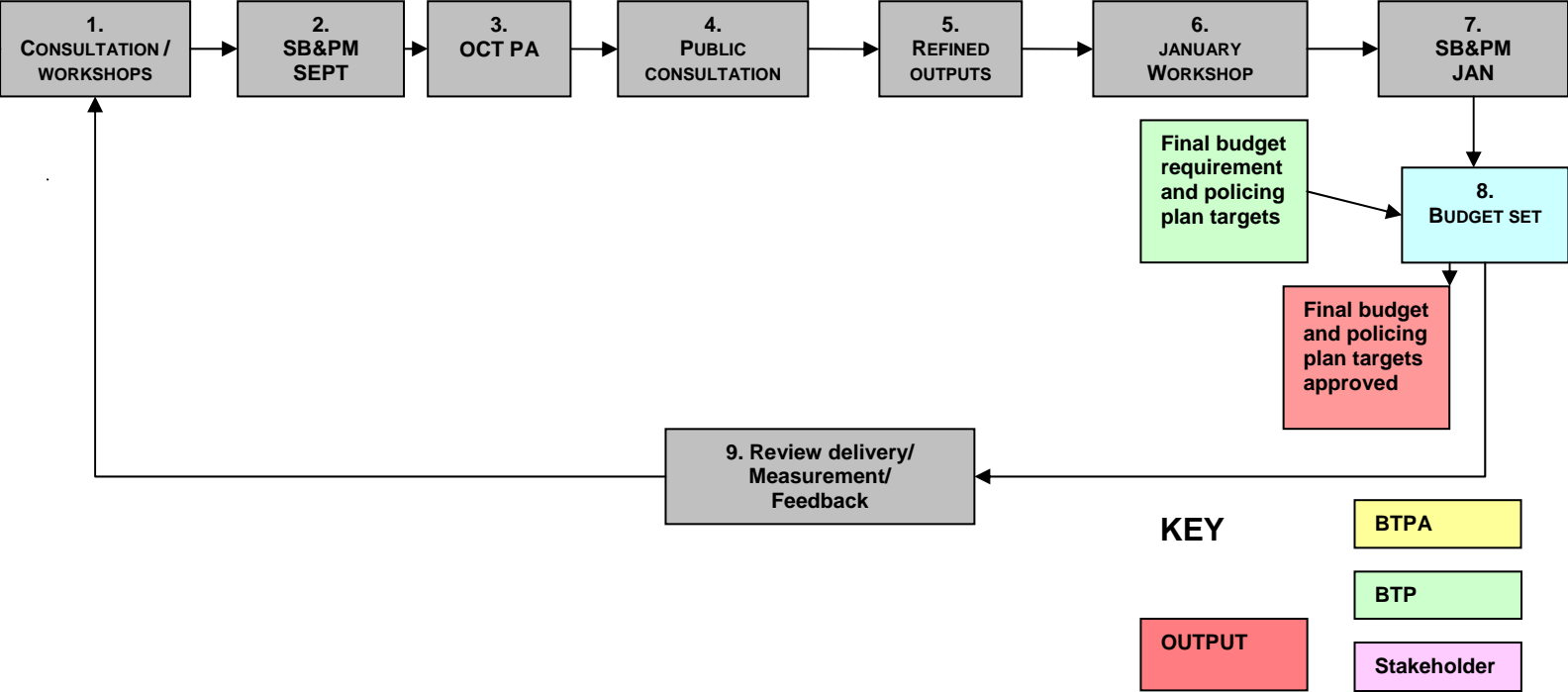
STAGE 7: SB&PM JANUARY

LATE
JANUARY



STAGE 8: BUDGET SET

EARLY MARCH



**STAGE 9: REVIEW
DELIVERY/MEASUREMENT/
FEEDBACK**

LATE MARCH

