

BRITISH TRANSPORT POLICE AUTHORITY

Report to: Stakeholder Relations & Communication Strategy Committee

Date: 20th January 2009

Subject: Re-branding of BTPA's identity

Sponsor: Chief Executive & Clerk

Author: Michael Daventry

For: Information & Approval

1 PURPOSE OF PAPER

- 1.1 To present the details of the project to re-brand BTPA's identity and construct a new website to the Committee for information.
- 1.2 To invite the Committee to consider the proposals in this paper as designed to address the misgivings expressed by selected Members, and progress the paper for consideration at the Police Authority meeting on 27 January.

2 PROCESS BACKGROUND

- 2.1 The Authority's Consultation and Communication Strategy was finalised in early 2008. It identified five objectives which, in summary, are to:
 - Improve the consultation process with the railway community (as identified in the Railways and Transport Act 2003, Section 62);
 - Raise the profile of the BTP and BTPA among decision-makers in the industry;
 - Improve internal communications between the BTP and BTPA, and between the BTPA and its Members;
 - Ensure the BTPA is inclusive, and adopts all equality and diversity schemes;
 - Ensure the resources necessary to achieving these aims are in place.
 - 2.2 In February, the Authority hired a PR consultant, Puttock Brown, who reported that the Authority's communications could be further enhanced and the BTPA could benefit "from developing its own branding/identity".
 - 2.3 The Stakeholder Relations and Communication Strategy Committee considered "BTPA Communications Proposals", a paper by former
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RICHARD HEMMINGS, CLERK TO THE BTP AUTHORITY
THE FORUM, 5TH FLOOR NORTH, 74-80 CAMDEN STREET, LONDON, NW1 0EG
TEL: 020 7383 7708 FAX: 020 7383 2655
richard.hemmings@btp.pnn.police.uk

Communications Assistant Nicola Spicer, at its meeting on 8 April 2008. Members expressed support for the Authority branding itself separately from the Force to avoid confusion.

- 2.4 In November, the Authority recruited Sherry Design Limited, who have worked closely with the Force in recent months to re-brand their image and website, to fashion a new identity for BTPA.
- 2.5 Sherry Design launched the first phase of the project, entitled “Questioning”, and consulted certain stakeholders – including some Authority Members – on the impressions left by BTPA’s current image. Several Members expressed reservations about the necessity of a re-branding exercise.

3 THE AUTHORITY’S WEB PRESENCE

- 3.1 The Authority’s current website was launched in its current state in October 2006. It was designed by Danny Webb, of Fast Sites Limited, who provided a limited facility that allowed the Secretariat to update site content, but not revise its structure. The map of pages on the site remains unchanged for nearly two-and-a-half years, and the Authority’s requirements from its web presence have shifted since then.
- 3.2 Full editorial control of the website was handed to the BTPA Secretariat in December 2008, when the Authority’s relationship with Fast Sites ended and hosting was moved to a new server in preparation for a new website.
- 3.3 The website is not unpopular. Records indicate around 700 hits¹ were attained in September 2007, rising to 1000 in January 2008. Nevertheless, there was a stark acceleration in the site’s reach in December, the month BTPA assumed full control of the site, when 5020 hits were recorded. In the first two weeks of January 2009, there were 10,265 hits and 868 unique visitors.² There has been a clear benefit to the Authority assuming enhanced control.
- 3.4 The most popular section appears to be “Publications”. In the first two weeks of January, 42 copies of the 2008-11 Strategic Plan and 40 copies of BTP’s March 2008 Accounts were downloaded.
- 3.5 Although the website is clearly functional for some, its usefulness is limited. The Publications section lacks sufficient organisation, resources and information can be difficult to locate, and the pages are narrow and slightly outdated in appearance.
- 3.6 In order to increase the Authority’s accountability to the wider public, the Secretariat believes it is vital to ensure the website is up-to-date and user-friendly. A complete overhaul of the design and structure will allow the Authority become more creative about using it.
- 3.7 New features that can be considered include a sophisticated feedback facility to organise enquiries from the public, and an improved password-protected Members’ area for the purposes of internal communications.

¹ “Hits” refers to the number of times a single page on a website is loaded once.

² “Unique visitors” refers to the number of individual users access the website as a whole.

- 3.8 Under the arrangement with Sherry Design, work on a new website will begin in the middle of March 2009.

4 BRANDING

- 4.1 An important part of the Authority's Consultation and Communication Strategy is to raise BTPA's profile among stakeholders and the wider public. However, it is often overlooked by that audience that the Authority is a separate entity and has a different role from the Force. Part of the solution to address this was to create a BTPA identity distinct to that of BTP.
- 4.1 At present, the absence of a distinct BTPA identity means the Authority is not fully able to meet the second objective³ of its communications strategy and raise awareness of its existence.
- 4.2 The intention with the re-branding project is that the Authority achieves an outcome that portrays an image distinct from the Force, projecting an identity about a body that monitors and drives performance, and enables a higher profile overall.
- 4.3 Sherry Design presented a proposal in September 2008 to construct a new identity for BTPA in four stages:
- Research and Audit;
 - Planning;
 - Design;
 - Application.
- 4.4 The first of these stages began on 2 December. Following a period of consultation and research, Sherry Design prepared a design brief (attached to this paper in Appendix A) which it will use to create the new BTPA identity. It will present three options at a presentation on 4 February to the Secretariat and those Members able to attend, and will use the feedback to hone a final, finished product.
- 4.5 The logo will then be rolled out to appear on all BTPA communications, including letterheads, business cards, meeting papers and on an interim version of the website.

5. FOR INFORMATION AND DISCUSSION

³ "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."

5.1 Sherry Design have provided us with separate budgets for the re-branding process and the new website;

Re-branding stage	Cost involved
Stage 1 / Questioning [completed 18 December 2008] Briefing session. Consultation with nominated staff. Gathering of information. Execution of visual audit. Desk research	£1,200.00
Stage 2 / Thinking [completed 12 January 2009] Collate and examine findings from above. Report and recommendation to steering group. Development of brand strategy and visual personality.	£2,400.00
Stage 3 / Designing [due for presentation 4 February 2009] Initial conceptual design exploration – logo and brand expression. Creative presentation to steering group. Development and refinement of preferred route and brand expression. Further creative presentation to steering group.	£4,800.00
Stage 4 / Delivering [due for completion 9 March 2009] Application across agreed stationery templates (letterhead, compliment slip, business card). Creation of interim brand guidelines to pdf format.	£2,400.00
Total	£10,800.00 (ex. VAT)

Website stage [projected dates]	Cost involved
Stage 1 [completed 31 March 2009] Research and requirements gathering meetings. Creation of webtree and timing schedule. of 1 x option to final overarching style sign off.	£800.00
Stage 2 [completed 31 March 2009] Creation of 2 x overarching design concepts for home and second level pages, refinement	£3,600.00
Stage 3 [completed 31 March 2009] Application of the above design style across all agreed templates (exact scope tbc).	£2,800.00
Stage 4 [completed 31 March 2009] Programming and development of website (assuming all new content to be supplied). Includes selection and implementation of 'base' Content Management System (CMS) including addition of extra functionality including: Simple and advanced search facilities across web pages and downloads; Dynamically updated site index; User access control (e.g. administrative logins); Facilities for adding pages and tools; Non-technical 'mark-up' (e.g. WYSIWYG editing) with support for special characters (e.g. quotation marks and pound signs); Preview function; Save (but don't publish) function; Document and media library;	£3,200.00

Newsletter subscription; New windows for external links	
Additional CMS functionality total including: Password protected members area; RSS feed; Online consultation facility	£2,800.00
Application of design templates to CMS	£1,600.00
Population of initial pages and assets	£2,000.00
Submission to key search engines and web directories	£350.00
Stage 5 [completed 31 March 2009] Training session for 2 users	£500.00
Total	£17,650.00 (ex. VAT)

- 5.2 The website figure includes a discount of £400.00 because much of the research work conducted for the re-branding process will be used again when planning for the new website.
- 5.3 The costs of re-branding BTPA's identity will be settled before the end of the current financial year, while the website costs will be settled in the next financial year. The Treasurer has reported that the Authority has sufficient resources in its budget to meet the costs.

6 RISK IMPLICATIONS

- 6.1 By following through with the re-branding of BTPA's identity, the Authority will make significant progress in achieving the aims of its Consultation and Communication Strategy, in particular objective 2, which will otherwise be very difficult to meet.
- 6.2 In similar fashion, a new website will allow the Authority to advance in its remaining objectives, particularly those relating to public and stakeholder consultation (Objective 1⁴) and internal communications (Objective 3⁵).

7 DIVERSITY ISSUES

- 7.1 The fourth objective⁶ of the Consultation and Communication Strategy accounts for the Authority's duties under Equality Schemes.

⁴ "Objective 1: Improve the consultation process with the railway community 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."

⁵ "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."

⁶ "Objective 4: Ensure the Authority is inclusive, fulfils its duties under the Equality Schemes and develops its external focus in relation to diversity."

- 7.2 Other diversity issues have been considered as appropriate. The website's Welsh version, which was produced under this objective, will be carried over to the new website.

8 FOR INFORMATION AND DISCUSSION

- 8.1 Members are asked to note the details of the re-branding and website processes, and the contents of Sherry Design's brief (see Appendix A).
- 8.2 Members are also asked consider and discuss advancing this paper on to the Police Authority on Tuesday 27 January.
- 8.3 I recommend that the redesign and branding work is completed within the scope of the proposals contained in this report.