

Annex A: Key focus areas emerging from special S&PC session on impacts of COVID19 – for discussion

1. New structures/relationships
2. Pause/reset transformation
3. People Strategy
4. Operational impacts
5. Police reform
6. Delivery/Governance

Focus area 1: New structures/relationships

LEAD BTPA <i>Where would we seek to position ourselves in relation to funding, accountability and legitimacy in a variety of future scenarios?</i>	BTP input	BTPA input	Other inputs needed from	Timeframes?
	<p>Joint input to initial thinking on direction of travel, identification of risks and opportunities</p> <p>Horizon scanning especially local</p>	<p>Lead – input to initial thinking on direction of travel, identification of risks and opportunities</p> <p>Identify key stakeholders, initiate conversations – lead on analysis and formal representations</p>	<p>DfT, RDG and other rail</p>	<p>Initial views on appetite/direction of travel June 2020</p> <p>Indication of DfT decision making timeframes by Sept 2020, and medium-term horizon by end 2020?</p> <p>Conclude work within 2020/21</p>
BTPA oversight delivered via	<p>Full Authority (initial workshop 24 June 2020)</p> <p>Audit & Risk Assurance Committee (ARAC) considers strategic risks emerging</p>			

Focus area 2: Pause/reset transformation programme

LEAD BTP	BTP input	BTPA input	Other inputs needed from	Timeframes?
<i>What from current transformation plan will be accelerated, slowed, paused, stopped? New items to be added? Impact on budget/MTFP?</i>	Lead data collection, analysis and evaluation. Develop proposal options including impacts on budgets and operational plans	Support, oversight and testing – key strategic risks and opportunities identified and captured	Partners – engagement on proposals – opportunities for collaboration	Updates to 2020/21 plans by September 2020
BTPA oversight delivered via	Transformation Working Group (TWG) reporting to Strategy & Planning Committee (S&PC) - supported by any additional BTP/A task and finish working groups as needed			
	ARAC considers strategic risks emerging			

Focus area 3: People Strategy

LEAD BTP	BTP input	BTPA input	Other inputs needed from	Timeframes?
<p><i>How do our current and future people plans need to be updated to reflect COVID impact? What is BTP to deliver and how?</i></p>	<p>Lead data collection, analysis and evaluation. Develop proposal options.</p>	<p>Support, oversight and testing</p> <p>Key strategic risks and opportunities identified and captured</p>	<p>PSA holders, RDG other statutory partners –to aid understanding of the operating landscape, own workforce plans etc</p>	<p>Initial steer on any updates to 2020/21 plans by September</p> <p>Informs current Strategy refresh by March 2021</p> <p>To align with work on new strategy as that work progresses to March 2022</p>
<p>BTPA oversight delivered via</p>	<p>S&PC – oversees development and reviews of people strategy – supported by BTP/A task and finish working groups as needed</p> <p>ARAC considers strategic risks emerging</p>			

Focus area 4: Operational Impacts

LEAD BTP <i>How are in year and longer-term operational plans impacted by COVID? How have our medium and long term assumptions about the operating context and delivery model changed?</i>	BTP input	BTPA input	Other inputs needed from	Timeframes?
	Lead data collection, analysis and evaluation. Develop proposal options including impacts on budgets and operational plans.	Support, oversight and testing	PSA holders, RDG other statutory partners – industry is consulted on policing plans and is co-opted onto strategy working group	Amends to current paused policing plan complete by end July 2020 Work on 2021/22 policing plan begins early autumn 2020. Refresh and roll forward to be complete by March 2021 if still being progressed Work on 2022/25 strategy begins no later than April 2021
BTPA oversight delivered via	Performance & Delivery Committee (P&DC) Informs work of Policing Plan Working Group and S&PC ARAC considers strategic risks emerging			

Focus area 5: Police Reform

LEAD BTP	BTP input	BTPA input	Other inputs needed from	Timeframes?
<p><i>What are the likely changes to national strategy and policy resulting from analysis of risks and opportunities revealed by COVID crisis – how does this impact our planning assumptions?</i></p>	<p>Horizon scan operational, policy/influencing</p>	<p>Horizon scan for positioning risks and opportunities impacts on governance</p>		<p>Ongoing</p> <p>Inputs to 2022/25 Strategy before March 2022</p>
<p>BTPA oversight delivered via</p>	<p>Full Authority for BTP positioning and reflected in work of S&PC with respect to planning activity - supported by BTP/A task and finish working groups as needed</p> <p>ARAC considers strategic risks emerging</p>			

Focus area 6: Delivery/Governance

LEAD BTPA	BTP input	BTPA input	Other inputs needed from	Timeframes?
<i>What lessons have we learned with respect to our governance structures and ways of working – i.e. levels of ambition, risk appetite and operating altitude</i>	Lessons learned re own governance structures/approaches – implications for interfaces with BTPA's? Also reflect on BTPA Board Effectiveness Evaluation and any audit activity results	Lead work - Lessons learned and reflect on audit/inspection activity – align with Board Effectiveness Evaluation and any audit activity results	DfT – external audit/inspection partners – any other specialist consultancy? Research on good practice/learning from other organisations	June 24 2020 any initial views Workplan to be developed thereafter
BTPA oversight delivered via	Full Authority – sequencing tbc - supported by BTP/A task and finish working groups as needed ARAC considers strategic risks emerging			