

Report to:	Police Authority
Date:	24 June 2020
Item:	5.4
Subject:	Update from Strategy & Planning Committee (S&PC) special session – assessing the impacts of COVID19
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1. Purpose of paper

- 1.1 To report back to the wider membership on the themes emerging from a special session of the Authority's Strategy and Planning Committee (S&PC) held on 3 June 2020 which sought identify packages of work through which the impact of the current pandemic on BTP could be investigated and assessed.
- 1.2 To invite Members to review and comment on those initial findings and make any further observations and recommendations to inform the next phase of work.
- 1.3 Members are additionally asked to note that the first of these topics on future positioning in a new rail landscape is explored in more detail via a discussion paper from the Chief Executive later on this agenda.

2. Background

- 2.1 Members will recall that at the special Board development meeting 21 May one of the topics for discussion was the work required to understand the various impacts of COVID19 in terms of BTP's current and future short- and medium-term plans. In support of that work, on 3 June 2020 the Authority's Strategy and Planning Committee ran a special session with representatives from the Force and the Authority Executive to begin to explore and organise emerging thinking on that topic. This report summarises the key outputs of that discussion in terms of suggested packages of work which could be used over the coming weeks and months to investigate the impacts of COVID19 on our planning assumptions.
- 2.2 The detail of the discussion from that meeting will also be captured in a set of minutes to be presented to the Authority at a later date.

3. Initial findings

- 3.1 The Committee considered some initial analysis from BTP alongside suggestions for a possible framework for organising thinking and future work. The discussion which

followed was wide ranging with topics including emerging risks and opportunities being debated.

- 3.2 During that discussion session the Committee considered the possible impact of the pandemic on railways policing through a range of lenses including;
- The changing strategic context
 - Current and future impacts on demand
 - The operating context in terms of changes to BTP's future capability requirement
 - Ways of working and future fitness for purpose
 - Resourcing and people strategy effects
 - Delivery and governance matters
- 3.3 In considering those topics the Committee noted that while there is little certainty about the final future operating picture at this point, the matters raised under each of those headings provided useful insight into the range of questions which would eventually need to be answered to inform future planning.
- 3.4 This conversation generated an initial list of work strands around which future BTP/A research and planning activity could be organised. That list is offered below for further discussion and Members' views on any elements which could be clarified, reframed or augmented are most welcome. Annex A sets out in more detail proposals with respect to proposed committee ownership for and key contributors to those work packages along with initial timescales for completion. ;
- **New structures/relationships** - *Where would we seek to position ourselves in relation to funding, accountability and legitimacy in a variety of future scenarios? (this topic is introduced via a discussion paper elsewhere on today's agenda)*
 - **Pause/reset transformation** - *What from the current transformation plan will be accelerated, slowed, paused, stopped? Which new items could be added? What is the impact of any proposed change on the budget/MTFP?*
 - **People Strategy** - *How do our current and future people plans need to be updated to reflect COVID impact?*
 - **Operational impacts** - *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?*
 - **Police reform** - *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?

- **Delivery/Governance** - *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*

4. Recommendation

- 4.1 Members are now invited to review and comment on the initial findings set out above and at Annex A and to make any further observations and recommendations to inform the next phase of work.