

# Horizon and Strategic Choices

## Aspect 1. Transport Environment.

Significant changes arising from governance reform (Williams): economic pressures on franchises which have led to some franchise failures could result in partial re-nationalisation; infrastructure developments (HS2 through to partial rollback of Beeching); and a greater strategic focus on rail industry performance.

- How might this impact on the services that BTP is required to deliver and what we might *chose* to deliver?
- How could our operational demands change?
- What might be the implications of a changed performance culture?
- How should BTP/BTPA seek to position itself in rail governance reform?
- What are the outcomes we seek and how will we achieve them?
- What are the threats?
- And what are the implications of this to our capabilities and resources?

## Aspect 2. Political and Social.

The Government has a large majority and significant impetus. Political initiatives range from a focus on 'The North' which may lead to further investment in rail infrastructure, potential relocation of governance outside London, BREXIT, and a focus on law and order issues - in particular, the issues with the greatest public impact. Given its national reach, links to wider policing, security and welfare agencies and span of capabilities, BTP may have an important role to play in enabling some of these activities.

- Should we anticipate and lean into these?
- How do we better understand, meet and assess the requirements of the public?
- Should there be a 'trade-off' with our other core roles or those most closely linked to the priorities of our industrial stakeholders?
- What implications does this have for our current capabilities?

## Aspect 3. Police and Law and Order.

Law and order is an important agenda item for Government. Currently that is focused on increasing policing resource – a step change from the previous administration which provided a backdrop to the current BTPA/BTP strategy. It is accompanied by a focus on violent crime, county lines, cyber and ASB. Violence, robbery, ASB, fraud and other crimes that impact the public are priority issues. Government funding and support for Policing has senior ministerial oversight and should be expected to transition rapidly to a demand for improved performance. A focus on violence against officers, including rollout of taser and diversity (Operational Uplift seen as a key opportunity to improve diversity) and wellbeing are key areas of focus for the NPCC/CoP. In addition to tackling crime, changes are likely in criminal justice (rehabilitation of offenders), justice agencies (SOCO, NCA and Border Force) and potentially in the structure of policing (federated structure) and PCCs. PCCs and NPCC will need to deliver against Government ambition or will come under challenge. There are implications for BTPA and BTP as a national and non-HO Force.

- How might BTPA/BTP best influence outcomes?
- How should BTPA/BTP engage with and shape NPCC considerations?
- What additional support could or should BTP offer?
- Is our role still best delivered from within DfT?
- If so, how should a DfT led BTP position itself in regard to wider Police reform? If not, what new arrangement with wider Policing would we seek?

# Strategic Issues & Direction of Travel

