

Report to: BTPA Strategy & Planning Committee
Date: 04 March 2020
Item: 6
Subject: Process proposals refresh and roll forward of 2018/21 strategy
Sponsors: Head of Strategy & Planning BTPA and Director of Strategy & Change BTP
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1. Purpose of paper

- 1.1 To invite the committee to review and comment on proposals for a process and timetable to refresh and roll forward the current strategic plan by one year.

2. Background

- 2.1 The Committee will recall that at its last meeting it endorsed a recommendation to carry out a light touch refresh and roll forward the current Strategic Plan (2018/21) by one year to 2022. The rationale for this was that a number of exceptional factors needed to be taken into consideration when beginning work on the next strategic plan. These included both the appointment of a new Chief Constable with effect from February 2021 and the ability to take into account the, as yet unpublished, recommendations and timescales arising from the Williams Rail review.
- 2.2 The Committee's proposal for the refresh and roll forward was approved at full Authority 3rd December 2019 meeting. This paper sets out proposals and an initial timetable for that refresh activity alongside a short update on progress to date.

3. Proposals

- 3.1 The process to refresh the current Strategy involves four main stages;
 - REVIEW: An initial analysis of the current strategy document – identify areas requiring updates to test initially with internal business leads (Jan to March)
 - RESEARCH: Work with business leads and key external contacts to test areas for update and carry out further research/engagement to inform initial proposals for updates (April to June)

- REFINE: Produce initial proposals for updates and test with BTP, BTPA and partners – reflect on feedback (June to September)
 - TEST: Produce final proposals for any amendments, consult and reflect on feedback (Sept to Jan)
- 3.2 The timetable reflecting the process set out above, and how this links to reporting to this Committee and the full Authority is set out at Appendix A to this paper.

4. Progress to date

- 4.1 Since the Committee last met in November, the proposal to carry out a light touch refresh and roll forward the current Strategy, on the basis of the rationale set out at section 2.1 above, has been subject to some soft testing with stakeholders. This engagement has included discussions with the Rail Delivery Group (RDG), Network Rail (NWR), Transport for London (TfL) and the Department for Transport (DfT). All have informally endorsed the approach and welcomed an invitation to be involved in/kept updated on progress with the refresh.
- 4.2 Stage one of the refresh process set out above has largely been completed and the initial analysis of the current strategy has been completed (see Appendix B) and a follow-up round of engagement with internal business leads has tested the analysis and generated several possible updates and areas flagged as requiring further research.
- 4.3 Planning for that next stage of research, particularly with respect to any significant updates to our strategic assumptions, is underway. As work progresses matters that are of strategic importance but which will likely fall within the timeframes for the next Strategic Plan (2022-25) are being noted. Members will also note that reference to launching a process to develop the 2022-25 Strategy is included in the planner.

5. Recommendations

- 5.1 That the Committee considers and endorses the proposals set out above, and at Appendices A and B, and requests regular updates on progress at its quarterly meetings.

APPENDIX A: Process plan

	Jan 20	Feb 20	Mar 20	Apr 20	May 20	Jun 20	July 20	Aug 20	Sept 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21
S&PC 4th March	Review and assess current strategy document – identify section owners Soft comms to partners on roll forward and plans to engage Test with DfT	Initial meetings with heads of business to identify potential areas of change Test principles TfL Test principles with NWR	S&PC 4th March: Approve approach and timetable Agree areas requiring update/further research Update DfT												
S&PC 3rd June				Engage with partners on emerging thoughts Desk research, w/shop & 1-1's on key areas	Desk research, w/shop & 1-1's on key areas Update DfT Update NWR	S&PC 3rd June: Initial findings & recommendations Desk research, w/shop & 1-1's on key areas	Update DfT	Update NWR	Update DfT		Update DfT		Update DfT		Update DfT
S&PC 16th Sept						Update to RDG P&S 6th June Update to TfL S&O June (tbc)	Drafting proposals Update to RDG IG 14 th July	Drafting proposals Update to TfL S&O Aug (tbc)	S&PC 16th Sept: Key findings						
S&PC 12th Nov									Update to RDG P&S 22 Sept	BTP sign off on draft proposal Update to RDG IG 20 Oct Update to TfL S&O Oct (tbc)	S&PC 12th Nov: review of draft proposal for consultation Prepare final consultation document Update NWR				
S&PC date tbc												Prepare final consultation document Update RDG P&S and TfL S&O Dec (tbc)	Consultation on proposals	Consolidation of recommendation from consultation and TfL S&O Feb (tbc) [New CC in post]	S&PC March: review recommendations following consultation RDG via IG Update RDG P&S [Work on 2022/25 plan begins]

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Appendix B: Initial analysis of document/section ownership

Section	Suggested amends	Owner	Section	Suggested amends	Owner
1. Contents	Update	BTPA – Katie	10. Objective 1 Protecting people	Updates to narrative, areas of focus, measures	BTP – Jen (Jon and Sam to assist with drafting)
2. Chair Foreword	Update to reflect progress and any new areas of focus	BTPA – Katie	11. Objective 2 Reducing Disruption	Updates to narrative, areas of focus, measures	BTP – Jen (Jon and Sam to assist with drafting)
3. CC Foreword	Update to reflect progress and any new areas of focus	BTP – Jen	12. Objective 3 Providing vfm	Updates to narrative, areas of focus, measures	BTP – Jen (Jon and Sam to assist with drafting)
4. Exec summary	Update to capture amendments throughout document	BTPA – Katie	13. Objective 4 Workforce	Updates to narrative, areas of focus, measures	BTP – Jen (Jon and Sam to assist with drafting)
5. About us	Any amends required to current graphic	BTP comms	14. MTFP	Update to reflect most recent decisions (will be 2021/22 budget and MTFP)	BTP – Tracey
6. Vision, mission, objectives	Unchanged	All	15. Resource allocation	Update for year ahead at time of publication	BTP – Rachael
7. Our values	Check values for update against new people strategy	BTP – Rachael	16. Risks	Refresh table	All – via BTPA ARAC
8. What we achieved	Update to end of 19/20	BTP - Jen	17. Delivery Plan	Refresh	BTP – Jen
9. Context for the plan	Refresh following review of FMS, wider horizon scan, conversations with stakeholders	All – Jen/Jon/Sam	Images throughout	Refresh	BTPA – Katie

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