

Report to: BTPA Strategy & Planning Committee
Date: 19 September 2017
Item: 7
Subject: Committee Terms of Reference and work plan
Sponsor: Committee Chair
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1. Purpose of paper

- 1.1 To propose and agree the Terms of Reference for the Strategy & Planning Committee for the 2018/21 planning cycle, consistent with the Authority's Governance Code.

2. Proposed Terms of Reference

- 1.1. This Committee's role is to ensure an integrated approach to the development of the Strategy, MTFP, Policing Plan and annual budget.

Responsibilities

- To produce a draft Strategy and Medium Term Financial Plan (MTFP) for consideration by the Authority
- To set out the desired culture and behaviours in alignment with the Strategy
- To oversee development of subordinate strategies including those relating to people, equality and diversity
- To prepare the Policing Plan in line with the strategy and stakeholder requirements
- To agree performance metrics with the force
- Advising on the preparation of the annual budget
- To ensure effective consultation with stakeholders in the preparation of the Strategy, MTFP/budget and Policing Plan
- Business case approvals in line with delegation limits set out in the code of governance
- Reviewing the annual provisional PSA charges and understanding the reasons for any significant movements

Milestones and reporting requirements

- A report recommending a Strategic Plan (or an annual refresh during a strategic planning period) to the full Authority in March
- A report setting out Policing Plan proposals, and any performance metrics to support the policing plan, to the full Authority in March
- A report recommending an MTFP (or an annual refresh of the MTFP during a strategic planning period) consistent with assumptions and commitments set out in the Strategic Plan to the full Authority in March
- A report recommending an annual business plan 'budget', consistent with the MTFP and emerging annual Policing Plan to the full Authority in December
- A report recommending and explaining the annual provisional charges to the full Authority in December

Meetings

- 1.2. The Strategy Committee will meet at least quarterly ahead of Authority meetings. The Chair of the Committee may convene additional meetings or establish supporting working groups, as they deem necessary.

Membership

- 2.1 The membership of this Committee will be six members of the Authority. The Authority Executive Team, Force colleagues and other invitees will join as agreed with the Chair.
- 2.2 The quorum for the proceedings of the Strategy & Planning Committee is half of the Committee's Authority Members.

3. Critical success factors

- 3.1 All those attending the series of meetings need to come prepared with the same information so that they are able to enter into a meaningful dialogue, and to ask pertinent questions. To this end, both the Authority and the Force may provide written material in advance of each session to support with this process.
- 3.2 To be a success, the meeting must be a two way dialogue involving all members of the Committee; this approach should enable constructive feedback and exchange of ideas, however this does not mean the session cannot be challenging.
- 3.3 To be open to engagement with, and feedback from, stakeholders during the Force and Authority's consultation exercises and other activities.

3.4 A high level indicative planner for the committee's work is attached at Appendix A.

4. Recommendations

4.1 Members are asked to discuss and approve the Terms of Reference, proposed next steps and timetable as set out above.

Appendix A: indicative strategy committee work plan

Meeting	Standing Items	Matters arising/additional items
Meeting 1: 19 Sept 2017	Strategic plan update on progress MTFP & budget – updated assumptions Update on Target Operating Model Launch of 2018/19 policing plan process Business case approvals- MFSS OBC Key messages and AOB	IT Gold Group update – referral from Audit & Risk Committee
Meeting 2: 28 Nov 2017	Strategic Plan – proposals for final consultation MTFP – updated proposals Budget – final proposals for approval 2018/19 provisional charges using budget assumptions above Policing Plan – update on local consultation activity and emerging priorities Business case approvals tbc (poss. NNS) Key messages and AOB	TBC
Meeting 3: 23 Feb 2018	Strategic Plan – final recommendations for comments and endorsement (incl. key measures) Policing Plan – final recommendations for comments and endorsement (incl. performance metrics) MTFP final review and recommendation Business case approvals (tbc) Key messages and AOB	TBC
Meeting 4: Tbc May 2018	Draft TORs & work plan for 2018/19 comments (including schedule of development for supporting strategies) Business case approvals Key messages and AOB	TBC