

Report to: BTPA Strategy & Planning Committee
Date: 24 May 2018
Item: 8
Subject: Draft Committee Terms of Reference and work plan
For: Information and discussion
Sponsor: Committee Chair
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1. Purpose of paper

- 1.1 To propose and agree the Terms of Reference and initial work plan for the Strategy & Planning Committee for the 2018/19 business year, consistent with the Authority's Governance Code.

2. Proposed Terms of Reference

- 2.1 This Committee's principal role is to ensure an integrated approach to the development of the Strategy, MTFP, Policing Plan and annual budget. In addition it has a number of prescribed responsibilities as set in full out below;

- *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*

- 2.2 Elsewhere on this agenda the 2018/21 Strategy is offered for review and endorsement, it is recommended here that the Strategy Committee retains overarching responsibility for tracking implementation of the new Strategic Plan and that this be reflected in an amendment to the current Code of Governance. Assessing delivery of benefits will continue to be monitored by the Authority's Performance and Delivery Committee

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. This will need to be updated for final review at the next meeting of the Committee to reflect flows of work arising from development of subordinate strategies, business case approvals, and monitoring of overall progress with Strategic implementation once a delivery plan has been finalised.

4. Recommendations

- 4.1 Members are asked to note and as appropriate comment on the draft Terms of Reference, proposed next steps and draft timetable as set out above and at Appendix A.
- 4.2 That the Committee recommends an update to the current Code of Governance to capture a specific responsibility in relation to tracking progress with the implementation of the 2018/21 Strategic Plan. Assessing delivery of benefits will be monitored by the Authority's Performance and Delivery Committee.
- 4.3 That the Committee receives final proposals on its Terms of Reference and work plan for 2018/19 (and at a high level for 2019/20) at its next meeting.

Appendix A: indicative Strategy and Planning Committee work plan

	May-18	Sep-18	Nov-18	Feb-19
High level plans				
Strategic Plan	Final		Refresh	Final
MTFP		Refresh	Update	Final
Budget		Refresh	Final	
Policing Plan		Launch	Update	Final
Strategy Delivery Plan including efficiency plan	Draft	Progress	Progress	Progress
Subordinate strategies				
Comms and engagement strategy including baselining activity (internal/external focus and overlap)	Draft			
People Strategy	tbc			Final
Technology/digital strategy				
Estates strategy	tbc			
Disruption reduction strategy	tbc			
Safeguarding strategy	Draft	Update	Final	Progress
Counter Terrorism strategy				
Equality Strategy	Final			
Deployment strategy (strategic centre/place based policing)	tbc			
Supporting business (detail to be completed once planner is developed by BTP)				
Provisional charges			Final	
Business case approval (flows from implementation work)	NNS FBC	tbc	tbc	tbc
Business case approval process	Final			