

Minutes

Business Review Group – Meeting with Committee Chairs

Thursday 22 October 2009, 1.30pm

at Grammy Suite, Holiday Inn Bloomsbury, Coram
Street

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Present:

Suzanne May (Chair)
Mr Colin Foxall
Mr Jeroen Weimar
Ms Christine Knights (Chair Human Resources and
Remuneration Committee)

Apologies:

Mrs Wendy Towers, Chair Professional Standards Committee

In attendance:

Ms Millie Banerjee, Authority Chairman and Chair Strategy,
Budget and Performance Monitoring Committee

Sir David O'Dowd, Chair Audit and Corporate Governance
Committee

Mr James King, Chair Stakeholder Relations and
Communications Strategy Committee

Mr Paul Coen, Interim Chief Executive
Mr Peter Haddock, Deputy Chief Executive
Miss Lucy Barrick, Business Support Manager & Minutes

Welcome and Apologies

The Chair gave apologies from Mrs Towers who was out of the country but added that her written comments had been distributed.

Discussion

The Chair gave an overview of the Authority's responsibilities to start the discussion. She broke these down into 3 main areas:

- Money
- Performance
- Planning/Strategy

There was a consensus amongst the group on the following points:

- The Authority was engaging at too executive a level
- The Authority needed a clearer understanding of what senior management at the Force were doing so that it could be confident in engaging in its non-executive capacity
- The committees' had too broad a focus and the structure needed to change
- There was not enough Member attention on some matters, such as performance and finance, and too much on other areas
- There had been a failure of governance and it was not clear where accountabilities sat
- Financial monitoring in particular needed to be improved and the scrutiny roles in this area clarified
- Oversight of charging needed to be improved
- Some governance was formulaic and this needed to be reviewed
- The portfolio arrangement did not work and needed to change
- Communications with stakeholders and particularly funders needed to be improved and formalised

To address the above points the following points/suggestions were made:

- A full governance review would be carried out of how the Authority managed itself. Tribal Business Assurance had been commissioned to do this with Mr Coen leading for the Authority.
- Financial scrutiny be delegated to a finance committee which would have the sole responsibility of monitoring and scrutiny of this. Planning and business cases should be kept separate from this committee so as not to confuse its remit.
- Planning to remain as a discrete phase and the current Policing Plan Group structure to continue but possibly with a wider planning remit
- A narrow-focused performance committee be established which could take a more regional approach

- Diversity and stakeholder management be centralised and dealt with at the Authority Meetings, with a diversity sub-group remitted to conduct equality monitoring twice a year
- The Human Resources and Remuneration committee remain but the remit to be reviewed
- The Professional Standards committee remain as currently established
- The Audit and Corporate Governance committee to remain as currently established
- There be the opportunity for some Authority only meetings
- To address the portfolio issue a role description of what was expected of members would be developed and portfolios would have short-time scales to take an in-depth look at particular topics when the need arises

From the above the structure would be as below:

- Full Authority
 - Equality Monitoring Sub Group (meeting twice a year)

- Finance committee
- Performance committee (national & regional focus)
- Planning committee (not a full year committee)
- Audit & Corporate Governance committee
- Human Resources & Remuneration committee
- Professional Standards committee

Members were keen that the committee structure should not be too large as this would be likely to cause problems with the visibility of issues being discussed. There was also discussion that the governance review must deliver a specific model for BTPA and not simply recommend a template. Mr Coen was tasked to lead the Governance Review on behalf of the Authority and ensure that the workstream from this group be fed in **(Action PC)**.