

**Report to:** Police Authority  
**Agenda #:** 11  
**Date:** 16 June 2016  
**Subject:** Governance Review Working Group  
**Sponsor:** Mark Phillips  
**Author:** Lucy Yasin  
**For:** Information

The Forum  
5th Floor North  
74-80 Camden Street  
London NW1 0EG

T: 020 7383 0259  
F: 020 7383 2655  
E: general.enquiries  
@btpa.police.uk

[www.btpa.police.uk](http://www.btpa.police.uk)

---

## 1. Purpose of paper

- 1.1 To update on the next steps to address the recommendations from the Governance Review and formally introduce the Governance Review Working Group (GRWG).

## 2. Background

- 2.1 In March 2015 it was unanimously agreed to instruct a third party to conduct a review of the governance systems and processes of BTP and the Authority. This was to take account of the on-going work by the BTP and the Authority Executive team to build the assurance framework for the Authority and BTP.
- 2.2 The terms of reference for the review were agreed as follows:
  - Ensuring the systems take account of and are consistent with the statutory requirements of the Authority and Force.
  - Ensuring the systems reflect the national scale and significant business operations of the Force and Authority.
  - Identifying whether the system of governance in place ensures appropriate direction and oversight of statutory responsibilities and are in line with best practice for a public sector and policing organisation of this size.
  - Reviewing the management and reporting of information to ensure that the BTPA has full and complete access to the necessary objective evidence for assurance and decision making.
  - Identify areas of duplication, and make recommendations to clarify roles and responsibilities and on where efficiencies can be made.
  - Consider whether relevant individuals responsible for internal governance have the necessary skills to fully discharge all

aspects of their governance responsibilities in an effective and appropriate manner.

- Review the systems in place for ensuring that the Authority has adequate oversight of the BTP's management of its officers and staff, and the organisation's culture and values, and has the ability to provide an appropriate challenge to the BTP on these issues.

2.3 RSM UK were appointed to conduct a review following a tender process and fieldwork began in December 2015. The Report was presented to the 22 March Authority meeting for comment. The report detailed 16 key recommendations and recommended a 'roadmap' for the priority in which these recommendations should be addressed.

### **3. Addressing the Outcome of the Review**

- 3.1 The GRWG has been established and will be chaired by Mark Phillips. The focus of the GRWG is to lead on developing a detailed implementation plan to address the recommendations in RSM UK's Report by November 2016. The terms of reference for the GRWG were discussed and agreed at the away day held on 23 May and the final version is attached at Annex A. The GRWG has its inaugural meeting on 27 June.
- 3.2 At its inaugural meeting the GRWG will agree the schedule for addressing the 16 key recommendations resulting from the RSM UK Review. The recommendation to the GRWG will be to follow the roadmap recommended by RSM UK ensuring that the necessary actions are progressed and fully implemented with full regard to interdependencies in time for the resulting changes to have embedded for the next financial year (2017/18).
- 3.3 The GRWG will meet at least monthly following its inaugural meeting and will provide a report back after each meeting either by email briefing or at the scheduled Authority meetings. Feedback from Authority Members and force colleagues will be welcome at all stages.

### **4. Recommendations**

- 4.1 Members note the contents of this paper.

## **Governance Review Working Group - Terms of Reference**

### **Purpose**

To recommend to the Authority the next steps following the delivery of the Governance Review Assessment Report. To develop a detailed and prioritised implementation plan. To drive the delivery of the implementation plan and report to the Authority on a quarterly basis, and /or by exception as required.

### **Responsibilities**

1. To explore in detail the role and contribution of the Executive in supporting the Authority members.
2. To review the full set of recommendations arising from the assessment report, identifying priority areas to progress.
3. To develop a detailed and prioritised implementation plan identifying and taking account of dependencies between work areas, the scope of each item, timescales and owners.
4. To drive delivery of the implementation plan within the agreed scope and timescales.

### **Members**

1. Authority  
Mark Phillips, Group Chair and Authority Member  
  
Esther McVey – Authority Chairman  
  
Andrew Pollins, Authority Member
2. BTP  
Paul Crowther, Chief Constable  
  
Adrian Hanstock, Deputy Chief Constable
3. Executive  
Alistair Cook, Interim Authority Finance Director  
  
Samantha Elvy, Authority Strategy and Performance Manager  
  
Lucy Yasin, Authority Business Manager

### **Timescale**

Develop and deliver the implementation plan by November 2016 to enable full implementation in 2017/18.

### **Frequency of meetings**

Inaugural meeting following 16 June Authority meeting

4-weekly meetings thereafter

### **Products**

1. Detailed Implementation Plan (a number of further products will fall out of this)