

Report to: Police Authority

Agenda #: 14

Date: 20 June 2019

Subject: Board development and portfolio
guidance

Sponsor: Chair

Author: Head of Governance and Compliance

For: Discussion and decision

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1. Purpose of paper

1.1 The purpose of this paper is to:

- propose how the Authority moves forward with its board development programme and track actions from the previous session
- provide additional guidance around portfolios

2. Background

2.1 The Authority held a board development session on 22 May with the purpose of:

- reflecting on and agreeing our purpose and role as an Authority
- integrating new members
- reviewing how an effective Authority should work
- reviewing and improving how this Authority is currently working together
- becoming a high-performance Board
- addressing core issues identified in the annual Board Effectiveness Evaluation
- agreeing and committing to priorities for how this Authority adds value in the coming year

2.2 Feedback from the day was very positive and a number of actions were recorded. An action tracker sheet can be found at Annex B.

2.3 Additional guidance on portfolios was requested and has been included in the Member Handbook, the updated version of which is attached to this paper as Annex A.

3. Board Development: future programme

- 3.1 A dinner has been proposed on 25 September which will provide the next opportunity for an informal discussion on how we work effectively. The dinner will be with the Chief Officer Group (COG) which will enable a greater focus on joint working arrangements and the effectiveness of these.
- 3.2 It is proposed that a further more formal board development session be scheduled for December to include chief officer colleagues. This will require the 3 December slot for the Authority to be extended with a finish time of 4:30pm (currently 2pm).
- 3.3 In terms of the regular annual cycle of board effectiveness work, the annual board effectiveness evaluation is scheduled to take place in January and a proposal on how this will be executed will be tabled at the September Authority meeting. In the meantime individual member appraisals will be taking place with the Chair in September/October and committees/groups will be reviewing their effectiveness in the final meetings of the business cycle year 2019/20. The outcomes of these exercises will be considered together and any adjustments to governance processes recommended to the full Authority.

4. Portfolio guidance

- 4.1 The portfolio guidance within the Member Handbook has been updated to set out the intended approach towards portfolio allocations for 2019/20.
- 4.2 Members will be assigned to a particular BTP business area/works stream or geographical location. An explanation of the mechanism for meeting portfolio requirements is set out in the Member Handbook. This can be found at agenda item 14.1.
- 4.3 Since the Authority meeting in March when this item was last tabled, Annex C of the Handbook has also been populated. Members will note that this reflects recent discussions on Transformation Working Group proposals. Further discussions on this aspect will be invited during the course of the Authority meeting.

5. Recommendations

- 5.1 The Authority to discuss and agree the way forward on board development for 2019/20. The proposals are:
 - Informal dinner on 25 September focused on joint working with BTP.
 - Board development session on 3 December with COG colleagues to progress joint working discussions.

- Board Effectiveness Evaluation in January 2020. The intended approach to be agreed by the Authority on 26 September 2019.

5.2 The revised Member Handbook, specifically the additional portfolio guidance, to be approved.

Annex B: Board Development Action Tracker

No	Date	Topic	Action/Paper	Owner	Due Date	Outcome
1	22/05/19	Communication	The Chief Executive to send a monthly report to members updating them on relevant matters.	HI	June 2019	In progress: Discussions on content and style underway.
2	22/05/19	Communication	A 'whatsapp' or similar group to be implemented to alert Members to items of interest in Flux, enabling a quick and concise communication channel between Members for updates between meetings.	SE	June 2019	In progress: Discussions as to the best way to
3	22/05/19	Communication	Committee chairs to have regular communication to share issues. A standing item to be added to each committee agenda reporting on outcomes from these discussions.	HofG&C	July 2019	In progress: Standing item to be added to committee agendas from September. First Chair's meeting to be arranged for early September.
4	22/05/19	Communication	Each committee to review its effectiveness and consider amendments to its terms of reference at its Q4 or, where it does not meet quarterly, May/June meeting. The outcomes to be discussed at a chair's meeting and any resulting changes to the Code of Governance proposed the full Authority.	HofG&C	June/July 2020	In progress: The Head of G&C is currently developing a set of standard agendas for business cycle meetings. This will be included in this work.
5	22/05/19	Future board development	A dinner to be arranged in Birmingham the night before the Stakeholder Workshop for Members, COG and the CEO.	RC	June 2019	In progress: The Member Engagement Manager is progressing arrangements
6	22/05/19	Future board development	The Head of Governance and Compliance to review the business cycle and identify further opportunities for informal sessions in the year, whilst keeping any additional time commitment to a minimum.	HofG&C	June 2019	Complete: Additional sessions are recommended in section three of this paper
7	22/05/19	Future board development	Two board development sessions to become part of the annual business cycle to ensure	HofG&C	July 2019	In progress: Draft dates for 2020 under consultation

			focus is retained. BTP to be involved in future sessions.			
8	22/05/19	BTP	Greater engagement with the Chief Constable (CC) ahead of committee meetings. This to take the form of meetings/calls with the Chair/Committee chairs and CC the day before meetings to ensure a no surprises approach.	RC	September 2019	In progress: Member Engagement Manager to arrange with BTP for next round of meetings.
9	22/05/19	BTP	Members to have more time with the COG team through pre-committee meetings and portfolio work.	RC	September 2019	As above
10	22/05/19	BTP	Set clear expectations for BTP as to what the Authority are expecting and remove ambiguity.	HofG&C	June 2019	Complete: In accordance with the policy agreed at 19 March the Executive are now providing formal commissioning notes along with agendas.
11	22/05/19	Environment	The Executive to carefully consider the environment for future committee meetings, ensuring that it is professional (i.e. sufficient seating, space for coat/bags and to move around the table).	RC	June 2019	In progress: The Member Engagement Manager is reviewing current bookings and the Executive will explore its estates plan.
12	22/05/19	Environment	The Executive to ensure that topics (such as risk and strategy) are discussed in environments that facilitate the best quality discussion and not just around the board table.	RC	June 2019	As above
13	22/05/19	Stakeholder Engagement	A greater focus on engagement with funders is required with the aim being to understand where we need to improve, joint priorities, and communication requirements and to provide legitimacy.	SE	September 2019	In progress: The Stakeholder Engagement plan is being implemented and a stakeholder workshop is being arranged for September.

14	22/05/19	Strategy delivery	Ensure there are processes in place to assess effective delivery of the current plan to deliver the Strategy (i.e. benefits realisation and transformative impact).	SM/JN	September 2019	In progress: this is done through the Performance and Delivery Committee. A focus on feedback on delivery of the Strategy is underway for the next meeting.
15	22/05/19	VfM	Engage with BTP on how they manage their suppliers to help ensure they are achieving the best value for money - best practice approach.	LM	September 2019	In progress: A meeting to be set up between Craig Mackey and Lynsey/BTP to explain the approach.

Key

HI	Hugh Ind
SM	Sarah McGarel
SE	Sam Elvy
RC	Raquel Cortes
JN	Jon Newton
LM	Lynsey Marshall
HofG&C	Lucy Yasin/Stephanie Calvert (Head of Governance and Compliance)