



## Border to Coast Joint Committee

**Date of Meeting:** 28<sup>th</sup> November 2023

**Report Title:** Joint Committee Effectiveness Review

**Report Author:** George Graham (Director – SYPA)

### 1.0 Executive Summary:

1.1 This report proposes that in line with best practice in corporate governance the Joint Committee conduct a review of its effectiveness.

### 2.0 Recommendation:

2.1 It is recommended that the Joint Committee approve the undertaking of an effectiveness review before the end of the current municipal year.

### 3.0 Background and Options

3.1 The Joint Committee has now been operating formally since 2017 during which time the Partnership has evolved significantly, and the operating company has grown from nothing to the largest asset manager in the UK outside London and Edinburgh. In the last year the Partnership has reviewed and updated its governance arrangements to reflect the steady state operation that has now been achieved. This review can be regarded as looking at process. It is also important that we examine practice or the way we do things. The Officer Operations Group has already begun to examine how it works together to achieve the objectives of the Partnership and it seems appropriate alongside the work on future strategy for the Partnership as a whole now for the Joint Committee to consider how it operates and whether this is delivering what is required for the Partnership.

3.2 The vehicle for such an exercise is an effectiveness review, a process which members who sit on Audit Committees and corporate boards may be familiar with. The review would involve a workshop for members of the Joint Committee to address a number of questions which might include:

- Are we spending time on the issues that will deliver most long-term benefit to the Partnership?
  - Are we providing effective oversight to the operating company?
  - Are we effectively holding each other to account?
  - Are we receiving the right information to perform the tasks we need to undertake?
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- 3.3 Addressing these questions may lead the Committee to question whether its current remit is appropriate, and the answers will also need to be looked at alongside work being conducted by the Officer Operations Group looking at the adoption of more common approaches in areas such as oversight.
- 3.3 It is important that this is a member driven exercise and that the conclusions and any proposals for change are created and owned by the members of the Committee so it will be appropriate to use an external facilitator for the workshop rather than this being done by officers or staff from the company who would inevitably bring their own biases into the process.
- 3.4 If Members are content with the idea of conducting a review along these lines it is suggested that officers try to identify a suitable time for holding the workshop before the end of the Municipal Year to ensure that members involved have at least had the benefit of nearly 12 months of membership.
- 3.5 Conducting periodic effectiveness reviews of this type is an important aspect of good corporate governance which the Committee supports as it applies to investee organisations and it is appropriate for the Committee to subject itself to the same rigour as it applies to investee companies.

#### **4.0 Conclusion**

- 4.1 Given the point of development the Partnership has reached it is appropriate that the Committee undertake an effectiveness review as suggested in the body of this report.

#### **Report Author:**

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