Remaining Recommendations/Actions		Working Group Proposal	Action to be taken	Timeframe	Owner	Status
Code of Governance (general)	**KR1** Ensure the Framework Document reflects latest and upcoming legislation.	No major changes required only minor updating and clarifications. Document to be updated and shared with DfT for approval.	The revised Framework Document to be shared with DfT for approval.	26/01/2017	Lucy Yasin	**In progress:** the Framework Document has been updated in accordance with the current guidance on framework agreement in Managing public Money, feedback from the Members, Force and Executive team. It was sent to DfT on 23 November for their review with the aim to have this signed off in time for the January Authority meeting. The DfT continues to work on this Document and as such the current Framework Document will continue in place until 15 June 2017.
	KR2 Agree mechanism to respond to remitted governmental risks.	The Audit Committee to identify risks for escalation and make a recommendation to the Full Authority. Risks to be escalated and monitored at the bi-monthly sponsorship meeting. Where the escalation of a risk is urgent the same process will apply but outside of committee through email.	The process to be written into the draft Framework Document for discussion with the DfT The terms of reference for the A&RAC to be amended to reflect this The draft risk strategy to include a breakdown of the mechanism	10/10/16 01/02/17 01/02/17	Lucy Yasin	In progress: A proposed mechanism has been included in the draft Framework Document and awaits agreement from the DfT. Once agreement is reached the relevant documents will be updated to reflect this.
Finance	**R33:** The Force should ensure COG has finance expertise.	The general preference, although not agreed by all, was that a single FD would be the best way forward. However, this was not unanimous and it was also accepted that this was not the correct point to make such a move as the finance department was currently undergoing as significant change. It was agreed that a decision on this be deferred to July 2017 which would allow time for the new finance team to bed in, to see the outcome of the 2016/17 accounts and the relevant audit opinion.	A decision to be taken as to whether to continue with separate FDs or to have a single FD inclusive of the Treasurer role. A plan to be drafted laying out the steps required to ensure the A&RC were in a position to make a decision in July 2017	31/07/2017 10/11/2016	Lucy Yasin - for A&RC Lucy Yasin	**In progress**: the Plan was presented to the GRWG on 7 November and the Authority on 10 November. Work towards this is ongoing and in accordance with timescales
Strategy	KR5 Be more rigorous with scanning external factors and ensure these are reflected in Strategic Risks. Review strategy given changing external factors and assumptions.	A new strategy to be developed to cover 2018 - 2021 with a move back to a three-year approach in accordance with the Act.	A plan to develop a new Strategy for commencement from 1 April 2018 to be drafted	28/03/2017	Sam Elvy	**In progress**: A working group is being established to lead this work and will start meeting in the first quarter of 2017/18. Approaches have been made to a small selection of stakeholders to sit on the Group.
		The Chairman's fortnightly meeting to receive a bi-monthly horizon scanning report to feed into Authority meeting agenda setting.	The horizon scanning report to be provided bi-monthly from August 2016.	28/09/2016	Sam Elvy/Mike Furness	**In progress**: The Futures Board has been established by the Force and the Authority's Strategy and Performance Manager has been invited to sit on this. This will meet monthly and horizon scanning reports will be produced as a result.
	R9: Introduce a rigorous approach to environmental scanning by the Authority and the Force for threats and opportunities and embed this in the governance systems.	A joint approach between the Authority's and BTP's strategy and performance teams has been developed to reduce duplication and ensure better communication. A number of products have been developed as a result including the bi-monthly horizon scanning report for the Chairman's fortnightly meeting.	Bi-monthly joint horizon scanning report Six-monthly highlight report to Authority with exception reporting in interim. Sam Elvy to sit on BTP Futures Board	31/12/2016	Sam Elvy/Mike Furness	**In progress:** this relates back to KR5 point 5.

Authority Committees	**KR6** Establish consistency of board/committee papers, minutes and action tracking. Use CIMA best practice to define information needs. Be clear in meetings to confirm at the end of each debate what decision have been made or actions raised. Establish discipline of following up challenge with verification.	A revised version of the Meeting Handbook has been developed which guides staff on the process to be adopted for committee meetings and attaches templates for minutes/actions/papers and agendas	1. A session to be held with Executive team staff to introduce this revised version and ensure all are on board 2. Training for Members on chairmanship 3. Training for staff on report writing 4. Identify information needs once as part of process to develop new committee structure.	01/07/2017	Lucy Yasin	**In progress**: Handbook updated. A session to be booked with Executive Team and BTP staff to talk through changes, risk-based approach and share new guidance and templates once the new committee strcuture is signed off. Develop training programme for members including chairing skills
	R18: Each committee should identify its information needs to enable it to fulfil its terms of reference. The committees should work with the Force to ensure the information is presented in a format and style appropriate for the audience (and as public records accessible by the public) and provide insight (e.g. trends, baselines). The information should also satisfy the members that the control environment for the source data is reliable. Reference to the CIMA standards for management reporting (Consideration 3) will help.	Committees to identify their information needs as part of their work plan at the beginning of each business year. A training tool for those preparing papers to be developed using the Civil Aviation Authority as an example.		01/02/2017	Lucy Yasin	**In progress**: Once the new committee structure receives sign off information requirements will be established.
	R19: Adopt a risk based approach to assurance to focus scrutiny on those areas requiring most attention. This would prioritise the activities of the Authority to assist them in securing an efficient and effective police force. The BTPA exec should be able to observe BTP meetings (in addition to the BTP Boards) as part of this risk based approach to assurance.	A risk-based approach be adopted. To assist the delivery of this Members to attend BTP governance meetings on occasion Portfolios to be reintroduced The Member and Meetings Handbooks to include information on this approach The new approach to form part of the training for the Executive Team	1. A redraft of the Member Handbook and Meetings Guidance documents to be completed to include the risk-based approach. 2. Portfolio guidance to be reissued and portfolios allocated. 3. A refresh to Members on the approach for committees and induction for new members to be provided. 4. A session to held with Authority staff with responsibility for committees to ensure that they act as the gatekeepers ensuring that the committees retain a risk-based approach.	1. 26/07/2016 2. 26/01/2017 3. 26/01/2017 4. 01/07/2017	Lucy Yasin	1. **Complete**: Documents revised and will be circulated ahead of 26 January refresher/induction session 2. **Complete**: Portfolio guidance is included in the Members handbook and be briefed on 26 January. Work with Exec Team to agree how will support this taking place. 3. **Complete**: Took place on 26 Jan and inductions booked for 8 and 9 March 4. **In progress**: Session to be booked once new structure approved
BTP Internal Governance Structure	**R20:** The Force should continue the work on integrating the Force systems, which will in time reduce the degree of manual gathering and processing of data. Priority should be given to initiatives that automate and integrate data (e.g. Payroll and Finance integration). BTPA exec should have direct access to these systems.	Terms of reference reviewed for this work. Feedback provided by Group that this appears to be a very ambitious project and thought should be given to whether it is achievable. The GRWG support the principle but there is not a further role for the GRWG in delivering this.	The Force to consider the feedback and provide assurance to the Finance Committee as part of the business case	31/03/2017	Ally Cook	**In progress:** BTP has appointed someone to lead this work.
	R31: The Force should identify and implement a streamlined end-to-end control process without duplication. A controls 'amnesty' would help identify the extent to the additive controls currently in place (See Consideration 5).	This was not considered necessary by the Force. The Committee has been clear that the Force needs to ensure that its governance structure needs to be efficient and effective. The Force is reviewing the Kent Model as a possible fit for BTP.	The Force to ensure that their governance structure is as efficient and effective as possible.	31/03/2017	Ashley Cooper	**In progress**. a number of measures have been introduced to reduce the bureaucracy of the governance process. These were outlined in a paper to the GRWG. There is still work to reduce duplication in meetings – this has been commissioned by the DCC and is in progress. The force is working to better align the strategic meeting functions to those of the BTPA, as such there are some interdependencies. It is anticipated this work will be completed by April/May 2017.
	R36: The Force should ensure that centralising functions does not inadvertently lead to centralising control (which is contrary to wish to increase empowerment).	The Committee supported this recommendation.	The Force to ensure that their governance structure empowers officers and staff.	31/03/2017	Ashley Cooper	As per entry at R25 the culture board will help to ensure that there is a feedback loop from staff to senior officers – this will help ensure that any overly intrusive centralisation of control is recognised and addressed at an early stage.

| Change Management | **R11:** The Authority should satisfy itself that the scale and pace of change the Force is undergoing is achievable. Specifically –that the leaders at all levels/divisions in the Force understand and are committed to delivering the intended benefits; and - that the Force has the capability to implement the change | |