

Theme	Context	Actions	Timeline	Status/current tasks
1. Relationships Maximise change opportunities to refresh ways of working with BTP, building on previous efforts to facilitate more informal and strategic sessions between Members, BTPA Executive and COG.	This builds on action six from last year's action plan, as the pandemic restricted our options in 2020 and the first half of 2021. It was agreed that the arrival of the new Chief Constable presented an opportunity to progress this work and the Strategic Directive to the CC (Serial B071) was drafted to set out how we wanted to work together.	1. In addition to the softer, less tangible changes in how we communicate, an integrated Member meeting & engagement cycle to be developed with BTP to include, in addition to the formal meeting cycle: a. Informal BTPA/BTP briefing sessions in the form of breakfast briefings with guest speakers from BTP/industry; b. More workshop style events to discuss strategic matters and reach consensus.	Sept '21	Nearing completion 1. Integrated business cycle for the remainder of 2021/22 and 2022/23 has been developed and is being consulted on within the Executive. It will be released to BTP and Members shortly. 1a. Breakfast briefings are booked to the calendar year end and the first will take place on 24 September covering covert policing. The second is in October and will focus on Unwanted Sexual Behaviour and the external work BTP is doing. 1b. A suitable programme to support workshop style events to consider strategic matters remains under consideration.
		2. Chairs' Forum focused on committee business/strategy to be reinstated.	Aug '21	Complete The Chairs Forum held its inaugural meeting on 6 September and meetings have now been diarised ahead of each cycle of committee meetings. The Executive has also purchased the additional agenda planning tool from Board Intelligence which will help to manage independencies, potential gaps and duplications. The tool also provides us with metrics that will assist with quantitative data for our effectiveness evaluations. The data focuses on how we spend our time as a board i.e. steering versus supervising or how our time is split across strategy, performance and governance for example.
		3. A review of Member engagement outside of committees and touch points with COG to ensure optimal arrangements.	December '21	In progress Executive focus on matching Member skillsets with COG portfolios/projects and facilitating conversations.
		4. Board agendas to be refocused to ensure emphasis on strategy and forward look.	December '21	In progress The new agenda planning tool is being used to deliver this outcome.
2. Effectiveness Agree what 'effective' looks like for BTPA and identify any board/individual development needs to ensure excellence in delivery. Focus on how the Authority adds value to delivery of the Strategy and what is needed to deliver this i.e. any changes to project/financial governance, terms and conditions to deliver the desired culture and behaviours etc.	This builds on actions one and five from last year which led to the development of the oversight mapping work and the identification of a number of areas that required additional focus which have now been largely addressed following discussions in September 20 and February 21. The actions are the identified next steps along the journey towards becoming a high-performing board.	5. Facilitated session to coalesce around what 'effective' looks like for BTPA. Resulting in a shared vision and understanding amongst the membership.	July '21 – March '22	In progress A facilitated session to be held in February with the dual purpose of forming part of the new Member inductions as well as specifically considering effectiveness. In the meantime, the focus to be on individual Member effectiveness through the appraisal process (in September). These will take place with the Chair and provide an opportunity to identify and discuss any training and development needs at an individual and/or collective level. Objectives for Members will also be set in accordance with the Framework Agreement requirement. A template has been sourced for a skills audit of the Authority and this will take place before the year end.

		6. Actions from the above session to be progressed along with a review of collective and individual skills gaps to ensure continuous board development driving value, innovation and excellence in delivery.	March '22	To be actioned in Feb/March 2022
		7. As part of the development of the Strategy, discuss and agree the culture, values and behaviours for BTP/A and any resulting changes required to term and conditions.	March '22	In progress BTP is conducting a Force wide consultation on organisational values following the People Survey and 'Have your say' sessions. The information that was sent to employees was shared with Members via BI and the new People and Culture Committee were briefed on this work at the inaugural meeting on 10 September. The BTPA will have an opportunity to feed into this as part of the work to develop the next Strategy Any resulting changes to Terms and Conditions or significant policy shifts as a result of the Strategy will need Authority approval.
		8. Review the scheme of financial delegation and service level agreement with BTP to ensure that this is efficient and effective and provides sufficient empowerment.	December '21	In progress RFQ out for this work and wider ways of working with a deadline of 30 September 2021.
		9. Oversight mapping work to be progressed and outstanding gaps closed.	October '21	In progress The OM work has been updated to identify any remaining gaps following the implementation of the new Committee terms of reference, the People, Culture and Remuneration Committee and the implementation of the breakfast briefings. This work remains under review and a proposal for how to manage any remaining gaps is being developed.
		10. The Executive to work with BTP People and Culture to identify strategic people projects where the Authority can add value and agree how we best engage.	Nov '21	Nearing completion The first People and Culture Committee took place on 10 September at which Terms of Reference were agreed for recommendation to the full Authority and Members were briefed on key activity in this space. The Executive and P&C Committee Chair will be working with the Director of People and Culture to develop the forward look.
3. People and culture Enhance awareness of people and culture matters to ensure an understanding of and strategic focus on, what type of employer BTP/A is and wants to be in the future.	This partly builds on action five from last year which was to modernise BTP's culture and drive a more modern and agile organisation, which has been partly captured in the previous theme in respect of the opportunity to influence and set the culture, behaviour and values as part of the development of the Strategy. However, this theme broadens out the previous action to expand into wider people matters.	11. The Appointments and Remuneration Committee to be replaced with a wider People and Remuneration Committee.	Sept '21	Complete An Appointments, Appraisal and Remuneration Committee has been retained with a narrow remit and is chaired by the Authority Chair. The People and Culture Committee has been implemented with a focus on wider people and culture matters.

		12. A separate Appointments and Appraisal Panel to be established with a narrow remit of Chief Officer and equivalent succession planning/appointments at BTP/A and appraisals for those appointed to these posts.	Sept '21	Complete See above
4. Member/Executive Communication Further refine the format, level and frequency of communication between the BTPA Executive and Members, including how we capture learning and other outputs from Member activity outside of the formal governance structure.	This builds on the action from the 2018/19 Board Effectiveness Evaluation following which committee digests were implemented to ensure Members were aware of key decisions/discussions from other committees, improved engagement outside of formal structures was delivered through the Member WhatsApp group and the Chief Executive's digests.	13. Review Member engagement opportunities with BTP and stakeholders using the Chief Constable's strategy as a platform.	March '22	To be progressed Work to commence Feb/March 22
5. Governance Continue refining governance following the appointment of the Board Secretary.	This builds on action two from last year's plan to ensure a consistent approach to governance following the appointment of the Board Secretary and takes into consideration recognised best practice.	14. Develop the mechanisms to facilitate effective two-way communication between Members and the Executive focused on activity outside of committees through: a) Increased informal briefings; b) Creation of standardised report backs with observations; c) Refinement of presentation of material shared on BI.	Dec '21	In progress 14. Members were reminded of the activity log and the need to report their activities to the Member Engagement Manager. 14 (a) The Executive continues to share information by BI and through designated briefings. 14(b) This mechanism exists but requires enhanced use. 14(c)The BI architecture to be refined in the next month. A proposal has been agreed with the Chair.
		15. Adopt a policy on succession planning.		To be progressed
		16. Agenda structures to be benchmarked against Strategy/Policing Plan.	March '22	In progress To be implemented alongside Strategy 22/25 and Policing Plan 22/23.
		17. Adopt report writing guidance/templates/training.	Dec '21	In progress Draft narrative Committee/Board report has been developed and needs to be aligned with template used by BTP. Next step is to secure dashboard template to create a recognised suite of templates that can be communicated to colleagues. Template includes report writing guidance. Next step is to hold report writing training.
		18. Develop the induction programme for incoming Members including a refresh of the Member Handbook.	Jan '22	In progress Peer comparisons have taken place and a proposed format to be drafted.
		19. Refresh annual Member appraisal process.		In progress Proposed refinements are being shared with the Chair.
20. Incorporate recommended oversight mapping governance outputs, including a refresh of committee workplans and development of performance dashboards.	Oct '21	In progress Oversight mapping output has commenced implementation across Committees (e.g. improved legitimacy oversight at Performance and Delivery Committee. Next steps are to align oversight		

				mapping outputs with new BI agenda planner / quarterly Chairs' Forum planning meetings
		21. Increase accessibility to public meetings.	March '22	In progress Accessibility to documentation supporting committees and Authority meetings has been refined. Next step is to adopt streaming of meetings.