

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.	Feb '22	Nearing completion 1. Integrated business cycle for the remainder of 2021 and 2022 has been developed and published. 1a. Monthly Breakfast Briefings have been booked for the calendar year. 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.	Sept '21	Complete Since its reinstatement, the Chairs Forum has met twice. The Executive has purchased an additional agenda planning tool from Board Intelligence which will help to manage independencies, potential gaps and duplications. The tool also provides 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.	Feb '22	In progress Executive focus on matching Member skillsets with COG portfolios/projects and facilitating conversations rather than rigid portfolios. Development of a rolling series of visits.
		4. Board agendas to be refocused to ensure emphasis on strategy and forward look.	March '22	In progress The new agenda planning tool is being used and a dedicated forward look item is being introduced into committee agendas.
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 induction programme, as well as specifically considering BTPA effectiveness. Individual Member effectiveness has been considered through the appraisal process completed in September/October. 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 once the effectiveness session has taken place.

		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	<p>In progress</p> <p>Using the People Survey and 'Have your say' sessions BTP has created values with the workforce. Five values have been agreed, launched and focus is now on embedding them into the organisation. The People and Culture Committee was recently provided an update on this work at its November meeting.</p> <p>BTPA will have an opportunity to feed into this as part of the ongoing work to develop the next Strategy.</p> <p>Any resulting changes to Terms and Conditions or significant policy shifts as a result of the Strategy will require Authority approval.</p>
		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.	January – May '21	<p>In progress</p> <p>A Request for Quotation (RFQ) process been completed, through which a preferred supplier has been identified to support the BTPA with this significant piece of work. The commercial process has been slower than was anticipated which has meant that the timeline has slipped. Work with the consultants should commence in early January to be completed by the end of May.</p>
		9. Oversight mapping work to be progressed and outstanding gaps closed.	Dec '21	<p>Nearing completion</p> <p>Work remains ongoing to identify any remaining oversight gaps. Following the implementation of the People and Culture Committee, the division of committee responsibilities is becoming more conducive.</p> <p>The introduction of the breakfast briefings has also provided an opportunity to provide the Authority with further exposure to different areas of BTP business.</p>
<p>3. People and culture</p> <p>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.</p>	<p>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.</p>	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	<p>Complete</p> <p>The newly established People and Culture Committee has met twice. This forum has provided an opportunity for richer conversations around the various workstreams components which make up the People Strategy. A forward look for the committee has been developed and will be retained as a living document.</p>
		11. The Appointments and Remuneration Committee to be replaced with a wider People and Remuneration Committee.	Sept '21	<p>Complete</p> <p>An Appointments, Remuneration and Appraisal Committee has been retained with a narrow remit and is Chaired by the Authority Chair.</p> <p>The People and Culture Committee has been implemented with a focus on wider people and culture matters.</p>
		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	<p>Complete</p> <p>See above</p>

<p>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.</p>	<p>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.</p>	<p>13. Review Member engagement opportunities with BTP and stakeholders using the Chief Constable's strategy as a platform.</p>	<p>March '22</p>	<p>To be progressed Work to commence Feb/March 22 once a mature draft of the Strategy is ready.</p>
<p>5. Governance Continue refining governance following the appointment of the Board Secretary.</p>	<p>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.</p>	<p>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.</p>	<p>Dec '21</p>	<p>Nearing completion 14. Members have been reminded of the activity log and the need to report their activities and observations to the Member Engagement Manager/BTPA Executive. 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) Following consultation with colleagues, the BI architecture has been refined.</p>
		<p>15. Adopt a policy on succession planning.</p>	<p>Mar '22</p>	<p>To be progressed</p>
		<p>16. Agenda structures to be benchmarked against Strategy/Policing Plan.</p>	<p>March '22</p>	<p>To be progressed To be implemented alongside Strategy 22/25 and Policing Plan 22/23.</p>
		<p>17. Adopt report writing guidance/templates/training.</p>	<p>March '22</p>	<p>In progress A draft narrative committee/board report has been developed and steps are being taken to share best practice guidance with BTP. We are also promoting increased awareness of commercial and political sensitives, including appropriate consideration of protected markings. Next step is to secure dashboard template to create a recognised suite of templates and facilitate report writing training.</p>
		<p>18. Develop the induction programme for incoming Members including a refresh of the Member Handbook.</p>	<p>Jan '22</p>	<p>Nearing completion An induction programme has been developed and signed off by the Chair. Provisional dates having been identified for delivery, but this is subject to the timeliness of DfT approval of new Member appointments. The Member handbook is currently undergoing a significant refresh.</p>
		<p>19. Refresh annual Member appraisal process.</p>	<p>Oct '21</p>	<p>Complete Refinements to the process have been made. All Member appraisal meetings took place during the month of September and October, during which Members were provided with objectives.</p>

		20. Incorporate recommended oversight mapping governance outputs, including a refresh of committee workplans and development of performance dashboards.	Dec '21	<p>In progress</p> <p>The Executive has put in place a broader range of oversight activity to respond to the recommendations identified through the oversight mapping work, most prominently legitimacy.</p> <p>Outputs continue to be incorporated into the committee terms of reference, aligned with new BI agenda planner and quarterly Chairs' Forum planning meetings.</p> <p>This work will be revisited at the conclusion of Q2.</p>
		21. Increase accessibility to public meetings.	March '22	<p>In progress</p> <p>Accessibility to documentation supporting committees and Authority meetings has been refined.</p> <p>The Executive is exploring the technology and cost implications to enable streaming of meetings. Meanwhile accessibility of board meetings is enabled through the publication of recordings.</p>