

Report to: Department for Transport Sponsor Team

Date: December 2025

Subject: BTPA Board Effectiveness Review & Improvement Plan 2025

Author: Board Secretary

For: Decision

200 Buckingham Palace Road  
London  
SW1W 9TJ

E: [btpa-enquiries@btp.police.uk](mailto:btpa-enquiries@btp.police.uk)

[www.btpa.police.uk](http://www.btpa.police.uk)

## Executive Summary

1. This paper provides the BTPA's Board Effectiveness Review 2025. In support of the review, the BTPA Executive conducted a consultation exercise in May 2025 in line with the BTPA Board Effectiveness Cycle (2023/26). Analysis of feedback is summarised as follows:
  - a. **Governance and financial management:** BTPA Members are generally positive about their support of the Accounting Officer and Additional Accounting Officer. All parties recognised that the 2025/26 budget process revealed weaknesses in strategic financial planning and industry engagement, and there was concern expressed over the Force's approach to efficiencies.
  - b. **Communications and Stakeholder Engagement:** There were mixed views on the quality of communication between the BTPA and the Force, with some noting respectful dialogue and others citing a perceived lack of acceptance of data provided by the Force. All parties felt that external stakeholder engagement could be improved, including but not limited to better use of Member engagement on an individual level.
  - c. **Risk Management.** The BTPA's focus on risk was praised, but respondents noted worry that that the risk process was overly detailed and not action-oriented enough.
  - d. **Information Quality and KPIs.** Whereas management information and KPI reporting had seen some improvement during 2024/25, there remained concern that papers presented to Full Authority/Committee were too detailed and meeting packs were too long. Respondents as a whole encouraged more concise reporting
  - e. **Quality of Discussions and Decision-Making.** Discussions at Full Authority meeting and Committees were seen as generally well-managed by Chairs, albeit some respondents felt some exchanges did not reflect well on the dynamics of the BTPA. Respondents suggested more informal time spent together by BTP/A would support building trust.
2. Whereas some progress has been made on delivering the 2024 Action Plan, a number of open actions have been incorporated into the 2025 Action Plan. These actions pertain to strategic alignment, stakeholder engagement and improved reporting (thus aligning with feedback received during the 2025 consultation exercise). There are some examples of positive board effectiveness outside of the 2024 Action Plan, including the adoption of a Strategic Finance Protocol between BTPA and the Force, engagement in support of the forthcoming industry Senior Influence Group, participation in peer board effectiveness exercises (Scottish Police

Authority) and recognition of BTPA's recommended practice (Government Internal Audit Agency).

3. BTPA board effectiveness over 2025/26 will be influenced by forthcoming churn in some Member departures, new Members being appointed, and the BTPA Chair's second and final term coming to an end in March 2026.

## **Background**

4. In December 2023 BTPA adopted Cabinet Office guidance for board effectiveness reviews in arm's length bodies. Members chose to examine a subset of the recommended measures each year, to cover all 15 measures across a three-year cycle, on the assumption that BTPA would invite an external review of its board effectiveness in Year 3. BTPA is in Year 2 of the planned three-year cycle – the board effectiveness areas for consideration are set out below.
5. Questionnaires were issued to a range of respondents including BTPA Members, BTPA Executive, BTP Chief Officer Group, relevant BTP attendees across stakeholder engagement, risk management and performance reporting, and SPA stakeholders. Questionnaires were in two formats: a free-form questionnaire that allowed a narrative response to be provided, and a questionnaire which allowed a respondent to provide a more tick-box good/fair/poor response. SPA respondents were provided a tailored questionnaire that referenced Best Value. Respondents were also offered interviews in person or via Teams.
6. In total, 17 responses were received that can be broken down into 9 BTPA Members, 6 BTP officers and staff (1 of those was a collective response from BTP Chief Officer Group), 1 member of BTPA Executive and 1 Scottish Police Authority Member of the Scottish Railways Policing Committee.

## **Analysis / How the Full Authority has supported the Accounting Officer and Additional Accounting Officer in meeting the requirements set out in *Managing Public Money*, specifically around standards of governance, decision-making and financial management.**

7. BTPA Members felt broadly positive about the level of support they provided the Accounting Officer and Additional Accounting Officer, citing the Full Authority's assertiveness regarding the BTP Budget 2025/26, improved forward planning and process governing decisions in correspondence, and the design of BTPA's committee structure.
8. BTP respondents likewise saw the in-year adoption of a BTP/A strategic finance protocol as a positive step. The role of the Audit and Risk Assurance Committee was cited as an example of effective oversight of governance and financial management.
9. An SPA respondent welcomed the conscious application of Best Value principles to the work undertaken by the Scottish Railways Policing Committee.
10. Some BTPA Members were not convinced by the Force's approach to identifying and implementing efficiencies, underpinned by an uncertainty on whether the Budget set by the BTPA flowed seamlessly down through BTP.
11. Both BTPA and BTP respondents reflected on the way in which the BTP Budget 2025/26 had been arrived at, with the former noting it had thrown up flaws in the strategic financial planning

process (too short term) and the way in which there was a structured process for engaging with industry on budget and priority setting.

12. BTPA respondents felt that BTPA governance structures could be enhanced to promote, rather than inhibit, innovation. Likewise, BTP respondents were dissatisfied with the pace of implementing BTPA decisions e.g. adoption of a longer-term budget settlement, and arrival at an adequate BTP capital budget.

**Analysis / How the Full Authority communicates with, listens and responds to, the Force and wider stakeholders.**

13. BTPA Members held varying views on the extent to which BTPA communicated, listened and responded to the Force. Some felt that the tone of exchanges at Full Authority and Committee was respectful, with an appropriate degree of tension. Other Members felt there was a risk that a dynamic had developed whereby the Force was unwilling to respect BTPA's position / the BTPA pre-judged the Force's messaging. This feedback was mirrored by a collective BTP response, which noted a belief that BTPA Members appeared to not accept data and information presented by the Force (with regards to the Force's recommended BTP Budget 2025 settlement). One Member felt there was some reluctance to provide honest feedback to the Force, for fear of undermining the ongoing working relationship between Force / Authority.
14. BTPA Members felt there was plenty of scope to improve the scale and effectiveness of its engagement with wider stakeholders, citing the churn in senior industry stakeholders, rollout of Great British Railways, and the potential to engage more effectively with e.g. passenger advocacy groups.
15. A collective BTP response felt there had been a move away from BTPA engagement with operational policing aspects of the Force, towards a more transactional focus on governance and financial matters and felt this could be mitigated through a more structured approach to BTPA Member Engagement.
16. Wider BTP respondents suggested that BTPA Members should be encouraged to engagement more independently with both the Force and external partners, and that steps could be taken to adopt a framework through which Member engagement and actions arising from that engagement could be formally captured and communicated across the Force / Authority.
17. An SPA Member noted that the Scottish Railways Policing Committee consistently engaged, in a formal setting, with a variety of external partners in public session.

**Analysis / The Full Authority's processes for identifying, reviewing and managing risk.**

18. A number of BTPA Members and BTP respondents commented positively on the BTPA's approach to risk, noting that both Full Authority and its Committees regularly reviewed strategic risk(s).
19. That said, some BTPA Members felt the risk process was too detailed and granular for a board-level setting, with too much effort expended in developing a risk product when instead the risk register(s) should be tools to drive changed behaviours and/or policy across BTPA and BTP. This view was shared by a senior collective response received from BTP.

**Analysis / The quality of general information provided to the Full Authority, particularly the key performance indicators used.**

20. BTPA Members noted the high level of KPIs provided by the Force, and improvements made in-year with regards to provision of management information, and the adoption of a simplified Policing Plan.
21. Both BTPA Members and BTP respondents felt the quality of papers provided to the Full Authority and its Committees was mixed, with some papers overly detailed and long, or the data presented in such a way that a shared understanding of what 'good' should look like was difficult to establish and debate.
22. A collective BTP response noted the potential to make greater use of the Force's PowerBI function at Full Authority/Committee to prompt meaningful discussion. The collective BTP response also suggested a review of the balance and depth of BTPA Executive briefings to BTPA Members, alongside the opportunity for the Force to feed into those briefings.
23. An SPA Member felt that the performance information provided to the Scottish Railways Policing Committee was extensive, relevant and appropriate.

**Analysis / The quality of discussions around individual proposals and time allowed for discussion, including the process the Chair(s) use to ensure sufficient debate for major decisions or contentious issues, including how constructive challenge is encouraged.**

24. BTPA Members felt, largely, that the quality of discussion and time allowed for discussion by the BTPA Chair and BTPA Committee Chairs was appropriate.
25. Some Members – in a point echoed by BTP respondents – felt the focus of some discussions sometimes risked undermining an effective boardroom dynamic. As a counterpoint, a BTPA Member expressed concern over the extent to which the Force was willing to consider BTPA Members' points of view. To mitigate this, BTPA Members suggested that BTPA Executive could put some thought into convening more informal time together for BTPA Members and the Force and wider stakeholders, to promote enhanced trusts and ways of working, and a more cohesive group dynamic for the Full Authority.
26. Some BTPA Members felt that the BTPA was too 'committee heavy' and, a perennial concern, felt that Committee agendas were too crowded, compounded by papers which were too long – 'data rich but information poor'.
27. An SPA Member noted that the tone of Scottish Railways Policing Committee meetings was 'facilitated through effective chairing, is supportive, permitting and enabling constructive scrutiny'.

**Delivery of the BTPA Board Effectiveness Action Plan 2024**

28. The BER Action Plan 2024 established 31 actions across 16 recommendations. Of those actions, 13 actions can be closed, 13 actions are in progress towards delivery, and a further 5 actions require activity to commence.
29. Actions that remain open / in progress relate primarily to incorporation of Delegation Letter priorities into committee workplans; more effective strategic risk management in support of the

Accounting Officer, greater alignment of BTPA activity with Ministerial priorities; stakeholder engagement; and improved presentation of material to BTPA Members. Many of these areas are reflected in the BER2025 feedback and will be rolled over into the BER2025 Action Plan.

### **Further Board Effectiveness Activity during 2024/25**

30. In addition to the delivery of the Action Plan, BTPA Executive and BTP colleagues have undertaken further board effectiveness activity during 2024/25:
- a. Concurrent with the appointment of a Director of Corporate Development to act as the Chief Constable's nominee on finance and commercial matters, a task and finish group chaired by BTPA Member Kenna Kintrea drafted a Strategic Finance Protocol governing ways of working between the Force and the Authority on financial oversight and timely sharing of financial information.
  - b. Following the setting of the BTP Budget 2025/26 at the Full Authority in December 2024, and acting in response to Ministerial feedback, the BTPA worked to socialise the BTP Budget 2025/26 with industry partners in anticipation of, from Summer 2025, convening a Senior Influence Group drawn from among industry to enhance industry stakeholder voice in the BTP/A budget and Medium-Term Financial Planning-setting process.
  - c. BTPA Committees conducted their annual reviews of their terms of references and adopted in principle longer term workplans aligned with the life of the Strategic Plan. This is alongside an increased emphasis on more individual Member oversight of the Force in between formal meetings, and more effective ways of working in how that oversight is planned, delivered, and communicated among BTPA and BTP colleagues.
31. The BTPA Audit and Risk Assurance Committee conducted its second annual Committee Effectiveness Review, using guidance drawn from both His Majesty's Treasury and the Government Internal Audit Agency. The BTPA Executive was invited by the Government Internal Audit Agency to share its methodology with other ALB partners as an example of recommended practice.
32. The BTPA/SPA Scottish Railways Policing Committee refreshed its approach to evaluating its performance against the benchmarks set by the Scottish Government, with an enhanced focus on ensuring BTP/A activity in Scotland is measured against Best Value standards.
33. The Scottish Railways Policing Committee also noted the adoption by the Scottish Police Authority and Police Scotland of a memorandum of understanding governing matters likely to attract public interest. The Committee's recommendation that such an MOU be considered for adoption by the BTPA will be reflected in the forthcoming BER2025 Action Plan. This tallies with a request made by the People and Culture Committee at its June 2025 meeting for such an MOU to be considered.
34. The BTPA Board Secretary provided a response to the Scottish Police Authority's corporate benchmarking exercise on governance and effectiveness, the outcome of which revealed some commonality of best practice between BTPA and SPA, and the opportunity for BTPA to share its recommended practice with regards e.g. BTPA Breakfast Briefings.

### **Delivery of the Board Effectiveness Review Improvement Plan 2025 and Forward Look to 2026**

35. The BTPA Executive have prepared an Improvement Plan in response to the board effectiveness issues identified in the analysis above – this plan is provided below, alongside an assessment of progress made as at 10 December 2025.
36. The BTPA Board Effectiveness Improvement Plan 2025 will be a dynamic, to ensure any relevant board effectiveness activity that arises in-year can be incorporated into the plan. The BTPA Executive anticipate, for example, that a scheduled Government Internal Audit Agency Internal Audit on Governance Arrangements, scheduled for delivery from 16 September 2025, will provide some relevant areas for improvement that can be incorporated into the plan.
37. BTPA Executive wish to acknowledge the following dynamics that will influence the work of the Full Authority over the next 12 months:
- a. The receipt of a letter from the Secretary of State on 27 August 2025, detailing objectives for the BTPA for the remainder of 2025/26, and the receipt of a Government Internal Audit Agency internal audit report on BTP/A Governance Arrangements – the content of both has been incorporated into the BTPA Board Improvement Plan 2025 provided below.
  - b. There will be a degree of churn in Full Authority membership, with one Member having left at the end of June 2025, and three BTPA Member terms concluding (with the potential for reappointment) at the end of February 2026.
  - c. The current recruitment by the Department for Transport Public Appointments Team of up to four new BTPA Members, who are expected to be in post by the end of 2025, including a lead Member for Wales. An onboarding programme for these forthcoming new Members has been prepared and signed off by the BTPA Chair.
  - d. The BTPA Chair's second and final term concluding at the beginning of March 2026 and the corresponding appointment of a new BTPA Chair, again led by the DfT Public Appointments team.
  - e. The arrival of a new Deputy Chief Constable, subject to required Ministerial clearances and successful vetting being obtained.
38. The following areas will be the focus of the BTPA Board Effectiveness Review 2026:
- a. How the Full Authority and its Committees support the Accounting Officer and Additional Accounting Officer in meeting the requirements set out within Managing Public Money.
  - b. Progress on implementation of recommendations made in the last annual review.
  - c. The overarching culture and tone set by the Full Authority. Clarity of, and leadership given to, the purpose, direction and values of the ALB.
  - d. The quality of relationships between all board members and its relationships with ALB stakeholders. In particular, relationships between executive and non-executive members, the board and its sponsoring department and Ministers.

- e. Evidence that the board is using high quality performance data to assess whether outcomes and KPIs are being achieved, and how the board is challenging whether the data provided represents best practice.
- f. How the board's practices, relationships and cultural norms compare with other ALBs/best practice.

**Conclusion**

39. The Department for Transport Sponsor Team are invited to note the BTPA Board Effectiveness Review 2025 analysis provided above, and the BTPA Board Effectiveness Improvement Plan 2025 provided overleaf.

BTPA Board Effectiveness Improvement Plan 2025

Cabinet Office Guidance on Board Effectiveness Reviews Area	Aim	Objective / Activity	December 2025
Support the Accounting Officer and Additional Accounting Officer in meeting the requirements set out in <i>Managing Public Money</i> , specifically around standards of governance, decision-making and financial management	Ensure BTPA compliance with DfT Delegation Letter 2025/26	Conduct Delegation Letter Mapping Exercise (BER2024 R2A4)	<b>Completed</b> Delegation Mapping Exercise has been conducted, and its outcomes will now be incorporated into BTPA Executive / BTPA Committee Workplans (below).
		Incorporate Delegation Letter Mapping into Full Authority / Committee workplans (BER2024 R2A5)	<b>In Progress</b> As per above, outcomes of Delegation Mapping Exercise will be incorporated into Full Authority/Committee Workplans in advance of the March/May 2026 meeting cycle.
How the BTPA communicates with, listens and responds to, the Force and wider stakeholders	Improved BTPA Member Oversight of BTP 2025/26	Develop and deliver Member Oversight Programme 2025/26	<b>In Progress</b> Member Oversight and Engagement Framework and accompanying Plan has been drafted and is with BTPA Executive Senior Leadership Team for sign-off.
		Incorporate requests for Member assurance into refreshed programme of Member Oversight (BER2024 R16A30)	<b>In Progress</b> To be incorporated into finalised Member Oversight and Engagement Plan
		Ensure BTPA Oversight is balanced equitably across BTP Divisions (BER2024 R9A19)	<b>In Progress</b> To be incorporated into finalised Member Oversight and Engagement Plan
	Improved BTPA Member Stakeholder Engagement 2025/26	Draft BTPA Member Stakeholder Engagement Framework 2025/26	<b>In Progress</b> Member Oversight and Engagement Framework and accompanying Plan has been drafted and is with BTPA Executive Senior Leadership Team for sign-off.
		Establish and deliver Senior Influence Group	<b>Completed</b> BTPA Senior Influence Group has met three times and is scheduled to meet again in January 2026 to discuss its future role.
		Conduct consultation exercise with Members to determine their networks (BER2024 R8A15)	<b>In Progress</b> Due for delivery in early 2026.
		BTPA Executive to liaise with BTP External Affairs to ensure Member Networks used to best effect (BER2024 R8A16)	<b>In Progress</b> Due for delivery in early 2026 – dependent on prior delivery of the recommendation above.
		Deliver programme of BTPA Stakeholder Dinners (BER2024 R9A18)	<b>In Progress</b> BTPA is scheduled to meet at least once in each of Scotland, Wales and outside of London during 2026, with the remaining meeting (December 2026) in London. Each of these meetings has the potential to include an accompanying stakeholder dinner.
The BTPA's processes for identifying, reviewing and managing risk	Refreshed BTP/A Risk Product at BTPA Committees/Full Authority	Define outputs from Risk Workshop 2024 (BER2024 R3A6)	<b>Closed</b> This action will be referenced in the forthcoming Risk Workshop in January 2026.
		Convene BTP/A Risk Workshop 2025/26 to refresh BTP/A Joint Strategic Risk Register	<b>In Progress</b> Currently scheduled as part of the BTPA Board Development Day (28 January 2026).
		Adopt refreshed BTP/A Ways of Working to produce shared 'live' Joint Strategic Risk Register capable of being updated during each quarterly meeting cycle (BER2024 R3 A7)	<b>In Progress</b> No progress to report.
The quality of general information provided to the Full Authority, particularly the key performance indicators used	BTPA Members receive shorter, more concise and informative reporting	Adopt shared report writing guidance across BTP/A (BER2024 R12A22)	<b>Completed</b>

			BTPA Report Writing Guidance is appended to each commission that is issued for each BTPA Full Authority / Committee meeting.
		Rationalise the suite of reporting templates used across BTP/A (BER2024 R12A23)	<b>In Progress</b> BTP are developing an app within Teams for use as a board portal across the Force. This has the functionality to signpost report authors to reporting templates.
		Reduce average length of agenda packs on year (BER2024 R12A24)	<b>In Progress</b> Average pack lengths can be reported in BTPA Improvement Plan Closure Report, due June 2026.
		Utilise PowerBI to enhance BTPA Committee Oversight of data key performance indicators	<b>In Progress</b> Finance, Legitimacy and Performance Committee received a demonstration of PowerBI at its September 2025 meeting. BTPA Executive now need to work with the Force and Members to adopt ways of working that allow effective use of PowerBI to enhance oversight.
The quality of discussions around individual proposals and time allowed for discussion, including the processes the Chair(s) use to ensure sufficient debate for major decisions or contentious issues, including how constructive challenge is encouraged	Improved BTPA Member / Force perception of quality of debate around major decisions and contentious issues	Adoption of BTPA/BTP MOU on identifying matters of likely public interest	<b>In Progress</b> No progress to report.
		Consider inclusion of dynamics session during Full Authority Board Development 2025/26	<b>In Progress</b> For consideration at BTPA Board Development Day in January 2026, or May 2026 in support of new BTPA Chair.
<b>Ministerial Priorities 2025/26 Area</b>	<b>Aim</b>	<b>Objective / Activity</b>	<b>December 2025</b>
Board Effectiveness and Governance	Provide DfT with a Board plan that considers BTPA Full Authority's strength and capability, a succession plan that address skills gaps, and explores possibilities for reduction in numbers, and options for membership or roles for DfT and/or Great British Railways (GBR).	Adopt BTPA Membership Plan 2025/26	<b>In Progress</b> Due to be commenced in early 2026.
	I encourage regular communications [with Sponsor] ... on strategic aims and progress towards these. As per our agreed framework and government requirements for working with ALBs, this year I hope to see: An agreed annual priorities plan with clear objectives for BTPA; Embedding of annual performance meetings to discuss BTPA's progress and performance against agreed targets and aims; An annual meeting with my Rail Minister to ensure alignment on strategic issues and government policy.'	Adopt BTPA Priorities Plan 2025/26	<b>In Progress</b> Due to be commenced in early 2026.
Rail Reform	Assessing whether BTP/A has right structures and people to work with GBR as future client and funder	Conduct BTPA/GBR Assessment	<b>In Progress</b> Due to be commenced in early 2026, noting action arising from both Strategy Committee and BTPA Senior Influence Group that BTPA should be engaging with emerging GBR leadership – for including in BTPA Member Oversight and Engagement Plan.
	Working with DfT to identify capability gaps (especially legal and policy)	Implement BTP/A legal services approach	<b>In Progress</b> Solicitor recruitment is progressing, the Met's legal services framework has been adopted for wider use, and work continues to align HR and PSD use of lawyers with this approach under new consultancy spend controls.
	Explore opportunities for innovation to optimise BTP's role in rail reform	Implement Innovation Mechanism	<b>In Progress</b> Most recent progress report was made to Strategy Committee on 24 September 2025.
Police Reform	Benchmark BTPA oversight against other policing bodies	Refresh process of comparative benchmarking with peer policing oversight bodies	<b>In Progress</b> Due to be commenced in early 2026.

	Ensure data-driven approach to performance evaluation and accountability	Align with Home Office Performance Regime for Policing (noting wider context of policing in Scotland)	<b>In Progress</b> Due to be commenced in early 2026.
<b>Internal Audit Recommendations</b>	<b>Aim</b>	<b>Objective/Activity</b>	<b>December 2025</b>
GIAA Recommendation 1.1		Revised BTPA Code of Governance should be approved by the Full Authority to factor in changes to Scheme of Delegations. The addition of version control referencing and a contents page within the document would also provide a clear audit trail of changes and enable stakeholders to track amendments over time.	<b>Completed</b> On the Full Authority 10 December 2025 agenda.
GIAA Recommendation 1.3		The Framework Document 2025 should be finalised with all components completed and subsequently shared with DfT for sign off by HMT.	<b>Completed</b> Framework Document has been submitted to DfT/HMT for sign-off.
GIAA Recommendation 1.4		BTPA should look to provide the BTP Chief Constable with a sub-delegation of authority letter following receipt of the DfT Delegation Letter within four weeks, to allow timely distribution and update of delegation arrangements to enable BTP to action prior to September 2026.	<b>Completed</b> This recommendation has been accepted and adopted into ways of working and is due for delivery beyond the life of this improvement plan (plan delivered June 2026, letter due to Chief Constable by end August 2026).
GIAA Recommendation 2.1		There is scope to improve the current governance landscape through introducing practical housekeeping measures such as...scheduled breaks...streamlined papers.	<b>Completed</b> Scheduled comfort breaks have been adopted as at November 2025. Streamlined papers remain an ambition – to be pursued as part of the recommendation regarding uniform reporting templates (BER2024 R12A23).
GIAA Recommendation 2.3		BTPA should resume the practice of publishing the outcomes and findings from the board effectiveness reviews on their website to demonstrate accountability to stakeholders and reinforce good governance arrangements.	<b>In Progress</b> Board Effectiveness Report 2024 has been published on the BTPA website. Board Effectiveness Report 2025 will be published by 31 December 2025.

BTPA Board Effectiveness Action Plan 2024 – Legacy

Area	Objective	December 2025
How the Full Authority and its Committees support the Accounting Officer in meeting the requirements set out within <i>Managing Public Money</i>	Conduct Delegation Letter Mapping exercise for Committees.	Incorporated into BER2025
	Incorporate Delegation Letter points into Full Authority / Committee workplans (BER2024 R2A5)	Incorporated into BER2025
	Define outputs from BTP/A risk workshop 21 May 2024	Incorporated into BER2025
	Adopt refreshed BTP/A ways of working to produce shared 'live' Joint Strategic Risk Register capable of being updated during each quarterly meeting cycle.	Incorporated into BER2025
How the Full Authority has appropriately considered whether the BTPAs policies and actions support the Minister's strategic aims.	Adopt BTPA Priorities (BER2024 R6A11)	Incorporated into BER2025
	Incorporate BTPA Priorities into Committee Workplans (BER2024 R6A12)	Incorporated into BER2025
	Conduct mapping exercise of Ministerial Priorities against BTPA Workplans (BER2024 R7A13)	Completed
	Incorporate Ministerial Priorities into BTPA Workplans (BER2024 R7A14)	Incorporated into BER2025
The composition of the Full Authority and its Committees, including the balance of skills, experience, knowledge, and diversity (including diversity in its broadest sense i.e. diversity of place)	Conduct consultation exercise with Members to determine their networks.	Incorporated into BER2025
	BTPA Executive to liaise with BTP External Affairs to ensure Member networks are used to best effect.	Incorporated into BER2025
	Deliver programme of BTPA Stakeholder Dinners 2024/25	Incorporated into BER2025
	Ensure BTPA Member Engagement activity 2024/25 is balanced equitably across BTP Divisions.	Incorporated into BER2025
	Consider inclusion of dynamics session during Full Authority Board Development 2024/25	Incorporated into BER2025
Quality and timing of papers and presentations to the Full Authority.	Adopt shared report writing guidance across BTP/A	Incorporated into BER2025
	Rationalise the suite of reporting templates uses across BTP/A	Incorporated into BER2025
	Reduce average length of agenda packs on-year	Incorporated into BER2025
Effectiveness of Full Authority Committees, including their terms of reference, and how they are connected to the Full Authority.	Adopt review schedule by nominated Committee of business case closure reports, to gain assurance of compliance and lessons learned.	Incorporated into BER2025
	Incorporate Member requests for assurance into refreshed programme of Member Engagement.	Incorporated into BER2025