



Culture Commission Implementation Plan

December 2025

Introduction

In early 2024 the General Secretary submitted the Future Ways of Working strategy to the NEC recommending both an independent review of BALPA's culture and an independent review of BALPA's governance.

In August and September 2025, the NEC heard presentations containing analysis and recommendations from Laura Harrison about her independent culture commission and George Levy about his independent governance review. Reports were also submitted to the General Secretary and NEC on both projects.

The NEC agreed to:

- publish the culture commission report;
- adopt a set of principles for the implementation of the culture commission; and
- publish this plan for how we will implement the recommendations of the culture commission
- develop a plan for taking forward the recommendations in the governance report that fits in with the alignment stage of the implementation of the culture commission

The Report

The culture commission report was published at the beginning of December and was emailed to all members, reps and staff and is available on the BALPA portal and website.

Principles for Implementation

We know that *how* we implement recommendations is as important as *what* we implement. Accordingly, all BALPA members, reps and staff, at all levels of the organisation are asked to adopt the following principles:

Personal principles	<ul style="list-style-type: none">• Challenge ourselves and support colleagues where behaviour falls short of expected professional standards.
Collective principles	<ul style="list-style-type: none">• At every step – work towards equitable participation and demonstrate trustworthiness.

The NEC, General Secretary and Leadership Team will also adopt the following strategic principles in implementing the recommendations

Strategic principles	<ul style="list-style-type: none"> • Focus on clarity • Sequence actions logically, based on scale and leverage. • Form follows function: focus first on direction (the vision, mission and values and strategic framework), then on alignment (of individual and committee roles, rules, procedures etc).
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Plan for Implementation

The aim of the implementation of the culture commission is that we develop a strong and successful BALPA.

We will be strong and successful when we **rebuild trust** by ensuring that:

- our **purpose** is **shared** and **strategic**;
- our **participation** is **equitable** and **respectful** ; and
- our **processes** and **decision-making** are **transparent** and based on **fairness**.

<p>September 2025 – early 2026</p> <p>Setting the Scene and Preparing for Change</p>	<ul style="list-style-type: none"> • Presenting the Report - Laura Harrison to present her report and findings to the Strategic Forum Day of reps; individual Company Councils; Flight Safety Committees; BALPA staff and BALPA’s Annual Delegate Conference. • Publishing the Report – The General Secretary to publish the report and implementation plan at the beginning of December. • Preparing for Change – The report recommends that groups within BALPA (NEC; staff; Company Councils; Flight Safety Committees etc.) have facilitated sessions to discuss issues of the past, learn from them and prepare to move to the future.
<p>March 2026</p> <p>BALPA Together – Our Purpose</p>	<ul style="list-style-type: none"> • BALPA Together – Staff and reps to come together for a two day facilitated event to start to develop BALPA’s vision, mission and values so that we have a shared purpose that we can all align with and work together to achieve.
<p>April 2026 – December 2026</p> <p>Developing and Embedding BALPA Together</p>	<ul style="list-style-type: none"> • Developing BALPA Together Further – We will develop our vision, mission and values further by engaging with the wider representative community and our members to ensure we all feel included in the development of our purpose, vision, mission and values. • Aligning BALPA – Following the BALPA Together event we will work to develop <u>how</u> BALPA will deliver our vision and mission and live our values. Key outputs to include (but not limited to): <ul style="list-style-type: none"> • Create an equity and participation plan.

	<ul style="list-style-type: none"> • Develop role descriptions, definitions and structures. • Onboarding for NEC, CCs and staff so all are informed and aligned to the vision, mission and values. • Ensuring elections and governance are fit for purpose. • Developing better ways of working (more productive meetings etc).
<p>January 2027 – onwards Developing the next stage</p>	<ul style="list-style-type: none"> • Evaluating and Developing – We will evaluate the previous year’s work, take on board learning and co-create a plan for the next stage of development.