

Minutes

Appointments and Remuneration Committee

Wednesday 10 March at 10.30am via Microsoft Teams

Present:

Ron Barclay-Smith (Chair)
Andy Cooper
Martin Richards
Bev Shears

Apologies:

None

In attendance:

British Transport Police Authority Executive

Hugh Ind (Chief Executive)
Sarah McGarel (Deputy Chief Executive & Chief Financial Officer)
Stephanie Calvert (Head of Governance and Compliance)
Lucy Yasin (Head of Governance and Compliance)
Alistair MacLellan (Board Secretary / Minutes)

British Transport Police Force

Adrian Hanstock (T/Chief Constable)
Rachael Etebar (Director of People and Culture)

External

Moi Ali (External Member – DCC Recruitment Panel) (Item 12 – formerly Item 13)
Peter Buffoni (Gatenby Sanderson) (Item 12 – formerly Item 13)
Lucy D’Orsi (Metropolitan Police / Incoming BTP Chief Constable) (Item 12 – formerly Item 13)
Peter Guilder (Gatenby Sanderson) (Item 12 – formerly Item 13)
Emma Law (Gatenby Sanderson) (Item 12 – formerly Item 13)
Oliver Mulvey (Sponsor Team - Department for Transport)

Apologies

Agenda Item 1

1. There were no apologies.

Declarations of Interest

Agenda Item 2

2. There were no declarations. Members noted that officer and staff attendees had an interest in Item 12 (Police Staff Pension – Consultation Outcome).

Minutes

Agenda Item 3

3. **RESOLVED**, that the minutes and confidential summary of the meeting held on 18 November 2020 be approved.

Actions

Agenda Item 4

4. Members considered a report of the Board Secretary regarding actions arising from previous meetings and the following points were made.
 - a. The progress updates regarding Action 1/2020 (HR Compendium) and 3/2020 (Police Staff Reward OBC) were noted.
 - b. Members agreed that Actions 2/2020 (Note re Pay/Benefits) 4/2020 (Police Staff Reward Discussion) and 5/2020 (Appointment new Chief Constable) could be closed.
5. **RESOLVED**, that the report be noted.

Risk Profile

Agenda Item 5

6. Members considered a report of the Chief Executive regarding the Risk Profile and the following points were made.
 - a. A Member noted that, in addition to engaging the strategic risks A1(Political, Legal & Regulatory) and A6 (Financial sustainability), the papers before the meeting could also be said to engage risk A5 (Management of change).
7. **RESOLVED**, that the report be noted.

Police Authority Member Recruitment

Agenda Item 6

8. Members considered a report of the Board Secretary regarding Board Composition and Committee Memberships and received a verbal update from the Sponsor regarding Police Authority Member recruitment. The following points were made.

- a. The Sponsor acknowledged and apologised for the slow progress being made by DfT towards recruiting to the forthcoming vacancies on the Board. The Sponsor noted that ministerial business had been restricted to COVID and EU-Exit matters over the Christmas and New Year period, but the proposals for Member recruitment had now been submitted to the Minister for consideration in the past week, with a decision expected shortly. If Ministerial approval was forthcoming, then it would be feasible to expect that recruitment activity could commence by the Summer. If that timetable slipped, then the Sponsor would need to discuss mitigation measures with the Executive, including the granting of term extensions.
- b. In response to a question, the Sponsor acknowledged that the existing and forthcoming vacancies were putting pressure on the Authority's Committee structure and noted that he had the ability to grant six-month term extensions without the need to refer to the Minister.
- c. In response to a concern expressed by a Member, the Sponsor agreed to consult with a DfT lawyer to establish the legal implications of the Board operating in breach of its statutory membership numbers if existing Members were unable or unwilling to serve temporary term extensions from August this year (**Action 1/2021**).
- d. In response to a question, the Sponsor agreed to liaise with the DfT Appointments Team to ensure they in turn liaised with their Cabinet Office counterparts to ensure preferred candidates for Board appointment could be expedited where possible.
- e. The Chair concluded the item by noting that the Authority was keen to conclude Member recruitment to ensure the Board was operating as effectively as possible, and acknowledged the hard work undertaken by the Sponsor in support of this activity.

9. **RESOLVED**, that the report be noted.

Public Sector Pay 2021/22

Agenda Item 7

10. Members considered a report of the Director of People and Culture regarding Public Sector Pay 2021/22 and the following points were made.

- a. The Chief Executive noted that the Executive agreed with the content of the report and its recommendations and added that whereas the Authority and Force were complying with the pay pause, they were also following published Home Office guidance that meant some increases would take place through incremental pay.

- b. The Sponsor suggested that the Authority prepare a note for the Minister to set out its position around compliance with both the pay pause and guidance from the Police Remuneration Review Body (**Action 3/2021**).
- c. The Chair and T/Chief Constable noted that the report should be highlighted with the Scottish Railways Policing Committee given there may be a forthcoming 2% Public Sector pay increase in Scotland (**Action 4/2021**).

11. RESOLVED, that Members,

- a. Note the pay pause for Public Sector workers announced for England and Wales, apart from employees earning less than £24,000 who would receive a £250 award.
- b. Note that pay increments would continue.
- c. Note that a small adjustment of salary may be required to avoid leapfrogging.
- d. Approve that the Force continues to operate a national pay policy for police officers, and therefore would not implement the Public Sector pay award announced in Scotland.
- e. Note that the Chair and Authority members would not receive an uplift to their remuneration in 2021.

Gender Pay Gap Report 2020

Agenda Item 8

12. Members considered a report of the Director of People and Culture regarding the Gender Pay Gap Report 2020 and the following points were made.

- a. Members welcomed the fact that the Force's gender pay gap had decreased for a third year in a row, with a mean gap of 7.89% and median gap of 13.21%.
- b. Members noted that the deadline for publishing the report nationally had been extended until September 2021, but that the Force was in a position to submit the report to the original March 2021 deadline.
- c. In response to a question, the Director of People and Culture confirmed that the Force did lose female officers and staff to other Forces, but that recruitment of female candidates was strong.
- d. The T/Chief Constable noted that there remained work to do to improve the level of female representation within the Force.

13. RESOLVED, that Members,

- a. Note that the Force's gender pay gap had decreased for a third year in succession, with a mean gap of 7.89% and median gap of 13.21%.
- b. Endorse the British Transport Police Gender Pay Gap 2020 report.
- c. Authorise the publication of the report on the Government Gender Pay Gap website (**Action 5/2021**).

Police Staff Reward Transformation – Tender for Pay Modelling
Agenda Item 9

14. Members considered a report of the Director of People and Culture regarding Police Staff Reward Transformation – Tender for Pay Modelling and the following points were made.

- a. The Director of People and Culture introduced the report, noting that the Force proposed tendering for an external pay modeler to support the development of a Full Business Case for Police Staff Reward transformation in order to modernize the Force's staff pay model, which had not been reviewed or updated since 2010. Members' comments and feedback on the draft tender document were invited.
- b. A Member welcomed the report and suggested that a concise summary of the problem that the transformation activity sought to address be drafted (**Action 6/2021/1**).
- c. A Member noted the wider context to the proposal, namely the forthcoming change to the staff pension scheme, and suggested that the staff reward should note the level of turnover among staff members, and how the Force could provide opportunities for career progression and professional development.
- d. The Chair noted that the Force's national footprint meant it had to be alive to the various approaches to pay adopted by local Forces.
- e. In response to comments from the Chief Executive the Director of People and Culture confirmed that any changes to staff reward would need to be negotiated with TSSA; and that the costs of the proposal were not yet clear.
- f. In response to a further comment from the Chief Executive, the Director of People and Culture agreed to liaise with the Executive to determine how the Authority should have appropriate oversight of the reward transformation activity going forward (**Action 6/2021/2**).

15. RESOLVED, that,

- a. Members request that officers give due consideration to the comments made on the draft tender for pay modelling, and wider staff reward transformation activity.
- b. The report be noted.

Police Regulations – Introduction of Probation Periods for Rejoiners

Agenda Item 10

16. Members considered a report of the Director of People and Culture regarding Police Regulations – Introduction of Probation Periods for Rejoiners and the following points were made.

- a. Members were skeptical regarding differential treatment of probation for part-time versus full-time officers, noting that a probation period of 12 months for part-time officers seemed overly long and potentially discriminatory.
- b. Members were minded to support the recommendation that the Chief Constable be granted the ability to waive a probationary period for returners of less than two years since previous employment, provided that each use of this discretion was recorded in writing and reported to the Authority.

17. RESOLVED, that Members,

- a. Approve that a police officer may rejoin at any time without losing their previous rank, unless specifically employed for a role of a more junior grade.
- b. Approve the introduction of a probation period for rejoiner officers, and the addition of this period to the employment contract.
- c. Reject the differential treatment of part-time rejoiner officers compared with full-time rejoiner officers.
- d. Approve the Chief Constable's ability to waive probationary periods for returners of less than 2 years since they were previously employed, provided any use of such discretion be recorded in writing and reported to the Authority.
- e. Approve the requalification requirements for rejoiners as set out in section 4 of the report.

Smart/Home Working Post-COVID: Reward Considerations

Agenda Item 11

18. Members considered a report of the Director of People and Culture regarding Smart/Home Working Post-COVID: Reward Considerations and the following points were made.

- a. The Director of People and Culture introduced the report, noting the wider national context around the future of smart/home working following the pandemic. Areas for discussion included whether London Weighting – which represented a significant proportion of some staff reward – could be replaced with travel-to-work claims or home working allowances.



- c. A Member noted that the wider debate around smart/home working was in its early stages but it was clear many organisations planned to offer employees a blended office/home working environment. The Force, in developing its proposals, should be mindful of both wider emerging practice and any psychological factors likely to arise among a workforce that was working from home full-time.
- d. A Member concurred and suggested some broad principles around smart working could be adopted, and then reviewed after 6-12 months of operation. The challenges of ensuring adequate encryption of home working assets should not be overlooked.
- e. Members requested that a further report on progress made on smart/home working proposals be brought to the next meeting of the Committee (**Action 7/2021**).

19. **RESOLVED**, that,

- a. Members request that officers give due consideration to the comments made on the emerging Smart/Home Working Post-COVID Reward Considerations.
- b. The report be noted.

The Committee adjourned from 11.56am to 12.02pm. Members then agreed to vary the order of items on the agenda so that Item 13 (Deputy Chief Constable Recruitment) was taken next. T/Chief Constable Adrian Hanstock left the meeting.

Deputy Chief Constable Recruitment

Agenda Item 12 (formerly Agenda Item 13)

20. Members considered a report of the Head of Governance and Compliance regarding Deputy Chief Constable Recruitment and the following points were made.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

21. RESOLVED, that Members,

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

External attendees left at this point of the meeting.

Police Staff Pension – Consultation Outcome
Agenda Item 13 (formerly Agenda Item 12)

22. Members considered a report of the Chief Financial Officer regarding the Police Staff Pension – Consultation Outcome, and the associated formal summary document and supporting appendices, and the following points were made.

- a. The Chief Executive introduced the report, noting that report had been discussed and recommended to the Committee for approval by the Pension Working Group. Whilst the proposal was unlikely to be supported by the TSSA, Members would note the level of engagement undertaken, and the consideration given to each of the eight key themes identified from the consultation.
- b. Two Members noted that they had observed the meeting of the Pension Working Group at which the report had been considered and felt that they had been given a comprehensive understanding of the issues involved.
- c. A further Member noted that they also served on the Pension Working Group and was satisfied having read the report that a long and thorough

process of engagement had been undertaken, and the rationale for the proposal was clear, a proposal that was well suited for the Force's staff profile and had attractive add-on products such as life assurance.

23. RESOLVED, that Members,

- a. Note the endorsement of the Pension Working Group of,
 - i. The consultation submissions for acceptance (5, 7 and 8 of the report)
 - ii. The consultation submissions for rejection (1,2,3 and 4 of the report).
- b. Note the substantive comment of the Pension Working Group namely,
 - i. Communications with exiting scheme members should make clear any decision to transfer to the new DC scheme would be final and irreversible.
- c. Recommend to the Full Authority the consultation submissions for acceptance, and for rejection, as endorsed by the Pension Working Group.
- d. Recommend to the Full Authority the implementation of the proposed DC scheme for new employees from 1 April 2021.
- e. Recommend to the Full Authority the closure of the DB scheme to new employees (Police Staff and PCSOs) from 1 April 2021 subject to employees being offered a window up until 15 June 2021 to consider their financial position and join the existing staff scheme, or new staff scheme.
- f. Recommend to the Full Authority the proposed DC scheme as the auto-enrolment vehicle (**Action 9/2021**).

SUMMARY OF CONFIDENTIAL SESSION

The Sponsor and Director of People and Culture left at this point of the meeting.

Confidential Minutes

Agenda Item 14

- 24. RESOLVED**, that the confidential minutes of the meeting held on 18 November 2020 be approved.

Deputy Chief Constable Remuneration

Agenda Item 15

25. Members considered a confidential report of the Head of Governance and Compliance regarding Deputy Chief Constable – Remuneration.

The meeting returned to normal session.

Any Other Business

Agenda Item 16

26. There was no other business.

Meeting Evaluation

Agenda Item 17

27. Members noted that it had been a positive meeting with a wide variety of items getting deserved attention, with time keeping per item broadly on track. Contributions and questions from those present had been good, and repetition kept to a minimum. Moreover there had been good support from officers and the attendance of a large number of external attendees had been managed smoothly.

The meeting ended at 1.03pm.