

Report to: Full Authority
Date: 28 September 2021
Subject: Establishment of a People and Culture Committee & Appointments, Remuneration and Appraisal Committee
Sponsor: Co-Heads of Governance and Compliance
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For: Decision

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1. Purpose of paper

- 1.1 To seek formal agreement from the Authority on the establishment of a People and Culture Committee and an Appointments, Remuneration and Appraisal Committee.
- 1.2 To recommend that the Appointments and Remuneration Committee be discontinued and relevant elements of its work transferred to the new Appointments, Appraisal and Remuneration Committee.

2. Background

- 2.1 One key outcome of the Board Effectiveness Evaluation 2020/21 was the desire for the Full Authority to enhance its awareness around people and culture matters to ensure the Authority had a clear understanding and focus on what type of organisation and employer BTP/A was and aspired to be.
- 2.2 Members agreed at the June 2021 meeting that the 2020/21 Action Plan should include the discontinuation of the current Appointments and Remuneration Committee and be replaced by a People and Culture Committee with a wider remit to oversee strategic people matters. A separate Appointments, Remuneration and Appraisal Panel would take on the remaining relevant elements of the outgoing Appointments and Remuneration Committee.
- 2.3 Since that time, the Executive has liaised with Members of the current Appointments and Remuneration Committee and Force colleagues to develop a finalised proposal which sees the establishment of a,
 - People and Culture Committee,
 - Appointments, Remuneration and Appraisal Committee.
- 2.4 The mooted People and Culture Committee met for an inaugural meeting on 10 September 2021 and endorsed its terms of reference to the Full Authority for approval.

3. Recommendations

- 3.1 Members consider and subject to comments, approve the establishment and attached terms of reference of the People and Culture Committee, and Appointments, Remuneration and Appraisal Committee.

- 3.2 Subject to the above, Members approve the replacement of the current Appointments and Remuneration Committee by the Appointments, Remuneration and Appraisal Committee.
- 3.3 The British Transport Police Authority Code of Governance be updated accordingly.

4. Appendices

- 4.1 Terms of Reference – People and Culture Committee
- 4.2 Terms of Reference – Appointments, Remuneration and Appraisal Committee

People and Culture Committee

Terms of Reference

Purpose

- On behalf of the Authority, oversee and appraise BTP's approach towards matters pertaining to people, culture, leadership and behaviours.

Reporting

- A digest of key issues arising at each meeting will be circulated to the Full Authority for information. The minutes of each committee meeting will be reported to the next meeting of the Full Authority, with any reports or issues requiring the attention of the Full Authority highlighted by the Chair of the committee.

Responsibilities

- To be proactive in providing advice and guidance on the strategic direction of the overall People Strategy and the policies designed to achieve it. Including advice on the effective management of the key risks BTP is seeking to manage in the context of realising its People Strategy.
- To oversee, provide advice and guidance on the strategic direction of the Reward Strategy, ensuring that it remains effective at attracting and retaining a high-quality workforce which is also affordable.
- To review annual pay claims for officers and staff taking account of how these fit with the wider Reward Strategy and to recommend any pay awards for approval by the Appointments, Remuneration and Appraisal Committee.
- To consider and approve all changes to terms and conditions that fall under the Police Regulations 2003 and all departures from the Police Regulations, including changes made to the Police Regulations that the organisation chooses not to adopt.
- To encourage innovation with respect to employment matters whilst satisfying itself as the legal employer of police staff and officers, of compliance with relevant employment legislation;
- To receive advice from and provide support to the Director of People and Culture in relation to matters of Authority interest and provide a forum for input, discussion and feedback on contemporary people practice;
- To consider external and internal developments and drivers which are relevant to the success of, and which inform, the strategic people priorities, including but not limited to outputs from arrangements for sentiment testing employee attitudes and opinions;

- To monitor BTP's key performance indicators with regard to agreed strategic People objectives, including but not limited to recruitment, retention, progression, training and management of attendance.
- To receive the high-level outputs from the annual talent management process.
- To have oversight of legitimacy with respect to the representation, equality and diversity of BTP's workforce;
- To have oversight of the implementation of the Wellbeing, Health and Safety Strategy and policy compliance; including review of an annual assurance report; reporting by exception, including but not restricted to, resourcing, availability of competent advice, risk assessments, and training; and quarterly trend/statistical reporting on wellbeing, health and safety;
- To consider reputational, cultural and financial implications of professionalism matters reported by exception, including from the perspective of a public lens. This may include high profile complaints, appeals/reviews, grievances, employment tribunals and civil claim cases.
- Deep dive(s) of any risks referred to from the Audit and Risk Assurance Committee.

Milestones

- Staff & Officer pay award recommendations in July.

Meetings

- The People and Culture Committee will meet at least four times a year. The Chair of the Committee may convene additional meetings, as they deem necessary.

Chair and Deputy Chair

- The Chair, Deputy Chair and members of the Committee shall be appointed by the Chair of the Authority.

Quorum

- Half of the committee membership (where overall membership is an odd number, the quorum is rounded up e.g. membership of five = quorum of three).

Membership

- Four Members of the Full Authority.

Appointments, Remuneration and Appraisal Committee

Terms of Reference

Purpose

- To make BTP Chief Officer Group and other senior appointments within the BTPA Executive, to oversee that effective succession planning arrangements are in place, in line with the BTPA's statutory responsibilities and to review and approve remuneration recommendations made by the Authority's People and Culture Committee.

Reporting

- A digest of key issues arising at each meeting will be circulated to the Full Authority for information. The minutes of each meeting will be reported to the next meeting of the Full Authority, with any reports or issues requiring the attention of the Full Authority highlighted by the Chair of the Committee.

Responsibilities

- Orderly succession of senior appointments both within the BTPA Executive and the BTP Chief Officer team, in order to maintain an appropriate balance of skills and experience;
- acting on behalf of the Authority and seeking Secretary of State approval where required, make the appointment of BTP Chief Officers and the Chief Executive and Chief Financial Officer. This includes approval of recruitment processes, remuneration packages and contracts of employment;
- acting on behalf of the Authority, working with the Chief Constable, to agree Chief Officer secondments to and from BTP and temporary promotions expected to last beyond 6 months;
- to consider and approve packages on termination for employees of Chief Officer rank and in respect of senior positions in the BTPA Executive. This includes discretionary awards and payments, discretionary pension enhancements and ex gratia payments.
- To review and approve any recommendations made by the People and Culture Committee in respect of pay awards for the BTP and BTPA officers and staff.
- To receive and review annual appraisals for BTP Chief Officers and Directors of equivalent rank, and for the BTPA CEO and Treasurer.

Milestones

- Annual performance and development review in June/July.

Meetings

- The Appointments, Remuneration and Appraisal Committee will meet at least once a year to consider end of year appraisals and pay recommendations. The Chair of the Committee will convene additional meetings, as they deem necessary.

Chair and Deputy Chair

- The Chair and Deputy Chair of the Board.

Quorum

- Half of committee membership (where overall membership is an odd number, the quorum is rounded up e.g. membership of five = quorum of three).

Membership

- Four Members of the Full Authority.