

## **Head of Governance and People**

# **Information about the appointment and candidate brief**

May 2023

## Letter from the Chief Executive

Dear Prospective Candidate,

Thank you for being interested in this appointment. I lead a small team with broad responsibilities across the range of policing and rail sectors. I am looking for a motivated and capable individual (or job share) to help me make the most of this stimulating agenda. In return for your flexibility and collaborative approach, you will enjoy the privilege of having great influence on how our rail network is kept safe for the travelling public and a chance to use the fact of our separation from the Home Office to innovate for policing in Great Britain.

Public interest in policing is currently very high following disturbing and high-profile criminal cases involving police officers. I am impatient to use this momentum to work with BTP Leadership to drive real cultural change. I started work in the Home Office in 1991 so I well know it's beyond time to act. I want to use the unique statutory position of BTPA to show the way to UK Policing in this regard. I have a particular focus on driving through, within BTP, all elements of the National Police Chief Council's Race Action Plan. Policing has failed fully to win the support of black communities for longer than my professional life. We have to change that.

The railway is changing too. Significant realignment was in the pipeline even before the financial uncertainty stemming from changing travel patterns in the wake of the COVID-19 pandemic. We have a great opportunity to work with all security providers across the rail industry and in support of 'Great British Railways' both to improve security outcomes for passengers and to save taxpayers money. But it will take much work to get there. In doing so, we have a series of large and influential partners to work with – Network Rail, Transport for London, Transport Scotland, Transport for Wales to name but a few.

The primary purpose of the BTPA Executive is to support the Board of Members in ensuring the efficient and effective policing of the railways. The independence and calibre of my team in providing scrutiny, a second line of assurance, transparency and openness is critical to ensuring public confidence and accountability. As part of this, I also need a close, collaborative and capable team to support me as Accounting Officer for the £365m British Transport Police Fund.

The Head of Governance and People is a key leadership role within my Executive Team. The principal accountabilities of this role are to ensure BTPA has an effective governance framework and to provide policy and casework advice as the strategic lead for people and professionalism. Uniquely in policing, BTPA is the *employer* of all BTP's 5000 officers and staff. There are a range of People issues on which I need help in forming our view and working with Members and BTP to drive reform such as staff pay reform, entry level PC training, diverse recruitment (female and black officers), flexible and part time working for officers. The list is much longer.

BTPA embraces flexible working to ensure it has the widest reach and its employees have a work/life balance. This is evidenced through a number flexible working arrangements already in place within BTPA, including part-time, compressed hours and job-share. This is a genuine opportunity for someone seeking a flexible working arrangement.

In essence, I need help! And if you are motivated by the thought of working within a small but empowered team with an ability to influence the development of UK Policing and the safety of rail passengers for the better, then I very much want to work with you and I hope you will be choose to apply.

Hugh Ind

Chief Executive

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## An Introduction to British Transport Police Authority

The British Transport Police Authority (BTPA/“the Authority”) is the independent oversight body of the British Transport Police (BTP/“the Force”). We are an Arm’s Length Body sponsored by the Dept for Transport.

BTPA was formally established under the Railways and Transport Safety Act 2003 and is the independent body responsible for ensuring an efficient and effective police force for rail operators, their staff and passengers. Its duties and functions are similar to those of the Scottish Police Authority or a Police and Crime Commissioner in England and Wales, but it oversees a force that is responsible for policing a much wider area – the railways of Great Britain.

The Act gives BTP a statutory jurisdiction extending throughout Britain’s railway networks and property. Within this jurisdiction, a BTP constable has the same powers and privileges as a Home Office constable. It also extends outside railway property when acting on railway matters. As a non-Home Office police force, however, BTP differs significantly in terms of governance, funding, accountability and specialisation. A primary focus is to keep the rail network running.

BTPA is made up of between eleven and seventeen Members appointed by the Department for Transport and supported by a small Executive Team. Members provide knowledge and experience of issues that concern passengers, the railway industry, railway employees and the devolved nations. Its statutory duties include:

- Securing an efficient and effective police force for the railways
- Appointing the Chief Constable, Deputy Chief Constable, Assistant Chief Constables, Directors of BTP and the Chief Executive and Chief Finance Officer/Treasurer of BTPA
- Entering into Police Service Agreements with (in excess of 30) railway operators
- Employing police constables, civilian employees and cadets
- Regulating the government, administration and conditions of service of those employed by the Authority in the service of the police force
- Setting a strategy for policing the railway
- Setting objectives for the policing of the railway
- Issuing an annual Railways Policing Plan
- Setting the budget of expected income and expenditure for policing the railways each year as well as defraying the expenses and recovering the cost

BTPA publicises objectives, strategic direction and performance review of the BTP through a number of vehicles:

- The [Strategic Plan](#) sets out the BTPA’s medium-term and long-term strategies for policing the railways during that period; the latest plan covering 2022-25 was launched in June 2022.

- The national and local [Policing Plans](#) contain the BTPA's priorities for each year, the financial resources it expects to be available and how it proposes to allocate those resources. These plans are refreshed annually.
- Finally, the [Annual Report and Statement of Accounts](#), published after the end of each financial year and covering the policing of the railways in that year.

## An Introduction to British Transport Police

As the specialist and dedicated police service for Britain's railways, BTP's work is wide reaching, providing an important service to all passenger and freight operators, Network Rail, their staff and customers across England, Scotland and Wales, as well as policing the London Underground, Docklands Light Railway, the Midland Metro Tram System, Croydon Tramlink, Sunderland Metro and Glasgow Subway.

In delivering its increasingly challenging mandate, BTP must deliver value for money for its funders. Working effectively and productively with a broad range of stakeholders, whether it is others in the policing family in England, Scotland and Wales, the rail industry, the Department for Transport, the devolved administrations in Scotland and Wales or the British Transport Police Authority (BTPA), which holds the Force to account, is essential.

Whilst the focus on minimising crime and disruption on the railways is unwavering, BTP is working hard to improve its approach to safeguarding and operate in an even more flexible and responsive way. This is all alongside working with the rail industry to look at the future of policing and security under the new era of 'Great British Railways' (GBR). BTP/A are leading the conversation on the shape of policing and security for the nation's railways in the future, recognising that the landscape is changing, technology is advancing and the challenges to keep the railways safe are evolving. BTP has developed it's a 'Force on the move' change programme to drive this work aiming to increase its sphere of influence in rail and beyond by ensuring BTP is recognised for its specialist skills and the value it adds through:

- Being focused on the future
- Becoming a modern and inclusive workplace
- Optimising service delivery
- Pioneering a new generation of partnerships

Unlike Home Office police services, BTP is accountable to the BTPA, falling under the remit of the Secretary of State for Transport, rather than the Home Secretary or the Cabinet Secretary for Justice in Scotland. Furthermore, BTP is substantially funded by train companies as well as by Network Rail and Transport for London, and it must operate efficiently, delivering a high-quality, responsive service across an expanding network at a cost which delivers recognisable value for money for funders.

BTP currently has an overall revenue budget of £365.3m, which is subject to approval by the BTPA. BTP currently has 3,142 police officers, 271 special officers, 198 PCSOs and 1,468 civilian staff all of whom are employees of the BTPA as the legal entity.

## The BTP Fund

BTPA is responsible for setting the expenditure budget and raising income under the terms of Police Services Agreements with industry partners, both for itself and for BTP. BTPA is also responsible for its own administration and expenditure. BTP has a large degree of autonomy in the spending of the budget given to it by BTPA, and full independence in policing matters, but it is the role of BTPA to exercise appropriate oversight of the Force, particularly in matters of financial and corporate governance.

A single fund exists known as the BTP Fund into which all income is paid and from which all expenditure is made. The Chief Executive of the Authority is the Accounting Officer of the Fund and the Chief Finance Officer, to whom this role reports, is the Treasurer. The Chief Constable is an additional Accounting Officer and is responsible for the resources under her control. A clear description of responsibilities can be found in Annex 6 of the Authority's [Code of Governance](#).

## The Head of Governance and People Role

### Role Purpose

The Head of Governance and People is a key role within the leadership team at BTPA supporting the Board of Members. The principal accountabilities are to establish and maintain the highest standards of corporate governance and to provide policy and casework advice to Members as the strategic lead for corporate governance, people and professionalism.

The role works collaboratively with BTP as well as Government departments and other policing and public sector bodies.

### Line Management

Board Secretary, Member Engagement Manager, Governance Manager and Executive Team Assistant

### Liaises with

- Senior government officials/sponsorship team
- IOPC/PIRC/Home Office/ICO
- MOPAC/PCCs/APCC/APACE/College of Policing
- Non-Home Office force equivalents
- Chief officers and heads of department
- Staff associations including BTP Federation, Superintendent's Association and TSSA
- Partners such as lawyers, consultants and other advisors.

### Accountabilities

#### Corporate Governance and Leadership

1. Lead on all corporate governance elements, working with the Authority in an advisory capacity to ensure it delivers its statutory duties, conducts effective oversight and meets its wider responsibilities with a focus on delivering assurance for all stakeholders.
2. Leading continuous improvement through a Board Effectiveness Evaluation programme. Designing the process, analysing the inputs, developing and driving the action plan to deliver positive change and improvements.
3. Responsible for the Authority's Code of Governance setting out where accountabilities and powers lie between BTPA and BTP. Ensuing this reflects



legislative requirements, best practice and feedback throughout the year and is accessible, clearly communicated and understood throughout the organisation to ensure compliance.

4. Lead on the development of and assess progress against BTPA's goals, priorities and annual business cycle, in consultation with senior colleagues.
5. Drive continuous improvement in the capability and effectiveness of the Authority through regular engagement with Members, offering direction and specialist advice.
6. Executive lead for the full Authority, People and Culture Committee and the Appointments, Remuneration and Appraisal Committee.
7. Building strong relationships with diverse stakeholders, across multiple networks.

#### People and Culture

8. As strategic people lead, develop an open and transparent relationship with the BTP Director of People and Culture and their senior team. Ensure BTPA Members are well informed of and take a clear view on BTP strategic people matters.
9. Researching, advising Members and pressing for BTP action as appropriate on a range of strategic people issues, including wellbeing, health and safety. Other current topics include Staff Pay Reform, introduction of new PC intake training (apprenticeships), diverse recruitment, job specific selection, flexible working opportunities, license reviews for serving officers.
10. Leading and advising on BTPA Member, staff and Chief Officer succession planning and the recruitment, selection and onboarding processes for these posts.
11. Ensuring BTPA has suitable and well understood arrangements in place in respect of the management of employees including but not limited to arrangements for starters and leavers, sickness absence and the annual appraisal process.

#### Professionalism

12. As strategic lead for professionalism, be well informed of national professionalism workstreams and the BTP/A response, developing an open and transparent relationship with the Head of Professional Standards Department and their senior team and working with the Member lead for professionalism to assist them in discharging their role.
13. Ensuring complaints, conduct and performance regulations are in place and mirror those of Home Office forces in accordance with s.36 of the Railways and Transport

Safety Act 2003. Lead on the implementation of changes where appropriate, including formal agreements with IOPC and PIRC.

14. Lead the work on public complaint reviews, acting as decision maker on the Complaints Review Panel alongside Members.
15. Oversee the delivery of Police Appeal Tribunals process, the appointment of misconduct hearing panels, including collaborating with partners on the recruitment and retention of Legally Qualified Chairs and Independent Panel Members.
16. Responsible for complaints and conduct matters involving chief officers and ensuring these are dealt with in accordance with relevant BTP regulations.

### General

17. Lead on information management responsible for ensuring appropriate procedures are in place covering data protection and freedom of information requirements and compliance against these.
18. Providing advice, support and operational assistance to the Chief Executive on a range of issues.
19. Lead on corporate services related work on behalf of the BTP, ensuring relevant policies are in place, current and aligned to BTP as far as BTPA structure and circumstances allow.
20. Preparing correspondence and reports requiring sensitivity, discretion, judgment and/or negotiation.

### **Knowledge, Skills and Experience**

#### Essential

1. Critical thinker with decision making experience. Demonstrable experience at providing specialist advice to a Board and/or senior colleagues.
2. High level of self-motivation, drive and flexibility. Strong sense of ownership and accountability.
3. Enthusiasm to work as part of a team albeit with proven leadership and management skills, including the ability to stimulate thinking and actions in others.
4. Proven communication skills both written and verbally with strong presentation and drafting skills, including the ability to present information and data in a clear, concise and logical way.

5. Experience of working at a senior level within a regulatory and/or statutory framework and an ability to foster collaborative relationships at a senior level.

**Desirable**

1. Experience/understanding of rail sector or police service and/or an oversight or regulatory body within the public sector.

**Location**

BTPA staff are working to a hybrid model with staff attending the office in Camden 40% of the week (pro-rated for working patterns) and working from home for the remainder. The Camden office is scheduled to move to Victoria before the end of 2024.

**Reporting lines**

The role reports directly to the Chief Executive.

## Remuneration package

The post is graded as C003 and the salary is on a seven-point scale from £71,613 to £84,962 per annum.

Allowances (in addition):

- London Weighting Allowance of £2,835 per annum

Other benefits include:

- 28 days leave per annum, rising to 30 days with 5 years' service
- Police Staff Pension scheme (payable at 60)

## How to apply

You are asked to submit your application by way of a CV and a supporting statement no more than two sides of A4 providing clear examples of how you meet the essential criteria as listed. The evidence should be specific and focused on your personal involvement, experience, actions and the resultant outcome.

Applications should be sent as follows:

**By email to:** [BTPArecruitment@btp.police.uk](mailto:BTPArecruitment@btp.police.uk)

The closing date for applications is **17:00** on **17 May 2023**.

Interviews will be held during the latter part of week commencing 22 May 2023.

## Information for candidates

### Equal opportunities

BTPA is an equal opportunities employer and is determined to ensure that:

- The workforce reflects the diverse community which it serves and that the working environment is free from any form of harassment, intimidation, bullying or victimisation;
- No job applicant or employee is treated more or less favourably on the grounds of gender, sexual orientation, age, marital status, race, colour, nationality, ethnic or national origins, creed, religion or disability;
- No job applicant or employee is disadvantaged by conditions or requirements which cannot be justified by the requirements of the job.

### Data protection

Any data about you will be held in secure conditions with access restricted to those who need it in connection with dealing with your application and the selection process. Data may be used for the purposes of monitoring the effectiveness of the recruitment process but in these circumstances all data will be kept anonymous. The equal opportunities monitoring form is used for monitoring the selection process only. If you do not wish to have these details recorded please return the form uncompleted. If you are unsuccessful, personal details relating to your application will be destroyed after 6 months.

### Pre-employment checks

The successful candidate will be subject to the satisfactory completion of pre-appointment enquiries including management vetting and references, before an appointment can be offered formally. The successful candidate will be required to sign a contract with the Authority before taking up appointment.

It is a requirement of the pre-employment checks that you have been resident in the UK for the last three years.

### Travel costs

There are no arrangements for the reimbursement of travel costs for the interview process.