

[20 June 2025] Agenda Pack / Appointments, Remuneration and Appraisal Committee

MEETING

20 June 2025 10:30 BST

PUBLISHED
20 June 2025

Agenda

Location

Hybrid / Waterloo and Penzance Meeting Room, 7th Floor, BTP, 200
Buckingham Palace Road, London SW1W 9TJ

Date

20 Jun 2025

Time

10:30 BST

	Item	Owner	Page
1	Apologies	Chair	-
2	Declarations	All	-
3	Minutes		-
3.1	20 June 2024	Chair	3
3.2	5 September 2024	Chair	12
4	Actions	Chair	19
5	Strategic Risk	Chief Executive	23
6	Update / Pay Award 2025	Director of People and Culture	25
7	Ancillary Issues / Pay Award 2025	Director of People and Culture	27
8	Annual Review / Terms of Reference and Workplan	Head of Governance and People	32
	Force attendees below rank of Chief Constable to depart the meeting		-
9	Appointment of Deputy Chief Constable	Head of Governance and People	40
10	Chief Officer Group End of Year Appraisals 2024/25	Chief Constable	49
11	Update / Role of BTPA Chief Financial Officer	Chief Executive	-
	Chief Executive and Chief Constable to depart the meeting		-
12	Chief Executive's End of Year Appraisal 2024/25	Chair	-
13	Chief Constable's End of Year Appraisal 2024/25	Chair	-
14	Any Other Business	All	-

Report to: Appointments, Remuneration and Appraisal Committee

Date: 20 June 2025

Subject: Annual Review / Workplan and Terms of Reference

Author: Board Secretary

Sponsor: Head of Governance and People

For: Decision

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Introduction

1. At this point in the annual Committee cycle, Members have the opportunity to review both your Committee Workplan, and your Committee Terms of Reference. These are both provided as annexes to this report as Annex 1 and Annex 2.
2. In reviewing your proposed workplan and existing terms of reference, Members are asked to comment on and ultimately endorse the following principles,
 - a. The adoption of tiers within the workplan, to maximise the level of scrutiny afforded by the Committee. These tiers are:
 - i. Tier 1 / Committee Business
 - ii. Tier 2 / Member Engagement undertaken in between meetings of the Committee.
 - iii. Tier 3 / BTPA Executive engagement with BTP in between meetings of the Committee.
 - b. The adoption of a multi-year approach to the Committee Workplan, to mirror the cycle of the BTPA Strategic Plan and Policing Plan (2025-27), and the recently adopted practice of peer Committees that mirrors the above approach.

Tier 1 / Committee Business

3. Your Committee meets at least once per year, with a core list of standing and administrative items which require, broadly, 10 minutes to consider (see Standing / Administrative Items listed for each meeting in the annexed Workplan). This time commitment leaves the agenda free for a number of other substantive items at each meeting.
4. As per the annexed workplan, no substantive items are currently listed for consideration. This reflects the fact your Committee meets infrequently, compared to other Committees, to consider the annual pay award, Chief Officer appraisals, and to consider appointments of Chief Officers.

5. With the above paragraph in mind, your Committee's Oversight Map has been provided at Annex 3. You are invited to comment on the draft Workplan and suggest any areas of focus you feel should be brought to Committee over the next 12-18 months. Subject to that feedback, an updated workplan will be submitted to your next meeting.

Tier 2 / Member Engagement

6. Members are invited to consider which areas of Committee business they would wish to undertake engagement on in between meetings of the Committee. These could include,
 - a. Issues which are considered on an annual basis at Committee, where Member Engagement during the course of the year could enhance the level of scrutiny afforded to that issue at the point at which it is considered by the wider Committee.
 - b. Attendance at Force-level governance forums. This engagement should be consistent, but time limited to ensure adequate Member scrutiny, whilst also respecting the operational independence of the Force.
 - c. Thematic engagement on a topic that either BTPA or BTP feels warrants greater Member involvement and/or support.
 - d. In addition to any Member feedback on the above, the BTPA Executive can recommend a programme of Committee Engagement that can be reviewed alongside the Workplan at each meeting.

Tier 3 / BTPA Executive Engagement

7. Staff of the BTPA Executive routinely attend Force-level meetings at which issues within the remit of the Committee are discussed. To date, summaries of elements of this oversight has been uploaded to *Board Intelligence* on an ad hoc basis.
8. Going forward, greater emphasis will be given by the BTPA Executive to consolidating this feedback and providing it to Members in a format that ensures it clearly contributes to the wider scrutiny provided by the Committee.
9. BTPA Executive will continue to liaise with SPA Corporate counterparts on SRPC matters, across all tiers of engagement.

Terms of Reference

10. Members are invited to provide any comments on their existing terms of reference. One recommended change is the deletion of reference to a meeting digest being produced following each meeting – experience has shown that in practice this is a duplication of effort when taken together with the production of minutes for each meeting.

Recommendations

That Members,

11. Comment on and, subject to any comments, endorse both the tiered framework for Committee scrutiny, the proposed multi-year approach to Committee Work Planning, and any preferred areas of focus.
12. Comment on any preferred areas for Member Engagement.
13. Comment on the Committee's terms of reference and approve the deletion of reference to meeting digest(s).

WEBSITE

Appointments, Remuneration and Appraisal Committee Workplan 2024/25

[June 2025]

September 2025	
Standing / Administrative Items	Suggested Items
<ol style="list-style-type: none"> 1. Apologies 2. Declarations 3. Minutes 4. Actions 5. Strategic Risk 6. Workplan 7. Any Other Business 	

June 2026	
Standing / Administrative Items	Suggested Items
<ol style="list-style-type: none"> 1. Apologies 2. Declarations 3. Minutes 4. Actions 5. Strategic Risk 6. Workplan 7. Any Other Business 	

September 2026	
Standing / Administrative Items	Suggested Items
<ol style="list-style-type: none"> 1. Apologies 2. Declarations 3. Minutes 4. Actions 5. Strategic Risk 6. Workplan 7. Any Other Business 	

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June 2027	
Standing / Administrative Items	Suggested Items
<ol style="list-style-type: none"> 1. Apologies 2. Declarations 3. Minutes 4. Actions 5. Strategic Risk 6. Workplan 7. Any Other Business 	

September 2027	
Standing / Administrative Items	Suggested Items
<ol style="list-style-type: none"> 1. Apologies 2. Declarations 3. Minutes 4. Actions 5. Strategic Risk 6. Workplan 7. Any Other Business 	

March 2027	
Standing / Administrative Items	Suggested Items
<ol style="list-style-type: none"> 1. Apologies 2. Declarations 3. Minutes 4. Actions 5. Strategic Risk 6. Workplan 7. Any Other Business 	

Appointments, Remuneration and Appraisal Committee Terms of Reference

Purpose

1. 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

2. 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

3. 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;
4. 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;
5. 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;
6. 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.
7. 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.
8. To receive and review annual appraisals for BTP Chief Officers and Directors of equivalent rank, and for the BTPA CEO and Treasurer.

Milestones

9. Annual performance and development review in June/July.

Meetings

10. 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

11. The Chair and Deputy Chair of the Board.

Quorum

12. 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

13. Four Members of the Full Authority.

WEBSITE

Assessment of BTPA Committee and Executive Oversight of BTP and Current Priority Level

Committee: Appointments, Remuneration and Appraisal Committee (ARA)

High	Yes	Subject:	Annual pay strategy (↔)		Oversight of the process of appointing Chief Officers and equivalent rank (↔)
		Strategic Risk (residual score):	Financial Sustainability (16)		Recruitment & Retention (12)
		Recent report:	05/09/24 - Item 4, Pay Award 2024		

Medium	Partial	Subject:	Plans for orderly succession to senior management, taking into account I&D (↔)		
		Strategic Risk (residual score):			
		Recent report:			