

[6 June 2024] Agenda Pack / People and Culture Committee

MEETING
6 June 2024 10:30 BST

PUBLISHED
31 May 2024

Agenda

Location
Hybrid / Teams & Meeting Room G1/G2, British Transport Police
Force Headquarters, 25 Camden Road, London, NW1

Date
6 Jun 2024

Time
10:30 BST

	Item	Owner	Time	Page
1	Apologies	Chair	10:30	-
2	Declarations	All		-
3	Minutes	Chair		4
4	Actions	Chair		15
5	Strategic Risk	Risk and Assurance Manager	10:35	18
5.1	Strategic Risk Deep Dive / Recruitment and Retention	Risk and Assurance Manager	10:40	23
6	People Performance Scorecard Q4 2023/24	Head of Workforce Planning	11:00	36
7	Police Officer Deployability and Temporary Duty Restrictions	Head of Workforce Planning	11:20	41
8	People and Culture Committee / Moving Forward	Head of Governance and People	11:35	46
9	Police Covenant Update	Director of People and Culture	11:50	48
10	Revised Machinery of Negotiation / BTPA, BTP and BTP Federation	Head of Governance and People	12:00	-
11	Maternity Backpay Implementation Update	Deputy Director of People and Culture	12:05	-
12	Concessionary Travel Update	Head of Governance and People	12:10	-
13	BTP/A Dismissals Review: Senior Officer Panels	Head of Governance and People	12:15	51
13.1	Appendix / Minutes of Dismissals Review Joint Working Group Meeting [14 May 2024]	Head of Governance and People		53
14	'Issue of the Day' / Engagement of Middle Managers	Director of People and Culture	12:20	58
15	Frontline Input	Beatrice Loosley	12:35	-

	Item	Owner	Time	Page
16	Annual Review / Terms of Reference	Head of Governance and People	12:45	61
17	Workplan	Head of Governance and People	12:50	65
18	Any Other Business	All	12:55	-
19	Meeting Evaluation	All		-

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PEOPLE AND CULTURE COMMITTEE ACTIONS

Serial	Date	Action	Owner	Update
13/2023	6 September 2023	The Chair welcomed the report on Force response to Casey Review and requested that the Force and BTPA Executive liaise to determine an appropriate reporting tempo to Committee going forward	Head of Governance and People in liaison with Head of Professional Standards	In Progress Decision on reporting tempo to be incorporated into revised workplan. NB synergy with ARAC 10/2022 and <u>the recommendation an element of independent assurance be secured.</u>
14/2023	6 September 2023	The Chair requested sight of the Chief Officer Group paper on police staff pay reform.	Deputy Director of People and Culture	Completed Police Staff Pay Reform Business Case paperwork provided in Background Papers.
1/2024	7 March 2024	In response to a question, the Director of People and Culture agreed to revert outside of the meeting with an explanation for the level of do-not-attend/late cancellations for psychological referrals	Director of People and Culture	In Progress Update to be provided at June 2024 meeting
2/2024	7 March 2024	In response to a question, the Director of People and Culture replied that the Force's Central Health and Safety Committee had reviewed the issue of asbestos on the estate used by the Force – much of it allocated by industry stakeholders acting as landlords. The Director committed to revisiting the report to establish whether a further review was advisable.	Director of People and Culture	Completed Please see written update provided overleaf.
3/2024	7 March 2024	A Member welcomed the Complaint Reviews Annual Report, noting in particular the low ratio of upheld reviews. She commented that, prior to sharing more widely, the report could benefit from some further narrative to set context around the reasons three reviews were upheld.	Head of Legitimacy and Performance	In Progress Revised Annual Report will be uploaded to <i>Board Intelligence</i> . Board Secretary will signpost its publication to wider Members of the Full Authority once this happens.



Report to: People and Culture Committee

Date: 6 June 2024

Subject: People and Culture Committee – Moving Forward

Sponsor: Head of Governance and People

Author(s): Head of Governance and People & Committee Chair

For: Discussion

25 Camden Road
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Background

1. Various people involved with the People and Culture Committee [PCC] have commented that we could make better use of the time we spend in our formal meetings.
2. Following the PCC on 7 March, a virtual meeting was held with key people from the HR team, the Authority Executive and Authority members attending. There was common ground about the need to be more focussed on outputs and on the need to strike the balance between decision making and information sharing. The single most important function of the PCC is to be a partner to the Authority in delivering our shared goals on the performance and wellbeing of BTP's people, and the organisation's goals on culture change.

For Consideration

3. There was general agreement that the PCC should provide support and challenge and focus on the issues that COG and the Director of People and Culture are most concerned about.
4. Recognising that it takes both significant effort and a long time to change cultures, it is agreed that the PCC should spend much of its time on culture. This includes, but is not limited to: leadership, recruitment and retention, pay and reward, occupational health and health and safety, training, and I and D.
5. The PCC also must deal with significant issues such as the annual H and S report, the gender pay gap report, the annual pay review, and the staff survey. All of these issues are to be fitted into a workplan as they happen at the same time each year but should also feature at other times too e.g. H and S is a key priority to the Authority as the employer.
6. The PCC has not always been able to find time to discuss "the issues of the day". As an example, little time was given at the last meeting to the Angiolini Inquiry report.

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7. There is a consensus that we should attempt to measure success, rather than rely on anecdote and feelings. We also need to analyse trends rather than look at data as a snapshot of any given quarter.
8. All recognise the effort that goes into producing papers for the PCC and the need not to appear dismissive of colleagues who appear to present their papers. Balancing this is the need not to spend committee time on reading our papers that colleagues will already have left. A view is emerging that fewer papers that are concise with longer time for discussion might be the way forward.
9. A final point for consideration is to involve others in the meetings. Whilst we could invite external people to the PCC, it was felt that we should first extend invitations internally and would be particularly interested in hearing from early career colleagues or colleagues from diversity networks or other underrepresented groups. Members of the PCC would also like suggestions of where they should visit to hear more about people engagement and look to HR colleagues to provide this.

A New Look Meeting – A Proposal

10. A new look meeting might have the following template:
 - a. Formalities – welcome, minutes, declarations 5 mins
 - b. Risk 5 mins
 - c. Data pack 20mins
 - d. Items for decision or where a steer is needed 60 mins
 - i. At least 20 mins
 - ii. No more than 3
 - e. Items for insight 30 mins
 - f. The “issue of the day” 15 mins
 - g. An external input 10 mins
 - h. AOB/review 5 mins
11. Such a meeting would require:
 - i. Members to have read everything in advance and prepared questions.
 - j. Focussed debate.
 - k. Due respect for non-regular attendees presenting or observing.
 - l. Succinct papers pointing us to the key issues.
 - m. Commission a small task and finish group to propose a revised regular data pack to include clear progress assessment against people strategy metrics, tracked over time, and prompting concrete actions.

Next Steps

12. Proposed next steps are:
 - a. Discuss with Committee Members at the June 2024 Member Pre-Meet, and Committee attendees at the June 2024 meeting.
 - b. Evaluate and refine after the June 2024 meeting.
 - c. Approve the new People Performance Scorecard (formerly People Data), with a review point after 6 months.

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Report to: People and Culture Committee

Date: 6 June 2024

Subject: Annual Review of Terms of Reference 2024

Sponsor: Head of Governance and People

Author: Board Secretary

For: Decision

1. Purpose of Paper

- a. To invite People and Culture Committee Members to comment on the Committee's terms of reference so that any proposed revisions may be submitted to the Full Authority for approval.

2. Recommendation(s)

- a. Members consider and suggest any proposed revisions to the terms of reference.

3. Background

- a. Whereas Committee effectiveness will be evaluated primarily through the annual Board Effectiveness Review, each Committee is nevertheless invited to review its own terms of reference when developing its workplan for the succeeding year¹. The current terms of references are at appendix 1.
- b. To help inform this review, the Oversight Map for the Committee is also provided, at appendix 2.

4. Conclusion

- a. Members are invited to review the Committee terms of reference and suggest any revisions for consideration by the Full Authority.

¹ BTPA Code of Governance (March 2024) paragraph 228.

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Appendix 1 / People and Culture Committee Terms of Reference

Purpose

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

Reporting

2. 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

3. 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.
4. 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.
5. 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.
6. 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.
7. 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.
8. 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.
9. 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.
10. 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.
11. To have oversight of Force leadership training and behaviours.

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12. To receive the high-level outputs from the annual talent management process.
13. To have oversight of legitimacy with respect to the representation, equality and diversity of BTP's workforce.
14. 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.
15. 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.
16. Deep dive(s) of any risks referred to the Committee from the Audit and Risk Assurance Committee.

Milestones

17. Staff and Officer pay award recommendations in July.
18. Annual Wellbeing, Health and Safety Report for recommendation to Full Authority.

Meetings

19. 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

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

Quorum

21. 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

22. Up to five Members of the Full Authority.

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

Committee: People and Culture Committee (PCC)

Priority	Oversight	Subject area			
High (6 areas)	Yes	Employee representation, progression and inclusion (incl at senior ranks)	Complaints and conduct matters and referral to IOPC and vetting	I&D Strategy	Systems for identifying and developing leadership and high potential
		SR: Legitimacy (16)	SR: Legitimacy (16)	SR: Legitimacy (16)	
	Partial	Health and safety - compliance with requirements			Cultural focus - setting the vision for the culture of the organisation
		Health, Safety and Wellbeing (15)			
	No				

Medium (8 areas)	Yes	Actuals vs. establishment, recruitment and retention	Sickness management - trends and ill health monitoring	Grievances
		SR: Recruitment & Retention (12)	SR: Health, Safety and Wellbeing (15)	SR: Legitimacy (16)
		Progress against delivery of People Strategy	Employment T&Cs compliance	Learning and development
	Partial	Employment tribunals and proposed settlements associated with these proceedings		
	No	Apprenticeships		

People and Culture Committee Workplan 2024/25

[June 2024]

June 2024	
Standing / Administrative Items	Suggested Items
<ol style="list-style-type: none"> 1. Apologies 2. Declarations 3. Minutes 4. Actions 5. Strategic Risk 6. People Data 7. 'Issue of the Day' 8. Frontline / External Input 9. Workplan 10. Any Other Business 11. Meeting Evaluation 	<ol style="list-style-type: none"> 12. Strategic Risk Deep Dive / Recruitment and Retention 13. People Committee / Moving Forward 14. Officer Deployability and Temporary Duty Restrictions 15. Machinery of Negotiation / BTP, BTP Fed, BTPA¹ 16. BTPA Dismissals Review Update 17. BTP Maternity Backpay Update 18. Police Covenant 19. Travel Concessions Update 20. Annual Review of Terms of Reference

September 2024	
Standing / Administrative Items	Suggested Items
<ol style="list-style-type: none"> 1. Apologies 2. Declarations 3. Minutes 4. Actions 5. Strategic Risk 6. People Data 7. 'Issue of the Day' 8. Frontline / External Input 9. Workplan 10. Any Other Business 11. Meeting Evaluation 	<ol style="list-style-type: none"> 10. PDR Outcomes 2023/24

¹ Noted at March 2024 meeting

November 2024	
Standing / Administrative Items	Suggested Items
<ol style="list-style-type: none"> 1. Apologies 2. Declarations 3. Minutes 4. Actions 5. Strategic Risk 6. People Data 7. 'Issue of the Day' 8. Frontline / External Input 9. Workplan 10. Any Other Business 11. Meeting Evaluation 	

March 2025	
Standing / Administrative Items	Suggested Items
<ol style="list-style-type: none"> 1. Apologies 2. Declarations 3. Minutes 4. Actions 5. Strategic Risk 6. People Data 7. 'Issue of the Day' 8. Frontline / External Input 9. Workplan 10. Any Other Business 11. Meeting Evaluation 	<ol style="list-style-type: none"> 12. Annual Gender Pay Gap Report 2024 13. Annual Ethnicity Pay Gap Report 2024 14. Annual Complaint Reviews Report 2024 15. Annual Wellbeing, Health and Safety Report 2024/25

June 2025	
Standing / Administrative Items	Suggested Items
<ol style="list-style-type: none"> 1. Apologies 2. Declarations 3. Minutes 4. Actions 5. Strategic Risk 6. People Data 7. 'Issue of the Day' 8. Frontline / External Input 9. Workplan 10. Any Other Business 	<ol style="list-style-type: none"> 12. Annual Review of Terms of Reference

11. Meeting Evaluation	
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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. People Data 7. 'Issue of the Day' 8. Frontline / External Input 9. Workplan 10. Any Other Business 11. Meeting Evaluation 	<ol style="list-style-type: none"> 12. PDR Outcomes 2024/25

Items for consideration on future iterations of the Workplan

1. Reporting on Force response to cultural and conduct reform (Casey, Angiolini) including independent assurance (as per ARAC Action 10/2022)
2. Recruitment and Retention Strategic Risk Deep Dive
3. Deep dive on Force Training Offer²
4. Whether workplan is satisfying Committee's terms of reference / oversight map
5. NB current People Strategy expires end 2025
6. BTPA Grievance Policy

² Suggested when discussing People Strategy Thematic *Well Trained* at March 2024 meeting