

[9 June 2026] Agenda Pack / People and Culture Committee

MEETING
9 June 2026 10:30 BST

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2 June 2026

WEBSITE

Agenda

Location	Date	Time		
Hybrid / Waterloo and Penzance Meeting Room, 7th Floor, BTP, 200 Buckingham Palace Road, London SW1W 9TJ	9 Jun 2026	10:30 BST		
Item	Owner	Time	Page	
1 Apologies	Chair	10:30	-	
2 Declarations	All		-	
3 Annual Report / Complaint Reviews	Head of Legitimacy and Performance	10:35	3	
4 Recruitment and Retention of Female Officers	Director of People and Culture	10:50	7	
5 Terms of Reference - People and Legitimacy Committee	Chair	11:10	16	
6 Discussion / Conduct of Future Committee Meetings	Chair	11:25	-	
Recommended Break Point		11:35	-	
7 People Performance Scorecard Q4 2025/26	Director of People and Culture	11:40	18	
8 Lessons from Op Jorica	Head of Professional Standards	11:50	23	
9 Annual Review / BTPA Group Personal Pension Plan Governance Committee Terms of Reference	Board Secretary	12:00	26	
10 Minutes	Chair	12:10	35	
11 Actions	Chair	12:15	42	
12 Any Other Business	All		-	

Paper to: People and Legitimacy Committee
Date: 9 June 2026
Subject: BTPA Executive Cover Paper / Complaints
Author: Head of Legitimacy and Performance
For: Information and decision

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1. Purpose

- 1.1. This paper summarises the outcomes of the Complaint Review Panels held during 2025/26 and reports briefly on the findings, themes and wider organisational learning.
- 1.2. In response to Member feedback a high-level overview of IOPC complaints performance data is annexed for contextual discussion on the wider complaints system.
- 1.3. Members are invited to agree developments proposed by the Executive in relation to the operation of the Complaint Review Panel in the spirit of continuous improvement and demand management.

2. Background

- 2.1. The Complaint Review Panel was introduced to BTPA's governance structure in response to changes introduced by the 2020 British Transport Police Regulations.
- 2.2. The panel is convened monthly to consider reviews requested by members of the public who remain dissatisfied with the outcome of their complaint following consideration by BTP.
- 2.3. As the panel was implemented in January 2021, it has tended to report by calendar year, rather than financial year. This year's report is aligned with the IOPC data for financial year 2025/26.

3. Findings

- 3.1. PSD logged 853 complaints in 25/26, broadly consistent with the 866 reported last in the last annual report.
- 3.2. The Panel considered 54 review requests in this reporting period, up from the 43 reported last year. A further 4 were rejected on the basis of having been submitted out of time.
- 3.3. The Panel upheld 4 review requests in 25/26, an increase of 2 on the previous reporting period.

4. Themes, trends and learning

- 4.1. In upheld cases, the panel has made recommendations to PSD about the need to ensure more than one officer's account is demonstrably considered, where available; about the importance of weighing the balance of probabilities in cases where accounts have significant discrepancies and about ensuring cases are considered holistically and in full where they have been initially considered by division before being referred to the central Complaints Resolution Team.

- 4.2. The Executive team and CRT supervisors have continued to have regular and constructive discussions about observations made by the panel in relation to accessing CCTV, crime screening policies and investigation management.
- 4.3. There is a continuing trend of repeated and linked complaints from a smallish number of persistent complainants. BTP/A continue to liaise with the IOPC consider policies to minimise the impact of these cases on overall workloads.
- 4.4. The Executive team has agreed with Complaint Panel members to reduce the panel time taken up by administrative considerations like whether to allow cases submitted out of time to proceed to panel. There is scope to further maximise the value of the panel's time in considering higher risk and contentious cases, by further triaging out vexatious or repeat cases, should that be desirable.
- 4.5. Mental health continues to feature as a regular theme amongst complainants, and this is recognised by the IOPC as a growing national theme, along with the impact of neurodivergence on interactions with the police.
- 4.6. There is increasing use of AI in the generation of complaint review requests which is adding volume and complexity. Again, this is a nationally recognised trend and local policing bodies are starting to consider their own positions in relation to the use of AI in responding to reviews.
- 4.7. Following the appointment of a dedicated IOPC oversight manager for BTP/A, a regular routine of quarterly oversight is becoming established. Further and more regular reconciliation of data, including in relation to demographics and disproportionality will further support improvement.

5. Recommendations

- 5.1. Members are invited to note BTP's strong performance in relation to complaint handling, as per the measures monitored by the IOPC.
- 5.2. Members are asked to support the further development of a triage approach to the panel's caseload and that the relevant public facing policies will be reviewed and updated.
- 5.3. That Members note the contents of the report with a view to it being shared with the Full Authority for information and assurance.

1. Complaint cases

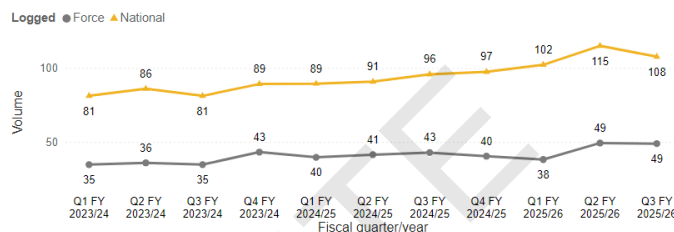
(A complaint is the registering of dissatisfaction by the public about the service received. The term 'logging' is used to differentiate from capturing a complaint on a case management system to 'recording' a complaint under Sch. 3 of the Police Reform Act 2002)



Complaint cases Year to date	Logged Complaints	% Change vs SPLY
2024/25 Q1-3	613	%17%
2025/26 Q1-3	669	+9%

2. Complaints per 1k employees

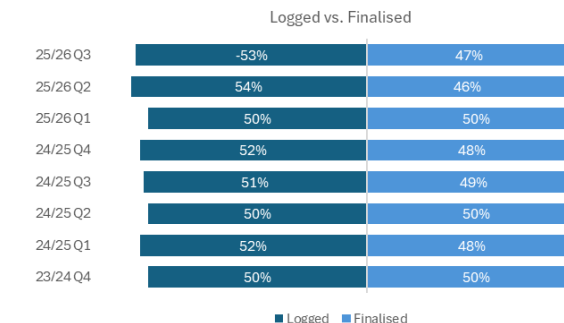
Complaints logged per 1000 employees



Complaints per 1k employees Year to date	BTP	England and Wales Forces
2024/25 Q1-3	165	
2025/26 Q1-3	192	325

3. Complaint cases logged vs Finalised

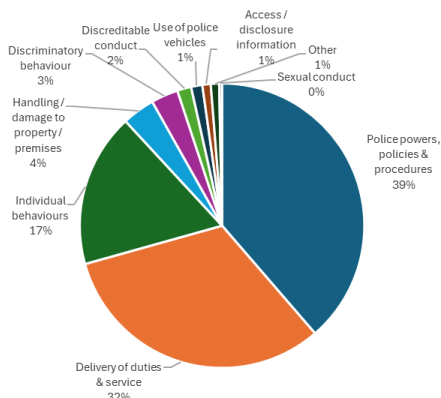
(More cases being consistently logged than finalised could lead to a backlog. A complaint case is finalised when all actions relating to it are complete. This includes the time during which an application to review can be made and the time it takes to deal with a review)



4. What has been complained about (Force) – allegations logged

(A complaint case will contain one or more allegations and one category (and sub-category where available) for each allegation logged)

Allegation category	Delivery of duties and service	Police powers, policies and procedures	Handling of or damage to property/premises	Access and/or disclosure of information	Use of police vehicles	Discriminatory behaviour	Abuse of position/corruption	Individual behaviours	Sexual conduct	Discreditable conduct	Other	Total
Force	302	365	35	9	12	29		165	3	15	9	944
SPLY	333	300	25	15	7	17		93	7	7	11	815
National	77,009	31,296	4,913	3,035	1,556	3,915	1,107	16,488	251	873	1,387	141,830



	Category	Top sub-categories
Most logged allegation category	Police powers, policies and procedures' (39%)	<ul style="list-style-type: none"> Use of force (38%) Other policies and procedures (21%) Evidential procedures (19%)
Most increased allegation category	Individual behaviours (+72 / +77%)	<ul style="list-style-type: none"> Unprofessional attitude and disrespect (59%) Impolite language / tone (18%) Impolite and intolerant actions (11%)

5. Top 10 factors

(Each allegation will have a single category However, multiple factors can be selected on an allegation)

Force MSF National YTD SPLY Factor	Force		SPLY		National	
	Logged	%	Logged	%	Logged	%
Investigation	264	28%	221	27%	54,710	39%
Arrest	202	21%	137	17%	16,949	12%
None	119	13%	185	23%	28,882	20%
Call Handling	88	9%	86	11%	6,093	4%
Neighbourhood policing	80	8%	76	9%	6,425	5%
Mental health	55	6%	33	4%	3,894	3%
Public order incident	54	6%	13	2%	1,017	1%
Stop and/or search	45	5%	52	6%	2,997	2%
VAWG - dissatisfaction handling	31	3%	17	2%	6,090	4%
Roads/traffic	26	3%	19	2%	8,506	6%

	Factor	Factor frequently applied on the following categories
Most logged allegation factor	Investigation (27%)	<ul style="list-style-type: none"> Delivery of duties and service' category (42%) Police powers, policies & procedures (27%) Individual behaviours (16%) Discriminatory behaviour (10%)
Most increased allegation factor	Arrest (+65 / +17%)	<ul style="list-style-type: none"> Police powers, policies & procedures (33%) Discriminatory behaviour (28%) Individual behaviours (16%) Delivery of duties and service (11%)

6. Complaint cases finalised and timeliness

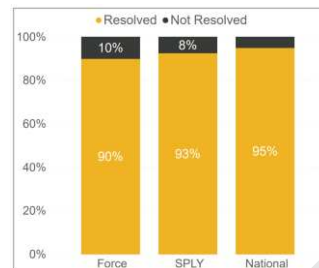
(A complaint is finalised when all actions relating to it are complete. This includes the time an application to review can be made and the time to deal with a review)

Outside of Schedule 3	Complaints finalised	Average days to finalise
Force	343	11
SPLY	412	12
National	52,639	23

Under Schedule 3 Force MSF National YTD SPLY	Under Schedule 3 - not investigated		Under Schedule 3 investigated (not subject to special procedures)		Under Schedule 3 investigated (subject to special procedures)	
	Complaints Finalised	Average days to finalise	Complaints Finalised	Average days to finalise	Complaints Finalised	Average days to finalise
Force	237	32	16	240	7	293
SPLY	167	25	8	284	5	485
National	23,280	144	3,732	257	452	329

7.1 Complaint findings – Outside Schedule 3*

(A complaint that is outside Schedule 3 will result in a finding of Resolved or Not Resolved. An allegation not resolved may be moved to Schedule 3 or finalised without additional action)



7.2 Complaints actions – Outside Schedule 3 (What action happened because of the allegation. Actions are captured at allegation level and multiple can be selected on a single allegation.)

Measure	Force		SPLY		National	
	Allegations finalised	Percent	Allegations finalised	Percent	Allegations finalised	Percent
Explanation	305	79%	309	70%	40,094	65%
No further action	41	11%	33	8%	8,024	13%
Apology	15	4%	48	11%	5,009	8%
Other action	15	4%	18	4%	5,993	10%
Learning from reflection	10	3%	25	6%	1,691	3%
Debrief			6	1%	656	1%
Goodwill gesture					124	0%
Organisational learning					260	0%
Policy review			1	0%	39	0%
Total	386	100%	440	100%	61,890	100%

8.1 Complaint investigation service findings – Schedule 3 (should result in: Allegations under Schedule 3 not investigated or investigated not subject to special procedures should result in a finding of service acceptable, not acceptable or unable to determine service. Allegations under Schedule 3 subject to special procedures should not result in a service finding. Allegations can also be withdrawn, finalised following criminal proceedings or subject to no further action. These cannot be progressed, rather than the force deciding to take no further action)

	Not investigated			Investigated (not subject to special procedures)			Investigated - subject to special procedures	Force	SPLY	National
	Force	SPLY	National	Force	SPLY	National				
Service acceptable	288	224	41,834	35	14	7,659	Case to Answer	12	7	229
Service not acceptable	43	44	7,727			1,531	No case to answer	3	9	601
Unable to determine service	16	20	5525	1		1,083				

All Schedule 3	Force	SPLY	National
Withdrawal	11	2	1,947
Regulation 41 applies			347
No further action	12	27	4,615

8.2 Complaints actions – Schedule 3 (What actions happened because of the allegation)

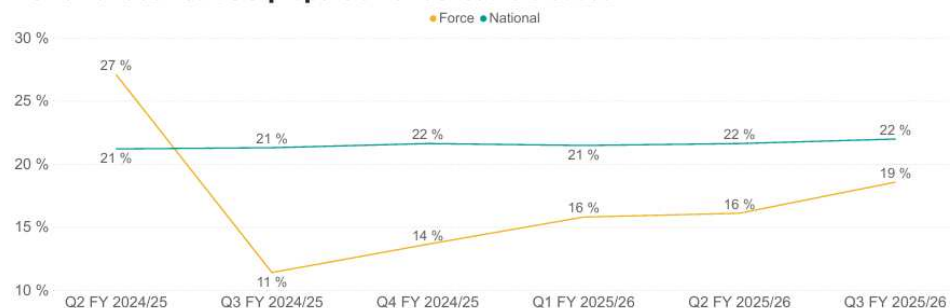
Measure	Force		SPLY		National	
	Allegations finalised	Percent	Allegations finalised	Percent	Allegations finalised	Percent
Explanation	308	74%	198	57%	47,661	65%
No further action	51	12%	75	22%	13,233	18%
Referral to RPRP	16	4%	26	7%	927	1%
Apology	14	3%	24	7%	2,837	4%
Learning from reflection	11	3%	12	3%	3,925	5%
Misconduct proceedings	11	3%	7	2%	91	0%
Others	6	1%	5	1%	865	1%
Organisational learning	1	0%	1	0%	646	1%
Debrief					3,037	4%
Total	418	100%	348	100%	73,222	100%

9. Reviews

(Reviews received about BTP by the IOPC and by the local policing body (BTPA))

Measure	Reviews Received	Complaint cases finalised under Schedule 3
Force	44	260
SPLY	33	180
National	5,959	27,462

Reviews received as a proportion of Schedule 3 cases



9. Reviews upheld

(When a review finds that the outcome of the complaint was not reasonable and proportionate, that review is considered upheld)

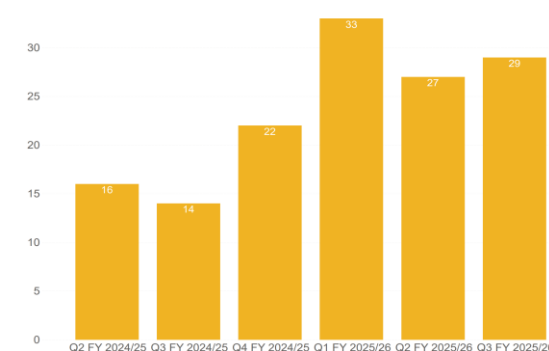
Local policing body reviews

Review type	Complete with outcome	Upheld
Investigation		
Force	4	0
SPLY	0	0
National	225	69
Non-investigation		
Force	29	2
SPLY	34	1
National	3149	601

IOPC reviews

IOPC review	Investigation	Upheld	Non-investigation	Upheld
Force	3	2	3	1
SPLY	4	1		
National	871	243	1,576	418

10. IOPC Referrals



*Schedule 3 of the Police Reform Act 2002: Complaints should be recorded and handled under Schedule 3 where a death or serious injury occurs when the person had been arrested or detained, or where contact with the police may be the cause or a contributory factor; or if it is reasonable and proportionate; if there are indications of criminality; if it is a matter where that would justify disciplinary proceedings; if there are human rights concerns related to Articles 2/3 of the ECHR; or where required by the IOPC. Complaints that do not require detailed enquiries may be handled outside Schedule 3; no prescribed process applies for these. (Source: IOPC Statutory Guidance on the Police Complaints System)

BTPA People and Legitimacy Committee Terms of Reference

Purpose

1. The People and Legitimacy Committee provides assurance to the BTPA Full Authority on the effective management and delivery of British Transport Police portfolios relating to people, organisational culture, wellbeing, and legitimacy. It scrutinises performance and governance across workforce, professional standards, public protection and stakeholder engagement, and advises the BTPA Full Authority on matters including equality, health and safety, and organisational credibility. The Committee operates on an oversight and assurance capacity and does not exercise operational decision making.

Membership

2. At least three BTPA Members, appointed by the BTPA Chair.
3. The People and Legitimacy Committee Chair and Deputy Chair shall be appointed by the BTPA Chair
4. In appointing Members, the BTPA chair shall have regard to achieving an appropriate balance of skills, experience, independence and continuity.

Reporting

5. The minutes of each People and Legitimacy Committee shall be submitted to the BTPA Full Authority.
6. The Committee shall draw to the attention of the BTPA Full Authority any matters of material concern, significant risk, or where adequate assurance is not obtained.

Responsibilities

7. Securing assurances relating to the management and delivery of the BTP Director of People and Culture's portfolio.
8. People and Legitimacy Committee shall advise the BTPA Full Authority on the Annual Wellbeing, Health and Safety Statement.
9. Securing assurances relating to the management and delivery of BTP's approach to police legitimacy, for example matters pertaining to professional standards, ethical conduct, fairness, transparency, equality, workforce behaviour and organisational culture.
10. Securing assurances relating to the management of BTP Pensions.
11. People and Legitimacy Committee shall also periodically review – at least annually – its own effectiveness and report the results of that review to the BTPA Full Authority.

Rights

12. People and Legitimacy Committee may co-opt additional members for a period not exceeding one year to provide specialist skills, knowledge and experience relevant to its remit.

13. Co-opted members may attend meetings and contribute to discussions but will not have voting rights.

Meetings

14. People and Legitimacy Committee shall be provided with a secretariat function and support provided by the BTPA Executive.
15. People and Legitimacy Committee shall meet at least three times per year. The Chair of People and Legitimacy Committee may convene additional meetings as they deem necessary.
16. A minimum of three members of People and Legitimacy Committee shall be present for the meeting to be deemed quorate.
17. People and Legitimacy Committee meetings will normally be attended by the BTPA Head of Governance and People, and the BTP Director of People and Culture. The BTP Deputy Chief Constable will have a standing invitation to attend Committee to speak to matters pertaining to their portfolio.
18. The People and Legitimacy Committee Chair may ask any other officials of BTPA or BTP to attend to assist it with discussions on any particular matter.
19. The People and Legitimacy Committee may ask any or all of those who normally attend but are not People and Legitimacy Committee Members to withdraw to facilitate open and frank discussion of particular matters.
20. The BTPA Full Authority may ask People and Legitimacy Committee to convene further meetings to discuss particular issues on which they want People and Legitimacy Committee's advice.

Information Requirements

21. For each meeting, unless otherwise agreed by the People and Legitimacy Chair, People and Legitimacy Committee shall be provided one calendar week in advance of each meeting with,
 - a. A quarterly Balanced Scorecard
 - b. any material commissioned for the meeting by the People and Legitimacy Chair.

Paper to: People and Culture Committee
Date: 9 June 2026
Subject: Annual Review / BTPA Group Personal Pension
Plan Governance Committee Terms of Reference
Author: Board Secretary
For: Decision

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Executive Summary

1. This paper presents the outcome of the 2026 annual review of the Terms of Reference for the BTPA Group Personal Pension Plan Governance Committee (the “Committee”).
2. The review has identified a small number of targeted enhancements intended to strengthen:
 - escalation arrangements;
 - conflict of interest management;
 - regulatory awareness; and
 - clarity of remit.
3. These changes are limited in scope and do not alter the fundamental role or composition of the Committee. The revised terms of reference were considered and approved without comment by the GPPP Governance Committee, which recommends them to the People Committee for formal approval.

Recommendation(s)

4. That Members approve the proposed revised Terms of Reference for the BTPA Group Personal Pension Plan Governance Committee, as set out in Annex A.

Background

5. The BTPA Group Personal Pension Plan Governance Committee was established by the BTPA Full Authority in April 2024 to provide oversight of the Group Personal Pension arrangement.
6. In line with good governance practice, the Committee undertakes an annual review of its Terms of Reference. Any proposed changes are submitted to the People Committee for approval.
7. The Governance Committee completed its 2026 review at its 6 May 2026 meeting, and endorsed the proposed updates, which are now presented for approval.

Summary of Review and Proposed Changes

8. The review was undertaken by assessing the current Terms of Reference against emerging good practice; and seeking input from BTPA’s appointed advisers (XPS).

9. The following key areas were considered:

a. Value for Money (VfM) Responsibilities

- i. The Committee clarified that it does not undertake formal VfM assessments, which remain the provider's responsibility.
- ii. The Committee may, however, consider the provider's VfM assessments as part of its oversight role.
- iii. This is considered a workplan matter, and no change to the terms of reference is proposed.

b. Escalation Framework

- i. A clear escalation route has been introduced, enabling the Committee Chair to escalate concerns to the BTPA where necessary.
- ii. This strengthens accountability in the event of material issues with the provider.

c. Committee Composition

- i. The current terms of reference intentionally provide flexibility in appointments.
- ii. While formalisation of member representation was considered, no changes are proposed to preserve discretion.

d. Conflicts of Interest

- i. Additional wording has been included to ensure that conflicts of interest are declared; and appropriate management arrangements are in place.

e. Regulatory Awareness

- i. The Committee's responsibilities have been expanded to include monitoring emerging regulatory developments; and advising BTPA of potential implications.

f. Clarification of Remit (Contract Management)

- i. The terms of reference now make explicit that contract management responsibilities sit with BTP and/or BTPA, not the Committee.
- ii. This ensures clear separation of oversight and operational responsibilities.

g. General Amendments

- i. References to the *BTPA Pension Working Group* have been replaced with *the BTPA* to enable broader escalation.
- ii. Schedule A (listing Committee members) has been removed to avoid the document becoming outdated.

Conclusion

10. The 2026 review proposes a set of focused and proportionate updates to the Terms of Reference. These changes:

- strengthen governance arrangements;
- improve clarity of roles and responsibilities; and
- ensure alignment with evolving best practice.

11. The Governance Committee has endorsed the revised Terms of Reference and recommends them to the People Committee for approval.

List of Annexes

12. Annex A / BTPA Group Personal Pension Plan Governance Committee Terms of Reference

WEBSITE

Terms of Reference – BTPA Group Personal Pension Plan Governance Committee

The Group Personal Pension Plan Governance Committee (“the PPGC”) has been established in order to maintain oversight of the British Transport Police Authority Pension Plan (“the Plan”) and where appropriate to inform and make recommendations to the British Transport Police Authority (“the BTPA”) regarding these arrangements.

1. Overview and purpose

- 1.1 The British Transport Police Authority has established the Plan with Royal London (“the Provider”). It is a Group Personal Pension type arrangement and is available to new members who are employees of the BTPA from 1 October 2023.
- 1.2 Each eligible employee who becomes a member of the Plan will have a separate pension policy issued by the Provider into which contributions can be paid by the member and the BTPA.
- 1.3 To ensure that the Plan is operating in line with BTPA and employee expectations, the BTPA has established the PPGC. The PPGC will work on behalf of the members and the BTPA by overseeing and monitoring the Plan and associated operations.
- 1.4 Should it think necessary, the PPGC may make recommendations to the BTPA ~~via the BTPA Pension Working Group~~ ~~People Committee~~ regarding the Plan and associated operations. The BTPA is not obliged to implement any recommendations made by the PPGC but will give them consideration when taking any action which affects the Plan.
- 1.5 These Terms of Reference provide for the composition and operation of the PPGC.
- 1.6 These Terms of Reference may be amended from time to time by the PPGC with the BTPA’s agreement. The BTPA may make amendments to these Terms of Reference and will provide confirmation to the Chair of the PPGC in advance of doing so.
- 1.7 The Provider has responsibility for managing the operations of the Plan.
- 1.8 The PPGC has oversight responsibility only in relation to the ongoing operation of the Plan. It is not responsible or liable for the performance of the Plan, which resides with the Provider and BTPA (where appropriate).
- 1.9 The overall purpose of the PPGC is to assess the ongoing value for money delivered to members by the Provider(s) and the Plan; to promote the efficient operation of the Plan and oversee that Plan members are able to make effective use of the Plan. It will determine which matters it should include in that assessment, but could for example include investment and administrative performance, and general competitiveness within the provider market amongst other matters as it determines and agreed by the PPGC Chair.
- 1.10 The PPGC may be dissolved at any time by the BTPA, and the BTPA will provide advance notice to the Chair on doing so.

2. Responsibility and objectives

- 2.1 The PPGC shall be responsible for the following matters with a view to the Plan (and associated operations) achieving the following objectives:
- 2.1.1 monitoring the quality of the administration for the Plan to promote effective administration;
 - 2.1.2 receiving presentations from the Provider and Advisers regards the performance and strategy of investments, and to consider whether the investments offered are performing suitably and offer a suitable range for the members;
 - 2.1.3 taking into account any updates or news items concerning the Provider, and evaluating the continued suitability of the Provider in providing the services and/or their association with the Plan and BTPA;
 - 2.1.4 keeping up to date on all of the Plan's communication material to be issued by the Plan and BTPA and approving these where requested by the BTPA;
 - 2.1.5 monitoring the effectiveness of presentations made to the members of the Plan by the Provider and BTPA;
 - 2.1.6 receiving and reviewing the management information reports for the Plan from the Provider, and to consider whether the services and customer service provided to members meets expected standards;
 - 2.1.7 receiving and considering advice and information concerning legislative changes and good modern practice, and making suggestions for change to the BTPA as appropriate;
 - 2.1.8 considering any PPGC member suggestions regarding the Plan and making suggestions to the BTPA ~~via the BTPA Pension Working Group~~ People Committee as appropriate;
- ~~making proposals regarding the running of the Plan to the BTPA via the BTPA Pension Working Group~~ People Committee.
- 2.1.9 Where issues relating to Provider performance are identified, the Chair shall escalate such matters to the BTPA as appropriate.**

The Committee shall monitor relevant emerging and forthcoming regulatory changes affecting the Plan and shall advise the BTPA of any material implications as appropriate.

2.1.9 Contract management in relation to the Plan, including negotiation, entry into, management, variation and termination of contracts and the approval of expenditure is undertaken by British Transport Police Authority/British Transport Police. PPGC has no authority to manage contracts and acts in an oversight and advisory capacity only.

3. Membership of the PPGC

- 3.1 The PPGC shall consist of at least three but no more than eight members. Variation from this requires agreement of the BTPA.
- 3.2 PPGC members shall be chosen by the BTPA and may be appointed and removed at the sole discretion of the BTPA.
- 3.3 A quorum for considering questions in relation to the Plan shall be at least half of PPGC Membership.
- 3.4 The PPGC shall be made up of the following. Should it be deemed necessary to change this the BTPA can do so at its absolute discretion.
 - > the Chief Financial Officer (BTPA),
 - > the People & Culture Director (BTP),
 - > representative(s) of the Transport Salaried Staffs' Association (TSSA),
 - > representative(s) of the Pensions Working Group,
 - > the Pensions Manager (BTP),
 - > up to 2 Member(s) of the Plan*.

- 3.5 *Members of the Plan may be invited to join the PPGC at the discretion of the BTPA. The selection process will be determined as appropriate by the BTPA, unless it confirms in writing to the PPGC that it delegates this process to the PPGC. At the commencement of the PPGC, the BTPA has decided that it may wait for a suitable period (as it determines) prior to making any arrangements for Members to join the PPGC - in order for there to be a suitably sized member population from which to appoint a Member(s).
- 3.6 Each PPGC Member agrees to attend at least 50% of PPGC meetings annually.
- 3.7 A PPGC Member shall cease to be a PPGC Member if they should fail to attend three consecutive PPGC meetings. Any concerns regarding attendance at meetings will be addressed by the PPGC Chair.
- 3.8 A member of the Committee may resign from the Committee by providing written notice to the Chair and shall be effective immediately unless otherwise agreed by the Chair.
- 3.8 Committee members shall identify and declare any actual, potential or perceived conflicts of interest relevant to their role. Any declared conflicts shall be recorded and managed appropriately.

WEBSITE

~~3.9 A list of the current (and former) Committee members is attached in Schedule A.~~

~~3.103.9~~ For the avoidance of doubt, this PPGC does not constitute a Trustee body.

4. Chair and Secretary

4.1 The BTPA shall appoint a Chair and a Secretary from time to time at its absolute discretion.

5. Meetings

5.1 The PPGC will normally meet at least twice a year to discuss all relevant issues in connection with the Plan.

5.2 Meetings may be held in person or by telephone or video conference.

5.3 Ad-hoc meetings may be convened by the PPGC or BTPA, with agreement of the Chair.

5.4 In normal circumstances, notice of meetings will be provided to PPGC Members with at least 10 working days-notice ahead of the meeting.

5.5 The PPGC may extend an invitation to attend meetings to such other members of staff, Advisers and Providers as it may from time to time consider appropriate, and as agreed at least 10 days in advance of the meeting by the Chair.

5.6 Meeting Minutes and an Actions Log will be prepared by the PPGC Secretary and shall be made available to the PPGC and BTPA.

5.7 Any decision of the PPGC shall be taken by majority vote. Where a decision is deadlocked, the Chair will have the casting vote.

5.8 Each member of the PPGC shall have one vote on any matter to be determined by the PPGC.

5.9 An agenda of items to be discussed and supporting papers shall be sent to each Member of the PPGC. In normal circumstances, this shall be no later than 5 working days before the date of the meeting.

5.10 All minutes must be retained by the PPGC Secretary together with a copy of all reports made to the PPGC.

5.11 Meeting minutes will be stored and made available for access by any PPGC member, or any individual deemed eligible the BTPA to have access.

5.12 All members of the PPGC and any other recipients shall keep the minutes and any other papers and information related to the PPGC confidential and shall not disclose them to anyone else except with the permission of the BTPA.

6. Advice

6.1 In discharging this role, the PPGC may seek advice from appointed Advisers. Where costs may be incurred, these are to be agreed by the BTPA in advance.

6.2 The PPGC will only deal with Advisers appointed by the BTPA.

7. Internal controls and risk register

7.1 The PPGC shall:

- a) Devise, monitor and review an appropriate Risk Register for the Plan.
- b) Monitor the internal controls and procedures of the Plan's Provider.
- c) Monitor the internal controls procedures of the BTPA as they affect the operation of the Plan, in an effort to ensure good operation of matters including contributions to the Plan.

8. Training

8.1 The PPGC will undertake training on a regular basis either from its Advisers or other resources as appropriate. A training log shall be kept by the PPGC Secretary.

9. Incurring Costs

9.1 The PPGC may authorise expenditure only where it has received prior written agreement of the BTPA.

10. Changes to the Plan

10.1 Where the BTPA is required to amend the Plan or its arrangements, the PPGC will use reasonable endeavours to monitor that such changes are implemented at the relevant time.

10.2 Should the PPGC wish to make amendments to the Plan or its arrangements, it may do so only having received appropriate professional advice (where the Chair agrees it is necessary) and having first consulted with the Provider; and if the BTPA agrees in writing.

11. Data Protection

11.1 The PPGC will comply with the requirements of the EU General Data Protection Regulation 2016/679 as it forms part of the law of England and Wales, Scotland and Northern Ireland by virtue of section 3 of the European Union (Withdrawal) Act 2018, the Privacy and Electronic Communications (EC Directive) Regulations 2003, any laws or regulations implementing Council Directive 2002/58/EC ("ePrivacy Directive) and/or supplementary, corresponding or equivalent UK laws or regulations (including the Data Protection Act 2018) and any laws which implement, replace, extend, re-enact, consolidate or amend such laws.

12. PPGC Complaints

- 12.1 Plan member complaints or disputes concerning the Plan should in the first instance be referred to the Provider who will follow its Complaints Process.
- 12.2 Plan members may make a complaint to the BTP Pensions Manager.
- 12.3 Should a plan member complaint be received by the PPGC, it shall forward this to the BTP Pensions Manager within 5 working days.
- 12.4 The PPGC has no responsibility to respond directly to plan members with a complaint but will assist the BTP Pensions Manager with any reasonable and lawful information they may require in order that the Pensions Manager may do so.
- 12.5 Complaints or disputes made directly against the PPGC will be referred to the BTPA ~~Pension Working Group People Committee~~ within 5 working days. The BTPA shall consider the complaint and respond as it deems required, either directly with the plan member, or via the PPGC.

13. Review of the PPGC's effectiveness

- 13.1 The PPGC may undertake an evaluation of its effectiveness and enact any changes that it believes would make it more effective, subject to the agreement [of](#) the BTPA ~~Pension Working Group People Committee~~.
- 13.2 The BTPA may undertake a review and amend the PPGC at any time as it so wishes, and may choose to consult the PPGC when doing so.

14. Scope of Authority

- 14.1 The PPGC has no authority delegated to it by the Plan. The PPGC has power and authority derived from any powers delegated to the PPGC by the BTPA.
- 14.2 The PPGC will at no time provide any advice to the members of the Plan.

~~Schedule A – Current and Former Members of the BTPA Group Personal Plan Pension Governance Committee~~

~~Current (from April 2024)~~

- ~~1. Interim BTPA Chief Financial Officer / Rubeela Qayyum~~
- ~~2. BTP Director of People and Culture / Rachael Etebar~~
- ~~3. A Transport Salaried Staffs' Association Representative / Malcolm Finnie~~
- ~~4. BTP Pensions Manager / Emma Norman~~

~~Former~~

- ~~5.1. BTPA Chief Financial Officer / Sarah Church (November 2023–April 2024¹) (on maternity leave from BTPA from April 2024)~~

¹ Proposed PPGC Members met during period November 2023–April 2024 to discuss its terms of reference. The PPWG was formally established in April 2024.

People and Culture Committee Actions

Serial	Date	Action	Owner	Update
20/2025	12 November 2025	In response to a question on how best Members could assist the Force in driving increased female representation, the Director of People and Culture noted that the Force was developing a proposal that would clear internal governance in December 2025 and could be shared with Members thereafter	Director of People and Culture	Completed On agenda of June 2026 meeting.
1/2026	25 February 2026	Full Authority Members approved in correspondence a paper regarding a Pension Protected Age Breach. One caveat of the approval was that a lessons learned paper be submitted to Members in due course to provide assurance that such an issue would not recur. This action has been allocated to People Committee given its remit over pensions.	Pensions Manager	Completed Paper was circulated to both People Committee and Audit Committee Members on 19 May 2026 and is available here .
2/2026	12 March 2026	In response to a question regarding the Substantial Fire Risk Assessment risk rating at York, Members noted that the Force's Central Health and Safety Committee was actively monitoring mitigation activity at the site, but nevertheless requested an update on the issue no later than September 2026 alongside, in the interim, a written briefing note for Committee explaining the issue in greater detail alongside ongoing and planned mitigation activity.	Deputy Director Wellbeing, Health and Safety	Completed Briefing Note was circulated to BTPA Members on 27 March 2026 . A further update has been scheduled for your September 2026 meeting.
3/2026	12 March 2026	In response to a request, the Head of Marketing and Internal Communications agreed to share a recent paper to BTP Chief Officer Group regarding the Pulse survey with the Committee.	Head of Marketing and Internal Communications	Completed Head of Governance and People shared with People Committee Chair and then-Deputy Chair on 7 April 2026. Paper is available to wider Committee membership here .

4/2026	12 March 2026	The Head of Marketing and Internal Communications agreed to share the 'big picture' visual map and 90second animation referenced within the paper with Members.	Head of Marketing and Internal Communications	Completed The BTP <i>Guardians of the Railway</i> Strategy video is available (using BTP devices) here , and the visual is provided here .
5/2026	12 March 2026	In response to a request, the Chief Financial Officer agreed to confirm the People and Culture Committee's remit over the GPPP Governance Committee, and where any decision-making powers lay.	Board Secretary	Completed Terms of reference for the GPPP Committee were provided to the interested Member on 27 March 2026, alongside the short explanation of the remit of the Committee: it provides oversight and monitoring of the Group Personal Pension Plan and may make recommendations to the BTPA (represented by People and Culture Committee), but it holds no delegated authority over the Plan's operation or performance. All strategic decisions about the Plan remain with the BTPA, while day-to-day administration sits with the Provider (Royal London).

WEBSITE