

# Transport for London

## Minutes of the Remuneration Committee

Conference Room 1, Palestra, 197 Blackfriars Road, London SE1 8NJ  
10.00am, Wednesday 9 November 2022

### Members

Kay Carberry CBE (Chair)  
Peter Strachan (Vice-Chair – via Teams)  
Seb Dance  
Dr Nelson Ogunshakin OBE (via Teams)

### Executive Committee

Andy Lord	Interim Commissioner
Fiona Brunskill	Interim Chief People Officer
Howard Carter	General Counsel (via Teams)

### Staff

Stephen Field	Director of Compensation and Benefits
Shamus Kenny	Head of Secretariat
Erica Moses-Neacy	Strategic Workforce Planning Specialist (for Minute 16/11/22)
Jamie Wicks	Master Data and B1 Delivery Lead (for Minute 16/11/22)

## 12/11/22 Apologies for Absence and Chair's Announcements

There were no apologies for absence. Peter Strachan and Dr Nelson Ogunshakin OBE attended the meeting via Teams and were able to participate in the discussions but did not count towards the quorum. The meeting was quorate.

The Chair welcomed everyone to the meeting, particularly Andy Lord and Fiona Brunskill who were attending their first meetings following their recent appointments as interim Commissioner and interim Chief People Officer (respectively). The meeting was also being webcast live to TfL's YouTube channel to ensure the public and press could observe the proceedings and decision making.

The Chair reminded those present that safety was paramount at TfL and encouraged Members to raise any safety issues during discussions on a relevant item or with the appropriate member of the Executive Committee after the meeting.

## 13/11/22 Declarations of Interests

Members confirmed that their declarations of interests, as published on [tfl.gov.uk](http://tfl.gov.uk), were up to date and there were no other interests to declare that related specifically to items on the agenda.

Howard Carter would absent himself from the meeting for any discussion of the exempt information on the Chief Officers' Pay Review and Andy Lord would absent himself from any discussion on the permanent recruitment arrangements for the post of

Commissioner.

## **14/11/22 Minutes of the Meeting of the Committee held on 6 July 2022**

The minutes of the meeting of the Committee held on 6 July 2022 were approved as a correct record and the Chair was authorised to sign them.

## **15/11/22 Matters Arising, Actions List and Use of Delegated Authority**

The Committee noted that there had been five uses of Chair's Action since the last meeting of the Committee on 6 July 2022, all in relation to the approval of salaries of £100,000 or more. A paper of the pay outcomes from previous approvals of salaries of £100,000+ was included on the agenda (see Minute 17/11/22).

**The Committee noted the updated Actions List and use of delegated authority.**

## **16/11/22 Resourcing at TfL**

Andy Lord and Fiona Brunskill introduced the item, which provided an update on how TfL was resourced, recent upward trends in the use of non-permanent labour and mitigations in place to ensure TfL could attract, retain and develop its own talent to meet its requirements. It was vital that TfL was resourced appropriately to deliver its Business Plan and to ensure the continued safe operation of its services. An update was provided on strategic workforce planning activity, including a demonstration of data analysis tools to support decision making.

Members noted the current trends and variability in turnover across the organisation, with high areas currently in Professional Services and Engineering. Long-term funding uncertainty meant there was a limited pipeline of major projects and so many talented specialists involved in projects such as Crossrail, Northern Line Extension and Bank station upgrade were lost to TfL at the end of their projects, though effort was made to retain those with transferable skills. A leavers survey, to be launched later in the year, would provide richer information on why people moved on.

An update would be provided to a future meeting on strategic workforce planning, including TfL's Reward Strategy, which included benchmarking roles across the organisation and externally, the future operational model – Our TfL Programme and talent management. **[Action: Fiona Brunskill]**

**The Committee noted the paper.**

## **17/11/22 Pay Outcomes of £100,000+ Approvals**

The current governance process for appointments with a full-time equivalent salary in excess of £100,000 per annum required Committee approval for both permanent and non-permanent labour (NPL) positions.

Fiona Brunskill and Stephen Field introduced the paper, and the supplementary information on Part 2 of the agenda, which showed the salary approved by the

Committee and that awarded on appointment for the period September 2020 to July 2022.

Members discussed the use of NPL roles, recognising that some skills had been brought in for specific projects and that such contracts did offer advantages to TfL. A review of the use of NPL roles was underway to see if it was more efficient to retain some specialists as full-time staff or to have services provided by a third-party. An update on this work would be provided to a future meeting and future outcome reports would include details of the duration of NPL contracts and how often they are reviewed.

The Committee supported the need for oversight on the approval of the highest salaries but recognised the need to streamline the process. Delays in the approval process impacted service and project delivery and sometimes saw strong candidates leaving the process. An end-to-end process review would be undertaken and discussed with the Mayor's team.

**The Committee noted the paper and the exempt supplementary information on Part 2 of the agenda and agreed the format for future presentation of similar data.**

## **18/11/22 Chief Officer and Director Pay Review 2022**

Howard Carter left the meeting for the discussion of this item where it related to proposed pay awards for specific Chief Officers.

Andy Lord and Fiona Brunskill introduced the item. Annual pay review processes for the Chief Officer and Director populations had been frozen since 2016. As a result, base pay had remained static for individuals in this population unless a role re-evaluation, structural change or promotion had taken place.

In February 2022, the restructuring of the Executive Committee and a pay benchmarking exercise saw pay adjustments for the new roles. For individuals whose roles did not change, no pay adjustments were made. Pay awards for those individuals would assist in maintaining appropriate relativities between the Chief Officer roles and the rates of pay would still be below market levels.

It was proposed to apply to those Chief Officers the same percentage increase as the first year of the TfL pay award currently under negotiation with the relevant TfL Trades Unions for employees in pay bands 1 to 3. Although not subject to negotiation with the Trades Unions, TfL intended to apply the same increase to senior managers in pay bands 4 and 5 and to any Directors who had not received pay adjustments as part of the leadership restructure (as reported to the Committee on 27 July 2022).

The Committee would be engaged on the reward and retention strategy for Chief Officers before any proposals for change were considered at a future meeting.

**[Action: Fiona Brunskill]**

Andy Lord left the meeting while the Committee received an update on the process and timeline for the appointment of a permanent Commissioner.

**The Committee noted the paper and the supplementary information on Part 2 of the agenda and:**

- 1 agreed the proposal to apply a percentage equivalent to first year of the TfL 2022 pay deal to the pay of any Chief Officers who had not had a salary adjustment during 2022; and
- 2 noted the intention to apply the same percentage increase to Directors in the same way who had not had a salary adjustment during 2022.

### **19/11/22 Members' Suggestions for Future Discussion Items**

In addition to the request for a paper on strategic workforce planning arising from the discussion on resourcing at TfL earlier in the meeting, Members noted a paper on pan-TfL pay would be submitted to the meeting in March 2023. **[Action: Stephen Field]**

**The Committee noted the forward plan.**

### **20/11/22 Any Other Business the Chair Considers Urgent**

There was no other urgent business to discuss.

### **21/11/22 Date of Next Meeting**

The next scheduled meeting of the Committee would be held on Thursday 2 March 2023 at 10.00am.

### **22/11/22 Exclusion of the Press and Public**

**The Committee agreed to exclude the press and public from the meeting, in accordance with paragraphs 1, 3 and 5 of Schedule 12A to the Local Government Act 1972 (as amended), when it considered the exempt information in relation to the items on Pay Outcomes of £100,000+ Approvals and Chief Officer and Director Pay Review 2022.**

The meeting closed at 12.17pm.

Chair: \_\_\_\_\_

Date: \_\_\_\_\_