

Board – Chair’s Action

Issued: 2 June 2023

Item: Appointment of the Commissioner of Transport

This paper will be published following the appointment.

1 Summary

- 1.1 The appointment of the Commissioner of Transport (Commissioner) is a matter reserved to the Board. Following the departure of the previous Commissioner, Andy Lord was appointed as the interim Commissioner from 25 October 2022 while a selection process commenced to appoint a permanent Commissioner.
- 1.2 On 1 February 2023, the Board delegated authority to the Chair of Transport for London (TfL) to appoint the permanent Commissioner on the advice of the Appointment Panel. On 15 March 2023, the Remuneration Committee agreed through Chair’s Action the remuneration for the role.
- 1.3 An Appointment Panel of five Members, led by the Deputy Chair, oversaw the rigorous selection process and led on the initial interviews. The final interview stage was held with the Mayor of London, his Chief of Staff and the Deputy Mayor for Transport, supported by TfL’s interim Chief People Officer. Members have been kept updated on the recruitment process and progress through a series of briefings.
- 1.4 Following the conclusion of the process, the Chair is asked to approve the appointment of the proposed candidate as the permanent Commissioner.
- 1.5 The name of the proposed candidate and further detail of the recruitment process are included in the appendix, which is exempt from publication by paragraphs 1 and 3 of Schedule 12A of the Local Government Act 1972, as it contains information relating to an individual and the financial and business affairs of TfL.
- 1.6 As the appointment is market sensitive, there will be an RNS announcement to the markets before the decision is made public. The other details in the appendix remain exempt from publication.

2 Recommendation

- 2.1 **The Chair is asked to note the recruitment and selection process as set out in this paper and the exempt appendix and appoint a permanent Commissioner of Transport.**

3 Background

- 3.1 Under Standing Order 100(c)(i), the appointment of the Commissioner is a matter reserved to the Board.

- 3.2 A new permanent appointment to that role is required following the resignation of Andy Byford who had served as Commissioner from June 2020 until the end of October 2022, when he left to return to the United States of America.
- 3.3 The Deputy Mayor for Transport asked Andy Lord, then the Chief Operating Officer and Deputy Commissioner, to cover the role of Commissioner on an interim basis from 25 October 2022, while a competitive, international selection process was undertaken.
- 3.4 To ensure a timely appointment, on 1 February 2023, the Board delegated authority to the Chair of TfL, in consultation with the Appointment Panel Chaired by the Deputy Chair, Seb Dance, to approve the future appointment of the Commissioner.

4 Selection Process

- 4.1 Members were briefed on the process on 12 October 2022. Given the profile and status of the role, TfL engaged with executive search firms to tender for this recruitment in December 2022, with the requirement to undertake a thorough search of the market and support a comprehensive, fair, inclusive and transparent recruitment process.
- 4.2 The Deputy Chair led the recruitment process and Chaired the Appointment Panel, which comprised Members Anne McMeel, Dr Mee Ling Ng OBE, Marie Pye and Peter Strachan.
- 4.3 Following the competitive procurement process, TfL appointed the executive search firm Spencer Stuart to support the delivery of an open and international recruitment campaign in early 2023.
- 4.4 Members were kept informed of the process and progress through briefings on 1 February, 29 March, 19 April and 11 May 2023.
- 4.5 In collaboration with Spencer Stuart, a global search was carried out to ensure the most diverse and talented individuals applied for the role of Commissioner. The role was simultaneously advertised on the TfL website, Linked In, The Times, Guardian and Financial Times in March 2023.
- 4.6 This role requires individuals to hold security clearance at the highest level.

Applications

- 4.7 The global search identified over 200 suitable individuals who were then assessed based on their submitted applications. Following expressions of interest in the role, 10 candidates were shortlisted for interview in May 2023.

Diversity

- 4.8 TfL's aspiration during the recruitment process was to match the profile of economically active London of 51 per cent women, 39 per cent BAME, 3.8 per cent LGBTQ and 18 per cent disabled.

- 4.9 This was reflected in the focus during the search process, which achieved a more diverse shortlist than previous Commissioner recruitment exercises. To maintain individual confidentiality, detailed figures for each stage of the process are provided to the Board in the exempt appendix to this paper.
- 4.10 Despite significant efforts, TfL's aspiration was not met in all regards. It is clear for example that the lack of ethnic diversity in senior executive roles in relevant sectors, and the consequent high demand for such individuals, makes it highly challenging to assemble a longlist that is 39 per cent BAME. Through our forthcoming 'action on inclusion' strategy, and wider work in the sector, TfL will place a renewed focus on recruiting and developing diverse talent, with the goal of a workforce that at all levels reflects London's diversity.

Remuneration

- 4.11 The Terms of Reference of the Remuneration Committee require it to determine the salary for any person proposed to be appointed as an Officer of TfL with an annual basic salary of £100,000 or more. The Committee was consulted on 10 March and approved the proposed remuneration by Chair's Action on 15 March 2023.

List of appendices to this report:

Exempt Appendix containing details of the preferred candidate

List of Background Papers:

1 February 2023 Board paper on Matters Arising, Actions List and Use of Delegated Authority which includes the delegation on the appointment of the Commissioner

10 March Remuneration Committee Chair's Action paper (exempt)

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