

Transport for London

Minutes of the Remuneration Committee

**Conference Rooms 1 and 2, Ground Floor, Palestra,
197 Blackfriars Road, London SE1 8NJ
10.00am, Thursday 9 November 2023**

Members

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

Executive Committee

Andy Lord	Commissioner
Fiona Brunskill	Chief People Officer
Andrea Clarke	Interim General Counsel

Staff

Stephen Field	Director of Pensions and Reward
Shamus Kenny	Head of Secretariat

23/11/23 Apologies for Absence and Chair's Announcements

Peter Strachan and Dr Nelson Ogunshakin OBE attended the meeting via Teams and were able to participate in the discussion but did not count towards the quorum. The meeting was quorate.

The Chair welcomed everyone to the meeting. The meeting was broadcast live to TfL's YouTube channel, except for the discussion of the information on Part 2 of the agenda, which was exempt from publication, 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.

24/11/23 Declarations of Interests

Members confirmed that their declarations of interests, as published on tfl.gov.uk, were up to date. There had been one update since the last meeting: Dr Nelson Ogunshakin OBE had been appointed as a non-executive director of High Speed 2 Limited.

There were no interests to declare that related specifically to items on the agenda.

25/11/23 Minutes of the Meeting of the Committee held on 12 June 2023

The minutes of the meeting of the Committee held on 12 June 2023 were approved as a correct record, and the Chair was authorised to sign them.

26/11/23 Matters Arising, Actions List and Use of Delegated Authority

Andrea Clarke introduced the item. There had been six uses of Chair's Action since the last meeting of the Committee on 12 June 2023: four were in relation to the approval of salaries of £100,000 or more; one was in relation to updating non-permanent labour contractual arrangements; and one was in relation to streamlining the approval of salaries of £100,000 or more process.

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

27/11/23 Resourcing at TfL

Fiona Brunskill introduced the item, which provided an update on how TfL was addressing its green, digital and leadership skills challenge through its Strategic Workforce Planning Activities.

A review of critical and hard to fill roles had taken place and identified 250 unique roles and a succession planning exercise had concluded at the end of October 2023 to help ensure that a talent pipeline was developed. Members would be provided with an update on succession planning at a future meeting, which would include details of skills shortages, hard to fill roles and the work to improve representation across TfL.

[Action: Fiona Brunskill]

The Independent Investment Programme Advisory Group had identified Technology and Data (T&D) and Engineering as areas where hard to fill roles had an impact on delivery. This often resulted in a high use of non-permanent labour (NPL) staff. While TfL sought to reduce NPL levels by developing its own staff, the Committee recognised that some hard to fill roles attracted people who preferred to be NPL and that this provided them and TfL with flexibility, particularly as the skills needs in T&D were often changing. TfL was focussed on determining the core skills it should have and where external support, with appropriate governance, could fill the other roles. T&D would have its own strategic workforce plan, due to the challenges in filling specialist roles due to market rates, and this would be submitted to a future meeting.

[Action: Fiona Brunskill]

The Executive Committee was also reviewing notice periods for senior staff and those in hard to fill roles. Many notice periods were very short, and filling the roles was also impacted by the time to go through the remuneration approval process. The Committee also noted that leaver surveys identified a key reason for leaving TfL was a lack of career opportunities.

Members welcomed the update and the progress that had been made on addressing talent, inclusion and reward. Members also welcomed the progress that had been made to convert the arrangements of many NPL staff, to ensure that they were compliant with

updated HM Revenue and Customs guidance and thanked all of the staff involved in that work.

Members would receive an update on TfL's Reward Strategy at a future meeting.

[Action: Fiona Brunskill]

The Committee noted the paper and the exempt supplementary information on Part 2 of the agenda.

28/11/23 Executive Committee Remuneration Benchmarking

Fiona Brunskill introduced the item, which provided the Committee with an updated benchmarking report. The unique nature of TfL's role and governance arrangements meant there were no direct comparators, so benchmarking was against a broad range of organisations.

As with previous benchmarking exercises, all of TfL's Chief Officer roles were below the benchmarked medians, and this was further entrenched when total compensation packages were included.

While officers were attracted to TfL for a variety of reasons, including the sense of social purpose, opportunities, and the experience of working for a world leading transport authority, it was recognised that continued or widening pay disparity did impact on TfL's ability to retain and attract the best talent. The impact of below median Chief Officer remuneration also compressed remuneration throughout the organisation.

There had been a lot of turnover in senior roles recently. Further work was required on finalising accountabilities and benchmarking of some roles, which would include changes to accountabilities and job descriptions, and it was anticipated that changes to the remuneration of a small number of roles may be required and these would be submitted to the Committee for approval. Members suggested that benchmarking for the Commissioner's role should also include international comparators.

The Committee noted the paper and the exempt supplementary information on Part 2 of the agenda.

29/11/23 Pay Outcomes of £100,000 or more Approvals

Fiona Brunskill and Stephen Field introduced the item. A process was in place for the Committee to approve full-time equivalent salaries of £100,000 or more per annum for permanent and non-permanent labour positions. The item provided an update that compared the salary approved by the Committee with that given on actual appointment, for the period covering August 2022 to September 2023

On 18 September 2023, the Chair approved, in consultation with Committee Members a streamlined remuneration approval process and the paper therefore included roles that had been internally approved under the new process and not previously seen by the Committee. The approval templates and internal clearance processes were also being reviewed to ensure the process was more efficient to reduce the risk of losing potential candidates due to delays in approving salaries. Once the new processes had bedded in,

Members suggested that the £100,000 baseline should be reviewed as annual pay increases through collective bargaining meant many more roles than anticipated were falling within the process.

The Committee noted the paper and the exempt supplementary information on Part 2 of the agenda.

30/11/23 Members' Suggestions for Future Discussion Items

Andrea Clarke introduced the item. No additional suggestions were raised for future discussion items on the forward plan or for informal briefings, other than those already noted during the meeting.

The Committee noted the forward plan.

31/11/23 Any Other Business the Chair Considers Urgent

There was no other urgent business to discuss.

32/11/23 Date of Next Meeting

The next scheduled meeting of the Committee would be held on Thursday 29 February 2024 at 10.00am.

33/11/23 Exclusion of the Press and Public

The Committee agreed to exclude the press and public from the meeting, in accordance with paragraph 3 of Schedule 12A to the Local Government Act 1972 (as amended), when it considered the exempt information in relation to the items on: Resourcing at TfL; Executive Committee Remuneration Benchmarking; and Pay Outcomes of £100,000 or more Approvals.

The meeting closed at 11.10pm.

Chair: _____

Date: _____