

Date: 24 July 2024

Item: **Matters Arising, Actions List and Use of Delegated Authority**

This paper will be considered in public

1 Summary

- 1.1 This paper provides information on any use of delegated authority or Chair's Action and the progress against actions agreed at previous meetings (Appendix 1).
- 1.2 Since the last meeting of the Committee, on 29 February 2024:
 - (a) there have been two uses of Chair's Action in relation to the approval of salaries of £100,000 or more, set out in Appendix 2. The Appendix also includes the list of roles covered by the use of Chair's Action that was reported verbally at the last meeting of the Committee; and
 - (b) the Chair has exercised authority delegated by the Committee, on 29 February 2024, in relation to approving performance awards, as detailed in section 3.

2 Recommendation

- 2.1 **The Committee is asked to note the updated Actions List and the uses of Chair's Action.**

3 Use of Delegated Authority

Salaries of £100,000 or more

- 3.1 The Terms of Reference for the Committee require it to approve salaries of £100,000 or more and forms part of TfL's overall governance of pay at Senior levels. TfL has experienced high turnover of senior staff over recent months and requests include replacements for those that have left or are leaving.
- 3.2 Requests have also been made following changes to role under TfL's change programme. These include circumstances where individuals have increased accountability and scope following merging of roles and activity.
- 3.3 Other requests include extensions to existing contracts of highly skilled or technical staff where not retaining this resource would have a significant detrimental impact on TfL's ability to achieve its financial or operational deliverables.

- 3.4 A business case justification was provided to the Committee for each role. Following consultation with Members of the Committee, the Chair approved salaries of £100,000 or more for the roles set out in Appendix 2.

Performance Awards Approval

- 3.5 TfL operates performance award schemes for many of its staff, as part of its overall reward arrangements, which are designed to enable the recruitment and retention of staff with the skills and experience required to deliver London's public transport network, while recognising TfL's status as a public body. Decisions on whether to make performance awards, and if so their quantum, depend on TfL's overall financial performance, TfL's wider performance as measured against the TfL and divisional scorecards, and individual contributions.
- 3.6 On 29 February 2024, the Committee considered the provisional assessment of the performance of staff within its remit and noted the process for the verification of the TfL and divisional scorecards, that would take place after 31 March 2024. It authorised its Chair, following consultation with available Committee Members, to approve the performance awards for 2023/24 for the Commissioner, Chief Officers and Directors specified under the Committee's Terms of Reference, subject to the final validated 2023/24 TfL and divisional scorecards outturn. It also noted that the same principles would apply in relation to performance awards for other eligible TfL staff.
- 3.7 On 22 April 2024, the Chair of the Audit and Assurance Committee, following consultation with available Committee Members, noted and endorsed the sign off of the end of year results against the 2023/24 TfL Scorecard. That paper has been published on tfl.gov.uk. The final 2023/24 TfL Scorecard Outturn is attached as Appendix 3.
- 3.8 On 25 April 2024, a paper and exempt appendix was shared with Members of the Committee seeking approval of the proposed performance awards. The consideration and payment of the performance awards for the Commissioner and Chief Officers was brought forward for 2023/24 to ensure that appropriate oversight and governance was applied by the existing Remuneration Committee ahead of the Mayoral election (2 May 2024). This advance consideration was similarly followed in 2020 and is what applies in the final year of a mayoralty.
- 3.9 On 29 April 2024, in accordance with the authority delegated by the Committee, the Chair of the Committee, in consultation with available Members, agreed the individual performance ratings for the Commissioner, Chief Officers and Directors within its remit and noted the associated potential performance award payments. The public paper relating to this request has been published on tfl.gov.uk with the papers for this meeting.

4 Actions List

- 4.1 Appendix 1 sets out the progress against actions agreed at previous meetings.

List of appendices to this report:

Appendix 1: Actions List

Appendix 2: Use of Chair's Action to approve salaries of £100,000 or more

Appendix 3: The final 2023/24 TfL Scorecard Outturn

List of Background Papers:

Minutes of previous meetings of the Committee

Chair's Action papers to approve salaries of £100,000 or more, issued on 21 February, 16 April and 20 June 2024 (exempt from publication)

Use of Delegated Authority paper on Performance Awards Approval, issued on 25 April 2024

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Remuneration Committee Actions List (reported to the meeting on 24 July 2024)

There were no actions from the last meeting, held on 29 February 2024

Actions from previous meetings

Minute No.	Description	Action By	Target Date	Status note
27/11/23 (1)	Resourcing at TfL: Succession Planning 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.	Fiona Brunskill	November 2024	A paper on Strategic Resource Planning is included on the forward plan.
27/11/23 (2)	Resourcing at TfL: Technology and Data Succession Plan Technology and Data 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.	Fiona Brunskill	November 2024	A paper on Strategic Resource Planning is included on the forward plan.

Appendix 2

Use of Chair's Action to approve salaries of £100,000 or more

This includes changes for recruitment to existing roles or where the responsibilities of the role have changed.

The information contained in the papers remain not for publication to the public or press by virtue of paragraph 3 of Schedule 12A of the Local Government Act 1972 in that it contains information relating to the financial affairs of TfL.

Request 21 February, approved 26 February 2024 (reported verbally at the last meeting)

- 1) Occupational Health Doctor;
- 2) Head of Talent;
- 3) Head of Finance;
- 4) Head of Programme Delivery;
- 5) Head of Programme Delivery;
- 6) Head of Infrastructure Maintenance;
- 7) Head of Projects and Accommodation;
- 8) Head of Operational Training & Skills Development;
- 9) Head of Financial Planning & Analysis;
- 10) Head of Finance;
- 11) Project Development Director;
- 12) Chief of Staff Finance; and
- 13) Head of Technology Service Operations.

Request 16 April, approved 17 April 2024

- 14) Head of Business Improvement – Elizabeth Line;
- 15) Head of Project Controls Delivery; and
- 16) Head of Technology & Data – Digital.

Request 20 June, approved 24 June 2024 (two papers)

- 17) Director of Business Partnering SHE – TfL Operations;
- 18) Director of People (Non-Ops) and Change;

- 19) Head of Reward and Benefits;
- 20) Head of Enterprise Resource Planning Delivery;
- 21) Head of Asset Planning and Systems; and
- 22) Head of Finance.