

Date: 20 November 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 by the Committee, and the former Remuneration Committee. It also provides an update on the progress against actions agreed at previous meetings of the Remuneration Committee and those from the former Safety, Sustainability and Human Resources Panel that now fall within the remit of this Committee (as set out in Appendix 1).
- 1.2 Since the last meeting of the former Remuneration Committee, on 24 July 2024, there have been three uses of Chair's Action in relation to the approval of salaries of £100,000 or more, and one use in relation to the approval of an exit payment, as set out in Appendix 2.

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 (and the former Remuneration 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.
- 3.5 Elsewhere on the agenda, is a paper on the “£100,000 or more Process and Pay Outcomes of £100,000 or more Approvals”. This sets out recent changes to the process and provides details of the pay outcomes against the approved range agreed by Chair’s Action.

Exit Payments

- 3.6 The Terms of Reference for the Committee (and the former Remuneration Committee) also require it to have oversight of any proposed exit payments for the Commissioner, Chief Officers and other Directors reporting to the Commissioner. In circumstances where there is a proposed exit payment outside of standard redundancy terms and which exceeds £100,000 (excluding notice periods, which are contractual) this is also considered by the Committee irrespective of the grade and/or salary of the employee.
- 3.7 A business case justification was provided to the Committee in relation to an exit payment for one individual. Following consultation with Members of the Committee, the Chair approved the arrangements for an exit payment.

4 Actions List

- 4.1 Appendix 1 sets out the progress against actions agreed at previous meetings of the former Remuneration Committee and those from the former Safety, Sustainability and Human Resources Panel that now fall within the remit of this Committee.

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

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 9 August, 4 September, and 11 October 2024 (exempt from publication)

Chair’s Action paper to approve an exit payment, issued 28 August 2024 (exempt from publication)

Contact Officer: Andrea Clarke, General Counsel

Email: AndreaClarke@tfl.gov.uk

Appendix 1

People and Remuneration Committee Actions List (reported to the meeting on 20 November 2024)

Actions from meetings of the former Remuneration Committee

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	February 2025	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	February 2025	A paper on Strategic Resource Planning is included on the forward plan.

Actions from the previous meeting of the Safety, Sustainability and Human Resources Panel, that now fall within the remit of this Committee

Minute No.	Description	Action By	Target Date	Status note
39/09/24	Action on Inclusion – 12 Months On The Chair suggested that annual updates to the People and Remuneration Committee should be provided by the Chief Operating Officer and Chief Capital Officer to highlight progress within their directorates.	Patricia Obinna / Fiona Brunskill	Ongoing	An update paper is provided on the agenda for this meeting. Future updates will include progress highlights from the Operations and Capital directorates

Minute No.	Description	Action By	Target Date	Status note
40/09/24	Enterprise Risk Update - Attraction, Retention, Wellbeing and Health of our Employees (ER02) The People and Remuneration Committee would receive an update on the progress of the Strategic Workforce Plan at a future meeting.	Fiona Brunskill	February 2025	This is included on the forward plan.
42/09/24	Our Colleague Quarterly Report Board Members would be invited to participate in the mentoring programme.	Fiona Brunskill	-	Participation in the scheme requires a OneLondon account and these are not provided to Members. We will investigate further how Members could support the mentoring scheme.

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 9 August, approved 12 August 2024

- 1) Senior Divisional Financial Controller

Request 4 September, approved 5 September 2024

- 1) Head of Estates Planning and Accommodation;
- 2) Head of Finance; and
- 3) Head of Finance.

Request 11 October, approved 16 October 2024

- 4) Chief of Staff;
- 5) General Manager, Trams;
- 6) Lead Business Intelligence Architect;
- 7) Principal Engineer – Signalling;
- 8) Fire Engineer (x2);
- 9) Senior Application Engineer (Maximo) (x2);
- 10) Junior Developer;
- 11) Senior Developer (Mobile) (x2);
- 12) Senior Developer (x4);
- 13) Senior Scrum Master;
- 14) Senior Product Owner (x2);
- 15) Senior Infrastructure Engineer; and
- 16) ERP Programme Enterprise Tech Lead.

Exit payment: Request 28 August, approved 30 August 2024