

Transport for London

Minutes of the People and Remuneration Committee

**Conference Rooms 1 and 2, Ground Floor, Palestra,
197 Blackfriars Road, London, SE1 8NJ
10.00am, Wednesday 20 November 2024**

Members

Peter Strachan (Chair)
Tanya Joseph (Vice Chair)
Zoë Billingham CBE
Keith Richards OBE

Executive Committee

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

Staff

Stephen Field	Director of Pensions and Chief Executive of the TfL Pension Fund
Manisha Gangopadhyay	Director of People (Non-Ops), ER and Reward
Lorraine Humphrey	Director of Risk and Assurance
Shamus Kenny	Head of Secretariat
Patricia Obinna	Director of Diversity and Inclusion
Sue Taylor	Director of People (Ops), ER and Reward

01/11/24 Apologies for Absence and Chair's Announcements

An apology for absence had been received from Seb Dance. 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.

This was the first meeting of the Committee, which was established on 9 September 2024. The remit of the Committee reflected good practice by bringing together the people elements of the former Safety, Sustainability and Human Resources Panel and the remuneration elements of the former Remuneration Committee. The Chair and Seb Dance had served on the previous Remuneration Committee and welcomed the new Members: Tanya Joseph as Vice Chair and Zoë Billingham CBE and Keith Richards OBE.

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.

02/11/24 Declarations of Interests

Members confirmed that their declarations of interests, as published on tfl.gov.uk, were up to date. These include the declarations from all new Members.

Following his initial declaration, Keith Richards OBE had updated his interests to include three new appointments, as: an Independent Member of Pay:UK End User Advisory Council; an Independent Member of MOSL Performance Assurance Committee for Non-Household Water Market; and as Commissioner for the Equality and Human Rights Commission.

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

03/11/24 Minutes of the Meeting of the Remuneration Committee held on 24 July 2024

The minutes of the meeting of the Remuneration Committee held on 24 July 2024 were approved as a correct record, and the Chair was authorised to sign them.

04/11/24 Matters Arising, Actions List and Use of Delegated Authority

Andrea Clarke introduced the item. The paper provided information on the exercise of Chair's Action by the former Remuneration Committee, and by this Committee, in relation to the approval of salaries of £100,000 or more and one approval of an exit payment. A paper elsewhere on the agenda provided information on the £100,000 or more process and the outcome from previous Remuneration Committee approvals.

The Actions List provided 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 fell within the remit of this Committee.

The Committee noted the updated actions list and use of Chair's Action.

05/11/24 TfL Change Landscape

Fiona Brunskill and Manisha Gangopadhyay introduced the item, which provided an update on the different change activity taking place across TfL.

The 'Our TfL' Programme (OTP), initiated in June 2022, had set the foundations for TfL to meet the challenges of today and face those of the future. OTP had helped to embed the value chain which, along with the revised Chief Officer structure, enabled TfL to take a more holistic approach to change and work collaboratively across the organisation to deliver its Vision of being a strong, green heartbeat for London. OTP had served its primary purpose over the expected two-year timeframe. As TfL's future pipeline continued to develop and mature, the OTP was being wound down as a programme.

The Committee discussed the Operational Change programme, a suite of projects to deliver TfL's strategic objectives and improve cost efficiency in the Operational part of the organisation. It also discussed the Enterprise Resource Planning programme, a suite of systems and associated processes used to run an organisation. These covered Finance, HR, Procurement and, for TfL, deployment of its Operational employees.

Members noted the good progress that was being made and the challenges ahead. The Committee would be kept informed of progress.

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

06/11/24 Action on Inclusion – 12 Months On

Fiona Brunskill and Patricia Obinna introduced the item, which provided an update on the delivery of the Action on Inclusion Strategy, from its launch at the end of June 2023. The aim of the strategy was to create an inclusive workplace where everyone could belong, supporting the delivery of the 'creating an inclusive culture' pillar of the Colleague Strategy.

Members noted the rationale for the strategy and how it had been developed with the engagement of staff across TfL, including over 500 "listening" sessions. They noted the update on progress to-date, future commitments, and the next steps.

The approach to monitoring the actions was noted and future updates would include input from the Chief Operating Officer and the Chief Capital Officer to highlight progress within their directorates. The TfL Viewpoint employee engagement survey included an inclusion index and the reports from the annual survey were shared with the Board.

The Committee welcomed the holistic and coherent approach taken in the strategy and the action already taken. It noted the work on training and culture change, particularly on improving the experience of disabled colleagues, which staff surveys showed were the least engaged. The approach to workplace adjustments had been reviewed to ensure colleagues received the support that they needed. New disability awareness training had also been introduced and the links would be shared with Members.

[Action: Fiona Brunskill]

The launch of TfL's Strategic Workforce Plan would be compatible with the Action on Inclusion work. Members and officers recognised that cultural change took time and continuous effort, which the development and implementation of the strategy was intended to achieve. Members were keen to support the work in any way that they could, including through attendance at events.

The Committee noted the paper.

07/11/24 Approach to Reward

Fiona Brunskill and Sue Taylor introduced the item. Ensuring that TfL provided a fair and attractive employee offer was an integral part of its Colleague Strategy, where it sought to balance fairness and affordability with meeting the competitive challenge of attracting

and retaining talent. In response to that challenge, TfL was reviewing its approach to pay management, which included the Job Families concept.

The Committee noted the current progress on pay talks and work on pay structures, frameworks, processes, and mechanisms used to set, manage and progress pay. It also noted the development of the Job Families concept and its benefits for attracting and retaining staff. They were being discussed with staff and the trade unions ahead of a consultation, with the aim of introducing the Job Families in 2025 for non-operational roles. Around 27 Job Families were currently proposed, which would enable TfL to compare against the market to help attract and retain talent.

The Job Families and their impact would be reviewed and, if necessary, adjusted annually.

The Committee noted the paper.

08/11/24 TfL Savings for Retirement Plan

Fiona Brunskill and Stephen Field introduced the item, which briefed the Committee on the new 'Supplementary Section' of the TfL Savings for Retirement Plan (SfR Plan), which had been set up by the TfL Pension team and trustees of the SfR Plan at the request of TfL.

The change was intended to help retain colleagues and was cost neutral to TfL. It would impact a small number of colleagues, particularly those with long service, though the number was expected to increase over time.

The Committee noted the paper.

09/11/24 £100,000 or more Process and Pay Outcomes of £100,000 or more Approvals

Fiona Brunskill introduced the item. The governance process for appointments with a full-time equivalent salary of £100,000 or more per annum required Committee approval for the proposed salary for both permanent and non-permanent labour positions.

Members discussed the rationale for the process, noted the changes made and the robust internal governance applied before proposals were submitted to the Committee. The Chair and Chief People Officer would discuss the criteria for what was submitted to the Committee and the reporting mechanisms to ensure Board oversight, ahead of a further discussion at a future meeting. **[Action: Fiona Brunskill]**

Members welcomed the paper and the exempt supplementary information on Part 2 of the agenda, which provided a comparison of salaries approved by the Committee from October 2023 to May 2024 with that on actual appointment.

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

10/11/24 Our Colleague Quarterly Report

Fiona Brunskill introduced the item, which provided an update on key activities across the Chief People Office area for the period September to November 2024, demonstrating progress against the Colleague Strategy. This would be a standing item for all scheduled meetings of the Committee.

Members noted the highlights from the report, which included: the work to improve the workplace adjustments process; the preparation for Viewpoint, the annual employee engagement survey, the launch of which had been delayed until January 2025 due to the cyber security incident; and the development of the Strategic Workforce Plan, which would ensure that TfL had the skills that it needed now and in the future. A paper on the Strategic Workforce Plan was scheduled for the next meeting of the Committee.

TfL had welcomed 272 new graduates (88), apprentices (163) and interns (21) in September 2024 across 65 different development programmes. The cohort was the most representative TfL had attracted and TfL was recognised by The Times as a top graduate employer.

The Committee noted the paper.

11/11/24 Risk and Assurance Report Quarter 2 2024/25

Lorraine Humphrey introduced the item, which provided an overview of the status of and changes to Enterprise Risk 02 (ER02) – ‘Attraction, retention, wellbeing and health of our employees’. The report summarised the findings from the assurance activity undertaken by teams within TfL’s Risk and Assurance Directorate associated with this risk during Quarter 2 of 2024/25 (23 June to 14 September 2024).

ER02 had moved from requires improvement to adequately controlled. Members discussed the governance and processes in place to investigate allegations of staff-related fraud. Work was underway to streamline the investigation processes and further information on this would be provided in future reports. **[Action: Lorraine Humphrey]**

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

12/11/24 Director Salary Reviews 2024

Andy Lord introduced the item. The terms of reference of the Committee required it to review from time to time the remuneration of the Commissioner, Chief Officers and Directors reporting to the Commissioner.

The Commissioner proposed an adjustment to base pay for Director roles that report to him to reflect their responsibilities and benchmarking against other Director roles within TfL and the market.

The Committee noted the paper and the exempt supplementary information on Part 2 of the agenda and agreed the salary increase proposals for Director roles

that report to the Commissioner, as set out in the paper on Part 2 of the agenda, with effect from 1 April 2024.

13/11/24 Members' Suggestions for Future Discussion Items

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

The Committee noted the forward plan.

14/11/24 Any Other Business the Chair Considers Urgent

There was no other urgent business to discuss.

15/11/24 Date of Next Meeting

The next scheduled meeting of the Committee was scheduled for 13 February 2025 at 10.00. [Post-meeting note, the date was subsequently rearranged to 24 February at 11.00am.]

16/11/24 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 7 of Schedule 12A to the Local Government Act 1972 (as amended), when it considered the exempt information in relation to the items on: TfL Change Landscape; £100,000 or more Process and Pay Outcomes of £100,000 or more Approvals; Risk and Assurance Report Quarter 2 2024/25; and Director Salary Reviews 2024.

The meeting closed at 11.45am.

Chair: _____

Date: _____