

Transport for London

Minutes of the Remuneration Committee

Committee Room 1, City Hall, The Queen's Walk, London, SE1 2AA
2.00pm, Thursday 19 March 2015

Members

Baroness Grey-Thompson DBE	Chair
Daniel Moylan	Vice Chairman
Sir John Armitt CBE	Member

Also in Attendance

Isabel Dedring	Deputy Chair of TfL (by phone)
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Staff

Andrea Clarke	Director of Legal
Sir Peter Hendy CBE	Commissioner
Stephen Field	Director, Reward and Pensions
Tricia Riley	Human Resources Director
Shamus Kenny	Head of Secretariat

01/03/15 Apologies for Absence and Chair's Announcements

Apologies for absence had been received from the Mayor. Howard Carter, General Counsel, was also unable to attend.

02/03/15 Declarations of Interests

Baroness Grey-Thompson declared an interest as a member of the London Legacy Development Corporation. Daniel Moylan declared an interest as a Councillor for the Royal Borough of Kensington and Chelsea, as a Non Executive Director of Crossrail Limited (appointed by TfL) and as Chairman of Urban Design London; as a TfL appointed Non Executive Director. Sir John Armitt declared an interest as Chairman of the National Express Group plc, Deputy Chairman of the Berkeley Group plc and a Member of the Airports Commission.

03/03/15 Minutes of the Meeting held on 27 November 2014

The minutes of the meeting held on 27 November 2014 were approved as a correct record and signed by the Chair.

04/03/15 Matters Arising, Actions List and Forward Plan

The Committee noted the Actions List and Forward Plan.

05/03/15 TfL Scorecard 2015/16

Sir Peter Hendy introduced the paper, which sought approval for the TfL Scorecard, which would form the basis for TfL's Senior Management's remuneration for the financial year 2015/16.

Members discussed the Scorecard setting process and the issues that were considered. The Scorecard sought to address both the priorities of the Mayor and TfL's customers. Given the breadth of services offered by TfL and the ambition of TfL's priorities, there were a large number of measures included in the scorecard, including a new Single Equality Scheme measure.

The measures in the Scorecard were cascaded throughout the organisation into more detailed measures at each level to drive the right behaviours. An example of this was the measure on reducing significant injuries would be broken down into more detailed measures for the public, staff and contractors. Following approval of the TfL Scorecard, the individual scorecards for the Managing Directors would be agreed by mid-April and shared with the Committee for information. **[Action: Peter Hendy]**

When the TfL Scorecard for 2016/17 was presented to the Committee in March 2016, a single appendix would show the 2015/16 Scorecard, the expected outturn and the proposed Scorecard for 2016/17. A justification would be provided for any targets that were lower than the 2015/16 Scorecard or expected outturn. **[Action: Peter Hendy]**

The Committee approved the TfL Scorecard for 2015/16.

06/03/15 Chief Officer Benchmarking

Sir Peter Hendy introduced the paper, which provided a transparent comparison of remuneration levels and mix for senior executives within the peer group organisations against the remuneration of incumbent TfL executives. The benchmarking report, attached as Appendix 1 to the paper, was produced by external remuneration advisors, New Bridge Street.

The analysis by the external remuneration advisors indicated that base salaries of the Commissioner and all Chief Officers were below the benchmarked market level. The Committee discussed the impact of current pay levels on staff retention, the impact of the current director leadership and development programme on succession planning and the attractiveness of TfL as a place to work.

The Commissioner was due to make recommendations on both base salaries and performance awards to the next scheduled meeting of the Committee. Any proposed increases would include a clear justification.

The Committee would receive an annual update on the pay of senior women at TfL, to ensure that equitable pay was being kept under review. **[Action: Peter Hendy]**

The Committee noted the paper.

07/03/15 Any Other Business the Chair Considers Urgent

There was no urgent business to discuss.

There being no further business, the meeting closed at 14.45pm.

The next meeting would be held on Tuesday 30 June 2015 at 12.00 noon.

Chair: _____

Date: _____