

Agenda

Meeting: Remuneration Committee

Date: Thursday 11 July 2019

Time: 10.00am

**Place: Conference Rooms 1 and 2,
Ground Floor, Palestra, 197
Blackfriars Road, London, SE1
8NJ**

Members

Ben Story (Chair)

Kay Carberry CBE (Vice-Chair)

Heidi Alexander

Ron Kalifa OBE

Copies of the papers and any attachments are available on tfl.gov.uk [How We Are Governed](#).

This meeting will be open to the public, except for where exempt information is being discussed as noted on the agenda. There is access for disabled people and induction loops are available. A guide for the press and public on attending and reporting meetings of local government bodies, including the use of film, photography, social media and other means is available on www.london.gov.uk/sites/default/files/Openness-in-Meetings.pdf.

Further Information

If you have questions, would like further information about the meeting or require special facilities please contact: Shamus Kenny, Head of Secretariat; telephone: 020 7983 4913 email: ShamusKenny@tfl.gov.uk.

For media enquiries please contact the TfL Press Office; telephone: 0845 604 4141; email: PressOffice@tfl.gov.uk

Howard Carter, General Counsel
Wednesday 3 July 2019

**Agenda
Remuneration Committee
Thursday 11 July 2019**

1 Apologies for Absence and Chair's Announcements

2 Declarations of Interests

General Counsel

Members are reminded that any interests in a matter under discussion must be declared at the start of the meeting, or at the commencement of the item of business.

Members must not take part in any discussion or decision on such a matter and, depending on the nature of the interest, may be asked to leave the room during the discussion.

3 Minutes of the Meeting of the Committee held on 18 June 2019 (Pages 1 - 6)

General Counsel

The Committee is asked to approve the minutes of the meeting of the Committee held on 18 June 2019 and authorise the Chair to sign them.

4 Matters Arising and Actions List (Pages 7 - 10)

General Counsel

The Committee is asked to note the updated actions list.

5 Additional Information Following Initial Review of the First Year of Operation of the New TfL Performance Award Scheme for Senior Management (Pages 11 - 16)

Commissioner

The Committee is asked to consider whether the thresholds set in October 2017 remain appropriate for the 2018-19 and 2019-20 performance years.

6 Member suggestions for future agenda discussions (Pages 17 - 20)

The Committee is asked to note the forward programme and is invited to raise any suggestions for future discussion items for the forward programme and for informal briefings.

7 Any Other Business the Chair Considers Urgent

The Chair will state the reason for urgency of any item taken.

8 Date of Next Meeting

Wednesday 6 November 2019 at 10am

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Transport for London

Minutes of the Remuneration Committee

**Conference Room 1, Palestra, 197 Blackfriars Road, London SE1 8NJ
11.30am, Tuesday 18 June 2019**

Members

Ben Story (Chair) (by phone)
Kay Carberry CBE (Vice-Chair)
Heidi Alexander

Executive Committee

Mike Brown MVO	Commissioner
Howard Carter	General Counsel
Tricia Wright	Chief People Officer

Staff

Stephen Field	Director of Compensation and Benefits
Shamus Kenny	Head of Secretariat

10/06/19 Apologies for Absence and Chair's Announcements

The Chair welcomed everyone to the meeting.

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 TfL staff after the meeting.

An apology for absence was received from Ron Kalifa OBE. The Chair had spoken to him to sound out his views on items on the agenda.

11/06/19 Declarations of Interests

Members confirmed that their declarations of interests, as published on tfl.gov.uk, were up to date and there were no other interests to declare that related specifically to items on the agenda.

It was agreed that all staff, with the exception of the Commissioner and Director of Compensation and Benefits, would leave the meeting for the discussion of the exempt paper on Performance Awards 2018/19, with Mike Brown also leaving the meeting for the discussion of his performance.

12/06/19 Minutes of the Meeting of the Committee held on 23 January 2019

The minutes of the meeting held on 23 January 2019 were approved as a correct record and would be signed by the Chair.

13/06/19 Matters Arising, Actions List and Use of Delegated Authority

On 22 May 2019, the Board approved revised terms of reference for the Committee, to reflect changes in reporting lines to the Commissioner and to give effect to the recommendations of the Dawn Jarvis Review of termination clauses and payments for senior employees across the GLA Group. The Committee now had oversight of any proposed exit payments for the Commissioner, Managing Directors and other Senior Directors reporting to the Commissioner.

The Committee also noted two uses of Chair's Action in relation to approving salaries of £100,000 or more and, as requested as part of the approval process, had received information on reduction in payroll.

The Committee noted the updated terms of reference, the use of Chair's Action and the updated Actions List.

14/06/19 Pay Gap Analysis Update

Tricia Wright introduced the paper, which provided an update on TfL's pay gap analysis, with a particular focus on gender and ethnicity, as at 31 March 2018. Members noted the hourly rate base pay and performance pay gap comparisons and that the full reports were published on tfl.gov.uk.

TfL had undertaken a significant campaign to improve the level of disclosure of protected characteristics of its staff. This had resulted in proportionately more men declaring; while this impacted negatively on the pay gap figures, it did mean the statistics were more accurate and would be more reliable for tracking improvements going forwards. Further work to reduce the level of non-disclosure was under way.

Kay Carberry CBE commended the recent "On track with diversity 2019" report by ASLEF, which highlighted the need for more women train drivers and made recommendations for how this might be addressed. While a number of Train Operating Companies had been cited in the study, TfL was not. She recommended that TfL engage with ASLEF on its work in this area. Members noted that improvements were being made with recent London Underground campaigns seeing an increase in women applicants and appointments, including for Night Tube services and both MTR's recruitment for Elizabeth line services and the number of DLR Passenger Service Agents higher than the national rail average. Further opportunities in this area were coming up with recruitment required for the gradual timetable enhancements on the Four Lines Modernisation project and the Piccadilly line upgrade. TfL would continue to review how it could further increase the diversity of its drivers, including reviewing the recommendations from the ASLEF report. An update would be provided to a future meeting.

[Action: Tricia Wright]

Members discussed the work proposed to close the pay gaps, including the work with the Cabinet Offices' Behavioural Insights Team and Government Equalities Office. Members recognised that the two different pay models within TfL and the different levels of staff turnover meant gaps may increase in the short term but urged TfL to do all that it could to make a difference and to clearly communicate the dynamics that meant progress may initially be slow.

The Committee noted and recommended that TfL also do some benchmarking with other transport service providers, as well as drawing out the underlying Key Performance Indicators that the Committee should keep under review. TfL needed to look at the diversity of its staff in different parts of the organisation and the staff turnover in different teams to see where action would be most effective.

The update report to the Committee in November 2019 would include: progress against the current next steps section and other thoughts on actions to be taken; identification of key performance indicators to be tracked; and TfL's recent experience on senior hires and market trends.

The Committee noted the paper.

15/06/19 Commercial Development Performance Management System

Tricia Wright and Stephen Field introduced the paper, which sought to update the Commercial Development Performance Award Scheme. The changes were intended to provide clearer alignment and consistency with the other performance award arrangements in operation within TfL. While TfL aspired to a single scheme across the organisation, it was recognised that there were particular teams or skill-sets where the overall remuneration package had to be adjusted to ensure TfL was able to compete with prevailing market conditions to attract and retain key talent. These amended schemes were limited to a small number of individuals, who were given specific savings or revenue regeneration targets to ensure value for money was achieved.

The Chair of the Commercial Development Advisory Group, Francis Salway, would brief Heidi Alexander on the work of and skill-set of the Property Development team.

[Action: Mike Brown]

The Committee noted the paper and the revised Commercial Development Performance Award Scheme.

16/06/19 2018-19 Scorecards

Mike Brown introduced the paper, which provided the business performance results as measured by the TfL and delivery business scorecards for the year ended 31 March 2019.

Ben Story had discussed with Anne McMeel, the Chair of the Audit and Assurance Committee that Committee's review of the assurance report on the Scorecard outturn. Anne McMeel had reported that she was comfortable with TfL's engagement on Scorecard matters and, where she had provided robust challenge on the scoring and assurance regime, she had received an open and positive response. The Key Performance Indicators were meaningful where they could be and the scoring was accurate and verifiable.

Members agreed that the Scorecard was an effective tool for driving performance improvement and priorities across the organisation. A separate issue, to be addressed later on the agenda, was how effective it was as a tool to measure the proportionate

effort expended to achieve the business targets when making remuneration decisions. Members noted, for example, the difference between the outturn scores for London Underground, which provided a single service and Surface Transport, which provided multiple services and therefore had a broader spread of targets.

The Committee noted the delivery against scorecards for 2018-19.

17/06/19 Performance Awards 2018-19

Mike Brown introduced the paper, which sought approval for performance awards in respect of the Commissioner, Managing Director and specific Director roles in relation to the overall performance delivery for the year ended 31 March 2019 as measured against the TfL and delivery business scorecards. The Committee was asked to note the eligible performance awards for all other TfL staff (including Directors and Senior Managers).

All staff, with the exception of the Commissioner and Director of Compensation and Benefits, left the meeting for the discussion of the exempt information, with Mike Brown also leaving the meeting for the discussion of his performance.

The Committee discussed the performance assessments in detail and supported the recommendation on the Commissioner's individual performance rating and the ratings he had proposed for the other staff within the remit of the Committee.

The Committee requested that from next year, the performance awards discussion be supported by:

- (a) the paper including information on the performance ratings for the previous two years; and **[Action: Director of Compensation and Benefits]**
- (b) the Committee Chair reporting feedback from the Chairs of the other Committees and Panels, particularly on individuals that were not as well known to the whole Board. **[Action: Committee Chair]**

In light of the discussion of the review of the first year of operation of the new TfL performance award scheme for senior management (Minute 18/06/19 below), while Members agreed the performance ratings, the Committee deferred consideration of how the Scorecard would be calibrated to determine the level of performance awards for each rating until its next meeting.

The Committee noted the paper and the supplemental information on Part 2 of the agenda and:

- 1 agreed the individual performance rating proposed for the Commissioner;**
- 2 endorsed the performance ratings proposed for Managing Directors and Directors specified under the Committee's Terms of Reference; and**
- 3 noted the overall level of performance for other staff.**

18/06/19 Review of the First Year of Operation of the New TfL Performance Award Scheme for Senior Management

Mike Brown introduced the paper. The Committee had agreed the new performance award framework for senior management in October 2017, which came into operation at the start of the 2018/19 performance year and would be applied against the Scorecard measures for that year. As the framework was approved months ahead of the Scorecard, it was agreed that the framework mechanism be reviewed after its first year of operation to ensure that the core design principles of the scheme were met. The paper provided a summary of the new arrangement and the scorecard outcomes achieved since 2011/12.

Members welcomed the development of the comprehensive and stretching balanced Scorecard, which was aligned to the Mayor's Transport Strategy and encouraged a focus on TfL's overall performance and noted its use by the Commissioner and the Executive Committee for performance management. However, as the Scorecard was set at the start of the year, it did not take account of the significant impact on the organisation of the delay to the Crossrail project and the related focus and reprioritisation on achieving financial savings – which far exceeded the Scorecard targets.

A key principle for the new performance award arrangement was to 'drive business performance' by setting a clear threshold for the minimum level of performance outturn for a performance award budget to be made available; and raising the bar higher for 'on target' performance. The performance award budget thresholds for floor (70 per cent) and on-target (85 per cent) were set against illustrative scorecard targets as the Scorecard was agreed several months after the framework was approved; therefore the thresholds were set without calibration against the actual scorecard targets, their measures or their weightings. As a result of setting stretching targets and in-year changes of priorities, applying the calibration would not result in the intended outcome of rewarding and driving business performance. The actual outturn for 2017/18 and 2018/19 and an extrapolated score for 2019/20 based on current run-rate had an outturn in the range of 71 per cent to 75 per cent.

Members agreed that the floor threshold should be reviewed for future years and that it should exercise its discretion when applying the threshold for 2018/19 given the significant changes to priorities in-year. Any proposed changes to threshold calibrations would ensure that performance awards given against the performance scores already agreed would fall within the budget allocated. **[Action: Stephen Field]**

The Committee noted the paper, agreed that the application of the new arrangement would not deliver the intended outcomes and deferred a decision on the calibration to its next meeting.

19/06/19 Members' Suggestions for Future Discussion Items

Members discussed the forward plan. For the 11 July 2019 meeting, TfL Remuneration had been removed, as it was already scheduled for November 2019 and the Talent Management and Succession Planning item was deferred to the November 2019 meeting.

20/06/19 Any Other Business the Chair Considers Urgent

There was no urgent business to discuss.

21/06/19 Date of Next Meeting

The next scheduled meeting of the Committee was 11 July 2019 at 10.00am.

22/06/19 Exclusion of Press and Public

The Committee is recommended to agree 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), in order to consider the following items of business.

The meeting closed at 1.30pm

Chair: _____

Date: _____

Remuneration Committee



Date: 11 July 2019

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 the progress against actions agreed at previous meetings (Appendix 1). There has been no use of delegated authority since the last meeting.

2 Recommendation

2.1 **The Committee is asked to the updated Actions List.**

List of appendices to this report:

Appendix 1: Actions List

List of Background Papers:

Minutes of previous meetings of the Committee

Contact Officer: Howard Carter, General Counsel
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Remuneration Committee Actions List (reported to the meeting on 11 July 2019)

Actions arising from the meeting held on 18 June 2019.

Minute No.	Description	Action By	Target Date	Status note
14/06/19	Pay Gap Analysis Update: Diversity of Train Drivers TfL would continue to review how it could further increase the diversity of its drivers, including reviewing the recommendations from the ASLEF report. A comprehensive status update would be provided to a future meeting.	Tricia Wright	Nov 2019	Added to the forward plan for November 2019.
15/06/19	Commercial Development Performance Management System: Briefing for TfL Vice Chair The Chair of the Commercial Development Advisory Group, Francis Salway, would brief Heidi Alexander on the work of and skill-set of the Property Development team.	Mike Brown	July 2019	A briefing will be arranged.
17/06/19 (1)	Performance Awards 2018-19: The Committee requested that from next year, the performance awards discussion be supported by: (a) the paper including information on the performance ratings for the previous two years; and (b) the Committee Chair reporting feedback from the Chairs of the other Committees and Panels, particularly on individuals that were not as well known to the whole Board.	Stephen Field and Chair	June 2020	To be addressed in 2020.
18/06/19	Review of the First Year of Operation of the New TfL Performance Award Scheme for Senior Management Members agreed that the floor threshold should be reviewed for future years and that it should exercise its discretion when applying the threshold for 2018/19 given the significant changes to priorities in-year.	Stephen Field	July 2019	Paper on agenda.

	Any proposed changes to threshold calibrations would ensure that performance awards given against the performance scores already agreed would fall within the budget allocated.			
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Actions from previous meetings

Minute No.	Description	Action By	Target Date	Status note
05/01/19 (1)	<p>Pay Gap Analysis – STEM Advisory Group: Further information on how Mike Brown’s STEM advisory group helped him challenge TfL’s targets would be provided to the Safety, Sustainability and Human Resources Panel.</p>	Mike Brown	Sept 2019	Further information will be provided to the Panel in a D&I update.

Remuneration Committee

Date: 11 July 2019

Item: **Additional Information Following Initial Review of the First Year of Operation of the New TfL Performance Award Scheme for Senior Management**

This paper will be considered in public

1 Summary

- 1.1 At its meeting on 18 June 2019, the Committee discussed a paper which outlined some observations on the first year of operation of the new performance award arrangements.
- 1.2 The Committee wished to ensure that new performance award arrangements agreed in October 2017 would be effective for the performance year 2018-19 and operate as intended for all senior managers including, directors, managing directors and the Commissioner.
- 1.3 A new balanced scorecard has now been introduced, which directly aligns to the Mayor's Transport Strategy and includes a number of new, stretching measures. The scorecard is therefore significantly different to previous years.
- 1.4 The new performance award arrangement is, for the first time, primarily related to scorecard performance and individual performance rating. However, the reward framework and the scorecard targets were set independently of each other (in October 2017 and March 2018, respectively) and this appears to have now unexpectedly affected the new performance award arrangement.
- 1.5 The Committee therefore requested further information to help determine whether the scorecard targets and reward framework were calibrated appropriately for 2018-19 onwards.

2 Recommendation

- 2.1 **The Committee is asked to:**
 - (a) **consider whether the thresholds set in October 2017 remain appropriate for the 2018-19 and 2019-20 performance years; and if not,**
 - (b) **consider and discuss the range of options proposed in section 5 below.**

3 Background

- 3.1 The new performance award scheme for TfL senior management was introduced at the start of the 2018-19 performance year, following detailed consideration by the Committee over a period of 18 months.

- 3.2 The scheme uses the same framework (although with differing percentage award opportunities) for calculating performance awards across the different levels of senior management (i.e. Payband 4 and 5 senior managers, directors, managing directors and the Commissioner).
- 3.3 The scheme is based on the same business performance metrics in the form of TfL and delivery business scorecards for all levels of senior management.
- 3.4 Prior to the new scheme's introduction varying frameworks had existed across the different levels of senior management and this meant that the same business performance results had significantly different impacts on performance based reward outcomes.
- 3.5 The Committee set two thresholds in October 2017 that would apply for the 2018-19 performance year. These thresholds (a floor target of 70 per cent and an on target level of 85 per cent) were set having looked back at the performance of the organisation over the preceding years and using the previous scorecard methodology. They did not take into account the significant changes to the scorecards that were subsequently agreed a number of months later in March 2018 based on the Mayor's Transport Strategy.
- 3.6 The Committee recognised when setting these thresholds that they would be the key drivers of the award outcome and therefore should remain subject to review to ensure that they remained appropriate following the introduction of the new scorecard methodology. However, this was not undertaken when the new scorecard was subsequently agreed for the performance year 2018-19.

4 Key Observations

- 4.1 As the Committee noted at its meeting on 18 June 2019, the new arrangements have been successful in aligning all senior management under TfL's key priorities outlined in the Mayor's Transport Strategy and the TfL Business Plan via the new TfL Scorecard. They have also helped with clarity and transparency of the performance award arrangement.
- 4.2 The TfL Scorecard is the sole determinant of performance award budgets for those in Professional Services; and is the majority determinant of budgets (with a 60 per cent weighting) for senior management in the delivery businesses.
- 4.3 For the start of the 2017-18 performance year a new approach to scorecards was introduced by the TfL Board which included adopting a balanced scorecard weighted between four areas: customer, people, safety and operations and finance. It also included a range of new measures that were aligned to the Mayor's Transport Strategy and the TfL business plan.
- 4.4 There are three primary observations on how this new scorecard approach has worked in practice: overall scorecard target calibration; positioning of floor targets relative to previous years' performance; and in-year reprioritisation of objectives.

Overall scorecard target calibration

- 4.5 One of the key principles for the new performance award arrangement was to ‘drive business performance’ by setting a clear threshold for the minimum level of performance outturn for a performance award budget to be made available (i.e. scorecard at 70 per cent); and raising the bar higher for ‘on target’ performance (i.e. scorecard at 85 per cent).
- 4.6 These targets were set in October 2017 against previous scorecard delivery for the period 2012-17. Table 1 shows how during this period, under the previous scorecard methodology, the targets were calibrated such that performance was typically between 80 – 90 per cent (the exception being 2016-17, where performance was lower for a number of known factors including the effect on employee engagement of launching a TfL-wide organisational change programme during the year).
- 4.7 However, since the establishment of the new scorecard methodology, including its more stretching targets, overall performance is now typically between 65 – 75 per cent.

Year		TfL Scorecard Score	London Underground Scorecard Score	Surface Transport Scorecard Score
Previous approach	2012-13	89.0%	95.0%	92.0%
	2013-14	83.4%	92.6%	82.0%
	2014-15	86.6%	86.9%	81.7%
	2015-16	88.9%	96.3%	90.9%
	2016-17	64.4%	67.5%	67.1%
New approach	2017-18	73.4%	66.5%	79.9%
	2018-19	71.3%	57.8%	85.9%

Table 1: TfL and delivery businesses Scorecard outturn – actual 2012-17

- 4.8 This new approach to the TfL group scorecard had the effect of reducing the overall number of objectives in each of the four quadrants of (safety and operations, customer, people and finance) and introducing new stretching targets directly aligned against the Mayor’s Transport Strategy. This included for the first time Vision Zero targets and that the scorecard would be balanced equally between the quadrants.
- 4.9 It was expected that following the introduction of the new scorecard that delivery against it would be different from previous years. It appears likely that the new scorecard is, as anticipated, set at a more challenging level than the previous approach.

4.10 Analysis indicates that using the new methodology and the stretching scorecard agreed by the TfL Board, a floor threshold of 60 per cent and on-target threshold of 75 per cent could present a more realistic position for the value of the performance achieved.

4.11 Table 2 shows the actual outturn for 2017-18 and 2018-19 and an extrapolated score for 2019-20 based on current run-rate. For all three years the outturn is in the range of 71 per cent to 75 per cent only.

Quadrant Area	Target	2017-18 Final (new scorecard approach)	2018-19 Final (new scorecard approach)	2019-20 Modelled (new scorecard approach)
Safety & Operations	25%	16.0%	22.5%	18.6%
Customer	25%	18.0%	19.1%	24.4%
People	25%	15.0%	4.7%	7.5%
Finance	25%	25.0%	25.0%	25.0%
Total	100%	73%	71%	75%

Table 2: TfL Scorecard outturn – actual for 2017-18, 2018-19 and modelled for 2019-20 based on current run-rate

In-year reprioritisation of objectives

4.12 During the course of 2018-19 a number of events put exceptional pressure on TfL’s finances including macro-economic conditions leading to sustained pressure on passenger revenues; and the need to absorb the delay to the opening of the Elizabeth line through central London.

4.13 It was therefore agreed that the business priorities had to change, with a sharper focus on financial targets (in particular in London Underground) while maintaining core delivery against the other objectives.

4.14 However, having a balanced scorecard meant that the weightings were not altered to reflect the revised business priorities. The final scorecard result therefore does not reflect the successful delivery of the increased emphasis on over delivering the financial targets.

Positioning of floor targets relative to previous years’ performance

4.15 A sliding scale was introduced for technical metrics, with a baseline set at the previous year’s performance. In this way, any improvement on the previous year would be recognised while still only fully rewarding performance at the target level.

- 4.16 However, setting the baseline exactly at the previous year's performance has meant that a number of measures (particularly those where the measurement methodology rounds results to the nearest whole number) have delivered a 0 per cent outturn despite maintaining performance against the previous year.
- 4.17 For example, London Underground's Total Engagement score stayed constant in 2018-19 at 54 per cent, missing the target set by the Board to improve the score to 55 per cent. Because of the scorecard outturn calculation methodology this resulted in a 0 per cent outturn for the measure, out of a total potential outturn of 12.5 per cent.

5 Options for consideration

- 5.1 The October 2017 paper agreed by the Committee provided that in the first year of operation the Committee would maintain discretion over the performance award arrangements for all senior management.
- 5.2 In light of the stretching scorecard subsequently agreed for both 2018-19 and 2019-20, the Committee could consider adjusting the thresholds for floor and on-target scorecard.
- 5.3 The results observed and forecast for the 2018-19 and 2019-20 TfL scorecards indicate that a floor threshold of 60 per cent and an on target threshold of 75 per cent would provide an appropriate balance between rewarding delivery and incentivising higher performance.
- 5.4 For 2018-19 using the thresholds of 60 per cent floor and 75 per cent on-target would result in the overall cost of performance awards being circa £7.7m. This recognises that not all measures were achieved. By comparison, the cost of TfL's performance awards for senior management in 2016 was £8.51m.
- 5.5 The London Underground modal scorecard is significantly affected by the calculation methodology and weighting for specific measures. For example, holding Total Engagement steady (at 54 per cent) and marginally increasing LU attendance (by 0.1 per cent, to 94.6 per cent overall) reduced the total scorecard result for London Underground by 12.5 per cent and 7.0 per cent respectively. In recognition of the particular challenges set by the way the London Underground scorecard result is calculated, for 2018-19 and 2019-20 the Committee may wish to consider that the thresholds for the London Underground delivery business be set at 55 per cent floor and 70 per cent on target.
- 5.6 The Committee may wish to introduce a step into the assessment of scorecard performance, whereby weightings can be reviewed during the year if it is agreed that the organisation's focus should be adjusted because of a change in priorities.
- 5.7 The Committee may wish to consider adjustments to the scorecard calculation methodology such that delivering the floor target for an individual measure (i.e. maintaining the previous year's performance) would not return a 0 per cent result.

5.8 Any amendments requested by the Committee will be incorporated into the scorecard and reward framework for the performance year 2020-21.

List of appendices to this report:

None

List of Background Papers:

Review of the First Year of Operation of the New TfL Performance Award Scheme for Senior Manager agenda item 9, 18 June 2019 meeting.

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Contact Officer: Stephen Field, Director of Compensation & Benefits
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Remuneration Committee



Date: 11 July 2019

Item: **Members' Suggestions for Future Discussion Items**

This paper will be considered in public

1 Summary

1.1 This paper presents the current forward programme for the Committee and explains how this is put together. Members are invited to suggest additional future discussion items for the forward plan. Members are also invited to suggest items for the Committee's induction session and for future informal briefings.

2 Recommendation

2.1 **The Committee is asked to note the forward programme and is invited to raise any suggestions for future discussion items for the forward plan and for informal briefings.**

3 Forward Plan Development

3.1 The Board and its Committees and Panels have forward plans. The content of the plans arise from a number of sources:

- (a) Standing items for each meeting: Minutes; Matters Arising and Actions List.
- (b) Regular items (annual, half-year or quarterly) which are for review and approval or noting as specified in the Terms of Reference: Examples include the annual consideration of pay and performance awards for the staff listed in the terms of reference and regular reports on remuneration on a pan-TfL basis, pay gaps and TfL's approach to talent management and succession planning.
- (c) Items requested by Members: The Chairs Coordination Group will regularly review the forward plans and may suggest items. Other items will arise out of actions from previous meetings (including meetings of the Board or other Committees and Panels) and any issues suggested under this agenda item.

4 Current Plan

4.1 The current plan is attached as Appendix 1. Like all plans, it is a snapshot in time and items may be added, removed or deferred to a later date.

List of appendices to this report:

Appendix 1: Remuneration Committee Forward Plan.

List of Background Papers:

None

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Remuneration Committee Forward Planner 2019/20

Membership: Ben Story (Chair), Kay Carberry CBE (Vice Chair), Heidi Alexander and Ron Kalifa OBE

6 November 2019		
TfL Remuneration	Chief People Officer	Annual update on remuneration on a pan-TfL basis including base pay and performance awards.
Talent Management and Succession Planning	Chief People Officer	Annual update, including plans for members of the Executive Committee.
Leadership Foundation	Chief People Officer	To note an outline of the proposed programme.
Workforce planning	Chief People Officer	Mapping out the staff talent and specialisms that TfL needed now and in the future to meet its delivery needs, including the numbers of contractors/agency staff.
Train Driver Diversity	Chief People Officer	
Compliance training	Chief People Officer	Benchmarking data on the mandatory training on compliance issues across TfL (e.g. Health and Safety, Diversity and Inclusion, Fraud Awareness) listing the training and the compliance rate.
5 February 2020		
Pay Gap Analysis	Chief People Officer	Update based on 2018/19 data sets
Executive Committee Remuneration benchmarking	Chief People Officer	Proposals for the peer group and format of the 2020 Executive Committee Remuneration benchmarking Report, ahead of a paper to the next meeting.

Regular items each year

- Executive Committee Remuneration benchmarking
- TfL Performance Delivery and Performance Awards
- TfL Remuneration
- Pay Gap Analysis
- Talent Management and Succession Planning

Items to be programmed

- Salary for any person proposed to be appointed as an Officer of TfL with an annual basic salary of £100,000 or more.