

# Agenda

**Meeting: Remuneration Committee**

**Date: Wednesday 6 November 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](http://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](http://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](mailto:ShamusKenny@tfl.gov.uk).

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

Howard Carter, General Counsel  
Tuesday 29 October 2019

**Agenda  
Remuneration Committee  
Wednesday 6 November 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 11 July 2019  
(Pages 1 - 4)**

General Counsel

**The Committee is asked to approve the minutes of the meeting of the Committee held on 11 July 2019 and authorise the Chair to sign them.**

**4 Matters Arising, Actions List and Use of Delegated Authority  
(Pages 5 - 8)**

General Counsel

**The Committee is asked to note the updated actions list and the use of Chair's Action.**

**5 Talent Management and Succession Planning (Pages 9 - 16)**

Chief People Officer and Director Diversity, Inclusion and Talent

**The Committee is asked to note an update on TfL's approach to talent management, how we plan to ensure we have the right skills in place to deliver our Business Plan and the Mayor's Transport Strategy and work to create succession plans for Executive Committee members.**

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

General Counsel

**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 5 February 2020 at 10am**

**9 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.**

**Agenda Part 2**

**Papers containing supplemental confidential or exempt information not included in the related item on Part 1 of the agenda.**

**10 Talent Management and Succession Planning (Pages 21 - 30)**

**Exempt supplementary information relating to the item on Part 1 of the agenda.**

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## Transport for London

### Minutes of the Remuneration Committee

**Conference Room 1, Palestra, 197 Blackfriars Road, London SE1 8NJ  
10.00am, Thursday 11 July 2019**

#### **Members**

Ben Story (Chair)  
Kay Carberry CBE (Vice-Chair)  
Heidi Alexander  
Ron Kalifa OBE

#### **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

#### **23/07/19 Apologies for Absence and Chair's Announcements**

The Chair welcomed everyone to the meeting. There were no apologies for absence.

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.

#### **24/07/19 Declarations of Interests**

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

#### **25/07/19 Minutes of the Meeting of the Committee held on 18 June 2019**

The minutes of the meeting held on 18 June 2019 were approved as a correct record and would be signed by the Chair.

#### **26/07/19 Matters Arising, Actions List and Use of Delegated Authority**

There had been no use of Chair's Action since the last meeting.

**The Committee noted the updated Actions List.**

## **27/07/19 Additional Information Following Initial Review of the First Year of Operation of the New TfL Performance Award Scheme for Senior Management**

Mike Brown introduced the paper. At its meeting on 18 June 2019, the Committee discussed a paper that outlined some observations on the first year of operation of the new performance award arrangements and had requested further information.

The new scheme arrangements were approved in October 2017 ahead of the development and approval of a new and far more challenging balanced TfL Scorecard in March 2018. A key principle of the scheme was to 'drive business performance' by setting a clear threshold for the minimum level of performance outturn for a performance award budget (floor target) to be made available and by raising the bar higher for on-target performance. The performance award budget thresholds for floor and on-target were set against illustrative scorecard targets as at October 2017.

Members noted the effectiveness of the balanced Scorecard in driving performance aligned to the Mayor's Transport Strategy. It was recognised, however, that the Scorecard outcome did not take account of the significant impact on the organisation of the announcement of the delay to the Crossrail project and the related focus and reprioritisation on achieving financial savings, which far exceeded the targets originally set in the Scorecard. As a result of setting stretching targets and in-year changes of priorities, applying the floor and on target 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 a range far lower than the illustrative targets and the actual outturn for previous years, though it was clear that there had not been an actual drop in the performance of the organisation.

The Committee considered the additional information provided and agreed changes to the floor and on-target thresholds for 2018/19 and 2019/20, to ensure that the scheme met its core design principles. The changes recognised that not all measures were achieved. The application of the revised floor and on-target thresholds would ensure that performance was appropriately rewarded but the overall spend on performance awards would still be less than for 2015/16.

A further paper would be considered at the next meeting on how to better align the setting of the Scheme's weightings and targets with future Scorecards. The Committee would want to keep a watching brief so that weightings could be reviewed in year if TfL's focus had to change due to a significant change in priorities.

### **The Committee:**

- 1 noted the paper and the impact of the stretching scorecard subsequently agreed for both 2018-19 and 2019-20 and the in-year changes of priority in 2018-19;**
- 2 agreed that, to provide an appropriate balance between rewarding delivery and incentivising higher performance, the thresholds for both 2018-19 and 2019-20 will be set at**
  - (a) 60 per cent floor and 75 per cent on target for all of TfL (except London**

Underground); and

- (b) **55 per cent floor and 70 per cent on target for London Underground, in recognition of the particular challenges faced by its delivery business.**

### **28/07/19 Members' Suggestions for Future Discussion Items**

Members discussed the forward plan. For the 6 November 2019 meeting, a further paper would be submitted on how to better align the Performance Award Scheme for Senior Managers with Scorecard targets.

### **29/07/19 Any Other Business the Chair Considers Urgent**

There was no urgent business to discuss.

Members noted that discussions were ongoing with Crossrail Limited on how to establish appropriate engagement with TfL on the approval of senior Crossrail Limited staff remuneration, including pay awards, performance awards and exit arrangements.

### **30/07/19 Date of Next Meeting**

The next scheduled meeting of the Committee was 6 November 2019 at 10.00am.

The meeting closed at 11.20am

Chair: \_\_\_\_\_

Date: \_\_\_\_\_

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## Remuneration Committee



**Date:** 6 November 2019

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

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### **This paper will be considered in public**

#### **1 Summary**

- 1.1 This paper provides information on seven uses of Chair's Action and the progress against actions agreed at previous meetings (Appendix 1).
- 1.2 Chair's Action was used to approve salaries of £100,000 or more for 28 roles and to approve one exit payment of £100,000 or more.

#### **2 Recommendation**

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

#### **3 Use of Delegated Authority**

##### **Salaries over £100k or more**

- 3.1 The Terms of Reference for the Committee required it to approve salaries of £100,000 or more. A business case justification is provided to the Committee for each role.
- 3.2 Under TfL's ongoing Transformation programme the overall number of senior roles are being reduced and cost savings achieved. Following consultation with members of the Committee, the Chair approved salaries of £100,000 or more for the following roles:

28 July 2019

- (a) Transformation and Business Services Director;
- (b) Head of Finance (Professional Services);
- (c) Head of Transport Strategy and Planning;
- (d) Head of Transformation Portfolio (Digital Workplace);
- (e) AMIS Senior Programme Manager;
- (f) Commercial Manager;
- (g) Senior Infrastructure Engineer – Unified Communications; and
- (h) Senior Solution Architect – SAP Technologies.

30 August 2019

- (i) Chief Finance Officer

2 September 2019 and 6 October

- (j) Chief Procurement Officer (previously known and approved on 2 September as Group Procurement Director)

20 September 2019

- (k) Finance Director

17 October 2019

- (l) Head of Business Services (Business Services);
- (m) Head of Fleet (London Underground);
- (n) Chief Operating Officer Engineering (Engineering);
- (o) Head of Business Strategy (Business Strategy);
- (p) Consultant Occupational Physician Manager (HSE);
- (q) Lead Occupational Physician (HSE);
- (r) Development Technical Lead (Tech & Data);
- (s) Senior Solution Architect (Tech & Data);
- (t) Senior Application Engineer (Maximo) x2 (TSO);
- (u) Property Development Advisor (Commercial Development);
- (v) Occupational Health Physician x2 (HSE);
- (w) Senior Developer (HSE);
- (x) Senior Test Analyst (Tech & Data);
- (y) Senior Product Owner (Data Analytics);
- (z) Senior Developer (Tech & Data); and
- (aa) Senior Data Architect (Data Analytics).

26 October 2019

- (bb) Managing Director, Elizabeth Line

### **Exit payments over £100k or more**

- 3.3 The Terms of Reference for the Remuneration Committee include oversight of any proposed exit payment outside of standard redundancy terms that exceeds £100,000 (excluding notice periods, which are contractual) irrespective of the grade and/or salary of the employee. A business case justification is provided to the Committee for each role.
- 3.4 Following consultation with members of the Committee on 1 August 2019, the Chair approved an exit payment for the Health, Safety & Environment Director.

### **List of appendices to this report:**

Appendix 1: Actions List

### **List of Background Papers:**

Minutes of previous meetings of the Committee

Chair's Action papers issued on 25 July, 29 July and 28 August 2019

Contact Officer: Howard Carter, General Counsel  
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## Remuneration Committee Actions List (reported to the meeting on 6 November 2019)

## Actions arising from previous meetings.

Minute No.	Description	Action By	Target Date	Status note
05/01/19 (1)	<b>Pay Gap Analysis – STEM Advisory Group:</b> 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.	Mike Brown	February 2020	Further information will be provided to the Panel in a D&I update.
14/06/19	<b>Pay Gap Analysis Update: Diversity of Train Drivers</b> 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	February 2020	A briefing note will be provided to Members.
15/06/19	<b>Commercial Development Performance Management System: Briefing for TfL Vice Chair</b> 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	Completed. A briefing was held.
17/06/19 (1)	<b>Performance Awards 2018-19:</b> 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.

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## Remuneration Committee



**Date:** 6 November 2019

**Item:** Talent Management and Succession Planning

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### **This paper will be considered in public**

#### **1 Purpose**

- 1.1 This paper provides an update on TfL's approach to talent management, how we plan to ensure we have the right skills in place to deliver our Business Plan and the Mayor's Transport Strategy and work to create succession plans for Executive Committee members.
- 1.2 A paper is included on the Part 2 agenda which contains supplementary information that is exempt from publication by virtue of paragraphs 1 and 3 of Schedule 12A of the Local Government Act 1972 in that it contains information relating to individuals and the business affairs of TfL.

#### **2 Recommendation**

- 2.1 **The Committee is asked to note the paper and exempt information on Part 2 of the agenda.**

#### **3 Context**

- 3.1 Over recent years, TfL has found itself operating in an increasingly complex and challenging operational and financial climate. This has placed an even greater emphasis on ensuring we have the right skills and capabilities to meet these challenges.
- 3.2 The nature of our business has also changed significantly over the past five years and includes the following new challenges:
  - (a) an increased need for leadership of change capability;
  - (b) increased focus on diversity of senior leadership roles;
  - (c) delivering an ambitious Mayor's Transport Strategy in a financially constrained environment;
  - (d) to be a more commercially driven organisation and to have an increase in commercial capability;
  - (e) intergenerational differences in the workplace, ensuring we are attractive to both generation Z and baby boomers;

- (f) an increasingly competitive market for senior leadership talent in the construction, technology and infrastructure sector, within London, the UK and internationally; and
  - (g) responding quickly to changes in technology, automation and innovation.
- 3.3 In response to this changing and more competitive market for talent, we need focus on developing and retaining talent internally as well as recruiting exceptional talent externally.
- 3.4 This paper provides an overview of our approach to talent management at all levels of the organisation. A paper on Part 2 of the agenda contains exempt information that focusses specifically on the attraction and retention of talent and Members will be invited to discuss future succession plans for Executive Committee members. That paper also includes the Strategic Risk template for SR02: *Our ability to attract, recruit, engage, develop and retain talent in key competencies*, which was presented to the Safety, Sustainability and Human Resources Panel on 10 July 2019.

## **4 Talent Management and Succession Planning**

- 4.1 In 2015, we established Maximising Potential as our approach to talent management, which has been embedded throughout the organisation. This underpins our approach to managing our internal talent pipeline, ensuring we have development plans in place for those employees identified as talent. The nine box grid used in Maximising Potential is included in Appendix 1.
- 4.2 A Succession Planning methodology, which builds upon Maximising Potential, was introduced last year and is now being rolled out for critical roles, creating both robust and diverse succession plans.
- 4.3 Recent key updates from the different business areas include:
- (a) London Underground – talent ratings for all senior managers have been calibrated. A number of flight risks have been identified in critical areas and we are looking at retention arrangements for those individuals. The outputs from these talent discussions will inform resource planning to lead the upcoming modernisation programme.
  - (b) Surface – senior manager talent classifications are being updated as a result of mid-year performance and development conversations. Once these are finalised, succession plans will be put in place for senior positions.
  - (c) Major Projects Directorate (MPD) – succession planning at senior manager level is being delivered through the MPD Talent Forum. This area is also trialling a Promotion Forum for employees in pay bands one to three, facilitating career development and movement across the directorate.

- (d) Engineering – senior manager talent classifications are being updated and talent management is being rolled out to middle managers, to enable us to have greater insights into our people to build succession plans.
- (e) Customers, Communication and Technology and City Planning – this area has recently concluded a round of organisational change and undertaking talent management is now a priority with talent discussions underway.
- (f) HR – talent management is being rolled out across HR through mid-year conversations. HR is also trialling a simplified four box talent classification model prior to this being rolled out across the business.
- (g) Rail for London – succession plans are now in place for this area.

4.4 Succession plans for Executive Committee members will be discussed under the exempt paper on Part 2 of the agenda.

## **5 Leadership Foundation**

- 5.1 Building a Leadership Foundation is our approach to professionalising leadership at TfL using experiential development, peer learning, coaching, work experience and focussing on solving real business priorities.
- 5.2 Leadership is primarily learned through on the job experience, underpinned with coaching, mentoring, reflection and networking. The Leadership Foundation, working in partnership with local talent forums and our supply chain will offer leaders at all levels a range of activities to provide this experience.
- 5.3 These activities will be personalised according to individual and business needs and will include shadowing experiences, consultancy assignments, Intrapreneur challenges, voluntary board appointments as well as dynamic leadership events covering key skills like leading change.
- 5.4 The Leadership Foundation is nearing the end of its design phase with current activity including:
  - (a) tendering for a coaching supplier who can build capability around having great conversations helping improve performance management. Coaching will begin in January 2020;
  - (b) developing a strengths based 360 tool, so that we can be more agile in deploying people to solve our big business challenges and more effectively succession plan. The new 360 tool will be available before the end of November 2019;
  - (c) trialling a leadership App called TalUpp to harness the power of on the job learning. The TalUpp trial is live and will end in January 2020, when we will make a decision on roll out to all people managers;

- (d) developing partnerships with Arup, Mott McDonald, Thales, Siemens, NHS Leadership Academy, Microsoft, New South Wales Transport to provide external learning experiences; and
- (e) developing a Leadership Advisory Group, headed by Michele Dix.

## **6 Strategic Workforce Planning**

- 6.1 We also need to ensure that we are managing talent in line with the future skill requirements of the organisation. We are developing a new approach to creating our Strategic Workforce Plan that will provide a clear look ahead to the demand for people and skills over the next 2-10 years. This focuses on TfL's strategic priorities and the Business Plan alongside other demand drivers such as asset plans, to be able to anticipate the number of people and the skills requirements needed in the future.
- 6.2 The new approach will see Strategic Workforce Planning being developed as a pillar of the business plan and move away from it being an HR owned process, to a risk based, strategic approach, involving senior leaders from across the organisation.
- 6.3 The approach will also include analysis of the external employment market and demographic trends, making use of transport sector data such as National Skills Academy for Rail.
- 6.4 The strategic workforce plan will provide TfL with the confidence to invest in appropriate training, including internal upskilling and apprentice training, recruitment and talent initiatives. This includes succession planning for the critical roles identified in for the future.
- 6.5 A more detailed update on the approach will be presented at a future meeting, with the aim to have a complete plan in place in to inform the 2020/21 Business Plan.
- 6.6 Our succession planning methodology, which builds upon our Maximising Potential talent management tool, was introduced at end of 2018/19.
- 6.7 This approach aims to create diverse and robust succession plans for critical roles, identifying employees who, with the right development plans in place, will be capable of fulfilling these roles when they become vacant. This helps develop our internal talent pipeline for senior leadership positions.
- 6.8 Based upon calibrated talent ratings, succession plans have been created for each Executive Committee member. These are set out in the exempt paper on Part 2 of the agenda for further discussion.



**List of appendices to this report:**

Appendix 1 – Maximising Potential nine box talent classification grid

A paper containing exempt supplemental information is contained in a paper on Part 2 of the agenda

**List of Background Papers:**

None

Contact Officer: Tricia Wright, Chief People Officer  
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Contact Officer Staynton Brown, Director of Diversity, Inclusion & Talent  
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# Maximising Potential

## Nine Box Grid Descriptors

POTENTIAL FOR SPECIALISM

POTENTIAL FOR LEADERSHIP

### Top Specialist Talent

Highly skilled technical specialists, knowledge hard to replace. Can move sideways or into a bigger role within their field, expand their current job or deepen their expertise at similar level of responsibility

- Aspirations = to progress in their field / into a bigger role
- Potential = medium score
- Behaviours = role model
- Performance = sustained high

### Adaptable High Performer

Sustained high performer, clear potential to move to a bigger and/or broader role (either leadership or specialist) following development in current role

- Aspirations = to progress into a bigger role
- Potential = medium score
- Behaviours = role model
- Performance = sustained high

### Top Leadership Talent

Sustained high performer, clear leadership potential to move higher now or in less than 1 year

- Aspirations = to progress into a bigger leadership role
- Potential = high score
- Behaviours = role model
- Performance = sustained high

### Specialist Performer

Sustained effective performer, is looking to develop further within their specialism

- Aspirations = wants to specialise in their field / happy where they are
- Potential = medium score
- Behaviours = good standard
- Performance = consistently good

<b>Stretch</b> and test performance	<b>Develop</b> further in current role	<b>Improve</b> performance and behaviours in current role
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### Valuable Performer

Sustained effective performer, may have potential to do more, needs to be stretched to ensure capability maximised

- Aspirations = wants to progress further / happy where they are
- Potential = medium score
- Behaviours = good standard
- Performance = consistently good

<b>Stretch</b> and test performance	<b>Develop</b> further in current role	<b>Improve</b> performance and behaviours in current role
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### Future Star

Clear leadership potential beyond current role, capacity for larger role within 2 years

- Aspirations = to progress into a bigger role
- Potential = medium score
- Behaviours = role models most
- Performance = consistently good

### Lower Performer

High risk performance issues identified. Attention should be focused on addressing these issues

- Behaviours = low standard
- Performance = low standard

### Inconsistent Performer

Current performance and/or behaviours require an immediate need for improvement

- Potential = low score
- Behaviours = good standard in some areas, improvement needed in others
- Performance = good standard in some areas, improvement needed in others

### Untapped Potential

Has potential to improve performance, needs to be tested to ensure capability maximised

- Potential = medium score
- Behaviours = role models most
- Performance = patchy / inconsistent / new in role (and previously delivered better performance)

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## Remuneration Committee



**Date:** 6 November 2019

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

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### **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

5 February 2020		
Pay Gap Analysis	Chief People Officer	2018/19 data and progress against actions and the performance indicators that the Committee should keep under review.
Workforce Planning	Chief People Officer	To note the staff talent and specialisms that TfL requires now and in the future, including through contractors and temporary staff.
Compliance Training	Chief People Officer	(Cmte Action) To note benchmarking data on the completion of mandatory training on compliance issues across TfL (e.g. Health and Safety, Diversity and Inclusion, Fraud Awareness).
Executive Committee Remuneration benchmarking	Chief People Officer	Proposals for the peer group and format of the 2020 Executive Committee Remuneration benchmarking Report.
Performance Award Scheme for Senior Management Review	Chief People Officer	Review to ensure alignment with the Scorecard.

### Regular items each year

- TfL Performance Delivery and Performance Awards
- TfL Remuneration (to be June)
- Pay Gap Analysis
- Talent Management
- Succession Planning

### Items often approved by Chair's Action due to the need for decisions between meetings

- Salary for any person proposed to be appointed as an Officer of TfL with an annual basic salary of £100,000 or more.
- Exit payments for any officer listed in the ToR or if over £100,000k (excluding statutory notice period)

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