

Agenda

Meeting: Remuneration Committee

Date: Thursday 11 March 2021

Time: 10.00am

Place: Teams Virtual Meeting

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](https://tfl.gov.uk/How-We-Are-Governed).

To maintain social distancing in the current circumstances, the meeting will be held by videoconference or teleconference. The meeting remains open to the public, except for where exempt information is being discussed as noted on the agenda, as it will be webcast live on the [TfL YouTube channel](#).

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: 0343 222 4141; email: PressOffice@tfl.gov.uk

Howard Carter, General Counsel
Wednesday 3 March 2021

**Agenda
Remuneration Committee
Thursday 11 March 2021**

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 23 November 2020
(Pages 1 - 6)**

General Counsel

The Committee is asked to approve the minutes of the meeting of the Committee held on 23 November 2020 and authorise the Chair to sign them.

**4 Matters Arising, Actions List and Use of Delegated Authority
(Pages 7 - 10)**

General Counsel

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

5 Senior Management Performance Awards Update (Pages 11 - 12)

Chief People Officer and Director of Compensation and Benefits

The Committee is asked to note the update on 2019/20 awards and the 2020/21 scheme single year suspension.

6 A New Integrated Approach To Talent (Pages 13 - 18)

Director Diversity, Inclusion and Talent

The Committee is asked to note the new approach.

7 Pay Outcomes of +£100k approvals (Pages 19 - 20)

Chief People Officer and Director of Compensation and Benefits

The Committee is asked to note the paper and the supplementary information on Part 2 of the agenda. The paper compares the salary approved by the Committee, with that on actual appointment.

8 Members' Suggestions for Future Discussion Items (Pages 21 - 24)

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.

9 Any Other Business the Chair Considers Urgent

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

10 Date of Next Meeting

Wednesday 16 June 2021 at 10am.

11 Exclusion of the Press and Public

The Committee is recommended to agree to exclude the press and public from the meeting, in accordance with paragraphs 3 and 5 of Schedule 12A to the Local Government Act 1972 (as amended), in order to consider the following items of business.

12 Pay Outcomes of +£100k approvals (Pages 25 - 38)

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

[page left intentionally blank]

Transport for London

Minutes of the Remuneration Committee

Teams Virtual Meeting 9.00am, Monday 23 November 2020

Members

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

Executive Committee

Staynton Brown	Director of Diversity, Inclusion and Talent
Andy Byford	Commissioner
Howard Carter	General Counsel
Tricia Wright	Chief People Officer

Staff

Stephen Field	Director of Compensation and Benefits
Shamus Kenny	Head of Secretariat
Medine Polat	Executive Advisor, Human Resources

30/11/20 Apologies for Absence and Chair's Announcements

The Chair welcomed everyone to the meeting. The meeting was being broadcast live on YouTube, except for the discussion of the information on Part 2 of the agenda, which was exempt from publication.

An apology for absence had been received from Ron Kalifa OBE. All other Members were present.

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. There were no specific issues raised at the meeting.

31/11/20 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.

32/11/20 Minutes of the Meeting of the Committee held on 24 June 2020

The Committee approved the minutes of the meeting held on 24 June 2020 as a correct record. The minutes would be provided to the Chair for signature at a future date.

33/11/20 Matters Arising, Actions List and Use of Delegated Authority

The Committee noted that there had been three uses of Chair's Action approving salaries of £100,000 or more since the last meeting and the updates against actions. Requests for more information on the outcomes from Committee approvals had been provided on the agenda (see minute 38/11/20 below).

The Committee noted the updated Actions List and use of delegated authority.

34/11/20 Compliance Training

Tricia Wright and Staynton Brown introduced the item, which had been requested at a previous meeting. The paper provided an overview of mandatory compliance training across TfL and the proposed approach to compliance training going forwards.

From the start of the coronavirus pandemic lockdown, in March 2020, work was undertaken to ensure all mandatory training material was available and easily accessible online. A Faculties of Learning project was being developed, which would identify representatives from TfL business areas to support shaping training strategy and content for subjects within the remit of their business area. This approach mirrored better practice in other organisations and as it was progressed, these representatives could form a group to help define and shape approaches to mandatory training.

Members welcomed the information provided and supported the approach being taken. The key issues arising from the discussion were:

- (a) **Safety:** Safety was included in the Managing Essentials programme for all managers and wellbeing initiatives were being rolled out. The Committee recommended that mandatory Health and Safety training be more prominent in the plans and that core elements applied across the whole organisation, not just those in operational roles;
- (b) **Diversity and inclusion:** The Valuing People programme, along with the Diversity and Inclusion dashboards, helped drive consideration of diversity and inclusion issues across TfL;
- (c) **Volunteering and consultancy:** The commitment of staff that volunteered, including to lead training and development, was recognised, welcomed and encouraged. Volunteering would be a component of initiatives to help staff develop, which were to be considered by the Executive Committee. A paper on Faculty Learning would be submitted to a future meeting. Members also recognised that TfL staff were leaders on many issues and suggested that knowledge sharing should be considered as part of TfL's external consultancy offer; and
- (d) **Compliance training monitoring:** Accreditation (including external) of some training was being considered, particularly for faculty leads. A review of what training should be mandated was underway and would include consideration of how regularly learning should be refreshed and how completion of the training was monitored, encouraged and enforced.

The Committee noted the paper.

35/11/20 Individual Performance 2020-21

Tricia Wright and Stephen Field introduced the paper, which set out the main approach to recognising individual performance for the year 2020/21. In June 2020, the Committee took the difficult but necessary decision to defer the payment of senior management performance awards earned in 2019/20 and to suspend the performance award scheme for 2020/21; this recognised that while many staff had and continued to work extremely hard, TfL's financial uncertainty meant the decision was prudent and necessary.

The Committee confirmed its commitment to the deferred 2019/20 awards being paid in 2021. For 2020/21, while no performance awards would be paid, performance would continue to be measured against the TfL H1 and H2 Scorecards and individual objectives. The Committee would receive performance review information on the staff within its remit.

Members supported the proposals for enhancing the Make a Difference Awards Scheme, including a Covid-19 Recognition Scheme, so that outperformance was recognised. Members requested that consideration be given to raising details of those granted awards to the Committee and that it, along with the Mayor as appropriate, would also write to thank staff. The Committee would also provide direct feedback to the staff within its remit when it considered their individual performance in 2021.

The Committee noted the paper.

36/11/20 Senior Management and +£100k Data 2016-2020

Tricia Wright and Stephen Field introduced the item, requested at a previous meeting, which set out information on the number of senior management staff and overall salary costs for the period 2016-2020.

The Committee welcomed the information, which clearly demonstrated that TfL's pay bill and headcount had reduced across the period. This included a significant reduction in non-permanent labour, which now represented three per cent of the total workforce, against 15 per cent in comparable organisations. Graph 9 showed a 17 per cent reduction in employees earning £100,000 or more, with a consequent 14.5 per cent reduction in the pay bill. It was recognised that the figures for staff earning £100,000 or more in the Annual Report and Statement of Accounts included total staff remuneration, which included overtime or severance payments. It was clear that the measures introduced to reduce the headcount and salary costs, including enhanced approval measures for high earners, were having an impact.

The only area that showed an increase across the period was for Band 5 non-permanent labour; this was due to the need to bring in specific specialist expertise in Finance and Commercial Development that helped drive forward other savings. Work was underway to identify TfL's skills needs going forward and how this could be addressed to provide the best value for money. A paper on strategic workforce planning was scheduled for the next meeting of the Committee.

The Committee noted the paper.

37/11/20 TfL Remuneration 2018-19

Tricia Wright introduced the item, which provided the regular update on annual remuneration processes pan-TfL, including both base pay and performance awards. The paper set out more granular detail to the information included in the Annual Report and Statement of Accounts.

The Committee noted the paper.

38/11/20 Pay Outcomes of +£100k Approvals

Tricia Wright introduced the item, including the information on Part 2 of the agenda. The Committee had previously requested data to show the difference between the salary approved by the Committee and that given on actual appointment, for the period that the governance process for the Committee approving salaries of £100,000 or more had been operational.

The actual outcomes were all within the boundaries agreed by the Committee, with many lower than had been agreed. The Committee commended the management team for the provision of systematic and comprehensive information, that enabled it to make informed decisions when approving salaries. The business cases sought to balance setting an appropriate salary to attract and retain people against the need to achieve value for money for Londoners. Despite TfL working in a very competitive field, where people applying for the most senior roles could potentially earn far more in the private sector, the outcomes demonstrated the robustness of the approval process and the determination of management to secure best value.

The Committee noted the paper and the supplementary information on Part 2 of the agenda and agreed the format for future presentation of similar data.

39/11/20 Members' Suggestions for Future Discussion Items

Howard Carter introduced the item. Staff agreed to submit future papers on the Mandatory Training Faculty Learning project.

The Committee noted the forward programme, as amended.

40/11/20 Any Other Business the Chair Considers Urgent

There was no other urgent business to discuss.

41/11/20 Date of Next Meeting

The next scheduled meeting of the Committee was 11 March 2021 at 10am.

42/11/20 Exclusion of the Press and Public

The Committee agreed to exclude the press and public from the meeting, in accordance with paragraphs 1 and 3 of Schedule 12A to the Local Government Act 1972 (as amended), when it considered the exempt information in relation to the item on Pay Outcomes of +£100k Approvals.

The meeting closed at 10.10am.

Chair: _____

Date: _____

[page left intentionally blank]

Remuneration Committee



Date: 11 March 2021

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 Chair's Action and the progress against actions agreed at previous meetings (Appendix 1).
- 1.2 There have been four uses of Chair's Action, since the last meeting of the Committee on 23 November 2020, in relation to the approval of salaries of £100,000 or more.

2 Recommendation

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

3 Use of Delegated Authority

Salaries of £100,000 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:

17 December 2020

- 1) Director of Customer Operations;
- 2) Director of Maintenance & Renewals;
- 3) Director of LU Planning;
- 4) Director of TfL Engineering & Asset Strategy;
- 5) Data & Analytics Senior Developer;
- 6) Senior Technical Project Manager;

- 7) Project Manager;
- 8) Senior Business Analyst;
- 9) Senior Business Analyst;
- 10) Development Stream Lead;
- 11) Senior Developer – Maximo;
- 12) Senior Product Owner;
- 13) Senior Project Manager;
- 14) Senior Software Developer (iOS);
- 15) Senior Software Developer (Android);
- 16) Record to Account Delivery Lead;
- 17) Senior Engineer – Pway;
- 18) Principal Engineer;
- 19) Senior Software Developer Mobile – Safe Track Access;
- 20) Senior Application Engineer – Maximo x10; and
- 21) Senior Software Developer (iOS).

24 January 2021

- 22) Chief Finance Officer;
- 23) CTO Engineering;
- 24) Head of Corporate Finance;
- 25) Senior Treasury Accounting Manager;
- 26) Senior Software Developer CRM x4;
- 27) Senior Project Manager;
- 28) Senior Solution Architect;
- 29) Senior Solution Architect;
- 30) SAP Business Warehouse Architect; and
- 31) Senior Divisional Finance Controller.

16 February 2021

- 32) Director Buses;
- 33) Director Diversity & Inclusion & Talent;
- 34) Head of Finance Improvement Programme; and
- 35) Occupational Health Doctor x3.

28 February 2021

- 36) Director of Risk and Assurance;
- 37) Customer and Revenue Director;
- 38) Rail and Sponsored Services Director;
- 39) Head of Transport Systems;
- 40) Project Director;
- 41) Head of Change Portfolio Office;
- 42) Head of Financial Planning and Analysis;
- 43) Occupational Health Doctor;
- 44) Senior Occupational Health Advisor;
- 45) Data & Analytics Development Stream Lead;
- 46) Senior Application Engineer (Maximo); and
- 47) Senior Solution Architect.

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 16 December 2020, 22 January, 12 February and 25 February 2021

Contact Officer: Howard Carter, General Counsel
Email: HowardCarter@tfl.gov.uk

Remuneration Committee Actions List (reported to the meeting on 11 March 2021)

Actions arising from previous meetings.

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	June 2021	Information will be included in the paper on Pay Gap Analysis. That item will be available at a future meeting, following completion of the requisite review and approval process.

Remuneration Committee

Date: 11 March 2021

Item: Senior Management Performance Awards Update

This paper will be considered in public

1 Background and Update

- 1.1 At its meeting on 11 March 2020, the Committee approved the Performance Awards for 2019/20. At the Committee's following meeting on 24 June 2020, the awards for 2019/20 were still to be paid as the final calculation depended upon the verified TfL Scorecards outturn, which had been delayed by the organisation's response to the coronavirus pandemic.
- 1.2 Following the rapid development of the pandemic between March 2020 and June 2020, and given TfL's financial position due to the lockdown measures to restrict the spread of the pandemic and the risks around future revenue, Members were invited at the meeting of the Committee on 24 June 2020 to consider the approach to the Performance Awards for 2019/20 and also those for 2020/21.
- 1.3 Due to the very significant financial challenges faced by TfL, the then ongoing discussions with Government about longer-term funding requirements and the future revenue risk, Members agreed at the meeting in June 2020 that there was little option but to defer pay-out of all 2019/20 senior management performance awards for 12 months.
- 1.4 During July 2020, a letter was issued to every participant in a senior management performance award scheme advising them of the deferral and confirming that payment of their 2019/20 performance award would be made in June 2021.
- 1.5 It was also agreed, at the meeting in June 2020, that all senior management performance award schemes would be suspended for the current financial year, 2020/21. This decision reflected the exceptional circumstances in which TfL found itself due to the impact of coronavirus pandemic on its revenue, while it continued to run services to support key workers. At the time the Committee made it known that its decision was not a reflection on the hard work and commitment of staff, who the Committee recognised had made, and continued to make, an exceptional contribution to London, particularly in response to the pandemic.
- 1.6 Despite the current year suspension of the senior management performance award schemes, it is critical that we continue to manage our performance effectively. To that end, TfL's performance management processes have continued to operate. Specifically, end of year performance reviews are scheduled for the 2020/21 performance year and the Committee will be asked

to review the performance assessments for those individuals under its direct accountability at its next meeting in June 2021 (even though no financial awards will be contingent on this year's performance reviews).

- 1.7 The proposed 2021/22 performance scorecard for TfL, a fundamental component for performance assessment within the senior management performance award schemes, is due to be discussed by the Finance Committee at its meeting on 10 March 2021.

2 Recommendation

- 2.1 **The Committee is asked to note the paper.**

List of appendices to this report:

None

List of Background Papers:

None

Contact Officer: Tricia Wright, Chief People Officer
Email: triciawright@tfl.gov.uk

Contact Officer: Stephen Field, Director of Compensation & Benefits
Email: stephenfield@tfl.gov.uk

Remuneration Committee



Date: 11 March 2021

Item: A New Integrated Approach to Talent

This paper will be considered in public

1 Summary

- 1.1 This paper sets out the new, integrated strategy for talent identification, performance management and critical roles and succession planning that has been approved by TfL's Executive Committee to be rolled out in 2021.
- 1.2 This new approach is focused on how our organisation will identify talent, develop our people and create a more inclusive culture that recognises all our people's strengths and develops a workforce with the skills and experience we need to ensure we can deliver our current and future business priorities.

2 Recommendation

- 2.1 **The Committee is asked to note the paper.**

3 Background

- 3.1 Our people will be at the heart of how our organisation, and our city, successfully recovers from the coronavirus pandemic. Our new approach to talent sets out a road map for how we support and develop our people to deliver for London, against the backdrop of the significant changes and financial challenges facing our organisation.
- 3.2 Consultation with the business has shown that our managers and leaders are in favour of a simpler approach to talent, that helps us become more agile in how we identify and use the skills and expertise we have. Any new approach needs to be inclusive and recognise that everyone has strengths to bring to help our people be the best they can be and be fully able to support the organisation.
- 3.3 The changing nature of the workforce with people working into their 70's, is that five generations are now working together, resulting in organisations thinking differently about the way they view and get the best from their talent from more age groups.
- 3.4 Extensive consultation with the business has shown a broad consensus that we need an approach that is simple, agile and inclusive to manage the challenges we will be facing in the future.
- 3.5 Feedback from our people, through Viewpoint and 'Inspiring a Fairer Future' listening sessions, has identified a need to ensure managers are supported to have better and more open conversations that support people's wellbeing as well as feedback on performance. It also highlighted the need for us to be inclusive in

the way that we identify and develop people's strengths, be more transparent in our resourcing and recruitment decisions and be better at supporting people to progress their careers in a fair and inclusive way.

- 3.6 TfL carried out our first pay survey of employees in November 2020. A key finding was that people said they wanted opportunities to progress but often do not feel that they have this. The survey also indicated a general lack of interest in moving around the organisation to build up critical experiences that may benefit their long-term career plans which would benefit both the employee and TfL.
- 3.7 This approach balances flexibility with consistency by setting out tools and guidance whilst expecting individual business areas to adapt and implement these as appropriate for their area.

4 Overview of the key changes being made

- 4.1 The new strategy covers all aspects of talent and has been designed to be more inclusive and more employee led. There is a focus on greater accountability from our people for their own career development, supported by their managers, and on having more open, honest and brave conversations between colleagues, especially between managers and their teams.
- 4.2 The following specific changes are being rolled out:

Performance Management

- 4.3 Moving away from performance management being seen as a bi-annual "event" by putting frequent, open and honest conversations around performance at the centre of the process. Increasing the frequency and quality of performance conversations helps address the perceived issues around fairness and consistency with the current approach. To increase overall capability for having better quality conversations, 1,000 managers have participated in our Conversation Matters coaching programme to date.
- 4.4 Reviewing our performance ratings scale to help remove 'mid-range' bias and, critically, we will be using more evidence and feedback in assessing scoring to help ensure that they are fair (and perceived as fair). The descriptors for our ratings will be refreshed to place greater emphasis on evidence to support individual outputs and contribution to agreed objectives, with the aim of more open and reflective feedback and conversations.
- 4.5 This new approach to performance management will be heavily reliant on having a culture where performance and career conversations are continuous and are valued both by managers and their teams.
- 4.6 Introducing Team Objectives across the business (in addition to individual objectives) to create better alignment to our business planning and greater collaboration between teams.

Conversations Model

- 4.7 Regular, open and honest conversations is at the heart of the new approach to talent and is a key cultural change that we want to achieve. Getting this right will help improve employee relations more generally for the business - our Viewpoint results consistently show we need to improve how we manage performance and open, brave conversations are key to this.
- 4.8 Consultation with business leaders has helped us create a conversations model for managers that will help drive performance management, talent and critical role work and increase engagement across the organisation.
- 4.9 We are supporting leaders and managers through coaching groups to have better conversations and develop their coaching style, coupled with skills-based training where needed.

Readiness Model

- 4.10 Implementing a 'Readiness Model' to replace our current 'Maximising Potential' 9-Box Grid with one that is more actions-focussed and better able to help everyone achieve their potential and understand their strengths. It uses 360 feedback, people's aspirations and the outputs from performance discussions to help people plan their next steps for their career and learning journeys.
- 4.11 The model has three categories of 'readiness', shown below, that people will naturally move through during their careers, depending on their aspirations, performance, strengths and their personal circumstances. This approach will focus on developing everyone's strengths and progression, rather than focussing on 'top talent', which will be more inclusive and better equip us to deal with our current challenges as an organisation.
- 4.12 The three readiness categories are:
- **Strengthen** – Strengthening and building capability to realise full potential and have maximum impact in current role;
 - **Stretch** – Finding and taking on new responsibilities and gaining critical experiences within role that will shape future career path; and
 - **Move** – Undertaking development activities and pursuing opportunities to ensure readiness for a sideways or an upwards move.

Critical Roles and Succession Management

- 4.13 To offer the best development opportunities to our people, we need to make sure they are involved in meaningful work that supports our strategic priorities. Our revised approach to strategic workforce planning will ensure that we link development opportunities to the critical roles we need for the future.
- 4.14 Whilst all roles within TfL are important, some present critical business risks if not covered by the right people. Through research and business consultation, it has been agreed that a critical role can be identified by asking the following questions:

Does the role:

- Have a direct or disproportionate impact on business performance?
- Share and set strategy?
- Need hard to acquire skills to do it well?
- Take a long time and high cost to develop skills?
- Have a legal and/or regulatory requirement?
- Fill a safety critical requirement?
- Have an operational imperative?
- Have increased external competition and/or hard to hire?
- Fill a future skill requirement?

4.15 Once critical roles have been identified, succession plans can be created based on performance and talent data. Outputs from this work will enable business areas to identify and address strategic risks (attrition, capability gaps, lack of diversity), feed into recruitment pipelines and inform Learning and Development and Early Careers planning.

5 Technology

5.1 We know from experience that technology is critical to achieve the cultural shift needed to embed the new approach to talent, to increase the transparency of skills in the organisation, support internal mobility and provide self-help tools for career planning and better management information that are user-friendly and efficient.

5.2 In December 2020, as part of TfL's Enterprise Resource Planning Transformation Strategy we procured SAP Success Factors. Success Factors is a market leading People Management product that will enable us to deliver a digital suite of capabilities across our main people management processes, by upgrading from our existing systems to the standard SAP Success Factors Cloud solution configured for TfL's needs. We will deploy SAP Success Factors in phases, by Module, for our 28,000 people.

5.3 Success Factors can be accessed through an app or on desktop, making it more accessible to our colleagues and will help drive the culture change to having more continuous conversations by making it simple to capture feedback and record key events such as objectives-setting, helping our approach to performance management.

5.4 Following the availability of licences in April 2021, we will work with a configuration partner to implement the following modules by Summer 2021:

- **Performance and Goals**, which will enable us to evaluate and recognise top talent, align strategies and goals, and continuously improve workforce performance; and
- **Succession and Development**, which based on the readiness model, will enable us to identify, develop, and retain the talent we need to help ensure the future success of our business.

5.5 We are at the early stages of piloting a Resource and Capability Tool in Engineering and the Major Project's Directorate. This tool will hold all resource, demand and skills data in one place, allowing us to reduce costs through better deployment of skills and lessening our reliance on Non-Permanent Labour and consultants. If successful, this tool can be extended to other areas, allowing us to make efficiency saving from across the business.

List of appendices to this report:

None

List of Background Papers:

None

Contact Officer: Tricia Wright, Chief People Officer
Email: TriciaWright@tfl.gov.uk

[page left intentionally blank]

Remuneration Committee

Date: 11 March 2021

Item: Pay Outcomes of +£100k Approvals

This paper will be considered in public

1 Background and Purpose

- 1.1 The current governance process for appointments with a full-time equivalent (FTE) salary of £100,000 or more per annum requires that Committee approval should be sought for such appointments for both permanent and non-permanent labour (NPL) positions.
- 1.2 At its meeting in November 2020, a paper covering permanent and fixed term contract (FTC) roles was provided, which compared the salary approved by the Committee with that on actual appointment for the period that the governance process has been operational.
- 1.3 The Committee indicated satisfaction with the format of this report and requested the same disclosure for non-permanent roles.
- 1.4 Information in the associated paper on Part 2 of the agenda sets out the relevant information for non-permanent roles for the Committee's review. That information is exempt 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 financial affairs of a person or authority. Any discussion of that exempt information must take place after the press and public have been excluded from this meeting.

2 Recommendation

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

List of appendices to this report:

None

List of Background Papers:

None

Contact Officer: Tricia Wright, Chief People Officer
Email: triciawright@tfl.gov.uk

Contact Officer: Stephen Field, Director of Compensation & Benefits
Email: stephenfield@tfl.gov.uk

[page left intentionally blank]

Remuneration Committee



Date: 11 March 2021

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

This paper will be considered in public

1 Summary

- 1.1 This paper presents the current forward plan 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 future informal briefings.

2 Recommendation

- 2.1 **The Committee is asked to note the forward plan 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 Deputy Chair of TfL and the Chair of this Committee will regularly review the forward plan 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

Contact Officer: Howard Carter, General Counsel
Email: HowardCarter@tfl.gov.uk

Remuneration Committee Forward Planner 2021/22

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

Key: CPO (Chief People Officer), DCB (Director of Compensation and Benefits), DDIT (Director of Diversity, Inclusion and Talent)

16 June 2021		
TfL Performance Delivery 2020/21	CPO & DCB	Update on performance delivery of staff within the Committee's remit. As agreed in June 2020, no performance awards are payable against delivery for 2020/21.
Senior Management Performance Awards 2021/22 Update	CPO & DCB	Update on the scheme for 2021/22.
Benchmarking Senior Management Remuneration	CPO & DCB	Annual update.
TfL Remuneration	CPO & DCB	Annual update on the overall remuneration policy for TfL.
Pay Gap Analysis	DDIT	Current data and progress against actions and the performance indicators that the Committee should keep under review.

7 July 2021		

10 November 2021		
Pay Gap Analysis	DDIT	Current data and progress against actions and the performance indicators that the Committee should keep under review.
Graduate and Apprentice Programmes	CPO	Annual update.

3 March 2022		
Pay Gap Analysis	DDIT	Current data and progress against actions and the performance indicators that the Committee should keep under review.
Talent Management and Workforce Planning Update	DDIT	To note the approach to workforce planning and assessing our current capabilities and how we will map these to our emerging business priorities.

As at 3 March 2021

Regular items each year

- Salaries of £100,000 or more (approvals and analysis)
- TfL Performance Delivery and Performance Awards (annual approval)
- TfL Remuneration (annual, noting of overall remuneration policy)
- Pay Gap Analysis (annual, noting of gap and actions to address)
- Talent Management and Succession Planning (as required)

Items approved by Chair's Action if the decision needs to be taken urgently (reported to next meeting)

- 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 Terms of Reference or if over £100,000k (excluding statutory notice period)