



**Agenda  
Remuneration Committee  
Monday 12 June 2023**

**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 2 March 2023  
(Pages 1 - 4)**

General Counsel

**The Committee is asked to approve the minutes of the meeting of the Committee held on 2 March 2023 and authorise the Chair to sign them.**

**4 Matters Arising, Actions List and Use of Delegated Authority  
(Pages 5 - 10)**

General Counsel

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

**5 2022/23 Scorecards (Pages 11 - 18)**

Interim Commissioner

**The Committee is asked to note the delivery against scorecards for 2022/23.**

## **6 Performance Awards 2022/23 (Pages 19 - 24)**

Interim Commissioner

**The Committee is asked to note the paper and the exempt supplementary information on Part 2 of the agenda and: agree the individual performance ratings for the Chief Officers and Directors specified under the Committee's Terms of Reference against the 2022/23 performance delivery outturn; note the potential awards payable to the Commissioner, Chief Officers and Directors specified under the Committee's Terms of reference; and note that the same principles will apply in relation to performance awards for other eligible TfL staff.**

## **7 Senior Management Performance Awards 2023/24 (Pages 25 - 28)**

Interim Chief People Officer

**The Committee is asked to note the paper and endorse the proposal to operate performance award schemes for senior management for 2023/24 with the continuation of a financial criteria; and note the proposal to operate performance award schemes for the performance year 2023/24 for TfL payband 2 and 3 employees under the TfL Pay for Performance framework with the continuation of a financial criteria.**

## **8 Chief Officer Salary Reviews 2023 (Pages 29 - 30)**

Interim Chief People Officer

**The Committee is asked to note the paper and the exempt supplementary information on Part 2 of the agenda and agree the salary increase proposals for Chief Officers with effect from 1 April 2023, note the salary increase awarded for the Directors specified under the Committee's Terms of Reference and note the decision to apply the same principles to other eligible Directors.**

## **9 Members' Suggestions for Future Discussion Items (Pages 31 - 34)**

General Counsel

**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.**

## **10 Any Other Business the Chair Considers Urgent**

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

**11 Date of Next Meeting**

**Wednesday 5 July 2023 at 10.00am**

**12 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.**

**13 Performance Awards 2022-23 (Pages 35 - 58)**

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

**14 Chief Officer Salary Reviews 2023 (Pages 59 - 60)**

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

## Transport for London

### Minutes of the Remuneration Committee

**Conference Room 1, Palestra, 197 Blackfriars Road, London SE1 8NJ  
10.00am, Thursday 2 March 2023**

#### **Members**

Kay Carberry CBE (Chair)  
Peter Strachan (Vice-Chair)  
Seb Dance

#### **Executive Committee**

Andy Lord	Interim Commissioner
Fiona Brunskill	Interim Chief People Officer
Howard Carter	General Counsel

#### **Staff**

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

### **01/03/23 Apologies for Absence and Chair's Announcements**

An apology for absence had been received from Dr Nelson Ogunshakin OBE. The meeting was quorate.

The Chair welcomed everyone to the meeting. The meeting was also being webcast live to TfL's YouTube channel to ensure the public and press could observe the proceedings and decision making.

The Chair reminded those present that safety was paramount at TfL and encouraged Members to raise any safety issues during discussions on a relevant item or with the appropriate member of the Executive Committee after the meeting.

### **02/03/23 Declarations of Interests**

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

### **03/03/23 Minutes of the Meeting of the Committee held on 9 November 2022**

**The minutes of the meeting of the Committee held on 9 November 2022 were approved as a correct record and the Chair was authorised to sign them.**

## **04/03/23 Matters Arising, Actions List and Use of Delegated Authority**

The Committee noted that there had been four uses of Chair's Action since the last meeting of the Committee on 9 November 2022, all in relation to the approval of salaries of £100,000 or more.

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

## **05/03/23 TfL Remuneration**

Fiona Brunskill and Stephen Field introduced the item, which provided a comprehensive update on annual remuneration processes pan-TfL, including both base pay and performance awards. This included details of the base pay annual pay reviews effective 1 April or 1 July 2020 and the base pay annual pay reviews effective 1 April or 1 July 2021. It also set out details of performance awards paid in the 2020/21 and 2021/22 financial years that related to the 2019/20 performance year. Members also noted that the pay ratio from the Commissioner to the median and to the lowest paid had reduced and, although some of this related to a change in definition, TfL compared very favourably to other organisations. This reward information had previously been summarised in TfL's Annual Report and Accounts for the financial years ending 31 March 2021 and 31 March 2022.

Members acknowledged the complex collective bargaining arrangements and challenging environment within which TfL operated. The 2022 Viewpoint staff survey and other communication channels revealed pay to be a key issue for staff, reflecting the pay suppression for senior management since 2016, including the suspension of performance awards during the financial crisis caused by the coronavirus pandemic and the pay award disparity between London Underground and TfL staff.

Considerable work was underway to review the total reward framework to create a fairer system with job families established against external benchmarking. Progress on this work would be reported to the Committee. **[Fiona Brunskill]**

**The Committee noted the paper.**

## **06/03/23 Executive Remuneration Benchmarking**

Stephen Field introduced the paper. On 6 July 2022, the Committee noted that a procurement exercise was underway for a new supplier as the previous executive remuneration benchmarking provider was unable to fulfil the contract in future years, due to a reorganisation of its activities.

Members noted that the competitive tender process was unsuccessful, due to a poor response from the market. Therefore, following discussions with a provider that could meet TfL's requirements in full, TfL was in the final stages of agreeing contractual terms with that provider. Once a new contract was in place, work between TfL Reward and the provider would commence immediately to provide the benchmarking reports for 2023.

It was anticipated that the benchmarking report would be available for the next meeting of the Committee. As requested by the Committee, on 6 July 2022, the report would use

the current methodology and comparator groups and present the information in a similar format, with the provider able to comment on wider remuneration trends. As with any new provider, there were likely to be some adjustments to the data sources and peer groups.

**The Committee noted the paper.**

## **07/03/23 Resourcing at TfL**

Andy Lord, Fiona Brunskill and Stephen Field introduced the item. Following the previous discussion on Resourcing at TfL at the meeting on 9 November 2022, the Committee was provided with further detail on retention, the future skills requirements of the organisation, the approach to strategic workforce planning and how TfL was addressing its skills challenges. The paper also addressed an action from the meeting of the Board on 7 December 2022, to provide a breakdown of non-permanent labour (NPL) use at TfL and steps to reduce its use.

The Committee welcomed the work in this area and noted the good progress being made on establishing the foundations for data led processes, which would enable TfL to anticipate and predict future skill needs and reduce the impact of staff turnover or internal moves. While turnover was not an issue overall, there were specific areas of the business that were impacted and required improved succession plans. Work was underway on succession plans and to improve individual development plans and TfL was piloting the use of Promotion Panels. Considerable effort was also being put into developing TfL's leaders to drive inclusion, engagement, and consistent standards.

The Committee discussed the use of NPL, particularly in Engineering and Technology and Data where TfL's work was often world leading, with excellent training and development opportunities. TfL was often unable to attract or retain key individuals in these specialisms due to remuneration constraints. This was being considered as part of the work on establishing job families and external benchmarking to develop a talent pipeline. An overview of TfL's benchmarking processes and methodologies would be provided to a future meeting of the Committee. **[Action: Fiona Brunskill]**

Given the impact of staff turnover in senior roles over the last two years, the Committee asked that the Commissioner review the impact of the current notice periods for the most senior and hard-to-fill roles and report back if there was a need to review the policy. **[Action: Andy Lord]**

The Committee also noted that the work on the total reward framework, which would require some difficult decisions to be taken. The new pay framework was expected to be in place for 1 April 2024.

The various strands of work were expected to show a difference, or in some cases the development of a clear plan, within 12 months. A comprehensive update on Resourcing at TfL would be scheduled for March 2024. **[Action: Fiona Brunskill]**

**The Committee noted the paper.**

## **08/03/23 Members' Suggestions for Future Discussion Items**

The Committee noted the forward plan. The requests for future papers, captured in the actions above, would be incorporated into the plan.

**The Committee noted the forward plan.**

## **09/03/23 Any Other Business the Chair Considers Urgent**

There was no other urgent business to discuss.

## **10/03/23 Date of Next Meeting**

The next scheduled meeting of the Committee was changed from Thursday 15 June to Monday 12 June 2023 at 3.00pm.

The meeting closed at 10.46am.

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

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

## Remuneration Committee



**Date:** 12 June 2023

**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 any use of Chair's Action and the progress against actions agreed at previous meetings (Appendix 1).
- 1.2 There have been five uses of Chair's Action since the last meeting of the Committee on 2 March 2023; four in relation to the approval of salaries of £100,000 or more (as set out in Appendix 2) and one in relation to approval of the financial overlay trigger.

#### **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 require it to approve salaries of £100,000 or more and forms part of TfL's overall governance of pay at Senior levels. TfL has experienced high turnover of senior staff over recent months and requests include replacements for those that have left or are leaving.
- 3.2 Requests have also been made following changes to role under TfL's change programme. These include circumstances where individuals have increased accountability and scope following merging of roles and activity.
- 3.3 Other requests include extensions to existing contracts of highly skilled or technical staff where not retaining this resource would have a significant detrimental impact on TfL's ability to achieve its financial or operational deliverables.
- 3.4 A business case justification is provided to the Committee for each role. Following consultation with members of the Committee, the Chair approved salaries of £100,000 or more for the roles set out in Appendix 2.

## **Performance Awards and the Financial Overlay Trigger**

- 3.5 On 11 May 2023, Members were sent a paper on Performance Awards and the Financial Overlay Trigger. On 1 November 2021, the Committee agreed, via Chair's Action, to apply a "financial overlay trigger" to the payment of any performance awards for the years 2021/22 and 2022/23. The overlay trigger required TfL to achieve operational financial sustainability by April 2023, defined as being free from extraordinary Government support for revenue funding.
- 3.6 The August 2022 long-term funding agreement, which covers the period up to 31 March 2024, changed some critical terms of previous funding arrangements in a way that voided the original measure for determining whether financial sustainability had been achieved as part of the original financial overlay trigger.
- 3.7 Members were asked to consider if the trigger had been met, given the position on the financial sustainability requirements set out in the August 2022 funding agreement and the basis of the 2023/24 Budget approved by the Board on 29 March 2023.
- 3.8 The use of Chair's Action was considered appropriate as a decision was required before the papers for this meeting on the performance of the Commissioner and Chief Officers were prepared.
- 3.9 On 15 May 2023, the Chair, in consultation with available members, agreed that following alignment with the 30 August 2022 long-term funding agreement and 2023 TfL Business Plan, TfL would reach financial sustainability and therefore the mechanism for determining the financial overlay trigger had been met. Consequently, in line with the agreed outcome of the TfL Scorecard delivery for 2021/22 and 2022/23, performance awards would be payable subject to the usual assessment process.
- 3.10 A paper on performance awards is elsewhere on the agenda for this meeting.

## **4 Actions List**

- 4.1 Appendix 1 sets out the progress against actions agreed at previous meetings.

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

Appendix 1: Actions List

Appendix 2: Use of Chair's Action to approve salaries of £100,000 or more

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

Minutes of previous meetings of the Committee

Chair's Action papers issued on 10 March, 20 March, 25 April, 11 May and 24 May 2023

Contact Officer: Howard Carter, General Counsel

Email: [HowardCarter@tfl.gov.uk](mailto:HowardCarter@tfl.gov.uk)

## Remuneration Committee Actions List (reported to the meeting on 12 June 2023)

## Actions arising from the meeting held on 2 March 2023

Minute No.	Description	Action By	Target Date	Status note
05/03/23	<b>TfL Remuneration: Total reward framework</b> Considerable work was underway to review the total reward framework to create a fairer system with job families established against external benchmarking. Progress on this work would be reported to the Committee.	Fiona Brunskill	November 2023	On forward plan, under Strategic Workforce Planning.
07/03/23 (1)	<b>Resourcing at TfL: Benchmarking processes and methodologies</b> An overview of TfL's benchmarking processes and methodologies would be provided to a future meeting of the Committee.	Fiona Brunskill	November 2023	On forward plan, as part of the Reward Strategy Update.
07/03/23 (2)	<b>Resourcing at TfL: Notice periods for the most senior staff and hard-to-fill roles.</b> Given the impact of staff turnover in senior roles over the last two years, the Committee asked that the Commissioner review the impact of the current notice periods for the most senior and hard-to-fill roles and report back if there was a need to review the policy.	Andy Lord	November 2023	An update will be provided as part of the Strategic Workforce Planning discussion.
07/03/23 (3)	<b>Resourcing at TfL: Further paper, March 2024</b> A comprehensive update on Resourcing at TfL would be scheduled for March 2024.	Fiona Brunskill	March 2024	On forward plan.

## Actions arising from previous meetings

Minute No.	Description	Action By	Target Date	Status note
14/06/19	<p><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.</p>	Fiona Brunskill	May 2023	<b>Completed.</b> Work was undertaken on the recruitment / application process and information on the impact of those changes was provided in the Pay Gap Analysis report to the Safety, Sustainability and Human Resources Panel.
18/11/22	<p><b>Chief Officer and Director Pay Review 2022: Committee engagement for 2023 Review for Commissioner and Chief Officers</b> The Committee would be engaged on the reward and retention strategy for Chief Officers before any proposals for change were considered at a future meeting.</p>	Fiona Brunskill	June 2023	On agenda.

### **Use of Chair's Action to approve salaries of £100,000 or more**

This includes changes for recruitment to existing roles or where the responsibilities of the role have changed.

#### **Request 10 March, approved 15 March 2023**

- 1) Commissioner.

#### **Request 20 March, approved 21 March 2023**

- 2) Head of Project & Resource Management;
- 3) Senior Financial Reporting Manager (New Standards Project Manager);
- 4) Senior Scrum Master;
- 5) Senior Software Developer;
- 6) Senior Solution Architect;
- 7) Senior Solution Architect;
- 8) Project Manager;
- 9) Senior Application Engineer – Maximo;
- 10) Engineer – Civil;
- 11) Safety Critical Licensed Tunnel Inspector;
- 12) Safety Critical Licensed Tunnel Inspector;
- 13) Safety Critical Licensed Tunnel Inspector; and
- 14) Safety Critical Licensed Tunnel Inspector.

#### **Request 25 April, approved 27 April 2023**

- 15) Head of Portfolio - Networks;
- 16) Head of Test and Delivery;
- 17) Head of Technology Planning Management;
- 18) Head of RUC Technology Transformation;
- 19) Head of Technology & Data (T&D) Digital;
- 20) Head of Connect;
- 21) Head of ERP Change Delivery;

- 22) Consultant Occupational Physician;
- 23) Head of Governance, Risk & Assurance; and
- 24) S/4 Hana Delivery Lead.

**Request 24 May, approved 30 May 2023**

- 25) Commercial Manager;
- 26) Finance Business Partner;
- 27) Senior Software Developer (Java);
- 28) Senior Software Developer;
- 29) Senior Developer;
- 30) Senior Developer;
- 31) Senior Project Manager;
- 32) Senior Software Developer – Android;
- 33) Senior Software Developer – ios;
- 34) Senior Software Developer;
- 35) Senior Software Developer – .net;
- 36) Senior Software Developer – .net;
- 37) Senior Software Developer – Android;
- 38) Senior Technical IT Project Manager;
- 39) Senior Test Analyst;
- 40) Senior Test Analyst;
- 41) Systems Engineering; and
- 42) Systems Engineering.

## Remuneration Committee

Date: 12 June 2023

Item: 2022/23 Scorecards



### This paper will be considered in public

## 1 Summary

- 1.1 This paper provides the Committee with the business performance results as measured by the TfL and delivery business scorecards for the year ended 31 March 2023.

## 2 Recommendation

- 2.1 **The Committee is asked to note the delivery against scorecards for 2022/23.**

## 3 2022/23 scorecard outcomes

- 3.1 The table below summarises the 2022/23 scorecard results against the ambitious targets. A full breakdown is contained in Appendix 1.

**Table 1: A summary of the 2021/22 scorecard outcomes**

Scorecard	Actual Outcome %
Operations	68.4
Capital	81.9
TTLP	64.5
<b>TfL</b>	<b>64.0</b>

## 4 Assessing TfL's performance in 2022/23

- 4.1 The TfL Business Plan sets our long-term objectives, driven by the Mayor's Transport Strategy, while the Budget sets out our activity in 2022/23. The TfL Scorecard, while being ambitious and stretching, captures the outcomes and milestones required over 2022/23 to deliver this.
- 4.2 The scorecards of our divisions captured how the TfL Scorecard translated into what each individual area needed to achieve, focusing more on leading measures.
- 4.3 The assurance and approval of the TfL Scorecard result is managed via the Audit and Assurance Committee based on and Assurance Review undertaken by TfL's Internal Audit Team.
- 4.4 The Audit and Assurance Committee's Assurance Review was completed on 29 May 2023 and the scorecard results were, therefore, deemed as being approved at that point. The Chair of the Remuneration Committee was consulted as part of the Audit and Assurance Committee's assurance and approval process.

**List of appendices to this report:**

Appendix 1: 2022/23 scorecards

**List of Background Papers:**

Audit and Assurance Committee Chair's Action Paper approved 29 May 2023

Contact Officer: Fiona Brunskill, Chief People Officer  
Email: [fionabrunskill@tfl.gov.uk](mailto:fionabrunskill@tfl.gov.uk)

Contact Officer: Stephen Field, Director of Pensions and Reward  
Email: [stephenfield@tfl.gov.uk](mailto:stephenfield@tfl.gov.uk)

# TfL and divisional Scorecards

## Scores and agreed mitigations for 2022/23

22 May 2023



# TfL Scorecard: P13, 2022/23 results to 31 Mar 2023

					Pre-mitigation full year						Post-mitigation	
Measure	Action lead	Unit	Desired trajectory	2022/23 actual	2022/23 target	2022/23 floor target	2022/23 variance to target	Target weighting	Weighting	2022/23 post-mitigation actual	2022/23 post-mitigation weighting	
Green	CO2 emissions from TfL operations & buildings (ktonnes CO2e) **	Lilli Matson	Ktonnes CO2e	L	810	845	900	35	5.0%	5.0%	810	5.0%
Colleague	Total Engagement	Fiona Brunskill	%pts	H	59.0%	62.0%	60.0%	-3.0%	10.0%	0.0%	59.0%	0.0%
	Inclusion Index	Fiona Brunskill	%pts	H	50.0%	52.0%	50.0%	-2.0%	2.5%	0.0%	50.0%	0.25%
	Wellbeing Index	Fiona Brunskill	%pts	H	56.0%	58.0%	56.0%	-2.0%	5.0%	0.0%	56.0%	0.5%
	Diversity declaration rates	Fiona Brunskill	%pts	H	60.3%	56.0%	56.0%	4.3%	2.5%	2.5%	60.3%	2.5%
	Workforce - all injuries	Lilli Matson	#	L	1,550.0	1,348.0	1,987.0	(202.0)	5.0%	3.4%	1,550.0	3.4%
Finance	Cash balances *	Rachel Mclean	£m	H/L	£1,237m	£1,200m+/-£100m	£1,137m	£37m	10.0%	10.0%	£1,237m	10.0%
	Opex vs budget *	Rachel Mclean	£m	L	(£7,055m)	(£7,109m)	(£7,109m)	£53m	7.5%	7.5%	(£7,055m)	7.5%
	Capex vs budget (excl. TTLP) *	Rachel Mclean	£m	L	(£1,707m)	(£1,748m)	(£1,704m)	£41m	7.5%	7.5%	(£1,707m)	7.5%
Customer	% of Londoners who agree we care about our customers	Alex Williams	%	H	53.0%	57.0%	54.0%	-4.0%	10.0%	0.0%	53.0%	0.0%
	Public transport passenger journeys (millions) *	Alex Williams	millions	H	3,252.5	3,248.0	3,227.0	4.5	5.0%	5.0%	3,252.5	5.0%
	Road KSIs (per million Surface journey stages)	Lilli Matson	# per m	L	0.31	0.33	0.35	0.04	5.0%	5.0%	0.31	5.0%
	Customer injuries (per million passenger journeys)	Lilli Matson	# per m	L	2.48	2.58	2.72	0.10	5.0%	5.0%	2.48	5.0%
Foundation	Investment programme milestone delivery	Stuart Harvey	%	H	77.8%	90.0%	75.0%	-12.2%	5.0%	0.9%	79.0%	1.3%
	Elizabeth line: Open the central section for revenue service	Jim Crawford	mm/yy	L	May-22	Jun-22	Jun-22	no var	2.5%	2.5%	May-22	2.5%
	Barking Riverside Extension: Service Operational	Stuart Harvey	mm/yy	L	Jul-22	Jul-22	Aug-22	no var	2.5%	2.5%	Jul-22	2.5%
	% LU service operated	Glynn Barton	%	H	90.1%	90.0%	89.0%	0.1%	5.0%	5.0%	90.1%	5.0%
	Bus journey time (minutes)	Glynn Barton	minutes	L	33.98	33.50	34.00	-0.48	5.0%	0.2%	33.90	1.0%
									100.0%	62.1%		64%

\* Scorecard targets updated at 7 December 2022 Board to align to new Business Plan

\*\* Provisional estimates for 2022/23

Measures shaded grey have a proposed mitigation

# Operations Scorecard: P13, 2022/23 results to 31 Mar 2023

				Pre-mitigation full year						Post-mitigation	
Measure	Unit	Desired trajectory	2022/23 actual	2022/23 target	2022/23 floor target	2022/23 variance to Target	Target weighting	Weighting	2022/23 post-mitigation actual	2022/23 post-mitigation weighting	
Colleague	Workforce all injuries [excl. Elizabeth Line]	#	L	1,491	1,544	5 year avg.	-53	10%	10%	1,491	10%
	Total engagement - Annual	% pts	H	55%	58%	56%	-3%	8%	0%	55%	0%
	People milestones	#	H	4	12	11	-8	7%	0%	4	0%
Finance	OPEX vs budget	£m	L	(£5,712m)	(£5,807m)	(£5,807m)	-£95m	15%	15%	(£5,712m)	15%
	CAPEX vs budget	£m	L	(£376m)	(£382m)	(£371m)	-£6m	5%	5%	(£376m)	5%
Green	CO2 emissions from TfL operations & buildings (ktonnes CO2e) - Quarterly	Ktonnes	L	788	845	900	-57	5%	5%	788	5%
Customer	Customer injuries (per million passenger journeys)	#	L	2.48	2.58	2.77	-0.1	8%	8%	2.48	8%
	Road KSIs	# per m	L	0.29	0.33	0.36	-0.04	8%	8%	0.29	8%
	% of Londoners who agree we care about our customers	% pts	H	53%	57%	54%	-4%	5%	0%	53%	0%
	Public transport passenger journeys (millions)	Millions	H	3,252.5	3,248.4	3,187	4.1	4%	4%	3,252.5	4%
Foundation	% LU service operated	% pts	H	90.1%	90.0%	88.5%	0.1	5%	5%	90.1%	5%
	Elizabeth Line PPM (%)	% pts	H	92.40%	94.25%	94.00%	-1.85%	3%	0%	92.40%	0%
	Bus journey time (minutes) **	Minutes	L	33.98	33.50	34.00	0.48	5%	0.2%	33.90	1.0%
	London Overground time to 3	% pts	H	91.1%	91.4%	91.4%	-0.3%	3%	0%	91.1%	0%
	Roads disruption	% pts	L	-1%	5%	7%	-6%	3%	3%	-1%	3%
	Time saved for sustainable customer journeys	Hours	H	15,469	15,000	13,500	469	2%	2%	15,469	2%
	Investment programme milestone delivery	% pts	H	84%	90%	75%	-6%	4%	2.4%	84%	2.4%
								100.0%	67.6%		68.4%

\*\* Provisional estimates for 2022/23

# Capital Scorecard: P13, 2022/23 results to 31 Mar 2023

				Pre-mitigation full year						Post-mitigation		
Measure		Unit	Desired trajectory	2022/23 actual	2022/23 target	2022/23 floor target	2022/23 variance to Target	Target weighting	Weighting	2022/23 post-mitigation actual	2022/23 post-mitigation weighting	
Colleague	Inclusion index	% pts	H	57%	60%	50%	-3%	7.0%	5.1%	57%	5.1%	
	Wellbeing index	% pts	H	60%	63%	56%	-3%	7.0%	4.4%	60%	4.4%	
	Engagement index	% pts	H	62%	66%	60%	-4%	7.0%	3.0%	62%	3.0%	
	RIDDOR Accident Frequency Rate (AFR)	% pts	L	0.03	0.10	0.15	-0.07	7.5%	7.5%	0.03	7.5%	
	Lost time Injury Frequency Rate (LTFR)	% pts	L	0.14	0.25	0.29	-0.11	7.5%	7.5%	0.14	7.5%	
	Reduction in the number of workforce injuries	% pts	L	48	60	73	-12	5.0%	5.0%	48	5.0%	
	Declaration rates for protected characteristics	% pts	H	75.7%	65%	55%	10.7%	4.0%	4.0%	75.7%	4.0%	
Green	Carbon literacy training completed	% pts	H	100%	100%	85%	no var	2.0%	2.0%	100%	2.0%	
Customer	Engineering LU standards are current	% pts	H	96%	100%	75%	-4%	2.0%	0.7%	96%	0.7%	
	Audit and FIR actions closed out on time	% pts	H	75%	80%	70%	-5%	2.0%	1.1%	75%	1.1%	
Finance	Net Capex spend versus budget	£m	L	£834m	£894m	-3% to +1%	-£60m	7.5%	7.5%	£834m	7.5%	
	Opex spend versus budget	£m	L	£123m	£144m	£144m	-£19m	2.5%	2.5%	£123m	2.5%	
	IP VOWD forecasting accuracy (3 periods)	% pts	H	95%	80%	80%	10%	5.0%	5.0%	95%	5.0%	
	Efficiency savings delivered	% pts	H	107%	90%	80%	17%	5.0%	5.0%	107%	5.0%	
	Cash forecasting accuracy (1 period)	% pts	H	90%	95%	80%	-5%	5.0%	3.8%	90%	3.8%	
Foundation	Strategic Tier 1 milestone delivery on time	% pts	H	77.6%	90%	75%	-12.4%	5.0%	1.3%	79.4%	1.6%	
	Strategic Tier 2 milestone delivery on time	% pts	H	84.5%	90%	75%	-5.5%	5.0%	3.4%	87.1%	4.1%	
	Barking Riverside Extension – service operational	date	L	18-Jul-22	31-Jul-22	25-Aug-22	no var	5.0%	5.0%	18-Jul-22	5.0%	
	Asset strategy deterioration models in place	% pts	H	90.0%	85%	75%	-10%	3.0%	2.0%	90.0%	2.0%	
	TfL Engineering strategic milestone delivery on time	% pts	H	78.0%	100%	75%	-12%	1.0%	0.3%	78.0%	0.3%	
	Pathway compliance	% pts	H	94.0%	90%	85%	4%	2.5%	2.5%	94.0%	2.5%	
	% high risks with mitigation action completed on time	% pts	H	97.2%	90%	85%	7.2%	1.25%	1.25%	97.2%	1.25%	
% risks with active mitigations	% pts	H	94.0%	90%	85%	4%	1.25%	1.25%	94.0%	1.25%		
									100.0%	80.9%		81.9%

# TTLP Scorecard: P13, 2022/23 results to 31 Mar 2023

	Measure	Unit	Desired trajectory	Pre-mitigation full year						Post-mitigation	
				2022/23 actual	2022/23 target	2022/23 floor target	2022/23 variance to Target	Target weighting	Weighting	2022/23 post-mitigation actual	2022/23 post-mitigation weighting
Finance	Net Operating Surplus	£m	H	£43m	£28m	28,134	£15m	10%	10%	10%	10%
	Net Operating Surplus Margin (%)	% pts	H	42.7%	29.5%	29.5%	13.2%	10%	10%	10%	10%
	Asset Management Income Growth (%)	% pts	H	11%	4%	4%	7%	10%	10%	10%	10%
Safety & Risk	Statutory Testing - TfL Managed Property	% pts	H	100%	100%	95%	No var	10%	10%	10%	10%
	Lost Work Time	% pts	L	1.0%	2.0%	2.0%	-1%	10%	5%	5%	5%
	Killed or Seriously Injured (KSI)	#	L	1	0	0	1	10%	0%	0%	0%
Customer	Customer Satisfaction	% pts	H	65%	71%	62%	6%	10%	6%	6%	6%
People	Total Engagement	% pts	H	59%	66%	61%	7%	10%	0%	0%	0%
Operations	% Affordable Start on Sites (Cumulative)	% pts	H	47%	50%	50%	-3%	10%	0%	47%	5%
	No. Start on Sites	#	H	2,121	2,409	1,583	-288	10%	7%	2,121	8.5%
								100.0%	58%		64.5%

\* The two proposed mitigations for the '% Affordable Start on Sites (Cumulative)' and 'No. Start on Sites' measures involve a change to the target, not the result. If these mitigations are approved, then the existing actuals/results will have exceeded the target and the post-mitigations weightings will be 10% for both measures.

# TfL and divisional Scorecards

## TfL Scorecard

The full-year pre-mitigation score is **62.1%**. This score includes a target adjustment for 378 train purchase (£281 m), with spend approved by the Finance Committee. We have proposed:

- a potential change of scoring Wellbeing/ Inclusion indices
- Mitigation for investment programme milestones (also included in Capital scorecard).
- Mitigation for the Bus Journey Time measure (also included in Operations scorecard).

These mitigations have been approved, the post-mitigation score is **64%**.

## Divisional Scorecards

### Operations

The full-year pre-mitigation score is **67.6%**. One mitigation has been proposed:

- Bus journey time

This mitigation has been approved, the full year score is **68.4%**

### Capital

The full-year pre-mitigation score is **80.9%**. Two mitigations have been proposed:

- Strategic Tier 1 milestone delivery on time
- Strategic Tier 2 milestone delivery on time.

These mitigations have been approved, the post-mitigation score is **81.9%**.

### TTLP

The full-year pre-mitigation score is **58%**. One mitigation has been proposed, covering two measures:

- % Affordable Start on Sites (Cumulative)
- No. Start on Sites

This mitigation has been approved at 50%, the post-mitigation score is **64.5%**.

## Remuneration Committee

**Date:** 12 June 2023



**Item:** Performance Awards 2022/23

---

### This paper will be considered in public

## 1 Summary

- 1.1 This paper seeks the Committee's approval for performance ratings in respect of the Commissioner, Chief Officers and specific Director roles in relation to the overall performance delivery for the year ended 31 March 2023 as measured against the TfL and divisional scorecards.
- 1.2 At its meeting on 10 November 2021, the Committee agreed to the reintroduction of performance award schemes for the 2021/22 and 2022/23 performance years with an additional financial overlay trigger metric of achieving financial sustainability by April 2023. This means that individual performance awards will be calculated in line with the normal annual performance cycle and recorded for 2021/22 and 2022/23, but payment can only be considered for both performance years when all performance conditions have been met.
- 1.3 The paper sets out the proposed awards to the Executive Committee members now that the Financial Overlay Trigger has been confirmed as met, calculated on the 2022/23 scorecard results and individual performance ratings.
- 1.4 A paper is included on the Part 2 agenda which contains supplementary information that is exempt from publication by virtue of paragraphs 1, 3 and 5 of Schedule 12A of the Local Government Act 1972 in that it contains information relating to individuals, the business affairs of TfL and where a claim to legal professional privilege could be made. Any discussion of that exempt information must take place after the press and public have been excluded from this meeting.

## 2 Recommendations

- 2.1 **The Committee is asked to note the paper and the supplementary information on Part 2 of the agenda and:**
  - (a) agree the individual performance rating for the Commissioner;
  - (b) agree the individual performance ratings for the Chief Officers and Directors specified under the Committee's Terms of Reference against the 2022/23 performance delivery outturn;
  - (c) note the potential awards payable to the Commissioner, Chief Officers and Directors specified under the Committee's Terms of reference; and
  - (d) note that the same principles will apply in relation to performance awards for other eligible TfL staff.

### 3 Background – Scorecard achievement and how performance awards are calculated

- 3.1 An earlier paper on the agenda ‘Scorecards 2022/23’, sets out in detail the scorecard outturn for TfL and the divisions.
- 3.2 The total actual score against the TfL Scorecard is 64.0 per cent. For the purposes of performance award calculations, we round the actual scorecard score down to the nearest whole number.

#### Summary of Scorecard Achievement Rates

**Table 1: A summary of the 2022/23 scorecard achievement**

Scorecard	Actual Outcome %	Rounded Outcome % for Performance Award Calculations
Operations	68.4	68
Capital	81.9	81
TTLP	64.5	64
<b>TfL</b>	<b>64.0</b>	<b>64</b>

#### How performance awards are calculated: Commissioner, Chief Officers and Directors

- 3.3 For the years 2021/22 and 2022/23 there are three performance elements being used to determine performance award outcomes:
- (a) how TfL performs against the critical priorities set out in the business scorecards;
  - (b) how individuals personally contribute to these, as defined by a performance rating; and
  - (c) the ‘financial overlay trigger’.
- 3.4 The ‘financial overlay trigger’ is a separate overriding financial performance condition (independent of the annual scorecard and individual performance rating conditions) built into our performance award schemes for 2021/22 and 2022/23.
- 3.5 The ‘financial overlay trigger’ has no bearing on the quantum of the annual performance award budgets but acts as a trigger that determines whether performance awards in respect of 2021/22 and 2022/23 can be paid.
- 3.6 There is no entitlement to receive payment for any award under the scheme for 2021/22 and 2022/23 until all performance conditions have been met. In this respect there is no deferral of awards from the annual scorecard calculations because awards cannot become due until achievement of the financial overlay trigger is confirmed.
- 3.7 Successful delivery of the ‘financial overlay trigger’ by 1 April 2023 and delivery of business scorecards for 2021/22 and 2022/23 then performance awards for both performance years during 2023/24 would be payable for eligible individuals.
- 3.8 On 15 May 2023, the Chair of the Committee, in consultation with its members, confirmed that the ‘financial overlay trigger’ had been met meaning any performance awards for

2021/22 and 2022/23 can be calculated in line with the standard methodology set out below.

- 3.9 The performance awards for the Commissioner, Chief Officers and Directors are determined via a combination of TfL-wide, divisional and individual performance measures. This paper is concerned primarily with the calculation of payments for the Commissioner, Chief Officers and Directors specified under the Committee's Terms of Reference, but also sets out the broad performance related payments for other staff across TfL outlined in section 7.
- 3.10 Depending on the division worked in, either the TfL Scorecard result alone, or a combination of the TfL Scorecard and the divisional scorecard result determines the budget available for performance awards. Individual contribution, measured in the form of a personal performance rating, then determines the actual percentage performance award received from the available budget.
- 3.11 Each level of performance rating has an assigned multiplier. The individual performance award calculation is made by taking the budget percentage figure (as determined by the scorecard result) and then applying the multiplier to it which determines the actual percentage of base salary received as a performance award.
- 3.12 At the start of each performance year, a matrix is used to illustrate the potential level of performance award budget available aligned to each level of performance scorecard result (in increments of one per cent); and in addition, the percentage of individual award that will be delivered according to the relevant performance rating and associated multiplier for each level of budget. Publishing this at the beginning of the year allows a clear line of sight between business performance outturn, individual performance contribution and the potential level of reward.
- 3.13 Modelling a combination of the anticipated performance rating distribution, average salaries by payband level and headcount allow the formulation of matrices as described above to a good level of accuracy at the start of the performance year to ensure that the total spend on performance awards would be delivered within budget. However, at year-end after scorecards and personal performance ratings have final approval the model is re-checked to ensure that the performance multipliers do actually deliver performance awards within budget parameters allowing adjustments to be made to the rating multipliers if needed. This negates any risk of overspend and also ensures alignment of the scorecard outcome and interaction with reward in the form of a performance award.
- 3.14 A separate matrix is drafted at the start of the performance year for each of the different levels of scheme based on the maximum performance award opportunity (Commissioner, Chief Officers, Directors and Senior Managers).
- 3.15 Chief Officers who lead one of our divisions have their performance award budget determined by a combination of the TfL Scorecard result and their divisional scorecard result. The calculation method uses the same matrix for both scorecard results to produce a weighted average score 60:40; TfL Scorecard: division.
- 3.16 For all levels of scheme there is currently a minimum TfL Scorecard threshold, of 60 per cent, below which no performance award budget is released. This is regardless of the divisional scorecard result.
- 3.17 The same threshold of 60 per cent is set for the divisional scorecards.

- 3.18 In a situation where the TfL Scorecard result is above the minimum 60 per cent threshold but the divisional scorecard is below that level, those in the division will still receive an element of award for the TfL Scorecard result.

#### 4 Chief Officer Performance Awards 2022/23

- 4.1 The potential maximum performance award that Chief Officers can achieve is **30 per cent** of base salary.
- 4.2 The structure for Chief Officer Performance Awards is set out in Table 2 below.

**Table 2: Structure for Chief Officers Performance Awards 2022/23**

Division	TfL Scorecard Weighting %	Divisional Scorecard Weighting %	TfL Scorecard Minimum % Performance Threshold	Divisional Scorecard Minimum % Performance Threshold	Maximum Performance Award %
Operations, Capital, TTLP	60%	40%	60%	60%	30%
All other divisions	100%	-	60%	-	30%

- 4.3 The Commissioner's commentary for each Chief Officer regarding their individual performance and the proposed performance rating are set out in the supplementary paper on Part 2 of the agenda.

#### 5 Performance Awards for Directors under the Remuneration Committee's Terms of Reference 2022/23

- 5.1 The potential maximum performance award that Directors can achieve is **20 per cent** of base salary.
- 5.2 The structure for Director Performance Awards is set out in Table 3 below.

**Table 3: Structure for Director Performance Awards 2022/23**

Division	TfL Scorecard Weighting %	Divisional Scorecard Weighting %	TfL Scorecard Minimum % Performance Threshold	Divisional Scorecard Minimum % Performance Threshold	Maximum Performance Award %
Operations, Capital, TTLP	60%	40%	60%	60%	20%
All other divisions	100%	-	60%	-	20%

- 5.3 The Commissioner's commentary for Directors under the Remuneration Committee's Terms of Reference regarding their individual performance and the proposed performance rating is set out in the supplementary paper on Part 2 of the agenda.

## 6 Commissioner’s Performance Award 2022/23

- 6.1 The potential maximum performance award that the Commissioner can achieve is **50 per cent** of base salary.
- 6.2 The structure for the Commissioner’s Performance Award is set out in Table 4 below.

**Table 4: Structure for the Commissioner’s Performance Award 2022/23**

Division	TfL Scorecard Weighting %	Divisional Scorecard Weighting %	TfL Scorecard Minimum % Performance Threshold	Divisional Scorecard Minimum % Performance Threshold	Maximum Performance Award %
TfL	100%	-	60%	-	50%

## 7 Performance Awards for Directors, Senior Managers and Others

- 7.1 Arrangements for employees below Chief Officer level are set out below and are agreed by the Commissioner.
- 7.2 **Directors:** Arrangements for Directors not covered by the Committee’s Terms of Reference are the same as for those that are covered, as set out in 5.1 and Table 3 above.
- 7.3 **Senior managers:** Arrangements for Senior Managers (payband 4 and 5) use exactly the same methodology as for Directors, Chief Officers and the Commissioner described in 3.3 – 3.18 above. However, the maximum performance award opportunity is **15 per cent of base salary**.

**Table 5: Structure for Senior Manager (Payband 4 and 5) Performance Awards 2022/23**

Division	TfL Scorecard Weighting %	Divisional Scorecard Weighting %	TfL Scorecard Minimum % Performance Threshold	Divisional Scorecard Minimum % Performance Threshold	Maximum Performance Award %
Operations, Capital, TTLP*	60%	40%	60%	60%	15%
All other divisions	100%	-	60%	-	15%

\*Those employees in the TTLP Property Development Performance Award Scheme are weighted 20 per cent TfL Scorecard and 80 per cent TTLP scorecard and use the same scheme design as other Senior Managers

- 7.4 **Non-operational employees in other grades:** Performance is reflected by a combination of rises to base salary and/or lump sum performance awards (Performance Related Pay and Pay for Performance).

### List of appendices to this report:

Supplementary information is provided in a paper on Part 2 of the agenda.

### List of Background Papers:

Remuneration Committee Chair’s Action Paper on Performance Awards and the Financial Overlay Trigger, issued on 11 May and approved on 15 May 2023

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## Remuneration Committee

**Date: 12 June 2023**

**Item: Senior Management Performance Awards 2023/24**

---

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

## **1 Summary**

- 1.1 This paper sets out a proposal to operate performance award schemes for senior management (Commissioner, Chief Officer, Director and payband 4 and 5 Senior Managers) for the performance year 2023/24 with the continuation of a financial criteria.
- 1.2 Performance awards are a critical component of TfL's total remuneration proposition for senior management supporting TfL's ability to attract and retain critical talent within the business.
- 1.3 TfL's performance award schemes also have an important role to play in delivering high performance across TfL. Through the direct relationship with business performance (as captured in our scorecards) the schemes serve to highlight the main priorities in delivering the Mayor's Transport Strategy and unify senior management in delivering our critical goals. They also ensure that reward is only delivered that is commensurate with the level of success achieved and therefore provide a fair and value for money approach to reward.

## **2 Recommendations**

- 2.1 **The Committee is asked to note the paper and:**
  - (a) **endorse the proposal to operate performance award schemes for senior management for 2023/24 with the continuation of a financial criteria; and**
  - (b) **note the proposal to operate performance award schemes for the performance year 2023/24 for TfL payband 2 and 3 employees under the TfL Pay for Performance framework with the continuation of a financial criteria.**

## **3 Background**

- 3.1 In October 2021, the Committee approved the implementation of performance award arrangements for 2021/22 and 2022/23 with an amended scheme design that ensured compliance with the Government's funding conditions.
- 3.2 TfL's annual performance award schemes continued in their current format with performance award budgets assessed for a one-year performance period determined by annual business scorecard results and with individual awards

calculated by linking performance ratings to a multiplier used against the calculated budget.

- 3.3 Payment of the recorded annual performance award amounts for 2021/22 and 2022/23 is then made further dependent upon achievement of a 'Financial Overlay Trigger' that acts as an integral part of the metrics within each annual scheme.

## **4 Proposed Annual Scheme Design 2023/24**

- 4.1 It is proposed that for the 2023/24 performance year the performance award schemes continues to operate with a revised financial criteria.
- 4.2 The proposed financial criteria is to achieve operating breakeven (ie a TfL operating surplus >£0) for 2023/24, without the application of the £565m Department for Transport base funding provided by the current funding settlement to the operating account'.
- 4.3 This is a metric on the TfL scorecard for 2023/24 (number 14 within the Finance section) with performance reported each period and updated on TfL's intranet, so will be evidenced by the achievement in the 2023/24 scorecard results.
- 4.4 As such, will need to achieve this financial criteria before any budgets can be determined by annual scorecard results with individual awards calculated by linking performance ratings to a multiplier used against the calculated budget.
- 4.5 The scorecard thresholds will remain as below:
- (a) 60 per cent – minimum threshold
  - (b) 75 per cent – on target threshold
  - (c) 100 per cent – maximum
- 4.6 All scheme documents and business rules will be updated to reference the financial criteria for 2023/24.
- 4.7 We also intend that all our other performance award arrangements including individual performance arrangements and performance awards for payband 2 and 3 under the Pay for Performance framework would have the same financial criteria in line with our senior management schemes.
- 4.8 Indicative total annual scheme costs for all senior management (inclusive of the TTLP Property Development scheme), modelled against the current headcount, total salary cost and anticipated individual performance rating distributions are set out below. Actual scheme costs will be dependent on the variable elements outlined. These costs are exclusive of Employer's National Insurance contributions.
- (a) £10.5m at 75 per cent scorecard achievement which would represent an 'on target' level of performance;

(b) £11.9m at 85 per cent scorecard achievement which would represent a 'stretch' level of performance; and

(c) £13.6m at 100 per cent (maximum) scorecard achievement.

**List of appendices to this report:**

None

**List of Background Papers:**

None

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## Remuneration Committee

**Date:** 12 June 2023

**Item:** Chief Officer Salary Reviews 2023

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

## **1 Summary**

- 1.1 At the meeting of the Committee on 9 November 2022, it was agreed that those Chief Officers and Directors who had not already received an increase during 2022 as part of the restructuring exercise would receive an uplift equivalent to the same pay increase percentage as the first year of the TfL pay deal.
- 1.2 The Committee also agreed that application of a percentage increase equivalent to the second year of the pay deal for employees in paybands 1 to 3 (and applied to Senior Managers) would be considered in 2023 for Chief Officers and Directors, unless they already have alternative pay review arrangements in place.
- 1.3 The two-year pay offer in TfL was four per cent for 2022 and 4.4 per cent for 2023.
- 1.4 Proposals for adjustments will be tabled in Part 2 of the meeting by the Commissioner, for the Committee's approval.
- 1.5 A paper is included on Part 2 of the agenda, which contains exempt supplemental information. The information is exempt by virtue of paragraphs 1, 3 and of Schedule 12A of the Local Government Act 1972 in that it contains information relating to individuals, the business affairs of TfL and where a claim to legal professional privilege could be made. Any discussion of that exempt information must take place after the press and public have been excluded from this meeting.

## **2 Recommendations**

- 2.1 **The Committee is asked to note the paper and the supplementary information on Part 2 of the agenda and:**
  - (a) **agree the salary increase proposals for Chief Officers, as set out in the paper on Part 2 of the agenda and to be tabled at the meeting, with effect from 1 April 2023;**
  - (b) **note the salary increase awarded for the Directors specified under the Committee's Terms of Reference; and**
  - (c) **note the decision to apply the same principles to other eligible Directors.**

**List of appendices to this report:**

Supplementary information is provided in a paper on Part 2 of the agenda.

**List of Background Papers:**

None

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## Remuneration Committee



**Date:** 12 June 2023

**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 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

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## Remuneration Committee Forward Plan

**Membership:** Kay Carberry CBE (Chair), Peter Strachan (Vice-Chair) Seb Dance and Dr Nelson Ogunshakin OBE

Key: CPO (Chief People Officer), DPR (Director of Pensions and Reward)

<b>5 July 2023</b>		
Meeting scheduled in case further information is required for any decisions on the agenda for the meeting on 12 June 2023		

<b>9 November 2023</b>		
Strategic Workforce Planning	CPO	Annual update.
Pay Outcomes of £100,000+ Approvals	CPO & DPR	Annual update and trend analysis.
Chief Officer Benchmarking	CPO & DPR	To note.

<b>29 February 2024</b>		
Talent Management and Workforce Planning Update	CPO	To note.
Senior Management Performance Awards Scheme	CPO and DPR	To consider the operation of the Performance Awards Scheme for 2024/25.
Remuneration Outcomes 2022/23	CPO	To note

### 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)

As at 2 June 2023

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By virtue of paragraph(s) 1, 3, 5 of Part 1 of Schedule 12A of the Local Government Act 1972.

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By virtue of paragraph(s) 1, 3, 5 of Part 1 of Schedule 12A of the Local Government Act 1972.

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