

Date: 10 November 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 seven uses of Chair's Action, since the last meeting of the Committee on 7 July 2021; five in relation to the approval of salaries of £100,000 or more, one in relation to an exit payment and one in relation to the Senior Management Performance Award Scheme.

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:

Request 27 July, approved 2 August 2021

- 1) Head of Transformation Portfolio (Digital Workplace);
- 2) Senior Product Owner;
- 3) Data & Analytics Senior Developer;
- 4) Pway Engineer;
- 5) Pway Engineer;
- 6) Improvement Programme Lead;

- 7) Senior Product Owner;
- 8) Senior Product Owner;
- 9) Senior Project Manager;
- 10) Senior Scrum Master;
- 11) Occupational Health Advisor;
- 12) Commercial Manager x10;
- 13) Commercial Manager;
- 14) D&A Development Stream Lead;
- 15) Development Stream Lead x2;
- 16) Senior Application Engineer (Maximo) x6;
- 17) Senior Solution Architect;
- 18) Senior Solution Architect x2;
- 19) Lead BI Architect;
- 20) Senior Software Developer (DevOps Team Lead);
- 21) Senior Software Developer (DevOps Engineer); and
- 22) Senior Software Developer Java x2.

Request 24 August, approved 26 August 2021

- 23) Head of Finance – London Underground;
- 24) Project Manager;
- 25) Senior Maximo Developer;
- 26) Senior Product Owner;
- 27) Senior Product Owner;
- 28) Senior Project Manager;
- 29) Senior Project Manager;
- 30) Senior Project Manager;
- 31) Senior Software Developer (Android);
- 32) Senior Software Developer (iOS);

- 33) Senior Software Engineer DevOps Lead;
- 34) Principal Engineer;
- 35) Pway Engineer;
- 36) Senior Signalling Systems Engineer;
- 37) Senior Signalling Systems Engineer;
- 38) Senior Systems Engineer;
- 39) Treasury Senior Systems Management Consultant;
- 40) Senior Finance Business Partner; and
- 41) Project Manager.

Request and approved 17 September 2021

- 42) Director of Transport Strategy;
- 43) Director of Legal Services;
- 44) Head of Finance – Commercial Development;
- 45) Interim Deputy to Chief Procurement Officer;
- 46) Head of Change Portfolio Office; and
- 47) Occupational Health Doctor.

Request and approved 28 September 2021

- 48) Improvement Programme Lead; and
- 49) Occupational Health Doctor x3.

Request 12 October, approved 15 October 2021

- 50) Finance Director – Surface;
- 51) Project Manager;
- 52) Senior Business Analyst;
- 53) Senior Business Analyst;
- 54) Senior Project Manager;
- 55) Senior Software Developer;
- 56) Senior Solution Architect;

- 57) Engineer Pway;
- 58) Senior Project Manager; and
- 59) Senior Technical Project Manager.

Exit Payment

- 3.3 The Terms of Reference for the Committee include oversight of any proposed exit payment outside of standard redundancy terms that exceeds £100,000 (excluding notice periods, which are contractual) irrespective of the grade and/or salary of the employee.
- 3.4 Following consultation with Members on 27 September, on 10 October 2021 the Chair of the Committee approved the proposed exit payment for the Head of Track Maintenance and Renewals, London Underground.

Senior Management Performance Award Scheme

- 3.5 On 7 July 2021, the Committee discussed the scheme and asked for developed proposals addressing specific criteria for its operation in 2021/22 and 2022/23.
- 3.6 The use of Chair's Action was considered appropriate as staff needed clarity on the operation of the scheme in the current year as soon as possible, as more than half of the performance year had passed.
- 3.7 On 1 November 2021, the Chair, in consultation with available Members, approved the implementation of performance award arrangements for 2021/22 and 2022/23 in accordance with the design outlined. The paper has been published on tfl.gov.uk.
- 3.8 Key features of the design included:
 - (a) the performance award schemes would continue 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;
 - (b) individual awards would be calculated in line with the normal annual performance cycle;
 - (c) payment was dependent upon achievement of a 'Financial Overlay Trigger', which required TfL to deliver its business plan to become (operationally) financially sustainable, free of 'extraordinary Government funding' by 1 April 2023. Performance award payments would not be met from the Government's extraordinary funding;
 - (d) the Committee would hold final discretion on the assessment and application of both the Financial Overlay Trigger and overall operation of

the performance award schemes to ensure that they only operate in the way that is intended;

- (e) performance award budgets for the annual schemes would continue to be calculated in accordance with the current scheme design; and
- (f) other performance award arrangements would recommence in line the senior schemes.

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 27 July, 24 August, 17, 27 and 28 September and 12 October 2021 (all exempt from publication)

Chair's Action paper issued 29 October 2021 (published)

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Remuneration Committee Actions List (reported to the meeting on 10 November 2021)

Actions arising from the meeting held on 7 July 2021.

Minute No.	Description	Action By	Target Date	Status note
16/07/21 (1)	Senior Management Performance Awards – 2021/22 proposals Staff were asked to develop options for the performance award scheme for 2021/22. All options would be linked to performance and out-performance against the scorecard and attaining financial sustainability, with payments deferred until TfL no longer required temporary support from Government for operational costs. The future paper would include information on competitor organisations and the views of the Department for Transport in relation to meeting the spirit of the current funding conditions on pay.	Tricia Wright / Stephen Field	October 2021	Addressed through the Chair's Action reported on the agenda.
16/07/21 (2)	Senior Management Performance Awards – Diverse Talent A paper would be submitted to the Committee in November 2021 on how TfL would continue to attract and retain diverse talent.	Marcia Williams	November 2021	Addressed in Strategic Workforce Planning and Pay Gap Analysis papers.

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	December 2021	Work was undertaken on the recruitment / application process and a note will be provided on the outcome of those changes.