

# Agenda

**Meeting: Remuneration Committee**

**Date: Wednesday 24 June 2020**

**Time: 8.45am**

**Place: Teams Virtual Meeting**

## Members

Ben Story (Chair)

Kay Carberry CBE (Vice-Chair)

Heidi Alexander

Ron Kalifa OBE

## How decisions will be taken in current circumstances

TfL does not benefit from the changes in the Coronavirus Act 2020 in relation to public meetings. As Covid-19 emergency travel restrictions are in place, Members will attend a videoconference or teleconference briefing in lieu of a meeting of the Committee.

Any decisions that need to be taken within the remit of the Committee will be discussed at the briefing and, with the consent of available Members, will be taken by the Chair using Chair's Action. A note of the decisions taken, including the key issues discussed, will be published on [tfl.gov.uk](https://tfl.gov.uk).

As far as possible, TfL will run the briefing as if it were a meeting but without physical attendance at a specified venue by Members, staff, the public or press.

- Papers will be published in advance (or reasons given for any late papers) on [tfl.gov.uk](https://tfl.gov.uk) [How We Are Governed](#)
- The briefing will be recorded and the public and press will be able to review the Part 1 discussion.
- 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 2 means is available on [www.london.gov.uk/sites/default/files/Openness-in-Meetings.pdf](https://www.london.gov.uk/sites/default/files/Openness-in-Meetings.pdf).

## Further Information

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

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

Howard Carter, General Counsel  
Tuesday 16 June 2020

**Agenda  
Remuneration Committee  
Wednesday 24 June 2020**

**1 Apologies for Absence and Chair's Announcements**

**2 Declarations of Interests**

General Counsel

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

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

**3 Minutes of the Meeting of the Committee held on 11 March 2020**

(Pages 1 - 6)

General Counsel

**The Committee is asked to approve the minutes of the meeting held on 11 March 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 2019/20 Scorecards (Pages 11 - 20)**

Chief People Officer

**The Committee is asked to note the paper, which sets out the business performance results as measured by the TfL and delivery business scorecards for the year ended 31 March 2020.**

**6 Performance Awards 2019/20 [To Follow]**

Commissioner

**The Committee is asked to determine the next steps in respect of the performance year 2019/20 and for the 2020/21 performance year.**

**7 Member suggestions for future agenda discussions (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.**

**8 Any Other Business the Chair Considers Urgent**

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

**9 Date of Next Meeting**

**The Committee is asked to agree the date of the next meeting.**

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## Transport for London

### Minutes of the Remuneration Committee

**Boardroom 11Y8, Palestra, 197 Blackfriars Road, London SE1 8NJ  
2pm, Wednesday 11 March 2020**

#### **Members**

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

#### **Executive Committee**

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

#### **Staff**

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

### **10/03/20 Apologies for Absence and Chair's Announcements**

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

With the agreement of the Committee, the Chair reordered the agenda for meeting management purposes so that the substantive items were taken in the following order, though the minutes reflect the agenda order: Item 7 Salaries of £100,000 or more; Item 6 2020/21 TfL Scorecard and Performance Award Thresholds; and Item 5 Performance Awards 2019-20.

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.

### **11/03/20 Declarations of Interests**

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

It was agreed that all staff, except the Commissioner and Director of Compensation and Benefits, would leave the meeting for the discussion of the exempt paper on Performance Awards 2019-20, with Mike Brown also leaving the meeting for the discussion of his performance.

## **12/03/20 Minutes of the Meeting of the Committee held on 5 February 2020**

There were no comments on the minutes of the meeting held on 5 February 2020. Members noted the changes requested at that meeting to the minutes of the meeting held on 6 November 2019 had been made and the Chair signed them.

**The minutes of the meeting held on 5 February 2020 were approved as a correct record and the Chair was authorised to sign them.**

## **13/03/20 Matters Arising, Actions List and Use of Delegated Authority**

The Committee noted that there had been no use of Chair's Action since the last meeting. The request for a forward plan of roles that may be submitted to the Committee for approval of salaries of £100,000 or more had been addressed, with a paper elsewhere on the agenda.

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

## **14/03/20 Performance Awards 2019-20**

Mike Brown introduced the paper, which sought approval for performance awards in respect of the Commissioner, Managing Director and specific Director roles within the remit of the Committee, in relation to the overall performance delivery for the year ended 31 March 2020 as measured against the TfL and delivery business scorecards. The Committee was asked to note the eligible performance awards for all other TfL staff (including Directors and Senior Managers).

The indicative performance awards were based on individual performance ratings and the Period 11 TfL and delivery business scorecards results. Final scorecard results, which would be used to calculate the actual value of performance awards, would be known after the performance year-end in April 2020. The Scorecard outcome validation process would then be reviewed by the Audit and Assurance Committee in April 2020, whose Chair would then relay any comments from the Committee to the Chair of this Committee.

All staff, except the Commissioner and Director of Compensation and Benefits, left the meeting for the discussion of the exempt information on Part 2 of the agenda. The Commissioner left the meeting for the discussion of his own performance.

The Committee discussed in detail the performance assessments and indicative results for the TfL and delivery business scorecards. An incorrect figure had been used for the Surface Transport business area scorecard result (Table 1 of the Part 2 paper – page 45 of the agenda papers) and Members were advised of the correct figure and the impact on the indicative performance award.

Once the outturns for the year-end TfL and delivery business scorecards had been validated, the final performance award outcomes would be calculated and shared with the Chair for information. **[Action: Stephen Field]**

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

- 1 agreed the individual performance ratings for the Commissioner; Managing Directors and Directors specified under the Committee's Terms of Reference;**
- 2 noted the delivery against the 2019/20 TfL and delivery business scorecards to date and the indicative level of performance awards for the Commissioner, Managing Directors and Directors specified under the Committee's Terms of Reference;**
- 3 noted that the final performance awards for the Commissioner, Managing Directors and Directors specified under the Committee's Terms of Reference would be determined by the validated year-end TfL and delivery business scorecards outcomes; and**
- 4 noted the performance award arrangements for other staff.**

### **15/03/20 2020/21 TfL Scorecard and Performance Award Thresholds**

Tricia Wright and Stephen Field introduced the item. The TfL Scorecard provided information to track business performance against the in-year objectives derived from the Mayor's Transport Strategy, the Business Plan and the Budget. The Scorecard performance was used in the calculation of all performance awards for Senior Management across TfL and its delivery businesses.

On 5 February 2020, the Committee considered the outcome of the Performance Award Scheme for Senior Managers Review, which was intended to ensure that the thresholds and the Scorecard were approved at the same time so that they were properly aligned. Members had agreed that the current methodology be applied, so that thresholds applied across the entire TfL Scorecard, and noted that mitigations were in place to address the known disadvantages with this approach.

The 2020/21 TfL Scorecard had been submitted for approval to the meeting of the Board on 18 March 2020. The paper sought approval of the proposed thresholds for performance awards for the performance year 2020/21. Rigour had been applied to ensure that floor and on-target measures were reasonable, drawing on available data and modelling. Measures were weighted on the most impactful things that TfL did, which generally had the most people working on them.

Members discussed how the floor, on-target and outperformance measures were presented. TfL, as a public body with a commitment to transparency, set intentionally stretching and often visionary Scorecard measures, across a very broad delivery organisation, to drive performance.

Members suggested that consideration be given to a simplified Scorecard for future years.

**The Committee noted the paper and approved the 2020/21 reward thresholds in respect of the TfL and delivery business Scorecards, as set out in the paper.**

## **16/03/20 Salaries of £100,000 or More**

Tricia Wright and Stephen Field introduced the paper and the supplemental information on Part 2 of the agenda. The Committee's Terms of Reference required it to approve salaries of £100,000 per annum or higher. Salaries were generally approved through the use of Chair's Action, to ensure appointments were not delayed. Members had asked that approvals be submitted to meetings, where possible and that details of requests in the pipeline also be provided. This paper addressed that request.

The Committee discussed the business cases for the posts on Part 2 of the agenda. Members welcomed the continued strengthening of the Chief Safety, Health and Environment Officer's team, through the appointment of three Business Partnering posts. The work of these posts was currently undertaken across TfL but would be enhanced and improved through dedicated posts within a central specialist team.

Members noted that the Rail Devolution Manager role was a specialist position with the postholder required to engage with senior contacts across TfL, the Department for Transport and other key stakeholders.

Members supported the appointments and welcomed the pipeline of current applications, which may be submitted to the Committee (including through Chair's Action) for approval.

Approvals by the Committee for each post were up to a maximum salary. Members agreed that future reports would provide details of the actual pay outcomes for each post approved. **[Action: Stephen Field]**

Under TfL's ongoing Transformation programme, the overall number of senior roles had reduced and cost savings had been achieved across TfL. Members requested a graph that showed the number of staff and overall salary costs for the period 2016-2020, broken down by pay brackets, full-time/part-time and permanent/non-permanent labour (NPL). Members recognised that there may be some exceptions within teams or during years where the number of senior staff or NPL may have increased and a commentary would be provided to explain these. **[Action: Stephen Field]**

**The Committee noted the paper and the supplementary information on Part 2 of the agenda and approved the proposed salaries for the following roles:**

- 1 Group Finance Director;**
- 2 Divisional Finance Director – Commercial Development;**
- 3 Director, Road Transport;**
- 4 Rail Devolution Manager; and**
- 5 Head of Business Partnering – x3.**



## **17/03/20 Members' Suggestions for Future Discussion Items**

Howard Carter introduced the item. Members discussed the forward plan and agreed that the next meeting should focus on Talent Management and on Strategic Workforce Planning.

## **18/03/20 Any Other Business the Chair Considers Urgent**

There was no urgent business to discuss.

## **19/03/20 Date of Next Meeting**

The next scheduled meeting of the Committee was 17 June 2020 at 10am.

## **20/03/20 Exclusion of Press and Public**

**The Committee agreed 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 exempt information relating to Salaries of £100,000 or More and Performance Awards 2019-20.**

The meeting closed at 3.30pm.

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

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

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## Remuneration Committee



**Date:** 24 June 2020

**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 has been two uses of Chair's Action since the last meeting of the Committee on 11 March 2020, in relation to the approval of salaries over £100,000.

#### **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 over £100k or more**

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

##### **24 May 2020**

- (a) Commissioner for Transport: the salary for the new Commissioner is comparable to the salary for the current Commissioner and has the same level of performance award potential.

##### **12 June 2020**

- (b) Director of Spatial Planning; and
- (c) General Manager, Woolwich Ferry; and
- (d) Occupational Health Doctor.

**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 22 May and 10 June 2020

Contact Officer: Howard Carter, General Counsel  
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## Remuneration Committee Actions List (reported to the meeting on 11 March 2020)

## Actions arising from previous meetings.

Minute No.	Description	Action By	Target Date	Status note
14/06/19	<b>Pay Gap Analysis Update: Diversity of Train Drivers</b> TfL would continue to review how it could further increase the diversity of its drivers, including reviewing the recommendations from the ASLEF report. A comprehensive status update would be provided to a future meeting.	Tricia Wright	November 2020	Information will be included in the paper on Pay Gap Analysis to be considered in July 2020.
14/03/20	<b>Performance Awards 2019-20</b> Once the outturns for the year-end TfL and delivery business scorecards had been validated, the final performance award outcomes would be calculated and shared with the Chair for information.	Stephen Field	May 2020	Completed.
16/03/20 (1)	<b>Salaries of £100,000 or More</b> Members agreed that future reports would provide details of the actual pay outcomes for each post approved.	Stephen Field	November 2020	Agreed.
16/03/20 (2)	<b>Salaries of £100,000 or More</b> Under TfL's ongoing Transformation programme, the overall number of senior roles had reduced and cost savings had been achieved across TfL. Members requested a graph that showed the number of staff and overall salary costs for the period 2016-2020, broken down by pay brackets, full-time/part-time and permanent/non-permanent labour (NPL). Members recognised that there may be some exceptions within teams or during years where the number of senior staff or NPL may have increased and a commentary would be provided to explain these.	Stephen Field	November 2020	On forward plan.

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## Remuneration Committee

Date: 24 June 2020

Item: 2019/20 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 2020.

## 2 Recommendation

- 2.1 **The Committee is asked to note the delivery against scorecards for 2019/20.**

## 3 2019/20 scorecard outcomes

- 3.1 The table below summarises the 2019/20 scorecard results against the ambitious targets. A full breakdown is contained in Appendix 1.

**Table 1: A summary of the 2019/20 scorecard outcomes**

Scorecard	Actual Outcome %	Rounded Outcome % for Performance Award Calculations
Commercial Development	69.1	69
London Underground	72.5	72
Major Projects	82.3	82
Surface Transport	81.7	81
<b>TfL</b>	<b>82.1</b>	<b>82</b>

## 4 Assessing TfL's performance in 2019/20

- 4.1 The TfL Business Plan sets our long-term objectives, driven by the Mayor's Transport Strategy, whilst the Budget set out our activity in 2019/20. The TfL scorecard, whilst being ambitious and stretching, captures the outcomes and milestones required over 2019/20 to deliver this.
- 4.2 The scorecards of our four delivery businesses captured how the TfL scorecard translated into what each individual business needed to achieve, focusing more on leading measures.
- 4.3 The performance award budget in Professional Services is determined by the TfL scorecard only ensuring that all senior managers are aligned in pursuit of our most important goals. For each of our 4 delivery businesses, Commercial Development, London Underground, Major Projects Directorate and Surface Transport performance

award budgets are determined by a combination of both the TfL and the delivery business scorecard results. For London Underground, Major Projects Directorate and Surface Transport the weighting is 60:40 (TfL: Delivery Business scorecard). For Commercial Development the weighting is 20:80.

- 4.4 The assurance of the TfL scorecard result is overseen by the Chair of the Audit and Assurance Committee on behalf of the Committee based on audit work undertaken by TfL's Risk and Assurance Team.
- 4.5 The assurance review has been undertaken with no significant issues identified and the scorecard results were therefore approved.

**List of appendices to this report:**

Appendix 1: 2019/20 scorecards

**List of Background Papers:**

None

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Contact Officer: Stephen Field, Director of Pensions and Reward  
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## Appendix I: 2019/20 TfL and MD scorecards

The scorecards presented in this appendix are for reward purposes. Therefore, the final results include the impact of any mitigations approved by the Commissioner.

### 2019/20 TfL Scorecard

Objective	Measure	Unit of measure	2018/19 result	2019/20 target	2019/20 Floor target	2019/20 Final result including mitigation	Target weighting	Final score including mitigation
<b>Healthy streets &amp; healthy people (12.5%)</b>								
London's transport system will be safe & secure	Reduction in KSIs on roads	% (2005-09 baseline)	-36.5%	-42.3%	-36.5%	-38.1%	5.0%	1.4%
	(Total number : Dec 2019 (YTD: Jan - Dec 2019))	Total no.	4,065	3,694	4,065	3,962		
	Reduction in KSIs involving buses	% (2005-09 baseline)	-59.3%	-58.7%	-59.3%	-62.7%	2.5%	2.5%
	(Total number : Dec 2019 (YTD: Jan - Dec 2019))	Total no.	239	242	239	219		
London's streets will be clean and green	Number of London buses which are Euro VI compliant	No.	6,950	8,350	7,933	8,400	1.5%	1.5%
London's streets will be used more efficiently & have less traffic on them	Traffic signal changes to support Healthy Streets	person hours per day	16,985	15,000	14,250	17,500	2.0%	2.0%
London's streets will be healthy and more Londoners will travel actively	Healthy streets check for designers	Average % point uplift	11%	10%	9%	13%	1.5%	1.5%
<b>A good public transport experience (30%)</b>								
Public transport will be safe, affordable and accessible to all	Reduction in customers and workforce killed and seriously injured	%	New	-2.5%	0.0%	-1.7%	5.0%	3.4%
	Total number of customer and workforce KSIs	No.	2,320	2,212	2,320	2,281		
	Additional time to make step-free journeys	mins	9.1	8.3	8.7	8.8	1.5%	0.0%
Journeys by public transport will be pleasant, fast and reliable	Tube Excess Journey Time (excl Industrial action)	mins	4.49	4.49	4.71	4.92	3.0%	0.0%
	Weighted bus customer journey time	mins	32.5	33.5	35.2	32.2	3.0%	3.0%

						2019/20				
Objective	Measure	Unit of measure	2018/19 result	2019/20 target	2019/20 Floor target	Final result including mitigation	Target weighting	Final score including mitigation		
Customers (25%)	Journeys by public transport will be pleasant, fast and reliable	Percentage of Londoners who agree we care about our customers	%	49%	53%	50%	53%	10.0%	10.0%	
	The public transport network will meet the needs of a growing London	Deliver key investment milestones	%	81%	90%	0%	87%	5.0%	4.9%	
		Key Elizabeth line delivery milestone: Key Elizabeth line delivery milestone: Start of TfL Rail/Elizabeth line services between Paddington and Reading	Date	New	Dec 2019	Dec 2019	Dec-19	1.5%	1.5%	
	<b>New homes &amp; jobs (2.5%)</b>									
	Transport investment will unlock the delivery of new homes and jobs	The cumulative percentage of affordable homes on TfL land with planning applications submitted (post May 2016)	%	New	50%	50%	52%	2.5%	2.5%	
<b>Mode Share (5%)</b>										
80% of journeys will be made by sustainable modes in 2041	Public transport trips	millions	4,022	3,968	3,769	3,968	5.0%	5.0%		
	Cycling – central London (YTD: (Calendar yr) Jan - Dec 2019)	Average kms cycled per day ('000s)	529	540	529	535	1.00%	0.50%		
<b>People (25%)</b>										
A capable & engaged workforce representative of London	All staff workforce diversity	%	69.9%	70.9%	69.9%	71.2%	5%	5%		
	B5+ workforce diversity	%	37.8%	38.3%	37.8%	40.0%	5%	5%		
	Inclusion index	%	43%	46%	43%	47%	5%	5%		
	Total Engagement	%	56%	57%	56%	57%	10%	10%		
<b>Financial (25%)</b>										
We cover our costs and we are prudent	Net Operating surplus	£m	£421m	£625m	£625m	£625m	17.5%	17.5%		
	Investment programme	£m	£1,633m	£1,679m	£1,629m	£1,533m	7.5%	0.0%		
							<b>100.0%</b>	<b>82.1%</b>		

## 2019/20 London Underground Scorecard

	Unit of measure	2018/19 result	2019/20 target	2019/20 Floor target	2019/20 Final result including mitigation	Target weighting	Final score including mitigation	
Safety & Reliability	Workforce - Killed & Seriously Injured	Number	9	6	N/A	11	7.5%	0.0%
	Customer - Killed & Seriously Injured	Number	192	186	18/19 EY	174	7.5%	7.5%
	Workforce - Total Injuries	Number	997	1203	N/A	1081	0%	N/A
	Customer - Total Injuries	Number	3943	4389	N/A	4397	0%	N/A
	Excess Journey Time (Excluding industrial action)	Minutes	4.90	4.49	N/A	4.92	7.5%	0.0%
	TfL Rail Public Performance Measure	%	94.70%	94.25%	N/A	95.10%	2.5%	2.5%
Affordability	LU Direct Operating Surplus	£m	736	998	N/A	998	12.5%	12.5%
	LU Capital Expenditure	£m	-302	-398	+/- 3%	-398	6%	6%
	TfL Rail Direct Operating Deficit	£m	-119	-228	N/A	-207	2.5%	2.5%
	TfL Rail Capital Expenditure	£m	-258	-26	+/-3%	-23	1.5%	0.0%
	Engineering Direct Operating Deficit	£m	-24	-24	N/A	-20	2.5%	2.5%
People	Total Engagement	Score out of 100	54%	55	54	55%	15%	15%
	LU Attendance (LO, CS and AO)	%	94.60	96	94.6	93.69	5%	0%
	Workforce Representativeness (All)	%	65.6	66.6	65.6	67.0%	5%	5%
Customer	LU CSS	Score out of 100	84	85	84	84	3%	2%
	LU Cares about its customers	Score out of 100	51	54	52	52	5%	2%
	TfL Rail CSS	Score out of 100	84	83	N/A	85	2%	2%
	LU Step Free Access Availability	%	98.7	98.5	N/A	98.7%	5%	5%
	Total Milestone Delivery	%	64.7	90	0	82	10%	9%
						<b>100%</b>	<b>72.5%</b>	

## 2019/20 Surface Scorecard

Measure	Unit of measure	2018/19 result	2019/20 target	2019/20 Floor target	2019/20 Final result including mitigation	Target weighting	Final score including mitigation
Reduction in road killed & seriously injured (% from 2005-09 baseline)	% (2005-09 baseline)	-36.5%	-42.3%	-36.5%	-38.1%	3%	0.8%
Absolute number of road KSIs	Total no.	4,065	3,694	4,065	3,962	n/a	n/a
Reduction in road killed seriously injured involving buses (% from 2005-09 baseline)	% (2005-09 baseline)	-59.3%	-58.7%	-59.3%	-62.7%	3%	3%
Absolute number of KSIs involving a bus	Total no.	239	242	239	219	n/a	n/a
ULEZ Compliance	%	n/a	79.0%	71%	80%	0%	0%
Injuries to customers and workforce (Full year target is a reduction of 2.8% against 2018/19)	Total no.	6,071	5,911	6,071	5,168	3.0%	3%
Sandilands RAIB recommendations milestone	%	n/a	12	12	11	1%	0.5%
Surface Transport crime rate	pmpj	7.0	6.9	7.0	6.95	3%	1.5%
Traffic signal changes to support healthy streets	person hours per day	16,985	15,000	14,250	17,500	2%	2%
Roads disruption (Full year target is within 10% of the 2018/19 position)	%	1%	10%	10.5%	2.0%	2%	2%
Number of London buses which are Euro VI compliant	No.	6,950	8,350	7,930	8,400	1%	1%
Healthy Streets Checks for Designers (Full year target is a 10% percentage point increase)	%	11%	10%	9.0%	13.0%	1%	1%
Weighted bus customer journey time	mins	32.5	33.5	35.2	32.2	3%	3%
London Overground Public Performance Measure (PPM) Moving Annual Average (MAA)	%	94.4%	94%	94.0%	93.1%	3%	0%
PPM Actual	%	94.4%	94%	94.0%	92.4%	n/a	n/a

						2019/20 Final result including mitigation	Target weighting	Final score including mitigation
Measure	Unit of measure	2018/19 result	2019/20 target	2019/20 Floor target				
Customer (25%)	Bus CSS	score	85	85	85	85	2%	2%
	TLRN CSS - pedestrians & cyclists	score	71	69	69	71	2%	2%
	TLRN CSS - all road users	score	71	69	69	71	2%	2%
	Deliver the investment programme - Surface PAMs and BD milestones	%	95%	90%	0%	86%	15%	14.3%
	Public transport trips (Buses, LO, DLR and Trams)	millions	2,561	2,496	2,494	2,496	3%	3%
	Cycling trips - central London only	Average kms cycled per day (‘000s)	529	541	529	535	1%	0.5%
People (25%)	Workforce representativeness: all staff	%	74.5%	75.5%	74.5%	75.7%	5%	5%
	Total engagement	%	57	58	57	58	15%	15%
	Wellbeing at work index	score	52	53	52	54	5%	5%
Financial (25%)	Net operating surplus/(deficit)	£m	£(847)	£(769)	+/-3%	£(769)	15%	15%
	Capital expenditure	£m	£(264)	£(378)	£(396)	£(321)	10%	0%
							<b>100%</b>	<b>81.7%</b>

## 2019/20 Commercial Development Scorecard

Measure	Unit of measure	2018/19 result	2019/20 target	2019/20 Floor target	2019/20 Final result including mitigation	Target weighting	Final score including mitigation
The cumulative percentage of affordable homes on TfL land with planning applications submitted (post May 2016).	%	New	50%	50%	51.7%	10.0%	10.0%
Property Net Operating Surplus	£m	62.1	69.2	69.2	69.2	10.0%	10.0%
Estates Net Operating Cost	£m	85.2	90.1	90.1	90.1	10.0%	10.0%
Property Capital Receipts (£m)	£m	255.1	268.9	268.9	266	15.0%	9.1%
Property Gross Margin	%	New	73.1%	73.1%	76.0%	5.0%	5.0%
The cumulative number of homes submitted for planning application	No.	1418	10000	8500	9250	20.0%	10.0%
The cumulative number of homes started on site	No.	313	800	650	1389	10.0%	10.0%
Overall Customer Satisfaction	Score	55	60	55	44	5.0%	0.0%
Risk Management Maturity Model	Score	2.5	3	3	2.7	5.0%	0.0%
Total Engagement	%	65%	66%	66%	63%	5.0%	0.0%
Complete GLA D&I Benchmark Assessment	%	100%	100%	100%	yes	5.0%	5.0%
						<b>100.0%</b>	<b>69.1%</b>

## 2019/20 MPD Scorecard

Measure	Unit of measure	2018/19 result	2019/20 target	2019/20 Floor target	2019/20 Final result including mitigation	Target weighting	Final score including mitigation
<b>Healthy streets &amp; healthy people</b>							
Safety (25%)	Killed or seriously injured (KSI)	No.				5%	5%
	Accident Frequency Rate (AFR)	RIDDOR injuries per 100,000 hours worked	0.14	0.13	0.14	10%	10%
	Workforce Injuries Reduction - the number of workforce injuries reported in MPD - Target will be <=95% of 2018/19 (or less than 9 workforce injuries per period)	%	93%	<95%	100%	10%	10%
<b>A good public transport experience</b>							
Customer (25%)	Deliver key strategic Tier 1 and Tier 2 investment programme milestones	%	75%	90%	zero	25%	24%
	All MTS outcomes						
	TfL Pathway compliance	%	New	90%	85%	3%	3%
<b>A capable and engaged workforce</b>							
People (25%)	Inclusion index	%	52.0%	53.0%	50.0%	7.5%	8%
	Engagement index	%	61.0%	62.0%	59.0%	8%	8%
	Viewpoint Wellbeing index	%	56.0%	58.0%	66.0%	8%	8%
<b>Financial</b>							
Financial (25%)	Capex actual spend vs Budget	£m	£659m	£646.5m	3%	20%	20%
	Net Opex spend versus budget	£m	7.0	-4.8	3%	3%	3%
	Programme Savings	£m	New	7.9	1.0	3%	3%
						<b>100%</b>	<b>99.3%</b>

### Commissioner adjustment

This adjustment recognises that while the measure 'Deliver key strategic Tier 1 and Tier 2 investment programme milestones' achieve a mitigated weighting of 24.3%, this does not recognise the delays and issues on programmes such as the Four lines Modernisation and the Northern Line Extension. The Four lines modernisation programme saw delays with the roll-out of the new signalling system, and the completion of the Northern line extension for it to be ready for service was delayed from December 2020 to September 2021. Applying a reduction of 17% was judged by the Commissioner to be a fair penalty to recognise these issues.

-17%

### Final result

**82.3%**

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## Remuneration Committee



Date: 24 June 2020

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

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

#### **1 Summary**

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

#### **2 Recommendation**

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

#### **3 Forward Plan Development**

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

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

#### **4 Current Plan**

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

**List of appendices to this report:**

Appendix 1: Remuneration Committee Forward Plan.

**List of Background Papers:**

None

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## Remuneration Committee Forward Planner 2020/21

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

Meetings currently scheduled for 8 July, 2020, 11 November 2020 and 11 March 2021.

Compliance training	Chief People Officer	To note benchmarking data on the completion of mandatory training on compliance issues across TfL (e.g. Health and Safety, Diversity and Inclusion, Fraud Awareness) and how TfL ensures that these are up to date for all relevant staff.
Strategic Workforce Planning	Chief People Officer	This will look at our approach to workforce planning and assessing our current capabilities and how we will map these to our emerging business priorities post Covid-19. This will include staff talent and specialisms that TfL requires now and, in the future,, including through contractors and temporary staff. Succession planning and how TfL identified and nurtured talent; and the use and management of non-permanent labour for specialist and time limited roles and the impact on pay gaps.
Talent Management Update	Director Diversity, Inclusion and Talent	This paper will focus on proposed changes to our talent management and succession planning. It will also cover the Commissioner's Executive Committee level succession plans and retention issues.
Pay Gap Analysis	Director Diversity, Inclusion and Talent	Progress against actions and the performance indicators that the Committee should keep under review.

Regular items each year

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

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

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