
This paper will be considered in public

1 Summary

- 1.1 This paper seeks the Committee's approval for the overall delivery against the TfL and individual business or specialist services scorecards for the year ended 31 March 2018.

2 Recommendation

- 2.1 **The Committee is asked to note the delivery against scorecards for 2017-18.**

3 2017-18 scorecard outcomes

- 3.1 The table below summarises the 2017-18 scorecard results. A full breakdown is contained in Appendix 1.

Table 1: A summary of the 2017-18 scorecard outcomes

| Scorecard | Outcome % |
|------------------------|-------------|
| London Underground | 66.5 |
| Surface Transport | 79.9 |
| Commercial Development | 69.0 |
| Major Projects | 88.7 |
| TfL | 73.4 |

4 Assessing TfL's performance in 2017-18

- 4.1 At the start of 2017/18, we updated the TfL scorecard, simplifying it and ensuring it was better focused on the organisation's most important, high-level outcomes.
- 4.2 The TfL Business Plan sets our long term objectives driven by the Mayor's Transport Strategy whilst the Budget sets out our activity in 2017/18: 15 objectives were identified where significant progress was needed. The TfL scorecard captured the outcomes and milestones required over 2017/18 to deliver this.
- 4.3 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.
- 4.4 In previous years, the performance award budget for each business area (including those in Professional Services) has been determined by both the TfL and business area scorecard results. This will continue for our delivery businesses, Surface,

London Underground, Commercial Development and Major Projects, but from 2017/18 in Professional Services the budget will be determined by the TfL scorecard only ensuring that all senior managers are aligned in pursuit of our most important goals.

- 4.5 TfL has also updated its processes concerning the assurance and approval of the TfL scorecard result. From 2017/18 this is now managed via the Audit and Assurance Committee (AAC) based on an Assurance Review undertaken by TfL's Risk and Assurance Team.
- 4.6 The AAC's Assurance Review was completed on 21 May 2018 under Chair's Action in consultation with the Committee.
- 4.7 The Chair of the AAC said:

Having considered the Internal Audit report on the end of year results, I am content to sign off the year end results on the 2017/18 scorecard but note:

1. the processes for determining six measures were identified as requiring improvement:
 - o five have either inconsistent, assumed or an absence of senior management oversight, and
 - o four lack transparency in how uplifts and/or estimates are applied to measures
2. that the audit review did not cover the mitigation meetings which are held before final sign off by the Chief Finance Officer and the Commissioner and can result in changes to scores.

For future scorecards

3. the Commissioner needs to be assured that
 - o appropriate and consistent senior management overview exists for each measure
 - o where manual uplifts or estimates are applied, because of gaps in data, they are properly evidenced and documented
 4. the audit review should cover the evidence base for any significant changes made in the final mitigation meetings.
- 4.8 The comments provided by the Audit and Assurance Committee are useful and fair; the scorecard in 2017/18 was a new and more valuable approach for TfL and we have learnt lessons from it. The recently signed-off 2018/19 scorecard incorporates these lessons, with clear senior owners for each measure, records for how the data are to be collected, and regular, transparent reporting throughout the year. Work has already begun on the 2019/20 scorecard which will continue to improve all aspects of the process.

List of appendices to this report:

Appendix 1: 2017/18 scorecards

Appendix 2: Commissioner's Summary of the Year Ended 31 March 2018 taken from the TfL Annual Report

List of Background Papers:

None

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Appendix 1: 2017-18 final scorecards

TfL scorecard

| | Objective | Measure | Unit of measure | 2016/17 Result | 2017/18 Target | 2017/18 Floor target (sliding scale) | 2017/18 Result | Weighting | Final score |
|---|--|--|-------------------|----------------|----------------|--------------------------------------|----------------|---------------|--------------|
| Safety & operations | Safe & secure travel | Reduction in KSIs | % | 42.6% | 45.4% | 42.6% | 45.0% | | 4.3% |
| | | Total injuries - workforce and customer | no. | 11,710 | 10,264 | 11,711 | 11,471 | | 0.8% |
| | Tackling crowding and ensuring good growth | Available passenger kms | bn | 114.1 | 116bn | 110bn | 115bn | | 2.0% |
| | Improving public transport services | Journey Time reliability | % | 88.0% | 88.5% | 88.0% | 88.7% | | 2.5% |
| | | Excess Wait Time | min | 1.1 | 1.1 | 1.1 | 1.0 | | 1.3% |
| | | Average bus speeds | mph | 9.2 | 9.2 | 9.2 | 9.3 | | 1.3% |
| | | Excess Journey Time | mins | 4.70 | 4.30 | 4.60 | 4.63 | | 0.0% |
| Deliver critical infrastructure, and prepare for the Elizabeth line | Key Milestone delivery | % | New | 100% | 0% | 72% | | 3.6% | |
| Customer | TfL works for its customers | Care metric | % | 49% | 51% | 48% | 46% | | 0.0% |
| | Active & inclusive travel | Total public transport journeys | m | 4,704 | 4,088 | 4,047 | 4,071 | | 2.9% |
| | Reducing impact on air quality, carbon and environment | NO2 concentrations | µg/m ³ | 62 | 61 | 65 | 61 | | 5.0% |
| | Deliverable affordable housing | % affordable housing | % | 51% | 50% | 50% | 51% | | 5.0% |
| | Creating an accessible public transport system | Step free journeys | % | 15.5% | 16.7% | 15.5% | 16.7% | | 5.0% |
| People | A workforce representative of London | All staff workforce diversity | % | 68.8% | 70.3% | 68.8% | 69.7% | | 1.4% |
| | | B5+ workforce diversity | % | 37% | 40% | 37% | 44.7% | | 2.5% |
| | | Action on Equality | % | n/a | 90% | 85% | 90% | | 2.5% |
| | A capable, engaged workforce | Total Engagement | % | 58 | 59 | 58 | 56 | | 0.0% |
| A more effective, efficient organisation | Transformation programme milestone delivery | % | New | 100% | 0% | 67% | | 3.4% | |
| | Transformation survey result | points | New | +3 | +1 | +3 | | 5.0% | |
| Financial | We are financially sustainable | Net Operating surplus | £m | £591m | £293m | £164m | £319m | | 25.0% |
| | We are prudent | Daily closing cash vs. target minimum cash | % | New | 95% | 90% | 100% | | 0.0% |
| | | Average cash balance over the period | £m | New | £540m | £513m | £1,377m | | 0.0% |
| Total | | | | | | | | 100.0% | 73.4% |

London Underground scorecard

| | Objective | Measure | Unit of measure | 2016/17 Result | 2017/18 Target | 2017/18 Floor target (sliding scale) | 2017/18 Result | | Weighting | Final score |
|-----------------------|--|---------------------------------|-----------------|----------------|----------------|--------------------------------------|----------------|--|---------------|--------------|
| Safety and Operations | Safe & secure travel | LU Customer injuries | No. | 3,935 | 3,367 | 3,938 | 3,734 | | 5.0% | 1.8% |
| | | LU Workforce injuries | No. | 1,312 | 1,053 | 1,312 | 1,147 | | 5.0% | 3.2% |
| | Improving public transport services | Excess Journey Time | minutes | 4.6 | 4.3 | 4.6 | 4.63 | | 7.5% | 0.0% |
| | | Lost Customer Hours | million | 23.6 | 19.3 | 23.6 | 23.8 | | 0.0% | 0.0% |
| | | TfL Rail PPM | % | 94.75 | 94.25 | 94.25 | 93.4 | | 2.5% | 0.0% |
| | Deliver critical infrastructure and prepare for Elizabeth line | LU Strategic Milestone delivery | % | 89 | 90 | 0 | 64.5 | | 5.0% | 3.6% |
| Customer | TfL Works for its customers | LU Customer satisfaction | % | 85 | 85 | 85 | 85 | | 12.5% | 12.5% |
| | | TfL Rail Customer Satisfaction | % | 83 | 83 | 83 | 83 | | 5.0% | 5.0% |
| | Creating an accessible public transport system | LU Step free accessibility | % | New | 98.5% | 98.5% | 98.8% | | 7.5% | 7.5% |
| People | A workforce representative of London | All staff workforce diversity | % | 63.8% | 65.5% | 63.8% | 64.8% | | 5.0% | 2.9% |
| | | B5+ workforce diversity | % | 24.1% | 27.7% | 24.1% | 29.0% | | 5.0% | 5.0% |
| | A capable, engaged workforce | Total Engagement | % | 55 | 56 | 55 | 54 | | 10.0% | 0.0% |
| | A more effective, efficient organisation | Transformation survey result | points | New | +3 | +1 | +11 | | 5.0% | 5.0% |
| Financial | We are financially sustainable | Direct Operating surplus* | million | £634m | £566m | £522m | £557m | | 25.0% | 20.0% |
| Total | | | | | | | | | 100.0% | 66.5% |

Note: The actual London Underground direct operating surplus is £502m, which is below the floor target. Mitigation was put forward and accepted to recognise and reward the savings achieved during the year. Therefore, the mitigated direct operating surplus is £557m as shown on this scorecard

Surface scorecard

| | Objective | Measure | Unit of measure | 2016/17 Result | 2017/18 Target | 2017/18 Floor target (sliding scale) | 2017/18 Result | | Weighting | Final score |
|------------------------------|--|---|-----------------|----------------|----------------|--------------------------------------|----------------|------|---------------|--------------|
| Safety and Operations | Safe & secure travel | Reduction in KSIs | % | 42.6% | 45.4% | 42.6% | 45.0% | | 5% | 4.3% |
| | | RM3 | % | 100% | 100% | 97% | 100% | | 5.0% | 5.0% |
| | Improving public transport services | Journey Time reliability | % | 88.0% | 88.5% | 88.0% | 88.7% | | 4.0% | 4.0% |
| | | Excess wait time (buses) | minutes | 1.1 min | 1.1 min | 1.1 min | 1.0 | | 2.0% | 2.0% |
| | | Average bus speeds (mph) | mph | 9.3 mph | 9.2 mph | 9.2 mph | 9.29 | | 2.0% | 2.0% |
| | | London Overground PPM | % | 94.4% | 95.1% | 94.4% | 94.4% | | 2.0% | 0.0% |
| | Deliver critical infrastructure and prepare for Elizabeth line | Investment programme delivery | % | 89% | 90% | 0% | 85% | | 5.0% | 4.7% |
| Customer | TfL Works for its customers | Bus CSS | score | 86 | 86 | 86 | 86 | | 6.0% | 6.0% |
| | | TLRN CSS | score | 70 | 70 | 70 | 70 | | 6.0% | 6.0% |
| | | LO CSS | score | 84 | 84 | 84 | 84 | | 3.0% | 3.0% |
| | | Public transport journeys | m | 2,602m | 2,556m | 2,530m | 2,650m | | 5.0% | 5.0% |
| | Creating an accessible public transport system | Delivery of air quality milestones | % | New | 100% | 0% | 100% | | 5.0% | 5.0% |
| People | A workforce representative of London | All staff workforce diversity | % | 74.0% | 75.2% | 74.0% | 75.0% | | 5.0% | 4.2% |
| | | B5+ workforce diversity | % | 24% | 28% | 24% | 24.8% | | 5.0% | 1.2% |
| | A capable, engaged workforce | Total Engagement | % | 61 | 62 | 61 | 56 | | 10.0% | 0.0% |
| | A more effective, efficient organisation | Transformation programme milestone delivery | % | New | 100% | 0% | 100% | | 2.5% | 2.5% |
| Transformation survey result | | points | New | +3 | +1 | -2 | | 2.5% | 0.0% | |
| Financial | We are financially sustainable | Net Operating surplus | £m | (£1,080m) | (£1,020m) | (£1,084m) | (£1,020m) | | 25.0% | 25.0% |
| Total | | | | | | | | | 100.0% | 79.9% |

Commercial Development scorecard

| | Objective | Measure | Unit of measure | 2016/17 Result | 2017/18 Target | 2017/18 Floor target (sliding scale) | 2017/18 Result | | Target weighting | Final score |
|-----------------------|--------------------------------------|--|-----------------|----------------|----------------|--------------------------------------|----------------|--|------------------|--------------|
| Safety and Operations | Safe & secure travel | Project Accountability milestone delivery | % | 83% | 90% | 0% | 95% | | 10.0% | 10.0% |
| | | CD senior management trained in health and safety | % | New | 100% | 100% | 100% | | 15.0% | 15.0% |
| Customer | TfL Works for its customers | % of tenants who were satisfied or very satisfied with our overall service from property | % | New | 45% | 40% | 35% | | 10.0% | 0.0% |
| | | % of affordable homes out to market | % | New | 50% | 50% | 51% | | 15.0% | 15.0% |
| People | A workforce representative of London | People manager attendance at unconscious bias training | % | New | 95% | 95% | 100% | | 10.0% | 10.0% |
| | | Total Engagement | % | 65% | 66% | 65% | 66% | | 15.0% | 15.0% |
| Financial | We are financially sustainable | Net Operating surplus | £m | £133m | £208m | £202m | £205m | | 10.0% | 4.0% |
| | | Total net commercial development income | £m | £109m | £385m | £374m | £195m | | 15.0% | 0.0% |
| Total: | | | | | | | | | 100.0% | 69.0% |

MPD scorecard

| Objective | Measure | Unit of measure | 2016/17 Result | 2017/18 Target | 2017/18 Floor target (sliding scale) | 2017/18 Result | Weighting | Final score | |
|-----------------------|--------------------------------|---|----------------|----------------|--------------------------------------|----------------|---------------|--------------|-------|
| Safety and Operations | Safe & secure travel | Accident frequency rate (AFR) | % | 15% | 15% | 15% | 7% | 12.5% | 12.5% |
| | | Lost time injury frequency rate (LTIFR) | % | 32% | 20% | 21% | 21% | 12.5% | 6.25% |
| | Are we on time? | DR Milestone In Year Performance | % | 90% | 90% | 0% | 72% | 25.0% | 20.0% |
| | Are we World Class? | Closure Utilisation | % | 100% | 95% | 90% | 95% | 25.0% | 25% |
| Financial | We are financially sustainable | EFC v Budget | % | New | 100% | 95% | 93% | 12.5% | 12.5% |
| | | Annual EFC vs Budget | % | New | 100% | 95% | 99% | 12.5% | 12.5% |
| Total: | | | | | | | 100.0% | 88.7% | |

Appendix 2: Commissioner's Summary of the Year Ended 31 March 2018 taken from the TfL Annual Report

In November, we marked the first anniversary of the loss of seven people and the injuring of 54 other people when a tram overturned and left the rails at Sandilands. Our thoughts remain with their families and loved ones, and we continue to do everything we can to support them.

The Rail Accident Investigation Branch published its report in December 2017, and we are working with them, the Office of Rail and Road, the tram operators First Group, and the wider industry to make sure all the report's recommendations are delivered and that an event like this never happens again.

Our job is to deliver the Mayor's Transport Strategy and make travelling in London healthier, easier and more affordable, while building a strong financial position that creates a net operating surplus by 2021/22.

This year we continued to modernise our business, concentrating on efficiencies and streamlining. In 2016/17, we cut our year-on-year operating costs for the first time in our history and this year we exceeded our savings targets when cutting costs for the second year running.

We continue to rigorously identify opportunities to make further savings and capitalise on commercial opportunities. We have achieved this while managing the loss of more than £700m a year in operational grant funding from government.

Our transport services must be affordable and accessible. The Hopper fare has made a huge difference to many Londoners, providing unlimited bus and tram journeys in one hour for £1.50. The Mayor's freeze on TfL fares is also helping our customers save money, at a time when household budgets have never been under greater pressure.

We have also continued to make improvements in the accessibility of our network. We delivered the 73rd step-free station this year and our goal is to have 100 step-free stations by 2022. The Elizabeth line will be fully accessible when it opens through central London in December 2018. The new railway will change the face of travel in London, and over the past year it has been fantastic to see the response from our customers to the first Elizabeth line trains that have come into passenger service between Liverpool Street and Shenfield.

As part of our Healthy Streets approach, all our roads and infrastructure projects are designed to encourage people to make better travel choices. In January, we expanded our record-breaking Santander Cycles scheme to Brixton, introducing another seven docking stations and 200 bikes. More Cycle Superhighways, Quietway routes, and plans for a new walking and cycling crossing linking Rotherhithe and Canary Wharf will help to encourage Londoners to swap their cars for more sustainable and active ways of travelling.

This report describes our achievements over a year in which we have driven down costs while maintaining investment in London's transport networks. Thanks to the hard work of our people and our partners in 2017/18, we have gripped our finances and made a great start to delivering our five-year Business Plan, guided by the Mayor's hugely ambitious Transport Strategy.

Mike Brown MVO
Commissioner