Supplementary Agenda

Meeting: Finance Committee

Date: Wednesday 24 June 2020

Time: 10.00am

Place: Teams Virtual Meeting

Members

Ron Kalifa OBE (Chair)   Prof Greg Clark CBE
Ben Story (Vice-Chair)   Anne McMeel
Heidi Alexander   Dr Nina Skorupska CBE

As provided for under section 100B(4)(b) of the Local Government Act 1972, the Chair is of the opinion that the attached papers should be considered as late items as information in relation to them was not available at the time that the agenda and papers were published.

Copies of the papers and any attachments are available on tfl.gov.uk How We Are Governed.

Further Information

If you have questions, would like further information about the meeting or require special facilities please contact: Jackie Gavigan, Secretariat Manager; Telephone: 020 7084 2954; email: v_JackieGavigan@tfl.gov.uk.

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

Howard Carter, General Counsel
Monday 22 June 2020

Supplementary Agenda
Finance Committee
Wednesday 24 June 2020

5   Finance Update (Pages 1 - 10)

Chief Finance Officer

The Committee is asked to note the paper and the exempt supplemental information on Part 2 of the agenda.

6   TfL Scorecard (Pages 11 - 20)

Chief Finance Officer

The Chair, following consultation with the Committee, is asked to approve the TfL Scorecard.

13   Finance Update (Pages 21 - 40)

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

Finance Committee

TRANSPORT FOR LONDON
EVERY JOURNEY MATTERS

Date: **24 June 2020**

Item: **Finance Update**

This paper will be considered in public

1 Summary

1.1 The Finance Report presentation sets out TfL's financial results to the end of period 2, 2020/21 - the year-to-date period ending 30 May 2020.

1.2 An appendix is included in Part 2 of the agenda, which contains exempt supplemental information. The information is exempt by virtue of paragraph 3 of Schedule 12A of the Local Government Act 1972 in that it contains information relating to the financial affairs of TfL. Any discussion of that exempt information must take place after the press and public have been excluded from this meeting.

2 Recommendation

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

3 Revised financial targets

3.1 On 2 June 2020, the Board reviewed and approved the Emergency Budget for 2020/21, which replaced the original Budget for this year. The Emergency Budget is our interim response to the coronavirus pandemic. It includes funding based on the agreement with government, income from furloughing non-essential staff, new savings and rephasing of some capital projects.

4 Financial Reporting to the Committee

Finance Report – Period 2, 2020/21

4.1 The Finance Report presentation provides a summary of year-to-date financial performance against the Emergency Budget and last year. The presentation is consistent with how we have presented the original 2020/21 Budget.

List of appendices to this report:
Appendix 1: Finance Report Presentation[1]
An appendix containing exempt supplemental information is included on Part 2 of the agenda.

List of Background Papers:
None

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[1] This paper was republished, on 22 June 2020, to include Appendix 1.

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Finance Report
Period 2, 2020/21

Management results from 1 April 2020 – 30 May 2020

24 June 2020

Section 1

Background: TfL's Emergency Budget

Background: TfL's Emergency Budget

Background

- Our initial 2020/21 Budget was approved by Chair's Action on 29 March 2020, following consideration by the Board on 18 March at a briefing (held in lieu of a meeting, due to the Covid-19 travel restrictions).

- Since mid-March 2020, passenger demand has declined steeply, with a 95 per cent reduction in journeys on the Tube, and an 85 per cent reduction in journeys on buses. This has caused an overall income loss of around 90 per cent including non-passenger incomes.

- We have been in regular discussions with Government since the COVID-19 measures were put in place mid-March 2020. On 14 May 2020, TfL reached an agreement with the Government on a funding and financing package of £1.6bn to cover the period 1 April 2020 to 17 October 2020.

2020/21 Emergency Budget

- The Emergency Budget is our interim response to the coronavirus pandemic. It includes funding based on the agreement with government, income from furloughing non-essential staff, new savings and rephasing of some capital projects. The Emergency Budget was approved by the TfL Board on 2 June 2020.

- We are in the process of updating the Emergency Budget and will present a Revised Budget for 2020/21 to the TfL Board in late July 2020.

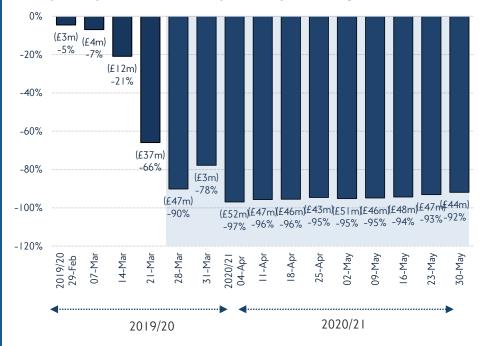Section 2

Period 2, 2020/21 results

Passenger journeys and income

£53m better than Emergency Budget; (£608m) lower than last year.

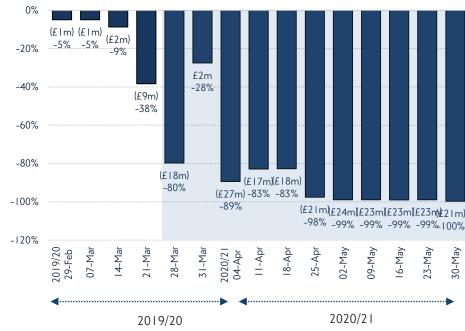Slight improvement in Tube journeys since April 2020, but TfL wide passenger income loss averaging £75m per week.

Passenger journeys and income trends

Tube journeys and income: % year-on-year change

	Year to date	Var to Emergency Budget	Var to last year
Journeys (millions)	12.4	(2.3)	(194.9)
Headline yield	3.9	1.3	1.8
Income (£m)	47.9	9.6	(£371.3)

Bus journeys and income: % year-on-year change

	Year to date	Var to Emergency Budget	Var to last year
Journeys (millions)	20.3	5.6	(311.5)
Headline yield	2.5	1.5	1.8
Income (£m)	50.7	35.9	(£170.3)

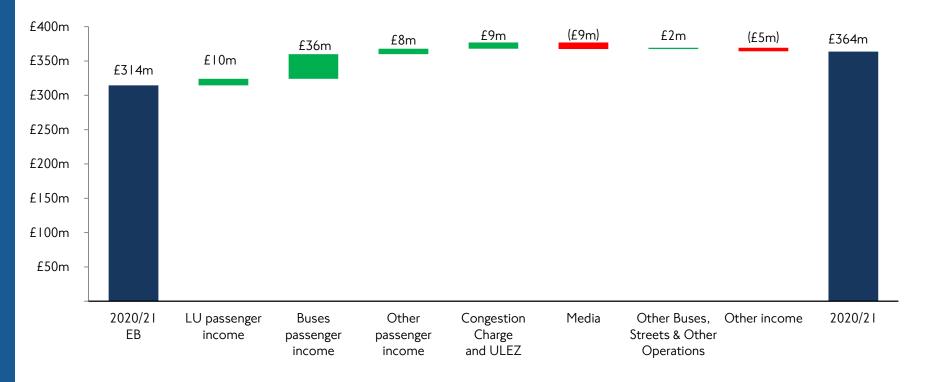*Bus journey data unreliable since introduction of middle-door boarding*

Page 7

Total income

(excl. extraordinary revenue grant)

£50m higher than Emergency Budget, driven by concession income, higher yield from buses and the tube, and higher roads charging income

Total income: year to date, 2020/21

Waterfall chart showing:
- 2020/21 EB: £314m
- LU passenger income: £10m
- Buses passenger income: £36m
- Other passenger income: £8m
- Congestion Charge and ULEZ: £9m
- Media: (£9m)
- Other Buses, Streets & Other Operations: £2m
- Other income: (£5m)
- 2020/21: £364m

Passenger income

£53m

higher than Emergency Budget

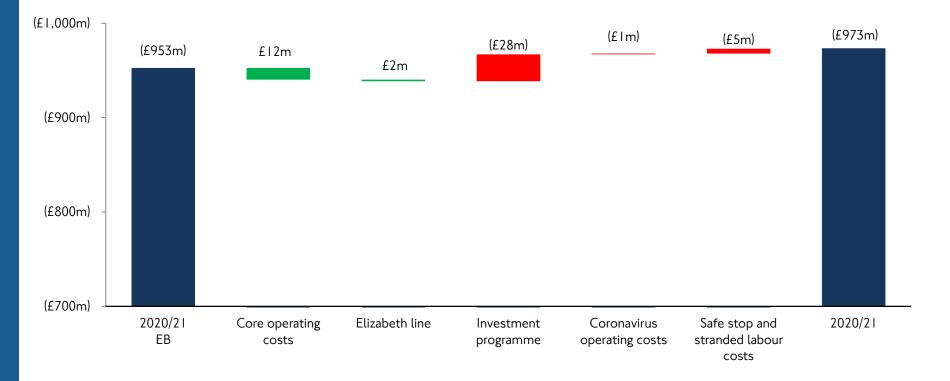Higher income from concession income, yield and one offs

Other operating income

(£6m)

lower than Emergency Budget

Upsides from Congestion Charge and ULEZ – with charging restarting earlier than expected – offset by lower Media income

Operating costs

(£20m) higher than Emergency Budget, from higher investment project costs, including Healthy Streets projects.

Operating costs: year to date, 2020/21

Waterfall chart showing:
- 2020/21 EB: (£953m)
- Core operating costs: £12m
- Elizabeth line: £2m
- Investment programme: (£28m)
- Coronavirus operating costs: (£1m)
- Safe stop and stranded labour costs: (£5m)
- 2020/21: (£973m)

Y-axis: (£700m), (£800m), (£900m), (£1,000m)

(£20m)

higher than Emergency Budget

Cost pressures from Investment projects, including Healthy Streets initiatives and higher stranded labour costs*

* Stranded labour costs are staff costs for capital projects – we have paused some non-safety critical capital projects, which means these costs don't currently appear in the capital account

£16m

Core operating costs lower than last year

Our core operating costs – excluding projects, Elizabeth line and coronavirus costs – are lower than last year, with significant savings in LU and Buses, Streets & Other Operations

Capital account

New capital investment ahead of Emergency Budget, with projects restarting earlier than expected.

Crossrail Emergency Budget maintained at same level as original 2020/21 Budget and does not reflect the temporary safe stop of the programme.

Capital account: year to date, 2020/21

Capital account (£m)	Year to date, 2020/21	Variance to Emergency Budget		Year to date, 2020/21 Variance to last year	
New capital investment	(87)	(17)	25%	84	–49%
Crossrail	(97)	43	–31%	76	–44%
Total capital expenditure	(184)	26	–12%	159	–46%
Financed by:					
Investment grant	164	0	0%	3	2%
Property and asset receipts	0	0	N/A	(16)	–99%
Borrowing	199	15	8%	265	–402%
Crossrail borrowing	64	(32)	–34%	64	N/A
Crossrail funding sources	47	5	11%	(128)	–73%
Other capital grants	14	(18)	–57%	(17)	–55%
Total	488	(31)	–6%	171	54%
Net capital account	304	(5)	–2%	330	-1254%
Capital renewals	(31)	(4)	13%	29	–49%
New capital investment	(87)	(17)	25%	84	–49%
Total TfL capital expenditure	(117)	(21)	22%	113	–51%

Finance Committee

Date: **24 June 2020**

Item: **TfL Scorecard**

This paper will be considered in public

1   Summary

1.1   When the Covid-19 (coronavirus) pandemic hit in early 2020, London, along with the rest of the country and the world, came to an abrupt halt. The Government sought to contain the virus and save lives by imposing a lockdown, elements of which continue now. TfL played a crucial role by reducing services to support key workers and bringing construction to a Safe Stop.

1.2   As London slowly emerges from the crisis, the Government is urging businesses and the public to work from home where possible, while gradually lifting restrictions on schools and non-essential retail. TfL is currently focussed on the restart of services as lockdown is lifted and the subsequent recovery of the business to a new normal.

1.3   Given the high level of uncertainty and the need to focus on the short term, this paper sets out a phased approach. This consists of an immediate scorecard to cover the first half of the performance year (the "H1 TfL scorecard") which reflects our short-term priorities, aligned to the duration of the current Government funding deal. This will be followed by a recovery-focussed scorecard for the second half of the year.

1.4   This paper seeks approval for the H1 TfL scorecard.

2   Recommendation

2.1   **The Finance Committee is asked to note the paper and:**

(a)   **agree to approve the H1 TfL scorecard through Chair's action;**

(b)   **note the proposed approach for the second half of the year.**

3   The H1 scorecard

3.1   A scorecard for 2020/21 was proposed to the Board on 18 March. The Coronavirus outbreak required a pivot of our priorities and activities that rendered this proposal unsuitable. The Board advised us to both; propose more relevant measures for the period of the crisis to aid the effective management of the business, and to simplify the business as usual scorecard.

3.2   In the immediate weeks after the crisis began, we focussed only on providing a network for essential journeys only and supported the public health response by safe stopping our construction sites and encouraging customers not to use our services. To track progress against our priorities, a Covid-19 dashboard was created. This provides a weekly view of business performance to the Executive Committee.

3.3   The H1 scorecard reflects our current priorities very clearly. Running the maximum

service we can supports social distancing and London's economic recovery. We have also pivoted our investment programme to focus on reallocation of street space to support walking and cycling becoming the go-to choices for short journeys and prevent a car-led recovery.

3.4 The safety and wellbeing of our staff and customers continues to be a top priority – reflected by our targets on those killed and seriously injured on the road network and our transport services. We have also introduced a new measure of staff wellbeing that seeks to ensure there is no disparity in how our diverse workforce is experiencing the crisis.

3.5 We also recognise that this needs to be achieved within the strict financial envelope set out in the Government funding deal. Preserving our liquidity is critical, which we can best manage through controlling our operating and capital costs.

Purpose:
Get London moving and working again, safely and sustainably, as quickly as possible

Theme	Short-term focus	Goal
Safety	Continue progress towards 2022 Vision Zero goal	**0.78 or fewer** people killed and seriously injured in road traffic collisions per million journey stages **0.20 or fewer** customer & workforce killed and seriously injured per million passenger journeys
Operations	Ramp up service to normal levels	Average of normal service levels: (Period 3-7): **94%** Bus **83%** Tube **98%** Rail
Customer	Restore customer confidence in public transport	**53%** of Londoners agree we care about our customers
People	Support our staff throughout and strive for equality	**3 percentage point** boost in staff wellbeing **No gender or ethnic disparity** in staff wellbeing (within a margin of error)
Finance	Preserve our liquidity and control costs	**Maintain our liquidity** above £1.2bn **Do not exceed Budget costs** for operating and capital
Delivery	We invest and deliver efficiently	**90% or better** delivery of restart milestones for our investment programme **Updated Elizabeth line signalling** software to support dynamic testing **57km** of new cycling infrastructure **22,000m²** of highway reallocated to pedestrians

4 Detail on measures and targets

4.1 Target setting is a complex process of considering historic trends alongside long-term aspirations and estimating what is stretching yet realistic within the timeframe. The current situation makes this process extremely challenging, so two approaches have been used to account for the uncertainty:

   a) The floor target for each metric will be set appropriately to ensure that a wider range of performance is recognised.

   b) A change control process will be used to adjust metrics and targets where they are no longer appropriate. For the TfL scorecard, the Board will review and approve any changes. For the other scorecards, the TfL Commissioner and CFO will review and approve any changes.

4.2 Targets have been set as an average/cumulatively over periods 1-7, unless tied to a specific date. Exceptions to this are the service delivery targets, which are set as an average level of service across periods 3-7. This is aligned with the timing of the DfT funding agreement, when we began building-up service levels to enable social distancing. As the target is an average across P3-7, it captures ramping up from low levels, and that performance should improve each period as we get closer and closer to a normal service.

Service delivery measures

4.3 For Buses and Rail, the metric compares the operated kilometres in each period this year to the operated kilometres in the equivalent period last year. Adjustments have been made to normalise for the impact of service enhancements made throughout 2019/20 to ensure like-for-like comparisons.

4.4 For London Underground, the metric compares the number of train trips operated in each period this year to the pre-Covid schedule. Recent external reporting has focused on the morning peak period where service delivery is over 90 percent, but we have broadened this out to capture the service delivered over the whole day and across the whole week. The forecast also factors in absence levels, for example c.7 percent of LU frontline colleagues are shielding and so cannot come to work, which affects our ability to run a full service throughout the week.

4.5 We are building up the off-peak and weekend service as needed now that restrictions are being lifted, while maintaining our peak service levels, and balancing this against colleagues' health and safety. We have taken this approach to reflect our focus changing from managing very constrained two-hour intervals for key workers to a wider customer group returning to transport throughout the day. As non-essential retail and other leisure venues start to open (particularly bars and restaurants) off-peak, evening and weekend travel become more important as demand spreads over the day and so should be factored into our targets.

4.6 Returning to a full normal service does not mean returning to normal capacity. The effective capacity of our services with full 2 metre social distancing is severely reduced, with Bus at 21 percent (single and double decks combined) and the Underground at 12 percent of normal levels.

Wellbeing measures

4.7   We have introduced a colleague Wellbeing survey to get a more regular insight into how our people are doing. We are going to track this on the scorecard, along with two related measures to monitor Wellbeing equality for BAME colleagues and between genders. We would always aim for there to be parity in these measures.

Other measures

4.8   The financial targets are set on the Emergency Budget as that is the latest approved position. These may be updated following approval of the Revised Budget. All other targets are based on our latest view.

4.9   Full details on the measures, weightings and targets can be found in the appendices.

4.10   Divisional scorecards for London Underground, Surface Transport, Commercial Development and Major Projects are under development. These will be approved by the Commissioner and the Chief Financial Officer. Proposed divisional scorecards are included in Appendix 4.

5   Returning to a new normal – our medium to longer-term focus

5.1   The priorities reflected above are a product of our very specific circumstances in this half of the year. In the medium to longer term, as social distancing restrictions lift, we will look to recover our previous ridership levels. Crucially, we are determined to take the opportunity to ensure our city is on the path to a more sustainable future and transform London into a safer city, with cleaner air and greener, more pleasant environments. We need to do this in a way that maintains our financial stability.

5.2   The H2 scorecard will be based on the Revised Budget and our aims for the remainder of the year; namely our core safety and operational priorities and an enhanced focus on active travel and a green recovery. It will also take into account any conditions tied to the second funding package being sought from Government.

5.3   Our H2 TfL scorecard will reflect these medium-term priorities. For example, a direct focus on carbon emissions in H1 is not appropriate as our emissions depend on our service levels, and we are currently focussed on providing maximum service to support public health and the economy. However, bringing a clear carbon focus in H2 is vital to supporting London's green recovery, so we will reintroduce the measure for H2 when our operations are back to normal and we can properly assess the impact of carbon reduction schemes.

5.4   We will use the Business Plan to track longer-term strategic priorities that link through to the MTS.

6 Remuneration

6.1 As there will be two separate scorecards this year, we need an agreed process to assess annual performance to inform performance awards. We propose that the two scorecards are assessed separately, and the overall result is calculated as a weighted average of the two scores according to the number of periods of the year covered.

7 Next Steps

7.1 Following the approval of the H1 scorecard, work will begin on the H2 scorecard with the aim of gaining approval in September/October 2020.

List of background papers:

None

List of appendices to this paper:

Appendix 1: Proposed measures, weightings and rationale
Appendix 2: Proposed targets, floor targets and rationale
Appendix 3: List of delivery milestones
Appendix 4: Draft divisional scorecards

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Appendix 1: Proposed measures, weightings and rationale

Measure	Metric description	Weighting	Rationale for inclusion
Safety and Operations			
% of normal service delivered (compared to pre-COVID levels): **Bus** **Tube** **Rail**	Tracks the progress of ramping up and adjusting service levels to enable social distancing across period 3-7. For Buses and Rail, the metric compares the all-day, all-week operated kilometres in each period this year to the operated kilometres in the equivalent period last year. The London Underground metric is based on the same principles but compares the number of train trips operated in each period this year to the pre-COVID schedule from February 2020. Adjustments have been made to normalise for the impact of service enhancements in 2019/20 to remove any 'artificial' impacts and ensure like-for-like comparisons. We are also assuming no night services (on rail) as agreed with DfT, so these kilometres have been removed from the base.	20% total (7.5% Bus, 7.5% Tube, 5% Rail)	Delivering levels of service that will ensure public transport is not a constraint on public health or the economy is the most direct form of support we can provide, to facilitate the UK Government's efforts to get London and its economy moving and working again.
People killed or seriously injured in road traffic collisions per million journey stages	This is an established metric which appeared on the 2019/20 scorecard. The metric is displayed as a rate (per million journey stages) to allow comparability with historic trends and to mitigate the impact of unpredictable demand levels. It is normalised by the number of journeys travelled by different surface modes, using a range of data sources including Apple and City Mapper Mobility indices, Oystercard / contactless, ATC and Travel in London data.	10%	Our ambition is that nobody is killed or seriously injured on public transport. This metric will allow TfL to closely monitor safety levels and measure progress in achieving our objective of getting London moving, safely.
Customers and workforce killed and seriously injured per million passenger journeys	This is an established measure which appeared on the 2019/20 scorecard. The metric is displayed as a rate (per million passenger journeys) to mitigate the impact of unpredictable demand levels. It is normalised by the number of journeys travelled across our different modes - LU, Buses, LO, DLR and TfL Rail. This is based on our latest view of journeys over H1.	10%	Keeping our colleagues and customers safe remains a top priority and the focus during this restart and recovery phase is to get London moving safely.
Customer			
Percentage of Londoners who agree TfL cares about its customers	Our key customer metric which tells us how well we are meeting our customers' expectations during every interaction with us, not just their last journey experience. This is collected through a weekly survey and reported on every period.	10%	Meeting our customers' expectation of providing safe travel services remains one of our top priorities.
People			
Wellbeing survey	A colleague wellbeing survey is being launched during the week commencing 8 June. The questions that will inform the metric cover; how TfL is supporting colleague wellbeing, connectedness with colleagues, and line manager/leadership support and information sharing. The intention is to use the first survey tranche to set a baseline and then run it again towards the end of H1 – the measure compares the delta between the two scores. The metric has limitations - it won't be a unique link or have a paper version (unlike Viewpoint), increasing the likelihood of it being completed multiple times by an individual, so we will need to review the response rate from the first survey to assess if it can be used reliably.	7.5%	Maintaining the health and wellbeing of our colleagues during these uncertain times, is a key priority. The aim is to enable us to identify the wellbeing impact that COVID-19 is having on our colleagues and to measure the success of our approach to supporting them.
Wellbeing equality – BAME disparity	This will monitor if there is any (negative) disparity in the Wellbeing survey results of BAME colleagues, and separately if there is a disparity in gender wellbeing. We know that there are often disparities between different groups in their wellbeing. We want to both improve everyone's wellbeing, as well as narrowing the gap. We will be drawing out findings from other, underrepresented groups in detailed analysis with findings reported to business areas and the Executive Committee. Gender and ethnicity are the two areas where there is enough data to report reliably.	3.75%	We want to understand, track and improve the wellbeing of BAME colleagues.
Wellbeing equality – gender disparity		3.75%	We know the impact of COVID-19 may have different impacts for men and women. For example, women typically take on greater caring responsibilities, and men are at higher risk of suicide.
Finance			
Maintaining liquidity	To track our cash position and indicate where management action is required to keep TfL operating above minimum cash levels. On the scorecard cascade this will be tracked and targeted through adherence of operating and capital costs to the Budget.	12.5%	Our cash position is key to us being sustainable during this period of uncertainty. It will give our external stakeholders, lenders and credit agencies confidence in our ability to live within our means and generate enough cash flow to service existing debt and cover the cost of day to day operations.
Opex vs budget	It is more crucial than ever that we control our operating and capital costs in line with the emergency budget. These will need to be updated when the Revised Budget is agreed.	2.5%	The weighting reflects their contribution to the overall cash measure.
Capex vs budget		2.5%	
Delivery			
Milestone delivery	Whilst our capital budget is significantly reduced, it is still vital that we restart construction work where we can, to stimulate the economy and support our supply chain. To that end we have restarted construction on some of our major projects such as NLE, Bank station and Old Street roundabout. This measures the delivery of project milestones up to period 7.	10%	This is an established scorecard measure and has taken on new significance as it marks the restart of TfL construction activity.
Elizabeth line: commence use of signalling and train software configuration for dynamic testing in the tunnels	This refers to the delivery of the Bombardier/Siemens train and signalling software configuration (described as TR2), which is to be used for final Dynamic Testing and Trial Running.	2.5%	This has been highlighted as an individual delivery milestone to reflect both the size and importance of the project to TfL and London
Delivery of Streetspace programme – Highway reallocation to pedestrians	To monitor the progress of prioritising space for social distancing at crowded locations, hubs, schools etc., which will be essential to make public transport and public spaces viable again.	2.5%	These are enabling activities aimed at providing alternatives to public transport and avoiding a car-based recovery, which would result in increased air pollution, reduced active travel, delays to essential journeys (freight, ambulances) and knock-on impacts on the city's economic recovery.
Delivery of Streetspace programme – improved cycling infrastructure	To monitor the progress of delivery of new cycling infrastructure, to give an alternative to public transport and avoid a car-based recovery.	2.5%	

Appendix 2: Proposed targets, floor targets and rationale

Measure	Target	Target rationale	Floor target	Floor target rationale
Safety and Operations				
% of normal service delivered (compared to 19/20)	Bus 94% Tube 83% Rail 98%	• Each target represents the average service delivered over period 3-7. This reflects building-up service levels from a low base; hence the overall targets are lower than the maximum service delivered by P7. The time period captures the level of service we are aiming to run in the periods since receipt of the DfT letter (P3-P7).	Bus 87% Tube 75% Rail 90%	This is the overall level of service we are aiming to deliver in period 3, compared to the equivalent period last year.
People killed or seriously injured in road traffic collisions per million journey stages	0.78 KSIs per million journey stages	• Aligns to the Vision Zero 2022 target and latest revised budget assumptions considering expected changes in journey stages. Near-term trends show an uplift in KSI risk despite increases in journeys travelled, which is partly related to increases in walking and cycling. It is expected that KSI risk will fall following a near-term increase and following a possible second lockdown but not back to pre-lockdown levels by P7. • Target is an average figure over periods 1-7	0.83 KSIs per million journey stages	The floor target is based on two standard deviations from the mean, as applied to observed data. There is large variability in KSI risk figures.
Customers and s killed and seriously injured per million passenger journeys	0.20 KSIs per million passenger journeys	• Based on injury seasonality together with latest revised budget assumptions. We have assumed that injury rates will be in line with the performance we have seen so far this year. • Target is an average of periods 1-7	0.21 KSIs per million passenger journeys	Assumes a linear relationship between journeys and the current rate of KSIs
Customer				
Percentage of Londoners who agree TfL cares about its customers	53%	• This target is in line with our end-of-year care score for 2019/20, as customers currently rely on their BAU experience of TfL. Target is an average of P1-7. • Score to date in 2020/21 has varied between 54 and 61 per cent, with score in P1 finishing on 60 per cent (when lockdown restrictions started to be eased). • Based on current environment, limited opportunities to increase score, which is on a slow downward trend.	47%	Accounts for potential drop in perception of value for money caused by reinstatement of Congestion Charge and bus fares as well as planned fare rises, increased anxiety about crowding and perception that we are not investing to improve.
People				
Wellbeing survey	3%-point improvement	• The target is a 3%-point improvement on the baseline, which will be identified from the first survey tranche. It represents a challenging aim, given the uncertainty over the next few months and the untested survey methodology.	No change	The floor target reflects the uncertainty in both the current environment and how exactly the survey will perform. A fall in colleague wellbeing below the baseline is unacceptable and the floor target reflects this.
Wellbeing equality – BAME disparity	Max. 3%pt disparity	• Our target is for zero significant difference in these measures, but we are allowing for a 3%-point margin of error with responses given uncertainty over sample sizes.	Max. 5%-point disparity	The floor target allows for a 2% disparity above the 3% margin of error, in which case 50% of the weighting will be awarded.
Wellbeing equality – gender disparity	Max. 3%pt disparity		Max. 5%-point disparity	
Finance				
Maintaining liquidity	£1.2bn	• Target is to remain above our minimum cash level which is enough to cover approximately two months of operating expenditure in the event of an external shock and offers reassurance to our external stakeholders and credit agencies.	£1.2bn	There is no floor target for this as we simply cannot fall below £1.2bn at any period end date, with period 7 being key as it marks the end of the first government funding package.
Opex vs budget	£3,325m	• Targets set as the Emergency Budget	£3,325m	No floor target due to the strict management of cost in H1
Capex vs budget	£519m		£519m	
Delivery				
Milestone delivery	90%	• There are 11 top-level TfL milestones for completion by the end of period 7. A target of 90% reflects the importance of achieving each milestone on time	0%	As in previous years, a sliding scale methodology will be applied to milestone delivery to accurately reflect where delivery is slightly later than planned, with 0% being failure to achieve all budget milestones
Elizabeth line: commence use of signalling and train software configuration for dynamic testing in the tunnels	25/09/2020	• Represents a significant milestone in the project schedule which would keep the project on track for delivery of the central section 'as soon as practically possible in 2021'.	16/10/2020	The floor target allows for 3 weeks delay in achieving the milestone. This reflects the complexity of combining two types of train software and signalling software to work together and that certain aspects are outside TfL's control.
Delivery of Streetspace programme – Highway reallocation to pedestrians	22,000m^2	• Target represents an average figure of the area reallocated in the first 11 delivered sites, spread across the 50 further planned sites. • This is aligned to the Streetspace plan to reallocate the highway to pedestrians to enable social distancing at key crowded locations.	18,000m^2	This work is undertaken on a reactive basis which is reflected in the floor target. This also reflects that all sites are unlikely to be equal so there could be less potential for space reallocation.
Delivery of Streetspace programme – improved cycling infrastructure	57km	• Aligned to the Streetspace plan to reallocate the highway to cycling, to shift trips away from PT and car. • As much of this programme will be delivered via boroughs on the roads they manage, TfL is working closely with them to develop scope and timescales.	47km	With general traffic levels already increasing as lockdown measures ease, boroughs are unlikely to accept traffic displacement onto residential roads. There is a risk of this happening during the bedding-in period post-construction. This increases complexity for delivery, which is reflected in the floor target.

Appendix 3: Delivery milestones to Period 7

This list reflects our best view of project milestones over H1. As with the scorecard targets themselves, some of these may be subject to change should there be significant changes in access, service levels or the supply chain.

#	Delivery area	Milestone	Date
1	Surface - Assets	Victoria Coach Station infrastructure – complete fire system works on site	17-Oct-20
2	Surface - Air Quality	Congestion Charge changes – go live	22-Jun-20
3	Surface - Rail (Trams)	Reeves Corner embedded rail track renewal section 1 complete	14-Sep-20
4	MPD – Barking Riverside	Completion of Thames Water works to divert sludge main at Pier 14	23-Jul-20
5	MPD - Silvertown	Completion of pump test boreholes and all geotechnical surveys for the north site of the Silvertown tunnel	15-Sep-20
6	MPD – Four Lines Modernisation	Completion of foundation for train maintenance access platform at Neasden depot	26-Aug-20
7	MPD – Piccadilly Line Upgrade	OPO CCTV (Design & Build) approved by TfL for Contract Award	14-Jul-20
8	MPD – Northern Line Upgrade	Completion of 22kv Installation, necessary for providing full traction power for the new extension to Battersea	01-Sep-20
9	MPD – Bank Station Upgrade	Completion of the tunnel primary lining for the new DLR triple escalator	01-Sep-20
10	LU Renewals & Enhancements	52-hour possession on the Piccadilly Line to re-rail track between Heathrow Terminals 123 and Hatton Cross (eastbound track)	06-Jul-20
11	LU Renewals & Enhancements	Recommencement of construction activities at 12 sites (Amersham, Harrow on the Hill, Osterley, Cockfosters, Mill Hill East, Debden, Ickenham, Wimbledon Park, Tottenham Hale, Acton TMU Shed, Bromley by Bow and Finsbury Park)	31-Jul-20

Appendix 4: Draft divisional scorecard measures

London Underground scorecard

Measure
Safety and Operations
Service operated (LU)
Average headways
Demand (LU) - % of last year
Service operated (TfL Rail)
Customer serious injuries
Colleague serious injuries
Customer
Percentage of Londoners who agree LU cares about its customers
People
Wellbeing – all staff (surveyed improvement)
Frontline absence – all
Frontline absence – COVID-19-related
Finance
LU Capital spend – actuals vs Emergency Budget
LU Operational spend – actuals vs Emergency Budget
TfL Rail Capital spend – actuals vs Emergency Budget
TfL Rail Operational spend – actuals vs Emergency Budget
Delivery
LU milestone delivery

Surface scorecard

Measure
Safety and Operations
Percentage service delivery (compared to pre-COVID) – Surface modes
People killed or seriously injured in road traffic collisions per million journey stages
Customers – all injuries
Workforce – all injuries
Time saved by pedestrians at traffic lights
Customer
Percentage of Londoners who agree London Buses cares about its customers
People
Wellbeing – all staff (surveyed improvement)
Finance
Capital spend – actuals vs Emergency Budget
Operational spend – actuals vs Emergency Budget
Delivery
Surface milestone delivery
Streetspace Programme – highway reallocation to pedestrians
Streetspace Programme – improved cycling infrastructure

Commercial Development and Major Project Directorate scorecards

These scorecards have less of a direct cascade from the H1 TfL scorecard, which is focused heavily on operational restart. The Commercial Development and Major Projects scorecards are under development and will consist of relevant metrics cascaded from the TfL scorecard, alongside more specific local metrics.

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